CITY OF COLUMBIA, MISSOURI
FY 2011 Adopted Budget

OUR VISION FOR OUR CITY

We are committed to achieving excellence in what we value: customers, communication, integrity, teamwork and resources

CORE VALUES

CUSTOMERS:
We EXIST to provide the best possible service to our customers – the men, women, children and businesses who make up our community.

COMMUNICATION:
We LISTEN to the members of our community and respond with clear, compassionate and timely communication to build awareness, share information and open ourselves to ideas and suggestions.

INTEGRITY:
We EXPECT our employees to be ethical, honest and responsible. Our customers deserve nothing less.

TEAMWORK:
We ACHIEVE results through valuing diversity and partnerships within our own organization as well as the community. Each person's contribution is critical to our progress.

RESOURCES:
We DEVELOP and EMPOWER our employees to serve the community to the best of their ability. We are responsible with the resources the community entrusts to us.

COUNCIL-MANAGER FORM OF GOVERNMENT

Ward 1 – Paul Sturtz
ward1@gocolumbiamo.com

Ward 2 – Jason Thornhill
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Ward 3 – Gary Kespohl
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Ward 4 – Daryl Dudley
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Ward 5 – Laura Nauser
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Mayor, Bob McDavid
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City Manager
H. William (Bill) Watkins
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City Manager's Office
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Columbia

Missouri

For the Fiscal Year Beginning

October 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbia, Missouri for its annual budget for the fiscal year beginning October 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This is the 14th consecutive year the City of Columbia has received this award.

City of Columbia
Adopted Budget

FY 2011
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CITY OF COLUMBIA, MISSOURI

July 28, 2010

OFFICE OF CITY MANAGER

Honorable Mayor and City Council
City of Columbia, Missouri

It is an honor to transmit the City Manager's FY 2011 budget proposal for your consideration. As required by our Charter, the budget provides a complete financial plan for the City of Columbia for the period starting October 1, 2010 and ending September 30, 2011. Submitting the budget officially launches the community decision-making process that allocates public resources for the benefit of citizens.

When I delivered my State-of-the-City remarks earlier this year, I said that our fiscal position was stable. That holds true today because we predicted how revenues would change over three years, starting in 2008. We continue to bring spending in line with our projections to get through this fiscal year.

Even though operating expenses are up slightly, we're making significant cuts in total budgeted expenses. We're still sustaining core City services and fulfilling our obligations to voters and bond-holders. We're still seeking opportunities to save..."SOS." Some of this reduction involves sacrifice; some is just smarter planning and execution.

To the best of our ability, we're limiting "pocket-book" effects on families and businesses. I am not recommending any fee or tax increases for FY 2011. On the other hand, we're budgeting unavoidable utility rate increases that will cost about $8.25 per month for the average residential customer.

These three points...stability, sustained core services and limits...are the essence of my FY 2011 budget proposal. In the coming weeks, the City Council will hold hearings to discuss these recommendations with the public. Final Council action on the budget is expected near the end of September.

Financial Stability: FY 2011 Revenues

Overall, we expect total City revenues to be 2.7 percent *higher* in FY 2011 than estimated for FY 2010. That's over $9 million more for the coming year, but keep this in mind: more than $8 million in new income results from rate increases for the electric, water, sewer and solid waste utilities. Most of this was approved by voters in ballot issues.

We also will transfer income that's been accumulating in accounts over to the operating and capital sides, so that we can build voter-approved projects. This includes close to $3 million in excess reserve funds to balance total revenue with total expenses in the General Fund.

And we estimate one percent growth in general sales tax revenue, or about $185,000. Last year we did not expect *any* growth in sales tax, so this trend is somewhat encouraging. It's possible that new business activity from IBM, Linen King and even spill-over effects from new businesses elsewhere in Mid-Missouri will increase sales tax revenue. That remains to be seen.

At this time, General Fund revenue, which supports many services traditionally associated with local government, is expected to drop by close to $578,000. Several grant resources are slowing down or expiring, such as those funding some public health, police and non-motorized transportation programs. This is expected, as grants usually have expiration dates. Opportunities to be renew depend on resources available from federal and state government and

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from foundations. It is not prudent, however...and it's against our long-standing budgeting policy...to budget grant funds until we're sure we will receive them.

We also have not budgeted revenue from the current one-eighth cent capital sales tax for parks that is subject to voter renewal every five years. Next month City Council members are expected to authorize placing the question on the November 2 ballot. Voters will have an opportunity to extend the tax another five years. If they do so, Council can amend the budget to appropriate the funds then.

Sustaining Core Services and Meeting Obligations: FY 2011 Expenses

Frankly, our current budget and what I propose for FY 2011 are based on getting through FY 2012, which we think will be a very tight year. The State of Missouri's budget office also projects that 2012 and 2013 will be low points with continuing cuts and adjustments.

We expect our total overall expenses to be more than $79 million lower next year than budgeted in FY 2010. That's a 17 percent drop from last year, and it includes all accounts.

Enterprise Fund spending, which supports all City utilities and other user-paid services, will decrease by about 25 percent, primarily due to acquisition of the Columbia Energy Center and construction of our Wastewater Treatment Plant. Both were budgeted for FY 2010. This money is spent and no longer recorded in our capital budget. Funds needed to run these facilities are now reflected in our utility operating budgets.

Spending for internal support services that City government provides to itself will drop by almost $956,000. Functions such as building maintenance and information services, for example, are supported by fees assessed to internal customers...other City departments. We account for this on both revenue and expense sides, and lower spending for internal services translates to lower costs for all departments.

I propose lowering General Fund total expenses by about $1.1 million. The General Fund supports public safety, public health, parks, the City Council and Clerk, Municipal Court and other functions traditionally associated with local government. The General Fund pays for both operating expenses and the cost of equipment. Changes in sales tax revenue affect these services more than others, and we can't use enterprise funds, internal service revenues or other dedicated funding sources to subsidize these services.

Last Spring, I felt more optimistic about our ability to pay for in FY 2011 some of the staff and equipment we deferred last fiscal year. In good faith, however, I must make prudent recommendations based on current conditions, and here is our reality, as I see it.

- The economy is reviving, but not all at once. We've seen some steps forward and back that affect local business activity and the community's ability to generate tax revenue for City services.

- Residential housing and new commercial permits have not picked up as hoped, and other signs are sluggish.

- Employee pension cost increases are higher than expected, and they must be satisfied as long as our current benefit structure is in place.

- "Red light cameras" were installed to increase road safety. They also increased revenue but not to the extent projected by our early experience with them.

- State budget cutbacks have tentacles that reach to counties and cities, including Columbia. As state-supported programs and facilities...like the University...feel pinched, the pain travels to the rest of us.

- There are a few bright spots. In addition to a slight increase in sales tax revenue, the City has a small surplus in its health insurance fund. Inflation remains low. Inflation remains low. Our bond rating is strong, and we continue to make the "best places" lists.

My job as City Manager is to keep our City financially strong, and that is the intent of the recommendations that follow.

Public Safety and Municipal Court
I recommend an additional $476,023 for these General Fund agencies to cover increased Fire and Police pension costs; replacement of 16 Police vehicles; costs related to five new communication tower sites; technology maintenance agreements; full-year funding for positions related to increased traffic enforcement; and conversion of overtime pay to more reasonable costs for temporary staff. In addition, capital projects should include radio enhancements for Public Safety Joint Communications and replacing a pumper and rescue squad for the Fire Department

The FY 2011 budget eliminates eight vacant firefighter positions, continues closure of one of the two engine companies housed at Fire Station No. 2 and maintains an engine company at Station No. 9. It eliminates five Police vehicles for School Resource Officers, who will share vehicles with other Police staff, and reduces expenses for supplies and materials. The budget eliminates a vacant administrative support position at Municipal Court.

Streets and Sidewalks
In addition to funds for regular street maintenance, I recommend capital funding for improvements to Rolling Hills Road, from Old Hawthorne to Richland Road; for traffic improvements study at the Providence and Burnham Road intersection; and for the third phase of sidewalk improvements in east Columbia. We will continue cleaning streets at the reduced levels we established for FY 2010. Pending no penalty from the Department of Natural Resources, we'll continue to use salt for ice and snow removal.

Parks and Recreation
We will continue the CARE program that provides Columbia youth with summer work experience, and I propose capital funding for work at the Activities and Recreation Center, on our trails and pedways and in neighborhood parks. We also will improve the intersection of the MKT Trail and Hinkson Creek, near the Martin Luther King, Jr. Memorial, where we will restore a natural area. We will continue mowing and maintenance schedules at the reduced levels we established in FY 2010.

Health and Social Services
Current funding levels should be maintained for local social service contracts, most of which is leveraged to bring other funds to the community. A small increase is budgeted for the City's animal control contract with Central Missouri Humane Society.

Administration and Other Departments
A new half-time position is proposed for the Office of Neighborhood Services, and six new positions for building maintenance, custodial service and City fleet operations. The budget includes loss of an engineering position as our federal non-motorized transportation grant starts to wind down and loss of an attorney due to decreased resources needed to enforce traffic citations.

The budget includes funding to support the Citizen Police Review Board; a citizen satisfaction survey; retro-fits for City buildings, based on energy audits conducted through our Sustainability

block grant; and capital funding for Eighth Street improvements consistent with work done on City Hall.

I also hope that Council will support the City's "journey to excellence," shorthand for making City services more productive and focused on customer service. Last winter, Council directed us to pursue state and national quality awards. In my opinion, the journey is even more important than winning the prize. With Council's further guidance, I propose to assess our City organization, eliminate needless and out-dated processes and prepare our workforce for the future. We will start a formalized review to examine every activity to make it more productive and customer-friendly. Like an energy audit, I see this as an investment that will pay dividends for years.

Sewer Utility
Two new positions are needed at the wastewater treatment plant and an additional supervisor position for sewer maintenance. I also recommend several capital projects that will stabilize a portion of Bear Creek; provide outfall relief sewers and extensions; correct problems with some private common collector sewers; and being a pilot project to rid our system of inflow and infiltration problems.

Solid Waste Utility
I recommend two new positions to handle growing demands for solid waste roll-off services and to improve our bioreactor operations, where we convert trash to methane gas and electric energy. We also plan to build a second bioreactor landfill cell, and we'll have some higher costs for permits required by the federal Environmental Protection Agency.

Parking Utility
I propose one new position to maintain our new parking garage at 5th and Walnut, and I recommend increases for garage maintenance and for replacing 800 parking meters.

Electric Utility
I ask Council to support two permanent positions at the Transload Facility serving COLT Railroad customers; increased funds for heavy equipment and for operating the Columbia Energy Center; and, in addition to annual system improvements, capital funds for work at our Primary Control Center and on a couple of our major transmission lines.

Water Utility
I recommend one new position at the City's water treatment plant; increased funds for removing sludge and meeting Department of Natural Resources requirements; and, in addition to annual system improvements, capital funds for a new alluvial well and for work on large service and transmission mains.

Public Transit
The budget includes additional funds to expand our bus routes and upgrade bus radios to meet narrowband requirements set by the Federal Communications Commission. My capital recommendations include funds for a vehicle locator system and for replacing ten buses and two paratransit vans.

Airport
I recommend funds to renovate restrooms at our terminal and to accommodate our growing passenger base. Capital recommendations include funds for snow removal equipment and for runway designs.

Implementing the Community Vision
Of a total of 46 implementation tasks outlined for 2009 – 2011, Council members have directed we take no more action to create a business ombudsman in the City Manager's office, due to budget constraints. Of the remaining 45 tasks, 32 have been completed or are being implemented now. At their June retreat, City Council members discussed 14 tasks and identified

eight that deserved consideration in the FY 2011 budget. These tasks relate to economic development, affordable housing and to convening discussions on timely issues.

Personnel

Costs to support our City workforce make up about one-fourth of the budget, and these costs are disproportionately found in the General Fund agencies. Although one of my highest priorities has been the care and development of the people who serve citizens every day, I have been disappointed in my ability to recommend paying them what they really deserve. Again, it comes down to dollars and, in particular, our duty to only use dedicated funds for their intended purposes.

Suggestions to spend less on parks and more on public safety, for example, offer a false choice. We mostly fund parks with a voter-approved sales tax. Those taxes simply can't be used for anything else. The real choices, at this time, force us to weigh General Fund agencies against each other and to do everything possible to prudently spend General Fund resources.

So, for FY 2011, I recommend no across-the-board or performance increases for City employees, the same as my recommendation in FY 2010. Our last across-the-board raise was $0.25/hour for all City employees in FY 2009. Many of our employees saw cuts in their take-home pay this year, including the City Manager.

This restraint allows me to propose stable benefits in other areas: no increases in employee contributions to health insurance; continued funding for all pension programs; no cuts in other benefits; a new high-deductible health plan; voluntary vision benefits, offered at-cost; and restoration of fixed holiday hours when calculating overtime pay.

Limiting Pocket-Book Effects

In FY 2011 I recommend no fee or tax increases. We will live within whatever limits these revenue sources provide.

City utility customers can expect residential rate increases for refuse, sewer, water and electric services. The average monthly increase for a residential customer is projected at $8.25, a little less than the $8.70 average increase last year, but still steep when many residents are having real problems paying utility bills now.

These rates and fees are dedicated solely to the purposes for which they were established. The revenue that's generated pays for the cost of providing service and for capital improvements and debt service authorized by voters through ballot issues.

The Big Deal about FY 2012

Why all this fuss about surviving FY 2011 and preparing for worse the year after that? What issues make this such a big deal? This is what I see coming to meet us.

- Pension and health insurance – Like the State of Missouri, we will need to address the continued, substantial City contributions to our retirement and health care benefits. We need to start talking with stakeholders, soon.

- Eliminating programs and personnel, at levels similar to or slightly higher than what FY 2010 and 2011.

- The transportation sales tax may no longer provide enough funds to subsidize bus, airport and street operations at current levels. Shortfalls will need to be made up with General Fund revenues, competing for this already scarce resource.

- Voters may not approve extending the one-eighth cent park sales tax. If they don't, about $250,000 in major, annual maintenance costs will need to be covered by the General Fund.

- We need to invest big dollars and human resources to replace an outdated Citywide financial and management information system, an initiative that fits well with our journey to excellence.

The City of Columbia is a large, complex, continually changing business operation. These are cautious times that demand, if not a cautious response, one that is alert to risks and opportunities.

I thank you for your support and for the opportunity to serve as your City Manager with an outstanding, hard-working cadre of 1,302 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 City department directors and other staff members who contributed ideas and time in preparing this document.

And thanks to our employees. Without their willingness to help, many more layoffs and program reductions would have been necessary.

More details are included in the "Budget in Brief" found in the budget document. You may view the complete budget on our website at www.GoColumbiaMo.com; at City Hall; at the Daniel Boone Regional Library; and at the libraries at the University of Missouri, Stephens College and Columbia College. I look forward to discussing this proposal with the citizens of Columbia in the weeks ahead.

Sincerely,

Bill Watkins
City Manager

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, 2010 and ending on September 30, 2011, as finally adopted by the City Council on September 20, 2010.

IN WITNESS WHEREOF, I have executed this certification on this **24th** day of **September, 2010**.

City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this **24th** day of **September, 2010**.

Sheela Amin, City Clerk

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FY 2011 Adopted Budget Amendments
Monday September 20, 2010

Council Reserve and Council Decisions:

Reduce Council Reserve Amount	($75,000)
Reduce Contingency Account	($100,000)
Reduce Leadership for Performance Excellence	($60,000)
City Council - Reduce Food Budget	($11,500)
Boards and Commission Cuts:	
Reduce Citizens Police Review Board back to 2010 level	($18,600)
Increase Citizens Police Review Board to $8,700	$4,450
Reduce Board of Adjustment to $4,000	($1,760)
Reduce Planning and Zoning Commission to 2010 level	($2,847)
Travel and Training - Reduce General Fund across all departments	($123,998)
Reduce Non-Accountable Auto Allowance by 25% for those over $250	($13,080)
Reinstate (4) firefighters and required upgrades to staff specialty vehicle at Fire Station 2	$344,000
Various Fire Department reductions to partially offset cost	($150,000)
Additional (1) Police Officer	$79,881
Add (2) 1.00 FTE Communication Operator IIs	$95,654
Increase Temporary Help	$28,465
Reduce Council Printing Budget	($14,000)
Total General Fund Expenditure Reductions	($18,335)
Revenues: Reduce General Fund PILOT from Electric - rate increase reduced from 3% to 2%	($80,000)
Revenues: Increase use of Appropriated Fund Balance	$80,000
	$0
Revised Council Reserve Amount	**$25,000**
Travel and Training - Reduce across all depts except Electric	($109,253)
Reduce Electric Travel and Training	($25,082)
Reduce Non-Accountable Auto Allowance - Other Funds	($2,160)
Total Other Fund Changes	**($136,495)**

Staff Administrative Requests:

General Fund:

Police:

Revenues: Additional DWI Unit federal grant revenues	$81,500
Revenues: Reduce General Fund Appropriated Fund Balance	($81,500)
Net Change	**$0**

Health and Human Services:

State WIC will provide the Health Dept with an additional computer and the appropriate software. With additional state WIC revenue funds, the Health Dept will pay the IT fees associated with this additional computer.

Additional State WIC Revenues:	$2,816
Expenses: IT Network, Maintenance, and Replacement Fees for add'l computer	$2,816
Net Change	**$0**

Office of Neighborhood Services:

Expenses: Allocate 50% of Sr. Building Inspector to CDBG	($34,735)
Revenues: Reduce General Fund revenues in Appropriated Fund Balance *	($34,735)
	$0

Cultural Affairs:

Revenues: Increase in State grant amount received	$12,644
Revenues: Reduce General Fund revenues in Appropriated Fund Balance *	($12,644)
	$0

Parks and Recreation

Trim Grant from the Missouri Department of Conservation

Revenues	$10,000
Expenses	$10,000
	$0

Total General Fund Reduction in Appropriated Fund Balance	**($67,214)**

FY 2011 Adopted Budget Amendments
Monday September 20, 2010

Other Funds:

CDBG:

Expenses: Allocate 50% of Sr. Building Inspector to CDBG	$34,735
Net Change	**$34,735**

Special Road District Tax Fund:

Expenses: Delete duplicate transfer amount to Capital Projects Fund	($1,400,000)
Net Change	**($1,400,000)**

Transportation Sales Tax Fund:

Expenses: Decrease Transfer to Public Transportation Fund due to higher Federal grant being received in Public Transportation Fund	($200,000)
Net Change	**($200,000)**

Public Transportation Fund:

Revenues: Increase Federal grant amount	$200,000
Revenues: Decrease transfer from Transportation Sales Tax Fund	($200,000)
Expenses: Delete CIP project ID 1243 Seal Limestone - Wabash Station	($7,000)
Revenues: Additional Transit Services Provided to the University	$31,515
Expenses: Additional Transit Services Provided to the University	$31,515
Net Change	**($7,000)**

Railroad Fund:

Expenses: Increase Interest Expense - Purchase of Transload Facility from Electric Fund	$12,820
Net Change	**$12,820**

Electric Fund:

Revenues: Street Lighting Revenues - budget decreased amount charged to the General Fund but did not reflect the loss of revenue in the Electric Fund	($200,000)

Electric: Reductions necessary due to rate increase reduced from 3% to 2%

Revenues: Reduce Electric Revenues to reflect lower rate increase	($1,236,000)
Reduce PILOT payment to the General Fund	($80,000)
Net Change	**($1,356,000)**

CIP Changes:

Streets and Sidewalks:

Projects Changed:

Broadway - Garth Ave to West Blvd - C00396 - moved construction from 2013 to 2012. Project is still unfunded.

Public Safety:

Projects Changed:

Records Management System (ID 1307) - move from current projects list to 2012. Project is still unfunded.

Public Transportation:

Delete Project:

Seal Limestone - Exterior Façade - Wabash Station (ID 1243) - project is being funded and completed in 2010.

CDBG Changes:

see page 539 for Council Adopted CDBG changes

BUDGET IN BRIEF

Overall Expense Highlights

OPERATING EXPENSES	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	$75,906,719	$74,786,642	($1,120,077)	(1.5%)
Enterprise Funds	$153,765,449	$156,421,856	$2,656,407	1.7%
Internal Service Funds	$33,491,679	$32,469,981	($1,021,698)	(3.1%)
Total Operating Expenses	$263,163,847	$263,678,479	$514,632	0.2%
General Fund Oper. Expenses	$72,948,441	$72,105,968	($842,473)	(1.2%)

- General Government: In response to current economic conditions and an effort to smooth out projected budget deficits over the next two to three years, the City made significant changes in 2011 to reduce costs in personnel by eliminating seven vacant positions and reducing numerous employees' auto allowance, as well as reductions in materials and supplies and travel and training. There were also several significant grants in the Police, Health, and Public Works Department which ended in 2010.
- Enterprise operations reflect an increase of $1.2 million in personnel due to the addition of nine positions, primarily due to expansion of existing facilities (landfill, parking, and wastewater treatment facilities). There are also significant contractual service increases in Water for sludge removal due to changes in regulations and in Electric for the administrative fees to operate the City's portion of the Columbia Energy Center and rebuilding of the landfill generators.
- Internal Service operations reflect decreases in materials and supplies and travel and training due to economic constraints and reductions in premiums and claims in the Employee Benefit Fund.

