City of Columbia
Adopted Budget

FY 2008
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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, 2007 and ending on September 30, 2008, as finally adopted by the City Council on September 17, 2007.

IN WITNESS WHEREOF, I have executed this certification on this 4th day of October, 2007.

_____
City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this 4th day of October, 2007.

_____
Sheela Amin, City Clerk

FY 2008 Budget Amendments
September 17, 2007

Council Reserve Allocated		
Amount of Reserve Available		**$75,000**
Interpreting Services for Study Circles & Let's Talk Columbia	$4,000	
Increase Options Care Program	$10,000	
Roots and Blues Festival Seed money	$10,000	
Total Allocated	**$24,000**	
Balance Remaining	**$51,000**	

Administrative Issues:	
Health Department	
Training & Evaluation Cost Sharing for United Way - Revenues	$10,000
Training & Evaluation Cost Sharing for United Way - Expenses	$10,000
Net Change	$0
Convention & Tourism Fund	
Festival of Arts transfer to Cultural Affairs - Miscellaneous Contractual	($15,000)
Heritage Festival Transfer to Recreation Services - Miscellaneous Contractual	($15,000)
Festival of Arts transfer to Cultural Affairs - Transfers Out	$15,000
Heritage Festival transfer to Recreation Services - Transfers Out	$15,000
Total Expense Changes	$0
Cultural Affairs Dept	
Festival of Arts transfer from Convention & Tourism Fund - Revenues	$15,000
Festival of Arts transfer from Convention & Tourism Fund - Expenses	$15,000
Net Change	$0
Recreation Services Fund	
Heritage Festival transfer from Convention & Tourism Fund - Revenues	$15,000
Heritage Festival transfer from Convention & Tourism Fund - Expenses	$15,000
Net Change	$0
Other Issues:	
Move Mid-Mo Regional Planning Commission Dues	
From Council's Budget	($27,544)
To Planning Department Budget	$27,544
Net Change	$0
Add Public WiFi at City Hall	
Information Technologies Fund Expenses (report on security issues required)	$2,099
Net Impact to Information Technologies Fund	$2,099
Add Transit Service to Smiley Lane	
Transit Expenses	$9,500
Net Impact to Transit Fund	$9,500

CIP Changes:		**Funding Source**	
Streets and Sidewalks:			
19. Route K Bridge over Hinkson Creek			
MoDOT BRM funding needs to be moved from 2009 to 2008	2008)	MoDot BRM	$900,000
13. Highway 763 Widened - City's Contribution			
Additional costs needed to upfront the state's contribution	2008)	CIP Sales Tax	$2,000,000
Storm Water:			
New Project: Annual Water Quality Initiative	2008)	Ent Rev	$25,000
1. Annual Projects - C49017	2008)	Ent Rev	($25,000)

July 30, 2007

Honorable Mayor and City Council
City of Columbia, Missouri

It is an honor to transmit the City Manager's FY 2008 budget proposal for your consideration. As required by our Charter, the document provides a complete financial plan for the City of Columbia for the period starting October 1, 2007 and ending September 30, 2008. It also officially launches the community decision-making process that allocates public resources for the benefit of citizens.

In this second year as City Manager, my core values remain unchanged. I believe that City government contributes to Columbia's success when we enhance our ability to plan for the future, stay committed to coordinating City procedures and continually improve communications with citizens. I also favor straight talk as a way to tell the story behind the numbers.

In FY 2008, there is adequate revenue budgeted to support City utilities, other City enterprises, internal services and capital improvements planned for this year. We expect sub-par growth, however, in sources that allow discretion in how dollars are spent Within these limits, I recommend that City government invest in its workforce, take care of its ballot issue commitments and do its best to maintain current service levels. We must stay alert to changes in our revenues and be ready to adapt quickly. If you've worked with a household budget or a business balance sheet, you know what I'm talking about.

Revenues

Sales tax growth has lagged behind projections for several months, due to local and larger economic factors. This revenue source pays for many general government services that aren't supported by City enterprise funds or by other dedicated revenues. As the growth rate of sales tax declines, we tighten City government belts. Revenues are further pressured by increasing costs and, again, this will sound familiar. It costs more to buy energy, liquid fuels, equipment, construction materials and health insurance. You can't run a power plant, pave streets, douse a fire or walk a police beat without facing this reality.

Although this trend may linger for another year or two, I strongly agree with analysts who say that Columbia has a strong, growing and enviable economy. Meanwhile, we are taking prudent actions now and planning very conservatively for FY 2008. This year, we are spending some of the City's fund balances, leaving fewer dollars to carry over to support next year's budget. We continue to comply with all City policies relating to fund balances and reserves. Where we are confident that service levels will not suffer, we are postponing many equipment purchases and recommending that many new employees be funded for only part of the year, rather than for a full year.

Priorities: First Things First

City Workforce

Because they are City government's most valuable asset, investing in the men and women who serve citizens every day remains my highest priority. Some employees will earn closer to market-level salaries and, while the FY 2008 personnel package does not reflect the true worth of each employee, it moves in the right direction. The proposed across-the-board increase for all employees is lower than last year's. It's mostly aimed at keeping up with health insurance costs. However, with Council approval, we will build in financial rewards for exceptional performers, based on a new, more meaningful review of employee work.

This approach squares with what citizens and employees have told us in surveys during the last two years. Eighty-four percent of those responding to our 2007 citizen survey said they were satisfied with the quality of City services. Even though our employees find value in their work, most of them feel that more recognition, including financial rewards, would be positive motivators. So, why not keep pushing that citizen satisfaction level up, and why not reward those whose exceptional performance gets us to higher levels?

Putting resources into the personnel package is the most significant decision in any budget year. It determines what's left for equipment, supplies, materials and vehicles. Even considering the limited discretionary revenues projected for FY 2008, I believe that this budget proposal strikes a prudent, reasonable balance and recommend the actions listed below.

- An across-the-board pay raise of 1.5 percent or $.30 per hour, whichever is greater, for our current workforce.

- Additional pay to recognize employees who demonstrate exceptional performance. Their work will be assessed using a new, meaningful performance review process, and successful candidates could get a pay bump that becomes part of their base salaries.

- As the second part of a five-year process to review all City jobs for proper descriptions and pay levels, position upgrades for around 50 employees in grades 8 - 11; salary upgrades to bring 71 positions closer to market-level compensation; and 20 reclassifications or reorganizations to enhance internal performance.

- Continued funding for voluntary employee health screenings and for the full cost of employee health insurance premiums.

- An increase for active employees in the cost of dependent health care, ranging from $0.09 to $0.26 per hour, *along with a continued City subsidy for those premiums*.

- A new financial incentive to encourage police officers and firefighters to postpone retirement and mentor new employees as they join those departments. Staff will explore similar options that could be extended to non-public safety employees in future years.

Our retirees will continue to benefit from fully-funded pension plans, and we will provide coverage for Medicare-eligible retirees through a City-organized private insurance plan. I commend those volunteer retiree advisors who are helping us restructure our health program to minimize City subsidies for those who are not yet eligible for Medicare.

Ballot Issue Commitments

In FY 2008, citizens will continue to see a full range of improvements to streets, sidewalks, parks and utility infrastructures consistent with ballot issues passed in 2003, 2005 and 2006. I am grateful for the Council's and the community's support for these projects. It is time to plan for a new sewage treatment plant and for upgrades to our existing water system, and I recommend, after we have significant public discussion, that the Council consider authorizing two ballot issues during FY 2008 for these purposes.

Equitable Service Levels

Even as Columbia grows and changes, City government has a continuing duty to equitably serve all parts of the community. Denying our basic menu of services, protection and opportunity to any part of Columbia is not an acceptable practice. Therefore, I recommend that the Council authorize 19.35 new positions (listed below) to keep up with this obligation and to address top priorities identified in our recent citizen survey. Please remember…the full fiscal impact of these positions will not be felt until the second half of FY 2008 and, if sales tax revenues continue to decline, some of those positions may not be filled at all.

- 7 FTE in Public Works, dedicated to improving community mobility through stepped-up street work, traffic flow, public transit, sidewalks and non-motorized transportation and also for more efficient sewer, storm water and solid waste services.

- 3 police Lieutenants whose management assignments will free-up other officers for law enforcement in Columbia's neighborhoods and allow creation of a Professional Standards Unit aimed at moving departmental performance to a higher level.

- 3 Firefighters to complete staffing of Fire Station #9, a new facility authorized through the 2005 ballot issue, in the Blue Ridge area of north Columbia, when construction is completed later next year.

- 6.35 FTE in our Parks, Water and Light and administrative departments to maintain City service levels.

Community Visioning

I recommend continued funding for community visioning to assure the successful end of the planning process and to launch the implementation phase. At this point, the vision plan is not complete, and I cannot predict its short-term fiscal impact. But the community-at-large owes a huge debt of thanks to the citizen volunteers who guided and participated in this process. I hope that everyone will attend the September 13 "Community Choices" meeting to decide which priorities Columbia should pursue.

Community Fiscal Impact

As in the past, it will not be necessary to raise any City taxes in FY 2008, and fee increases are limited to protective building inspection services and four recreational programs. Customers of City electric, water, sewer and refuse service will see higher rates. These increases cover climbing energy costs and other operating expenses and still result in rates that compare favorably with those in other communities.

Our ongoing rate studies, however, are expected to provide more information that will be part of the FY 2008 budget discussion. Rate proposals could change as independent consultants complete their review of appropriate customer cost allocations and as the Council sets rate objectives that reflect the values important to Columbia citizens.

I am confident that we can adapt to changing conditions and public expectations. We prepare our budget proposals consistent with several long-standing principles:

- Conservative estimates of costs and revenues;
- A City workforce that does not grow faster than the community-at-large;
- Cash reserves reflecting the Council's directive to preserve a 16% fund balance;
- No projects budgeted, including capital projects, without authorized funding; and
- A budget that at least maintains current service levels and adds other prudent expenditures, only where warranted.

Our sound financial planning and monitoring systems give us adequate time, during this economic transition, to avoid extreme adjustments. If needed, we can change our spending patterns over the next year to match available revenues.

I thank you for your support and for the opportunity to serve as your City Manager with an outstanding, hard-working cadre of public service professionals. Let me recognize, in particular, City Finance Director Lori Fleming, Budget Officer Laura Peveler and the rest of the Finance Department for again guiding this year's budget process. My thanks also go to our City department directors and to other staff members who contributed ideas and hours to this document.

More details are included in the Budget in Brief that follows and which is a part of my budget message. I look forward to discussing this proposal with you and the citizens of Columbia in the weeks ahead.

Sincerely,

Bill Watkins
City Manager

Overall Expense Highlights

OPERATING EXPENSES	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
General Government Funds	$66,443,258	$69,440,435	$2,997,177	4.5%
Enterprise Funds	$120,303,477	$135,637,117	$15,333,640	12.7%
Internal Service Funds	$28,825,684	$30,702,856	$1,877,172	6.5%
Total Operating Expenses	$215,572,419	$235,780,408	$20,207,989	9.4%
General Fund Oper. Expenses	$64,042,202	$67,188,218	$3,146,016	4.9%

- General Government Funds reflect increases in personnel services and intragovernmental charges. A total of 12.03 permanent positions were added, however most will be added mid year to lessen the budget impact. Intragovernmental charges for self insurance, custodial, maintenance and information technology all increased as the use of accumulated balances to support operations is reduced.
- Enterprise Funds reflect a significant increase in power supply costs which account for most of this change. A total of 6.32 permanent positions were added. Increases in intragovernmental charges as well as funding for major maintenance work for the airport terminal also contribute to this change.
- Internal Service Funds have increases in both health insurance and self insurance costs. Intragovernmental charges also contribute to this increase. One permanent position was added.

CAPITAL ADDITIONS (Items Over $5,000 - Rolling Stock Replacement, Major Equip, Etc.)	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
General Government Funds	$1,675,373	$297,652	($1,377,721)	(82.2%)
Enterprise Funds	$3,008,712	$3,925,664	$916,952	30.5%
Internal Service Funds	$542,482	$378,794	($163,688)	(30.2%)
Total Capital Additions	$5,226,567	$4,602,110	($460,769)	(8.8%)
General Fund	$1,675,373	$297,652	($1,377,721)	(82.2%)

- Significant reductions in the amount of fleet replacement were necessary due to budget constraints.
- Increased appropriation for Enterprise Funds capital additions are spread through out many different operations as the City works toward meeting its replacement schedules. Airport includes funding for terminal and HVAC improvements.
- Internal Service Funds reflect a decrease due to a lower amount budgeted in the Information Technologies Fund.

CAPITAL PROJECTS	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
General Government Funds	$11,255,425	$39,521,280	$28,265,855	251.1%
Enterprise Funds	$36,189,099	$22,504,275	($13,684,824)	(37.8%)
Total Capital Projects	$47,444,524	$62,025,555	$14,581,031	30.7%

- Increase in General Government Funds for implementation of projects approved in the November 2005 ballot and Non-Motorized Grant. Both transportation and park projects have been accelerated from the original ballot proposal.
- Decrease in Enterprise Funds attributed to Water, Electric and Airport projects. Ballot issues to fund capital projects in Water and Sewer utilities are proposed for 2008.

TOTAL BUDGETED EXPENSES	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
General Government Funds	$105,484,838	$139,220,679	$33,735,841	32.0%
Enterprise Funds	$192,768,626	$197,001,498	$4,232,872	2.2%
Internal Service Funds	$29,776,352	$31,489,758	$1,713,406	5.8%
Total Expenses	**$328,029,816**	**$367,711,935**	**$39,682,119**	**12.1%**
General Fund Total Expenses	$68,546,467	$70,258,112	$1,711,645	2.5%

- Large increase in General Government Funds attributed to Capital Improvement Plan and acceleration of 2005 ballot projects.
- Increases in operations and capital additions for Enterprise Funds were mostly offset with decreases in the Capital Improvement Plan.
- Operational increases in most Internal Service Funds account for the overall increase.

Personnel Package

The overall increase in personnel services is 6.0%.

- 1.5% across-the-board increase or $0.30/hour, whichever is greater.
- 2% performance recognition scheduled for this year with implementation of the new performance review system. All employees will be eligible for performance recognition pay; however, individual amounts will vary depending upon performance.
- Position reviews were completed on grades 8-11 (301 positions) and adjustments made accordingly to 45 classifications.
- Salary survey was conducted for 71 positions and resulted in 20 classifications recommended for pay grade upgrades.
- Fifty other department reclassification/reorganization requests were reviewed and 20 were approved.
- Continued funding for employee health screenings on a three year rotation.
- Full funding of pension requirements.
- The City will continue to pay the full cost of employee health insurance premiums and will subsidize dependent coverage premiums.
- Health insurance premiums for active employee dependent coverage and retirees will be increased by 10%.
- Health insurance premium rates for retirees will be subsidized at a fixed rate to limit the liability recognized by Governmental Accounting Standards Board (GASB) statement 45 on Other Post-Employment Benefits (OPEB). The budget includes fully funding the required contribution for the post-employment liability.
- Implement a Deferred Retirement Option (DROP) for both Police and Fire pension plans. The objective of the DROP provision is to allow employees who are eligible to retire to freeze their benefits and continue to work up to five additional years.
- During 2008 staff will explore options for similar DROP provisions for non-public safety employees.

19.35 New Positions Added

Public Safety (6 positions)
(3) Police Lieutenants (9 months)
(3) Firefighters (1 month)
Health and Environment (.35 position)
(3) Permanent Part-time Position Increased Hours
Parks and Recreation (1 position)
(1) Engineering Aide IV (9 months)
Electric (2 positions)
(1) Rate Analyst - MISO Analyst
(1) NERC Compliance Officer (6 months)
Information Technology (1 position)
(1) Programmer - GIS Address Maint. (6 months)

Public Works (7 Positions)
(1) Engineering Aide III - Street Design
(1) Engineering Aide IV - ROW Specialist
(1) Engineering Specialist II - CIP Sidewalk/Streets
(1) Engineering Supervisor - Traffic (6 months)
(1) Administrative Support Assistant III - Public Transportation
(1) Administrative Support Assistant I - Solid Waste
(1) Refuse Collector III - Solid Waste
Administrative and Other (2 positions)
(1) Human Resources Specialist (6 months)
(1) Assistant City Counselor III (6 months)

- The City will be adding certain positions during the year as noted above. The effect of adding these positions is equivalent to funding 13.1 full-time positions.

Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
General Government Funds	$131,009,562	$139,150,148	$8,140,586	6.2%
Enterprise Funds	$162,675,076	$169,487,247	$6,812,171	4.2%
Internal Service Funds	$26,986,281	$29,425,301	$2,439,020	9.0%
Total Revenues	**$320,670,919**	**$338,062,696**	**$17,391,777**	**5.4%**
General Fund	$68,959,148	$70,258,112	$1,298,964	1.9%

- General Government Funds increase in capital improvement plan funding includes $12 million in grant funding for non-motorized transportation projects. Transfers increased over $6.8 million which include transfers of special taxes into the Capital Project and Debt funds to implement projects associated with the ballot issues. No bond proceeds are budgeted for FY 2008. Most tax revenues only show a modest 2% to 5% growth.
- Enterprise Fund increases reflect utility rate increases of $1.50/month for residential refuse customers, 6% for sewer, 9% for electric and 8% for water. The monthly impact on the average customer will be approximately $10.69/month.
- Internal Service Funds increase is due to Self Insurance Fees increasing 15%, Information Technology Fees increasing 17.5% and Custodial & Maintenance Fees increasing 12.5%.
- General Fund change reflects moderate growth in property and sales taxes due to recent economic factors. PILOT and General & Administrative charges increased 7.8% and 6.7% respectively. Transfers and other local revenues are projected to decline.

MAJOR REVENUE SOURCES				
	Estimated FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change
Sales Taxes	$39,264,000	$40,457,610	$1,193,610	3.0%
PILOT	$9,875,000	$10,647,750	$772,750	7.8%
Grants & Capital Contributions	$15,664,778	$28,958,894	$13,294,116	84.9%

- Projected growth in Sales Taxes is 3.0%. Estimated growth for FY 2007 is 2.5%. Staff continues to monitor sales taxes by major taxpayers each month to determine economic trends.
- PILOT increase reflects the rate changes and customer growth in water and electric, but is still highly dependent upon weather conditions.
- Increase in Non-Motorized Transportation Grant funding for sidewalk and trail projects.

Tax Rate Changes

There are no proposed City tax increases for FY 2008.

- Property Tax Rates (No increase over the current $0.41 per $100 assessed valuation)
- Sales Tax Rates (No City increase proposed) Current Total Sales Tax Rate = 7.55% in all areas of the City except those located in TDDs where the rate is higher. The City's portion is as follows:
  - * 1.000% - General Sales Taxes - funds basic government services
  - * 0.250% - Capital Sales Tax - restricted for capital related uses only - expires December 31, 2015
  - * 0.500% - Transportation Sales Tax - restricted for transportation use only
  - * 0.125% - Parks Sales Tax - restricted for park purposes (Permanent)
  - * 0.125% - Parks Sales Tax - restricted for park purposes - expires March 31, 2011
- Gross Receipts Tax Rates (No increase over the 7% current rate)

Utility Rate Changes - Average Monthly Customer Impact*

	Average Monthly Customer Impact
● Refuse Rate Increase ($1.50/month - Residential Customers only)	$1.50
● Sewer (6% Rate Increase)	$0.69
● Water (8% Rate Increase) - increase in the per CCF charge	$1.59
● Electric (9% Rate Increase)	$6.91
	$10.69

* Staff is currently in the process of reviewing rate studies conducted by an independent consultant which may result in changes to the proposed rate structure.

Monthly Utility Rate Comparisons (with proposed rate increases for Columbia)

Water Residential Rate Comparison *Based on average usage of 7 ccf*	
Consolidated # 1 (Boone County)	$36.68
Water Dist. # 9 (Boone County)	$25.02
St. Joseph, MO	$23.32
Jefferson City, MO	$21.19
Columbia, MO (FY 08-proposed)	**$19.58**
Sedalia, MO	$19.12
St. Louis Co., MO	$16.83
City of Fulton, MO	$16.74
Independence, MO*	$13.73

** Independence has an additional 3% increase scheduled for October 1, 2007 to complete a 5 year plan.*

Electric Residential Rate Comparison Residential Charges for 824 kWh		
Utility name	Summer	Non-Summer
Empire MO	$83.52	$77.16
Independence MO	$81.69	$76.11
Columbia W&L (FY 08-proposed)*	**$77.05**	**$75.81**
Kansas City Power & Light**	$75.60	$61.92
Boone Electric	$72.91	$72.91
Ameren UE	$72.43	$52.13
Springfield IL	$71.65	$61.50
Springfield MO	$59.78	$56.59

** Columbia rates do not include a summer discount for load management.*

***KCP&L filed for an 8.3% increase for MO customers on February 1, 2007.*

Sewer Residential Rate Comparison *Based on average usage of 7 ccf*	
Des Moines, IA	$30.58
Boone County Regional Swr Dist.	$24.92
Independence, MO	$22.90
St. Louis, MO	$20.57
Kansas City, MO	$20.49
Norman, OK	$17.28
Springfield, MO	$14.86
Columbia, MO (FY 08-proposed)	**$12.25**
Cedar Rapids, IA	$12.15

Refuse Residential Rate Comparison	
Denton, TX *	$18.50 - $20.75
Veolia (Superior/Onyx) Columbia, MO +	$14.65
Allied Waste (Mid State) Jeff City, MO +	$13.86
Waco, TX **	$13.70 - $17.70
College Station, TX ++	$14.40 - $24.50
Columbia, MO (FY 08-proposed)	**$14.42**
Lubbock, TX +	$13.53
Fulton, MO ^	$12.00

** Price varies depending on type of container and recycle option.*

+ No recycling or yard waste options available.

*** $13.70 base fee, $4 charge for additional charge for recycling, yard waste, and bulk items.*

++ $14.40 base fee, $10.10 for additional cart for recycling and yard waste.

^ $12 base fee for one can, $12 for each additional can. Services include weekly pick-up of recycling and yard waste.

Proposed Fees and User Charge Changes

Protective Inspection

- Increase the fee for reinspections of rental property from $15 to $25 for the first reinspection and $50 for any additional reinspections. This increase will be effective January 1, 2008.

Recreation Services

- Increase Kickball fee from $12.50/game to $14.50/game
- Increase Noon Club (20 passes) from $40/pass to $50/pass
- Increase Day Camp (2 week session) from $190 to $205
- Increase Escapade Week (1 week session) from $97.50 to $102.50

Department Budget Highlights

PUBLIC SAFETY DEPARTMENTS					
	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	$16,957,348	$17,676,414	$719,066	4.2%	5.4%
Fire	$12,853,792	$13,444,948	$591,156	4.6%	6.2%
Municipal Court	$691,070	$698,840	$7,770	1.1%	4.6%
Emer. Mgmt & Communications	$2,590,927	$2,625,315	$34,388	1.3%	4.2%
Total Public Safety	**$33,093,137**	**$34,445,517**	**$1,352,380**	**4.1%**	**5.6%**

Police Department

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

Fire Department

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

Municipal Court

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

Emergency Management and Communications

- No major changes in the operating budget for Public Safety Joint Communications (PSJC).
- Decrease in Emergency Management division due to a mid year appropriation of funds in 2007 for Citizens Corp and TEAM 3 grants.

HEALTH AND ENVIRONMENT					
	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Health	$5,477,474	$5,540,425	$62,951	1.1%	6.2%
Community Services	$1,339,824	$1,255,081	($84,743)	(6.3%)	2.0%
Planning	$1,182,547	$1,303,948	$121,401	10.3%	6.0%
Economic Development	$366,290	$384,970	$18,680	5.1%	3.7%
Cultural Affairs	$372,130	$421,608	$49,478	13.3%	
Total Health and Environment	**$8,738,265**	**$8,906,032**	**$167,767**	**1.9%**	**6.4%**

Health Department

- Increase in FTE's by 0.05 by adding hours to the .85 FTE Nurse Practitioner's positions which will result in more hours for STD and Family Planning clinical services.
- Changes made to (2) existing part-time (.80 FTE and .90 FTE) Social Worker positions to increase them to 1.0 FTE each and there was an offset with a reduction in temporary salaries. This will allow the City to better assist the public with in-home health services and utility and medication assistance, dental pain relief referrals, and prenatal case management services.
- Reductions in Supplies & Materials, Travel & Training and Utilities, Services & Misc. are due to 2007 grants from the Missouri Foundation for Health that are not budgeted for 2008.

Community Services

- Decrease due to Title V grant funding for youth crime prevention that is not budgeted for 2008. Staff will reapply for the grant during 2008 and request a budget amendment if awarded.
- Funding for social service contracts increased by 2% to $903,743 after adjusting for the $20,000 one-time allocation for youth empowerment Council added in 2007.

Planning Department

- Increases reflect costs associated with implementation of new H.T.E. Planning and Development module that will allow for more automated tracking of applications and other requests.
- Increases in postage, printing and other costs related to zoning activity.

Economic Development

- No significant changes.

Cultural Affairs

- Moved to the General Fund for accounting/management purposes during 2007. The fund balance was restricted for arts contract funding. In FY 2008, a portion of this fund balance ($13,000) will be utilized to increase funding for arts contracts to approximately $100,000.

PARKS & RECREATION DEPARTMENT					
	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	$4,649,602	$4,634,273	($15,329)	(0.3%)	5.5%
Recreation Services Fund	$7,377,772	$7,533,942	$156,170	2.1%	2.7%
Total Excluding CIP Projects	**$12,027,374**	**$12,168,215**	**$140,841**	**1.2%**	**3.7%**

Parks and Recreation General Fund Operations

- Decrease in Capital Outlays of approximately $265,000 due to budget constraints. Transfer of Parks Sales Tax funds maintained at 2007 level, but used to support operations.
- Added (1) Engineering Aide IV to assist with planning and on-site project management for the increasing number of capital projects funded through the 2005 Ballot issue
- Increase in intragovernmental charges for Self Insurance Fees and Information Technology Fees.

Recreation Services Fund

- No new personnel, but temporary help was increased for athletic field crews and the Moonlight Hoops program.
- Intragovernmental charges increased due to General & Administrative and Information Technology Fees.
- Budgets the use of Capital Improvement Fees for the replacement of equipment at the Activity & Recreation Center (ARC).

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	$10,460,584	$10,248,708	($211,876)	(2.0%)	8.4%
Public Transportation Fund	$4,901,130	$5,089,765	$188,635	3.8%	9.2%
Airport Fund	$2,148,155	$2,489,601	$341,446	15.9%	6.8%
Sanitary Sewer Utility Fund	$11,246,975	$11,625,700	$378,725	3.4%	3.0%
Parking Utility Fund	$1,688,099	$1,619,589	($68,510)	(4.1%)	-1.7%
Solid Waste Utility Fund	$15,182,435	$16,135,447	$953,012	6.3%	7.5%
Storm Water Utility Fund	$1,660,037	$1,919,510	$259,473	15.6%	13.0%
Custodial / Maintenance Fund	$1,184,796	$1,179,965	($4,831)	(0.4%)	5.7%
Fleet Operations Fund	$6,447,834	$6,581,986	$134,152	2.1%	14.3%
Total Public Works Dept. Excluding CIP Projects	**$54,920,045**	**$56,890,271**	**$1,970,226**	**3.6%**	**7.1%**

Public Works - Overall

- Allocated funding of engineering staff directly to capital projects. This shifted funding in excess of $500,000 to the Capital Improvement Plan and allowed for the addition of needed engineering staff to support the extensive plan.
- Added (1) Engineering Supervisor - Traffic for 6 months to address the increasing number of concerns by citizens and Council regarding traffic issues.
- Added (1) Engineering Aide IV - ROW Specialist that will be split between General Fund, Capital Projects, Sewer and Storm Water.
- Added (1) Engineering Specialist II funded with the Non-Motorized Grant to assist with the numerous projects added to the Capital Improvement Plan by this grant.
- Added (1) Engineering Aide III which will be split between Capital Projects, Sewer and Storm Water. This position will work on street design.

Public Works - General Fund Operations

- Operating budget includes $947,385 for administration of Non-Motorized Grant program funded with the federal grant.
- Increase in milling and overlay budget by $150,000 for a total of $1 million for contractual street maintenance work.
- Increase in Supplies and Materials by $100,000 for salt to be used during snow events and reduce the use of cinders.
- Funding to equip 25 street vehicles with GPS technology to improve information to staff and citizens.
- Continue adding permanent radar signs in school zones with the installation of one at Derby Ridge Elementary School.
- Decrease in capital additions by over $400,000 due to budget constraints. The City will not meet the scheduled vehicle replacement needs for 2008.

Public Transportation

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

Airport

- Decrease in Travel & Training by $10,000 which was added in 2007 for airline contract negotiations.
- Increase advertising budget by over $35,000 to assist with improved marketing of the facility.
- Increase contractual services by $25,000 for major maintenance crack sealing done every 4 - 5 years.
- Increase Intragovernmental Charges for self insurance due to litigation.
- Includes $175,000 for airport terminal improvements and replacement of the HVAC unit.

Sanitary Sewer

- Funds portion of (2) Engineering Aide positions discussed on the previous page.
- Funds half of the cost of an additional sewer jet vacuum truck to be shared with the Storm Water utility to allow for more efficient cleaning of grit and debris from sewer mains and storm sewers.
- Increase in Intragovernmental Charges due to increases in Self Insurance Fees, Utility Billing Fees, General & Administrative Fees and Information Technology Fees.
- Staff is currently in the process of reviewing rate studies conducted by an independent consultant which may result in changes to the proposed rate structure.

Parking Utility

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

Solid Waste Utility

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

Storm Water Utility

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

Custodial and Building Maintenance

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

Fleet Operations

- Decrease in capital additions by $20,000 due to fewer vehicles scheduled to be replaced in 2008.
- Increase in labor rate charged to departments from $42 to $46/hour.
- No significant operational changes.

WATER AND ELECTRIC DEPARTMENT					
Water & Electric Department	**Budget FY 2007**	**Adopted FY 2008**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
Water Utility Fund	$16,583,356	$17,711,344	$1,127,988	6.8%	8.6%
Electric Utility Fund	$94,685,110	$109,187,009	$14,501,899	15.3%	9.9%
Tl. Water & Electric Dept. Excluding CIP Projects	**$111,268,466**	**$126,898,353**	**$15,629,887**	**14.0%**	**9.7%**
Railroad Fund Excluding CIP Projects	**$1,106,458**	**$1,185,316**	**$78,858**	**7.1%**	**13.8%**

Water Utility

- Increase of over $1.1 million in non-operating expenses due to depreciation on the Water Treatment Plant expansion and a new 36" water transmission main.
- No significant changes in the operating budget.
- Staff is currently in the process of reviewing rate studies conducted by an independent consultant which may result in changes to the proposed rate structure.

Electric Utility

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

Railroad

- No significant changes to the operations budget.
- A $5 charge on each ton of coal transported by rail was added during 2007. This fee will be restricted for repairs to crossings, ties, and rail systems.

ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2007	**Adopted FY 2008**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
City Council	$248,801	$252,833	$4,032	1.6%	7.2%
City Clerk	$258,777	$266,421	$7,644	3.0%	6.6%
City Manager	$1,050,152	$1,042,994	($7,158)	(0.7%)	7.4%
Volunteer Services	$191,156	$209,747	$18,591	9.7%	
Finance	$3,255,859	$3,408,686	$152,827	4.7%	4.8%
Human Resources	$821,708	$923,319	$101,611	12.4%	6.0%
Law	$913,140	$1,011,085	$97,945	10.7%	6.3%
Total Administrative	**$6,739,593**	**$7,115,085**	**$375,492**	**5.6%**	**6.3%**
General City (Nondepartmental)	$5,212,098	$5,281,044	$68,946	1.3%	6.2%

City Council

- Additional funds ($15,000) have been added in travel and training to allow our seven member council members to attend national conferences, to better enable themselves to address issues facing Columbia.

City Clerk

- No significant changes.

City Manager

- No significant changes.

Volunteer Services

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

Finance
- Includes equipment necessary to begin document imaging pilot project.
- Increase in Intragovernmental Charges of over $50,000 due to Information Technology Fees.

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

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

City General (Non-Departmental)
- Significant increase in payment to Boone County Fire District per terms of the Fire Territorial Agreement.
- Increase of over $175,000 for street lighting costs due to rate increase and increase in number of street lights.
- Continues to include funding of $100,000 contingency, $51,000 Council Reserve and $25,000 to complete visioning process.

OTHER DEPARTMENTS					
	Budget FY 2007	Adopted FY 2008	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Cultural Affairs Fund	$145,456	$0	($145,456)		
Convention & Tourism Fund	$2,020,079	$1,832,632	($187,447)	(9.3%)	3.9%
Employee Benefit Fund	$11,301,448	$11,802,145	$500,697	4.4%	8.8%
Self Insurance Reserve Fund	$3,111,271	$3,809,805	$698,534	22.5%	8.2%
Information Technologies Fund	$4,429,819	$4,445,084	$15,265	0.3%	5.2%
Public Communications Fund	$1,406,366	$1,679,844	$273,478	19.4%	15.4%
Utility Customer Services Fund	$1,894,818	$1,990,929	$96,111	5.1%	8.5%
Contributions Fund	$194,809	$12,495	($182,314)	(93.6%)	(14.7%)
Total Other Funds	**$24,504,066**	**$25,572,934**	**$1,068,868**	**4.4%**	**7.1%**

Cultural Affairs Fund
- Moved to the General Fund for accounting/management purposes.

Convention & Tourism
- Operations of Convention & Visitors Bureau increased 2%. No significant changes in operations.
- The 2007 Tourism Development division allocated accumulated balances, causing the 2008 amount to show a decrease.

Employee Benefit Fund
- The increase in this budget has been limited due to the change in coverage for Medicare-eligible retirees. City will sponsor separate plan through a private insurer for Medicare-eligible retirees.
- Includes full funding for the required contribution for post-employment benefit liability as defined by GASB statement 45.
- Medical cost for covered participants are projected to increase 10%.

Self Insurance Reserve Fund
- Increase budget to better reflect actual expenses in claims and administration costs.

Information Technologies Fund
- (1) Programmer for 6 months to assist with maintenance of GIS address database.
- Decrease in Capital additions by over $200,000 due to budget constraints.

Public Communications Fund
- Increase reflects capital equipment purchase to upgrade City Channel to digital technology. This will allow higher quality programs to be produced in a more efficient manner.

Utility Customer Services Fund
- Intragovernmental charges increased over $69,000 due to information technology fees.

Contributions Fund
- The Volunteer Services portion of this fund has been moved to the General Fund.

Capital Project Highlights - Major Projects Scheduled/Funded

Streets and Sidewalks

- Implementation of over $7.3 million in non-motorized grant funds for 23 sidewalk projects
- Brown School Road: 763 to Providence
- Clark Lane - Route PP to St. Charles Road
- Highway 763 widened
- Vandiver Drive - Intersection Ramps East to Mexico Gravel Road
- Providence Road - Vandiver to Blue Ridge

Parks and Recreation

- Implementation of over $5 million in Non-Motorized Grant funds for 14 trail projects.
- Cosmo Park Restroom Improvements
- Cosmo-Bethel Four Court Tennis Complex
- Cosmo-Bethel Shelter and Restroom Replacement
- Neighborhood Park Developments at Grasslands and Lake of the Woods South Neighborhoods
- Oakland Pool Water Slide
- Youth Athletic Field/Atkins Development Phase I-A

Public Safety

- Construction of Fire Station 9 on the north side of town and pumper truck to equip the station

Other General Government

- Funding for public building expansion and renovation projects
- Work with Special Business District to fund a portion of the downtown beautification projects.

Electric

Continued distribution system expansion approved by voters in August of 2006

- Annual commercial expansion
- Annual distribution transformers and capacitors
- Annual new electric connections
- Annual residential expansion
- Annual substation feeders
- Annual underground conversion
- Annual street light additions
- Undergrounding of Business Loop 70 - Phase 2

Water

- Annual new service connections
- Will require approval of a ballot issue to fund over $11 million in system improvements in 2008. Future ballot projects are not included as an appropriation.

Sewer

- Annual sewer main and manhole rehabilitation
- Annual sewer system improvements
- Clear Creek pump station upgrade Phase I

Storm Water

- Harvard Drainage
- Royal Lytham - Fallwood
- Rustic Road RCB

Solid Waste

- Fueling station for the landfill

Parking

- Additional parking structure north of Broadway. This project cannot begin until Council takes official action to approve both the project and the financing.

Transit

- Replace (2) 40' transit buses
- Replace (5) 35' El Dorado buses
- (1) Additional 40' transit bus

Airport

- Master Plan update
- Rehabilitate commercial aircraft parking apron

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 the budget message from the City Manager. The message 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.

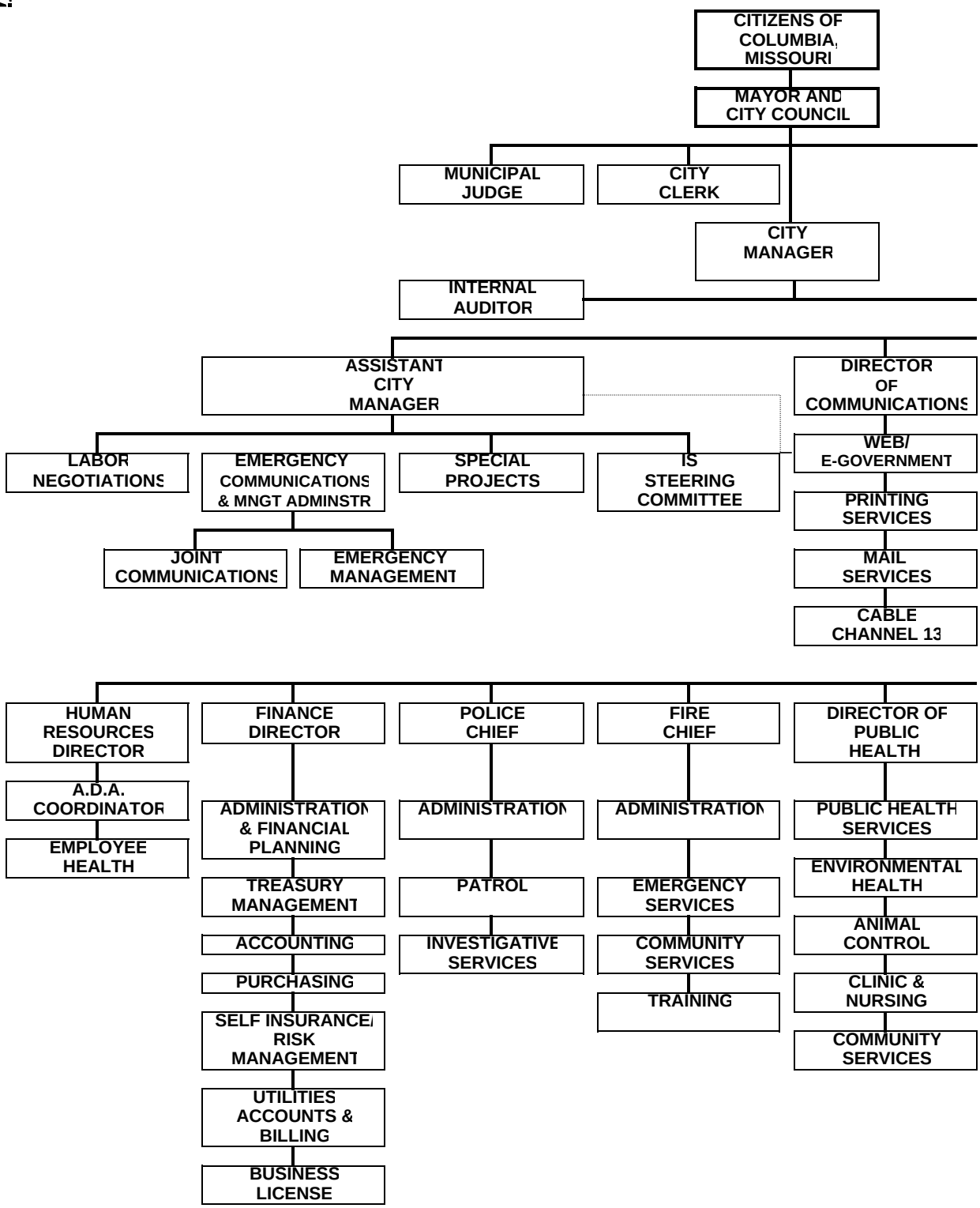
The budget document is prepared to provide information about the city, both financial and operational, from a variety of perspectives and degree of detail. The reader should first review the Table of Contents, General Information section, the Appendix, and then read the City Manager's transmittal letter and Budget-In-Brief. 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.

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.
- **Budget-In-Brief** – Provides an overview of the Budget at a glance. Highlights all the noteworthy changes that will take place in the upcoming budget year along with any changes in personnel, fees, capital projects and operating budgets
- **General Information** - How To Use This Budget Document, Organizational Chart, Demographic Statistics, Assessed Values of Taxable Property, Budget Calendar Process, Types of Funds Budgeted, 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 and Operating impact of capital projects.
- **Debt Service** - Information on all outstanding debt and debt service requirements.
- **Appendix** - Community Development Block Grant, Personnel Position Summary Information, and a Glossary.

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.

FUNCTIONAL ORGANIZATIONAL CHART



Approved _____
date

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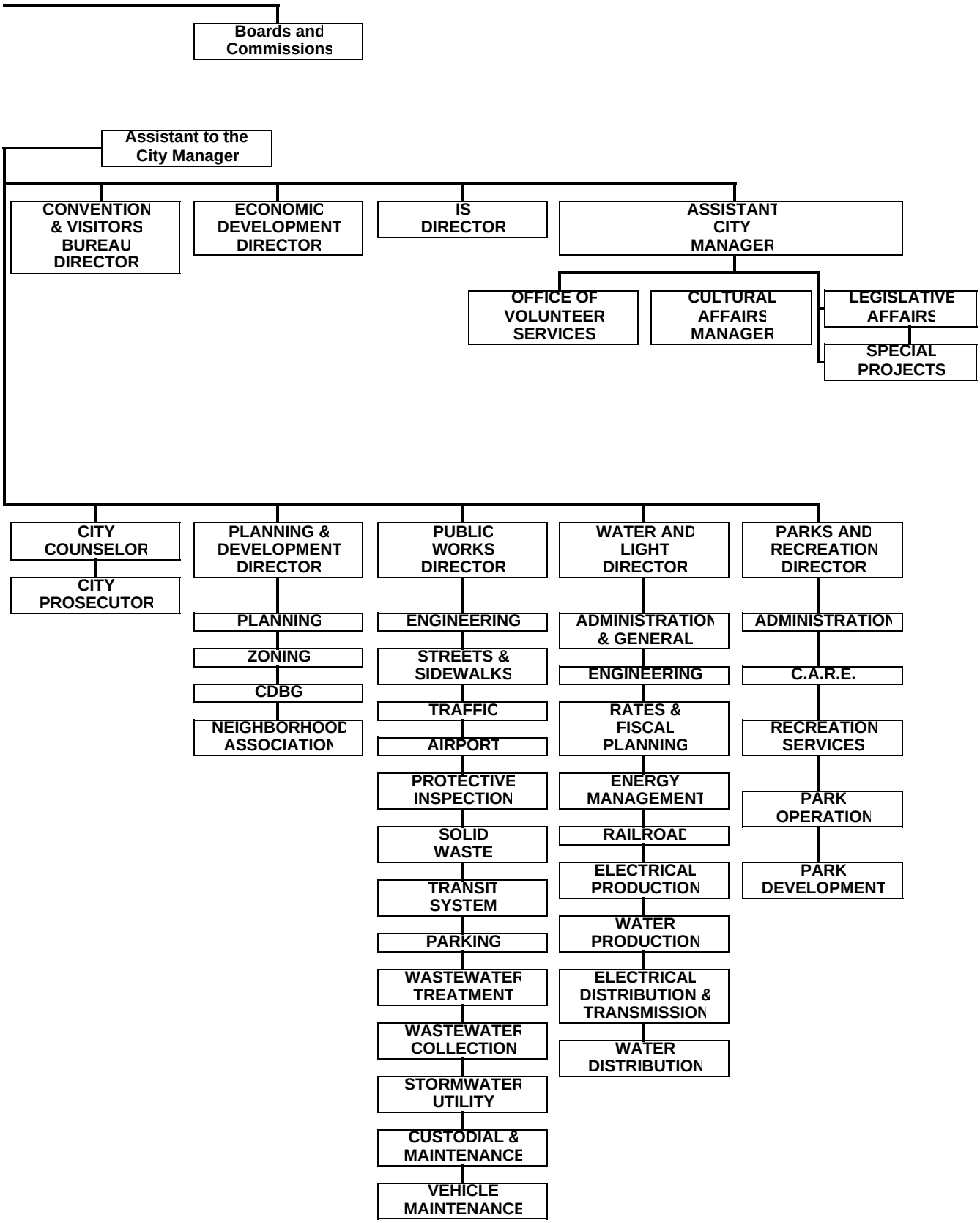
City Manager

CITY OF COLUMBIA, MISSOURI



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: Bill Watkins

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

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

Public Safety, Joint Comm. and Office of Emergency Management ***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 park lands 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: Timothy Teddy

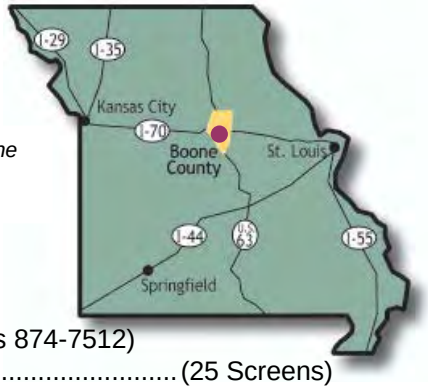
Police ***573-874-7404***
Serves as the law enforcement agency for the City of Columbia.
Police Chief: Randy Boehm

Public Communications ***573-874-7660***
Promotes the City of Columbia's public affairs.
Director: Toni Messina

Public Works ***573-874-7253***
Encompasses public utilities including, refuse, transportation, parking, sewer, and other public works activities such as fleet, protective inspection, engineering and custodial and building maintenance.
Director: John Glascock

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



Columbia is in the center of Boone County

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 founders moved the settlement east across the Flat Branch and renamed it Columbia in 1821. The City of Columbia was incorporated in 1892 and became a charter city in 1949. Columbia is a growing city and currently takes up 60.395 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 terms 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 there are many fun activities and ways to keep in shape.

Recreation: (Parks and Recreation 874-7460)

Athletic and Health Clubs	13
Athletic Fields (w/ lights & irrigation)	25
Community Activity and Recreation Center (ARC)	1
Number of Pools (Private & Public)	9
Golf Courses (Municipal)	2
Golf Courses (College)	1
Golf Courses (Private)	5
Frisbee Golf Course	1
Parks (Total Acres 2,400)	47
Bowling Alleys	2
State Parks	4
Roller Rinks	1
Roller Hockey Facilities	2
Skate Park	1
Soccer Fields	27
Tennis Courts	25
Volleyball Courts	22

Cultural Arts: (Cultural Affairs 874-7512)

Movie Theaters	(25 Screens)
Performing Arts Organizations/Companies	15*
Visual Art Venues, Museums & Galleries	16*
Arts Festivals	8*

**Estimated Numbers*

Community:

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

Community Facilities:

Hospitals	8
Hospital beds	1,354
Hotels/Motels	35
Hotel/Motel Rooms	3,677
Churches	150
Restaurants	260
Shopping Centers	19
Shopping Malls	1

Communications:

Print Media	10
Radio Stations (w/in 50 miles)	40
TV Stations	4
Cable TV/Satellite	3

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 (Number) & Enrollment: (30) 16,736

Elementary Schools	(20) 7,726
Middle Schools	(3) 2,428
Junior High Schools	(3) 2,602
Senior High Schools	(4) 3,980
Vocational Schools	1
Non-Public Schools	11
Stephens College Enrollment	967
Columbia College Enrollment (day, evening & ext)	12,281
Univ. Of Missouri-Columbia Enrollment	28,184

Libraries:

Ellis Library..... 3 million volumes
Daniel Boone Library.....960,074 volumes
Columbia College.....80,000 volumes

City Streets: (Public Works 874-6230)

Paved (miles) 425
Unimproved (miles) 26

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

Sewers (miles) 637

Fire Protection: (874-7391)

Number of Stations 8
Total number of employees 135
Number Fire Fighters/Engineer/Lieuts./Capts 120
Number of vehicles 34
Number of hydrants..... 4,900

Police Protection: (874-7506)

Number of stations 1
Number of sub-stations 7
Total number of employees 183
Number of Sworn Positions 149
Number of vehicles 101

Parking: (Public Works 874-7751)

Unmetered Off-Street
On-Street Meters..... 1,701
Off-Street Meters..... 436
Permit Spaces (lots/garages)..... 1,409
Hourly Garage Spaces..... 314

Airport: (Public Works 442-9770)

Airport Facilities..... 1
Airlines: Mesa Airlines 1

City Employees (FTE for FY 2008):..... 1,241.35

Local Economy:

The cost of living for the City of Columbia is generally 5%-6% below the national average. **For the first quarter in 2007 Columbia was at 92.4%. Columbia area has a median household income of $37,051. According to the Bureau of Labor Statistics (BLS)** the unemployment rate for the City of Columbia for the month of May 2007 was 3.1%.

http://www.bls.gov/lau/lamtrk06.htm
Unemployment Rate for 2006 for Columbia

Top 5 Employers in Columbia – Full-time FTE's:
(MERIC)

University of Missouri 8,002
University Hospital & Clinics 4,520
Columbia Public Schools 2,150
Boone Hospital Center 1,769
City of Columbia 1,220

Sales Tax:

Sales tax in Columbia is 7.55% except in TDD designated areas which have a tax rate of 8.05%. The tax amount includes the following:

State Sales Tax 4.225%
County General Revenue Tax.....0.500%
County Road Tax 0.500%
Boone County Law Enforcement Tax 0.125%
Capital Improvement County Tax.....0.200%
City General Revenue Tax.....1.000%
City Transportation Tax.....0.500%
City Capital Projects Tax.....0.250%
Parks Sales Tax 0.250%

Climate:

Annual rainfall is approximately 39.43 inches per year.
Annual snowfall is approximately 20.7 inches per year.
Warmest month and average (August – 79.1 degrees)
Coolest month and average (January – 25.5 degrees)

Utilities:

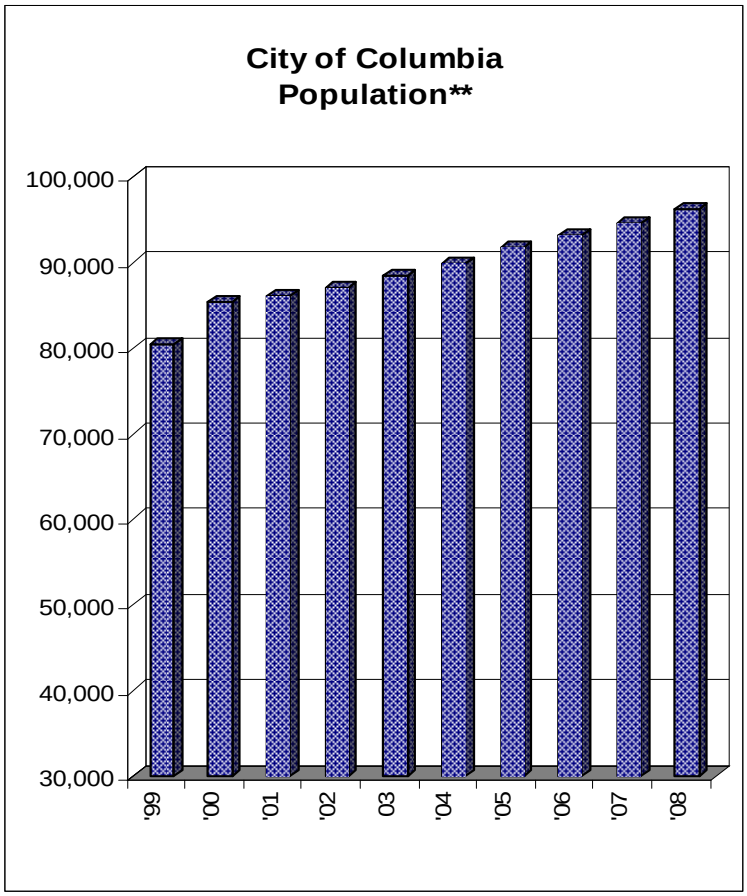
The City of Columbia is a full-service city that provides a variety of services to the citizens of Columbia.

Electricity ..... Water & Light Department (874-7380)
Recycling..... Public Works Department (874-6280)
Trash Collection ..... Public Works (874-6291)
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 events to be successful. There are several departments within the City of Columbia that rely on the efforts of volunteer staff. In FY 2005, volunteers contributed more than 43,000 hours at a value of more than $775,000.

Annual Unemployment Rates for Columbia	
Year	**Rate**
2002	2.2%
2003	2.3%
2004	2.6%
2005	3.9%
2006	**3.3%**



** Revised population numbers based on estimates from the Missouri Census Data Center. The estimates for 2006 - 2008 are based on the average five year growth rate of 1.53%.

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!

Populations

1999	80,500		2004	89,803
2000*	85,292		2005	91,814
2001	86,081		2006	93,219
2002	87,003		2007	94,645
2003	88,423		2008	96,093

* 2000 is a revised census number

The principal taxpayer table shows 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.

Principle Taxpayers	Type of Business	Assessed Value	Percent of Total Assessed Valuation
The Kroenke Group	Property/Developer	$ 8,828,656	0.64%
Columbia Mall Limited Partnership	Property/Developer	$ 8,520,254	0.62%
Boone Electric Cooperative	Utility	$ 8,395,296	0.61%
State Farm Insurance Company	Insurance	$ 7,958,637	0.58%
Boone Crossing II	Property/Developer	$ 7,864,177	0.57%
Shelter Mutual Insurance Company	Insurance	$ 5,461,706	0.40%
Dan Hogan	Property/Developer	$ 4,714,208	0.34%
AB Chance	Manufacturer	$ 4,431,741	0.32%
Raymond Columbia Center Trust	Property/Developer	$ 4,343,741	0.32%
Boone County National Bank	Banking/Finance	$ 3,828,108	0.28%
Total		**$ 64,346,751**	**4.68%**

Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Total Assessed Value
1988	1,715,408	357,247,628	48,645,944	405,893,572
1989	1,990,592	339,117,887	48,953,208	418,071,095
1990	1,812,921	383,390,609	61,141,940	444,532,549
1991	1,887,977	411,766,611	83,468,559	495,235,170
1992	1,938,774	423,932,131	82,670,584	508,541,489
1993	1,770,555	434,873,990	93,568,896	530,213,441
1994	2,050,474	470,848,862	105,520,334	578,419,670
1995	2,310,679	488,789,899	118,940,751	610,041,329
1996	3,282,682	511,620,136	128,312,503	643,215,321
1997	4,519,144	538,800,795	153,771,094	697,091,033
1998	5,101,533	657,617,565	164,951,921	827,671,019
1999	4,755,062	688,923,971	176,474,738	870,153,771
2000	5,518,830	714,842,106	190,394,191	910,755,127
2001	5,072,034	739,345,179	204,214,788	948,632,001
2002	6,486,794	805,530,799	211,324,296	1,020,341,889
2003	6,486,398	854,784,262	206,788,704	1,068,059,364
2004	6,967,420	891,032,480	217,649,475	1,115,649,375
2005	6,625,558	938,654,305	219,486,364	1,164,766,227
2006	6,488,268	1,122,375,072	242,354,182	1,371,217,522
2007	6,123,442	1,208,710,221	251,256,488	1,466,090,151
2008 Prelim	5,843,391	1,292,362,474	266,759,066	1,564,964,931

Property Tax Rates
(Per $100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
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
2006	0.41	0.00	0.41
2007	0.41	0.00	0.41
2008	0.41	0.00	0.41

BUDGET CALENDAR

	1st & 2nd Qtr	April	May	June	July	August	Sept.	Oct.
Ten Year Financial Trend Data & CIP 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 & Budget Information meetings held with Council 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 Technologies Department to inventory, on a yearly basis, computer related equipment in each department's possession. This inventory provides input to the IT Steering committee to assist with making decisions on minimum standards for computers, printers and monitors for the upcoming budget year, determining a replacement schedule and allocated 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 – From January - April capital projects and improvements are identified and discussed between departments and management. Possible funding sources are identified. A preliminary document is prepared listing all project requests and location maps to better identify the project. A detailed discussion occurs at the Council retreat. Priority projects are identified based on citizen, council and staff input. The City Manager and Finance staff determines appropriate funding sources for the projects to be funded in the next year. A final CIP document is prepared after the budget is adopted.

Budget Instruction Process - In late April, guidelines are established by the City Manager and provided to the various City departments along with budget instructions. Department 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 2008 a 2.0% increase was 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 1.0% 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 $5,000 and computers) are reviewed and compared to the established department level and adjustments are made where appropriate. Personnel issues are decided upon late in the budget process based on citizen requests/concerns and department need.

Council Retreat - Fiscal and capital improvement issues start to merge with City policy in May and June. The City Manger briefs the Council on the status of the current budget, provides a fiscal outlook for the coming year and discusses short- and long-range capital improvement plans in detail. This background prepares the Council, City Manager and department heads for discussions held during a special retreat where Council members and City staff identify program and policy priorities. To the extent possible, continuing development of the Budget reflects those discussions.

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 budget document is prepared and distributed, and a press conference is held at the end of July.

Budget Amendment Process - In August and Sept. 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 Columia 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 budget includes the three 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 – This department has been placed in the general fund starting in FY 2007.

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.

Capital Quarter Cent Sales Tax Fund - used to account for the specific projects approved by the voters for a ten year extension of the one quarter cent capital improvement sales tax. This tax will be effective January 1, 2005 to December 31, 2015.

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 transportation 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. A portion of the tax 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 (CDBG) - 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 and special obligation bond principals 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.

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 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 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 Technologies 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 and 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, copying, interdepartmental mail and postage services to other City departments; a telephone information system; 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.

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 11-12.

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 in 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 current 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 budgeted revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from the start of the previous fiscal year until the first of June in the present year.

Following these notes and comments are the Summary sections, which provide 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 the actual previous fiscal year, budgeted/estimated current fiscal year, and projected future fiscal year 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 has 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 60 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 9.
- The City will annually submit documentation to obtain the Government Finance Officials Association (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 six 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 for budgeting purposes. A Capital Improvement Plan (CIP) document is prepared which lists all project requests that go beyond the five year budget guideline.

- Estimated costs and potential funding sources for each capital improvement project proposal are identified before the document 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.

- Fixed assets should be capitalized only if they have an estimated life of more than one 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 calculates 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.

- 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 must equal 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 utilities 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. In accordance with the City Charter, operating costs must include any intragovernmental charges. 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.

State of the City of Columbia, Missouri
Presented by City Manager Bill Watkins
June 6, 2007

Hello. I'm Bill Watkins, and it's my pleasure to serve as Columbia's City Manager. This morning's discussion will provide an update on the state of the City of Columbia.

As required by our City Charter, the City Manager has a yearly duty to submit to the Council a statement of recommendations which he or she believes will be of benefit to the City and to let you know his or her opinion of the state of affairs in the community.

This is my second "State of the City" address and, as last year, I'll take this opportunity to share my perspective on the City's progress and its possibilities. The bottom line is: I am "bullish" on the future of Columbia and our local economy.

But I've got to admit, this year I'm balancing my optimism with a big dose of prudence. When we discuss emerging issues with the City Council at its annual retreat later this week, we will be very focused on holding our own in the coming fiscal year.

Instead of proposing many new programs or initiatives, I will stress the importance of handling what already is on the City's plate. Be assured…it rivals anything you pile on at the all-you-can-eat buffet.

Last year, I made a commitment to improve City government's ability to communicate with citizens, plan for proper development and coordinate our work internally and externally. These still are my core values, and they guide my recommendations to the Council.

I also said that we would direct public resources to seven community assets:

- Our vision and planning processes;
- Energy;
- Basic infrastructure;
- The central city and downtown;
- City of Columbia employees;
- The environment; and
- The local economy.

The decisions and investments we've made are paying off. The people to thank for this progress include a courageous Council that chewed through issues; citizen volunteers who serve on City boards and commissions; a City workforce that responded to policy directions; and a passionate public that demanded the best outcomes for tax dollars.

Let's briefly review some of those investments…

Community Visioning and Planning Assets

Last summer, we launched "Imagine Columbia's Future," an ambitious visioning process to chart a flight path for this community. Because we need to be sure our collective ladder is leaning against the right wall before we head in any direction, we said we would prepare the data and reasonable forecasts needed to enhance the vision process.

Since then, I've learned that visioning is not a project or a process…it's a way of life! The hundreds of people who are participating are model citizens. Thanks to all of them for sharing their passion, knowledge and commitment.

Let me acknowledge Dianne Drainer, Jeff Williams and their talented committee of people who are facilitating discussions with 13 citizen topic groups. Those groups are made up of hundreds of citizen volunteers who care very deeply about Columbia's legacy for the next generations.

I look forward to reading their report and working with them and the City Council to make the community vision a reality. Implementing the vision should be one of our highest priorities in the coming years.

In September, our citizens will have one more opportunity to review the work of the topic groups and choose the priorities that best reflect their own visions. Remember…there is a direct link between this plan and the hopes and dreams in your household.

As we implement that plan as expeditiously as possible, we need to use the best data that we have. A technical advisory committee connected to visioning produced an extensive fact book and "snapshot" of Columbia that's now on our website.

New master plans for sewers and sidewalks were adopted this year, and we are working on master plans for transit and mixed refuse. At the Council retreat, we'll propose starting an update of our airport and transportation plans. All of this data will support implementation of the community vision.

Energy Assets

I am pleased to report that the value of our community energy assets keeps on growing. Much of this progress is driven directly by voters.

The City of Columbia already exceeds voter-approved targets for renewable energy resources. We're the first Missouri city to have part ownership in a wind farm. Assuming the Governor signs Senate Bill 54, our existing landfill gas capacity will increase as we compost yard waste in the landfill to produce more methane gas for "green" electric energy.

Last year, voters approved by a strong majority a $60 million bond issue to upgrade the City's electric transmission and distribution system. These projects include poles, wires, transformers and other unattractive things, but they make our system more reliable.

Although I hoped we would have gotten farther with our public dialog on increasing our relative energy-independence, we have not. With the help of a consultant, the Water and Light Advisory Board and Water and Light Department are reviewing this issue to look at all our options, including energy conservation. This is a discussion that should continue even as we make advances, and it will be a topic at the Council's retreat.

Our energy goals continue to include reliable, safe, adequate, environmentally responsible electricity at competitive rates. We periodically conduct our own internal cost studies and rate designs, but this year we're using an independent consultant to give us a totally objective, professional view, open to public scrutiny.

Since every kilowatt counts in this game, we have forged partnerships in coal-fired plants that use new technology to minimize pollutants. We offer a number of energy conservation programs to the community, and we will start working with citizens who want to produce their own solar energy.

Basic Infrastructure Assets

Here, again, voters set the pace when they approve tax initiatives and bond issues. We made commitments to improve our water system, public safety, streets and sidewalks. I said last year that we would strengthen a coordinated planning process to bring these threads together.

Not only are projects rolling out on schedule. We also are developing a stronger internal culture that favors getting together to talk about things…together…before we start laying concrete or bricks or sod.

And we like these internal discussions so much, that we're talking to more people outside City Hall. We're even asking for input, in the form that's most convenient for you.

I feel that I can portray this a bit humorously now, because it's something that makes sense to most of the rest of the world. It took us awhile to fully see that communication, cooperation and coordination are in the public interest. Now that it's becoming a common practice at City Hall, we can demonstrate progress.

There are about 14 Columbia road projects and a salt storage facility in design, bidding, survey or construction stages. These include improvements in both established and developing areas.

We're also making headway in our construction partnerships with MODOT. Nothing will make me happier than to eventually see gardens of orange cones at West Stadium Boulevard, at the Gans Road interchange, on Highway 763, Scott Boulevard and at other key places where MODOT and the City work together.

Fire Station No. 9, approved by voters and located at Providence and Blue Ridge, will enhance public safety in north Columbia. The Council recently approved a design contract that will incorporate "green" features and LEED (Leaders in Energy and Environmental Design) certification.

And, even though our open house has been rescheduled a couple times, Columbia's water treatment plant expansion project is complete and operating. This will provide the water supply capacity we need for the foreseeable future.

These are some of the big commitments we are fulfilling, in addition to continuing maintenance to roads, utilities and other pieces of basic infrastructure. Our future maintenance plans will include more capacity to remove snow and keep roads open across Columbia during snow events.

Central City and Downtown Assets

Two opportunities to add significant value to downtown presented themselves last year. The first was a set of decisions to address office space for City employees.

Previous Councils had considered major renovations to and expansion of the Daniel Boone Building. They faced two big issues: one economic and one philosophical. I felt for them.

The economics of renting office space all over town while also housing a core of employees in a big, aging, historic building tended to make sense for awhile.

The cost of the expansion and renovation needed to turn that policy around appeared to require more taxes and a public vote. Some believed, philosophically, that there could be no project without a vote. This tended to keep the rental option at the top of the list.

Last August, on the recommendation of a citizens' task force on public buildings, the Council unanimously determined that the tipping point for City Hall had arrived.

Over the long run… considering City workforce growth and rent inflation…and treating part of the financing as an internal operating expense… the Council authorized a project that will transform 8th and Broadway and be a catalyst for downtown development.

Maybe this is old news, but I want to keep the context fresh for citizens.

- We are demolishing two unsafe, inadequate buildings to prepare the construction site.
- The Daniel Boone Building will be renovated inside and out…in fact, we've already started work in the lobby in a historic, sensitive manner.
- The new wing will be visually compatible with the Boone structure.
- The project will incorporate public art, inside and out.
- The project will be LEED-certified and as energy-efficient as we can make it.
- The finished structure and plaza will complement our fleet of restored, reused City buildings in the downtown area.

Last year we completed work on the Howard and Gentry buildings over the past year. They're not just nice structures. They represent long-term relationships with the community.

The second downtown opportunity is frequently called the "Sasaki plan." Last year at this time, it was an interesting idea for assessing cultural, residential and commercial development in downtown Columbia. Today, people are kind of excited about the proposals and eager to see what's next.

The study is the result of a first-time planning partnership involving the City, the University of Missouri and Stephens College. We all have an interest because of common boundaries between campuses and public streets and sidewalks.

The planning partnership continues to involve businesses, residents and adjoining neighbors in public discussions. In a public meeting last month, we talked with state officials and economic development professionals from Springfield and Kansas City to learn how financial incentives might unlock the potential for some great projects.

To a person, those speakers said:

- You must clearly define development goals;
- You must include all stakeholders;
- You must be sure that everyone is going in the same direction;
- You must honestly assess risks and benefits; and
- You must do the research needed to attract enthusiastic investors and quality partners.

This work represents significant public investments in what some people might call "Wow!" projects…things that surprise you with their impact. But the central city is full of smaller-scale activity that is directly meaningful to the people who live in its neighborhoods.

Last March the Council adopted a sign and awning ordinance for the Special Business District. I applaud the downtown business owners who not only decided that it was time to dismantle the canopy. They also are working to cover the scars left by demolition.

After many months of negotiating, the business owners offered a balanced approach that, in my opinion, keeps downtown signs distinctive and lively. I am pleased that the City could help with this.

We also have memoranda of understanding with two organizations that want to locate next to the ARC, or the Activities and Recreation Center at Ash and Clinkscales.

Sustainable Farms and Communities and the Columbia Youth Basketball Association will be welcome neighbors. Each is involved in fund-raising to make this central city dream come true.

Finally, I want to talk about my personal definition of a "Wow!" project: the transformation of problem properties. This is the mandate of the City's Neighborhood Response Team and part of my personal mission.

I drive these areas, and don't like seeing broken windows. They're slippery slopes leading to messy, unsafe and unsanitary structures. Empty run-down properties can attract people who just have no business being there and who may bring a criminal element with them.

Problem properties can emerge anywhere, but we're concentrating most of our rehab and demolition resources into a defined "NRT area" in the central city.

Since January 1, 2006:

- We've spent about $700,000 in federal funds there;
- Demolished nine structures;
- Completed 24 major housing rehab projects; and
- Finished reconstructing Hope, Hardin and Donnelly streets.

Promoting confidence and security in neighborhoods is one of the most important things we do. In my mind, it creates a sense of emotional ownership. It makes you want to keep raising your family there.

<u>City Employees</u>
Last year I said and continue to believe that our workforce is City government's greatest asset. Consider these stand-out examples.

Mark Grindstaff, a supervisor in our Public Works Transit Division, responded to a call from an individual with a service dog who could not assist her at a bus stop. It was too close to a busy street, and the dog's hearing was overpowered by traffic noise. Mark visited the site and, in a matter of minutes, agreed to move the bus stop 100 feet. Now the service dog can hear and help his companion use this City bus stop near Services for Independent Living.

The Columbia/Boone County Animal Control Division was recognized by their peers statewide for improving life for companion animals and excellence in meeting industry standards.

George Gering, a plant maintenance supervisor at the Columbia Regional Wastewater Treatment Plant, saved the public a half million dollars with his ideas for housing new centrifuge machines.
Columbia Water and Light and public safety workers who helped southwest Missouri recover from last winter's ice storms were heralded by many communities in the area as "angels."

Off-duty Columbia Police Officer Mike Hestir received the Fire Department's Emergency Services Lifesaving Award for activating an emergency response and administering CPR, saving the life of a boy's mother.

These individual acts combined with the excellent service our employees provide every day create a huge public resource. A little later I will discuss our continuing attempts to add even more value.

Environmental Assets

In my opinion, actions over the past year significantly enhanced Columbia's environmental assets. Last March the Council authorized a contract for aerial photography and image analysis, using state-of-the-art technology, that will allow us to inventory local natural resources and finally factor that information into our planning processes.

More dramatically, I am extremely pleased that the City will close on the purchase of the Crane property in September. This achieves our goal of banking land for a southeast regional park that will be comparable, in many ways, to Cosmo Park. It is a true gem whose value will only increase in the coming years.

Other new environmental assets include:

- A partnership with Boone County and the Atkins family, to develop two long-needed baseball fields at the 80-acre Atkins tract, located north of the Boone County Fairgrounds;
- New ordinances regulating second-hand smoke, commercial lighting and nuisance properties; and
- A stream buffer ordinance aimed at reducing unfiltered run-off from bare ground and other sources.

This progress is the big reason that I'm bullish on Columbia. It tells me there is a collective optimism in this community that warrants continuing investment. People are convinced that Columbia will thrive and be a welcoming place for families, business and diverse outlooks.

As a "full-service city," Columbia will continue to provide what citizens want, within available financial resources. And this is where prudence enters the equation.

It's no secret that our General Fund revenues have not kept up with our expectations of a year ago. To meet this year's budget, we have postponed some major equipment purchases and are closely monitoring our spending.

Sales tax growth usually exceeds budget, but this year it's growing at a much slower rate. Building permits are down which reflects the slowing construction economy.

Overall General Fund spending is higher than planned, due mainly to costs associated with responding to last winter's record-breaking snow.

We used more supplies, burned more gasoline, paid staff overtime, repaired and outfitted vehicles and paid private contractors.

Because we traditionally budget and spend very conservatively, we usually carry funds over from one fiscal year to the next. That carried over money helps support continuing and new programs.

Compared to last year, I expect to see less revenue carried over to FY 2008 and possibly to 2009. This affects the major policy priorities I will be able to recommend at Council retreat this week.

First and foremost, the City must continue to develop strategies to attract, hire and retain a new generation of workers, with a very different set of expectations, into public service.

This includes providing competitive salaries and adding value through career ladders and other professional development opportunities.

This year we began laying the groundwork for meaningful performance evaluations because I felt our current system was broken beyond repair. Coupled with a new approach, I recommend that the Council allow us to reward exceptional performance with sensibly-administered merit increases.

The City can and should be a significant partner in the local economy.
To protect the public investment in downtown Columbia and encourage others to make commitments, I recommend that the Council:

- Formalize the City's current partnership with the University and Stephens College aimed at achieving common development goals;
- Participate in the legal entities needed to evaluate financial incentives for development;
- Enact zoning and development standards that facilitate common goals; and
- Begin planning two new parking structures that will anchor development projects.
- We should develop partnerships to insure we have appropriate acreage of prepared, "shovel-ready" industrial ground for new manufacturing employers.

The City should launch new partnerships to plan for critical local and regional infrastructure.
If we're ahead of the curve in our thinking and preparation, we can better guide our economic destiny. I recommend that the Council:

- Work closely with Boone County to extend, improve and share the costs of roads needed to accommodate continuing growth;
- In consultation with the Boone County Regional Sewer District, identify projects to include in a Spring 2008 ballot issue for water and wastewater facilities; and
- Push the envelope on airport planning and operations. I don't believe that we can be the captives of carriers that don't deliver. We must engage major stakeholders and demonstrate a commitment to improve the facility, its services and its employment base.

And I'm putting people on notice: this won't be cheap. Our airport did not reach its current state overnight, and it won't be fixed overnight.

While there are sensitivities in play, the City must engage the Boone County Fire Protection District in negotiating a new territorial agreement, and we must address local concerns relating to the Columbia Police Department.
These public safety professionals bring their hearts to their work everyday and sometimes leave a little blood and sweat behind. They depend on a high level of public trust and accountability.

I recommend that the Council start working now to assure that the territorial agreement is fair and representative of the public interest, that responsibilities are clearly defined and that goals reflect current policies.

Changes are needed. While the current agreement won't expire until January 31, 2009, it must be put on-notice in July,

Chief Randy Boehm and the Columbia Police Department are working on an internal reorganization and communications plan for both up and down the chain of command. Part of this will be implemented in next year's budget.

They are re-writing their internal affairs policies to reflect best management practices, with a public progress report to be made at the July 2 City Council meeting.

The department will update it's strategic plan this fall to assure that we are getting the maximum value from police resources and that they are appropriately directed to community priorities, such as traffic control.

In my opinion, the City of Columbia not only serves the public, it is an active, civic partner. Government does not do its work alone.

I think our future will only be as strong as the enduring partnerships we forge with others, and we can look to our citizens who are involved in community visioning as a model. They are imagining a Columbia where good partners make great things happen.

Expenditure Summaries

City of Columbia

Columbia, Missouri

OVERALL EXPENDITURES

- **Personnel Services:** Increase of 6.0% includes the addition of 19.35 permanent positions as well as a personnel package for existing employees of a 1.5% across the board, 2% merit, and funding for the second phase of the reclassification review. Overall pension increases of 7.6% are fully funded. Health insurance premiums increased 10%. Full funding for the required contribution for post-employment benefits liability as defined by GASB 45 is included.

- **Power Supply**: Includes substantially increased cost that the City must pay for purchased power due to new contracts.

- **Supplies and Materials**: Increase of 0.9% primarily fuel, parts and communication equipment. There are decreases in instruments and apparatus, computer/electronic items and other miscellaneous.

- **Travel and Training**: Increase of 1.7% with no significant changes.

- **Intragovernmental Charges:** These are charges for services between City departments. FY 2008 shows an increase of 12.6%. Self Insurance, Custodial and Building Maintenance fees all increased 15% and 12.5% respectively. Fiber Optics and Information Technology Fees both increased 20% or more. Many of these funds have utilized fund balance in previous years to support operation in order to keep from accumulating excess balances. Larger increases are required in the current year to ensure fees recover cost of service.

- **Utilities, Services & Miscellaneous:** FY 2008 shows an increase of 32.8%. Increases in electric rates, maintenance contracts, building rentals, Payment-In-Lieu-of-Taxes (PILOT), consulting fees and capital projects comprise the largest portion of this increase.

- **Capital**: This category accounts for all items over $5,000 and includes vehicles, equipment, buildings, etc. FY 2008 shows a decrease of 45.4%. Capital tends to fluctuate from year to year. Due to budget constraints, there is a reduction in the number of autos and trucks to be purchased. In addition, there are decreases in capital purchases for Water and Electric utilities' Capital Improvement Plan. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2008.

- **Other**: This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2008 shows an increase of 9.4%. A majority of the increase is due to increases in depreciation, bond redemptions and special obligation note redemptions.

- **Operating Expenses:** This category includes those expenses which are directly related to the fund's primary service activity. FY 2008 shows a 9.4% increase. The increase in Power Supply is responsible for a major portion (6.1%) of the change.

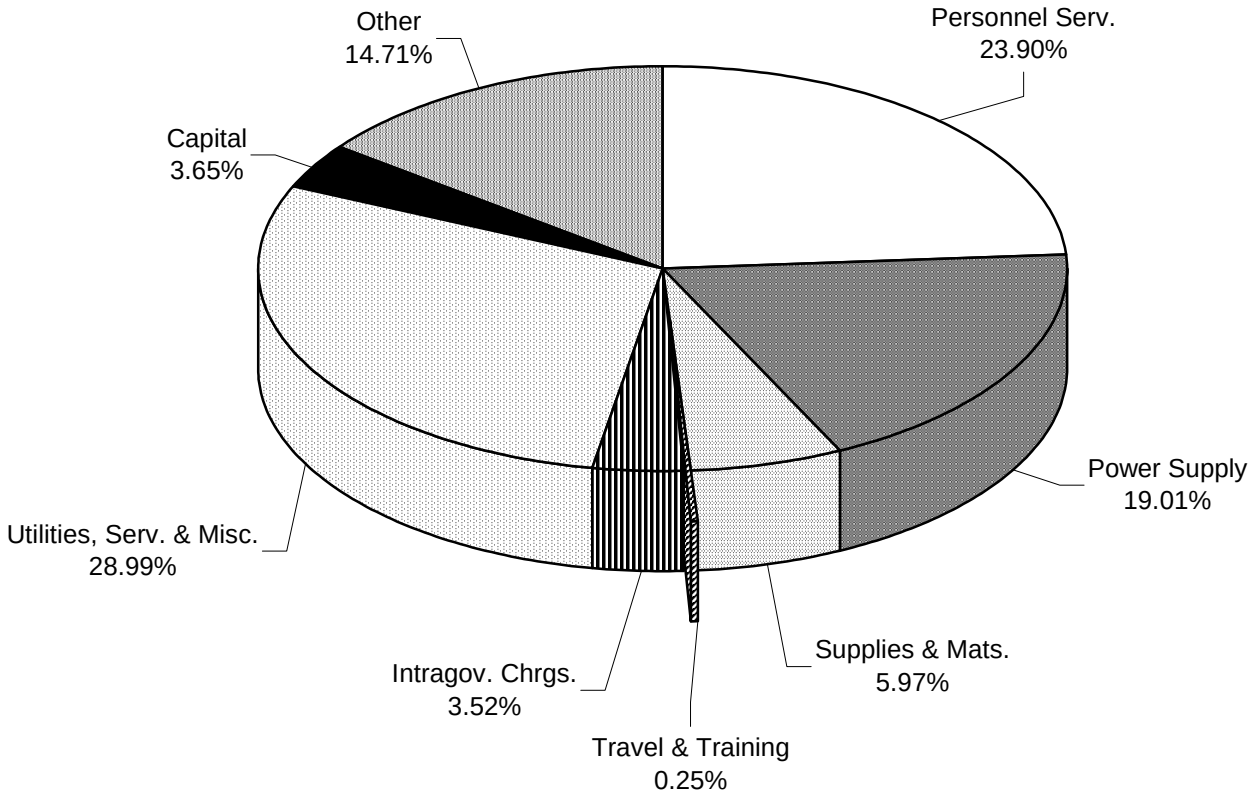
- **Non-Operating Expenses:** This category includes those expenses incurred that are not directly related to the fund's primary service activities and include items such as interest expense, depreciation, subsidies, and transfers. FY 2008 shows a 9.5% increase. A majority of the increase is due to increases in deprecation, transfers of special revenues to support the Capital Improvement Plan and debt service payments, as well as an increase in PILOT paid by the Electric and Water utilities.

- **Debt Service:** This category includes those expenses incurred for the payment of long-term debt. FY 2008 shows an 8.2% increase. Debt payments increased for the Special Obligation Notes issued for parks acquisition.

- **Capital Additions**: This category 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 2008 shows an 11.9% decrease. Most of this decrease is due to budget constraints that resulted in fewer vehicles and trucks being replaced in the General Fund. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2008.

- **Capital Improvement Plan**: FY 2008 shows a 30.7% increase. A large portion of the increase is for numerous sidewalk and trail projects funded by a non motorized grant received from the federal government. Staff has also moved forward the timing of several road and park projects authorized in the 2005 ballot.

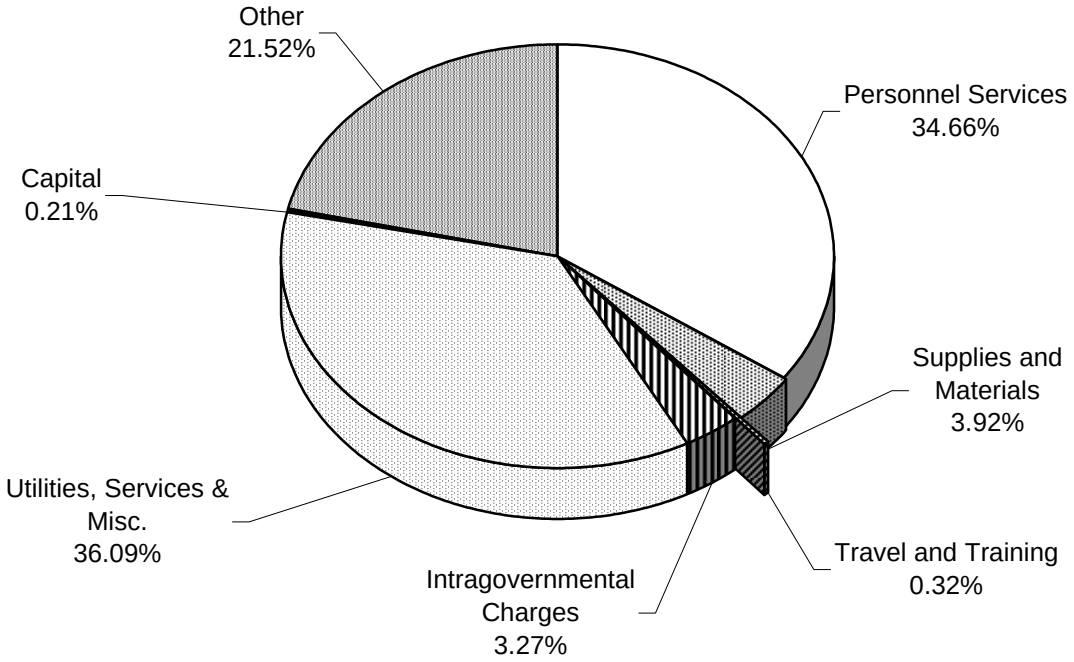
Overall Budget Summary
FY 2008



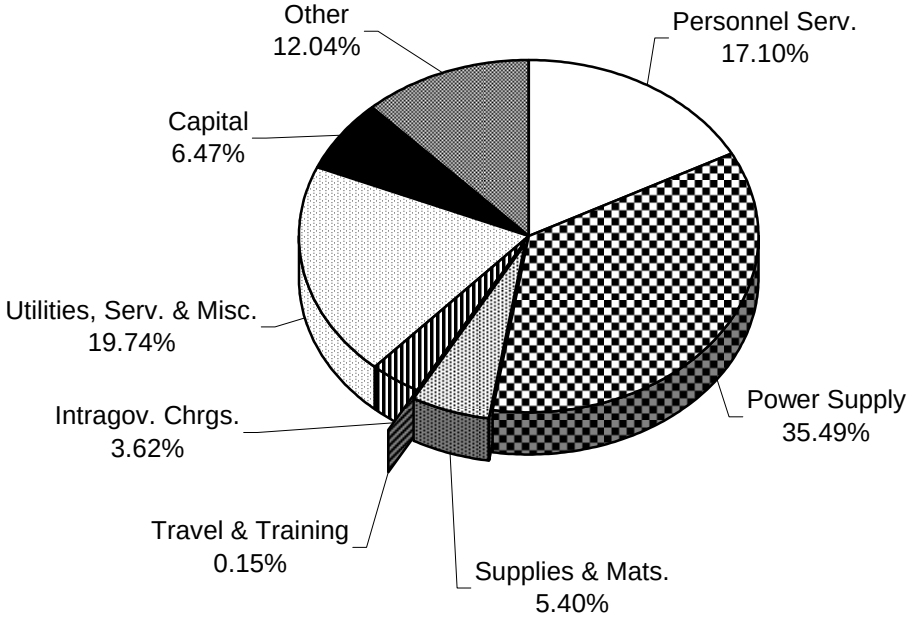
Overall Budget Summary

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 75,167,130	$ 82,883,608	$ 81,743,578	$ 87,880,632	6.0%
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000	23.3%
Supplies and Materials	21,295,210	21,737,092	21,751,405	21,945,747	1.0%
Travel and Training	570,798	906,133	809,893	921,130	1.7%
Intragovernmental Charges	10,079,485	11,485,948	11,475,354	12,929,428	12.6%
Utilities, Services & Misc.	75,187,106	80,308,449	79,093,608	106,610,196	32.8%
Capital	15,194,626	24,553,117	24,382,126	13,417,350	(45.4%)
Other	87,342,716	49,453,269	49,886,705	54,088,452	9.4%
Total Appropriations	**346,381,739**	**328,029,816**	**324,419,369**	**367,711,935**	**12.1%**
Summary :					
Operating Expenses	201,470,981	215,572,419	211,718,689	235,780,408	9.4%
Non-Operating Expenses	55,755,243	49,404,185	49,734,236	54,075,587	9.5%
Debt Service	40,643,161	10,382,121	10,496,344	11,228,275	8.2%
Capital Additions	3,430,711	5,226,567	5,059,576	4,602,110	(11.9%)
Tl Excluding Cap Impr. Plan	**301,300,096**	**280,585,292**	**277,008,845**	**305,686,380**	**8.9%**
Capital Improvement Plan	45,081,643	47,444,524	47,410,524	62,025,555	30.7%
Total Appropriations	$ **346,381,739**	$ **328,029,816**	$ **324,419,369**	$ **367,711,935**	**12.1%**

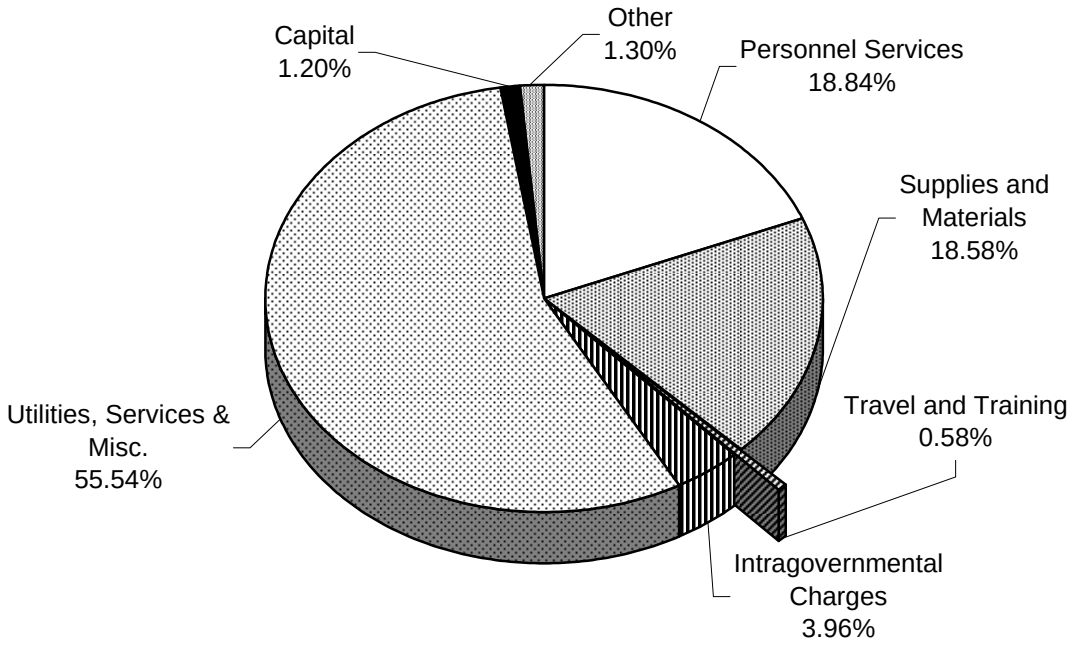
Expenditures - Gov. Fund Type
FY 2008



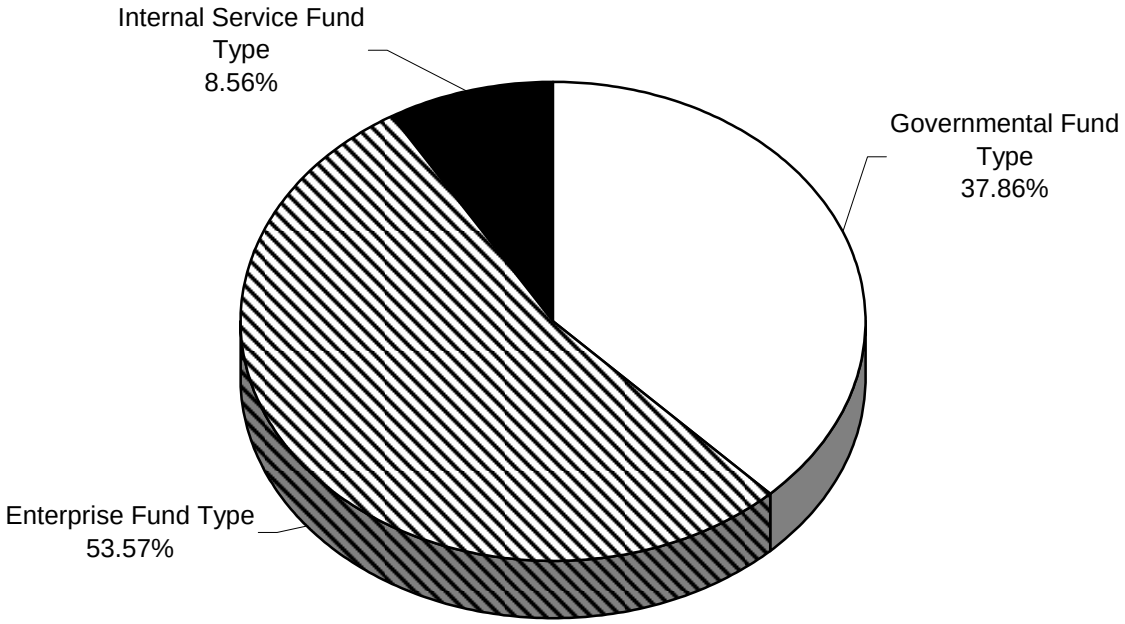
Expenditures - Enterprise Fund Type
FY 2008



Expenditures - Internal Service Funds FY 2008



Overall Expenditures by Fund Type FY 2008



Financial Summary - Highlights / Significant Changes

Governmental Fund Type

Personnel Services 6.2% Increase: Includes the addition of 12.03 permanent positions , a personnel package for existing employees of 1.5% across the board and 2% merit increases, funding for year two of the five year reclassification review and a 10% increase in employee health insurance costs.

Supplies and Material 2.5% Decrease: This decrease is due to General Fund budget constraints.

Intragovernmental Charges 13.8% Increase: Includes increases in Self Insurance, Custodial and Building Maintenance Fiber Optics and Information Service Support fees.

Utilities, Services & Misc. 136.5% Increase: Increases in funding for street, sidewalk, and park projects account for the majority of this increase.

Capital and Capital Additions Decreased 88.7% and 82.2%: Capital tends to fluctuate from year to year. Due to budget constraints, there is a reduction in the number of autos and trucks being purchased. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2008.

Other/Non Operating Increased 14.6% and 12.6%: A majority of the increase is due to increases in depreciation, transfers of special revenues to support the Capital Improvement Plan and debt service payments.

Debt Service 29.7% Increase: Debt payment on 2007 Special Obligation Notes for acquisition of park property.

Capital Improvement Plan 251.1% Increase: This increase is due to sidewalk and trail projects funded by the non-motorized grant as well as funding for a new fire station and numerous large street projects.

Enterprise Fund Type

Personnel Services 6.0% Increase: Includes 6.32 permanent positions as well as personnel package for existing employees of 1.5% across the board, 2% merit increase, funding of the second phase of reclassification review and a 10% increase in employee health insurance costs.

Power Supply 23.3% Increase: Anticipated increased costs with new contracts for purchased power.

Travel and Training 5.4% Increase: Primarily in Electric for apprentice lineman training.

Intragovernmental Charges 11.1% Increase: Includes increases in Self Insurance Charges, Information Services Support Fees and Utility Accounts and Billing Charges.

Utilities, Services & Misc. 9.3% Decrease: Reflects decreases in the Capital Improvement Plan in Airport and Water and Electric utilities.

Capital 40.4% Decrease: Reflects decreases in the amount of funding for FY 2008 Capital Improvement Project in Water and Electric utilities.

Debt Service 2.1% Decrease: Interest on outstanding debt reduced as principal payments reduce total outstanding debt.

Internal Service Fund Type

Personnel Services 4.9% Increase: Includes addition of 1 permanent position as well as personnel package for existing employees of 1.5% across the board, 2% merit increase, funding of the second phase of reclassification review and a 10% increase in employee health insurance costs.

Supplies and Materials 2.8% Increase: Includes increases for postage, communications and computer equipment.

Travel and Training 12.7% Decrease: Information Service training reduced, FY 2007 included training on new systems.

Intragovernmental Charges 16.6% Increase: Includes increase in Self Insurance Charges, Information Services support, Custodial, Building Maintenance and Building Utility Charges.

Capital/Capital Additions 30.2% Decrease: Reduction in computer equipment and software purchases. The City will not be able to adhere to its replacement policy for vehicles and other equipment

Other 0% Increase and Non-Operating 0.3% Increase: There are very little change to transfers, deprecation and other non- operating functions.

Financial Summary - Expenditures By Fund Type

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Governmental Fund Type					
Personnel Services	$ 41,220,677	$ 45,431,978	$ 44,747,920	$ 48,252,045	6.2%
Supplies and Materials	5,935,211	5,598,289	5,557,279	5,459,969	(2.5%)
Travel and Training	301,997	424,431	410,185	450,893	6.2%
Intragovernmental Charges	3,407,967	4,005,931	4,006,061	4,558,805	13.8%
Utilities, Services & Misc.	18,100,054	21,243,191	20,798,015	50,241,003	136.5%
Capital	3,940,010	2,640,373	2,558,767	297,652	(88.7%)
Other	65,092,852	26,140,645	26,157,728	29,960,312	14.6%
Total Appropriations	**137,998,768**	**105,484,838**	**104,235,955**	**139,220,679**	**32.0%**
Summary					
Operating	59,471,243	66,443,258	65,259,898	69,440,435	4.5%
Non Operating	29,237,966	22,771,782	22,788,865	25,630,241	12.6%
Debt Service	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
Capital Additions	1,164,850	1,675,373	1,593,767	297,652	(82.2%)
Capital Improvement Plan	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
Total Appropriations	**137,998,768**	**105,484,838**	**104,235,955**	**139,220,679**	**32.0%**
Enterprise Fund Type					
Personnel Services	29,123,082	31,794,324	31,314,813	33,694,350	6.0%
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000	23.3%
Supplies and Materials	9,957,067	10,447,047	10,673,799	10,635,953	1.8%
Travel and Training	191,718	273,566	258,161	288,443	5.4%
Intragovernmental Charges	5,783,253	6,409,341	6,409,513	7,122,540	11.1%
Utilities, Services & Misc.	40,590,314	42,867,448	41,804,058	38,880,276	(9.3%)
Capital	10,996,530	21,370,262	21,322,074	12,740,904	(40.4%)
Other	21,744,423	22,904,438	23,300,341	23,720,032	3.6%
Total Appropriations	**179,931,055**	**192,768,626**	**190,359,459**	**197,001,498**	**2.2%**
Summary					
Operating	114,320,647	120,303,477	117,564,757	135,637,117	12.7%
Non Operating	26,015,138	26,228,352	26,520,870	28,040,256	6.9%
Debt Service	5,399,757	7,038,986	7,154,209	6,894,186	(2.1%)
Capital Additions	2,007,775	3,008,712	2,964,524	3,925,664	30.5%
Capital Improvement Plan	32,187,738	36,189,099	36,155,099	22,504,275	(37.8%)
Total Appropriations	**179,931,055**	**192,768,626**	**190,359,459**	**197,001,498**	**2.2%**
Internal Service Fund Type					
Personnel Services	4,823,371	5,657,306	5,680,845	5,934,237	4.9%
Supplies and Materials	5,402,932	5,691,756	5,520,327	5,849,825	2.8%
Travel and Training	77,083	208,136	141,547	181,794	(12.7%)
Intragovernmental Charges	888,265	1,070,676	1,059,780	1,248,083	16.6%
Utilities, Services & Misc.	16,496,738	16,197,810	16,491,535	17,488,917	8.0%
Capital	258,086	542,482	501,285	378,794	(30.2%)
Other	505,441	408,186	428,636	408,108	(0.0%)
Total Appropriations	**28,451,916**	**29,776,352**	**29,823,955**	**31,489,758**	**5.8%**
Summary					
Operating	27,679,091	28,825,684	28,894,034	30,702,856	6.5%
Non Operating	502,139	404,051	424,501	405,090	0.3%
Debt Service	5,213	4,135	4,135	3,018	(27.0%)
Capital Additions	258,086	542,482	501,285	378,794	(30.2%)
Capital Improvement Plan	7,387	0	0	0	0.0%
Total Appropriations	**28,451,916**	**29,776,352**	**29,823,955**	**31,489,758**	**5.8%**
Total All Funds	$ **346,381,739**	$ **328,029,816**	$ **324,419,369**	$ **367,711,935**	**12.1%**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
CITY GENERAL (GF)	$ 5,527,419	$ 5,212,098	$ 5,176,100	$ 5,281,044	1.3%
CITY COUNCIL (GF)	241,189	248,801	237,340	252,833	1.6%
CITY CLERK (GF)	299,672	258,777	255,617	266,421	3.0%
CITY MANAGER (GF)	899,886	1,050,152	1,016,410	1,042,994	(0.7%)
VOLUNTEER SERVICES (GF)	0	191,156	187,238	209,747	9.7%
FINANCE					
General Fund Operations (GF)	2,956,945	3,255,859	3,168,011	3,408,686	4.7%
Utility Customer Services Fund (ISF)	1,614,039	1,894,818	1,997,014	1,990,929	5.1%
Self Insurance Reserve Fund (ISF)	3,574,115	3,111,271	3,638,112	3,809,805	22.5%
HUMAN RESOURCES (GF)	747,745	821,708	821,707	923,319	12.4%
LAW DEPARTMENT (GF)	846,316	913,140	912,443	1,011,085	10.7%
MUNICIPAL COURT (GF)	652,572	691,070	688,573	698,840	1.1%
POLICE DEPARTMENT (GF)	16,208,864	16,957,348	16,998,040	17,676,414	4.2%
FIRE DEPARTMENT (GF)	11,570,721	12,853,792	12,476,382	13,444,948	4.6%
JCIC - EMERGENCY MGMT (GF)	2,321,681	2,590,927	2,547,817	2,625,315	1.3%
HEALTH DEPARTMENT (GF)	4,846,826	5,477,474	5,295,027	5,540,425	1.1%
COMMUNITY SERVICES (GF)	1,322,390	1,339,824	1,228,597	1,255,081	(6.3%)
PLANNING					
General Fund Operations (GF)	703,482	835,735	799,284	931,401	11.4%
CDBG Fund (SRF)	1,406,592	346,812	345,761	372,547	7.4%
ECONOMIC DEVELOPMENT (GF)	342,420	366,290	362,351	384,970	5.1%
CULTURAL AFFAIRS (GF)	0	372,130	363,951	421,608	13.3%
PARKS & RECREATION					
General Fund Operations (GF)	3,861,456	4,649,602	4,547,896	4,634,273	(0.3%)
Recreation Services Fund (EF)	7,537,683	7,663,772	7,408,195	7,878,292	2.8%
PUBLIC WORKS					
General Fund Operations (GF)	8,181,132	10,460,584	10,258,139	10,248,708	(2.0%)
Public Transportation Fund (EF)	5,245,332	7,148,435	7,102,806	8,025,190	12.3%
Regional Airport Fund (EF)	2,016,231	4,758,555	4,751,401	3,134,601	(34.1%)
Sanitary Sewer Utility Fund (EF)	14,747,487	17,779,497	17,672,101	19,012,700	6.9%
Parking Facilities Fund (EF)	1,766,554	2,237,100	1,989,299	1,619,589	(27.6%)
Solid Waste Utility Fund (EF)	12,493,609	15,182,435	14,850,134	16,255,447	7.1%
Storm Water Utility Fund (EF)	2,453,797	2,715,407	2,664,563	2,592,510	(4.5%)
Custodial & Building Maint. Fund (ISF)	977,808	1,184,796	1,085,926	1,179,965	(0.4%)
Fleet Operations Fund (ISF)	6,206,894	6,447,834	6,435,283	6,581,986	2.1%
WATER & ELECTRIC					
Railroad Utility Fund (EF)	1,347,631	1,408,458	1,292,499	1,672,816	18.8%
Water Utility Fund (EF)	26,355,020	21,004,853	21,557,899	18,611,344	(11.4%)
Electric Utility Fund (EF)	$ 105,967,711	$ 112,870,114	$ 111,070,562	$ 118,199,009	4.7%

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
CULTURAL AFFAIRS FD (SRF)	$ 396,122	$ 145,456	$ 145,456	$ 0	(100.0%)
CONV. & TOURISM FUND (SRF)	1,763,877	2,020,079	1,976,395	1,832,632	(9.3%)
EMPLOYEE BENEFIT FD (ISF)	11,677,908	11,301,448	11,060,719	11,802,145	4.4%
INFORMATION TECH. FD (ISF)	3,583,593	4,429,819	4,205,137	4,445,084	0.3%
PUBLIC COMM. FUND (ISF)	817,559	1,406,366	1,401,764	1,679,844	19.4%
CONTRIBUTIONS FD (TF)	226,005	194,809	197,205	12,495	(93.6%)
CAPITAL 1/4 CNT SALES TX FD (SRF)	6,248,100	3,040,875	3,040,875	5,022,750	65.2%
PARKS SALES TAX FD (SRF)	4,034,173	3,886,710	3,886,710	5,044,797	29.8%
TRANSP. SALES TAX FD (SRF)	11,918,880	8,659,000	8,659,000	9,438,600	9.0%
PUBLIC IMPROV. FD (SRF)	1,346,169	1,666,780	1,666,780	1,927,970	15.7%
SPECIAL ROAD DIST. TX FD (SRF)	1,003,425	2,383,425	2,383,425	1,458,425	(38.8%)
CAPITAL PROJECTS FUND (CIP)	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
DEBT SERVICE FUNDS (DSF)	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
TOTAL	**$ 346,381,739**	**$ 328,029,816**	**$ 324,419,369**	**$ 367,711,935**	**12.1%**
TOTAL BY FUNDING SOURCE & FUND TYPE:					
General Fund (GF)	$ 61,530,716	$ 68,546,467	$ 67,340,923	$ 70,258,112	2.5%
Special Revenue Funds (SRF)	28,117,338	22,149,137	22,104,402	25,097,721	13.3%
Debt Service Fund (DSF)	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
Trust Funds (TF)	226,005	194,809	197,205	12,495	(93.6%)
Capital Projects Fund (CIP)	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
TOTAL GOVERNMENTAL FUNDS	**137,998,768**	**105,484,838**	**104,235,955**	**139,220,679**	**32.0%**
TL ENTERPRISE FUNDS (EF)	179,931,055	192,768,626	190,359,459	197,001,498	2.2%
TL INTERNAL SERVICE FDS (ISF)	28,451,916	29,776,352	29,823,955	31,489,758	5.8%
TOTAL FOR ALL FUNDS	**$ 346,381,739**	**$ 328,029,816**	**$ 324,419,369**	**$ 367,711,935**	**12.1%**

(GF) - General Fund
(ISF) - Internal Service Funds
(SRF) - Special Revenue Funds
(EF) - Enterprise Funds
(TF) - Trust Funds
(CIP) - Capital Improvement Plan
(DSF) - Debt Service Funds

Financial Summary - Expenditures By Department and Category

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
CITY GENERAL (NON DPTMTL):					
Operating Expenses	$ 1,506,169	$ 2,383,206	$ 2,336,946	$ 2,508,802	5.3%
Non-Operating Expenses	4,021,250	2,828,892	2,839,154	2,772,242	(2.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**5,527,419**	**5,212,098**	**5,176,100**	**5,281,044**	**1.3%**
CITY COUNCIL:					
Operating Expenses	241,189	248,801	237,340	252,833	1.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**241,189**	**248,801**	**237,340**	**252,833**	**1.6%**
CITY CLERK:					
Operating Expenses	299,672	258,777	255,617	266,421	3.0%
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	**299,672**	**258,777**	**255,617**	**266,421**	**3.0%**
CITY MANAGER:					
Operating Expenses	899,886	1,042,152	1,008,410	1,042,994	0.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	8,000	8,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**899,886**	**1,050,152**	**1,016,410**	**1,042,994**	**(0.7%)**
VOLUNTEER SERVICES:					
Operating Expenses	0	133,430	132,792	138,831	4.0%
Non-Operating Expenses	0	25,010	22,157	30,743	22.9%
Debt Service	0	1,550	1,250	1,550	0.0%
Capital Additions	0	24,159	24,159	27,356	13.2%
Capital Projects	0	7,007	6,880	11,267	60.8%
Total Expenses	**0**	**191,156**	**187,238**	**209,747**	**9.7%**
FINANCE DEPARTMENT:					
General Fund Operations:					
Operating Expenses	2,943,945	3,255,859	3,168,011	3,408,686	4.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	13,000	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**2,956,945**	**3,255,859**	**3,168,011**	**3,408,686**	**4.7%**
Utility Customer Services Fund:					
Operating Expenses	1,583,599	1,869,511	1,971,707	1,970,049	5.4%
Non-Operating Expenses	30,440	25,307	25,307	20,880	(17.5%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,614,039**	**$ 1,894,818**	**$ 1,997,014**	**$ 1,990,929**	**5.1%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Self Insurance Reserve Fund:					
Operating Expenses	$ 3,567,259	$ 3,105,271	$ 3,632,112	$ 3,803,805	22.5%
Non-Operating Expenses	6,856	6,000	6,000	6,000	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,574,115**	**3,111,271**	**3,638,112**	**3,809,805**	**22.5%**
HUMAN RESOURCES:					
Operating Expenses	747,745	821,708	821,707	923,319	12.4%
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	**747,745**	**821,708**	**821,707**	**923,319**	**12.4%**
LAW DEPARTMENT:					
Operating Expenses	846,316	912,850	912,153	1,011,085	10.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	290	290	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**846,316**	**913,140**	**912,443**	**1,011,085**	**10.7%**
MUNICIPAL COURT:					
Operating Expenses	623,837	661,070	666,478	698,840	5.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	28,735	30,000	22,095	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**652,572**	**691,070**	**688,573**	**698,840**	**1.1%**
POLICE DEPARTMENT:					
Operating Expenses	15,589,429	16,276,727	16,373,788	17,611,414	8.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	619,435	680,621	624,252	65,000	(90.4%)
Capital Projects	0	0	0	0	
Total Expenses	**16,208,864**	**16,957,348**	**16,998,040**	**17,676,414**	**4.2%**
FIRE DEPARTMENT:					
Operating Expenses	11,534,821	12,774,718	12,409,089	13,430,319	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	35,900	79,074	67,293	14,629	(81.5%)
Capital Projects	0	0	0	0	
Total Expenses	**11,570,721**	**12,853,792**	**12,476,382**	**13,444,948**	**4.6%**
PSJC/EMERG. MGMT:					
Operating Expenses	2,301,457	2,573,744	2,530,634	2,611,460	1.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	20,224	17,183	17,183	13,855	(19.4%)
Capital Projects	0	0	0	0	
Total Expenses	$ **2,321,681**	$ **2,590,927**	$ **2,547,817**	$ **2,625,315**	**1.3%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
HEALTH DEPARTMENT:					
Operating Expenses	$ 4,830,624	$ 5,477,474	$ 5,295,027	$ 5,524,132	0.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,202	0	0	16,293	
Capital Projects	0	0	0	0	
Total Expenses	**4,846,826**	**5,477,474**	**5,295,027**	**5,540,425**	**1.1%**
COMMUNITY SERVICES:					
Operating Expenses	1,322,390	1,339,824	1,228,597	1,255,081	(6.3%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,322,390**	**1,339,824**	**1,228,597**	**1,255,081**	**(6.3%)**
PLANNING DEPARTMENT:					
General Fund Operations:					
Operating Expenses	703,482	835,735	799,284	931,401	11.4%
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	**703,482**	**835,735**	**799,284**	**931,401**	**11.4%**
CDBG Fund:					
Operating Expenses	1,031,978	346,812	345,761	372,547	7.4%
Non-Operating Expenses	374,614	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,406,592**	**346,812**	**345,761**	**372,547**	**7.4%**
ECONOMIC DEVELOPMENT:					
Operating Expenses	342,420	366,290	362,351	384,970	5.1%
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	**342,420**	**366,290**	**362,351**	**384,970**	**5.1%**
CULTURAL AFFAIRS:					
Operating Expenses	0	372,130	363,951	421,608	13.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**0**	**372,130**	**363,951**	**421,608**	**13.3%**
PARKS & RECREATION DEPT:					
General Fund Operations:					
Operating Expenses	3,745,101	4,253,202	4,152,896	4,503,523	5.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	116,355	396,400	395,000	130,750	(67.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,861,456**	$ **4,649,602**	$ **4,547,896**	$ **4,634,273**	**(0.3%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Recreation Services Fund:					
Operating Expenses	$ 5,676,495	$ 6,622,172	$ 6,351,938	$ 6,816,842	2.9%
Non-Operating Expenses	1,427,122	624,600	639,292	640,600	2.6%
Debt Service	57,811	35,000	35,000	33,000	(5.7%)
Capital Additions	49,462	96,000	95,965	43,500	(54.7%)
Capital Projects	326,793	286,000	286,000	344,350	20.4%
Total Expenses	**7,537,683**	**7,663,772**	**7,408,195**	**7,878,292**	**2.8%**
PUBLIC WORKS DEPARTMENT:					
General Fund Operations:					
Operating Expenses	7,861,789	9,996,779	9,798,485	10,191,583	1.9%
Non-Operating Expenses	4,344	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	314,999	463,805	459,654	57,125	(87.7%)
Capital Projects	0	0	0	0	
Total Expenses	**8,181,132**	**10,460,584**	**10,258,139**	**10,248,708**	**(2.0%)**
Public Transportation Fund:					
Operating Expenses	3,704,512	4,180,751	4,139,790	4,535,180	8.5%
Non-Operating Expenses	452,850	642,529	642,529	537,573	(16.3%)
Debt Service	3,475	3,525	2,757	2,012	(42.9%)
Capital Additions	28,553	74,325	70,425	15,000	(79.8%)
Capital Projects	1,055,942	2,247,305	2,247,305	2,935,425	30.6%
Total Expenses	**5,245,332**	**7,148,435**	**7,102,806**	**8,025,190**	**12.3%**
Regional Airport Fund:					
Operating Expenses	1,331,616	1,556,955	1,550,538	1,699,601	9.2%
Non-Operating Expenses	589,277	583,000	583,000	588,000	0.9%
Debt Service	1,950	1,950	1,950	0	(100.0%)
Capital Additions	13,684	6,250	5,513	202,000	3132.0%
Capital Projects	79,704	2,610,400	2,610,400	645,000	(75.3%)
Total Expenses	**2,016,231**	**4,758,555**	**4,751,401**	**3,134,601**	**(34.1%)**
Sanitary Sewer Utility Fund:					
Operating Expenses	6,221,458	6,998,748	6,809,676	7,158,685	2.3%
Non-Operating Expenses	2,788,529	2,704,052	2,828,222	2,789,499	3.2%
Debt Service	1,143,528	1,257,719	1,257,719	1,202,016	(4.4%)
Capital Additions	327,757	286,456	243,962	475,500	66.0%
Capital Projects	4,266,215	6,532,522	6,532,522	7,387,000	13.1%
Total Expenses	**14,747,487**	**17,779,497**	**17,672,101**	**19,012,700**	**6.9%**
Parking Facilities Fund:					
Operating Expenses	710,577	748,037	733,236	834,727	11.6%
Non-Operating Expenses	621,353	619,900	386,900	384,900	(37.9%)
Debt Service	334,757	275,962	275,962	256,962	(6.9%)
Capital Additions	34,678	44,200	44,200	143,000	223.5%
Capital Projects	65,189	549,001	549,001	0	(100.0%)
Total Expenses	**1,766,554**	**2,237,100**	**1,989,299**	**1,619,589**	**(27.6%)**
Solid Waste Utility Fund:					
Operating Expenses	9,239,850	11,686,053	11,758,504	12,463,815	6.7%
Non-Operating Expenses	1,847,198	1,833,629	1,433,163	1,857,624	1.3%
Debt Service	372,296	371,059	371,059	350,008	(5.7%)
Capital Additions	873,159	1,291,694	1,287,408	1,464,000	13.3%
Capital Projects	161,106	0	0	120,000	
Total Expenses	**$ 12,493,609**	**$ 15,182,435**	**$ 14,850,134**	**$ 16,255,447**	**7.1%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Storm Water Utility Fund:					
Operating Expenses	$ 949,610	$ 1,283,250	$ 1,186,793	$ 1,339,510	4.4%
Non-Operating Expenses	370,418	344,000	390,000	390,000	13.4%
Debt Service	0	0	0	0	
Capital Additions	0	32,787	32,400	190,000	479.5%
Capital Projects	1,133,769	1,055,370	1,055,370	673,000	(36.2%)
Total Expenses	**2,453,797**	**2,715,407**	**2,664,563**	**2,592,510**	**(4.5%)**
Custodial & Bldg. Maint. Fund:					
Operating Expenses	942,889	1,132,315	1,031,995	1,167,765	3.1%
Non-Operating Expenses	9,319	4,750	6,200	6,200	30.5%
Debt Service	0	0	0	0	
Capital Additions	25,600	47,731	47,731	6,000	(87.4%)
Capital Projects	0	0	0	0	
Total Expenses	**977,808**	**1,184,796**	**1,085,926**	**1,179,965**	**(0.4%)**
Fleet Operations Fund:					
Operating Expenses	6,094,318	6,323,555	6,309,686	6,479,658	2.5%
Non-Operating Expenses	63,010	52,694	54,994	55,510	5.3%
Debt Service	5,213	4,135	4,135	3,018	(27.0%)
Capital Additions	36,966	67,450	66,468	43,800	(35.1%)
Capital Projects	7,387	0	0	0	
Total Expenses	**6,206,894**	**6,447,834**	**6,435,283**	**6,581,986**	**2.1%**
WATER & ELECTRIC DEPT:					
Railroad Fund:					
Operating Expenses	582,042	806,109	690,150	822,316	2.0%
Non-Operating Expenses	276,863	275,000	275,000	280,500	2.0%
Debt Service	28,652	25,349	25,349	40,000	57.8%
Capital Additions	0	0	0	42,500	
Capital Projects	460,074	302,000	302,000	487,500	61.4%
Total Expenses	**1,347,631**	**1,408,458**	**1,292,499**	**1,672,816**	**18.8%**
Water Utility Fund:					
Operating Expenses	8,428,106	9,960,834	9,989,876	10,023,828	0.6%
Non-Operating Expenses	3,979,983	4,189,600	4,747,604	5,356,060	27.8%
Debt Service	2,190,317	2,118,422	2,118,422	2,019,706	(4.7%)
Capital Additions	312,432	314,500	314,500	311,750	(0.9%)
Capital Projects	11,444,182	4,421,497	4,387,497	900,000	(79.6%)
Total Expenses	**26,355,020**	**21,004,853**	**21,557,899**	**18,611,344**	**(11.4%)**
Electric Utility Fund:					
Operating Expenses	77,476,381	76,460,568	74,354,256	89,942,613	17.6%
Non-Operating Expenses	13,661,545	14,412,042	14,595,160	15,215,500	5.6%
Debt Service	1,266,971	2,950,000	3,065,991	2,990,482	1.4%
Capital Additions	368,050	862,500	870,151	1,038,414	20.4%
Capital Projects	13,194,764	18,185,004	18,185,004	9,012,000	(50.4%)
Total Expenses	**105,967,711**	**112,870,114**	**111,070,562**	**118,199,009**	**4.7%**
CULTURAL AFFAIRS FUND:					
Operating Expenses	359,838	0	0	0	
Non-Operating Expenses	36,284	145,456	145,456	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **396,122**	$ **145,456**	$ **145,456**	$ **0**	**(100.0%)**

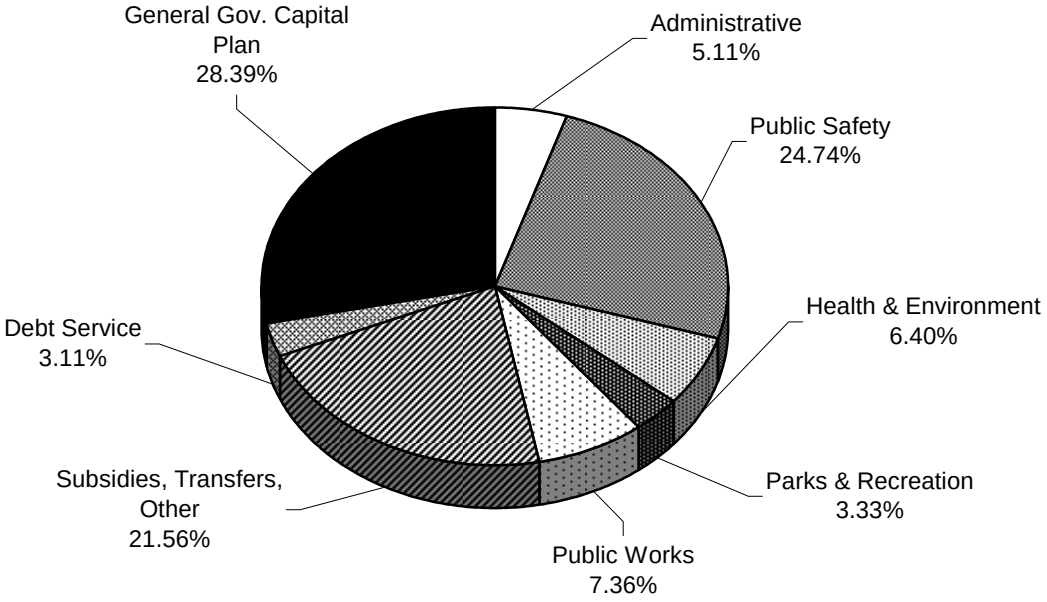
Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
CONVENTION & TOURISM FUND					
Operating Expenses	$ 1,524,931	$ 1,997,679	$ 1,953,995	$ 1,802,632	(9.8%)
Non-Operating Expenses	238,946	22,400	22,400	30,000	33.9%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,763,877**	**2,020,079**	**1,976,395**	**1,832,632**	**(9.3%)**
EMPLOYEE BENEFIT FUND:					
Operating Expenses	11,676,622	11,301,448	11,060,719	11,802,145	4.4%
Non-Operating Expenses	1,286	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**11,677,908**	**11,301,448**	**11,060,719**	**11,802,145**	**4.4%**
INFORMATION TECHNOLOGIES FUND:					
Operating Expenses	3,093,527	3,769,618	3,569,651	3,993,797	5.9%
Non-Operating Expenses	294,546	278,500	294,000	278,500	0.0%
Debt Service	0	0	0	0	
Capital Additions	195,520	381,701	341,486	172,787	(54.7%)
Capital Projects	0	0	0	0	
Total Expenses	**3,583,593**	**4,429,819**	**4,205,137**	**4,445,084**	**0.3%**
PUBLIC COMM. FUND:					
Operating Expenses	720,877	1,323,966	1,318,164	1,485,637	12.2%
Non-Operating Expenses	96,682	36,800	38,000	38,000	3.3%
Debt Service	0	0	0	0	
Capital Additions	0	45,600	45,600	156,207	242.6%
Capital Projects	0	0	0	0	
Total Expenses	**817,559**	**1,406,366**	**1,401,764**	**1,679,844**	**19.4%**
CONTRIBUTIONS FUND:					
Operating Expenses	166,662	19,316	14,891	12,495	(35.3%)
Non-Operating Expenses	59,343	175,493	182,314	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**226,005**	**194,809**	**197,205**	**12,495**	**(93.6%)**
99 1/4 CENT SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	6,248,100	3,040,875	3,040,875	5,022,750	65.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**6,248,100**	**3,040,875**	**3,040,875**	**5,022,750**	**65.2%**
PARKS SALES TAX FUND:					
Operating Expenses	1,393	1,710	1,710	1,801	5.3%
Non-Operating Expenses	4,032,780	3,885,000	3,885,000	5,042,996	29.8%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **4,034,173**	$ **3,886,710**	$ **3,886,710**	$ **5,044,797**	**29.8%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
TRANSPTN. SALES TAX FUND:					
Operating Expenses	$ 0	$ 0	$ 0	$ 0	
Non-Operating Expenses	11,918,880	8,659,000	8,659,000	9,438,600	9.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**11,918,880**	**8,659,000**	**8,659,000**	**9,438,600**	**9.0%**
PUBLIC IMPROVEMENT FUND:					
Operating Expenses	46,169	35,539	35,539	62,742	76.5%
Non-Operating Expenses	1,300,000	1,631,241	1,631,241	1,865,228	14.3%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,346,169**	**1,666,780**	**1,666,780**	**1,927,970**	**15.7%**
SPECIAL ROAD DIST. TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,003,425	2,383,425	2,383,425	1,458,425	(38.8%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,003,425**	**2,383,425**	**2,383,425**	**1,458,425**	**(38.8%)**
CAPITAL PROJECTS (CIP):					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
Total Expenses	**12,886,518**	**11,255,425**	**11,255,425**	**39,521,280**	**251.1%**
DEBT SERVICE FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**35,238,191**	**3,339,000**	**3,338,000**	**4,331,071**	**29.7%**
TOTAL FOR ALL FUNDS:					
OPERATING EXPENSES	**201,470,981**	**215,514,693**	**211,664,243**	**235,709,492**	**9.4%**
NON-OPERATING EXPENSES	**55,755,243**	**49,429,195**	**49,756,393**	**54,106,330**	**9.5%**
DEBT SERVICE	**40,643,161**	**10,383,671**	**10,497,594**	**11,229,825**	**8.1%**
CAPITAL ADDITIONS	**3,430,711**	**5,250,726**	**5,083,735**	**4,629,466**	**(11.8%)**
CAPITAL PROJECTS	**45,081,643**	**47,451,531**	**47,417,404**	**62,036,822**	**30.7%**
TOTAL EXPENSES	$ **346,381,739**	$ **328,029,816**	$ **324,419,369**	$ **367,711,935**	**12.1%**

General Government Expenditures By Function
FY 2008



General Government Expenditures By Function

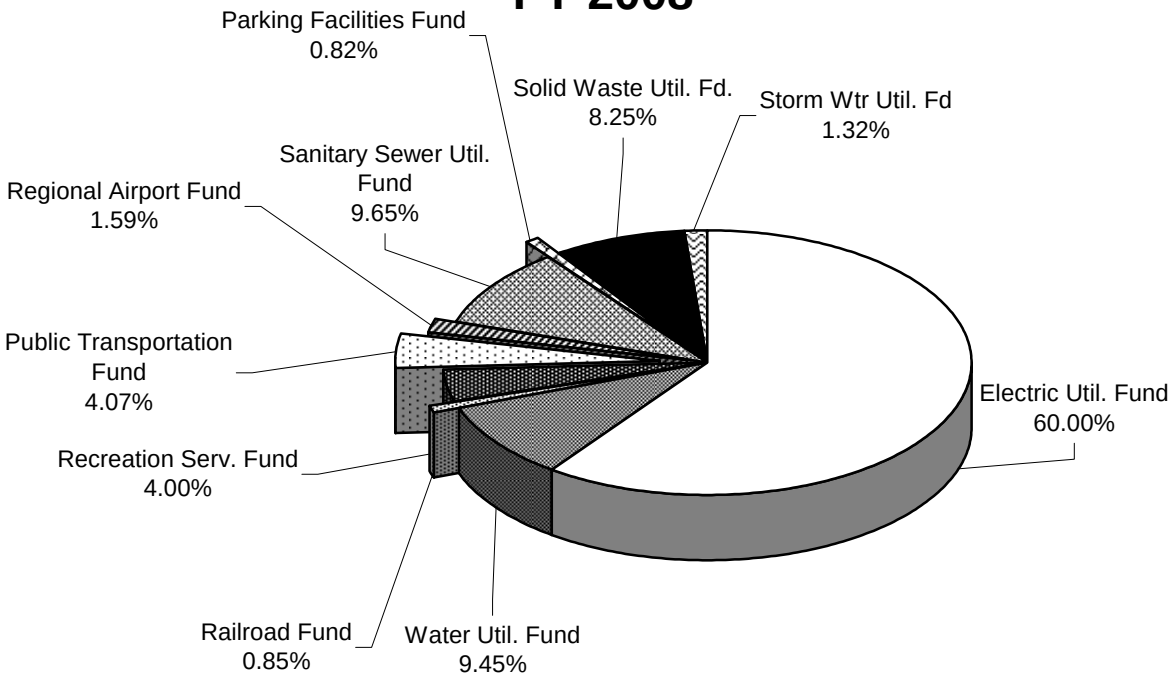
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Administrative	$ 5,991,753	$ 6,739,593	$ 6,598,766	$ 7,115,085	5.6%
Public Safety	30,753,838	33,093,137	32,710,812	34,445,517	4.1%
Health & Environment	8,621,710	8,738,265	8,394,971	8,906,032	1.9%
Parks & Recreation	3,861,456	4,649,602	4,547,896	4,634,273	(0.3%)
Public Works	8,181,132	10,460,584	10,258,139	10,248,708	(2.0%)
Subsidies/Transfers & Other	32,464,170	27,209,232	27,131,946	30,018,713	10.3%
Debt Service	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
General Gov. Capital Plan	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
Total Appropriations	**$ 137,998,768**	**$ 105,484,838**	**$ 104,235,955**	**$ 139,220,679**	**32.0%**

- **Debt Services:** Includes payments on the special obligation bonds approved in the 2005 ballot issue to fund capital improvement projects which will be paid off with Capital Improvement Sales Taxes as well as payment on notes issued to purchase regional park property which will be paid off with Parks Sales Taxes.