CAPITAL ADDITIONS (Items Over $5,000 - Rolling Stock Replacement, Major Equip, Etc.)	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	$1,401,175	$1,416,773	$15,598	1.1%
Enterprise Funds	$3,130,170	$1,424,111	($1,706,059)	(54.5%)
Internal Service Funds	$217,738	$284,377	$66,639	30.6%
Total Capital Additions	$4,749,083	$3,125,261	($1,690,461)	(35.6%)
General Fund	$1,401,175	$1,093,748	($307,427)	(21.9%)

- The General Fund portion reflects a decrease of $307,427, primarily in the Streets and Sidewalks area. The Police Department will continue efforts to reduce their fleet size by eliminating the cars used by the school resource officers. The Office of Sustainability Fund reflects an increase of $323,000 to begin retrofits on our city facilities based on grant funded energy assessments.
- The largest decreases in equipment purchases are in the Solid Waste and Electric Utilities. The need to begin the construction of a new landfill cell in 2011 made it necessary to put off all capital additions until that project is completed. The Electric Utility budgeted for the replacement of several large pieces of equipment in 2010.
- The largest increases in equipment purchases are in Building Maintenance and Information Technologies. Building Maintenance is budgeting for replacement of a van and a lawn tractor. Information Technologies is budgeting for four storage area network units.

CAPITAL PROJECTS	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	$11,611,179	$9,246,000	($2,365,179)	(20.4%)
Enterprise Funds	$113,409,739	$30,183,335	($83,226,404)	(73.4%)
Total Capital Projects	$125,020,918	$39,429,335	($85,591,583)	(68.5%)

- Reflects a large decrease in Street & Sidewalks and Parks and Recreation due to fewer ballot projects still to be completed.
- Reflects a large decrease in Electric due to the purchase of the transload facility and the Columbia Energy Center in 2010; and Sewer due to the Waste Water Treatment Plant facility in 2010.

TOTAL BUDGETED EXPENSES	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	$117,789,568	$117,304,170	($485,398)	(0.4%)
Enterprise Funds	$312,240,603	$232,758,110	($79,482,493)	(25.5%)
Internal Service Funds	$34,649,907	$33,630,220	($1,019,687)	(2.9%)
Total Expenses	**$464,680,078**	**$383,692,500**	**($80,987,578)**	**(17.4%)**
General Fund Total Expenses	$77,260,282	$76,114,775	($1,145,507)	(1.5%)

- General Government: Operations and capital additions are down compared to FY 2010. There are increases in debt payments as well as special revenue funds transferred to fund the capital improvement plan.
- The decrease in the Enterprise Funds is primarily in the area of new capital project funding. The Electric utility budgeted for the purchase of a generation unit at the Columbia Energy Center in 2010 and the Sewer utility budgeted for the cost of the Waste Water Treatment expansion in 2010.
- The same cost saving strategies used by the General Government departments have been applied to Internal Service activities.

Personnel Package

The overall increase in personnel services is 1.8%.

- No across-the-board increase or performance pay increases have been budgeted.
- The internal review of all classifications was completed and the fourth year of recommended changes implemented in FY 2010. The FY 2011 review consisted of only new position requests, reorganization reviews and special department requests.
- Departments submitted twenty-one reorganization reviews and three special review requests. Fourteen were approved, impacting fifteen employees.
- Full funding of pension requirements which increased over $950,000 for FY 2011. LAGERS increased over $304,000 and Police and Fire Pensions increased over $ $646,000
- Continued funding for employee health screenings on a two year rotation.
- The City will continue to pay the full cost of employee health insurance premiums and will continue subsidizing dependent coverage premiums.
- Health insurance premiums for active employee dependent coverage will not increase under the current $750 deductible plan. Retiree rates are expected to increase 7.5% for pre-65 retirees and a minimum of 15% for Medicare eligible retirees.
- A new $1,500 deductible plan will be offered in 2011. A high deductible plan with a health savings account will also be offered. The City sponsored fully insured Medicare supplement plan is being bid to determine if lower rates are available.
- Retiree health insurance rate subsidies remain at a fixed rate as set by Council Resolution. The budget includes fully funding the required contribution for the post-employment liability.
- Continue Sick Leave Buyback benefit at 50% for hours sold above 1,040 hours of accumulated sick leave.
- Vision care will be offered to employees as a voluntary benefit at a cost to employees.
- Holiday hours will be considered as hours worked for purposes of calculating overtime.
- The FLSA cycle for Police employees will change from 170 hours in 28 days to 160.
- A change in the step-up pay policy to allow for payment of step-up pay in half shift increments instead of full shift increments.
- Reduction in auto allowance for numerous management level employees.

11.50 FTE New Positions Added

Public Safety (Net (2) positions)
(4) Reduction of Firefighters - Fire Department
(1) Reduction Admin Support Asst - Mun. Court
(2.00) Communication Operators - PSJC
(1.00) Police Officer - Police Department
Administrative and Other (Net (0.50) positions)
(1) Reduction Assistant City Counselor II - Law Dept
(0.50) Admin Support Asst II - Office of Neigh. Serv.
Water (Net 1 Position)
(1) Water Treatment Plant Oper II/III
Electric (Net 2 Positions)
(1) Equipment Operator III (Transload Facility)
(1) Transload Operations Supervisor

Public Works (Net 11 Positions)
(1) Reduction of Eng. Spec I - Non-Motorized Grant
(1) WWTP Operator I (6 months) - Sewer
(1) Utility Maintenance Mech II (6 months) - Sewer
(1) Public Works Supervisor I (9 months) - Sewer
(1) Maint. Asst II (6 months) - Parking
(1) Refuse Collector III (6 months) - Solid Waste
(1) Equipment Operator III (6 months) - Solid Waste Bioreactor
(1) Maint. Mech - Building Maintenance
(1) Custodian - Custodial Services
(1) Custodian (8 months) - Custodial Services
(1) Administrative Support Asst III - Fleet Operations
(1) Stores Clerk - Fleet Operations
(1) Vehicle Mechanic - Fleet Operations

Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	$118,206,137	$117,610,225	($595,912)	(0.5%)
Enterprise Funds	$192,360,128	$199,324,481	$6,964,353	3.6%
Internal Service Funds	$31,441,267	$32,797,854	$1,356,587	4.3%
Total Revenues	**$342,007,532**	**$349,732,560**	**$7,725,028**	**2.3%**
General Fund	$76,732,601	$76,114,775	($617,826)	(0.8%)

- The City is projecting significant decreases in General Government for both operating and capital grant revenues. These decreases are more than offset by transfers of special revenues to support the Capital Improvement Plan.
- General Fund grant revenues are projected to be down substantially due to the loss of grants for Non Motorized Grant activity, Health Department, and Police Department. Sales Taxes are projected to increase 1% over Estimated FY 2010.
- Increases in Enterprise Fund revenues are the result of rate increases in Electric, Water, Sewer, and Solid Waste utilities.
- Fees to City departments for other insurance were increased 10% to offset increasing costs to provide coverage. In addition, custodial and maintenance fees were increased to cover the cost of additional employees needed to clean and maintain the expanded Daniel Boone Building.

MAJOR REVENUE SOURCES				
	Estimated FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change
Sales Taxes	$37,750,000	$37,316,900	($433,100)	(1.1%)
Transfers	$23,928,589	$25,692,048	$1,763,459	7.4%
Grants & Capital Contributions	$16,690,138	$14,870,294	($1,819,844)	(10.9%)

- The single most significant source of funding for General Government operating and capital activities is sales tax revenue. FY 2011 reflects a 1.1% decrease over Estimated FY 2010 due to expiration of the 1/8th cent Parks Sales Tax in March, 2011. Voters will be asked to renew this in November, 2010. The City is projecting a 1% growth in sales taxes for 2011.
- Transfers are up significantly for 2011. Operating subsidies of sales taxes for parks, transit and airport increased 1% over 2010 levels. Transfers of Special Revenues for the Capital Improvement Plan such as capital improvement sales tax funds and public improvement funds funds are also up in 2011.
- The City is projecting significant decreases in the General Government for both operating and capital grant revenues. The City is also projecting slightly lower levels of federal funding for transportation in 2011. Any new grant awards will be appropriated during FY 2011.

Tax Rate Changes

There are no proposed City tax increases for FY 2011.

- 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 = 7.35% 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. Voters will be asked to renew this in Nov. 2010.

- Gross Receipts Tax Rates (No increase over the 7% current rate). The state legislature has now ruled that gross receipts must be paid on wireless services.

Fees and User Charge Changes

- There are no fee and user charge changes proposed for FY 2011.

Utility Rate Changes - Average Monthly Customer Impact

	Average Monthly Customer Impact
• Refuse Rate ($1/month residential rate increase)	$1.00
• Sewer (15% Rate Increase) - 13% approved by voters in April 2008 and 2% to cover operating expenses	$2.43
• Water (10% Rate Increase) - 5% approved by voters in Nov 2008, and 5% to cover increased operating expenses	$2.28
• Electric (2% Rate Increase) - to cover operating and maintenance costs of the system	$1.57
	$7.28

Monthly Utility Rate Comparisons with Proposed Rate Increases

Water Residential Rate Comparison
Based on average usage of 7 ccf

Consolidated # 1 (Boone County)	$39.30
Jefferson City, MO	$32.23
St. Joseph, MO	$30.63
Moberly, MO	$29.56
Water Dist. # 9 (Boone County)	$27.02
Fayetteville, AR	$25.13
Columbia, MO (FY 11)	**$25.04**
St. Louis Co., MO	$22.98
Lawrence, KS	$21.63
Sedalia, MO	$19.12
Springfield, MO	$19.08
Ames, IA	$19.04
Independence, MO	$19.03
Springfield, IL	$18.25
City of Fulton, MO	$16.74

Electric Residential Rate Comparison
Residential Charges for 822 kWh

Utility name	Summer	Non-Summer
Independence MO	$106.17	$99.67
Kansas City Power & Light	$94.98	$77.88
Boone Electric	$88.99	$88.99
Ameren UE	$88.62	$63.98
Columbia W&L (FY 11)*	**$87.19**	**$85.83**
Springfield IL	$86.61	$74.69
Empire Utilities MO	$84.59	$78.29
Fulton, MO	$79.95	$79.95
Springfield MO	$65.68	$62.39

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

Sewer Residential Rate Comparison
Based on average usage of 7 ccf

Boone County Regional Swr Dist.	$36.20
Des Moines, IA	$33.80
Kansas City, MO	$24.56
St. Louis, MO	$24.34
Independence, MO	$22.90
Fulton, MO	$21.66
Norman, OK	$19.82
Jefferson City, MO	$19.64
Columbia, MO (FY 11)	**$18.59**
Cedar Rapids, IA	$17.48
Springfield, MO	$16.48
Sedalia, MO	$12.67

Refuse Residential Rate Comparison

Denton, TX *	$15.50 - $18.75
Waco, TX **	$14.20
Veolia (Superior/Onyx) Columbia, MO +	$16.25
Lubbock, TX +	$13.53
Fulton, MO ^	$14.00
Columbia, MO (FY 11)	**$15.42**
College Station, TX ++	$14.40
Allied Waste (Mid State) Jeff City, MO +	$15.34

** Price varies depending on type of container and recycle option. Recycling charge of $4/month per container*

+ No recycling or yard waste options available.

*** Includes 3 containers for trash, yard waste, and recycling.*

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

^ $14 base fee for one can, $14 for each additional can. Services include weekly pick-up of recycling and yard waste.

Department Budget Highlights

PUBLIC SAFETY DEPARTMENTS					
	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	$19,818,867	$19,841,309	$22,442	0.1%	3.8%
Fire	$14,255,658	$14,567,093	$311,435	2.2%	4.0%
Municipal Court	$934,727	$1,179,766	$245,039	26.2%	12.0%
Emer. Mgmt & Communications	$2,733,167	$2,982,385	$249,218	9.1%	3.9%
Total Public Safety	**$37,742,419**	**$38,570,553**	**$828,134**	**2.2%**	**4.0%**

Police Department

- There was a significant increase in pension costs for FY 2011.
- Due to budget constraints, the department significantly reduced their materials and supplies category.
- In a continuing effort to reduce the Police fleet, five school resource officer vehicles will be eliminated for FY 2011.
- One new police officer in the traffic unit was approved.
- Fleet replacement for 2011 will be sixteen patrol vehicles. This is lower than the scheduled replacement due to budget constraints.
- The FLSA cycle for Police employees will change from 170 hours in 28 days to 160.

Fire Department

- There was a significant increase in pension costs for FY 2011.
- Due to budget constraints (4) vacant fire fighter positions were eliminated. However, (3) Fire Figthers will be reclassified to Lieutenants and (3) to Engineers to support the operations of a specialty vehicle at Station 2.

Municipal Court

- Eliminated vacant administrative position due to lower than anticipated number of red light camera citations.
- Includes a full year of funding for the three positions added during FY 2010 and other operating costs associated with the red light camera program.

Emergency Management and Communications

- Includes funding for two additional communications operators and for temporary funding to help control overtime costs and ensure adequate coverage in the operations center.
- Significant increases in telephones for five additional tower sites added.
- Significant increases in monthly tower rental agreements.
- Significant increases in annual maintenance agreements for CAD and wireless equipment.

HEALTH AND ENVIRONMENT					
	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Health & Human Services	$8,055,052	$7,233,529	($821,523)	(10.2%)	2.1%
Planning	$1,760,677	$1,401,479	($359,198)	(20.4%)	5.0%
Economic Development	$419,379	$411,075	($8,304)	(2.0%)	3.5%
Cultural Affairs	$391,669	$378,251	($13,418)	(3.4%)	1.2%
Neighborhood Services	$808,541	$880,421	$71,880	8.9%	
Total Health and Environment	**$11,435,318**	**$10,304,755**	**($1,130,563)**	**(9.9%)**	**4.3%**

Public Health and Human Services

- Significant decrease in temporary positions and supplies and materials due to end expiration of H1N1 grant.
- Maintains the funding level approved in 2010 and an additional $3,000 for the animal control contract with the Central Missouri Humane Society.
- No fee increases proposed for FY 2011.
- Maintains the 2010 funding level of $893,556 for social service contracts.

Planning Department

- Reduction due to funds budgeted in FY 2010 for the Comprehensive Master Plan Update.
- Eliminated employee home ownership assistance program ($30,000) due to budget constraints.
- Includes funding to convert permanent record files to digital records.

Economic Development

- Removed all funding for travel and training which will be funded by REDI and made reductions to auto allowance.

Cultural Affairs

- Decrease due to the lower anticipated grant funding from the Missouri Arts Council.

Neighborhood Services

- Fully funds Trust Officer position added during FY 2010, the addition of a 0.50 FTE administrative position and 50% split for a senior building inspector with CDBG (Community Development Block Grant funding).
- Reduction of $12,500 in Neighborhood Response Team funding due to budget constraints.
- Transferred $26,000 in demolition funding from Public Works.
- Transferred additional operating costs for the rental inspection program from Public Works.

PARKS & RECREATION DEPARTMENT					
	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	$4,975,987	$4,980,919	$4,932	0.1%	3.4%
Recreation Services Fund	$7,410,263	$7,403,657	($6,606)	(0.1%)	0.9%
Total Excluding CIP Projects	**$12,386,250**	**$12,384,576**	**($1,674)**	**(0.0%)**	**1.8%**

Parks and Recreation General Fund Operations

- Increased temporary help by $9,760 in parks management.
- Fleet replacement down $17,000 from 2010 due to budget constraints.
- Maintains CARE funding at the FY 2010 level.

Recreation Services Fund

- No significant changes

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2010	Adopted FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	$10,965,403	$10,289,007	($676,396)	(6.2%)	3.4%
Public Transportation Fund	$5,493,258	$5,803,347	$310,089	5.6%	6.5%
Airport Fund	$2,697,445	$2,634,930	($62,515)	(2.3%)	5.5%
Sanitary Sewer Utility Fund	$13,936,141	$15,658,383	$1,722,242	12.4%	8.7%
Parking Utility Fund	$2,084,373	$2,715,859	$631,486	30.3%	9.6%
Solid Waste Utility Fund	$16,152,220	$15,027,655	($1,124,565)	(7.0%)	1.8%
Storm Water Utility Fund	$1,472,806	$1,462,971	($9,835)	(0.7%)	1.1%
Custodial / Maintenance Fund	$1,439,585	$1,663,472	$223,887	15.6%	8.8%
Fleet Operations Fund	$7,058,179	$7,109,584	$51,405	0.7%	8.1%
Total Public Works Dept. Excluding CIP Projects	**$61,299,410**	**$62,365,208**	**$1,065,798**	**1.7%**	**5.0%**

Public Works - General Fund Operations

- Eliminates (1) engineering position and other operating costs ($335,000) due to the expiration of non-motorized grant funding.
- Movement of 1.42 FTE engineering positions to other funds to reflect changes in work assignments.
- Fleet replacement $467,400 is down $160,500 from FY 2010 due to budget constraints.
- Maintains FY 2010 level for Street Maintenance ($1.85 million).
- Includes funding for continuation of speed display board program with schools by budgeting for speed display boards at Jefferson Junior High School and West Junior High School.
- Includes $48,000 funding for Phase I of an electronic plan review process which involves setting up a stand alone workstation. If successful, it will require an additional $60,000 in FY 2012 to fully implement.

Public Transportation

- Includes funding for narrow band radio upgrades and programming to meet 2012 mandates.
- Includes funding for expansion of routes with the university and to new areas which alleviates present timing difficulties on existing routes.
- Significant increases in vehicle maintenance costs to reflect actual trends in maintenance history.

Airport

- Includes funding for restroom repairs renovations at the airport terminal building.
- Continues to fund the maintenance and upgrades to the airfield facilities to accommodate increasing airline and airport operational needs.

Sanitary Sewer

- Includes 15% rate increase - necessary to support ballot issue passed by voters in April 2008 and increased operating costs.
- Adds (2) positions and additional operating cost due to the expansion of the Wastewater Treatment Plant.
- Includes full cost and an additional position for the mid-year reorganization and movement of engineering positions from the General Fund.
- Increase in interest expense due to debt issued in FY 2009 for the Wastewater Treatment Plant and other projects.

Parking Utility
- Adds (1) maintenance position due to opening of the additional parking garage.
- Includes funding to replace 800 parking meters ($112,000).
- Includes funding for major maintenance at the 7th and Walnut Garage and the 5th and Cherry Garage.
- Increase in interest expense due to debt issued for the 5th and Walnut parking garage.

Solid Waste Utility
- Adds (1) position and operating costs for the Bioreactor operation.
- Adds (1) position in mini roll off services due to increased activities.
- Includes $1/month increase in residential rates to provide funds for needed capital projects.
- Increase of $106,000 for permitting required by the EPA related to Storm Water pollutants.
- Includes no replacement of fleet in order to provide funding for the new landfill cell to be constructed in FY 2011.

Storm Water Utility
- No significant changes.

Custodial and Building Maintenance
- Adds (2) Custodians and (1) Building Maintenance position and operating costs due to the expansion of city facilities.

Fleet Operations
- Adds (3) positions to more cost effectively service vehicles in house.

WATER AND ELECTRIC DEPARTMENT					
Water & Electric Department	**Budget FY 2010**	**Adopted FY 2011**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
Water Utility Fund	$19,724,921	$20,274,757	$549,836	2.8%	6.2%
Electric Utility Fund	$128,874,053	$130,599,220	$1,725,167	1.3%	9.3%
Tl. Water & Electric Dept. Excluding CIP Projects	**$148,598,974**	**$150,873,977**	**$2,275,003**	**1.5%**	**8.8%**
Railroad Fund Excluding CIP Projects	**$985,384**	**$993,996**	**$8,612**	**0.9%**	**0.6%**

Water Utility
- Adds (1) Relief Water Plant Operator to help reduce overtime costs.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 10% water rate increase. Of this amount, 5% approved by voters in Nov 2008, and 5% to cover increased operating costs.
- Includes a significant increase ($315,000) for sludge removal due to changes in regulations.

Electric Utility
- Adds (2) positions for the recently purchased Transload Facility.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 2% rate increase to cover operating and maintenance costs of the system
- Includes $370,000 for costs related to the relocation to the government center.
- Increase of $2 million in costs due to the recent purchase of an additional generation unit at the Columbia Energy Center.

Railroad
- No significant changes.

ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2010	**Adopted FY 2011**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
City Council	$290,732	$211,866	($78,866)	(27.1%)	(4.0%)
City Clerk	$333,246	$346,603	$13,357	4.0%	6.7%
City Manager	$1,061,104	$1,049,352	($11,752)	(1.1%)	4.0%
Finance	$3,522,464	$3,409,672	($112,792)	(3.2%)	1.5%
Human Resources	$1,030,559	$1,033,598	$3,039	0.3%	6.0%
Law	$1,328,067	$1,287,521	($40,546)	(3.1%)	7.9%
Total Administrative	**$7,566,172**	**$7,338,612**	**($227,560)**	**(3.0%)**	**3.2%**
General City (Nondepartmental)	$5,357,855	$5,104,879	($252,976)	(4.7%)	(2.1%)

City Council

- The Citizen's Review Board was budgeted at the amended FY 2010 budget amount. Other Boards and the Board of Adjustment were reduced to reflect expenditure trends.
- Significant decrease in Intragov. charges due to allocation for custodial and building maintenance in the new government center.
- Significant reductions in travel and training and food, and printing accounts. Council members will no longer be provided meals before meetings.