- **Subsidies/Transfers & Other:** Includes an increase in transfers from the Transportation Sales Tax Fund for capital projects in Transit and Airport. An additional increase is budgeted from Parks Sales Tax for payment of land acquisition notes.

- **General Government Capital Plan:** Accelerates funding for the November 2005 ballot projects for Transportation and Parks. In addition, there are a significant number of sidewalk and trail projects to be funded with a Non-Motorized Grant.

Enterprise Fund Expenses By Fund
FY 2008

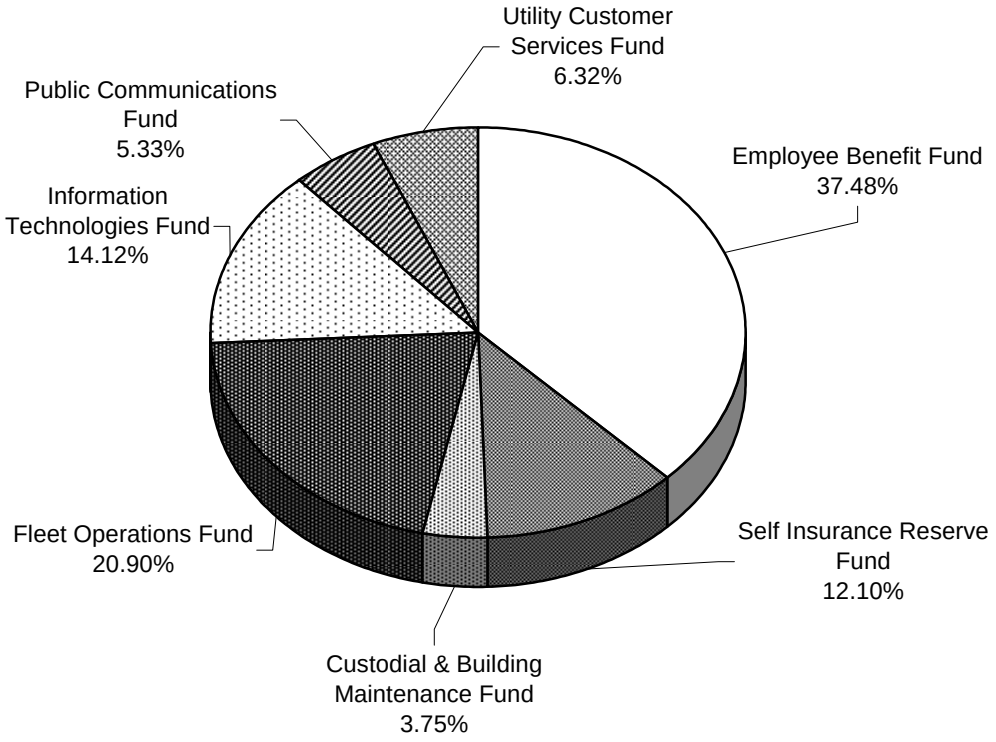


Enterprise Fund Expenses By Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Electric Utility Fund	$ 105,967,711	$ 112,870,114	$ 111,070,562	$ 118,199,009	4.7%
Water Utility Fund	26,355,020	21,004,853	21,557,899	18,611,344	(11.4%)
Railroad Fund	1,347,631	1,408,458	1,292,499	1,672,816	18.8%
Recreation Services Fund	7,537,683	7,663,772	7,408,195	7,878,292	2.8%
Public Transportation Fund	5,245,332	7,148,435	7,102,806	8,025,190	12.3%
Regional Airport Fund	2,016,231	4,758,555	4,751,401	3,134,601	(34.1%)
Sanitary Sewer Utility Fund	14,747,487	17,779,497	17,672,101	19,012,700	6.9%
Parking Facilities Fund	1,766,554	2,237,100	1,989,299	1,619,589	(27.6%)
Solid Waste Utility Fund	12,493,609	15,182,435	14,850,134	16,255,447	7.1%
Storm Water Utility Fund	2,453,797	2,715,407	2,664,563	2,592,510	(4.5%)
Total	$ **179,931,055**	$ **192,768,626**	$ **190,359,459**	$ **197,001,498**	**2.2%**

- **Water Utility Fund, Regional Airport Fund, Parking, and Storm Water:** Decreases are due to a lower amount of new funding for capital projects.
- **Railroad Fund**: increase due to capital projects for enhanced tie replacement program.
- **Electric Fund:** Increase is due to anticipated cost increases with contracts for purchased power.
- **Public Transportation Fund:** Includes increased funding for capital projects.
- **Sanitary Sewer:** Includes increased funding for capital projects.

Internal Service Fund Expenses By Fund
FY 2008



Internal Service Fund Expenses By Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Employee Benefit Fund	$ 11,677,908	$ 11,301,448	$ 11,060,719	$ 11,802,145	4.4%
Self Insurance Reserve Fd	3,574,115	3,111,271	3,638,112	3,809,805	22.5%
Custodial & Bldg Maint. Fd	977,808	1,184,796	1,085,926	1,179,965	(0.4%)
Fleet Operations Fund	6,206,894	6,447,834	6,435,283	6,581,986	2.1%
Information Technologies Fund	3,583,593	4,429,819	4,205,137	4,445,084	0.3%
Public Communications Fd	817,559	1,406,366	1,401,764	1,679,844	19.4%
Utility Customer Serv. Fd	1,614,039	1,894,818	1,997,014	1,990,929	5.1%
Total	$ **28,451,916**	$ **29,776,352**	$ **29,823,955**	$ **31,489,758**	**5.8%**

- **Employee Benefit Fund; projected increase in health cost is 10%.** Increase in budget limited due to change in coverage for Medicare-eligible retirees. The City will sponsor a separate plan through a private insurer for Medicare-eligible retirees.

- **Public Communications Fund:** Increase reflects a capital equipment purchase to upgrade City Channel to digital technology. This will allow for higher quality productions to be produced in a more efficient manner.

- **Self Insurance Reserve Fund**: Reflects projected increase in claims costs and cost of stop loss insurance.

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Overall Revenue Summaries

City of Columbia

Columbia, Missouri

OVERALL REVENUES

- **Property Taxes:** The growth in Property Taxes is projected to be 2.5% over Estimated FY 2007. The growth of assessed valuation of real property for new construction is projected to be 2.5%, which reflects a recent decline in the number of building permits issued. 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 3.0% over Estimated FY 2007. This reflects the recent decline in growth that has been experienced during FY 2007. Estimated growth for FY 2007 has been revised to 2.5%. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, however home improvement/construction and dining and entertainment sectors are declining.

- **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 7.8% over Estimated FY 2007 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 6.7% increase over Estimated FY 2007.

- **Grants:** The 126.6% increase is due primarily to Non-Motorized Transportation Grant. The City has received a multi-year grant for non-motorized transportation projects of which $13.3 million is reflected in FY 2008.

- **Capital Contributions:** The decrease of 6.1% reflects the change in federal capital grants for Airport.

- **Transfers:** These include both subsidies and transfers between funds. FY 2008 reflects a 33.3% increase over Estimated FY 2007. A majority of the increase is due additional transfers of special revenues to support the Capital Improvement Plan and debt service payments.

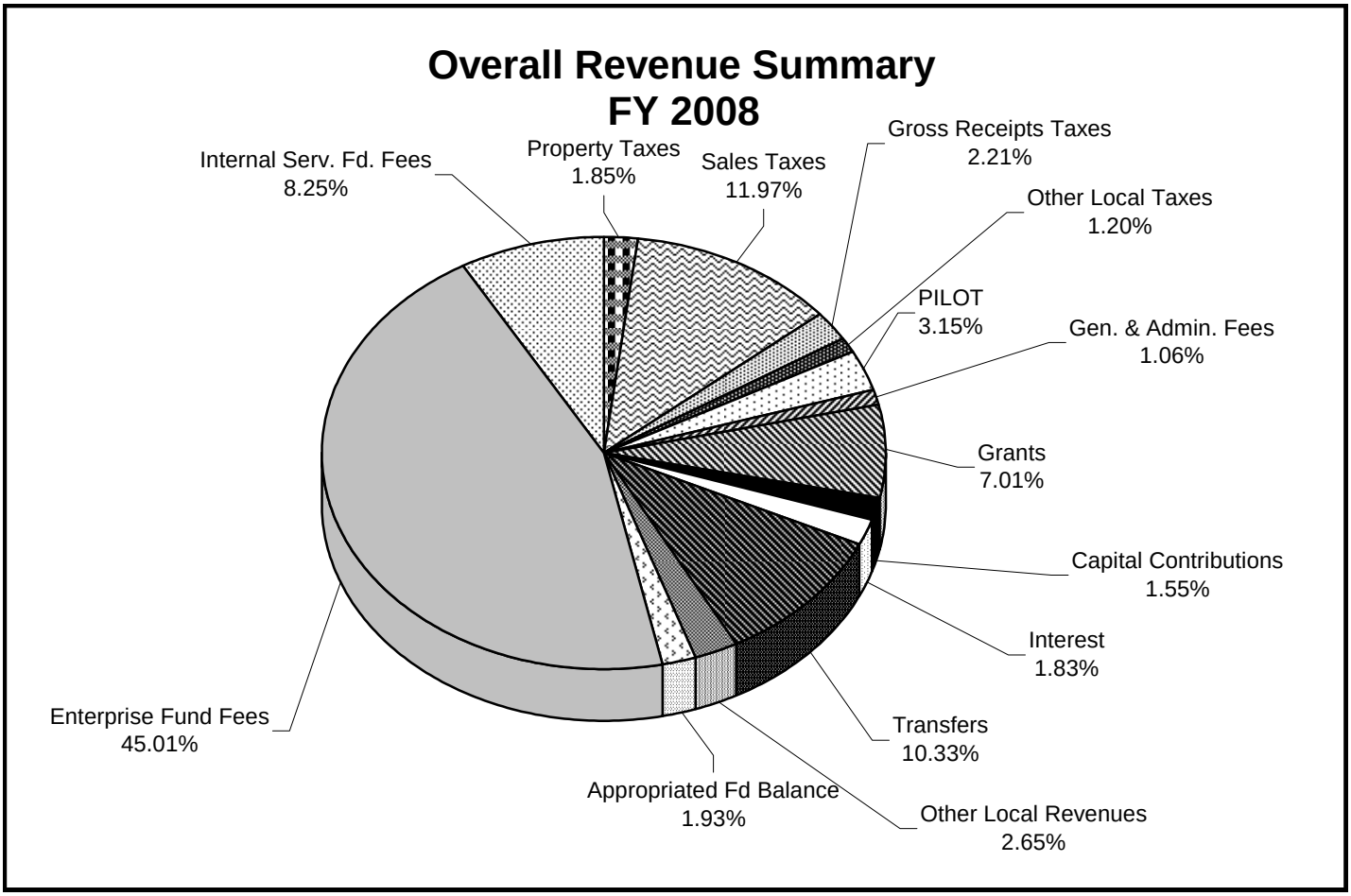
- **Other Local Revenues**: Includes Licenses and Permits, Fines, Governmental Fees and Charges, and Miscellaneous Revenues such as Auction Revenues from the sale of surplus equipment and revenue from the sale of SO2 allowances in Electric. For FY 2008, Other Local Revenues reflect a decrease 11.4% over Estimated FY 2007. No sale of SO2 allowances are budgeted in FY 2008.

- **Lease/Bond Proceeds:** No new bonding authority is requested for FY 2008. Budget amendments may be necessary for FY 2008 ballot initiatives in Water and Sewer.

- **Appropriated Fund Balance:** Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2006 and Estimated FY 2007, the appropriated fund balance is available for the General Fund at a level slightly below the amount in FY 2007. The Capital Improvement Plan requires the increased use of capital fund balance for FY 2008, which is the reason for the 58.1% increase.

- **Enterprise Fund Fees**: These are fees charged to users for utility and other types of services. The 7.7% increase for FY 2008 reflects a growing number of customers as well as rate increases proposed in Water (8%), Electric (9%), Solid Waste ($1.50/residential) and Sewer (6%).

- **Internal Service Fund Fees:** These are fees charged for providing services to other City departments. The 8.1% increase reflects increases in Self Insurance Fees and increases in charges for custodial and building maintenance after a number of years of drawing down accumulated fund balance.



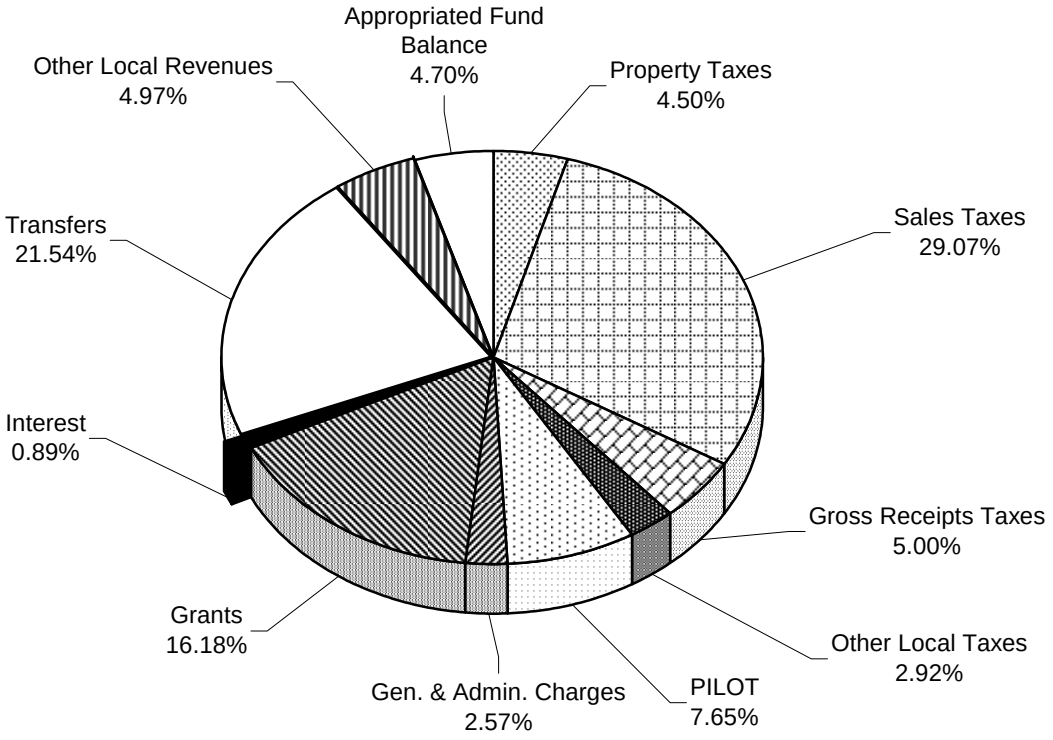
All Funds Revenue By Category

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
Property Taxes	$ 5,699,609	$ 5,939,000	$ 6,115,704	$ 6,268,200	2.5%
Sales Taxes	38,290,388	39,208,000	39,264,000	40,457,610	3.0%
Gross Receipts Taxes	6,390,286	6,381,730	7,096,000	7,463,000	5.2%
Other Local Taxes	4,180,577	4,204,000	4,030,000	4,066,225	0.9%
PILOT	9,284,728	9,960,000	9,875,000	10,647,750	7.8%
Gen. & Admin. Charges	3,270,654	3,353,141	3,353,141	3,576,754	6.7%
Grants	9,528,161	10,710,865	10,064,940	23,702,154	135.5%
Capital Contributions	10,652,198	5,373,559	5,599,838	5,256,740	(6.1%)
Interest	7,853,147	5,722,837	6,903,140	6,176,722	(10.5%)
Transfers	56,683,561	25,719,482	26,197,339	34,908,854	33.3%
Other Local Revenues	11,169,749	7,871,913	10,103,724	8,956,419	(11.4%)
Lease/Bond Proceeds	26,754,950	20,812,500	20,812,500	0	(100.0%)
Appropriated Fund Balance	21,740,318	4,131,196	4,131,196	6,533,205	58.1%
Enterprise Fund Fees	136,393,446	139,525,420	141,342,468	152,168,692	7.7%
Internal Service Fund Fees	24,208,692	26,284,004	25,781,929	27,880,371	8.1%
Total	**$ 372,100,464**	**$ 315,197,647**	**$ 320,670,919**	**$ 338,062,696**	**5.4%**

Financial Summary - FY 2008 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2008 Total
TAXES:				
Property Taxes	$ 6,268,200	$ 0	$ 0	$ 6,268,200
Sales Tax	40,457,610	0	0	40,457,610
Gross Receipts Taxes	6,963,000	0	500,000	7,463,000
Other Local Taxes	4,066,225	0	0	4,066,225
TOTAL TAXES	**57,755,035**	**0**	**500,000**	**58,255,035**
INTRAGOVERNMENTAL REVENUES:				
PILOT	10,647,750	0	0	10,647,750
Gen. & Admin. Fees	3,576,754	0	0	3,576,754
TOTAL INTRAGOVERNMENTAL REV.	**14,224,504**	**0**	**0**	**14,224,504**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**22,512,038**	**1,190,116**	**0**	**23,702,154**
CAPITAL CONTRIBUTIONS	**0**	**5,256,740**	**0**	**5,256,740**
INVESTMENT REVENUE	**1,245,000**	**4,374,722**	**557,000**	**6,176,722**
OPERATING TRANSFERS	**29,967,794**	**4,941,060**	**0**	**34,908,854**
OTHER LOCAL REVENUE	**6,912,572**	**1,409,747**	**634,100**	**8,956,419**
LEASE/BOND PROCEEDS	**0**	**0**	**0**	**0**
APPROPRIATED FUND BALANCE	**6,533,205**	**0**	**0**	**6,533,205**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	1,198,400	0	1,198,400
Water Utility Fees	0	17,037,340	0	17,037,340
Electric Utility Fees	0	102,306,040	0	102,306,040
Recreation Fees	0	4,177,969	0	4,177,969
Public Transportation Fees	0	1,245,930	0	1,245,930
Airport Utility Fees	0	419,585	0	419,585
Sanitary Sewer Fees	0	9,291,600	0	9,291,600
Parking Fees	0	1,641,693	0	1,641,693
Solid Waste Utility Fees	0	13,445,135	0	13,445,135
Storm Water Utility Fees	0	1,405,000	0	1,405,000
TOTAL ENTERPRISE FUND FEES	**0**	**152,168,692**	**0**	**152,168,692**
INTERNAL SERVICE FEES:				
Locator Fees	0	146,170	0	146,170
Health Insurance Fees	0	0	11,342,655	11,342,655
Self Insurance Fees	0	0	2,872,938	2,872,938
Custodial & Bldg Maintenance Fees	0	0	953,033	953,033
Fleet Maintenance Fees	0	0	6,485,213	6,485,213
Information Technologies Fees	0	0	3,909,128	3,909,128
Print Shop & Mailroom Fees	0	0	814,812	814,812
Utility Customer Services Billing Fees	0	0	1,356,422	1,356,422
TOTAL INTERNAL SERVICE FUND FEES	**0**	**146,170**	**27,734,201**	**27,880,371**
TOTAL REVENUES AND OTHER SOURCES	**$ 139,150,148**	**$ 169,487,247**	**$ 29,425,301**	**$ 338,062,696**

General Government Revenues
FY 2008



General Government Revenues

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
Property Taxes	$ 5,699,609	$ 5,939,000	$ 6,115,704	$ 6,268,200	2.5%
Sales Taxes	38,290,388	39,208,000	39,264,000	40,457,610	3.0%
Gross Receipts Taxes	6,390,286	5,881,730	6,596,000	6,963,000	5.6%
Other Local Taxes	4,180,577	4,204,000	4,030,000	4,066,225	0.9%
PILOT	9,284,728	9,960,000	9,875,000	10,647,750	7.8%
Gen. & Admin. Charges	3,270,654	3,353,141	3,353,141	3,576,754	6.7%
Grants	7,773,572	9,539,328	8,528,079	22,512,038	164.0%
Interest	3,077,060	1,560,000	1,312,224	1,245,000	(5.1%)
Transfers	48,485,815	20,621,322	21,091,779	29,967,794	42.1%
Other Local Revenues	6,952,839	6,499,663	5,899,939	6,912,572	17.2%
Lease/Bond Proceeds	26,754,950	20,812,500	20,812,500	0	(100.0%)
Appropriated Fund Balance	21,740,318	4,131,196	4,131,196	6,533,205	58.1%
Total	$ **181,900,796**	$ **131,709,880**	$ **131,009,562**	$ **139,150,148**	**6.2%**

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 2007 to Proposed FY 2008.

✧ **Property Taxes:** The growth in Property Taxes is projected to be 2.5% over Estimated FY 2007. The growth of assessed valuation of real property for new construction is projected to be 2.5%, which reflects a recent decline in the number of building permits issued. 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 2008 General Fund Sales Tax growth in Sales Taxes is projected at 3.0%. This reflects the recent decline in growth that has been experienced during FY 2007. Estimated growth for FY 2007 has been revised to 2.5%. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, however the current trend indicates the home improvement/construction and dining and entertainment sectors are declining.

✧ **Other Local Taxes**: These include the gasoline tax, cigarette tax, and motor vehicle taxes.

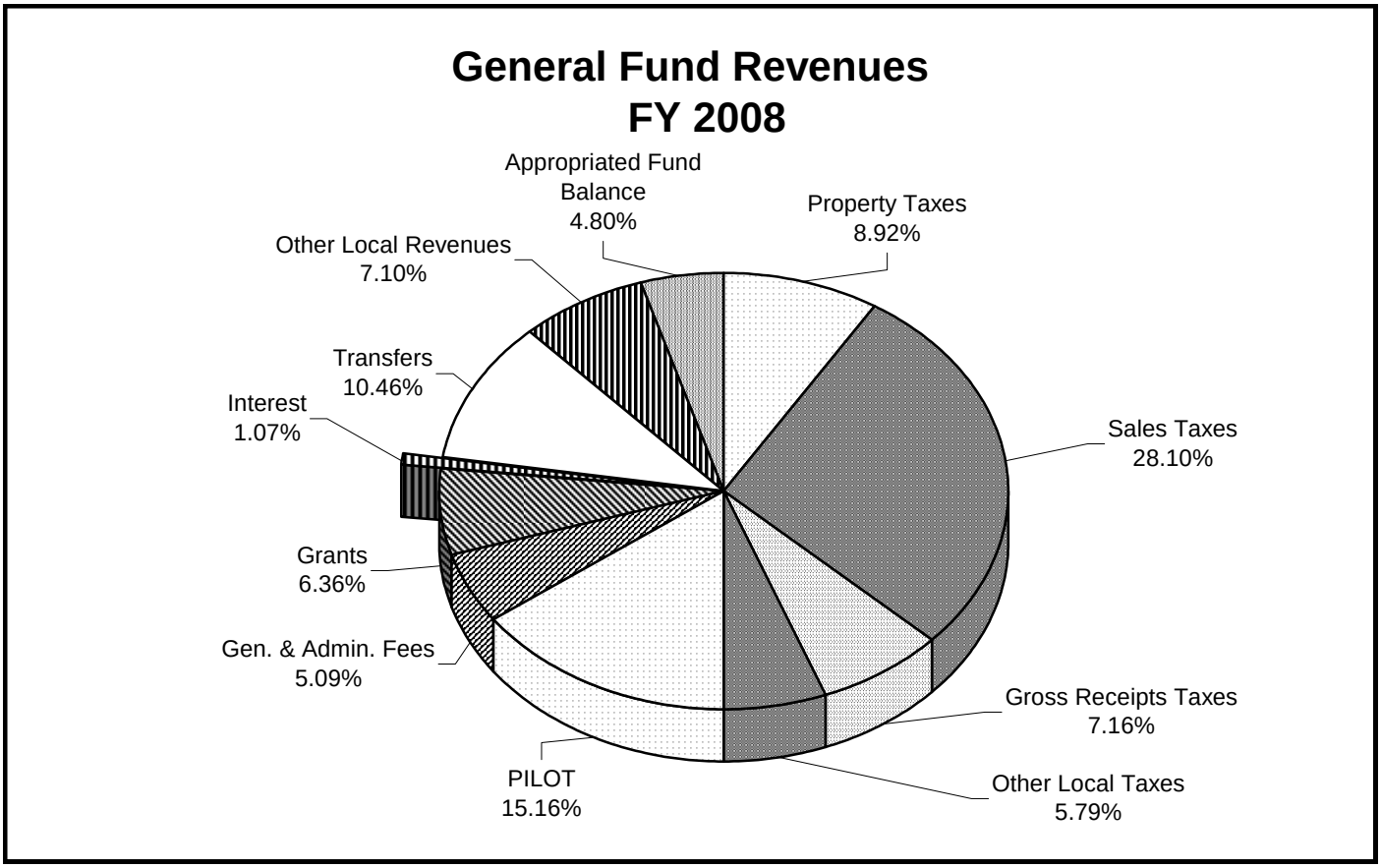
- ◊ Gasoline Tax provides for the construction and maintenance of highways. The rate is 17 cents per gallon. The FY 2008 amount is projected to remain the same as the Estimated FY 2007 amount of $2,350,000, which is $44,389 below FY 2006 levels and reflects decreased gallons sold due to higher gas prices.
- ◊ Cigarette Tax of 10 cents per package is collected on each package by the wholesaler. The FY 2008 amount is projected to remain the same as Estimated FY 2007. This is below the FY 2006 amount by $59,648.
- ◊ Motor Vehicle Tax includes 1 1/2 cents per $1.00 vehicle cost and $12.50 of the license plate fee. The FY 2008 amount Is projected at a slightly higher amount than Estimated FY 2007.

✧ **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 7.8% over Estimated FY 2007 based upon recent growth trends and projected rate increases in the Electric Utility and Water Utility.

✧ **General and Administrative (G&A) Fees:** 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 6.7% increase over Estimated FY 2007.

✧ **Grants:** Grants are reflect an increase of 3.4% over Estimated FY 2007 due to the Non-Motorized Transportation Grant that is funding a new program in Public Works. Formula changes to the cost sharing of Public Safety Joint Communication operation resulted in a slight decrease in County funding.

✧ **Appropriated Fund Balance**: Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2006 and Estimated FY 2007, the appropriated fund balance is lower than FY 2007. This use of fund balance will maintain the General Fund Balance at the 16% of expenditures required by Council resolution.



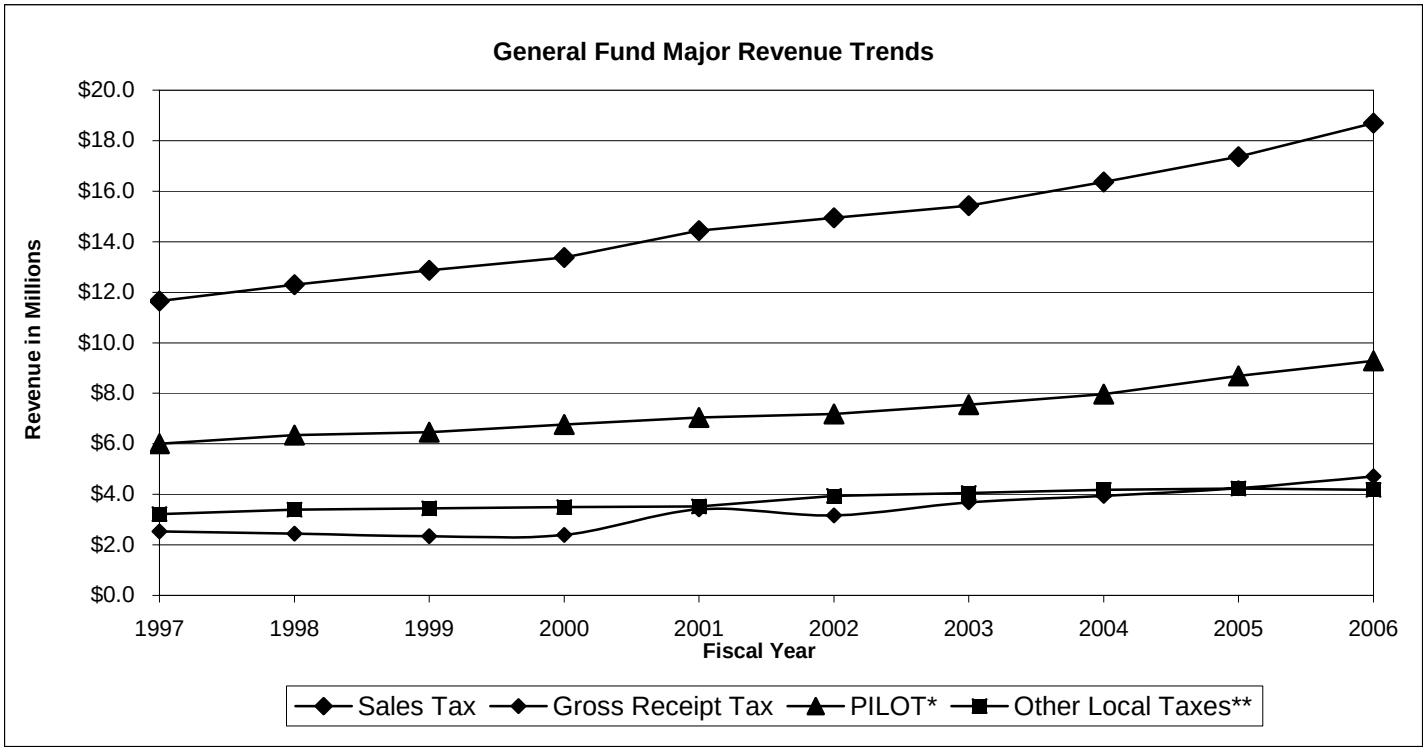
General Fund Revenues

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
Property Taxes	$ 5,699,585	$ 5,939,000	$ 6,115,704	$ 6,268,200	2.5%
Sales Taxes	18,701,474	19,269,000	19,170,000	19,742,625	3.0%
Gross Receipts Taxes	4,714,058	4,181,400	4,730,000	5,030,000	6.3%
Other Local Taxes	4,180,577	4,204,000	4,030,000	4,066,225	0.9%
PILOT	9,284,728	9,960,000	9,875,000	10,647,750	7.8%
Gen. & Admin. Fees	3,270,654	3,353,141	3,353,141	3,576,754	6.7%
Grants	3,844,978	4,129,328	4,318,079	4,465,050	3.4%
Interest	753,357	725,000	750,000	750,000	0.0%
Transfers	6,768,973	7,497,322	7,642,779	7,350,223	(3.8%)
Other Local Revenues	5,525,716	5,356,270	5,201,249	4,988,080	(4.1%)
Appropriated Fund Balance	3,972,195	3,773,196	3,773,196	3,373,205	(10.6%)
Total	**$ 66,716,295**	**$ 68,387,657**	**$ 68,959,148**	**$ 70,258,112**	**1.9%**

Financial Summaries - General Fund Revenue Detail

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
TAXES:					
PROPERTY TAXES:					
Real Estate	$ 4,581,090	$ 4,854,800	$ 4,925,840	$ 5,098,200	3.5%
Personal Property	941,815	929,200	1,014,370	1,015,000	0.1%
Other	176,680	155,000	175,494	155,000	(11.7%)
Total Property Taxes	**5,699,585**	**5,939,000**	**6,115,704**	**6,268,200**	**2.5%**
SALES TAX	**18,701,474**	**19,269,000**	**19,170,000**	**19,742,625**	**3.0%**
GROSS RECEIPTS TAX:					
Telephone	1,176,224	1,010,000	1,200,000	1,200,000	0.0%
Natural Gas	2,922,699	2,727,000	2,945,000	3,195,000	8.5%
Electric	524,320	444,400	585,000	635,000	8.5%
CATV	90,815	0	0	0	
Total Gross Receipts Tax	**4,714,058**	**4,181,400**	**4,730,000**	**5,030,000**	**6.3%**
OTHER LOCAL TAXES:					
Cigarette Tax	704,648	699,000	645,000	645,000	0.0%
Gasoline Tax	2,394,389	2,400,000	2,350,000	2,350,000	0.0%
Motor Vehicle Tax	1,081,540	1,105,000	1,035,000	1,071,225	3.5%
Total Other Local Taxes	**4,180,577**	**4,204,000**	**4,030,000**	**4,066,225**	**0.9%**
TOTAL TAXES	**33,295,694**	**33,593,400**	**34,045,704**	**35,107,050**	**3.1%**
INTRAGOVERNMENTAL REVENUES:					
PILOT:					
PILOT - Electric	7,308,512	7,945,000	7,800,000	8,472,000	8.6%
PILOT - Water	1,976,216	2,015,000	2,075,000	2,175,750	4.9%
Total PILOT	**9,284,728**	**9,960,000**	**9,875,000**	**10,647,750**	**7.8%**
Gen. & Admin. Revenue	3,270,654	3,353,141	3,353,141	3,576,754	6.7%
TOTAL INTRAGOV. REV.	**12,555,382**	**13,313,141**	**13,228,141**	**14,224,504**	**7.5%**
INTERGOVERNMENTAL REVENUES:					
Federal / State Revenues	1,927,291	2,145,374	2,188,410	2,352,916	7.5%
County Revenues	1,917,687	1,983,954	2,129,669	2,112,134	(0.8%)
TOTAL INTERGOV. REV.	**3,844,978**	**4,129,328**	**4,318,079**	**4,465,050**	**3.4%**
INTEREST & INVESTMENT REVENUE:					
Investment Earnings & Interest	753,357	725,000	750,000	750,000	0.0%
TOTAL INV. INCOME	**753,357**	**725,000**	**750,000**	**750,000**	**0.0%**
OPERATING TRANSFERS:					
One-Quarter Cent Sales Tax	0	0	0	5,000	
Parks Sales Tax	511,505	1,030,000	1,030,000	1,030,000	0.0%
Transportation Sales Tax	5,324,380	5,940,000	5,940,000	6,062,200	2.1%
Public Improvement Fund	230,000	309,241	309,241	105,228	(66.0%)
Special Road District Tax	113,425	113,425	113,425	113,425	0.0%
Special Business District	7,500	7,500	7,500	7,500	0.0%
Convention & Visitors Fund	0	7,400	7,400	15,000	102.7%
Capital Projects Fund	0	30,863	30,863	0	(100.0%)
Water Fund	0	12,500	12,500	0	(100.0%)
Electric Fund	0	12,500	12,500	0	(100.0%)
Contributions Fund	26,857	17,596	17,596	0	(100.0%)
CDBG Fund	23,500	0	0 0	0	
Utility Customer Services Fund	16,297	16,297	16,297	11,870	(27.2%)
92 G.O. Fund	515,509	0	145,457	0	(100.0%)
TOTAL OPER. TRANSF.	**$ 6,768,973**	**$ 7,497,322**	**$ 7,642,779**	**$ 7,350,223**	**(3.8%)**

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
OTHER LOCAL REVENUE:					
LICENSES & PERMITS:					
Business License	$ 608,271	$ 572,300	$ 587,730	$ 592,100	0.7%
Liquor License	134,223	121,000	127,000	131,000	3.1%
Animal License	36,048	29,000	32,000	34,000	6.3%
TOTAL LIC. & PERMITS	**778,542**	**722,300**	**746,730**	**757,100**	**1.4%**
FINES:					
Corporation Court Fines	943,862	1,127,000	1,018,000	1,046,000	2.8%
Uniform Ticket Fines	130,650	145,000	142,000	147,000	3.5%
Meter Fines	200,630	175,000	185,000	190,000	2.7%
Alarm Violations	11,600	13,500	13,500	13,500	0.0%
TOTAL FINES	**1,286,742**	**1,460,500**	**1,358,500**	**1,396,500**	**2.8%**
FEES:					
Construction Fees	1,229,129	795,020	801,740	826,600	3.1%
Street Maintenance Fees	468,545	365,000	315,000	365,000	15.9%
Animal Control Fees	18,100	16,500	16,700	16,700	0.0%
Health Fees	435,787	431,950	437,950	434,450	(0.8%)
Other Fees	228,495	232,431	244,233	260,040	6.5%
TOTAL FEES	**2,380,056**	**1,840,901**	**1,815,623**	**1,902,790**	**4.8%**
MISC. REVENUES	**1,080,376**	**1,332,569**	**1,280,396**	**931,690**	(27.2%)
TOTAL OTR LOCAL REV.	**5,525,716**	**5,356,270**	**5,201,249**	**4,988,080**	**(4.1%)**
APPROP. FD BAL.	**3,972,195**	**3,773,196**	**3,773,196**	**3,373,205**	**(10.6%)**
TL REV. & OTR SOURCES	**$ 66,716,295**	**$ 68,387,657**	**$ 68,959,148**	**$ 70,258,112**	**1.9%**



* PILOT - Payment in Lieu of Taxes

**Other Local Taxes include gasoline, cigerarette and motor vehicle taxes

ENTERPRISE FUND REVENUES

The City of Columbia has ten enterprise funds that are projected to generate a total of $169,487,247 in revenues for FY 2008. 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 2007 to Adopted FY 2008.

- **Electric Fund:** The sale of electricity is a major revenue source for this fund. There are approximately 42,500 customers that receive electricity from the City. The growth rate in new customers has slowed to just over 2% 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%). A 9% rate increase is included for FY 2008 to continue to provide funds for the increasing cost of purchased power and to provide funding for needed capital projects and debt payments.

- **Water Fund:** The sale of water is the major revenue source for this fund. There are approximately 42,000 customers that receive water from the City. The growth rate in new customers has slowed to just over 2% per year. An 8% increase in revenue from the rate change is included to address debt service requirements and to meet the capital requirements of the fund.

- **Railroad Fund:** Increased steel prices have caused a decrease in rail traffic. New management at the rail terminal facility and internal staffing changes will work to increase traffic. A $5 charge on each ton of coal transported by rail was added during 2007. This fee will be restricted for use for repairs to crossings, tie and rail systems.

- **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.

- **Public Transportation Fund:** Revenues have been increased slightly due to additional FTA grants. The local match for these capital projects will come from accumulated balances in the fund. The amount of the Transportation Sales Tax subsidy has been reduced for FY 2007 but increased again in FY 2008. Capital contribution from Transportation Sales Tax for the City's share of bus purchases has increased for FY 2008.

- **Regional Airport Fund:** Revenues reflect a decrease in FAA grants which is partially offset by the increase in the Transportation Sales Tax subsidy for capital and operations. Commissions and Passenger Facility Charges are down due to decreased activity.

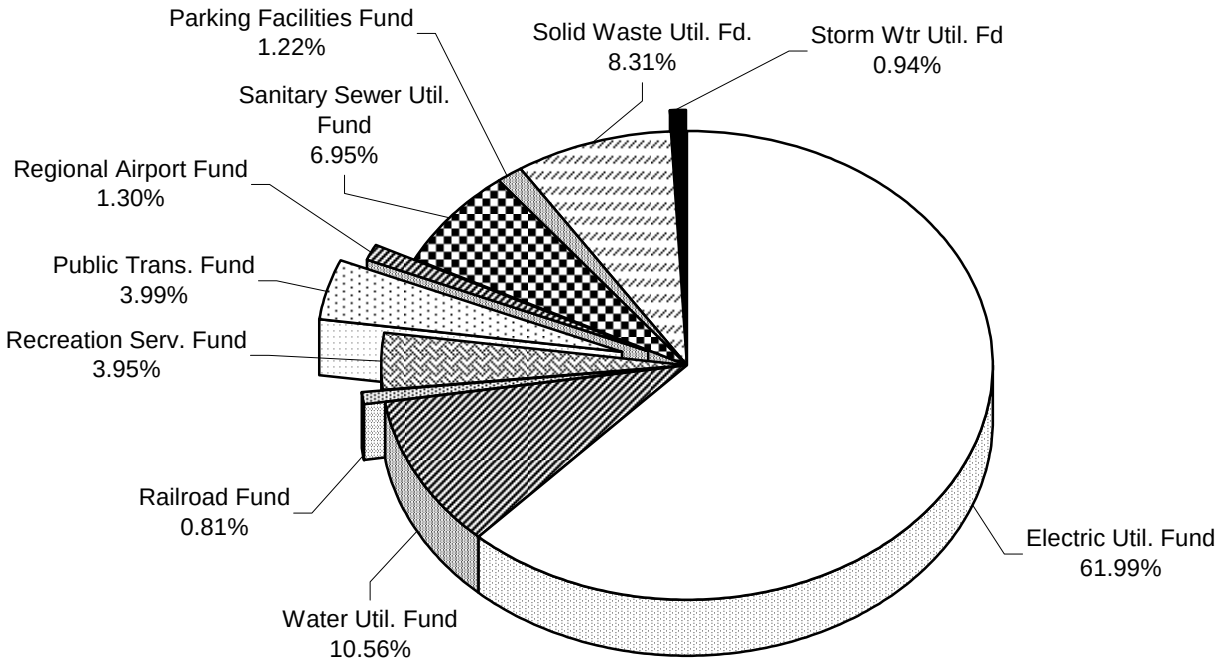
- **Sanitary Sewer Fund**: Sewer charges are the major revenue source for this fund. There are approximately 38,000 sewer utility customers. A 6.0% rate increase is included for FY 2008 to pay for the 2003 voter approved ballot issue revenue bonds used to fund capital improvements and operating increases.

- **Parking Fund**: Parking fees are charged to users of the City's garages, surface lots, and metered parking. No significant changes are proposed for FY 2008.

- **Solid Waste Utility Fund:** There are about 38,000 Solid Waste utility accounts served by the City. An increase of $1.50 in the residential rate per month is included. This would bring the average residential rate to $14.42. This is still below most rates in comparable cities. Landfill fees, which are $32.50/ton, amount to 18% of total revenues.

- **Storm Water Fund**: Storm water fees paid by utility customers as well as development charges are the major revenue sources for this fund.

Enterprise Fund Revenues By Fund
FY 2008



Enterprise Fund Revenues By Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
Electric Utility Fund	$ 92,877,731	$ 95,082,279	$ 100,249,564	$ 105,057,210	4.8%
Water Utility Fund	18,452,878	16,388,500	16,745,343	17,898,340	6.9%
Railroad Fund	1,007,488	903,898	1,198,082	1,367,400	14.1%
Recreation Services Fund	8,917,299	6,537,178	6,536,847	6,690,774	2.4%
Public Transportation Fund	5,144,560	4,879,639	5,121,173	6,754,522	31.9%
Regional Airport Fund	1,775,439	4,169,898	4,276,642	2,201,835	(48.5%)
Sanitary Sewer Utility Fund	17,302,911	11,412,930	11,456,010	11,777,000	2.8%
Parking Facilities Utility Fund	2,334,218	2,022,125	1,983,210	2,066,693	4.2%
Solid Waste Utility Fund	13,129,746	12,860,980	13,243,335	14,081,614	6.3%
Storm Water Utility Fund	1,775,974	1,793,815	1,864,870	1,591,859	(14.6%)
Total	**$ 162,718,244**	**$ 156,051,242**	**$ 162,675,076**	**$ 169,487,247**	**4.2%**

INTERNAL SERVICE FUND REVENUES

The City of Columbia has seven internal service funds that generate a total of $29,425,301 in revenues. In the past the City has adjusted a number of the fees charged by these departments to allow for the use of amounts that have accumulated from net income. Many of these funds are now charging fees for the full amount of the cost of the services they provide. This results in higher rates of increases than may have been charged in the past. Several funds will still have a planned use of fund balance in FY 2008.

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 2008 the fund shows a 9.5% increase which includes the proposed health insurance rate increase. The City's is restructuring the way it calculates premiums for retirees to reduce the post employment benefit liability by sponsoring a separate plan for Medicare-eligible retirees through a private insurer.

- **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 13.4% increase in FY 2008 revenues over Estimated FY 2007 is due to the increased amount collected from the other departments to pay for the ever increasing claims paid by this fund.

- **Custodial and Building Maintenance Services Fund**: This fund provides janitorial and building maintenance services to the other City departments. FY 2008 revenues reflect an 12.5% increase. This fund has utilized its fund balance over the past few years. Rates need to increase more than the cost of service for the next few years to recover cost and maintain appropriate levels of reserves as indicated in the City's internal service fund policy.

- **Fleet Maintenance Fund**: This fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. This rate is proposed to increase to $46 for FY 2008. This fund also provides a fueling station for many of the departments. A 3.9% increase in total revenues is projected due to increased fleet activities and the rising cost of fuel.

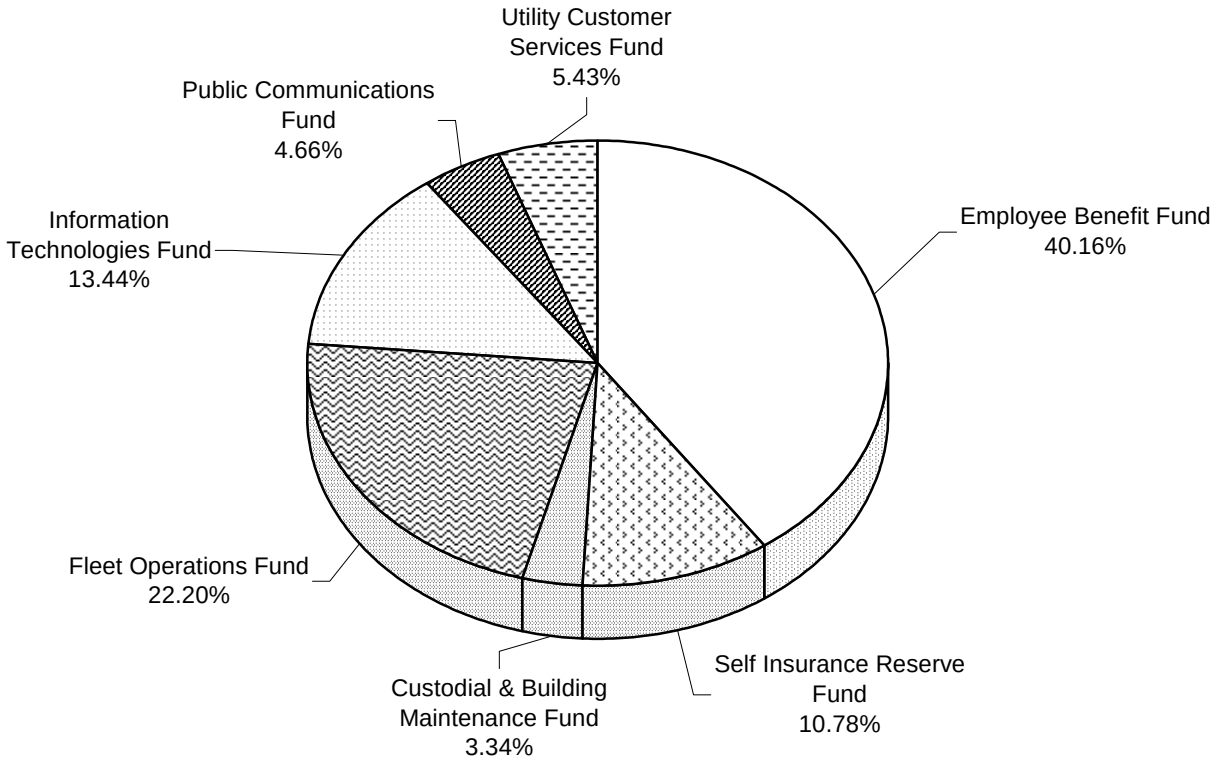
- **Information Technologies Fund**: This fund provides computer services to the other City departments including the support and administration of the AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LAN), telecommunications (PBX), personal computers, and workstations. Fees 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 2008 reflect a 17.6% increase over FY 2007. this fund has utilized its fund balance over the past few years. Rates need to increase more than the cost of service for the next few years to recover cost and maintain appropriate levels of reserves as indicated in the City's internal service fund policy.

- **Public Communications Fund:** This fund provides public communications, web communications/electronic government, printing and mail services, cable broadcast and neighborhood relations services. FY 2008 revenues reflect stable fees at a 0.6% increase . All cable franchise fees are proposed to be deposited in this fund.

- **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 2008 revenues reflect a 5.7% 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 2008



Internal Service Revenues By Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Estimated FY 2007
Employee Benefit	$ 11,958,342	$ 11,406,590	$ 10,793,778	$ 11,817,655	9.5%
Self Insurance	2,781,410	2,748,220	2,798,220	3,172,938	13.4%
Custodial & Bldg Maint.	823,938	878,311	874,056	983,033	12.5%
Fleet Maintenance	6,241,370	6,158,558	6,285,381	6,531,313	3.9%
Information Technologies	3,251,143	3,372,086	3,362,086	3,954,128	17.6%
Public Communications	1,002,047	1,356,819	1,361,819	1,369,812	0.6%
Utility Customer Services	1,423,174	1,515,941	1,510,941	1,596,422	5.7%
Total	**$ 27,481,424**	**$ 27,436,525**	**$ 26,986,281**	**$ 29,425,301**	**9.0%**

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Summary, Trends
and
Fund Statements

City of Columbia

Columbia, Missouri

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.

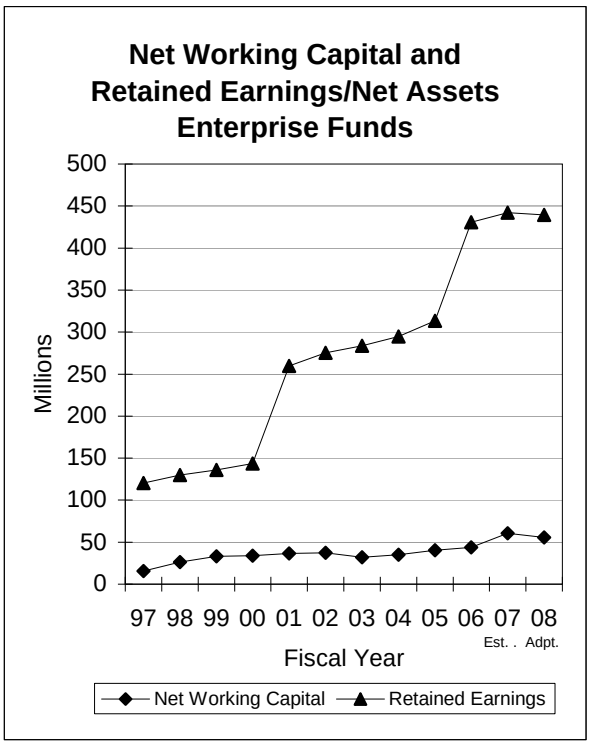
Special Revenue Funds - The budgets for the City’s Special Revenue Funds can vary greatly from year to year. By nature these funds are restricted for special use and will often allow a portion of these funds to accumulate until such time as sufficient resources are available for projects, typically capital 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
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	$58,238,591	$52,905,356	$12,149,155	22.96%
2005	$60,917,104	$57,935,849	$12,149,155	20.97%
2006	$66,716,295	$61,530,716	$11,522,093	18.73%
2007	$68,959,148	$67,340,923	$12,987,278	19.29%
2008 adopted	$70,258,112	$70,258,112	$11,232,298	16%

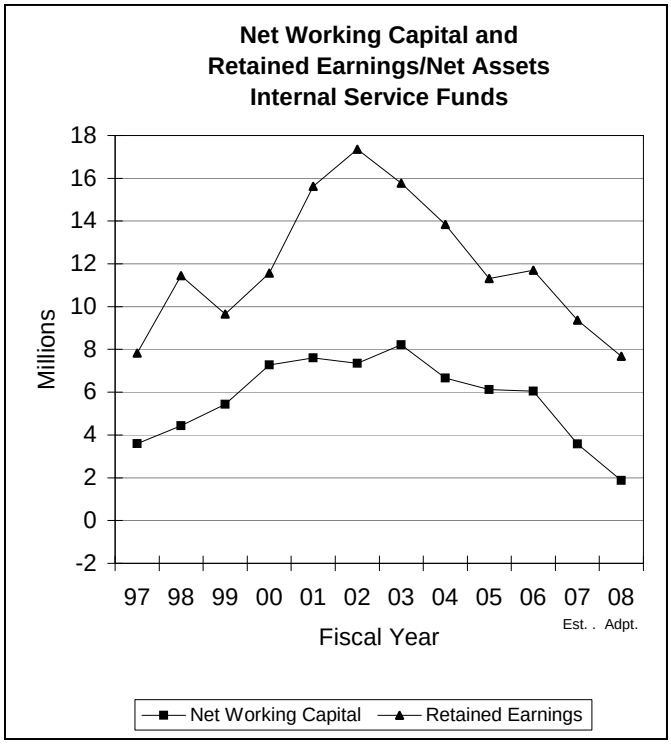


Enterprise Funds

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 noticeably large increase in retained earnings from 2000 to 2001 was 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. In 2007 the city engaged an independent consultant to perform a cost of service study and to review rate structures for Water, Electric, Sewer and Solid Waste.

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 noticeably large increase in retained earnings from 2000 to 2001 was 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. The City continues to set minimal rate increases in order to spend down balances in the internal service funds.



Financial Summary of Estimated Sources and Uses

	General Fund			Special Revenue Funds		
Financial Sources	**Actual FY 2006**	**Estimated FY 2007**	**Adopted FY 2008**	**Actual FY 2006**	**Estimated FY 2007**	**Adopted FY 2008**
Property Taxes	$ 5,699,585	$ 6,115,704	$ 6,268,200	$ 0	$ 0	$ 0
Sales Taxes	18,701,474	19,170,000	19,742,625	19,588,914	20,094,000	20,714,985
Gross Receipts Taxes	4,714,058	4,730,000	5,030,000	1,676,228	1,866,000	1,933,000
Other Local Taxes	4,180,577	4,030,000	4,066,225	0	0	0
PILOT	9,284,728	9,875,000	10,647,750	0	0	0
Gen. & Admin. Charges	3,270,654	3,353,141	3,576,754	0	0	0
Grants	3,844,978	4,318,079	4,465,050	1,567,276	0	1,200,000
Interest	753,357	750,000	750,000	487,835	412,224	345,000
Other Local Revenues	5,525,716	5,201,249	4,988,080	920,799	648,690	767,700
Internal Service Fund Fees	0	0	0	0	0	0
Enterprise Fund Fees	0	0	0	0	0	0
	$ 55,975,127	$ 57,543,173	$ 59,534,684	$ 24,241,052	$ 23,020,914	$ 24,960,685
Other Funding Sources/Transfers	6,768,973	7,642,779	7,350,223	1,347,109	200,000	0
Total Financial Sources: Less Appropriated Fund Balance	**$ 62,744,100**	**$ 65,185,952**	**$ 66,884,907**	**$ 25,588,161**	**$ 23,220,914**	**$ 24,960,685**
Expenditures						
Operating Expenses	56,340,272	62,908,002	67,188,218	3,130,971	2,351,896	2,252,217
Non-Operating Expenses	4,025,594	2,839,154	2,772,242	25,212,372	19,949,711	22,857,999
Debt Service	0	0	0	0	0	0
Capital Additions	1,164,850	1,593,767	297,652	0	0	0
Capital Projects	0	0	0	0	0	0
Total Estimated Expenditures Uses	**$ 61,530,716**	**$ 67,340,923**	**$ 70,258,112**	**$ 28,343,343**	**$ 22,301,607**	**$ 25,110,216**
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	**1,213,384**	**(2,154,971)**	**(3,373,205)**	**(2,755,182)**	**919,307**	**(149,531)**

Financial Summary of Estimated Sources and Uses

Debt Service Funds			Capital Projects			Total Governmental Funds		
Actual FY 2006	Estimated FY 2007	Adopted FY 2008	Actual FY 2006	Estimated FY 2007	Adopted FY 2008	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
$ 24	$ 0	$ 0	$ 0	$ 0	$ 0	$ 5,699,609	$ 6,115,704	$ 6,268,200
0	0	0	0	0	0	38,290,388	39,264,000	40,457,610
0	0	0	0	0	0	6,390,286	6,596,000	6,963,000
0	0	0	0	0	0	4,180,577	4,030,000	4,066,225
0	0	0	0	0	0	9,284,728	9,875,000	10,647,750
0	0	0	0	0	0	3,270,654	3,353,141	3,576,754
0	0	0	2,361,318	4,210,000	16,846,988	7,773,572	8,528,079	22,512,038
388,800	150,000	150,000	1,447,068	0	0	3,077,060	1,312,224	1,245,000
0	0	0	506,324	50,000	1,156,792	6,952,839	5,899,939	6,912,572
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
$ 388,824	$ 150,000	$ 150,000	$ 4,314,710	$ 4,260,000	$ 18,003,780	$ 84,919,713	$ 84,974,087	$ 102,649,149
4,439,684	3,338,000	4,330,071	35,930,049	30,723,500	18,287,500	48,485,815	41,904,279	29,967,794
4,828,508	**$ 3,488,000**	**$ 4,480,071**	**$ 40,244,759**	**$ 34,983,500**	**$ 36,291,280**	$ **133,405,528**	$ **126,878,366**	$ **132,616,943**
0	0	0	0	0	0	59,471,243	65,259,898	69,440,435
0	0	0	0	0	0	29,237,966	22,788,865	25,630,241
35,238,191	3,338,000	4,331,071	0	0	0	35,238,191	3,338,000	4,331,071
0	0	0	0	0	0	1,164,850	1,593,767	297,652
0	0	0	12,886,518	11,255,425	39,521,280	12,886,518	11,255,425	39,521,280
$ **35,238,191**	**$ 3,338,000**	**$ 4,331,071**	**$ 12,886,518**	**$ 11,255,425**	**$ 39,521,280**	$ **137,998,768**	$ **104,235,955**	$ **139,220,679**
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
(30,409,683)	**150,000**	**149,000**	**27,358,241**	**23,728,075**	**(3,230,000)**	**(4,593,240)**	**22,642,411**	**(6,603,736)**

Financial Summary of Estimated Sources and Uses

	Enterprise Funds			Internal Service Funds		
Financial Sources	**Actual FY 2006**	**Estimated FY 2007**	**Adopted FY 2008**	**Actual FY 2006**	**Estimated FY 2007**	**Adopted FY 2008**
Property Taxes	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Sales Taxes	0	0	0	0	0	0
Gross Receipts Taxes	0	0	0	0	500,000	500,000
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	1,706,958	1,536,861	1,190,116	47,631	0	0
Interest	4,240,393	5,039,786	4,374,722	535,694	551,130	557,000
Other Local Revenues	2,004,838	3,955,184	1,409,747	2,212,072	248,601	634,100
Internal Service Fund Fees	132,874	140,779	146,170	24,075,818	25,641,150	27,734,201
Enterprise Fund Fees	136,393,446	141,342,468	152,168,692	0	0	0
	$ 144,478,509	**$ 152,015,078**	**$ 159,289,447**	**$ 26,871,215**	**$ 26,940,881**	**$ 29,425,301**
Other Financing Sources/Transfers	18,239,735	10,659,998	10,197,800	610,209	45,400	0
Total Financial Sources: Less Appropriated Fund Balance	**$ 162,718,244**	**$ 162,675,076**	**$ 169,487,247**	**$ 27,481,424**	**$ 26,986,281**	**$ 29,425,301**
Expenditures						
Operating Expenses	$ 114,320,647	$ 117,564,757	$ 135,637,117	$ 27,679,091	$ 28,894,034	$ 30,702,856
Non-Operating Expenses	26,015,138	26,520,870	28,040,256	502,139	424,501	405,090
Debt Service	5,399,757	7,154,209	6,894,186	5,213	4,135	3,018
Capital Additions	2,007,775	2,964,524	3,925,664	258,086	501,285	378,794
Capital Projects	32,187,738	36,155,099	22,504,275	7,387	0	0
Total Estimated Expenditures Uses	**$ 179,931,055**	**$ 190,359,459**	**$ 197,001,498**	**$ 28,451,916**	**$ 29,823,955**	**$ 31,489,758**
Increase in Capital Assets	34,195,513	39,119,623	26,429,939	265,473	501,285	378,794
Planned Net Increase (Decrease) in Retained Earnings	**16,982,702**	**11,435,240**	**(1,084,312)**	**(705,019)**	**(2,336,389)**	**(1,685,663)**

Financial Summary of Estimated Sources and Uses

	Overall Summary Total		
	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Financial Sources			
Property Taxes	$ 5,699,609	$ 6,115,704	$ 6,268,200
Sales Taxes	38,290,388	39,264,000	40,457,610
Gross Receipts Taxes	6,390,286	7,096,000	7,463,000
Other Local Taxes	4,180,577	4,030,000	4,066,225
PILOT	9,284,728	9,875,000	10,647,750
Gen. & Admin. Charges	3,270,654	3,353,141	3,576,754
Grants	9,528,161	10,064,940	23,702,154
Interest	7,853,147	6,903,140	6,176,722
Other Local Revenues	11,169,749	10,103,724	8,956,419
Internal Service Fund Fees	24,208,692	25,781,929	27,880,371
Enterprise Fund Fees	136,393,446	141,342,468	152,168,692
	$ **256,269,437**	$ **263,930,046**	$ **291,363,897**
Other Financing Sources/Transfers	67,335,759	52,609,677	40,165,594
Total Financial Sources: Less Appropriated Fund Balance	**$ 323,605,196**	**$ 316,539,723**	**$ 331,529,491**
Expenditures			
Operating Expenses	201,470,981	211,718,689	235,780,408
Non-Operating Expenses	55,755,243	49,734,236	54,075,587
Debt Service	40,643,161	10,496,344	11,228,275
Capital Additions	3,430,711	5,059,576	4,602,110
Capital Projects	45,081,643	47,410,524	62,025,555
Total Estimated Expenditures Uses	**$ 346,381,739**	**$ 324,419,369**	**$ 367,711,935**
Increase in Capital Assets	34,460,986	52,470,100	26,808,733
Planned Net Increase/(Decrease) in Fund Balances/Retained Earnings	**11,684,443**	**44,590,454**	**(9,373,711)**

Summary - FY 2008 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$14,605,503	$66,884,907	$70,258,112	($3,373,205)	^	$11,232,298
Capital Quarter Cent Sales Tax	$2,637,277	$4,975,000	$5,022,750	($47,750)	^	$2,589,527
Transportation Sales Tax Fund	$1,486,100	$9,975,850	$9,438,600	$537,250		$2,023,350
Parks Sales Tax Fund	$4,640,372	$5,035,000	$5,044,797	($9,797)	^	$4,630,575
Public Improvement Fund	$2,440,730	$1,694,135	$1,927,970	($233,835)	^	$2,206,895
Special Road District Tax Fund	$843,820	$1,250,000	$1,458,425	($208,425)	^	$635,395
Cultural Affairs Fund	$0	$0	$0	$0		$0
Convention & Tourism Fund	$995,113	$1,995,700	$1,832,632	$163,068		$1,158,181
Debt Service Funds (Combined)	$3,032,312	$4,480,071	$4,331,071	$149,000		$3,181,312
Capital Projects Fund	$82,732,635	$36,291,280	$39,521,280	($3,230,000)	^	$79,502,635
Contributions Fund	$828,728	$35,000	$12,495	$22,505		$851,233
Total Govt. Funds****	**$114,242,590**	**$132,616,943**	**$138,848,132**	**($6,231,189)**		**$108,011,401**
Enterprise Funds:						
Railroad Fund	$4,853,204	$1,367,400	$1,142,816	$224,584		$5,077,788
Water & Electric Funds (Combined) ***	$145,432,950	$122,955,550	$125,548,189	($2,592,639)	~	$142,840,311
Recreation Services Fund	$17,585,420	$6,690,774	$7,490,442	($799,668)	^	$16,785,752
Public Transportation Fund	$7,304,457	$6,754,522	$5,074,765	$1,679,757		$8,984,214
Airport Fund	$15,634,952	$2,201,835	$2,287,601	($85,766)	~	$15,549,186
Sanitary Sewer Utility Fund	$121,941,008	$11,777,000	$11,150,200	$626,800		$122,567,808
Parking Utility Fund	$10,486,998	$2,066,693	$1,476,589	$590,104		$11,077,102
Solid Waste Utility Fund	$8,029,943	$14,081,614	$14,671,447	($589,833)	~	$7,440,110
Storm Water Utility Fund	$10,249,280	$1,591,859	$1,729,510	($137,651)	~	$10,111,629
Total Enterprise Funds	**$341,518,212**	**$169,487,247**	**$170,571,559**	**($1,084,312)**		**$340,433,900**
Internal Service Funds:						
Employee Benefit Fund	$436,378	$11,817,655	$11,802,145	$15,510		$451,888
Self Insurance Reserve Fund	$3,127,919	$3,172,938	$3,809,805	($636,867)	^	$2,491,052
Custodial / Maintenance Fund	$566,967	$983,033	$1,173,965	($190,932)	^	$376,035
Fleet Operations Fund	$877,178	$6,531,313	$6,538,186	($6,873)	~	$870,305
Information Technologies Fund	$1,067,104	$3,954,128	$4,272,297	($318,169)	^	$748,935
Public Communications Fund	$1,594,597	$1,369,812	$1,523,637	($153,825)	^	$1,440,772
Utility Customer Services Fund	$599,312	$1,596,422	$1,990,929	($394,507)	^	$204,805
Total Internal Service Funds	**$8,269,455**	**$29,425,301**	**$31,110,964**	**($1,685,663)**		**$6,583,792**
Total All Funds	**$464,030,257**	**$331,529,491**	**$340,530,655**	**($9,001,164)**		**$455,029,093**

^ 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	$17,898,340	$17,399,594	$498,746
Electric Utility Fund	$105,057,210	$108,148,595	($3,091,385)

****Does not include CDBG Revenues or Expenses

Summary - FY 2008 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 **	($7,953,701)	$4,580,496	$0	($3,373,205)	($3,373,205)
Capital Quarter Cent Sales Tax	$4,975,000	($5,022,750)	$0	($47,750)	($47,750)
Transportation Sales Tax Fund	$9,975,850	($9,438,600)	$0	$537,250	$537,250
Parks Sales Tax Fund	$5,033,199	($5,042,996)	$0	($9,797)	($9,797)
Public Improvement Fund	$1,631,393	($1,865,228)	$0	($233,835)	($233,835)
Special Road District Tax Fund	$1,250,000	($1,458,425)	$0	($208,425)	($208,425)
Cultural Affairs Fund	$0	$0	$0	$0	$0
Convention & Tourism Fund	$193,068	($30,000)	$0	$163,068	$163,068
Debt Service Funds (Combined)	($4,181,071)	$4,330,071	$0	$149,000	$149,000
Capital Projects Fund	($21,517,500)	$18,287,500	$0	($3,230,000)	($3,230,000)
Contributions Fund	$22,505	$0	$0	$22,505	$22,505
Total Govt. Funds****	**($10,571,257)**	**$4,340,068**	**$0**	**($6,231,189)**	**($6,231,189)**
Enterprise Funds:					
Railroad Fund	$376,084	$50,000	($1,000)	$425,084	$505,084
Water & Electric Funds (Combined) ***	$19,523,109	($50,000)	($12,665,748)	$6,807,361	$6,807,361
Recreation Services Fund	($2,638,873)	$2,295,810	$123,395	($219,668)	($219,668)
Public Transportation Fund	($3,289,250)	$1,378,327	$1,174,840	($736,083)	$2,195,657
Airport Fund	($1,280,016)	$1,120,250	$17,000	($142,766)	$502,234
Sanitary Sewer Utility Fund	$2,132,915	($5,419)	($418,616)	$1,708,880	$3,308,880
Parking Utility Fund	$806,966	$75,000	$86,138	$968,104	$968,104
Solid Waste Utility Fund	$981,320	($21,674)	$202,621	$1,162,267	$1,162,267
Storm Water Utility Fund	$65,490	$0	$186,859	$252,349	$252,349
Total Enterprise Funds	**$16,677,745**	**$4,842,294**	**($11,294,511)**	**$10,225,528**	**$15,482,268**
Internal Service Funds:					
Employee Benefit Fund	($54,490)	$0	$70,000	$15,510	$15,510
Self Insurance Reserve Fund	($930,867)	$0	$300,000	($630,867)	($630,867)
Custodial / Maintenance Fund	($214,732)	$0	$30,000	($184,732)	($184,732)
Fleet Operations Fund	$5,555	($32,510)	$43,082	$16,127	$16,127
Information Technologies Fund	($84,669)	$0	$45,000	($39,669)	($39,669)
Public Communications Fund	($170,825)	$0	$55,000	($115,825)	($115,825)
Utility Customer Services Fund	($613,627)	($11,870)	$240,000	($385,497)	($385,497)
Total Internal Service Funds	**($2,063,655)**	**($44,380)**	**$783,082**	**($1,324,953)**	**($1,324,953)**
Total All Funds	**$4,042,833**	**$9,137,982**	**($10,511,429)**	**$2,669,386**	**$7,926,126**

* 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	$7,013,512	$0	($3,514,766)	$3,498,746	3,498,746
Electric Utility Fund	$12,509,597	($50,000)	($9,150,982)	$3,308,615	3,308,615

****Does not include CDBG Revenues or Expenses

^ Includes Transfers and Subsidies and Capital Contributions

General Fund Summary

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Taxes	$ 33,295,694	$ 33,593,400	$ 34,045,704	$ 35,107,050
Other Local Revenue	4,445,340	4,023,701	3,920,853	4,056,390
Intragovernmental Revenue	12,555,382	13,313,141	13,228,141	14,224,504
Grant Revenue	3,844,978	4,129,328	4,318,079	4,465,050
Interest and Investment Revenue	753,357	725,000	750,000	750,000
Miscellaneous Revenue	1,080,376	1,332,569	1,280,396	931,690
Total Revenues	**55,975,127**	**57,117,139**	**57,543,173**	**59,534,684**
EXPENDITURES:				
Personnel Services	40,215,463	44,686,103	44,027,001	46,922,373
Supplies & Materials	5,046,085	5,525,194	5,497,591	5,389,660
Travel & Training	292,140	409,411	395,515	437,568
Intragovernmental Charges	3,190,476	3,855,299	3,855,402	4,381,914
Utilities, Services & Other Misc.*	7,596,108	9,566,195	9,132,493	10,056,703
Capital Additions	1,164,850	1,675,373	1,593,767	297,652
Interest & Lease Payment	4,344	3,446	3,446	2,515
Total Expenditures	**57,509,466**	**65,721,021**	**64,505,215**	**67,488,385**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,534,339)**	**(8,603,882)**	**(6,962,042)**	**(7,953,701)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	6,768,973	7,497,322	7,642,779	7,350,223
Operating Transfers To Other Funds	(4,021,250)	(2,825,446)	(2,835,708)	(2,769,727)
Total Otr. Financing Sources (Uses)	**2,747,723**	**4,671,876**	**4,807,071**	**4,580,496**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**1,213,384**	**(3,932,006)**	**(2,154,971)**	**(3,373,205)** ^
Fund Balance - Beginning of Year	15,494,288	14,516,409	16,760,474	14,605,503
Adj. for Unrealized Gains & Reserves for Encumbrances	52,802			
FUND BALANCE, END OF YEAR	$ **16,760,474**	$ **10,584,403**	$ **14,605,503**	$ **11,232,298**

* Includes contingency of $100,000 and Council Reserve of $51,000.
^ 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
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	52,905,363	16,277,385	31%
2005	57,935,849	15,494,288	27%
2006	61,530,716	16,760,474	27%
2007 Est	67,340,923	14,605,503	22%
2008 Adopted	$ 70,258,112	$ 11,232,298	16%

Capital Quarter Cent Sales Tax Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Sales Taxes	$ 4,698,274	$ 4,776,000	$ 4,818,750	$ 4,960,000
Investment Revenue	51,103	60,000	20,000	15,000
Total Revenues	**4,749,377**	**4,836,000**	**4,838,750**	**4,975,000**
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	**4,749,377**	**4,836,000**	**4,838,750**	**4,975,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(6,248,100)	(3,040,875)	(3,040,875)	(5,022,750)
Total Otr. Financing Sources (Uses)	**(6,248,100)**	**(3,040,875)**	**(3,040,875)**	**(5,022,750)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,498,723)**	**1,795,125**	**1,797,875**	**(47,750)** ^
Fund Balance, Beg. of Year	2,338,125	705,025	839,402	2,637,277
FUND BALANCE END OF YEAR	$ **839,402**	$ **2,500,150**	$ **2,637,277**	$ **2,589,527**

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

Parks Sales Tax Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Sales Taxes	$ 4,694,127	$ 4,776,000	$ 4,815,750	$ 4,960,000
Investment Revenue	119,906	75,000	125,000	75,000
Total Revenues	**4,814,033**	**4,851,000**	**4,940,750**	**5,035,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	1,393	1,710	1,710	1,801
Utilities, Services & Misc.	0	0	0	0
Interest Expense	0	0	0	0
Total Expenditures	**1,393**	**1,710**	**1,710**	**1,801**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**4,812,640**	**4,849,290**	**4,939,040**	**5,033,199**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	2,586	0	0	0
Operating Transfers To Other Funds	(4,032,780)	(3,885,000)	(3,885,000)	(5,042,996)
Total Otr. Financing Sources (Uses)	**(4,030,194)**	**(3,885,000)**	**(3,885,000)**	**(5,042,996)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**782,446**	**964,290**	**1,054,040**	**(9,797)** ^
Fund Balance, Beg. of Year	2,803,886	3,437,299	3,586,332	4,640,372
FUND BALANCE END OF YEAR	$ **3,586,332**	$ **4,401,589**	$ **4,640,372**	$ **4,630,575**

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

Transportation Sales Tax Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Sales Taxes	$ 9,396,971	$ 9,572,000	$ 9,632,000	$ 9,950,850
Grant Revenue	140,000	0	0	0
Investment Revenue	74,349	75,000	10,000	25,000
Total Revenues	**9,611,320**	**9,647,000**	**9,642,000**	**9,975,850**
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	**9,611,320**	**9,647,000**	**9,642,000**	**9,975,850**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	16,900	200,000	200,000	0
Operating Transfers To Other Funds	(12,024,680)	(8,659,000)	(8,659,000)	**(9,438,600)**
Total Otr. Financing Sources (Uses)	**(12,007,780)**	**(8,459,000)**	**(8,459,000)**	**(9,438,600)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,396,460)**	**1,188,000**	**1,183,000**	**537,250**
Fund Balance, Beg. of Year	2,699,560	3,660	303,100	1,486,100
FUND BALANCE END OF YEAR	$ **303,100**	$ **1,191,660**	$ **1,486,100**	$ **2,023,350**

Public Improvement Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Sales Tax	$ 799,542	$ 815,000	$ 827,500	$ 844,135
Development Fees	676,880	900,000	450,000	750,000
Investment Revenue	112,667	100,000	100,000	100,000
Total Revenues	**1,589,089**	**1,815,000**	**1,377,500**	**1,694,135**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	46,169	35,539	35,539	62,742
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
Total Expenditures	**46,169**	**35,539**	**35,539**	**62,742**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,542,920**	**1,779,461**	**1,341,961**	**1,631,393**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	909	0	0	0
Operating Transfers To Other Funds	(1,300,000)	(1,631,241)	(1,631,241)	(1,865,228)
Total Otr. Financing Sources (Uses)	**(1,299,091)**	**(1,631,241)**	**(1,631,241)**	**(1,865,228)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**243,829**	**148,220**	**(289,280)**	**(233,835)** ^
Fund Balance, Beg. of Year	2,486,181	2,640,921	2,730,010	2,440,730
FUND BALANCE END OF YEAR	$ **2,730,010**	$ **2,789,141**	$ **2,440,730**	$ **2,206,895**

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

Cultural Affairs Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Festival and Other Event Revenue	$ 7,760	$ 0	$ 0	$ 0
Grant Revenue	27,866	0	0	0
Investment Revenue	6,402	0	0	0
Other Miscellaneous Revenues	36,719	0	0	0
Total Revenues	**78,747**	**0**	**0**	**0**
EXPENDITURES:				
Personnel Services	169,383	0	0	0
Supplies & Materials	19,216	0	0	0
Travel & Training	1,163	0	0	0
Intragovernmental Charges	38,245	0	0	0
Utilities Services & Other Misc.	131,831	0	0	0
Capital Additions	0	0	0	0
Total Expenditures	**359,838**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(281,091)**	**0**	**0**	**0**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	300,000	0	0	0
Operating Transfers To Other Fds.	(36,284)	(145,456)	(145,456)	0
Total Otr. Financing Sources (Uses)	**263,716**	**(145,456)**	**(145,456)**	**0**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(17,375)**	**(145,456)**	**(145,456)**	**0**
Fund Balance Beg. of Year	162,831	159,839	145,456	0
FUND BALANCE END OF YEAR	$ **145,456**	$ **14,383**	$ **0**	$ **0**

Beginning in FY 2007, this department will be a part of the General Fund.

Special Road District Tax Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
County Revenues	$ 1,396,555	$ 1,200,000	$ 0	$ 1,200,000
Investment Revenue	47,790	50,000	75,000	50,000
Total Revenues	**1,444,345**	**1,250,000**	**75,000**	**1,250,000**
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	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,444,345**	**1,250,000**	**75,000**	**1,250,000**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	853,234	0	0	0
Operating Transfers To Other Funds	(1,003,425)	(2,383,425)	(2,383,425)	(1,458,425)
Total Otr. Financing Sources (Uses)	**(150,191)**	**(2,383,425)**	**(2,383,425)**	**(1,458,425)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,294,154**	**(1,133,425)**	**(2,308,425)**	**(208,425)** ^
Fund Balance, Beg. of Year	1,858,091	2,154,666	3,152,245	843,820
FUND BALANCE END OF YEAR	$ **3,152,245**	$ **1,021,241**	$ **843,820**	$ **635,395**

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

Convention and Tourism Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Hotel/Motel Tax	$ 1,676,228	$ 1,700,330	$ 1,866,000	$ 1,933,000
Grant Revenue	0	0	0	0
Investment Revenue	43,851	45,000	45,224	45,000
Restructure of Financing	0	0	0	0
Other Miscellaneous Revenues	15,428	17,900	19,300	17,700
Total Revenues	**1,735,507**	**1,763,230**	**1,930,524**	**1,995,700**
EXPENDITURES:				
Personnel Services	452,303	475,768	460,480	487,040
Supplies & Materials	61,513	60,865	47,888	54,804
Travel & Training	6,536	11,420	11,070	9,725
Intragovernmental Charges	59,509	69,828	69,855	74,745
Utilities, Services & Other Misc.	945,070	1,379,798	1,364,702	1,176,318
Capital Additions	0	0	0	0
Interest & Lease Payment	0	0	0	0
Total Expenditures	**1,524,931**	**1,997,679**	**1,953,995**	**1,802,632**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**210,576**	**(234,449)**	**(23,471)**	**193,068**
OTHER FINANCING SOURCES (USES):				
Operating Transfers To Other Funds	(238,946)	(22,400)	(22,400)	(30,000)
Total Otr. Financing Sources (Uses)	**(238,946)**	**(22,400)**	**(22,400)**	**(30,000)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(28,370)**	**(256,849)**	**(45,871)**	**163,068**
Fund Balance, Beg. of Year	1,069,354	1,161,910	1,040,984	995,113
FUND BALANCE, END OF YEAR*	$ **1,040,984**	$ **905,061**	$ **995,113**	$ **1,158,181**
* Amount of Restricted Tourism Funds	$ 498,992	$ 698,472	$ 555,000	$ 486,627

Debt Service Funds (combined)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Property Taxes	$ 24	$ 0	$ 0	$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	388,800	400,000	150,000	150,000
Total Revenues	**388,824**	**400,000**	**150,000**	**150,000**
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.	237,448	1,000	0	1,000
Capital	0	0	0	0
Other	8,348,350	3,338,000	3,338,000	4,330,071
Total Expenditures	**8,585,798**	**3,339,000**	**3,338,000**	**4,331,071**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(8,196,974)**	**(2,939,000)**	**(3,188,000)**	**(4,181,071)**
OTHER FINANCING SOURCES (USES):				
Lease/Bond Proceeds	26,754,950	0	0	0
Payment to Refunded Bond Escrow Agent	(2,180,800)	0	0	0
Operating Transfer From Other Funds	4,439,684	3,338,000	3,338,000	4,330,071
Operating Transfer To Other Funds	(24,987,102)	0	0	0
Total Other Financing Sources (Uses):	**4,026,732**	**3,338,000**	**3,338,000**	**4,330,071**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(4,170,242)**	**399,000**	**150,000**	**149,000**
Fund Balance as Restated	7,052,554	2,397,514	2,882,312	3,032,312
Equity Transfer to Other Funds	0	0	0	0
FUND BALANCE END OF PERIOD	**$ 2,882,312**	**$ 2,796,514**	**$ 3,032,312**	**$ 3,181,312**

Capital Projects Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Sales Taxes	$ 0	$ 0	$ 0	$ 0
Grant Revenues	2,361,318	4,210,000	4,210,000	16,846,988
Investment Revenue	1,447,068	0	0	0
Miscellaneous Revenue	506,324	50,000	50,000	1,156,792
Total Revenues	**4,314,710**	**4,260,000**	**4,260,000**	**18,003,780**
EXPENDITURES:				
Personnel Services	6,536	0	0	551,622
Supplies & Materials	778,309	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	16,851	0	0	0
Utilities, Services & Misc.	8,455,519	10,259,562	10,259,562	38,969,658
Capital	2,775,160	965,000	965,000	0
Other	0	0	0	0
Total Expenditures	**12,032,375**	**11,224,562**	**11,224,562**	**39,521,280**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(7,717,665)**	**(6,964,562)**	**(6,964,562)**	**(21,517,500)**
OTHER FINANCING SOURCES (USES):				
Lease/Bond Proceeds	0	20,812,500	20,812,500	0
Operating Transfers From Other Fds.	35,930,049	9,586,000	9,911,000	18,287,500
Operating Transfers To Other Funds	(854,143)	(30,863)	(30,863)	0
Total Otr. Financing Sources/ (Uses)	**35,075,906**	**30,367,637**	**30,692,637**	**18,287,500**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**27,358,241**	**23,403,075**	**23,728,075**	**(3,230,000)** ^
Fund Balance, Beg. of Year	31,646,319	20,191,127	59,004,560	82,732,635
FUND BALANCE END OF YEAR	$ **59,004,560**	$ **43,594,202**	$ **82,732,635**	$ **79,502,635**

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

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Contributions Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
REVENUES:				
Grant Revenue	$ 2,855	$ 0	$ 0	$ 0
Investment Revenue	31,767	30,000	37,000	35,000
Other Miscellaneous Revenues	184,012	175,493	179,390	0
Total Revenues	**218,634**	**205,493**	**216,390**	**35,000**
EXPENDITURES:				
Personnel Services	115,699	0	0	0
Supplies & Materials	21,385	5,100	3,175	5,100
Travel & Training	646	0	0	0
Intragovernmental Charges	21,122	7,716	7,716	895
Utilities, Services & Other Misc.	7,810	6,500	4,000	6,500
Capital Additions	0	0	0	0
Total Expenditures	**166,662**	**19,316**	**14,891**	**12,495**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**51,972**	**186,177**	**201,499**	**22,505**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	173,480	0	0	0
Operating Transfers To Other Funds	(59,343)	(175,493)	(182,314)	0
Total Otr. Financing Sources (Uses)	**114,137**	**(175,493)**	**(182,314)**	**0**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**166,109**	**10,684**	**19,185**	**22,505**
Fund Balance, Beg. of Year As Restated	643,434	668,911	809,543	828,728
FUND BALANCE, END OF YEAR	$ **809,543**	$ **679,595**	$ **828,728**	$ **851,233**

FY 2007 - The Volunteer Services part of the Contributions Fund moved to the General Fund.
The Contributions part (Trust) will remain as a special revenues fund.

Railroad Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Switching Fees	$ 837,911	$ 784,773	$ 890,500	$ 932,900
User Charges	13,477	13,125	125,900	265,500
Total Operating Revenues	**851,388**	**797,898**	**1,016,400**	**1,198,400**
OPERATING EXPENSES:				
Personnel Services	234,821	382,631	277,113	396,510
Supplies & Materials	115,492	102,775	105,727	101,671
Travel & Training	3,066	5,190	6,078	6,507
Intragovernmental Charges	53,972	70,462	70,462	85,693
Utilities, Services & Other Misc.	174,691	245,051	230,770	231,935
Total Operating Expenses	**582,042**	**806,109**	**690,150**	**822,316**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**269,346**	**(8,211)**	**326,250**	**376,084**
Depreciation	(275,151)	(275,000)	(275,000)	(280,500)
OPERATING INCOME	**(5,805)**	**(283,211)**	**51,250**	**95,584**
NON-OPERATING REVENUES:				
Investment Revenue	13,627	7,000	13,907	12,000
Misc. Non-Operating Revenue	11,905	2,000	5,375	27,000
Total Non-Operating Revenues	**25,532**	**9,000**	**19,282**	**39,000**
NON-OPERATING EXPENSES:				
Interest Expense	28,652	25,349	25,349	40,000
Loss on Disposal of Fixed Assets	0	0	0	0
Total Non-Operating Expenses	**28,652**	**25,349**	**25,349**	**40,000**
OPERATING TRANSFERS				
Operating Transfers From Other Funds	130,568	50,000	55,400	50,000
Operating Transfers To Other Funds	(1,712)	0	0	0
	128,856	**50,000**	**55,400**	**50,000**
Capital Contribution	0	47,000	107,000	80,000
NET INCOME (LOSS)	**119,931**	**(202,560)**	**207,583**	**224,584**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**119,931**	**(202,560)**	**207,583**	**224,584**
Fund Equity, Beg. of Year	4,525,690	1,507,535	4,645,621	4,853,204
FUND EQUITY END OF YEAR	**$ 4,645,621**	**$ 1,304,975**	**$ 4,853,204**	**$ 5,077,788**

Railroad Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 119,931	$ (202,560)	$ 207,583	$ 224,584
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	275,151	275,000	275,000	280,500
TOTAL RESOURCES PROVIDED BY OPERATIONS	**395,082**	**72,440**	**482,583**	**505,084**
OTHER SOURCES:				
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	0	180,000	180,000	0
Total Other Sources	**0**	**180,000**	**180,000**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	460,074	302,000	302,000	530,000
Increase (Dec) in Restricted Assets	(65,438)	0	(48,196)	0
Reductions in Loans Payable	107,512	123,966	107,511	125,179
Total Uses	**502,148**	**425,966**	**361,315**	**655,179**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(107,066)**	**(173,526)**	**301,268**	**(150,095)**
Working Capital Beginning of Year	295,803	(63,538)	188,737	490,005
WORKING CAPITAL END OF YEAR	$ **188,737**	$ **(237,064)**	$ **490,005**	$ **339,910**

Water and Electric Fund (Combined)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Fees and Service Charges	$ 105,384,237	$ 108,835,279	$ 110,316,779	$ 119,489,550
Total Operating Revenues	**105,384,237**	**108,835,279**	**110,316,779**	**119,489,550**
OPERATING EXPENSES:				
Personnel Services	12,341,605	13,770,783	13,967,999	14,949,893
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000
Supplies & Materials	3,345,538	3,561,955	3,725,180	3,577,596
Travel & Training	145,322	177,626	179,151	200,773
Intragovernmental Charges	2,588,286	2,934,836	2,934,008	3,190,287
Utilities, Services & Other Misc.	5,939,068	9,274,002	8,261,094	8,128,892
Total Operating Expenses	**85,904,487**	**86,421,402**	**84,344,132**	**99,966,441**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**19,479,750**	**22,413,877**	**25,972,647**	**19,523,109**
P.I.L.O.T.	(9,284,728)	(10,165,000)	(10,165,000)	(11,001,660)
Depreciation	(8,113,052)	(8,250,000)	(8,950,000)	(9,400,000)
OPERATING INCOME	**2,081,970**	**3,998,877**	**6,857,647**	**(878,551)**
NON-OPERATING REVENUES:				
Investment Revenue	2,059,054	1,585,000	2,875,063	2,295,000
Misc. Non-Operating Revenue	1,426,077	1,050,500	3,803,065	1,171,000
Total Non-Operating Revenues	**3,485,131**	**2,635,500**	**6,678,128**	**3,466,000**
NON-OPERATING EXPENSES:				
Bond Interest	3,457,288	5,068,422	5,184,413	5,010,188
Bank & Paying Agent Fees	2,858	6,400	2,550	6,400
Loss on Disposal Assets	27,648	0	15,254	9,500
Amortization	66,471	70,542	95,260	104,000
Total Non-Operating Expenses	**3,554,265**	**5,145,364**	**5,297,477**	**5,130,088**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	66,667	0	0	0
Operating Transfers To Other Funds	(256,846)	(109,700)	(114,700)	(50,000)
Total Operating Transfers	**(190,179)**	**(109,700)**	**(114,700)**	**(50,000)**
Capital Contribution	2,394,574	0	0	0
NET INCOME (LOSS)	**4,217,231**	**1,379,313**	**8,123,598**	**(2,592,639)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**4,217,231**	**1,379,313**	**8,123,598**	**(2,592,639)** ~
Fund Equity, Beg. of Year	133,092,121	126,618,961	137,309,352	145,432,950
FUND EQUITY END OF YEAR	$ **137,309,352**	$ **127,998,274**	$ **145,432,950**	$ **142,840,311**

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

Water and Electric Fund (Combined)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 4,217,231	$ 1,379,313	$ 8,123,598	$ (2,592,639)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	8,113,052	8,250,000	8,950,000	9,400,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**12,330,283**	**9,629,313**	**17,073,598**	**6,807,361**
OTHER SOURCES:				
Bond & Note Proceeds	38,535,000	0	0	0
Repayment of Loan - Railroad	107,512	123,966	107,511	125,179
Long-Term Loan	2,714,370	0	0	0
Total Other Sources	**41,356,882**	**123,966**	**107,511**	**125,179**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	575,000	3,595,000	3,595,000	3,755,000
Long-Term Loan	0	0	551,940	570,375
Acquisition of Fixed Assets	25,319,428	23,783,501	23,757,152	11,262,164
Increase (Dec) in Restricted Assets	25,346,606	(26,277,212)	(26,277,212)	(1,459,078)
Increase (Dec) in Other Assets	413,193	(169,808)	(34,323)	(218,622)
Loan to Railroad	0	180,000	180,000	0
Total Uses	**51,654,227**	**1,111,481**	**1,772,557**	**13,909,839**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**2,032,938**	**8,641,798**	**15,408,552**	**(6,977,299)**
Working Capital Beginning of Year	23,684,415	18,214,314	25,717,353	41,125,905
WORKING CAPITAL END OF YEAR	$ **25,717,353**	$ **26,856,112**	$ **41,125,905**	$ **34,148,606**

Water Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Fees and Service Charges	$ 14,794,365	$ 15,743,500	$ 15,805,000	$ 17,037,340
Total Operating Revenues	**14,794,365**	**15,743,500**	**15,805,000**	**17,037,340**
OPERATING EXPENSES:				
Personnel Services	3,764,704	4,445,053	4,390,323	4,704,826
Supplies & Materials	1,375,349	1,412,150	1,500,655	1,431,835
Travel & Training	17,210	22,376	22,376	27,064
Intragovernmental Charges	921,257	1,025,360	1,024,532	1,183,432
Utilities, Services & Other Misc.	2,349,586	3,055,895	3,051,990	2,676,671
Total Operating Expenses	**8,428,106**	**9,960,834**	**9,989,876**	**10,023,828**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**6,366,259**	**5,782,666**	**5,815,124**	**7,013,512**
P.I.L.O.T.	(1,976,216)	(2,180,000)	(2,180,000)	(2,306,660)
Depreciation	(1,917,697)	(1,950,000)	(2,500,000)	(3,000,000)
OPERATING INCOME	**2,472,346**	**1,652,666**	**1,135,124**	**1,706,852**
NON-OPERATING REVENUES:				
Investment Revenue	1,075,304	525,000	798,293	735,000
Revenue From Other Gov't Units	0	0	0	0
Misc. Non-Operating Revenue	188,635	120,000	142,050	126,000
Total Non-Operating Revenues	**1,263,939**	**645,000**	**940,343**	**861,000**
NON-OPERATING EXPENSES:				
Bond Interest	2,190,317	2,118,422	2,118,422	2,019,706
Bank & Paying Agent Fees	1,737	1,400	1,350	1,400
Other Miscellaneous Expenses	0	0	0	0
Loss on Disposal Assets	16,364	0	5,254	6,000
Amortization	36,685	40,000	42,800	42,000
Total Non-Operating Expenses	**2,245,103**	**2,159,822**	**2,167,826**	**2,069,106**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(31,284)	(18,200)	(18,200)	0
Total Operating Transfers	**(31,284)**	**(18,200)**	**(18,200)**	**0**
Capital Contribution	2,394,574	0	0	0
NET INCOME (LOSS)	$ **3,854,472**	$ **119,644**	$ **(110,559)**	$ **498,746**

Electric Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Fees and Service Charges	$ 90,456,998	$ 92,951,000	$ 94,371,000	$ 102,306,040
Locator Service Fees	132,874	140,779	140,779	146,170
Total Operating Revenues	**90,589,872**	**93,091,779**	**94,511,779**	**102,452,210**
OPERATING EXPENSES:				
Personnel Services	8,576,901	9,325,730	9,577,676	10,245,067
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000
Supplies & Materials	1,970,189	2,149,805	2,224,525	2,145,761
Travel & Training	128,112	155,250	156,775	173,709
Intragovernmental Charges	1,667,029	1,909,476	1,909,476	2,006,855
Utilities, Services & Other Misc.	3,589,482	6,218,107	5,209,104	5,452,221
Total Operating Expenses	**77,476,381**	**76,460,568**	**74,354,256**	**89,942,613**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**13,113,491**	**16,631,211**	**20,157,523**	**12,509,597**
P.I.L.O.T.	(7,308,512)	(7,985,000)	(7,985,000)	(8,695,000)
Depreciation	(6,195,355)	(6,300,000)	(6,450,000)	(6,400,000)
OPERATING INCOME	**(390,376)**	**2,346,211**	**5,722,523**	**(2,585,403)**
NON-OPERATING REVENUES:				
Investment Revenue	983,750	1,060,000	2,076,770	1,560,000
Misc. Non-Operating Revenue	1,237,442	930,500	3,661,015	1,045,000
Total Non-Operating Revenues	**2,221,192**	**1,990,500**	**5,737,785**	**2,605,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,266,971	2,950,000	3,065,991	2,990,482
Bank & Paying Agent Fees	1,121	5,000	1,200	5,000
Loss on Disposal Assets	11,284	0	10,000	3,500
Amortization	29,786	30,542	52,460	62,000
Total Non-Operating Expenses	**1,309,162**	**2,985,542**	**3,129,651**	**3,060,982**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	66,667	0	0	0
Operating Transfers To Other Funds	(225,562)	(91,500)	(96,500)	(50,000)
Total Operating Transfers	**(158,895)**	**(91,500)**	**(96,500)**	**(50,000)**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	$ **362,759**	$ **1,259,669**	$ **8,234,157**	$ **(3,091,385)**

Recreation Services Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Activity Fees	$ 2,901,910	$ 2,998,689	$ 2,960,869	$ 2,966,869
User Fees	135,481	139,000	137,596	141,300
Golf Improvement User Fee	123,460	148,979	148,979	149,000
Capital User Fee	60,877	58,000	60,000	60,000
Rentals	417,269	398,950	424,000	427,000
Sales	455,382	434,550	432,200	432,300
Other Misc. Operating Revenues	(44,939)	1,000	1,500	1,500
Total Operating Revenues	**4,049,440**	**4,179,168**	**4,165,144**	**4,177,969**
OPERATING EXPENSES:				
Personnel Services	3,304,991	3,738,180	3,639,691	3,835,138
Supplies & Materials	884,351	1,044,311	979,424	1,041,541
Travel & Training	6,697	15,981	12,599	15,637
Intragovernmental Charges	466,717	529,767	529,767	584,261
Utilities, Services & Other Misc.	1,013,739	1,293,933	1,190,457	1,340,265
Total Operating Expenses	**5,676,495**	**6,622,172**	**6,351,938**	**6,816,842**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,627,055)**	**(2,443,004)**	**(2,186,794)**	**(2,638,873)**
Depreciation	(567,095)	(567,500)	(567,500)	(580,000)
OPERATING INCOME	**(2,194,150)**	**(3,010,504)**	**(2,754,294)**	**(3,218,873)**
NON-OPERATING REVENUES:				
Investment Revenue	110,035	75,000	90,461	90,000
Rev. From Other Govt. Units	0	5,500	0	0
Misc. Non-Operating Revenue	8,522	0	3,732	126,995
Total Non-Operating Revenues	**118,557**	**80,500**	**94,193**	**216,995**
NON-OPERATING EXPENSES:				
Interest Expense	57,811	35,000	35,000	33,000
Bank & Paying Agent Fees	43,624	45,000	45,000	50,000
Loss on Disposal of Assets	4,059	0	14,692	0
Amortization	10,630	10,600	10,600	10,600
Total Non-Operating Expenses	**116,124**	**90,600**	**105,292**	**93,600**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	4,749,302	2,277,510	2,277,510	2,295,810
Operating Transfers To Other Funds	(804,300)	(1,500)	(1,500)	0
	3,945,002	**2,276,010**	**2,276,010**	**2,295,810**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**1,753,285**	**(744,594)**	**(489,383)**	**(799,668)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**1,753,285**	**(744,594)**	**(489,383)**	**(799,668)** ^
Fund Equity, Beg. of Year	16,321,518	18,074,803	18,074,803	17,585,420
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	$ **18,074,803**	$ **17,330,209**	$ **17,585,420**	$ **16,785,752**

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

Recreation Services Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,753,285	$ (744,594)	$ (489,383)	$ (799,668)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	567,095	567,500	567,500	580,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**2,320,380**	**(177,094)**	**78,117**	**(219,668)**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Bond Proceeds/Loan from Designated Loan Fund	0	0	0	0
99 Quarter Cent Sales Tax/Park Sales Tax	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	372,195	261,000	381,965	387,850
Reduction of LT Debt	7,114	103,785	103,785	108,650
Increase (Dec) in Restricted Assets (User/Improvement Fees)	1,628,881	172,718	214,293	218,018
Increase (Dec) in Other Assets	(10,629)	0	0	0
Total Uses	**1,997,561**	**537,503**	**700,043**	**714,518**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**322,819**	**(714,597)**	**(621,926)**	**(934,186)**
Working Capital Beginning of Year	1,520,431	1,577,373	1,843,250	1,221,324
WORKING CAPITAL END OF YEAR	$ **1,843,250**	$ **862,776**	$ **1,221,324**	$ **287,138**

Public Transportation Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Fares	$ 172,888	$ 162,000	$ 174,624	$ 187,500
School Passes	14,158	9,900	8,900	9,000
Special	3,024	2,500	40,500	53,100
Paratransit	22,166	23,500	23,500	74,000
University Shuttle	842,760	906,330	906,330	922,330
Total Operating Revenues	**1,054,996**	**1,104,230**	**1,153,854**	**1,245,930**
OPERATING EXPENSES:				
Personnel Services	2,027,007	2,432,416	2,253,888	2,551,459
Supplies & Materials	929,436	953,321	1,080,837	1,053,613
Travel & Training	1,448	6,075	6,261	6,161
Intragovernmental Charges	349,425	383,866	383,866	463,317
Utilities Services & Other Misc.	397,196	405,073	414,938	460,630
Total Operating Expenses	**3,704,512**	**4,180,751**	**4,139,790**	**4,535,180**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,649,516)**	**(3,076,521)**	**(2,985,936)**	**(3,289,250)**
Depreciation	(417,617)	(420,000)	(420,000)	(515,900)
OPERATING INCOME	**(3,067,133)**	**(3,496,521)**	**(3,405,936)**	**(3,805,150)**
NON-OPERATING REVENUES:				
Investment Revenue	127,074	126,500	125,660	126,500
Revenue From Other Gov't Units	1,536,792	1,050,000	1,240,975	1,050,000
Misc. Non-Operating Revenue	1,341	0	775	352
Total Non-Operating Revenues	**1,665,207**	**1,176,500**	**1,367,410**	**1,176,852**
NON-OPERATING EXPENSES:				
Interest Expense	3,475	3,525	2,757	2,012
Loss on Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**3,475**	**3,525**	**2,757**	**2,012**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	1,600,000	1,400,000	1,401,000	1,400,000
Operating Transfers To Other Funds	(58,133)	(222,529)	(222,529)	(21,673)
Total Operating Transfers	**1,541,867**	**1,177,471**	**1,178,471**	**1,378,327**
Capital Contribution	824,357	1,198,909	1,198,909	2,931,740
NET INCOME (LOSS)	**960,823**	**52,834**	**336,097**	**1,679,757**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**960,823**	**52,834**	**336,097**	**1,679,757**
Fund Equity Beg. of Year	6,007,537	6,968,360	6,968,360	7,304,457
FUND EQUITYEND OF YEAR	$ 6,968,360	$ 7,021,194	$ 7,304,457	$ 8,984,214

Public Transportation Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 960,823	$ 52,834	$ 336,097	$ 1,679,757
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	417,617	420,000	420,000	515,900
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,378,440**	**472,834**	**756,097**	**2,195,657**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,084,996	1,613,807	2,317,730	2,950,425
Inc (Dec) in Other Assets	0	0	0	0
Increase (Dec) in Restricted Assets	(106,180)	0	(716,493)	0
Total Uses	**978,816**	**1,613,807**	**1,601,237**	**2,950,425**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**399,624**	**(1,140,973)**	**(845,140)**	**(754,768)**
Working Capital Beginning of Year	2,172,667	2,396,545	2,572,291	1,727,151
WORKING CAPITAL END OF YEAR	$ **2,572,291**	$ **1,255,572**	$ **1,727,151**	$ **972,383**

Regional Airport Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Commissions	$ 123,717	$ 94,000	$ 108,000	$ 108,000
Rentals	246,548	233,830	204,474	160,251
Landing Fees	118,932	124,100	109,800	110,100
Law Enforcement Fees	15,170	16,200	9,000	7,650
Passenger Facility Charge	67,435	71,118	40,000	33,584
Total Operating Revenues	**571,802**	**539,248**	**471,274**	**419,585**
OPERATING EXPENSES:				
Personnel Services	892,534	927,923	935,358	974,277
Supplies & Materials	107,684	180,981	167,488	179,265
Travel & Training	14,197	33,448	18,448	23,446
Intragovernmental Charges	144,112	153,594	153,594	170,863
Utilities, Services & Other Misc.	173,089	261,009	275,650	351,750
Total Operating Expenses	**1,331,616**	**1,556,955**	**1,550,538**	**1,699,601**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(759,814)**	**(1,017,707)**	**(1,079,264)**	**(1,280,016)**
Depreciation	(582,429)	(583,000)	(583,000)	(588,000)
OPERATING INCOME	**(1,342,243)**	**(1,600,707)**	**(1,662,264)**	**(1,868,016)**
NON-OPERATING REVENUES:				
Investment Revenue	14,851	14,000	19,898	14,000
Revenue from Other Gov't Units	0	0	7,717	0
Misc. Non-Operating Revenue	8,321	0	6,425	3,000
Total Non-Operating Revenues	**23,172**	**14,000**	**34,040**	**17,000**
NON-OPERATING EXPENSES:				
Interest Expense	1,950	1,950	1,950	0
Total Non-Operating Expenses	**1,950**	**1,950**	**1,950**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	869,000	1,169,000	1,169,000	1,120,250
Operating Transfers To Other Funds	(6,848)	0	0	0
Total Operating Transfers	**862,152**	**1,169,000**	**1,169,000**	**1,120,250**
Capital Contribution	311,465	2,447,650	2,602,328	645,000
NET INCOME (LOSS)	**(147,404)**	**2,027,993**	**2,141,154**	**(85,766)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(147,404)**	**2,027,993**	**2,141,154**	**(85,766)** ~
Fund Equity, Beg. of Year	13,641,202	13,493,798	13,493,798	15,634,952
FUND EQUITY END OF YEAR	$ **13,493,798**	$ **15,521,791**	$ **15,634,952**	$ **15,549,186**

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

Regional Airport Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (147,404)	$ 2,027,993	$ 2,141,154	$ (85,766)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	582,429	583,000	583,000	588,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**435,025**	**2,610,993**	**2,724,154**	**502,234**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	90,926	910,000	2,615,913	847,000
Increase (Dec) in Restricted Assets	263,057	0	(317,453)	0
Increase (Dec) in Other Assets	0	0	0	0
Total Uses	**353,983**	**910,000**	**2,298,460**	**847,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**81,042**	**1,700,993**	**425,694**	**(344,766)**
Working Capital Beginning of Year	41,513	105,830	122,555	548,249
WORKING CAPITAL END OF YEAR	$ **122,555**	$ **1,806,823**	$ **548,249**	$ **203,483**

Sanitary Sewer Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Sewer Charges	$ 7,105,977	$ 7,101,850	$ 7,101,850	$ 7,528,000
M.U. Sewer Charges	563,449	582,980	585,000	600,000
Sharecropping	3,591	5,000	3,600	5,000
BCRSD Wholesale Revenue	189,150	195,000	200,000	206,000
Sewer Connection Fees	740,668	750,000	750,000	800,000
Other Misc. Operating Revenues	228,896	165,500	163,676	152,600
Total Operating Revenues	**8,831,731**	**8,800,330**	**8,804,126**	**9,291,600**
OPERATING EXPENSES:				
Personnel Services	3,088,911	3,319,717	3,138,236	3,430,880
Supplies & Materials	623,616	806,447	803,859	736,666
Travel & Training	6,566	10,145	10,386	10,274
Intragovernmental Charges	891,821	924,299	924,299	999,300
Utilities, Services & Other Misc.	1,610,544	1,938,140	1,932,896	1,981,565
Total Operating Expenses	**6,221,458**	**6,998,748**	**6,809,676**	**7,158,685**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**2,610,273**	**1,801,582**	**1,994,450**	**2,132,915**
Depreciation	(2,580,915)	(2,569,420)	(2,683,180)	(2,682,080)
OPERATING INCOME	**29,358**	**(767,838)**	**(688,730)**	**(549,165)**
NON-OPERATING REVENUES:				
Investment Revenue	1,083,624	1,000,000	995,731	875,000
Misc. Non-Operating Revenue	265,754	12,600	56,153	10,400
Total Non-Operating Revenues	**1,349,378**	**1,012,600**	**1,051,884**	**885,400**
NON-OPERATING EXPENSES:				
Interest Expense	1,143,528	1,257,719	1,257,719	1,202,016
Bank & Paying Agent Fees	59,282	70,000	70,000	70,000
Loss on Disposal Assets	87,124	0	10,410	0
Amortization	32,084	32,000	32,000	32,000
Total Non-Operating Expenses	**1,322,018**	**1,359,719**	**1,370,129**	**1,304,016**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(51,552)	(32,632)	(32,632)	(5,419)
Total Operating Transfers	**(51,552)**	**(32,632)**	**(32,632)**	**(5,419)**
Capital Contribution	7,121,802	1,600,000	1,600,000	1,600,000
NET INCOME (LOSS)	**7,126,968**	**452,411**	**560,393**	**626,800**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**7,126,968**	**452,411**	**560,393**	**626,800**
Fund Equity, Beg. of Year	114,253,647	121,380,615	121,380,615	121,941,008
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	**$ 121,380,615**	**$ 121,833,026**	**$ 121,941,008**	**$ 122,567,808**

Sanitary Sewer Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 7,126,968	$ 452,411	$ 560,393	$ 626,800
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,580,915	2,569,420	2,683,180	2,682,080
TOTAL RESOURCES PROVIDED BY OPERATIONS	**9,707,883**	**3,021,831**	**3,243,573**	**3,308,880**
OTHER SOURCES:				
County (BCRSD) Contributions	0	0	0	0
Federal Contributions	0	0	0	0
Bond Proceeds	8,431,033	4,513,150	915,000	3,762,000
Total Other Sources	**8,431,033**	**4,513,150**	**915,000**	**3,762,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	1,553,473	1,565,000	1,565,000	1,640,000
Acquisition of Fixed Assets	11,637,636	6,039,150	6,776,484	7,862,500
Increase (Dec) in Restricted Assets	4,357,138	0	(5,617,522)	(3,625,000)
Increase (Decrease) in Other Assets	43,231	(30,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
Total Uses	**17,591,478**	**7,574,150**	**2,693,962**	**5,847,500**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**547,438**	**(39,169)**	**1,464,611**	**1,223,380**
Working Capital Beginning of Year	4,266,785	6,540,430	4,814,223	6,278,834
WORKING CAPITAL END OF YEAR	$ **4,814,223**	$ **6,501,261**	$ **6,278,834**	$ **7,502,214**

Parking Facilities Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Meters	$ 840,036	$ 842,000	$ 834,700	$ 847,000
Garages	523,751	520,898	493,500	532,083
Reserved Lot Fees	272,741	263,347	252,500	241,928
Loading Zone Fees	2,207	2,080	4,460	4,000
City Ramp	18,837	18,800	18,804	16,682
Other Misc. Operating Revenues	65	0	5	0
Total Operating Revenues	**1,657,637**	**1,647,125**	**1,603,969**	**1,641,693**
OPERATING EXPENSES:				
Personnel Services	348,362	386,378	364,617	397,170
Supplies & Materials	95,340	70,490	69,620	89,660
Travel & Training	0	300	200	300
Intragovernmental Charges	111,486	86,910	86,910	103,125
Utilities, Services & Other Misc.	155,389	203,959	211,889	244,472
Total Operating Expenses	**710,577**	**748,037**	**733,236**	**834,727**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**947,060**	**899,088**	**870,733**	**806,966**
Depreciation	(513,044)	(613,000)	(380,000)	(378,000)
OPERATING INCOME	**434,016**	**286,088**	**490,733**	**428,966**
NON-OPERATING REVENUES:				
Investment Revenue	297,791	300,000	298,241	350,000
Misc. Non-Operating Revenue	206,790	0	5,000	0
Total Non-Operating Revenues	**504,581**	**300,000**	**303,241**	**350,000**
NON-OPERATING EXPENSES:				
Interest Expense	334,757	275,962	275,962	256,962
Bank & Paying Agent Fees	945	1,500	1,500	1,500
Loss on Disposal Assets	95,787	0	0	0
Amortization	9,180	5,400	5,400	5,400
Total Non-Operating Expenses	**440,669**	**282,862**	**282,862**	**263,862**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	172,000	75,000	76,000	75,000
Operating Transfers To Other Funds	(2,397)	0	0	0
Total Operating Transfers	**169,603**	**75,000**	**76,000**	**75,000**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**667,531**	**378,226**	**587,112**	**590,104**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**667,531**	**378,226**	**587,112**	**590,104**
Fund Equity, Beg. of Year	9,232,355	9,899,886	9,899,886	10,486,998
FUND EQUITY END OF YEAR	$ **9,899,886**	$ **10,278,112**	$ **10,486,998**	$ **11,077,102**

Parking Facilities Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 667,531	$ 378,226	$ 587,112	$ 590,104
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	513,044	613,000	380,000	378,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,180,575**	**991,226**	**967,112**	**968,104**
OTHER SOURCES:				
Bond & Note Proceeds	6,687,855	0	0	0
Total Other Sources	**6,687,855**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	7,390,108	460,000	460,000	490,000
Acquisition of Fixed Assets	6,545	644,200	593,201	143,000
Increase (Dec) in Restricted Assets	520,049	0	0	0
Increase (Dec) In Other Assets	(130,831)	(16,793)	(16,793)	(16,793)
Total Uses	**7,785,871**	**1,087,407**	**1,036,408**	**616,207**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**82,559**	**(96,181)**	**(69,296)**	**351,897**
Working Capital Beginning of Year	3,866,726	2,869,272	3,949,285	3,879,989
WORKING CAPITAL END OF YEAR	$ **3,949,285**	$ **2,773,091**	$ **3,879,989**	$ **4,231,886**

Solid Waste Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Commercial Charges	$ 1,899,322	$ 1,893,142	$ 1,899,079	$ 1,911,610
Residential Charges	5,252,631	5,950,688	6,172,308	6,989,000
Roll-Off Service Charges	1,392,837	1,400,000	1,392,837	1,395,000
Landfill Fees	2,917,768	2,064,463	2,064,463	2,105,709
University Fees	340,521	358,000	371,346	371,346
Recycling	614,919	601,595	601,667	613,612
Other Misc. Operating Revenues	124,373	65,533	60,001	58,858
Total Operating Revenues	**12,542,371**	**12,333,421**	**12,561,701**	**13,445,135**
OPERATING EXPENSES:				
Personnel Services	4,443,090	4,852,010	4,782,560	5,137,275
Supplies & Materials	3,397,600	3,557,146	3,595,699	3,681,166
Travel & Training	12,061	21,436	21,925	21,980
Intragovernmental Charges	1,035,774	1,143,768	1,144,768	1,317,278
Utilities, Services & Other Misc.	351,325	2,111,693	2,213,552	2,306,116
Total Operating Expenses	**9,239,850**	**11,686,053**	**11,758,504**	**12,463,815**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**3,302,521**	**647,368**	**803,197**	**981,320**
Depreciation	(1,738,054)	(1,725,900)	(1,349,318)	(1,752,100)
OPERATING INCOME	**1,564,467**	**(1,078,532)**	**(546,121)**	**(770,780)**
NON-OPERATING REVENUES:				
Investment Revenue	403,735	420,337	501,440	492,222
Revenue From Other Gov't Units	136,365	81,222	138,785	104,257
Misc. Non-Operating Revenue	47,275	26,000	41,409	40,000
Total Non-Operating Revenues	**587,375**	**527,559**	**681,634**	**636,479**
NON-OPERATING EXPENSES:				
Interest Expense	372,296	371,059	371,059	350,008
Bank & Paying Agent Fees	412	0	332	350
Loss on Disposal Assets	46,449	75,000	50,000	75,000
Amortization	9,009	8,500	9,284	8,500
Total Non-Operating Expenses	**428,166**	**454,559**	**430,675**	**433,858**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(59,274)	(24,229)	(24,229)	(21,674)
Total Operating Transfers	**(59,274)**	**(24,229)**	**(24,229)**	**(21,674)**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**1,664,402**	**(1,029,761)**	**(319,391)**	**(589,833)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**1,664,402**	**(1,029,761)**	**(319,391)**	**(589,833)** ~
Fund Equity, Beg. of Year	6,684,932	8,349,334	8,349,334	8,029,943
FUND EQUITY END OF YEAR	$ **8,349,334**	$ **7,319,573**	$ **8,029,943**	$ **7,440,110**

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

Solid Waste Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,664,402	$ (1,029,761)	$ (319,391)	$ (589,833)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,738,054	1,725,900	1,349,318	1,752,100
TOTAL RESOURCES PROVIDED BY OPERATIONS	**3,402,456**	**696,139**	**1,029,927**	**1,162,267**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	0	150,000	150,000	150,000
Bond & Note Proceeds	4,990,294	0	0	0
Municipal Contributions	0	0	0	0
Total Other Sources	**4,990,294**	**150,000**	**150,000**	**150,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	3,186,203	515,000	515,000	525,000
Acquisition of Fixed Assets	993,097	1,261,500	1,287,408	1,584,000
Reduction in Other Liabilities	1,422,558	0	0	0
Increase (Dec) in Restricted Assets	2,184,013	(150,000)	(150,000)	(150,000)
Increase (Dec) in Other Assets	6,352	(8,461)	(8,461)	(8,461)
Total Uses	**7,792,223**	**1,618,039**	**1,643,947**	**1,950,539**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**600,527**	**(771,900)**	**(464,020)**	**(638,272)**
Working Capital Beginning of Year	3,173,818	2,736,085	3,774,345	3,310,325
WORKING CAPITAL END OF YEAR	$ **3,774,345**	$ **1,964,185**	$ **3,310,325**	$ **2,672,053**

Storm Water Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 1,582,718	$ 1,429,500	$ 1,390,000	$ 1,405,000
Total Operating Revenues	**1,582,718**	**1,429,500**	**1,390,000**	**1,405,000**
OPERATING EXPENSES:				
Personnel Services	640,134	728,689	699,754	751,529
Supplies & Materials	82,542	169,621	145,965	174,775
Travel & Training	2,171	3,365	3,113	3,365
Intragovernmental Charges	141,660	181,839	181,839	208,416
Utilities, Services & Other Misc.	83,103	199,736	156,122	201,425
Total Operating Expenses	**949,610**	**1,283,250**	**1,186,793**	**1,339,510**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**633,108**	**146,250**	**203,207**	**65,490**
Depreciation	(348,398)	(344,000)	(390,000)	(390,000)
OPERATING INCOME	**284,710**	**(197,750)**	**(186,793)**	**(324,510)**
NON-OPERATING REVENUES:				
Investment Revenue	130,602	135,000	119,385	120,000
Rev. from other governmental units	33,801	34,815	149,384	35,859
Misc. Non-Operating Revenue	28,853	33,250	33,250	31,000
Total Non-Operating Revenues	**193,256**	**203,065**	**302,019**	**186,859**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	17,556	0	0	0
Total Non-Operating Expenses	**17,556**	**0**	**0**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	0	81,250	81,250	0
Operating Transfers To Other Funds	(221,287)	0	0	0
Total Operating Transfers	**(221,287)**	**81,250**	**81,250**	**0**
Capital Contribution	0	80,000	91,601	0
NET INCOME (LOSS)	**239,123**	**166,565**	**288,077**	**(137,651)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**239,123**	**166,565**	**288,077**	**(137,651)** ~
Fund Equity, Beg. of Year	9,722,080	9,961,203	9,961,203	10,249,280
FUND EQUITY END OF YEAR	$ **9,961,203**	$ **10,127,768**	$ **10,249,280**	$ **10,111,629**

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

Storm Water Utility Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 239,123	$ 166,565	$ 288,077	$ (137,651)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	348,398	344,000	390,000	390,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**587,521**	**510,565**	**678,077**	**252,349**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	1,116,212	970,187	1,087,770	863,000
Increase/(Decrease) in Restricted Assets	(127,282)	0	(1,502,690)	0
Equity Transfer	0	0	0	0
Total Uses	**988,930**	**970,187**	**(414,920)**	**863,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(401,409)**	**(459,622)**	**1,092,997**	**(610,651)**
Working Capital Beginning of Year	1,389,599	720,868	988,190	2,081,187
WORKING CAPITAL END OF YEAR	$ **988,190**	$ **261,246**	$ **2,081,187**	$ **1,470,536**

Employee Benefit Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Fees & Services Charges	$ 9,508,522	$ 11,281,190	$ 10,678,078	$ 11,342,655
Misc. Operating Revenue	1,894,676	10,000	10,000	405,000
Total Operating Revenues	**11,403,198**	**11,291,190**	**10,688,078**	**11,747,655**
OPERATING EXPENSES:				
Personnel Services	244,345	316,616	301,757	326,448
Supplies & Materials	33,812	58,907	42,752	59,980
Travel & Training	637	7,772	7,050	7,925
Intragovernmental Charges	44,770	50,698	50,698	56,312
Utilities, Services & Other Misc.	11,353,058	10,867,455	10,658,462	11,351,480
Total Operating Expenses	**11,676,622**	**11,301,448**	**11,060,719**	**11,802,145**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(273,424)**	**(10,258)**	**(372,641)**	**(54,490)**
Depreciation	0	0	0	0
OPERATING INCOME	**(273,424)**	**(10,258)**	**(372,641)**	**(54,490)**
NON-OPERATING REVENUES:				
Investment Revenue	53,206	70,000	60,300	70,000
Misc. Non-Operating Revenues	1,804	0	0	0
Total Non-Operating Revenues	**55,010**	**70,000**	**60,300**	**70,000**
OPERATING TRANSFERS:				
Transfers From Other Funds	500,134	45,400	45,400	0
Transfers To Other Funds	(1,286)	0	0	0
NET INCOME (LOSS)	**280,434**	**105,142**	**(266,941)**	**15,510**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**280,434**	**105,142**	**(266,941)**	**15,510**
Fund Equity, Beg. of Year As Restated	422,885	593,729	703,319	436,378
FUND EQUITY END OF YEAR	$ **703,319**	$ **698,871**	$ **436,378**	$ **451,888**

Self Insurance Reserve Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 2,455,498	$ 2,498,220	$ 2,498,220	$ 2,872,938
Total Operating Revenues	**2,455,498**	**2,498,220**	**2,498,220**	**2,872,938**
OPERATING EXPENSES:				
Personnel Services	119,931	188,037	172,412	187,930
Supplies & Materials	2,674	3,925	3,915	4,295
Travel & Training	4,800	6,927	6,277	7,450
Intragovernmental Charges	26,217	31,923	31,923	41,220
Utilities, Services & Other Misc.	3,413,637	2,874,459	3,417,585	3,562,910
Total Operating Expenses	**3,567,259**	**3,105,271**	**3,632,112**	**3,803,805**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,111,761)**	**(607,051)**	**(1,133,892)**	**(930,867)**
Depreciation	(6,000)	(6,000)	(6,000)	(6,000)
OPERATING INCOME	**(1,117,761)**	**(613,051)**	**(1,139,892)**	**(936,867)**
NON-OPERATING REVENUES:				
Investment Revenue	289,590	250,000	300,000	300,000
Rev. From Other Govt. Units	36,322	0	0	0
Total Non-Operating Revenues	**325,912**	**250,000**	**300,000**	**300,000**
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	(856)	0	0	0
NET INCOME (LOSS)	**(792,705)**	**(363,051)**	**(839,892)**	**(636,867)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(792,705)**	**(363,051)**	**(839,892)**	**(636,867)** ^
Fund Equity, Beg. of Year	4,760,516	3,977,541	3,967,811	3,127,919
FUND EQUITY END OF YEAR	$ **3,967,811**	$ **3,614,490**	$ **3,127,919**	$ **2,491,052**

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

Custodial and Building Maintenance Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
Custodial User Charges	$ 257,091	$ 287,942	$ 288,964	$ 331,131
Bldg. Maint. User Charges	529,899	555,369	554,808	621,902
Total Operating Revenues	**786,990**	**843,311**	**843,772**	**953,033**
OPERATING EXPENSES:				
Personnel Services	487,239	526,527	515,473	542,723
Supplies & Materials	123,231	151,255	140,958	143,842
Travel & Training	457	1,900	1,500	1,900
Intragovernmental Charges	71,203	76,180	76,180	82,511
Utilities, Services & Other Misc.	260,759	376,453	297,884	396,789
Total Operating Expenses	**942,889**	**1,132,315**	**1,031,995**	**1,167,765**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(155,899)**	**(289,004)**	**(188,223)**	**(214,732)**
Depreciation	(4,826)	(4,750)	(6,200)	(6,200)
OPERATING INCOME	**(160,725)**	**(293,754)**	**(194,423)**	**(220,932)**
NON-OPERATING REVENUES:				
Investment Revenue	32,869	35,000	29,830	30,000
Misc. Non-Operating Revenue	4,079	0	454	0
Total Non-Operating Revenues	**36,948**	**35,000**	**30,284**	**30,000**
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	(4,493)	0	0	0
NET INCOME (LOSS)	**(128,270)**	**(258,754)**	**(164,139)**	**(190,932)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(128,270)**	**(258,754)**	**(164,139)**	**(190,932)** ^
Fund Equity, Beg. of Year	859,376	731,106	731,106	566,967
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	$ **731,106**	$ **472,352**	$ **566,967**	$ **376,035**

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

Custodial and Building Maintenance Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (128,270)	$ (258,754)	$ (164,139)	$ (190,932)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	4,826	4,750	6,200	6,200
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(123,444)**	**(254,004)**	**(157,939)**	**(184,732)**
OTHER SOURCES:				
Municipal Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	25,600	46,000	47,731	6,000
Equity Transfer	0	0	0	0
Total Uses	**25,600**	**46,000**	**47,731**	**6,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(149,044)**	**(300,004)**	**(205,670)**	**(190,732)**
Working Capital Beginning of Year	791,048	566,113	642,004	436,334
WORKING CAPITAL END OF YEAR	$ **642,004**	$ **266,109**	$ **436,334**	$ **245,602**

Fleet Operations Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 6,176,095	$ 6,120,658	$ 6,231,234	$ 6,485,213
Total Operating Revenues	**6,176,095**	**6,120,658**	**6,231,234**	**6,485,213**
OPERATING EXPENSES:				
Personnel Services	1,340,996	1,472,824	1,530,682	1,518,981
Supplies & Materials	4,411,974	4,453,700	4,391,485	4,505,632
Travel & Training	1,655	5,873	5,700	5,980
Intragovernmental Charges	286,711	321,010	321,010	376,398
Utilities, Services & Other Misc.	52,982	70,148	60,809	72,667
Total Operating Expenses	**6,094,318**	**6,323,555**	**6,309,686**	**6,479,658**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**81,777**	**(202,897)**	**(78,452)**	**5,555**
Depreciation	(20,555)	(20,300)	(22,600)	(23,000)
OPERATING INCOME	**61,222**	**(223,197)**	**(101,052)**	**(17,445)**
NON-OPERATING REVENUES:				
Investment Revenue	18,630	0	16,000	17,000
Revenue From Other Gov. Units	11,309	0	0	0
Misc. Non-Operating Revenue	35,336	37,900	38,147	29,100
Total Non-Operating Revenues	**65,275**	**37,900**	**54,147**	**46,100**
NON-OPERATING EXPENSES:				
Interest Expense	5,213	4,135	4,135	3,018
Loss of Disposal Assets	1,911	0	0	0
Debt Service Principal	0	0	0	0
Total Non-Operating Expenses	**7,124**	**4,135**	**4,135**	**3,018**
OPERATING TRANSFERS TO OTHER FUNDS	(49,544)	(32,394)	(32,394)	(32,510)
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**69,829**	**(221,826)**	**(83,434)**	**(6,873)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**69,829**	**(221,826)**	**(83,434)**	**(6,873)** ~
Fund Equity, Beg. of Year	890,783	960,612	960,612	877,178
FUND EQUITY END OF YEAR	$ **960,612**	$ **738,786**	$ **877,178**	$ **870,305**

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

Fleet Operations Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 69,829	$ (221,826)	$ (83,434)	$ (6,873)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	20,555	20,300	22,600	23,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**90,384**	**(201,526)**	**(60,834)**	**16,127**
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	42,442	58,330	66,468	43,800
Repayment of Loan	0	0	0	0
Total Uses	**42,442**	**58,330**	**66,468**	**43,800**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**47,942**	**(259,856)**	**(127,302)**	**(27,673)**
Working Capital Beginning of Year	567,476	592,450	615,418	488,116
WORKING CAPITAL END OF YEAR	$ **615,418**	$ **332,594**	$ **488,116**	$ **460,443**

Information Technologies Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 3,204,108	$ 3,327,086	$ 3,317,086	$ 3,909,128
Total Operating Revenues	**3,204,108**	**3,327,086**	**3,317,086**	**3,909,128**
OPERATING EXPENSES:				
Personnel Services	1,729,822	1,898,054	1,898,458	2,000,897
Supplies & Materials	373,172	448,872	378,445	510,116
Travel & Training	58,565	157,389	104,670	133,229
Intragovernmental Charges	127,653	139,761	139,761	149,538
Utilities, Services & Other Misc.	804,315	1,125,542	1,048,317	1,200,017
Total Operating Expenses	**3,093,527**	**3,769,618**	**3,569,651**	**3,993,797**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**110,581**	**(442,532)**	**(252,565)**	**(84,669)**
Depreciation	(285,048)	(278,500)	(294,000)	(278,500)
OPERATING INCOME	**(174,467)**	**(721,032)**	**(546,565)**	**(363,169)**
NON-OPERATING REVENUES:				
Investment Revenue	43,372	45,000	45,000	45,000
Misc. Non-Operating Revenue	3,663	0	0	0
Total Non-Operating Revenues	**47,035**	**45,000**	**45,000**	**45,000**
NON-OPERATING EXPENSES:				
Interest Expense	0	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	**0**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	(9,498)	0	0	0
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**(136,930)**	**(676,032)**	**(501,565)**	**(318,169)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(136,930)**	**(676,032)**	**(501,565)**	**(318,169)** ^
Fund Equity, Beg. of Year	1,705,599	1,568,669	1,568,669	1,067,104
FUND EQUITY END OF YEAR	$ **1,568,669**	$ **892,637**	$ **1,067,104**	$ **748,935**

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

Information Technologies Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (136,930)	$ (676,032)	$ (501,565)	$ (318,169)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	285,048	278,500	294,000	278,500
TOTAL RESOURCES PROVIDED BY OPERATIONS	**148,118**	**(397,532)**	**(207,565)**	**(39,669)**
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	0	0	0
Acquisition of Fixed Assets	195,520	271,057	341,486	172,787
Total Uses	**195,520**	**271,057**	**341,486**	**172,787**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(47,402)**	**(668,589)**	**(549,051)**	**(212,456)**
Working Capital Beginning of Year	936,525	444,761	889,123	340,072
WORKING CAPITAL END OF YEAR	$ **889,123**	$ **(223,828)**	$ **340,072**	$ **127,616**

Public Communications Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 833,749	$ 801,819	$ 801,819	$ 814,812
Gross Receipts Tax	0	500,000	500,000	500,000
Total Operating Revenues	**833,749**	**1,301,819**	**1,301,819**	**1,314,812**
OPERATING EXPENSES:				
Personnel Services	401,829	724,454	726,810	786,473
Supplies & Materials	185,006	262,545	251,264	260,648
Travel & Training	2,390	10,725	4,850	7,760
Intragovernmental Charges	71,529	148,078	137,182	169,941
Utilities, Services & Other Misc.	60,123	178,164	198,058	260,815
Total Operating Expenses	**720,877**	**1,323,966**	**1,318,164**	**1,485,637**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**112,872**	**(22,147)**	**(16,345)**	**(170,825)**
Depreciation	(27,447)	(36,800)	(38,000)	(38,000)
OPERATING INCOME	**85,425**	**(58,947)**	**(54,345)**	**(208,825)**
NON-OPERATING REVENUES:				
Investment Revenue	54,633	55,000	60,000	55,000
Misc. Non-Operating Revenue	3,590	0	0	0
Total Non-Operating Revenues	**58,223**	**55,000**	**60,000**	**55,000**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	110,075	0	0	0
OPERATING TRANSFERS TO OTHER FUNDS	(69,235)	0	0	0
NET INCOME (LOSS)	**184,488**	**(3,947)**	**5,655**	**(153,825)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**184,488**	**(3,947)**	**5,655**	**(153,825)** ^
Fund Equity, Beg. of Year	1,404,454	1,588,942	1,588,942	1,594,597
FUND EQUITY END OF YEAR	$ **1,588,942**	$ **1,584,995**	$ **1,594,597**	$ **1,440,772**

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

Public Communications Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 184,488	$ (3,947)	$ 5,655	$ (153,825)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	27,447	36,800	38,000	38,000
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**211,935**	**32,853**	**43,655**	**(115,825)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	110,075	45,600	45,600	156,207
Total Uses	**110,075**	**45,600**	**45,600**	**156,207**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**101,860**	**(12,747)**	**(1,945)**	**(272,032)**
Working Capital Beginning of Year	1,327,738	1,302,988	1,429,598	1,427,653
WORKING CAPITAL END OF YEAR	$ **1,429,598**	$ **1,290,241**	$ **1,427,653**	$ **1,155,621**

Utility Customer Services Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
OPERATING REVENUES:				
User Charges	$ 1,110,856	$ 1,270,941	$ 1,270,941	$ 1,356,422
Total Operating Revenues	**1,110,856**	**1,270,941**	**1,270,941**	**1,356,422**
OPERATING EXPENSES:				
Personnel Services	499,209	530,794	535,253	570,785
Supplies & Materials	273,063	312,552	311,508	365,312
Travel & Training	8,579	17,550	11,500	17,550
Intragovernmental Charges	260,182	303,026	303,026	372,163
Utilities, Services & Other Misc.	542,566	705,589	810,420	644,239
Total Operating Expenses	**1,583,599**	**1,869,511**	**1,971,707**	**1,970,049**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(472,743)**	**(598,570)**	**(700,766)**	**(613,627)**
Depreciation	(9,007)	(9,010)	(9,010)	(9,010)
OPERATING INCOME	**(481,750)**	**(607,580)**	**(709,776)**	**(622,637)**
NON-OPERATING REVENUES:				
Investment Revenue	43,394	45,000	40,000	40,000
Misc. Non-Operating Revenues	268,924	200,000	200,000	200,000
Total Non-Operating Revenues	**312,318**	**245,000**	**240,000**	**240,000**
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	(21,433)	(16,297)	(16,297)	(11,870)
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**(190,865)**	**(378,877)**	**(486,073)**	**(394,507)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(190,865)**	**(378,877)**	**(486,073)**	**(394,507)** ^
Fund Equity, Beg. of Year	1,276,250	1,085,385	1,085,385	599,312
FUND EQUITY END OF YEAR	$ **1,085,385**	$ **706,508**	$ **599,312**	$ **204,805**

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

Utility Customer Services Fund

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (190,865)	$ (378,877)	$ (486,073)	$ (394,507)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	9,007	9,010	9,010	9,010
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(181,858)**	**(369,867)**	**(477,063)**	**(385,497)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	0	0	0	0
Increase (Dec) in Restricted Assets	0	0	0	0
Increase (Dec) in Other Assets	0	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**0**	**0**	**0**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(181,858)**	**(369,867)**	**(477,063)**	**(385,497)**
Working Capital Beginning of Year	1,239,165	915,921	1,057,307	580,244
WORKING CAPITAL END OF YEAR	$ **1,057,307**	$ **546,054**	$ **580,244**	$ **194,747**

Summary of Total Revenues by Fund

Fund	General Government Revenues:	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
110	General Fund	$ 62,744,100	$ 64,614,461	$ 65,185,952	$ 66,884,907
219	Capital Quarter Cent Sales Tax Fund	4,749,377	4,836,000	4,838,750	4,975,000
220	Parks Sales Tax Fund	4,816,619	4,851,000	4,940,750	5,035,000
221	Transportation Sales Tax Fund	9,628,220	9,847,000	9,842,000	9,975,850
222	Public Improvement Fund	1,589,998	1,815,000	1,377,500	1,694,135
226	Cultural Affairs Fund	378,747	0	0	0
227	Special Road District Tax Fund	2,297,579	1,250,000	75,000	1,250,000
229	Convention & Tourism Fund	1,735,507	1,763,230	1,930,524	1,995,700
3xx	Debt Service Funds (combined)	31,583,458	3,738,000	3,488,000	4,480,071
440	Capital Projects Fund	58,012,882	35,016,500	35,341,500	39,451,280
753	Contributions Fund	392,114	205,493	216,390	35,000
	Total Govt. Funds	**177,928,601**	**127,936,684**	**127,236,366**	**135,776,943**
Fund	**Enterprise Funds:**				
503	Railroad Fund	1,007,488	903,898	1,198,082	1,367,400
550	Water Utility Fund	18,452,878	16,388,500	16,745,343	17,898,340
551	Electric Utility Fund	92,877,731	95,082,279	100,249,564	105,057,210
552	Recreation Services Fund	8,917,299	6,537,178	6,536,847	6,690,774
553	Public Transportation Fund	5,144,560	4,879,639	5,121,173	6,754,522
554	Airport Fund	1,775,439	4,169,898	4,276,642	2,201,835
555	Sanitary Sewer Utility Fund	17,302,911	11,412,930	11,456,010	11,777,000
556	Parking Utility Fund	2,334,218	2,022,125	1,983,210	2,066,693
557	Solid Waste Utility Fund	13,129,746	12,860,980	13,243,335	14,081,614
558	Storm Water Utility Fund	1,775,974	1,793,815	1,864,870	1,591,859
	Total Enterprise Funds	**162,718,244**	**156,051,242**	**162,675,076**	**169,487,247**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	11,958,342	11,406,590	10,793,778	11,817,655
669	Self Insurance Reserve Fund	2,781,410	2,748,220	2,798,220	3,172,938
671	Custodial / Maintenance Fund	823,938	878,311	874,056	983,033
672	Fleet Operations Fund	6,241,370	6,158,558	6,285,381	6,531,313
674	Information Technologies Fund	3,251,143	3,372,086	3,362,086	3,954,128
675	Public Communications Fund	1,002,047	1,356,819	1,361,819	1,369,812
676	Utility Customer Services Fund	1,423,174	1,515,941	1,510,941	1,596,422
	Total Internal Service Funds	**27,481,424**	**27,436,525**	**26,986,281**	**29,425,301**
	TOTAL CITY REVENUES	**$ 368,128,269**	**$ 311,424,451**	**$ 316,897,723**	**$ 334,689,491**

* Revenues do not include Appropriated Fund Balance.

Summary of Total Expenditures by Fund

Fund	General Government: *	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
110	General Fund	$ 61,530,716	$ 68,546,467	$ 67,340,923	$ 70,258,112
219	Capital Quarter Cent Sales Tax Fund	6,248,100	3,040,875	3,040,875	5,022,750
220	Parks Sales Tax Fund	4,034,173	3,886,710	3,886,710	5,044,797
221	Transportation Sales Tax Fund	11,918,880	8,659,000	8,659,000	9,438,600
222	Public Improvement Fund	1,346,169	1,666,780	1,666,780	1,927,970
226	Cultural Affairs Fund	396,122	145,456	145,456	0
227	Special Road District Tax Fund	1,003,425	2,383,425	2,383,425	1,458,425
229	Convention & Tourism Fund	1,763,877	2,020,079	1,976,395	1,832,632
266	CDBG	1,406,592	346,812	345,761	372,547
3xx	Debt Service Funds (combined)	35,238,191	3,339,000	3,338,000	4,331,071
440	Capital Projects Fund	12,886,518	11,255,425	11,255,425	39,521,280
753	Contributions Fund	226,005	194,809	197,205	12,495
	Total Govt. Funds	**137,998,768**	**105,484,838**	**104,235,955**	**139,220,679**
Fund	**Enterprise Funds:**				
503	Railroad Fund	1,347,631	1,408,458	1,292,499	1,672,816
550	Water Utility Fund	26,355,020	21,004,853	21,557,899	18,611,344
551	Electric Utility Fund	105,967,711	112,870,114	111,070,562	118,199,009
552	Recreation Services Fund	7,537,683	7,663,772	7,408,195	7,878,292
553	Public Transportation Fund	5,245,332	7,148,435	7,102,806	8,025,190
554	Airport Fund	2,016,231	4,758,555	4,751,401	3,134,601
555	Sanitary Sewer Utility Fund	14,747,487	17,779,497	17,672,101	19,012,700
556	Parking Utility Fund	1,766,554	2,237,100	1,989,299	1,619,589
557	Solid Waste Utility Fund	12,493,609	15,182,435	14,850,134	16,255,447
558	Storm Water Utility Fund	2,453,797	2,715,407	2,664,563	2,592,510
	Total Enterprise Funds	**179,931,055**	**192,768,626**	**190,359,459**	**197,001,498**
Fund	**Internal Service Funds:**				
659	Employee Benefit Fund	11,677,908	11,301,448	11,060,719	11,802,145
669	Self Insurance Reserve Fund	3,574,115	3,111,271	3,638,112	3,809,805
671	Custodial / Maintenance Fund	977,808	1,184,796	1,085,926	1,179,965
672	Fleet Operations Fund	6,206,894	6,447,834	6,435,283	6,581,986
674	Information Technologies Fund	3,583,593	4,429,819	4,205,137	4,445,084
675	Public Communications Fund	817,559	1,406,366	1,401,764	1,679,844
676	Utility Customer Services Fund	1,614,039	1,894,818	1,997,014	1,990,929
	Total Internal Service Funds	**28,451,916**	**29,776,352**	**29,823,955**	**31,489,758**
	TOTAL CITY EXPENDITURES	**$ 346,381,739**	**$ 328,029,816**	**$ 324,419,369**	**$ 367,711,935**

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

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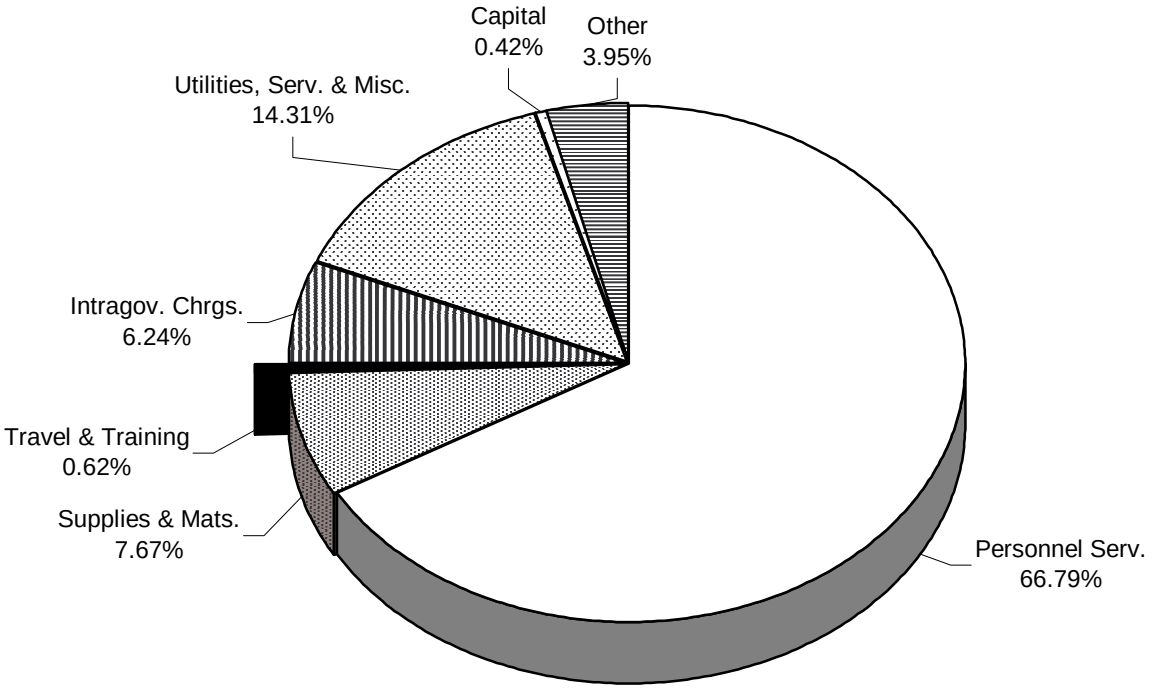
General Fund Summary

City of Columbia

Columbia, Missouri

General Fund Summary
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 40,215,463	$ 44,686,103	$ 44,027,001	$ 46,922,373	5.0%
Supplies & Materials	5,046,085	5,525,194	5,497,591	5,389,660	(2.5%)
Travel & Training	292,140	409,411	395,515	437,568	6.9%
Intragovernmental Charges	3,190,476	3,855,299	3,855,402	4,381,914	13.7%
Utilities, Services & Misc.	7,596,108	9,566,195	9,132,493	10,056,703	5.1%
Capital	1,164,850	1,675,373	1,593,767	297,652	(82.2%)
Other	4,025,594	2,828,892	2,839,154	2,772,242	(2.0%)
Total	**61,530,716**	**68,546,467**	**67,340,923**	**70,258,112**	**2.5%**
Summary					
Operating Expenses	56,340,272	64,042,202	62,908,002	67,188,218	4.9%
Non-Operating Expenses	4,025,594	2,828,892	2,839,154	2,772,242	(2.0%)
Debt Service	0	0	0	0	
Capital Additions	1,164,850	1,675,373	1,593,767	297,652	(82.2%)
Capital Projects	0	0	0	0	
Total Expenses	$ **61,530,716**	$ **68,546,467**	$ **67,340,923**	$ **70,258,112**	**2.5%**

GENERAL FUND SUMMARY

Fund 110

FUND DESCRIPTION

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

DEPARTMENT EXPENDITURES

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
General City (Nondepartmental)	$ 5,527,419	$ 5,212,098	$ 5,176,100	$ 5,281,044	1.3%
City Council	241,189	248,801	237,340	252,833	1.6%
City Clerk	299,672	258,777	255,617	266,421	3.0%
City Manager	899,886	1,050,152	1,016,410	1,042,994	(0.7%)
Volunteer Services	0	191,156	187,238	209,747	9.7%
Finance	2,956,945	3,255,859	3,168,011	3,408,686	4.7%
Human Resources	747,745	821,708	821,707	923,319	12.4%
Law	846,316	913,140	912,443	1,011,085	10.7%
Municipal Court	652,572	691,070	688,573	698,840	1.1%
Police	16,208,864	16,957,348	16,998,040	17,676,414	4.2%
Fire	11,570,721	12,853,792	12,476,382	13,444,948	4.6%
Emergency Mgmt & Com.	2,321,681	2,590,927	2,547,817	2,625,315	1.3%
Health	4,846,826	5,477,474	5,295,027	5,540,425	1.1%
Community Services	1,322,390	1,339,824	1,228,597	1,255,081	(6.3%)
Planning	703,482	835,735	799,284	931,401	11.4%
Economic Development	342,420	366,290	362,351	384,970	5.1%
Cultural Affairs	0	372,130	363,951	421,608	13.3%
Parks & Recreation	3,861,456	4,649,602	4,547,896	4,634,273	(0.3%)
Public Works	8,181,132	10,460,584	10,258,139	10,248,708	(2.0%)
TOTAL DEPTMNTL	**$ 61,530,716**	**$ 68,546,467**	**$ 67,340,923**	**$ 70,258,112**	**2.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
City Clerk	2.00	2.00	2.00	2.00	
City Manager	7.60	8.00	8.00	8.00	
Volunteer Services	0.00	2.25	2.25	2.25	
Finance	36.25	36.25	36.25	36.25	
Human Resources	8.00	8.00	8.00	9.00	1.00
Law	9.00	9.00	9.00	10.00	1.00
Municipal Court	8.90	8.90	8.90	8.90	
Police	181.00	183.00	183.00	186.00	3.00
Fire	132.00	135.00	135.00	138.00	3.00
PSJC & Emer. Mgmt	32.75	32.75	32.75	32.75	
Health	57.75	58.85	58.85	59.20	0.35
Community Services	2.20	1.90	1.90	1.90	
Planning	7.90	7.90	7.90	7.90	
Economic Development	4.00	4.00	4.00	4.00	
Cultural Affairs	0.00	2.75	2.75	2.75	
Parks & Recreation	41.50	42.50	42.50	43.50	1.00
Public Works	87.73	90.11	89.11	90.99	1.88
Total Personnel	**618.58**	**633.16**	**632.16**	**643.39**	**11.23**
Permanent Full-Time	607.23	622.51	621.51	635.24	13.73
Permanent Part-Time	11.35	10.65	10.65	8.15	(2.50)
Total Permanent	**618.58**	**633.16**	**632.16**	**643.39**	**11.23**

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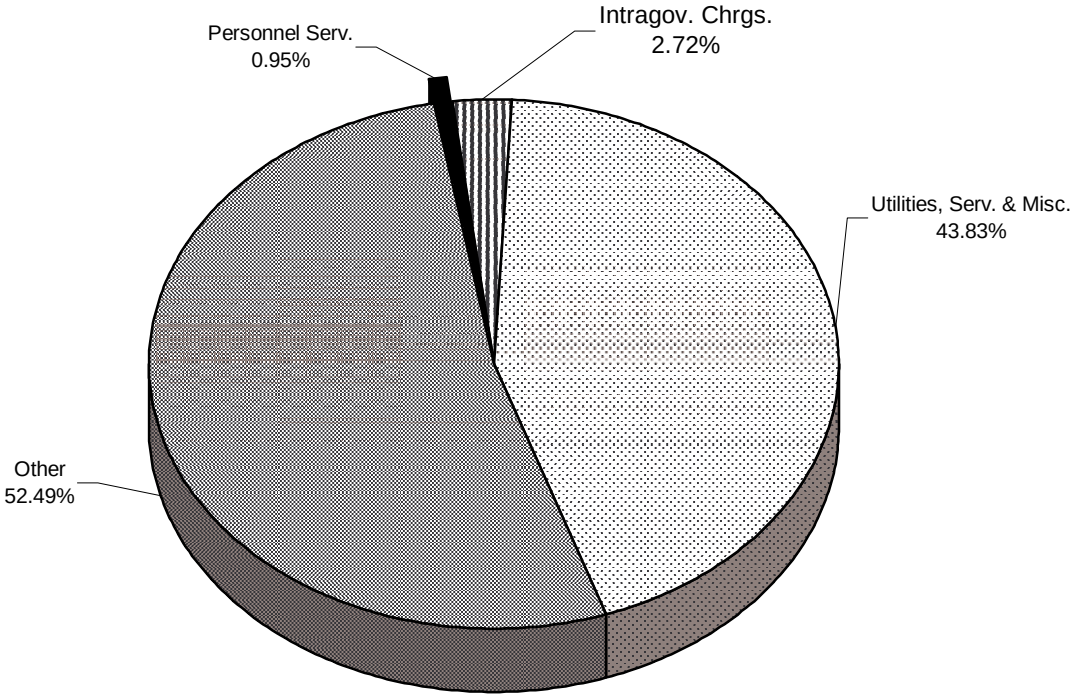
City General - Non Departmental Expenditures

City of Columbia

Columbia, Missouri

City General
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ (261,167)	$ 50,000	$ 50,000	$ 50,000	0.0%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	143,727	143,727	143,882	0.1%
Utilities, Services & Misc.	1,767,336	2,189,479	2,143,219	2,314,920	5.7%
Capital	0	0	0	0	
Other	4,021,250	2,828,892	2,839,154	2,772,242	(2.0%)
Total	**5,527,419**	**5,212,098**	**5,176,100**	**5,281,044**	**1.3%**
Summary					
Operating Expenses	1,506,169	2,383,206	2,336,946	2,508,802	5.3%
Non-Operating Expenses	4,021,250	2,828,892	2,839,154	2,772,242	(2.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **5,527,419**	$ **5,212,098**	$ **5,176,100**	$ **5,281,044**	**1.3%**

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

110-8500

DEPARTMENT DESCRIPTION

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The subsidy to Recreation Services has remained constant over the previous listed budget years. The following amounts have been set aside for specific purposes: Council Reserve - $75,000, Contingency - $100,000, Grant Reserve and Coordinating - $86,000, Visioning - $25,000, and shared costs for the Health Facility - $35,000.

The council can still spend the $51,000 Council Reserve and still maintain a 16% fund balance.

There is a significant increase in the amount of the payment budget for the Boone County Fire District per terms of the Fire Territorial Agreement. An increase of over $175,000 is budgeted for street lighting costs due to the rate increase and an increase in the number of street lights.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
SUBSIDIES:					
Recreation Services	$ 1,652,682	$ 1,652,510	$ 1,652,510	$ 1,652,510	0.0%
Cultural Affairs	300,000	0	0	0	
Contributions Trust Fund	173,480	0	0	0	
Total Subsidies	**2,126,162**	**1,652,510**	**1,652,510**	**1,652,510**	**0.0%**
TRANSFERS:					
Parking Facilities Utility	172,000	75,000	75,000	75,000	0.0%
Storm Water Utility	0	31,250	31,250	0	(100.0%)
Employee Benefit Fund	259,419	25,900	25,900	0	(100.0%)
Special Business District	17,500	17,500	17,500	17,500	0.0%
COPS Public Bldg/Fire DSF	99,903	0	0	0	
2006B S.O. Bond Fund	0	297,125	297,125	297,625	0.2%
Capital Projects Fund	1,321,003	700,000	700,000	700,000	0.0%
Designated Loan Fund	25,263	26,161	36,423	27,092	3.6%
Total Subsidies & Transfers	**4,021,250**	**2,825,446**	**2,835,708**	**2,769,727**	**(2.0%)**
OTHER:					
Health Facility - Condo Assoc.	26,525	35,000	35,000	35,000	0.0%
Consulting Fees	0	25,000	25,000	25,000	0.0%
Street Lighting	1,209,260	1,262,600	1,295,000	1,437,920	13.9%
Miscellaneous Nonprogrammed	99,030	744,814	668,892	862,397	15.8%
Council Reserve	21,354	41,500	41,500	51,000	22.9%
Contingency	0	77,738	75,000	100,000	28.6%
General Government Reserve	150,000	200,000	200,000	0	(100.0%)
Total	$ **5,527,419**	$ **5,212,098**	$ **5,176,100**	$ **5,281,044**	**1.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes

There are no personnel assigned to this budget.

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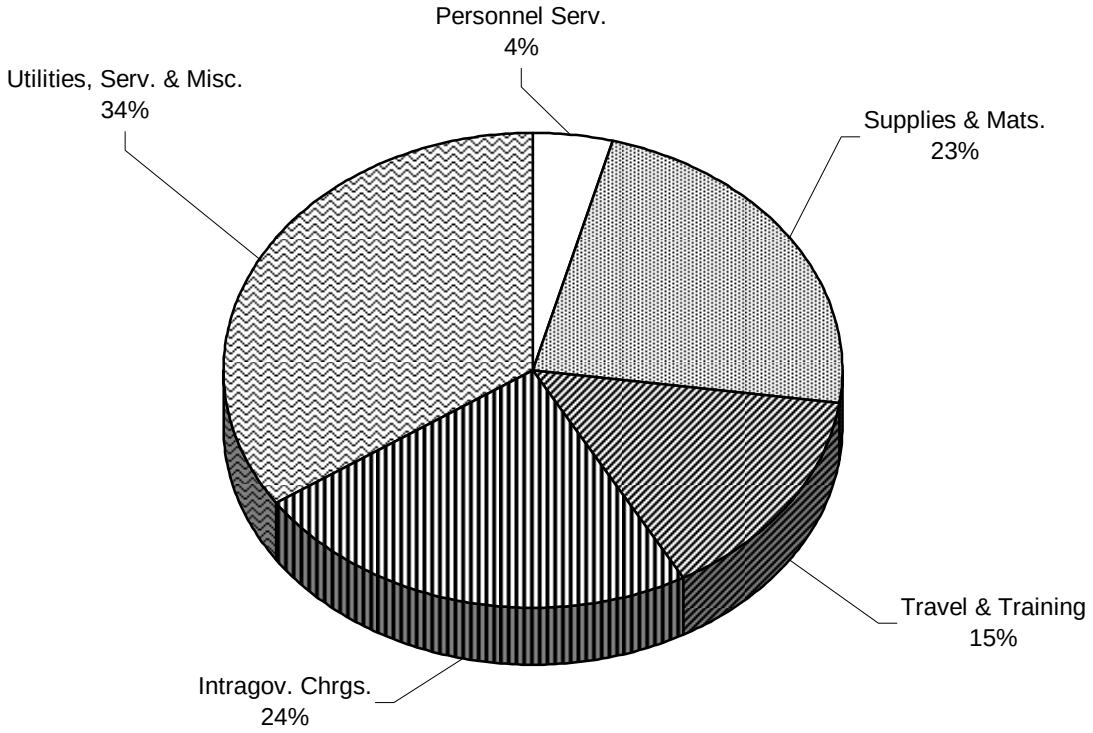
City Council

City of Columbia

Columbia, Missouri

City Council
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 5,384	$ 10,082	$ 10,342	$ 10,190	1.1%
Supplies & Materials	48,992	53,077	53,767	58,541	10.3%
Travel & Training	17,211	22,565	21,579	37,413	65.8%
Intragovernmental Charges	39,383	52,461	52,461	59,914	14.2%
Utilities, Services & Misc.	130,219	110,616	99,191	86,775	(21.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**241,189**	**248,801**	**237,340**	**252,833**	**1.6%**
Summary					
Operating Expenses	241,189	248,801	237,340	252,833	1.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **241,189**	$ **248,801**	$ **237,340**	$ **252,833**	**1.6%**

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

Additional funds have been added in Travel and Training to allow the current council to attend national conferences to be better able themselves to address issues facing Columbia and other communities across the United States.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008
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

FY 2008 Goal - Community Visioning

Additional funds ($15,000) have been added in travel and training to allow our seven member council members to attend national conferences, to better enable themselves to address issues facing Columbia.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 5,384	$ 10,082	$ 10,342	$ 10,190	1.1%
Supplies and Materials	36,652	34,245	37,995	40,916	19.5%
Travel and Training	16,300	15,000	15,000	30,250	101.7%
Intragovernmental Charges	38,427	47,705	47,705	53,836	12.9%
Utilities, Services, & Misc.	108,454	76,680	75,480	50,471	(34.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **205,217**	$ **183,712**	$ **186,522**	$ **185,663**	**1.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	12,340	18,832	15,772	17,625	(6.4%)
Travel and Training	911	7,565	6,579	7,163	(5.3%)
Intragovernmental Charges	956	4,756	4,756	6,078	27.8%
Utilities, Services, & Misc.	21,765	33,936	23,711	36,304	7.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **35,972**	$ **65,089**	$ **50,818**	$ **67,170**	**3.2%**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Board of Adjustment	$ 1,712	$ 5,660	$ 3,250	$ 5,760	1.8%
Airport Advisory Board	1,413	1,400	1,400	1,600	14.3%
Sister Cities	203	10,600	5,000	10,800	1.9%
Planning and Zoning	2,612	2,803	2,803	2,803	0.0%
Parks and Recreation Commission	562	4,270	4,270	4,270	0.0%
Bike Commission	17	1,190	1,190	1,190	0.0%
Other Boards	16	7,786	3,800	8,020	3.0%
Historic Preservation	17,544	10,901	10,901	10,901	0.0%
Mayor's Council on Physical Fitness	5,937	6,448	6,448	6,448	0.0%
Bike, Walk, and Wheel Commission	5,000	5,000	5,000	5,000	0.0%
Commissions - General	0	2,975	1,000	3,000	0.8%
Disabilities	0	1,300	1,000	1,300	0.0%
Web Design	852	2,203	2,203	2,655	20.5%
Council Delivery/Print Shop Charge	104	2,553	2,553	3,423	34.1%
Total	$ **35,972**	$ **65,089**	$ **50,818**	$ **67,170**	**3.2%**

AUTHORIZED PERSONNEL

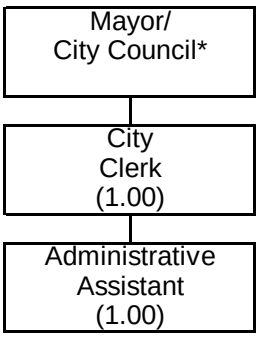
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
There are no personnel assigned to this budget.					

City Clerk
and Elections

City of Columbia

Columbia, Missouri

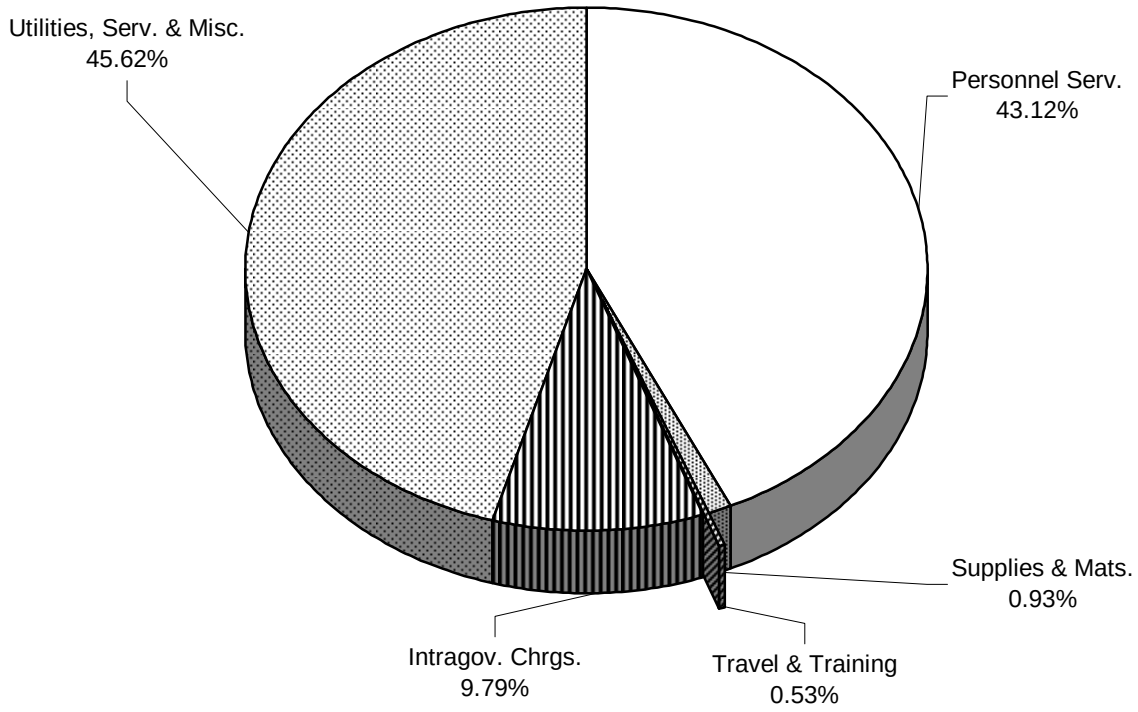
City of Columbia - City Clerk
2.00 FTE Positions



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

City Clerk and Elections

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 115,172	$ 111,457	$ 111,457	$ 114,871	3.1%
Supplies & Materials	2,548	3,275	3,275	2,480	(24.3%)
Travel & Training	507	1,425	975	1,425	0.0%
Intragovernmental Charges	17,077	24,190	24,190	26,095	7.9%
Utilities, Services & Misc.	164,368	118,430	115,720	121,550	2.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**299,672**	**258,777**	**255,617**	**266,421**	**3.0%**
Summary					
Operating Expenses	299,672	258,777	255,617	266,421	3.0%
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	$ **299,672**	$ **258,777**	$ **255,617**	$ **266,421**	**3.0%**

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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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 2006	Budget FY 2007	Estimated FY 2008
Council Meetings	27	26	26
Proclamations	37	55	50
Board of Adjustment Applications Processed	41	40	40

CITY CLERK AND ELECTIONS - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Indepen-dence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
Population	**96,093**	**108,410**	**71,878**	**63,533**	**25,143**
Number of Employees	2	6.5	3.5	4	3
Employees Per 1,000 Population	0.021	0.060	0.049	0.063	0.119
Number of Ordinances and Resolutions/Year	790	391	440	371	107

City Clerk - General

110-0210

DESCRIPTION

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

HIGHLIGHTS/SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 115,172	$ 111,457	$ 111,457	$ 114,871	3.1%
Supplies and Materials	2,548	3,275	3,275	2,480	(24.3%)
Travel and Training	507	1,425	975	1,425	0.0%
Intragovernmental Charges	17,077	24,190	24,190	26,095	7.9%
Utilities, Services, & Misc.	1,133	6,230	3,520	7,110	14.1%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **136,437**	$ **146,577**	$ **143,417**	$ **151,981**	**3.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
8803 - City Clerk	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant*	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Supp. Assistant III*	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 2008 administrative support asst III was reclassified to an administrative assistant.

City Clerk - Elections

110-0220

DESCRIPTION

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

HIGHLIGHTS/SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	163,235	112,200	112,200	114,440	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **163,235**	$ **112,200**	$ **112,200**	$ **114,440**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
There are no personnel assigned to this budget.					

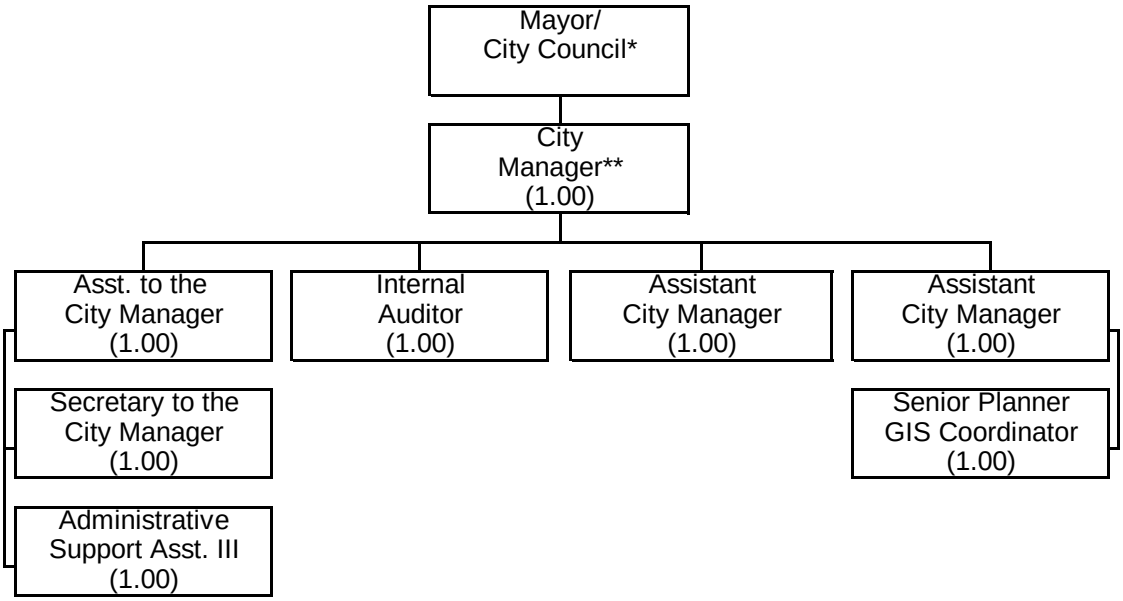
City Manager

City of Columbia

Columbia, Missouri

City of Columbia - City Manager

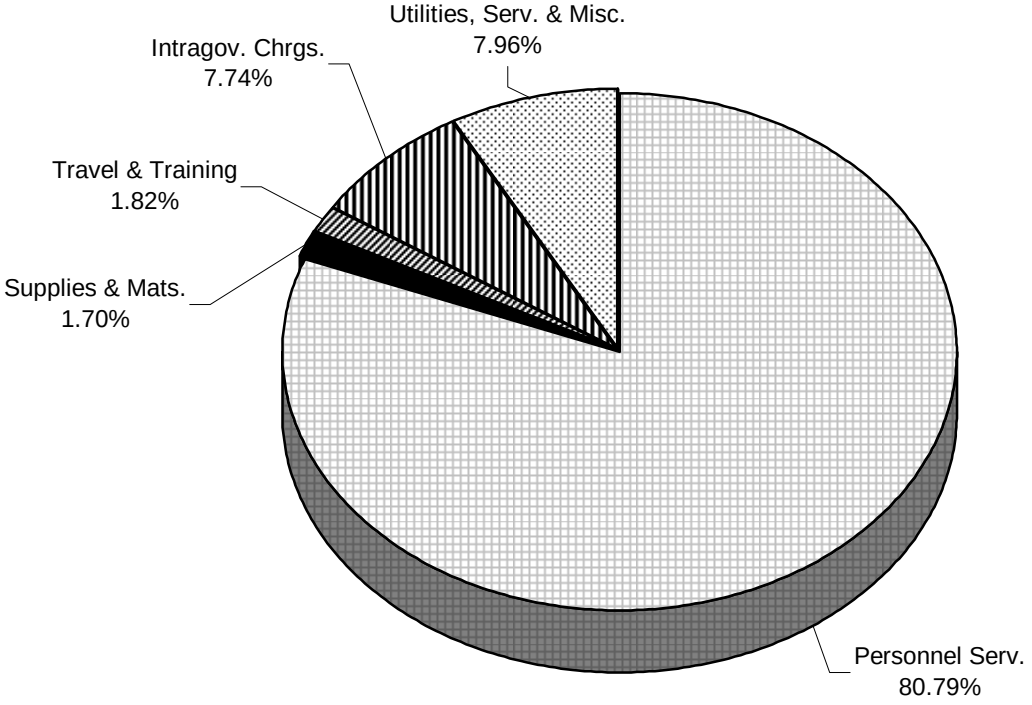
8.00 FTE Positions



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

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

City Manager
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 773,116	$ 815,943	$ 786,224	$ 842,596	3.3%
Supplies & Materials	22,560	56,708	56,335	17,695	(68.8%)
Travel & Training	11,212	14,475	14,608	18,975	31.1%
Intragovernmental Charges	54,980	68,445	68,445	80,728	17.9%
Utilities, Services & Misc.	38,018	86,581	82,798	83,000	(4.1%)
Capital	0	8,000	8,000	0	(100.0%)
Other	0	0	0	0	
Total	**899,886**	**1,050,152**	**1,016,410**	**1,042,994**	**(0.7%)**
Summary					
Operating Expenses	899,886	1,042,152	1,008,410	1,042,994	0.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	8,000	8,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **899,886**	$ **1,050,152**	$ **1,016,410**	$ **1,042,994**	**(0.7%)**

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CITY MANAGER

110-05

DEPARTMENT DESCRIPTION

The City Manager's Office is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, 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. City Counselor is appointed subject to approval of Council. Appointment of subordinates is generally delegated to the 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	2.00	2.00	2.00	
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
4103 - Sr. Planner - GIS Coord.	1.00	1.00	1.00	1.00	
1102 - Secretary to City Manager	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**7.60**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	7.60	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.60**	**8.00**	**8.00**	**8.00**	

*Asst. City Manager originally split in Information Technologies and Office of Community Services.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Council Issues Processed: Resolutions/Staff Report	272	280	300
Ordinances/Staff Report	529	550	575
Agenda Reports	134	120	125
City Manager Press Conferences	25	26	26

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen-dence, MO	Boulder, CO	Lawrence, KS
Population	**96,093**	**149,535**	**53,210**	**108,410**	**89,949**	**82,869**
Number of Employees	7	5	4	9	22	9
Employees Per 1,000 Population	0.073	0.033	0.075	0.083	0.239	0.109
Total Annual Budget (Including Capital Improvements)*	345,109,290	235,929,000	157,630,284	261,663,694	223,560,000	137,536,566

* 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.

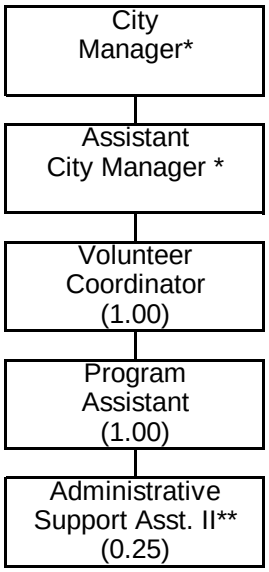
Volunteer Services

City of Columbia

Columbia, Missouri

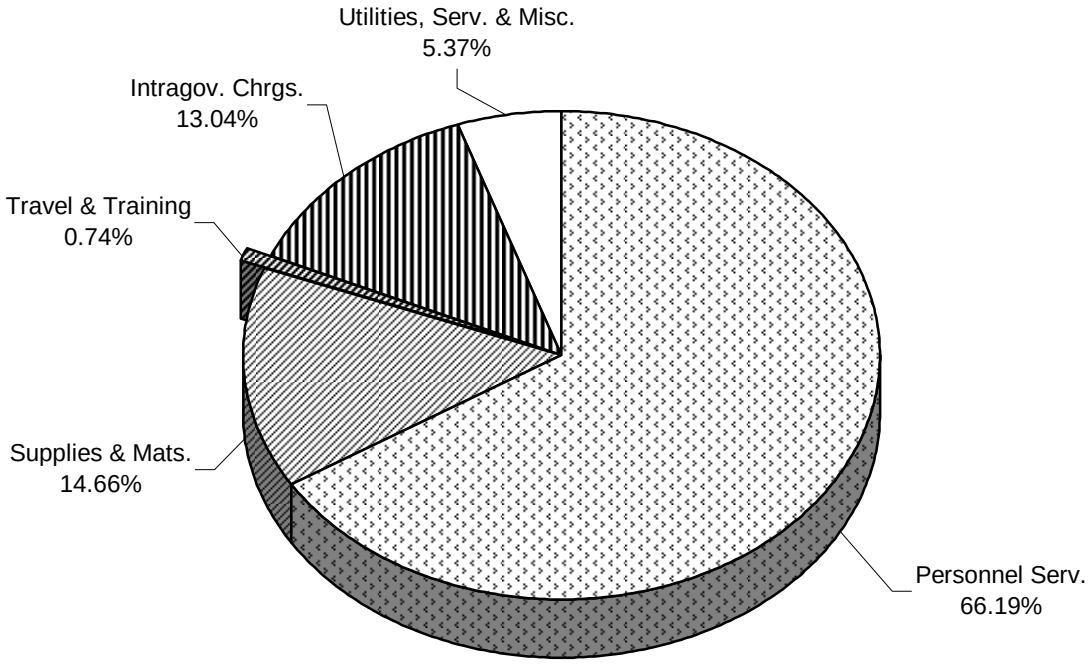
City of Columbia - Volunteer Services

2.25 FTE Positions



* Positions not included in Contribution's FTE count.
** 75% of this position is budgeted in Cultural Affairs

Volunteer Services
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 133,430	$ 132,792	$ 138,831	4.0%
Supplies & Materials	0	25,010	22,157	30,743	22.9%
Travel & Training	0	1,550	1,250	1,550	0.0%
Intragovernmental Charges	0	24,159	24,159	27,356	13.2%
Utilities, Services & Misc.	0	7,007	6,880	11,267	60.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**0**	**191,156**	**187,238**	**209,747**	**9.7%**
Summary					
Operating Expenses	0	191,156	187,238	209,747	9.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **0**	$ **191,156**	$ **187,238**	$ **209,747**	**9.7%**

Office of Volunteer Services - Summary

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Adopt-A-Spot Beautification Beds	76	78	89
Cleanup Columbia volunteers	1,347	937	1,750
Columbia Aquatic Restoration Project volunteers	0	22	25
Columbia Hospitality Corps volunteers	59	60	65
Park Patrol volunteers	73	60	65
TreeKeeper volunteers	72	61	65
Youth In Action volunteers	61	30	70
Number of new volunteer contacts	775	550	600
Contacts with E-mail newsletters	20,400	21,000	22,000
Volunteer hours (citywide)	37,760	39,000	40,000

COMPARATIVE DATA

	Columbia, MO	O'Fallon, MO	Mtn View, CA	Plymouth, MN
Population:	**96,093**	**85,776**	**68,434**	**63,735**
Number of Full-Time (FT) Employees	2	1	0.75	0.8
Number of Part-Time (PT) Employees	2	1	0	0
FT Employees Per 1,000 Population	0.0208	0.0117	0.0110	0.0126
Hours of Volunteer Service	37,760	15,322	36,000	14,498
Hours Per 1,000 population	393	229	507	193
Approx. number of volunteers	>2,000**	1,411	873	1,295
Total Budget	$191,156	$87,971	*	$93,018

	Salem, OR	Fairfield, OH	Kettering, OH
Population:	**130,392**	**41,979**	**58,759**
Number of Full-Time (FT) Employees	1	0	1
Number of Part-Time (PT) Employees	0	1	4
FT Employees Per 1,000 Population	0.0077	0.0000	0.0170
Hours of Volunteer Service	37,830	3,000	49,000
Hours Per 1,000 population	257	71	817
Approx. number of volunteers	**	350	1,200
Total Budget	*	$18,000	$122,210

* Volunteer Services are part of a larger Recreation budget in Mountain View, CA and Salem, OR; accurate numbers were not available.

** Accurate numbers on individual volunteers is unavailable because of a group who does not report individual participation and departments who do not provide this information.

Office of Volunteer Services

110-0710

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 (OVS) 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 2006, 37,760 volunteer hours were reported at a value of more than $681,190 not including hours contributed by boards and commissions. Highlights during 2006 include the graduation of a tenth TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the 11th city-wide "Cleanup Columbia" including sponsorship by local media and businesses.

The Adopt a Spot beautification continued with 78 projects throughout the community. Eleven additional beds will be planted in the fall of 2007 or spring 2008. The Office sponsored it's sixth year of Youth In Action, a summer volunteer program for youth ages 12-15. OVS also works with the Office of Emergency Management to plan to handle volunteers who respond in the event of a disaster. In May, the office provided leadership in managing volunteers who helped with sandbagging in Rocheport and Hartsburg. Early in 2007 the office cooperated with Parks & Recreation-Natural Resources Division on a new program called C.A.R.P. - the Columbia Aquatic Restoration Project that allows volunteers to work along lakes, ponds, and streams in city parks.

The office serves as a central point for those who wish to volunteer with the city and staff who can benefit from the help of volunteers. The office will work with 490 new volunteer contacts in FY07.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Proposed FY 2008	Position Changes
4620 - Volunteer Coordinator	0.00	1.00	1.00	1.00	
4615 - Program Assistant	0.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.00	0.25	0.25	0.25	
Total Personnel	**0.00**	**2.25**	**2.25**	**2.25**	
Permanent Full-Time	0.00	2.25	2.25	2.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.00**	**2.25**	**2.25**	**2.25**	

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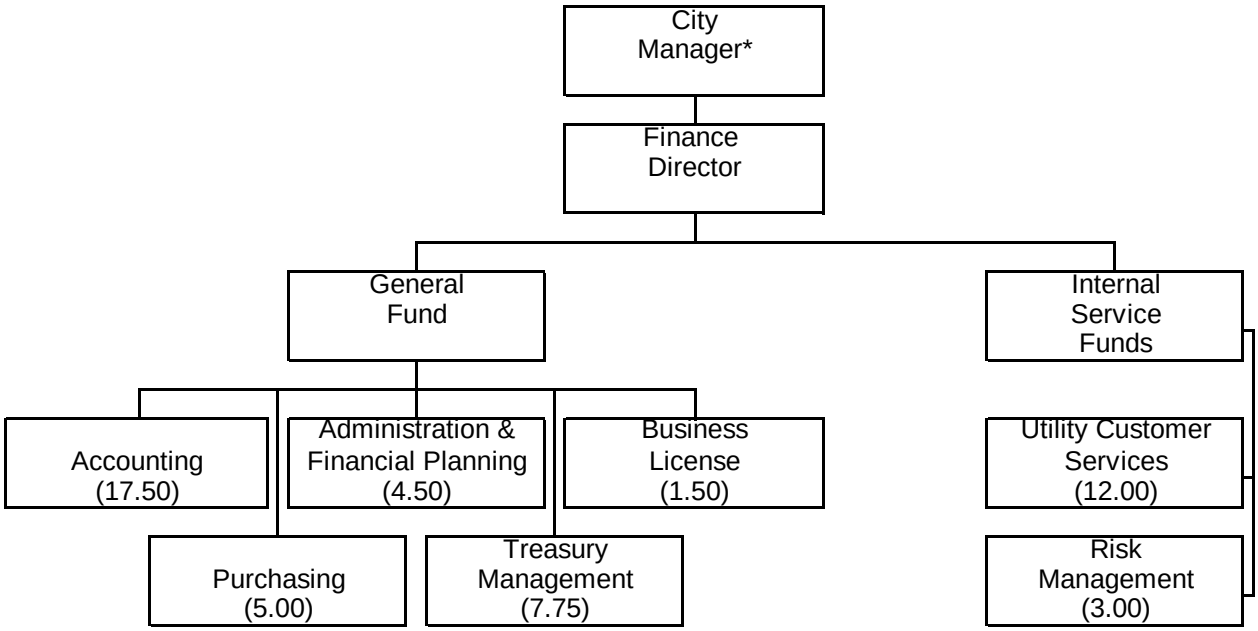
Finance Department

City of Columbia

Columbia, Missouri

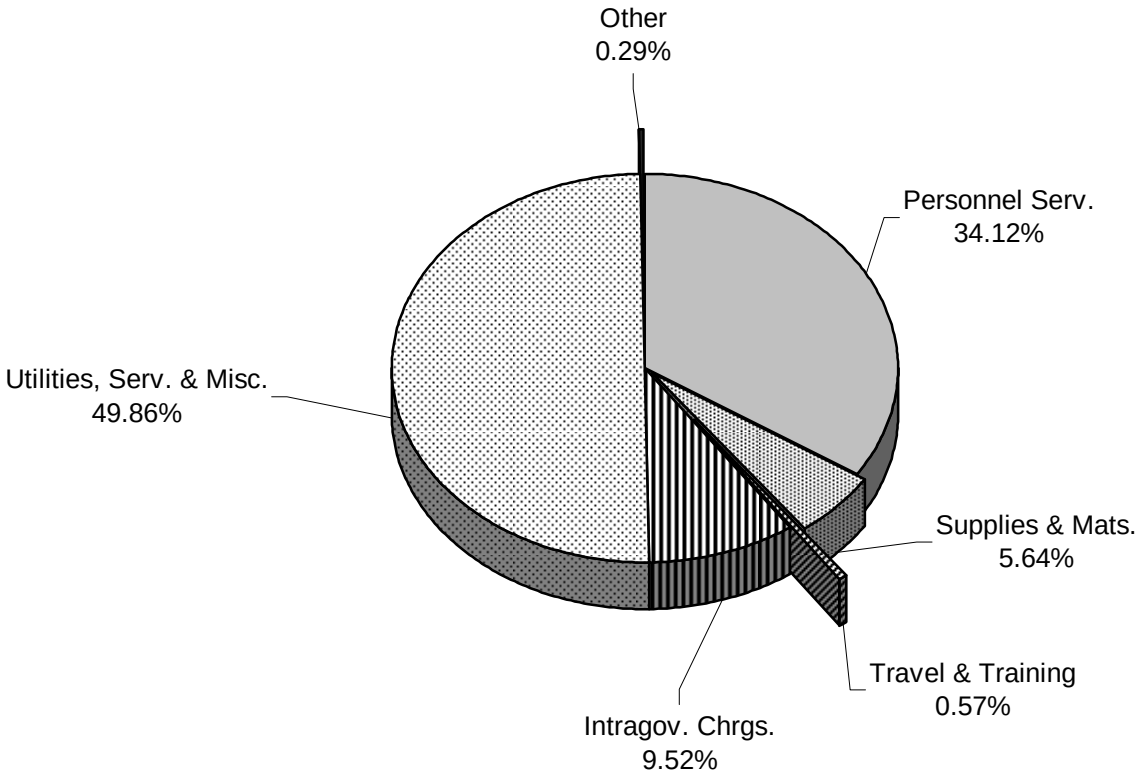
City of Columbia - Finance Department

51.25 FTE Positions



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

Finance Department - Summary
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 2,699,063	$ 3,026,643	$ 2,940,419	$ 3,141,920	3.8%
Supplies & Materials	388,327	449,864	445,192	519,626	15.5%
Travel & Training	30,154	51,844	44,327	52,491	1.2%
Intragovernmental Charges	728,884	741,945	741,945	877,047	18.2%
Utilities, Services & Misc.	4,248,375	3,960,345	4,599,947	4,591,456	15.9%
Capital	13,000	0	0	0	
Other	37,296	31,307	31,307	26,880	(14.1%)
Total	**8,145,099**	**8,261,948**	**8,803,137**	**9,209,420**	**11.5%**
Summary					
Operating Expenses	8,094,803	8,230,641	8,771,830	9,182,540	11.6%
Non-Operating Expenses	37,296	31,307	31,307	26,880	(14.1%)
Debt Service	0	0	0	0	
Capital Additions	13,000	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **8,145,099**	$ **8,261,948**	$ **8,803,137**	$ **9,209,420**	**11.5%**

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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

FY 2008 Goals - City Workforce, Equitable Service Levels and Ballot Issue Commitments

During FY 2008 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), specifically implementing changes to the City's health care plan to limit the post employment benefit liability. Staff will continue to work towards enhancing its e-government presence on the City's website and telephone based services. Finance will participate in the document imaging pilot project to improve work flow and reduce space required for files. Continued work on the Capital Improvement Process and document production will occur in 2008.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
General Fund Operations	36.25	36.25	36.25	36.25	
Utility Customer Services Fund	12.00	12.00	12.00	12.00	
Self-Insurance Reserve Fund	2.00	3.00	3.00	3.00	
Total Personnel	**50.25**	**51.25**	**51.25**	**51.25**	
Permanent Full-Time	49.00	50.00	50.00	50.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**50.25**	**51.25**	**51.25**	**51.25**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
No. of Accts. Payable Checks Written	27,158	27,151	23,634
No. of Formal and Informal Bids	600	620	680
No. of Annual Supply and Service Contracts	265	316	330
New Business License Applications Processed	1,088	1,100	1,125
No. of Other Licenses and Permits Processed	3,700	3,725	3,750
Portfolio Size	$295 Million	$252 Million	$290 Million
Total Portfolio Return	0.08	0.085	0.075
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	75	75	75
Worker's Compensation	189	200	200

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
Population	**96,093**	**149,535**	**217,400**	**122,478**	**53,210**	**116,823**
Number of Employees	51.25	53	197	89.75	38.75	35
Employees Per 1,000 Population	0.533	0.354	0.906	0.733	0.728	0.300
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	2,998	1,066	8,000	8,231	2,000	2,810
Dollar Value of Purchase Orders Issued/Year	71.9 Million	61.4 Million	90 Million	18.3 Million	38 Million	38.3 Million
No. of Business Licenses Issued	5,192	12,547	---	449*	---	6,041
No. of Annual/Temporary Liquor Licenses Issued	463	388	---	147*	151	---
Investment Portfolio (Book Value)	$295 Million	$335 Million	$162 Million	$284 Million	$60 Million	$655 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Yes	Yes
No. of Utility Accounts	55,928	0	102,000	45,295	23,500	80,945
No, of Utility Staff Employees	11		37	32	5.75	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 2008 will continue to be on the enhancement of the CIP process and document which is a joint effort by Finance and City Manager's offices. The Finance Department will continue to assist with tracking projects, monitoring of cash flows, and determining the necessary short and long term debt programs that will fund the Plan. The department will be working with other City staff to develop a financing strategy, and assist in the preparation of capital ballot issues for Sewer and Water utilities, as well as the financing needs for street and public building projects. Staff will participate in a pilot project for document imaging to improve work flow and reduce space need for files. Staff will continue to work to improve reporting and customer service, with emphasis on providing information through the internet, increasing the City's internet capabilities, and utilizing other technology that permits more efficient performance of the City's functions. The department will also assist as requested with any community visioning efforts.

BUDGET DETAIL

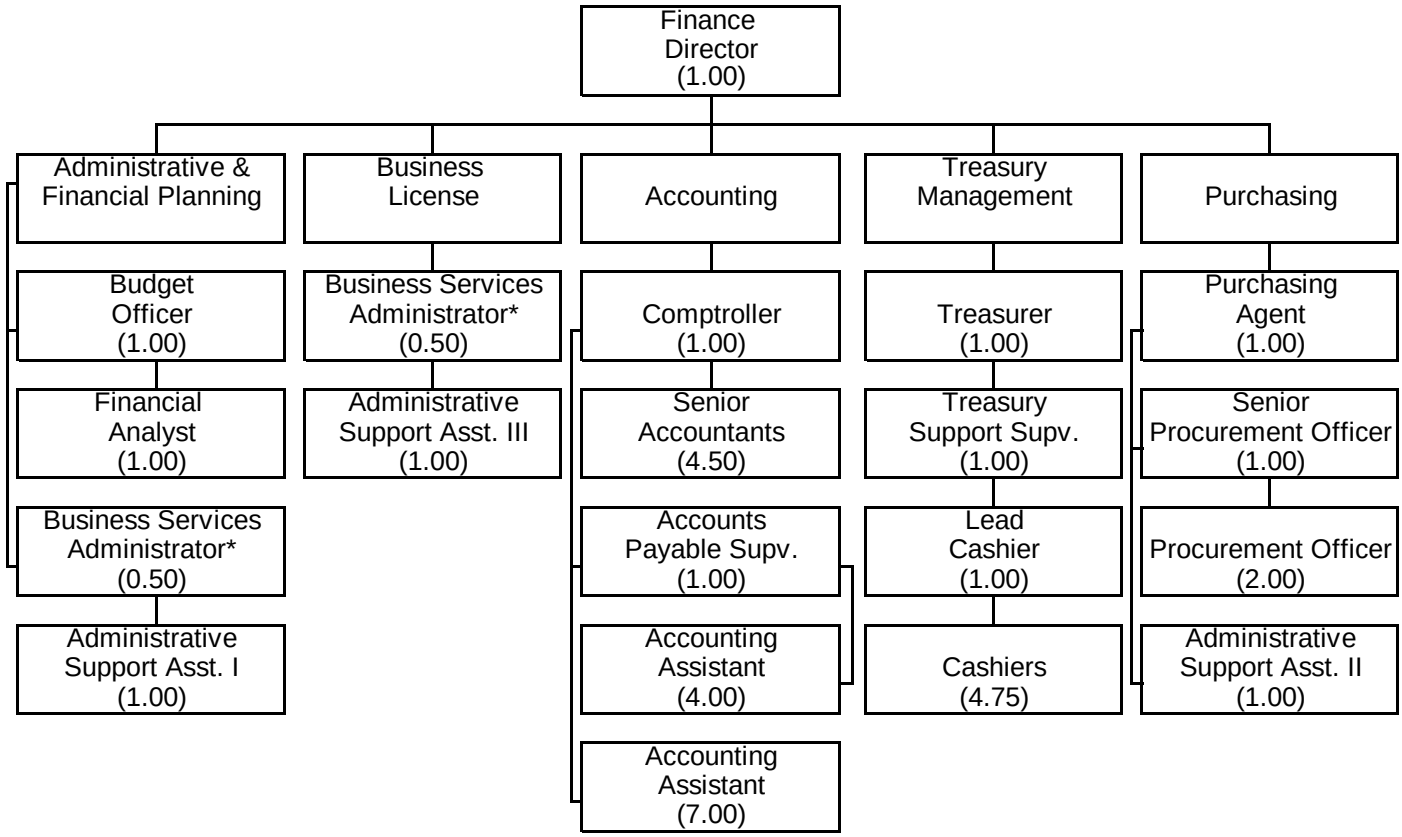
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 2,079,923	$ 2,307,812	$ 2,232,754	$ 2,383,205	3.3%
Supplies & Materials	112,590	133,387	129,769	150,019	12.5%
Travel & Training	16,775	27,367	26,550	27,491	0.5%
Intragovernmental Charges	442,485	406,996	406,996	463,664	13.9%
Utilities, Services & Misc.	292,172	380,297	371,942	384,307	1.1%
Capital	13,000	0	0	0	
Other	0	0	0	0	
Total	**2,956,945**	**3,255,859**	**3,168,011**	**3,408,686**	**4.7%**
Summary					
Operating Expenses	2,943,945	3,255,859	3,168,011	3,408,686	4.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	13,000	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,956,945**	$ **3,255,859**	$ **3,168,011**	$ **3,408,686**	**4.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration & Financial Planning	4.50	4.50	4.50	4.50	
Accounting	17.50	17.50	17.50	17.50	
Treasury Management	7.75	7.75	7.75	7.75	
Purchasing	5.00	5.00	5.00	5.00	
Business License	1.50	1.50	1.50	1.50	
Total Personnel	**36.25**	**36.25**	**36.25**	**36.25**	
Permanent Full-Time	35.00	35.00	35.00	35.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**36.25**	**36.25**	**36.25**	**36.25**	

City of Columbia - Finance Department General Fund

36.25 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

The Administration division will continue to work with the City Manager's Office and departments to enhance and improve the Capital Improvements Plan process and document. 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. Staff will work with the City's financial advisor and rating agencies to structure and issue debt that is necessary to finance the capital plans of the major utilities including special obligation, sewer and water.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 403,091	$ 430,964	$ 425,268	$ 450,235	4.5%
Supplies and Materials	23,933	38,600	38,700	47,920	24.1%
Travel and Training	3,479	5,000	5,000	5,100	2.0%
Intragovernmental Charges	77,571	56,514	56,514	57,489	1.7%
Utilities, Services, & Misc.	212,344	254,074	250,250	262,795	3.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 720,418**	**$ 785,152**	**$ 775,732**	**$ 823,539**	**4.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 2008 the accounting staff is expecting an increasing workload due to the implementation of new auditing standards, specifically implementing changes to the health insurance plan in accordance with GASB 45 to limit the City's post-employment benefit liability. We also will be implementing new document imaging software.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 932,661	$ 1,043,074	$ 981,754	$ 1,071,382	2.7%
Supplies and Materials	45,784	48,550	43,468	50,065	3.1%
Travel and Training	6,221	6,100	6,150	6,100	0.0%
Intragovernmental Charges	175,564	176,787	176,787	211,967	19.9%
Utilities, Services, & Misc.	18,082	41,700	36,262	38,700	(7.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **1,178,312**	$ **1,316,211**	$ **1,244,421**	$ **1,378,214**	**4.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	11.00	11.00	11.00	11.00	
Total Personnel	**17.50**	**17.50**	**17.50**	**17.50**	
Permanent Full-Time	17.00	17.00	17.00	17.00	
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	**17.50**	**17.50**	**17.50**	**17.50**	

Finance - Treasury Management

110-1030

DESCRIPTION

This Division is responsible for the cash management and investment of all City funds, and collection of payments due the City. 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 service; and assistance with the 401A retirement plan.

HIGHLIGHTS / SIGNIFICANT CHANGES

Activities of Treasury Management over the past year were heavily dominated by three major activities.

1) Bidding of banking services contract including preparation of Request for Proposals, analysis of submitted bids, bank interviews, responses to inquiries, planning for transition, etc.
2) Planning for and working with staff and contractors to relocate office to Boone Building.
3) Working with external consultant regarding staff training.

Other major projects for the year include:

1) Assisting auditors with market valuation of investment portfolios.
2) Assisting auditors with review of federal grants.
3) Updating securities and escrow agreements for Self Insurance fund.
4) Coordinating logistics for redemption of large bearer bond.
5) Working with Transportation Development District (TDD) officers and attorneys to establish proper cash flow procedures and notifications.
6) Replacing outdated forms with automated form letter system.

Treasury Management operations will continue in FY 2008 to devote a large portion of resources to continuation of the same three projects; transition of banking services, relocation to Boone Building, and staff training.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 377,791	$ 417,873	$ 417,873	$ 431,450	3.2%
Supplies and Materials	9,282	16,780	17,420	23,230	38.4%
Travel and Training	1,313	5,500	4,600	5,500	0.0%
Intragovernmental Charges	93,429	101,570	101,570	122,287	20.4%
Utilities, Services, & Misc.	48,242	51,983	54,083	50,683	(2.5%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 530,057**	**$ 593,706**	**$ 595,546**	**$ 633,150**	**6.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
1200 - Lead Cashier	1.00	1.00	1.00	1.00	
Total Personnel	**7.75**	**7.75**	**7.75**	**7.75**	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**7.75**	**7.75**	**7.75**	**7.75**	

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 2008 will concentrate on gathering information from departments, reviewing existing policies and procedures and working in cooperation with interested staff, vendors and stakeholders to improve the City's purchasing process. The new electronic bid system, purchased in'06, will be more fully utilized to obtain goods and services in the most efficient, effective and economical manner 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 is being developed with Accounts Payable taking the development lead with support from Purchasing. This will assist employees who must travel frequently as a part of their official duties, make their arrangements with ease. During FY 2006, the online vendor registration process which originally began in FY 2004, was replaced with one hosted by IonWave Technologies, Inc. The system includes an on-line bid process that continues to reduce the cost of the bid process in addition to allowing the City's bids nationwide exposure. This system began full scale use in October 2006 and improves daily. Training for staff and the public continues this fiscal year with electronic bid training and internal training for Naviline.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 277,019	$ 321,445	$ 313,056	$ 330,924	2.9%
Supplies and Materials	17,082	14,960	15,452	13,597	(9.1%)
Travel and Training	4,524	9,190	9,220	9,190	0.0%
Intragovernmental Charges	70,670	44,084	44,084	46,443	5.4%
Utilities, Services, & Misc.	10,843	27,170	26,257	26,910	(1.0%)
Capital	13,000	0	0	0	
Other	0	0	0	0	
Total	$ **393,138**	$ **416,849**	$ **408,069**	$ **427,064**	**2.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6307 - Senior Procurement Offc.*	1.00	1.00	1.00	1.00	
6305 - Procurement Officer*	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**	

*In FY 2008 Buyer was changed to Procurement Officer and Senior Buyer to Senior Procurement Officer.

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 2008 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.

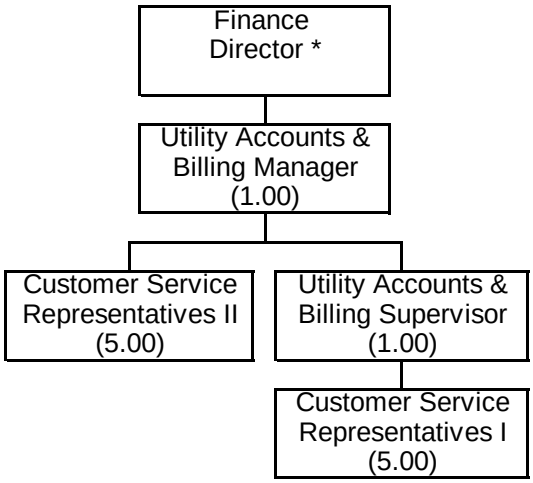
BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 89,361	$ 94,456	$ 94,803	$ 99,214	5.0%
Supplies and Materials	16,509	14,497	14,729	15,207	4.9%
Travel and Training	1,238	1,577	1,580	1,601	1.5%
Intragovernmental Charges	25,251	28,041	28,041	25,478	(9.1%)
Utilities, Services, & Misc.	2,661	5,370	5,090	5,219	(2.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **135,020**	$ **143,941**	$ **144,243**	$ **146,719**	**1.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Service'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

FY 2008 Goal - Continue Equitable Service Levels

* Recommend to Finance Director opportunities for process improvement to ensure quality customer service
* Re-engineer entire shut-off process
* Coordinate with Water and Light, management of student rush
* Produce Customer Service Booklet to explain to customers applicable City Ordinance and Finance Department Policy and Procedures that effect their Utility Account
* Upgrade UCS phones to call center quality
* Develop department goals and mission statement with staff
* Develop, with Public Works and Water and Light, policies and procedures for new construction process
* UCS offices will be relocated to the Daniel Boone Building during 2008.

BUDGET DETAIL

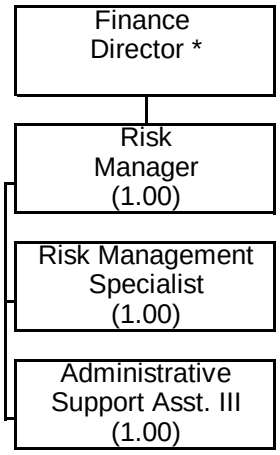
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 499,209	$ 530,794	$ 535,253	$ 570,785	7.5%
Supplies & Materials	273,063	312,552	311,508	365,312	16.9%
Travel & Training	8,579	17,550	11,500	17,550	0.0%
Intragovernmental Charges	260,182	303,026	303,026	372,163	22.8%
Utilities, Services & Misc.	542,566	705,589	810,420	644,239	(8.7%)
Capital	0	0	0	0	
Other	30,440	25,307	25,307	20,880	(17.5%)
Total	**1,614,039**	**1,894,818**	**1,997,014**	**1,990,929**	**5.1%**
Summary					
Operating Expenses	1,583,599	1,869,511	1,971,707	1,970,049	5.4%
Non-Operating Expenses	30,440	25,307	25,307	20,880	(17.5%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,614,039**	**$ 1,894,818**	**$ 1,997,014**	**$ 1,990,929**	**5.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
1220 - Utility Accts & Billing Mngr	0.00	1.00	1.00	1.00	
1215 - Utility Accts & Billing Supv	0.00	1.00	1.00	1.00	
1214 - Utility Accts & Billing Supv	1.00	0.00	0.00	0.00	
1213 - Customer Service Rep II	0.00	5.00	5.00	5.00	
1212 - Customer Service Rep	9.00	0.00	0.00	0.00	
1211 - Customer Service Rep I	0.00	5.00	5.00	5.00	
1203 - Accounting Assistant	2.00	0.00	0.00	0.00	
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**	

City of Columbia - Finance Department Self-Insurance Fund

3.00 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. Risk Management Staff, 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 FY07 included Driver Safety Training, Heat and Outdoor Exposure Precautions, and Fact Finding/Accident Investigation Training.

Risk Management added a full-time Safety employee to increase the City's loss control efforts during FY07, which has allowed increased focus and training to prevent and control losses to the City.

Risk Management continuously reviews the City's self-insurance and commercial insurance coverages to maintain the best protection at the most economical cost. FY 2008 amounts have been increased to better reflect actual expenses in claims and administration costs.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 119,931	$ 188,037	$ 172,412	$ 187,930	(0.1%)
Supplies & Materials	2,674	3,925	3,915	4,295	9.4%
Travel & Training	4,800	6,927	6,277	7,450	7.6%
Intragovernmental Charges	26,217	31,923	31,923	41,220	29.1%
Utilities, Services & Misc.	3,413,637	2,874,459	3,417,585	3,562,910	24.0%
Capital	0	0	0	0	
Other	6,856	6,000	6,000	6,000	0.0%
Total	**3,574,115**	**3,111,271**	**3,638,112**	**3,809,805**	**22.5%**
Summary					
Operating Expenses	3,567,259	3,105,271	3,632,112	3,803,805	22.5%
Non-Operating Expenses	6,856	6,000	6,000	6,000	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,574,115**	**$ 3,111,271**	**$ 3,638,112**	**$ 3,809,805**	**22.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
6600 - Risk Manager	1.00	1.00	1.00	1.00	
6595 - Risk Management Spec.	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**2.00**	**3.00**	**3.00**	**3.00**	
Permanent Full-Time	2.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.00**	**3.00**	**3.00**	**3.00**	

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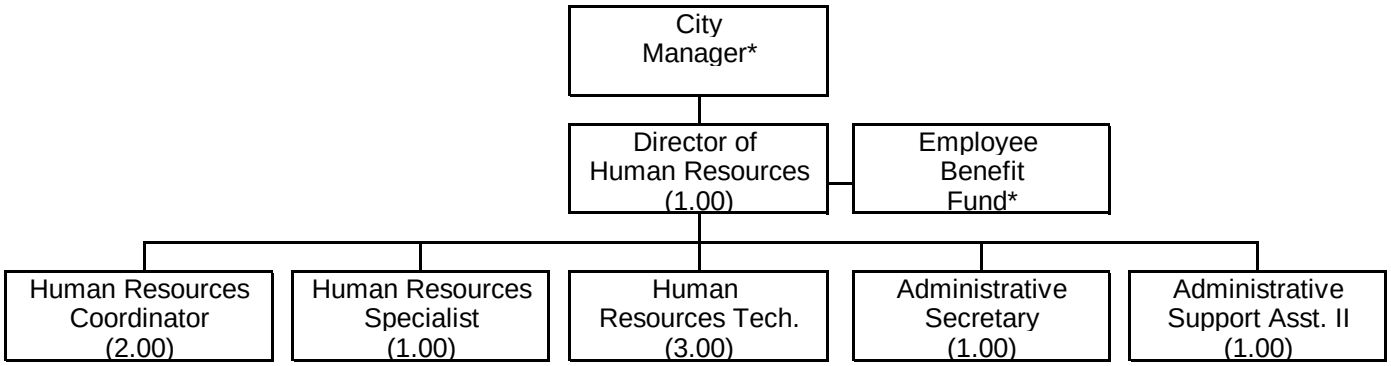
Human Resources

City of Columbia

Columbia, Missouri

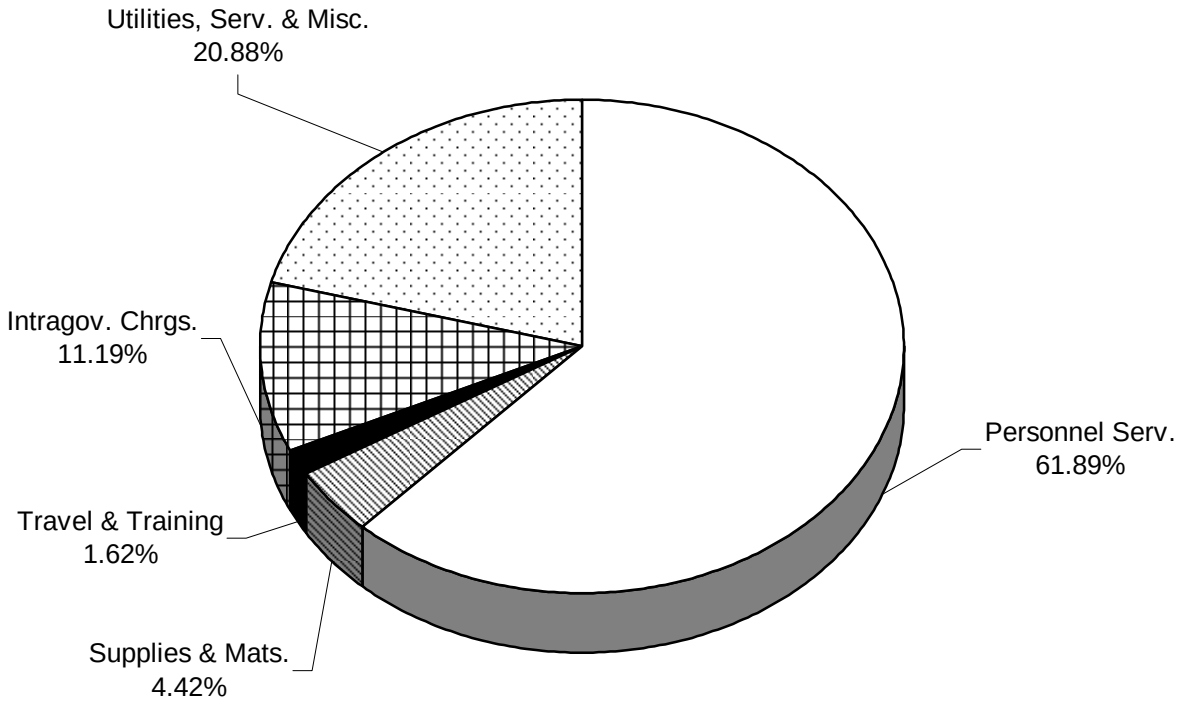
City of Columbia - Human Resources

9.00 FTE Positions



* Positions is not included in Human Resource's FTE count.

Human Resources Department
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 489,423	$ 519,742	$ 513,795	$ 571,416	9.9%
Supplies & Materials	24,547	37,567	37,540	40,827	8.7%
Travel & Training	5,956	14,630	14,630	14,920	2.0%
Intragovernmental Charges	72,660	96,474	96,474	103,344	7.1%
Utilities, Services & Misc.	155,159	153,295	159,268	192,812	25.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**747,745**	**821,708**	**821,707**	**923,319**	**12.4%**
Summary					
Operating Expenses	747,745	821,708	821,707	923,319	12.4%
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	$ **747,745**	$ **821,708**	$ **821,707**	$ **923,319**	**12.4%**

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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 Human Resources Department has implemented the second year of a new system to review and maintain the City job classification and pay plans. A comprehensive salary study was also conducted in January of 2007. Recruitment, selection and retention efforts will continue to be priorities, and a workforce planning program will be developed. Program emphasis will be placed on areas addressed in the action plan prepared in response to the 2006 Employee Survey, including a pay and benefit strategy, training, implementation of a new performance appraisal system and rewards. A second employee survey will be conducted in early 2008. An on-line employment application will be available in 2008. Creation of a professional development and job training program, including a supervisory training curriculum, will be a priority in 2008. A review of City overtime policies and practices is planned. Employee education and information sessions on benefit plans will be developed. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2008.

FY 2008 Goal - City Workforce

A Human Resources Specialist will be added mid-year which will improve the employee relation function of the department.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4604 - Dir. of Human Resources	1.00	1.00	1.00	1.00	
4603 - Human Resources Coord.	2.00	2.00	2.00	2.00	
4600 - Human Resources Specialist	0.00	0.00	0.00	1.00	1.00
1402 - Human Resources Technician	3.00	3.00	3.00	3.00	
1101 - Administrative Assistant	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**	**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 2006	Budget FY 2007	Estimated FY 2008
Applications Processed	3,489	3,650	3,700
Permanent Position Selection Processes	143	175	180
Permanent Position Selection Process Activity (Interviews and Tests)	1,898	2,200	2,300
Affirmative Action Job Announcements Mailed	3,053	3,750	3,800
Job Vacancy Ads Placed	633	575	650
Background Checks	803	500	800
Employee Mailings	5,744	7,200	7,200
Benefit Changes Processed	598	425	500
Personnel Requisitions Processed	1,964	2,375	2,500
Performance Evaluations Processed	1,441	1,550	1,600
Employee Meetings/Training	342	350	350
Bargaining Unit Activity	14	15	15
Employee Health Contacts	8,427	8,600	8,700

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
Population	**96,093**	**149,535**	**105,562**	**53,210**
Number of Employees	8.00	18.50	7.00	8.00
Employees Per 1,000 Population	0.08	0.12	0.07	0.15
Number of Permanent City Employees	1,220	1,645	722	600
HR Staff Ratios Per City Employee	0.66	1.12	0.97	1.33
HR Staff Ratio Per City Employee:				
Nat'l Data - all employers	1.10			
Nat'l Data - education & government	1.00			

Source: Bureau of National Affairs

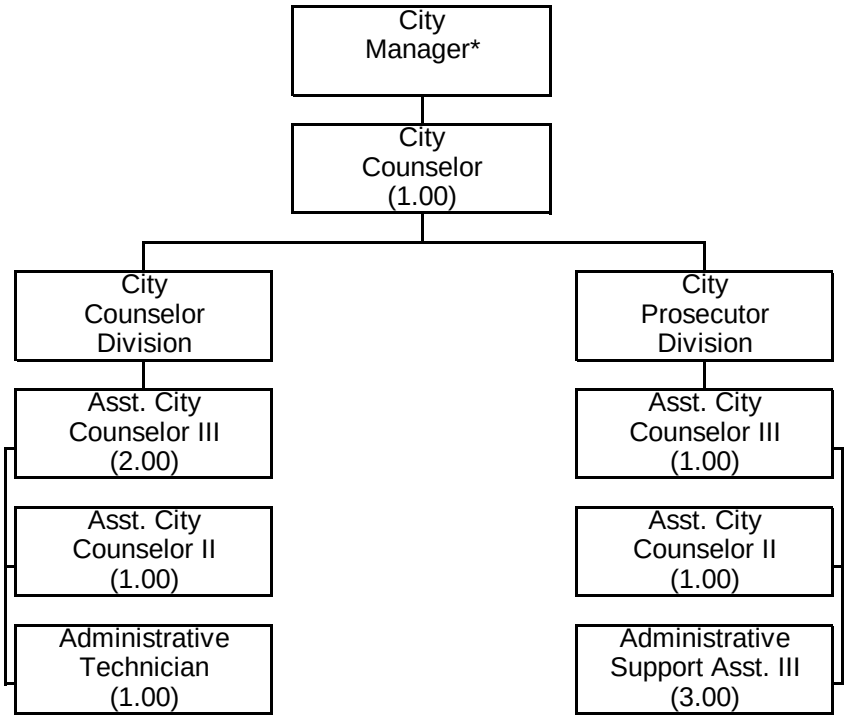
Law
Department

City of Columbia

Columbia, Missouri

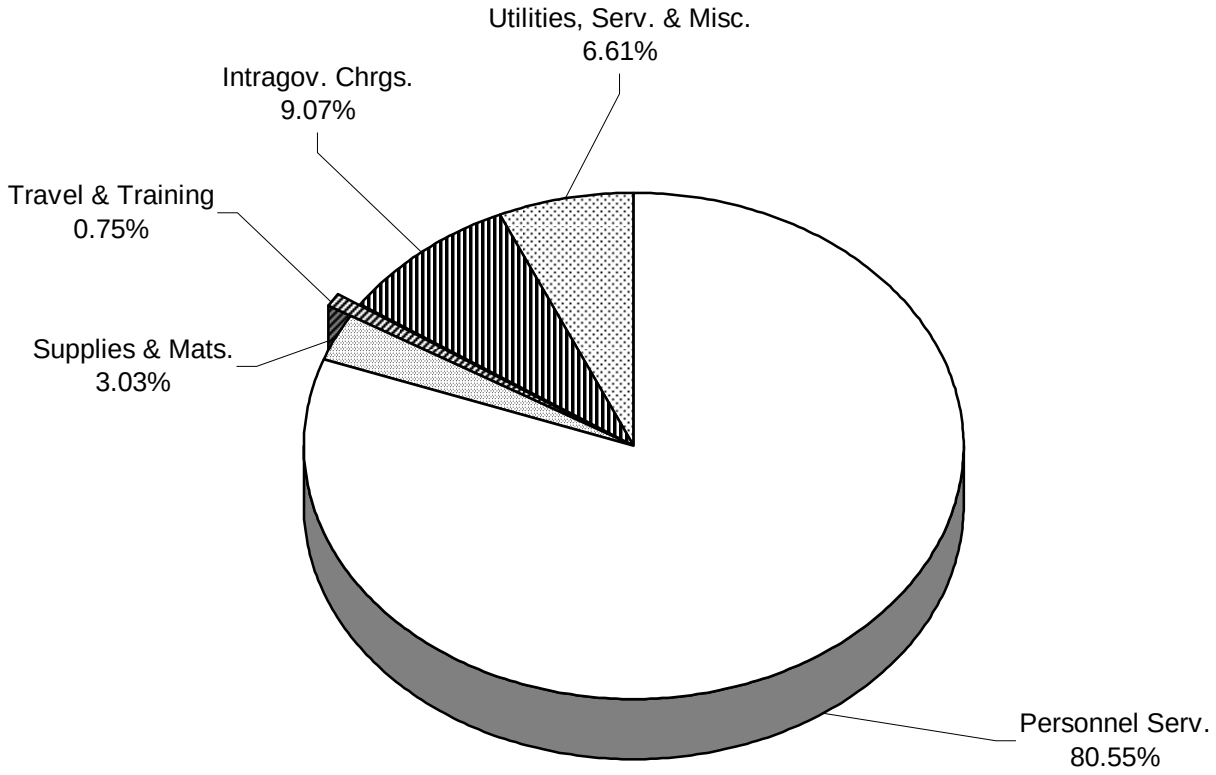
City of Columbia - Law Department

10.00 FTE Positions



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

Law Department
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 696,497	$ 737,205	$ 737,205	$ 814,400	10.5%
Supplies & Materials	25,130	29,091	29,296	30,590	5.2%
Travel & Training	4,142	6,913	6,913	7,549	9.2%
Intragovernmental Charges	62,581	79,662	79,687	91,698	15.1%
Utilities, Services & Misc.	57,966	59,979	59,052	66,848	11.5%
Capital	0	290	290	0	(100.0%)
Other	0	0	0	0	
Total	**846,316**	**913,140**	**912,443**	**1,011,085**	**10.7%**
Summary					
Operating Expenses	846,316	912,850	912,153	1,011,085	10.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	290	290	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **846,316**	$ **913,140**	$ **912,443**	$ **1,011,085**	**10.7%**

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LAW DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
City Counselor	4.00	4.00	4.00	5.00	1.00
City Prosecutor	5.00	5.00	5.00	5.00	
Total Personnel	**9.00**	**9.00**	**9.00**	**10.00**	**1.00**
Permanent Full-Time	9.00	9.00	9.00	10.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.00**	**9.00**	**9.00**	**10.00**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
City Counselor:			
Ordinances Drafted	529	500	500
Resolutions Drafted	272	270	270
In-House Circuit Court Cases Pending	35	20	20
City Prosecutor:			
Municipal Court Files Received	15,041	17,000	18,000

LAW DEPARTMENT - SUMMARY

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	St. Charles, MO	Lee's Summit, MO
Population	**96,093**	**149,535**	**108,410**	**63,533**	**86,909**
No. of City Attorneys	5.5	11	4.5	2	5.75
City Attorneys Per 1,000 Pop.	0.057	0.074	0.042	0.031	0.066

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

An assistant city counselor position will be added mid-fiscal year.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 398,882	$ 409,456	$ 409,456	$ 473,878	15.7%
Supplies and Materials	11,869	16,279	16,149	20,649	26.8%
Travel and Training	2,137	3,956	3,956	4,534	14.6%
Intragovernmental Charges	30,750	37,064	37,064	42,929	15.8%
Utilities, Services, & Misc.	49,192	44,394	44,219	51,109	15.1%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 492,830**	**$ 511,149**	**$ 510,844**	**$ 593,099**	**16.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3410 - City Counselor	1.00	1.00	1.00	1.00	
3303 - Assistant City Counselor III	1.00	1.00	1.00	2.00	1.00
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	0.00	1.00	1.00	1.00	
1101 - Administrative Secretary	1.00	0.00	0.00	0.00	
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**

Law - City Prosecutor

110-1520

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 297,615	$ 327,749	$ 327,749	$ 340,522	3.9%
Supplies and Materials	13,261	12,812	13,147	9,941	(22.4%)
Travel and Training	2,005	2,957	2,957	3,015	2.0%
Intragovernmental Charges	31,831	42,598	42,623	48,769	14.5%
Utilities, Services, & Misc.	8,774	15,585	14,833	15,739	1.0%
Capital	0	290	290	0	(100.0%)
Other	0	0	0	0	
Total	**$ 353,486**	**$ 401,991**	**$ 401,599**	**$ 417,986**	**4.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
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	
1003 - Admin. Support Assistant III	1.00	3.00	3.00	3.00	
1002 - Admin. Support Assistant II	2.00	0.00	0.00	0.00	
Total Personnel	**5.00**	**5.00**	**5.00**	**5.00**	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.00**	**5.00**	**5.00**	**5.00**	

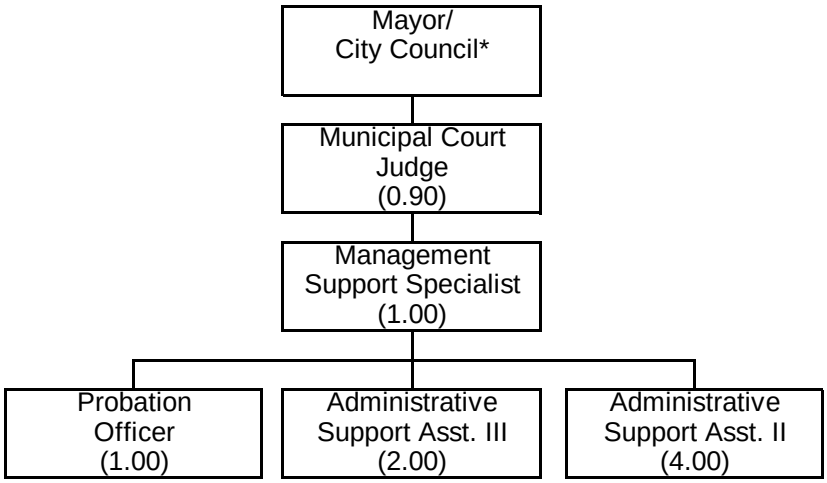
Municipal Court

City of Columbia

Columbia, Missouri

City of Columbia - Municipal Court

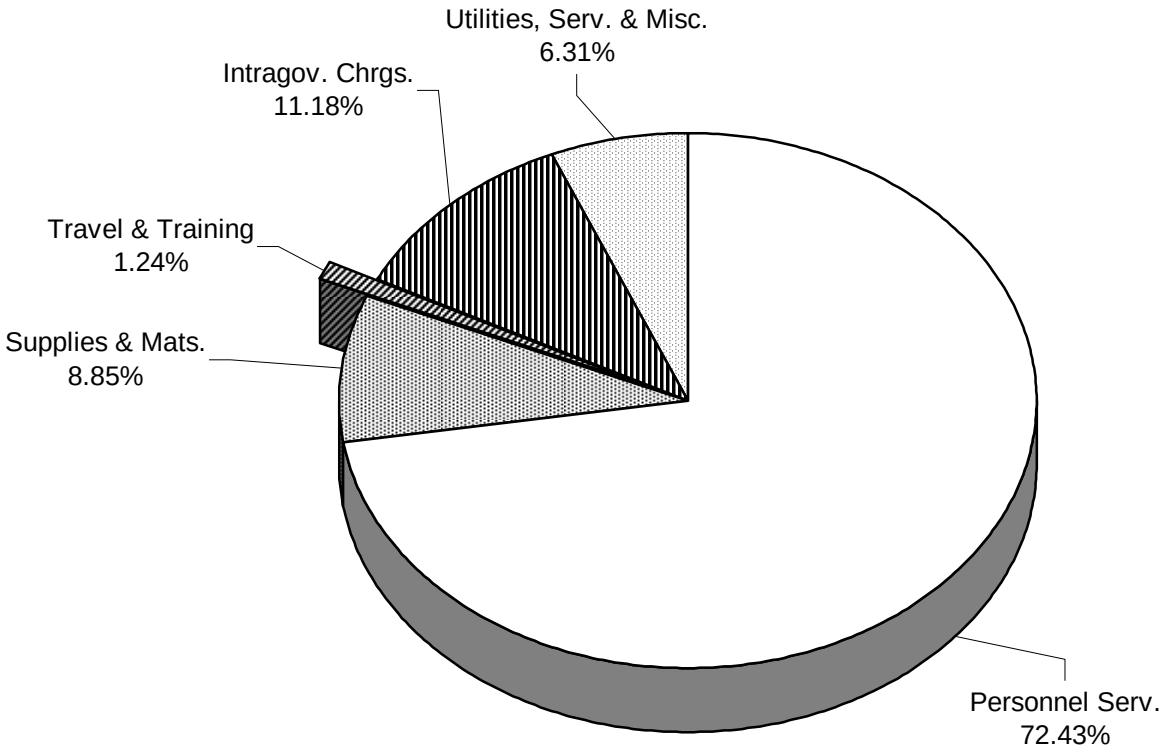
8.90 FTE Positions



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

Municipal Court

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 456,727	$ 483,757	$ 489,330	$ 506,177	4.6%
Supplies & Materials	57,988	56,196	52,011	61,814	10.0%
Travel & Training	4,416	8,551	8,551	8,635	1.0%
Intragovernmental Charges	79,774	73,542	73,542	78,139	6.3%
Utilities, Services & Misc.	24,932	39,024	43,044	44,075	12.9%
Capital	28,735	30,000	22,095	0	(100.0%)
Other	0	0	0	0	
Total	**652,572**	**691,070**	**688,573**	**698,840**	**1.1%**
Summary					
Operating Expenses	623,837	661,070	666,478	698,840	5.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	28,735	30,000	22,095	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **652,572**	$ **691,070**	$ **688,573**	$ **698,840**	**1.1%**

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MUNICIPAL COURT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The budget for FY 2008 includes funds for purchasing a license which would provide Circuit Court with access to Municipal Court records.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
General Court Operations	4.90	4.90	4.90	4.90	
Traffic Violations Bureau	4.00	4.00	4.00	4.00	
Total Personnel	**8.90**	**8.90**	**8.90**	**8.90**	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**8.90**	**8.90**	**8.90**	**8.90**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Traffic:			
Cases Filed	11,822	13,000	13,000
Cases Disposed	9,934	12,000	10,000
Ordinance:			
Cases Filed	4,428	4,000	4,200
Cases Disposed	3,310	3,800	3,300
Parking Tickets	42,834	60,000	45,000

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	**96,093**	**48,227**	**86,909**
Number of Employees	8.90	8.00	10.50
Employees Per 1,000 Population	0.093	0.166	0.117
Cases Filed-2006 (Includes Traffic & Ordinances)	16,250	21,846	16,136
Parking Tickets	42,834	2,563	705
Cash Bonds Posted	$210,202	$171,077	$831,243
Surety Bonds Posted	$304,305	$1,697,385	$820,280

Municipal Court - General Court Operations

110-1610

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2008 - Equitable Service Levels

The budget includes funds to purchase a license which provides the Circuit Court with access to Municipal Court Records.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 308,017	$ 326,301	$ 331,563	$ 341,867	4.8%
Supplies and Materials	56,100	55,372	51,114	60,990	10.1%
Travel and Training	4,416	8,551	8,551	8,635	1.0%
Intragovernmental Charges	66,633	60,463	60,463	61,765	2.2%
Utilities, Services, & Misc.	24,932	39,024	43,044	44,075	12.9%
Capital	28,735	0	0	0	
Other	0	0	0	0	
Total	$ **488,833**	$ **489,711**	$ **494,735**	$ **517,332**	**5.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4203 - Mngt Support Specialist*	0.00	1.00	1.00	1.00	
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	0.00	0.00	0.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
Total Personnel	**4.90**	**4.90**	**4.90**	**4.90**	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
Total Permanent	**4.90**	**4.90**	**4.90**	**4.90**	

Municipal Court - Traffic Violations Bureau

110-1620

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

No significant changes for FY 2008

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 148,710	$ 157,456	$ 157,767	$ 164,310	4.4%
Supplies and Materials	1,888	824	897	824	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	13,141	13,079	13,079	16,374	25.2%
Utilities, Services, & Misc.	0	0	0	0	
Capital	0	30,000	22,095	0	(100.0%)
Other	0	0	0	0	
Total	$ **163,739**	$ **201,359**	$ **193,838**	$ **181,508**	**(9.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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

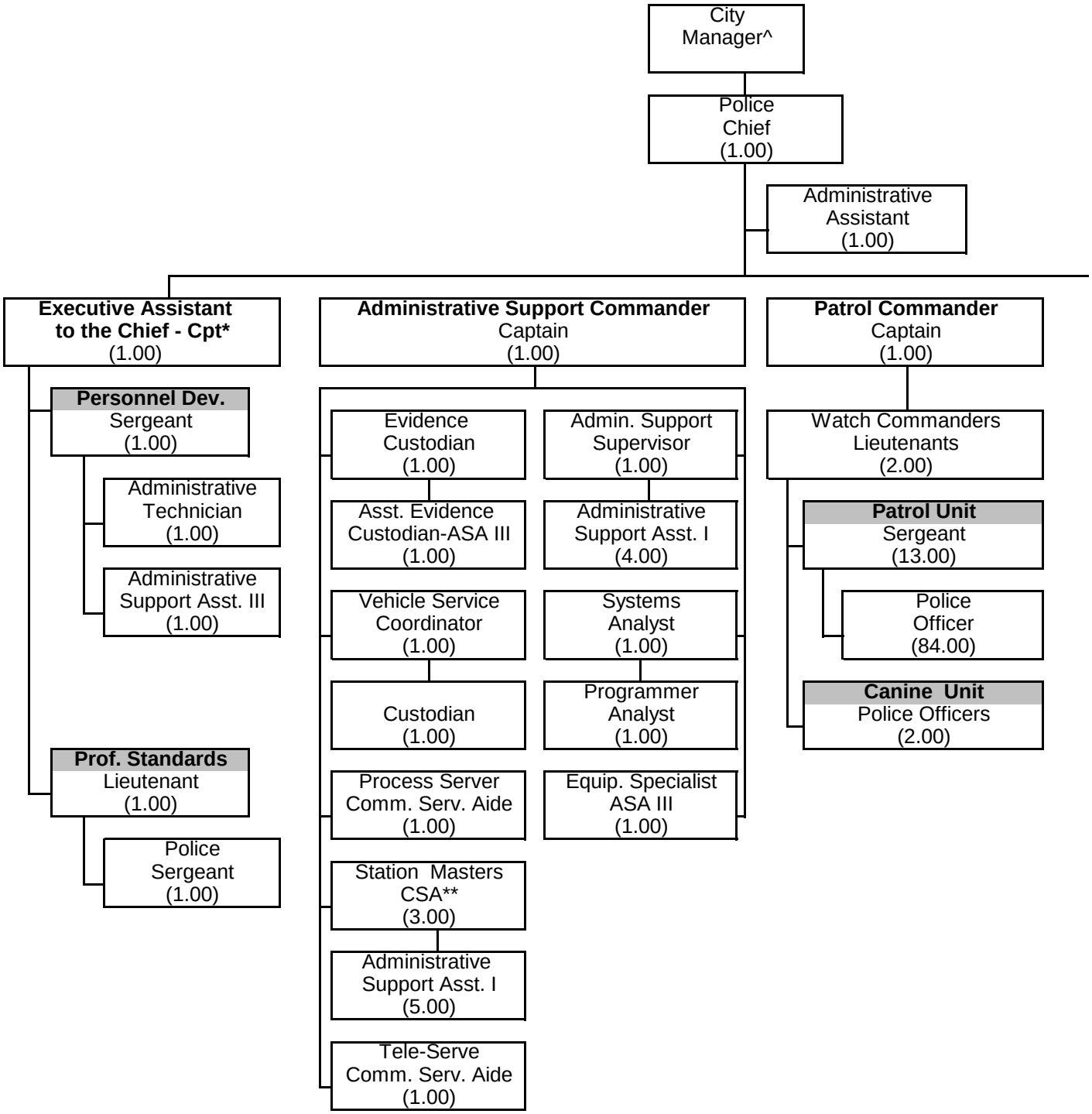
Department

City of Columbia

Columbia, Missouri

City of Columbia - Police Department

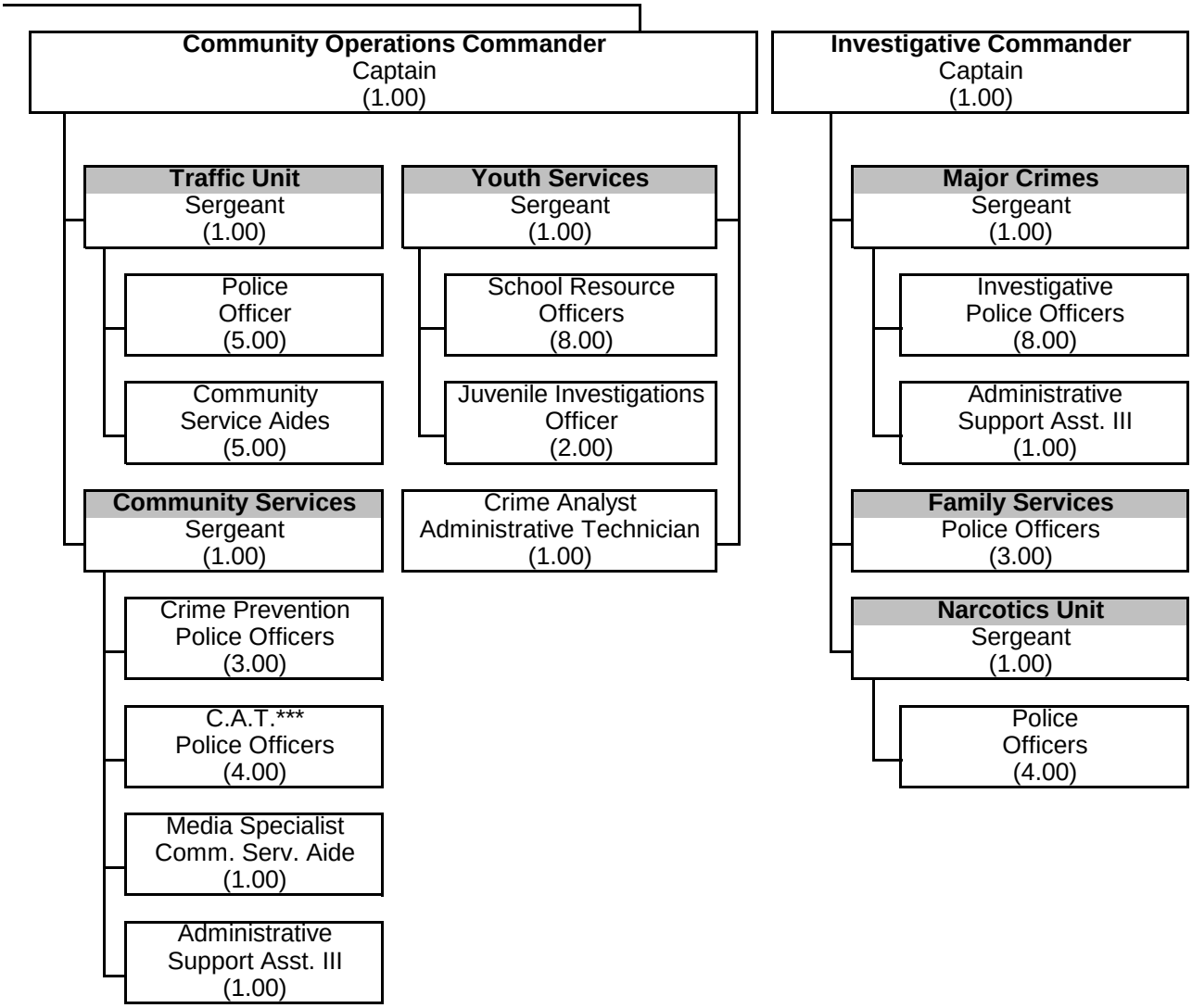
186.00 FTE Positions



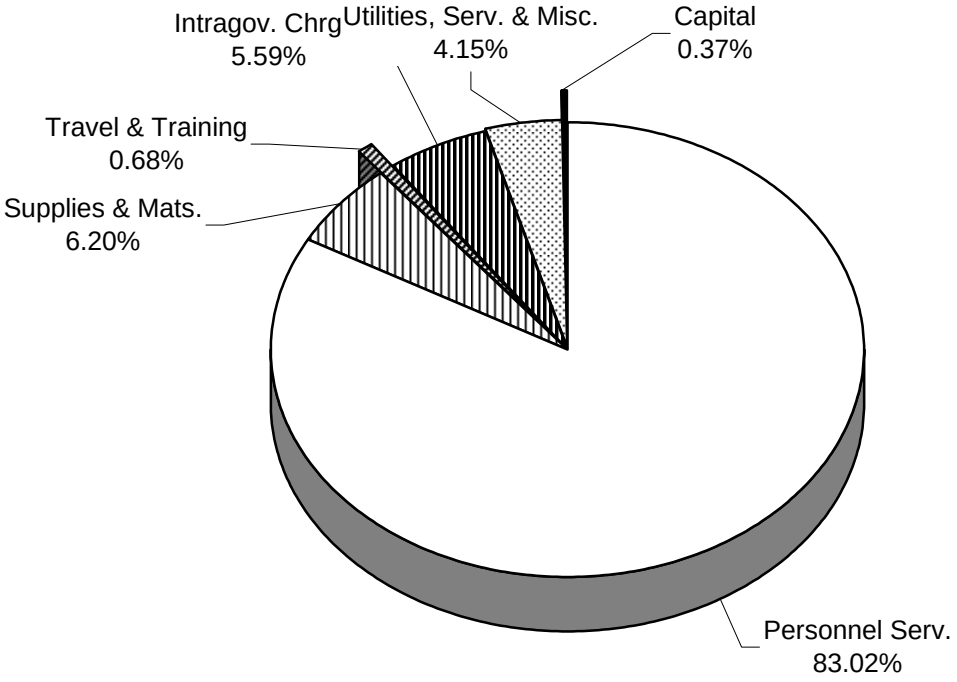
^	Position not included in Police Department's FTE Count.
*	Cpt - Captain
**	CSA - Community Service Aide
***	CAT - Community Action Team

City of Columbia - Police Department

186.00 FTE Positions



Police Department
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 12,825,369	$ 13,411,623	$ 13,617,907	$ 14,675,314	9.4%
Supplies & Materials	1,262,906	1,086,094	1,008,163	1,095,554	0.9%
Travel & Training	118,524	116,762	120,278	119,643	2.5%
Intragovernmental Charges	720,314	919,474	919,599	987,806	7.4%
Utilities, Services & Misc.	662,316	742,774	707,841	733,097	(1.3%)
Capital	619,435	680,621	624,252	65,000	(90.4%)
Other	0	0	0	0	
Total	**16,208,864**	**16,957,348**	**16,998,040**	**17,676,414**	**4.2%**
Summary					
Operating Expenses	15,589,429	16,276,727	16,373,788	17,611,414	8.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	619,435	680,621	624,252	65,000	(90.4%)
Capital Projects	0	0	0	0	
Total Expenses	$ **16,208,864**	$ **16,957,348**	$ **16,998,040**	$ **17,676,414**	**4.2%**

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

In FY 2008, we plan to add two Shift Lieutenants to our Patrol Division. These Lieutenants will be Shift Commanders and will report to a Captain that will be the Patrol Division Commander. This was recommended in a consultant's report to enhance internal communication.