City Clerk

- Fully funds the clerical position added in FY 2010.

City Manager

- Significant reductions to travel and training and auto allowance.

Finance

- Personnel down due to the elimination of a clerical position mid-year 2010.
- Due to budget constraints, materials and supplies and travel and training categories have been decreased.
- Building rentals has decreased $43,000 due to the relocation to the new government center.

Human Resources

- No significant changes

Law Department

- Eliminated (1) vacant City Counselor position due to lower than anticipated number of red light camera citations.

City General (Non-Departmental)

- Includes an increase of $40,000 to establish a Leadership for Excellence Division.
- Reduced street lighting costs $200,000 due to a change in the way street light costs are calculated.
- General Fund contingency of $100,000 was eliminated and Council Reserve was reduced from $100,000 to $25,000.

OTHER DEPARTMENTS					
	Budget FY 2010	**Adopted FY 2011**	**Increase/ (Decrease)**	**Percent Change**	**5 Year Avg. Inc.**
Convention & Tourism Fund	$1,758,254	$1,760,302	$2,048	0.1%	2.1%
Office of Sustainability	$297,368	$717,398	$420,030		
Employee Benefit Fund	$12,543,343	$12,157,032	($386,311)	(3.1%)	2.2%
Self Insurance Reserve Fund	$4,397,340	$4,390,216	($7,124)	(0.2%)	8.1%
Information Technologies Fund	$5,128,575	$4,567,672	($560,903)	(10.9%)	2.0%
Public Communications Fund	$1,809,169	$1,692,279	($116,890)	(6.5%)	12.5%
Utility Customer Services Fund	$2,273,716	$2,049,965	($223,751)	(9.8%)	5.5%
Contributions Fund	$94,928	$87,122	($7,806)	(8.2%)	1.7%
Total Other Funds	**$28,302,693**	**$27,421,986**	**($880,707)**	**-3.1%**	**4.0%**

Convention & Tourism

- No significant changes

Office of Sustainability

- Includes over $600,000 in grant funds for retrofits to city facilities based on energy assessments.
- Includes full year funding for department operations. FY 2010 only included 6 months of costs.

Employee Benefit Fund

- Decrease due to staff's efforts to stabilize expenses over the past few years.
- Health insurance premiums for active employee dependent coverage will not increase under the current $750 deductible plan. Retiree rates are expected to increase 7.5% for pre-65 retirees and a minimum of 15% for Medicare eligible retirees.
- A new $1,500 deductible plan will be offered in 2011. A high deductible plan with a health savings account may also be offered. The City sponsored fully insured Medicare supplement plan is being bid to determine if lower rates are available.

Self Insurance Reserve Fund

- No significant changes.

Information Technologies Fund

- Due to budget constraints, the department significantly reduced all categories based on historical trends.

Public Communications Fund

- Includes $35,000 for a citizen survey.
- Adds $10,000 in temporary help to provide after hours support for the first floor of the government center.
- Print Shop name has been changed to Document Support Services and have increased services to include document imaging and shredding.
- Decrease in building rentals due to relocation of the City Channel into the government center.
- Reduction in capital and communication equipment due to significant purchases in FY 2010.

Utility Customer Services Fund

- Reflects a decrease in postage due to electronic billing and efforts to reduce credit card fees.

Contributions Fund

- No significant changes. Donations are not budgeted. They are appropriated when they are received.

Capital Project Highlights - Major Projects Scheduled/Funded

Streets and Sidewalks

- Rolling Hills Road - Old Hawthorn to Richland
- Providence Study - Burnham Intersection
- East side Sidewalks Phase III

Parks and Recreation

- ARC Floor and Improvements
- Capen/Grindstone Trailhead Improvements
- Rock Hill Park Improvements
- Scott's Branch Phase II: Chapel Pedway to Perche Creek
- MKT Sewer Plant #2 Natural Area Restoration

Public Safety

- Radio system enhancements for Public Safety Joint Communication Center
- Replace Pumper and Rescue Squad

Other General Government

- Eighth Street Plan Avenue of the Columns

Electric

- Annual Commercial Expansion
- Annual new electric connections
- Annual Substation feeders
- Annual street light additions
- Primary Control Center
- Relocation of 69kV Line - Hinkson to Perche
- Reconductor 69kV line - Boldstad-Switzler

Water

- Annual new service connections
- Annual water main replacements
- Annual water main relocations
- 16" Main - Brown Station Rd: Rt B to Peabody
- Drill Alluvial Wells #16
- Oakland church Road - 12,000' of 16" Main
- Route PP Main Upgrade - 25,00' of 12" Main
- S Section of 24" East Transmission Main

Sewer

- Bear Creek Bank Stabilization - Wonder Bread Site
- Hominy Branch Outfall Relief Sewer
- PCCE #3 - Stewart & Medavista
- PCCE #8 - Thilly Lathrop
- Sewer District #165 - Maple Bluff Dr. Area
- Upper Hinkson Creek Outfall Extension
- WWTP Improvement Phase I - continued

Storm Water

- No new projects due to fiscal constraints

Solid Waste

- Landfill Cell #5

Transit

- Automated Vehicle Locator System
- Rpl. (4) 35' Eldorado Buses with 40' buses
- Rpl. (6) 35' New Flyer Buses
- Rpl. (2) Paratransit Vehicles

Airport

- Snow Removal Equipment (SRE) Runway Tow Browm & Tow De-icer
- Design Extension of Crosswind RW and parallel TW

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 State-of-the-City address with the 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, Organizational charts are also located in this section.

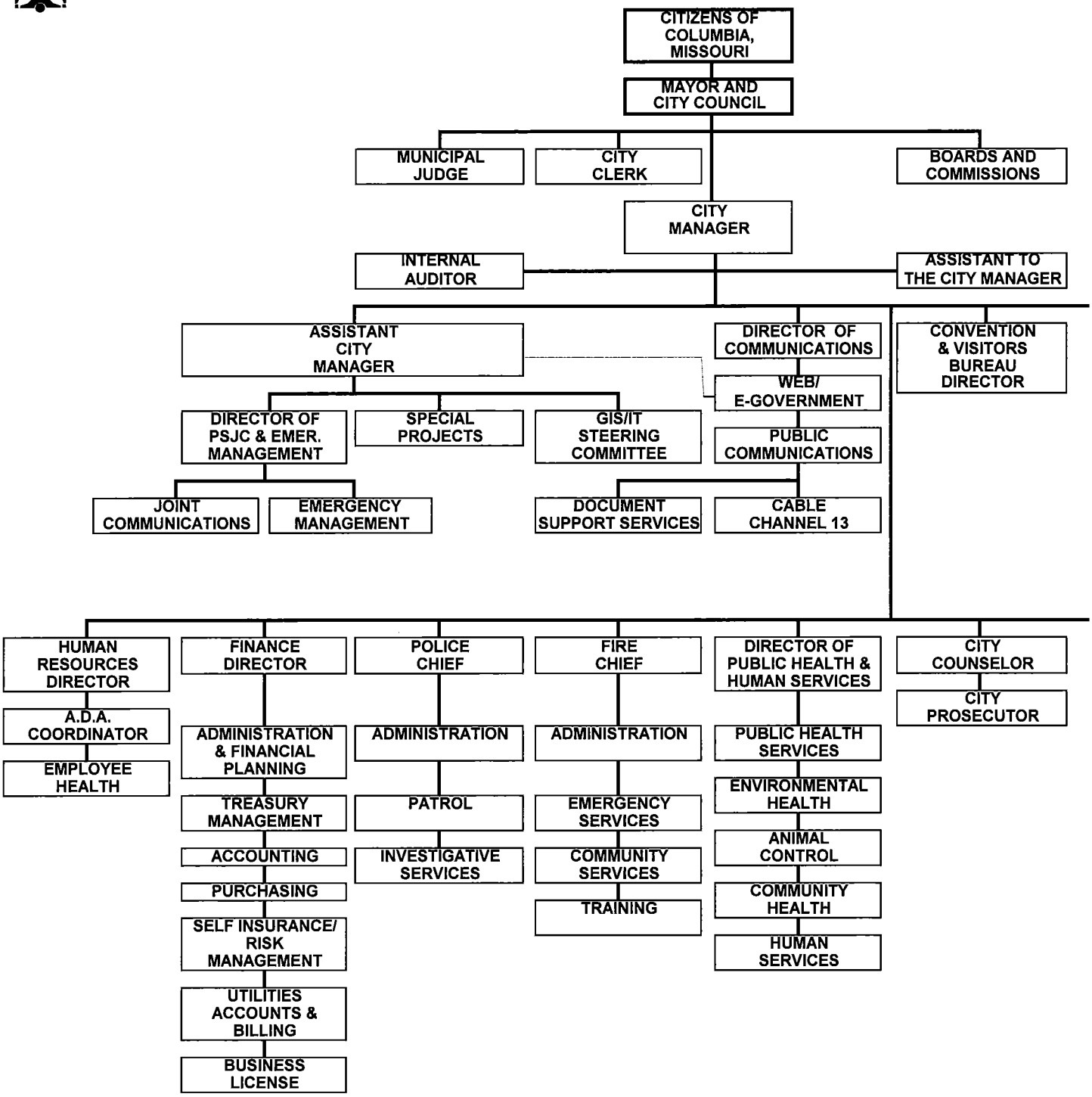
- **Capital Projects** – Five-year Capital Improvement Program for the City and Operating impact of capital projects.

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

- **Appendix** - Community Development Block Grant, Personnel Position Summary Information, and a Glossary. Newly added for FY 2011 are the performance measurements established by each department.

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.

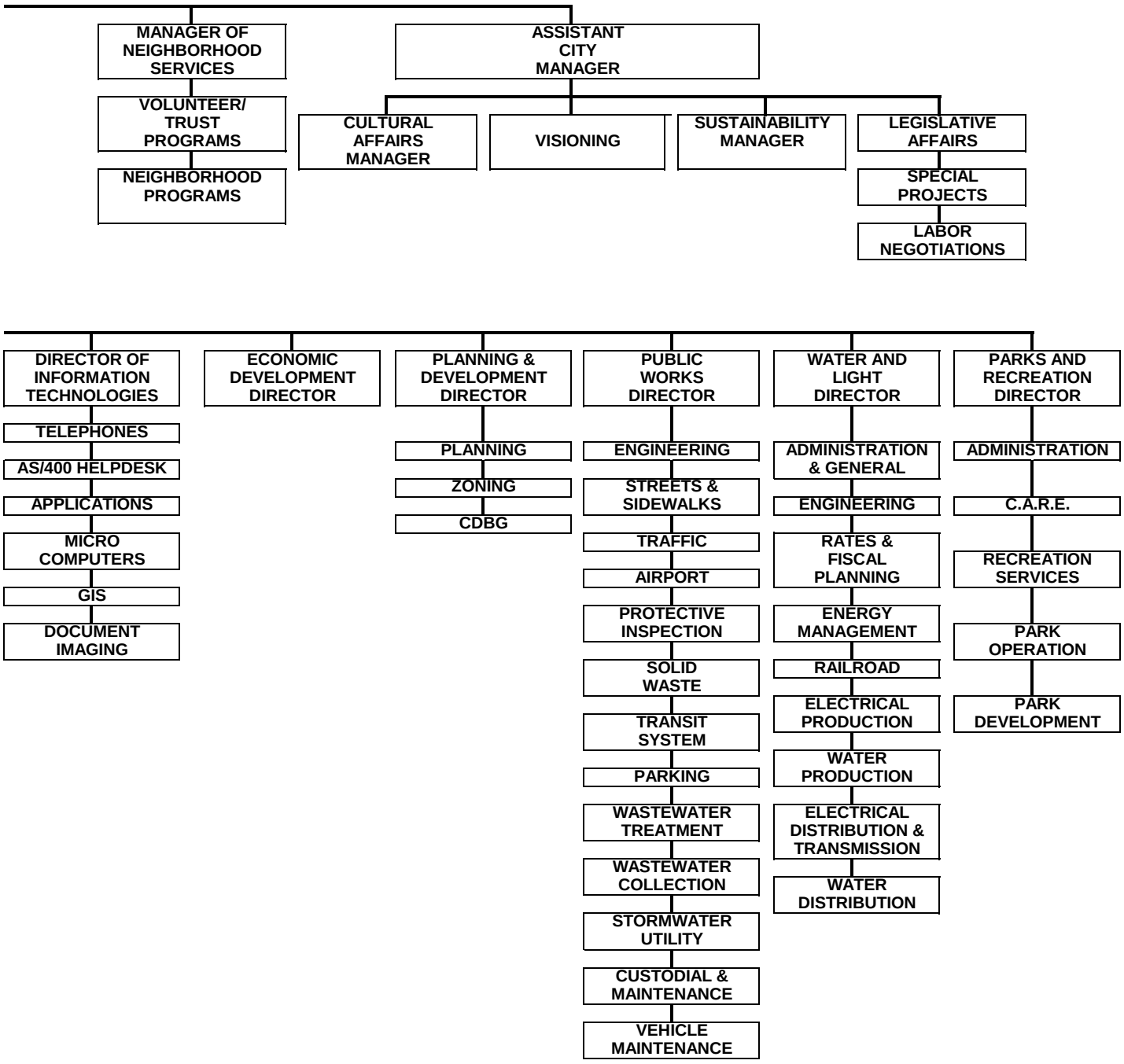
FUNCTIONAL ORGANIZATIONAL CHART



Approved 7/22/10
date

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

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: James Michael (Mike) Brooks

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

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

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

Neighborhood Services ***573-874-7499***
Manages donations made to the City in the form of volunteer time, cash, property and land.
Manager: Leigh Britt

Office of Sustainability ***573-817-5025***
Promotes sustainability and energy efficiency in the community and local government.
Manager: Barbara Buffaloe

Parks and Recreation ***573-874-7460***
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: Ken Burton

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

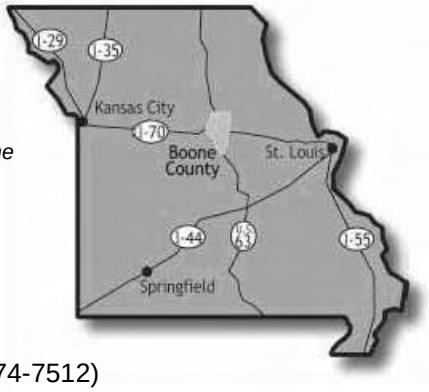
Public Health & Human Services ***573-874-7347***
Assists to prevent disease and injury by promoting better health in the community. Includes community and social services programs.
Director: Stephanie Browning

Public Safety, Joint Comm. and Office of Emergency Management ***573-874-7400***
Emergency contact for all citizens to all public safety entities.
Director: Interim Director Zim Schwartze

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

Water and Light ***573-874-7613***
Provides safe and dependable drinking water and electricity and operates COLT railroad
Director: Tad Johnsen

CITY OF COLUMBIA, MISSOURI
DEMOGRAPHIC STATISTICS



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 63.4 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 contemporary 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	3
Parks (Total Acres 2,984)	65
Bowling Alleys	1
State Parks	4
Roller Rinks	1
Roller Hockey Facilities	2
Skate Park	1
Soccer Fields	19
Tennis Courts	25
Trails (miles)	44
Volleyball Courts	18

Cultural Arts: (Cultural Affairs 874-7512)

Movie Theaters	(25 Screens)
Performing Arts Organizations/Companies	20*
Visual Art Venues, Museums & Galleries	18*
Arts Festivals	5*

**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	1,213
Hotels/Motels	39
Hotel/Motel Rooms	3,637
Restaurants	253
Shopping Centers	15
Shopping Malls	1

Communications:

Print Media	13
Boone County Radio Stations	11
TV Stations	7
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) 17,186
Elementary Schools	(22) 8,500
Middle Schools	(3) 2,477
Junior High Schools	(4) 2,470
Senior High Schools	(4) 3,953
Vocational Schools	1
Non-Public Schools	17
Stephens College Enrollment	964
Columbia College Enrollment (day, evening & ext)	14,200
Univ. Of Missouri-Columbia Enrollment	31,314

Libraries:
Ellis Library.....3.1 million volumes
Daniel Boone Library.....525,000 volumes

City Streets: (Public Works 874-6230)
Paved (miles) 489.66
Unimproved (miles).....9.7

City Sewers: (Public Works 445-9427 or 874-6287)
Sewers (miles) 670

Fire Protection: (874-7391)
Number of Stations 9
Total number of employees 132
Number FF/Eng./Lieuts./Capts/Bat Chiefs.....121
Number of vehicles 40
Number of hydrants..... 5,436

Police Protection: (874-7506)
Number of stations.....1
Number of sub-stations.....7
Total number of employees 191
Number of Sworn Positions 158
Number of vehicles 103

Parking: (Public Works 874-7751)
Unmetered Off-Street
On-Street Meters..... 1,706
Off-Street Meters.....314
Permit Spaces (lots/garages)..... 1,368
Hourly Garage Spaces.....278

Airport: (Public Works 442-9770)
Airport Facilities.....1
Airlines: Mesaba (Northwest Airlines) 1

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)

City Employees (FTE for FY 2010):..... 1,309.45

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)

Top 5 Employers in Columbia
Full-time FTE's (REDI Inc.)
University of Missouri 9,082
University Hospital & Clinics 4,567
Columbia Public Schools 2,186
Boone Hospital Center 1,542
Truman Memorial Veteran's Hospital.....1,299

Sales Tax:
Sales tax in Columbia is 7.35% except in TDD designated areas which have a tax rate of 7.85%. 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%
City General Revenue Tax.....1.000%
City Transportation Tax.....0.500%
City Capital Projects Tax.....0.250%
Parks Sales Tax 0.250%

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 2008, volunteers contributed more than 47,387 hours at a value of more than $960,000.

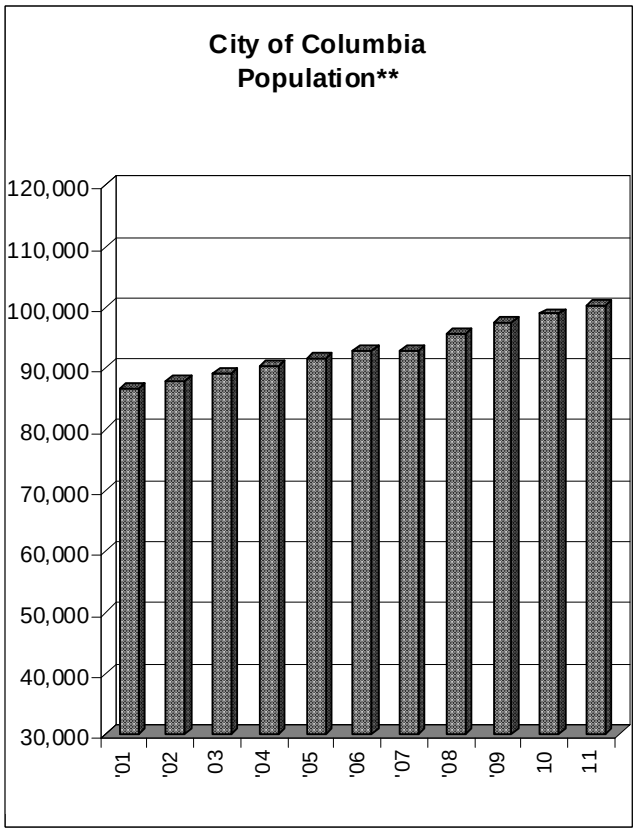
Annual Unemployment Rates for Columbia	
Year	**Rate**
2004	2.5%
2005	3.0%
2006	2.9%
2007	3.6%
2008	4.4%
2009*	**5.1%**

**At time of document production*

www.columbiaredi.com/pdfs/EconomicIndicators_CURRENT2010_007.pdf

Local Economy: The cost of living for the City of Columbia is generally 8%-9% below the national average. For the first quarter in 2010 Columbia was at 93.9%. Columbia area has a median household income of $40,326. According to the Columbia REDI website reporting economic conditions

CITY OF COLUMBIA, MISSOURI
DEMOGRAPHIC STATISTICS



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

2002	87,838		2007	92,937
2003	89,111		2008	95,782
2004	90,384		2009	97,403
2005	91,657		2010	98,893
2006	92,935		2011	100,383

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.

FY 2011 Taxpayer	Type of Business	Assessed Value	Percent of Total Assessed Valuation
State Farm Mutual Automobile Ins	Insurance	$ 7,807,371	0.53%
Spicer Axle Inc	Manufacturer	$ 6,001,387	0.41%
Boone Crossing	Property/Developer	$ 5,969,059	0.40%
Shelter Insurance	Insurance	$ 4,985,290	0.34%
COG Leasing Company LLP	Health Services	$ 4,002,304	0.27%
Rayman Columbia Center Trust	Property/Developer	$ 3,935,232	0.27%
Rusk Rehabilitation Center LLC	Health Services	$ 3,783,072	0.26%
Square D	Manufacturer	$ 4,125,147	0.28%
Broadway-Fairview Venture LLC	Property/Developer	$ 3,896,005	0.26%
Hubbel Power Systems	Manufacturer	$ 3,555,916	0.24%
Total		**$ 48,060,783**	**3.26%**

** Population figures obtained from the City Manager's Office

Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Total Assessed Value
1991	1,887,977	411,766,611	83,468,559	497,123,147
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	1,023,341,889
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	6,122.350	1,207,930,492	260,021,334	1,467,957,948
2008	5,843,391	1,292,414,862	273,363,667	1,571,621,920
2009	5,522,897	1,347,522,235	275,394,049	1,628,439,181
2010	5,451,561	1,379,654,147	254,289,515	1,639,395,223
2011 prelim	5,172,232	1,399,914,843	244,773,632	1,649,860,707

Property Tax Rates
(Per $100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
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
2009	0.41	0.00	0.41
2010	0.41	0.00	0.41
2011	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.