We also plan to add one Lieutenant and take one Sergeant from Patrol to establish a Professional Standards Unit. This was also recommended in a consultant's report.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	6.00	6.00	6.00	8.00	2.00
Operations	161.00	163.00	162.00	155.00	(7.00)
Services	14.00	14.00	15.00	23.00	8.00
Total Personnel	**181.00**	**183.00**	**183.00**	**186.00**	**3.00**
Permanent Full-Time	181.00	183.00	183.00	186.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**181.00**	**183.00**	**183.00**	**186.00**	**3.00**
Sworn Officer Positions	146.00	148.00	148.00	149.00	1.00
Civilian Positions	35.00	35.00	35.00	37.00	2.00
Total Positions	**181.00**	**183.00**	**183.00**	**186.00**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Operations/Crime Prevention:			
Adult Program Hours/Contacts	2,500/19,000	2,500/19,000	2,500/19,000
Youth-Program Hours/Contacts	4,669/55,434	4,000/45,000	4,500/50,000
Media Contact Hours	75	75	75
Volunteer Hours	3,500	3,500	3,500
Operations - Patrol:			
Calls for Service	63,780	63,300	63,500
Traffic Accidents Investigated	2,869	3,000	3,000
Moving Violations Issued	10,165	11,000	10,500
Warning Tickets Issued	6,460	7,000	6,800
D.W.I Arrests	460	600	500
Total Arrest Charges	13,005	13,500	13,500
Incident Cases Issued	15,042	16,000	15,500
Part I Crimes Reported	3,564	3,600	3,600

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Records Bureau:			
Arrest Reports Processed	8,515	9,000	8,800
Incident Reports Processed	21,963	23,000	22,500
Traffic Summons Processed	10,161	11,000	10,500
Accident Reports Processed	3,575	3,800	3,800

COMPARATIVE DATA
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Independence, MO	Norman OK	Springfield, MO	National Figures (2)
Population	**96,093**	**89,949**	**108,410**	**105,562**	**149,535**	**---**
Number of Officers	147	166	197	114	331	---
Officers Per 1,000 Population	1.53	1.85	1.82	1.08	2.21	2.50
Operating Budget Per Capita	$168.09	$228.40	$156.31	$139.87	$169.48	---
Crime Index (1)	3,542	3,840	8,986	3,442	13,615	3,899

Percentage Clearance Rates: National 2005	Columbia, MO	National Figures (2)
Murder	100%	62%
Rape	74%	41%
Robbery	42%	25%
Assault	73%	55%
Burglary	23%	13%
Larceny	25%	18%
Auto Theft	38%	13%

* 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 2005 Uniform Crime Report. Figures for Columbia are actual 2006.

(2) From the 2005 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	**96,093**	**89,949**	**108,410**	**105,562**	**149,535**	**---**
Number of Employees	181	250	279	165	409	---
Employees Per 1,000 Population	1.88	2.78	2.57	1.56	2.74	3.40
Operating Budget Per Capita	$159.70	$228.40	$156.31	$139.87	$169.48	---
Crime Index (1)	3,542	3,840	8,986	3,442	13,615	3,899

Police - Administration

110-2110, 110-2133, 110-2142

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 2008 Goals - City Workforce and Equitable Service Levels

In FY 2008 we are establishing a Professional Standards unit by adding one Lieutenant and taking one Sergeant from Patrol. This unit will report to the Executive Assistant to the Chief. We have also moved Personnel Development budget into this area.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 540,541	$ 550,904	$ 557,478	$ 751,246	36.4%
Supplies and Materials	34,187	35,217	33,469	44,586	26.6%
Travel and Training	36,071	38,865	38,554	39,801	2.4%
Intragovernmental Charges	21,294	27,093	27,093	34,239	26.4%
Utilities, Services, & Misc.	9,425	18,933	12,674	16,144	(14.7%)
Capital	0	0	0	18,000	
Other	0	0	0	0	
Total	$ **641,518**	$ **671,012**	$ **669,268**	$ **904,016**	**34.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3007 - Police Chief	1.00	1.00	1.00	1.00	
3004 - Police Captain	1.00	1.00	1.00	1.00	
3003 - Police Lieutenant	0.00	0.00	0.00	1.00	1.00
3002 - Police Sergeant	1.00	1.00	1.00	2.00	1.00
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**6.00**	**6.00**	**6.00**	**8.00**	**2.00**
Permanent Full-Time	6.00	6.00	6.00	8.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**6.00**	**6.00**	**8.00**	**2.00**

Police - Operations

110-2120 to 110-2129

DESCRIPTION

The Patrol Division is divided into two districts that generally divide the city in half and give responsibility for each half to a district captain. Each side has patrol officers and traffic officers, as well as, community service aides. Each officer has a specifically assigned beat that is patrolled each working shift. This is one of the basic foundations of our expanded community policing initiative. These officers are the first responders to all calls for service every day of the year. Most officers develop additional skills in numerous areas of special needs such as Special Weapons and Tactics (SWAT), 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 2006 were 63,780 up from 63,248 in 2005. Also during 2006, there were 3,564 FBI Uniform Crime Report Part 1 crimes reported, which is up from 3,545 in 2005. Columbia Police Department clearance rate for 2006 was 53 percent, up from 2005, and compares to a national clearance rate of 32 percent for 2005. (Latest year national data available.)

FY 2008 Goals - City Workforce and Equitable Service Levels

In FY 2008 we plan to discontinue dividing the city into East and West Districts to enhance the chain of command and communications and establish one Patrol Division. We will have two Shift Lieutenants that will report to the Patrol Division Commander. We are moving several Community Service Aide positions to the Administrative Support Services area to better reflect the organizational reporting relationships.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 11,480,735	$ 11,998,708	$ 12,191,720	$ 12,694,030	5.8%
Supplies and Materials	1,044,535	1,003,287	932,808	1,004,041	0.1%
Travel and Training	78,950	73,184	75,339	75,036	2.5%
Intragovernmental Charges	608,401	800,900	800,900	830,001	3.6%
Utilities, Services, & Misc.	411,193	402,460	397,011	390,241	(3.0%)
Capital	583,783	585,311	528,942	36,000	(93.8%)
Other	0	0	0	0	
Total	**$ 14,207,597**	**$ 14,863,850**	**$ 14,926,720**	**$ 15,029,349**	**1.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3011 - Community Service Aide*	11.00	11.00	11.00	6.00	(5.00)
3004 - Police Captain	3.00	3.00	3.00	3.00	
3003 - Police Lieutenant	0.00	0.00	0.00	2.00	2.00
3002 - Police Sergeant	19.00	19.00	19.00	18.00	(1.00)
3001 - Police Officer	121.00	123.00	123.00	123.00	
1400 - Administrative Technician*	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	5.00	5.00	4.00	0.00	(4.00)
Total Personnel	**161.00**	**163.00**	**162.00**	**155.00**	**(7.00)**
Permanent Full-Time	161.00	163.00	162.00	155.00	(7.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**161.00**	**163.00**	**162.00**	**155.00**	**(7.00)**

* In FY 2008 (1) Community Service Aide (CSA) was reclassified to an Administrative Technician. The other (4) CSA's were moved to the Administrative Support Services division.

Police - Administrative Support Services

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

Several Community Service Aide and Administrative Support Assistant positions have been moved from Patrol to Administrative Support Services to better reflect actual reporting relationships.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 804,093	$ 862,011	$ 868,709	$ 1,230,038	42.7%
Supplies and Materials	184,184	47,590	41,886	46,927	(1.4%)
Travel and Training	3,503	4,713	6,385	4,806	2.0%
Intragovernmental Charges	90,619	91,481	91,606	123,566	35.1%
Utilities, Services, & Misc.	241,698	321,381	298,156	326,712	1.7%
Capital	35,652	95,310	95,310	11,000	(88.5%)
Other	0	0	0	0	
Total	**$ 1,359,749**	**$ 1,422,486**	**$ 1,402,052**	**$ 1,743,049**	**22.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	1.00	1.00	5.00	4.00
3004 - Police Captain	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	
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	4.00	4.00	5.00	9.00	4.00
Total Personnel	**14.00**	**14.00**	**15.00**	**23.00**	**8.00**
Permanent Full-Time	14.00	14.00	15.00	23.00	8.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**14.00**	**14.00**	**15.00**	**23.00**	**8.00**

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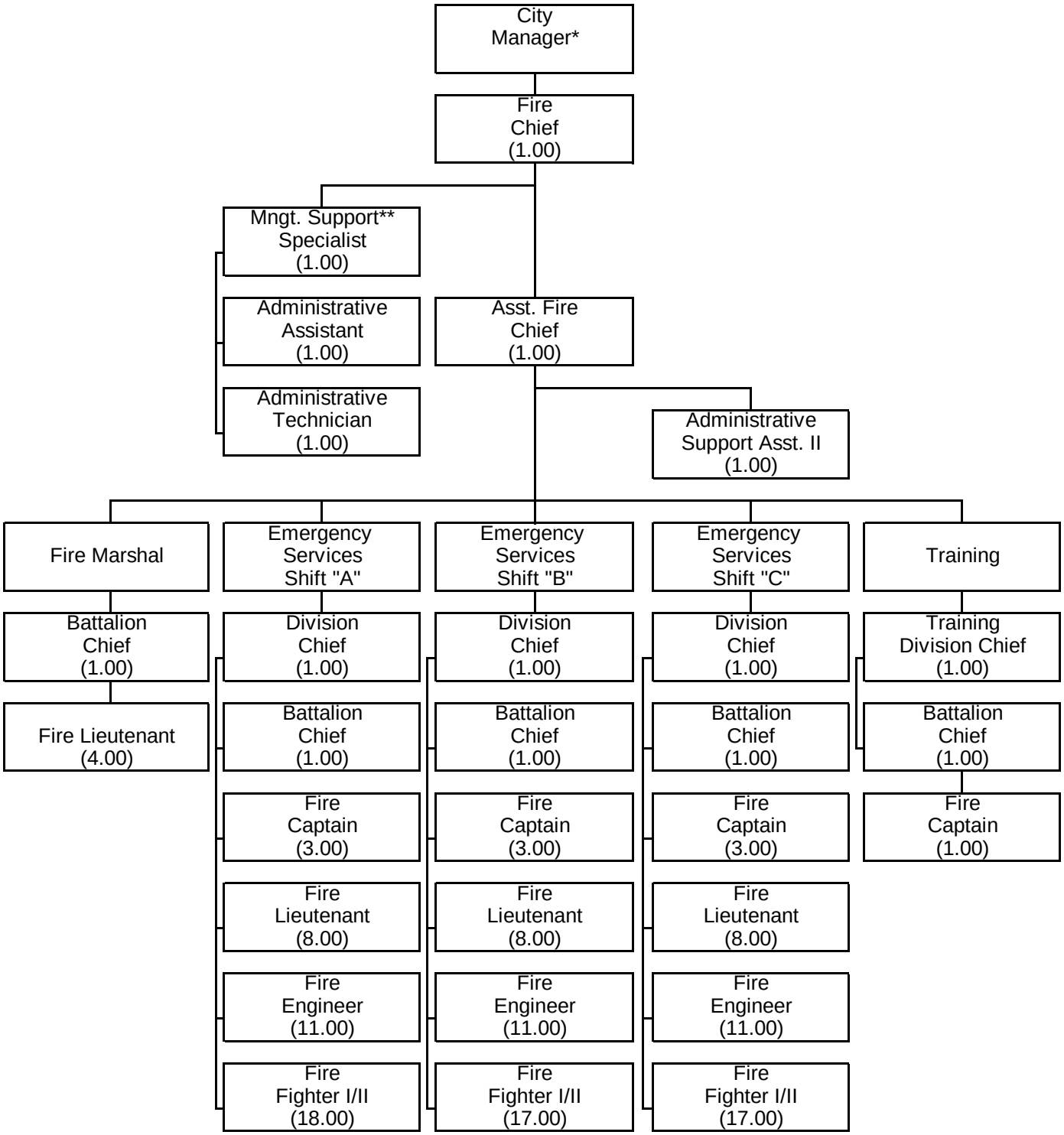
Fire Department

City of Columbia

Columbia, Missouri

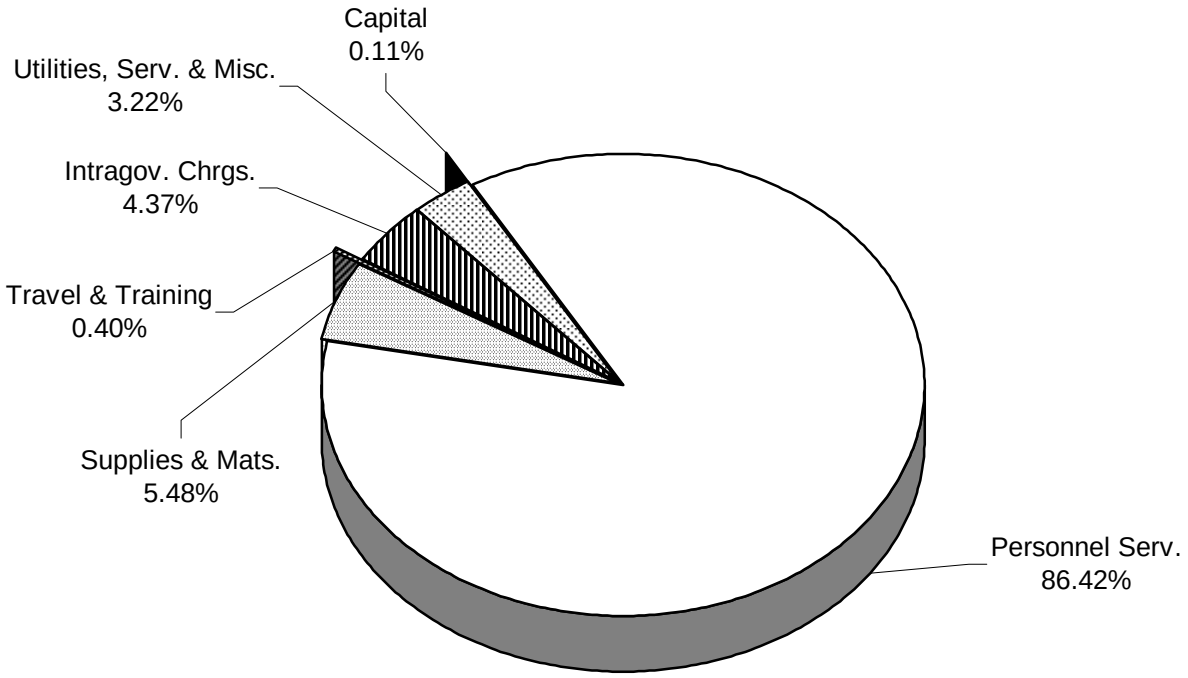
City of Columbia - Fire Department

138.00 FTE Positions



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

Fire Department
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 9,797,643	$ 11,026,566	$ 10,679,864	$ 11,618,886	5.4%
Supplies & Materials	970,427	796,461	777,444	736,888	(7.5%)
Travel & Training	30,410	48,867	52,223	53,642	9.8%
Intragovernmental Charges	354,789	443,914	443,254	588,103	32.5%
Utilities, Services & Misc.	381,552	458,910	456,304	432,800	(5.7%)
Capital	35,900	79,074	67,293	14,629	(81.5%)
Other	0	0	0	0	
Total	**11,570,721**	**12,853,792**	**12,476,382**	**13,444,948**	**4.6%**
Summary					
Operating Expenses	11,534,821	12,774,718	12,409,089	13,430,319	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	35,900	79,074	67,293	14,629	(81.5%)
Capital Projects	0	0	0	0	
Total Expenses	$ **11,570,721**	$ **12,853,792**	$ **12,476,382**	$ **13,444,948**	**4.6%**

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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 effective emergency and non-emergency services to minimize death, injury, property, and environmental loss to our community within acceptable time/distance criteria. (2) Provide a safe work environment for our personnel by continuing to train fire/rescue personnel to the required standards. (3) Provide excellent customer service to the citizens and visitors of Columbia by providing fire and life safety programs. (4) Provide a code enforcement program that includes fire inspections and review of construction plans. (5) Support operating divisions with sufficient staff and support. (6) Maintain fiscal responsibility and continue capital improvement programs.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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 two new fire stations by 2015, which calls for increased levels of fire companies and supporting personnel.

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 continue to add bomb squad and other equipment to the Weapons of Mass Destruction (WMD) component of our Hazardous Materials unit.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	5.00	5.00	5.00	5.00	
Emergency Services	118.00	121.00	121.00	124.00	3.00
Departmental Services	3.00	3.00	3.00	3.00	
Fire Marshal's Division	6.00	6.00	6.00	6.00	
Total Personnel	**132.00**	**135.00**	**135.00**	**138.00**	**3.00**
Permanent Full-Time	132.00	135.00	135.00	138.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**132.00**	**135.00**	**135.00**	**138.00**	**3.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Emergency Services:	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Summary of Incidents:			
Fire Calls (All Types)	423	500	425
Rescue Calls	5,520	5,000	5,700
Hazardous Calls	434	450	450
Service Calls	254	170	250
Good Intent Calls	1,029	900	1,100
False Alarms	953	900	950
Other	12	10	15
Total All Incidents	8,625	7,930	8,890
Goal for Response Time:			
4.5 Minutes on 80% of Emergency Calls	50%	50%	50%
Estimated Dollar Loss	$4,388,232	$2,500,000	$2,500,000

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS Continued

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Fire Marshals Division:			
Investigations	200	150	200
Inspections & Permits	2,400	2,000	2,500
Code Review/Research/Consultation	1,000	1,000	1,500
Public Education Presentations	400	200	400
Service Division:			
Total Contact Hours *:			
Special Operations Response Team (SORT) Training	1,000	2,000	1,500
Hazardous Device Unit Training	170	170	170
Emerg Medical Svcs Training	4,608	5,000	5,000
Code Enforcement Training	0	500	250
Other Operations Training	232	400	250
Firefighter Competency Tr./Drill	9,600	6,000	9,800
Other Local Training	794	400	1,000

* Total contact hours = (No. of training sessions X No. of personnel trained X 3 hours average class duration)

COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Decatur, IL	Sioux City, IA	Lawton, OK
Population	**96,093**	**71,878**	**75,540**	**82,110**	**88,761**
Number of Employees	135	134	112	113	125
Employees Per 1,000 Population	1.40	1.86	1.48	1.38	1.41
Area in Square Miles	61.60	65.00	55.00	57.00	61.00
Operating Budget Per Capita	$130.19	$145.14	$166.08	$133.35	$108.00
Total Incidents Per 1,000 Pop.	89.76	97.08	103.84	67.98	73.00

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.

HIGHLIGHTS / SIGNIFICANT CHANGES

A ten-year capital improvement plan was approved by the voters in November 2005, and the implementation of that plan is underway, always with the emphasis on customer service. In the same spirit, Administration looks for ways to form local and supplier partnerships to stretch the taxpayer dollar.

Work continues on an extensive self-assessment process, patterned after a nationally recognized accreditation program and focused on strengthening the basis of the City's ISO rating. The federal government's mandate for compliance with the National Incident Management System (NIMS) has created significant staff time commitments.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 443,212	$ 468,914	$ 467,393	$ 615,606	31.3%
Supplies and Materials	10,440	12,653	11,373	12,611	(0.3%)
Travel and Training	7,746	7,996	8,071	8,071	0.9%
Intragovernmental Charges	24,504	34,758	34,758	73,816	112.4%
Utilities, Services, & Misc.	24,263	29,012	30,650	34,800	20.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 510,165**	**$ 553,333**	**$ 552,245**	**$ 744,904**	**34.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
1400 - Administrative Technician*	0.00	0.00	0.00	1.00	1.00
1101 - Administrative Assistant*	1.00	1.00	1.00	1.00	
1003 - Admin. Supp. Assistant III*	1.00	1.00	1.00	0.00	(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**	

*In FY 2008 the Admin Supp Asst. III was reclassified to an Administrative Assistant and the Administrative Assistant was reclassified to an Administrative Technician.

Fire - Emergency Services

110-2320

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

The need continues to augment our Special Operations Response Team (SORT) equipment for rescue/ hazardous materials incidents, including bomb squad equipment to be shared with the Police Department. Safety and upkeep issues at the physical facilities will be continue to be addressed to the extent possible with Operational rather than Supplemental funds.

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.

FY 2008 Goal - Equitable Service Levels and Community Visioning
Three Fire Fighters will be added during FY 2008 which adds to the staffing of Fire Station 9, projected to open in 2009.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 8,647,006	$ 9,611,808	$ 9,379,958	$ 10,029,776	4.3%
Supplies and Materials	871,157	572,149	557,195	618,447	8.1%
Travel and Training	12,618	12,419	15,300	15,919	28.2%
Intragovernmental Charges	271,236	345,731	345,071	422,708	22.3%
Utilities, Services, & Misc.	279,945	328,847	331,301	317,868	(3.3%)
Capital	35,900	67,178	61,726	14,629	(78.2%)
Other	0	0	0	0	
Total	**$ 10,117,862**	**$ 10,938,132**	**$ 10,690,551**	**$ 11,419,347**	**4.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3107 - Battalion Chief	3.00	3.00	3.00	3.00	
3106 - Fire Division Chief	3.00	3.00	3.00	3.00	
3105 - Fire Captain	9.00	9.00	9.00	9.00	
3104 - Fire Lieutenant	24.00	24.00	24.00	24.00	
3103 - Fire Engineer	33.00	33.00	33.00	33.00	
3101/3102 Fire Fighter I/II	46.00	49.00	49.00	52.00	3.00
Total Personnel	**118.00**	**121.00**	**121.00**	**124.00**	**3.00**
Permanent Full-Time	118.00	121.00	121.00	124.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**118.00**	**121.00**	**121.00**	**124.00**	**3.00**

Fire - Departmental Services

110-2330

DESCRIPTION

The responsibilities of this division focus on fire, emergency medical, hazardous materials, and rescue training. In its supportive role for Emergency Services, this division also provides a central supply and storage facility, operates live fire drills in the burn building, and conducts research and development of new techniques and equipment.

HIGHLIGHTS / SIGNIFICANT CHANGES

Program goals for this fiscal year include the continuation of specialized training and support of on-going training for the organization. Other current programs include promotional processes, training for future officers, Basic Recruit School and state-mandated EMT continuing education.

FY 2008 Goals - Workforce and Equitable Service Levels

A pending federal grant, if awarded, will fund distance-learning technology that will enable shifting the delivery of certain classroom sessions from the central Academy out to the individual fire stations. This shift will eventually result in increased availability of fire companies for incident response.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 222,330	$ 362,329	$ 317,290	$ 366,109	1.0%
Supplies and Materials	27,486	35,287	35,171	34,533	(2.1%)
Travel and Training	1,868	15,690	15,690	15,690	0.0%
Intragovernmental Charges	14,587	16,157	16,157	27,925	72.8%
Utilities, Services, & Misc.	28,518	38,167	34,843	41,538	8.8%
Capital	0	3,148	0	0	(100.0%)
Other	0	0	0	0	
Total	$ **294,789**	$ **470,778**	$ **419,151**	$ **485,795**	**3.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3107 - Battalion Chief	1.00	1.00	1.00	1.00	
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	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
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**	

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 Knox Box, 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. Each year, Columbia's citizens show their support for fire prevention through Share the Light and New Century contributions.

Fire Marshals take a municipal team approach, joining with Police Officers to check on local establishments. Inspectors partner with Public Works in proactive code education for businesses and builders. With the Health Department, we train and use Community Emergency Response Teams (CERT), who are citizen volunteers organized through FEMA to support first responders during disasters. Jointly with the University, we share equally in the time, cost, and assignments of an assistant fire marshal.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 485,095	$ 583,515	$ 515,223	$ 607,395	4.1%
Supplies and Materials	61,344	176,372	173,705	71,297	(59.6%)
Travel and Training	8,178	12,762	13,162	13,962	9.4%
Intragovernmental Charges	44,462	47,268	47,268	63,654	34.7%
Utilities, Services, & Misc.	48,826	62,884	59,510	38,594	(38.6%)
Capital	0	8,748	5,567	0	(100.0%)
Other	0	0	0	0	
Total	$ **647,905**	$ **891,549**	$ **814,435**	$ **794,902**	**(10.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3107 - Battalion Chief	1.00	1.00	1.00	1.00	
3104 - Fire Lieutenant	4.00	4.00	4.00	4.00	
1002 - Admin. Support Asst. II	1.00	1.00	1.00	1.00	
Total Personnel	**6.00**	**6.00**	**6.00**	**6.00**	
Permanent Full-Time	6.00	6.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**6.00**	**6.00**	**6.00**	

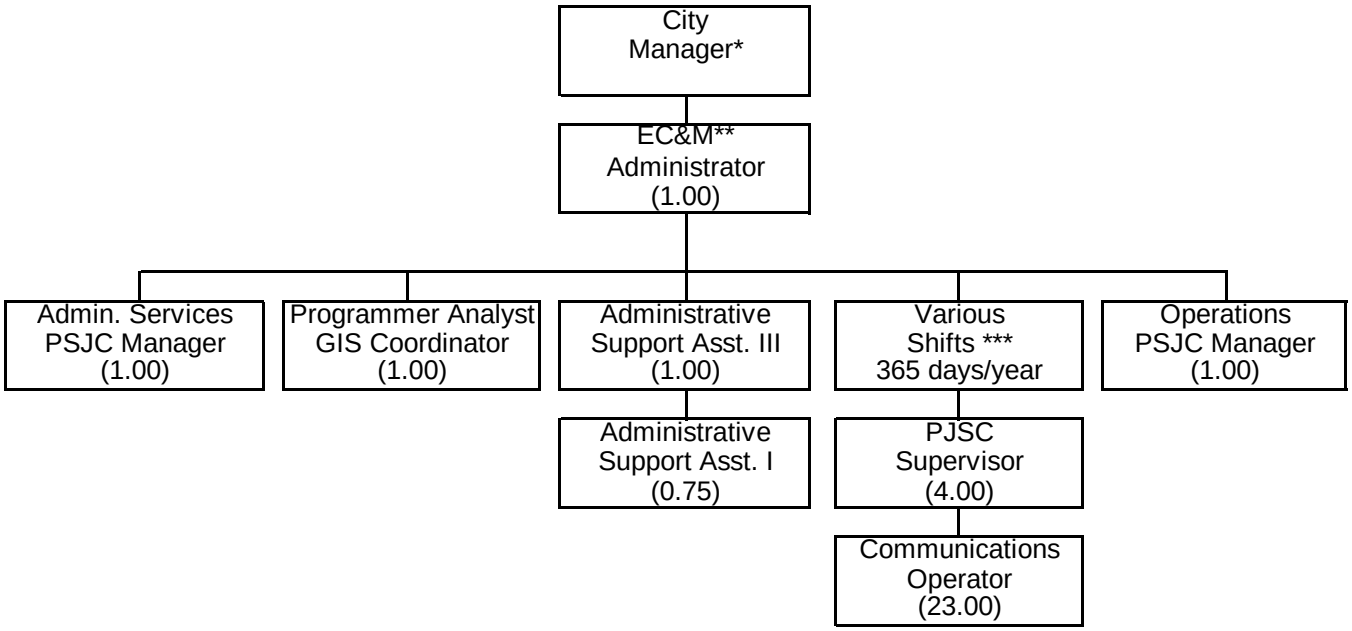
Public Safety
Joint Communications (PSJC)
and Emergency Management

City of Columbia

Columbia, Missouri

City of Columbia - PSJC & Emergency Management

32.75 FTE Positions

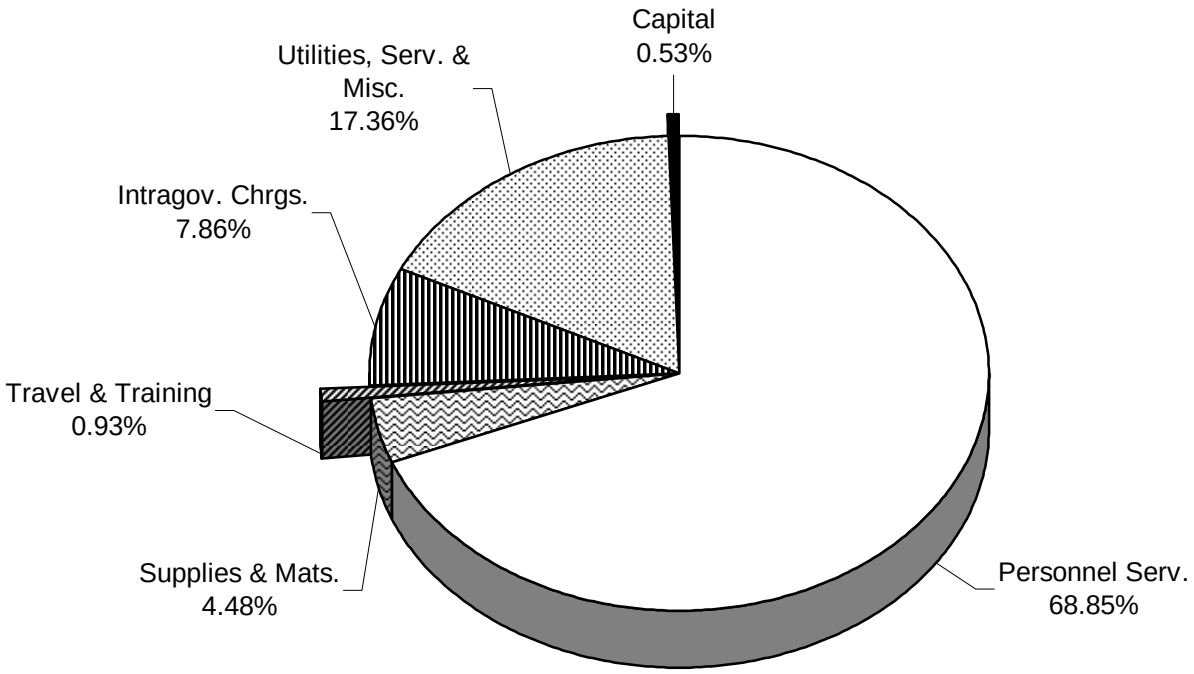


* Position not included in JCIC's FTE count.
** EC&M - Emergency Communications and Management
*** Shifts:

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

PSJC & Emergency Management

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 1,559,251	$ 1,764,258	$ 1,740,663	$ 1,807,607	2.5%
Supplies & Materials	129,040	92,911	86,623	117,627	26.6%
Travel & Training	18,744	24,300	24,585	24,300	0.0%
Intragovernmental Charges	218,231	235,595	235,995	206,289	(12.4%)
Utilities, Services & Misc.	376,191	456,680	442,768	455,637	(0.2%)
Capital	20,224	17,183	17,183	13,855	(19.4%)
Other	0	0	0	0	
Total	**2,321,681**	**2,590,927**	**2,547,817**	**2,625,315**	**1.3%**
Summary					
Operating Expenses	2,301,457	2,573,744	2,530,634	2,611,460	1.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	20,224	17,183	17,183	13,855	(19.4%)
Capital Projects	0	0	0	0	
Total Expenses	$ **2,321,681**	$ **2,590,927**	$ **2,547,817**	$ **2,625,315**	**1.3%**

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PSJC & Emergency 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 a 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

Public Safety Joint Communications (PSJC) 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
PSJC	31.15	31.15	31.15	31.25	0.10
Emergency Management	1.60	1.60	1.60	1.50	(0.10)
Total Personnel	**32.75**	**32.75**	**32.75**	**32.75**	
Permanent Full-Time	32.00	32.00	32.00	32.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**32.75**	**32.75**	**32.75**	**32.75**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Total 911 Calls *	54,828	56,000	58,000
Total MULES Inquiries	558,838	560,000	563,000
Total Radio Transmissions "Mainlaw"	961,725	963,000	965,000
Total Radio Transmissions Services	289,810	290,000	292,000
Total Radio Transmissions "BCSD 2"	161,079	163,000	165,000
Total Radio Transmissions "CFD"	160,201	162,000	164,000
Total Radio Transmissions "BCFPD"	114,960	116,000	117,000
Total Radio Transmissions "Ambulance"	89,272	91,000	93,000
Minimum hours of CEU's per employee	16	16	

NOTE: Performance measurements/Service indicators are tabulated on a calendar year basis.
* Total 911 calls partial data for February, June, August, September and no data available for October through December - estimated due to incomplete data

COMPARATIVE DATA

	Columbia, MO*	Douglas Co CO	Springfield IL	Topeka, KS	Ft. Wayne, IN	Peoria, IL
Population of Service Area	**189,491**	**270,000**	**186,000**	**175,328**	**250,000**	**180,000**
Number of Full Time Employees	32.75	35	50	51	55	39
Optimum Staffing	5/7	5	8	9	10/12	7
Annual 9-1-1 Calls	52,015	67,469	119,500	104,000	115,870	105,000
Incoming 9-1-1 Phone Lines	42	10	9	14	14	12
Law Enforcement Service Calls	183,885	120,497	298,421	225,000	149,248	176,000
Fire Service Calls	11,836	13,736	32,926	18,000	15,556	16,700
Emergency Medical Service Calls	13,794	8,241	6,116	10,200	7,606	12,800
Total Calls	**209,515**	**142,474**	**337,463**	**253,200**	**172,410**	**205,500**

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

Public Safety Joint Communications (PSJC) 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

Pursuit of a $750k Federal Grant for technology enhancements of our communications system. Continue to strive for Medical Priority Dispatching accreditation. Pursuing implementation of Police and Fire Priority Dispatching protocols. Continue progress on our radio communication project with or without grant support. Continue to implement employee recognition programs. Continue to strive for long term employee retention and satisfaction. Provide higher visibility and greater community presence for PSJC. Implementation of a new (donated) communications vehicle.

HIGHLIGHTS / SIGNIFICANT CHANGES

We have made great strides toward National EMD accreditation. We have acquired an old ambulance from Boone Hospital Center to use as a communications vehicle, replacing our trailer. Fire/EMS dispatching protocols have been completed. Addressing Standards Committee has been formed to progress discussion on county-wide universal addressing.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,456,246	$ 1,656,934	$ 1,633,004	$ 1,702,492	2.7%
Supplies and Materials	120,756	65,782	59,597	101,977	55.0%
Travel and Training	15,449	19,300	19,560	19,300	0.0%
Intragovernmental Charges	207,788	223,146	223,546	188,044	(15.7%)
Utilities, Services, and Misc.	337,417	391,744	382,252	396,463	1.2%
Capital	20,224	17,183	17,183	13,855	(19.4%)
Other	0	0	0	0	
Total	**$ 2,157,880**	**$ 2,374,089**	**$ 2,335,142**	**$ 2,422,131**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7911 - Programmer Analyst (GIS)	0.80	0.80	0.80	0.75	(0.05)
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	1.45	1.45	1.45	1.50	0.05
7007 - PSJC Supervisor	4.00	4.00	4.00	4.00	
7001/7003/7005 Comm. Operators	22.85	22.85	22.85	22.95	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	**31.15**	**31.15**	**31.15**	**31.25**	**0.10**
Permanent Full-Time	30.40	30.40	30.40	30.50	0.10
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**31.15**	**31.15**	**31.15**	**31.25**	**0.10**

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

Continued promotion and awareness of Emergency Management through PSA's and public programs. Enhancement of EOP (emergency operation plan) and awareness. Scheduling exercises in Public Communications, Finance, Orientation for Chief Executives, Programs on COOP/COG and Business Community role during a disaster, and the financial process during a disaster. Continued work on VOAD/COAD Programs. Sponsorship of a Risk Management/COOP-COG seminar.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2008 Goals - Ballot Issue Commitments and Equitable Service Levels

Completed implementation of outdoor warning siren replacement approved in the Public Safety Bond issue of November 2005. Acquired a "FEMA" travel trailer to be used for process: volunteers and other emergency services support. Had three EOC (Emergency Operation Center) activations this past year with two being Federal Declarations. Recovered several hundred thousand dollars in disaster reimbursement funds. Successful integration of a city/county interface during the the May flooding.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 103,005	$ 107,324	$ 107,659	$ 105,115	(2.1%)
Supplies and Materials	8,284	27,129	27,026	15,650	(42.3%)
Travel and Training	3,295	5,000	5,025	5,000	0.0%
Intragovernmental Charges	10,443	12,449	12,449	18,245	46.6%
Utilities, Services, & Misc.	38,774	64,936	60,516	59,174	(8.9%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 163,801**	**$ 216,838**	**$ 212,675**	**$ 203,184**	**(6.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7911 - Programmer Analyst (GIS)	0.20	0.20	0.20	0.25	0.05
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	0.55	0.55	0.55	0.50	(0.05)
7001/7003/7005 Comm. Operators	0.15	0.15	0.15	0.05	(0.10)
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20	
Total Personnel	**1.60**	**1.60**	**1.60**	**1.50**	**(0.10)**
Permanent Full-Time	1.60	1.60	1.60	1.50	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**1.60**	**1.60**	**1.60**	**1.50**	**(0.10)**

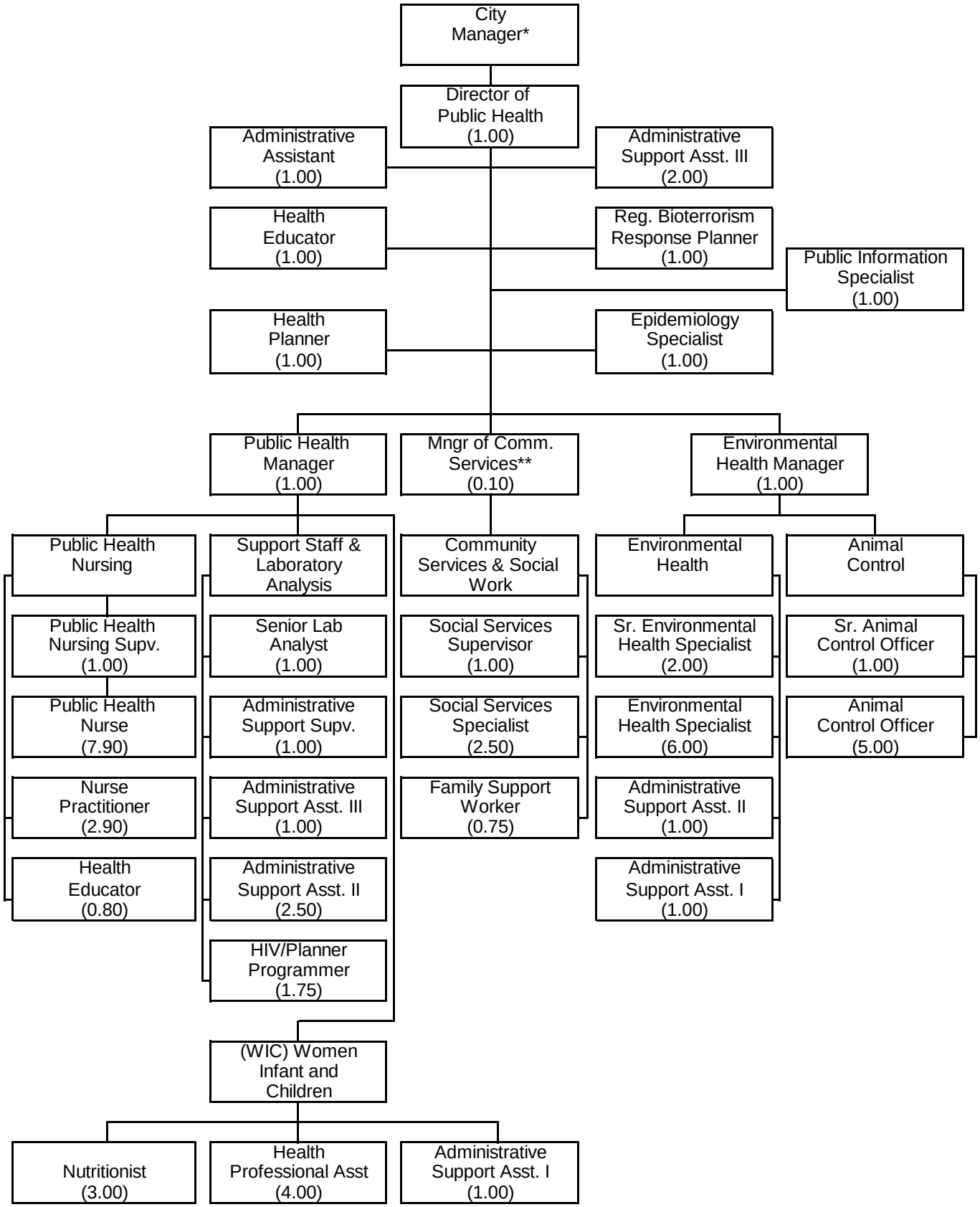
Health Department

City of Columbia

Columbia, Missouri

City of Columbia - Health Department

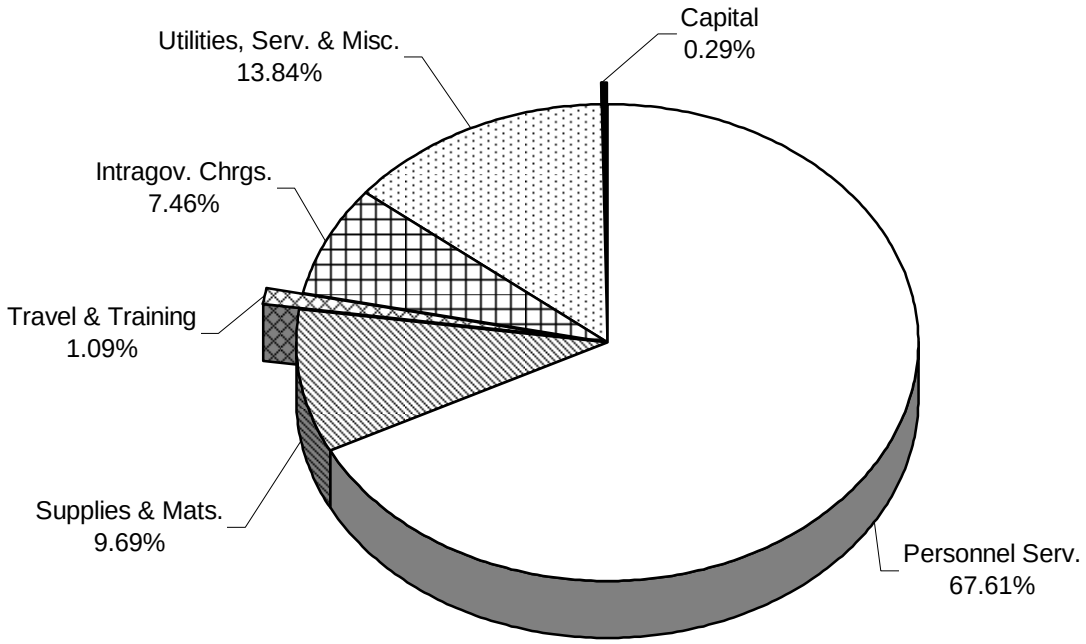
59.20 FTE Positions



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

** Position is split 10% in Health and 90% in Office of Community Services

Health Department
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 3,285,750	$ 3,567,000	$ 3,490,380	$ 3,746,130	5.0%
Supplies & Materials	410,096	625,495	605,471	537,100	(14.1%)
Travel & Training	34,780	67,868	54,305	60,593	(10.7%)
Intragovernmental Charges	319,506	345,714	345,914	413,519	19.6%
Utilities, Services & Misc.	780,492	871,397	798,957	766,790	(12.0%)
Capital	16,202	0	0	16,293	
Other	0	0	0	0	
Total	**4,846,826**	**5,477,474**	**5,295,027**	**5,540,425**	**1.1%**
Summary					
Operating Expenses	4,830,624	5,477,474	5,295,027	5,524,132	0.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,202	0	0	16,293	
Capital Projects	0	0	0	0	
Total Expenses	$ **4,846,826**	$ **5,477,474**	$ **5,295,027**	$ **5,540,425**	**1.1%**

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DEPARTMENT DESCRIPTION

The Columbia/Boone County Health Department provides public health and community/social services that prevent disease, injury, and disability; protect and promote the health of residents; and improve the quality of life for city and county residents. Services provided are based on identified local health and social service needs or by local, state, and/or federal authority.

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, and the Office of Community Services divisions.
Clinic & Nursing: Responsible for provision of 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 and sexually transmitted diseases). 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 conducts home visits for frail elderly individuals.
WIC Program: Responsible for providing nutrition education and supplemental food packages to women, infants, and children under age five who meet 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: Responsible for providing county-wide environmental health programs including: food safety 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; food handlers 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: Responsible for enforcing the Columbia and Boone County animal control ordinances. Animal control services include the impoundment of dogs running at large, assisting in locating lost animals, investigating animal bite cases and rabies control.
Office of Community Services: Responsible for providing staff support to the Boone County Community Services Advisory Commission, the Human Rights Commission, and the Substance Abuse Advisory Commission; administers city and county funding to local social services agencies; promotes human rights and diversity by investigating human rights violation complaints, conducting human rights and diversity education, and coordinates the annual *Columbia Values Diversity Celebration*. The Office of Community Services also provides direct supervision to the public health social services program that is responsible for determining eligibility for various city and county programs, providing case management services, and identifying local resources and coordinating appropriate referrals.
Social Services: Responsible for services including but not limited to: information and referral, prenatal case management, eligibility determination, medication assistance, pregnancy testing, assisting children, families, and adults apply for Medicaid/MC+ programs, coordination of the utility assistance program, emergency dental pain relief services, and coordination of the in-home health services program.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2007, the Health Department began enforcement of a comprehensive smoking ordinance and received new grant dollars to provide tobacco use cessation services. The department continued preparing for pandemic influenza and other public health emergencies. The department will also seek agency accreditation from the Missouri Institute of Community Health. During FY2008, the department will emphasize:
1) activities that prevent the spread of communicable diseases;
2) continued capacity building to respond to public health emergencies with a continued emphasis on pandemic influenza planning and community preparedness;
3) assuring healthy and safe environments;
4) reducing the burden of chronic diseases by promoting healthy lifestyles;
5) assuring that city and county funded social services programs are effective, efficient, and continue to meet identified community needs;
6) supporting local collaborative projects focusing on early childhood, senior issues, maternal child health, and meeting basic needs.

HEALTH DEPARTMENT - SUMMARY

110-30 to 110-34

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	7.75	9.00	9.00	9.00	
Animal Control	6.07	6.07	6.07	6.07	
Environmental Health	11.23	10.98	10.98	10.98	
Clinic and Nursing	20.95	21.75	21.75	21.80	0.05
Social Services	4.75	4.05	4.05	4.35	0.30
Women, Infants, and Children (WIC)	7.00	7.00	7.00	7.00	
Total Personnel	**57.75**	**58.85**	**58.85**	**59.20**	**0.35**
Permanent Full-Time	49.30	51.10	51.10	53.95	2.85
Permanent Part-Time	8.45	7.75	7.75	5.25	(2.50)
Total Permanent	**57.75**	**58.85**	**58.85**	**59.20**	**0.35**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Administration:			
Certificates of Live Birth*	4,121	3,600	3,600
Death Certificates*	1,658	1,650	1,650
Certificates of Birth (Computer Generated)*	15,277	9,600	9,600
Certificates of Death (Computer Generated)*	1,251	1,100	1,100
Personal Health Services:			
Pregnancy Tests	737	700	800
Immunizations	12,016	15,000	15,000
WIC Visits	21,184	21,184	21,184
Family Planning Clinic Visits	530	750	900
Tuberculosis Tests	2,504	2,800	2,800
STD Visits	2,456	2,800	3,000
Home Nursing Visits	125	125	150
Blood Pressure Screenings	1,337	1,500	1,700
HIV Visits	3,911	4,000	4,000
Social Services			
Puertas a Salud (P.A.L.S.) Families Served	30	30	30
In-Home Service	N/A	69	60
Dental Assistance Provided	129	124	124
Medication Assistance Provided	1,479	1,500	1,500
Pregnancy Test Consultations	684	550	550
Utility Assistance Provided	877	850	850
Environmental Health Services:			
Restaurant Inspections	2,203	2,300	2,300
New Construction Inspections/Plan Reviews	648	600	600
Itinerant Food Inspections	119	100	100
Weed Inspections	4,476	4,500	4,500
Other Nuisance Inspections	4,598	4,600	4,600
Hotel/Motel Inspections	62	62	62
Swimming Pool Inspections	1,090	1,090	1,090
Smoking Complaint Investigations	2	60	60
Continuing Education (Hours)	796	800	800
Food Handlers Training (Hours)	383	383	383
Liquid Waste	22	22	22
Solid Waste	33	33	33
County Sewage	1,079	1,080	1,080
Mosquito Control/West Nile Virus Activity (Hours)	719	700	700
Animal Control:			
Bite Investigations	210	210	210
Dogs/Cats Impounded	730	730	730
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	2,922	3,000	3,000
Dead Animal Pick-Up	493	520	520
No. of Summons Issued	573	500	500

*Calendar Year

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)	**149,735**	**73,919**	**259,767**	**84,592**	**72,981**	**223,160**
Population (City)	**96,093**	**38,723**	**149,535**	**71,878**	**36,729**	**--**
No. of RNs	9	11	10	7	8	14
RNs Per 1,000 County Pop.	0.06	0.15	0.04	0.08	0.11	0.06
No. of Annual Immunizations Per 1,000 Pop.	72	61	85	64	136	61
No. of STD visits/1,000 Pop.	17.00	6.00	8.50	19	4	9
No. of WIC Visits / 1,000 Pop.	175	300	295.00	253	243	N/A

COMPARATIVE DATA ENVIRONMENTAL HEALTH

	Boone County (Columbia,) MO	Lancaster County (Lincoln,) NE	Lawrence*, KS	Boulder County, CO	Indepen-dence,** MO	Greene County Springfield, MO
Environmental Health:						
Population	**149,735**	**273,128**	**82,869**	**286,109**	**108,410**	**259,767**
City Only:						
Number of Employees	10.95	15.80	4	26.8	16.25	23
Employees Per 1,000 Pop.	0.073	0.058	0.048	0.094	0.150	0.089
No. of Dollars Spent Per Capita	5.18	4.46	2.52	10.83	9.53	5.08
No. of Food Service Facilities	812	1,300	465	1,625	595	1,569

* Independence 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	*Greene County (Springfield) MO
Animal Control:						
Population	**149,735**	**273,128**	**82,869**	**286,109**	**108,410**	**149,535**
Number of AC Officers	6.12	15	3.5	21	11.50	9 +
Employees Per 1,000 Pop.	0.041	0.055	0.042	0.073	0.106	0.060
No. of Dollars Spent Per Capita	2.98	6.047	2.420	8.87	5.43	2.69
No. of Bite Cases/1,000 Pop.	0.760	2.25	0.419	0.16	1.11	1.23

*City Only

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Health - Administration

110-3010

DESCRIPTION

This division is responsible for providing direction and oversight to all departmental operations including the planning, organizing, budgeting, and evaluating of all services provided by various divisions. The Administration Division coordinates all public health emergency planning for the city and county and issues certified copies of birth and death records.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2008 Goal - Equitable Service Levels

The Administration Division continues to focus on public health emergency preparedness with special emphasis in 2007 and 2008 on community planning for pandemic influenza. The division has strengthened collaboration with outside organizations to identify and meet critical health needs and to develop innovative programs that improve the health of residents. Currently staff is working on joint collaboration projects such as active living and healthy eating and increasing health literacy. New funding for tobacco use cessation services from the Missouri Foundation for Health supports a priority focus on chronic disease prevention. The division will lead the department towards agency accreditation from the Missouri Institute of Community Health.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 561,041	$ 623,187	$ 597,457	$ 649,589	4.2%
Supplies and Materials	57,963	212,476	201,650	147,121	(30.8%)
Travel and Training	6,463	16,479	13,100	14,233	(13.6%)
Intragovernmental Charges	45,996	53,974	53,974	70,954	31.5%
Utilities, Services, & Misc.	156,448	221,687	207,109	116,540	(47.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 827,911**	**$ 1,127,803**	**$ 1,073,290**	**$ 998,437**	**(11.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00	
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	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant*	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	0.75	2.00	2.00	2.00	
Total Personnel	**7.75**	**9.00**	**9.00**	**9.00**	
Permanent Full-Time	6.95	9.00	9.00	9.00	
Permanent Part-Time	0.80	0.00	0.00	0.00	
Total Permanent	**7.75**	**9.00**	**9.00**	**9.00**	

*In FY 2008 title was changed from Administrative Secretary to Administrative Assistant.

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 2008 Goal - Equitable Service Levels

FY 2008 budget has no significant changes from FY 2007. The division will focus on using technology to improve efficiency in tracking animal licenses and will begin a new effort to increase animal licensing and responsible pet ownership.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 282,241	$ 299,416	$ 295,911	$ 306,962	2.5%
Supplies and Materials	23,717	24,831	24,830	25,994	4.7%
Travel and Training	1,399	3,768	3,760	3,843	2.0%
Intragovernmental Charges	9,014	13,237	13,237	14,856	12.2%
Utilities, Services, & Misc.	90,408	100,941	100,686	106,491	5.5%
Capital	0	0	0	16,293	
Other	0	0	0	0	
Total	$ **406,779**	$ **442,193**	$ **438,424**	$ **474,439**	**7.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7205 - Environmental Health Mngr	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	
Total Personnel	**6.07**	**6.07**	**6.07**	**6.07**	
Permanent Full-Time	6.07	6.07	6.07	6.07	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.07**	**6.07**	**6.07**	**6.07**	
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 animal control officers are funded by the Boone County Commission through the annual contract.

Health - Environmental Health

110-3210

DESCRIPTION

This division provides county-wide Environmental Health programs including food safety 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

Food safety, mosquito control efforts and enforcement of the public nuisance ordinance, including abatement, continue to be priorities.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 616,837	$ 648,755	$ 642,143	$ 677,744	4.5%
Supplies and Materials	20,946	24,625	25,611	26,525	7.7%
Travel and Training	6,506	7,780	7,780	7,925	1.9%
Intragovernmental Charges	79,935	83,830	83,830	91,122	8.7%
Utilities, Services, & Misc.	86,914	96,826	98,501	111,326	15.0%
Capital	16,202	0	0	0	
Other	0	0	0	0	
Total	$ **827,340**	$ **861,816**	$ **857,865**	$ **914,642**	**6.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
1003 - Admin. Support Assistant III	0.25	0.00	0.00	0.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
Total Personnel	**11.23**	**10.98**	**10.98**	**10.98**	
Permanent Full-Time	11.23	10.98	10.98	10.98	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**11.23**	**10.98**	**10.98**	**10.98**	
City Funded Positions	8.63	8.38	8.38	8.38	
County Funded Env. Health Spec.	2.60	2.60	2.60	2.60	
	11.23	**10.98**	**10.98**	**10.98**	

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

Health - Clinic & Nursing

110-3310 to 110-3399

DESCRIPTION

Responsible for providing personal and public health services for citizens of Columbia and Boone County. This division provides the following services: 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; pregnancy testing and limited home visitation for frail elderly individuals.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

During FY 2007, the division focused on efforts on improving the health of young children through nursing education programs targeting child care providers. The workplace wellness project focused on stroke and heart disease prevention. The rates of sexually transmitted diseases continue to increase. The division continues to focus on reducing minority health disparities, immunizations, and TB prevention and control.

FY 2008 Goals - City Workforce and Equitable Service Levels

To improve the health of the community through programs and services that prevent communicable diseases and promote healthy lifestyles. An existing .85 FTE Nurse Practitioner will be increased to .90 FTE and temporary salary expenditures will be reduced to offset the additional costs. As a result one additional four hour clinical block is added to meet the increasing demand for STD and Family Planning clinical services.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,282,185	$ 1,438,501	$ 1,420,461	$ 1,494,344	3.9%
Supplies and Materials	262,083	294,461	288,575	270,011	(8.3%)
Travel and Training	16,597	26,722	23,350	21,420	(19.8%)
Intragovernmental Charges	128,458	123,709	123,709	147,653	19.4%
Utilities, Services, & Misc.	415,883	392,458	339,055	379,539	(3.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **2,105,206**	$ **2,275,851**	$ **2,195,150**	$ **2,312,967**	**1.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	2.90	0.05
7503 - Public Health Nurse	7.90	7.90	7.90	7.90	
7403 - Nutritionist	1.00	1.00	1.00	1.00	
7350 - HIV Planner/Programmer	1.75	1.75	1.75	1.75	
7303 - Health Educator	0.00	0.80	0.80	0.80	
5133 - Senior Laboratory Analyst	0.95	0.95	0.95	0.95	
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	0.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	3.50	2.50	2.50	2.50	
Total Personnel	**20.95**	**21.75**	**21.75**	**21.80**	**0.05**
Permanent Full-Time	16.95	17.75	17.75	17.80	0.05
Permanent Part-Time	4.00	4.00	4.00	4.00	
Total Permanent	**20.95**	**21.75**	**21.75**	**21.80**	**0.05**

Health - Social Services

110-3340

DESCRIPTION

Direct social services are provided in order to better achieve the goals of public health. Services include but are not limited to: information and referral, prenatal case management, eligibility determination, medication assistance, pregnancy testing, assisting children, families, and adults apply for Medicaid/MC+ programs, coordination of the utility assistance program, emergency dental pain relief services, and coordination of the in-home health services program.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Social Services unit successfully transitioned from the Clinic and Nursing division to the newly created OCS division in FY 2006. In FY 2007, the Social Services unit took over the administration and management of in-home health services from the State of Missouri Division of Senior and Disability Services. The program efficiency and utilization has since been greatly improved. This was accomplished with no increase in staff and no administrative cost.

FY 2008 Goals - City Workforce and Equitable Service Levels

Expand prenatal case management services in order to reach the WIC population. This can only be accomplished with the requested increase in staffing. Two existing part-time (.80 FTE and .90 FTE) Social Services Worker positions are increased to 1.0 FTE each. Increased costs are offset by a decrease in temporary salaries. The staffing increases are needed due to the administration of the in-home health services program and continued high demand for utility and medication assistance, dental pain relief referrals, and prenatal case management services.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 236,929	$ 233,264	$ 217,527	$ 242,845	4.1%
Supplies and Materials	26,807	43,720	42,850	43,882	0.4%
Travel and Training	486	7,465	1,915	7,465	0.0%
Intragovernmental Charges	327	12,296	12,296	15,906	29.4%
Utilities, Services, & Misc.	16,185	42,589	38,710	35,898	(15.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 280,734**	**$ 339,334**	**$ 313,298**	**$ 345,996**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist	3.00	2.20	2.20	2.50	0.30
7300 - Family Support Worker	0.75	0.75	0.75	0.75	
4616 - Mngr of Community Services*	0.00	0.10	0.10	0.10	
Total Personnel	**4.75**	**4.05**	**4.05**	**4.35**	**0.30**
Permanent Full-Time	1.10	0.30	0.30	3.10	2.80
Permanent Part-Time	3.65	3.75	3.75	1.25	(2.50)
Total Permanent	**4.75**	**4.05**	**4.05**	**4.35**	**0.30**

Manager of Community Services is split (10%) in Health and (90%) in Office of Community Services.

Health - Women, Infants & Children

110-3410 to 110-3499

DESCRIPTION

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

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 stream-line the certification and voucher process. The program continues to provide services to groups with special needs including offering a monthly Spanish language WIC clinic and utilizing various interpreter services for individuals who are non-English proficient or hearing impaired. Services are provided at the Worley street location as well as at the Blind Boone Center and Hallsville satellite locations. This division continues to increase the number of participants served and will continue to work toward meeting the expanding needs of the community. The breastfeeding peer counselor program continues to be very successful and provides additional community based services regarding parenting and breastfeeding.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 306,517	$ 323,877	$ 316,881	$ 374,646	15.7%
Supplies and Materials	18,580	25,382	21,955	23,567	(7.2%)
Travel and Training	3,329	5,654	4,400	5,707	0.9%
Intragovernmental Charges	55,776	58,668	58,868	73,028	24.5%
Utilities, Services, & Misc.	14,654	16,896	14,896	16,996	0.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **398,856**	$ **430,477**	$ **417,000**	$ **493,944**	**14.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7451 - Health Professional Asst	0.00	4.00	4.00	4.00	
7403 - Nutritionist	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	5.00	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**	

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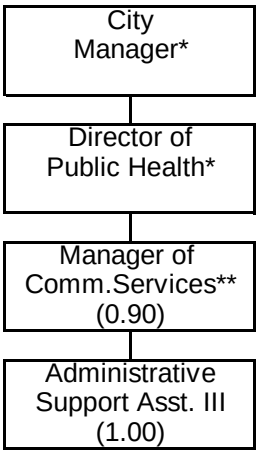
Community Services

City of Columbia

Columbia, Missouri

City of Columbia - Community Services

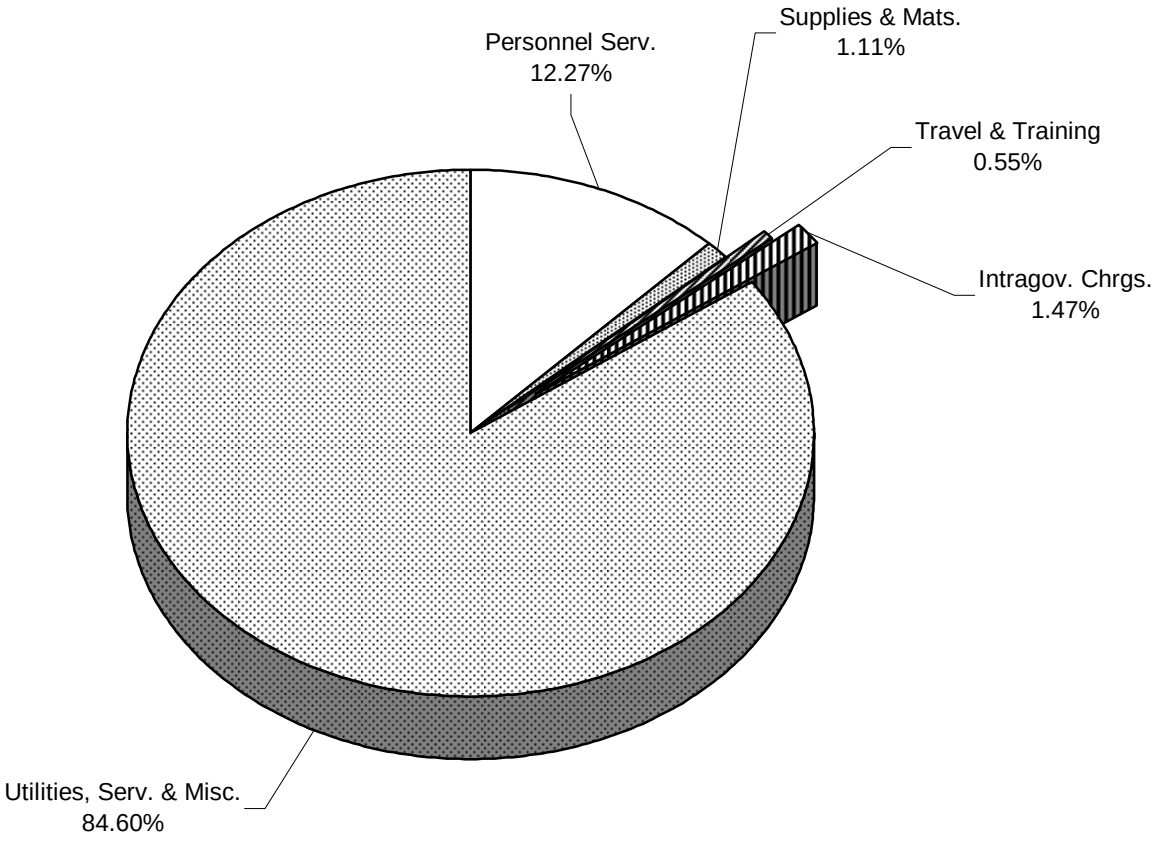
1.90 FTE Positions



* Position not included in Community Service's FTE count.
** Position split 90% in Community Services and 10% in Social Services in the Health Dept.

Community Services

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 181,577	$ 151,984	$ 147,734	$ 154,033	1.3%
Supplies & Materials	12,597	13,483	11,581	13,940	3.4%
Travel & Training	1,943	6,875	5,115	6,875	0.0%
Intragovernmental Charges	24,965	18,285	18,285	18,474	1.0%
Utilities, Services & Misc.	1,101,308	1,149,197	1,045,882	1,061,759	(7.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**1,322,390**	**1,339,824**	**1,228,597**	**1,255,081**	**(6.3%)**
Summary					
Operating Expenses	1,322,390	1,339,824	1,228,597	1,255,081	(6.3%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,322,390**	$ **1,339,824**	$ **1,228,597**	$ **1,255,081**	**(6.3%)**

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DEPARTMENT DESCRIPTION

Office of Community Services: Responsible for providing staff support to the Boone County Community Services Advisory Commission, the Human Rights Commission, and the Substance Abuse Advisory Commission; administers city and county funding to local social services agencies; promotes human rights and diversity by investigating human rights violation complaints, conducting human rights and diversity education, and coordinates the annual *Columbia Values Diversity Celebration*. The Office of Community Services also provides direct supervision to the public health social services program that is responsible for determining eligibility for various city and county programs, providing case management services, and identifying local resources and coordinating appropriate referrals.

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 administer direct social services for the city and county; 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

FY 2008 Goal - Community Visioning
Explore opportunities for improving the social assistance funding process. During FY 2007, significant improvements were made to the OCS website, including a more user-friendly interface and the posting of public comment related to funding processes.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
OCS Support	2.20	1.90	1.90	1.90	
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**	**1.90**	**1.90**	**1.90**	
Permanent Full-Time	2.20	1.90	1.90	1.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.20**	**1.90**	**1.90**	**1.90**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Boone County Community Services Advisory Commission :			
Commission Meetings	14	14	14
Social Service Program Proposals Reviewed and Summarized	55	53	57
City Social Service Contracts Prepared and Administered	50	48	49
County Social Service Contracts Prepared and Administered	20	17	17
Senior/Disabled Care Vendor Contracts Administrated	6	8	8
Social Service Programs Evaluated	10	N/A	N/A
Social Service Agencies Trained/Evaluated	N/A	31	31
Human Rights Commission:			
Commission Meetings	8	12	12
Human Rights Complaint Inquiries/Contacts	26	35	40
Human Rights Complaints Filed	6	8	10
Annual "Let's Talk, Columbia!" Community Study Circle Participants	30	15	30
Monthly "Community Circle" Education Program Participants	350	340	350
Special Group Study Circles [# of Study Circles / # of Participants]	38 [315]	12 [96]	12 [96]
Human Rights Enhancement Contracts Prepared & Administrated	8	9	9
Partners In Education-Hickman Multicultural Committee Meetings	5	N/A	N/A
Substance Abuse Advisory Commission:			
Commission Meetings	10	11	11
Substance Abuse Web Links Page Developed & Maintained	1	1	1
Columbia Values Diversity Celebration :			
Celebration Planning Meetings	7	5	7
Celebration Attendance: Number of People Registered	1200	1200	1200
Number of Community Sponsors Supporting the Celebration	61	67	67
Grant Submission and Administration:			
Emergency Shelter Grant (ESG) Submitted and Received	1	1	1
ESG Agency Sub-Contracts Prepared and Administered	3	3	3
HUD Continuum of Care Plan and Funding Application Submitted	1	1	N/A
Community Collaboration Meetings:			
Boone Early Childhood Partners Advisory Board Meetings	4	N/A	N/A
Columbia-Boone County Basic Needs Coalition Meetings	12	12	12
Youth Coalition Committee	12	12	12
Boone Indicators	4	4	4
Healthcare Access Committee	12	8	8
Long-Term Recovery Committee	12	N/A	N/A
Community Organizations Active in Disaster (COAD)	4	8	8
Senior Leadership	4	4	4
U.W. Sr. Collaborative	N/A	12	N/A
U.W. Early Childhood Task Force	N/A	4	N/A
Networking Early Childhood Team	N/A	12	12
Sr. Network	12	12	12
Boone County Related Agencies Assoc.	12	12	12

SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
Population (Pop.)	**96,093**	**53,210**	**89,949**	**82,869**	**71,878**
Number of Employees	1.2	0.4	1.25	0.0	1.0
Employees Per 1,000 Population	0.012	0.008	0.014	0.000	0.014
City Social Service Funding:					
Total Agency/Program Funding	$886,023	$891,297	$2,580,532	$1,723,688	$435,000
Per Capita (City Level)	$9.69	$16.11	$28.69	$20.80	$6.05
United Way Funding:					
Total Agency Allocations	$2,157,817	$726,515	$1,200,000	$1,250,000	$2,555,525
Per Capita (County Level) (1)	$14.94	$8.90	$3.92	$12.15	$38.45
City Population Below Poverty: (2)					
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%]
Co. Population Below Poverty: (2)	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) Source: U.S. Bureau of Census, 2005 population estimate
2) Source: U.S. Bureau of Census, Census 2000

NOTES:

Columbia, MO The City of Columbia's social service funding comes from the general fund. Up to 15-20% of Community Development Block Grant funds are also available to social service agencies for capital improvement projects. These funds are allocated for capital projects as "no interest loans" payable upon the sale of the property or other 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 do not reflect United Way donor designations for specific agencies.

Boulder, CO: Boulder's social service funding comes from a 0.15% sales tax and the general fund . In addition, 15% 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; Children, Youth and Families; Community Services; and Senior Services. The social services allocations process is staffed by one full-time administrator and a .25 FTE clerical position. The Department also provides direct services through the Senior Services and Children, Youth and Families divisions. The Foothills United Way includes Boulder and Broomfield Counties with the bulk of funding allocated to Boulder County.

Lawrence, KS: Lawrence's social service funding come from the city's general fund and the "Special Alcohol Fund". Citizen commissions 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, treatment, intervention and service coordination 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	**96,093**	**53,210**	**89,949**	**82,869**	**71,878**
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	1.125	.2 FTE	1.5 FTE	5 FTE	N/A
Employees-Staff/1,000 Population	0.012	0.004	0.017	0.060	N/A
Human Rights Funding (1)	$47,098	$3,100	$176,625	$313,975	N/A
Human Rights Funding Per Capita	$0.49	$0.06	$1.96	$3.71	N/A

(1) For FY2007

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 annual "Let's Talk, Columbia!" Community Study Circles Program and monthly "Community Circle" meetings. The Commission also provides funding for community organizations conducting human rights and cultural diversity 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 helps to sponsor FACES (Families of Ames Celebrate Ethnicities), an annual community cultural celebration. 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 $176,625. For FY2006, the Human Relations Commission, which is separate from the Office of Human Rights, has a budget which includes funding for grants to the community for cultural celebrations and educational programs.

Lawrence, KS: The Human Relations Department has 4 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 City of Lawrence budgets general funds for the department in order to conduct legal education and training programs for city employees and other local governmental and community agencies. 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.

Community Services - OCS Support

110-4410 to 110-4430

DESCRIPTION

The Office of Community Services administers direct social services provided by the City of Columbia and Boone County. 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 OCS completed the successful transition of direct social services from the Clinic and Nursing division to the newly created OCS division. This was accomplished with no increase in staffing.

The Substance Abuse Advisory Commission (SAAC) has requested funding for a substance abuse education fund for FY2008. OCS staff contributed a significant amount of time in FY 2007 in consulting the SAAC about similar funding processes and in developing their proposal for funding.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 181,577	$ 151,984	$ 147,734	$ 154,033	1.3%
Supplies and Materials	12,597	13,483	11,581	13,940	3.4%
Travel and Training	1,943	6,875	5,115	6,875	0.0%
Intragovernmental Charges	24,965	18,285	18,285	18,474	1.0%
Utilities, Services, & Misc.	154,566	168,174	64,859	83,016	(50.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **375,648**	$ **358,801**	$ **247,574**	$ **276,338**	**(23.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
9901 - Assistant City Manager	0.20	0.00	0.00	0.00	
4616 - Mgr of Community Services*	1.00	0.90	0.90	0.90	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**2.20**	**1.90**	**1.90**	**1.90**	
Permanent Full-Time	2.20	1.90	1.90	1.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.20**	**1.90**	**1.90**	**1.90**	

*Manager of Community Services is split (10%) in Health and (90%) in Office of Community Services.

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.

Populations being served with Emergency Shelter Grant funds include homeless families and individuals, battered and abused women, and U.S. military veterans. In 2007, 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 2008. Continued support of the Emergency Shelter Grant funds is projected to provide emergency and transitional shelter combined with community support services to an estimated 783 individuals in grant FY2006. It is anticipated that a similar number of individuals will be served by these sub-grantee agencies in grant FY 2007.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

The most significant trend is the increased focus of federal funding to reduce and eliminate "chronic homelessness" by targeting resources to assist "unaccompanied homeless individuals with a disabling condition who have either been continuously homeless for a year or more OR have had at least four episodes of homelessness in the past three years."

FY 2008 Goal - Community Visioning

For the grant funding process in FY 2007, by which sub-grantees apply for funding was significantly improved. In order to create a more open and transparent process, a local request for proposal (RFP) based on the State RFP was issued.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	94,313	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 94,313**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.

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 enhance the potential of specific populations to become self-sufficient; particularly children, youth, families and the elderly. Priority is also given to programs that reduce community risk factors and barriers to self-sufficiency. Social service funding provided by the City of Columbia also assists local social service providers in leveraging additional local, state and federal resources in the form of local donations of funds and volunteer time as well as state and federal contract and grant funding. The Commission will continue to monitor community needs and resources in order to ensure that city social service funding targets the most critical needs in an efficient and effective manner.

HIGHLIGHTS / SIGNIFICANT CHANGES

The City Council budgeted $886,023 in social assistance funding for FY2007. This funding represented a 2% increase in social assistance funding over the base budget of $868,650 for FY2007. This funding increase reflects the City Council's commitment to be responsive to the social service needs of specific populations and individuals in our community who have significant risk-factors and barriers to self-sufficiency. For FY2008, the Boone County Community Services Advisory Commission has recommended funding assistance for 30 organizations providing a total of 45 different program services.

For FY 2007, the Office of Community Services successfully negotiated with the United Way to add the United Way as a partner in the social service agency evaluation and training process. With additional funding from the United Way and a renegotiated contract with the University of Missouri, OCS is now able to provide annual training and evaluation services to all agencies funded by the City, County, and United Way. This is a substantial improvement over the previous process which only allowed for training and evaluation for each agency every five years.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	852,429	906,023	906,023	903,743	(0.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 852,429**	**$ 906,023**	**$ 906,023**	**$ 903,743**	**(0.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
There are no personnel assigned to this budget.					

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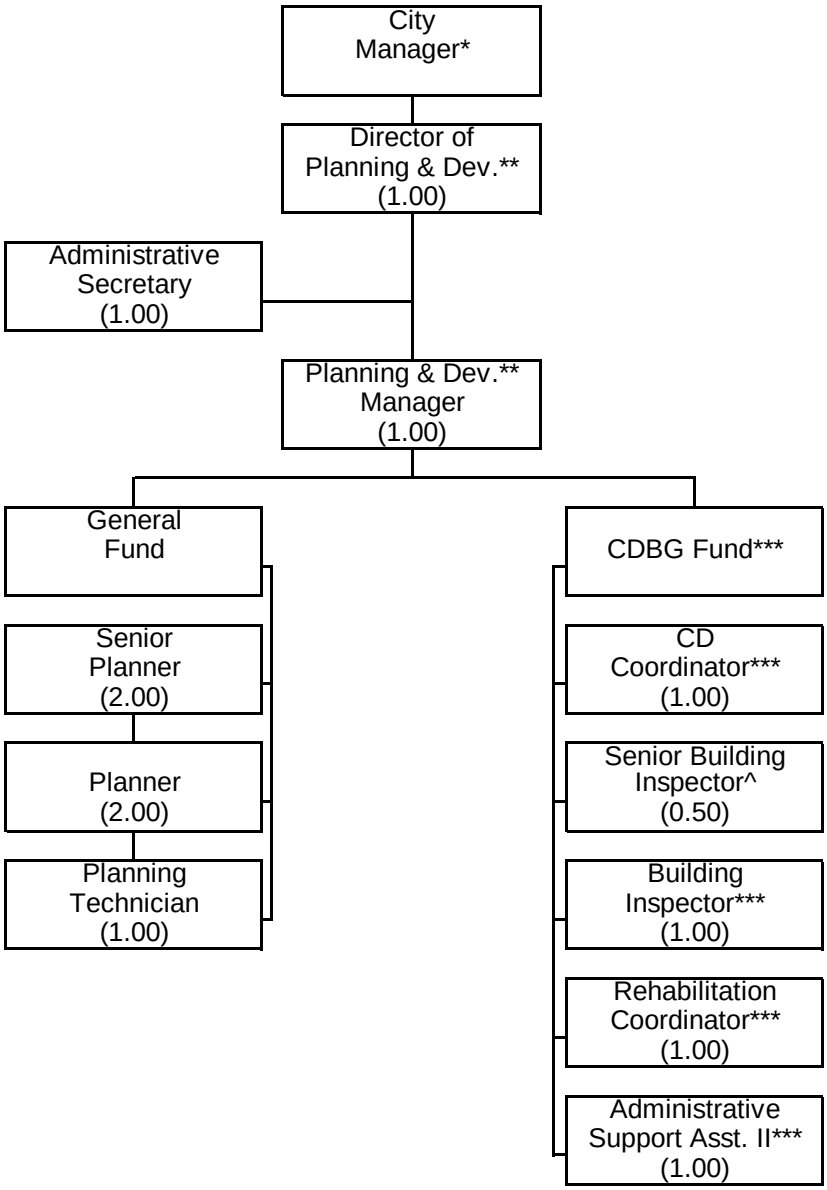
Planning and Development

City of Columbia

Columbia, Missouri

City of Columbia - Planning Department

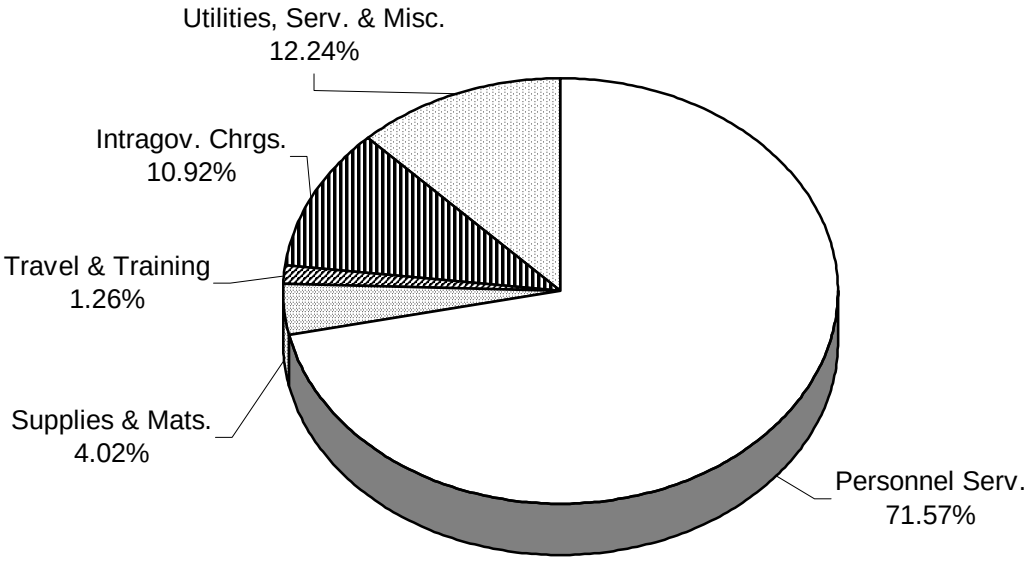
12.50 FTE Positions



* 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
^ Position split 50% in CDBG Fund and 50% in Public Works Protective Inspection.

Planning & Development - Summary

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 757,129	$ 890,513	$ 851,081	$ 933,183	4.8%
Supplies & Materials	46,649	48,047	48,460	52,383	9.0%
Travel & Training	6,856	11,800	11,800	16,391	38.9%
Intragovernmental Charges	95,485	113,200	113,225	142,406	25.8%
Utilities, Services & Misc.	829,341	118,987	120,479	159,585	34.1%
Capital	0	0	0	0	
Other	374,614	0	0	0	
Total	**2,110,074**	**1,182,547**	**1,145,045**	**1,303,948**	**10.3%**
Summary					
Operating Expenses	1,735,460	1,182,547	1,145,045	1,303,948	10.3%
Non-Operating Expenses	374,614	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,110,074**	$ **1,182,547**	$ **1,145,045**	$ **1,303,948**	**10.3%**

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PLANNING AND DEVELOPMENT - SUMMARY

110-40, 266-40

DEPARTMENT DESCRIPTION

The Planning and Development Department provides general land use planning, transportation, housing, community and economic development planning services to the community. The Department also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, Loan and Grant Committee, the Columbia Area Transportation Study Organization (CATSO) 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

FY 2008 Goal: Community Visioning

During FY 2008 the Department will implement several procedural changes in the zoning, plan and subdivision review processes; it will complete the sidewalk Master Plan; engage in the collection and analysis of social/economic/ environmental data to assist the community-wide visioning exercise; it will update the CATSO 2025 Transportation Plan; assist the Affordable Housing Policy Committee in development of a Housing Plan; and fully implement the "One Roof" system of housing and community development records management.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
General Fund Operations	7.90	7.90	7.90	7.90	
Community Development	4.10	4.10	4.10	4.60	0.50
Total Personnel	**12.00**	**12.00**	**12.00**	**12.50**	**0.50**
Permanent Full-Time	12.00	12.00	12.00	12.50	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**12.00**	**12.00**	**12.00**	**12.50**	**0.50**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Expected FY 2007 *	Estimated FY 2008
No. of Rezoning Cases	75	78	78	44
No. of Subdivision Plats	110	112	112	80
No. of Planned Districts	50	55	55	44
No. of Voluntary Annexations	35	45	45	7
No. of Miscellaneous Cases*	44	45	45	14
No. of Work Sessions/Commission Meetings Staffed***	98	100	100	120
No. of NRT House Inspections/Visits	2,500	2,550	2,550	2,550
No. of Neighborhood Meetings	55	55	55	25
No. of Emergency Home Repair	28	28	28	28
Time to Process Emergency Repairs under $500**	72 hours	72 hours	72 hours	72 hours
Time to Process Emergency Repairs over $500	4 weeks	3 weeks**	3 weeks**	3 weeks**
No. of Home Ownership Assistance Grants	30	30	30	30
No. of Owner Occupied Rehabs	16	17	17	17
No. of Code Deficiency Abatement	11	7	7	7
HOME Grant Amount	$609,114	$600,000	$600,000	$606,400
CDBG Grant Amount	$862,364	$850,000	$850,000	$863,498

*Miscellaneous Cases included, vacation of easements, variances, overlay districts, annexation agreements,
**Time to Process Emergency Repairs over $500 is expected to be reduced with the new "One Roof" Software that has been purchased.
***Meetings staffed include the Historic Preservation Commission, Bicycle & Pedestrian Commission, Planning & Zoning Commission & subcommittees, CATSO Technical Committee, CATSO Coordinating Committee, Community Development Commission & subcommittees, Loan & Grant Committee, "work team" meetings of the Planning & Zoning Commission are not included.

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Ames, IA	Lawrence, KS	Iowa City, IA
Population	**96,093**	**149,535**	**71,878**	**53,210**	**82,869**	**63,291**
Number of Employees	12.0	27.0	9.0	14.0	17.5	18.5
Employees Per 1,000 Population	0.125	0.181	0.125	0.263	0.211	0.292

DESCRIPTION

The Planning Division reviews requests for annexation, zoning map amendments, subdivisions, variances, street and easement vacations; prepares future land use, transportation and other comprehensive planning elements, collects and analyzes demographic and economic data; develops Geographic Information System (GIS) applications; prepares grant applications; and supports the development of annual and multi-year Capital Improvement Programs (CIP). The Division also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, the Columbia Area Transportation Study Organization (CATSO) and various ad-hoc committees and task forces.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 495,836	$ 620,406	$ 590,642	$ 642,173	3.5%
Supplies & Materials	37,946	40,917	39,835	41,978	2.6%
Travel & Training	5,344	8,200	8,200	12,791	56.0%
Intragovernmental Charges	61,283	77,361	77,386	105,698	36.6%
Utilities, Services & Misc.	103,073	88,851	83,221	128,761	44.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**703,482**	**835,735**	**799,284**	**931,401**	**11.4%**
Summary					
Operating Expenses	703,482	835,735	799,284	931,401	11.4%
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	**$ 703,482**	**$ 835,735**	**$ 799,284**	**$ 931,401**	**11.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Planning	7.60	7.60	7.60	7.60	
Economic Planning	0.30	0.30	0.30	0.30	
Total Personnel	**7.90**	**7.90**	**7.90**	**7.90**	
Permanent Full-Time	7.90	7.90	7.90	7.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.90**	**7.90**	**7.90**	**7.90**	

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Planning & Development - Planning

110-4010

DESCRIPTION

The Planning Division reviews requests for annexation, zoning map amendments, subdivisions, variances, and street and easement vacations; prepares future land use, transportation, and other comprehensive planning elements; collects and analyzes demographic and economic data; develops Geographic Information System (GIS) applications; prepares grant applications; and supports the development of annual and multi-year Capital Improvement Programs (CIP). The Division also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, the Columbia Area Transportation Study Organization (CATSO) and various ad-hoc committees and task forces.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Division will design a number of procedural changes to carry out the recommendations of the Process and Procedures Stakeholder Group; implement the new HTE Planning and Engineering module for tracking of applications; review policy on the zoning of annexed land; update the CATSO Transportation Plan and assist several long-range planning efforts (community wide visioning; Downtown-University planning; Non-Motorized Transportation Pilot Program) as directed.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 470,574	$ 583,764	$ 553,985	$ 603,083	3.3%
Supplies and Materials	37,630	40,392	39,132	41,275	2.2%
Travel and Training	4,866	7,600	7,600	12,191	60.4%
Intragovernmental Charges	61,283	77,322	77,347	105,654	36.6%
Utilities, Services, & Misc.	98,073	58,851	67,380	98,761	67.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **672,426**	$ **767,929**	$ **745,444**	$ **860,964**	**12.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4106 - Planning and Dev. Manager	1.00	1.00	1.00	1.00	
4105 - Dir. of Planning & Dev.	0.60	0.60	0.60	0.60	
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	
1101 - Administrative Assistant*	1.00	1.00	1.00	1.00	
Total Personnel	**7.60**	**7.60**	**7.60**	**7.60**	
Permanent Full-Time	7.60	7.60	7.60	7.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.60**	**7.60**	**7.60**	**7.60**	

*In FY 2008 the Administrative Secretary was reclassified to an Administrative Assistant.

Planning & Development - Economic Planning

110-4020

DESCRIPTION

A percentage of Departmental time is allocated for activities that encourage and facilitate the growth of the City's economic base. This entails work with Regional Economic Development, Inc. (REDI) and the Mid-Missouri Regional Planning Commission to provide support services including mapping, demographic information and statistics.

HIGHLIGHTS / SIGNIFICANT CHANGES

Efforts will focus on graphic and statistical information as needed to assist in the development of marketing and proposal packages. FY 2008 projects include development of enhanced zoning and annexation information, and Transportation Development Districts (TDDs).

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 25,262	$ 36,642	$ 36,657	$ 39,090	6.7%
Supplies and Materials	316	525	703	703	33.9%
Travel and Training	478	600	600	600	0.0%
Intragovernmental Charges	0	39	39	44	12.8%
Utilities, Services, & Misc.	5,000	30,000	15,841	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **31,056**	$ **67,806**	$ **53,840**	$ **70,437**	**3.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Community Development Block Grant (CDBG) and HOME Investment Partnership programs by coordinating applications for the use of these funds with the Department of Housing and Urban Development (HUD), other city departments, and outside organizations. The Division provides assistance to: the Community Development Commission in review of CDBG funding requests; the Loan and Grant Committee in the evaluation of housing rehabilitation applications from low to moderate income home owners; and other community agencies including but not limited to Central Missouri Community Action; Columbia Community Development Corporation; Habitat for Humanity and other communities agencies and private developers in rehabilitating and building new affordable housing.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable effort will be directed toward preparation of the Annual Community Development Action Plan; revisions to housing rehabilitation assistance application and monitoring procedures; and tracking of rule-making by HUD that may require changes in local administrative procedures. Continued emphasis will be placed on improvement of low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, and construction of replacement housing, assistance to home owners and prospective home buyers, and rehabilitation of existing housing. The Division will complete the implementation of the new "One Roof" housing records management system and support the Affordable Housing Policy Committee's development of an affordable housing policy.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 261,293	$ 270,107	$ 260,439	$ 291,010	7.7%
Supplies & Materials	8,703	7,130	8,625	10,405	45.9%
Travel & Training	1,512	3,600	3,600	3,600	0.0%
Intragovernmental Charges	34,202	35,839	35,839	36,708	2.4%
Utilities, Services & Misc.	726,268	30,136	37,258	30,824	2.3%
Capital	0	0	0	0	
Other	374,614	0	0	0	
Total	**1,406,592**	**346,812**	**345,761**	**372,547**	**7.4%**
Summary					
Operating Expenses	1,031,978	346,812	345,761	372,547	7.4%
Non-Operating Expenses	374,614	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,406,592**	**$ 346,812**	**$ 345,761**	**$ 372,547**	**7.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4105 - Dir. of Planning & Dev.	0.10	0.10	0.10	0.10	
3975 - Community Development Coord.	1.00	1.00	1.00	1.00	
3950 - Rehabilitation Coordinator	1.00	1.00	1.00	1.00	
3203 - Senior Building Inspector	0.00	0.00	0.00	0.50	0.50
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	**4.10**	**4.10**	**4.10**	**4.60**	**0.50**
Permanent Full-Time	4.10	4.10	4.10	4.60	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.10**	**4.10**	**4.10**	**4.60**	**0.50**

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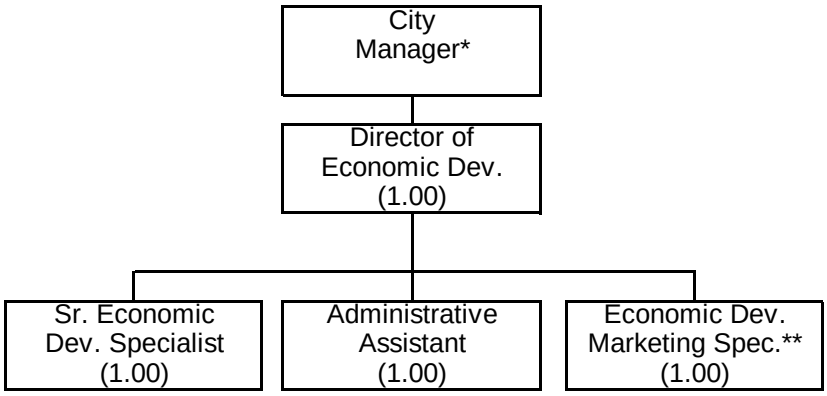
Department of
Economic Development

City of Columbia

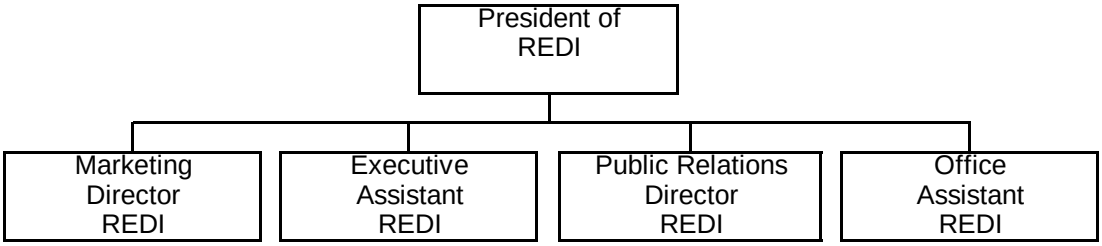
Columbia, Missouri

City of Columbia - Economic Development

4.00 FTE Positions



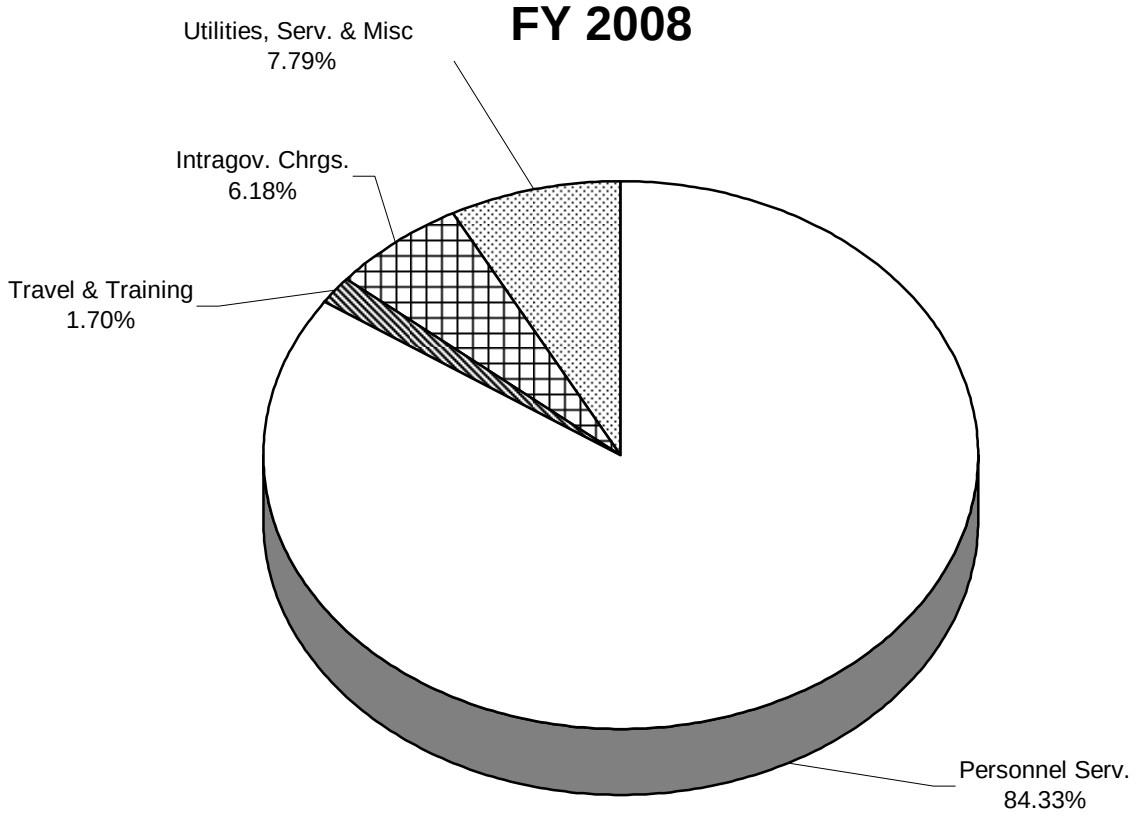
These positions serve additionally for REDI
(Regional Economic Development Incorporated)



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

Department of Economic Development

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 289,168	$ 308,563	$ 304,624	$ 324,645	5.2%
Supplies & Materials	0	0	0	0	
Travel & Training	5,658	6,543	6,543	6,543	0.0%
Intragovernmental Charges	17,594	21,184	21,184	23,782	12.3%
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**342,420**	**366,290**	**362,351**	**384,970**	**5.1%**
Summary					
Operating Expenses	342,420	366,290	362,351	384,970	5.1%
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	$ **342,420**	$ **366,290**	$ **362,351**	$ **384,970**	**5.1%**

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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. (REDI), 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

Staff continues to put an emphasis in the area of life sciences and technology development by supporting and promoting the technology incubator and Discovery Ridge Research Park on the University of Missouri campus. Staff has also assisted in business retention and expansion efforts with local industries. New Columbia marketing materials and support materials have been designed and printed, along with design changes to the website. REDI was re-certified as the only Accredited Economic Development Organization in the state of Missouri by the International Economic Development Council.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Assistant*	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**	

*FY 2008 Administrative Secretary reclassified to Administrative Assistant

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Expenditure Summary:			
Personnel Expenditures	$289,168	$308,563	$324,645
Other Expenditures	$53,252	$57,727	$60,325
Total Expenditures	$342,420	$366,290	$384,970

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS Continued

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Lead Generation:			
Community Presentations - Number of presentations/Number in attendance	13/556	10/500	10/500
Presentation Materials Sent	6,274	5,000	6,000
Targeted Marketing Efforts - Number of mail campaigns/Number of recipients	9/5401	3/5,000	5/5000
Inquiries Received	1,000	1,000	1,000
Job Fairs - Number of Fairs/Number in attendance	2/210	2/500	2/3000
Trade Shows/Marketing Events	8	4	5
Web Site Hits	13,648	13,000	14,000
Community Committee Meetings	133	100	100

Performance Measurements Explanations:

Community Presentations - Presentations given by dept. staff/People attended in the Columbia/Boone County area.
Presentation Materials Sent - Retail, Office, Manuf. or Study Results Material delivered to clients; electronically/mail. Includes community marketing materials provided to local realtors and Columbia Chamber of Commerce.

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.
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 is visited. Requests from the site are counted under "Inquiries Received." Web Site refers to columbiaredi.com. All publications and information are available on line.
Community Committee Meetings - Meetings attended by Department staff to promote Economic Development initiatives. This includes, but is not limited to: Mid-Missouri Regional Planning Commission; Missouri Economic Development Council; 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	146,626	278,201	111,519	105,194	328,000	47,056
Number of Employees	4.5	10.0	3.5	5.0	17.0	2.0
Employees Per 1,000 Population	0.031	0.036	0.031	0.048	0.052	0.043
City Only:						
City Population (1)	96,093	247,886	82,869	71,878	149,535	48,227
Number of Employees (2)	3.0	2.0	0.0	1.0	9.0	1.0
Annual Expenditures (3) (4)	$291,290	$955,000	$145,000	$120,000	$405,650	$170,000
City's Per Capita Investment	$1.987	$3.433	$1.30	$1.141	$1.237	$3.613
Total Community:						
Total Investment (5) (6) (7)	$467,000	$2,600,000	$599,516	$780,000	$547,150	$425,000
Total Per Capita Investment	$3.185	$9.346	$5.376	$7.415	$1.668	$9.032

1) Columbia's number represents a 2007 projection
2) St. Joseph contracts with the Chamber for economic development functions
3) City of Columbia's investment is expressed as a net investment. Lawrence, KS includes $20,000 for the Small Business Development Center from the City
4) Lawrence, KS includes $20,000 for the Small Business Development Center from the City
5) Investment for Columbia Community includes net City of Columbia Dept. of Economic Development and REDI
6) Total investment for Lawrence, KS includes $40,000 for the Small Business Development Center
7) Total investment for St. Joseph includes $204,000 for Community Development and $120,000 from Buchanan County

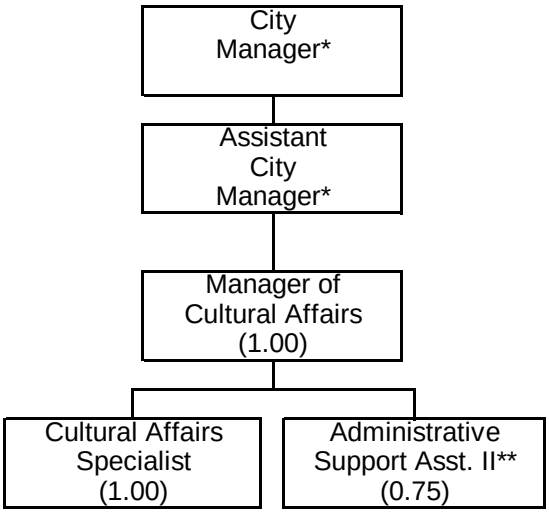
Cultural Affairs

City of Columbia

Columbia, Missouri

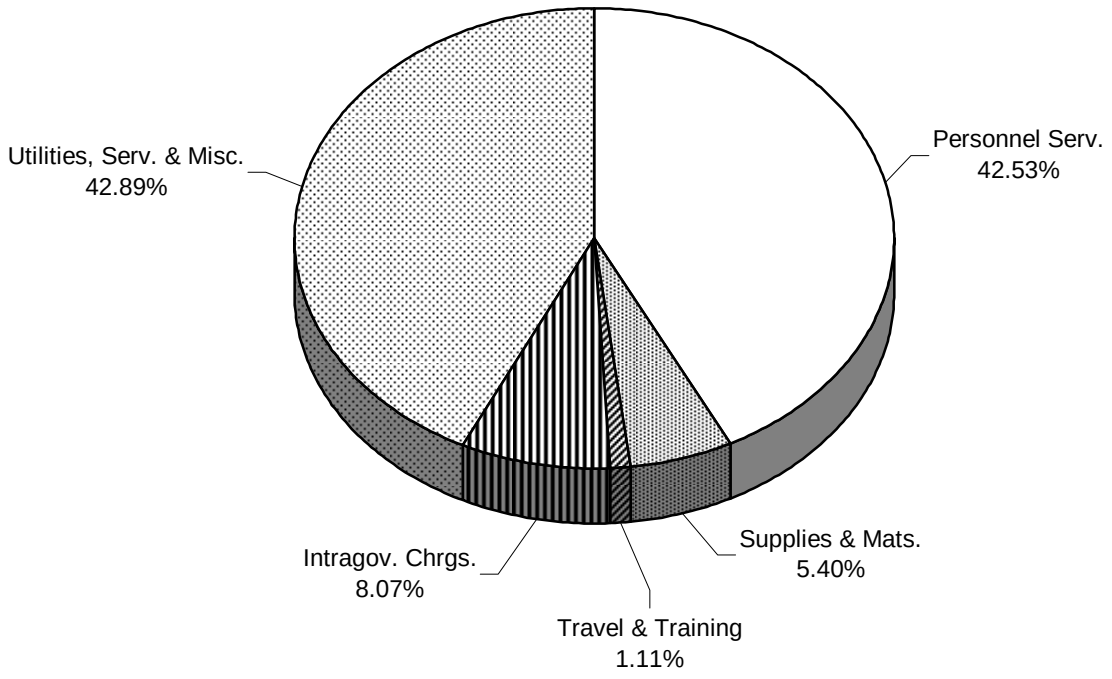
City of Columbia - Cultural Affairs

2.75 FTE Positions



* Positions not included in Cultural Affair's FTE count.
** 25% of this position is budgeted in Volunteer Services.

Cultural Affairs
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 167,542	167,450	179,291	7.0%
Supplies & Materials	0	22,244	20,401	22,758	2.3%
Travel & Training	0	4,700	2,300	4,700	0.0%
Intragovernmental Charges	0	27,508	27,508	34,038	23.7%
Utilities, Services & Misc.	0	150,136	146,292	180,821	20.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**0**	**372,130**	**363,951**	**421,608**	**13.3%**
Summary					
Operating Expenses	0	372,130	363,951	421,608	13.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **0**	$ **372,130**	**363,951**	**421,608**	**13.3%**

In FY 2007 Cultural Affairs moved from a Special Revenues Fund into the General Fund.

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CULTURAL AFFAIRS

110-46xx

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

- Columbia was named a "Creative Community" by the Missouri Arts Council and the Governor at the annual state "Arts Awards" in February 2007. Columbia is the first city in the state to receive the distinction.
- The OCA's Community Arts Program grant ranked in the top five statewide in the Missouri Arts Council's grant evaluation. Funds received support programs and services such as the Arts Express newsletter, Artists' Registry, the Columbia Festival of the Arts and technical assistance to local arts organizations.
- The OCA's updated Cultural Plan, called "Creative Columbia," was approved by City Council in 2006.
- Requests from local arts organizations for arts funding totaled $154,800, an increase of $12,330 from FY 07. A formula for determining funding levels continues to be employed in an effort to allocate funds in the most equitable way. The Commission will continue to assess all funding policies.
- A restricted account was established using a portion of the OCA's fund balance and will be used to augment the amount made available in the city's budgeting process. This will allow the dollars allocated to local arts groups to reach the $100,000 mark in FY08 for the first time ever.
- Public art programming continues to be a major emphasis: the Martin Luther King Jr. Memorial was rededicated in 2006, the Statue of Liberty replica was reinstalled, work by two local artists on Percent for Art projects for the Wabash Station was ongoing and plans for installation of two sculptures at Flat Branch Park continued. In 2007, the biggest Percent for Art project to date, for the expansion of City Hall, will get underway as will Percent for Art projects at two city fire stations. Staff will also be coordinating maintenance efforts with several currently situated works.
- A restricted account was established using a portion of the OCA's fund balance and was designated for public art uses such as augmenting new project budgets, assisting with maintenance or addressing collections management needs.
- Plans to revise the online Artists' Registry are underway. Goals are to simplify the process for participating artists and groups and limit the staff time required to manage the site.
- Community arts resources were expanded in 2006 with the update of the Public Art Guide, the development of a new Gallery Guide (with funding from the CVB) and continued growth of the Arts Express newsletter mailing (hard copy and online). The Public Art and Gallery Guides will be updated in 2007. Plans for a Performing Arts Guide companion piece to the Gallery Guide are underway as well.
- Collaborations with downtown arts efforts include support of Twilight Festivals, Missouri Theatre Center for the Arts and partial funding of quarterly "ArtRageous Fridays."
- Ongoing opportunities for event planners and local arts organizations and their volunteers to interact include regularly scheduled ArtsSuccess workshops and the Cultural Tourism Collaborative.
- The OCA's role in the summer CARE Gallery has minimized given P&R's increased staff time with and funding to it.
- OCA offices moved to the city's newly renovated Gentry Building in November 2006.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4625 - Manager of Cultural Affairs	0.00	1.00	1.00	1.00	
4624 - Cultural Affairs Specialist	0.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.00	0.75	0.75	0.75	
Total Personnel	**0.00**	**2.75**	**2.75**	**2.75**	
Permanent Full-Time	0.00	2.75	2.75	2.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.00**	**2.75**	**2.75**	**2.75**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Programs:			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: $1,000+/under $500	16/5	18/10	20/10
Percent for Art Projects	2	2	3
Public Art Programming	5	5	7
Programs not listed above	N/A	N/A	N/A
Services:			
Art Guides (public art, galleries/museums, performing art)	1	2	3
Artists' Registry	50	50	60
ARTrageous Fridays* (collaborative w/ the Downtown Business Assns.)	1	1	4
ARTsuccess** Meetings & Workshops	4	4	4
Arts Express Newsletter	12,000	12000	13500
C.A.R.E. Gallery (collaboration with Parks and Recreation)***	10	10	N/A
Cultural Planning	1	1	1
Cultural Tourism Collaborative	15	15	15
Marketing Initiatives	25+	30+	40+
Partners in Education Programming	30+	30+	30+
Technical Assistance****	100+	100+	100+

*Formerly called the "Gallery Crawl"; new plans are for this event to be held quarterly, rather than annually.
**Formerly called "Arts Roundtable."
***In FY08, P&R will handle this program completely; the OCA will provide some basic support as needed.
****Examples include speaking engagements, one on one consultations and arranging consultant visits.

COMPARATIVE DATA

	Columbia MO	Boulder CO	Providence RI	Savannah GA	Tempe AZ
Population	**96,093**	**89,949**	**178,845**	**126,661**	**162,678**
Number of Full-Time (FT) Employees	2	1	4	10	31.5
Number of Part-Time (PT) Employees	1	2	0	0	21
FT Employees Per 1,000 Population	0.021	0.011	0.022	0.079	0.194
Art Center(s)/number	no	yes/2	no	yes/1	yes/5+
Festival(s)/budget(s)	1/$42,000	n/a	3/$165,000	5/$550,000	n/a
Funding to Local Arts Agencies &	yes	yes	yes	yes	yes
amount awarded in last FY	$85,076	$171,064	$220,000	$979,000	$137,693
low/high range of requests	$500/$10,000	$1,000/$10,000	$500/$30,000	$5,000/$150,000	$500/$53,000
Funding from Tourism and/or CVB	yes	yes	yes	no	yes
Online Artists' Registry	yes	yes	yes	yes	yes
Percent for Art/Public Art Program	yes	yes	yes	yes	yes
designated maintenance fund(s)?	yes	no	no	n/a	no
Total Budget	$0	$486,334	$506,268	$1,804,000	$4,363,854
includes state funding?	yes	no	no	yes	yes
includes federal funding?	no	no	no	no	no

Columbia - Cultural Affairs is a designated city department; local arts agency funding is dedicated city dollars; percent for art program is funded fully by city dollars but is not reflected in the total budget amount.

Boulder - Cultural Affairs department is a designated city department; local arts agency funding is dedicated city dollars; public art program exists but is not formalized; art centers are programmed for visual and performing art and one houses the Boulder Museum of Contemporary Art.

Providence - Department of Art, Culture & Tourism is a designated city department; local arts agency funding is dedicated city dollars; percent for art program was established by city ordinance in 1980 but is unfunded; festival budgets listed are the city's contribution only as all three events are produced in collaboration with other agencies; service area is the city, but portions of northern Rhode Island and southeast Massachusetts are served as well.

Savannah - Cultural Affairs is a designated city department; local arts agency funding is dedicated city dollars; public art programming exists but is not administered by the city; service area is the city but outlying areas are served as well as significant numbers of visitors as Savannah's main industry is tourism; art center provides visual and performing arts activities.

Tempe - Cultural Affairs is a division of Community Services Department; local arts agency funding is dedicated city city dollars; percent for art program is funded fully by city dollars; arts centers are supported by a dedicated sales tax.

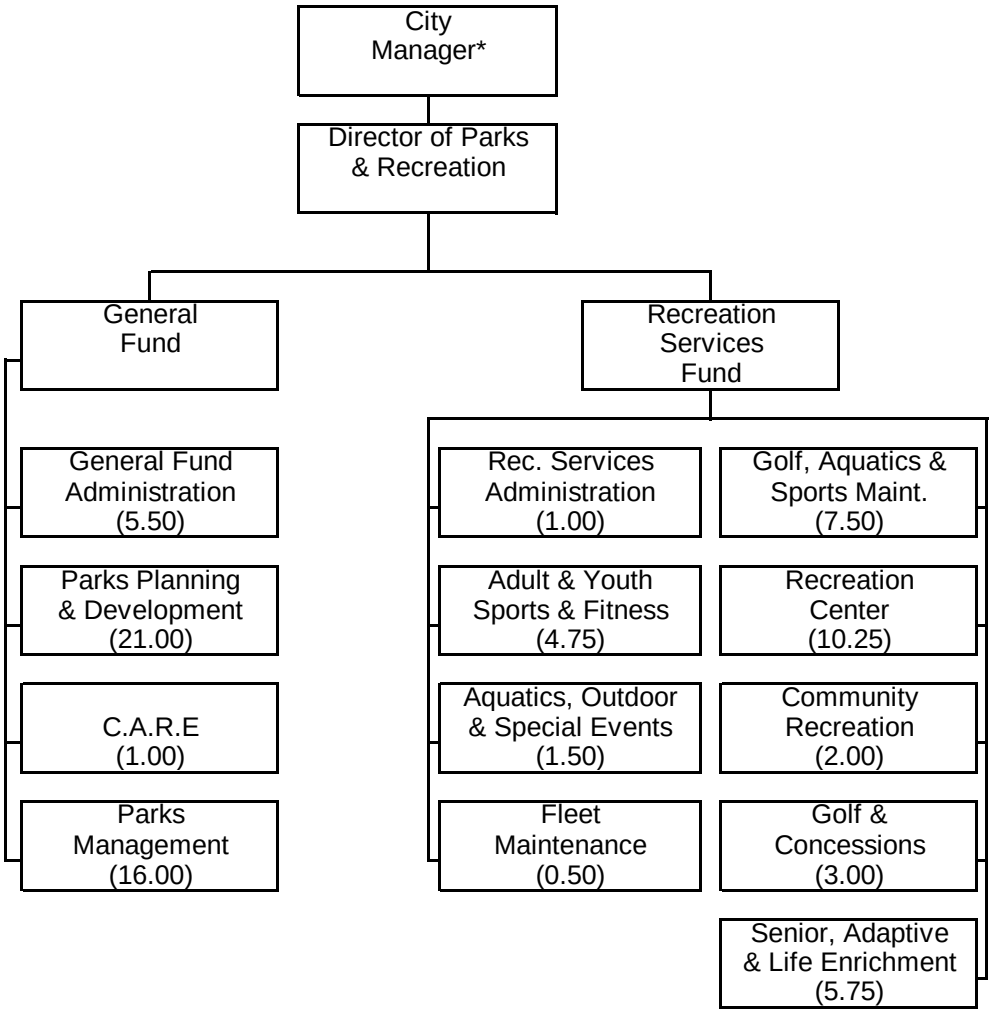
Parks and Recreation

City of Columbia

Columbia, Missouri

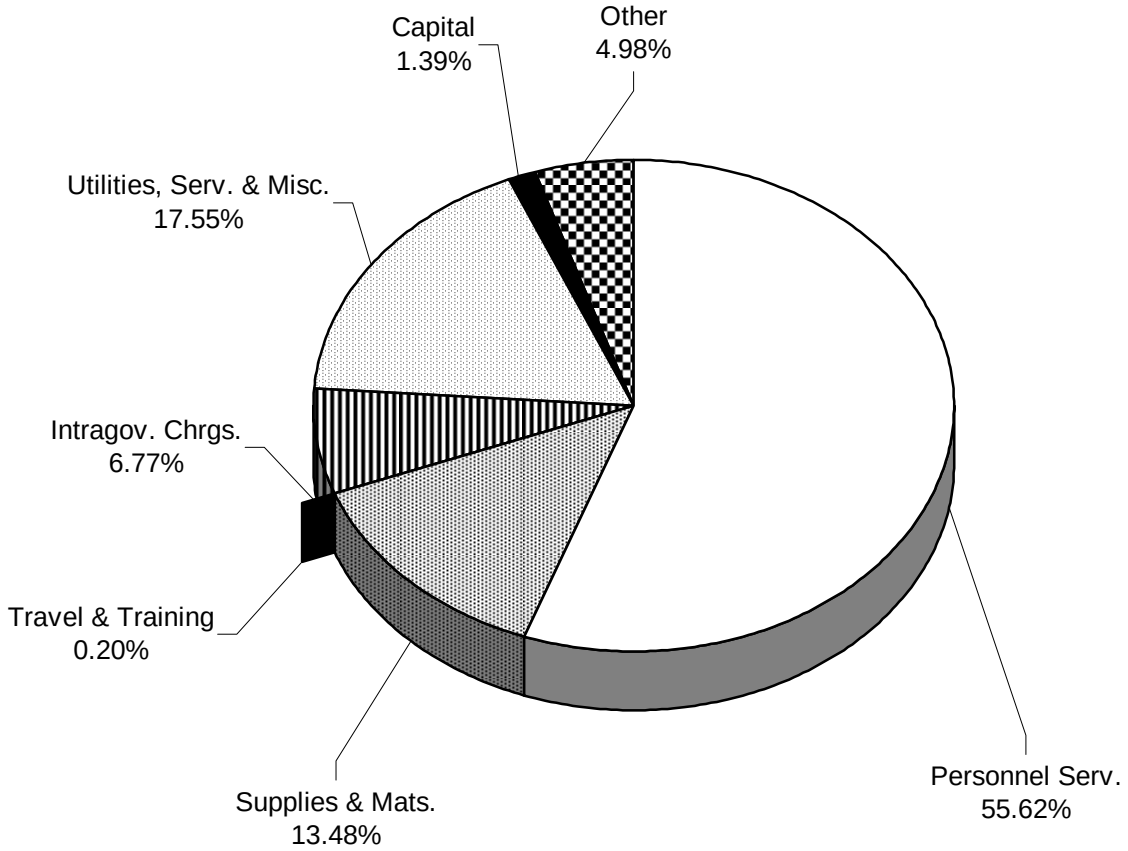
City of Columbia - Parks and Recreation Department

79.75 FTE Positions



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

Parks & Recreation Dept - Summary
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 5,948,363	$ 6,685,018	$ 6,548,040	$ 6,959,445	4.1%
Supplies & Materials	1,694,356	1,666,914	1,572,472	1,686,631	1.2%
Travel & Training	13,431	25,391	20,832	25,047	(1.4%)
Intragovernmental Charges	664,284	764,935	764,973	847,448	10.8%
Utilities, Services & Misc.	1,475,638	2,064,116	1,944,209	2,196,144	6.4%
Capital	165,817	492,400	490,965	174,250	(64.6%)
Other	1,437,250	614,600	614,600	623,600	1.5%
Total	**11,399,139**	**12,313,374**	**11,956,091**	**12,512,565**	**1.6%**
Summary					
Operating Expenses	9,421,596	10,875,374	10,504,834	11,320,365	4.1%
Non-Operating Expenses	1,427,122	624,600	639,292	640,600	2.6%
Debt Service	57,811	35,000	35,000	33,000	(5.7%)
Capital Additions	165,817	492,400	490,965	174,250	(64.6%)
Capital Projects	326,793	286,000	286,000	344,350	20.4%
Total Expenses	$ **11,399,139**	$ **12,313,374**	$ **11,956,091**	$ **12,512,565**	**1.6%**

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DEPARTMENT DESCRIPTION

The Columbia Parks and Recreation Department oversees approximately 2,400 acres of park land and maintains 70 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

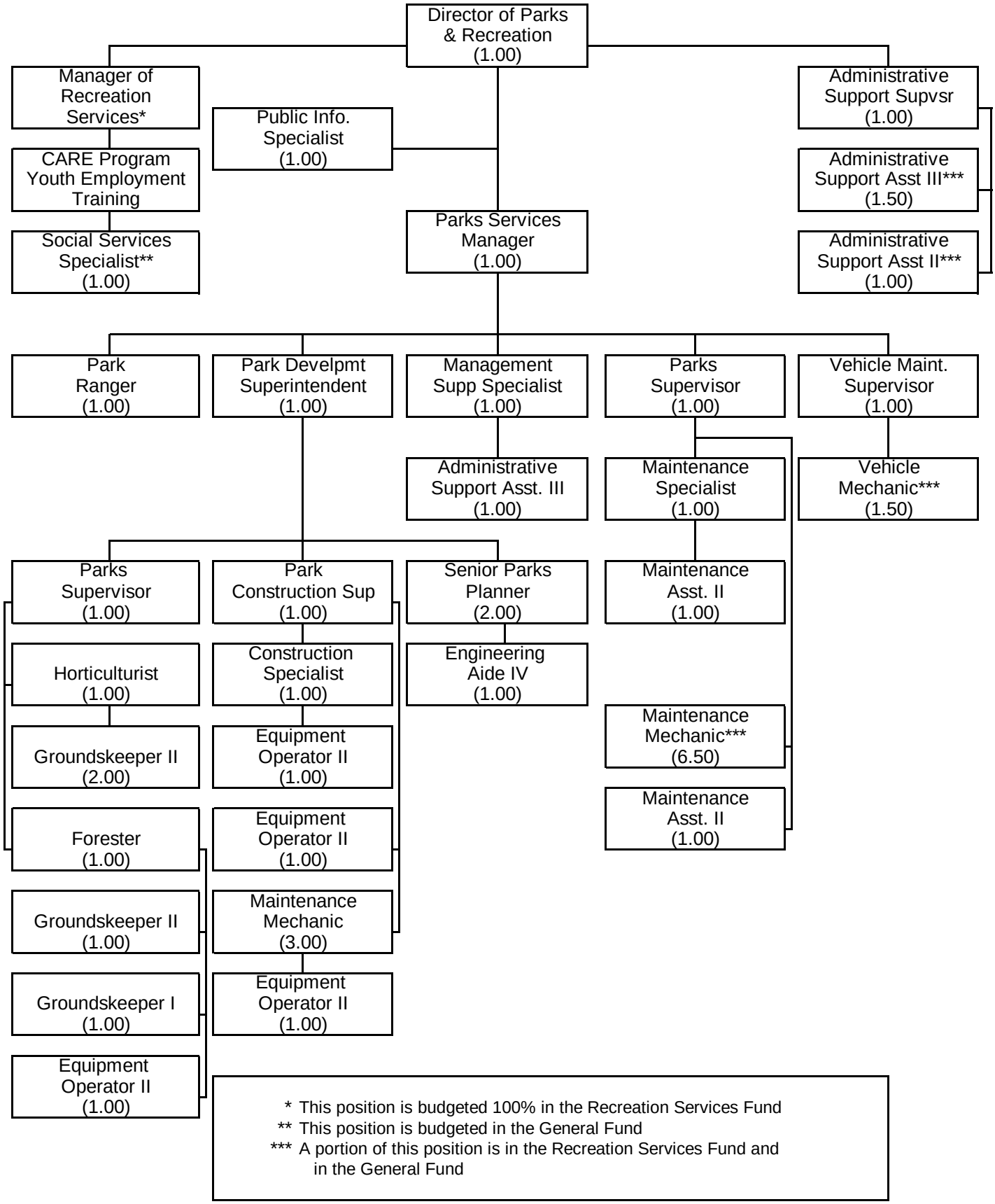
The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation 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, golf improvement fee and recreation center improvement fee are appropriated by the City Council for capital projects. Funding is budgeted in the Recreation Services portion of the budget for the operation of the Activity and Recreation Center (ARC).

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
General Fund Operations	41.50	42.50	42.50	43.50	1.00
Recreation Services Fund	36.25	36.25	36.25	36.25	
Total Personnel	**77.75**	**78.75**	**78.75**	**79.75**	**1.00**
Permanent Full-Time	77.00	78.00	78.00	79.00	1.00
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**77.75**	**78.75**	**78.75**	**79.75**	**1.00**

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

43.50 FTE Positions



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. One new position is proposed for the park planning staff to assist with capital projects.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 2,643,372	$ 2,946,838	$ 2,908,349	$ 3,124,307	6.0%
Supplies & Materials	522,956	622,603	593,048	645,090	3.6%
Travel & Training	6,734	9,410	8,233	9,410	0.0%
Intragovernmental Charges	197,567	235,168	235,206	263,187	11.9%
Utilities, Services & Misc.	374,472	439,183	408,060	461,529	5.1%
Capital	116,355	396,400	395,000	130,750	(67.0%)
Other	0	0	0	0	
Total	**3,861,456**	**4,649,602**	**4,547,896**	**4,634,273**	**(0.3%)**
Summary					
Operating Expenses	3,745,101	4,253,202	4,152,896	4,503,523	5.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	116,355	396,400	395,000	130,750	(67.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,861,456**	$ **4,649,602**	$ **4,547,896**	$ **4,634,273**	**(0.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	4.50	5.50	5.50	5.50	
Parks Planning & Development	20.00	20.00	20.00	21.00	1.00
C.A.R.E.	1.00	1.00	1.00	1.00	
Parks Management	16.00	16.00	16.00	16.00	
Total Personnel	**41.50**	**42.50**	**42.50**	**43.50**	**1.00**
Permanent Full-Time	41.50	42.50	42.50	43.50	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**41.50**	**42.50**	**42.50**	**43.50**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

Park Management & Operations:	Actual FY 2006	Budget FY 2007	Estimated FY 2008
#No. of Hours Spent Mowing Parks	6,806	7,500	8,000
#No. of Hours Spent Mowing Athletic/Golf:	7,264	8,000	8,500
No. of Athletic Fields Maintained	47	47	49
Pounds of Trash Collected	403,400	350,000	420,000
Pounds of Construction Debris	*929320	500,000	500,000
No. of Shelter Reservations During Year	1,412	1,425	1,500

#Less mowing hours in Oct 2005 and July-Sept 2006 due to drought conditions. Dept also using larger mowers which cut more area in less time.

*FY06 construction includes the demolition of the cinder block Antimi Concession and two shelters.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS Continued

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Park Planning & Development:			
No. of Projects Budgeted	17	17	12
No. of Projects Completed	14	17	12
No. of Trees Planted (Forestry & Horticulture)	#324	420	420
Memorial/Heritage Trees Maintained	498	530	550
Downtown Trees Maintained (sidewalk/tree grates only)	450	475	475
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	1,362	1,200	1,750
No. of Hazardous and Dead Tree Removals	110	125	120
No. of Landscape Areas Maintained	65	72	79
Total Sq. Feet of Landscape Beds Maintained	419,872	475,000	550,873

#Does not include1,000 six foot "whips" planted at Forum/Scott Blvd. All others are 2-inch ball/burlap trees.

COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Woodlands TX
Population	**96,093**	**118,292**	**134,095**	**82,869**	**65,169**	**120,000**
Number of Employees	45	61	69	51	37	47
Employees Per 1,000 Population	0.47	0.52	0.51	0.62	0.57	0.39
Park Planning & Development:						
Capital Improvement Budget (3 Year Average)	$2,193,868	$3,000,000	$3,275,000	$750,000	$475,000	$4,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	75%	8%	10%	25%	50%	25%
No. of Permanent Staff Assigned to Capital Projects	13.0	0	6	0	0	1
No. of Landscape and Forestry Employees	8	13	1	2	7	10

	Columbia, MO	Waco TX	Ft. Collins CO	Dubuque IA	St. Joseph, MO	**Lawrence KS
Population	**96,093**	**124,748**	**134,095**	**57,865**	**71,878**	**82,869**
Number of Employees	45	84	69	27	46	51
Employees Per 1,000 Population	**0.47**	**0.67**	**0.51**	**0.47**	**0.64**	**0.62**
Parks Management & Operations:						
Total Park Acres	2,434	1,304	630	1,400	1,500	(1) 3,206
Number of Maintenance Employees	24.0	66	41	17	15	31
Park Acres Per Staff	101.42	19.76	15.37	82.35	100.00	103.42
Premiere Facilities:						
Pools	5	2	3	2	3	1
Golf Courses (18 Hole)	2	1.5	2	1	1	1
(2) Athletic Fields	25	48	10	13	15	19
Rec/Nature Centers	1	3	1	0	2	6
Ice Rinks-indoor	0	0	2	1	1	0
Total Facilities	33	54.5	16	17	21	27

(1)30-40% of acreage is natural, open space and 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 Supervisor, 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 include budget and accounting, promotion, and the establishment of Department policies and procedures.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget for the Administrative Division has been based on maintaining existing services.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 294,617	$ 332,646	$ 327,181	$ 363,859	9.4%
Supplies and Materials	16,313	19,045	20,031	20,880	9.6%
Travel and Training	2,706	3,400	2,650	3,400	0.0%
Intragovernmental Charges	57,010	69,456	69,494	68,763	(1.0%)
Utilities, Services, & Misc.	47,299	55,215	53,205	57,290	3.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 417,945**	**$ 479,762**	**$ 472,561**	**$ 514,192**	**7.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
1004 - Admin. Support Supervisor	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.50	1.50	1.50	1.50	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**4.50**	**5.50**	**5.50**	**5.50**	
Permanent Full-Time	4.50	5.50	5.50	5.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.50**	**5.50**	**5.50**	**5.50**	

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

110-5110, 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 seventh year of operation of the C.A.R.E. Gallery Program. This program provides career training to 180 - 200 disadvantaged youth annually. The C.A.R.E. Program will continue to offer tutoring and GED assistance to a number of youth during the school year. This budget includes funds to rent year-round office space for the CARE Gallery.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 281,568	$ 329,438	$ 327,950	$ 346,990	5.3%
Supplies and Materials	8,363	9,007	8,865	9,277	3.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	3,900	4,393	4,393	4,882	11.1%
Utilities, Services, & Misc.	36,393	43,397	42,107	47,908	10.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 330,224**	**$ 386,235**	**$ 383,315**	**$ 409,057**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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**	

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 landscaping/forestry activities for parks, trails, public buildings, median strips, and the downtown.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

This year's budget provides for the same quality of service as in previous years. Significant increases are related to higher construction costs and utility rates.

FY 2008 Goal: Community Visioning

One new position, an Engineering Aide IV, is proposed for the park planning staff to assist with on-site project management.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,126,952	$ 1,251,806	$ 1,216,074	$ 1,329,480	6.2%
Supplies and Materials	131,013	130,120	129,727	154,673	18.9%
Travel and Training	2,477	3,125	2,816	3,125	0.0%
Intragovernmental Charges	37,758	56,142	56,142	60,879	8.4%
Utilities, Services, & Misc.	60,802	72,293	65,737	74,352	2.8%
Capital	5,529	0	0	0	
Other	0	0	0	0	
Total	**$ 1,364,531**	**$ 1,513,486**	**$ 1,470,496**	**$ 1,622,509**	**7.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
8710 - Parks Dev. Superintendent	1.00	1.00	1.00	1.00	
8700 - Senior Parks Planner	2.00	2.00	2.00	2.00	
5205 - Forester	1.00	1.00	1.00	1.00	
5203 - Horticulturist	1.00	1.00	1.00	1.00	
5004 - Engineering Aide IV	0.00	0.00	0.00	1.00	1.00
2415 - Park Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II	3.00	3.00	3.00	3.00	
2413 - Groundskeeper I	1.00	1.00	1.00	1.00	
2406 - Construction Supervisor	1.00	1.00	1.00	1.00	
2405 - Construction Specialist	1.00	1.00	1.00	1.00	
2404 - Maintenance Mechanic	4.00	4.00	4.00	4.00	
2300 - Equipment Operator II	4.00	4.00	4.00	4.00	
Total Personnel	**20.00**	**20.00**	**20.00**	**21.00**	**1.00**
Permanent Full-Time	20.00	20.00	20.00	21.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**20.00**	**20.00**	**20.00**	**21.00**	**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.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 940,235	$ 1,032,948	$ 1,037,144	$ 1,083,978	4.9%
Supplies and Materials	367,267	464,431	434,425	460,260	(0.9%)
Travel and Training	1,551	2,885	2,767	2,885	0.0%
Intragovernmental Charges	98,899	105,177	105,177	128,663	22.3%
Utilities, Services, & Misc.	229,978	268,278	247,011	281,979	5.1%
Capital	110,826	396,400	395,000	130,750	(67.0%)
Other	0	0	0	0	
Total	**$ 1,748,756**	**$ 2,270,119**	**$ 2,221,524**	**$ 2,088,515**	**(8.0%)**

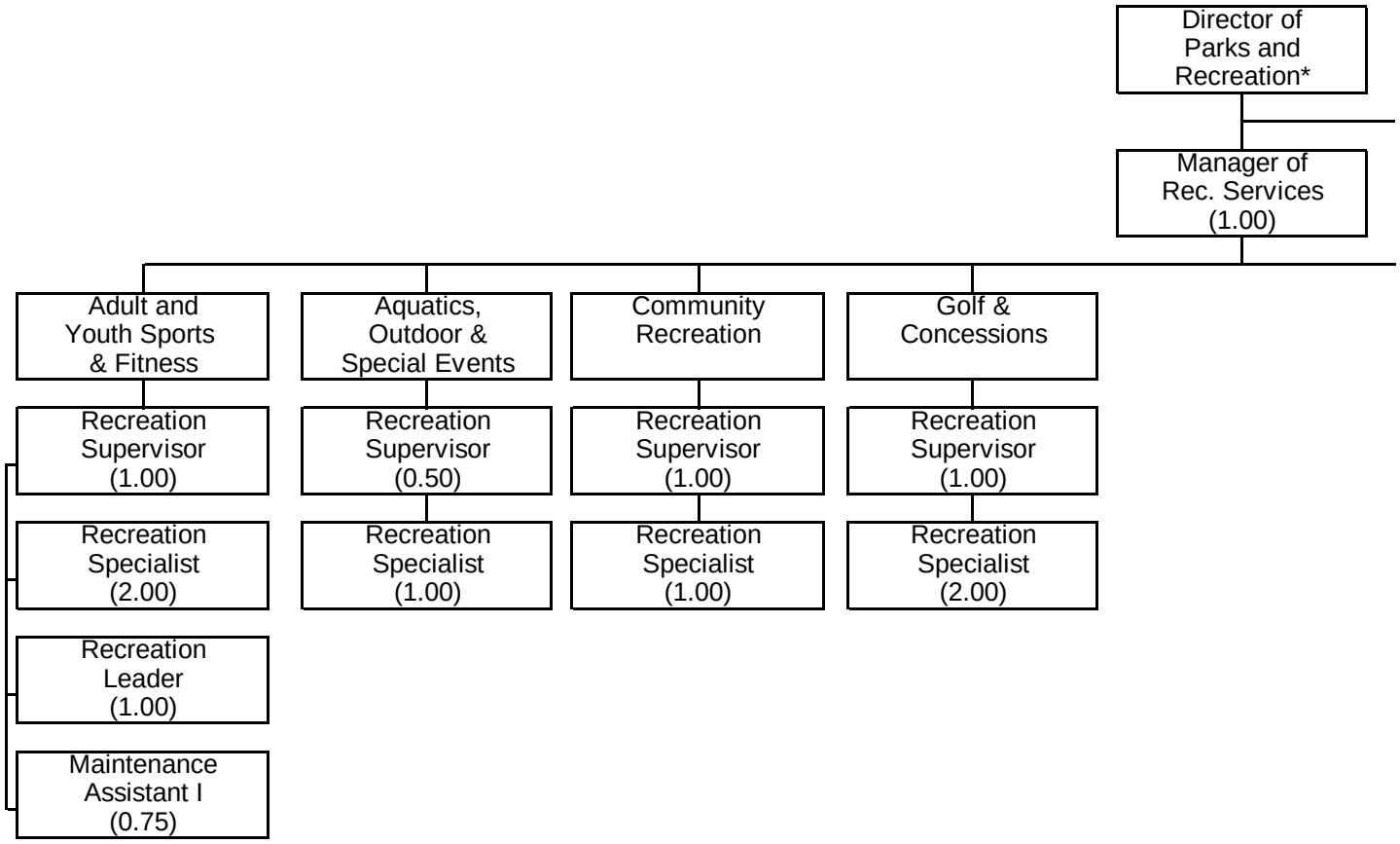
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
8750 - Park Services Manager	1.00	1.00	1.00	1.00	
8690 - Park Ranger	1.00	1.00	1.00	1.00	
4203 - Management Support Specialist	1.00	1.00	1.00	1.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2404 - Maintenance Mechanic	3.50	3.50	3.50	4.50	1.00
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 *	2.00	2.00	2.00	1.00	(1.00)
2108 - Vehicle Maintenance Supv. I	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic	1.50	1.50	1.50	1.50	
1003 - Admin. Support Assistant III	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**	

* (1) Equipment Operator II position was reclassified to Maintenance Mechanic position.

City of Columbia - Recreation Services Fund

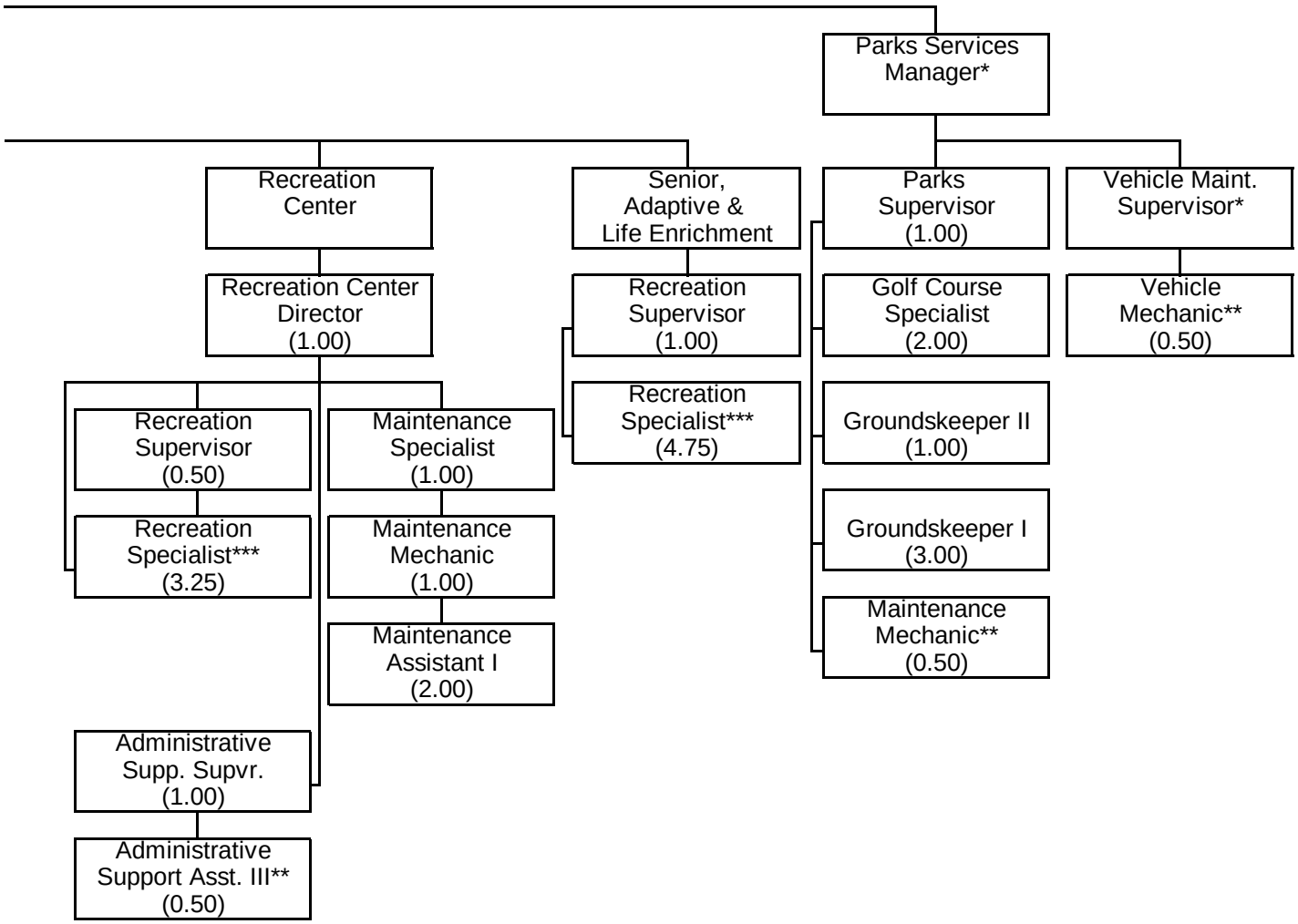
36.25 FTE Positions



* 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 Sr. Adaptive & Life Enrichment and reports to the ARC Director.

City of Columbia - Recreation Services Fund

36.25 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 Sr. Adaptive & Life Enrichment 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; Community Recreation; Golf /Concessions; Senior/Paquin/Life Enrichment/Special Events 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. Funds have been included to accommodate an anticipated relocation of the Life Enrichment/50+ program from the Parkade Center to a location near Stephens Lake Park. It is anticipated this move will better serve the needs of the participants and staff.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 3,304,991	$ 3,738,180	$ 3,639,691	$ 3,835,138	2.6%
Supplies & Materials	1,171,400	1,044,311	979,424	1,041,541	(0.3%)
Travel & Training	6,697	15,981	12,599	15,637	(2.2%)
Intragovernmental Charges	466,717	529,767	529,767	584,261	10.3%
Utilities, Services & Misc.	1,101,166	1,624,933	1,536,149	1,734,615	6.7%
Capital	49,462	96,000	95,965	43,500	(54.7%)
Other	1,437,250	614,600	614,600	623,600	1.5%
Total	**7,537,683**	**7,663,772**	**7,408,195**	**7,878,292**	**2.8%**
Summary					
Operating Expenses	5,676,495	6,622,172	6,351,938	6,816,842	2.9%
Non-Operating Expenses	1,427,122	624,600	639,292	640,600	2.6%
Debt Service	57,811	35,000	35,000	33,000	(5.7%)
Capital Additions	49,462	96,000	95,965	43,500	(54.7%)
Capital Projects	326,793	286,000	286,000	344,350	20.4%
Total Expenses	$ **7,537,683**	$ **7,663,772**	$ **7,408,195**	$ **7,878,292**	**2.8%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	18.00	18.00	18.00	18.00	
Recreation Center	10.25	10.25	10.25	10.25	
Total Personnel	**36.25**	**36.25**	**36.25**	**36.25**	
Permanent Full-Time	35.50	35.50	35.50	35.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**36.25**	**36.25**	**36.25**	**36.25**	

PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Sports (Youth & Adult):			
Annual Estimated Participants	139,823	125,000	125,000
Cost Per Participant	$5.40	$6.50	$6.00
Revenue Per Participant	$1.98	$2.37	$3.00
Percent of Program Subsidy	63.45%	63.50%	50.00%
Aquatics/Outdoor/Travel:			
Annual Estimated Participants	96,137	85,000	85,000
Cost Per Participant	$6.25	$10.66	$8.00
Revenue Per Participant	$3.08	$4.24	$4.00
Percent of Program Subsidy	50.70%	60.20%	50.00%
Golf:			
No. of Participants	76,050	69,000	70,000
Cost Per Participant	$14.75	$18.74	$18.00
Revenue Per Participant	$15.29	$18.70	$18.00
Percent of Program Subsidy	-3.69%	0.20%	0.00%
Senior Adults/Adaptive/Life Enrichment:			
No. of Participants	145,492	145,000	145,000
Cost Per Participants	$4.19	$5.07	$4.25
Revenue Per Participant	$1.66	$1.71	$1.60
Percent of Program Subsidy	60.37%	66.20%	62.40%
Community Recreation:			
Annual Estimated Participants	55,411	60,000	60,000
Cost Per Participant	$4.83	$5.42	$4.25
Revenue Per Participant	$0.22	$0.20	$0.20
Percent of Program Subsidy	95.57%	96.50%	95.30%
Activity & Recreation Center:			
Annual Estimated Participants	332,104	305,000	305,000
Cost Per Participant	$4.63	$5.75	$5.20
Revenue Per Participant	$4.90	$5.20	$5.20
Percent of Program Subsidy	-5.73%	9.60%	0.00%

*Revenues reported are operating revenues and do not include capital improvement fees (user fee, CIP fees)

COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
Population	**96,093**	**89,949**	**74,144**	**63,291**	**149,535**	**121,712**
Number of Employees	29.75	61.00	41.00	23.00	54.00	53.00
Employees Per 1,000 Population	0.310	0.678	0.553	0.363	0.361	0.435

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. Significant increases are related to anticipated higher fuel and utility costs. Additional temporary help has been added to assist with the maintenance of the two new athletic fields being developed on the Atkins property.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 523,223	$ 584,496	$ 567,021	$ 590,427	1.0%
Supplies & Materials	280,684	324,772	303,905	340,823	4.9%
Travel & Training	190	1,189	530	1,189	0.0%
Intragovernmental Charges	31,253	36,285	36,285	51,166	41.0%
Utilities, Services & Misc.	356,074	422,816	409,918	458,775	8.5%
Capital	49,462	61,000	60,965	43,500	(28.7%)
Other	0	0	0	0	
Total	**$ 1,240,886**	**$ 1,430,558**	**$ 1,378,624**	**$ 1,485,880**	**3.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2416 - Golf Course Specialist*	0.00	0.00	0.00	2.00	2.00
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II *	3.00	3.00	3.00	1.00	(2.00)
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**	

* In Fy 2008 (2) Groundskeeper II positions were reclassified to Golf Course Specialists.

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; Community Recreation; Golf/Concessions; Senior/Paquin/Life Enrichment/Special Events Programs; and Special Olympics/Adaptive.

HIGHLIGHTS / SIGNIFICANT CHANGES

The operating budget has been based upon maintaining existing services. Funds have been included to accommodate a proposed relocation of the Life Enrichment/50+ program from Parkade Center to a location adjacent to Stephens Lake Park.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,776,226	$ 2,071,212	$ 2,040,340	$ 2,142,986	3.5%
Supplies & Materials	411,468	515,754	479,598	492,918	(4.4%)
Travel & Training	3,669	7,642	6,899	7,648	0.1%
Intragovernmental Charges	340,203	399,595	399,595	417,272	4.4%
Utilities, Services & Misc.	416,678	573,431	515,411	587,202	2.4%
Capital	0	0	0	0	
Other	1,119,417	321,500	321,500	323,000	0.5%
Total	$ **4,067,661**	$ **3,889,134**	$ **3,763,343**	$ **3,971,026**	**2.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	8.75	9.75	9.75	9.75	
8510 - Recreation Leader	2.00	1.00	1.00	1.00	
2401 - Maintenance Asst. I	0.75	0.75	0.75	0.75	
Total Personnel	**18.00**	**18.00**	**18.00**	**18.00**	
Permanent Full-Time	17.25	17.25	17.25	17.25	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**18.00**	**18.00**	**18.00**	**18.00**	

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 fifth full fiscal year of operation for the ARC and maintains services at the current level of operation. This is the third year that a portion of the capital improvement fees collected by the ARC will be used to replace cardio equipment. User fees are proposed to remain at the same level as when the ARC opened.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,005,542	$ 1,082,472	$ 1,032,330	$ 1,101,725	1.8%
Supplies & Materials	192,199	203,785	195,921	207,800	2.0%
Travel & Training	2,838	7,150	5,170	6,800	(4.9%)
Intragovernmental Charges	95,261	93,887	93,887	115,823	23.4%
Utilities, Services & Misc.	288,670	342,686	324,820	344,288	0.5%
Capital	0	35,000	35,000	0	(100.0%)
Other	317,833	293,100	293,100	300,600	2.6%
Total	**$ 1,902,343**	**$ 2,058,080**	**$ 1,980,228**	**$ 2,077,036**	**0.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	3.25	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	0.50	0.50	0.50	0.50	
Total Personnel	**10.25**	**10.25**	**10.25**	**10.25**	
Permanent Full-Time	10.25	10.25	10.25	10.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.25**	**10.25**	**10.25**	**10.25**	

MAJOR PROJECTS

The Department is proposing that $344,350 in funding from the Recreation Services Fund be used to assist with the Phase I development of the two new athletic fields on the Atkins property.

FISCAL IMPACT

Funds will continue to accumulate from the recreation user fee and the capital improvements fees and will be available to provide funding for future capital projects.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	287,049	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	39,744	286,000	286,000	344,350	20.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **326,793**	$ **286,000**	$ **286,000**	$ **344,350**	**20.4%**

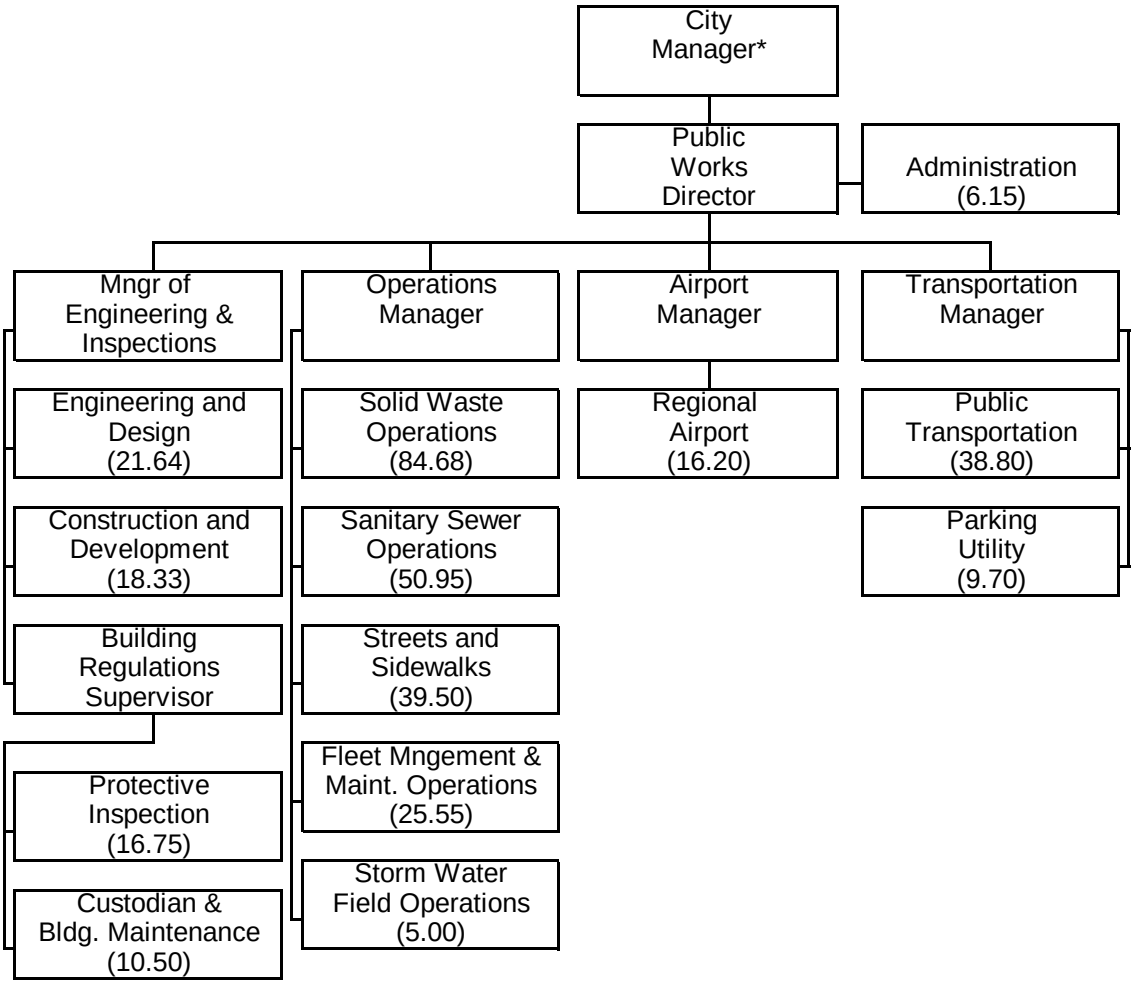
Public Works Department

City of Columbia

Columbia, Missouri

City of Columbia - Public Works Department

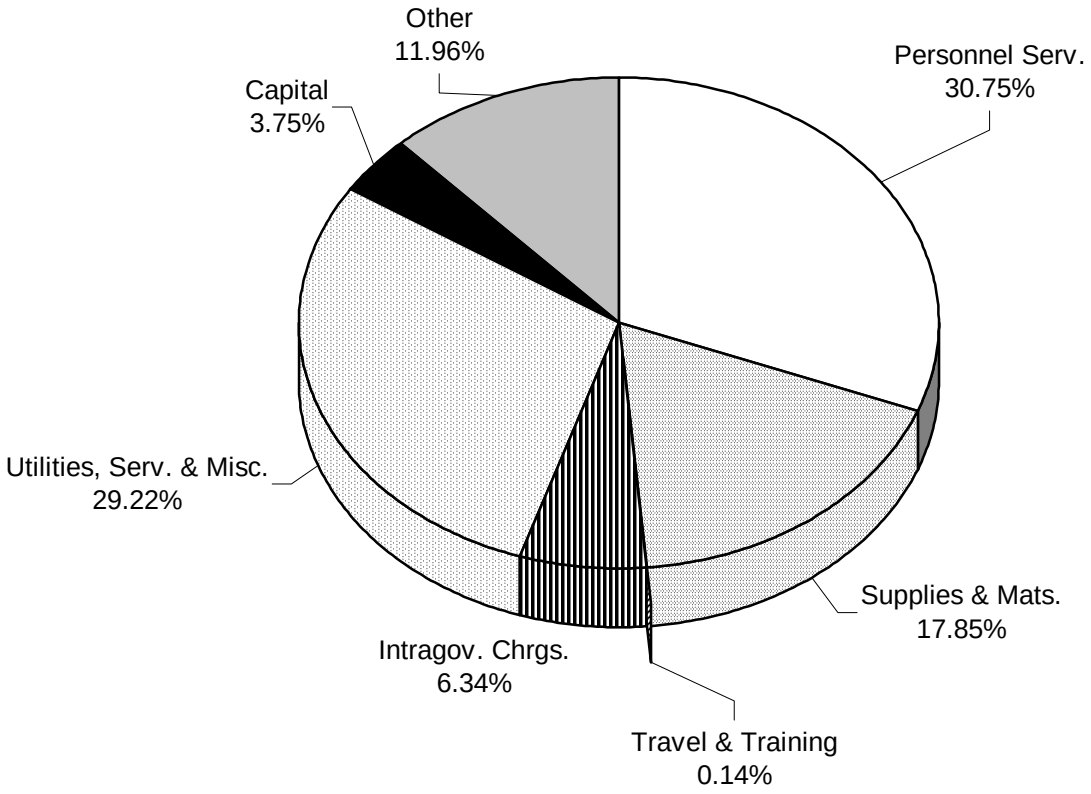
343.75 FTE Positions



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

Public Works Department - Summary

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services *	$ 18,061,546	$ 20,198,379	$ 19,536,057	$ 21,277,676	5.3%
Supplies & Materials	11,265,604	12,173,636	12,366,786	12,350,635	1.5%
Travel & Training	48,529	100,952	86,210	94,519	(6.4%)
Intragovernmental Charges	3,539,479	3,832,906	3,833,856	4,387,406	14.5%
Utilities, Services & Misc.	10,752,601	20,741,668	20,622,634	20,219,185	(2.5%)
Capital	2,129,570	2,314,698	2,257,761	2,596,425	12.2%
Other	8,298,051	8,552,404	8,106,348	8,276,472	(3.2%)
Total	**54,095,380**	**67,914,643**	**66,809,652**	**69,202,318**	**1.9%**
Summary					
Operating Expenses *	37,063,155	43,906,443	43,318,703	46,422,146	5.7%
Non-Operating Expenses	6,746,298	6,784,554	6,325,008	6,609,306	(2.6%)
Debt Service	1,861,219	1,914,350	1,913,582	1,814,016	(5.2%)
Capital Additions	1,655,396	2,314,698	2,257,761	2,596,425	12.2%
Capital Projects	6,769,312	12,994,598	12,994,598	11,760,425	(9.5%)
Total Expenses	$ **54,095,380**	$ **67,914,643**	$ **66,809,652**	$ **69,202,318**	**1.9%**

* Includes personnel costs for Public Works employees charged directly to capital projects.

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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 Funds. 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. In addition the Storm Water Management and Water Quality Design manual will be adopted by city council in FY 2007. A couple of major roadway construction projects will be underway in FY 2008: Providence from Vandiver to Blue Ridge, Brown School Road from Rangeline to Providence, Vandiver Drive from US 63 to Mexico Gravel Road, and Clark Lane from Ballenger to St. Charles Road. Highlights of the coming year are to be the continued implementation of the five 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 five year sewer bond issue passed in November 2003, continue to work closely with MoDOT and the FAA on all aspects of state and federal funding and maximizing use of existing commercial air service and obtaining additional air transportation, construct a bioreactor (Cell #4) at the landfill with usage to begin in the fall of 2007. 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
General Fund Operations	$ 8,181,132	$ 10,460,584	$ 10,258,139	$ 10,248,708	(2.0%)
Capital Projects Fund *	6,536	0	0	551,622	
Public Transportation Fund	5,245,332	7,148,435	7,102,806	8,025,190	12.3%
Regional Airport Fund	2,016,231	4,758,555	4,751,401	3,134,601	(34.1%)
Sanitary Sewer Utility Fund	14,747,487	17,779,497	17,672,101	19,012,700	6.9%
Parking Facilities Fund	1,766,554	2,237,100	1,989,299	1,619,589	(27.6%)
Solid Waste Utility Fund	12,493,609	15,182,435	14,850,134	16,255,447	7.1%
Storm Water Utility Fund	2,453,797	2,715,407	2,664,563	2,592,510	(4.5%)
Custodial & Maint. Serv. Fund	977,808	1,184,796	1,085,926	1,179,965	(0.4%)
Fleet Operations Fund	6,206,894	6,447,834	6,435,283	6,581,986	2.1%
Total Expense	**$ 54,095,380**	**$ 67,914,643**	**$ 66,809,652**	**$ 69,202,318**	**1.9%**

* Includes costs for Engineering Personnel assigned to work on General Government capital projects.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
General Fund Operations	87.73	90.11	89.11	90.99	1.88
Public Transportation Fund	36.10	37.80	37.80	38.80	1.00
Regional Airport Fund	16.00	16.20	16.20	16.20	
Sanitary Sewer Utility Fund	57.24	57.63	58.46	58.87	0.41
Parking Facilities Fund	5.60	5.70	5.70	5.70	
Solid Waste Utility Fund	77.25	81.45	81.78	84.68	2.90
Storm Water Utility Fund	10.43	10.96	11.80	12.46	0.66
Custodial & Maintenance Serv. Fund	10.50	10.50	10.50	10.50	
Fleet Operations Fund	23.90	25.90	25.90	25.55	(0.35)
Total Personnel	**324.75**	**336.25**	**337.25**	**343.75**	**6.50**
Permanent Full-Time	315.00	326.00	327.00	333.50	6.50
Permanent Part-Time	9.75	10.25	10.25	10.25	
Total Permanent	**324.75**	**336.25**	**337.25**	**343.75**	**6.50**

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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 4,782,422	$ 5,551,895	$ 5,315,489	$ 5,218,301	(6.0%)
Supplies & Materials	1,405,762	1,830,675	1,970,875	1,786,016	(2.4%)
Travel & Training	9,784	18,410	18,677	21,113	14.7%
Intragovernmental Charges	507,287	561,440	561,390	666,198	18.7%
Utilities, Services & Misc.	1,156,534	2,034,359	1,932,054	2,499,955	22.9%
Capital	314,999	463,805	459,654	57,125	(87.7%)
Other	4,344	0	0	0	
Total	**8,181,132**	**10,460,584**	**10,258,139**	**10,248,708**	**(2.0%)**
Summary					
Operating Expenses	7,861,789	9,996,779	9,798,485	10,191,583	1.9%
Non-Operating Expenses	4,344	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	314,999	463,805	459,654	57,125	(87.7%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 8,181,132**	**$ 10,460,584**	**$ 10,258,139**	**$ 10,248,708**	**(2.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration & Engineering	27.68	29.06	28.06	28.74	0.68
Non-Motorized Grant	0.00	0.00	0.00	2.00	2.00
Streets & Sidewalks	39.80	39.80	39.80	39.50	(0.30)
Protective Inspection	16.25	17.25	17.25	16.75	(0.50)
Parking Enforcement	4.00	4.00	4.00	4.00	
Total Personnel	**87.73**	**90.11**	**89.11**	**90.99**	**1.88**
Permanent Full-Time	87.73	90.11	89.11	90.99	1.88
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**87.73**	**90.11**	**89.11**	**90.99**	**1.88**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Engineering: (1)			
Miles of Streets Constructed/Inspected in New Developments	20.00	10.00	10.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	9.00	15.00	15.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	1.40	2.00	2.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.25	3.00	3.00
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	7.15	5.00	5.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	0.48	2.00	2.00
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	1.18	3.00	3.00
No. of Site Plans, Construction Plans, & Plats Reviewed	1,791	2,500	2,500
No. of Excavation Permits Issued	1,127	1,500	1,500
No. of Flood Plain Development Permits Reviewed	112	50	50
Streets:			
Street Segments Resurfaced/Repaired	739	450	462
Service/Maintenance Cuts Repaired	319	315	317
Tons of Asphalt Used (2)	8,513	9,000	8,900
Snow Removal Hours	2,403	8,000	9,000
Tons of Salt & Cinders Used	1,082	4,600	4,500
Street Sweeping Miles/Tons	11,172/1313	14,000/2000	7
Special Projects for Other Depts/Division Hours	385	400	400
Traffic (Control Operations):			
Signs Installed	439	400	387
Signs Replaced	1,430	1,450	1,650
Signing Hours	6,005	6,500	6,500
Striping (Miles of painting)			
Contracted striping	20	20	20
In-house striping	128	130	130
Other Painting (gallons of paint)	751	800	800
Signal Maintenance/Installation Hours	2,830	2,600	2,500
Traffic Studies Hours	172	200	200
Parking Enforcement:			
Parking Tickets:			
Expired Meter Tickets	34,785	40,000	40,000
Uniform Tickets	6,590	7,000	7,000
Warnings Issued	88	50	50
Overtime Enforcement:			
Ticket Issued	960	950	950
Vehicles Chalked	16,761	21,000	21,000
SCOFFLAW Enforcement: Tows or Boots	45	100	150
Protective Inspection:			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	11,831	9,000	9,500
No. of Rental Inspections	4,426	5,000	4,500
No. of Building Inspections	37,135	34,000	34,250
Code Enforcement & Dilapidated Bldgs.	3,073	230	3,000
No. of Neighborhood Response Team inspections	1,894	2,000	1,900
No. of Violations Referred for Prosecution	11	10	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	**96,093**	**149,535**	**82,869**	**105,562**	**185,429**	**89,949**
Number of Employees	42	43	13	X	50	X
Employees Per 1,000 Population	0.44	0.26	0.16	X	0.27	X
Operating Budget	$3,742,689	$3,401,025	$951,990	X	$2,412,492	X
Capital Improvement Budget:				X		
Streets/Sidewalks	$9,785,000	$31,765,925	$4,364,195	X	$3,750,103	X
Sanitary Sewers	$5,748,150	$26,661,000	$5,499,000	X		X
Storm Water	$940,800	$9,222,000	$0	X	$120,353	X

X - Did not respond

Springfield, MO:
1) Street and Sanitary Sewer inspections are done by separate divisions.
2) Land disturbance and landscaping are reviewed and inspected by a separate division.
3) Seven administrative personnel in an administrative division (budget figures included) with Director of Public Works.
4) Updated 2007.

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 2007.

Little Rock, AR:
1) ROW acquisition and traffic engineering are handled by a separate division.
2) Street, storm water, and grant project design are done only if the designs are small, otherwise the designs are contracted. This applies also to land and design surveys.
3) Design review of sanitary sewers, land disturbance and landscaping are handled by another department.
4) Inspection of private development projects is only done in the ROW, and inspection of land disturbance and landscaping are handled by another department.
5) Sanitary sewer engineering is handled by another department
6) Updated 2007.

COMPARATIVE DATA STREET DIVISION

	Columbia, MO	Springfield, Mo (1)	Indepen-dence, MO (2)	St. Charles, MO (2)	Joplin, MO (2)	Ames, IA
Street Division:						
Population	**96,093**	**149,535**	**108,410**	**63,533**	**48,227**	**53,210**
Number of Employees	31.80	68.00	44.50	37.00	24.00	16.75
Employees Per 1,000 Population	0.33	0.45	0.41	0.58	0.50	0.31
No. of Seasonal Employees	8	12	0	0	9	0
Miles of Street (Centerline)	425	860	540	230	1,600	248
Employees per Centerline Mile	0.07	0.08	0.08	0.16	0.02	0.07
Traffic Division:						
No. of Signalized Intersections	37	156	DID	DID	DID	59
Number of Employees	7	29				6
No. of Seasonal Employees	3	4	NOT	NOT	NOT	6
Feet of Striping Maintenance	1,200,000	1,584,000				300,000
Employees/100,000 ft of striping	0.58	1.83	RESPOND	RESPOND	RESPOND	2.00
Sign Inventory	20,000	35,000				9,267
Employees/1,000 signs	0.35	0.83				0.65

(1) Springfield has 240 signals-they only maintain 135+20 flashers, MoDOT maints the rest
(2) No traffic response for Independence, MO, St. Charles, MO, and Joplin, MO.

COMPARATIVE DATA PARKING ENFORCEMENT

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN
Parking Enforcement:						
Population	**96,093**	**38,723**	**89,949**	**63,291**	**247,886**	**101,021**
Number of Employees	4	3	10	7	6	4
Employees Per 1,000 Population	0.042	0.077	0.111	0.103	0.024	0.040
No. of Parking Spaces	3,735	939	3,652	4,210	8,325	4,928
No. of Parking Spaces per Employee	934	313	365	648	1,388	1,232

Rochester, MN has 1462 Duncan EPMs accommodating coins or prepaid cash key.
Columbia, MO has 2137 POM parking meters using EZ Park Debit cards, plus 222 EZ Park spaces in garages.

COMPARATIVE DATA PROTECTIVE INSPECTION

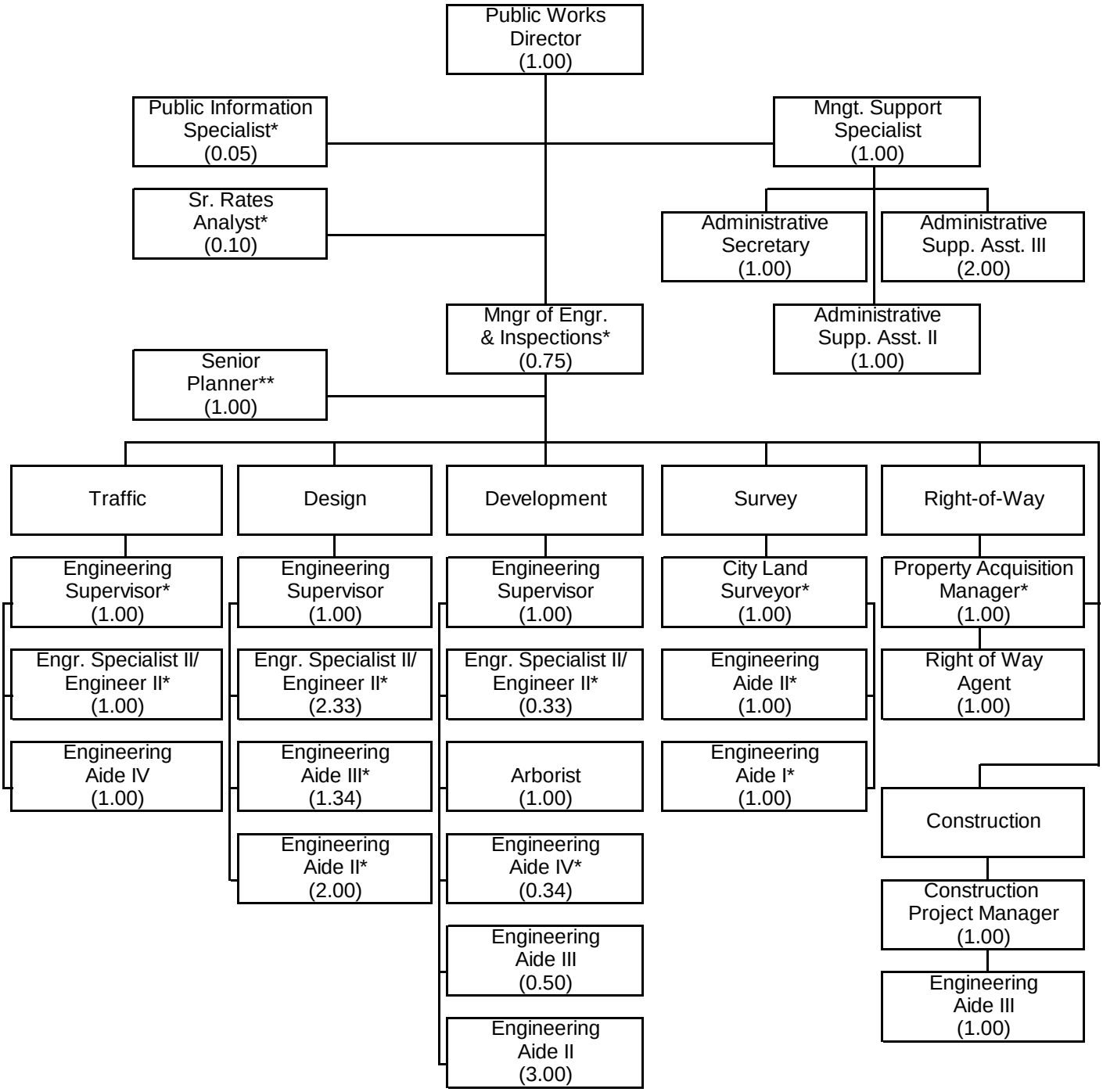
	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
Protective Inspection:					
Population	**96,093**	**149,535**	**53,210**	**71,878**	**74,144**
Number of Employees	18	22	9	7	10
Employees Per 1,000 Population	0.187	0.147	0.169	0.097	0.135
No. of Building Inspections	45,570	9,417	9,603	5,725	13,516

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 and the inspection numbers are approximated, current exact numbers were not available.

All cities listed were contacted and only Ames IA and Springfield MO replied. No change in Springfield's numbers.

City of Columbia - Public Works Administration & Engineering

30.74 FTE Positions



* Positions are budgeted in various Public Works divisions/funds or CIP.
** Listed on the Non-Motorized Grant page

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 such as Southampton from Route AC south of Grindstone Parkway to Route 163 near State Farm, Chapel Hill Road from Scott Boulevard to Gillespie Bridge Rod, and Lenoir Street relocation near the new ABC Labs building to the new Gans Road extension on the east side of Highway 63 will be constructed in FY07.

A section of Gans Road from the Lenoir intersection to the Gans Interchange and Louisville Drive from its current terminus near Rainbow Trout to Smith Drive will be constructed late fall 2007.

The Gans Road Interchange south of Route AC will begin construction in November 2007. The project includes a portion of Gans to the east to connect with the Lenoir Street project and a section of Gans and outer roadways on the west side of Highway 63 in conjunction with the Bristol Lake Development. This project will take nearly 2 years to construct.

Hwy 763, Rangeline Road from Big Bear Boulevard to Prathersville Road is scheduled to begin in late fall 2007. The project will be let by MoDOT and the City will provide funding towards the 5 lane roadway with signalized intersections for the approximately 3 mile long project.

In November 2005, the citizens of Columbia approved the extension of the 1/4 cent capital improvement sales tax in which the following projects are being designed; Providence Road from Vandiver to Blue Ridge, Brown School Road from Rangeline to Providence, Vandiver Drive from US 63 to Mexico Gravel Road, and Clark Lane from Ballenger to St. Charles Road. All projects are scheduled for 2008 construction.

The Providence Road project will be constructed in conjunction with a development agreement for the Blue Ridge Center commercial development. Clark Lane will be construction with the Links Development contributing to intersection upgrades at Ballenger and St. Charles Road and in cooperation with Boone County.

Design is also underway for Lemone Boulevard from its current terminus north to the Stadium Boulevard extension. Scott Boulevard from Smith/Rollins south to Brookview Terrace and Mexico Gravel Road from Vandiver to Route PP. These are scheduled for 2009 construction.

The Business Loop 70 sidewalk project was completed north from Creasy Springs road to Garth Avenue. The project was coordinated with the Water and Light Department on burying both underground Electric and new water mains.

The Federal Non-motorized grant program has funded design contracts for intersection upgrades to Stadium and Forum, Stadium and Providence, and Providence and Stewart Road. This program will continue to allocate funds to the city from FY08-FY10 and is currently underway with various projects to accommodate motorists, bicyclists and pedestrians.

The addition of Engineering staff for Traffic, right-of-way and utility coordination, street design and sidewalks will be a huge asset to the division. Due to the large volume of traffic calming issues, sidewalk additions and repairs and street ballot issue projects, these positions will be utilized to their fullest potential.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,700,727	$ 1,917,354	$ 1,821,838	$ 1,489,887	(22.3%)
Supplies and Materials	97,903	114,902	101,536	136,638	18.9%
Travel and Training	7,357	7,845	7,828	9,160	16.8%
Intragovernmental Charges	191,582	210,574	210,574	242,573	15.2%
Utilities, Services, & Misc.	50,038	82,231	83,767	113,331	37.8%
Capital	17,716	24,500	24,000	0	(100.0%)
Other	0	0	0	0	
Total	$ **2,065,323**	$ **2,357,406**	$ **2,249,543**	$ **1,991,589**	**(15.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5901 - Director of Public Works	1.00	1.00	1.00	1.00	
5111/5099 - Eng. Specialist I/Engr. I	0.00	0.66	0.66	0.00	(0.66)
5110/5100 - Eng. Specialist II/Engr. II*	0.00	2.00	2.00	2.66	0.66
5109 - Engineering Supervisor*	0.00	2.00	2.00	3.00	1.00
5106 - Mngr of Engineering & Insptn*	0.00	0.75	0.75	0.75	
5105 - Supervising Engineer	2.00	0.00	0.00	0.00	
5104 - Chief Engineer	0.75	0.00	0.00	0.00	
5103 - Traffic Engineer	1.00	0.00	0.00	0.00	
5102 - Civil Engineer II	1.00	0.00	0.00	0.00	
5101 - Civil Engineer I	0.33	0.00	0.00	0.00	
5023 - City Land Surveyor*	1.00	1.00	1.00	1.00	
5015 - Property Acquisition Manager*	0.00	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	0.00	0.00	0.00	
5004 - Engineering Aide IV*	2.00	2.00	1.00	1.34	0.34
5003 - Engineering Aide III*	2.50	2.50	2.50	2.84	0.34
5002 - Engineering Aide II*	6.00	6.00	6.00	6.00	
5001 - Engineering Aide I*	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.00	0.05	0.05	0.05	
4502 - Sr. Rates Analyst	0.00	0.10	0.10	0.10	
4203 - Management Support Spec.	1.00	1.00	1.00	1.00	
4201 - Financial Mgmt. Spec.	0.10	0.00	0.00	0.00	
4103 - Senior Planner	1.00	1.00	1.00	0.00	(1.00)
2408 - Construction Project Manager	0.00	1.00	1.00	1.00	
1101 - Administrative Assistant**	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	**27.68**	**29.06**	**28.06**	**28.74**	**0.68**
Permanent Full-Time	27.68	29.06	28.06	28.74	0.68
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**27.68**	**29.06**	**28.06**	**28.74**	**0.68**

* A portion of these positions are budgeted in the Capital Improvements Fund.
**In FY 2008 Administrative Secretary was reclassified to Administrative Assistant.

Public Works - Non-Motorized Grant

110-6016

DESCRIPTION

The Non-Motorized Grant Section is a pilot project mandated by federal legislation to develop a network of transportation facilities, including sidewalks, bicycle lanes, and pedestrian and bicycle trails with the purpose of demonstrating how much walking and bicycling can replace car trips.

HIGHLIGHTS / SIGNIFICANT CHANGES

Major projects funded by this grant will be sidewalks and pedways, trails, intersections, promotion & education striping of bike lanes and routes, overpasses and bike racks.

The City received $4,000,000 from the Federal Non-motorized grant program, during FY 2006 and will be receiving approximately $7,000,000 in Non-motorized grant funding in FY 2007. This program will allocate funds to the city from FY06-FY09 and is underway for FY 2008 . The initial projects will focus on intersection reconstruction to accommodate motorists, bicyclists and pedestrians.

BUDGET DETAIL

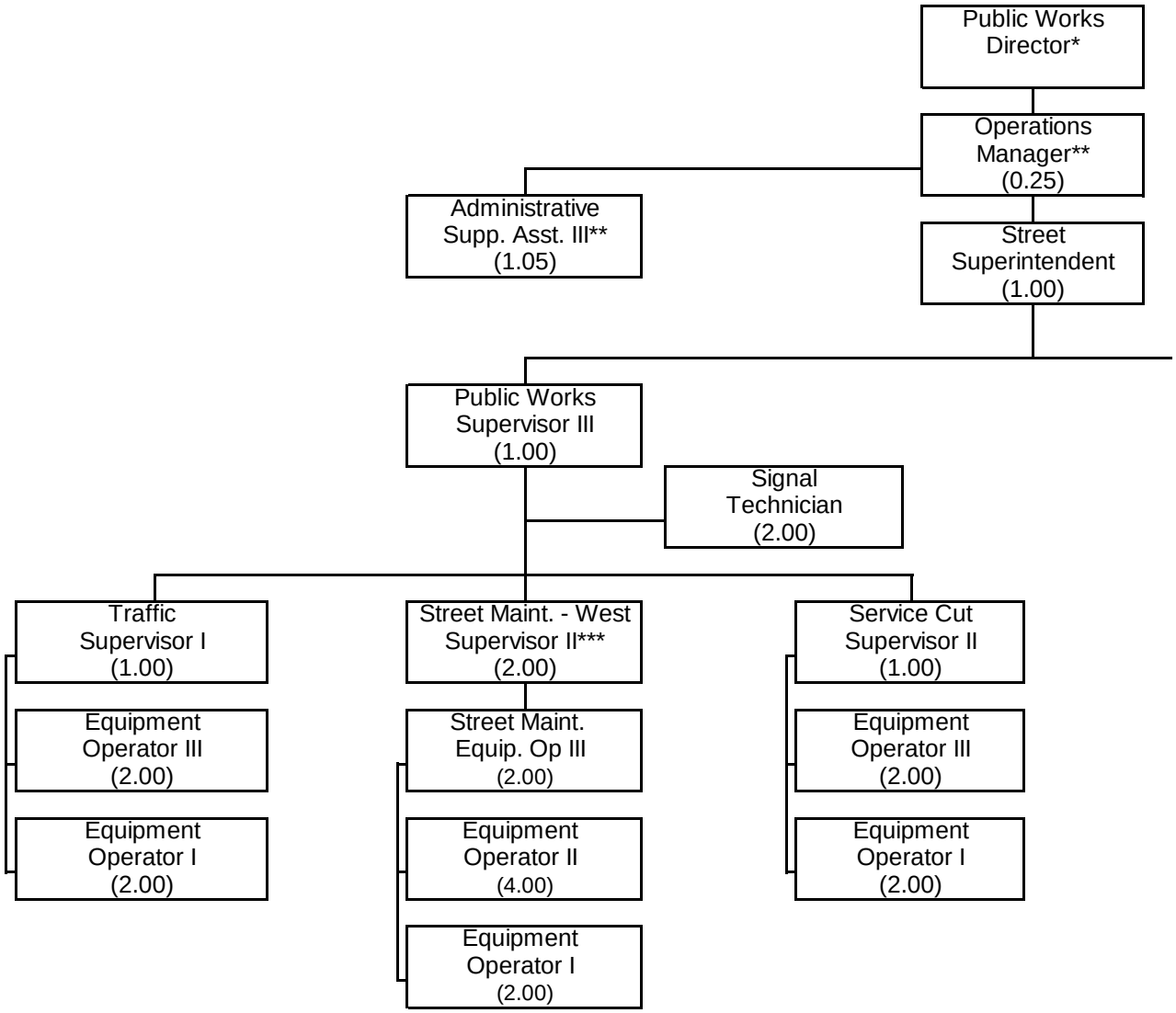
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 189,440	$ 195,936	$ 233,262	23.1%
Supplies and Materials	0	0	5,615	10,418	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	2,795	
Utilities, Services, & Misc.	0	450,000	451,900	700,910	55.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 0**	**$ 639,440**	**$ 653,451**	**$ 947,385**	**48.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5110/5100 - Eng. Specialist II/Engr. II*	0.00	0.00	0.00	1.00	1.00
4103 - Senior Planner	0.00	0.00	0.00	1.00	1.00
Total Personnel	**0.00**	**0.00**	**0.00**	**2.00**	**2.00**
Permanent Full-Time	0.00	0.00	0.00	2.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.00**	**0.00**	**0.00**	**2.00**	**2.00**

City of Columbia - Public Works Streets Department

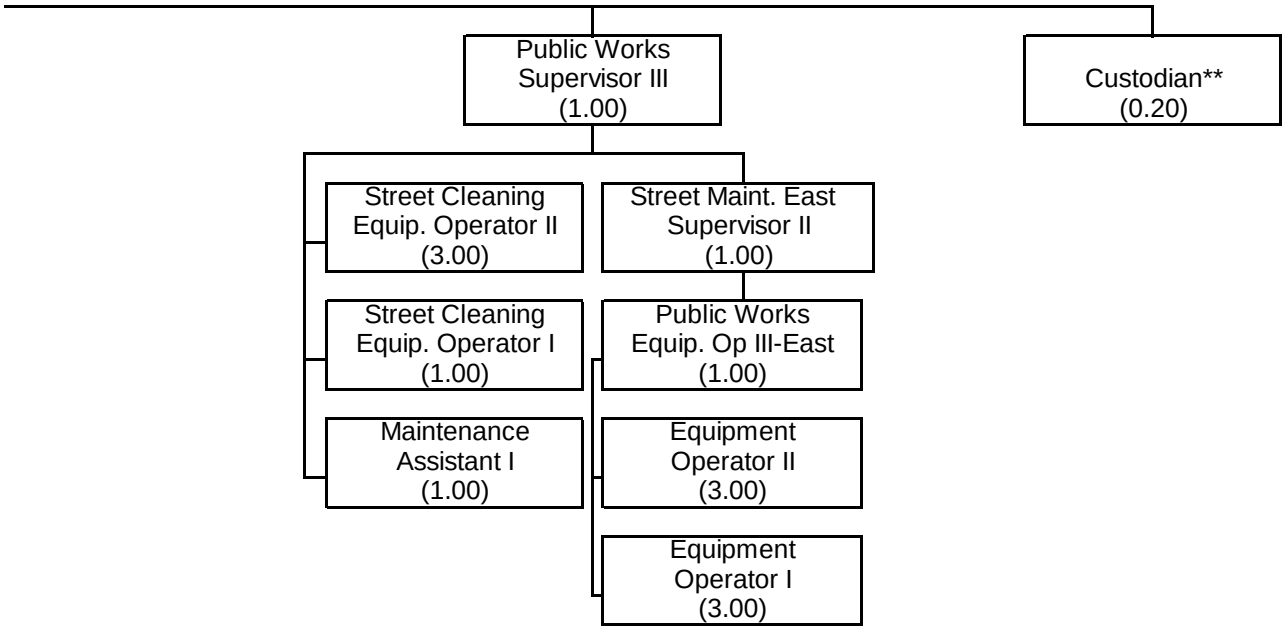
39.50 FTE Positions



* Position not included in Street Department's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** (1) supervisor responsible for clean up crew and temporary employees

City of Columbia - Public Works Streets Department

39.50 FTE Positions



* Position not included in Street Department's FTE count.
** Positions are budgeted in various Public Works divisions and/or funds
*** (1) supervisor responsible for clean up crew and temporary employees

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Public Works - Streets & Sidewalks

110-6020 to 110-6029

DESCRIPTION

The Street Division provides maintenance of 26 miles of unimproved streets and 423 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 600,000 feet of pavement striping, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

Continued emphases will be given to our normal street maintenance program, including asphalt overlay and seal coating of improved streets. A total $1,000,000 will be available for contractual street maintenance work to maintain the overall streets during FY 2008. The Street Division owns, operates and maintains an asset management system that permits timely analysis of maintenance costs and infrastructure condition. Construction is complete on the salt storage and loading facility and 4,000 tons of salt are being purchased in FY 2007.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 2,095,568	$ 2,306,128	$ 2,252,952	$ 2,338,883	1.4%
Supplies and Materials	1,261,705	1,660,352	1,812,241	1,589,646	(4.3%)
Travel and Training	903	3,253	3,180	3,253	0.0%
Intragovernmental Charges	149,181	164,721	164,721	208,209	26.4%
Utilities, Services, & Misc.	1,062,160	1,412,683	1,317,629	1,598,818	13.2%
Capital	286,608	439,305	435,654	57,125	(87.0%)
Other	4,344	0	0	0	
Total	**$ 4,860,469**	**$ 5,986,442**	**$ 5,986,377**	**$ 5,795,934**	**(3.2%)**

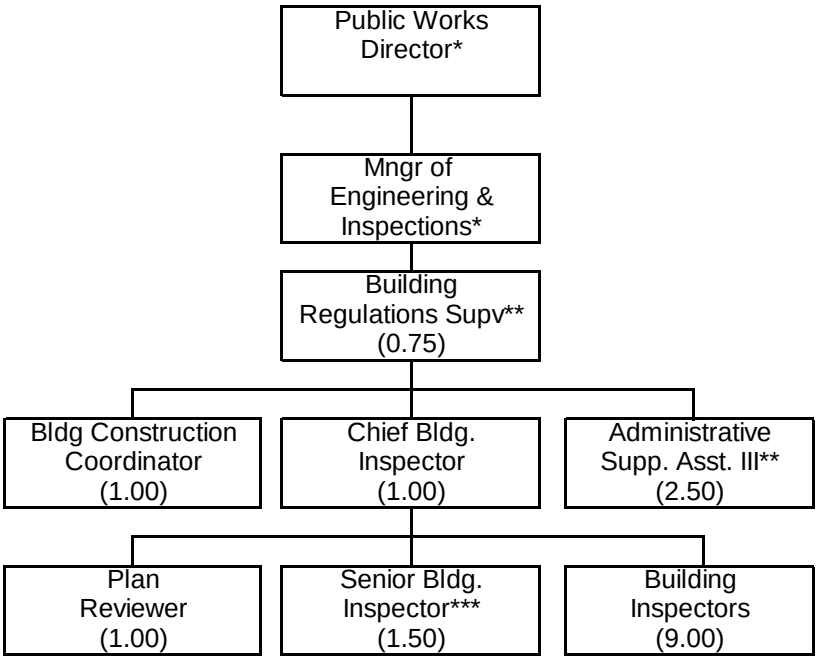
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5107 - Operations Manager	0.00	0.25	0.25	0.25	
5104 - Chief Engineer	0.25	0.00	0.00	0.00	
3033 - Traffic Signal Technician	2.00	2.00	2.00	2.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
2310 - Public Works Supervisor II-773	3.00	4.00	4.00	4.00	
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	1.00	0.00	0.00	0.00	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III-773*	5.00	5.00	5.00	7.00	2.00
2300 - Equipment Operator II-773*	11.00	12.00	12.00	10.00	(2.00)
2299 - Equipment Operator I-733	11.00	10.00	10.00	10.00	
2003 - Custodian	0.20	0.20	0.20	0.20	
1004 - Administrative Support Supv.*	0.15	0.15	0.15	0.00	(0.15)
1003 - Admin. Support Assistant III	0.80	0.80	0.80	1.05	0.25
1002 - Admin. Support Assistant II	0.40	0.40	0.40	0.00	(0.40)
Total Personnel	**39.80**	**39.80**	**39.80**	**39.50**	**(0.30)**
Permanent Full-Time	39.80	39.80	39.80	39.50	(0.30)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**39.80**	**39.80**	**39.80**	**39.50**	**(0.30)**

* In FY 2008 (2) Equipment Operator II's were reclassified to Equipment Operator III and the Administrative Support Supervisor was reclassified to an Administrative Support Assistant III and is split differently than the supervisor position.

City of Columbia - Public Works Protective Inspection

16.75 FTE Positions



* Position not included in division's FTE count
**Positions are budgeted in various Public Works divisions and/or funds
***(1) Senior Building Inspector is split 50% in Protective Inspection and 50% in CDBG (Community Development Block Grant).

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. There will continue to be attention focused on eliminating open and dangerous buildings. We are aggressively seeking out open and other types of substandard structures through our increased involvement in NRT and intradivisional initiatives. Development of the Geographic Information System (GIS) continues. This is a great asset to all departments and divisions in Public Works. For the Protective Inspection Division, it has changed the way addresses are created and will provide better tracking of rental structures and units.

During FY 2008 the division will further refine the "Online Building Inspection Service." This service allows customers to access and apply for building permits from the city website and improves the City's service to the building community. The 2006 Building Codes were adopted January 2, 2007 and training for Inspectors and the public continues along with enforcement of the new codes. The Division oversees the construction of city buildings such as the renovation and expansion of the Daniel Boone Building (City Hall). There are other buildings that will be renovated or constructed which include the new Fire Station #7 building along with concept design and review of the proposed Fire Station #9.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 842,153	$ 974,309	$ 881,314	$ 983,211	0.9%
Supplies and Materials	43,561	50,917	47,526	45,432	(10.8%)
Travel and Training	1,524	7,012	7,369	8,400	19.8%
Intragovernmental Charges	162,801	164,657	164,657	191,394	16.2%
Utilities, Services, & Misc.	40,476	83,103	73,066	81,004	(2.5%)
Capital	10,675	0	0	0	
Other	0	0	0	0	
Total	**$ 1,101,190**	**$ 1,279,998**	**$ 1,173,932**	**$ 1,309,441**	**2.3%**

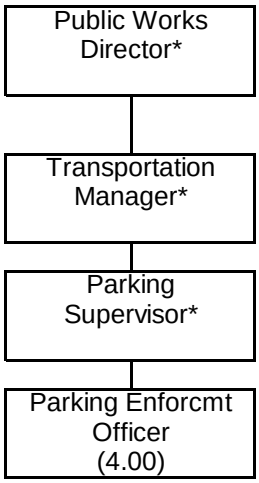
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	1.50	(0.50)
3202 - Building Inspector	9.00	9.00	9.00	9.00	
2409 - Building Construction Coord.	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.50	2.50	2.50	2.50	
Total Personnel	**16.25**	**17.25**	**17.25**	**16.75**	**(0.50)**
Permanent Full-Time	16.25	17.25	17.25	16.75	(0.50)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**16.25**	**17.25**	**17.25**	**16.75**	**(0.50)**

*In FY 2008 (1) Senior Building Inspector is split 50% in Protective Inspection and 50% in CDBG.

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

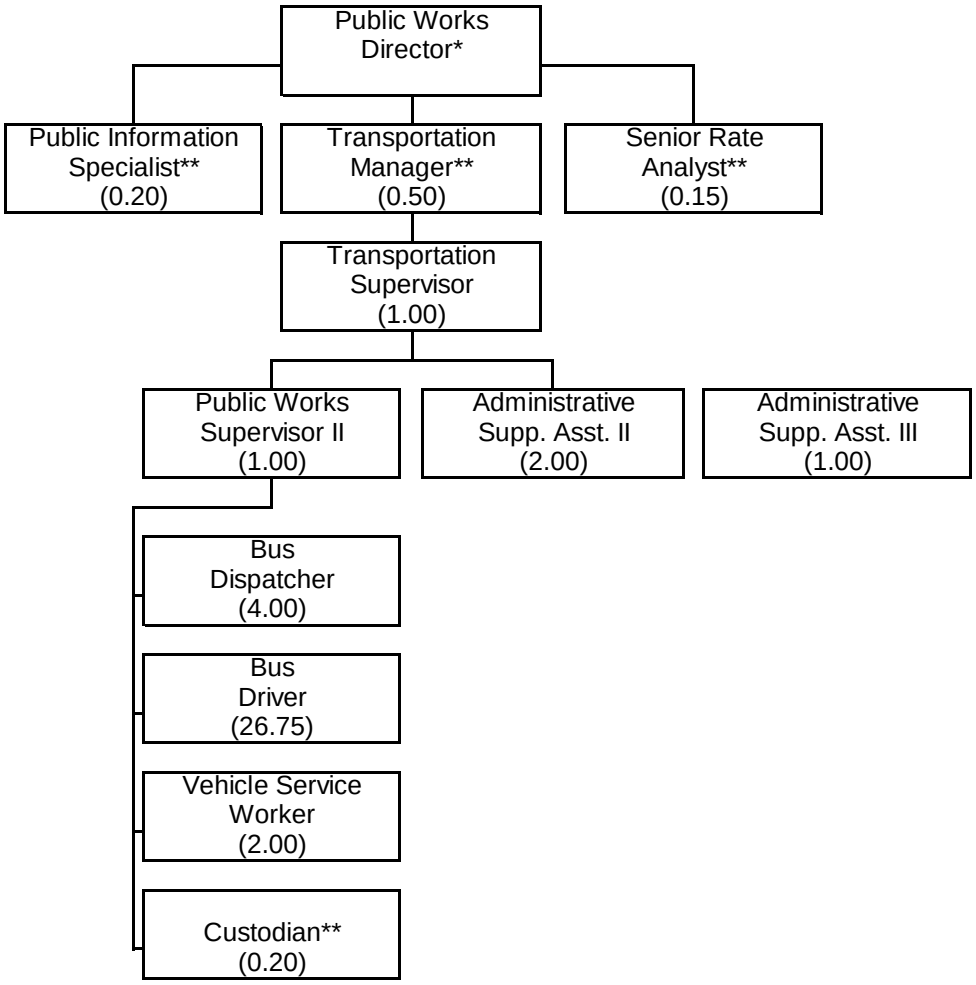
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 143,974	$ 164,664	$ 163,449	$ 173,058	5.1%
Supplies and Materials	2,593	4,504	3,957	3,882	(13.8%)
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	3,723	21,488	21,438	21,227	(1.2%)
Utilities, Services, & Misc.	3,860	6,342	5,692	5,892	(7.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 154,150**	**$ 197,298**	**$ 194,836**	**$ 204,359**	**3.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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

38.80 FTE Positions



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

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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 2,027,007	$ 2,432,416	$ 2,253,888	$ 2,551,459	4.9%
Supplies & Materials	938,590	953,321	1,080,837	1,053,613	10.5%
Travel & Training	1,638	6,075	6,261	6,161	1.4%
Intragovernmental Charges	349,425	383,866	383,866	463,317	20.7%
Utilities, Services & Misc.	1,084,147	2,652,378	2,662,243	3,396,055	28.0%
Capital	388,200	74,325	70,425	15,000	(79.8%)
Other	456,325	646,054	645,286	539,585	(16.5%)
Total	**5,245,332**	**7,148,435**	**7,102,806**	**8,025,190**	**12.3%**
Summary					
Operating Expenses	3,704,512	4,180,751	4,139,790	4,535,180	8.5%
Non-Operating Expenses	452,850	642,529	642,529	537,573	(16.3%)
Debt Service	3,475	3,525	2,757	2,012	(42.9%)
Capital Additions	28,553	74,325	70,425	15,000	(79.8%)
Capital Projects	1,055,942	2,247,305	2,247,305	2,935,425	30.6%
Total Expenses	**$ 5,245,332**	**$ 7,148,435**	**$ 7,102,806**	**$ 8,025,190**	**12.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Columbia Transit	21.14	26.42	26.42	23.41	(3.01)
Paratransit System	11.48	8.00	8.00	11.88	3.88
University Shuttle	3.48	3.38	3.38	3.51	0.13
Total Personnel	**36.10**	**37.80**	**37.80**	**38.80**	**1.00**
Permanent Full-Time	28.85	30.05	30.05	31.05	1.00
Permanent Part-Time	7.25	7.75	7.75	7.75	
Total Permanent	**36.10**	**37.80**	**37.80**	**38.80**	**1.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated University FY 2007	Estimated Fixed Route FY 2007	Estimated FY 2008
Fixed Routes:					
Unlinked Passenger Trips	1,310,394	1,336,601	800,000	560,000	1,414,400
Total Actual Vehicle Miles (1)	495,714	495,714	74,357	421,357	495,714
Total Actual Vehicle Hours (2)	48,103	48,103	16,836	31,267	48,103
Total Actual Revenue Miles (3)	425,793	425,793	36,391	389,402	425,793
Total Actual Vehicle Revenue Hours (4)	45,748	45,748	16,927	28,821	45,748
Total Actual Scheduled Revenue Miles (5)	430,138	430,138	68,822	361,316	430,138
Number of Road calls	20	22	5	22	30
Fuel Consumptions (in Gallons)	137,000	137,000	44,901	113,269	159,000
Wheelchair Loadings	4,221	4,305	N/A	4,390	4,410
Lift Failures	0	0	0	0	0
Missed Routes	0	0	N/A	0	0
Average Cost/Revenue Mile	$5.70	$5.70	N/A	$7.24	$7.24
Average Cost Per Passenger	$1.90	$1.87	N/A	$2.27	$2.18
ParaTransit:					
Unlinked Passenger Trips (6)	26,600	26,068	N/A	26,568	27,000
Total Actual Vehicle Miles	162,271	154,157	N/A	158,011	161,865
Total Vehicle Hours	15,011	14,710	N/A	15,078	15,446
Total Actual Revenue Miles	126,882	124,344	N/A	127,453	130,561
Number of Road Calls	5	5	N/A	5	5
Fuel Consumption	28,585	28,585	N/A	29,800	30,015
Average Cost/Revenue Mile	$4.35	$4.30	N/A	$4.92	$4.81
Average Cost Per Passenger	$21.95	$21.95	N/A	$23.61	$23.24

(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	**96,093**	**71,878**	**63,291**	**149,535**	**72,586**	**53,210**
Number of Employees*	38	52	51	73	40	88
Employees Per 1,000 Population	0.395	0.723	0.806	0.488	0.551	1.654
Regular Route Fare	$0.50	$0.50	$0.75	$0.75	FREE	$1.00
Trips Per Employee	39,389	8,038	33,489	25,992	33,262	46,796
Annual Ridership:						
Regular Route**	1,473,695	418,000	1,640,485	1,879,646	1,322,720	4,107,339
Demand Responsive	23,079	0	67,450	17,749	7,750	10,715
Operating Cost Per Passenger:						
Regular Route	$2.09	$8.12	$2.14	$3.35	$1.08	$0.99
Demand Responsive	$27.18	$0.00	$14.72	$39.40	$37.80	$11.74

* Full Time Equivalents

*** Regular 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 continues to show a steady increase. 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. With the ongoing construction of the Wabash Station whose completion is scheduled for the summer of 2007 and a better aligned route system our passengers now enjoy a transit system that operates on schedule as well as taking them to more popular destinations. CT will begin to implement a new Transit Master Plan which will offer better transportation opportunities that reach beyond the inner-city area while maintaining a high level of service in the heavily populated inner-city area. An estimated ridership of 588,000 is anticipated in FY 2008.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,108,564	$ 1,305,042	$ 1,077,635	$ 1,236,307	(5.3%)
Supplies and Materials	561,545	621,327	669,950	629,082	1.2%
Travel and Training	1,448	4,325	4,325	4,411	2.0%
Intragovernmental Charges	319,317	350,812	350,812	424,164	20.9%
Utilities, Services, & Misc.	178,085	285,611	271,223	313,233	9.7%
Capital	0	74,325	70,425	15,000	(79.8%)
Other	456,325	646,054	645,286	539,585	(16.5%)
Total	**$ 2,625,284**	**$ 3,287,496**	**$ 3,089,656**	**$ 3,161,782**	**(3.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4802 - Public Information Specialist	0.00	0.20	0.20	0.20	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rates Analyst	0.00	0.15	0.15	0.15	
4201 - Financial Mgmt Spec.	0.15	0.00	0.00	0.00	
2505 - Transportation Supervisor	0.62	0.62	0.62	0.62	
2504 - Bus Dispatcher	1.80	2.00	2.00	2.00	
2502 - Bus Driver	17.25	20.75	20.75	17.50	(3.25)
2306 - Public Works Supervisor II	0.62	0.62	0.62	0.62	
2102 - Vehicle Service Worker	0.00	1.00	1.00	1.00	
2003 - Custodian	0.20	0.20	0.20	0.20	
1003 - Admin. Support Asst. III	0.00	0.00	0.00	0.62	0.62
1002 - Admin. Support Asst. II	0.00	0.38	0.38	0.00	(0.38)
Total Personnel	**21.14**	**26.42**	**26.42**	**23.41**	**(3.01)**
Permanent Full-Time	15.89	21.92	21.92	18.91	(3.01)
Permanent Part-Time	5.25	4.50	4.50	4.50	
Total Permanent	**21.14**	**26.42**	**26.42**	**23.41**	**(3.01)**

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. Columbia Transit will replace four Paratransit Vans in 2008. Columbia Transit will implement a new Medicaid/Non-Medical Transportation Program in the State's FY 08. CT will be able to be reimbursed for transportation we provide to our Paratransit clients that are also certified with the State of Missouri. For FY 2008, Columbia Transit estimates ridership to increase to approximately 27,000.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 454,842	$ 431,493	$ 579,696	$ 590,886	36.9%
Supplies and Materials	102,345	104,959	101,887	114,651	9.2%
Travel and Training	0	1,500	1,500	1,500	0.0%
Intragovernmental Charges	19,290	19,205	19,205	21,822	13.6%
Utilities, Services, & Misc.	50,920	46,185	44,715	47,402	2.6%
Capital	28,553	0	0	0	
Other	0	0	0	0	
Total	**$ 655,950**	**$ 603,342**	**$ 747,003**	**$ 776,261**	**28.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25	
2504 - Bus Dispatcher	1.10	1.00	1.00	1.00	
2502 - Bus Driver	8.50	5.00	5.00	8.25	3.25
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.13	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	0.25	0.25
1002 - Admin. Support Assistant II	1.50	1.62	1.62	2.00	0.38
Total Personnel	**11.48**	**8.00**	**8.00**	**11.88**	**3.88**
Permanent Full-Time	9.48	4.75	4.75	8.63	3.88
Permanent Part-Time	2.00	3.25	3.25	3.25	
Total Permanent	**11.48**	**8.00**	**8.00**	**11.88**	**3.88**

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

An amended contract for shuttle service with the University of Missouri began in August 2006. This contract increased the hours of operation and provides bus services from the central campus area to the Hearnes, Trowbridge, and Reactor Field parking lots for both University students and employees. The daytime shuttle service utilizes eight vehicles. In addition, to day and evening shuttle services, handicapped accessible service (similar to what the City provides for Paratransit services) are provided. Columbia Transit will continue to emphasize service to local apartment complexes that cater to MU students. We estimate ridership over 830,000 students in 2008.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 463,601	$ 695,881	$ 596,557	$ 724,266	4.1%
Supplies and Materials	265,546	227,035	309,000	309,880	36.5%
Travel and Training	0	250	436	250	0.0%
Intragovernmental Charges	10,818	13,849	13,849	17,331	25.1%
Utilities, Services, & Misc.	168,191	73,277	99,000	99,995	36.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 908,156**	**$ 1,010,292**	**$ 1,018,842**	**$ 1,151,722**	**14.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13	
2504 - Bus Dispatcher	1.10	1.00	1.00	1.00	
2502 - Bus Driver	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	0.25	0.25	0.25	0.25	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	0.13	0.13
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
	3.48	**3.38**	**3.38**	**3.51**	**0.13**
Permanent Full-Time	3.48	3.38	3.38	3.51	0.13
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.48**	**3.38**	**3.38**	**3.51**	**0.13**

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 the completion of the refurbishment project for the Wabash Station operations center and upgrading approximately 17 GFI Fareboxes.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

Completion of a multi-year transit master plan.
Two 40 foot and five 35 foot low floor transit buses will be purchased in FY 2008.

FISCAL IMPACT

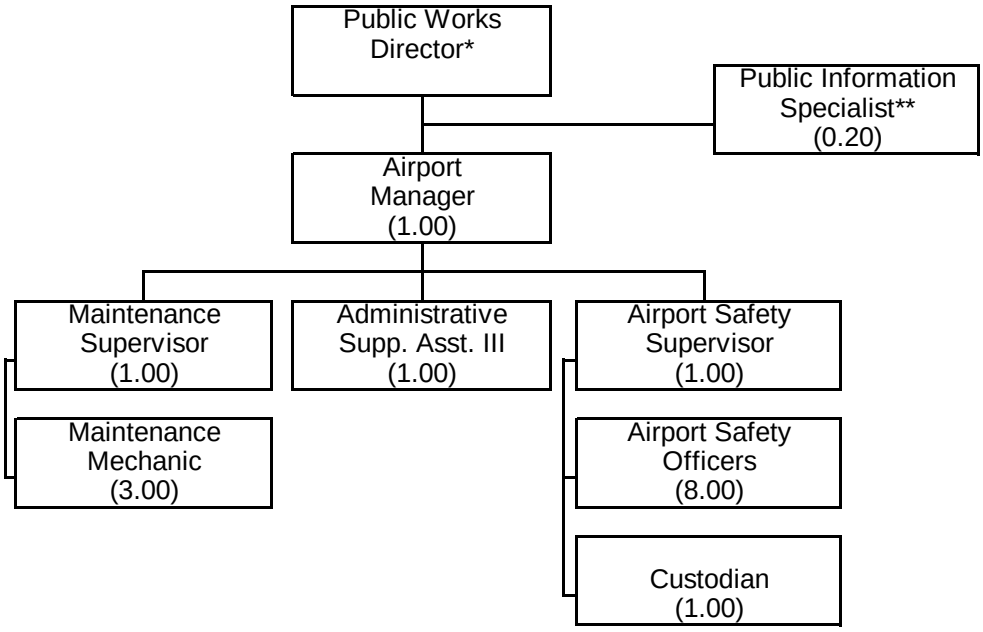
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local funding.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	9,154	0	0	0	
Travel and Training	190	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	686,951	2,247,305	2,247,305	2,935,425	30.6%
Capital	359,647	0	0	0	
Other	0	0	0	0	
Total	$ **1,055,942**	$ **2,247,305**	$ **2,247,305**	$ **2,935,425**	**30.6%**

City of Columbia - Public Works Regional Airport

16.20 FTE Positions



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

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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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 892,534	$ 927,923	$ 935,358	$ 974,277	5.0%
Supplies & Materials	107,684	180,981	167,488	179,265	(0.9%)
Travel & Training	14,197	33,448	18,448	23,446	(29.9%)
Intragovernmental Charges	144,112	153,594	153,594	170,863	11.2%
Utilities, Services & Misc.	252,793	2,871,409	2,886,050	996,750	(65.3%)
Capital	13,684	6,250	5,513	202,000	3132.0%
Other	591,227	584,950	584,950	588,000	0.5%
Total	**2,016,231**	**4,758,555**	**4,751,401**	**3,134,601**	**(34.1%)**
Summary					
Operating Expenses	1,331,616	1,556,955	1,550,538	1,699,601	9.2%
Non-Operating Expenses	589,277	583,000	583,000	588,000	0.9%
Debt Service	1,950	1,950	1,950	0	(100.0%)
Capital Additions	13,684	6,250	5,513	202,000	3132.0%
Capital Projects	79,704	2,610,400	2,610,400	645,000	(75.3%)
Total Expenses	**$ 2,016,231**	**$ 4,758,555**	**$ 4,751,401**	**$ 3,134,601**	**(34.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	2.00	2.20	2.20	2.20	
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**	**16.20**	**16.20**	**16.20**	
Permanent Full-Time	16.00	16.20	16.20	16.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**16.00**	**16.20**	**16.20**	**16.20**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Airport Public Safety:			
No. of Annual Airfield Operations	32,483	35,000	35,000
No. of Based Aircraft	46	65	50
Annual No. of Enplaned Passengers	13,673	20,000	10,000
Annual No. of Deplaned Passengers	12,984	20,000	10,000
Airport Maintenance:			
Sq. Yards of Pavement Surface	464,950	464,950	464,950
Hours of Snow Removal Activities	293	500	500
Tons of Sand/Chemical Deicing Utilized	15	250	250

COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
Population *	**357,935**	**130,000**	**406,000**	**320,000**	**160,000**	**450,000**
Number of Employees	16	7	25	7	25	6
Employees Per 1,000 Population	0.045	0.054	0.062	0.022	0.156	0.013
No. of Annual Enplanements	13,673	6,700	46,794	12,204	31,000	11,288
No. of Carriers	1	1	1	1	2	1
Annual Ground Rent Rate	0.08/sq ft	0.10/sq ft	0.19/sq ft	0.10/sq ft	0.40/sq ft	0.067/sq ft
Landing Fee Per 1,000 #GLW	0.78	0.75	1.00	0.56	0.64	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 top priorities will continue to be maximizing use of existing commercial air service, obtaining additional air transportation to and from Columbia Regional Airport, and expanding general aviation operations. The current commercial air service provided by Air Midwest, d/b/a US Airways Express through a Department of Transportation Essential Air Service contract, has resulted in lower than anticipated enplanements. Beginning July 8, 2007, service to St. Louis will be eliminated and all 24 round trips per week from Columbia Regional will travel to Kansas City International Airport. The airline is hopefully that additional flights to one airport will provide more opportunity for connectivity to the traveling public.

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.

In December 2006, Central Missouri Aviation (CMA) completed construction on a new hangar at the airport. Roof repairs to a portion of CMA's FBO hangar, which is a city-owned facility, are nearly complete.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 117,822	$ 145,230	$ 149,364	$ 155,778	7.3%
Supplies and Materials	6,707	8,214	6,906	8,034	(2.2%)
Travel and Training	2,406	19,190	4,190	9,188	(52.1%)
Intragovernmental Charges	123,620	129,924	129,924	145,198	11.8%
Utilities, Services, & Misc.	50,867	61,982	86,214	114,608	84.9%
Capital	0	0	0	0	
Other	591,227	584,950	584,950	588,000	0.5%
Total	$ **892,649**	$ **949,490**	$ **961,548**	$ **1,020,806**	**7.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4802 - Public Information Specialist	0.00	0.20	0.20	0.20	
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**	**2.20**	**2.20**	**2.20**	
Permanent Full-Time	2.00	2.20	2.20	2.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.00**	**2.20**	**2.20**	**2.20**	

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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. The rehabilitation of the general aviation apron and Taxiway A4 project is underway and expected to be completed this fall, and the FAA's MALSR (Medium Intensity Approach Lighting System Replacement with Runway Alignment Indicator Lights for Runway 2) project is also underway. Planning for the rehabilitation and extension of both runways is on-going. An update to the existing Master Plan is planned for next year to incorporate plans for the runway improvement projects and the development of a phasing plan for the work that can be utilized by both the City and FAA to fund the improvements.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 196,064	$ 201,304	$ 201,833	$ 216,619	7.6%
Supplies and Materials	54,675	60,754	56,137	68,358	12.5%
Travel and Training	0	510	510	510	0.0%
Intragovernmental Charges	7,107	8,502	8,502	9,708	14.2%
Utilities, Services, & Misc.	38,406	60,171	56,346	91,298	51.7%
Capital	13,684	6,250	5,513	16,000	156.0%
Other	0	0	0	0	
Total	**$ 309,936**	**$ 337,491**	**$ 328,841**	**$ 402,493**	**19.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2404 - Maintenance Mechanic*	1.00	1.00	1.00	3.00	2.00
2400 - Maintenance Supervisor	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I*	2.00	2.00	2.00	0.00	(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**	

*In FY 2008 (2) Equipment Operator I's were reclassified to Maintenance Mechanics.

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 current airport master plan update. Some funds have been budgeted in FY08 for minor improvements to the terminal.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 46,927	$ 52,982	$ 52,225	$ 55,518	4.8%
Supplies and Materials	30,908	57,435	56,687	57,435	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	631	780	780	880	12.8%
Utilities, Services, & Misc.	71,800	114,293	107,365	120,981	5.9%
Capital	0	0	0	175,000	
Other	0	0	0	0	
Total	$ **150,266**	$ **225,490**	$ **217,057**	$ **409,814**	**81.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 First Responders. 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.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 530,083	$ 522,348	$ 515,742	$ 536,002	2.6%
Supplies and Materials	11,340	31,516	28,378	19,376	(38.5%)
Travel and Training	11,791	13,748	13,748	13,748	0.0%
Intragovernmental Charges	10,317	11,463	11,463	11,717	2.2%
Utilities, Services, & Misc.	7,205	9,046	9,246	9,346	3.3%
Capital	0	0	0	11,000	
Other	0	0	0	0	
Total	**$ 570,736**	**$ 588,121**	**$ 578,577**	**$ 601,189**	**2.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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

The effect snow and freezing rain have on airfield operations are a continual challenge for the maintenance staff. The use of urea for ice melting purposes was incorporated into the operations this past winter with the recent icing problems that were encountered. Snow removal operations will continue to be monitored closely and revised as necessary to ensure continued safety, with a our goal to be little to no impact on operations.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,638	$ 6,059	$ 16,194	$ 10,360	71.0%
Supplies and Materials	4,054	23,062	19,380	26,062	13.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	2,437	2,925	2,925	3,360	14.9%
Utilities, Services, & Misc.	4,811	15,517	16,479	15,517	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 12,940**	**$ 47,563**	**$ 54,978**	**$ 55,299**	**16.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
There are no personnel assigned to this division.					

Airport - Capital Projects

554-6288

MAJOR PROJECTS

Funds have been included in the CIP to replace a portion of the CMA hangar roof over the area occupied by Columbia Avionics that has been leaking badly and is beyond repair. The other portion of the hangar's roof was replaced in 2001. Rehabilitation of the general aviation apron is planned during the 2007 construction season, with the FAA Airport Improvement Program funding 95%. Funds have also been budgeted for the purchase of approximately 200 acres just west of Airport Road at the intersection of Route H that has recently become available for City purchase. Purchase of the property will allow the City to ensure future development of the land is compatible with aviation related activities.

FISCAL IMPACT

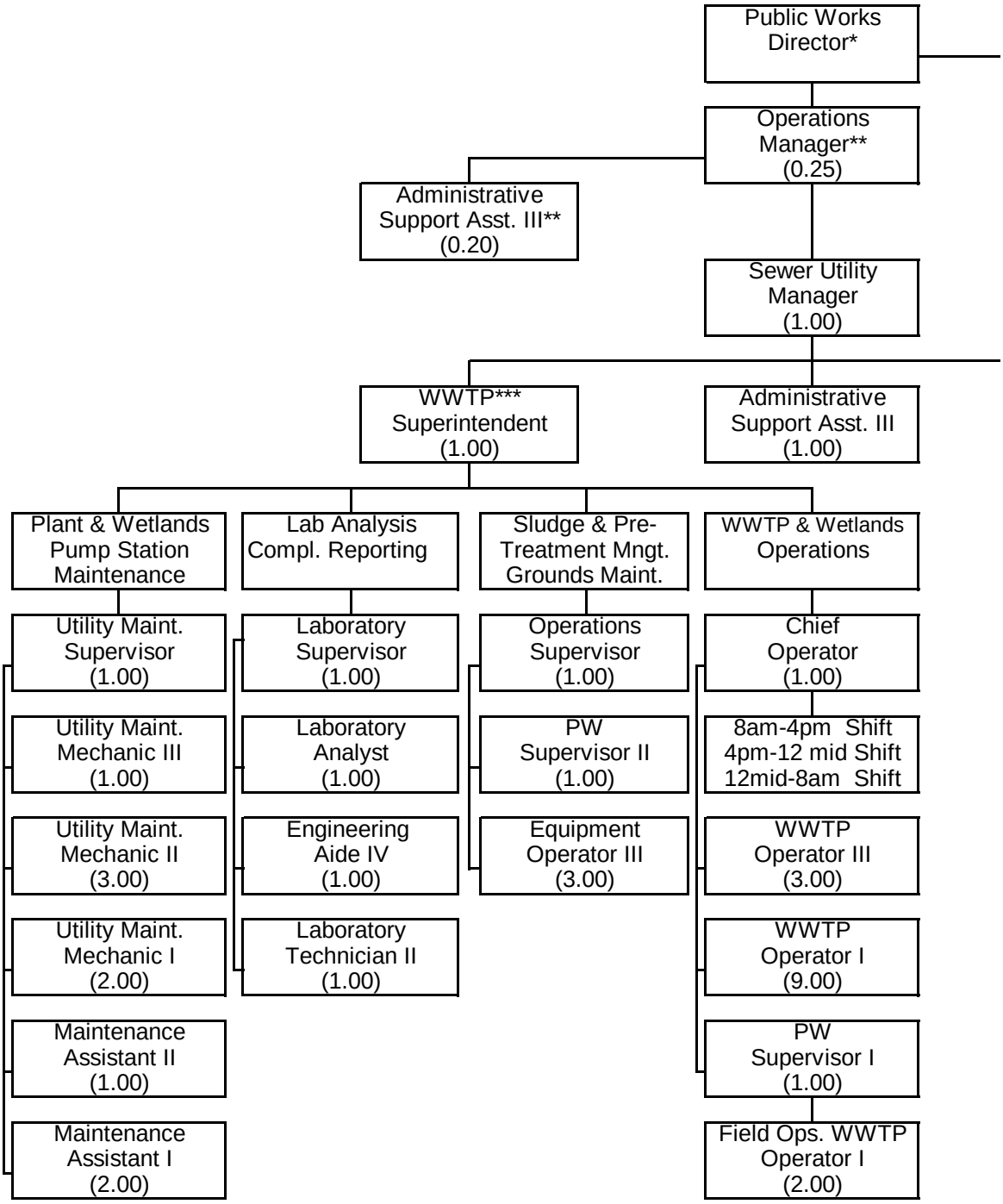
Updating the Airport Master Plan will be a top priority in FY08. Funding and construction phasing of runway rehabilitation and extension projects will be the emphasis of the master plan. Design of the rehabilitation of a portion of the commercial aircraft parking apron is also planned for the upcoming year.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	79,704	2,610,400	2,610,400	645,000	(75.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **79,704**	$ **2,610,400**	$ **2,610,400**	$ **645,000**	**(75.3%)**

City of Columbia - Public Works Sewer Utility

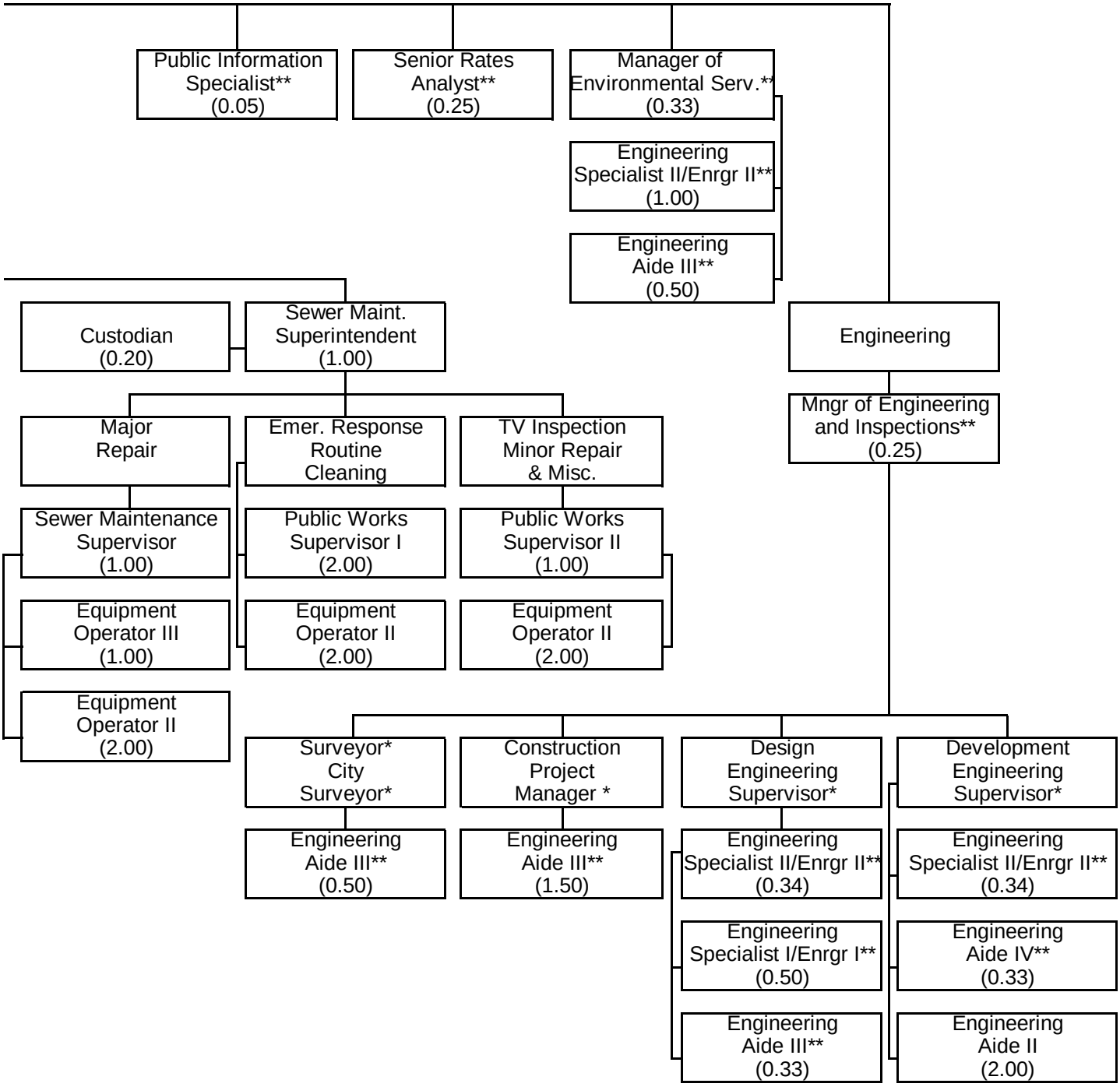
58.87 FTE Positions



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

City of Columbia - Public Works Sewer Utility

58.87 FTE Positions



* Positions not included in Sanitary Sewer's FTE count.
** Positions are budgeted in various Public Works divisions/funds or CIP.
*** 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 3,088,911	$ 3,319,717	$ 3,138,236	$ 3,534,785	6.5%
Supplies & Materials	698,322	806,447	803,859	736,666	(8.7%)
Travel & Training	6,566	10,145	10,386	10,274	1.3%
Intragovernmental Charges	891,821	924,299	924,299	999,300	8.1%
Utilities, Services & Misc.	5,923,082	8,540,662	8,545,828	9,334,660	9.3%
Capital	353,134	286,456	243,962	475,500	66.0%
Other	3,785,651	3,891,771	4,005,531	3,921,515	0.8%
Total	**14,747,487**	**17,779,497**	**17,672,101**	**19,012,700**	**6.9%**
Summary					
Operating Expenses	6,221,458	6,998,748	6,809,676	7,158,685	2.3%
Non-Operating Expenses	2,788,529	2,704,052	2,828,222	2,789,499	3.2%
Debt Service	1,143,528	1,257,719	1,257,719	1,202,016	(4.4%)
Capital Additions	327,757	286,456	243,962	475,500	66.0%
Capital Projects	4,266,215	6,532,522	6,532,522	7,387,000	13.1%
Total Expenses	**$ 14,747,487**	**$ 17,779,497**	**$ 17,672,101**	**$ 19,012,700**	**6.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	4.65	4.70	4.70	4.55	(0.15)
Engineering	7.09	6.43	7.26	7.92	0.66
Treatment Plant/Field O & M	33.00	34.00	34.00	34.00	
Line Maintenance	12.50	12.50	12.50	12.40	(0.10)
Total Personnel	**57.24**	**57.63**	**58.46**	**58.87**	**0.41**
Permanent Full-Time	57.24	57.63	58.46	58.87	0.41
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**57.24**	**57.63**	**58.46**	**58.87**	**0.41**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Collection System - Total Length (miles)	607*	637	669
Sewer Line Cleaned (linear feet)	756,921	850,000	875,000
Cleaning Cost	$0.27/ft	$0.30/ft	$0.33/ft
Sewer Line Televised (linear feet)	138,599	150,000	155,000
Televising Cost	$0.75/ft	$0.76/ft	$0.77/ft
Sewer Line Replaced (linear feet)	819	1,000	1,100
Replacement Cost In Street	$167/ft	$170/ft	$173/ft
Replacement Cost Off Street	$129/ft	$130/ft	$132/ft
Public Sewer Stoppages	26	27	28
Cost Per Response (All Calls)	$43.91	$45.00	$46.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	13	16.20	16.40
O&M Plant & Wetlands Cost Per 1,000 Gallons	$0.607	$0.509	$0.511
Sludge Injected for a Fiscal Year			
Million Gallons	13**	14**	14**
Dry Tons	2,539	2,800	2,800
Cost Per Dry Ton	$150	$150	$150

*Correction by Engineering
** Contractual Assistance

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Boulder, CO
Population *	**96,093**	**105,562**	**124,536**	**82,869**	**89,949**
Number of Employees	56.24	47.75	38.50	37.00	59.03
Employees Per 1,000 Population	0.585	0.452	0.309	0.446	0.656
No. of Utility Accounts	37,461	31,171	27,349	30,000	27,367
Employees Per 1,000 Utility Accts	1.50	1.53	1.49	1.23	2.16
Total Utility Budget (Less Depreciation & Capital Items)	$8,058,797	$8,453,403	$5,870,155	$6,278,000	$8,883,587

* 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 received at the wastewater treatment plant for FY 2008 is expected to be about 16.4 million gallons per day. Black & Veatch Consulting Engineers master plan for the Sewer Utility was adopted by the City Council in FY 2007. The master plan provides recommendations for the future expansion of the Columbia Regional Wastewater Treatment Plant and evaluated the City's sewer collection system. This will also be sued to evaluate the impact of proposed developments and determine when gravity sewer improvements are necessary. Development within the Clear Creek pump station west of Rock Quarry and Gans Roads. Plans to extend Vandiver Drive to the east across Hinkson Creek will include replacement or elimination of the existing upper Hinkson Creek pumping station. Interconnections with the Boone County Regional Sewer District (BCRSD) to eliminate their wastewater treatment facilities that discharge to waterways that flow through the City of Columbia are expected to continue. Several large areas are expected to be intercepted and interconnected to the City sewer system in FY 2008. Several hundred BCRSD wholesale treatment customers are BCRSD customers. In addition to working with the BCRSD for sewer interconnections O&M management assistance to the Boone County Regional Sewer District under an agreement executed in August 1990 is expected to continue through FY 2008. A rate increase of 6% is anticipated for FY 2008; 3% to pay back 2003 revenue bonds and 3% for increased operation and maintenance costs.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 315,746	$ 335,086	$ 336,157	$ 340,198	1.5%
Supplies and Materials	10,531	17,857	17,030	16,029	(10.2%)
Travel and Training	1,121	1,500	1,500	1,520	1.3%
Intragovernmental Charges	612,168	698,087	698,087	734,384	5.2%
Utilities, Services, & Misc.	209,797	164,860	172,719	138,348	(16.1%)
Capital	0	0	0	20,000	
Other	2,625,082	2,717,930	2,717,930	2,660,013	(2.1%)
Total	$ **3,774,445**	$ **3,935,320**	$ **3,943,423**	$ **3,910,492**	**(0.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5107 - Operations Manager	0.00	0.25	0.25	0.25	
5104 - Chief Engineer	0.25	0.00	0.00	0.00	
4802 - Public Information Specialist	0.00	0.05	0.05	0.05	
4502 - Senior Rates Analyst	0.00	0.25	0.25	0.25	
4201 - Financial Mgmt Spec.	0.25	0.00	0.00	0.00	
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	0.00	(0.15)
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**4.65**	**4.70**	**4.70**	**4.55**	**(0.15)**
Permanent Full-Time	4.65	4.70	4.70	4.55	(0.15)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.65**	**4.70**	**4.70**	**4.55**	**(0.15)**

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

Design work continues on various other sewer districts throughout the City to eliminate private sewers, on-site septic tanks and lagoons. H-21 Relief (Hominy Branch Relief Sewer), which provided additional sewer capacity for the lower portion of the Hominy Branch watershed was completed in FY 2007. South Grindstone Outfall Phase 1 Sewer project was completed in FY 2007 EP-1 Trunk Sewer (Opal Smith 80-acre point sewer), EP-3 Trunk Sewer (Hatton Farm 80-acre point sewer) were completed in FY 2007. The building which houses the two new thickening centrifuges at the Columbia Regional Wastewater Treatment facility was completed in FY 2007. Work continues on 80-acre point sewers as necessary. Approximately 28,000 linear feet of existing sanitary sewer were rehabilitated by no-dig methods during FY2007. City wide manhole inspection program was started in FY 2007 and approximately 2,000 manholes were inspected. Design work for the Clear Creek Pump Station upgrade and the Conceptual design study for the Columbia Regional Wastewater Facility were begun in FY 2007.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 527,619	$ 489,285	$ 433,132	$ 512,732	4.8%
Supplies and Materials	10,247	27,298	28,211	23,770	(12.9%)
Travel and Training	1,957	2,355	2,596	2,665	13.2%
Intragovernmental Charges	42,859	34,600	34,600	43,594	26.0%
Utilities, Services, & Misc.	15,026	31,404	31,404	31,431	0.1%
Capital	0	3,300	3,300	40,000	1112.1%
Other	7,051	32,080	32,080	7,080	(77.9%)
Total	$ **604,759**	$ **620,322**	$ **565,323**	$ **661,272**	**6.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5122 - Mgr of Environmental Srvc	0.00	0.00	0.33	0.33	
5111/5099 - Eng. Spec. I/Engr. I	0.00	0.68	1.18	0.50	(0.68)
5110/5100 - Eng. Spec. II/Engr. II*	0.00	1.00	1.00	1.68	0.68
5106 - Mngr of Engr & Inspections	0.00	0.25	0.25	0.25	
5104 - Chief Engineer	0.25	0.00	0.00	0.00	
5102 - Civil Engineer II	1.00	0.00	0.00	0.00	
5101 - Civil Engineer I	1.34	0.00	0.00	0.00	
5004 - Engineering Aide IV*	0.00	0.00	0.00	0.33	0.33
5003 - Engineering Aide III*	2.50	2.50	2.50	2.83	0.33
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
Total Personnel	**7.09**	**6.43**	**7.26**	**7.92**	**0.66**
Permanent Full-Time	7.09	6.43	7.26	7.92	0.66
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.09**	**6.43**	**7.26**	**7.92**	**0.66**

* A portion of these positions are budgeted in the Capital Improvements Fund.

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 2007, Black & Veatch Consulting Engineers were selected to do the Conceptual Design for the expansion of the Wastewater Treatment Plant based on the Wastewater System Planning report (Master Plan). The Conceptual Design will be for the expansion of the Wastewater Treatment Plant to serve the growing population of Columbia, address the requirements for increased wastewater treatment capacity and comply with any new Missouri operating permit standards. The design will also include methods to improve odor control at the wastewater plant. For the next few years, repairs will need to be continued at Wetland Treatment Unit 1 flood control berms.

The new sludge thickening facility was completed FY2007. The project includes two new high capacity sludge thickening centrifuges and a new building where the centrifuges are housed.

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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,642,658	$ 1,829,512	$ 1,728,491	$ 1,870,807	2.3%
Supplies and Materials	479,209	609,635	610,005	563,289	(7.6%)
Travel and Training	2,267	3,510	3,510	4,239	20.8%
Intragovernmental Charges	142,643	88,326	88,326	100,682	14.0%
Utilities, Services, & Misc.	1,477,350	1,746,390	1,747,082	1,814,852	3.9%
Capital	128,964	182,156	156,829	187,000	2.7%
Other	238,863	235,840	248,600	246,500	4.5%
Total	$ **4,111,954**	$ **4,695,369**	$ **4,582,843**	$ **4,787,369**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
SLUDGE MANAGEMENT:					
5004 - Engineering Aide IV	0.00	1.00	1.00	1.00	
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	3.00	2.00
2300 - Equipment Operator II*	2.00	2.00	2.00	0.00	(2.00)
FIELD OPERATIONS:					
2602/2603 - WWTP Operator II/III**	1.00	1.00	1.00	0.00	(1.00)
2601 - WWTP Operator I	2.00	2.00	2.00	2.00	
2309 - Public Works Supervisor I**	0.00	0.00	0.00	1.00	1.00
WWT OPERATIONS:					
2604 - WWTP Chief Operator	1.00	1.00	1.00	1.00	
2602/2603 - WWTP Operator II/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	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
LABORATORY:					
5134 - Laboratory Supervisor***	0.00	0.00	0.00	1.00	1.00
5132 - Laboratory Analyst***	1.00	1.00	1.00	1.00	
5033 - Laboratory Technician II***	2.00	2.00	2.00	1.00	(1.00)
Total Personnel	**33.00**	**34.00**	**34.00**	**34.00**	
Permanent Full-Time	33.00	34.00	34.00	34.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**33.00**	**34.00**	**34.00**	**34.00**	

*In FY 2008 (2) Equipment Operator II's in Sludge Management were reclassified to Equipment Operator III's.
**In FY 2008 (1) Waste Water Treatment Plant Operator II in Field Ops was reclassified to a Public Works Supervisor I.
***In FY 2008 (1) Laboratory Technician II was reclassified to a Laboratory Analyst and a Laboratory Analyst was reclassified to a Laboratory Supervisor.

Sanitary Sewer - Line Maintenance

555-6330

DESCRIPTION

The Sewer Maintenance Section is responsible for the maintenance of approximately 607 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 this year will be placed upon routinely cleaning and inspecting sanitary sewer mains at various environmentally sensitive locations throughout the system. The Sewer Maintenance section will continue inspecting, identifying and prioritizing existing sewers that will be rehabilitated by an annual maintenance contract utilizing trenchless technology methods. A manhole inspection contract was initiated in FY 2007 to identify sources of groundwater infiltration. Emphases was placed upon the older parts of the sanitary sewer system in the Flat Branch and County House Branch areas. Manhole inspection and evaluation will proceed into the fall of 2007 and structure restoration as determined from the consultant's recommendations will be evaluated by staff in FY 2008.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 602,888	$ 665,834	$ 640,456	$ 707,143	6.2%
Supplies and Materials	123,629	151,657	148,613	133,578	(11.9%)
Travel and Training	1,221	2,780	2,780	1,850	(33.5%)
Intragovernmental Charges	94,151	103,286	103,286	120,640	16.8%
Utilities, Services, & Misc.	54,777	65,486	62,101	66,934	2.2%
Capital	198,793	101,000	83,833	228,500	126.2%
Other	914,655	905,921	1,006,921	1,007,922	11.3%
Total	**$ 1,990,114**	**$ 1,995,964**	**$ 2,047,990**	**$ 2,266,567**	**13.6%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2430 - Sewer Maintenance Supt.	1.00	1.00	1.00	1.00	
2428 - Sewer Maintenance Supv*	0.00	0.00	0.00	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	2.00	1.00
2303 - Equipment Operator III*	0.00	0.00	0.00	1.00	1.00
2300 - Equipment Operator II*	6.00	9.00	9.00	6.00	(3.00)
2299 - Equipment Operator I	3.00	0.00	0.00	0.00	
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	0.00	(0.10)
Total Personnel	**12.50**	**12.50**	**12.50**	**12.40**	**(0.10)**
Permanent Full-Time	12.50	12.50	12.50	12.40	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**12.50**	**12.50**	**12.50**	**12.40**	**(0.10)**

*In FY 2008 (3) Equipment Operator II's were reclassified to an Equipment Operator III and Public Works Supervisor I
*In FY 2008 (1) Public Works Supervisor II was reclassified to a Sewer Maintenance Supervisor.

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, upgrade of an existing City pump station, 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

The CIP projects that are anticipated to be completed in FY 2008 include the Bear Creek Outfall Sewer project, Southwest Outfall relief sewer project, State Route 763 Sewer relocation project, Wetland Treatment Unit #2 Berm repairs project, H-21B Interceptor (Lake of the Woods Mobile Home Park Lagoon Interceptor), Upper Hinkson Creek Outfall relief sewer project, Hinkson Creek Siphon Elimination project, Bear Creek Streambank stabilization project and 80 acre point trunk sewer extensions. It is anticipated that construction will begin for the Clear Creek Pump Station Upgrade project during FY 2008. It is anticipated that the design work for the Columbia Regional Wastewater Treatment Facility Expansion will continue in FY 2008. Work will also continue on several Sewer District projects that will extend City sewer to eliminate private common collector sewer and on-site systems. It is also anticipated that the sewer utility will complete another sewer main rehabilitation by "no-dig" methods project in FY 2008. These capital investments in our sewer system will provide for much needed expansion and maintenance.