Vision Process - *"Imagine Columbia's Future"* is a vision process started in 2008. The process provides an opportunity for citizen input regarding the future of Columbia. This process is the starting point for the budget and is one of the driving forces behind establishing priorities. The Columbia Vision Commission seeks input of other city boards, commissions, and departments, recommends implementation tasks to be undertaken every two years and resources needed to accomplish such tasks.

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 but may change as current trends warrant. 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 Columbia 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:

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.

Office of Sustainability (OS) - used to account for and monitor all sustainability programs implemented by the City.

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, improvements or other capital assets.

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 the public to 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 and Highlights/ Significant Changes are also included in this section. The white pages contain the budget detail for the divisions within the departments. Performance Measurements for each department are found in the Appendix Section.

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** – Currently have not been included in the FY 2011 budget. The City is working to decide what comparative city's to use and how to present the information

The final section of the budget document is the Appendix. This section contains the Community Development Block Grant, Personnel Summary information and Performance Measurements/Service Indicators**.**

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 proceeding 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:
Manager's Programs and Priorities for FY 2011
Presented by City Manager Bill Watkins
June 2, 2010 – 9:30 a.m. – City Hall

Hello. I'm Bill Watkins and, since my appointment in 2006, it's been an honor to serve as Columbia's City Manager. This is my fifth "State of the City" address to Columbia citizens.

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 benefit the City and to let you, the citizens, know his or her opinion of the state of affairs in the community. This traditionally occurs immediately before the City Council's annual retreat.

This year's annual retreat will be held at the Country Club Hotel in Lake Ozark, Missouri. It will start at 6:30 p.m. on Thursday, June 3 and end around noon on Saturday, June 5. The retreat is an open, public meeting. The news media and other observers are welcome to attend.

In one word, my opinion of the state of city government is "stable." We are in the third year of a financial plan we set up in 2008, when local revenues started declining.

Because we took immediate action, and as we continue to curb our spending, we remain responsibly focused on delivering core services to citizens. We're where we expected to be.

Adding new City programs and staff, even though needed, probably is not possible without cutting other services. For the next few years, budgeting is likely to remain a zero-sum game.

Still, wherever possible, we've taken advantage of new partnerships, outside funding sources and internal reorganization to make our dollars go farther. Therefore, I believe that the City of Columbia is well-positioned to keep our community thriving.

I don't know if you've met Larry Potterfield, the Chief Executive Officer of Midway Arms based here in Columbia. Last year his organization won the Malcolm Baldridge National Quality Award for small business. This is a huge honor, not just for Larry and his employees, but also for Columbia.

If you win a national quality award, it means that you are totally committed to excellence in every sense of the word. And, for Larry, it means challenging the rest of Columbia to create a community of excellence.

The City Council heard this call and last February set the goals of applying for and receiving both the Missouri Quality Award and the Baldridge national award. By October, City staff must recommend a time schedule to achieve these goals.

So, the City of Columbia joins a growing list of other local organizations and businesses

preparing for this challenge. I like what this says about our community. If we're committed to excellence, we're raising expectations. I believe that this signals a rising tide and hope for the future.

Attaining excellence is something the City of Columbia can do, even if resources are limited. The logical place to start is with our core services and obligations to citizens, including:

- Public safety - Police, Fire and Joint Communications services;
- City utilities;
- Job creation;
- Bus and air service; and
- Parks.

These are the most significant topics I will discuss with Council members during retreat. I have scheduled quality time for these subjects, because they deserve our attention now.

Let's start with our public safety agencies. We know that Police, Fire and Joint Communications have different roles grounded in centuries past.

Wherever there were laws, there was a need for enforcement. Whenever people lived in close proximity, there was a need to keep fires from turning neighborhoods to ashes. Whenever danger threatened, a "town crier" warned people to take shelter or lend a hand.

Fast-forward a few centuries, and see how these roles have expanded and interlaced. All of our public safety agencies do much more to educate people, prevent problems and fill new needs. We have up-to-date technology that makes all of this easy…or do we?

Public Safety Joint Communications…our modern day town crier system…must meet a Federal Communications Commission mandate to move all our radio systems to "narrowband" channels by January 2013. The FCC has advised local governments that this is a more efficient use of the radio spectrum and that we must move aggressively to convert from our current system.

Without action, we risk losing our wideband FCC authorization and our ability to communicate effectively. We need to remove this threat to excellence.

Fortunately, we have computers busily and efficiently digesting data and turning it into knowledge for all of our safety and justice agencies. These computers help us make decisions and do our jobs better…or do they?

Our public safety records systems, and there are several of them, were designed to store data, not shape them into management tools. They are "friendly" only to users who already have specific information that allows them to retrieve data. NOT excellent.

What all of our City and partner public safety agencies need are ways to collect, store and use information to help prevent problems and improve accountability. Our collective

records management systems should be easy to use and save time for those entering data. The information should be accurate and geographically-based. This is expensive, but it's a critical step toward excellence.

In the best of worlds, we would address this in an overall public safety strategic plan. We're not there yet, but both the Police Department and Public Safety Joint Communications departments are developing plans together with our many Boone County partners.

A modern records management system is an urgent task for the Columbia Police Department, which is seeking accreditation by the Commission on Accreditation of Law Enforcement Agencies (or CALEA). Several Missouri cities already have this designation.

The CALEA program has become the primary method for an agency to voluntarily demonstrate a commitment to excellence in law enforcement. CALEA accreditation for the Police Department is a goal that Chief Burton and I put on the front burner when he became Police Chief. We have "a ways to go."

As we plan, it would be helpful if all our safety agencies first identified the shared values that reflect their history, tradition and their reasons for serving citizens. I think we would find many common values that reveal the bedrock for our core safety competencies.

How does each safety agency "live" those values, and what special role does each safety agency fill? What strengths, weaknesses, opportunities and threats affect each department's ability to do this important work now…in five years…and 20 years from now? How do careful planning and collaboration increase value for citizens?

I will tell you that getting to excellence requires investment…in work space, training, technology, equipment and people. None of this is cheap, but doing it on-the-cheap is money down the drain. It is not a good way to manage risk or maintain trust.

During retreat, I will talk with Council members about these issues and get their guidance for short- and longer-term budget actions.

Just for the Fire Department, we're looking at millions of dollars, over the next ten years, to keep our equipment in good shape and build a new fire station for our expanding community.

We estimate that we can build a station for about $2 million, and that's the cheap part. Operating a station costs about $1 million annually, which we just cannot afford in today's economy.

We need to add back the four firefighter positions not filled in this year's budget and start hiring and training to staff a future Fire Station 10. And we must acknowledge and plan for the Fire Department's growing role in advanced life support services.

Most of our fire calls involve emergency responses to hazards and accidents, not responses to fires. Nationally, the fire service is seeing a shift from fire calls to other kinds of emergencies.

We need to prepare with training, equipment and qualified personnel. We must plan for excellence.

Let's spend a few minutes with utilities, perhaps the most direct service that regularly touches each home, business and property. Utilities are more than an over- and underground spaghetti of pipes, cables and conduits.

They deliver lifeblood services, like energy and water. Or they take away noxious or possibly harmful things, like wastewater and stormwater.

The core values here are easy to state: safe, reliable, environmentally responsible and affordable service at a price that covers the cost of service and debt. These values, however, are not easy to do.

We have voter approval to maintain bond requirements for electric, water and wastewater services, and I am committed to working with Council members to keep all utility rate increases as low as possible. I am equally set on reaching higher levels of customer service, performance and accountability.

All our utilities become more complex every year, with new regulations, growth and unanticipated challenges. Our operations no longer are the small-town type they were just a few years ago.

Our sewer rates have received a lot of scrutiny and criticism, some of it deserved. In my opinion, the guidance in our local sewer rate ordinance is out-of-date and off-the-mark. It's open to individual judgment and inconsistent application. NOT excellent, but we're working on a community solution.

Our stormwater utility needs even more attention. Stormwater essentially is water that drains quickly, over hard surfaces and un-paved areas, to streams. If unchecked, it can carry pollutants and sediment, causing property and environmental damage.

If you've seen water rushing or pooling in streets during a heavy rain, you've seen stormwater. If you notice that freshly-planted flowers abandoned your yard for the gulley, you've seen the effects of stormwater.

Again, we have an existing ordinance and rate structure, but not the horses to do the job. The stormwater utility now generates about $1 million each year…far from what's needed to properly engineer and staff this function, and not enough to meet federal and state environmental standards.

We are working to rebalance our regulations, especially in already developed areas. I will discuss our consultant's options and recommendations with Council members.

The recent announcements by IBM and Linen King to bring jobs to Columbia are good news for us. Between them, the two companies bring wide job diversity and will use buildings and facilities already in place. This is a good investment matched to current resources.

I am very proud of the united community that helped tip the balance to Columbia, including our Economic Development Director, Mike Brooks. But he's not done, and I don't want him to rest. People with good jobs is part of our quest for excellence.

There is too much energy and opportunity in this city to let any of it go untapped. I like to think that we are a city of solutions for employers and entrepreneurs, both home-grown and otherwise.

Some of our solutions are industrial sites in various stages of readiness for new tenants. Council members want to add a second Missouri-certified site to our inventory, and we are working to get our site at Waco Road and Route B to meet certification standards.

A certified site is at least ten acres with, at a minimum, water, sewer and electric service. It has proper zoning and site control and is marketed for business recruitment or expansion, not for retail. The State of Missouri holds standard data on all certified sites so that it's easily available when opportunities come up.

Forbes.com recently named Columbia as the eighth best place for business and careers. I find this one of the most exciting ratings we've received in a long time. It recognizes that our city has long-term solutions for innovators and entrepreneurs.

My take is, we're just getting started. It's all about good jobs.

We have an opportunity to relocate our regional economic development organization, or REDI, Inc., to downtown space at our new parking garage. It's been our plan, all along, to have street-level space for retail and other business tenants at that location.

REDI's current lease is expiring, and moving improves its access to City Hall services and to the University of Missouri campus. It opens the possibility of working with the University and the Small Business Development Center to create a place where students, graduates and other residents can cook up entrepreneurial partnerships.

The incubator set up by the University of South Carolina in their Columbia could be a model. The University has a new research district in a recently re-developed part of the city. It's designed to incorporate its surrounding "vibrant" community.

Can our incubator host student entrepreneurs who create jobs? Can it foster their interest in staying here to raise families and establish roots? I don't know, but I'd sure like to try. It's an important part of our future.

Will better bus and air service be important to this growing population of employers and workers? It already is. One of IBM's requirements is bus service to its facility and the ability to transport customers and employees easily by air.

In the last fiscal year, Columbia Transit carried more than two million bus riders, even with a fare increase. That's a 250 percent increase over FY 2005. Numbers were up for fixed routes, campus shuttles and ParaTransit services.

This is encouraging, but it's not yet excellent service. Our largest soft spot is the orange bus line. Its current route is hard to cover in a 40-minute "headway."

The orange line is routinely late, and that frustrates riders. When the orange line is late, it delays people who are waiting to transfer at Wabash Station. To make up time, bus drivers are speeding.

As the orange line goes, so goes the transit system. NOT excellent.

At retreat I will discuss with Council some wholesale changes intended to make things run on time, reach areas we have not served before and make sure that buses go to workplaces and other key areas. We can do it piecemeal, but we have an opportunity to make a significant difference at what I believe is a reasonable cost.

We'll also talk about improving service and capacity at Columbia Regional Airport. Delta Air Lines has been a good partner with us since it came here in 2008, and I think the feeling is mutual.

Flights out of Columbia have been 70 percent full, on average, since Northwest started service. The airline switched all flights at Columbia to 50-seat regional jets. And Delta announced that, effective this September, it will serve Columbia Regional without a federal subsidy.

Getting off the Essential Air Service subsidy is something that very few communities are able to achieve and still maintain air service.

A lot of thanks are due to airport staff, to the Airport Advisory Board and to a supportive passenger community, but our work is far from done. Our master plan describes more than $64 million in improvements over the next 20 years. And there are competing priorities.

We need new pavement and other improvements to meet Federal Aviation Administration standards and keep our runways safe. That means scheduling financing and construction in a way that lets us keep flying without serious disruptions.

These costs, if we meet federal regulations, can be 95 percent reimbursed with federal funds. But we still have to come up with a five percent match.

Our 30-year old terminal must be modernized and must meet significant federal air security standards. Terminals generally are not eligible for grants.

Passenger counts are key factors in keeping our current service and attracting new air carriers. And I would like to see flights to at least one more significant hub city.

As new employers and more workers come to the region, I think Columbia Regional will attract more business. It could be another center of excellence, if we do things right.

Last December we started talking with Council members about their interest in asking voters to renew our capital sales tax for parks. Over the last ten years, revenue from this 1/8-cent sales tax has created one of the city's most admired and valued public assets…green space for play, for exploration and for pure enjoyment.

Voters first approved this tax in 2000 and renewed it five years later, when it was set to expire. We are at that five-year mark again and, in my opinion, the tax adds significant value to our quality of life.

As Council asked, we independently surveyed citizens to see if their thoughts about parks had changed. We'll discuss our findings and future options at retreat.

This ballot issue typically defines the amount of revenue to be raised, the time period, plans for acquiring land and the balance between creating new facilities and maintaining those we already have. Specific projects must be identified.

If Council members agree, the sales tax renewal question would go to voters this November, but there still is a lot of work to shape the ballot proposal.

All of these retreat topics are connected by common threads:

- A City budget that challenges us to be smarter, more frugal and more focused on critical services;

- The City workforce, which has gone two years without raises, seen some decreases in employee benefits and which, because of expected retirements, needs to retain the knowledge that will walk out the door;

- The community's vision for Columbia's future, and our plans to carry out its goals and strategies; and

- The City's standing obligation to voters who, over the years, have supported bond issues to build and maintain our public works infrastructure.

The discussions we have with Council members at retreat will guide the budget I propose to them at the end of July. I expect that the FY 2011 budget will still be very tight and that we will continue to stretch every dollar, even if it means considering some service cuts.

But I remain hopeful that, as our local economy picks up steam, new resources may be available for core services and other citizen obligations. I am committed to reaching for excellence. Columbia citizens deserve no less.

All Council retreat materials are online, and I encourage you to review them at www.GoColumbiaMo.com under the heading "Featured Information." Thanks for your attention today. I look forward to working with all of you in the coming months.

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Expenditure Summaries

City of Columbia

Columbia, Missouri

OVERALL EXPENDITURES

- **Personnel Services: Increase of 1.8% includes a net addition of 11.50 permanent positions.** A net of four General Fund positions were removed due to the current economic conditions. Four fire fighters, two communication operators and one police officer were added to the General Fund. Nine positions were added in Enterprise Funds due to expansion of facilities at the Waste Water Treatment Plant, Landfill, Transload Facility, Water Treatment Plant, and Parking garage. Six additional positions were added in Internal Service Funds in the areas of Custodial, Building Maintenance, and Fleet due to expansion of those operations. Fire and Police pensions increased significantly. Health insurance costs are not anticipated to increase for FY 2011.

- **Power Supply:** Includes a 2.3% decrease in cost the City must pay for purchased power for various contracts based on experience in 2010.

- **Supplies and Materials:** Decrease of 4.0% in response to economic conditions, mostly in the General Fund. Largest decreases include communication equipment, instruments & apparatus and electronic equipment.

- **Travel and Training:** Decrease of 29.7% in travel and training for city professionals in response to economic conditions. Many of the departments experienced decreases between 25% - 50%.

- **Intragovernmental Charges:** These are charges for services between City departments. FY 2011 shows an increase of 4.8%. Many of these funds have utilized fund balance in previous years. Staff re-worked methodology on many of the internal charges. The intent was to allocate charges more accurately based on utilization of the service. Increases were kept to a minimum in the current year while ensuring fees recover cost of services provided. Many of the Internal Service Fund budgets were reduced so that minimal cost recovery would be passed along.

- **Utilities, Services & Miscellaneous:** FY 2011 shows a decrease of 36.7%. The decrease is mainly in Sanitary Sewer for money was used in FY 2010 to begin the addition of Waste Water Treatment Plant.

- **Capital**: This category accounts for all items over $5,000 and includes vehicles, equipment, buildings, etc. FY 2011 shows a decrease of 80.9%. Capital tends to fluctuate from year to year. The most significant decrease in capital is due to the reduction in the Electric Utility from the 2010 purchase of the Columbia Energy Center for $18 million in the Capital Improvement Plan. In addition, the City will not be able to adhere to its replacement policy for vehicles and other equipment in 2011 due to budget constraints.

- **Other**: This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2011 shows an increase of 9.2% due to increased debt payments.

- **Operating Expenses:** This category includes those expenses which are directly related to the fund's primary service activity. FY 2011 shows a only 0.2% increase in response to economic conditions. Increases in pension costs were offset by significant decreases in other areas. The General Fund eliminated two vacant positions and one tied to a grant that is ending. Fifteen positions were added in other funds in response to expanding facilities.

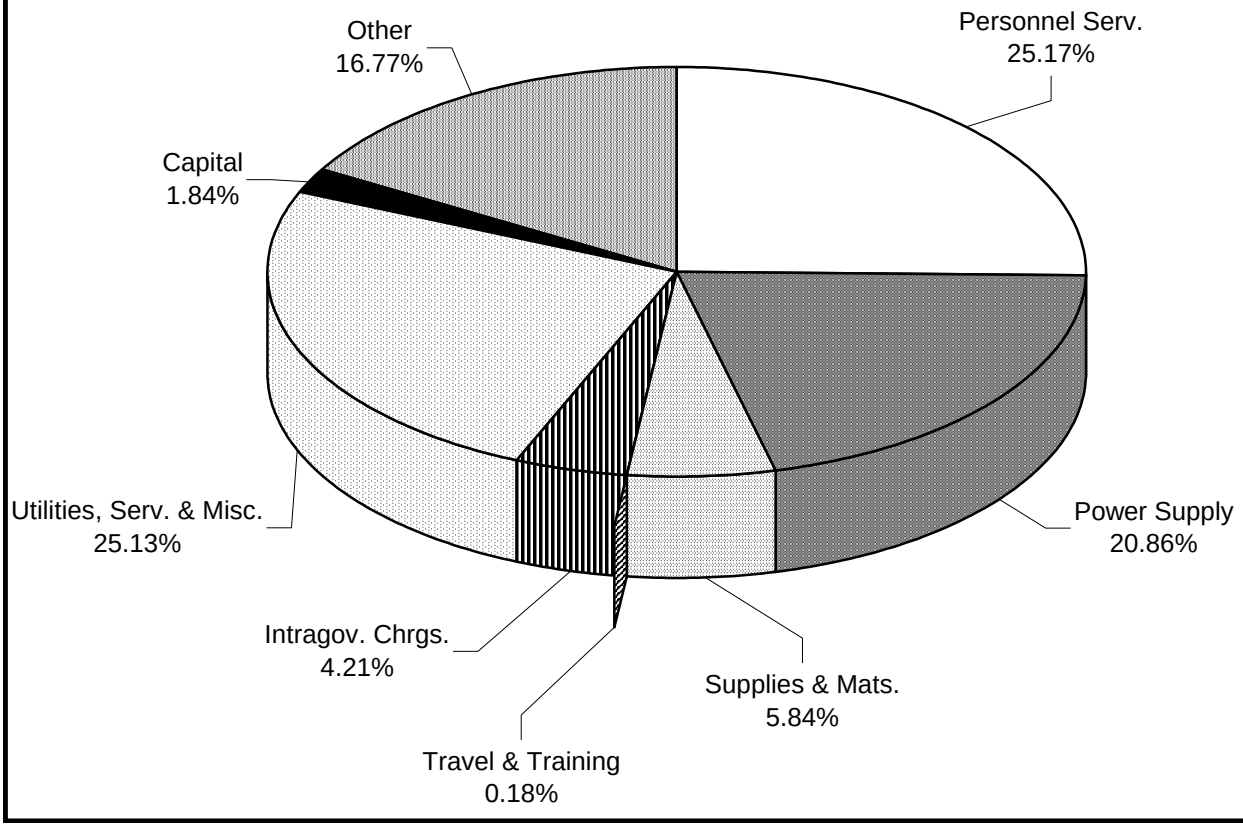
- **Non-Operating Expenses:** This category includes those expenses incurred that are not directly related to the fund's primary service activities and include items such as interest expense, depreciation, subsidies, and transfers. FY 2011 shows a 7.2% increase due increases in transfers for capital projects, depreciation on new capital project that will be placed into service and payment in lieu of tax.