FISCAL IMPACT

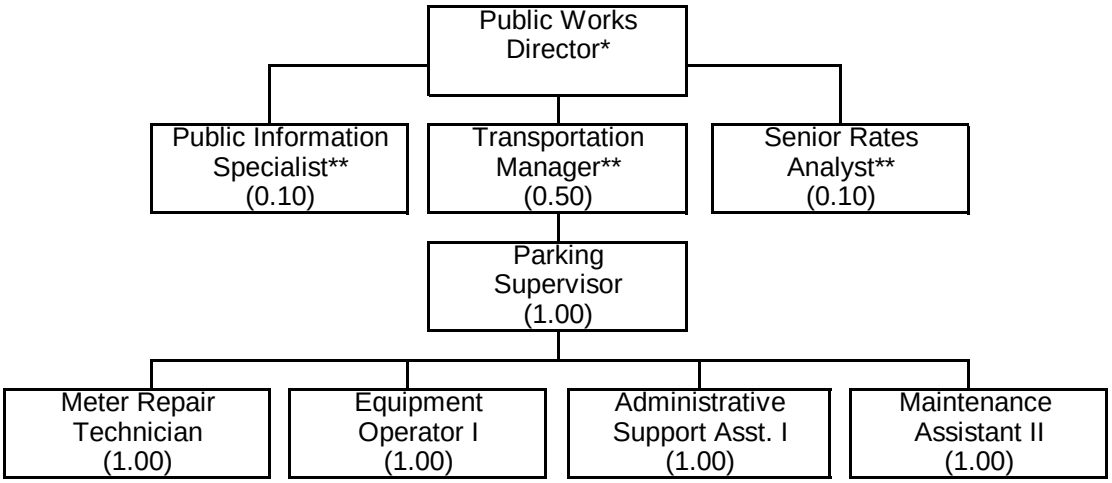
In order to pay back the revenue bonds, a rate increase of 3% will be implemented in FY 2008.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 103,905	
Supplies and Materials	74,706	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	4,166,132	6,532,522	6,532,522	7,283,095	11.5%
Capital	25,377	0	0	0	
Other	0	0	0	0	
Total	$ **4,266,215**	$ **6,532,522**	$ **6,532,522**	$ **7,387,000**	**13.1%**

City of Columbia - Public Works Parking Facilities

5.70 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, 13 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 348,362	$ 386,378	$ 364,617	$ 397,170	2.8%
Supplies & Materials	96,108	70,490	69,620	89,660	27.2%
Travel & Training	0	300	200	300	0.0%
Intragovernmental Charges	111,486	86,910	86,910	103,125	18.7%
Utilities, Services & Misc.	316,542	754,460	762,390	245,972	(67.4%)
Capital	34,678	44,200	44,200	143,000	223.5%
Other	859,378	894,362	661,362	640,362	(28.4%)
Total	**1,766,554**	**2,237,100**	**1,989,299**	**1,619,589**	**(27.6%)**
Summary					
Operating Expenses	710,577	748,037	733,236	834,727	11.6%
Non-Operating Expenses	621,353	619,900	386,900	384,900	(37.9%)
Debt Service	334,757	275,962	275,962	256,962	(6.9%)
Capital Additions	34,678	44,200	44,200	143,000	223.5%
Capital Projects	65,189	549,001	549,001	0	(100.0%)
Total Expenses	$ **1,766,554**	$ **2,237,100**	$ **1,989,299**	$ **1,619,589**	**(27.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Parking Facilities	5.60	5.70	5.70	5.70	
Total Personnel	**5.60**	**5.70**	**5.70**	**5.70**	
Permanent Full-Time	4.60	4.70	4.70	4.70	
Permanent Part-Time	1.00	1.00	1.00	1.00	
Total Permanent	**5.60**	**5.70**	**5.70**	**5.70**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Parking Inventory:			
On-Street Meters	1,701	1,701	1,709
Surface Lots:			
Off-Street Meters	436	436	428
Permit Spaces	471	439	439
Parking Structures:			
Hourly Parking Spaces	314	314	314
Permit Spaces	938	938	938
Parking Permits Issued:			
Surface Lots	680	685	685
Parking Structures	900	950	950
Revenue Collected:			
On-Street Meters	615,157	668,600	660,000
Off-Street Meters	126,409	122,400	140,000
Meter Covers	81,321	39,000	51,000
Parking Structures Metered Revenues:			
Plaza	39,978	45,000	45,000
6th/Cherry	12,089	15,000	18,000
8th/Cherry	23,737	25,000	25,000
10th/Cherry	24,027	23,500	26,000
Parking Structures Permit Revenues:			
Plaza	177,838	168,033	177,900
6th/Cherry	137,376	135,999	141,000
8th/Cherry	89,130	95,661	92,000
10th/Cherry	71,881	69,405	76,000
Meter Maintenance & Repair:			
Complaints Checked	4,104	3,154	3,500
Meters Requiring Work	1,957	1,526	1,500
Meters Replaced	227	120	100
Hours Worked	382	334	375

COMPARATIVE DATA

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN**
Population	**96,093**	**38,723**	**89,949**	**63,291**	**247,886**	**101,021**
Number of Employees	5.6	7.5	28.0	8.0	XX	6.0
Employees Per 1,000 Population	0.058	0.194	0.311	0.126	XX	0.059
No. of Parking Spaces:	3,735	939	3,652	4,210	XX	4,928
On-Street	1,737	757	998	1,174	XX	1,293
Off-Street	1,998	182	2,654	3,036	XX	3,635
No. of Parking Structures	4	1	5	5	XX	5

XX - Did not respond

**Rochester, MN features AVI - Automatic Vehicle Identification for monthly parkers.(Republic Parking)

** Rochester, MN parking contractor has 31 private employees working ramps and lots with extensive camera coverage.

Parking Facilities

556-6410

DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 13 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. All meters in the business district and University campus have been converted for the EZ Park Card. The Parking Utility sells the reloadable EZ Park cards on the third floor of the City Daniel Boone Building, the City utility building, the "District" office and at Memorial Hall on the University campus. New pay on foot machines were installed in the 6th, 8th and 10th street garages during FY06 and these machines use the EZ Park cards in addition to recharging them.

FY 2008 Goal: Equitable Service Levels

Expansion Joint Replacement at 7th & Walnut garage is in the construction and staging phase to be completed during FY 2007. Design and development continues on the OWGS (oil, water, grid separator) upgrade for this 1985 facility. Design and development has proceeded as planned on a new parking garage to be located at 6th & Walnut.

Cameras will be installed in the 10th & Cherry garage during FY 2008. These cameras will allow for the safety of our customers and our parking structure. In addition to the cameras in FY2008, repairs to the Gentry building drive and the 6th & Walnut parking ramp will be done.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 348,362	$ 386,378	$ 364,617	$ 397,170	2.8%
Supplies and Materials	95,340	70,490	69,620	89,660	27.2%
Travel and Training	0	300	200	300	0.0%
Intragovernmental Charges	111,486	86,910	86,910	103,125	18.7%
Utilities, Services, & Misc.	252,121	205,459	213,389	245,972	19.7%
Capital	34,678	44,200	44,200	143,000	223.5%
Other	859,378	894,362	661,362	640,362	(28.4%)
Total	$ **1,701,365**	$ **1,688,099**	$ **1,440,298**	$ **1,619,589**	**(4.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4802 - Public Information Specialist	0.00	0.10	0.10	0.10	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rates Analyst	0.00	0.10	0.10	0.10	
4201 - Financial Mgmt Spec.	0.10	0.00	0.00	0.00	
3032 - Meter Repair Technician	1.00	1.00	1.00	1.00	
3024 - Parking Supervisor	1.00	1.00	1.00	1.00	
2402 - Maintenance Assistant II	0.00	1.00	1.00	1.00	
2299 - Equipment Operator I	2.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
Total Personnel	**5.60**	**5.70**	**5.70**	**5.70**	
Permanent Full-Time	4.60	4.70	4.70	4.70	
Permanent Part-Time	1.00	1.00	1.00	1.00	
Total Permanent	**5.60**	**5.70**	**5.70**	**5.70**	

Parking - Capital Projects

556-6488

MAJOR PROJECTS

Major projects planned for FY 2007 and FY 2008 include the upgrade of the OWGS system and expansion joint replacement in the 7th & Walnut garage. The design and development of a new parking garage North of Broadway.

FISCAL IMPACT

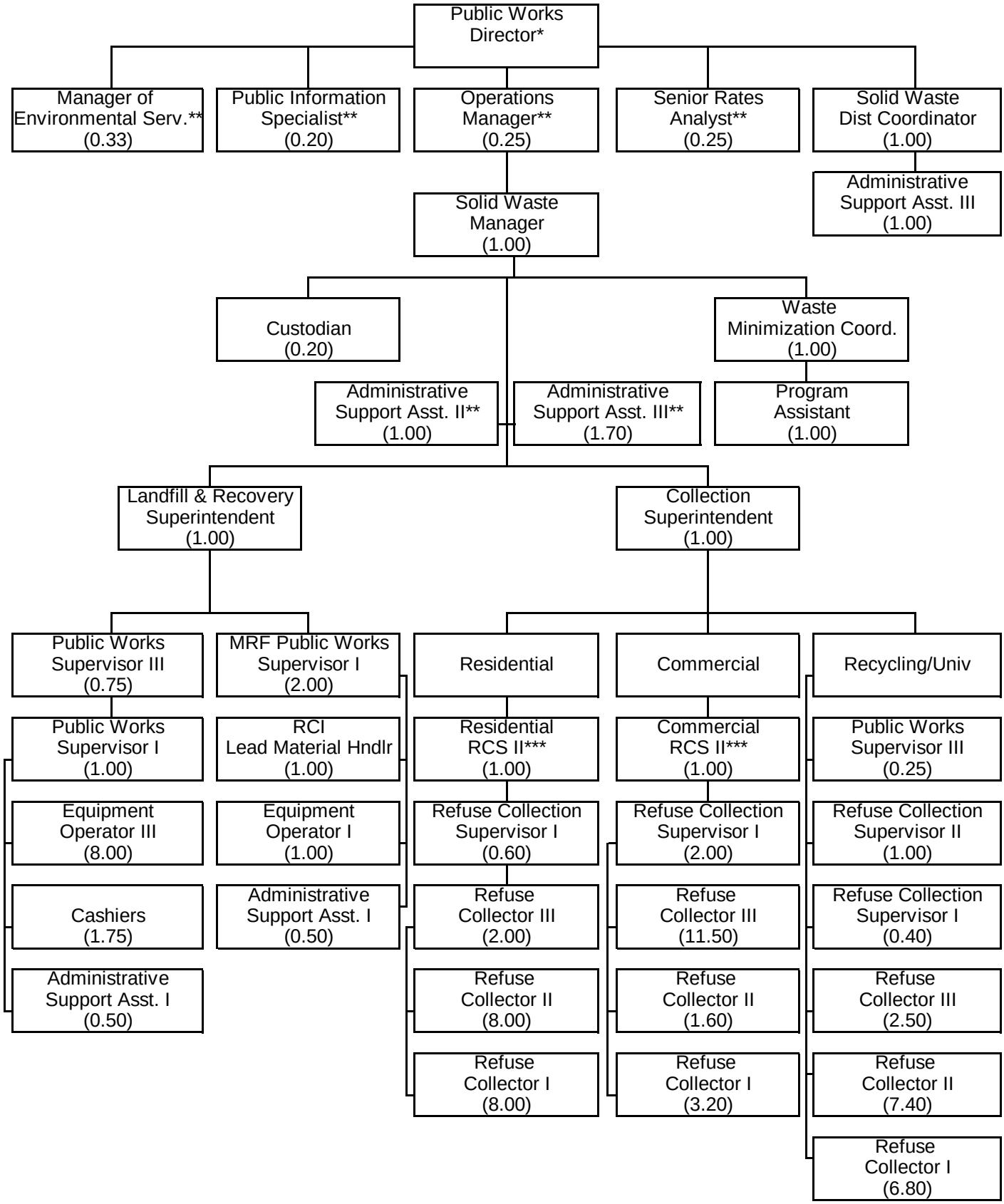
$13,000,000 in funding for a new parking structure north of Broadway. This will require an official action of the City Council to approve the project and the financing.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	768	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	64,421	549,001	549,001	0	(100.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **65,189**	$ **549,001**	$ **549,001**	$ **0**	**(100.0%)**

City of Columbia - Public Works Solid Waste

84.68 FTE Positions



* Positions not included in Solid Waste's FTE count.

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

*** 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 refuse 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.

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 4,443,090	$ 4,852,010	$ 4,782,560	$ 5,137,275	5.9%
Supplies & Materials	3,397,600	3,557,146	3,595,699	3,681,166	3.5%
Travel & Training	12,061	21,436	21,925	21,980	2.5%
Intragovernmental Charges	1,035,774	1,143,768	1,144,768	1,317,278	15.2%
Utilities, Services & Misc.	475,538	2,186,693	2,263,884	2,501,466	14.4%
Capital	956,913	1,291,694	1,287,408	1,464,000	13.3%
Other	2,172,633	2,129,688	1,753,890	2,132,282	0.1%
Total	**12,493,609**	**15,182,435**	**14,850,134**	**16,255,447**	**7.1%**
Summary					
Operating Expenses	9,239,850	11,686,053	11,758,504	12,463,815	6.7%
Non-Operating Expenses	1,847,198	1,833,629	1,433,163	1,857,624	1.3%
Debt Service	372,296	371,059	371,059	350,008	(5.7%)
Capital Additions	873,159	1,291,694	1,287,408	1,464,000	13.3%
Capital Projects	161,106	0	0	120,000	
Total Expenses	**$ 12,493,609**	**$ 15,182,435**	**$ 14,850,134**	**$ 16,255,447**	**7.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration	5.50	6.70	6.70	7.60	0.90
Commercial	18.80	19.80	19.80	19.30	(0.50)
Residential	21.00	18.00	18.00	19.60	1.60
Landfill	12.25	12.25	12.58	13.08	0.50
University	2.20	2.20	2.20	3.20	1.00
Recycling	17.50	22.50	22.50	21.90	(0.60)
Total Personnel	**77.25**	**81.45**	**81.78**	**84.68**	**2.90**
Permanent Full-Time	76.50	80.70	81.03	83.93	2.90
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**77.25**	**81.45**	**81.78**	**84.68**	**2.90**

COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR
Population	**96,093**	**105,562**	**124,536**	**82,869**	**83,845**
Number of Employees	81	52.00	45.00	100.00	78.00
Employees Per 1,000 Population	0.848	0.520	0.361	1.207	0.930
Number of Part Time Employees	40	0	7	4	0
No. of Utility Accounts	40,405	35,700	34,550	29,000	24,981
Avg. Residential Rate/Month	$12.92 (1)	$11.50	$14.15	$12.19	$10.85
Disposal Tipping Fee/Ton	$32.50	$15.27	$27.69	$19.15	$26.00
Out of County Disposal Fee	*		*		

(1) Rate change took effect 10/1/06

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

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Tons of Waste Collected:			
Residential	29,499	30,089	30,691
Commercial/Roll-Off	55,481	56,591	57,722
University	6,115	6,238	6,362
From Outside Hauler	101,791	103,827	105,903
Total Tons of Material Deposited at Landfill	192,886	175,000	176,000
Tons of Recyclables Collected Curbside	4,497	4,587	4,678
Tons of Recyclables Collected at Drop Offs	2,661	2,714	2,769
Tons of Recyclables Collected Apartments	138	140	143
Tons of Recyclables Collected Commercial Customers	759	775	790
Tons of Recyclables from Outside Hauler	112	114	116
Tons of Material Processed at Material Recovery Facility	8,166	8,800	8,976
Tons of Material Waste taken to Compost Facility	6,690	7,500	7,650
Number of Residential Units	37,556	40,400	41,200
Quantity of Black Trash Bags Delivered/Sold	2,639,900	2,692,698	2,752,698
Quantity of Blue Recycling Bags Delivered/Sold	1,596,420	1,628,348	1,671,548
Quantity of Clear Compost Bags Delivered/Sold	404,630	412,723	420,723
No. White Goods Collected Through Special Collection	2,513	2,700	2,800
State Landfill Fees Collected and Forwarded to State	398,852	406,829	408,939
Educational and Informational Presentations	146	146	155
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	120,323	130,000	130,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	3,245	3,350	3,350
Trash Out Early Violations	180	225	250

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

The next landfill disposal cell #4 will be completed this fiscal year, with filling to begin in the fall of 2007.

Landfill gas will be used to generate electricity. Water and light is constructing a power plant on site and is expected to be operational early 2008.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 399,760	$ 495,645	$ 442,604	$ 525,994	6.1%
Supplies and Materials	14,554	23,610	22,785	22,170	(6.1%)
Travel and Training	4,913	7,670	8,177	7,971	3.9%
Intragovernmental Charges	698,408	770,783	770,783	859,042	11.5%
Utilities, Services, & Misc.	140,988	188,542	165,222	193,137	2.4%
Capital	0	0	0	0	
Other	438,295	407,508	408,290	383,982	(5.8%)
Total	$ **1,696,918**	$ **1,893,758**	$ **1,817,861**	$ **1,992,296**	**5.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5107 - Operations Manager	0.00	0.25	0.25	0.25	
5104 - Chief Engineer	0.25	0.00	0.00	0.00	
4802 - Public Information Specialist	0.00	0.20	0.20	0.20	
4502 - Senior Rates Analyst	0.00	0.25	0.25	0.25	
4201 - Financial Mgmt Spec	0.25	0.00	0.00	0.00	
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	0.00	(0.60)
1003 - Admin. Support Assistant III	0.90	1.90	1.90	2.70	0.80
1002 - Admin. Support Assistant II	0.30	0.30	0.30	1.00	0.70
Total Personnel	**5.50**	**6.70**	**6.70**	**7.60**	**0.90**
Permanent Full-Time	5.50	6.70	6.70	7.60	0.90
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.50**	**6.70**	**6.70**	**7.60**	**0.90**

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

Roll-off service is seeing increased competition from private companies. Front and rear loading containers Commercial accounts and route efficiencies will be the focus for our permanent commercial container recycling and trash services.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,135,089	$ 1,137,576	$ 1,211,852	$ 1,167,371	2.6%
Supplies and Materials	889,863	923,193	924,596	920,030	(0.3%)
Travel and Training	295	2,021	2,003	2,060	1.9%
Intragovernmental Charges	82,804	97,349	98,349	117,807	21.0%
Utilities, Services, & Misc.	410,421	510,897	518,785	532,150	4.2%
Capital	112,281	279,800	279,800	139,000	(50.3%)
Other	199,437	205,200	205,200	205,200	0.0%
Total	$ **2,830,190**	$ **3,156,036**	$ **3,240,585**	$ **3,083,618**	**(2.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2214 - Refuse Collector III*	13.40	13.40	13.40	11.50	(1.90)
2213 - Refuse Collector II	1.20	1.20	1.20	1.60	0.40
2212 - Refuse Collector I	2.20	3.20	3.20	3.20	
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I*	1.00	1.00	1.00	2.00	1.00
Total Personnel	**18.80**	**19.80**	**19.80**	**19.30**	**(0.50)**
Permanent Full-Time	18.80	19.80	19.80	19.30	(0.50)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**18.80**	**19.80**	**19.80**	**19.30**	**(0.50)**

*In FY 2008 a refuse collector III was reclassified to an refuse collection supervisor I.

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. Maintaining a balance on the routes is a challenge with our current rate of growth. It will be necessary to make collection day changes for some of the residents to balance routes.

Legislation allowing yard waste to be deposited in a bioreactor landfill has passed. This allows the co-collection of residential trash and yard waste.

Residential rates will increase during the FY 2008 budget year to offset normal operating cost increases for fuel, city growth and replacement of aging vehicles and equipment.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 826,097	$ 855,717	$ 871,952	$ 937,938	9.6%
Supplies and Materials	816,015	826,133	819,914	853,508	3.3%
Travel and Training	157	1,450	1,450	1,467	1.2%
Intragovernmental Charges	118,060	113,097	113,097	132,952	17.6%
Utilities, Services, & Misc.	234,641	225,445	227,770	246,459	9.3%
Capital	170,342	246,320	244,120	449,000	82.3%
Other	188,032	205,500	180,000	179,000	(12.9%)
Total	**$ 2,353,344**	**$ 2,473,662**	**$ 2,458,303**	**$ 2,800,324**	**13.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2214 - Refuse Collector III	1.00	1.00	1.00	2.00	1.00
2213 - Refuse Collector II	10.00	9.00	9.00	8.00	(1.00)
2212 - Refuse Collector I	8.00	6.00	6.00	8.00	2.00
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	1.00	1.00	1.00	0.60	(0.40)
Total Personnel	**21.00**	**18.00**	**18.00**	**19.60**	**1.60**
Permanent Full-Time	21.00	18.00	18.00	19.60	1.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**21.00**	**18.00**	**18.00**	**19.60**	**1.60**

Solid Waste - Landfill

557-6540 to 557-6549

DESCRIPTION

Columbia Sanitary Landfill operates using environmentally sound engineering practices for disposal of municipal solid waste while complying with state and federal regulations. 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 2006 was 192,787, a 16.7% increase over FY05.

Landfill gas will be used to generate electricity. Water and light is constructing a power plant on site and is expected to be operational early 2008.

Construction will be complete on the new bioreactor landfill (Cell #4) with usage to begin in the fall of 2007.

Divert 4,000 tons of shingles during our Shingle Recovery Pilot project as the result of storm related damage. The shingles will be recycled and processed into new asphalt products such as roads or shingles.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY06 was 8,543. Finished compost is sold to customers @ $12/c.y. + tax, or $8/c.y. + tax for quantities greater than 100 c.y. purchased within each calendar month. Application has been made to MoDNR to add manure to the compost operation.

Large volume discounts will be discontinued at the Landfill starting in the FY 2008 budget year.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 733,540	$ 835,306	$ 797,035	$ 879,968	5.3%
Supplies and Materials	685,315	821,501	818,133	830,362	1.1%
Travel and Training	2,985	3,460	3,460	3,516	1.6%
Intragovernmental Charges	27,903	45,347	45,347	49,341	8.8%
Utilities, Services, & Misc.	(779,255)	894,724	934,687	996,565	11.4%
Capital	352,417	85,550	85,550	0	(100.0%)
Other	1,128,573	1,087,000	730,000	1,135,000	4.4%
Total	**$ 2,151,478**	**$ 3,772,888**	**$ 3,414,212**	**$ 3,894,752**	**3.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5122 - Mgr of Environmental Srvc	0.00	0.00	0.33	0.33	
2307 - Public Works Supervisor III	0.75	0.75	0.75	0.75	
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	0.75	0.75	0.75	0.75	
1201 - Cashier	0.00	1.75	1.75	1.75	
1001 - Admin. Support Assistant I	0.00	0.00	0.00	0.50	0.50
1000 - Admin. Sppt Assistant I-773	1.75	0.00	0.00	0.00	
Total Personnel	**12.25**	**12.25**	**12.58**	**13.08**	**0.50**
Permanent Full-Time	11.50	11.50	11.83	12.33	0.50
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**12.25**	**12.25**	**12.58**	**13.08**	**0.50**

Solid Waste - University

557-6560 to 557-6569

DESCRIPTION

Contract collection of waste from all the facilities on the MU campus.

HIGHLIGHTS / SIGNIFICANT CHANGES

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.

The University placed additional sidewalk recycling containers bringing the total to 214. The City has also been working closely with the University, MU Athletics and Sustain Mizzou on special event recycling.

FY 2008 Goals: Equitable Service Levels and Community Visioning

The City is also working with the University to provide collection containers for Tiger Treasures. Tiger Treasures is a new partnership with the University and the Salvation Army. This program sells the reusable materials residential students discard upon vacating the dorms. Sale proceeds as well as the remaining usable materials will be donated to the Salvation Army.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 129,379	$ 105,045	$ 119,272	$ 162,238	54.4%
Supplies and Materials	53,898	62,055	62,299	64,205	3.5%
Travel and Training	0	0	0	0	
Intragovernmental Charges	8,507	11,838	11,838	14,427	21.9%
Utilities, Services, & Misc.	31,772	35,862	38,522	36,440	1.6%
Capital	23,497	0	0	0	
Other	10,182	10,080	11,600	11,600	15.1%
Total	$ **257,235**	$ **224,880**	$ **243,531**	$ **288,910**	**28.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2214 - Refuse Collector III	0.60	0.60	0.60	1.00	0.40
2213 - Refuse Collector II	0.80	0.80	0.80	1.40	0.60
2212 - Refuse Collector I	0.80	0.80	0.80	0.80	
Total Personnel	**2.20**	**2.20**	**2.20**	**3.20**	**1.00**
Permanent Full-Time	2.20	2.20	2.20	3.20	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.20**	**2.20**	**2.20**	**3.20**	**1.00**

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 8 drop-off locations (including the University of Missouri and Columbia College sites), 9 apartment drop-off containers rotated among 28 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 2,500 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. The Material Recovery Facility (MRF) sorts and processes for marketing the incoming recyclables the city collects as well as recycling brought in by private haulers.

HIGHLIGHTS / SIGNIFICANT CHANGES

- The Material Recovery Facility received 8,167 tons of recyclables during FY06. The facility processes material 78.5 hours per week, primarily with temporary labor. Sorted cardboard, newspaper, office paper, chipboard, aluminum, steel cans, and plastic bottles are baled and marketed. Glass is crushed and used as sand and 1/4" cullet in various projects.
- Change the recycling drop off containers from Mega Market to Patricia's Grocery Store on Keene and moved the South-Hampton drop off recycling containers to Gray Oak Drive. It is to return to Southhampton as a permanent City location, upon the completion of the new section.
- Convenience store beverage container recycling includes 41 locations with a total of 147 bins located throughout the City.
- Non-residential recycling program implemented in FY05 continues to expand, providing services to approximately 87 businesses. Grants from the MO DNR and Mid MO SWMD and the corresponding City match provided 2 balers and two 30 yd. open top containers to large quantity generators.
- MMSWMD grants funds and the corresponding city match purchased an onboard truck weighing system for the University of Missouri route. The data that is currently being collected will be shared with the University to encourage waste reduction efforts on campus.
- An informational kiosk was purchased using MMSWMD grant funds and the city match. The kiosk informs the public of the services that the Public Works Department provides. This kiosk will rotate among city-owned buildings and is available for city-sponsored special events. Its first use was the 2007 Home Show.
- A mini-roll off truck has been ordered using funds provided by a MMSWMD grant funds. It will allow the expansion of the Commercial Recycling and Apartment Recycling Programs. This truck will enable the use of more rear loaded collection containers for commercial recyclers. The Apartment Recycling Program will expand because this truck will permit an increase in the rotation of containers to allow more complexes to enter the program which is currently operating at capacity. The city awaits delivery in July 2007.
- The household hazardous waste collection serviced 3,143 cars in 2006, and collected 210,323 pounds of material.
- The Volunteer Program continues to support the Adopt-A-Spot Litter Control program, with 101 active groups and 34 ongoing volunteers who donate at least 4 hours per month doing waste reduction activities. Volunteers donated over 4,100 hours in FY06.
- The Volunteer Program educated elementary school children about recycling and waste reduction as a part of the University of Missouri Extension's E-Adventure blue program. Provided 55 presentations to children (schools, scouts, clubs, etc) that reached 2,255 children.
- 197 Public Works Volunteers reached all 4,942 apartment tenants in our apartment recycling program with door hangers or other promotional materials. Taught 7 compost workshops to 86 people.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,219,225	$ 1,422,721	$ 1,339,845	$ 1,463,766	2.9%
Supplies and Materials	937,955	900,654	947,972	990,891	10.0%
Travel and Training	3,711	6,835	6,835	6,966	1.9%
Intragovernmental Charges	100,092	105,354	105,354	143,709	36.4%
Utilities, Services, & Misc.	359,619	331,223	378,898	376,715	13.7%
Capital	214,622	680,024	677,938	876,000	28.8%
Other	208,114	214,400	218,800	217,500	1.4%
Total	$ **3,043,338**	$ **3,661,211**	$ **3,675,642**	$ **4,075,547**	**11.3%**

Solid Waste - Recycling Personnel

557-6570 to 557-6579

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4615 - Program Assistant	1.00	1.00	1.00	1.00	
4533 - Waste Minimization Coord.	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	0.25	0.25	0.25	0.25	
2305 - Public Works Supervisor I	2.00	2.00	2.00	2.00	
2299 - Equipment Operator I	1.00	1.00	1.00	1.00	
2214 - Refuse Collector III	1.00	1.00	1.00	1.50	0.50
2213 - Refuse Collector II	4.00	6.00	6.00	6.00	
2212 - Refuse Collector I	6.00	9.00	9.00	7.00	(2.00)
2207 - Landfill Superintendent	0.25	0.25	0.25	0.25	
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	0.00	0.00	0.00	0.40	0.40
1001 - Admin Support Asst. I	0.00	0.00	0.00	0.50	0.50
Total Personnel	**17.50**	**22.50**	**22.50**	**21.90**	**(0.60)**
Permanent Full-Time	17.50	22.50	22.50	21.90	(0.60)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**17.50**	**22.50**	**22.50**	**21.90**	**(0.60)**

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

The Landfill Gas To Energy project will become operational early 2008. Landfill Cell 4 will be constructed in FY 2007, with filling early FY 2008.

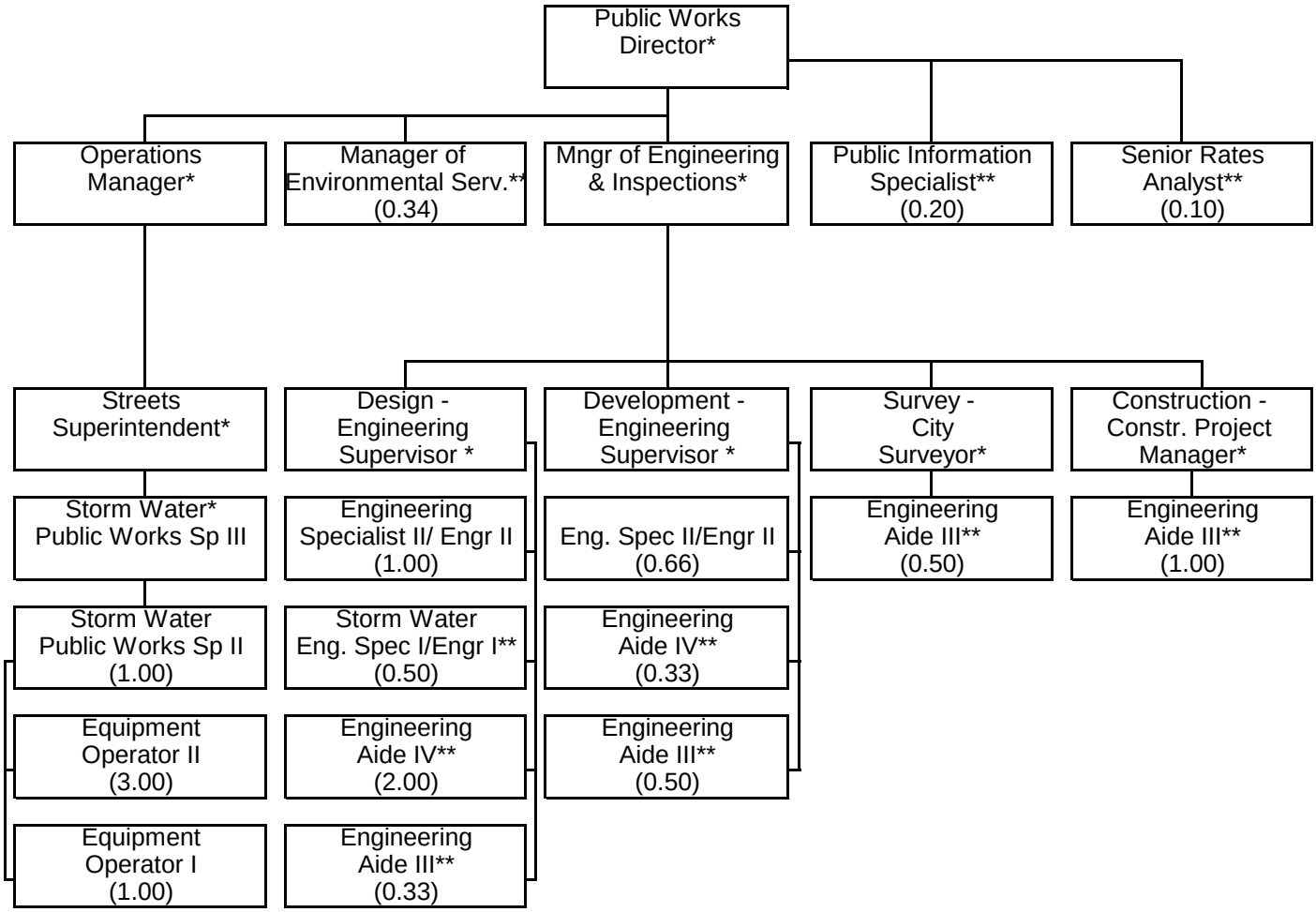
FISCAL IMPACT

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	77,352	0	0	120,000	
Capital	83,754	0	0	0	
Other	0	0	0	0	
Total	$ **161,106**	$ **0**	$ **0**	$ **120,000**	

City of Columbia - Public Works Storm Water Utility

12.46 FTE Positions



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

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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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 644,449	$ 728,689	$ 699,754	$ 851,083	16.8%
Supplies & Materials	86,333	169,621	145,965	174,775	3.0%
Travel & Training	2,171	3,365	3,113	3,365	0.0%
Intragovernmental Charges	141,660	181,839	181,839	208,416	14.6%
Utilities, Services & Misc.	1,220,926	1,255,106	1,211,492	774,871	(38.3%)
Capital	5,396	32,787	32,400	190,000	479.5%
Other	352,862	344,000	390,000	390,000	13.4%
Total	**2,453,797**	**2,715,407**	**2,664,563**	**2,592,510**	**(4.5%)**
Summary					
Operating Expenses	949,610	1,283,250	1,186,793	1,339,510	4.4%
Non-Operating Expenses	370,418	344,000	390,000	390,000	13.4%
Debt Service	0	0	0	0	
Capital Additions	0	32,787	32,400	190,000	479.5%
Capital Projects	1,133,769	1,055,370	1,055,370	673,000	(36.2%)
Total Expenses	**$ 2,453,797**	**$ 2,715,407**	**$ 2,664,563**	**$ 2,592,510**	**(4.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration/Engineering	5.43	5.96	6.80	7.46	0.66
Field Operations	5.00	5.00	5.00	5.00	
Total Personnel	**10.43**	**10.96**	**11.80**	**12.46**	**0.66**
Permanent Full-Time	10.43	10.96	11.80	12.46	0.66
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.43**	**10.96**	**11.80**	**12.46**	**0.66**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
No. of Programmed Projects from Engineering Division	4	5	4
No. of Feet of Drainage Improvement	246	350	246
No. of Unscheduled Projects Completed	99	10	99
No. of Problem Investigations	193	140	193
No. of Inlets Rebuilt/Repaired	23	18	23

COMPARATIVE DATA

	Columbia, MO	Springfield, MO (2)	Indepen-dence, MO (1)	Joplin, MO	Ames, IA
Population	**96,093**	**149,535**	**108,410**	**48,227**	**53,210**
Number of Employees	5	7	13	4	2.5
Employees Per 1,000 Population	0.052	0.047	0.120	0.083	0.047
Drainage Area Served (sq. mi.)	59	80	78	50	25
Budget (thousands)	1,100	600	1,471	350	351

(1) Independence # of employees - 13 FTE - 1 Contract Storm Water Manager
(2) Springfield # of employees - 6 FTE - 1 Contract Storm Water Manager
* Includes both maintenance and storm water permit activities

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 Storm water Management projects such as West Boulevard/Marygene drainage and Greenwood/Stewart Phase I, the Flat Branch RCB manhole access were completed this year.

Projects currently in final design include Brandon Road Culvert, Maupin/Edgewood, Rutledge/Weymeyer, Middlebush Culvert replacement, Primrose Drainage and RCB access project. Projects in preliminary design include Quail Drive, Vandiver/Sylvan, Greenwood/Stewart Phase II.

The City continues to provide assistance to citizens with storm water concerns such as: structure flooding, street flooding, and erosion problems. In fiscal year 2007, the City has responded to 113 calls for help, advice on yard grading, maintenance and alternative storm water management practices.

Some concerns indicate the need for maintenance by the City or the scheduling of a Capital Improvement Project.

The City also continues to provide education and outreach on storm water quality Phase II Storm water permit. The City now provides office space for the Boone County education and outreach coordinator and both the City and County work closely in order to maximize the effectiveness of both.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 392,936	$ 463,758	$ 434,762	$ 477,636	3.0%
Supplies and Materials	14,826	25,056	24,270	21,021	(16.1%)
Travel and Training	2,163	2,300	2,113	2,300	0.0%
Intragovernmental Charges	134,634	174,510	174,510	196,677	12.7%
Utilities, Services, & Misc.	49,495	49,192	38,863	50,621	2.9%
Capital	0	3,400	3,400	0	(100.0%)
Other	4,464	0	0	0	
Total	**$ 598,518**	**$ 718,216**	**$ 677,918**	**$ 748,255**	**4.2%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5122 - Mgr of Environmental Srvc	0.00	0.00	0.34	0.34	
5111/5099 - Eng. Specialist I/Engr. I	0.00	1.66	2.16	0.50	(1.66)
5110/5100 - Eng. Specialist II/Engr. II*	0.00	0.00	0.00	1.66	1.66
5101 - Civil Engineer I	1.33	0.00	0.00	0.00	
5004 - Engineering Aide IV*	2.00	2.00	2.00	2.33	0.33
5003 - Engineering Aide III*	2.00	2.00	2.00	2.33	0.33
4802 - Public Information Specialist	0.00	0.20	0.20	0.20	
4502 - Senior Rates Analyst	0.00	0.10	0.10	0.10	
4201 - Financial Mgmt Spec.	0.10	0.00	0.00	0.00	
Total Personnel	**5.43**	**5.96**	**6.80**	**7.46**	**0.66**
Permanent Full-Time	5.43	5.96	6.80	7.46	0.66
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.43**	**5.96**	**6.80**	**7.46**	**0.66**

*In FY 2008 a portion of these positions are funded in the Capital Improvements Plan (CIP).

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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 247,198	$ 264,931	$ 264,992	$ 273,893	3.4%
Supplies and Materials	67,716	144,565	121,695	153,754	6.4%
Travel and Training	8	1,065	1,000	1,065	0.0%
Intragovernmental Charges	7,026	7,329	7,329	11,739	60.2%
Utilities, Services, & Misc.	51,164	150,544	117,259	150,804	0.2%
Capital	0	29,387	29,000	190,000	546.5%
Other	348,398	344,000	390,000	390,000	13.4%
Total	$ **721,510**	$ **941,821**	$ **931,275**	$ **1,171,255**	**24.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Harvard Drainage, Lawrence Place, Mill
Mill Creek Detention Study, Royal Lytham-Fallwood and Rustic Road RCB.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 4,315	$ 0	$ 0	$ 99,554	
Supplies and Materials	3,791	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,120,267	1,055,370	1,055,370	573,446	(45.7%)
Capital	5,396	0	0	0	
Other	0	0	0	0	
Total	$ **1,133,769**	$ **1,055,370**	$ **1,055,370**	$ **673,000**	**(36.2%)**

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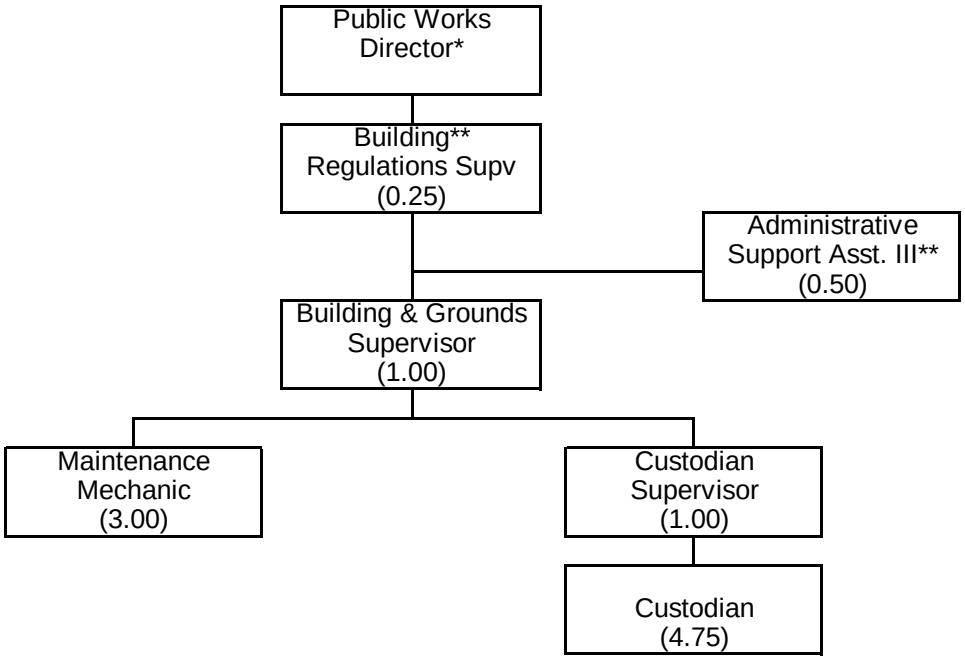
City of Columbia - Public Works Custodial & Building Maint.

10.50 FTE Positions



* Position not included 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 487,239	$ 526,527	$ 515,473	$ 542,723	3.1%
Supplies & Materials	123,231	151,255	140,958	143,842	(4.9%)
Travel & Training	457	1,900	1,500	1,900	0.0%
Intragovernmental Charges	71,203	76,180	76,180	82,511	8.3%
Utilities, Services & Misc.	260,759	376,453	297,884	396,789	5.4%
Capital	25,600	47,731	47,731	6,000	(87.4%)
Other	9,319	4,750	6,200	6,200	30.5%
Total	**977,808**	**1,184,796**	**1,085,926**	**1,179,965**	**(0.4%)**
Summary					
Operating Expenses	942,889	1,132,315	1,031,995	1,167,765	3.1%
Non-Operating Expenses	9,319	4,750	6,200	6,200	30.5%
Debt Service	0	0	0	0	
Capital Additions	25,600	47,731	47,731	6,000	(87.4%)
Capital Projects	0	0	0	0	
Total Expenses	$ **977,808**	$ **1,184,796**	$ **1,085,926**	$ **1,179,965**	**(0.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Building Maintenance	4.70	4.70	4.70	4.70	
Custodial Services	5.80	5.80	5.80	5.80	
Total Personnel	**10.50**	**10.50**	**10.50**	**10.50**	
Permanent Full-Time	9.75	9.75	9.75	9.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**10.50**	**10.50**	**10.50**	**10.50**	

Custodial & Maintenance Services Fund - Summary

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Custodial:			
Cost/Square Foot	3.54	4.15	3.98
No. Hours Worked	8,733	8,400	7,500
Total Square Feet Cleaned	86,551	80,584	83,192
Maintenance:			
Cost/Square Foot	1.90	2.14	1.52
No. Hours Worked	7,475	8,065	7,600
Total Square Feet Maintained	201,481	216,318	217,161

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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 continues to be improved. The system will continue to be implemented to expedite maintenance repairs and maintenance requests. When possible the maintenance crew provides remodeling/repairs/renovation services to it's customers along with numerous routine maintenance duties.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 245,581	$ 263,701	$ 271,059	$ 275,375	4.4%
Supplies and Materials	87,937	108,385	95,547	107,432	(0.9%)
Travel and Training	457	1,900	1,500	1,900	0.0%
Intragovernmental Charges	39,233	41,611	41,611	44,328	6.5%
Utilities, Services, & Misc.	253,925	365,208	287,784	385,544	5.6%
Capital	25,600	47,731	47,731	6,000	(87.4%)
Other	9,319	4,750	6,200	6,200	30.5%
Total	$ **662,052**	$ **833,286**	$ **751,432**	$ **826,779**	**(0.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25	
2407 - Building & Grounds Supervisor	0.95	0.95	0.95	0.95	
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00	
1003 - Admin. Suppt. Asst. III	0.50	0.50	0.50	0.50	
Total Personnel	**4.70**	**4.70**	**4.70**	**4.70**	
Permanent Full-Time	4.70	4.70	4.70	4.70	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.70**	**4.70**	**4.70**	**4.70**	

Custodial & Maintenance Services Fund - Custodial Services

671-6720

DESCRIPTION

This section provides custodial services in the buildings previously noted as well as snow removal services at the City Hall, City Hall Annex, Gentry and Howard Buildings. In addition, the custodians will provide security for the Daniel Boone Building during evening meetings.

HIGHLIGHTS / SIGNIFICANT CHANGES

Custodial services is provided for five downtown public buildings in addition to security for the Daniel Boone Building during evening meetings. Special emphasis will continue for the Health Clinic area.

BUDGET DETAIL

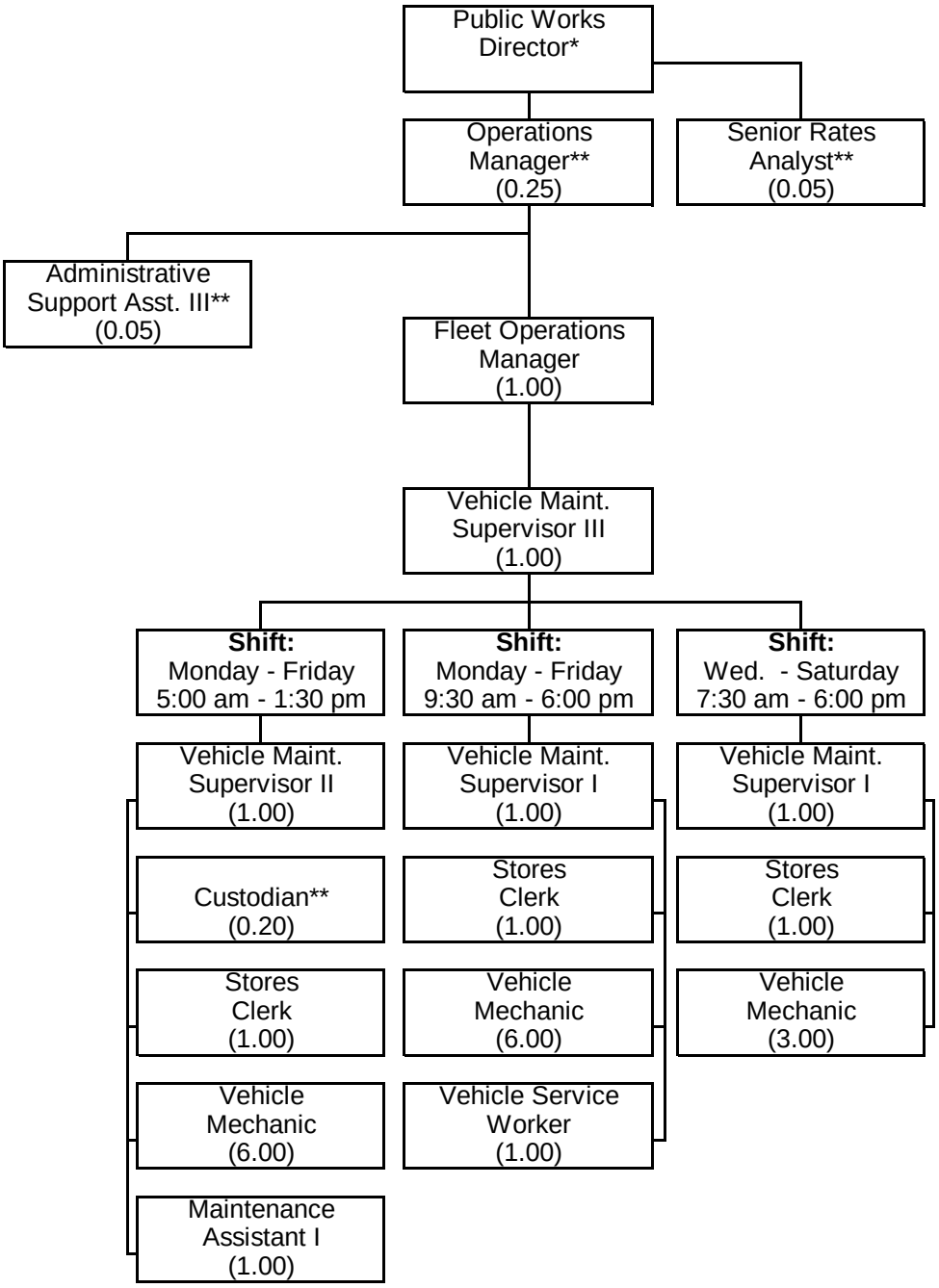
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 241,658	$ 262,826	$ 244,414	$ 267,348	1.7%
Supplies and Materials	35,294	42,870	45,411	36,410	(15.1%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	31,970	34,569	34,569	38,183	10.5%
Utilities, Services, & Misc.	6,834	11,245	10,100	11,245	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **315,756**	$ **351,510**	$ **334,494**	$ **353,186**	**0.5%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2407 - Building & Grounds Supervisor	0.05	0.05	0.05	0.05	
2003 - Custodian	4.75	4.75	4.75	4.75	
2002 - Custodian Supervisor	1.00	1.00	1.00	1.00	
Total Personnel	**5.80**	**5.80**	**5.80**	**5.80**	
Permanent Full-Time	5.05	5.05	5.05	5.05	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**5.80**	**5.80**	**5.80**	**5.80**	

City of Columbia - Public Works Fleet Operations

25.55 FTE Positions



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

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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 has complied with EPA mandated requirements to reduce particulate emissions by 90 % for all heavy-duty diesel engines beginning in January 2007. The division has converted all diesel supplies to Ultr Low Sulfur Diesel (ULSD). This will be followed by the addition of new 2007 diesel engines as they are procurred in City vehicles and equipment. The City will continue to use Biodiesel fuel in the the fleet fueling system as allowed by budgetary considerations.

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,340,996	$ 1,472,824	$ 1,530,682	$ 1,518,981	3.1%
Supplies & Materials	4,411,974	4,453,700	4,391,485	4,505,632	1.2%
Travel & Training	1,655	5,873	5,700	5,980	1.8%
Intragovernmental Charges	286,711	321,010	321,010	376,398	17.3%
Utilities, Services & Misc.	62,280	70,148	60,809	72,667	3.6%
Capital	36,966	67,450	66,468	43,800	(35.1%)
Other	66,312	56,829	59,129	58,528	3.0%
Total	**6,206,894**	**6,447,834**	**6,435,283**	**6,581,986**	**2.1%**
Summary					
Operating Expenses	6,094,318	6,323,555	6,309,686	6,479,658	2.5%
Non-Operating Expenses	63,010	52,694	54,994	55,510	5.3%
Debt Service	5,213	4,135	4,135	3,018	(27.0%)
Capital Additions	36,966	67,450	66,468	43,800	(35.1%)
Capital Projects	7,387	0	0	0	
Total Expenses	$ **6,206,894**	$ **6,447,834**	$ **6,435,283**	$ **6,581,986**	**2.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
6100 - Stores Clerk	3.00	3.00	3.00	3.00	
5107 - Operations Manager	0.00	0.25	0.25	0.25	
5104 - Chief Engineer	0.25	0.00	0.00	0.00	
4502 - Senior Rates Analyst	0.00	0.05	0.05	0.05	
4201 - Financial Mgmt Spec	0.05	0.00	0.00	0.00	
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	14.00	15.00	15.00	15.00	
2106 - Fleet Operations Manager*	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	2.00	2.00	2.00	
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	0.00	(0.10)
1003 - Admin. Suppt. Asst. III	0.10	0.10	0.10	0.05	(0.05)
1002 - Admin. Suppt. Asst. II-Data Entry	0.20	0.20	0.20	0.00	(0.20)
Total Personnel	**23.90**	**25.90**	**25.90**	**25.55**	**(0.35)**
Permanent Full-Time	23.90	25.90	25.90	25.55	(0.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**23.90**	**25.90**	**25.90**	**25.55**	**(0.35)**

*In FY 2008 Vehicle Maintenance Supervisor was reclassified to a Fleet Operations Manager.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
No. of Billable Employees	16.0	16.0	16.5
Billable Hours	33,280	33,280	34,320
Hours Actually Billed	28,069	28,000	28,830
Estimated Average Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations			
Police Department	21	22	25
Street	41	44	46
Fire Department	56	58	58
Sewer	19	22	22
Solid Waste	181	184	184
Transit	142	148	152
Outside Work Expenditures (OWA)	$931,508	$750,000	$750,000
Backlog (Average Number of items waiting for repair per day)	64	62	64
Gasoline Sold (Gallons)	275,298	288,000	280,000
Diesel Sold (Gallons)	502,226	475,000	500,000

COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
Population	**96,093**	**36,729**	**71,878**	**37,016**	**53,210**	**82,869**
Number of Employees	14.00	11.00	8.00	9.00	10.00	16.00
Employees Per 1,000 Population	0.15	0.30	0.11	0.24	0.19	0.19
No. of Vehicles/Equip. Maintained	631(1)	400	232 (3,8)	163 (9)	271(5,8)	632
Shop Labor Rate	$42.00	$61.00	N/A (4)	Mechanic's Wage (2)	$51.50+(6)	$50.00 (7)
Parts Inventory Value	300,000 (1)	$130,000	$210,000	$40,000	$40,000	$152,000

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.
9) This Public Works vehicle maintenance organization does not support a Public Transit (bus) operation.

FLEET OPERATIONS - CAPITAL PROJECTS

Fund 672

MAJOR PROJECTS

Move the unleaded fuel site inside the perimeter fence at the Grissum Building. Replace electronic gates for vehicle entry and exit around Grissum Building. Add additional security camera to fuel site. Continue with facility and storm water improvements in and around the Grissum Building.

FISCAL IMPACT

Fuel prices are projected to continue to increase. Using commercial repair vendors to supplement vehicle/equipment repairs normally performed with mechanics is resulting in significant increases in maintenance costs.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	7,387	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **7,387**	$ **0**	$ **0**	$ **0**	

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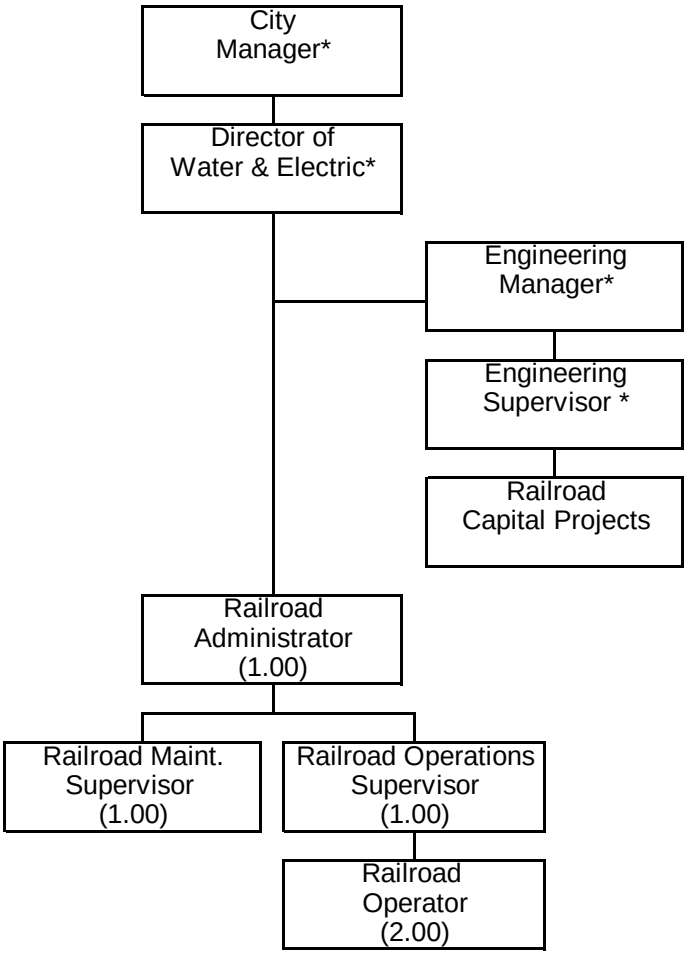
Railroad Fund

City of Columbia

Columbia, Missouri

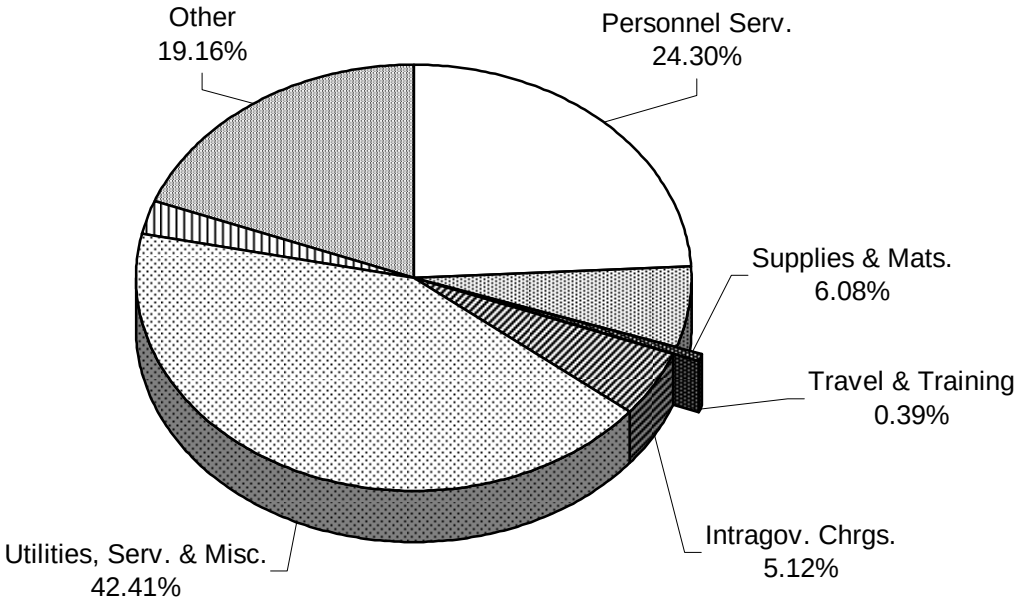
City of Columbia - Railroad

5.00 FTE Positions



* Positions not included in Railroad's FTE count

Railroad Fund
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 239,831	$ 392,631	$ 287,113	$ 406,510	3.5%
Supplies & Materials	115,492	102,775	105,727	101,671	(1.1%)
Travel & Training	3,066	5,190	6,078	6,507	25.4%
Intragovernmental Charges	53,972	70,462	70,462	85,693	21.6%
Utilities, Services & Misc.	174,691	537,051	522,770	709,435	32.1%
Capital	455,064	0	0	42,500	
Other	305,515	300,349	300,349	320,500	6.7%
Total	**1,347,631**	**1,408,458**	**1,292,499**	**1,672,816**	**18.8%**
Summary					
Operating Expenses	582,042	806,109	690,150	822,316	2.0%
Non-Operating Expenses	276,863	275,000	275,000	280,500	2.0%
Debt Service	28,652	25,349	25,349	40,000	57.8%
Capital Additions	0	0	0	42,500	
Capital Projects	460,074	302,000	302,000	487,500	61.4%
Total Expenses	$ **1,347,631**	$ **1,408,458**	$ **1,292,499**	$ **1,672,816**	**18.8%**

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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 fluctuated due to changes in commodity prices. Traffic is projected to stabilize and grow in FY 2008.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Railroad Fund Operations	5.00	5.00	5.00	5.00	
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**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Carloads	2,402	2,325	2,550
No. of Customers	21	18	19
No. of Commodities Carried	11	11	12
Revenue Tons	200,020	196,444	211,151
Revenue Ton - Miles	3,478,319	3,442,244	3,643,738
Gross Tons	359,625	350,285	379,838
Gross Ton - Miles	6,221,679	6,106,755	6,521,639
Miles of Main Track	21.34	21.34	21.34
Miles of Secondary Track	3.12	3.17	3.20
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	13	13	13
No. of Highway - Rail Crossing Accidents	2	0	0

COMPARATIVE DATA

NOTE: Comparative Data not available.

Railroad Fund Operations

Fund 503

DESCRIPTION

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes funds to meet the operation and maintenance requirements of the existing rail traffic.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 234,821	$ 382,631	$ 277,113	$ 396,510	3.6%
Supplies and Materials	115,492	102,775	105,727	101,671	(1.1%)
Travel and Training	3,066	5,190	6,078	6,507	25.4%
Intragovernmental Charges	53,972	70,462	70,462	85,693	21.6%
Utilities, Services, & Misc.	174,691	245,051	230,770	231,935	(5.4%)
Capital	0	0	0	42,500	
Other	305,515	300,349	300,349	320,500	6.7%
Total	**$ 887,557**	**$ 1,106,458**	**$ 990,499**	**$ 1,185,316**	**7.1%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
2629 - Railroad Maintenance Supv.	1.00	1.00	1.00	1.00	
2628 - Railroad Operations Supv.	0.00	0.00	0.00	1.00	1.00
2626 - Railroad Operator	3.00	3.00	3.00	2.00	(1.00)
2620 - Railroad Administrator	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**	

Railroad Fund - Capital Projects

503-7310-881

MAJOR PROJECTS

All projects are outlined in the CIP document.

FISCAL IMPACT

CIP funding will come from enterprise revenues and a capital charge on coal deliveries. The capital charge on coal deliveries will be targeted to rail bed improvements. These are the CIP projects that replace tie, rails, and improve the rail line surface.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 5,010	$ 10,000	$ 10,000	$ 10,000	0.0%
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	0	292,000	292,000	477,500	63.5%
Capital	455,064	0	0	0	
Other	0	0	0	0	
Total	$ **460,074**	$ **302,000**	$ **302,000**	$ **487,500**	**61.4%**

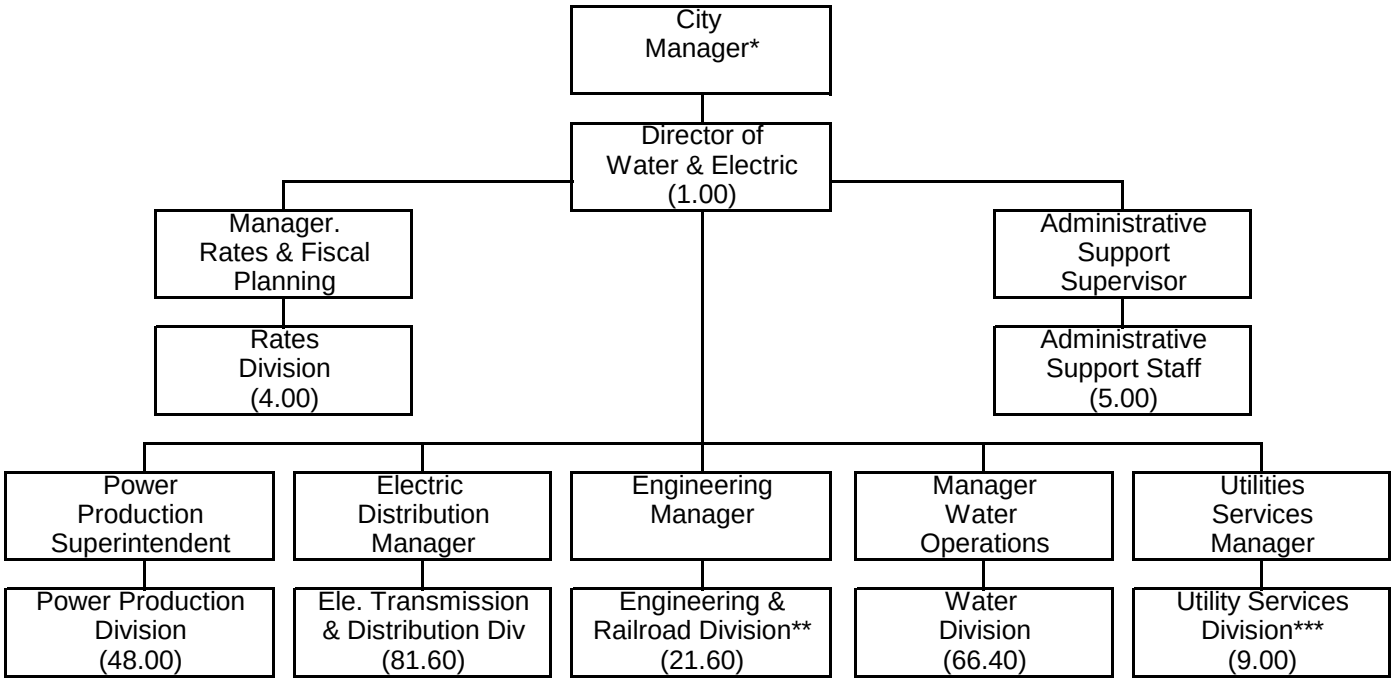
Water & Electric Utility Fund

City of Columbia

Columbia, Missouri

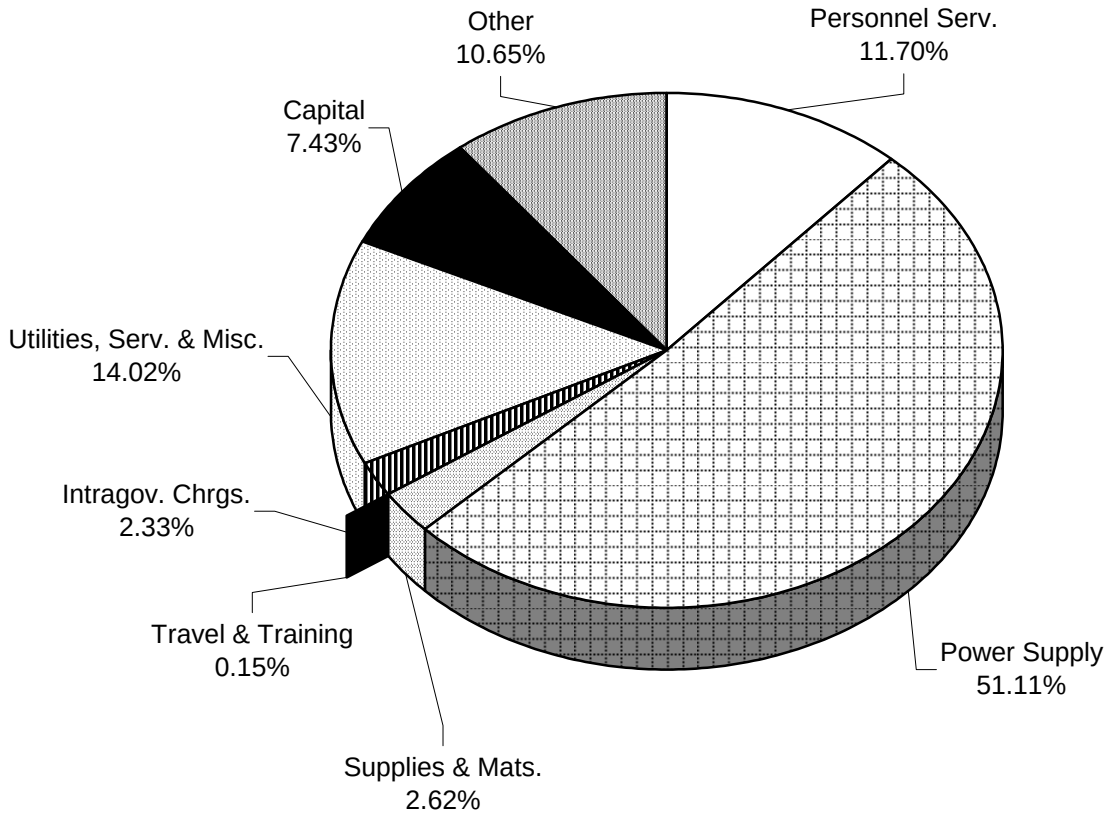
City of Columbia - Water and Electric Department

236.60 FTE Positions



* Position not included in Water & Electric's FTE count.
** Railroad FTE counts are recorded in the Railroad section.
*** A portion of Utility Service's & Power Production FTE's are budgeted in Transmission and Distribution (3.0 FTE's)

Water & Electric Utility Fund - Summary
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 14,133,907	$ 15,016,380	$ 15,213,596	$ 16,006,653	6.6%
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000	23.3%
Supplies & Materials	3,345,538	3,561,955	3,725,180	3,577,596	0.4%
Travel & Training	145,322	177,626	179,151	200,773	13.0%
Intragovernmental Charges	2,588,286	2,934,836	2,934,008	3,190,287	8.7%
Utilities, Services & Misc.	30,041,429	22,444,756	21,413,252	19,186,452	(14.5%)
Capital	8,739,999	19,538,550	19,542,201	10,165,404	(48.0%)
Other	11,783,582	13,498,664	14,344,373	14,564,188	7.9%
Total	$ **132,322,731**	$ **133,874,967**	$ **132,628,461**	$ **136,810,353**	**2.2%**
Summary					
Operating Expenses	85,904,487	86,421,402	84,344,132	99,966,441	15.7%
Non-Operating Expenses	17,641,528	18,601,642	19,342,764	20,571,560	10.6%
Debt Service	3,457,288	5,068,422	5,184,413	5,010,188	(1.1%)
Capital Additions	680,482	1,177,000	1,184,651	1,350,164	14.7%
Capital Projects	24,638,946	22,606,501	22,572,501	9,912,000	(56.2%)
Total Expenses	$ **132,322,731**	$ **133,874,967**	$ **132,628,461**	$ **136,810,353**	**2.2%**

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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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Water Utility	73.70	77.70	79.00	79.00	
Electric Utility	154.90	157.90	157.60	159.60	2.00
Total Personnel	**228.60**	**235.60**	**236.60**	**238.60**	**2.00**
Permanent Full-Time	228.00	235.00	236.00	238.00	2.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**228.60**	**235.60**	**236.60**	**238.60**	**2.00**

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Water:			
Fire hydrants installed	256	244	271
Services/meters installed	1,158	1,304	1,227
Total mains built (feet)	88,651	95,993	97,516
Developer built mains (feet)	87,306	81,338	92,544
Electric:			
New Distribution Transformers Installed	510	468	540
Electric Meters Installed	1,667	1,521	1,833
Overhead Lines Installed (Miles)	0.02	3.10	0.03
Underground Lines Installed (Miles)	28.55	17.50	31.40

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Denton, TX	Springfield, IL	Marshall, MO
Population of Service Area	**94,645**	**186,356**	**115,000**	**108,168**	**154,845**	**12,600**
Water:						
Number of Employees	73.50	130.00	95.00	75.00	99.00	22.00
Employees Per 1,000 Population	0.777	0.698	0.826	0.693	0.639	1.746
Number of Customers	42,000	78,301	48,200	28,802	50,861	4,927
Population Per Customer	2.25	2.38	2.39	3.76	3.04	2.56
Customers Per Employee	571	602	507	384	514	224
Miles of Water Mains	618.65	1,154.00	728.00	522.00	611.00	53
Customers/Mile of Water Main	67.89	67.85	66.21	55.18	83.24	92.96
Miles of Water Main/Employee	8	9	8	7	6	2
Population of Service Area	**94,645**	**246,820**	**115,000**	**108,168**	**134,682**	**12,600**
Electric:						
Number of Employees	155.60	385.00	213.00	112.00	380.00	44.00
Employees per 1,000 Population	1.644	1.560	1.852	1.035	2.821	3.492
Number of Customers	42,500	103,706	56,443	43,044	69,754	5,893
Population per Customer	2.23	2.38	2.04	2.51	1.93	2.14
Customers per Employee	273	269	265	384	184	134
Circuit Miles of Distribution Lines	713.81	1,951.00	757.70	641.13	1,111.87	117.00
Customers/Mile of Line	59.54	53.16	74.49	67.14	62.74	50.37
Miles of Line Per Employee	5	5	4	6	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, by 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 a 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, customer service calls, flush mains and service valves, and maintain a backflow prevention system. 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 43,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 8% revenue increase is included. Of that amount, 3.5% is to address debt service requirements of the water bond issue passed by voters in November 2003. The remaining 4.5% is to address the increased cost of materials and services used by the utility, as well as funding part of the capital improvement plan.

BUDGET DETAIL

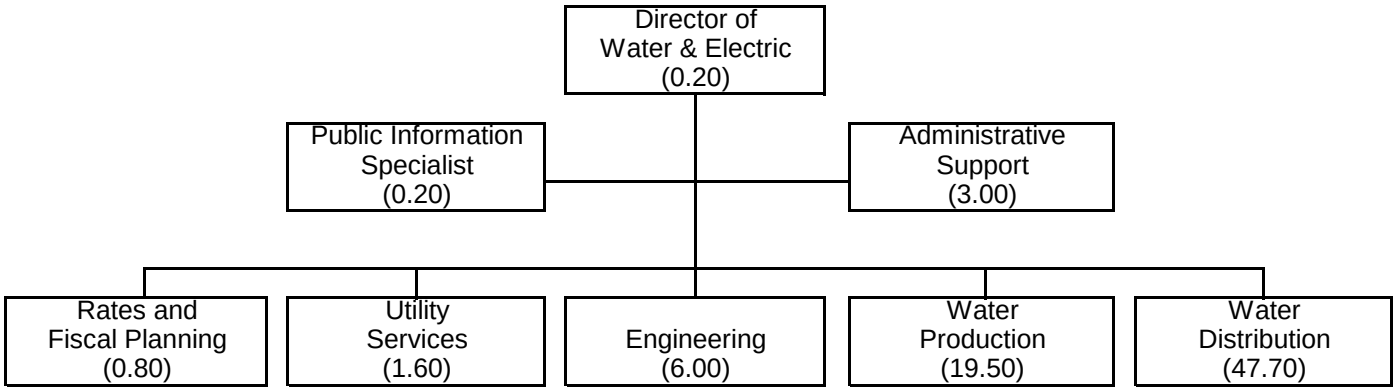
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 4,295,677	$ 4,445,053	$ 4,390,323	$ 4,811,586	8.2%
Supplies & Materials	1,375,349	1,412,150	1,500,655	1,431,835	1.4%
Travel & Training	17,210	22,376	22,376	27,064	21.0%
Intragovernmental Charges	921,257	1,025,360	1,024,532	1,183,432	15.4%
Utilities, Services & Misc.	13,783,030	7,488,792	7,460,091	4,990,731	(33.4%)
Capital	1,786,514	2,484,500	2,480,500	1,104,990	(55.5%)
Other	4,175,983	4,126,622	4,679,422	5,061,706	22.7%
Total	**26,355,020**	**21,004,853**	**21,557,899**	**18,611,344**	**(11.4%)**
Summary					
Operating Expenses	8,428,106	9,960,834	9,989,876	10,023,828	0.6%
Non-Operating Expenses	3,979,983	4,189,600	4,747,604	5,356,060	27.8%
Debt Service	2,190,317	2,118,422	2,118,422	2,019,706	(4.7%)
Capital Additions	312,432	314,500	314,500	311,750	(0.9%)
Capital Projects	11,444,182	4,421,497	4,387,497	900,000	(79.6%)
Total Expenses	$ **26,355,020**	$ **21,004,853**	$ **21,557,899**	$ **18,611,344**	**(11.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration and General	10.80	10.80	11.80	11.80	
Production	19.50	19.50	19.50	19.50	
Distribution	43.40	47.40	47.70	47.70	
Total Personnel	**73.70**	**77.70**	**79.00**	**79.00**	
Permanent Full-Time	73.70	77.70	79.00	79.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**73.70**	**77.70**	**79.00**	**79.00**	

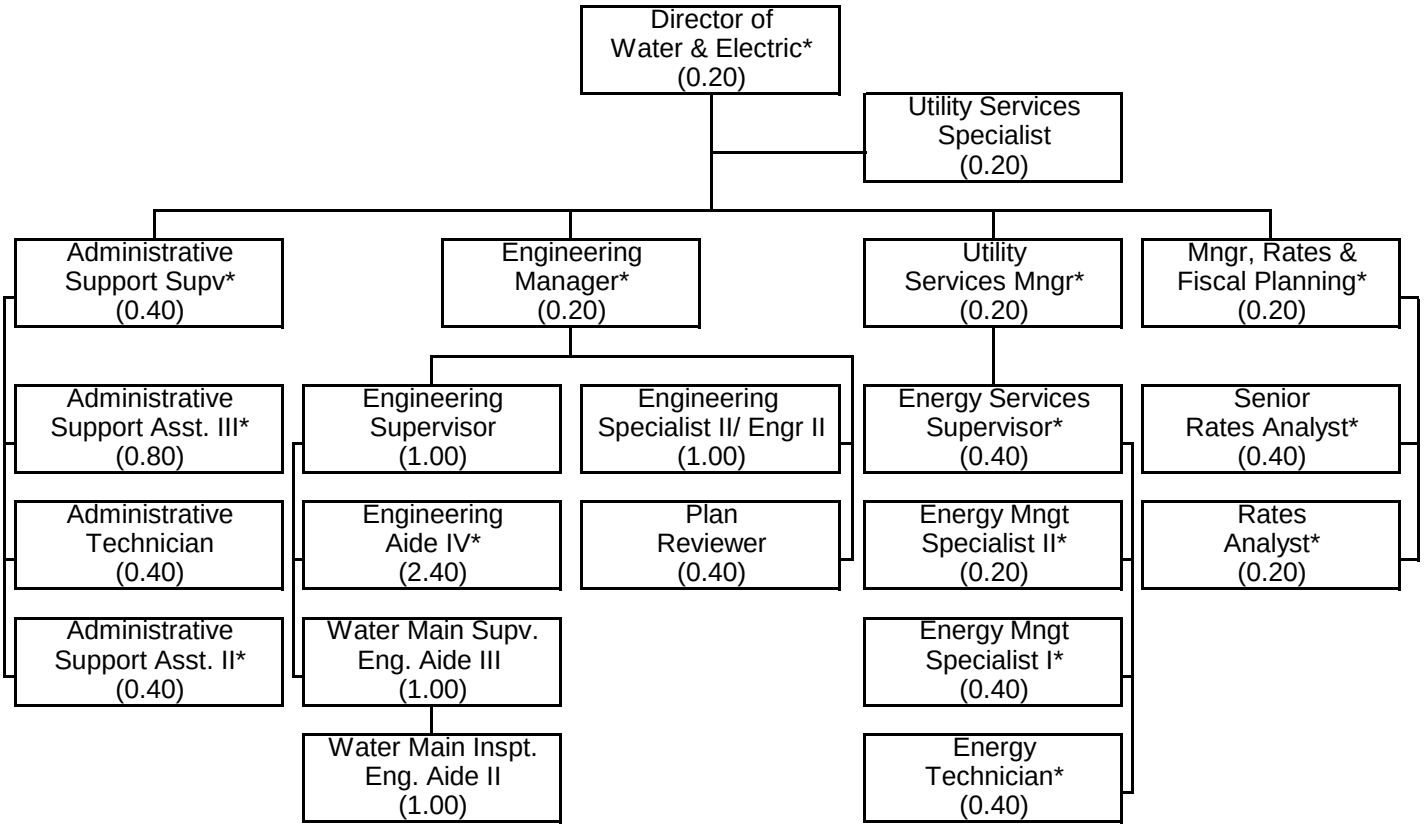
City of Columbia - Water and Electric (Water Summary)

79.00 FTE Positions



City of Columbia - Water Administration & General

11.80 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 Division which is responsible for all extensions, planning, and layouts for construction crews, review of subdivision plans, and field review of all contract work. The Rates and Fiscal Planning Division works on the development of computer models which will provide 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.

HIGHLIGHTS / SIGNIFICANT CHANGES

The budget includes funds for rental space to house the Administrative offices, which has relocated to 105 E. Ash. In addition, the budget includes funds for normal operation and maintenance.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 645,788	$ 799,720	$ 766,584	$ 876,350	9.6%
Supplies and Materials	21,119	39,860	37,053	25,380	(36.3%)
Travel and Training	1,769	6,464	6,464	6,464	0.0%
Intragovernmental Charges	774,657	856,311	855,483	984,597	15.0%
Utilities, Services, & Misc.	2,117,638	2,364,734	2,360,556	2,575,046	8.9%
Capital	0	0	0	37,750	
Other	4,175,983	4,126,622	4,679,422	5,061,706	22.7%
Total	**$ 7,736,954**	**$ 8,193,711**	**$ 8,705,562**	**$ 9,567,293**	**16.8%**

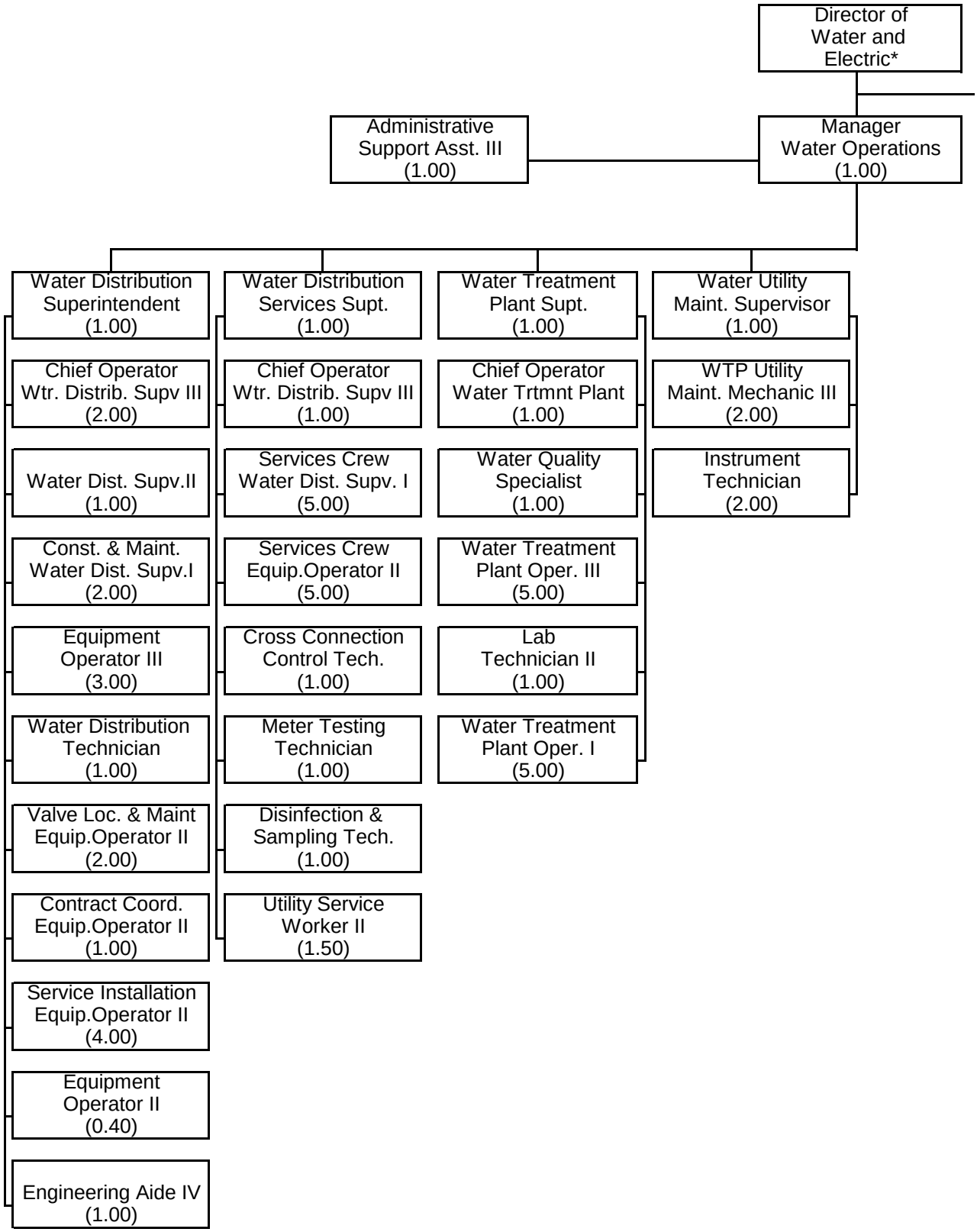
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5112 - Utility Engineer II	1.00	0.00	0.00	0.00	
5110/5100 - Eng. Spec II/Engr. II	0.00	1.00	1.00	1.00	
5109 - Engineering Supervisor	0.00	1.00	1.00	1.00	
5108 - Engineering Manager	0.00	0.20	0.20	0.20	
5105 - Supervising Engineer	1.00	0.00	0.00	0.00	
5104 - Chief Engineer	0.20	0.00	0.00	0.00	
5004 - Engineering Aide IV	2.40	2.40	2.40	2.40	
5003 - Engineering Aide III	1.00	1.00	1.00	1.00	
5002 - Engineering Aide II	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist *	0.20	0.20	0.20	0.00	(0.20)
4800 - Utility Services Specialist*	0.00	0.00	0.00	0.20	0.20
4521 - Energy Technician	0.00	0.00	0.40	0.40	
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20	
4513 - Energy Services Supervisor	0.40	0.40	0.40	0.40	
4512 - Energy Management Spec. II	0.00	0.00	0.20	0.20	
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	
4102 - Plan Reviewer	0.00	0.00	0.40	0.40	
2990 - Director of Water and Light	0.20	0.20	0.20	0.20	
1400 - Administrative Technician	0.00	0.40	0.40	0.40	
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	0.40	0.40	0.40	
Total Personnel	**10.80**	**10.80**	**11.80**	**11.80**	
Permanent Full-Time	10.80	10.80	11.80	11.80	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.80**	**10.80**	**11.80**	**11.80**	

*In FY 2008 Public Information Specialist was reclassified to a Utility Services Specialist

City of Columbia - Water Production & Distribution

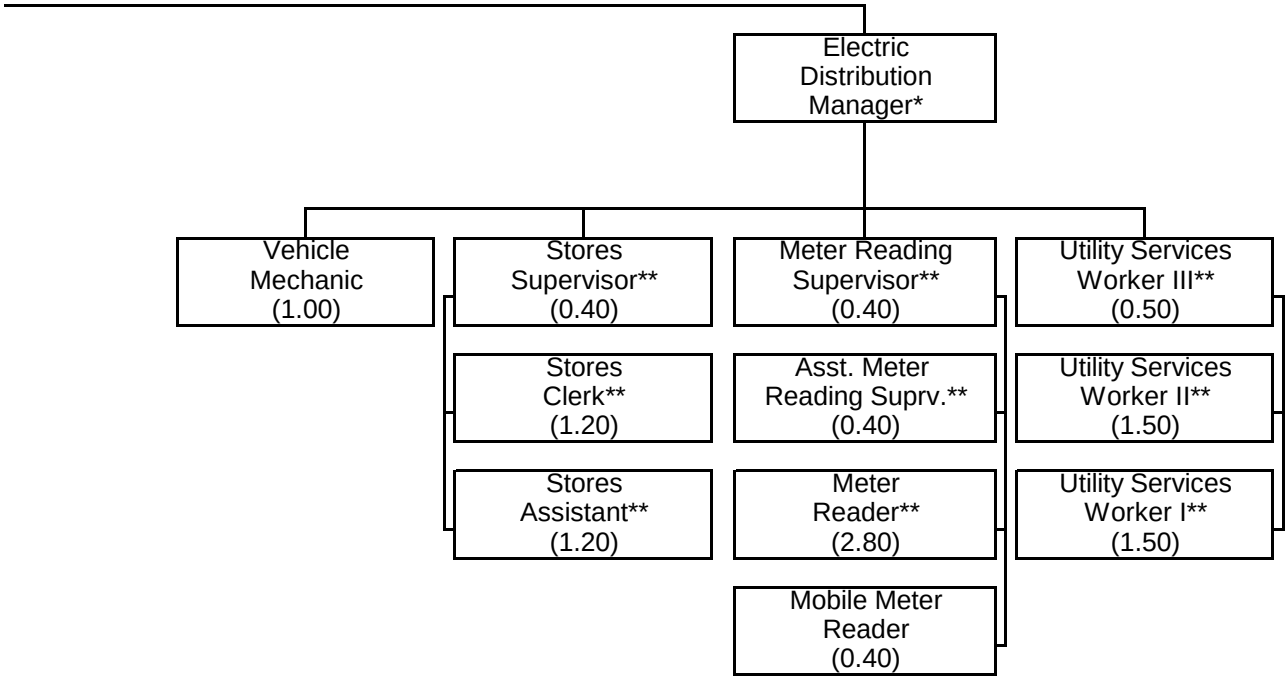
67.20 FTE Positions



* 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

67.20 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 funds for normal operation and maintenance.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,152,859	$ 1,186,920	$ 1,336,945	$ 1,262,264	6.3%
Supplies and Materials	806,562	865,026	861,724	825,164	(4.6%)
Travel and Training	5,676	6,935	6,935	9,700	39.9%
Intragovernmental Charges	19,757	24,623	24,623	28,918	17.4%
Utilities, Services, & Misc.	1,528,218	1,866,981	1,867,013	1,736,019	(7.0%)
Capital	130,263	65,000	65,000	171,000	163.1%
Other	0	0	0	0	
Total	**$ 3,643,335**	**$ 4,015,485**	**$ 4,162,240**	**$ 4,033,065**	**0.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	1.00	1.00	1.00	1.00	
2642/2643 - Wtr Trtmt Plt Op. II/ III	5.00	5.00	5.00	5.00	
2641 - Wtr Treatment Plant Oper I	3.00	5.00	5.00	5.00	
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic III	0.00	2.00	2.00	2.00	
2423 - Utility Maint. Mechanic I	4.00	0.00	0.00	0.00	
2324 - Instrument Technician	2.00	2.00	2.00	2.00	
Total Personnel	**19.50**	**19.50**	**19.50**	**19.50**	
Permanent Full-Time	19.50	19.50	19.50	19.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**19.50**	**19.50**	**19.50**	**19.50**	

Water - Distribution

550-7200 to 550-7299

DESCRIPTION

This division is responsible for providing the safe, reliable distribution of the 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 funds for the normal operation and maintenance of the division.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,966,057	$ 2,458,413	$ 2,286,794	$ 2,566,212	4.4%
Supplies and Materials	547,668	507,264	601,878	581,291	14.6%
Travel and Training	9,765	8,977	8,977	10,900	21.4%
Intragovernmental Charges	126,843	144,426	144,426	169,917	17.6%
Utilities, Services, & Misc.	698,047	1,005,580	1,011,025	679,666	(32.4%)
Capital	182,169	249,500	249,500	103,000	(58.7%)
Other	0	0	0	0	
Total	$ **3,530,549**	$ **4,374,160**	$ **4,302,600**	$ **4,110,986**	**(6.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
5004 - Engineering Aide IV*	0.00	0.00	0.00	1.00	1.00
5001 - Engineering Aide I*	1.00	1.00	1.00	0.00	(1.00)
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II*	3.00	3.50	3.40	3.00	(0.40)
2881 - Utility Service Worker I	1.00	1.50	1.50	1.50	
2877 - Meter Reading Supervisor	0.40	0.40	0.40	0.40	
2875 - Asst. Meter Reading Supv.	0.40	0.40	0.40	0.40	
2871 - Mobile Meter Reader*	0.00	0.00	0.00	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	2.00	3.00	3.00	3.00	
2316 - Wtr Distribution Supervisor II*	0.00	0.00	0.00	1.00	1.00
2315 - Wtr Distribution Supervisor I*	2.00	2.00	2.00	7.00	5.00
2312 - Wtr Distribution Technician*	4.00	5.00	5.00	4.00	(1.00)
2304 - Lead Pipe Fitter*	5.00	5.00	5.00	0.00	(5.00)
2302 - Equipment Operator II	12.00	12.00	12.00	12.00	
2301 - Equipment Operator I	0.00	0.00	0.40	0.40	
2298 - Equipment Operator III	2.00	3.00	3.00	3.00	
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**43.40**	**47.40**	**47.70**	**47.70**	
Permanent Full-Time	43.40	47.40	47.70	47.70	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**43.40**	**47.40**	**47.70**	**47.70**	

*In FY 2008 an Engineering Aide I was reclassified to an Engineering Aide IV, Utility Service Worker II to a Mobile Meter Reader, Water Dist. Technician to Water Distr. Supervisor II and Lead Pipe Fitter to Water Distribution Supervisor I.

Water - Capital Projects

550-881

MAJOR PROJECTS

Projects to upgrade and replace existing water mains, as well as, expand the pumping, transmission, and storage of water are outlined in the Capital Improvement Program (CIP).

HIGHLIGHTS / GOALS

A water bond issue will be proposed to voters during FY08. Projects that will improve and upgrade the existing system have been identified. Over $11.7 million in projects have been identified for FY08 that need to be funded. The bond proposal will cover five years. The total bond proposal is projected at $44.5 million.

FISCAL IMPACT

FY 2008 Goal: Ballot Issue Commitments

This includes the major capital improvements that are outlined in the Capital Improvement Program (CIP). For the 2003 bond issue, voters were told that six 3.5% rate increases would be needed. FY08 will include the fourth 3.5% rate increase to cover the debt service on the 2003 bond issue.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 530,973	$ 0	$ 0	$ 106,760	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	9,439,127	2,251,497	2,221,497	0	(100.0%)
Capital	1,474,082	2,170,000	2,166,000	793,240	(63.4%)
Other	0	0	0	0	
Total	**$ 11,444,182**	**$ 4,421,497**	**$ 4,387,497**	**$ 900,000**	**(79.6%)**

Electric Utility - Summary

Fund 551

DESCRIPTION

The Electric Utility provides the citizens of Columbia with a safe, reliable and cost effective electric supply. This requires the Department to operate and maintain the electric generating and distribution system to serve approximately 43,400 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 9% revenue increase is included. Of that amount, 1% is to address debt service requirements of the electric bond issue passed by voters in August 2006. The remaining 8% is to cover part of the increased cost of purchased power.

BUDGET DETAIL

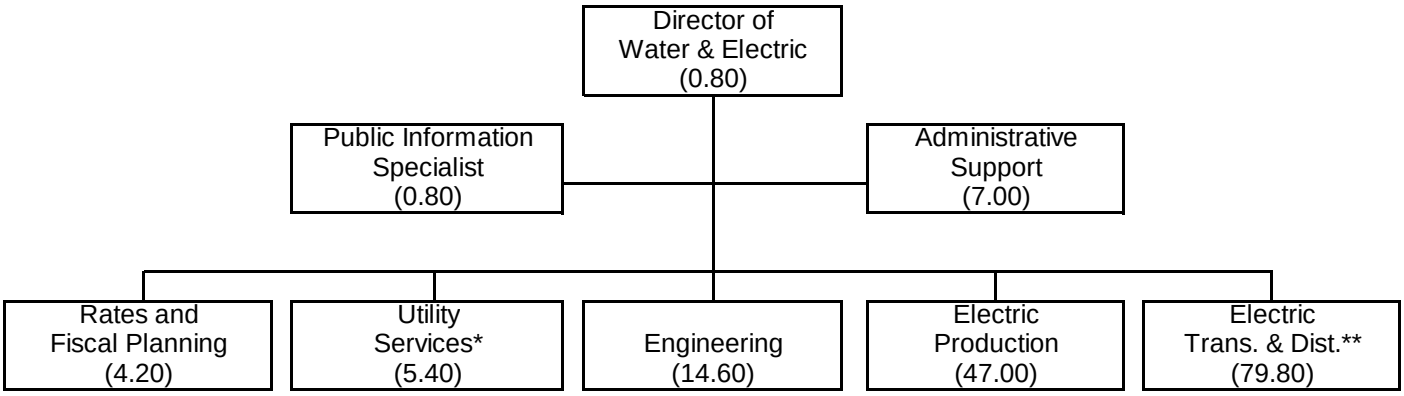
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 9,838,230	$ 10,571,327	$ 10,823,273	$ 11,195,067	5.9%
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000	23.3%
Supplies & Materials	1,970,189	2,149,805	2,224,525	2,145,761	(0.2%)
Travel & Training	128,112	155,250	156,775	173,709	11.9%
Intragovernmental Charges	1,667,029	1,909,476	1,909,476	2,006,855	5.1%
Utilities, Services & Misc.	16,258,399	14,955,964	13,953,161	14,195,721	(5.1%)
Capital	6,953,485	17,054,050	17,061,701	9,060,414	(46.9%)
Other	7,607,599	9,372,042	9,664,951	9,502,482	1.4%
Total	**105,967,711**	**112,870,114**	**111,070,562**	**118,199,009**	**4.7%**
Summary					
Operating Expenses	77,476,381	76,460,568	74,354,256	89,942,613	17.6%
Non-Operating Expenses	13,661,545	14,412,042	14,595,160	15,215,500	5.6%
Debt Service	1,266,971	2,950,000	3,065,991	2,990,482	1.4%
Capital Additions	368,050	862,500	870,151	1,038,414	20.4%
Capital Projects	13,194,764	18,185,004	18,185,004	9,012,000	(50.4%)
Total Expenses	**$ 105,967,711**	**$ 112,870,114**	**$ 111,070,562**	**$ 118,199,009**	**4.7%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Administration and General	25.80	28.80	28.80	29.80	1.00
Production	48.00	48.00	48.00	49.00	1.00
Transmission and Distribution	81.10	81.10	80.80	80.80	
Total Personnel	**154.90**	**157.90**	**157.60**	**159.60**	**2.00**
Permanent Full-Time	154.30	157.30	157.00	159.00	2.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**154.90**	**157.90**	**157.60**	**159.60**	**2.00**

City of Columbia - Water and Electric (Electric Summary)

159.60 FTE Positions

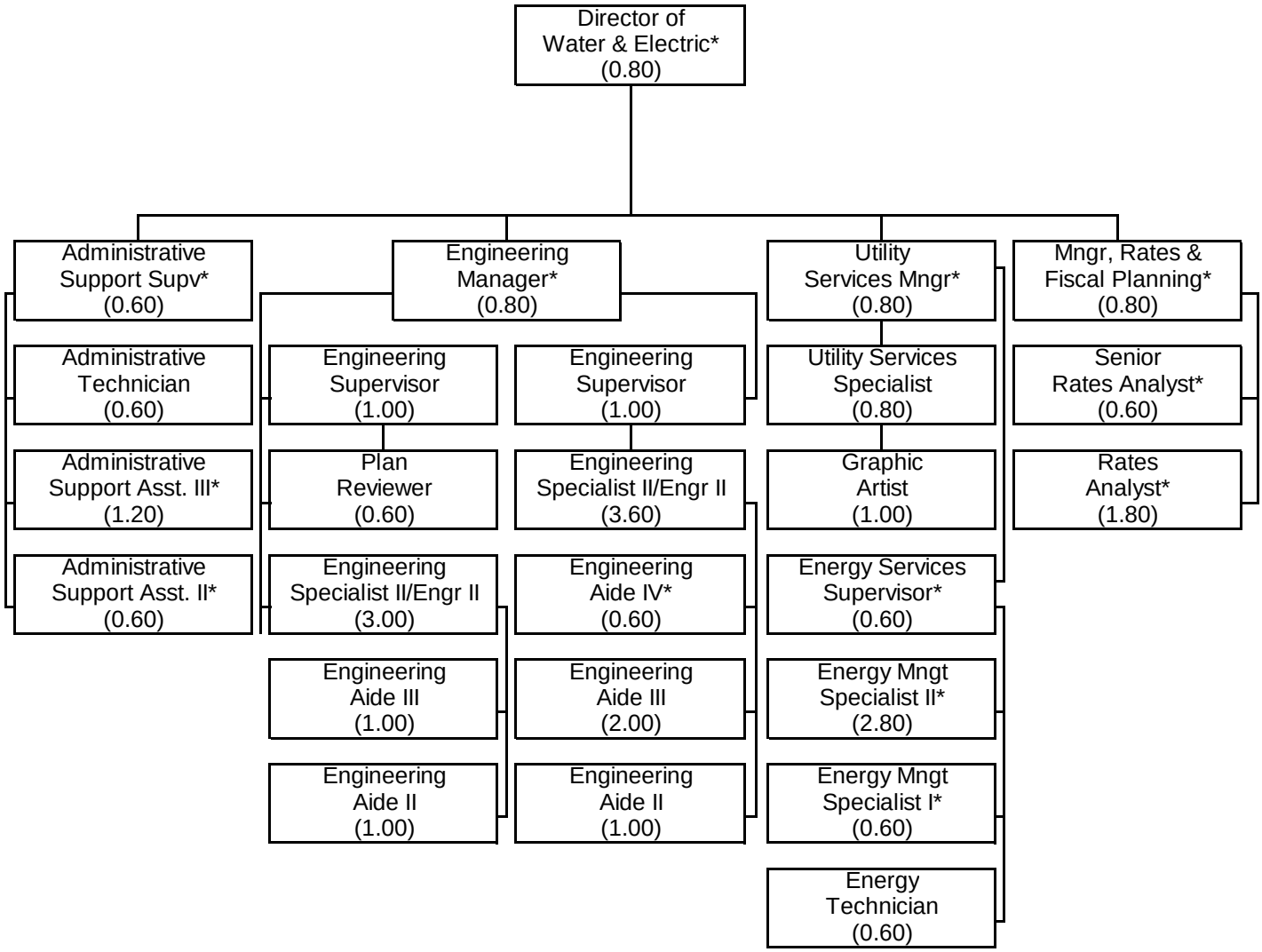


* A portion of Utility Services' FTE's are budgeted in Transmission and Distribution (3.5 FTE's)

** Trans. & Dist. - Transmission and Distribution

City of Columbia - Electric Administration & General

29.80 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 Division 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 and coordinates the work of consultants. The Rates and Fiscal Planning Division 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.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2008 Goal: Equitable Service Levels

A new position is being requested in the Rates and Fiscal Planning Division. A new Rate Analyst position will be responsible for the Midwest Independent System Operator (MISO) market. The electric utility buys and sells power in the day ahead (DA) and real time (RT) markets. In addition, the electric utility receives revenue as a transmission owner. A new ancillary services market is scheduled to start during FY08. The complexity of MISO requires the undivided attention of a staff position. The Administrative offices have relocated to 105 E. Ash. The budget includes funding for the rental space.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,713,988	$ 2,121,138	$ 1,991,600	$ 2,251,619	6.2%
Power Supply	0	0	0	0	
Supplies and Materials	192,121	275,400	356,373	233,861	(15.1%)
Travel and Training	36,674	61,260	53,145	61,989	1.2%
Intragovernmental Charges	1,552,391	1,766,908	1,766,908	1,846,914	4.5%
Utilities, Services, & Misc.	8,035,282	10,434,683	9,433,626	10,926,111	4.7%
Capital	24,650	82,000	89,651	104,414	27.3%
Other	7,607,599	9,372,042	9,664,951	9,502,482	1.4%
Total	$ **19,162,705**	$ **24,113,431**	$ **23,356,254**	$ **24,927,390**	**3.4%**

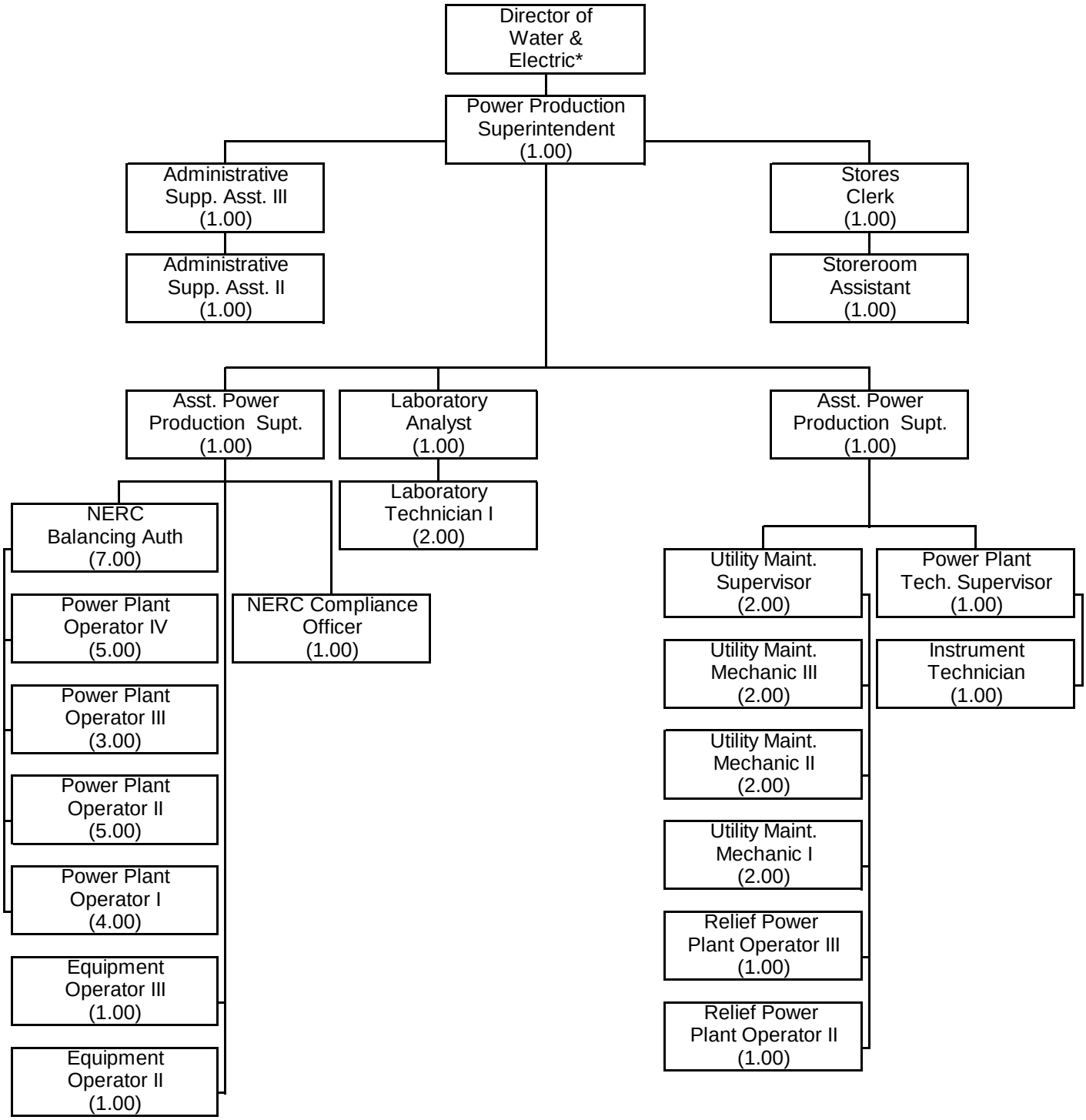
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
5112 - Utility Engineer II	2.60	0.00	0.00	0.00	
5112 - Computer Engineer	1.00	0.00	0.00	0.00	
5110/5100 - Eng. Spec II/Engr. II*	0.00	4.60	5.60	6.60	1.00
5109 - Engineering Supervisor*	0.00	3.00	3.00	2.00	(1.00)
5108 - Engineering Manager	0.00	0.80	0.80	0.80	
5105 - Supervising Engineer	3.00	0.00	0.00	0.00	
5104 - Chief Engineer	0.80	0.00	0.00	0.00	
5004 - Engineering Aide IV	0.60	0.60	0.60	0.60	
5003 - Engineering Aide III	3.00	3.00	3.00	3.00	
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist *	0.80	0.80	0.80	0.00	(0.80)
4800 - Utility Services Specialist	0.00	0.00	0.00	0.80	0.80
4521 - Energy Technician	1.00	1.00	0.60	0.60	
4514 - Utilities Services Manager	0.80	0.80	0.80	0.80	
4513 - Energy Services Supervisor	0.60	0.60	0.60	0.60	
4512 - Energy Management Spec. II	2.00	3.00	2.80	2.80	
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	1.80	1.00
4102 - Plan Reviewer	0.00	1.00	0.60	0.60	
2990 - Director of Water and Light	0.80	0.80	0.80	0.80	
1400 - Administrative Technician	0.00	0.60	0.60	0.60	
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	0.60	0.60	0.60	
Total Personnel	**25.80**	**28.80**	**28.80**	**29.80**	**1.00**
Permanent Full-Time	25.20	28.20	28.20	29.20	1.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**25.80**	**28.80**	**28.80**	**29.80**	**1.00**

* In 2008, Public Information Specialist was reclassified to a Utility Services Specialist and an Engineering Supervisor was reclassified to an Engineer II.

City of Columbia - Electric Production Power Plant

49.00 FTE Positions



* Position not included in Power Plant's FTE count.

** Shifts consist of 8:00am-4:00pm, 4:00pm-12:00 midnight,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 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.

HIGHLIGHTS / SIGNIFICANT CHANGES

A new position is being requested in the Production Division. A Training & Compliance Officer will be responsible for insuring that the electric utility complies with FERC, NERC and SERC standards (Federal Energy Regulatory Commission, North American Electric Reliability Corporation, and SERC Reliability Corporation). These agencies have the authority to fine the electric utility for non-compliance. Budget includes a $13,216,800 increase in the cost of purchased power. The budget also includes funds for the normal operation and maintenance of the division.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 2,712,200	$ 2,994,788	$ 2,940,385	$ 3,235,155	8.0%
Power Supply	61,544,668	56,702,200	55,276,700	69,919,000	23.3%
Supplies and Materials	546,091	616,118	650,330	609,771	(1.0%)
Travel and Training	56,999	58,530	65,520	58,530	0.0%
Intragovernmental Charges	29,204	35,629	35,629	41,102	15.4%
Utilities, Services, & Misc.	723,482	1,923,852	1,916,326	1,153,135	(40.1%)
Capital	135,612	190,000	190,000	355,000	86.8%
Other	0	0	0	0	
Total	**$ 65,748,256**	**$ 62,521,117**	**$ 61,074,890**	**$ 75,371,693**	**20.6%**

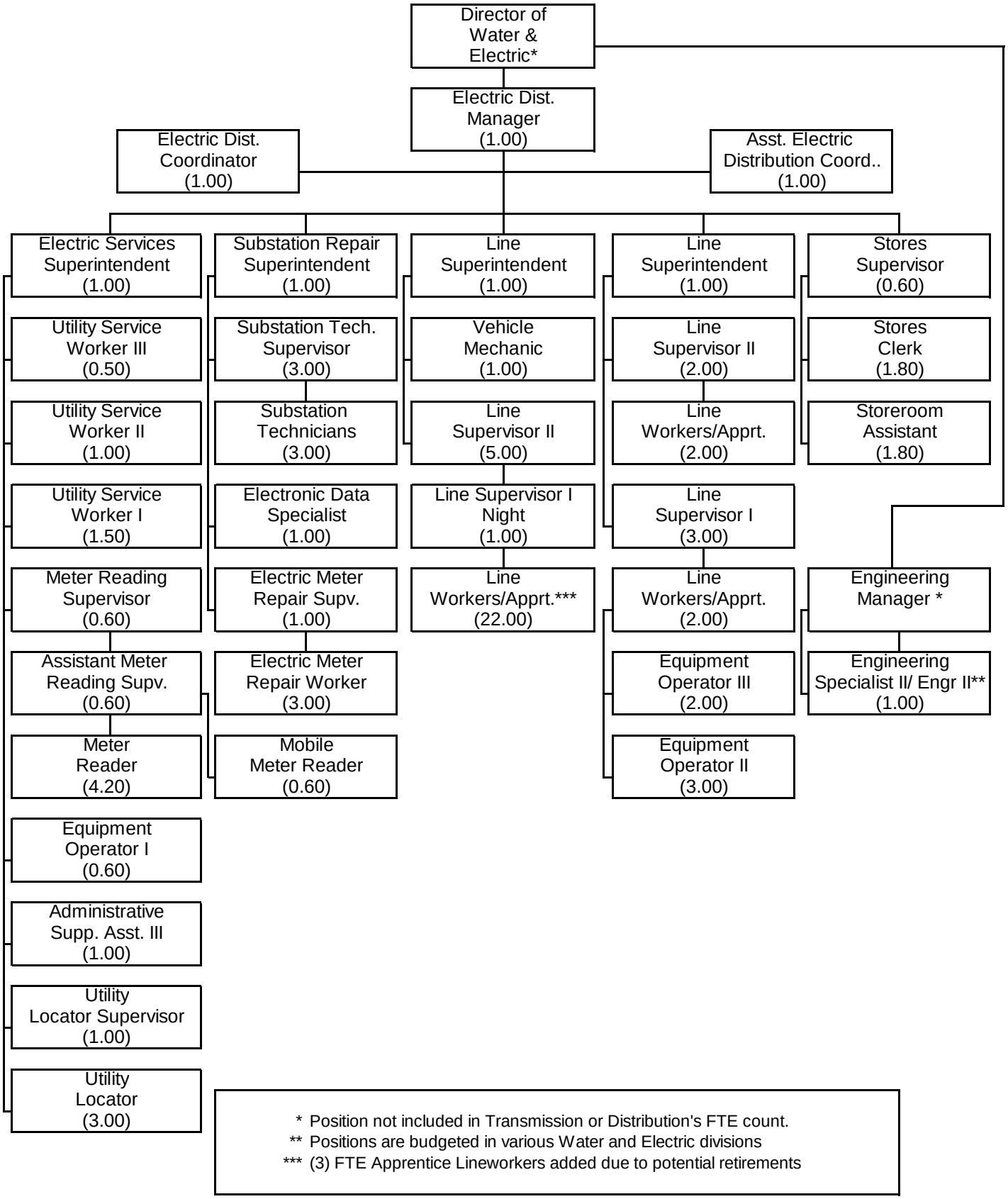
AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
6104 - Storeroom Assistant	1.00	1.00	1.00	1.00	
6100 - Stores Clerk	1.00	1.00	1.00	1.00	
5132 - Laboratory Analyst*	0.00	0.00	0.00	1.00	1.00
5032 - Lab Technician II*	1.00	1.00	1.00	0.00	(1.00)
5031 - Lab Technician I	2.00	2.00	2.00	2.00	
2888 - NERC Compliance Officer	0.00	0.00	0.00	1.00	1.00
2695 - Power Plant Operator IV	0.00	5.00	5.00	5.00	
2640 - NERC Balancing Auth. Oprtr	7.00	7.00	7.00	7.00	
2639 - NERC Cert Power Plant Op. III	4.00	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	
2633 - Power Plant Oper. III	5.00	4.00	4.00	4.00	
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	
2303 - Equipment Operator III*	0.00	0.00	0.00	1.00	1.00
2302 - Equipment Operator II*	2.00	2.00	2.00	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	**48.00**	**48.00**	**48.00**	**49.00**	**1.00**
Permanent Full-Time	48.00	48.00	48.00	49.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**48.00**	**48.00**	**48.00**	**49.00**	**1.00**

*In FY 2008 Lab Tec II was reclassified to a Laboratory Analyst and an EO II was reclassified to an EO III.

City of Columbia - Electric Transmission & Distribution

80.80 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, and warehouse.

HIGHLIGHTS / SIGNIFICANT CHANGES

FY 2008 Goal: Equitable Service Levels

The budget includes funds for the normal operation and maintenance of the division. A significant increase in Travel and Training has been budgeted for apprentice lineworker training.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 4,150,713	$ 4,209,804	$ 4,645,691	$ 4,758,293	13.0%
Power Supply	0	0	0	0	
Supplies and Materials	1,231,977	1,258,287	1,217,822	1,302,129	3.5%
Travel and Training	34,439	35,460	38,110	53,190	50.0%
Intragovernmental Charges	85,434	106,939	106,939	118,839	11.1%
Utilities, Services, & Misc.	2,151,635	1,849,572	1,855,352	2,076,475	12.3%
Capital	207,788	590,500	590,500	579,000	(1.9%)
Other	0	0	0	0	
Total	$ **7,861,986**	$ **8,050,562**	$ **8,454,414**	$ **8,887,926**	**10.4%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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	
5110/5100 - Eng. Spec II/Engr. II	1.00	1.00	1.00	1.00	
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II*	1.50	1.50	1.60	1.00	(0.60)
2881 - Utility Service Worker I	1.50	1.50	1.50	1.50	
2877 - Meter Reading Supervisor	0.60	0.60	0.60	0.60	
2875 - Asst. Meter Reading Supv.	0.60	0.60	0.60	0.60	
2871 - Mobile Meter Reader*	0.00	0.00	0.00	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	3.00	3.00	3.00	3.00	
2770 - Elec. Services Superintndnt.	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 Linewrkr	26.00	26.00	26.00	26.00	
2432 - Utility Locator Supervisor	1.00	1.00	1.00	1.00	
2431 - Utility Locator	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 Substn. Tech./App S.T.	3.00	3.00	3.00	3.00	
2302 - Equipment Operator II	3.00	3.00	3.00	3.00	
2301 - Equipment Operator I	1.00	1.00	0.60	0.60	
2298 - Equipment Operator III	2.00	2.00	2.00	2.00	
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**81.10**	**81.10**	**80.80**	**80.80**	
Permanent Full-Time	81.10	81.10	80.80	80.80	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**81.10**	**81.10**	**80.80**	**80.80**	

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.

*In FY 2008 a Utility Service Worker II was reclassified to a Mobile Meter Reader.

Electric - Capital Projects

551-881

MAJOR PROJECTS

This budget provides funds for the capital improvements in the Electric Utility.

HIGHLIGHTS / GOALS

FY 2008 Goal: Ballot Issue Commitments

With the passage of the August ballot issue, proposed projects will be funded and move forward as planned. Some of the projects are the expansion of the distribution system, the maintenance and conversion of underground power lines, new electric connections, additional substation capacity, and transmission maintenance. In addition, the transmission system capacity is being expanded. These capital investments in the 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.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 1,261,329	$ 1,245,597	$ 1,245,597	$ 950,000	(23.7%)
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.	5,348,000	747,857	747,857	40,000	(94.7%)
Capital	6,585,435	16,191,550	16,191,550	8,022,000	(50.5%)
Other	0	0	0	0	
Total	$ **13,194,764**	$ **18,185,004**	$ **18,185,004**	$ **9,012,000**	**(50.4%)**

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Cultural
Affairs Fund

City of Columbia

Columbia, Missouri

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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

In FY 2007, the Cultural Affairs fund was moved to the General Fund. It is now located in the Health and Environment Section of this budget document.

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 169,383	$ 0	0	0	
Supplies & Materials	19,216	0	0	0	
Travel & Training	1,163	0	0	0	
Intragovernmental Charges	38,245	0	0	0	
Utilities, Services & Misc.	131,831	0	0	0	
Capital	0	0	0	0	
Other	36,284	145,456	145,456	0	(100.0%)
Total	**396,122**	**145,456**	**145,456**	**0**	**(100.0%)**
Summary					
Operating Expenses	359,838	0	0	0	
Non-Operating Expenses	36,284	145,456	145,456	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **396,122**	$ **145,456**	**145,456**	**0**	**(100.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4625 - Manager of Cultural Affairs	1.00	0.00	0.00	0.00	
4624 - Cultural Affairs Specialist	1.00	0.00	0.00	0.00	
1002 - Admin Support Assistant II	1.00	0.00	0.00	0.00	
Total Personnel	**3.00**	**0.00**	**0.00**	**0.00**	
Permanent Full-Time	3.00	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**0.00**	**0.00**	**0.00**	

In FY 2007 Cultural Affairs moved from a special revenues fund into the general fund.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Programs:			
Columbia Festival of the Arts	1		
Funding of Local Arts Agencies: $1,000+/under $500	**14/5		
Percent for Art Projects	2		
Public Art Programming	5		
Programs not listed above	N/A		
Services:			
Artists' Registry	100		
Arts Administrators Roundtable	***4		
Arts Express Newsletter	23,000		
Creative Artist Resource Directory (CARD)	100		
C.A.R.E. Gallery (collaboration with Parks and Recreation)	12		
Cultural Tourism Collaborative	6		
Gallery Crawl (collaboration with Downtown Business Associations)	2		
Marketing Initiatives	25+		
Partners in Education Programming	10		
Workshops & Technical Assistance	300		

**A policy, begun in '04, requires agencies to combine education and presentation proposals in one application.
***Roundtable meetings are scheduled quarterly rather than monthly.
****CARD is now handled entirely by the Missouri Association of Community Arts Agencies.

COMPARATIVE DATA

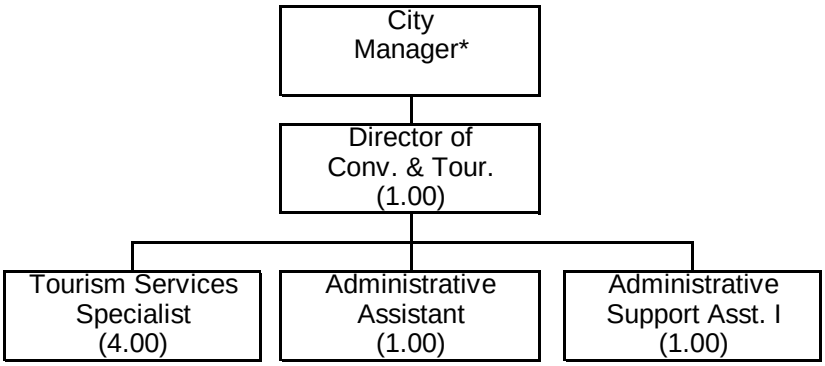
Convention and Tourism Fund

City of Columbia

Columbia, Missouri

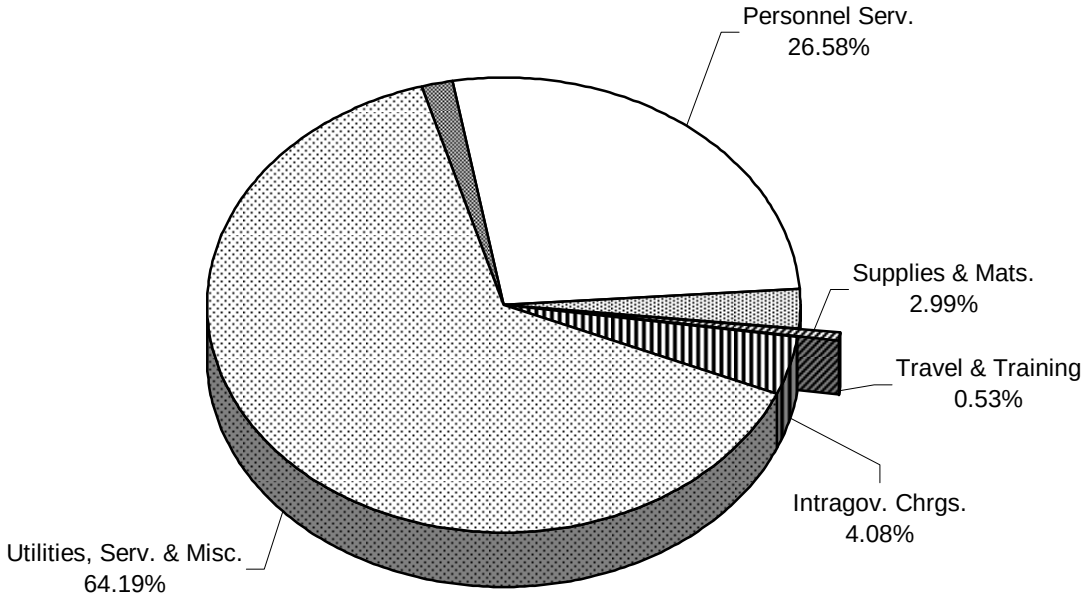
City of Columbia - Convention and Tourism

7.00 FTE Positions



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

Convention & Tourism Fund
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 452,303	$ 475,768	$ 460,480	$ 487,040	2.4%
Supplies & Materials	61,513	60,865	47,888	54,804	(10.0%)
Travel & Training	6,536	11,420	11,070	9,725	(14.8%)
Intragovernmental Charges	59,509	69,828	69,855	74,745	7.0%
Utilities, Services & Misc.	945,070	1,379,798	1,364,702	1,176,318	(14.7%)
Capital	0	0	0	0	
Other	238,946	22,400	22,400	30,000	33.9%
Total	**1,763,877**	**2,020,079**	**1,976,395**	**1,832,632**	**(9.3%)**
Summary					
Operating Expenses	1,524,931	1,997,679	1,953,995	1,802,632	(9.8%)
Non-Operating Expenses	238,946	22,400	22,400	30,000	33.9%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,763,877**	$ **2,020,079**	$ **1,976,395**	$ **1,832,632**	**(9.3%)**

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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

Hotel room supply continues to outstrip demand. Although two hotels, the Ramada and the Campus Inn, were razed in 2007, the construction of the Hampton Inn and Suites and the soon to open Country Inn and Suites will replace the lost rooms. Additional hotel construction is planned for 2008. Lodging tax revenue rose 7% over 2006 due to increases in room rates rather than occupancy which hovers at 56%. The CVB continues to work on the development of new "demand drivers" which will bring additional overnight tourism to the city.