- **Debt Service:** This category includes those expenses incurred for the payment of long-term debt. FY 2011 shows an 10.7% increase. New debt payments for the Sanitary Sewer Waste Water Treatment Plant, purchase of Lemone property, and increased debt payments for the government center.

- **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 2011 shows a decrease of 34.2%. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2011 due to budget constraints.

- **Capital Improvement Plan**: FY 2011 shows a 68.5% decrease. A large portion of the decrease is due to Enterprise projects. Both the Electric and Sewer utilities had large projects budgeted in 2010. The purchase of a generation unit at the Columbia Energy Center in 2010 was approximately $18 million. Work will continue on the Waste Water Treatment Plant expansion for the Sewer utility, however the entire construction contract was budgeted in 2010. Smaller scale projects are budgeted for 2011 for these utilities.

Overall Budget Summary
FY 2011

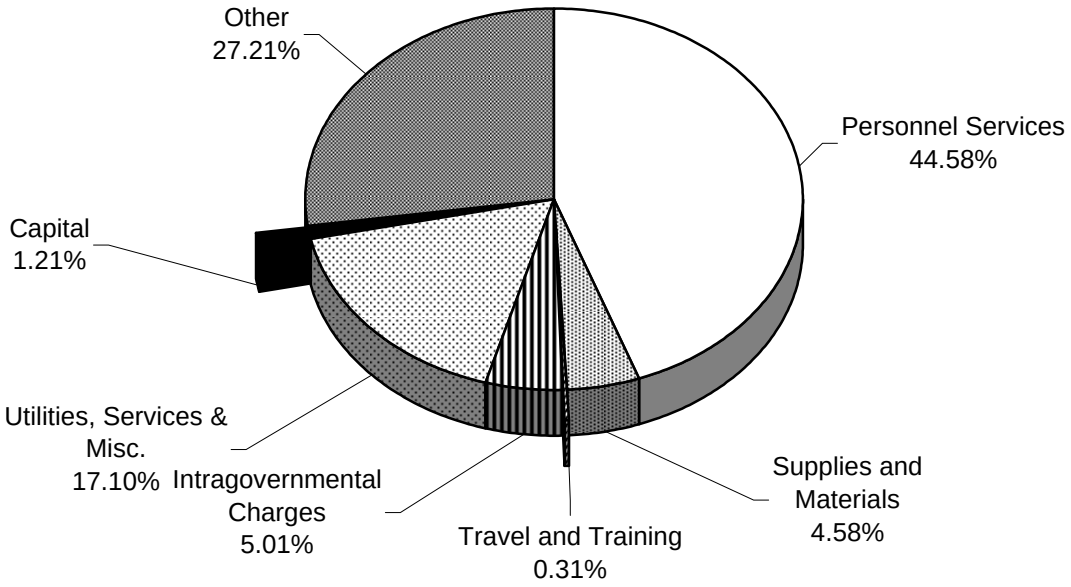


Overall Budget Summary

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 89,657,540	$ 94,857,068	$ 92,434,320	$ 96,565,773	1.8%
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100	(2.3%)
Supplies and Materials	20,877,988	23,324,061	22,069,716	22,398,839	(4.0%)
Travel and Training	580,329	984,353	867,149	692,442	(29.7%)
Intragovernmental Charges	14,196,591	15,420,752	15,410,124	16,157,380	4.8%
Utilities, Services & Misc.	108,610,582	152,244,954	149,052,486	96,422,311	(36.7%)
Capital	16,561,265	37,011,860	36,840,069	7,064,161	(80.9%)
Other	58,710,324	58,920,030	60,902,547	64,334,494	9.2%
Total Appropriations	**376,607,862**	**464,680,078**	**455,340,411**	**383,692,500**	**(17.4%)**
Summary :					
Operating Expenses	235,583,629	263,163,847	251,787,888	263,678,479	0.2%
Non-Operating Expenses	57,254,034	56,476,149	58,091,396	60,548,164	7.2%
Debt Service	13,292,866	15,270,081	15,862,917	16,911,261	10.7%
Capital Additions	6,037,380	4,749,083	4,577,292	3,125,261	(34.2%)
Tl Excluding Cap Impr. Plan	**312,167,909**	**339,659,160**	**330,319,493**	**344,263,165**	**1.4%**
Capital Improvement Plan	64,439,953	125,020,918	125,020,918	39,429,335	(68.5%)
Total Appropriations	$ **376,607,862**	$ **464,680,078**	$ **455,340,411**	$ **383,692,500**	**(17.4%)**

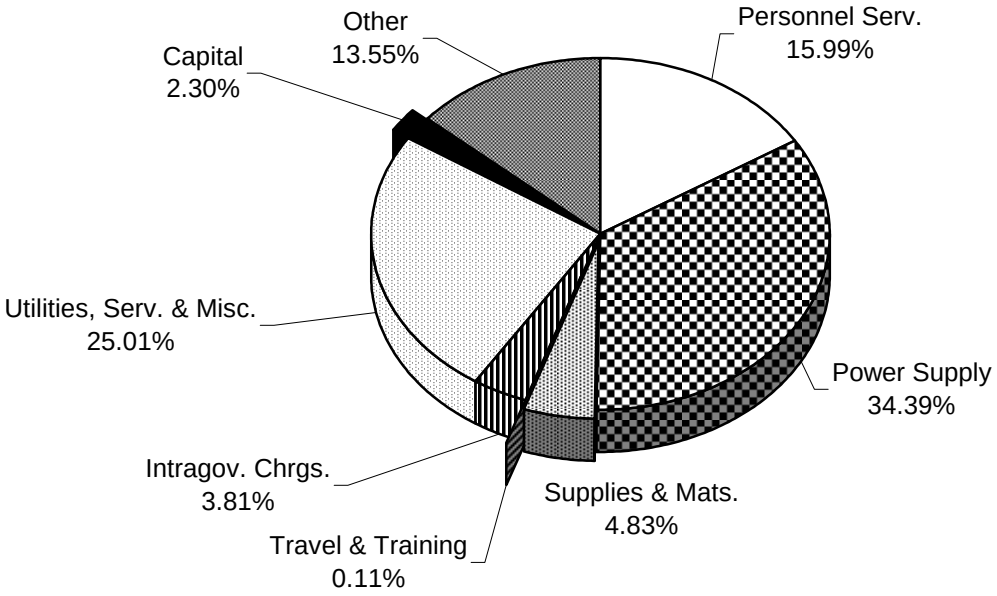
Expenditures - Gov. Fund Type

FY 2011

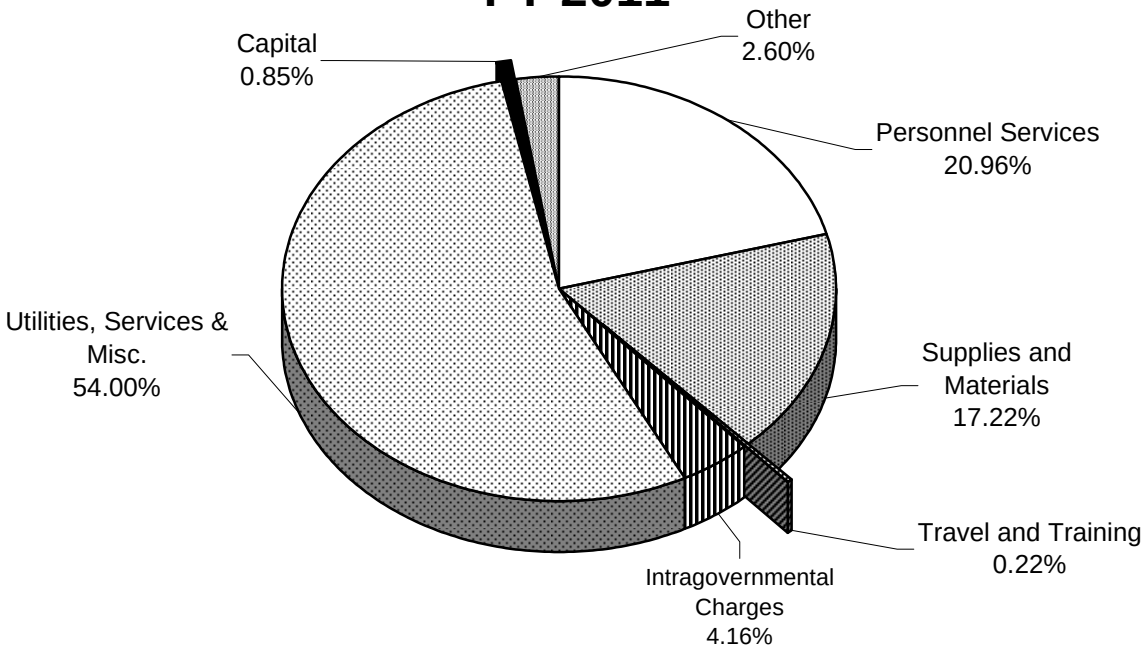


Expenditures - Enterprise Fund Type

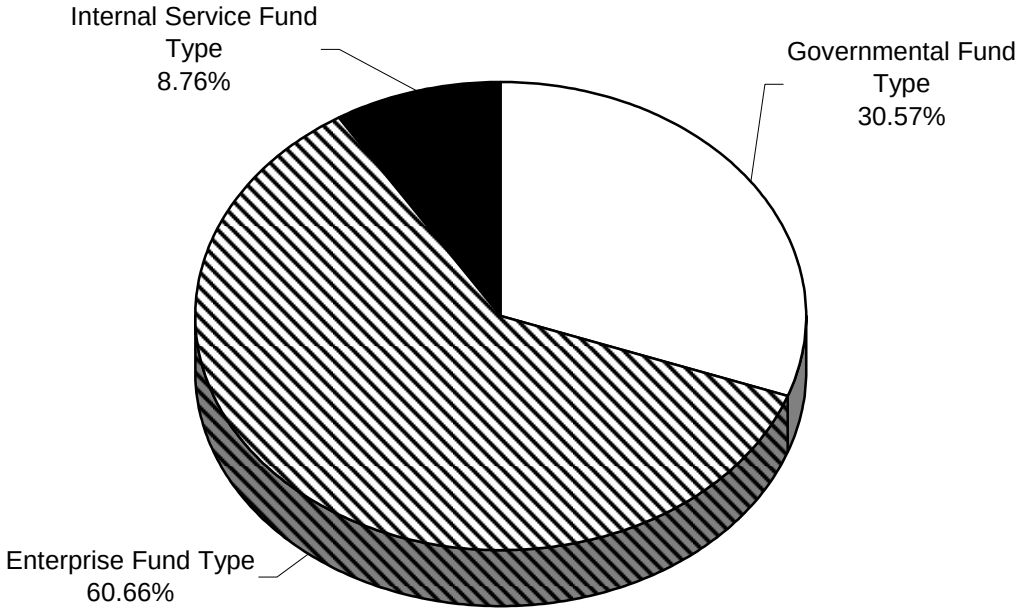
FY 2011



Expenditures - Internal Service Funds FY 2011



Overall Expenditures by Fund Type FY 2011



Financial Summary - Highlights / Significant Changes

Personnel Services 0.3% Decrease: Includes a net decrease of 3.50 vacant permanent positions and a slight decrease in health insurance costs. These reductions have been offset by increases in pension contributions of 10.66% for fire pension and 10.29% for police pension. Four vacant firefighter positions were removed from the budget due to economic conditions. Two vacant administrative positions in courts and the prosecutors office were also removed due to lower than anticipated activity from red light camera enforcement. One engineering position was eliminated in Public Works due to the ending of grant funding. Two communication operators were added to Public Safety Joint Communcations, one traffic officer was added to Police and a .50 Administrative Support Assistant II was added to Neighborhood Services.

Supplies and Material 12.9% Decrease: Primarily due to the reduction required by current economic conditions.

Travel and Training 27.0% Decrease: Primarily due to reductions required by current economic conditions.

Intragovernmental Charges 3.8% Increase: Includes increases in Self Insurance and Information Technology fees reinstated for computer replacement. Custodial fees increased due to more space to clean with opening of new government center.

Utilities, Services & Misc. 12.9% Decrease: Decreases in funding in the Capital Improvement Plan, primarily in streets.

Other/Non Operating Increased 10.3% and 8.5%: A majority of the increase is due to an increase in transfers of special revenues to support the Capital Improvement Plan and debt service payments.

Debt 18.0% Increase: New debt payments for the purchase of Lemone property and increased debt payments for the government center.

Capital Improvement Plan 20.4% Decrease: Capital projects and funding for those projects fluctuate from year to year. The decrease is due to a reduction in street and parks projects.

Personnel Services 3.5% Increase: Includes a net increase of 9 permanent positions. Expansion of facilities at the Waste Water Treatment Plant, Landfill, Water Treatment Plant, Transload facility and Parking garage required these additional permanent positions.

Power Supply 2.3% Decrease: Based on full year information with new purchase power contracts.

Supplies & Materials 2.1% Increase: Electric utility increases for construction materials, fleet parts and equipment parts.

Intragovernmental Charges 6.4% Increase: Includes increases in Self Insurance Charges, Information Technologies Computer Replacement Fees and Custodial and Building Maintenance.

Utilities, Services & Misc. 47.2% Decrease: Reflects decreases in the Capital Improvement Plan in Sewer. Waste Water Treatment Plant Expansion project was budgeted in 2010.

Capital Additions and Capital Improvements 54.5% and 73.4% Decrease: Capital additions reflects decreases in the Electric and Solid Waste utilities. Capital Improvement Plan decreases are primarily in the Electric utility for the purchase of generation capacity in 2010 and the Waste Water Treatment Plant expansion in the Sewer utility.

Debt Service 6.5% Increase: Reflects new debt payments for sewer ballot projects (Waste Water Treatment Plant Expansion).

Personnel Services 3.9% Increase: Includes 6 additional permanent, 3 in Custodial and Building Maintenance and 3 in Fleet Operations for expansion of services.

Supplies and Materials 5.8% Decrease: Primarily due to reductions in Print Shop items for resale and electronic items in Information Technologies.

Travel and Training 57.1% Decrease: Primarily due to budget constraints that has required cuts in this category.

Utilities, Services & Misc. 4.3% Decrease: Includes decreases in telephone charges, maintenance agreements and health insurance claims costs.

Capital Additions 30.6% Increase: increase in computer equipment in Information Technologies for storage area network units.

Other 6.9% Decrease and Non-Operating 6.8% Decrease: Reduced transfers from Fleet Operations to the Designated Loan Fund in 2010. Information Technologies shows a significant decrease in depreciation.

Financial Summary - Expenditures By Fund Type

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Governmental Fund Type					
Personnel Services	$ 48,763,550	$ 52,112,949	$ 50,777,054	$ 52,295,074	0.3%
Supplies and Materials	5,213,976	6,165,780	5,866,414	5,372,198	(12.9%)
Travel and Training	315,735	497,390	464,623	362,920	(27.0%)
Intragovernmental Charges	4,995,153	5,667,094	5,669,061	5,881,608	3.8%
Utilities, Services & Misc.	49,620,596	23,013,685	22,372,509	20,054,973	(12.9%)
Capital	4,026,981	1,401,175	1,384,931	1,416,773	1.1%
Other	32,381,750	28,931,495	30,749,551	31,920,624	10.3%
Total Appropriations	**145,317,741**	**117,789,568**	**117,284,143**	**117,304,170**	**(0.4%)**
Summary					
Operating	70,926,379	75,906,719	73,599,482	74,786,642	(1.5%)
Non Operating	26,844,969	23,208,364	25,026,420	25,176,250	8.5%
Debt Service	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
Capital Additions	1,825,028	1,401,175	1,384,931	1,416,773	1.1%
Capital Improvement Plan	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
Total Appropriations	**145,317,741**	**117,789,568**	**117,284,143**	**117,304,170**	**(0.4%)**
Enterprise Fund Type					
Personnel Services	34,720,616	35,960,635	35,208,373	37,223,455	3.5%
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100	(2.3%)
Supplies and Materials	10,204,773	11,009,479	10,574,253	11,236,880	2.1%
Travel and Training	208,469	316,037	268,811	256,212	(18.9%)
Intragovernmental Charges	7,927,982	8,339,344	8,339,394	8,875,991	6.4%
Utilities, Services & Misc.	40,684,586	110,257,116	108,244,952	58,207,453	(47.2%)
Capital	12,103,820	35,392,947	35,237,400	5,363,011	(84.8%)
Other	25,811,963	29,048,045	29,241,605	31,538,008	8.6%
Total Appropriations	**199,075,452**	**312,240,603**	**304,878,788**	**232,758,110**	**(25.5%)**
Summary					
Operating	133,471,411	153,765,449	146,140,055	156,421,856	1.7%
Non Operating	29,877,594	32,327,960	32,154,250	34,496,052	6.7%
Debt Service	7,842,437	9,607,285	10,200,121	10,232,756	6.5%
Capital Additions	3,781,888	3,130,170	2,974,623	1,424,111	(54.5%)
Capital Improvement Plan	24,102,122	113,409,739	113,409,739	30,183,335	(73.4%)
Total Appropriations	**199,075,452**	**312,240,603**	**304,878,788**	**232,758,110**	**(25.5%)**
Internal Service Fund Type					
Personnel Services	6,173,374	6,783,484	6,448,893	7,047,244	3.9%
Supplies and Materials	5,459,239	6,148,802	5,629,049	5,789,761	(5.8%)
Travel and Training	56,125	170,926	133,715	73,310	(57.1%)
Intragovernmental Charges	1,273,456	1,414,314	1,401,669	1,399,781	(1.0%)
Utilities, Services & Misc.	18,305,400	18,974,153	18,435,025	18,159,885	(4.3%)
Capital	430,464	217,738	217,738	284,377	30.6%
Other	516,611	940,490	911,391	875,862	(6.9%)
Total Appropriations	**32,214,669**	**34,649,907**	**33,177,480**	**33,630,220**	**(2.9%)**
Summary					
Operating	31,185,839	33,491,679	32,048,351	32,469,981	(3.1%)
Non Operating	531,471	939,825	910,726	875,862	(6.8%)
Debt Service	1,862	665	665	0	(100.0%)
Capital Additions	430,464	217,738	217,738	284,377	30.6%
Capital Improvement Plan	65,033	0	0	0	0.0%
Total Appropriations	**32,214,669**	**34,649,907**	**33,177,480**	**33,630,220**	**(2.9%)**
Total All Funds	$ **376,607,862**	$ **464,680,078**	$ **455,340,411**	$ **383,692,500**	**(17.4%)**

Financial Summary - Expenditures By Department Funding Source

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
CITY GENERAL (GF)	$ 5,656,064	$ 5,357,855	$ 5,233,955	$ 5,104,879	(4.7%)
CITY COUNCIL (GF)	171,943	290,732	271,600	211,866	(27.1%)
CITY CLERK (GF)	328,389	333,246	313,500	346,603	4.0%
CITY MANAGER (GF)	980,011	1,061,104	1,025,709	1,049,352	(1.1%)
NEIGHBORHOOD SERVICES (GF)	202,351	808,541	774,081	880,421	8.9%
FINANCE					
General Fund Operations (GF)	3,274,902	3,522,464	3,435,222	3,409,672	(3.2%)
Utility Customer Services Fund (ISF)	1,987,355	2,273,716	2,125,740	2,049,965	(9.8%)
Self Insurance Reserve Fund (ISF)	3,847,864	4,397,340	4,285,432	4,390,216	(0.2%)
HUMAN RESOURCES (GF)	863,137	1,030,559	1,009,905	1,033,598	0.3%
LAW DEPARTMENT (GF)	947,471	1,328,067	1,194,932	1,287,521	(3.1%)
MUNICIPAL COURT (GF)	678,355	934,727	853,518	1,179,766	26.2%
POLICE DEPARTMENT (GF)	18,444,492	19,818,867	19,399,895	19,841,309	0.1%
FIRE DEPARTMENT (GF)	13,875,407	14,255,658	14,156,258	14,567,093	2.2%
JCIC - EMERGENCY MGMT (GF)	2,739,001	2,733,167	2,543,091	2,982,385	9.1%
PUBLIC HEALTH & HUMAN SERVICES (GF)	7,026,966	8,055,052	7,590,115	7,233,529	(10.2%)
PLANNING					
General Fund Operations (GF)	774,792	977,805	976,401	927,529	(5.1%)
CDBG Fund (SRF)	1,494,730	782,872	783,793	473,950	(39.5%)
ECONOMIC DEVELOPMENT (GF)	278,758	419,379	413,830	411,075	(2.0%)
CULTURAL AFFAIRS (GF)	353,763	391,669	376,704	378,251	(3.4%)
PARKS & RECREATION					
General Fund Operations (GF)	4,536,529	4,975,987	4,889,781	4,980,919	0.1%
Recreation Services Fund (EF)	6,947,042	7,610,264	7,457,788	7,403,657	(2.7%)
PUBLIC WORKS					
General Fund Operations (GF)	11,421,843	10,965,403	10,608,424	10,289,007	(6.2%)
Public Transportation Fund (EF)	5,448,067	6,013,556	6,022,911	9,877,232	64.2%
Regional Airport Fund (EF)	3,101,701	4,808,642	4,712,178	3,588,830	(25.4%)
Sanitary Sewer Utility Fund (EF)	20,524,714	77,361,512	77,584,103	24,383,733	(68.5%)
Parking Facilities Fund (EF)	4,054,238	2,550,573	2,628,646	2,715,859	6.5%
Solid Waste Utility Fund (EF)	16,450,738	17,735,220	17,163,035	18,857,655	6.3%
Storm Water Utility Fund (EF)	2,353,308	1,472,806	1,435,567	1,462,971	(0.7%)
Custodial & Building Maint. Fund (ISF)	1,150,861	1,439,585	1,264,090	1,663,472	15.6%
Fleet Operations Fund (ISF)	6,669,728	7,058,179	6,670,401	7,109,584	0.7%
WATER & ELECTRIC					
Railroad Utility Fund (EF)	1,627,284	1,185,384	1,160,917	1,283,996	8.3%
Water Utility Fund (EF)	21,352,148	31,259,797	29,806,103	28,434,957	(9.0%)
Electric Utility Fund (EF)	$ 117,216,212	$ 162,242,849	$ 156,907,540	$ 134,749,220	(16.9%)

Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
CONV. & TOURISM FUND (SRF)	1,785,898	1,758,254	1,656,285	1,760,302	0.1%
OFFICE OF SUSTAINABILITY (SRF)	0	297,368	280,646	717,398	141.2%
EMPLOYEE BENEFIT FD (ISF)	12,881,189	12,543,343	12,457,514	12,157,032	(3.1%)
INFORMATION TECH. FD (ISF)	4,022,612	5,128,575	4,617,368	4,567,672	(10.9%)
PUBLIC COMM. FUND (ISF)	1,655,060	1,809,169	1,756,935	1,692,279	(6.5%)
CONTRIBUTIONS FD (TF)	68,020	94,928	94,578	87,122	(8.2%)
CAPITAL 1/4 CNT SALES TX FD (SRF)	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
PARKS SALES TAX FD (SRF)	4,590,551	4,915,974	4,915,974	3,496,404	(28.9%)
TRANSP. SALES TAX FD (SRF)	9,419,368	9,465,971	9,465,971	9,664,375	2.1%
PUBLIC IMPROV. FD (SRF)	2,414,085	745,184	745,184	1,551,664	108.2%
SPECIAL ROAD DIST. TX FD (SRF)	4,268,925	1,513,425	1,513,425	1,513,425	0.0%
CAPITAL PROJECTS FUND (CIP)	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
DEBT SERVICE FUNDS (DSF)	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
TOTAL	$ **376,607,862**	$ **464,680,078**	$ **455,340,411**	$ **383,692,500**	**(17.4%)**
TOTAL BY FUNDING SOURCE & FUND TYPE:					
General Fund (GF)	$ 72,554,174	$ 77,260,282	$ 75,066,921	$ 76,114,775	(1.5%)
Special Revenue Funds (SRF)	26,974,182	23,161,048	24,849,334	25,177,768	8.7%
Debt Service Fund (DSF)	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
Trust Funds (TF)	68,020	94,928	94,578	87,122	(8.2%)
Capital Projects Fund (CIP)	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
TOTAL GOVERNMENTAL FUNDS	**145,317,741**	**117,789,568**	**117,284,143**	**117,304,170**	**(0.4%)**
TL ENTERPRISE FUNDS (EF)	199,075,452	312,240,603	304,878,788	232,758,110	(25.5%)
TL INTERNAL SERVICE FDS (ISF)	32,214,669	34,649,907	33,177,480	33,630,220	(2.9%)
TOTAL FOR ALL FUNDS	$ **376,607,862**	$ **464,680,078**	$ **455,340,411**	$ **383,692,500**	**(17.4%)**

(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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
CITY GENERAL (NON-DPTMTL):					
Operating Expenses	$ 2,745,828	$ 2,447,189	$ 2,323,289	$ 2,189,820	(10.5%)
Non-Operating Expenses	2,910,236	2,910,666	2,910,666	2,915,059	0.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**5,656,064**	**5,357,855**	**5,233,955**	**5,104,879**	**(4.7%)**
CITY COUNCIL:					
Operating Expenses	171,943	290,732	271,600	211,866	(27.1%)
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	**171,943**	**290,732**	**271,600**	**211,866**	**(27.1%)**
CITY CLERK:					
Operating Expenses	328,389	333,246	313,500	346,603	4.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**328,389**	**333,246**	**313,500**	**346,603**	**4.0%**
CITY MANAGER:					
Operating Expenses	980,011	1,061,104	1,025,709	1,049,352	(1.1%)
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	**980,011**	**1,061,104**	**1,025,709**	**1,049,352**	**(1.1%)**
NEIGHBORHOOD SERVICES:					
Operating Expenses	202,351	808,541	774,081	880,421	8.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**202,351**	**808,541**	**774,081**	**880,421**	**8.9%**
FINANCE DEPARTMENT:					
General Fund Operations:					
Operating Expenses	3,274,902	3,512,464	3,425,222	3,409,672	(2.9%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	10,000	10,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**3,274,902**	**3,522,464**	**3,435,222**	**3,409,672**	**(3.2%)**
Utility Customer Services Fund:					
Operating Expenses	1,881,321	2,167,428	2,019,452	1,943,677	(10.3%)
Non-Operating Expenses	106,034	106,288	106,288	106,288	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,987,355**	$ **2,273,716**	$ **2,125,740**	$ **2,049,965**	**(9.8%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Self Insurance Reserve Fund:					
Operating Expenses	$ 3,847,864	$ 4,361,495	$ 4,249,587	$ 4,354,371	(0.2%)
Non-Operating Expenses	0	35,845	35,845	35,845	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,847,864**	**4,397,340**	**4,285,432**	**4,390,216**	**(0.2%)**
HUMAN RESOURCES:					
Operating Expenses	863,137	1,030,559	1,009,905	1,033,598	0.3%
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	**863,137**	**1,030,559**	**1,009,905**	**1,033,598**	**0.3%**
LAW DEPARTMENT:					
Operating Expenses	947,471	1,328,067	1,194,932	1,287,521	(3.1%)
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	**947,471**	**1,328,067**	**1,194,932**	**1,287,521**	**(3.1%)**
MUNICIPAL COURT:					
Operating Expenses	678,355	901,627	820,418	1,179,766	30.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	33,100	33,100	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**678,355**	**934,727**	**853,518**	**1,179,766**	**26.2%**
POLICE DEPARTMENT:					
Operating Expenses	17,838,454	19,411,573	18,992,606	19,420,461	0.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	606,038	407,294	407,289	420,848	3.3%
Capital Projects	0	0	0	0	
Total Expenses	**18,444,492**	**19,818,867**	**19,399,895**	**19,841,309**	**0.1%**
FIRE DEPARTMENT:					
Operating Expenses	13,834,938	14,255,658	14,156,258	14,567,093	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	40,469	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**13,875,407**	**14,255,658**	**14,156,258**	**14,567,093**	**2.2%**
PSJC/EMERG. MGMT:					
Operating Expenses	2,715,780	2,733,167	2,543,091	2,982,385	9.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	23,221	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,739,001**	$ **2,733,167**	$ **2,543,091**	$ **2,982,385**	**9.1%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
PUBLIC HEALTH & HUMAN SERVICES DEPARTMENT:					
Operating Expenses	$ 7,026,966	$ 7,955,286	$ 7,490,349	$ 7,233,529	(9.1%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	99,766	99,766	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**7,026,966**	**8,055,052**	**7,590,115**	**7,233,529**	**(10.2%)**
PLANNING DEPARTMENT:					
General Fund Operations:					
Operating Expenses	774,792	977,805	976,401	927,529	(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	**774,792**	**977,805**	**976,401**	**927,529**	**(5.1%)**
CDBG Fund:					
Operating Expenses	1,272,528	782,872	783,793	473,950	(39.5%)
Non-Operating Expenses	222,202	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,494,730**	**782,872**	**783,793**	**473,950**	**(39.5%)**
ECONOMIC DEVELOPMENT:					
Operating Expenses	278,758	419,379	413,830	411,075	(2.0%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**278,758**	**419,379**	**413,830**	**411,075**	**(2.0%)**
CULTURAL AFFAIRS:					
Operating Expenses	353,763	391,669	376,704	378,251	(3.4%)
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	**353,763**	**391,669**	**376,704**	**378,251**	**(3.4%)**
PARKS & RECREATION DEPT:					
General Fund Operations:					
Operating Expenses	4,381,860	4,752,872	4,667,781	4,775,419	0.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	154,669	223,115	222,000	205,500	(7.9%)
Capital Projects	0	0	0	0	
Total Expenses	$ **4,536,529**	$ **4,975,987**	$ **4,889,781**	$ **4,980,919**	**0.1%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Recreation Services Fund:					
Operating Expenses	$ 6,157,962	$ 6,717,289	$ 6,538,124	$ 6,660,497	(0.8%)
Non-Operating Expenses	647,209	642,000	672,424	647,424	0.8%
Debt Service	18,539	13,207	13,207	7,625	(42.3%)
Capital Additions	85,464	37,767	34,032	88,111	133.3%
Capital Projects	37,868	200,001	200,001	0	(100.0%)
Total Expenses	**6,947,042**	**7,610,264**	**7,457,788**	**7,403,657**	**(2.7%)**
PUBLIC WORKS DEPARTMENT:					
General Fund Operations:					
Operating Expenses	10,421,212	10,337,503	9,995,648	9,821,607	(5.0%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	1,000,631	627,900	612,776	467,400	(25.6%)
Capital Projects	0	0	0	0	
Total Expenses	**11,421,843**	**10,965,403**	**10,608,424**	**10,289,007**	**(6.2%)**
Public Transportation Fund:					
Operating Expenses	4,805,399	4,896,572	4,878,927	5,203,347	6.3%
Non-Operating Expenses	598,142	596,243	623,243	600,000	0.6%
Debt Service	1,241	443	443	0	(100.0%)
Capital Additions	0	0	0	0	
Capital Projects	43,285	520,298	520,298	4,073,885	683.0%
Total Expenses	**5,448,067**	**6,013,556**	**6,022,911**	**9,877,232**	**64.2%**
Regional Airport Fund:					
Operating Expenses	1,675,338	2,015,541	1,845,512	1,954,686	(3.0%)
Non-Operating Expenses	557,328	612,850	699,969	607,744	(0.8%)
Debt Service	0	0	0	0	
Capital Additions	13,382	69,054	55,500	72,500	5.0%
Capital Projects	855,653	2,111,197	2,111,197	953,900	(54.8%)
Total Expenses	**3,101,701**	**4,808,642**	**4,712,178**	**3,588,830**	**(25.4%)**
Sanitary Sewer Utility Fund:					
Operating Expenses	7,637,179	8,617,488	8,524,790	9,339,850	8.4%
Non-Operating Expenses	3,108,258	3,251,888	3,326,484	3,321,131	2.1%
Debt Service	1,247,763	1,653,265	1,903,052	2,602,402	57.4%
Capital Additions	533,109	413,500	404,406	395,000	(4.5%)
Capital Projects	7,998,405	63,425,371	63,425,371	8,725,350	(86.2%)
Total Expenses	**20,524,714**	**77,361,512**	**77,584,103**	**24,383,733**	**(68.5%)**
Parking Facilities Fund:					
Operating Expenses	731,207	872,712	744,857	1,041,363	19.3%
Non-Operating Expenses	323,778	323,062	359,504	658,665	103.9%
Debt Service	277,836	766,950	942,836	907,831	18.4%
Capital Additions	62,115	121,649	115,249	108,000	(11.2%)
Capital Projects	2,659,302	466,200	466,200	0	(100.0%)
Total Expenses	**4,054,238**	**2,550,573**	**2,628,646**	**2,715,859**	**6.5%**
Solid Waste Utility Fund:					
Operating Expenses	11,559,295	12,765,456	12,057,229	13,077,774	2.4%
Non-Operating Expenses	1,846,935	1,629,164	1,767,732	1,634,673	0.3%
Debt Service	320,839	305,700	305,700	315,208	3.1%
Capital Additions	2,272,941	1,451,900	1,449,374	0	(100.0%)
Capital Projects	450,728	1,583,000	1,583,000	3,830,000	141.9%
Total Expenses	$ **16,450,738**	$ **17,735,220**	$ **17,163,035**	$ **18,857,655**	**6.3%**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Storm Water Utility Fund:					
Operating Expenses	$ 1,223,135	$ 972,153	$ 879,176	$ 921,180	(5.2%)
Non-Operating Expenses	426,176	486,053	541,791	541,791	11.5%
Debt Service	0	0	0	0	
Capital Additions	0	14,600	14,600	0	(100.0%)
Capital Projects	703,997	0	0	0	
Total Expenses	**2,353,308**	**1,472,806**	**1,435,567**	**1,462,971**	**(0.7%)**
Custodial & Bldg. Maint. Fund:					
Operating Expenses	1,088,470	1,357,175	1,181,154	1,540,536	13.5%
Non-Operating Expenses	12,656	82,410	82,936	82,936	0.6%
Debt Service	0	0	0	0	
Capital Additions	49,735	0	0	40,000	
Capital Projects	0	0	0	0	
Total Expenses	**1,150,861**	**1,439,585**	**1,264,090**	**1,663,472**	**15.6%**
Fleet Operations Fund:					
Operating Expenses	6,459,171	6,985,208	6,594,321	7,059,233	1.1%
Non-Operating Expenses	60,246	72,306	75,415	40,551	(43.9%)
Debt Service	1,862	665	665	0	(100.0%)
Capital Additions	83,416	0	0	9,800	
Capital Projects	65,033	0	0	0	
Total Expenses	**6,669,728**	**7,058,179**	**6,670,401**	**7,109,584**	**0.7%**
WATER & ELECTRIC DEPT:					
Railroad Fund:					
Operating Expenses	587,870	621,384	593,631	618,456	(0.5%)
Non-Operating Expenses	318,463	330,000	332,403	330,000	0.0%
Debt Service	35,328	34,000	34,883	45,540	33.9%
Capital Additions	0	0	0	0	
Capital Projects	685,623	200,000	200,000	290,000	45.0%
Total Expenses	**1,627,284**	**1,185,384**	**1,160,917**	**1,283,996**	**8.3%**
Water Utility Fund:					
Operating Expenses	11,480,907	11,088,801	10,284,006	11,999,090	8.2%
Non-Operating Expenses	5,056,238	5,513,700	5,311,700	5,676,765	3.0%
Debt Service	1,900,879	2,866,720	2,428,000	2,374,902	(17.2%)
Capital Additions	225,774	255,700	247,521	224,000	(12.4%)
Capital Projects	2,688,350	11,534,876	11,534,876	8,160,200	(29.3%)
Total Expenses	**21,352,148**	**31,259,797**	**29,806,103**	**28,434,957**	**(9.0%)**
Electric Utility Fund:					
Operating Expenses	87,613,119	105,198,053	99,793,803	105,605,613	0.4%
Non-Operating Expenses	16,995,067	18,943,000	18,519,000	20,477,859	8.1%
Debt Service	4,040,012	3,967,000	4,572,000	3,979,248	0.3%
Capital Additions	589,103	766,000	653,941	536,500	(30.0%)
Capital Projects	7,978,911	33,368,796	33,368,796	4,150,000	(87.6%)
Total Expenses	**117,216,212**	**162,242,849**	**156,907,540**	**134,749,220**	**(16.9%)**
CONVENTION & TOURISM FUND					
Operating Expenses	$ 1,722,802	$ 1,758,254	$ 1,644,285	$ 1,760,302	0.1%
Non-Operating Expenses	63,096	0	12,000	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**1,785,898**	**1,758,254**	**1,656,285**	**1,760,302**	**0.1%**

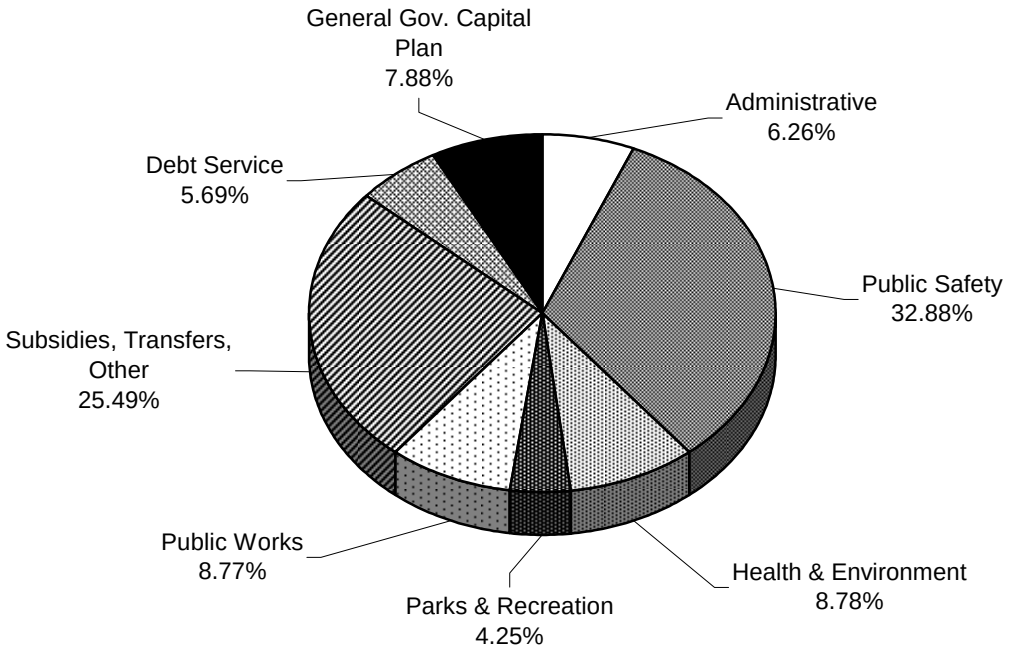
Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
OFFICE OF SUSTAINABILITY:					
Operating Expenses	$ 0	$ 297,368	$ 280,646	$ 394,373	32.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	323,025	
Capital Projects	0	0	0	0	
Total Expenses	**0**	**297,368**	**280,646**	**717,398**	**141.2%**
EMPLOYEE BENEFIT FUND:					
Operating Expenses	12,859,273	12,521,475	12,435,646	12,135,164	(3.1%)
Non-Operating Expenses	21,916	21,868	21,868	21,868	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**12,881,189**	**12,543,343**	**12,457,514**	**12,157,032**	**(3.1%)**
INFORMATION TECHNOLOGIES FUND:					
Operating Expenses	3,477,436	4,478,591	3,998,490	3,910,755	(12.7%)
Non-Operating Expenses	274,092	453,446	422,340	422,340	(6.9%)
Debt Service	0	0	0	0	
Capital Additions	271,084	196,538	196,538	234,577	19.4%
Capital Projects	0	0	0	0	
Total Expenses	**4,022,612**	**5,128,575**	**4,617,368**	**4,567,672**	**(10.9%)**
PUBLIC COMM. FUND:					
Operating Expenses	1,572,304	1,620,307	1,569,701	1,526,245	(5.8%)
Non-Operating Expenses	56,527	167,662	166,034	166,034	(1.0%)
Debt Service	0	0	0	0	
Capital Additions	26,229	21,200	21,200	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	**1,655,060**	**1,809,169**	**1,756,935**	**1,692,279**	**(6.5%)**
CONTRIBUTIONS FUND:					
Operating Expenses	4,365	12,138	11,788	12,122	(0.1%)
Non-Operating Expenses	63,655	82,790	82,790	75,000	(9.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**68,020**	**94,928**	**94,578**	**87,122**	**(8.2%)**
99 1/4 CENT SALES TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**3,000,625**	**3,682,000**	**5,488,056**	**6,000,250**	**63.0%**
PARKS SALES TAX FUND:					
Operating Expenses	989	962	962	805	(16.3%)
Non-Operating Expenses	4,589,562	4,915,012	4,915,012	3,495,599	(28.9%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 4,590,551**	**$ 4,915,974**	**$ 4,915,974**	**$ 3,496,404**	**(28.9%)**

Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
TRANSPTN. SALES TAX FUND:					
Operating Expenses	$ 0	$ 0	$ 0	$ 0	
Non-Operating Expenses	9,419,368	9,465,971	9,465,971	9,664,375	2.1%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**9,419,368**	**9,465,971**	**9,465,971**	**9,664,375**	**2.1%**
PUBLIC IMPROVEMENT FUND:					
Operating Expenses	106,785	106,684	106,684	39,122	(63.3%)
Non-Operating Expenses	2,307,300	638,500	638,500	1,512,542	136.9%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**2,414,085**	**745,184**	**745,184**	**1,551,664**	**108.2%**
SPECIAL ROAD DIST. TAX FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	4,268,925	1,513,425	1,513,425	1,513,425	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**4,268,925**	**1,513,425**	**1,513,425**	**1,513,425**	**0.0%**
CAPITAL PROJECTS (CIP):					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
Total Expenses	**40,272,798**	**11,611,179**	**11,611,179**	**9,246,000**	**(20.4%)**
DEBT SERVICE FUND:					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**5,448,567**	**5,662,131**	**5,662,131**	**6,678,505**	**18.0%**
TOTAL FOR ALL FUNDS:					
OPERATING EXPENSES	**235,583,629**	**263,163,847**	**251,787,888**	**263,678,479**	**0.2%**
NON-OPERATING EXPENSES	**57,254,034**	**56,476,149**	**58,091,396**	**60,548,164**	**7.2%**
DEBT SERVICE	**13,292,866**	**15,270,081**	**15,862,917**	**16,911,261**	**10.7%**
CAPITAL ADDITIONS	**6,037,380**	**4,749,083**	**4,577,292**	**3,125,261**	**(34.2%)**
CAPITAL PROJECTS	**64,439,953**	**125,020,918**	**125,020,918**	**39,429,335**	**(68.5%)**
TOTAL EXPENSES	$ **376,607,862**	$ **464,680,078**	$ **455,340,411**	$ **383,692,500**	**(17.4%)**