The CVB's focus in 2008 will be on further development of our web presence. More than 75% of all travel planning is now done on-line. Web content must be fresh, easy to navigate and comprehensive. We have requested a departmental reorganization which would provide for a full-time position dedicated exclusively to web marketing and communication.

The Tourism Development Program (TDP), created in 2000, has grown to encompass three separate programs: Festivals and Events, Sports Development and Attraction Development. Each program has a different process and a separate set of guidelines. The administration of the TDP has been handled by the Administrative Secretary and the Director. The program needs a dedicated staff position to assure proper follow-up, education of potential applicants and adequate preparation for the Advisory Board review of applications.

Walton Building:
After further review of parking issues related to the expansion of the Walton building, the Walton building Board of Managers decided to renovate the existing structure and reconfigure the space to allow the future expansion of the Chamber of Commerce and Convention and Visitors Bureau staff. Regional Economic Development, a tenant of the Walton building, would relocate to another facility. Sufficient funds for the renovation are in the CVB's unreserved fund balance.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 2006	Budget FY 2007	Estimated FY 2008
Convention Services:			
No. of Meetings Serviced	202	190	200
No. of Convention Welcomes & Promotions	13	20	20
Visitor Services:			
No. of Inquiries	20,500*	23,000*	24,500
No. of Visitors to Walton Bldg. & Lake of the Woods Visitor Center	11,000	12,500	13,500
Records Section:			
Sales Leads Generated	65	80	98
Definite Bookings	44	50	64
Economic Impact	$8,308,000	$9,500,000	$10,400.00
Group Tours:**			
No. of Group Tours Serviced	20	20	18
No. Leads Generated	42	45	30
No. of Proposals/Itineraries	70	60	40
Media/PR	79	80	60
Press Generation	17	25	15

* Inquires from CVB website & Mid-MO Tourism Council website have significantly increased.

**Group tour numbers are down because we have reduced the level 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	**96,093**	**149,535**	**71,878**	**48,227**	**80,000** *
Number of Employees	7	19.0	8.0	6.0	13
Employees Per 1,000 Population	0.0728	0.1271	0.1113	0.1244	0.1625
Advertising Budget	$365,000	$1,167,272	$350,000	$200,000	$1,500,000
Number of Rooms	3,574	6,000	1,200	2,080	6,800

*includes three-county area

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. We also continue to support the efforts of the Mid Missouri Tourism Council in regard to assuring reliable air service. Work continues in the area of attraction development, arts based tourism, and film industry development.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 452,303	$ 475,768	$ 460,480	$ 487,040	2.4%
Supplies and Materials	61,513	60,865	47,888	54,804	(10.0%)
Travel and Training	6,536	11,420	11,070	9,725	(14.8%)
Intragovernmental Charges	59,509	69,828	69,855	74,745	7.0%
Utilities, Services, & Misc.	593,713	704,798	689,702	723,318	2.6%
Capital	0	0	0	0	
Other	2,996	0	0	0	
Total	**$ 1,176,570**	**$ 1,322,679**	**$ 1,278,995**	**$ 1,349,632**	**2.0%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Assistant*	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 2008 Administrative Secretary was reclassified to an Administrative Assistant.

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 three segments: Festivals and Events, Attractions and Sports. The Sports Development fund, new in 2006, has provided funds for new events that have collectively generated more than 2,500 room nights.

HIGHLIGHTS / SIGNIFICANT CHANGES

- The Festival and Event program of the Tourism Development Fund is entering the eighth 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 continue to provide educational opportunities for applicants. In 2005, we contracted for professional surveys to assist the Advisory Board with the assessment of TDF applications. The surveys will provide the Advisory Board with a comparison from year to year of each event in the areas of attendance growth, economic impact and overnight stays.
- The Attraction Development Fund has contributed significantly to the development of the city's attraction base. The CVB's short term goal has been to assist developing attractions, e.g.; Youzeum, Blind Boone Home, Nifong Park Historic Village, with emphasis on those attractions in the city's center. The long term goal is to foster the development of an attraction that on its merit alone would draw a significant number of visitors to our city.
- In 2005 we began an Arts Tourism initiative which is entering its third year. The program is being implemented with input and assistance from the Office of Cultural Affairs and local arts organizations. We have seen increased ticket sales, new galleries under construction and a renewed interest in the arts. An expanding, vital arts community is critical to the success of an arts based tourism initiative.
- In 2005, the Missouri Film Office opened an office on the campus of the University of Missouri. With the success of the True/False Film Festival and the development of a film program at Stephens College and a summer filmmaker's bootcamp, Columbia is poised for significant future development in this area.
- Reliable commercial air service is critical to Columbia's economic development whether tourism or industrial. The CVB has worked closely with the Chamber, REDI, Score and the Mid Missouri Tourism Council on this issue for the past several years. We will continue to assist with marketing and promotional efforts to stabilize and eventually grow air service in our community.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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.	351,357	675,000	675,000	453,000	(32.9%)
Capital	0	0	0	0	
Other	235,950	22,400	22,400	30,000	33.9%
Total	**$ 587,307**	**$ 697,400**	**$ 697,400**	$ **483,000**	**(30.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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**	

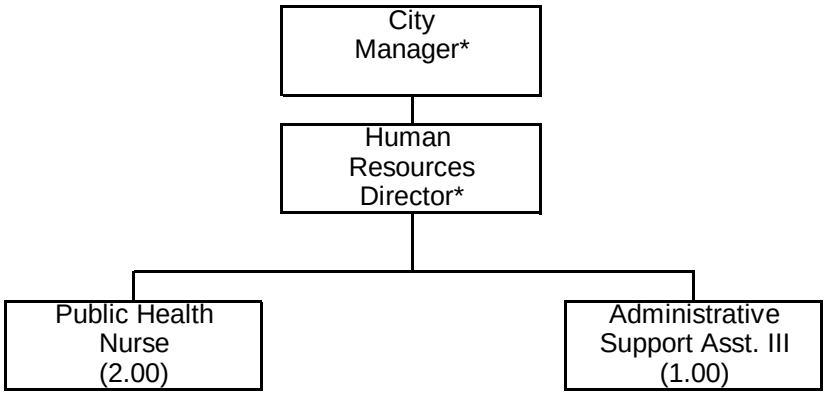
Employee Benefit Fund

City of Columbia

Columbia, Missouri

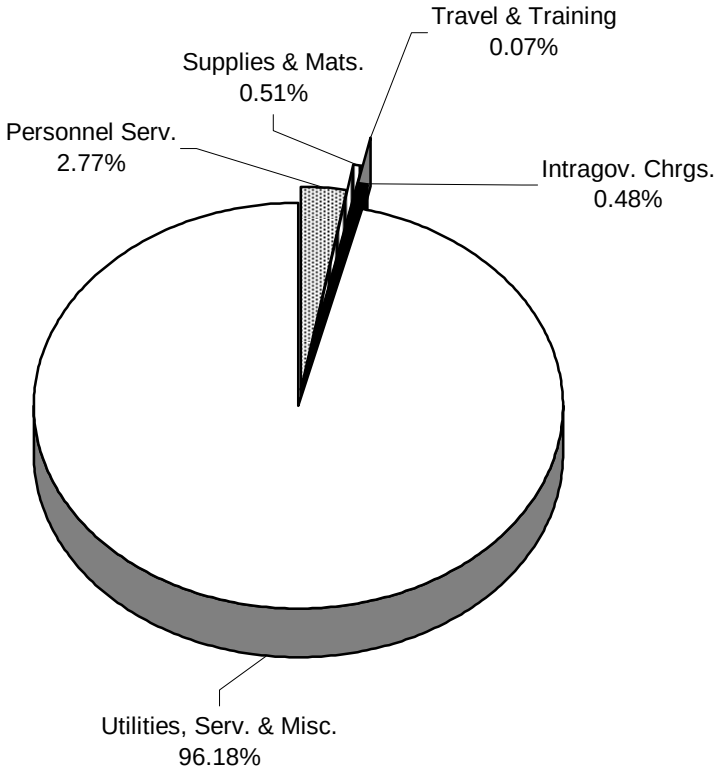
City of Columbia - Employee Benefit Fund

3.00 FTE Positions



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

Employee Benefit Fund
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 244,345	$ 316,616	$ 301,757	$ 326,448	3.1%
Supplies & Materials	33,812	58,907	42,752	59,980	1.8%
Travel & Training	637	7,772	7,050	7,925	2.0%
Intragovernmental Charges	44,770	50,698	50,698	56,312	11.1%
Utilities, Services & Misc.	11,353,058	10,867,455	10,658,462	11,351,480	4.5%
Capital	0	0	0	0	
Other	1,286	0	0	0	
Total	**11,677,908**	**11,301,448**	**11,060,719**	**11,802,145**	**4.4%**
Summary					
Operating Expenses	11,676,622	11,301,448	11,060,719	11,802,145	4.4%
Non-Operating Expenses	1,286	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **11,677,908**	$ **11,301,448**	$ **11,060,719**	$ **11,802,145**	**4.4%**

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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 placed with commercial insurance carriers.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The City's self-funded health insurance plan continues to experience double digit percentage increases in claim costs. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored. The impact of OPEB/GASB 45 on retiree health plan participation has been evaluated in an actuarial study and options for plan changes have been studied by a retiree/employee committee. The City will implement changes this year that significantly reduce this new liability. The goal of the recommended changes is to treat current retirees and actives employees fairly, while developing a solution that the city can afford.

Employee education and information sessions on benefit plans will be developed. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2008.

FY 2008 Goal: City Workforce

Employee Health and Wellness programs will continue emphasis on safety, illness prevention and disease management programs for City employees. Access to health screening services for all employees was added in FY 2005. Almost 600 employees have participated in this program to date. Drug and alcohol testing for new and federally-mandated employees is a function of this program. Automoated External Defibrillators (AED) devices have been installed in all City work locations, including Water and Light Department line trucks. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees will be recertified in 2008. An Employee Health/Wellness fee is charged to all departments to cover the cost of the operation of this unit.

The increase in this budget has been limited by changing the coverage for Medicare-eligible retirees. The City will sponsor a separate plan through a private insurer for Medicare-eligible retirees. This budget includes full funding for the required contribution for post-employment benefits liability as defined in GASB statement 45. Medical costs for covered participants are projected to increase 10% for 2008.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7503 - Public Health Nurse	2.00	2.00	2.00	2.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	0.00	0.00	0.00	0.00	
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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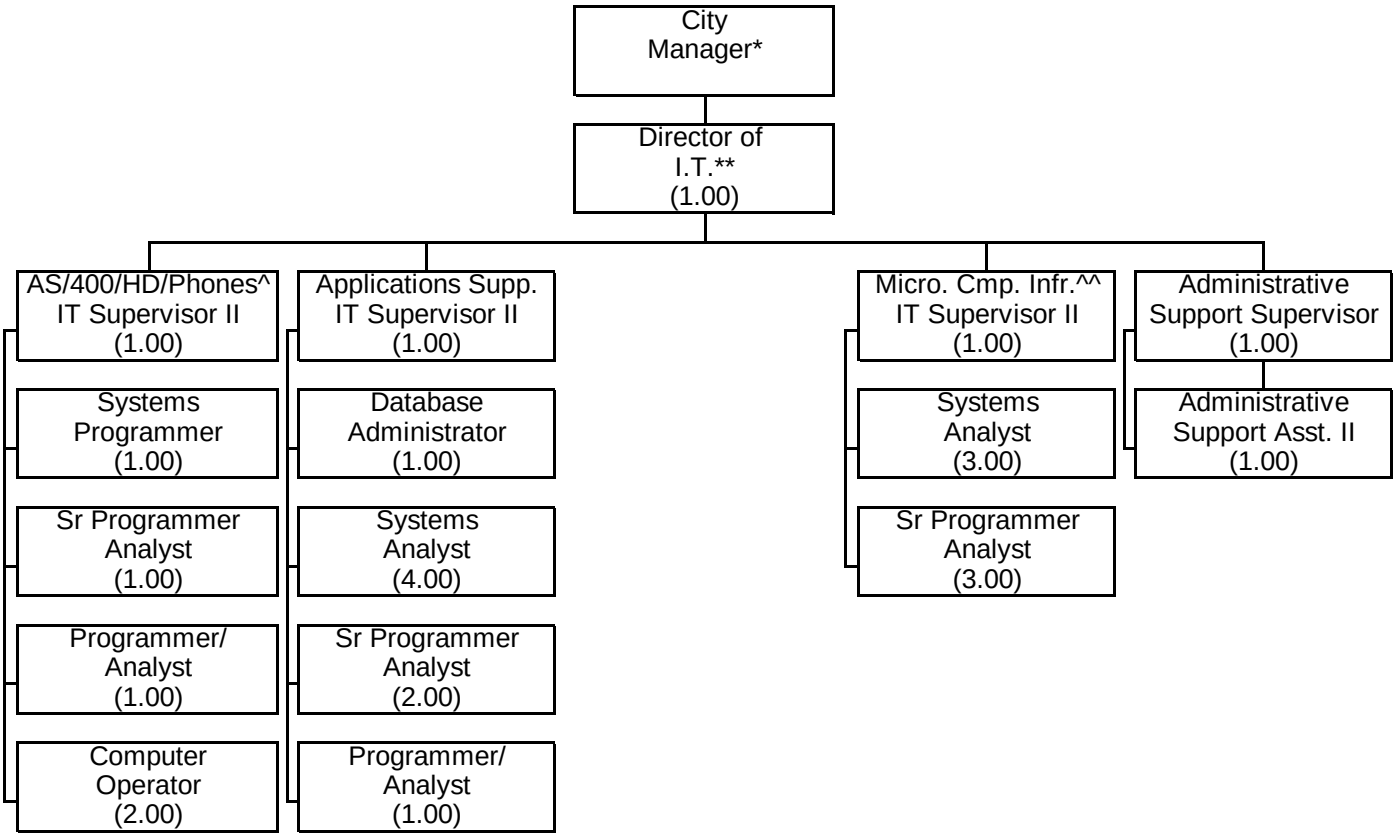
Information Technologies Fund

City of Columbia

Columbia, Missouri

City of Columbia - Information Technologies

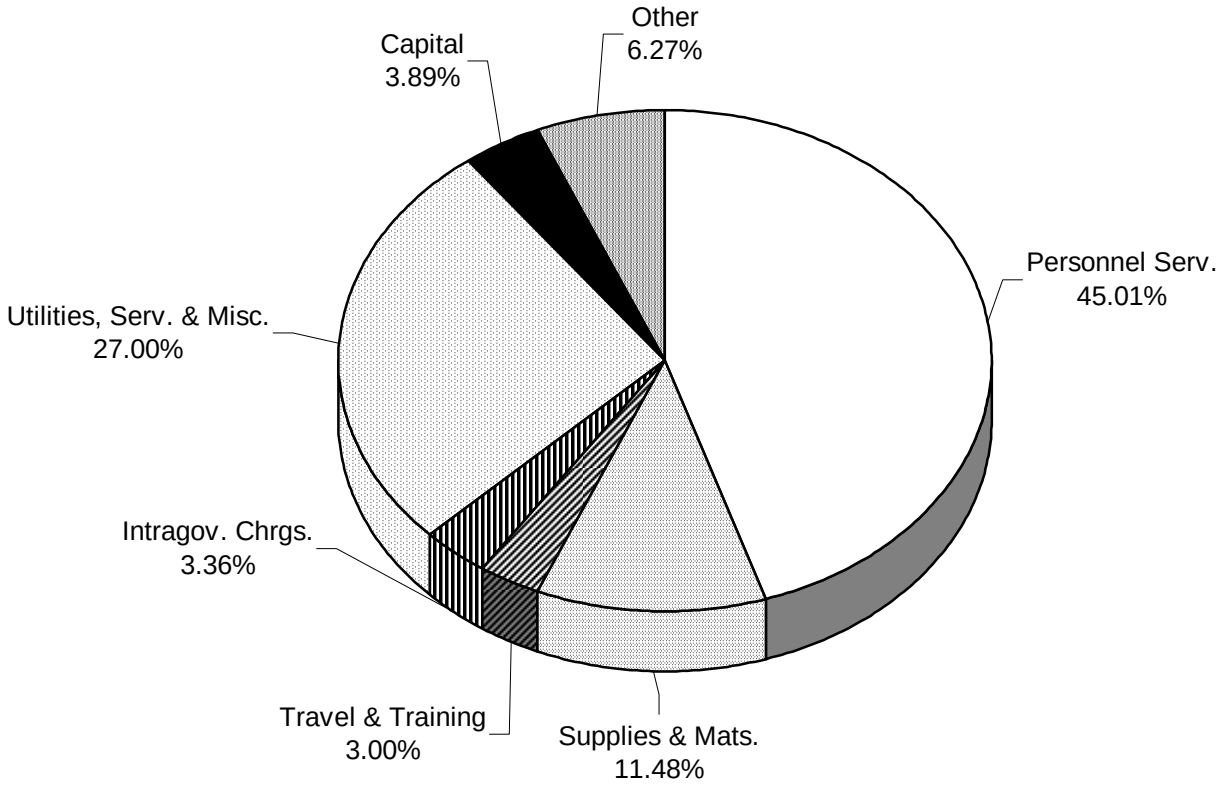
25.00 FTE Positions



* Position not included in Information Technologies's FTE count.
** IT - Information Technologies
^ HD - Help Desk
^^ Micro. Cmp. Infr. - Micro Computer Infrastructure

Information Technologies Fund

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 1,729,822	$ 1,898,054	$ 1,898,458	$ 2,000,897	5.4%
Supplies & Materials	373,172	448,872	378,445	510,116	13.6%
Travel & Training	58,565	157,389	104,670	133,229	(15.4%)
Intragovernmental Charges	127,653	139,761	139,761	149,538	7.0%
Utilities, Services & Misc.	804,315	1,125,542	1,048,317	1,200,017	6.6%
Capital	195,520	381,701	341,486	172,787	(54.7%)
Other	294,546	278,500	294,000	278,500	0.0%
Total	**3,583,593**	**4,429,819**	**4,205,137**	**4,445,084**	**0.3%**
Summary					
Operating Expenses	3,093,527	3,769,618	3,569,651	3,993,797	5.9%
Non-Operating Expenses	294,546	278,500	294,000	278,500	0.0%
Debt Service	0	0	0	0	
Capital Additions	195,520	381,701	341,486	172,787	(54.7%)
Capital Projects	0	0	0	0	
Total Expenses	$ **3,583,593**	$ **4,429,819**	$ **4,205,137**	$ **4,445,084**	**0.3%**

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INFORMATION TECHNOLOGIES FUND

Fund 674

DEPARTMENT DESCRIPTION

Information Technologies (I.T.) 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. I.T. provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. I.T. also works to improve the operational efficiencies of the City as a whole.

DEPARTMENT OBJECTIVES

Information Technologies 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 Technologies replaced 10 servers and deployed over 180 PCs. The Planning & Engineering module from H.T.E. was implemented allowing project plans to be tracked more easily. The on-line Building Permit application was deployed allowing builders to schedule inspections, track the status of permits and to pay fees online. G.I.S. capabilities were upgraded and several applications were deployed to the intranet. Document Imaging is being piloted by several departments and full implementation is expected the first quarter of FY 2008.

The Information Technologies Department priorities include the design of a new data center in the new City Government Center, expansion of G.I.S. and the implementation of new security policies.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
9901 - Assistant City Manager	0.20	0.00	0.00	0.00	
7950 - Director of Information Technologies	1.00	1.00	1.00	1.00	
7926 - Information Technologies Sprv II	3.00	3.00	3.00	3.00	
7924 - Database Administrator	1.00	1.00	1.00	1.00	
7923 - Senior Programmer Analyst*	4.00	6.00	6.00	6.00	
7922 - Systems Analyst	5.00	6.00	6.00	7.00	1.00
7921 - Systems Programmer	1.00	1.00	1.00	1.00	
7911 - Programmer/Analyst*	4.00	2.00	2.00	2.00	
7910 - Computer Operator	2.00	2.00	2.00	2.00	
1004 - Administrative Support Supervisor	1.00	1.00	1.00	1.00	
1002 - Administrative Support Asst. II	0.00	1.00	1.00	1.00	
1001 - Administrative Support Asst. I	1.00	0.00	0.00	0.00	
Total Personnel	**23.20**	**24.00**	**24.00**	**25.00**	**1.00**
Permanent Full-Time	23.20	24.00	24.00	25.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**23.20**	**24.00**	**24.00**	**25.00**	**1.00**

*In FY 2008 a Programmer was reclassified to a Senior Programmer Analyst and a Senior Programmer was reclassified to a Systems Analyst and a Programmer was added.

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Number of Production Programs	27, 952	28,650	30,083
Number of Support Requests:			
a. Applications	1,508	1,860	2,100
b. HELP Desk Calls	6,448	6,928	7,200
Number of Hardware Supported			
a. PC's	868	918	937
Number of Users Supported			
a. AS/400	689	721	741
b. PC's	925	914	
Number of Application Systems Supported			
a. AS/400	98	103	108
b. PC's	274	279	284

COMPARATIVE DATA

	Columbia, MO	Ames, IA	Waco, TX	Stockton, CA	Berkeley, CA
Population	**96,093**	**53,210**	**17,439**	**317,403**	**99,568**
Number of Employees	24	9	15	42	20
Employees Per 1,000 Population	0.250	0.169	0.860	0.132	0.201
Capital Budget	172,787	216,085	370,643	1,183,688	50,000
Budget - Operating	3,993,797	1,563,901	2,018,756	7,000,000	685,634
Budget Dollar Per I.T Employee	$166,408	$173,767	$134,584	$166,667	$34,282
Mainframe/AS/400 Applications	82	38	40	18	20
Micro Computer Networks/Servers	53	22	61		17
Micro Computers	868	300	1,081	1,100	185
Utility Accounts	50,411	24,000	30,000	47,657	20,523

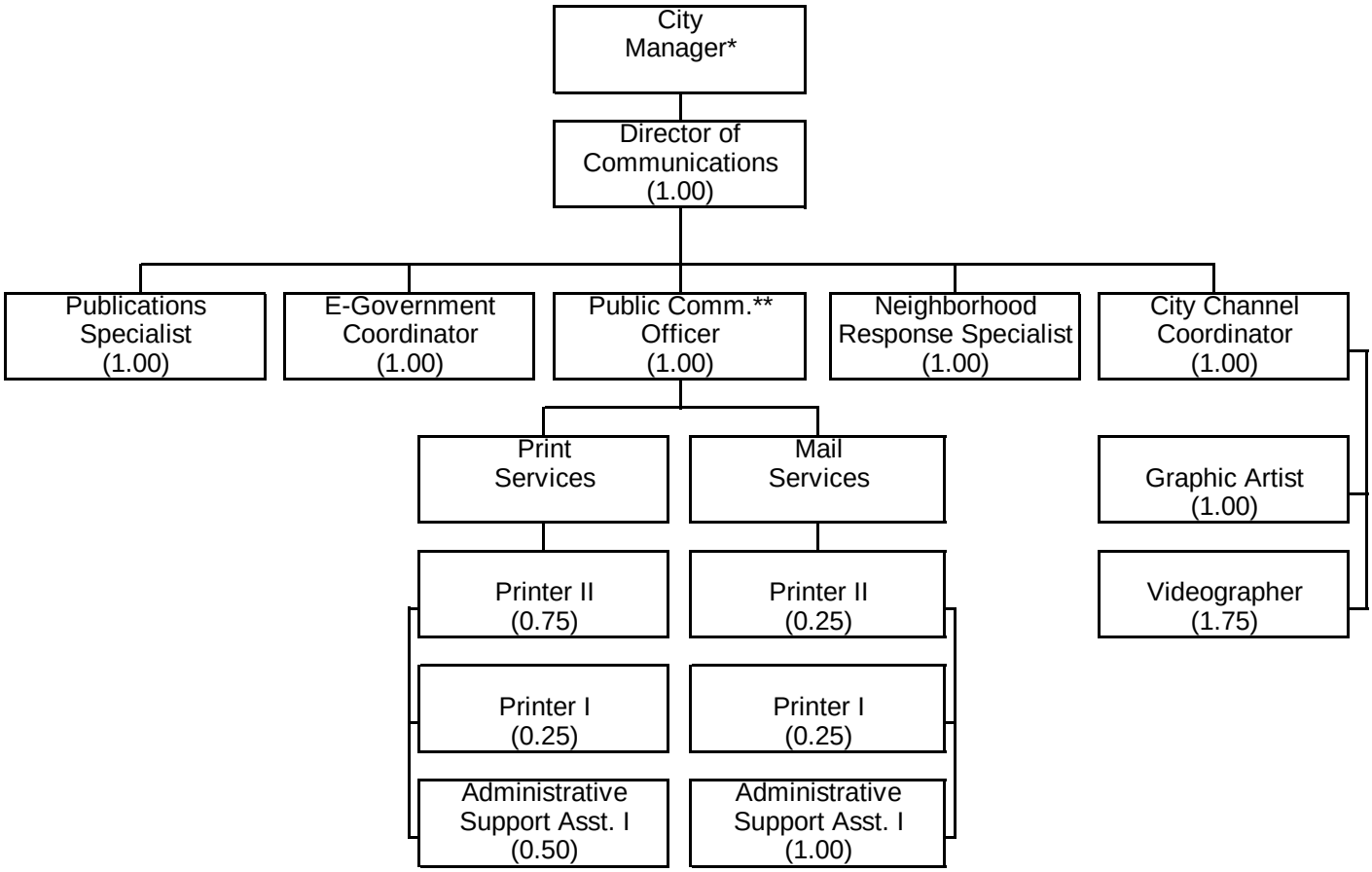
Public
Communications Fund

City of Columbia

Columbia, Missouri

City of Columbia - Public Communications

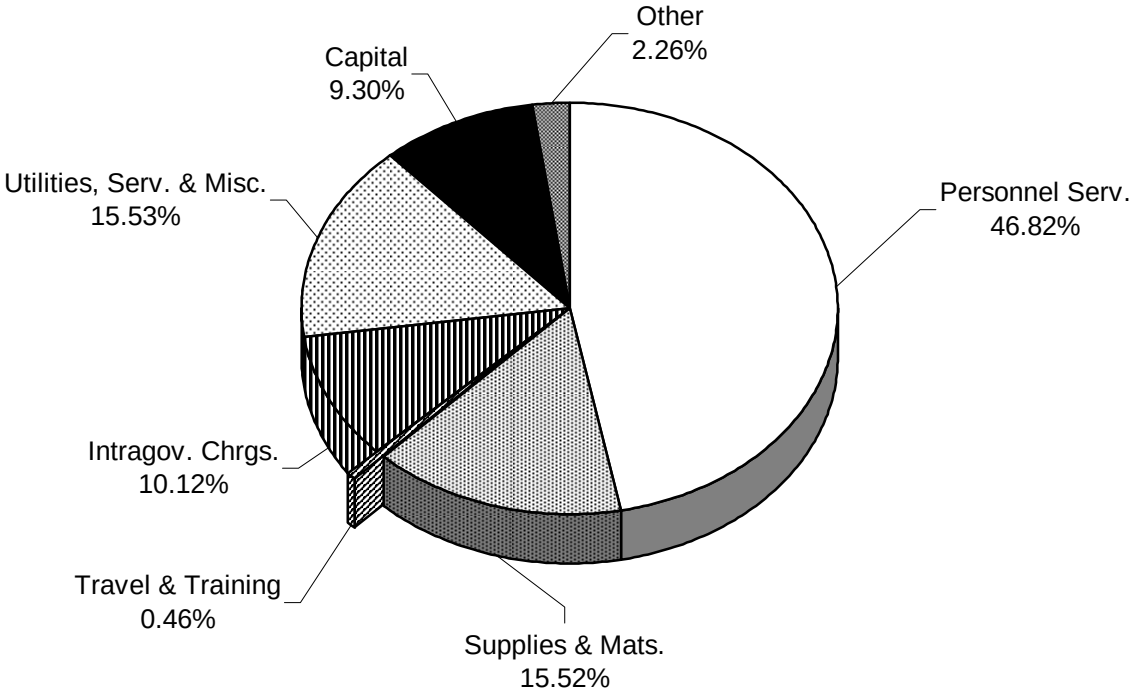
11.75 FTE Positions



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

Public Communications Fund

FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 401,829	$ 724,454	$ 726,810	$ 786,473	8.6%
Supplies & Materials	185,006	262,545	251,264	260,648	(0.7%)
Travel & Training	2,390	10,725	4,850	7,760	(27.6%)
Intragovernmental Charges	71,529	148,078	137,182	169,941	14.8%
Utilities, Services & Misc.	60,123	178,164	198,058	260,815	46.4%
Capital	0	45,600	45,600	156,207	242.6%
Other	96,682	36,800	38,000	38,000	3.3%
Total	**817,559**	**1,406,366**	**1,401,764**	**1,679,844**	**19.4%**
Summary					
Operating Expenses	720,877	1,323,966	1,318,164	1,485,637	12.2%
Non-Operating Expenses	96,682	36,800	38,000	38,000	3.3%
Debt Service	0	0	0	0	
Capital Additions	0	45,600	45,600	156,207	242.6%
Capital Projects	0	0	0	0	
Total Expenses	$ **817,559**	$ **1,406,366**	$ **1,401,764**	$ **1,679,844**	**19.4%**

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PUBLIC COMMUNICATIONS FUND - SUMMARY

Fund 675

DEPARTMENT DESCRIPTION

The Public Communications Department provides direct technical and consultation services for City agencies and the public. Its umbrella covers central printing and mailing services; web-based, print and broadcast outlets; neighborhood relations; and coordination of communication strategies. The Communications Director supervises overall operations and reports to the City Manager.

DEPARTMENT OBJECTIVES

To increase opportunities for citizens to communicate with City government; improve the clarity and consistency of City communications both internally and with external constituencies; to provide high-quality service that helps all aspects of communications.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The Public Communications Department is completing its first year as a functional unit within City Government. Significant achievements include: support for Community Visioning outreach efforts; an updated Citizens Handbook; major redesign of the City's website; a new online building inspection service; staff reorganization at the City Channel; and increased overall output through all City communications media. Challenges in FY 2008 will include planned technological modernization at the City Channel; dealing with laws and regulations affecting public access broadcasting and postal rates; and finding more meaningful ways to communicate with diverse audiences in Columbia.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Public Communications Office	4.00	4.00	4.00	4.00	
E-Government	1.00	1.00	1.00	1.00	
Print Services	1.50	1.50	1.50	1.50	
Mail Room	1.50	1.50	1.50	1.50	
City Channel	2.50	2.50	3.75	3.75	
Total Personnel	**10.50**	**10.50**	**11.75**	**11.75**	
Permanent Full-Time	8.00	8.00	10.00	10.00	
Permanent Part-Time	2.50	2.50	1.75	1.75	
Total Permanent	**10.50**	**10.50**	**11.75**	**11.75**	

PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2006	Budget FY 2007	Estimated FY 2008
Public Communications Office:			
Monthly Newsletters	12	12	12
Press Releases/Advisories	349	315	350
Community Line Accesses, telephone	6,683	10,000	8,000
Web	321,488	130,000	400,000
Print Services:			
No. of Photocopy Jobs	1,597	1,580	1,650
No. Photocopy Impressions	1,700,691	1,900,500	1,950,500
Desk Top Publishing	370	380	400
Mail Room:			
Outbound Mail Pieces	246,141	225,000	250,500
Outbound Packages	664	600	800
Electronic Gov't/Web			
Number sessions	1,045,000	1,000,000	1,045,000
Number page views	4,700,000	4,000,000	4,700,000
Online services	2	3	4
Neighborhood Relations			
NRT properties inspected	NA	1,800	1,800
NRT demolitions	NA	6	6
Neighborhood Assn. meetings attended	NA	36	36
City Channel			
Live meeting broadcast hours	NA	210	210
Internet views on City website	NA	10,800	11,100
City departments assisted	NA	15	15

COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen-dence, MO	Ames, IA
Population	**96,093**	**149,535**	**108,410**	**53,210**
Public Communications Office:				
No. of Employees	2.50	N/A	N/A	1FT/2PT
No. of Press Releases	349	N/A	N/A	150
No. of Speaking Engagements	6	N/A	N/A	2
Print Services:				
No. of Employees	2	N/A	N/A	1
No. of Photocopy Impressions, B/W	1,629,549	N/A	N/A	1,811,259
Color copies	71,142	N/A	N/A	29,157
Mail Services:				
Number of Employees	1	N/A	N/A	1
Outbound Mail	246,141	N/A	N/A	180,603
No. of Packages Handled	664	N/A	N/A	459
E-Gov Services				
Sessions	1,045,828	1,089,252	1,167,852	N/A
Page views	4,714,403	3,831,856	7,513,001	N/A
Online payment services	2	1	7	10
No. employees	1	3	2	1
City Channel				
New programs per year	210	N/A	N/A	165
Live meeting broadcast hours	60	120	N/A	100
No. of employees	2FT/.75PT	N/A	N/A	1FT/2PT

Public Communications - Public Communications Office

675-0910 to 675-0914

DESCRIPTION

Staff is available to support all City agencies with services that enhance communication with internal and external audiences. Services include web-posting, publications, graphic design, news writing, event planning, ad copywriting, photography, mapping, consultation on communications strategies and coordination of responses to requests for public records. Staff also coordinates relations with neighborhood associations and manages programs to improve or demolish problem properties.

HIGHLIGHTS / SIGNIFICANT CHANGES

Staff produced a new Citizens Handbook in FY 2007 and will update it annually to provide the most accurate information. Staff provided a full range of support for Community Visioning outreach efforts and will continue this work, as needed. In addition to providing City agencies with communications services, Staff will publish 12 editions of CitySource newsletter (distributed with City utility bills); publish 12 issues of CityInsider (a newsletter for City employees); maintain "Community Line," a 24-hour service of pre-recorded telephone and online messages relating to City services; survey and work to cure problem housing in a defined geographic area; and attend 36 neighborhood association meetings.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 173,148	$ 300,597	$ 297,956	$ 294,949	(1.9%)
Supplies and Materials	52,099	49,025	61,530	49,314	0.6%
Travel and Training	901	1,500	1,500	1,060	(29.3%)
Intragovernmental Charges	39,306	59,924	59,924	68,345	14.1%
Utilities, Services, & Misc.	34,922	85,770	109,644	112,465	31.1%
Capital	0	0	0	0	
Other	69,235	0	0	0	
Total	**$ 369,611**	**$ 496,816**	**$ 530,554**	**$ 526,133**	**5.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
9920 - Director of Communications	1.00	1.00	1.00	1.00	
7811 - Publications Specialist	1.00	1.00	1.00	1.00	
4104 - Neighborhood Response Specialist	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**	

Public Communications - E-Government

675-0915

DESCRIPTION

The E-Government Coordinator supports all City agencies and is responsible for all facets of web communications, online services and other E-Government products. This work includes strategic planning, training, monitoring, maintenance, budgeting and implementing new online applications. The Coordinator serves as liaison for the Internet Citizens Advisory Group (ICAG). City agencies pay reasonable costs for these services.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

With the ICAG's active participation, Staff launched a redesigned City website in FY 2007, the first major update in five years. Selected new features include faster page-loading times, an improved "search" feature, better access for visitors with disabilities and easier access to the City's primary communications channels. E-Gov Services will complete an online building inspection service in FY 2007. This service will allow builders and homeowners to schedule inspections, review permits and inspection results and make payments online or using a touchtone telephone. In FY 2008, Staff will start developing a service that allows citizens to pay court fees and fines online.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 59,712	$ 62,971	$ 62,971	$ 64,108	1.8%
Supplies and Materials	960	4,750	2,764	3,050	(35.8%)
Travel and Training	1,489	8,000	2,000	5,500	(31.3%)
Intragovernmental Charges	2,731	2,850	2,850	5,358	88.0%
Utilities, Services, & Misc.	1,198	15,210	13,210	12,210	(19.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **66,090**	$ **93,781**	$ **83,795**	$ **90,226**	**(3.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 Services

DESCRIPTION

Print Services supports all City agencies by providing high-speed, black-and-white and color copies and binding, perforating, drilling, folding and inserter services. City agencies pay reasonable costs for these services.

HIGHLIGHTS / SIGNIFICANT CHANGES

During the past year, Staff has supported the community visioning process with a variety of high-volume print products, including posters, brochures, fliers and meeting materials. Staff supports the City Council by producing Agenda packets, planning documents, retreat materials and other items needed for public meetings. Print Services continues to explore better methods to produce the highest-quality product, striving for accuracy and prompt completion of jobs.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 59,817	$ 68,348	$ 68,409	$ 69,466	1.6%
Supplies and Materials	21,781	22,610	22,610	22,614	0.0%
Travel and Training	0	175	250	100	(42.9%)
Intragovernmental Charges	27,136	41,488	41,788	45,360	9.3%
Utilities, Services, & Misc.	16,322	37,300	40,070	40,000	7.2%
Capital	0	0	0	0	
Other	27,447	36,800	38,000	38,000	3.3%
Total	$ **152,503**	$ **206,721**	$ **211,127**	$ **215,540**	**4.3%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	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 supports all City agencies by providing central and off-site pick-up and delivery of internal mail, US mail and UPS packages, at least twice daily. Mail Services also arranges special deliveries, when needed. Staff monitors security of mail and packages to minimize the threat of potential hazards. City agencies pay reasonable costs for these services.

HIGHLIGHTS / SIGNIFICANT CHANGES

The goal of Mail Services is to maintain this internal service and assure that it is customer-friendly, timely, efficient and responsive. Staff will continue to implement US Postal Service regulations that took effect in FY 2007. These changes include postal rate increases and new guidelines on letter and package sizes. It is possible – but not assured – that additional mail handling attachments may be needed for existing equipment.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 55,669	$ 59,316	$ 59,552	$ 61,259	3.3%
Supplies and Materials	105,524	146,070	126,070	136,070	(6.8%)
Travel and Training	0	50	100	100	100.0%
Intragovernmental Charges	2,356	2,669	2,669	2,766	3.6%
Utilities, Services, & Misc.	7,123	7,696	7,046	8,332	8.3%
Capital	0	17,000	17,000	0	(100.0%)
Other	0	0	0	0	
Total	**$ 170,672**	**$ 232,801**	**$ 212,437**	**$ 208,527**	**(10.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
7810 - Printer I	0.25	0.25	0.25	0.25	
7809 - Printer II	0.25	0.25	0.25	0.25	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
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**	

Public Communications - The City Channel

675-0940 to 675-0949

DESCRIPTION

The City Channel supports all City agencies by broadcasting public service-oriented programming to persons who subscribe to cable television service in Columbia: live and rebroadcast sessions that include meetings of the City Council and other boards; the City Manager's regular and special news conferences; and special meetings on City issues. The Channel produces continually changing public service announcements and original local programming, aired on a two-week broadcast "loop," that informs citizens of City programs and services. It also airs general-interest programming available from Missouri state agencies. City agencies pay reasonable costs for program production services.

HIGHLIGHTS / SIGNIFICANT CHANGES

After its transfer from the City Water and Light Department to the newly formed Public Communications Department in FY 2007, the City Channel changed leadership, increased its graphic arts capacity and production hours and moved to a new location consistent with plans to renovate and expand City buildings. Plans for FY 2008 include further improvements in production and moving from a nearly obsolete tape-based broadcast technology to the digital industry standard. These changes will help the Channel comply with new state laws affecting "video service providers" and public, educational and government access broadcasting.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 53,483	233,222	237,922	296,691	27.2%
Supplies and Materials	4,642	40,090	38,290	49,600	23.7%
Travel and Training	0	1,000	1,000	1,000	0.0%
Intragovernmental Charges	0	41,147	29,951	48,112	16.9%
Utilities, Services, & Misc.	558	32,188	28,088	87,808	172.8%
Capital	0	28,600	28,600	156,207	446.2%
Other	0	0	0	0	
Total	$ **58,683**	$ **376,247**	$ **363,851**	$ **639,418**	**69.9%**

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
9932 - Videographer	1.50	1.50	1.75	1.75	
9931 - City Channel Coordinator	1.00	1.00	1.00	1.00	
4803 - Graphic Artist	0.00	0.00	1.00	1.00	
Total Personnel	**2.50**	**2.50**	**3.75**	**3.75**	
Permanent Full-Time	1.00	1.00	3.00	3.00	
Permanent Part-Time	1.50	1.50	0.75	0.75	
Total Permanent	**2.50**	**2.50**	**3.75**	**3.75**	

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Contributions Fund

City of Columbia

Columbia, Missouri

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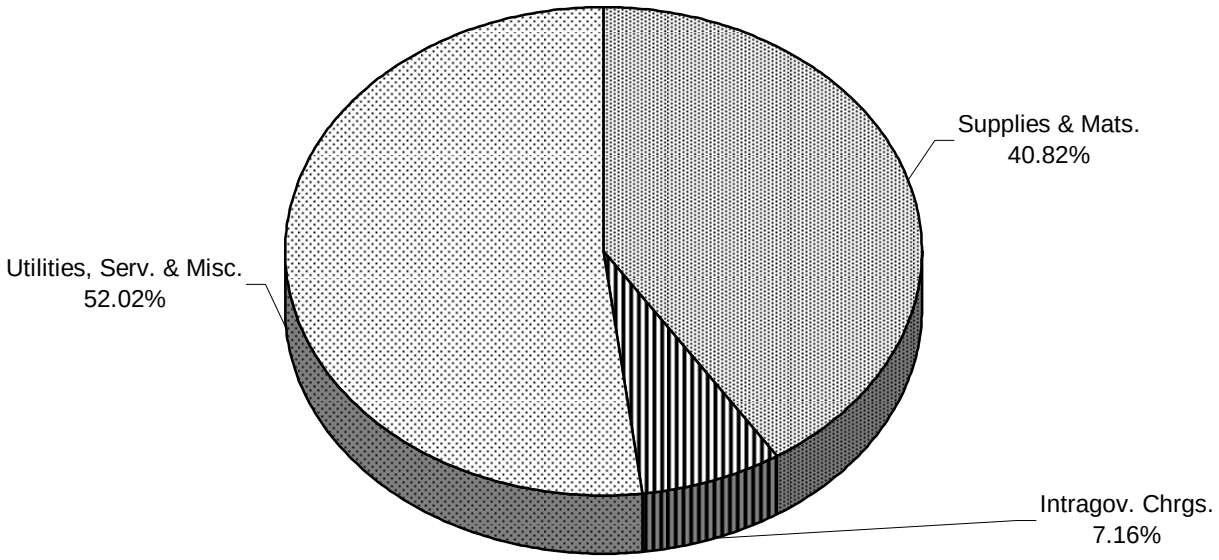
Contributions Fund
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 115,699	$ 0	$ 0	$ 0	
Supplies & Materials	21,385	5,100	3,175	5,100	0.0%
Travel & Training	646	0	0	0	
Intragovernmental Charges	21,122	7,716	7,716	895	(88.4%)
Utilities, Services & Misc.	7,810	6,500	4,000	6,500	0.0%
Capital	0	0	0	0	
Other	59,343	175,493	182,314	0	(100.0%)
Total	**226,005**	**194,809**	**197,205**	**12,495**	**(93.6%)**
Summary					
Operating Expenses	166,662	19,316	14,891	12,495	(35.3%)
Non-Operating Expenses	59,343	175,493	182,314	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **226,005**	$ **194,809**	$ **197,205**	$ **12,495**	**(93.6%)**

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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

The Contributions Fund has three aspects: The Columbia Trust which includes gifts directly to the city, Share the Light which allows donations to a variety of programs through the utility bill, and the New Century Fund, a separate 501c3 organization with a board appointed by city council.

The New Century Fund functions as a fundraising tool for the City of Columbia and is used to receive gifts and grants on behalf of the City. The New Century Fund board has been approached to assist with fundraising for the City Hall Plaza project, including the art, streetscape and landscaping. Although the Martin Luther King, Jr. Memorial Restoration was complete in FY06, the New Century Fund holds the endowment fund for future repairs and maintenance.

Share the Light has received approximately $95,000 in donations since beginning in the summer of 2001. More than $77,000 has been appropriated for use in a variety of city projects including public art, community beautification, youth recreation scholarships, youth dental care, public health issues, fire prevention & education and crime prevention. Donations will again be solicited for this program in September 2007.

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. Acknowledgment are also sent to many donors, including some who give to the CASH and HELP utility assistance programs.

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
Office of Volunteer Services	2.00	0.00	0.00	0.00	
Trust	0.00	0.00	0.00	0.00	
Total Personnel	**2.00**	**0.00**	**0.00**	**0.00**	
Permanent Full-Time	2.00	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.00**	**0.00**	**0.00**	**0.00**	

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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

In FY 2007, the Office of Volunteer Services was moved to the General Fund. It is located behind the City Manager's budget in the Administrative Section of this budget document.

BUDGET DETAIL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 115,699	$ 0	$ 0	$ 0	
Supplies and Materials	18,434	0	0	0	
Travel and Training	646	0	0	0	
Intragovernmental Charges	20,980	0	0	0	
Utilities, Services, & Misc.	6,021	0	0	0	
Capital	0	0	0	0	
Other	856	0	0	0	
Total	**$ 162,636**	**$ 0**	**$ 0**	$ **0**	

AUTHORIZED PERSONNEL

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
4620 - Volunteer Coordinator	1.00	0.00	0.00	0.00	
4615 - Program Assistant	1.00	0.00	0.00	0.00	
Total Personnel	**2.00**	**0.00**	**0.00**	**0.00**	
Permanent Full-Time	2.00	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.00**	**0.00**	**0.00**	**0.00**	

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 2006, 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 $150,000 has been raised since Share the Light was created with $77,000 appropriated to programs. The Columbia Trust uses the New Century Fund, Inc., a 501c3 organization, to receive gifts 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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 0	0	$ 0	$ 0	
Supplies and Materials	2,951	5,100	3,175	5,100	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	142	7,716	7,716	895	(88.4%)
Utilities, Services, & Misc.	1,789	6,500	4,000	6,500	0.0%
Capital	0	0	0	0	
Other	58,487	175,493	182,314	0	(100.0%)
Total	**$ 63,369**	**$ 194,809**	**$ 197,205**	$ **12,495**	**(93.6%)**

AUTHORIZED PERSONNEL

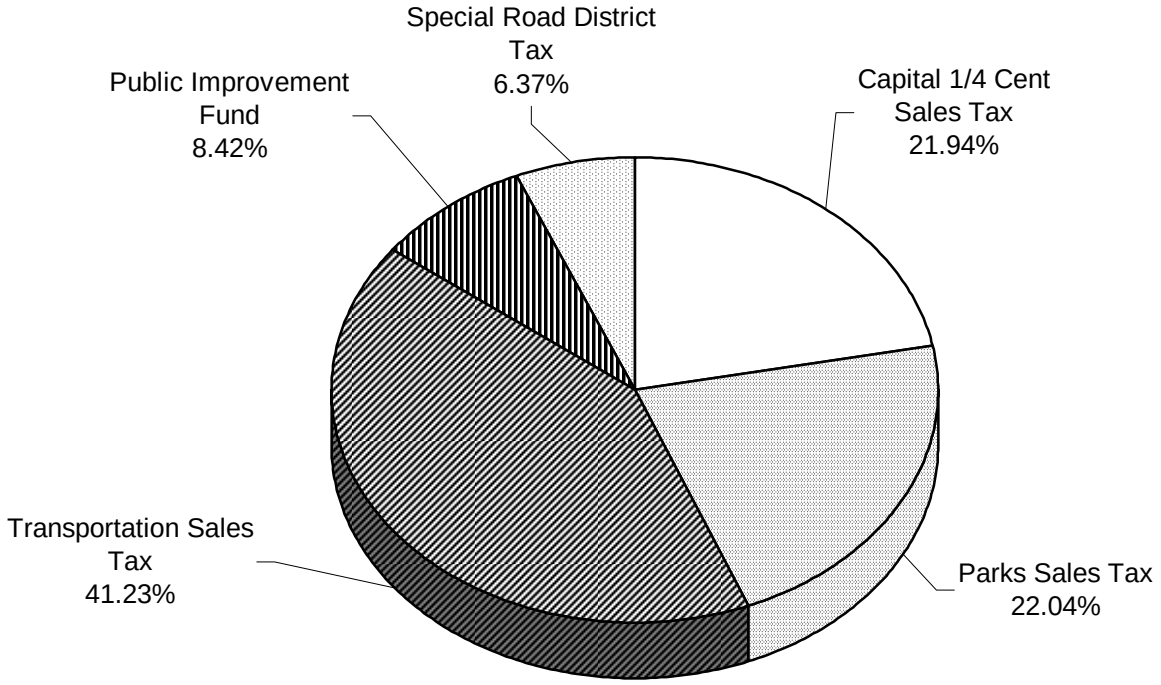
	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
There are no personnel assigned to this budget.					

Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds
FY 2008



APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Capital 1/4 Cent Sales Tax	$ 6,248,100	$ 3,040,875	$ 3,040,875	$ 5,022,750	65.2%
Parks Sales Tax	4,034,173	3,886,710	3,886,710	5,044,797	29.8%
Transportation Sales Tax	11,918,880	8,659,000	8,659,000	9,438,600	9.0%
Public Improvement Fund	1,346,169	1,666,780	1,666,780	1,927,970	15.7%
Special Road District Tax	1,003,425	2,383,425	2,383,425	1,458,425	(38.8%)
Total	**24,550,747**	**19,636,790**	**19,636,790**	**22,892,542**	**16.6%**

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 Capital 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) . The FY 2008 CIP requires the use of balances in the Transportation Sales Tax, Parks Sales Tax and Special Road District Tax Funds. The Park Sales Tax Fund is now required to transfer debt payments to the debt service fund for notes issued to purchase regional park property.

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	47,562	37,249	37,249	64,543	73.3%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	24,503,185	19,599,541	19,599,541	22,827,999	16.5%
Total	**24,550,747**	**19,636,790**	**19,636,790**	**22,892,542**	**16.6%**
Summary					
Operating Expenses	47,562	37,249	37,249	64,543	73.3%
Non-Operating Expenses	24,503,185	19,599,541	19,599,541	22,827,999	16.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 24,550,747**	**$ 19,636,790**	**$ 19,636,790**	**$ 22,892,542**	**16.6%**

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CAPITAL 1/4 CENT SALES TAX FUND

Fund 219

DEPARTMENT DESCRIPTION

On November 8, 2005, Columbia voters passed a five year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2006 to December 31, 2015. Projects approved include replacement fire trucks, two new fire stations, construction of a police training facility and emergency storm warning sirens. Transportation projects to improve major streets to relieve traffic congestion and sidewalk improvements were also approved.

RESOURCES

		Adopted FY 2008
Capital 1/4 Cent Sales Tax Receipts	$	4,960,000
Investment Revenue		15,000
Total Resources		**4,975,000**

EXPENDITURES

Capital Projects - General Government		2,000,000
Debt Services		3,017,750
General Fund - Landscaping Maintenance		5,000
Total Expenditures		**5,022,750**
Revenues Under Expenditures	$	**(47,750)**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	6,248,100	3,040,875	3,040,875	5,022,750	65.2%
Total	**6,248,100**	**3,040,875**	**3,040,875**	**5,022,750**	**65.2%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	6,248,100	3,040,875	3,040,875	5,022,750	65.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **6,248,100**	$ **3,040,875**	$ **3,040,875**	$ **5,022,750**	**65.2%**

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. In November 2005 voters approved an extension of the one-eighth of one percent sales tax that was to expire March 31, 2006. The extension is for an additional five years and is to fund renovation/improvements to existing parks, acquisition/ development of parks and additional trails and greenbelts.

RESOURCES

	Adopted FY 2008
FY 2008 Parks Sales Taxes Receipts	$ 4,960,000
Investment Revenue	75,000
Total Resources	**5,035,000**

EXPENDITURES

Debt Service - 2007A S.O. Notes	1,014,696
Capital Projects - General Government	2,370,000
General & Administrative Fee	1,801
General Fund	1,030,000
Recreation Services Fund	628,300
Total Expenditures	**5,044,797**
Revenues Under Expenditures	$ **(9,797)**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	1,393	1,710	1,710	1,801	5.3%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	4,032,780	3,885,000	3,885,000	5,042,996	29.8%
Total	**4,034,173**	**3,886,710**	**3,886,710**	**5,044,797**	**29.8%**
Summary					
Operating Expenses	1,393	1,710	1,710	1,801	5.3%
Non-Operating Expenses	4,032,780	3,885,000	3,885,000	5,042,996	29.8%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **4,034,173**	$ **3,886,710**	$ **3,886,710**	$ **5,044,797**	**29.8%**

TRANSPORTATION SALES TAX FUND

Fund 221

DESCRIPTION

Section 94.600 of the Revised Missouri State Statutes allows cities to authorize a 1/2 cent sales tax for transportation purposes if a simple majority of the voters approve such action. The voters of the City of Columbia authorized the addition of this tax on April 6, 1982. State Statutes 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 2008
FY 2008 Transportation Sales Taxes Receipts	$ 9,950,850
Investment Revenue	25,000
Total Resources	**9,975,850**

EXPENDITURES

Airport Subsidy	1,120,250
Bus Subsidy	1,400,000
CIP	856,150
Street and Sidewalk Related	6,062,200
Total Expenditures	**9,438,600**
Revenues Over Expenditures	$ **537,250**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
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	11,918,880	8,659,000	8,659,000	9,438,600	9.0%
Total	**11,918,880**	**8,659,000**	**8,659,000**	**9,438,600**	**9.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	11,918,880	8,659,000	8,659,000	9,438,600	9.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **11,918,880**	$ **8,659,000**	$ **8,659,000**	$ **9,438,600**	**9.0%**

PUBLIC IMPROVEMENT FUND

Fund 222

DESCRIPTION

The Public Improvement Fund was established to account for and disburse monies the City receives from the city sales tax that it allocates for the Capital Improvement Plan. This fund receives a portion of the city sales tax and is allocated for a wide range of public improvements to the City which includes general government projects in the Capital Improvement Plan. The amount of the General Fund Sales Tax allocated for FY 2008 is 4.1%.

RESOURCES

	Adopted FY 2008
FY 2008 Sales Taxes Receipts	$ 844,135
Development Fees	750,000
Investment Revenue	100,000
Total Resources	**1,694,135**

EXPENDITURES

Capital Projects - General Government	1,760,000
Engineering Transfer & Personnel to support capital program	105,228
General and Administrative Fees	62,742
Capital Projects - Railroad	0
Total Expenditures	**1,927,970**
Revenues Under Expenditures	$ **(233,835)**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	46,169	35,539	35,539	62,742	76.5%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,300,000	1,631,241	1,631,241	1,865,228	14.3%
Total	**1,346,169**	**1,666,780**	**1,666,780**	**1,927,970**	**15.7%**
Summary					
Operating Expenses	46,169	35,539	35,539	62,742	76.5%
Non-Operating Expenses	1,300,000	1,631,241	1,631,241	1,865,228	14.3%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,346,169**	$ **1,666,780**	$ **1,666,780**	$ **1,927,970**	**15.7%**

SPECIAL ROAD DISTRICT TAX FUND

Fund 227

DESCRIPTION

The Special Road District Tax Fund was created to account for the road and bridge tax revenues that are collected by Boone County and shared with the City per agreement. These revenues are used to improve, maintain, construct and repair streets and roads within the City limits that qualify per this agreement. The majority of these funds are transferred for street projects in the Capital Improvement Plan.

RESOURCES

	Adopted FY 2008
County Revenues	$ 1,200,000
Investment Revenue	50,000
Total Resources	**1,250,000**

EXPENDITURES

Capital Projects Transfer	1,345,000
General Fund Transfer	113,425
Total Expenditures	**1,458,425**
Revenues Under Expenditures	$ **(208,425)**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,003,425	2,383,425	2,383,425	1,458,425	(38.8%)
Total	**1,003,425**	**2,383,425**	**2,383,425**	**1,458,425**	**(38.8%)**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,003,425	2,383,425	2,383,425	1,458,425	(38.8%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,003,425**	$ **2,383,425**	$ **2,383,425**	$ **1,458,425**	**(38.8%)**

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CAPITAL PROJECTS SUMMARY

DESCRIPTION

The City prepares a five year capital plan to address the capital needs of current and future years. The Capital Improvement Plan (CIP) is coordinated by the Planning Department. This plan contains two distinct sections: General Government and Enterprise. General government capital needs are funded primarily with Sales Taxes that are set aside, either by Council policy for general capital needs or voter referendum for specific projects. Enterprise capital projects are funded primarily through revenues generated by the enterprise.

MAJOR CAPITAL PROJECTS

Our continued emphasis will be maintaining the facilities and infrastructure we have and to construct new infrastructure needed for a growing community. In November of 2005, Columbia voters passed several ballot initiatives that approved funding for public safety and transportation needs for ten years and parks funding for five years. The FY 2008 CIP continues to implement projects identified and funded in that ballot. In addition, this plan identifies specific projects to be funded with the non-motorized grant funding awarded to the City last year. These projects can be found in both the Streets and Sidewalk section and Parks and Recreation section of the document.

FY 2008 will require ballot initiatives to fund capital projects for both the Sewer and Water utilities. Many of the projects identified as "Future Bonds" will be funded with bonding only if approved by Columbia voters.

Major Projects Scheduled/Funded for FY 2008:

- Implementation of over $12 million in non-motorized grant funds on over 35 sidewalk/pedway and trail projects.
- Continued implementation of the transportation plan approved in the 2005 ballot with major projects on Brown School Rd., Clark Lane, Highway 763, Route K and Vandiver Dr.
- Public Safety: Construction of Fire Station #9 on the north side of town and pumper truck to equip the station.
- Continued implementation of Parks Master Plan funded through the extension of the Parks Sales Tax.
- City continues to work with Special Business District to fund a portion of the downtown beautification projects.
- Water: Requires approval of ballot issue to fund over $11 million in system improvements in 2008.
- Electric: Continued Distribution System Expansion approved by voters in August of 2006.
- Railroad: Increased efforts for improvements to crossings and enhanced tie replacement program that is funded through the new $5 per ton capital project charge paid by the electric utility on coal.
- Sewer: Clear Creek Pump Station Upgrade Phase I for over $2.6 million.
- Transit: Replace (2) 40' transit buses and (5) 35' El Dorado buses.
- Airport: Master Plan Update.

BUDGET CONSIDERATIONS

Major funding sources for the City's Capital Plan continues to be Capital Sales Tax, Parks Sales Tax and 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 2008 in the Water, Electric, Solid Waste and Sanitary Sewer Utilities. Revenue Bond Ballot issues will be placed on the ballot to fund projects for the Water and Sewer Utilities in 2008.

OPERATING IMPACT

The City will need to continue to lease space until the Daniel Boone Building renovation and public building expansion projects are completed. Additional firefighters have been added to complete staffing needs of the new fire station to be added in 2008. Additional operating expenses can be anticipated in 2009 for the Police Training Facility. Staff is working with other agencies to enter into a cost sharing arrangement for the operation of this facility. Parks & Recreation staffing needs will be evaluated in 2009 with the addition of youth athletic fields.

CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
Ballot - All Dates	Ballot - Funds authorized by public vote via a ballot issue.
Capital Improvements Sales Tax	Capital Improvements Sales Tax - Funds generated from the 1/4 Cent Capital Improvement Sales tax issue voted on in 2005.
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.
Contrib. From Utilities	Contributions from Utilities - Funds transferred from City utility 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.
County Reimbursement	Reimbursement from the county for work performed by the city on joint projects.
Development fee	Development fee - A fee assessed at the time a building permit is issued for new construction, at a rate of $0.15 per square foot. Revenue gained from this is used for construction of collector and arterial streets.
Donations	Monies or gifts donated from non-governmental entities.
EU loans	Electric Utility Loans - Funds provided for a project from the electric utility.
Ent Rev	Enterprise Revenue - Actual income to one of the City's utilities, such as sanitary sewers, water, etc.
FAA Gr	Federal Aviation Administration (U.S.) Grant - Competitive federal grant funds for 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.
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.
Non - Motorized Grant	Non-Motorized Grant - (4) year federal grant received to be used for non-motorized transportation projects (Sidewalks, trails, bicycle paths etc.).
Park Sales Tax	Funds generated from the 2005 Local Parks Tax issue for the amount of one-quarter for five years and one-eighth thereafter.
Prior Yr App (PYA)	Prior Year Appropriation- Funds approved in previous years.

CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
Pub Bldg Bond Proc	Public Building Bond Proceeds - Bond proceeds for the acquisition/improvement/development of public buildings.
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.
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.
TDD Transportation Development District	**TDD** - Additional sales tax charged on retail sales inside the TDD boundaries that is specifically used to fund transportation infrastructure for the development.
Transp S Tax	Transportation Sales Tax - 1/2 cent sales tax authorized by the voters for transportation purposes.
Unfunded	Unfunded - Projects beyond current FY which have no definite funding commitment.

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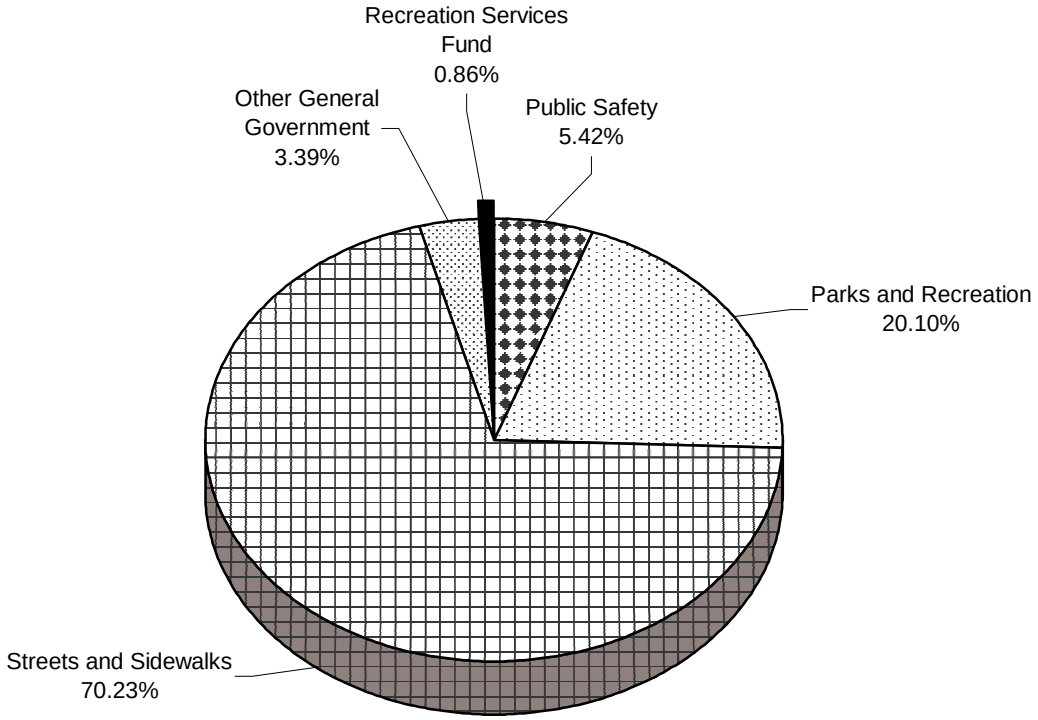
Capital Projects - General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects
FY 2008



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Capital Project Expenditures					
Public Safety	$ 1,356,729	$ 1,003,125	$ 1,003,125	$ 2,160,000	115.3%
Parks and Recreation	3,582,381	2,617,848	2,617,848	8,012,922	206.1%
Health	6,829				
Streets and Sidewalks	3,297,546	5,278,079	5,278,079	27,998,358	430.5%
Other General Government	4,643,033	2,356,373	2,356,373	1,350,000	(42.7%)
Total	**12,886,518**	**11,255,425**	**11,255,425**	**39,521,280**	**251.1%**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	39,006	286,000	286,000	344,350	20.4%
Total Current Year Appr.	**$ 12,925,524**	**$ 11,541,425**	**$ 11,541,425**	**$ 39,865,630**	**245.4%**

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2008 portion of the Capital Improvements Plan as the general government capital budget for the fiscal year. This budget accounts for funds from the Public Improvement Fund, Community Development Block Grant, Special Road District Fund, Special Assessments (tax bills), and related state and federal grants. After the projects are completed, improvements are capitalized per GASB 34 requirements.

RESOURCES

		Adopted FY 2008
General Government Capital:		
Capital Fund Balance	$	3,160,000
Capital Improvement Sales Tax - Bond Proceeds		11,967,500
Community Development Block Grant (CDBG)		372,000
County Road Tax Rebate		1,345,000
County Reimbursement		300,000
Development Fees		1,110,000
Donations		13,042
Force Account Labor (FAL)		70,000
General Fund Transfer		700,000
FY 2008 Sales Tax Allocation (1%)		650,000
Non-Motorized Grant		12,420,988
State Grants		900,000
Parks Sales Tax (1/4%)		2,370,000
STP - Surface Transportation Program - Grants: Federal Hwy Admin.		2,854,000
Tax Bills - Miscellaneous Revenue		43,750
TDD		1,100,000
Transportation Sales Tax (½%)		145,000
		39,521,280
Resources in Other Funds:		
Donations		123,995
Recreational Services Fund (RSR)		220,355
TOTAL AVAILABLE RESOURCES	$	**39,865,630**

EXPENDITURES

		Adopted FY 2008
Parks and Recreation	$	8,357,272
Public Safety		2,160,000
Streets and Sidewalks		27,998,358
Other General Government:		1,350,000
TOTAL BUDGETED EXPENDITURES	$	**39,865,630**

APPROPRIATIONS

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Percent Change
Personnel Services	$ 6,536	$	$	$ 551,622	
Supplies & Materials	778,309				
Travel & Training					
Intragovernmental Charges	16,851				
Utilities, Services & Misc.	8,455,519	10,259,562	10,259,562	38,969,658	279.8%
Capital	2,775,160	965,000	965,000		-100.0%
Other	854,143	30,863	30,863		-100.0%
Total	**12,886,518**	**11,255,425**	**11,255,425**	**39,521,280**	**251.1%**
Summary					
Operating Expenses					
Non-Operating Expenses					
Debt Service					
Capital Additions					
Capital Projects	12,886,518	11,255,425	11,255,425	39,521,280	251.1%
Total Expenses	$ **12,886,518**	$ **11,255,425**	$ **11,255,425**	$ **39,521,280**	**251.1%**

FY 2008 GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2008	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax	CDBG	County Rd Tax Rebate
Streets and Sidewalks							
740 Corridor-Broadway to I-70 C00317	$1,100,000		$1,100,000				
Annual City/County Projects C40161	$375,000		$375,000		$375,000		
Annual Downtown Sidewalk Improvements C00171	$87,500		$87,500		$43,750		
Annual Historic Brick Street Renovation C00234	$50,000	$50,000					
Annual Landscaping C40163	$70,000		$70,000		$70,000		
Annual Neighborhood Curb and Gutter Restoration C00235	$50,000		$50,000		$50,000		
Annual Pedestrian Bike and Traffic Safety C40159	$75,000		$75,000				
Annual Sidewalks/Pedways (New construction and reconstruction) C40162	$43,750		$43,750		$43,750		
Annual Streets/Corridor Preservation C40158	$200,000		$200,000		$130,000		
Broadway Sidewalk - McBaine to West Blvd, North Side C00068	$142,500	$142,500					
Brown School Road: Hwy 763 to Providence C00210	$3,750,000		$3,750,000	$2,000,000	$1,575,000		$175,000
Business Loop 70 Sidewalk - Candlelight Lodge to Cosmo Park C00272	$118,000	$118,000					
Business Loop 70 Sidewalk - Jackson to Jefferson C00321	$200,000	$200,000					
Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236	$3,240,000		$3,240,000	$500,000	$2,160,000		
Grace Lane - Richland Road Southward 2,700 Ft (Engineering Funds Only) C00320	$360,000		$360,000		$360,000		
GRANT - NM: Ashland Rd Sidewalk - MU to Hinkson Bridge C00323	$275,000		$275,000				
GRANT - NM: Broadway Sidewalk - Fairview to Stadium C00324	$87,400		$87,400				
GRANT - NM: Elm Street Sidewalk C00325	$20,880		$20,880				
GRANT - NM: Fairview Road Sidewalk- West Broadway to Highland C00326	$359,000		$359,000				
GRANT - NM: Garth Ave Sidewalk (east side)-Thurman to Texas C00327	$585,000		$585,000				
GRANT - NM: Leeway Dr Sidewalk (north side)- school to Brown Station Rd C00328	$85,000		$85,000				
GRANT - NM: Manor Dr Sidewalk - Broadway to Rollins C00329	$43,862		$43,862				
GRANT - NM: Oakland Gravel Rd Sidewalk - Blue Ridge to Vandiver Drive C00157	$271,000		$271,000				
GRANT - NM: Oakland Gravel Rd Sidewalk - Smiley to Blue Ridge C00330	$422,000		$422,000				
GRANT - NM: Old 63 Sidewalk: Grindstone South to Apartments C00331	$284,400		$284,400				
GRANT - NM: Providence Sidewalk - Wilkes to Texas C00332	$73,544		$73,544				
GRANT - NM: Rangeline Sidewalk - Bus Loop 70 to Big Bear Blvd C00322	$570,000		$570,000				
GRANT - NM: Sidewalk Intersection Improvements (Construction) C00333	$2,500,000		$2,500,000				
GRANT - NM: Smiley Lane Sidewalk - E of Derby Ridge to Bold Venture C00334	$50,000		$50,000				
GRANT - NM: Stadium Sidewalk (south side) - Providence to College C00335	$408,000		$408,000				
GRANT - NM: Vandiver Dr Sidewalk - East of Rt. B C00336	$42,853		$42,853				
GRANT - NM: Vandiver Dr Sidewalk - Rte B to West of Warwick C00337	$67,555		$67,555				
GRANT - NM: Vandiver Sidewalk- East of Providence & West of Westfall C00338	$73,478		$73,478				
GRANT - NM: Walnut Sidewalk - William to Old 63 C00339	$126,000		$126,000				
GRANT - NM: West Ash St Sidewalk- West of Stadium & East of Heather C00340	$60,000		$60,000				
GRANT - NM: West Blvd Sidewalk - Stewart & Westwinds C00341	$605,000		$605,000				
GRANT - NM: West Blvd Sidewalk (east side) - Ash to Worley C00342	$28,098		$28,098				
GRANT - NM: Woodlawn Ave Sidewalk - Sexton to Worley C00343	$23,038		$23,038				
Highway 763 Widened - City's Contribution C00305	$4,294,000		$4,294,000	$300,000	$2,000,000		$700,000
Hunt Avenue Phase I C00275	$402,000	$30,000	$372,000			$372,000	
I-70 Interchange Phase I: CE2/ROW C00312	$500,000	$500,000					
Providence Road--Vandiver to Blue Ridge (2 Lanes) C00239	$2,460,000		$2,460,000		$900,000		
Route K Bridge over Hinkson Creek C00303	$1,425,000	$225,000	$300,000				
Scott Blvd - Vawter School Rd to MKT (2 Lanes) Engineering Only C00274	$360,000		$360,000	$360,000			
Traffic Islands - Old 63 and Broadway C00212	$140,000	$140,000					
Traffic Islands - Stadium and Old 63 C00213	$300,000	$300,000					
Vandiver Drive - Intersection Ramps East to Mexico Gravel Road (2 Lanes) C00211	$2,900,000		$2,900,000		$2,100,000		$470,000
Total	$29,703,858	$1,705,500	$27,098,358	$3,160,000	$9,807,500	$372,000	$1,345,000
Parks and Recreation							
Annual City/School Park Improvement C00249	$15,000		$15,000				

FY 2008 GENERAL GOVERNMENT CIP FUNDING SOURCES

County Reimb	Dev Fees	Dona-tions	FAL	Gen Fund Transfer	Gen Fd/ PI	Non-Motor Grant	Parks Sales Tax	RSR	STP Enh/ STP	Tax Bill	TDD	Transp Sales Tax
											$1,100,000	
										$43,750		
												$75,000
												$70,000
$300,000	$280,000											
						$275,000						
						$87,400						
						$20,880						
						$359,000						
						$585,000						
						$85,000						
						$43,862						
						$271,000						
						$422,000						
						$284,400						
						$73,544						
						$570,000						
						$2,500,000						
						$50,000						
						$408,000						
						$42,853						
						$67,555						
						$73,478						
						$126,000						
						$60,000						
						$605,000						
						$28,098						
						$23,038						
									$1,294,000			
	$500,000								$1,060,000			
						$300,000						
	$330,000											
$300,000	$1,110,000	$0	$0	$0	$0	$7,361,108	$0	$0	$2,354,000	$43,750	$1,100,000	$145,000
							$15,000					

FY 2008 GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2008	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax	CDBG	County Rd Tax Rebate
Annual Neighborhood Park Acquisitions C40145	$200,000		$200,000				
Annual Park Improvement - Major Maint. Programs C00056	$85,000		$85,000				
Annual Park Roads & Parking Improvements C00242	$160,000		$160,000				
Cosmo Park Restrooms Improvements C00344	$175,000		$175,000				
Cosmo-Bethel Four Court Tennis Complex C00345	$120,000		$120,000				
Cosmo-Bethel Shelter & Restroom Replacement C00346	$255,000		$255,000				
GRANT-NM: Bear Creek Trail - Blue Ridge Rd to Lange C00351	$200,000		$200,000				
GRANT-NM: Bear Creek Trail - Connections/Improvements C00352	$280,000		$280,000				
GRANT-NM: Bear Creek Trail - Hard Surface Wash/Problem Areas/Demo C00353	$710,000		$710,000				
GRANT-NM: Connect Cosmo Park/Bear Creek to I-70 Bridge C00354	$550,000		$550,000				
GRANT-NM: County House Trail, Phase I Twin Lakes to Stadium C00355	$774,880		$774,880				
GRANT-NM: County House Trail, Phase II Stadium to Cowan C00356	$150,000		$150,000				
GRANT-NM: Cow Branch Trail - Auburn Hills Park to N. Vanderveen C00357	$215,000		$215,000				
GRANT-NM: Hinkson Creek Trail - Connection to Rockbridge C00358	$810,000		$810,000				
GRANT-NM: Hinkson Creek Trail - Stephens Lake to Vandiver C00361	$144,000		$144,000				
GRANT-NM: Hinkson to MU Rec Trail C00359	$360,000		$360,000				
GRANT-NM: Hominy Trail - Woodridge Park to Clark Lane C00362	$256,000		$256,000				
GRANT-NM: MKT Connectors/Improvements C00360	$610,000		$610,000				
Grasslands Neighborhood Park Development C00347	$148,042		$148,042				
Greenbelt/Open Space/Trail Acquisition and Development C40113	$140,000		$140,000				
Hinkson Creek Trail - Stadium to Rockhill- Ph III C00284	$400,000		$400,000				
Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282	$750,000		$750,000				
Lake of the Woods South Neighborhood Park Development C00348	$135,000		$135,000				
Oakland Pool Water Slide C00349	$150,000		$150,000				
Parks Management Center Improvements C00199	$120,000		$120,000				
South Regional Park Planning C00350	$100,000		$100,000				
Youth Athletic Field/Atkins Development Phase I-A: C00280	$344,350		$344,350				
Total	$8,357,272	$0	$8,357,272	$0	$0	$0	$0
Public Safety							
Additional Fire Station 1-2 Years C00306	$1,600,000		$1,600,000		$1,600,000		
Additional Pumper for Station C00363	$560,000		$560,000		$560,000		
Total	$2,160,000	$0	$2,160,000	$0	$2,160,000	$0	$0
Other General Government							
Annual - Contigency C40138	$150,000		$150,000				
Annual - Downtown Special Projects C00140	$100,000		$100,000				
Broadway Streetscape C00308	$400,000		$400,000				
Municipal Office Space Expansion C00099	$13,400,000	$12,700,000	$700,000				
Total	$14,050,000	$12,700,000	$1,350,000	$0	$0	$0	$0
Total General Government CIP	$54,271,130	$14,405,500	$38,965,630	$3,160,000	$11,967,500	$372,000	$1,345,000

FY 2008 GENERAL GOVERNMENT CIP FUNDING SOURCES

County Reimb	Dev Fees	Dona-tions	FAL	Gen Fund Transfer	Gen Fd/ PI	Non-Motor Grant	Parks Sales Tax	RSR	STP Enh/ STP	Tax Bill	TDD	Transp Sales Tax
							$200,000					
							$85,000					
							$160,000					
							$175,000					
							$120,000					
							$255,000					
						$200,000						
						$280,000						
						$710,000						
						$550,000						
						$774,880						
						$150,000						
						$215,000						
						$810,000						
						$144,000						
						$360,000						
						$256,000						
						$610,000						
		$13,042	$35,000				$100,000					
							$140,000					
							$400,000					
							$250,000		$500,000			
			$35,000				$100,000					
							$150,000					
							$120,000					
							$100,000					
		$123,995						$220,355				
$0	$0	$137,037	$70,000	$0	$0	$5,059,880	$2,370,000	$220,355	$500,000	$0	$0	$0
$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
					$150,000							
					$100,000							
					$400,000							
				$700,000								
$0	$0	$0	$0	$700,000	$650,000	$0	$0	$0	$0	$0	$0	$0
$300,000	$1,110,000	$137,037	$70,000	$700,000	$650,000	$12,420,988	$2,370,000	$220,355	$2,854,000	$43,750	$1,100,000	$145,000

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost
Streets and Sidewalks Funding Source Summary					
CAP FB	$100,000	$3,160,000	$235,000		$3,395,000
Cap Imp S Tax	$2,375,000	$9,807,500	$12,213,000	$3,997,500	26,018,000
CDBG	$396,000	$372,000			$372,000
Co Rd Tax Reb	$1,800,000	$1,345,000	$3,055,500		$4,400,500
County Reimbursement	$300,000	$300,000			$300,000
Development Fees		$1,110,000	$1,242,000	$720,000	$3,072,000
Grant			$2,000,000		$2,000,000
MoDot BRM		$900,000			$900,000
Non-Motor Grant	$4,279,000	$7,361,108	$16,989,204	$9,688,000	34,038,312
State Reimbursement				$7,500,000	$7,500,000
STP		$2,060,000	$874,500		$2,934,500
STP Enh		$294,000			$294,000
Tax Bill	$50,000	$43,750	$43,750		$87,500
TDD		$1,100,000			$1,100,000
Transp S Tax	$150,000	$145,000	$145,000	$915,000	$1,205,000
New Funding	**$9,450,000**	**$27,998,358**	**$36,797,954**	**$22,820,500**	**$87,616,812**
PYA Cap FB					
PYA Cap Imp S Tax		$1,655,500	$219,000	$130,000	$2,004,500
PYA Co rd tax					
PYA Transp S Tax	$150,000	$50,000	$50,000		$100,000
Prior Year Funding	**$150,000**	**$1,705,500**	**$269,000**	**$130,000**	**$2,104,500**
Unfunded			$10,223,000	$8,825,000	19,048,000
Unfunded			**$10,223,000**	**$8,825,000**	**$19,048,000**
Total Streets and Sidewalks	**$9,600,000**	**$29,703,858**	**$47,289,954**	**$31,775,500**	**$108,769,312**
Parks and Recreation Funding Source Summary					
Donation		$137,037	$118,000		$255,037
FAL		$70,000	$85,000	$56,000	$211,000
GCIF				$100,000	$100,000
Non-Motor Grant		$5,059,880	$1,821,644	$2,400,000	$9,281,524
Park Sales Tax	$645,000	$2,370,000	$1,890,000	$4,135,000	$8,395,000
RSR		$220,355		$250,000	$470,355
STP Enh		$500,000			$500,000
New Funding	**$645,000**	**$8,357,272**	**$3,914,644**	**$6,941,000**	**$19,212,916**
Unfunded				$25,346,444	25,346,444
Unfunded				**$25,346,444**	**$25,346,444**
Total Parks and Recreation	**$645,000**	**$8,357,272**	**$3,914,644**	**$32,287,444**	**$44,559,360**
Public Safety Funding Source Summary					
Cap Imp S Tax		$2,160,000	$575,000	$2,921,000	$5,656,000
New Funding		**$2,160,000**	**$575,000**	**$2,921,000**	**$5,656,000**
Unfunded			$497,000	$300,000	$797,000
Unfunded			**$497,000**	**$300,000**	**$797,000**
Total Public Safety		**$2,160,000**	**$1,072,000**	**$3,221,000**	**$6,453,000**

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost
Other General Government Funding Source Summary					
Contrib from Utilities				$275,450	$275,450
Gen Fd/PI	$200,000	$650,000	$200,000	$755,000	$1,605,000
New Funding	**$200,000**	**$650,000**	**$200,000**	**$1,030,450**	**$1,880,450**
Total Other General Government	**$200,000**	**$650,000**	**$200,000**	**$1,030,450**	**$1,880,450**

Overall Funding Source Summary					
CAP FB	$425,800	$3,160,000	$235,000		$3,820,800
Cap Imp S Tax	$4,731,000	$11,967,500	$12,788,000	$6,918,500	36,405,000
CDBG	$396,000	$372,000			$768,000
Co Rd Tax Reb	$1,800,000	$1,345,000	$3,055,500		$6,200,500
Contrib from Utilities				$275,450	$275,450
County Reimbursement	$300,000	$300,000			$600,000
Development Fees	$374,000	$1,110,000	$1,242,000	$720,000	$3,446,000
Donation		$137,037	$118,000		$255,037
FAL	$117,000	$70,000	$85,000	$56,000	$328,000
GCIF				$100,000	$100,000
Gen Fd Transfer	$700,000	$700,000			$1,400,000
Gen Fd/PI	$280,200	$650,000	$200,000	$755,000	$1,885,200
Grant			$2,000,000		$2,000,000
MoDot BRM		$900,000			$900,000
Non-Motor Grant	$4,279,000	$12,420,988	$18,810,848	$12,088,000	47,598,836
Park Sales Tax	$10,179,000	$2,370,000	$1,890,000	$4,250,000	18,689,000
Pub Bldg Bond Proc	$7,412,500				$7,412,500
RSR	$285,000	$220,355		$250,000	$755,355
State Reimbursement				$7,500,000	$7,500,000
STP		$2,060,000	$874,500		$2,934,500
STP Enh	$126,000	$794,000			$920,000
Tax Bill	$50,000	$43,750	$43,750		$137,500
TDD		$1,100,000			$1,100,000
Transp S Tax	$150,000	$145,000	$145,000	$915,000	$1,355,000
New Funding	**$31,605,500**	**$39,865,630**	**$41,487,598**	**$33,827,950**	**$146,786,678**
PYA - various	$2,900,000	$12,700,000			15,600,000
PYA Cap FB					
PYA Cap Imp S Tax		$1,655,500	$219,000	$130,000	$2,004,500
PYA Co rd tax					
PYA Gen Fd Transfer					
PYA Transp S Tax	$234,000	$50,000	$50,000		$334,000
Prior Year Funding	**$3,134,000**	**$14,405,500**	**$269,000**	**$130,000**	**$17,938,500**
Unfunded			$10,720,000	$34,471,444	45,191,444
Unfunded			**$10,720,000**	**$34,471,444**	**$45,191,444**
Total	**$34,739,500**	**$54,271,130**	**$52,476,598**	**$68,429,394**	**$209,916,622**

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Streets							
1 Annual City State Projects C40160							
Cap Imp S Tax	$375,000		$375,000	$375,000	$750,000		
Total	**$375,000**		**$375,000**	**$375,000**	**$750,000**		
2 Annual City/County Projects C40161							
Cap Imp S Tax		$375,000		$750,000	$1,125,000		
Total		**$375,000**		**$750,000**	**$1,125,000**		
3 Annual Historic Brick Street Renovation C00234							
PYA Transp S Tax		$50,000	$50,000		$100,000		
Unfunded				$100,000	$100,000		
Total		**$50,000**	**$50,000**	**$100,000**	**$200,000**		
4 Annual Landscaping C40163							
Cap Imp S Tax		$70,000	$70,000	$210,000	$350,000		
Transp S Tax	$75,000						
Total	**$75,000**	**$70,000**	**$70,000**	**$210,000**	**$350,000**		
5 Annual Neighborhood Curb and Gutter Restoration C00235							
Cap Imp S Tax		$50,000	$50,000	$50,000	$150,000		
PYA Transp S Tax	$50,000						
Total	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$150,000**		
6 Annual Pedestrian Bike and Traffic Safety C40159							
Transp S Tax	$75,000	$75,000	$75,000	$225,000	$375,000		
Total	**$75,000**	**$75,000**	**$75,000**	**$225,000**	**$375,000**		
7 Annual Streets/Corridor Preservation C40158							
Cap Imp S Tax	$250,000	$130,000	$380,000	$1,300,000	$1,810,000		
Development Fees				$720,000	$720,000		
Transp S Tax		$70,000	$70,000	$690,000	$830,000		
Total	**$250,000**	**$200,000**	**$450,000**	**$2,710,000**	**$3,360,000**		
8 740 Corridor-Broadway to I-70 C00317						**08**	**09**
TDD		$1,100,000			$1,100,000		
Total		**$1,100,000**			**$1,100,000**		
9 740 Corridor-East Columbia (Stadium Rd. Extension)						**08**	**09**
Grant			$2,000,000		$2,000,000		
Unfunded			$10,173,000		$10,173,000		
Total			**$12,173,000**		**$12,173,000**		
10 Brown School Road: Hwy 763 to Providence C00210						**06**	**08**
CAP FB		$2,000,000			$2,000,000		
Cap Imp S Tax	$500,000	$1,575,000			$1,575,000		
Co Rd Tax Reb		$175,000			$175,000		
PYA Co rd tax							

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Streets							
10 Brown School Road: Hwy 763 to Providence C00210						**06**	**08**
Total	**$500,000**	**$3,750,000**			**$3,750,000**		
11 Burnham/Rollins/Providence Intersection Improvements C00290						**07**	**09**
CAP FB	$100,000						
Cap Imp S Tax			$897,500		$897,500		
Total	**$100,000**		**$897,500**		**$897,500**		
12 Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236						**06**	**08**
CAP FB		$500,000			$500,000		
Cap Imp S Tax		$2,160,000			$2,160,000		
County Reimbursement	$300,000	$300,000			$300,000		
Development Fees		$280,000			$280,000		
Transp S Tax							
Total	**$300,000**	**$3,240,000**			**$3,240,000**		
13 Grace Lane - Richland Road Southward 2,700 Ft (Engineering Funds Only) C00320						**08**	**11**
Cap Imp S Tax		$360,000			$360,000		
Total		**$360,000**			**$360,000**		
14 Highway 763 Widened - City's Contribution C00305						**07**	**08**
CAP FB		$300,000			$300,000		
Cap Imp S Tax		$2,000,000			$2,000,000		
Co Rd Tax Reb		$700,000			$700,000		
State Reimbursement				$7,500,000	$7,500,000		
STP		$1,000,000			$1,000,000		
STP Enh		$294,000			$294,000		
Total		**$4,294,000**		**$7,500,000**	**$11,794,000**		
15 Hunt Avenue Phase I C00275						**07**	**08**
CDBG	$159,000	$372,000			$372,000		
PYA Cap Imp S Tax		$30,000			$30,000		
Total	**$159,000**	**$402,000**			**$402,000**		
16 I-70 Interchange Phase I: CE2/ROW C00312						**09**	**10**
PYA Cap Imp S Tax		$500,000			$500,000		
Total		**$500,000**			**$500,000**		
17 Lemone Industrial Blvd - N to Stadium Blvd and Stadium Exit (2 Bridges) C00128						**06**	**09**
CAP FB			$235,000		$235,000		
Cap Imp S Tax			$7,168,000		$7,168,000		
Co Rd Tax Reb			$500,000		$500,000		
Development Fees			$597,000		$597,000		
PYA Co rd tax							
Total			**$8,500,000**		**$8,500,000**		
18 Mexico Gravel Road - Vandiver to Route PP (2 Lanes) C00241						**06**	**09**
Cap Imp S Tax			$925,000		$925,000		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Streets							
18 Mexico Gravel Road - Vandiver to Route PP (2 Lanes) C00241						**06**	**09**
Co Rd Tax Reb			$1,360,000		$1,360,000		
Development Fees			$145,000		$145,000		
Total			**$2,430,000**		**$2,430,000**		
19 Providence Road--Vandiver to Blue Ridge (2 Lanes) C00239						**06**	**08**
Cap Imp S Tax		$900,000			$900,000		
Development Fees		$500,000			$500,000		
STP		$1,060,000			$1,060,000		
Transp S Tax							
Total		**$2,460,000**			**$2,460,000**		
20 Route K Bridge over Hinkson Creek C00303						**08**	**09**
MoDot BRM		$900,000			$900,000		
Non-Motor Grant		$300,000			$300,000		
PYA Cap Imp S Tax		$225,000			$225,000		
Total		**$1,425,000**			**$1,425,000**		
21 Scott Blvd - Vawter School Rd to MKT (2 Lanes) Engineering Only C00274						**08**	**12**
CAP FB		$360,000			$360,000		
Co Rd Tax Reb	$900,000						
Total	**$900,000**	**$360,000**			**$360,000**		
22 Scott Blvd (Route TT)- Brookview Terrace to Rollins C00149						**06**	**09**
Cap Imp S Tax	$1,000,000		$2,260,000		$2,260,000		
Co Rd Tax Reb			$1,195,500		$1,195,500		
Development Fees			$500,000		$500,000		
PYA Cap FB							
PYA Co rd tax							
STP			$874,500		$874,500		
Total	**$1,000,000**		**$4,830,000**		**$4,830,000**		
23 Traffic Islands - Old 63 and Broadway C00212						**05**	**08**
PYA Cap Imp S Tax		$140,000			$140,000		
Total		**$140,000**			**$140,000**		
24 Traffic Islands - Stadium and Old 63 C00213						**05**	**09**
PYA Cap Imp S Tax		$300,000			$300,000		
Total		**$300,000**			**$300,000**		
25 Vandiver Drive - Intersection Ramps East to Mexico Gravel Road (2 Lanes) C00211						**06**	**08**
Cap Imp S Tax		$2,100,000			$2,100,000		
Co Rd Tax Reb		$470,000			$470,000		
Development Fees		$330,000			$330,000		
PYA Co rd tax							
Transp S Tax							
Total		**$2,900,000**			**$2,900,000**		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Streets							
26 Elm Street extension						**2012**	**2012**
Unfunded				$4,000,000	$4,000,000		
Total				**$4,000,000**	**$4,000,000**		
27 Waco Road Extension - Brown Station to Oakland Gr Rd (2 Lanes)							
Unfunded				$4,200,000	$4,200,000		
Total				**$4,200,000**	**$4,200,000**		
28 Grace Lane - Richland Road Southward 2,700 Ft						**08**	**12**
Unfunded							
Total							
29 Scott Blvd - Vawter School Rd to KK (2 Lanes) Engineering Funds Only C00274						**07**	**15**
Co Rd Tax Reb	$900,000						
Total	**$900,000**						
30 Scott Blvd - Vawter School Rd to MKT (2 Lanes)						**10**	**15**
Development Fees							
Total							
Sidewalks							
31 Annual Downtown Sidewalk Improvements C00171							
Cap Imp S Tax	$250,000	$43,750	$43,750	$150,000	$237,500		
Tax Bill	$50,000	$43,750	$43,750		$87,500		
Total	**$300,000**	**$87,500**	**$87,500**	**$150,000**	**$325,000**		
32 Annual First Ward Sidewalks C00160							
CDBG	$237,000						
Unfunded			$50,000	$150,000	$200,000		
Total	**$237,000**		**$50,000**	**$150,000**	**$200,000**		
33 Annual Sidewalks/Pedways (New construction and reconstruction) C40162							
Cap Imp S Tax		$43,750	$43,750	$1,162,500	$1,250,000		
PYA Transp S Tax	$100,000						
Total	**$100,000**	**$43,750**	**$43,750**	**$1,162,500**	**$1,250,000**		
34 Broadway Sidewalk - McBaine to West Blvd, North Side C00068						**08**	**09**
PYA Cap Imp S Tax		$142,500			$142,500		
Total		**$142,500**			**$142,500**		
35 Business Loop 70 Sidewalk - Candlelight Lodge to Cosmo Park C00272						**07**	**08**
PYA Cap Imp S Tax		$118,000			$118,000		
Total		**$118,000**			**$118,000**		
36 Business Loop 70 Sidewalk - Jackson to Jefferson C00321						**09**	**09**
PYA Cap Imp S Tax		$200,000			$200,000		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Sidewalks							
36 Business Loop 70 Sidewalk - Jackson to Jefferson C00321						**09**	**09**
Total		**$200,000**			**$200,000**		
37 Fairview Road Sidewalk - School to North of Rollins						**09**	**10**
PYA Cap Imp S Tax			$219,000		$219,000		
Total			**$219,000**		**$219,000**		
38 GRANT - NM: Ashland Rd Sidewalk - MU to Hinkson Bridge C00323						**2007**	**2008**
Non-Motor Grant		$275,000			$275,000		
Total		**$275,000**			**$275,000**		
39 GRANT - NM: Broadway Sidewalk - Fairview to Stadium C00324						**2008**	**2009**
Non-Motor Grant		$87,400	$457,600		$545,000		
Total		**$87,400**	**$457,600**		**$545,000**		
40 GRANT - NM: Eight Intersections (Design Only) C00291						**07**	**09**
Non-Motor Grant	$279,000		$521,000		$521,000		
Total	**$279,000**		**$521,000**		**$521,000**		
41 GRANT - NM: Elm Street Sidewalk C00325						**2007**	**2009**
Non-Motor Grant		$20,880	$87,120		$108,000		
Total		**$20,880**	**$87,120**		**$108,000**		
42 GRANT - NM: Fairview Road Sidewalk- West Broadway to Highland C00326						**2007**	**2008**
Non-Motor Grant		$359,000			$359,000		
Total		**$359,000**			**$359,000**		
43 GRANT - NM: Garth Ave Sidewalk (east side)-Thurman to Texas C00327						**2007**	**2008**
Non-Motor Grant		$585,000			$585,000		
Total		**$585,000**			**$585,000**		
44 GRANT - NM: Garth to Gans Bikeway C00311						**07**	**09**
Non-Motor Grant			$5,116,012		$5,116,012		
Total			**$5,116,012**		**$5,116,012**		
45 GRANT - NM: Leeway Dr Sidewalk (north side)- school to Brown Station Rd C00328						**2007**	**2008**
Non-Motor Grant		$85,000			$85,000		
Total		**$85,000**			**$85,000**		
46 GRANT - NM: Manor Dr Sidewalk - Broadway to Rollins C00329						**2007**	**2009**
Non-Motor Grant		$43,862	$381,138		$425,000		
Total		**$43,862**	**$381,138**		**$425,000**		
47 GRANT - NM: Oakland Gravel Rd Sidewalk - Blue Ridge to Vandiver Drive C00157						**08**	**09**
Non-Motor Grant PYA Cap Imp S Tax		$271,000			$271,000		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Sidewalks							
47 GRANT - NM: Oakland Gravel Rd Sidewalk - Blue Ridge to Vandiver Drive C00157						**08**	**09**
Total		**$271,000**			**$271,000**		
48 GRANT - NM: Oakland Gravel Rd Sidewalk - Smiley to Blue Ridge C00330						**2007**	**2008**
Non-Motor Grant		$422,000			$422,000		
Total		**$422,000**			**$422,000**		
49 GRANT - NM: Old 63 Sidewalk: Grindstone South to Apartments C00331						**2007**	**2008**
Non-Motor Grant		$284,400			$284,400		
Total		**$284,400**			**$284,400**		
50 GRANT - NM: Providence Sidewalk - Wilkes to Texas C00332						**2007**	**2009**
Non-Motor Grant		$73,544	$306,856		$380,400		
Total		**$73,544**	**$306,856**		**$380,400**		
51 GRANT - NM: Rangeline Sidewalk - Bus Loop 70 to Big Bear Blvd C00322						**2007**	**2008**
Non-Motor Grant		$570,000			$570,000		
Total		**$570,000**			**$570,000**		
52 GRANT - NM: Sidewalk Design C00313						**07**	**09**
Non-Motor Grant			$4,875,000		$4,875,000		
Total			**$4,875,000**		**$4,875,000**		
53 GRANT - NM: Sidewalk Intersection Improvements (Construction) C00333						**2007**	**2008**
Non-Motor Grant		$2,500,000			$2,500,000		
Total		**$2,500,000**			**$2,500,000**		
54 GRANT - NM: Smiley Lane Sidewalk - E of Derby Ridge to Bold Venture C00334						**2007**	**2008**
Non-Motor Grant		$50,000			$50,000		
Total		**$50,000**			**$50,000**		
55 GRANT - NM: Stadium Sidewalk (south side) - Providence to College C00335						**2007**	**2008**
Non-Motor Grant		$408,000			$408,000		
Total		**$408,000**			**$408,000**		
56 GRANT - NM: Twin Lakes/Vanderveen C00314						**07**	**09**
Non-Motor Grant			$4,142,000		$4,142,000		
Total			**$4,142,000**		**$4,142,000**		
57 GRANT - NM: Vandiver Dr Sidewalk - East of Rt. B C00336						**2008**	**2009**
Non-Motor Grant		$42,853	$167,147		$210,000		
Total		**$42,853**	**$167,147**		**$210,000**		
58 GRANT - NM: Vandiver Dr Sidewalk - Rte B to West of Warwick C00337						**2008**	**2009**
Non-Motor Grant		$67,555	$282,445		$350,000		
Total		**$67,555**	**$282,445**		**$350,000**		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Sidewalks							
59 GRANT - NM: Vandiver Sidewalk- East of Providence & West of Westfall C00338						**2008**	**2009**
Non-Motor Grant		$73,478	$306,522		$380,000		
Total		**$73,478**	**$306,522**		**$380,000**		
60 GRANT - NM: Walnut Sidewalk - William to Old 63 C00339						**2007**	**2008**
Non-Motor Grant		$126,000			$126,000		
Total		**$126,000**			**$126,000**		
61 GRANT - NM: West Ash St Sidewalk- West of Stadium & East of Heather C00340						**2007**	**2009**
Non-Motor Grant		$60,000			$60,000		
Total		**$60,000**			**$60,000**		
62 GRANT - NM: West Blvd Sidewalk - Stewart & Westwinds C00341						**2007**	**2008**
Non-Motor Grant		$605,000			$605,000		
Total		**$605,000**			**$605,000**		
63 GRANT - NM: West Blvd Sidewalk (east side) - Ash to Worley C00342						**2007**	**2009**
Non-Motor Grant		$28,098	$228,902		$257,000		
Total		**$28,098**	**$228,902**		**$257,000**		
64 GRANT - NM: Woodlawn Ave Sidewalk - Sexton to Worley C00343						**2007**	**2009**
Non-Motor Grant		$23,038	$117,462		$140,500		
Total		**$23,038**	**$117,462**		**$140,500**		
65 Broadway and 5th Sidewalk - Intersection Improvements						**09**	**10**
Unfunded				$375,000	$375,000		
Total				**$375,000**	**$375,000**		
66 Non-motorized Funding Grant C00271						**07**	**07**
Non-Motor Grant	$4,000,000			$9,688,000	$9,688,000		
Total	**$4,000,000**			**$9,688,000**	**$9,688,000**		
67 Texas Avenue Sidewalk - North side, Garth to Providence						**09**	**10**
PYA Cap Imp S Tax				$130,000	$130,000		
Total				**$130,000**	**$130,000**		
Total	**$9,600,000**	**$29,703,858**	**$47,289,954**	**$31,775,500**	**$108,769,312**		

Streets and Sidewalks Funding Source Summary					
CAP FB	$100,000	$3,160,000	$235,000		$3,395,000
Cap Imp S Tax	$2,375,000	$9,807,500	$12,213,000	$3,997,500	$26,018,000
CDBG	$396,000	$372,000			$372,000
Co Rd Tax Reb	$1,800,000	$1,345,000	$3,055,500		$4,400,500
County Reimbursement	$300,000	$300,000			$300,000
Development Fees		$1,110,000	$1,242,000	$720,000	$3,072,000
Grant			$2,000,000		$2,000,000
MoDot BRM		$900,000			$900,000

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Streets and Sidewalks Funding Source Summary							
Non-Motor Grant	$4,279,000	$7,361,108	$16,989,204	$9,688,000	$34,038,312		
State Reimbursement				$7,500,000	$7,500,000		
STP		$2,060,000	$874,500		$2,934,500		
STP Enh		$294,000			$294,000		
Tax Bill	$50,000	$43,750	$43,750		$87,500		
TDD		$1,100,000			$1,100,000		
Transp S Tax	$150,000	$145,000	$145,000	$915,000	$1,205,000		
New Funding	**$9,450,000**	**$27,998,358**	**$36,797,954**	**$22,820,500**	**$87,616,812**		
PYA Cap FB							
PYA Cap Imp S Tax		$1,655,500	$219,000	$130,000	$2,004,500		
PYA Co rd tax							
PYA Transp S Tax	$150,000	$50,000	$50,000		$100,000		
Prior Year Funding	**$150,000**	**$1,705,500**	**$269,000**	**$130,000**	**$2,104,500**		
Unfunded			$10,223,000	$8,825,000	$19,048,000		
Unfunded			**$10,223,000**	**$8,825,000**	**$19,048,000**		
Total Streets and Sidew	**$9,600,000**	**$29,703,858**	**$47,289,954**	**$31,775,500**	**$108,769,312**		

Streets and Sidewalks Current Capital Projects

Streets			
1	Adopt A Spot C00100		
2	Chapel Hill Extension - Old Gillespie Bridge Rd to Scott Blvd C00202	05	06
3	Chateau Road (Design Only) C00316	07	08
4	Creasy Bear Cr/Obermiller C00254		
5	Creasy: Prairie View N		
6	Gans Road--Interchange at 63 C00237	06	08
7	Green Meadows - US Highway 163 to Route AC C00103	04	05
8	Hardin Street - Reconstruction C00238	06	07
9	Hope Place C00161	05	06
10	Landscaping Route AC C00183		
11	Louisville Drive - Connect Millbrook Dr. to Smith Dr. C00240	06	07
12	Quail Creek Curb Delineators		
13	Roadway Corridor Preservation C00010		
14	SouthHampton Drive - US Highway 163 to Route AC C00209	05	06
15	Traffic Islands - Stadium and Broadway C00273	07	08
16	West Broadway Corridor		
Sidewalks			
17	Business Loop 70 Sidewalk - Creasy Springs to Garth C00108	05	06
18	Business Loop 70 Sidewalk - Sexton to West Blvd. C00233	06	07
19	Garth/Business Loop Sidewalk - Pedestrian Improvements C00159	05	06
20	Jefferson Commons Pedestrian Crossing C00158	04	06
21	Worley Sidewalk Phase I	08	08

Streets and Sidewalks Operating Impact of Capital Projects

Annual Streets/Corridor Preservation C40158

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Streets and Sidewalks Operating Impact of Capital Projects

Annual Streets/Corridor Preservation C40158

Approximately 20 miles of streets are added each year in which maintenance, signage and snow removal will occur.

Chapel Hill Extension - Old Gillespie Bridge Rd to Scott Blvd C00202

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $2,800 for extension and if mill/overlay is needed on a 14 yr. rotation costing approximately $14,402 for extension.

Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately $5.40/sq. yd.

Hardin Street - Reconstruction C00238

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately $5.40/sq. yd. Reduction in Storm water labor and materials due to problem being fixed.

Hope Place C00161

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately $5.40/sq. yd.

Hunt Avenue Phase I C00275

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately $5.40/sq. yd.

Lemone Industrial Blvd - N to Stadium Blvd and Stadium Exit (2 Bridges) C00128

Unknown

Louisville Drive - Connect Millbrook Dr. to Smith Dr. C00240

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $350 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately $1,800 for additional road.

Providence Road--Vandiver to Blue Ridge (2 Lanes) C00239

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1,400 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately $7,200 for additional road.

SouthHampton Drive - US Highway 163 to Route AC C00209

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1,200 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately $6,119 for additional road.

Vandiver Drive - Intersection Ramps East to Mexico Gravel Road (2 Lanes) C00211

Approximately $12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately $1,200 for additional road. And if mill/overlay is needed on a 14 yr. rotation costing approximately $6,000 for additional road.

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Parks Projects							
1 Annual City/School Park Improvement C00249							
Park Sales Tax	$45,000	$15,000	$20,000	$45,000	$80,000		
Unfunded				$25,000	$25,000		
Total	**$45,000**	**$15,000**	**$20,000**	**$70,000**	**$105,000**		
2 Annual Neighborhood Park Acquisitions C40145							
Park Sales Tax	$200,000	$200,000	$300,000	$800,000	$1,300,000		
Unfunded				$400,000	$400,000		
Total	**$200,000**	**$200,000**	**$300,000**	**$1,200,000**	**$1,700,000**		
3 Annual Park Improvement - Major Maint. Programs C00056							
Park Sales Tax	$85,000	$85,000	$95,000	$195,000	$375,000		
Unfunded				$100,000	$100,000		
Total	**$85,000**	**$85,000**	**$95,000**	**$295,000**	**$475,000**		
4 Annual Park Roads & Parking Improvements C00242							
Park Sales Tax	$100,000	$160,000	$160,000	$320,000	$640,000		
Unfunded				$160,000	$160,000		
Total	**$100,000**	**$160,000**	**$160,000**	**$480,000**	**$800,000**		
5 Capen/Grindstone Trailhead Improvements						**09**	**09**
Donation			$118,000		$118,000		
Total			**$118,000**		**$118,000**		
6 Cascades Neighborhood Park Development						**09**	**09**
FAL			$35,000		$35,000		
Park Sales Tax			$110,000		$110,000		
Total			**$145,000**		**$145,000**		
7 Cosmo Park Restrooms Improvements C00344						**08**	**08**
Park Sales Tax		$175,000			$175,000		
Total		**$175,000**			**$175,000**		
8 Cosmo-Bethel Four Court Tennis Complex C00345						**08**	**08**
Park Sales Tax		$120,000			$120,000		
Total		**$120,000**			**$120,000**		
9 Cosmo-Bethel Shelter & Restroom Replacement C00346						**07**	**08**
Park Sales Tax		$255,000			$255,000		
Total		**$255,000**			**$255,000**		
10 Douglass Park Baseball Improvements						**09**	**09**
Park Sales Tax			$55,000		$55,000		
Total			**$55,000**		**$55,000**		
11 Douglass Park Spray Grounds						**08**	**09**
Park Sales Tax			$75,000		$75,000		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Parks Projects							
11 Douglass Park Spray Grounds						**08**	**09**
Total			**$75,000**		**$75,000**		
12 Grasslands Neighborhood Park Development C00347						**08**	**08**
Donation		$13,042			$13,042		
FAL		$35,000			$35,000		
Park Sales Tax		$100,000			$100,000		
Total		**$148,042**			**$148,042**		
13 Lake of the Woods South Neighborhood Park Development C00348						**08**	**08**
FAL		$35,000			$35,000		
Park Sales Tax		$100,000			$100,000		
Total		**$135,000**			**$135,000**		
14 Oakland Pool Water Slide C00349						**08**	**08**
Park Sales Tax		$150,000			$150,000		
Total		**$150,000**			**$150,000**		
15 Parks Management Center Improvements C00199						**08**	**08**
Park Sales Tax		$120,000			$120,000		
Total		**$120,000**			**$120,000**		
16 Rock Quarry Park Tennis/Basketball						**09**	**09**
FAL			$15,000		$15,000		
Park Sales Tax			$175,000		$175,000		
Total			**$190,000**		**$190,000**		
17 South Regional Park Planning C00350						**08**	
Park Sales Tax		$100,000			$100,000		
Total		**$100,000**			**$100,000**		
18 Vanderveen Neighborhood Park Dev.						**08**	**09**
FAL			$35,000		$35,000		
Park Sales Tax			$110,000		$110,000		
Total			**$145,000**		**$145,000**		
19 Youth Athletic Field/Atkins Development Phase I-A: C00280						**07**	**08**
Donation		$123,995			$123,995		
RSR		$220,355			$220,355		
Total		**$344,350**			**$344,350**		
20 Again Park Improvements						**12**	**12**
FAL				$6,000	$6,000		
Unfunded				$48,000	$48,000		
Total				**$54,000**	**$54,000**		
21 American Legion Renovation						**11**	**12**

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Parks Projects							
21 American Legion Renovation						**11**	**12**
Unfunded				$450,000	$450,000		
Total				**$450,000**	**$450,000**		
22 Aquatic Faciliy (location TBD)						**12**	**13**
Unfunded				$4,000,000	$4,000,000		
Total				**$4,000,000**	**$4,000,000**		
23 Comprehensive Master Plan						**11**	
Unfunded				$150,000	$150,000		
Total				**$150,000**	**$150,000**		
24 Cosmo Playground Replacement						**12**	**13**
Unfunded				$100,000	$100,000		
Total				**$100,000**	**$100,000**		
25 Cosmo Rec Area Rainbow Softball Center Improvements						**10**	**11**
FAL				$10,000	$10,000		
RSR				$250,000	$250,000		
Total				**$260,000**	**$260,000**		
26 CYBA Multisports Complex-Parking Lot						**08**	**10**
Unfunded				$250,000	$250,000		
Total				**$250,000**	**$250,000**		
27 Indian Hills Park Improvements						**09**	**10**
Park Sales Tax				$130,000	$130,000		
Total				**$130,000**	**$130,000**		
28 Indoor Pavilion/Shelter, Location TBD							
Unfunded				$500,000	$500,000		
Total				**$500,000**	**$500,000**		
29 Lange Neighborhood Park Development						**10**	**10**
FAL				$35,000	$35,000		
Park Sales Tax				$110,000	$110,000		
Total				**$145,000**	**$145,000**		
30 LOW Golf Course New Shelter							
FAL				$5,000	$5,000		
GCIF				$100,000	$100,000		
Total				**$105,000**	**$105,000**		
31 Oakland Park Improvements-Athletic Fields						**10**	**10**
Unfunded				$100,000	$100,000		
Total				**$100,000**	**$100,000**		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Parks Projects							
32 Paquin Park Improvements-Phase III - Renovate Raised Planter Boxes						10	10
Park Sales Tax				$30,000	$30,000		
Total				**$30,000**	**$30,000**		
33 Park Management Center Phase II, Location TBD							
Unfunded				$950,000	$950,000		
Total				**$950,000**	**$950,000**		
34 Playground Equip Replacement						12	12
Unfunded				$500,000	$500,000		
Total				**$500,000**	**$500,000**		
35 Rock Quarry Park Improvements						12	13
Unfunded				$500,000	$500,000		
Total				**$500,000**	**$500,000**		
36 Russell Property Development - Phase I C00114						10	10
Park Sales Tax				$300,000	$300,000		
Total				**$300,000**	**$300,000**		
37 Smith-Brown Station/Waco Rd. Dev.						12	12
Unfunded				$450,000	$450,000		
Total				**$450,000**	**$450,000**		
38 South Regional Park Development-Phase I						09	12
Unfunded				$7,500,000	$7,500,000		
Total				**$7,500,000**	**$7,500,000**		
39 Stephens Lake Park Development--Phase II						12	12
Unfunded				$767,000	$767,000		
Total				**$767,000**	**$767,000**		
40 Twin Lakes Rec Area - Aquatic Facilities Renovation						12	13
Unfunded				$600,000	$600,000		
Total				**$600,000**	**$600,000**		
41 Youth Athletic Field/Atkins Development Phase II: Concession/RR, Asphalt Parking, Amenities						09	10
Unfunded				$726,444	$726,444		
Total				**$726,444**	**$726,444**		
42 Youth Athletic Field/Atkins Development Phase III: Complete 5 Field Complex						09	10
Unfunded				$1,850,000	$1,850,000		
Total				**$1,850,000**	**$1,850,000**		
Greenbelt/Trails							
43 Greenbelt/Open Space/Trail Acquisition and Development C40113							
Park Sales Tax	$100,000	$140,000	$140,000	$290,000	$570,000		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Greenbelt/Trails							
43 Greenbelt/Open Space/Trail Acquisition and Development C40113							
Unfunded				$145,000	$145,000		
Total	**$100,000**	**$140,000**	**$140,000**	**$435,000**	**$715,000**		
44 GRANT-NM: Bear Creek Trail - Blue Ridge Rd to Lange C00351						**08**	**09**
Non-Motor Grant		$200,000	$500,000		$700,000		
Total		**$200,000**	**$500,000**		**$700,000**		
45 GRANT-NM: Bear Creek Trail - Connections/Improvements C00352						**07**	**08**
Non-Motor Grant		$280,000			$280,000		
Total		**$280,000**			**$280,000**		
46 GRANT-NM: Bear Creek Trail - Hard Surface Wash/Problem Areas/Demo C00353						**08**	**08**
Non-Motor Grant		$710,000			$710,000		
Total		**$710,000**			**$710,000**		
47 GRANT-NM: Connect Cosmo Park/Bear Creek to I-70 Bridge C00354						**08**	**08**
Non-Motor Grant		$550,000			$550,000		
Total		**$550,000**			**$550,000**		
48 GRANT-NM: County House Trail, Phase I Twin Lakes to Stadium C00355						**07**	**08**
Non-Motor Grant		$774,880			$774,880		
Total		**$774,880**			**$774,880**		
49 GRANT-NM: County House Trail, Phase II Stadium to Cowan C00356						**08**	**09**
Non-Motor Grant		$150,000	$421,644		$571,644		
Total		**$150,000**	**$421,644**		**$571,644**		
50 GRANT-NM: Cow Branch Trail - Auburn Hills Park to N. Vanderveen C00357						**08**	**08**
Non-Motor Grant		$215,000			$215,000		
Total		**$215,000**			**$215,000**		
51 GRANT-NM: Hinkson Creek Trail - Connection to Rockbridge C00358						**07**	**08**
Non-Motor Grant		$810,000			$810,000		
Total		**$810,000**			**$810,000**		
52 GRANT-NM: Hinkson Creek Trail - Stephens Lake to Vandiver C00361						**08**	**10**
Non-Motor Grant		$144,000		$1,000,000	$1,144,000		
Total		**$144,000**		**$1,000,000**	**$1,144,000**		
53 GRANT-NM: Hinkson to MU Rec Trail C00359						**07**	**08**
Non-Motor Grant		$360,000			$360,000		
Total		**$360,000**			**$360,000**		
54 GRANT-NM: Hominy Trail - Woodridge Park to Clark Lane C00362						**08**	**10**
Non-Motor Grant		$256,000		$1,100,000	$1,356,000		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Greenbelt/Trails							
54 GRANT-NM: Hominy Trail - Woodridge Park to Clark Lane C00362						**08**	**10**
Total		**$256,000**		**$1,100,000**	**$1,356,000**		
55 GRANT-NM: MKT Connectors/Improvements C00360						**07**	**08**
Non-Motor Grant		$610,000			$610,000		
Total		**$610,000**			**$610,000**		
56 Hinkson Creek Trail - Stadium to Rockhill- Ph III C00284						**08**	**09**
Non-Motor Grant			$500,000		$500,000		
Park Sales Tax	$40,000	$400,000			$400,000		
Total	**$40,000**	**$400,000**	**$500,000**		**$900,000**		
57 Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282						**08**	**10**
Non-Motor Grant			$400,000		$400,000		
Park Sales Tax	$75,000	$250,000	$550,000	$445,000	$1,245,000		
STP Enh		$500,000			$500,000		
Total	**$75,000**	**$750,000**	**$950,000**	**$445,000**	**$2,145,000**		
58 Scott's Branch - Ph I, Russell Property to Gillespie Bridge Road						**09**	**11**
Non-Motor Grant				$150,000	$150,000		
Park Sales Tax			$100,000	$680,000	$780,000		
Total			**$100,000**	**$830,000**	**$930,000**		
59 Grasslands Park/MKT Trail Bridge Connection						**09**	**10**
Unfunded				$250,000	$250,000		
Total				**$250,000**	**$250,000**		
60 Perche Creek Trail Phase I: MKT to I-70						**12**	**13**
Unfunded				$4,825,000	$4,825,000		
Total				**$4,825,000**	**$4,825,000**		
61 Scott's Branch - Ph II, Gillespie Bridge Road to MKT Trail						**09**	**11**
Non-Motor Grant				$150,000	$150,000		
Park Sales Tax				$790,000	$790,000		
Total				**$940,000**	**$940,000**		
Total	**$645,000**	**$8,357,272**	**$3,914,644**	**$32,287,444**	**$44,559,360**		

Parks and Recreation Funding Source Summary					
Donation		$137,037	$118,000		$255,037
FAL		$70,000	$85,000	$56,000	$211,000
GCIF				$100,000	$100,000
Non-Motor Grant		$5,059,880	$1,821,644	$2,400,000	$9,281,524
Park Sales Tax	$645,000	$2,370,000	$1,890,000	$4,135,000	$8,395,000
RSR		$220,355		$250,000	$470,355
STP Enh		$500,000			$500,000

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost
Parks and Recreation Funding Source Summary					
New Funding	**$645,000**	**$8,357,272**	**$3,914,644**	**$6,941,000**	**$19,212,916**
Unfunded				$25,346,444	$25,346,444
Unfunded				**$25,346,444**	**$25,346,444**
Total Parks and Recreat	**$645,000**	**$8,357,272**	**$3,914,644**	**$32,287,444**	**$44,559,360**

Parks and Recreation Current Capital Projects

		D	C
Parks Projects			
1	Armory Sports Center Improvements C00231	06	06
2	Auburn Hills Neighborhood Park Development C00276	07	08
3	Bear Creek Park Shelter C00266		
4	Cliff Drive Park Improvements C00265	06	06
5	Cosmo Rec Area Antimi Ballfields Improvements C46065	06	07
6	Cosmo Rec Area Harris Shelter and Parking C00277	07	07
7	Cosmo/Fairview Tennis Complex Renovation C00263	06	07
8	Cosmo-Bethel Park - New Shelter C00218	05	06
9	Cosmo-Bethel Park - Playground Renovation C00187	05	06
10	Cosmo-Bethel Tennis Improvements C00307	2007	2007
11	Douglass Pool/Park Improvements: C00244	06	06
12	Downtown Improvements C40074		
13	Fairview Park Improvements - New Restroom C00215	06	07
14	Flat Branch Park - Phase II C00133	05	06
15	Garth Nature Area Improvements C00243	06	06
16	Hickman Pool Sign C00297	07	07
17	Highpointe Park Improvements C00163	03	04
18	Kiwanis Park Restroom C00294	07	07
19	Longview Neighborhood Park Development C00185	06	07
20	LOW Course New Restroom C46069	07	07
21	Mill Creek School Park Development C00216	06	07
22	MKT Parkway Improvements and Bridge C00034		
23	MLK Memorial Restoration C00067	04	05
24	Nifong Park Animal Pen C00225	05	05
25	Nifong Park Improvements C00295	07	07
26	Nifong Restroom and Buildings C00184	04	06
27	Oakland Park Bathhouse Improvements C00278	07	07
28	Philips Development - Phase I C00279	07	07
29	Providence Road Underpass C00118	03	06
30	Rainbow Softball Center Improvements C46057		
31	Remote Control Track CCRA C00226	06	06
32	Smith-Manhasset Neighborhood Park Development C00186	05	06
33	South Regional Park Acquisition C00304		
34	Stephens Lake Park Development--Phase I C00095		05
35	Valleyview Neighborhood Park C00132		
36	Valleyview Park Trail Improvements C00296	07	07
37	Youth Athletic Field/Atkins Development Phase I: C00280	07	08
Greenbelt/Trails			
38	Hinkson Creek Trail - Grindstone to Stephens - Ph I C00245	06	09
39	Hinkson Creek Trail - Grindstone to Stephens - Ph II C00281		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Parks and Recreation Current Capital Projects

Greenbelt/Trails

40	MKT Trail Restrooms C00283	07	07

Parks and Recreation Operating Impact of Capital Projects

Annual City/School Park Improvement C00249

No impact as maintenance is conducted by School District.