General Government Expenditures By Function
FY 2011

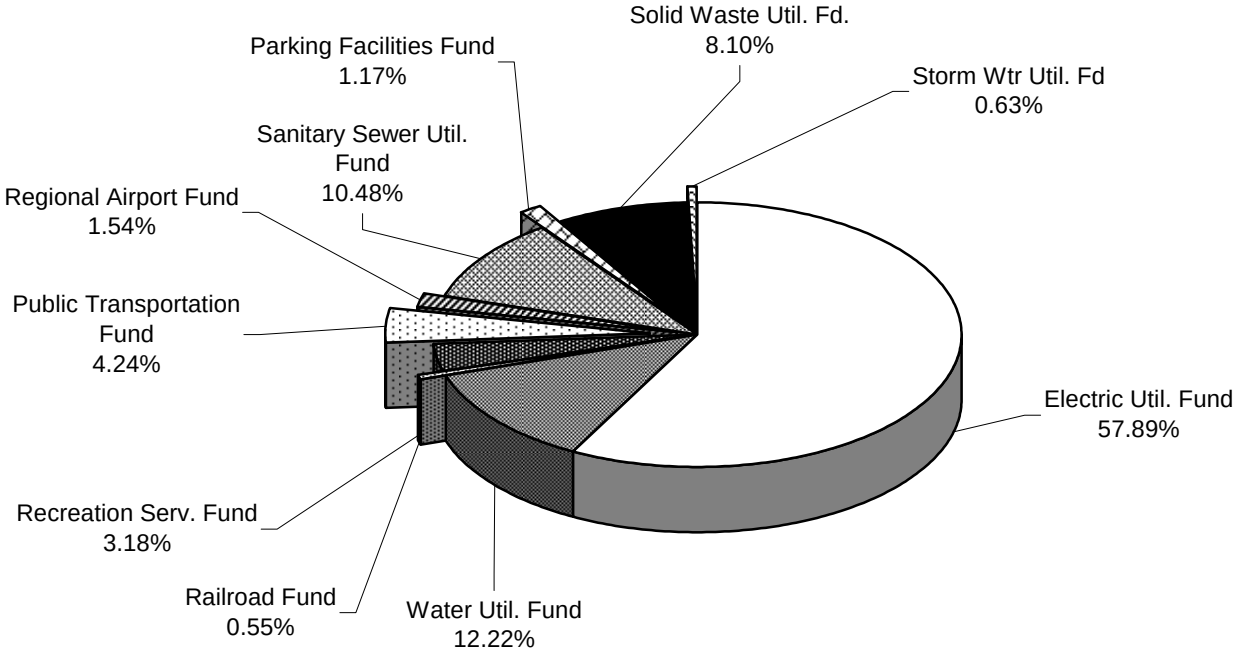


General Government Expenditures By Function

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Administrative	$ 6,565,853	$ 7,566,172	$ 7,250,868	$ 7,338,612	(3.0%)
Public Safety	35,737,255	37,742,419	36,952,762	38,570,553	2.2%
Health & Environment	10,131,360	11,435,318	10,914,924	10,304,755	(9.9%)
Parks & Recreation	4,536,529	4,975,987	4,889,781	4,980,919	0.1%
Public Works	11,421,843	10,965,403	10,608,424	10,289,007	(6.2%)
Subsidies/Transfers & Other	31,203,536	27,830,959	29,394,074	29,895,819	7.4%
Debt Service	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
General Gov. Capital Plan	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
Total Appropriations	**$ 145,317,741**	**$ 117,789,568**	**$ 117,284,143**	**$ 117,304,170**	**(0.4%)**

- **Health & Environment** Decrease due to several grants ending in 2010.
- **Public Works** Decrease due to the ending of Federal Non Motorized Grant.
- **Debt Services:** Increases Includes payments on the revenue and special obligation bonds to fund capital improvements for the Downtown Government Center improvements and the Lemone property purchase.
- **Subsidies/Transfers & Other:** Increased transfers of Special Revenues for Capital Improvement Projects.
- **General Government Capital Plan:** Decrease due to reduced funding available for Street and parks projects.

Enterprise Fund Expenses By Fund
FY 2011



Enterprise Fund Expenses By Fund

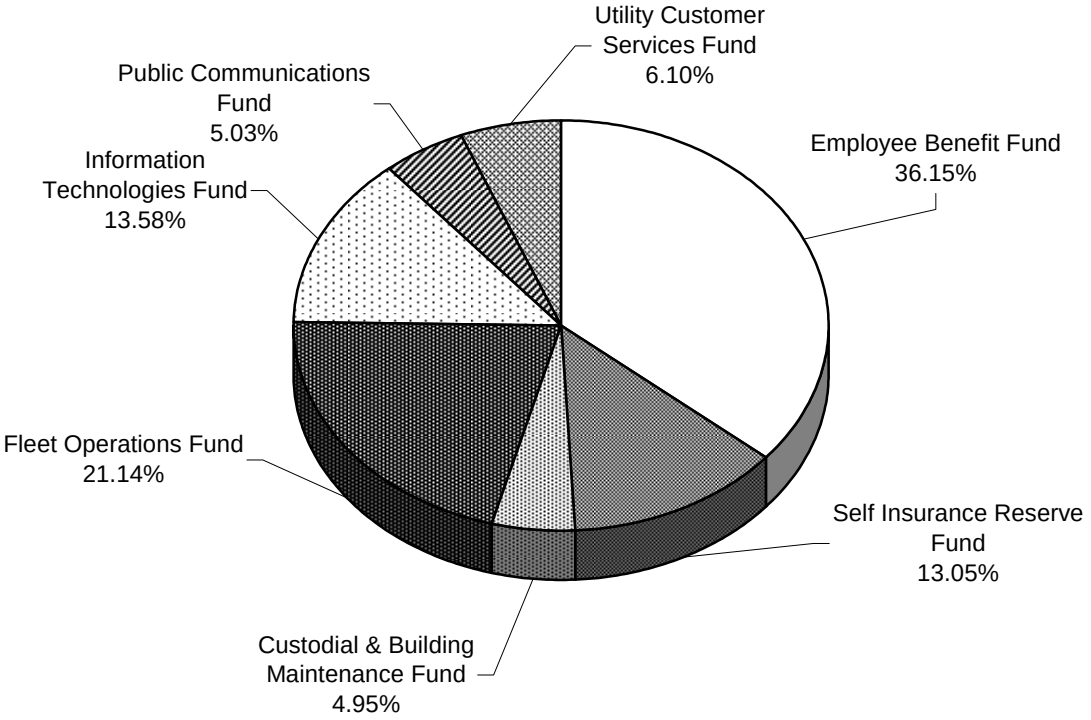
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Electric Utility Fund	$ 117,216,212	$ 162,242,849	$ 156,907,540	$ 134,749,220	(16.9%)
Water Utility Fund	21,352,148	31,259,797	29,806,103	28,434,957	(9.0%)
Railroad Fund	1,627,284	1,185,384	1,160,917	1,283,996	8.3%
Recreation Services Fund	6,947,042	7,610,264	7,457,788	7,403,657	(2.7%)
Public Transportation Fund	5,448,067	6,013,556	6,022,911	9,877,232	64.2%
Regional Airport Fund	3,101,701	4,808,642	4,712,178	3,588,830	(25.4%)
Sanitary Sewer Utility Fund	20,524,714	77,361,512	77,584,103	24,383,733	(68.5%)
Parking Facilities Fund	4,054,238	2,550,573	2,628,646	2,715,859	6.5%
Solid Waste Utility Fund	16,450,738	17,735,220	17,163,035	18,857,655	6.3%
Storm Water Utility Fund	2,353,308	1,472,806	1,435,567	1,462,971	(0.7%)
Total	**$ 199,075,452**	**$ 312,240,603**	**$ 304,878,788**	**$ 232,758,110**	**(25.5%)**

- **Electric Utility, Water Utility, Recreation Services, Regional Airport and Sanitary Sewer Funds:** Decreases are due to a decrease in capital project funding.

- **Public Transportation and Solid Waste**: Increase due to capital projects for new buses and additional landfill cell.

- **Parking Facilities Fund:** Increase in operations due to new 5th & Walnut Garage opening in 2011.

Internal Service Fund Expenses By Fund
FY 2011



Internal Service Fund Expenses By Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Employee Benefit Fund	$ 12,881,189	$ 12,543,343	$ 12,457,514	$ 12,157,032	(3.1%)
Self Insurance Reserve Fd	3,847,864	4,397,340	4,285,432	4,390,216	(0.2%)
Custodial & Bldg Maint. Fd	1,150,861	1,439,585	1,264,090	1,663,472	15.6%
Fleet Operations Fund	6,669,728	7,058,179	6,670,401	7,109,584	0.7%
Information Technologies Fund	4,022,612	5,128,575	4,617,368	4,567,672	(10.9%)
Public Communications Fd	1,655,060	1,809,169	1,756,935	1,692,279	(6.5%)
Utility Customer Serv. Fd	1,987,355	2,273,716	2,125,740	2,049,965	(9.8%)
Total	$ **32,214,669**	$ **34,649,907**	$ **33,177,480**	$ **33,630,220**	**(2.9%)**

- **Employee Benefit Fund;** decrease due to staff's efforts to stabilize expenses over the past few years.
- **Custodial & Bldg Maint. Fund**: Reflects additional staff and supplies necessary to maintain increased space for new Government Center
- **Fleet Operations Fund:** increased staff to more cost effectively service vehicles in house.
- **Public Communications Fund:** decrease reflects reduction in capital equipment and reduction in operating costs.
- **Utility Customer Services Fund**: reflects decrease in postage due to electronic billing and efforts to reduce credit card fees.

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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 1.9% over Estimated FY 2010. The growth of assessed valuation of real property for new construction is projected to be 2.0%, personal property is reflecting an 2.0% growth. No change is projected for penalties and other property taxes. 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 1.0% over Estimated FY 2010. This reflects a slight improvement in economic conditions. Estimated growth for FY 2010 has been revised to reflect a current trend of 0.3% growth. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, home improvement/construction and dining and entertainment sectors are showing some sign of improvement. Recent job announcements in the area should improve sales tax receipts. The decline of 1.1% over Estimated 2010 is due to the expiration of the 1/8th cent Parks Sales Tax in March, 2011. The voters will be asked to renew this in November, 2010.

- **Gross Receipts Taxes:** Stable at only 0.5% decline due to natural gas receipts. Varies greatly due to weather.

- **PILOT**: (Payment-In-Lieu-Of-Taxes) The Water and Electric Fund pays the General Fund annually an amount substantially equivalent to the 7% gross receipts taxes and property taxes which would be paid if the utilities were owned privately. PILOT payments are projected to grow at 3.3% over Estimated FY 2010 based upon modest growth trends and projected rate increases in the Electric Utility and Water Utility.

- **General and Administrative Fees**: (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. This also includes a component which estimates how much some of our City-owned utilities (Sewer, Solid Waste, and Storm Water) would pay in a payment-in-lieu-of-taxes equal to the amount they would pay in property taxes. G&A Fees are projecting a 1.4% decrease over Estimated FY 2010.

- **Grants:** The 7.2% decrease is due to the Non-Motorized Transportation Grant , and a few select Police and Health grants not continuing in 2011. Any new grant awards will be appropriated during the year.

- **Capital Contributions:** The decrease of 15.1% reflects the change in federal capital grants for Sewer project received in 2010.

- **Transfers:** These include both subsidies and transfers between funds. FY 2011 reflects an 7.4% increase over estimated FY 2010. A majority of the increase is due to transfers of special revenues to support the Capital Improvement Plan.

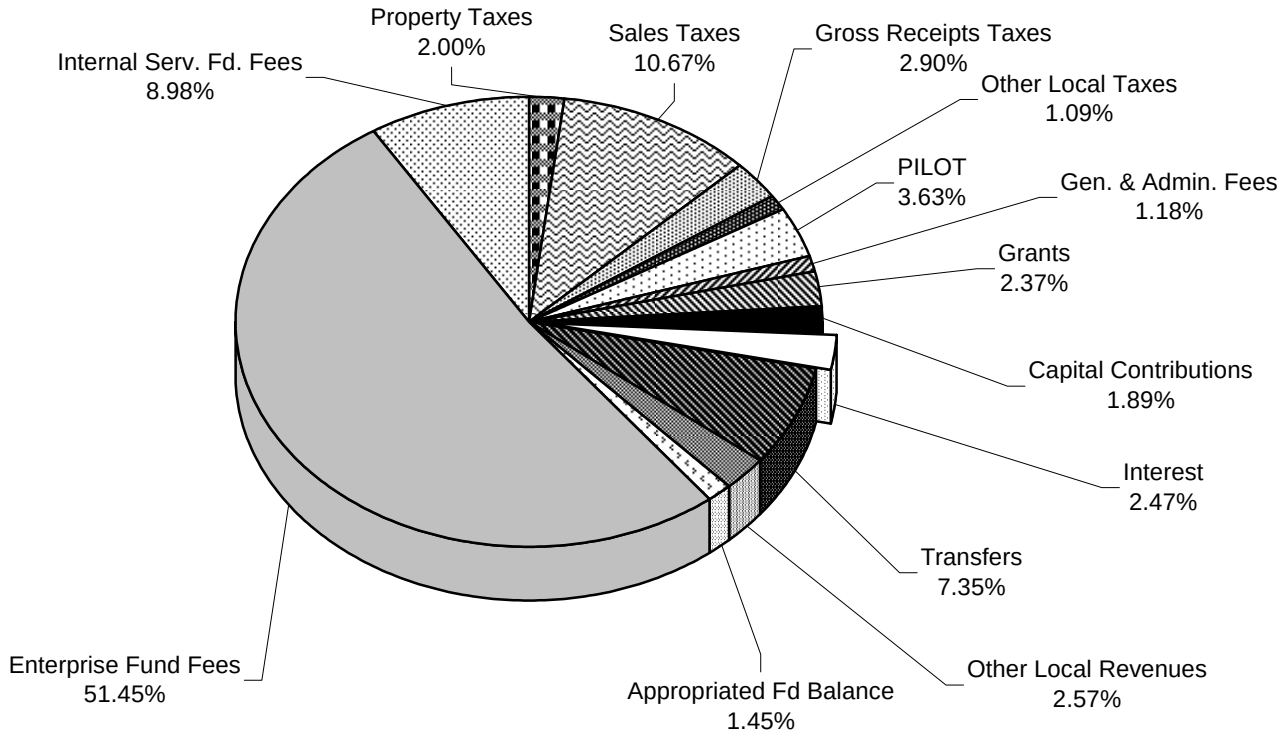
- **Other Local Revenues**: Includes Licenses and Permits, Fines, Governmental Fees and Charges, and Miscellaneous Revenues such as Auction Revenues from the sale of surplus equipment and other miscellaneous revenues. For FY 2011, Other Local Revenues decreased 2.1% over Estimated FY 2010. This reduction is primarily in the General Government funds due to one time donations received in 2010.

- **Appropriated Fund Balance:** Typically the city appropriates funds in excess of reserve requirement to support General Fund operations and capital projects. In an effort to mitigate the long term effect of the current economic downturn, staff has proposed to reduce the amount General Fund Appropriated Fund Balance by almost $650,000 from FY 2010. The City's General Fund Balance is projected to be 23% at 2011 year end, well above the 16% policy requirement. However the City's long term fiscal plan requires decreased use of Fund Balance. There is a decrease in the Capital Project Fund of Appropriated Fund Balance that is available for transportation projects.

- **Enterprise Fund Fees**: These are fees charged to users for utility and other types of services. The 5.4% increase for FY 2011 reflects a only a small growth in the number of customers as well as rate increases proposed in Water (10%), Electric (2%), Solid Waste ($1/mth residential) and Sewer (15%).

- **Internal Service Fund Fees:** These are fees charged for providing services to other City departments. The 5% increase reflects increases in Self Insurance Fees and increases in charges for custodial and building maintenance due to expansion of city facilities.

Overall Revenue Summary
FY 2011



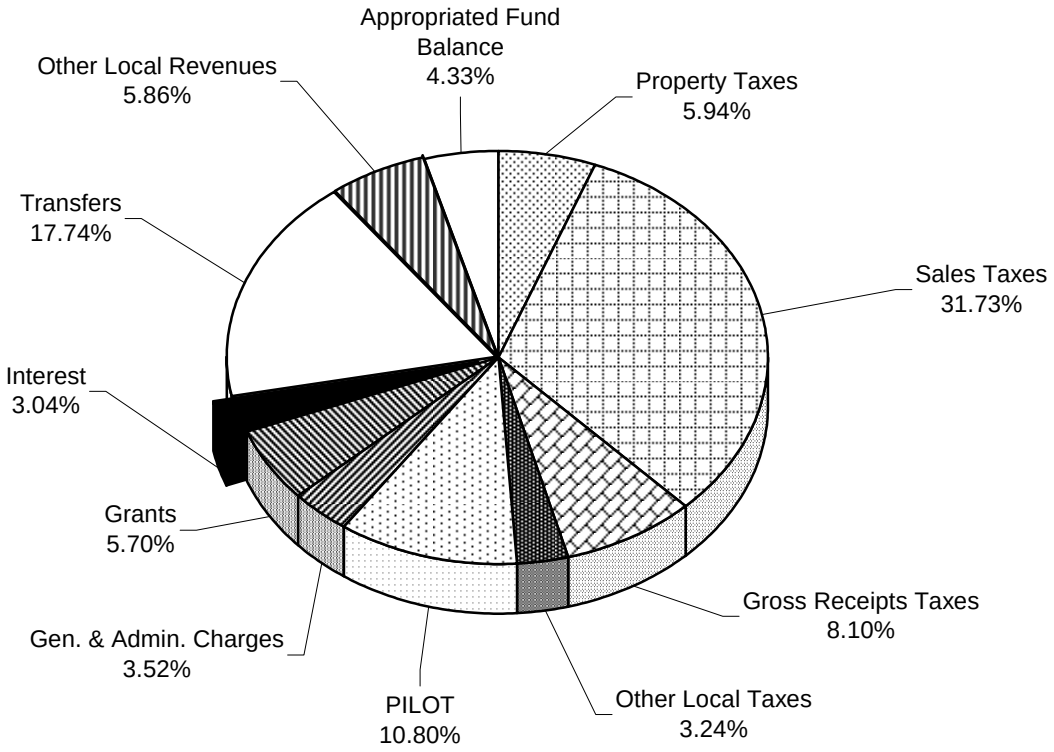
All Funds Revenue By Category

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
Property Taxes	$ 6,812,948	$ 6,910,950	$ 6,856,685	$ 6,990,200	1.9%
Sales Taxes	37,615,054	37,316,175	37,750,000	37,316,900	(1.1%)
Gross Receipts Taxes	10,129,916	10,493,500	10,182,500	10,132,274	(0.5%)
Other Local Taxes	3,803,358	3,875,000	3,815,000	3,815,000	0.0%
PILOT	11,481,441	12,432,600	12,300,600	12,703,000	3.3%
Gen. & Admin. Charges	4,025,046	4,200,366	4,200,366	4,139,602	(1.4%)
Grants	17,244,932	8,515,041	8,915,474	8,272,509	(7.2%)
Capital Contributions	2,476,997	4,132,213	7,774,664	6,597,785	(15.1%)
Interest	12,395,459	7,149,000	9,382,323	8,640,356	(7.9%)
Transfers	27,221,332	24,232,492	23,928,589	25,692,048	7.4%
Other Local Revenues	12,118,228	9,363,511	9,188,194	8,996,849	(2.1%)
Lease/Bond Proceeds	0	0	0	0	0.0%
Appropriated Fund Balance	0	7,106,987	7,106,987	5,088,056	(28.4%)
Enterprise Fund Fees	160,575,980	172,620,276	170,692,680	179,948,934	5.4%
Internal Service Fund Fees	28,852,453	30,504,688	29,913,470	31,399,047	5.0%
Total	**$ 334,753,144**	**$ 338,852,799**	**$ 342,007,532**	**$ 349,732,560**	**2.3%**