Annual Neighborhood Park Acquisitions C40145

Impact will be minimal after acquisition amounting to no more than minimal clean-up and weed control mowing. Estimate: $1,500 per year on a 10 acre, all turf park.

Annual Park Improvement - Major Maint. Programs C00056

Will generally offset if funds are used for repairs and/or renovations on existing facilities.

Annual Park Roads & Parking Improvements C00242

Minimal impact on operation. May save funds currently used for lot repairs.

Armory Sports Center Improvements C00231

No or minimal impact.

Auburn Hills Neighborhood Park Development C00276

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

Bear Creek Park Shelter C00266

Minimal. Replacement of existing shelter will lessen current maint repairs for next 5-10 years.

Capen/Grindstone Trailhead Improvements

May save operation funds due to replacement of old shelter. May also increase revenues if new shelter is reservable.

Cascades Neighborhood Park Development

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

Cliff Drive Park Improvements C00265

New play equipment will add to inspection time and misc equipment repairs (mulch). Estimate approx $750 for first few years.

Cosmo Park Restrooms Improvements C00344

Minimal impact on operations as that new restrooms will be heated and open year round requiring more servicing during winter months. Estimate approximately $1200 in labor and $500 materials/supplies for 20 weeks of additional servicing.

Cosmo Rec Area Antimi Ballfields Improvements C46065

This is a renovation project so impact is minimal and may be offset due to increase in revenues.

Cosmo Rec Area Harris Shelter and Parking C00277

Estimate approximate $2,500-$4,000 for operational impact. May be offset depending on number of shelter rentals.

Cosmo/Fairview Tennis Complex Renovation C00263

Estimate $2500-$3500 in annual maintenance costs.

Cosmo-Bethel Four Court Tennis Complex C00345

Depends on location of tennis courts and maintenance responsibility. If located on park property, will require an additional $2,500-$5,000 for additional materials and supplies.

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Parks and Recreation Operating Impact of Capital Projects

Cosmo-Bethel Park - New Shelter C00218

Estimate approx $1,500 - $2,500 total impact. There will be some additional revenue due to shelter rentals.

Cosmo-Bethel Park - Playground Renovation C00187

No impact to minimal. Playground currently exists and receives high levels of maintenance.

Cosmo-Bethel Shelter & Restroom Replacement C00346

Minimal. Facilities currently exist and receive on-going maintenance due to age.

Cosmo-Bethel Tennis Improvements C00307

None

Douglass Park Baseball Improvements

No impact. Improve existing fence.

Douglass Pool/Park Improvements: C00244

No impact, May save minimally due to renovation and replacement of existing problems.

Downtown Improvements C40074

No impact.

Fairview Park Improvements - New Restroom C00215

Estimate $2500 for utilities and minor repairs/cleaning. Shelter rental revenues may increase due to restroom.

Garth Nature Area Improvements C00243

Minimal work for initial phases. Grading work will assist with storm water/flooding control and help with mowing.

GRANT-NM: Bear Creek Trail - Blue Ridge Rd to Lange C00351

Estimate $1,500-$2,000 for materials pending location of trail.

GRANT-NM: Bear Creek Trail - Hard Surface Wash/Problem Areas/Demo C00353

None. Will reduce maintenance problems.

GRANT-NM: Connect Cosmo Park/Bear Creek to I-70 Bridge C00354

Minimal

GRANT-NM: County House Trail, Phase I Twin Lakes to Stadium C00355

Estimate $1,500-$2,000 for materials pending location of trail.

GRANT-NM: Cow Branch Trail - Auburn Hills Park to N. Vanderveen C00357

None, pending construction of trail.

GRANT-NM: Hinkson to MU Rec Trail C00359

None. Project on MU property.

Grasslands Neighborhood Park Development C00347

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

Greenbelt/Open Space/Trail Acquisition and Development C40113

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Parks and Recreation Operating Impact of Capital Projects

Greenbelt/Open Space/Trail Acquisition and Development C40113

Estimate $1000-$2500 for trail maintenance pending location of trails and materials used.

Hickman Pool Sign C00297

None.

Highpointe Park Improvements C00163

Estimate $8,000 to $10,000 annually for a developed neighborhood park.

Hinkson Creek Trail - Grindstone to Stephens - Ph I C00245

Estimate $1500-$2000 pending location of trail.

Hinkson Creek Trail - Grindstone to Stephens - Ph II C00281

Estimate $1500-$2000 pending location of trail.

Hinkson Creek Trail - Stadium to Rockhill- Ph III C00284

Estimate $1500-$2000 pending location of trail.

Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282

Estimate $1,500-$2,000 for materials pending location of trail.

Kiwanis Park Restroom C00294

Minimal impact as restroom currently exits in same location.

Lake of the Woods South Neighborhood Park Development C00348

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

Longview Neighborhood Park Development C00185

Estimate $8,000 to $10,000 annually for a developed neighborhood park.

LOW Course New Restroom C46069

Estimate approx $1,500-$2,500 for maintenance and utilities.

Mill Creek School Park Development C00216

No impact. Maintenance is performed by CPSD.

MKT Parkway Improvements and Bridge C00034

No impact.

MKT Trail Restrooms C00283

Potential break even cost. Save money on portable toilet rentals versus cleaning of restrooms.

MLK Memorial Restoration C00067

Estimate $1500 - $2500/year for addition of shelter (trash pickup/maintenance)

Nifong Park Improvements C00295

Minimal.

Nifong Restroom and Buildings C00184

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Parks and Recreation Operating Impact of Capital Projects

Nifong Restroom and Buildings C00184

No impact. Restroom replaced existing restroom. No addition of facilities

Oakland Park Bathhouse Improvements C00278

No impact.

Oakland Pool Water Slide C00349

Estimate approximate $5,000-$7,500 due to utilities and maintenance. Possible partial offset with increase in revenues.

Parks Management Center Improvements C00199

No impact.

Philips Development - Phase I C00279

This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $20,000 - $25,000 when developed.

Providence Road Underpass C00118

Minimal. Addition of small amount of gravel trail. Estimate <$500/year.

Rainbow Softball Center Improvements C46057

None to minimal.

Remote Control Track CCRA C00226

RC track will provide multiple electrical outlets for charging of RC vehicles. Track will require some maint including mowing and litter control. Estimate $600 for electrical utility and $780 for part-time labor for maint.

Rock Quarry Park Tennis/Basketball

Estimate approximate $2,500-$3,500 in materials and utilities.

Scott's Branch - Ph I, Russell Property to Gillespie Bridge Road

Estimate $1,500-$3,000 for materials pending location of trail.

Smith-Manhasset Neighborhood Park Development C00186

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

South Regional Park Acquisition C00304

Significant. Depends on Regional Park Master Plan. Ranges of $50,000 to $250,000 per year.

South Regional Park Planning C00350

No impact - planning only. Future impact substantial after development.

Stephens Lake Park Development--Phase I C00095

Funds planned for as part of Park Sales Tax.

Valleyview Neighborhood Park C00132

Minimal. Trail washout areas to be addressed with FY-07 annual park project.

Valleyview Park Trail Improvements C00296

None. Should improve maintenance costs.

Vanderveen Neighborhood Park Dev.

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Parks and Recreation Operating Impact of Capital Projects

Vanderveen Neighborhood Park Dev.

This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $8,000.00 - $10,000.00.

Youth Athletic Field/Atkins Development Phase I: C00280

Substantial, depending on scope of facilities

Youth Athletic Field/Atkins Development Phase I-A: C00280

See Phase I impact. No change.

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
PSJC							
11 CAD Interface Upgrade						07	08
Unfunded			$207,000		$207,000		
Total			**$207,000**		**$207,000**		
12 Police and Fire ProQA Priority Dispatch System						07	08
Unfunded			$130,000		$130,000		
Total			**$130,000**		**$130,000**		
Police							
10 CPD Channel 2 Radio Frequency Enhancement						07	08
Unfunded			$60,000		$60,000		
Total			**$60,000**		**$60,000**		
Fire							
1 Fire Station Sites C40173							
Unfunded			$100,000	$300,000	$400,000		
Total			**$100,000**	**$300,000**	**$400,000**		
2 Additional Fire Station 1-2 Years C00306						07	08
Cap Imp S Tax		$1,600,000			$1,600,000		
Total		**$1,600,000**			**$1,600,000**		
3 Additional Pumper for Station C00363						08	08
Cap Imp S Tax		$560,000			$560,000		
Total		**$560,000**			**$560,000**		
4 Rpl. #32: 1997 Pumper Apparatus (12 Years Old)						09	09
Cap Imp S Tax			$575,000		$575,000		
Total			**$575,000**		**$575,000**		
5 Rpl. #1678: 1994 Pumper Apparatus (16 Years Old)						12	12
Cap Imp S Tax				$590,000	$590,000		
Total				**$590,000**	**$590,000**		
6 Rpl. #33: 1997 Pumper Apparatus (13 Years Old)						11	11
Cap Imp S Tax				$575,000	$575,000		
Total				**$575,000**	**$575,000**		
7 Rpl. #35: 1997 Pumper Apparatus (12 Years old)						10	10
Cap Imp S Tax				$575,000	$575,000		
Total				**$575,000**	**$575,000**		
8 Rpl. 1996 Rescue Squad (15 Years Old)						11	11
Cap Imp S Tax				$376,000	$376,000		
Total				**$376,000**	**$376,000**		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Fire							
9 Rpl. 2001 Ladder Truck (11 Years Old)						**12**	**12**
Cap Imp S Tax				$805,000	$805,000		
Total				**$805,000**	**$805,000**		
Total	**$0**	**$2,160,000**	**$1,072,000**	**$3,221,000**	**$6,453,000**		

Public Safety Funding Source Summary

Cap Imp S Tax	$2,160,000	$575,000	$2,921,000	$5,656,000
New Funding	**$2,160,000**	**$575,000**	**$2,921,000**	**$5,656,000**
Unfunded		$497,000	$300,000	$797,000
Unfunded		**$497,000**	**$300,000**	**$797,000**
Total Public Safety	**$2,160,000**	**$1,072,000**	**$3,221,000**	**$6,453,000**

Public Safety Current Capital Projects

PSJC			
1	Replace Severe Warning Sirens C00078	05	06
Police			
2	Columbia Police Training Facility C00262	06	07
Fire			
3	Fire Apparatus Equipment C00195		
4	Fire Station #1 C00189	06	07
5	Fire Station #2 C00191	06	06
6	Refurbish #1486: 1991 Ladder Truck (17 Years Old) C00260	07	07
7	Replace #1554: 1993 Air Truck (14 Years Old) C00285	07	07
8	Replace Existing Fire Station 7 C00261	07	07
9	Rpl. #1494: 1991 Squad/Haz Mat (15 Years Old) C00248	07	07
10	Rpl. Special Response Vehicle #341 C00246	06	06

Public Safety Operating Impact of Capital Projects

Additional Pumper for Station C00363

Additional fleet maintenance cost.

CAD Interface Upgrade

The current text-based system will be obsolete and while support will continue for a time, eventually all software support will be for a GUI supported system. The GUI system will provide greater options and greater efficiency for operators.

Columbia Police Training Facility C00262

Facility to be fully operational in FY 2008. Operational costs such as utilities will not exceed $15,000 for the year. Additional civilian staff may be requested in the FY 2008 budget. These costs may be offset by use of other public safety agencies.

Fire Apparatus Equipment C00195

Provides source for equipment that would otherwise require Supplemental funds.

Fire Station #1 C00189

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Public Safety Operating Impact of Capital Projects

Fire Station #1 C00189

More efficient staging of front-line and reserve apparatus.

Fire Station #2 C00191

Raised door heights and lengthened bays gives the ability to house all fire apparatus in the CFD fleet.

Police and Fire ProQA Priority Dispatch System

This project will create consistency and reliability within the Communication Center.

Refurbish #1486: 1991 Ladder Truck (17 Years Old) C00260

Improved viability as a reserve ladder truck, and increased resale value.

Replace #1554: 1993 Air Truck (14 Years Old) C00285

The air truck is used regionally as a mutual aid resource. Replacing this vehicle will support our homeland security objectives.

Rpl. Special Response Vehicle #341 C00246

Leveraging the Fire Department's customer service performance record.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual - Contigency C40138							
Gen Fd/PI	$100,000	$150,000	$100,000	$300,000	$550,000		
Total	**$100,000**	**$150,000**	**$100,000**	**$300,000**	**$550,000**		
2 Annual - Downtown Special Projects C00140							
Gen Fd/PI	$100,000	$100,000	$100,000	$300,000	$500,000		
Total	**$100,000**	**$100,000**	**$100,000**	**$300,000**	**$500,000**		
3 Broadway Streetscape C00308						**07**	**08**
Gen Fd/PI		$400,000			$400,000		
Total		**$400,000**			**$400,000**		
4 Satellite Operations - Location in Southwest Columbia C00077							
Contrib from Utilities				$275,450	$275,450		
Gen Fd/PI				$155,000	$155,000		
Total				**$430,450**	**$430,450**		
Total	**$200,000**	**$650,000**	**$200,000**	**$1,030,450**	**$1,880,450**		

Other General Government Funding Source Summary

Contrib from Utilities				$275,450	$275,450
Gen Fd/PI	$200,000	$650,000	$200,000	$755,000	$1,605,000
New Funding	**$200,000**	**$650,000**	**$200,000**	**$1,030,450**	**$1,880,450**
Total Other General Gov	**$200,000**	**$650,000**	**$200,000**	**$1,030,450**	**$1,880,450**

Other General Government Current Capital Projects

1	Blind Boone Home C00123		
2	City Office Space-Gentry Building C00219		
3	City Office Space-Howard Building C00220		
4	Daniel Boone Building Renovation C00252	06	07
5	Fleet Fuel Tank Upgrade C72001		
6	Furnishings Remodeled Buildings C00258		
7	Grissum Bldg Improvements C00251	06	06
8	Health Clinic Building C40151		
9	Municipal Office Space Expansion C00099	07	08
10	Police Building Renovation - 3rd Floor C00288	07	07
11	Preliminary Project Studies C40140		
12	Pub Bldgs Major Maintenance/Renovation C00021		
13	Salt Storage Building C00192	06	06
14	Transitional Moving Expenses C00232		
15	Upgrade/Redundant Phone/IT Equipment Data Center C00287	06	07

Other General Government Operating Impact of Capital Projects

Broadway Streetscape C00308

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Other General Government Operating Impact of Capital Projects

Broadway Streetscape C00308

Minimal

City Office Space-Gentry Building C00219

The use of energy efficient technologies should reduce operating costs.

City Office Space-Howard Building C00220

The use of energy efficient technologies should reduce operating costs.

Municipal Office Space Expansion C00099

Will increase operating space and maintenace and utilities associated. Will reduce lease expense in Police, Water & Light and other budgets. The operating impact will not occur until 2010. The City will seek Leadership in Environmental Engineering and Design (LEED) certification.

Police Building Renovation - 3rd Floor C00288

Will eliminate annual lease expense of $23,000 and allow entire department to be in one building.

Salt Storage Building C00192

Minimal cost to operate facility. Increase costs to street maintenance to change from using cinders to chemicals for snow and ice removal. The snow removal operating budget has been increased by $25,000. The facility will not be completely filled in 2007. We will phase this in.

Upgrade/Redundant Phone/IT Equipment Data Center C00287

During the construction and move to the new data center, downtime will need to be kept to a minimum as services are moved to the new facility to avoid any significant service interruption. Operating costs will increase and be absorbed in the Information Technologies budget in 2009.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

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Capital Projects - Enterprise Funds

City of Columbia

Columbia, Missouri

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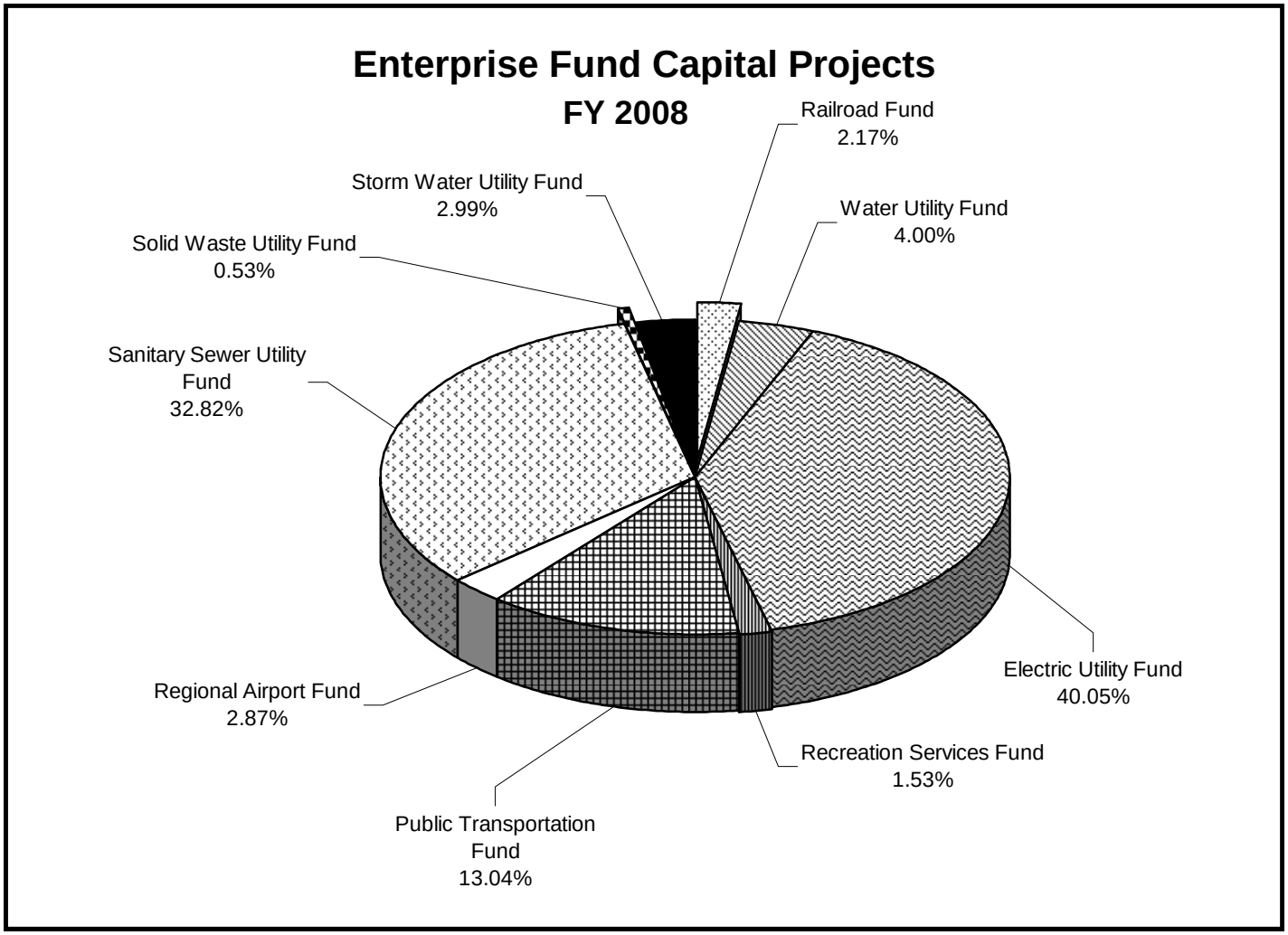

ENTERPRISE CAPITAL PROJECT EXPENDITURES

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
Capital Project Expenditures					
Railroad Fund	$ 460,074	$ 302,000	$ 302,000	$ 487,500	61.4%
Water Utility Fund	11,444,182	4,421,497	4,387,497	900,000	(79.6%)
Electric Utility Fund	13,194,764	18,185,004	18,185,004	9,012,000	(50.4%)
Recreation Services Fund	326,793	286,000	286,000	344,350	20.4%
Public Transportation Fund	1,055,942	2,247,305	2,247,305	2,935,425	30.6%
Regional Airport Fund	79,704	2,610,400	2,610,400	645,000	(75.3%)
Sanitary Sewer Utility Fund	4,266,215	6,532,522	6,532,522	7,387,000	13.1%
Parking Facilities Fund	65,189	549,001	549,001		(100.0%)
Solid Waste Utility Fund	161,106			120,000	
Storm Water Utility Fund	1,133,769	1,055,370	1,055,370	673,000	(36.2%)
Fleet Operations Fund	7,387				
Total	**32,195,125**	**36,189,099**	**36,155,099**	**22,504,275**	**(37.8%)**
LESS:					
Projects Reflected in Gen. Gov. CIP					
Recreation Services Fund	326,793	286,000	286,000	344,350	20.4%
Total Enterprise Fund CIP	**31,868,332**	**35,903,099**	**35,869,099**	**22,159,925**	**(38.3%)**

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost
Electric Funding Source Summary					
2006 Ballot	$13,200,000	$6,552,000	$8,897,200	$9,050,800	$24,500,000
Ent Rev	$2,123,000	$2,460,000	$3,835,200	$13,005,200	$19,300,400
New Funding	**$15,323,000**	**$9,012,000**	**$12,732,400**	**$22,056,000**	**$43,800,400**
Unfunded				$33,627,750	$33,627,750
Unfunded				**$33,627,750**	**$33,627,750**
Total Electric	**$15,323,000**	**$9,012,000**	**$12,732,400**	**$55,683,750**	**$77,428,150**
Water Funding Source Summary					
2003 Ballot	$2,451,497				
Ent Rev	$800,000	$900,000	$1,793,250	$5,661,248	$8,354,498
New Funding	**$3,251,497**	**$900,000**	**$1,793,250**	**$5,661,248**	**$8,354,498**
PYA - various		$300,000			$300,000
Prior Year Funding		**$300,000**			**$300,000**
Future Ballot		$11,315,000	$9,066,500	$16,238,430	$36,619,930
Future Ballot		**$11,315,000**	**$9,066,500**	**$16,238,430**	**$36,619,930**
Total Water	**$3,251,497**	**$12,515,000**	**$10,859,750**	**$21,899,678**	**$45,274,428**
Railroad Funding Source Summary					
Ent Rev	$75,000	$407,500	$477,800	$1,218,000	$2,103,300
EU Loan				$750,000	$750,000
Non-Motor Grant		$80,000			$80,000
New Funding	**$75,000**	**$487,500**	**$477,800**	**$1,968,000**	**$2,933,300**
Unfunded			$290,000	$1,200,000	$1,490,000
Unfunded			**$290,000**	**$1,200,000**	**$1,490,000**
Total Railroad	**$75,000**	**$487,500**	**$767,800**	**$3,168,000**	**$4,423,300**
Sewer Funding Source Summary					
2003 Ballot	$1,580,000	$3,762,000	$850,000		$4,612,000
Ent Rev	$350,000	$3,625,000	$1,000,000	$1,500,000	$6,125,000
New Funding	**$1,930,000**	**$7,387,000**	**$1,850,000**	**$1,500,000**	**$10,737,000**
Future Bond			$8,800,000	$59,550,000	$68,350,000
Future Bond			**$8,800,000**	**$59,550,000**	**$68,350,000**
Total Sewer	**$1,930,000**	**$7,387,000**	**$10,650,000**	**$61,050,000**	**$79,087,000**
Storm Water Funding Source Summary					
Ent Rev	$210,000	$673,000	$962,000	$2,555,856	$4,190,856
New Funding	**$210,000**	**$673,000**	**$962,000**	**$2,555,856**	**$4,190,856**
Total Storm Water	**$210,000**	**$673,000**	**$962,000**	**$2,555,856**	**$4,190,856**
Solid Waste Funding Source Summary					
Ent Rev		$120,000	$550,000	$1,100,000	$1,770,000
New Funding		**$120,000**	**$550,000**	**$1,100,000**	**$1,770,000**
Total Solid Waste		**$120,000**	**$550,000**	**$1,100,000**	**$1,770,000**
Parking Funding Source Summary					

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost
Parking Funding Source Summary					
Ent Rev	$600,000				
New Funding	**$600,000**				
Future Bond		$13,130,000			$13,130,000
Future Bond		**$13,130,000**			**$13,130,000**
Total Parking	**$600,000**	**$13,130,000**			**$13,130,000**
Transit Funding Source Summary					
Ent Rev		$3,685			$3,685
FTA Grant		$2,300,340	$943,783	$3,050,290	$6,294,413
Transp S Tax		$631,400	$235,946	$762,572	$1,629,918
New Funding		**$2,935,425**	**$1,179,729**	**$3,812,862**	**$7,928,016**
Total Transit		**$2,935,425**	**$1,179,729**	**$3,812,862**	**$7,928,016**
Airport Funding Source Summary					
FAA Grant	$741,000	$565,250	$332,500	$24,689,112	$25,586,862
Transp S Tax	$89,000	$79,750	$1,177,500	$1,073,750	$2,331,000
New Funding	**$830,000**	**$645,000**	**$1,510,000**	**$25,762,862**	**$27,917,862**
PYA Transp S Tax				$168,200	$168,200
Prior Year Funding				**$168,200**	**$168,200**
Unfunded				$296,282	$296,282
Unfunded				**$296,282**	**$296,282**
Total Airport	**$830,000**	**$645,000**	**$1,510,000**	**$26,227,344**	**$28,382,344**
Overall Funding Source Summary					
2003 Ballot	$8,134,647	$3,762,000	$850,000		$12,746,647
2006 Ballot	$15,550,000	$6,552,000	$8,897,200	$9,050,800	$40,050,000
Ent Rev	$6,542,298	$8,414,185	$8,618,250	$25,715,304	$49,290,037
EU Loan	$180,000			$750,000	$930,000
FAA Grant	$741,000	$565,250	$332,500	$24,689,112	$26,327,862
FTA Grant	$1,198,909	$2,300,340	$943,783	$3,050,290	$7,493,322
Gen Fd/PI	$47,000				$47,000
Non-Motor Grant		$80,000			$80,000
Transp S Tax	$169,000	$711,150	$1,413,446	$1,836,322	$4,129,918
New Funding	**$32,562,854**	**$22,384,925**	**$21,055,179**	**$65,091,828**	**$141,094,786**
PYA - various		$300,000			$300,000
PYA Transp S Tax				$168,200	$168,200
Prior Year Funding		**$300,000**		**$168,200**	**$468,200**
Future Bond		$13,130,000	$8,800,000	$59,550,000	$81,480,000
Future Bond		**$13,130,000**	**$8,800,000**	**$59,550,000**	**$81,480,000**
Future Ballot		$11,765,000	$9,994,000	$18,678,159	$40,437,159
Future Ballot		**$11,765,000**	**$9,994,000**	**$18,678,159**	**$40,437,159**
Unfunded			$290,000	$35,124,032	$35,414,032
Unfunded			**$290,000**	**$35,124,032**	**$35,414,032**
Total	**$32,562,854**	**$47,579,925**	**$40,139,179**	**$178,612,219**	**$298,894,177**

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual Commercial Expansion - EL0117						**08**	**08**
2006 Ballot	$1,000,000	$1,000,000	$1,200,000	$500,000	$2,700,000		
Ent Rev	$350,000	$350,000	$150,000	$1,930,000	$2,430,000		
Unfunded				$1,620,000	$1,620,000		
Total	**$1,350,000**	**$1,350,000**	**$1,350,000**	**$4,050,000**	**$6,750,000**		
2 Annual Contingency - EL0009							
2006 Ballot	$1,048,000		$822,400		$822,400		
Ent Rev				$400,000	$400,000		
Total	**$1,048,000**		**$822,400**	**$400,000**	**$1,222,400**		
3 Annual Distribution Transformers and Capacitors - EL0021						**08**	**08**
2006 Ballot	$1,302,000	$1,302,000	$1,604,800	$1,500,800	$4,407,600		
Ent Rev	$198,000		$95,200	$1,549,200	$1,644,400		
Unfunded				$1,950,000	$1,950,000		
Total	**$1,500,000**	**$1,302,000**	**$1,700,000**	**$5,000,000**	**$8,002,000**		
4 Annual Fiber Optic Cable - EL0082						**08**	**08**
Ent Rev	$335,000	$50,000	$50,000	$90,000	$190,000		
Unfunded				$60,000	$60,000		
Total	**$335,000**	**$50,000**	**$50,000**	**$150,000**	**$250,000**		
5 Annual Load Management - EL0049						**08**	**08**
Ent Rev	$90,000	$90,000	$90,000	$216,000	$396,000		
Unfunded				$54,000	$54,000		
Total	**$90,000**	**$90,000**	**$90,000**	**$270,000**	**$450,000**		
6 Annual Maintenance of Existing Overhead - EL0118						**08**	**08**
2006 Ballot	$300,000						
Ent Rev		$400,000	$400,000	$1,200,000	$2,000,000		
Total	**$300,000**	**$400,000**	**$400,000**	**$1,200,000**	**$2,000,000**		
7 Annual Maintenance of Existing Underground System - EL0107						**08**	**08**
2006 Ballot	$200,000	$200,000	$200,000	$200,000	$600,000		
Ent Rev				$160,000	$160,000		
Unfunded				$240,000	$240,000		
Total	**$200,000**	**$200,000**	**$200,000**	**$600,000**	**$1,000,000**		
8 Annual New Electric Connections - EL0053						**08**	**08**
2006 Ballot	$600,000	$600,000	$600,000	$600,000	$1,800,000		
Ent Rev	$400,000		$500,000	$1,530,000	$2,030,000		
Unfunded				$1,470,000	$1,470,000		
Total	**$1,000,000**	**$600,000**	**$1,100,000**	**$3,600,000**	**$5,300,000**		
9 Annual Residential Expansion - EL0116						**08**	**08**
2006 Ballot	$1,500,000	$1,200,000	$1,400,000	$750,000	$3,350,000		
Ent Rev	$750,000	$500,000	$850,000	$3,300,000	$4,650,000		
Unfunded				$2,700,000	$2,700,000		
Total	**$2,250,000**	**$1,700,000**	**$2,250,000**	**$6,750,000**	**$10,700,000**		
10 Annual Street Light Additions - EL0052						**08**	**08**
2006 Ballot	$200,000		$200,000	$200,000	$400,000		
Ent Rev		$120,000	$100,000	$180,000	$400,000		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
10 Annual Street Light Additions - EL0052						**08**	**08**
Unfunded				$520,000	$520,000		
Total	**$200,000**	**$120,000**	**$300,000**	**$900,000**	**$1,320,000**		
11 Annual Substation Feeder Additions - EL0115						**08**	**08**
2006 Ballot	$1,000,000	$212,000	$400,000	$1,500,000	$2,112,000		
Ent Rev				$1,540,000	$1,540,000		
Unfunded				$2,160,000	$2,160,000		
Total	**$1,000,000**	**$212,000**	**$400,000**	**$5,200,000**	**$5,812,000**		
12 Annual Transmission Maintenance - EL0101						**08**	**08**
2006 Ballot	$250,000	$250,000	$250,000	$250,000	$750,000		
Ent Rev				$200,000	$200,000		
Unfunded				$300,000	$300,000		
Total	**$250,000**	**$250,000**	**$250,000**	**$750,000**	**$1,250,000**		
13 Annual Underground Conversion - EL0027						**08**	**08**
2006 Ballot	$800,000	$200,000	$101,500		$301,500		
Ent Rev				$640,000	$640,000		
Unfunded				$960,000	$960,000		
Total	**$800,000**	**$200,000**	**$101,500**	**$1,600,000**	**$1,901,500**		
14 Blueridge 221 - Substation Feeder - EL0129						**08**	**09**
2006 Ballot		$250,000			$250,000		
Total		**$250,000**			**$250,000**		
15 Blueridge 222 - Substation Feeder - EL0130						**08**	**09**
2006 Ballot		$250,000			$250,000		
Total		**$250,000**			**$250,000**		
16 Boiler #6 Tube Replacement - EL0123						**08**	**08**
Ent Rev		$350,000			$350,000		
Total		**$350,000**			**$350,000**		
17 Business Loop 70 - Phase 2 - EL0119						**08**	**09**
2006 Ballot		$600,000			$600,000		
Total		**$600,000**			**$600,000**		
18 Business Loop 70 - Phase 3 - EL0126						**09**	**10**
2006 Ballot			$698,500		$698,500		
Total			**$698,500**		**$698,500**		
19 Chapel Hill - Gillespie Bridge to Scott - Street Light Additions - EL0132						**08**	**08**
2006 Ballot		$50,000			$50,000		
Ent Rev		$118,000			$118,000		
Total		**$168,000**			**$168,000**		
20 Clark Lane - Route PP to St. Charles Rd - Street Light Additions - EL0135						**08**	**08**
2006 Ballot		$50,000			$50,000		
Ent Rev		$90,000			$90,000		
Total		**$140,000**			**$140,000**		
21 Coal Bunkers & Machine Storage Shed - EL0100						**07**	**08**
Ent Rev		$100,000			$100,000		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
21 Coal Bunkers & Machine Storage Shed - EL0100						**07**	**08**
Total		**$100,000**			**$100,000**		
22 East Broadway - Hinkson Creek to Brickton Dr. - Street Light Additions - EL0134						**08**	**08**
2006 Ballot		$50,000			$50,000		
Ent Rev		$90,000			$90,000		
Total		**$140,000**			**$140,000**		
23 Green Meadows - Providence to Gray Oak - Street Light Additions - EL0136						**08**	**08**
Ent Rev		$70,000			$70,000		
Total		**$70,000**			**$70,000**		
24 Grindstone 223 - Substation Feeder - EL0131						**09**	**10**
2006 Ballot			$650,000		$650,000		
Total			**$650,000**		**$650,000**		
25 Harmony Branch 211 - Substation Feeder - EL0128						**08**	**09**
2006 Ballot		$288,000			$288,000		
Total		**$288,000**			**$288,000**		
26 Lemone Industrial Blvd - North to Stadium Blvd - Street Light Addiitons - EL0137						**09**	**09**
2006 Ballot			$77,000		$77,000		
Total			**$77,000**		**$77,000**		
27 Mexico Gravel Rd - Vandiver to Route PP - Street Light Additions - EL0138						**09**	**09**
2006 Ballot			$217,000		$217,000		
Total			**$217,000**		**$217,000**		
28 New Water Reservoir @ Power Plant - EL0124						**09**	**09**
Ent Rev			$1,500,000		$1,500,000		
Total			**$1,500,000**		**$1,500,000**		
29 Power Plant Rail Spur - EL0125						**09**	**09**
Ent Rev			$100,000		$100,000		
Total			**$100,000**		**$100,000**		
30 Providence Rd - Vandiver to Blue Ridge - Street Light Additions - EL0139						**09**	**09**
2006 Ballot			$126,000		$126,000		
Total			**$126,000**		**$126,000**		
31 Rebel Hill 212 - Substation Feeder - EL0142						**09**	**10**
2006 Ballot			$350,000		$350,000		
Total			**$350,000**		**$350,000**		
32 South Hampton Dr - US 163 to Route AC - Street Light Addiitons - EL0133						**08**	**08**
2006 Ballot		$50,000			$50,000		
Ent Rev		$132,000			$132,000		
Total		**$182,000**			**$182,000**		
33 Business Loop 70 - Phase 4 - EL0127						**10**	**11**
2006 Ballot				$800,000	$800,000		
Ent Rev				$70,000	$70,000		
Total				**$870,000**	**$870,000**		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
34 Business Loop 70 - Phase 5 - EL0140						**11**	**12**
Unfunded				$2,340,000	$2,340,000		
Total				**$2,340,000**	**$2,340,000**		
35 Business Loop 70 - Phase 6 - EL0141						**12**	**13**
Unfunded				$3,753,750	$3,753,750		
Total				**$3,753,750**	**$3,753,750**		
36 Option 1 Purchase of 36 MW - Columbia Energy Center - EL0113							
Unfunded				$15,500,000	$15,500,000		
Total				**$15,500,000**	**$15,500,000**		
37 Transmission Improvements - EL0112						**10**	**10**
2006 Ballot	$5,000,000			$2,750,000	$2,750,000		
Total	**$5,000,000**			**$2,750,000**	**$2,750,000**		
Total	**$15,323,000**	**$9,012,000**	**$12,732,400**	**$55,683,750**	**$77,428,150**		

Electric Funding Source Summary					
2006 Ballot	$13,200,000	$6,552,000	$8,897,200	$9,050,800	$24,500,000
Ent Rev	$2,123,000	$2,460,000	$3,835,200	$13,005,200	$19,300,400
New Funding	**$15,323,000**	**$9,012,000**	**$12,732,400**	**$22,056,000**	**$43,800,400**
Unfunded				$33,627,750	$33,627,750
Unfunded				**$33,627,750**	**$33,627,750**
Total Electric	**$15,323,000**	**$9,012,000**	**$12,732,400**	**$55,683,750**	**$77,428,150**

Electric Current Capital Projects

1	Addition of 20 MVA Transformer at Blueridge Sub - EL0108	06	07
2	Conversion of 2.4 KV Distribution Lines - EL0054	06	07
3	Distributed Generator @ Northwest Location - EL0109	07	08
4	Distributed Generator @ Southeast Location - EL0110	07	08
5	Distribution Center/Yard - Consolidation & Expansion - EL0106	08	08
6	Landfill Gas Generator - EL0111	07	08
7	Retirement of Hulen Substation - EL0105	07	08
8	Undergrounding of Broadway - EL0120	07	08

Electric Operating Impact of Capital Projects

Addition of 20 MVA Transformer at Blueridge Sub - EL0108

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Commercial Expansion - EL0117

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Distribution Transformers and Capacitors - EL0021

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Electric Operating Impact of Capital Projects

Annual Fiber Optic Cable - EL0082

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Load Management - EL0049

Growth in number of switches requires additional people to check and maintain. Installation reduces growth in system load, thereby reducing purchased power costs.

Annual Maintenance of Existing Underground System - EL0107

Work is performed because of numerous faults on a line. Replacing problem cable will reduce outages.

Annual New Electric Connections - EL0053

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Residential Expansion - EL0116

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Street Light Additions - EL0052

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Substation Feeder Additions - EL0115

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Underground Conversion - EL0027

Long-term will reduce maintenance

Conversion of 2.4 KV Distribution Lines - EL0054

None.

Distributed Generator @ Northwest Location - EL0109

Additional $14,000 per year in fuel cost, plus other O&M costs of a similar amount ($14,000 per year). Meets capacity requirements which would have had to be purchased.

Distributed Generator @ Southeast Location - EL0110

Additional $14,000 per year in fuel cost, plus other O&M costs of a similar amount ($14,000 per year). Meets capacity requirements which would have had to be purchased.

Landfill Gas Generator - EL0111

This project will require a full time maintenance operator- estimated salary of $40,000 per year plus overhead.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual Fire Hydrants & Valve Replacements - WT0127						**08**	**08**
2003 Ballot	$250,000						
Ent Rev			$100,000	$200,000	$300,000		
Future Ballot		$150,000	$150,000	$550,000	$850,000		
PYA - various		$100,000			$100,000		
Total	**$250,000**	**$250,000**	**$250,000**	**$750,000**	**$1,250,000**		
2 Annual Main Relocation for Streets & Highways - WT0125						**08**	**08**
2003 Ballot	$500,000						
Ent Rev			$210,000	$452,024	$662,024		
Future Ballot		$258,300	$290,000	$547,976	$1,096,276		
PYA - various		$200,000			$200,000		
Total	**$500,000**	**$458,300**	**$500,000**	**$1,000,000**	**$1,958,300**		
3 Annual NE Pressure Zone Improvements - WT0110						**07**	**07**
2003 Ballot	$1,143,000						
Ent Rev			$75,000	$334,000	$409,000		
Future Ballot		$1,720,000	$1,465,000	$3,451,000	$6,636,000		
Total	**$1,143,000**	**$1,720,000**	**$1,540,000**	**$3,785,000**	**$7,045,000**		
4 Annual New Service Connections - Install/Replace - WT0128						**08**	**08**
2003 Ballot	$250,000						
Ent Rev	$650,000	$900,000	$1,260,000	$4,170,760	$6,330,760		
Total	**$900,000**	**$900,000**	**$1,260,000**	**$4,170,760**	**$6,330,760**		
5 Differential Payments - WT0143						**08**	**08**
Future Ballot		$200,000	$200,000	$600,000	$1,000,000		
Total		**$200,000**	**$200,000**	**$600,000**	**$1,000,000**		
6 12" Main on Providence from Vandiver-Blueridge - WT0135						**08**	**09**
Future Ballot		$300,000			$300,000		
Total		**$300,000**			**$300,000**		
7 Backup Generators for ASR's & Pump Stations - WT0150						**08**	**09**
Future Ballot		$500,000	$500,000		$1,000,000		
Total		**$500,000**	**$500,000**		**$1,000,000**		
8 Benton-Stephens - Walnut - William to Old 63 - Main Replacement - WT0159						**08**	**09**
Future Ballot		$120,500			$120,500		
Total		**$120,500**			**$120,500**		
9 Broadway Main Replacement - WT0141						**08**	**09**
Future Ballot		$730,000			$730,000		
Total		**$730,000**			**$730,000**		
10 Business Loop 70 - Phase 2 - Jackson to Jefferson - Main Replacement - WT0131						**08**	**09**
Future Ballot		$260,000			$260,000		
Total		**$260,000**			**$260,000**		
11 Business Loop 70 - Phase 3 - Jefferson to Garth - Main Replacement - WT0197						**09**	**10**
Future Ballot			$300,000		$300,000		
Total			**$300,000**		**$300,000**		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
12 Convert Constant Speed Pumps to Variable--WT0145						**08**	**08**
Future Ballot		$700,000			$700,000		
Total		**$700,000**			**$700,000**		
13 Country Club Dr South - Old 63 East - Main Replacement - WT0158						**08**	**09**
Future Ballot		$170,000			$170,000		
Total		**$170,000**			**$170,000**		
14 Downtown - Locust St - 6th to 8th - Main Upgrade - WT0175						**09**	**10**
Future Ballot			$93,000		$93,000		
Total			**$93,000**		**$93,000**		
15 Downtown - Locust St - Hitt to Waugh - Main Upgrade - WT0173						**08**	**09**
Future Ballot		$75,000			$75,000		
Total		**$75,000**			**$75,000**		
16 Downtown - Paquin Ave - Hitt to College - Main Upgrade - WT0176						**09**	**10**
Future Ballot			$150,000		$150,000		
Total			**$150,000**		**$150,000**		
17 Downtown - Providence Rd - Broadway to Locust - Main Upgrade - WT0172						**08**	**09**
Future Ballot		$160,000			$160,000		
Total		**$160,000**			**$160,000**		
18 Downtown - Providence Rd - Locust to Elm - Main Replacement - WT0163						**08**	**09**
Future Ballot		$90,000			$90,000		
Total		**$90,000**			**$90,000**		
19 Downtown - Providence Rd to 7th Street - Broadway Main Replacement - WT0142						**09**	**10**
Future Ballot			$600,000		$600,000		
Total			**$600,000**		**$600,000**		
20 Downtown - Replace Valves Downtown on Broadway - WT0149							**08**
Future Ballot		$150,000			$150,000		
Total		**$150,000**			**$150,000**		
21 Downtown - Seventh St - Broadway to Ash - Main Replacement - WT0166						**09**	**10**
Ent Rev			$20,000		$20,000		
Future Ballot			$96,000		$96,000		
Total			**$116,000**		**$116,000**		
22 Downtown - Sixth St - Broadway to Elm - Main Upgrade - WT0177						**09**	**10**
Ent Rev			$22,250		$22,250		
Future Ballot			$179,000		$179,000		
Total			**$201,250**		**$201,250**		
23 Drill Alluvial Well #16 - WT0134						**08**	**09**
Future Ballot		$315,000			$315,000		
Total		**$315,000**			**$315,000**		
24 East Campus - Anthony St - College to William - Main Replacement - WT0160						**08**	**09**
Future Ballot		$165,000			$165,000		
Total		**$165,000**			**$165,000**		

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
25 East Campus - Cliff Dr - Hawthorne Dr to University Ave - Close Loop - WT0154						**08**	**09**
Future Ballot		$50,000			$50,000		
Total		**$50,000**			**$50,000**		
26 East Campus - Cliff, University, Hilltop, Hawthorne, Rock Hill - Main Replacement - WT0164						**09**	**10**
Ent Rev			$40,000		$40,000		
Future Ballot			$330,000		$330,000		
Total			**$370,000**		**$370,000**		
27 East Campus - Lawrence Place - Main Relocation - WT0187						**08**	**09**
Future Ballot		$52,500			$52,500		
Total		**$52,500**			**$52,500**		
28 East Campus - Rosemary Ln - College to William - Main Replacement - WT0157						**08**	**09**
Future Ballot		$159,500			$159,500		
Total		**$159,500**			**$159,500**		
29 East Campus - Wilson Ave - E of College to William - Main Replacement - WT0161						**08**	**09**
Future Ballot		$105,000			$105,000		
Total		**$105,000**			**$105,000**		
30 Gas Chlorination System Conversion - WT0146						**09**	**09**
Future Ballot			$1,500,000		$1,500,000		
Total			**$1,500,000**		**$1,500,000**		
31 Grasslands - Bingham Rd - Providence to Wayne - Main Replacement - WT0162						**08**	**09**
Future Ballot		$70,000			$70,000		
Total		**$70,000**			**$70,000**		
32 Grasslands - Burnham/Rollins/Providence Intersection - Main Relocation - WT0184						**08**	**09**
Future Ballot		$43,200			$43,200		
Total		**$43,200**			**$43,200**		
33 Harvard Dr - Main Relocation - WT0186						**08**	**09**
Future Ballot		$76,500			$76,500		
Total		**$76,500**			**$76,500**		
34 Highway 763 @ I-70 - Close Loops - WT0153						**08**	**09**
Future Ballot		$200,000			$200,000		
Total		**$200,000**			**$200,000**		
35 Highway PP - Mary Ann Cir to Thompson Rd - Main Upgrade - WT0174						**09**	**10**
Future Ballot			$153,000		$153,000		
Total			**$153,000**		**$153,000**		
36 Hominy Branch - Main Relocation - WT0191						**08**	**09**
Future Ballot		$20,000			$20,000		
Total		**$20,000**			**$20,000**		
37 Loop Closure of 16" Mains South of Nifong Blvd. - WT0139						**08**	**09**
Future Ballot		$450,000			$450,000		
Total		**$450,000**			**$450,000**		
38 Louisville Dr - Millbrook to Smith - Main Relocation - WT0185						**08**	**09**

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
38 Louisville Dr - Millbrook to Smith - Main Relocation - WT0185						**08**	**09**
Future Ballot		$88,000			$88,000		
Total		**$88,000**			**$88,000**		
39 Lower Bear Creek - Main Relocation - WT0192						**08**	**09**
Future Ballot		$20,000			$20,000		
Total		**$20,000**			**$20,000**		
40 New Well Metering - WT0151						**08**	**08**
Future Ballot		$150,000			$150,000		
Total		**$150,000**			**$150,000**		
41 North Central - Fourth St - Hickman to Wilkes - Main Replacement - WT0170						**09**	**10**
Ent Rev			$20,000		$20,000		
Future Ballot			$96,000		$96,000		
Total			**$116,000**		**$116,000**		
42 North Central - Hickman Ave - Providence to Washington - Main Replacement - WT0169						**09**	**10**
Ent Rev			$20,000		$20,000		
Future Ballot			$96,000		$96,000		
Total			**$116,000**		**$116,000**		
43 North Central - Providence Rd N @ Douglas HS - Main Replacement - WT0165						**09**	**10**
Future Ballot			$62,000		$62,000		
Total			**$62,000**		**$62,000**		
44 North Central - Rangeline St & Smith St - Main Relocation - WT0189						**08**	**09**
Future Ballot		$32,000			$32,000		
Total		**$32,000**			**$32,000**		
45 North Central - Washington Ave - Hickman to Wilkes - Main Replacement - WT0167						**09**	**10**
Ent Rev			$26,000		$26,000		
Future Ballot			$134,000		$134,000		
Total			**$160,000**		**$160,000**		
46 North Central - Wilkes Blvd - Providence to Washington - Main Replacement - WT0168						**09**	**10**
Future Ballot			$110,000		$110,000		
Total			**$110,000**		**$110,000**		
47 North Section of 24" East Transmission Main - WT0136						**08**	**09**
Future Ballot		$2,500,000			$2,500,000		
Total		**$2,500,000**			**$2,500,000**		
48 Paint WTP Basins - WT0144							
Future Ballot		$600,000	$300,000		$900,000		
Total		**$600,000**	**$300,000**		**$900,000**		
49 Providence Rd @ Stewart Rd - Close Loop - WT0155						**FY09**	**FY10**
Future Ballot			$140,000		$140,000		
Total			**$140,000**		**$140,000**		
50 Quail Drive - Main Relocation - WT0188						**08**	**09**
Future Ballot		$160,000			$160,000		

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Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
50 Quail Drive - Main Relocation - WT0188						**08**	**09**
Total		**$160,000**			**$160,000**		
51 Sludge Removal Site - WT0148							
Future Ballot			$750,000		$750,000		
Total			**$750,000**		**$750,000**		
52 South Section of 24" East Transmission Main - WT0137						**09**	**10**
Future Ballot			$1,250,000		$1,250,000		
Total			**$1,250,000**		**$1,250,000**		
53 Stadium Blvd @ Bernadette Dr - Close Loops - WT0156						**09**	**10**
Future Ballot			$122,500		$122,500		
Total			**$122,500**		**$122,500**		
54 Thompson Rd - Creve Coeur Dr to Hwy PP - Main Upgrade - WT0171						**08**	**09**
Future Ballot		$265,000			$265,000		
Total		**$265,000**			**$265,000**		
55 Upgrade Transformers & Switchgear @ WTP - WT0147						**08**	**09**
Future Ballot		$160,000			$160,000		
Total		**$160,000**			**$160,000**		
56 Vandiver/Sylvan Storm Drainage - Main Relocation - WT0190						**08**	**09**
Future Ballot		$49,500			$49,500		
Total		**$49,500**			**$49,500**		
57 ASR #3 - Conversion of Existing Deep Well - WT0140						**10**	**11**
Future Ballot				$475,000	$475,000		
Total				**$475,000**	**$475,000**		
58 Business Loop 70 - Phase 4 - Garth to Providence - Main Replacement - WT0198						**10**	**11**
Future Ballot				$360,000	$360,000		
Total				**$360,000**	**$360,000**		
59 Business Loop 70 - Phase 5 - Providence to College - Main Replacement - WT0199						**11**	**12**
Future Ballot				$1,050,000	$1,050,000		
Total				**$1,050,000**	**$1,050,000**		
60 Business Loop 70 - Phase 6 - College to Eastwood - Main Replacement - WT0200						**12**	**13**
Future Ballot				$1,388,791	$1,388,791		
Total				**$1,388,791**	**$1,388,791**		
61 Close Loops - WT0123							
2003 Ballot	$100,000						
Ent Rev	$150,000						
Future Ballot				$458,708	$458,708		
Total	**$250,000**			**$458,708**	**$458,708**		
62 Downtown - Walnut - Providence to 6th - Main Upgrade - WT0181						**11**	**12**
Future Ballot				$166,250	$166,250		
Total				**$166,250**	**$166,250**		
63 Downtown - Waugh St - Locust to Paquin - Main Upgrade - WT0180						**11**	**12**

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
63 Downtown - Waugh St - Locust to Paquin - Main Upgrade - WT0180						**11**	**12**
Future Ballot				$97,500	$97,500		
Total				**$97,500**	**$97,500**		
64 Drill Alluvial Wells #17 and #18 - WT0138						**10**	**11**
Future Ballot				$700,000	$700,000		
Total				**$700,000**	**$700,000**		
65 East Campus - University Ave - Ann St to Rock Hill - Close Loops - WT0193						**10**	**11**
Future Ballot				$97,650	$97,650		
Total				**$97,650**	**$97,650**		
66 Fairmont Dr - Fieldcrest to Parkridge - Close Loops - WT0195						**10**	**11**
Future Ballot				$26,250	$26,250		
Total				**$26,250**	**$26,250**		
67 Gillespie Bridge Rd - Limestone to Longview - Close Loops - WT0194						**10**	**11**
Future Ballot				$66,300	$66,300		
Total				**$66,300**	**$66,300**		
68 Highway Crossings - WT0119						**10**	**11**
Ent Rev				$198,750	$198,750		
Future Ballot				$551,250	$551,250		
Total				**$750,000**	**$750,000**		
69 Highway PP - Thompson Rd to Dusty Rhodes Ln - Main Upgrade - WT0178						**10**	**11**
Future Ballot				$600,000	$600,000		
Total				**$600,000**	**$600,000**		
70 Mexico Gravel Rd - Manchester Dr to Billy Jean Dr - Main Upgrade - WT0179						**10**	**11**
Ent Rev				$18,250	$18,250		
Future Ballot				$53,750	$53,750		
Total				**$72,000**	**$72,000**		
71 North Central - Fifth St - Ash to Hickman - Main Upgrade - WT0183						**11**	**12**
Future Ballot				$236,250	$236,250		
Total				**$236,250**	**$236,250**		
72 North Central - Park Ave - Providence Rd to 8th St - Main Upgrade - WT0182						**11**	**12**
Ent Rev				$61,062	$61,062		
Future Ballot				$236,438	$236,438		
Total				**$297,500**	**$297,500**		
73 Smith Dr - Silver Thorne to Scott Blvd - Close Loops - WT0196						**11**	**12**
Future Ballot				$220,000	$220,000		
Total				**$220,000**	**$220,000**		
74 Water Main Replacements - WT0130							
2003 Ballot	$208,497						
Ent Rev				$226,402	$226,402		
Future Ballot				$4,305,317	$4,305,317		
Total	**$208,497**			**$4,531,719**	**$4,531,719**		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Total	**$3,251,497**	**$12,515,000**	**$10,859,750**	**$21,899,678**	**$45,274,428**		

Water Funding Source Summary

2003 Ballot	$2,451,497				
Ent Rev	$800,000	$900,000	$1,793,250	$5,661,248	$8,354,498
New Funding	**$3,251,497**	**$900,000**	**$1,793,250**	**$5,661,248**	**$8,354,498**
PYA - various		$300,000			$300,000
Prior Year Funding		**$300,000**			**$300,000**
Future Ballot		$11,315,000	$9,066,500	$16,238,430	$36,619,930
Future Ballot		**$11,315,000**	**$9,066,500**	**$16,238,430**	**$36,619,930**
Total Water	**$3,251,497**	**$12,515,000**	**$10,859,750**	**$21,899,678**	**$45,274,428**

Water Current Capital Projects

1	12" Main on Oakland Gr Rd - WT0078	05	07
2	36" Transmission Main - WT0120	05	07
3	8 MGD Water Treatment Plant Addition - WT0109	05	06
4	8" Main on Holly - WT0079	05	07
5	Dehumidify & Paint Pipes at W Ash Pump Stn. - WT0100	06	07
6	Green Line Main Extensions - WT0133		
7	Paint Shepard Tower - Inside & Outside - WT0113	05	06
8	Route 763 Relocation - WT0132		
9	Upgrade 4" Mains Downtown - WT0129	07	07
10	Well Supply Main - WT0111	07	08

Water Operating Impact of Capital Projects

8 MGD Water Treatment Plant Addition - WT0109

This project will impact operations in several ways. Chemical costs will increase. Initial impact estimated as $50,000. Utilities will increase. Impact estimated at $15,000. Additional staff will be needed because of this project.

Annual Fire Hydrants & Valve Replacements - WT0127

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Main Relocation for Streets & Highways - WT0125

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual NE Pressure Zone Improvements - WT0110

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual New Service Connections - Install/Replace - WT0128

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Drill Alluvial Well #16 - WT0134

Incremental impact on operational costs. Additional well to maintain

Green Line Main Extensions - WT0133

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Water Operating Impact of Capital Projects

Green Line Main Extensions - WT0133

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Route 763 Relocation - WT0132

None

South Section of 24" East Transmission Main - WT0137

Provides more reliable system.

Well Supply Main - WT0111

None

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual Capital Maintenance - ER0045						**08**	**08**
Ent Rev	$50,000	$58,000	$59,700	$190,000	$307,700		
Total	**$50,000**	**$58,000**	**$59,700**	**$190,000**	**$307,700**		
2 Annual Rail Replacement Program - ER0014						**08**	**08**
Ent Rev		$58,000	$59,700	$190,000	$307,700		
Total		**$58,000**	**$59,700**	**$190,000**	**$307,700**		
3 Annual Roadway Program - ER0007						**08**	**08**
Ent Rev		$11,000	$11,500	$37,500	$60,000		
Total		**$11,000**	**$11,500**	**$37,500**	**$60,000**		
4 Annual Surfacing Program - ER0013						**08**	**08**
Ent Rev		$79,400	$81,800	$260,500	$421,700		
Total		**$79,400**	**$81,800**	**$260,500**	**$421,700**		
5 Annual Tie Program - ER0012						**08**	**08**
Ent Rev	$25,000	$131,100	$135,100	$430,000	$696,200		
Total	**$25,000**	**$131,100**	**$135,100**	**$430,000**	**$696,200**		
6 Brown Station Drive South Crossing - ER0035						**09**	**09**
Ent Rev			$35,000		$35,000		
Total			**$35,000**		**$35,000**		
7 N Browns Station Drive Crossing - ER0024						**09**	**09**
Ent Rev			$35,000		$35,000		
Total			**$35,000**		**$35,000**		
8 O'Rear Road Crossing - ER0023						**08**	**08**
Ent Rev		$35,000			$35,000		
Total		**$35,000**			**$35,000**		
9 Replace ETI Turnout - ER0041						**08**	**08**
Ent Rev		$35,000			$35,000		
Total		**$35,000**			**$35,000**		
10 US 63 Crossings - ER0056						**08**	**08**
Unfunded			$250,000		$250,000		
Total			**$250,000**		**$250,000**		
11 Wabash Walkway - ER0057						**08**	
Non-Motor Grant		$80,000			$80,000		
Total		**$80,000**			**$80,000**		
12 Waco Road Crossing Surface - ER0051						**09**	**09**
Ent Rev			$60,000		$60,000		
Total			**$60,000**		**$60,000**		
13 Wilkes Blvd. Crossing - ER0033						**08**	**08**
Unfunded			$40,000		$40,000		
Total			**$40,000**		**$40,000**		
14 Bridge Over Highway 63 - ER0058						**12**	**13**

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
14 Bridge Over Highway 63 - ER0058						**12**	**13**
Unfunded				$1,000,000	$1,000,000		
Total				**$1,000,000**	**$1,000,000**		
15 Brown Station Retaining Wall - ER0015						**11**	**11**
Ent Rev				$40,000	$40,000		
Total				**$40,000**	**$40,000**		
16 Elm Street Crossing - ER0032						**10**	**10**
Ent Rev				$35,000	$35,000		
Total				**$35,000**	**$35,000**		
17 Engine House Tracks - ER0059						**12**	**12**
EU Loan				$100,000	$100,000		
Total				**$100,000**	**$100,000**		
18 Heuchan Siding - ER0026						**12**	**12**
Unfunded				$200,000	$200,000		
Total				**$200,000**	**$200,000**		
19 Railroad Operations Center - ER0055						**11**	**12**
EU Loan				$650,000	$650,000		
Total				**$650,000**	**$650,000**		
20 Wright Drive Crossing - ER0034						**10**	**10**
Ent Rev				$35,000	$35,000		
Total				**$35,000**	**$35,000**		
Total	**$75,000**	**$487,500**	**$767,800**	**$3,168,000**	**$4,423,300**		

Railroad Funding Source Summary					
Ent Rev	$75,000	$407,500	$477,800	$1,218,000	$2,103,300
EU Loan				$750,000	$750,000
Non-Motor Grant		$80,000			$80,000
New Funding	**$75,000**	**$487,500**	**$477,800**	**$1,968,000**	**$2,933,300**
Unfunded			$290,000	$1,200,000	$1,490,000
Unfunded			**$290,000**	**$1,200,000**	**$1,490,000**
Total Railroad	**$75,000**	**$487,500**	**$767,800**	**$3,168,000**	**$4,423,300**

Railroad Current Capital Projects			
1	COLT Railroad Corridor Project - ER0044	07	07
2	Fay Street Crossing - ER0031	07	07
3	Rail Terminal - ER0046	07	07

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual 80-Acre Point Trunks Revolving Fund - C43111							
2003 Ballot	$500,000	$500,000	$200,000		$700,000		
Future Bond			$1,500,000	$3,000,000	$4,500,000		
Total	**$500,000**	**$500,000**	**$1,700,000**	**$3,000,000**	**$5,200,000**		
2 Annual Private Common Collectors - C43112							
2003 Ballot	$300,000	$150,000	$150,000		$300,000		
Ent Rev		$150,000			$150,000		
Future Bond			$600,000	$900,000	$1,500,000		
Total	**$300,000**	**$300,000**	**$750,000**	**$900,000**	**$1,950,000**		
3 Annual Sewer Main and Manhole Rehab - C43100							
2003 Ballot	$500,000	$500,000	$500,000		$1,000,000		
Ent Rev		$250,000			$250,000		
Future Bond			$2,000,000	$3,000,000	$5,000,000		
Total	**$500,000**	**$750,000**	**$2,500,000**	**$3,000,000**	**$6,250,000**		
4 Annual Sewer System Improvements - C43183							
Ent Rev	$100,000	$500,000	$500,000	$1,500,000	$2,500,000		
Total	**$100,000**	**$500,000**	**$500,000**	**$1,500,000**	**$2,500,000**		
5 Cascades Pump Station Upgrade C43193						**08**	**08**
Ent Rev		$325,000			$325,000		
Total		**$325,000**			**$325,000**		
6 Clear Creek Pump Station Upgrade Phase I - C43191						**06**	**09**
2003 Ballot	$195,000	$2,612,000			$2,612,000		
Total	**$195,000**	**$2,612,000**			**$2,612,000**		
7 Gans Creek Pump Station						**09**	**10**
Future Bond				$2,000,000	$2,000,000		
Total				**$2,000,000**	**$2,000,000**		
8 Gravity Thickner Covers C43197						**08**	**08**
Ent Rev		$500,000			$500,000		
Total		**$500,000**			**$500,000**		
9 H-13A Trunk Sewer-MU Hospital C43196							**08**
Ent Rev		$750,000			$750,000		
Total		**$750,000**			**$750,000**		
10 H-21 B Interceptor - C43188						**07**	**08**
2003 Ballot	$85,000						
Ent Rev		$150,000			$150,000		
Total	**$85,000**	**$150,000**			**$150,000**		
11 Hinkson Creek Siphon Elimination - C43189						**06**	**08**
Ent Rev	$250,000	$500,000	$500,000		$1,000,000		
Total	**$250,000**	**$500,000**	**$500,000**		**$1,000,000**		
12 Hominy Branch Outfall relief Sewer						**09**	**10**
Future Bond				$2,900,000	$2,900,000		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
12 Hominy Branch Outfall relief Sewer						**09**	**10**
Total				**$2,900,000**	**$2,900,000**		
13 Inflow & Infiltration Investigations							**08**
Ent Rev		$500,000			$500,000		
Future Bond			$500,000	$750,000	$1,250,000		
Total		**$500,000**	**$500,000**	**$750,000**	**$1,750,000**		
14 Lower Bear Creek Outfall Relief						**09**	**10**
Future Bond			$200,000	$1,800,000	$2,000,000		
Total			**$200,000**	**$1,800,000**	**$2,000,000**		
15 WWTP Expansion Phase I						**08**	**10**
Future Bond			$4,000,000	$40,000,000	$44,000,000		
Total			**$4,000,000**	**$40,000,000**	**$44,000,000**		
16 Flat Branch Watershed Relief Sewers						**10**	**11**
Future Bond				$2,500,000	$2,500,000		
Total				**$2,500,000**	**$2,500,000**		
17 Lower Southwest Outfall Relief Sewer						**11**	**12**
Future Bond				$700,000	$700,000		
Total				**$700,000**	**$700,000**		
18 Upper Bear Creek Outfall Relief						**11**	**12**
Future Bond				$2,000,000	$2,000,000		
Total				**$2,000,000**	**$2,000,000**		
Total	**$1,930,000**	**$7,387,000**	**$10,650,000**	**$61,050,000**	**$79,087,000**		

Sewer Funding Source Summary

2003 Ballot	$1,580,000	$3,762,000	$850,000		$4,612,000
Ent Rev	$350,000	$3,625,000	$1,000,000	$1,500,000	$6,125,000
New Funding	**$1,930,000**	**$7,387,000**	**$1,850,000**	**$1,500,000**	**$10,737,000**
Future Bond			$8,800,000	$59,550,000	$68,350,000
Future Bond			**$8,800,000**	**$59,550,000**	**$68,350,000**
Total Sewer	**$1,930,000**	**$7,387,000**	**$10,650,000**	**$61,050,000**	**$79,087,000**

Sewer Current Capital Projects

1	Bear Creek Bank Stabilization C43185		
2	Bear Creek Outfall Extension - C43176	05	07
3	C-3 UMC S Farm Trunk - C43184	05	06
4	Centrifuge Replacement at WWTP - C43144	05	06
5	County House Branch (Southwest Outfall) Enlargement Phase 2 - C43177	05	07
6	EP-1 Trunk - Opal Smith - C43182		06
7	EP-3 Trunk Sewer - C43166	05	06
8	H-21 Enlargement - C43137	05	06
9	Hinkson Creek Streambank - C43156	06	07
10	Sewer District #142 - C43118	07	08

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Sewer Current Capital Projects

11	Sewer District #148 - C43171	05	07
12	Sewer District #154 - C43170	05	07
13	Sewer District #159 - C43164	06	08
14	Sewer District #161	06	08
15	Sewer District #162	06	07
16	South Grindstone Outfall - El Chaparral Lagoon Interceptor - Phase I - C43168	05	06
17	State Route 763 Sewer Relocation - C43190	06	07
18	UMC Campus Relief - Sewer Phase I - C43165	05	06
19	UMC Campus Relief Sewer - Phase II - C43173	04	06
20	Upper Hinkson Creek - C43186	06	08
21	Wetland Treatment Unit #2 Berm Repair - C43187	06	07

Sewer Operating Impact of Capital Projects

Bear Creek Outfall Extension - C43176

No impact- increase in maintenance costs for new sewer will be offset by decrease in maintenance costs by eliminating the pump station.

C-3 UMC S Farm Trunk - C43184

Add $4,500/yr in tv inspections & cleaning

Cascades Pump Station Upgrade C43193

Add $15,000/yr to operate & maintain pump station

Clear Creek Pump Station Upgrade Phase I - C43191

Add $10,000/yr for operating larger station

County House Branch (Southwest Outfall) Enlargement Phase 2 - C43177

Add $6,000/yr to operate & maintain sewer

EP-1 Trunk - Opal Smith - C43182

Add $1,500/yr for tv inspection and cleaning sewer

EP-3 Trunk Sewer - C43166

Add $5,500/yr to operate and maintain sewer

Gans Creek Pump Station

Add $35,000/yr to operate & maintain pump station

H-13A Trunk Sewer-MU Hospital C43196

Add $2,200/yr for tv inspection and cleaning

Hinkson Creek Siphon Elimination - C43189

Project will not increase O/M costs.

Hominy Branch Outfall relief Sewer

Add $11,000/yr to operate & maintain sewer

Lower Bear Creek Outfall Relief

Add $7,500/yr to operate & maintain sewer

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C

Sewer Operating Impact of Capital Projects

Sewer District #148 - C43171

Add $1,200/yr for tv inspection and cleaning sewer

Sewer District #154 - C43170

Add $7,000/yr for tv inspections and cleaning sewer

Sewer District #159 - C43164

Add $2,000/yr for tv inspection and cleaning sewer

Sewer District #161

Add $7,000/yr for tv inspections and cleaning sewer

Sewer District #162

Add $2,500/yr to tv inspections and sewer cleaning.

South Grindstone Outfall - El Chaparral Lagoon Interceptor - Phase I - C43168

Add $6,000/yr to maintain and operate sewer.

State Route 763 Sewer Relocation - C43190

No impact

UMC Campus Relief - Sewer Phase I - C43165

Add $1,000/yr for tv inspection and cleaning sewer

UMC Campus Relief Sewer - Phase II - C43173

Add $1,200/yr to operate and maintain sewer

Upper Hinkson Creek - C43186

Add $8,000/yr to operate and maintain sewer.

WWTP Expansion Phase I

Add $500,000/yr to operate and maintain expanded facility

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual Projects - C49017							
Ent Rev	$190,000	$190,000	$190,000	$570,000	$950,000		
Total	**$190,000**	**$190,000**	**$190,000**	**$570,000**	**$950,000**		
2 Harvard Drainage C49088						**07**	**08**
Ent Rev		$175,500			$175,500		
Total		**$175,500**			**$175,500**		
3 Lawrence Place C49089						**08**	**08**
Ent Rev		$90,000			$90,000		
Total		**$90,000**			**$90,000**		
4 Mill Creek Detention Study (Engineering Only)						**08**	**14**
Ent Rev		$52,500			$52,500		
Total		**$52,500**			**$52,500**		
5 Quail Drive - C49067						**09**	**09**
Ent Rev			$311,000		$311,000		
Total			**$311,000**		**$311,000**		
6 Rangeline Street Smith Street - C49081						**07**	**09**
Ent Rev	$20,000		$117,000		$117,000		
Total	**$20,000**		**$117,000**		**$117,000**		
7 Royal Lytham - Fallwood C49090						**07**	**08**
Ent Rev		$60,000			$60,000		
Total		**$60,000**			**$60,000**		
8 Rustic Road RCB C49091						**08**	**09**
Ent Rev		$105,000			$105,000		
Total		**$105,000**			**$105,000**		
9 Vandiver/Sylvan Storm Drainage						**08**	**09**
Ent Rev			$275,000		$275,000		
Total			**$275,000**		**$275,000**		
10 Braemore Drainage						**09**	**10**
Ent Rev				$175,000	$175,000		
Total				**$175,000**	**$175,000**		
11 Bray/Longwell Drainage						**09**	**10**
Ent Rev				$101,000	$101,000		
Total				**$101,000**	**$101,000**		
12 Capri Estates Drainage						**10**	**12**
Ent Rev				$145,000	$145,000		
Total				**$145,000**	**$145,000**		
13 English/Subella/Jake Drainage						**10**	**12**
Ent Rev				$110,000	$110,000		
Total				**$110,000**	**$110,000**		
14 Garth @ Oak Tower						**08**	**10**

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
14 Garth @ Oak Tower						**08**	**10**
Ent Rev				$356,856	$356,856		
Total				**$356,856**	**$356,856**		
15 Martinshire Drive						**09**	**11**
Ent Rev			$69,000		$69,000		
Total			**$69,000**		**$69,000**		
16 Pear Tree Circle Storm Drainage						**09**	**11**
Ent Rev				$170,000	$170,000		
Total				**$170,000**	**$170,000**		
17 Sappington Drainage						**10**	**12**
Ent Rev				$145,000	$145,000		
Total				**$145,000**	**$145,000**		
18 Sexton Road at Jackson						**09**	**11**
Ent Rev				$315,000	$315,000		
Total				**$315,000**	**$315,000**		
19 Sexton/McBaine Drainage						**09**	**11**
Ent Rev				$264,500	$264,500		
Total				**$264,500**	**$264,500**		
20 Woodland-Northridge Drainage						**10**	**12**
Ent Rev				$203,500	$203,500		
Total				**$203,500**	**$203,500**		
Total	**$210,000**	**$673,000**	**$962,000**	**$2,555,856**	**$4,190,856**		

Storm Water Funding Source Summary					
Ent Rev	$210,000	$673,000	$962,000	$2,555,856	$4,190,856
New Funding	**$210,000**	**$673,000**	**$962,000**	**$2,555,856**	**$4,190,856**
Total Storm Water	**$210,000**	**$673,000**	**$962,000**	**$2,555,856**	**$4,190,856**

Storm Water Current Capital Projects			
1	Brandon Road Culvert - C49068	06	07
2	Crestridge Culvert - C49023		
3	Digital Mapping Project - C49043	07	
4	Eighth Street Drainage C49084		
5	Flat Branch RCB - C49059	05	06
6	Greenwood-Stewart - C49069	06	07
7	Grissum Building - C49058	05	
8	Hendrix Drive Drainage Extension C49085		
9	Hillshire Court Drainage C49083		
10	Jake Lane Drainage - C49075		
11	Maryland-Richmond Phase 2 - C49077	05	06
12	Maupin-Edgewood - C49056	05	06
13	Middlebush - C49039	06	07
14	Mill Creek Drainage Basin Phase II - C49080	06	07

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
Storm Water Current Capital Projects							
15 Philips Property Plan Evaluation - C49061							
16 Primrose Drive Drainage C49079							
17 Richmond Ave Box Culvert - C49057						05	06
18 Rutledge - Weymeyer - C49040						06	07
19 West Blvd and Mary Jean - C49026						05	06

Storm Water Operating Impact of Capital Projects

Brandon Road Culvert - C49068

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Crestridge Culvert - C49023

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Flat Branch RCB - C49059

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Greenwood-Stewart - C49069

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Lawrence Place C49089

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Maryland-Richmond Phase 2 - C49077

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Maupin-Edgewood - C49056

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Middlebush - C49039

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Mill Creek Drainage Basin Phase II - C49080

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Rangeline Street Smith Street - C49081

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Royal Lytham - Fallwood C49090

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Rutledge - Weymeyer - C49040

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

West Blvd and Mary Jean - C49026

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Fueling Station for the Landfill						**08**	**09**
Ent Rev		$120,000			$120,000		
Total		**$120,000**			**$120,000**		
2 Methane Gas Extraction Wells - C48031						**09**	**10**
Ent Rev			$200,000	$250,000	$450,000		
Total			**$200,000**	**$250,000**	**$450,000**		
3 Add Maintenace Bay to Landfill Operations Center Building						**11**	**11**
Ent Rev				$200,000	$200,000		
Total				**$200,000**	**$200,000**		
4 Container Maintenance Building at the Landfill						**10**	**11**
Ent Rev				$350,000	$350,000		
Total				**$350,000**	**$350,000**		
5 Household Hazardous Waste Building						**09**	**10**
Ent Rev			$350,000		$350,000		
Total			**$350,000**		**$350,000**		
6 Parkside Mulch Site Drop-Off						**10**	**10**
Ent Rev				$100,000	$100,000		
Total				**$100,000**	**$100,000**		
7 Refuse Bag Storage Building						**09**	**10**
Ent Rev				$200,000	$200,000		
Total				**$200,000**	**$200,000**		
Total	**$0**	**$120,000**	**$550,000**	**$1,100,000**	**$1,770,000**		

Solid Waste Funding Source Summary				
Ent Rev	$120,000	$550,000	$1,100,000	$1,770,000
New Funding	**$120,000**	**$550,000**	**$1,100,000**	**$1,770,000**
Total Solid Waste	**$120,000**	**$550,000**	**$1,100,000**	**$1,770,000**

Solid Waste Current Capital Projects			
1	Landfill Cell #4 - C48038	06	07

Solid Waste Operating Impact of Capital Projects

Landfill Cell #4 - C48038

An additional 0.5 FTE will be needed when the cell reaches 30' of waste for monitoring moisture, gas, pH and stability since it will be operating as a bioreactor. (FY09)

Methane Gas Extraction Wells - C48031

An additional 0.5 FTE employee to be added to handle increased monitoring of additional wells and bioreactor when that comes along.

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Future Parking Garage - C45050						**08**	**08**
Ent Rev	$600,000						
Future Bond		$13,130,000			$13,130,000		
Total	**$600,000**	**$13,130,000**			**$13,130,000**		
Total	**$600,000**	**$13,130,000**	**$0**	**$0**	**$13,130,000**		

Parking Funding Source Summary

Ent Rev	$600,000		
New Funding	**$600,000**		
Future Bond		$13,130,000	13,130,000
Future Bond		**$13,130,000**	**$13,130,000**
Total Parking	**$600,000**	**$13,130,000**	**$13,130,000**

Parking Current Capital Projects

1	Add Floor to Plaza - @ 7th and Walnut (Est. 125 Add'l Spaces) - C45049	06	07
2	Oil Water Sep 7th & Walnut - C45043	05	05
3	Replace two multi-space falcon - 6th & Cherry - C45047		05

Parking Operating Impact of Capital Projects

Add Floor to Plaza - @ 7th and Walnut (Est. 125 Add'l Spaces) - C45049

Minimal impact. Lighting costs will increase $600 annually after completion and maintenance and upkeep will absorb into present efforts without significant increase.

Future Parking Garage - C45050

Unknown until designed.

Oil Water Sep 7th & Walnut - C45043

NA

Replace two multi-space falcon - 6th & Cherry - C45047

NA

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Ameren UE site feasiblity study C47031							
Transp S Tax		$60,000			$60,000		
Total		**$60,000**			**$60,000**		
2 Automated Vehicle Locator (AVL) system-GPS							
FTA Grant			$240,183		$240,183		
Transp S Tax			$60,046		$60,046		
Total			**$300,229**		**$300,229**		
3 Bench & Shelter-Derby Ridge/Smiley C47032							**08**
Ent Rev		$3,685			$3,685		
FTA Grant		$14,740			$14,740		
Total		**$18,425**			**$18,425**		
4 One (1) Additional 40' Transit Bus C47033							
FTA Grant		$276,000			$276,000		
Transp S Tax		$69,000			$69,000		
Total		**$345,000**			**$345,000**		
5 Rpl. #374 & #375 40' Transit Buses C47034							
FTA Grant		$574,400			$574,400		
Transp S Tax		$143,600			$143,600		
Total		**$718,000**			**$718,000**		
6 Rpl. (2) 40' Buses							**2009**
FTA Grant			$579,600		$579,600		
Transp S Tax			$144,900		$144,900		
Total			**$724,500**		**$724,500**		
7 Rpl. (2) Paratransit Vans #1937 & 1938							
FTA Grant			$124,000		$124,000		
Transp S Tax			$31,000		$31,000		
Total			**$155,000**		**$155,000**		
8 Rpl. (5) 35' El Dorado Buses C47035							
FTA Grant		$1,435,200			$1,435,200		
Transp S Tax		$358,800			$358,800		
Total		**$1,794,000**			**$1,794,000**		
9 Rpl #1968 Bluebird Bus							**2010**
FTA Grant				$304,290	$304,290		
Transp S Tax				$76,072	$76,072		
Total				**$380,362**	**$380,362**		
10 Rpl. #1967 - 15 Passenger Van						**12**	**12**
FTA Grant				$28,000	$28,000		
Transp S Tax				$7,000	$7,000		
Total				**$35,000**	**$35,000**		
11 Rpl. (2) 40' New Flyer Buses #1851-1852							
FTA Grant				$662,400	$662,400		
Transp S Tax				$165,600	$165,600		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
11 Rpl. (2) 40' New Flyer Buses #1851-1852							
Total				**$828,000**	**$828,000**		
12 Rpl. (2) Paratransit Vehicles							
FTA Grant				$134,400	$134,400		
Transp S Tax				$33,600	$33,600		
Total				**$168,000**	**$168,000**		
13 Rpl. (6) 35' New Flyer Buses #1892-1897							
FTA Grant				$1,921,200	$1,921,200		
Transp S Tax				$480,300	$480,300		
Total				**$2,401,500**	**$2,401,500**		
Total	**$0**	**$2,935,425**	**$1,179,729**	**$3,812,862**	**$7,928,016**		

Transit Funding Source Summary

Ent Rev	$3,685			$3,685
FTA Grant	$2,300,340	$943,783	$3,050,290	$6,294,413
Transp S Tax	$631,400	$235,946	$762,572	$1,629,918
New Funding	**$2,935,425**	**$1,179,729**	**$3,812,862**	**$7,928,016**
Total Transit	**$2,935,425**	**$1,179,729**	**$3,812,862**	**$7,928,016**

Transit Current Capital Projects

1	(17) GFI Farebox Upgrades for Card Swipes - C47018	
2	(18) Solar Lighting Systems for Shelters - C47026	
3	(2) New Additional 40' Buses - C47027	
4	(7) Solar Illuminated Holder w/Security Lighting for Bench/Shelter Locations - C47028	
5	Benches and Shelters - C47023	
6	Benches and Shelters - C47029	
7	GFI Farebox Upgrade Repl. Electronic Motherboards - C47018	
8	Redesign Wabash Station - C47003	06
9	Replace (4) Paratransit Vehicles - C47030	
10	Ten Bus Shelters - C47004	

Transit Operating Impact of Capital Projects

(18) Solar Lighting Systems for Shelters - C47026

None

(7) Solar Illuminated Holder w/Security Lighting for Bench/Shelter Locations - C47028

None

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
1 Annual General Improvements - C44008							
Transp S Tax	$50,000	$50,000	$50,000	$150,000	$250,000		
Total	**$50,000**	**$50,000**	**$50,000**	**$150,000**	**$250,000**		
2 Air Traffic Control Tower road improvements							**FY09**
Transp S Tax			$40,000		$40,000		
Total			**$40,000**		**$40,000**		
3 Airport Landside Pavement Improvements							**FY09**
Transp S Tax			$250,000		$250,000		
Total			**$250,000**		**$250,000**		
4 Airport Maintenance Shop Expansion							**FY09**
Transp S Tax			$750,000		$750,000		
Total			**$750,000**		**$750,000**		
5 Cargo Apron w/ Taxiway - C44067 - 95 % eligible (FAA)						**2009**	**2010**
FAA Grant				$1,377,500	$1,377,500		
PYA Transp S Tax				$163,200	$163,200		
Total				**$1,540,700**	**$1,540,700**		
6 Land Purchase - Rwy Safety Areas- 95 % eligible (FAA)						**NA**	**NA**
FAA Grant				$285,000	$285,000		
Unfunded				$15,000	$15,000		
Total				**$300,000**	**$300,000**		
7 Main terminal roof replacement							**FY09**
Transp S Tax			$70,000		$70,000		
Total			**$70,000**		**$70,000**		
8 Master Plan Update - 95% eligible (FAA) C44082							
FAA Grant		$380,000			$380,000		
Transp S Tax		$20,000			$20,000		
Total		**$400,000**			**$400,000**		
9 Rehabilitation of Commercial Aircraft Parking Apron - C44080- 95 % eligible (FAA)						**08**	**09**
FAA Grant	$741,000	$185,250			$185,250		
Transp S Tax	$39,000	$9,750			$9,750		
Total	**$780,000**	**$195,000**			**$195,000**		
10 Runway 13-31 Reconstruction/Extension Project- 95 % eligible (FAA)						**FY09**	**FY09**
FAA Grant			$332,500		$332,500		
Transp S Tax			$17,500		$17,500		
Total			**$350,000**		**$350,000**		
11 Terminal Building Renovation Study (Preliminary) - C44066- 95% eligible (FAA)							
FAA Grant				$95,000	$95,000		
PYA Transp S Tax				$5,000	$5,000		
Total				**$100,000**	**$100,000**		
12 Upgrade of Crosswind Runway 13-31- 95% eligible (FAA)						**2008**	**2009**
FAA Grant				$4,679,362	$4,679,362		
Unfunded				$246,282	$246,282		

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 07	Adopted Budget FY 08	Requested Budget FY 09	Priority Needs FY 10 - FY 12	Total 5 Yr. Cost	D	C
12 Upgrade of Crosswind Runway 13-31- 95% eligible (FAA)						**2008**	**2009**
Total				**$4,925,644**	**$4,925,644**		
13 ARFF Relocation - 95% eligible (FAA)							
FAA Grant				$332,500	$332,500		
Unfunded				$17,500	$17,500		
Total				**$350,000**	**$350,000**		
14 Runway 2-20 and Taxiway A Reconstruction- 95 % eligible (FAA)						**FY11**	**FY12**
FAA Grant				$16,625,000	$16,625,000		
Transp S Tax				$875,000	$875,000		
Total				**$17,500,000**	**$17,500,000**		
15 Tee Hanger Apron. Taxiway, Access Road to Runway 13-31-95 % eligible (FAA)							
FAA Grant				$962,250	$962,250		
Transp S Tax				$48,750	$48,750		
Total				**$1,011,000**	**$1,011,000**		
16 Terminal Renovation Preliminary Design - C44066- 95% eligible (FAA)							
FAA Grant				$332,500	$332,500		
Unfunded				$17,500	$17,500		
Total				**$350,000**	**$350,000**		
Total	**$830,000**	**$645,000**	**$1,510,000**	**$26,227,344**	**$28,382,344**		

Airport Funding Source Summary

FAA Grant	$741,000	$565,250	$332,500	$24,689,112	$25,586,862
Transp S Tax	$89,000	$79,750	$1,177,500	$1,073,750	$2,331,000
New Funding	**$830,000**	**$645,000**	**$1,510,000**	**$25,762,862**	**$27,917,862**
PYA Transp S Tax				$168,200	$168,200
Prior Year Funding				**$168,200**	**$168,200**
Unfunded				$296,282	$296,282
Unfunded				**$296,282**	**$296,282**
Total Airport	**$830,000**	**$645,000**	**$1,510,000**	**$26,227,344**	**$28,382,344**

Airport Current Capital Projects

1	CMA FBO Hangar Roof Replacement - C44079		07
2	Environmental Assessment - C44070 - 95 % eligible (FAA)		
3	General Aviation Apron & Taxi parking		07
4	Land Purchases West Side of Rwy 2-20 - C44075- 95 % eligible (FAA)	06	07
5	Mill and Overlay General Aviation Apron and Taxiway A-4 - C44077- 95 % eligible (FAA)	06	07

Airport Operating Impact of Capital Projects

CMA FBO Hangar Roof Replacement - C44079

N/A

D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

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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 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	% Change From Budget FY 2007
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.	237,448	1,000	0	1,000	0.0%
Capital	0	0	0	0	
Other	35,000,743	3,338,000	3,338,000	4,330,071	29.7%
Total	**35,238,191**	**3,339,000**	**3,338,000**	**4,331,071**	**29.7%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	35,238,191	3,339,000	3,338,000	4,331,071	29.7%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 35,238,191**	**$ 3,339,000**	**$ 3,338,000**	**$ 4,331,071**	**29.7%**

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value 2007* - Preliminary				$ 1,564,964,931
Constitutional Debt Limit**	(20% Assessed Value)			312,992,986
Total Bonded Debt			185,770,000	
Less:				
Revenue Bonds		95,170,000		
Special Obligation Bonds		86,860,000		
Special Obligation Notes		3,740,000		
			185,770,000	
Total Amount of Debt Applicable to Debt Limit				0
Legal Debt Margin				$ 312,992,986

* All tangible property
** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT

As of 09/30/2007

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
GENERAL OBLIGATION BONDS:				
Paid off In FY 2003				$ **0**
REVENUE BONDS:				
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/12	6,645,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	14,840,000
'03 Water & Elec Refunding Bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	8,030,000
'04 Water & Elec Imprvmnt Bond (03/30/04)	17,095,000	2.00% - 4.25%	10/01/28	16,615,000
'05 Wtr & Elc Ref. & Imprv Bond (05/17/05)	30,630,000	3.00% - 5.25%	10/01/29	30,300,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	380,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	2,565,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	980,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	1,800,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	1,830,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	6,560,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	3,135,000
'04 San. Sewer Bonds Series B (05/28/04)	650,000	2.00% - 5.25%	01/01/25	600,000
'06 San. Sewer Bonds Series B (11/01/06)	915,000	4.00% - 5.00%	07/01/26	890,000
Total Revenue Bonds				**95,170,000**
SPECIAL OBLIGATION BONDS:				
'01 Solid Waste Special Oblig. Bonds (11/13/(	4,640,000	3.65% - 4.80%	02/01/21	3,715,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,150,000
'06 Sewer Special Oblig. Bonds	8,380,000	4.00% - 5.00%	02/01/26	8,110,000
'06 Solid Waste Special Oblig. Bonds	2,000,000	4.00% - 5.00%	02/01/26	1,930,000
'06 Solid Waste S.O. Bonds (Ref. - 96 S.O.)	2,915,000	4.00% - 5.00%	02/01/16	2,665,000
'06 Parking S.O. Bonds (Ref. - 95 Rev.)	2,575,000	4.00% - 5.00%	02/01/21	2,450,000
'06 Parking S.O. Bonds (Ref. - 96 S.O.)	4,135,000	4.00% - 5.00%	02/01/16	3,800,000
06 Public Bldg Exp/Renv. (06/29/06) - GF port	2,335,000	5.00% - 5.00%	02/01/16	2,150,000
06 Capital Improvements (06/29/06)	23,280,000	5.00% - 5.00%	02/01/16	21,355,000
06 Water & Electric	38,535,000	4.25% - 5.00%	10/01/32	38,535,000
Total Special Obligation Bonds				**86,860,000**
SPECIAL OBLIGATION NOTES:				
06 Regional Park Acquisition	3,740,000	4.236%	03/01/11	3,740,000
Total Special Obligation Notes				**3,740,000**
TOTAL:				$ **185,770,000**

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 are currently no plans for issuing General Obligation Bonds for FY 2008.

WATER AND ELECTRIC BONDS

GENERAL INFORMATION

03/01/98 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.75% - 6.00%)
Original Issue - $28,295,000
Balance As of 09/30/2007 - $6,645,000
Maturity Date - 10/1/2012

In March of 1998 the City issued $28,295,000 in Water and Electric Refunding and Improvement revenue bonds. The bonds are to be paid by the net revenues of the system and are secured by a first lien on the revenues. A portion of these bonds were used to defease $5,215,000 of the 1992 bond issue. The remaining bond proceeds were issued to provide funding for improvements to the water and electric distribution system.

02/01/02 Water and Electric Improvement Bonds (Interest rates: 3.00% - 6.00%)
Original Issue - $16,490,000
Balance As of 09/30/2007 - $14,840,000
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 09/30/2007 - $8,030,000
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 09/30/2007 - $16,615,000
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.

05/17/05 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.00% - 5.25%)
Original Issue - $30,630,000
Balance As of 09/30/2007 - $30,300,000
Maturity Date - 10/1/2029

In May of 2005, the City issued $30,630,000 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. $19,425,000 of the bonds were issued to refund $19,685,000 of the outstanding 1998 Water and Electric Refunding Bonds, and $11,205,000 were issued to provide funding for improvements and additions to the City's water works facility.

09/28/06 Electric System Obligation Bonds (Interest rates: 4.25% - 5.00%)
Original Issue - $38,535,000
Balance As of 09/30/2007 - $38,535,000
Maturity Date - 10/1/2032

In September of 2008 the City issued $38,535,000 of Electric Improvement Bonds. The bonds are payable solely from, and secured by, a pledge of revenues from the Electric System. The bonds were issued to provide funding for improvements to the Electric Utility System.

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2008	3,755,000	5,079,238	8,834,238
2009	3,875,000	4,908,440	8,783,440
2010	4,020,000	4,739,758	8,759,758
2011	4,175,000	4,586,626	8,761,626
2012	4,330,000	4,419,556	8,749,556
2013	4,500,000	4,244,249	8,744,249
2014	3,710,000	4,085,417	7,795,417
2015	3,860,000	3,937,916	7,797,916
2016	4,010,000	3,778,508	7,788,508
2017	3,120,000	3,620,803	6,740,803
2018	3,280,000	3,465,365	6,745,365
2019	3,440,000	3,301,425	6,741,425
2020	3,610,000	3,131,444	6,741,444
2021	3,775,000	2,965,816	6,740,816
2022	3,955,000	2,791,391	6,746,391
2023	4,160,000	2,596,556	6,756,556
2024	4,300,000	2,402,498	6,702,498
2025	4,505,000	2,209,373	6,714,373
2026	4,725,000	2,005,802	6,730,802
2027	4,955,000	1,791,871	6,746,871
2028	5,190,000	1,559,057	6,749,057
2029	5,420,000	1,306,716	6,726,716
2030	5,670,000	1,038,237	6,708,237
2031	5,930,000	750,550	6,680,550
2032	6,205,000	447,175	6,652,175
2033	6,490,000	146,025	6,636,025
Total	$ **114,965,000**	$ **75,309,812**	$ **190,274,812**

GENERAL INFORMATION

06/01/92 Sanitary Sewerage System Series B (Interest rates: 4.25% - 6.55%)
Original Issue - $870,000
Balance As of 09/30/2007 - $380,000
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 09/30/2007 - $2,565,000
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 09/30/2007 - $980,000
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 09/30/2007 - $1,800,000
Maturity Date - 07/01/21

In 2000, the City participated 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 09/30/2007 - $1,830,000
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 09/30/2007 - $2,150,000
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 09/30/2007 - $6,560,000
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 09/30/2007 - $3,135,000
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 09/30/2007 - $600,000
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.

02/01/06 Sanitary Sewerage System S.O. Revenue Bonds (Interest rates: 4.00% - 5.00%)
Original Issue - $8,380,000
Balance As of 09/30/2007 - $8,110,000
Maturity Date - 2/1/2026
In February, 2006, the City issued $20,005,000 of S.O. Revenue Refunding and Improvement Bonds. A portion of the issue, $8,380,000 was for constructing, improving, and extending the City-owned sanitary sewer utility. Voters of the City authorized the issuance of $18,901,000 of sanitary sewer system revenue bonds in 1997, of which $2,121,000 remained and was allocated to this issue. The remaining $6,259,000 was from 2003 voter approval of $18,500,000.

11/01/06 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 5.00%)
Original Issue - $915,000
Balance As of 09/30/2007 - $890,000
Maturity Date - 7/1/2026
In November 2006, the City participated in the State Revolving Loan Program to issue $915,000 in bonds. Voters approved the issuance of these bonds in November 2003.

DEBT SERVICE REQUIREMENTS

Sewer Revenue and Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	1,640,000	1,240,301	2,880,301
2009	1,690,000	1,178,693	2,868,693
2010	1,730,000	1,112,440	2,842,440
2011	1,795,000	1,042,214	2,837,214
2012	1,835,000	967,090	2,802,090
2013	1,895,000	889,033	2,784,033
2014	1,870,000	807,853	2,677,853
2015	1,930,000	721,548	2,651,548
2016	1,995,000	630,773	2,625,773
2017	2,055,000	538,544	2,593,544
2018	2,130,000	444,334	2,574,334
2019	1,490,000	361,573	1,851,573
2020	1,530,000	289,905	1,819,905
2021	1,270,000	221,224	1,491,224
2022	940,000	165,649	1,105,649
2023	980,000	121,927	1,101,927
2024	885,000	80,214	965,214
2025	680,000	45,353	725,353
2026	660,000	15,572	675,572
Total	$ **29,000,000**	$ **10,874,240**	$ **39,874,240**

SOLID WASTE SYSTEM BONDS

GENERAL INFORMATION

11/13/01 Solid Waste Special Obligation Bond - Refuse (Interest rates: 3.65% - 4.80%)
Original Issue - $4,640,000
Balance As of 09/30/2007 - $3,715,000
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.

02/01/06 Special Obligation Revenue Refunding and Improvement Bonds - Solid Waste (Interest rates: 4.00% - 5.00%)
Original Issue - $2,000,000
Balance As of 09/30/2007 - $1,930,000
Maturity Date - 2/1/2026

In February 2006, the city issued $20,005,000 of Special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, $2,000,000, was for constructing and improving the city-owned solid waste utility.

02/01/06 Special Obligation Revenue Refunding and Improvement Bonds - Solid Waste (Interest rates: 4.00% - 5.00%)
Original Issue - $2,915,000
Balance As of 09/30/2007 - $2,665,000
Maturity Date - 2/1/2016

In February 2006, the City issued $20,005,000 of special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, $2,915,000 was to currently refund the outstanding portion, $3,080,000 of the City's Special Obligation Refunding and Capital Improvement Bonds, Series 1996 - solid waste portion.

DEBT SERVICE REQUIREMENTS

Special Obligation and Refunding Solid Waste Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	$ 525,000	347,996	872,996
2009	540,000	327,209	867,209
2010	560,000	305,255	865,255
2011	580,000	282,408	862,408
2012	615,000	258,676	873,676
2013	625,000	233,696	858,696
2014	655,000	207,035	862,035
2015	685,000	176,724	861,724
2016	720,000	143,081	863,081
2017	395,000	116,999	511,999
2018	410,000	99,038	509,038
2019	425,000	80,226	505,226
2020	450,000	60,278	510,278
2021	465,000	39,178	504,178
2022	120,000	25,856	145,856
2023	125,000	20,650	145,650
2024	130,000	15,231	145,231
2025	135,000	9,516	144,516
2026	150,000	3,281	153,281
Total	$ **8,310,000**	$ **2,752,333**	$ **11,062,333**

PARKING SYSTEM BONDS

GENERAL INFORMATION

02/01/06 Parking System Revenue Refunding and Improvement Bonds (Interest rates: 4.00% - 5.00%)
Original Issue - $2,575,000
Balance As of 09/30/2007 - $2,450,000
Maturity Date - 2/1/2021

In February 2006, the city issued $20,005,000 of Special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, $2,575,000, was to currently refund the outstanding portion, $2,575,000 of the City's Special Obligation Refunding and Capital Improvement Bonds, Series 1996 - parking portion.

02/01/06 Parking System Special Oblig. Rev. Refunding and Improvement Bonds (Interest rates: 4.00% - 5.00%)
Original Issue - $4,135,000
Balance As of 09/30/2007 - $3,800,000
Maturity Date - 2/1/2016

In February 2006, the city issued $20,005,000 of Special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, $4,135,000, was to currently refund the outstanding portion, $4,365,000 of the City's Special Obligation Refunding and Capital Improvement Bonds, Series 1996 - parking portion.

DEBT SERVICE REQUIREMENTS

Parking Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	490,000	256,962	746,962
2009	515,000	236,863	751,863
2010	530,000	215,300	745,300
2011	555,000	192,937	747,937
2012	570,000	170,438	740,438
2013	595,000	147,137	742,137
2014	615,000	122,169	737,169
2015	650,000	92,850	742,850
2016	685,000	59,475	744,475
2017	195,000	38,450	233,450
2018	200,000	30,550	230,550
2019	210,000	22,350	232,350
2020	215,000	13,716	228,716
2021	225,000	4,641	229,641
Total	$ **6,250,000**	$ **1,603,838**	$ **7,853,838**

SPECIAL OBLIGATION BOND - Public Building Expansion

GENERAL INFORMATION

Special Obligation Bond
06/29/2006 (Public Building Expansion/Renovation) (Interest Rates: 5.00% - 5.00%)

Original Issue - $2,335,000
Balance As of 09/30/2007 - $2,150,000
Maturity Date - 2/1/2016

In 2001 the City issued Certificates of Participation to provide funds for the purchase and renovation of the Nowell's property as well as other public building expansion needs. The COPs were advance refunded in 2006. General Funds will be used to pay this portion of the issue.

DEBT SERVICE REQUIREMENTS

Public Building Expansion

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	$ 195,000	102,625	297,625
2009	205,000	92,625	297,625
2010	215,000	82,125	297,125
2011	225,000	71,125	296,125
2012	235,000	59,625	294,625
2013	250,000	47,500	297,500
2014	260,000	34,750	294,750
2015	275,000	21,375	296,375
2016	290,000	7,250	297,250
Total	$ **2,150,000**	$ **519,000**	$ **2,669,000**

SPECIAL OBLIGATION BONDS - Capital Improvement Sales Tax

GENERAL INFORMATION

Special Obligation Bonds
06/29/2006 (Capital Improvements) (Interest Rates: 5.00% - 5.00%)

Original Issue - $23,280,000
Balance As of 09/30/2007 - $21,355,000
Maturity Date - 2/1/2016

The City issued Special Obligation Bonds to finance a portion of the projects authorized by voters with the extension of the one-quarter cent Capital Improvement Sales Tax in November 2005. This tax was effective January 1, 2006 and will run through December 31, 2015. The projects funded with this bond include a number of road projects, fire station and equipment needs, emergency warning sirens and a police training facility.

DEBT SERVICE REQUIREMENTS

Public Building Expansion

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	$ 2,000,000	1,017,750	3,017,750
2009	2,085,000	915,625	3,000,625
2010	2,160,000	809,500	2,969,500
2011	2,250,000	699,250	2,949,250
2012	2,345,000	584,375	2,929,375
2013	2,455,000	464,375	2,919,375
2014	2,570,000	338,750	2,908,750
2015	2,685,000	207,375	2,892,375
2016	2,805,000	70,125	2,875,125
Total	$ **21,355,000**	$ **5,107,125**	$ **26,462,125**

SPECIAL OBLIGATION NOTES - Regional Park Acquisition

GENERAL INFORMATION

Special Obligation Notes
06/04/2007 (Park Acquisition) (Interest Rates: 4.236%)

Original Issue - $3,740,000
Balance As of 09/30/2007 - $3,740,000
Maturity Date - 3/1/2011

The City issued Special Obligation Notes to finance a portion of the acquisition cost of purchasing 320 acres in southeast Columbia to be developed into a regional park. The debt is to be repaid by annual appropriation of a portion of the Parks Sales Tax.

DEBT SERVICE REQUIREMENTS

Year	Principal Requirements	Interest Requirements	Total Requirements
2008	$ 875,000	139,696	1,014,696
2009	915,000	101,837	1,016,837
2010	955,000	62,287	1,017,287
2011	995,000	21,044	1,016,044
Total	$ **3,740,000**	$ **324,864**	$ **4,064,864**

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

PURPOSE

This fund accounts for and disburses funds received by the City from the Dept. of Housing and Urban Development's Community Development Block Grant Program. These funds are to be used to provide facilities and assistance to low and moderate income citizens of the City such as housing programs, neighborhood improvements and community facilities. After receiving recommendations from the Community Development Commission, the staff, and public hearings, the Council adopts this budget and submits it to HUD for final approval. Following that approval, the funds become available in the spring of 2008.

In 2008 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 20-30% for Housing Programs, 45-55% for Public Improvements, 15-35% for Community Facilities, Community Services and Economic Development and 10-15% for Planning and Administration.

RESOURCES

		Proposed FY 2008
Reprogrammed Funds		14,500
Entitlement Amount Estimate	$	862,000
Total Resources	$	876,500

EXPENDITURES

	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
Housing Programs:				
Housing Rehabilitation	50,000	50,000	50,000	50,000
Emergency Home Repair	35,000	15,000	15,000	15,000
Code Deficiency Abatement	15,000	15,000	15,000	15,000
Senior Home Repair Program	35,000	35,000	35,000	35,000
NRT Demolition	50,000	40,000	43,500	43,500
NRT Code Enforcement	25,000	25,000	25,000	25,000
Serv. Indep. Living-Home Accessibility	40,000	30,000	30,000	30,000
Subtotal (Council Policy 20-30%)	**250,000**	**210,000**	**213,500**	**213,500**
	23.7%	24.0%	24.4%	24.4%
Public Improvements:				
Hunt Avenue Phase I	372,000	372,000	372,000	372,000
Subtotal (Council Policy 45-55%)	**372,000**	**372,000**	**372,000**	**372,000**
	35.2%	42.4%	42.4%	42.4%
Community Facilities, Services and Economic Development:				
MoneySmart Classes	12,000	12,000	12,000	12,000
Nora Stewart Nursery School	150,000	150,000	150,000	150,000
Habitat ReStore	92,697	0	0	0
Urban Empowerment Services*	25,000	0	0	0
Destiny of Hope Housing Counseling	25,000	3,500	0	0
Subtotal (Council Policy 15-35%)	**304,697**	**165,500**	**162,000**	**162,000**
	28.9%	18.9%	18.5%	18.5%
Administration and Planning				
Planning	35,000	35,000	35,000	35,000
Administration	94,000	94,000	94,000	94,000
Subtotal (Council Policy 10-15%)	**129,000**	**129,000**	**129,000**	**129,000**
	12.2%	14.7%	14.7%	14.7%
Total	**1,055,697**	**876,500**	**876,500**	**876,500**

*Eligible Request reduced to $25,000 due to lack of an audit.

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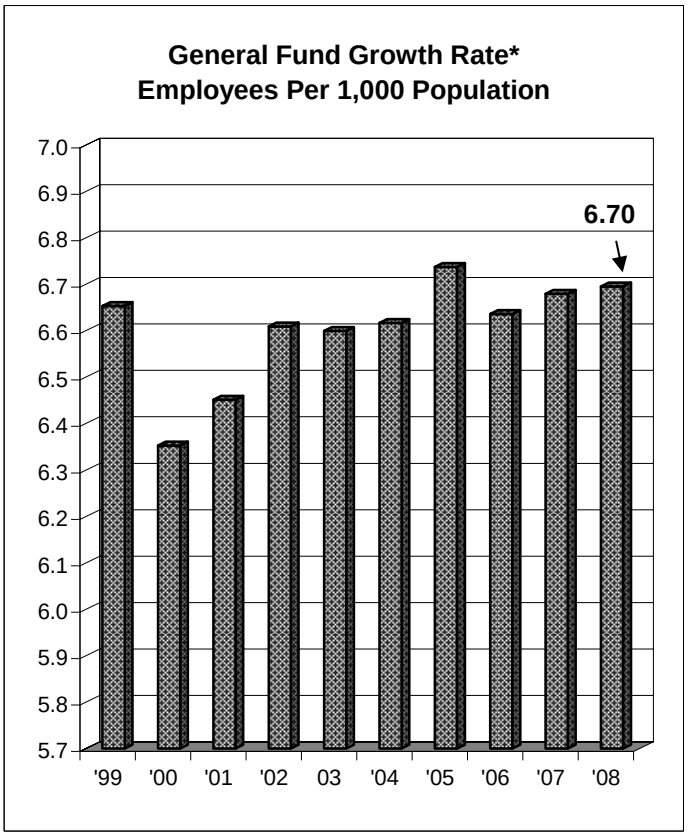
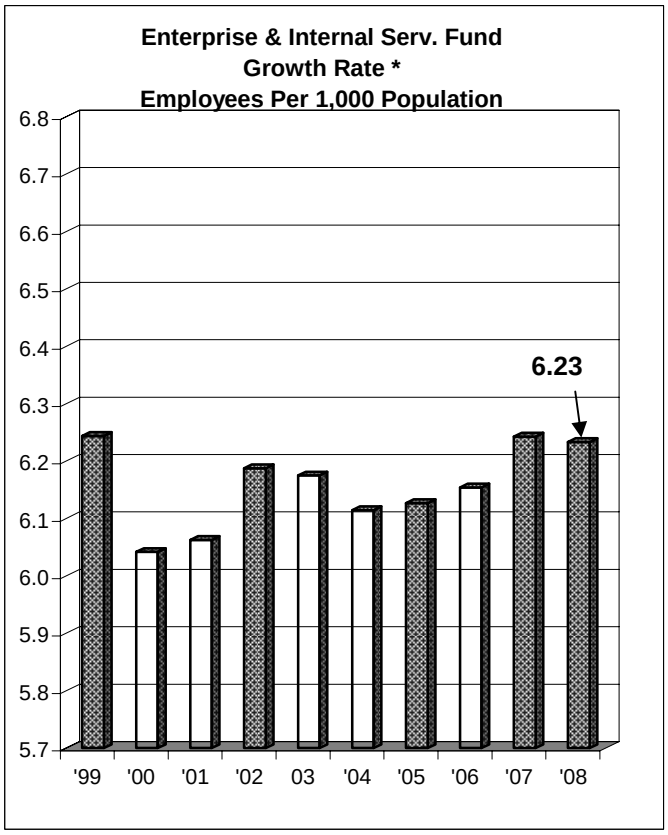
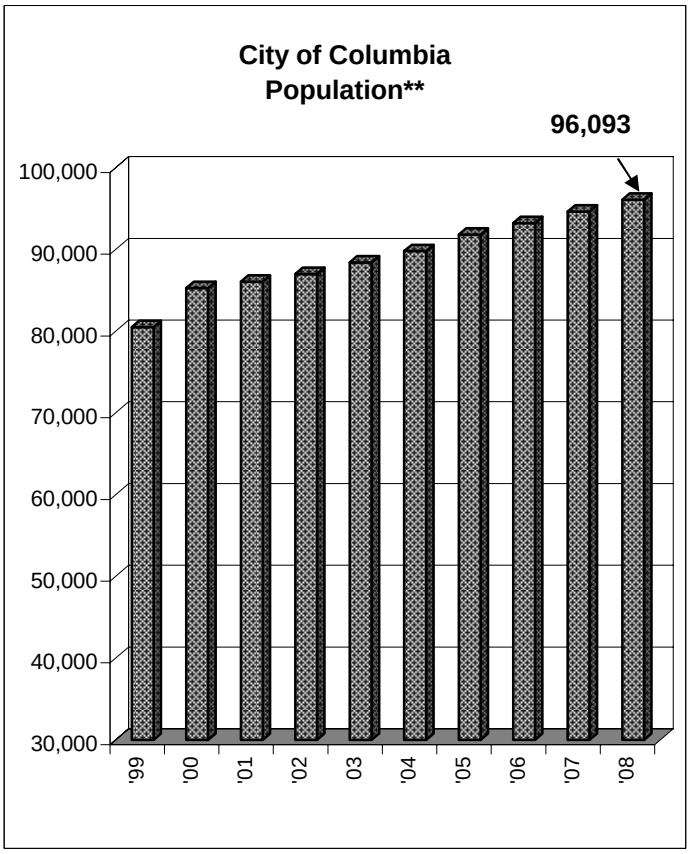
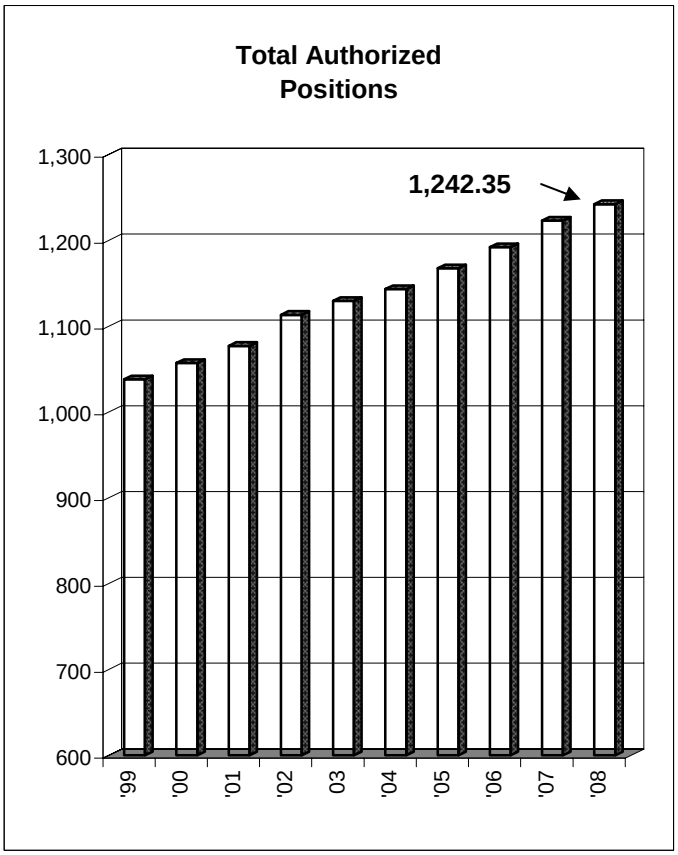
PERSONNEL SUMMARY INFORMATION









* During the past 10 years it has been the City's practice to maintain a growth rate in total authorized similar to the growth rate in the City's population.

** Revised population numbers based on estimates from the Missouri Census Data Center 1994-2005
2006 - 2008 estimates based on average five year growth of 1.53%.

Additional Positions
Adopted FY 2008

Department - Division	Number of Positions	Position Added
General Fund		
Human Resources	1.00	(1) 1.00 FTE Human Resources Specialist (6 months)
Law - City Counselor	1.00	(1) 1.00 FTE Asst. City Counselor III (6 months)
Police - Operations	2.00	(2) 1.00 FTE Lieutenants (Shift Commanders) (9 months)
Police - Professional Standards	1.00	(1) 1.00 FTE Lieutenant (9 months)
Fire - Emergency Services	3.00	(3) 1.00 FTE Firefighters (1 month)
Health - Clinic and Nursing	0.05	(1) .05 FTE Nurse Practitioner (.85 to .90 FTE)
Health - Social Services	0.10	(1) 0.10 FTE Social Services Specialist (.90 to 1.0 FTE)
Health - Social Services	0.20	(1) 0.20 FTE Social Services Specialist (.80 to 1.0 FTE)
Parks & Recreation - Planning	1.00	(1) 1.00 FTE Engineering Aide IV (9 months)*
Public Works - Engineering	1.00	(1) 1.00 FTE Engineering Supervisor (Traffic) (6 months)
Public Works - Engineering	0.24	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (24%)
Public Works - Non-Motorized Grant	1.00	(1) 1.00 FTE Engineering Specialist II (CIP Sidewalks/Streets)
	11.59	**NET GENERAL FUND POSITIONS ADDED**
	1.83%	
Other Funds		
CIP	0.34	(1) 1.00 FTE Engineering Aide III (Street Design) (34%)
CIP	0.10	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (10%)
Electric - Rates	1.00	(1) 1.00 FTE Rate Analyst - MISO Analyst
Electric - Production	1.00	(1) 1.00 FTE NERC Compliance Officer (6 months)
Public Transportation-Columbia Transit	0.62	(1) 1.00 FTE ASA III (62%)
Public Transportation-ParaTransit	0.25	(1) 1.00 FTE ASA III (25%)
Public Transportation-University	0.13	(1) 1.00 FTE ASA III (13%)
Sewer - Engineering	0.33	(1) 1.00 FTE Engineering Aide III (Street Design) (33%)
Sewer - Engineering	0.23	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (23%)
Sewer - Capital Projects	0.10	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (10%)
Solid Waste - Commercial	0.50	(1) 1.00 FTE Refuse Collector III (50%)
Solid Waste - Roll-off	0.50	(1) 1.00 FTE Refuse Collector III (50%)
Solid Waste - Landfill	0.50	(1) 1.00 FTE ASA I (50%)
Solid Waste - Materials Recover Fac	0.50	(1) 1.00 FTE ASA I (50%)
Storm Water - Engineering	0.33	(1) 1.00 FTE Engineering Aide III (Street Design) (33%)
Storm Water - Engineering	0.23	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (23%)
Storm Water - Capital Projects	0.10	(1) 1.00 FTE Engineering Aide IV (ROW Spec) (10%)
Information Technologies - Applications	1.00	(1) 1.00 FTE Programmer (GIS Address Maint) (6 months)
	7.76	**NET OTHER FUND POSITIONS ADDED**
	1.58%	
	19.35	**TOTAL NUMBER OF POSITIONS ADDED**
	1.58%	**FOR FY 2008**

PERSONNEL POSITION SUMMARY

	Actual FY 2006	Budget FY 2007	Estimated FY 2007	Adopted FY 2008	Position Changes
TOTAL PERSONNEL					
PERMANENT					
FULL-TIME POSITIONS:					
City Clerk and Elections	2.00	2.00	2.00	2.00	
City Manager	7.60	8.00	8.00	8.00	
Volunteer Services	0.00	2.25	2.25	2.25	
Finance Department	49.00	50.00	50.00	50.00	
Human Resources	8.00	8.00	8.00	9.00	1.00
Law Department	9.00	9.00	9.00	10.00	1.00
Municipal Court	8.00	8.00	8.00	8.00	
Police Department	181.00	183.00	183.00	186.00	3.00
Fire Department	132.00	135.00	135.00	138.00	3.00
Health Department	49.30	51.10	51.10	53.95	2.85
Community Services	2.20	1.90	1.90	1.90	
Joint Communications/Emerg Mgt.	32.00	32.00	32.00	32.00	
Planning and Development	12.00	12.00	12.00	12.50	0.50
Economic Development	4.00	4.00	4.00	4.00	
Cultural Affairs	0.00	2.75	2.75	2.75	
Parks & Recreation	77.00	78.00	78.00	79.00	1.00
Public Works Department	315.00	326.00	327.00	333.50	6.50
Railroad Fund	5.00	5.00	5.00	5.00	
Water & Electric Utility Fund	228.00	235.00	236.00	238.00	2.00
Cultural Affairs Fund	3.00	0.00	0.00	0.00	
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	23.20	24.00	24.00	25.00	1.00
Public Communications Fund	8.00	8.00	10.00	10.00	
Contributions Fund	2.00	0.00	0.00	0.00	
Total Full-Time Perm.	**1,167.30**	**1,195.00**	**1,199.00**	**1,220.85**	**21.85**
PERMANENT PART-TIME POSITIONS					
Finance Department	1.25	1.25	1.25	1.25	
Municipal Court	0.90	0.90	0.90	0.90	
Health Department	8.45	7.75	7.75	5.25	(2.50)
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	0.75	0.75	0.75	0.75	
Public Works	9.75	10.25	10.25	10.25	
Water and Electric Utility Fund	0.60	0.60	0.60	0.60	
Information Services Fund	0.00	0.00	0.00	0.00	
Public Communications Fund	2.50	2.50	1.75	1.75	
Total Perm. Part-Time Pos.	**24.95**	**24.75**	**24.00**	**21.50**	**(2.50)**
TOTAL PERSONNEL	**1,192.25**	**1,219.75**	**1,223.00**	**1,242.35**	**19.35**
Summary By Fund Type:					
General Fund Positions	618.58	633.16	632.16	643.39	11.23
Enterprise Fund Positions	472.47	486.59	489.59	496.56	6.97
Internal Service Fund Positions	85.10	88.90	90.15	90.80	0.65
Special Revenue Fund Positions	14.10	11.10	11.10	11.60	0.50
Trust Fund Positions	2.00	0.00	0.00	0.00	
TOTAL PERSONNEL	**1,192.25**	**1,219.75**	**1,223.00**	**1,242.35**	**19.35**

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GLOSSARY

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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 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.

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 Technologies, Public Communications, Employee Benefit Fund, and Self-Insurance Reserve Fund.

Intragovernmental Charges - Charges assessed 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, Capital Impr. 1/4 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 reviewed 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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