Financial Summary - FY 2011 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2011 Total
TAXES:				
Property Taxes	$ 6,990,200	$ 0	$ 0	$ 6,990,200
Sales Tax	37,316,900	0	0	37,316,900
Gross Receipts Taxes	9,526,250	0	606,024	10,132,274
Other Local Taxes	3,815,000	0	0	3,815,000
TOTAL TAXES	**57,648,350**	**0**	**606,024**	**58,254,374**
INTRAGOVERNMENTAL REVENUES:				
PILOT	12,703,000	0	0	12,703,000
Gen. & Admin. Fees	4,139,602	0	0	4,139,602
TOTAL INTRAGOVERNMENTAL REV.	**16,842,602**	**0**	**0**	**16,842,602**
INTERGOVERNMENTAL REVENUES (Grant Revenue)	**6,701,003**	**1,571,506**	**0**	**8,272,509**
CAPITAL CONTRIBUTIONS	**0**	**6,597,785**	**0**	**6,597,785**
INVESTMENT REVENUE	**3,576,902**	**4,781,964**	**281,490**	**8,640,356**
OPERATING TRANSFERS	**20,863,908**	**4,828,140**	**0**	**25,692,048**
OTHER LOCAL REVENUE	**6,889,404**	**1,428,302**	**679,143**	**8,996,849**
LEASE/BOND PROCEEDS	**0**	**0**	**0**	**0**
APPROPRIATED FUND BALANCE	**5,088,056**	**0**	**0**	**5,088,056**
ENTERPRISE FUND FEES:				
Railroad Utility Fees	0	818,250	0	818,250
Water Utility Fees	0	20,167,600	0	20,167,600
Electric Utility Fees	0	120,276,752	0	120,276,752
Recreation Fees	0	4,510,948	0	4,510,948
Public Transportation Fees	0	1,602,634	0	1,602,634
Airport Utility Fees	0	526,591	0	526,591
Sanitary Sewer Fees	0	13,790,575	0	13,790,575
Parking Fees	0	1,756,209	0	1,756,209
Solid Waste Utility Fees	0	15,279,375	0	15,279,375
Storm Water Utility Fees	0	1,220,000	0	1,220,000
TOTAL ENTERPRISE FUND FEES	**0**	**179,948,934**	**0**	**179,948,934**
INTERNAL SERVICE FEES:				
Locator Fees	0	167,850	0	167,850
Health Insurance Fees	0	0	11,659,126	11,659,126
Self Insurance Fees	0	0	4,070,362	4,070,362
Custodial & Bldg Maintenance Fees	0	0	1,634,001	1,634,001
Fleet Maintenance Fees	0	0	7,131,610	7,131,610
Information Technologies Fees	0	0	4,203,833	4,203,833
Print Shop & Mailroom Fees	0	0	936,511	936,511
Utility Customer Services Billing Fees	0	0	1,595,754	1,595,754
TOTAL INTERNAL SERVICE FUND FEES	**0**	**167,850**	**31,231,197**	**31,399,047**
TOTAL REVENUES AND OTHER SOURCES	**$ 117,610,225**	**$ 199,324,481**	**$ 32,797,854**	**$ 349,732,560**

General Government Revenues
FY 2011



General Government Revenues

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
Property Taxes	$ 6,812,948	$ 6,910,950	$ 6,856,685	$ 6,990,200	1.9%
Sales Taxes	37,615,054	37,316,175	37,750,000	37,316,900	(1.1%)
Gross Receipts Taxes	9,396,190	9,837,250	9,526,250	9,526,250	0.0%
Other Local Taxes	3,803,358	3,875,000	3,815,000	3,815,000	0.0%
PILOT	11,481,441	12,432,600	12,300,600	12,703,000	3.3%
Gen. & Admin. Charges	4,025,046	4,200,366	4,200,366	4,139,602	(1.4%)
Grants	15,218,467	7,221,791	7,166,291	6,701,003	(6.5%)
Interest	5,260,909	3,072,500	3,512,936	3,576,902	1.8%
Transfers	21,607,304	18,937,807	18,939,204	20,863,908	10.2%
Other Local Revenues	6,924,293	7,300,699	7,031,818	6,889,404	(2.0%)
Lease/Bond Proceeds	0	0	0	0	0.0%
Appropriated Fund Balance	0	7,106,987	7,106,987	5,088,056	(28.4%)
Total	**$ 122,145,010**	**$ 118,212,125**	**$ 118,206,137**	**$ 117,610,225**	**(0.5%)**

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 2010 to Adopted FY 2011.

- **Property Taxes:** The growth in Property Taxes is projected to be 1.9% over Estimated FY 2010. The growth of assessed valuation of real property for new construction is projected to be 2.0%, personal property is reflecting an 2.0% growth. No change is projected for penalties and other property taxes. 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 1.0% over Estimated FY 2010. This reflects a slight improvement in economic conditions. Estimated growth for FY 2010 has been revised to reflect current collections of 0.3% growth. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, home improvement/construction and dining and entertainment sectors are showing some sign of improvement. Recent job announcements in the area should improve sales tax receipts.

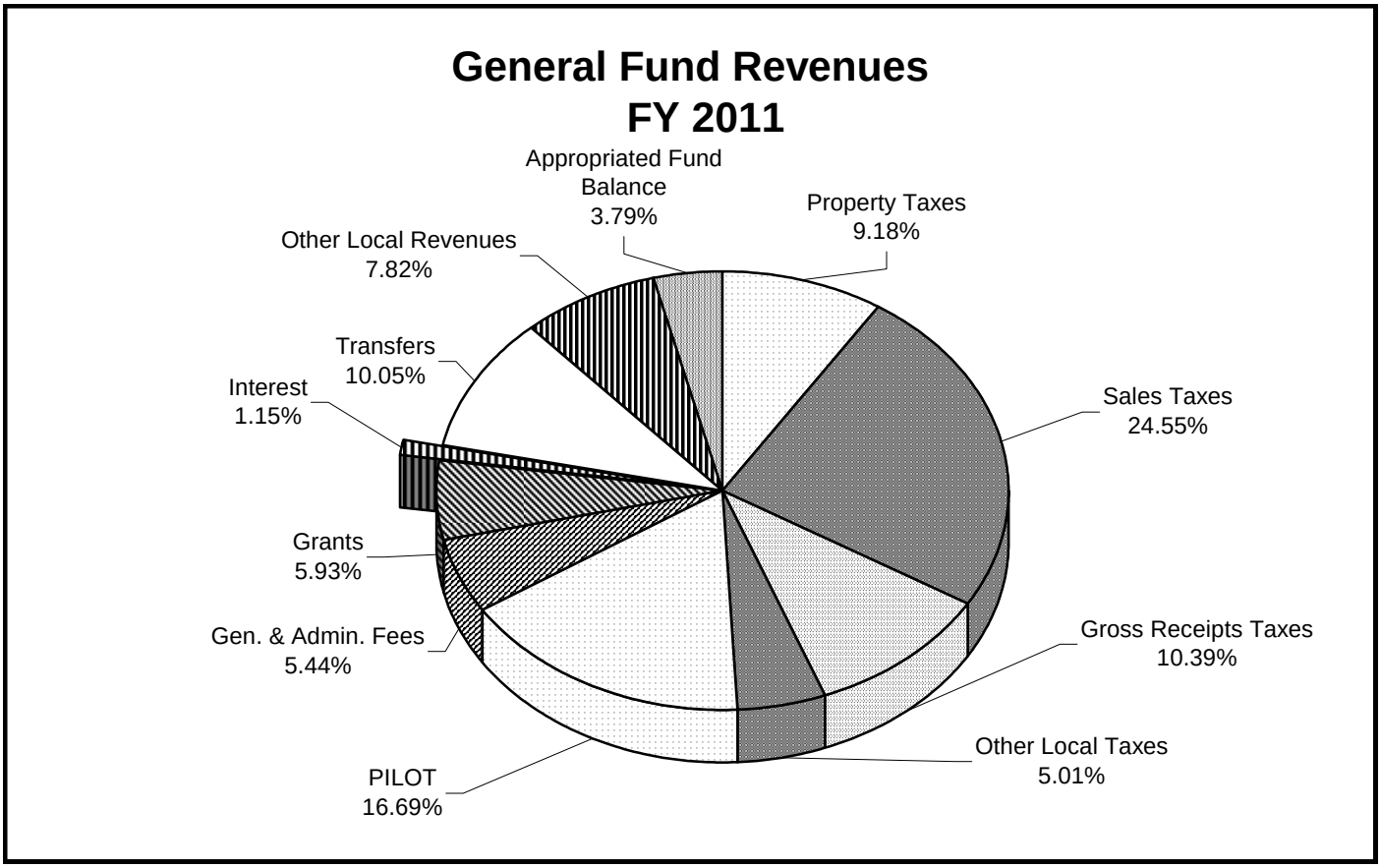
- **Gross Receipt/Other Local Taxes**: No changes projected from 2010 Estimated.

- **PILOT**: (Payment-In-Lieu-Of-Taxes) The Water and Electric Fund pays the General Fund annually an amount substantially equivalent to the gross receipts taxes and property taxes which would be paid if the utilities were owned privately. PILOT payments are projected to grow at 3.9% over Estimated FY 2010 based upon modest growth trends and projected rate increases in the Electric Utility and Water Utility. PILOT revenue is highly weather dependent.

- **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. They are based on an account of actions performed for the various enterprise and internal service funds (i.e.. Bids, purchase orders issued, investments, payroll functions etc.). The fee does still include a payment-in-lieu-of-taxes from some of our other City-owned utilities (Sewer, Solid Waste, and Storm Water) equal to the amount they would pay in property taxes. G&A Fees are projecting a 1.4% decrease over Estimated FY 2010.

- **Grants:** A decrease of 17.2% over Estimated FY 2010 is due to the expiration of Non-Motorized Transportation Health, and Police grants. As grant opportunities become available in 2011 the budget will be amended.

- **Appropriated Fund Balance:** Typically the city appropriates funds in excess of reserve requirement to support General Fund operations and capital projects. In an effort to mitigate the long term effect of the current economic downturn, staff has proposed to reduce the amount General Fund Appropriated Fund Balance by almost $585,000 from FY 2010. The City's General Fund Balance is projected to be 23% at 2011 year end, well above the 16% policy requirement. However the City's long term fiscal plan requires decreased use of Fund Balance.



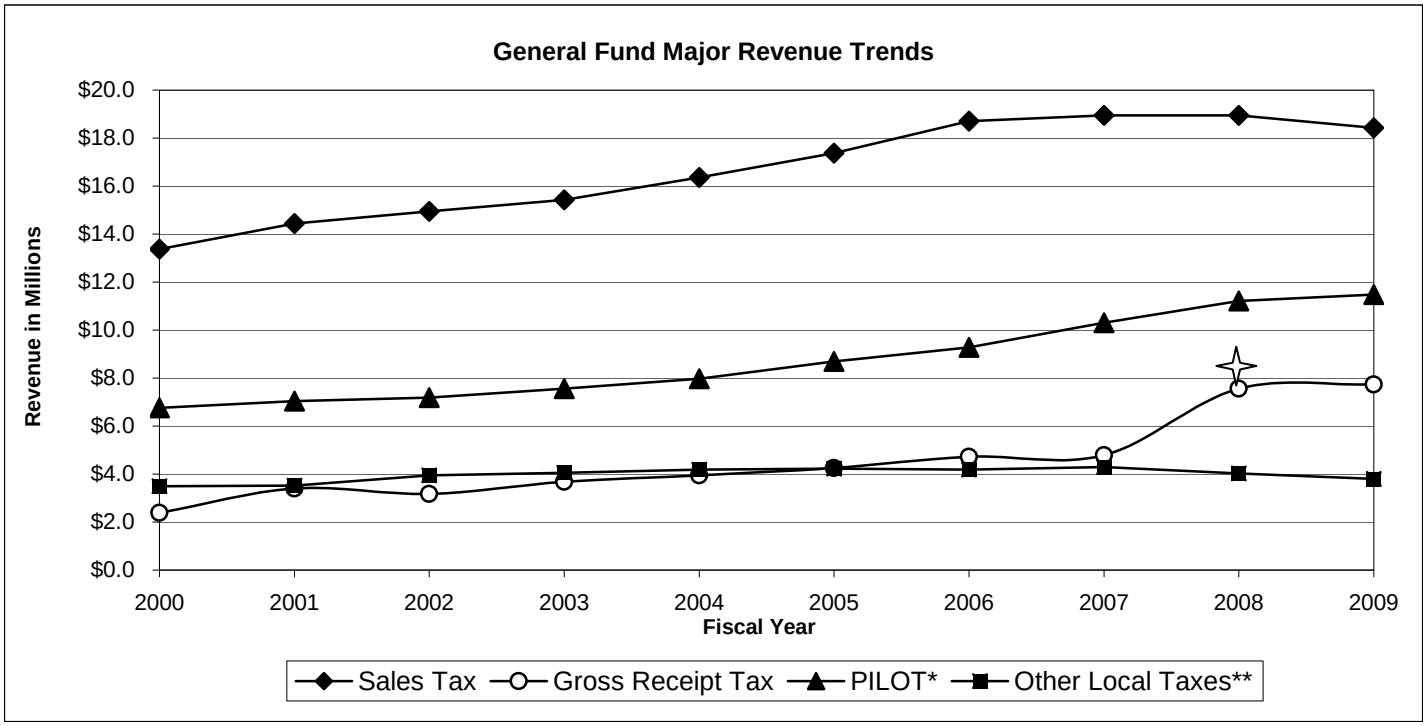
General Fund Revenues

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
Property Taxes	$ 6,812,948	$ 6,910,950	$ 6,856,685	$ 6,990,200	1.9%
Sales Taxes	18,427,197	18,284,275	18,500,000	18,685,000	1.0%
Gross Receipts Taxes	7,737,824	8,217,250	7,906,250	7,906,250	0.0%
Other Local Taxes	3,803,358	3,875,000	3,815,000	3,815,000	0.0%
PILOT	11,481,441	12,432,600	12,300,600	12,703,000	3.3%
Gen. & Admin. Fees	4,025,046	4,200,366	4,200,366	4,139,602	(1.4%)
Grants	5,761,569	5,568,791	5,452,655	4,514,342	(17.2%)
Interest	1,139,560	750,000	875,000	875,000	0.0%
Transfers	7,460,498	7,583,492	7,584,689	7,646,921	0.8%
Other Local Revenues	5,657,355	5,759,883	5,613,382	5,951,404	6.0%
Appropriated Fund Balance	0	3,627,974	3,627,974	2,888,056	(20.4%)
Total	$ **72,306,796**	$ **77,210,581**	$ **76,732,601**	$ **76,114,775**	**(0.8%)**

Financial Summaries - General Fund Revenue Detail

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
TAXES:					
PROPERTY TAXES:					
Real Estate	$ 5,500,409	$ 5,637,910	$ 5,629,700	$ 5,742,300	2.0%
Personal Property	1,123,039	1,096,640	1,045,000	1,065,900	2.0%
Other	189,500	176,400	181,985	182,000	0.0%
Total Property Taxes	**6,812,948**	**6,910,950**	**6,856,685**	**6,990,200**	**1.9%**
SALES TAX	**18,427,197**	**18,284,275**	**18,500,000**	**18,685,000**	**1.0%**
GROSS RECEIPTS TAX:					
Telephone	3,488,366	3,416,000	3,500,000	3,500,000	0.0%
Natural Gas	3,240,771	3,690,000	3,250,000	3,250,000	0.0%
Electric	825,255	830,000	875,000	875,000	0.0%
CATV	183,432	281,250	281,250	281,250	0.0%
Total Gross Receipts Tax	**7,737,824**	**8,217,250**	**7,906,250**	**7,906,250**	**0.0%**
OTHER LOCAL TAXES:					
Cigarette Tax	652,968	650,000	620,000	620,000	0.0%
Gasoline Tax	2,343,747	2,400,000	2,375,000	2,375,000	0.0%
Motor Vehicle Tax	806,643	825,000	820,000	820,000	0.0%
Total Other Local Taxes	**3,803,358**	**3,875,000**	**3,815,000**	**3,815,000**	**0.0%**
TOTAL TAXES	**36,781,327**	**37,287,475**	**37,077,935**	**37,396,450**	**0.9%**
INTRAGOVERNMENTAL REVENUES:					
PILOT:					
PILOT - Electric	9,005,702	9,765,000	9,700,600	9,920,000	2.3%
PILOT - Water	2,475,739	2,667,600	2,600,000	2,783,000	7.0%
Total PILOT	**11,481,441**	**12,432,600**	**12,300,600**	**12,703,000**	**3.3%**
Gen. & Admin. Revenue	4,025,046	4,200,366	4,200,366	4,139,602	(1.4%)
TOTAL INTRAGOV. REV.	**15,506,487**	**16,632,966**	**16,500,966**	**16,842,602**	**2.1%**
INTERGOVERNMENTAL REVENUES:					
Federal / State Revenues	3,469,203	3,426,113	3,329,862	2,314,920	(30.5%)
County Revenues	2,292,366	2,142,678	2,122,793	2,199,422	3.6%
TOTAL INTERGOV. REV.	**5,761,569**	**5,568,791**	**5,452,655**	**4,514,342**	**(17.2%)**
INTEREST & INVESTMENT REVENUE:					
Investment Earnings & Interest	1,139,560	750,000	875,000	875,000	0.0%
TOTAL INV. INCOME	**1,139,560**	**750,000**	**875,000**	**875,000**	**0.0%**
OPERATING TRANSFERS:					
One-Quarter Cent Sales Tax	0	0	0	0	
Parks Sales Tax	1,045,000	1,045,000	1,045,000	1,055,450	1.0%
Transportation Sales Tax	6,142,500	6,142,500	6,142,500	6,203,925	1.0%
Public Improvement Fund	110,000	113,500	113,500	112,975	(0.5%)
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	0	0	0	
Capital Projects Fund	8,875	66,000	66,000	65,869	(0.2%)
Water Fund	0	0	0	0	
Electric Fund	0	0	0	0	
REDI	0	0	1,197	0	(100.0%)
Contributions Fund	20,880	82,790	82,790	75,000	(9.4%)
CDBG Fund	0	0	0 0	0	
Utility Customer Services Fund	12,318	12,777	12,777	12,777	0.0%
92 G.O. Fund	0	0	0	0	
TOTAL OPER. TRANSF.	**$ 7,460,498**	**$ 7,583,492**	**$ 7,584,689**	**$ 7,646,921**	**0.8%**

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
OTHER LOCAL REVENUE:					
LICENSES & PERMITS:					
Business License	$ 643,059	$ 626,000	$ 627,000	$ 633,000	1.0%
Liquor License	135,889	136,500	137,000	136,000	(0.7%)
Animal License	44,236	35,000	38,000	36,000	(5.3%)
TOTAL LIC. & PERMITS	**823,184**	**797,500**	**802,000**	**805,000**	**0.4%**
FINES:					
Municipal Court Fines	1,050,592	1,687,242	1,432,000	1,916,000	33.8%
Uniform Ticket Fines	91,869	108,000	100,000	108,000	8.0%
Meter Fines	299,202	260,000	260,000	265,000	1.9%
Alarm Violations	16,300	18,000	16,500	16,500	0.0%
TOTAL FINES	**1,457,963**	**2,073,242**	**1,808,500**	**2,305,500**	**27.5%**
FEES:					
Construction Fees	578,109	628,800	574,410	611,460	6.5%
Other Fees	0	20,000	19,000	15,000	(21.1%)
Street Maintenance Fees	227,140	165,000	128,000	155,000	21.1%
Animal Control Fees	23,530	21,000	21,000	21,000	0.0%
Health Fees	692,063	781,755	770,599	773,255	0.3%
Other Fees	257,236	273,737	310,715	331,716	6.8%
TOTAL FEES	**1,778,078**	**1,890,292**	**1,823,724**	**1,907,431**	**4.6%**
MISC. REVENUES	**1,598,130**	**998,849**	**1,179,158**	**933,473**	(20.8%)
TOTAL OTR LOCAL REV.	**5,657,355**	**5,759,883**	**5,613,382**	**5,951,404**	**6.0%**
APPROP. FD BAL.	**0**	**3,627,974**	**3,627,974**	**2,888,056**	**(20.4%)**
TL REV. & OTR SOURCES	$ **72,306,796**	$ **77,210,581**	$ **76,732,601**	$ **76,114,775**	**(0.8%)**



* PILOT - Payment in Lieu of Taxes

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

✧ In FY 2008 a large settlement required wireless companies to pay gross receipt taxes.

ENTERPRISE FUND REVENUES

The City of Columbia has ten enterprise funds that are projected to generate a total of $199,324,481 in revenues for FY 2011. 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 2010 to Adopted FY 2011.

- **Electric Fund:** The sale of electricity is a major revenue source for this fund. There are approximately 45,200 customers that receive electricity from the City. The growth rate in new customers has slowed to just under 1% 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 2% rate increase is included for FY 2011 for the maintenance and operation of the Electric system.

- **Water Fund:** The sale of water is the major revenue source for this fund. There are approximately 45,000 customers that receive water from the City. The growth rate in new customers has slowed to just under 1% per year. A 10% increase in revenue from the rate change is included. Of this amount, 5% is for debt as approved by the voters and 5% is for the operating and maintenance of the Water system.

- **Railroad Fund:** Current economic conditions continue to effect rail traffic, however traffic flow is projected to stabilize in FY 2011. A capital charge continues to be placed on coal deliveries for CIP funding. This charge is targeted to rail bed improvements. These are the CIP projects that replace tie, rails, and improve the rail line surface. The 32.9% decline is due to the federal grant received in 2010 for the Capital Improvement Plan.

- **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. The department utilized their recent Cost of Service Study to propose a number of fee increases for FY 2010. No fee increases are proposed for FY 2011.

- **Public Transportation Fund:** Revenues have increased overall due to an increase in federal grants. Revenues from ridership are projected to remain the same for FY 2011. The 63.5% increase in revenues is due to projected federal funding for the Capital Improvement Plan.

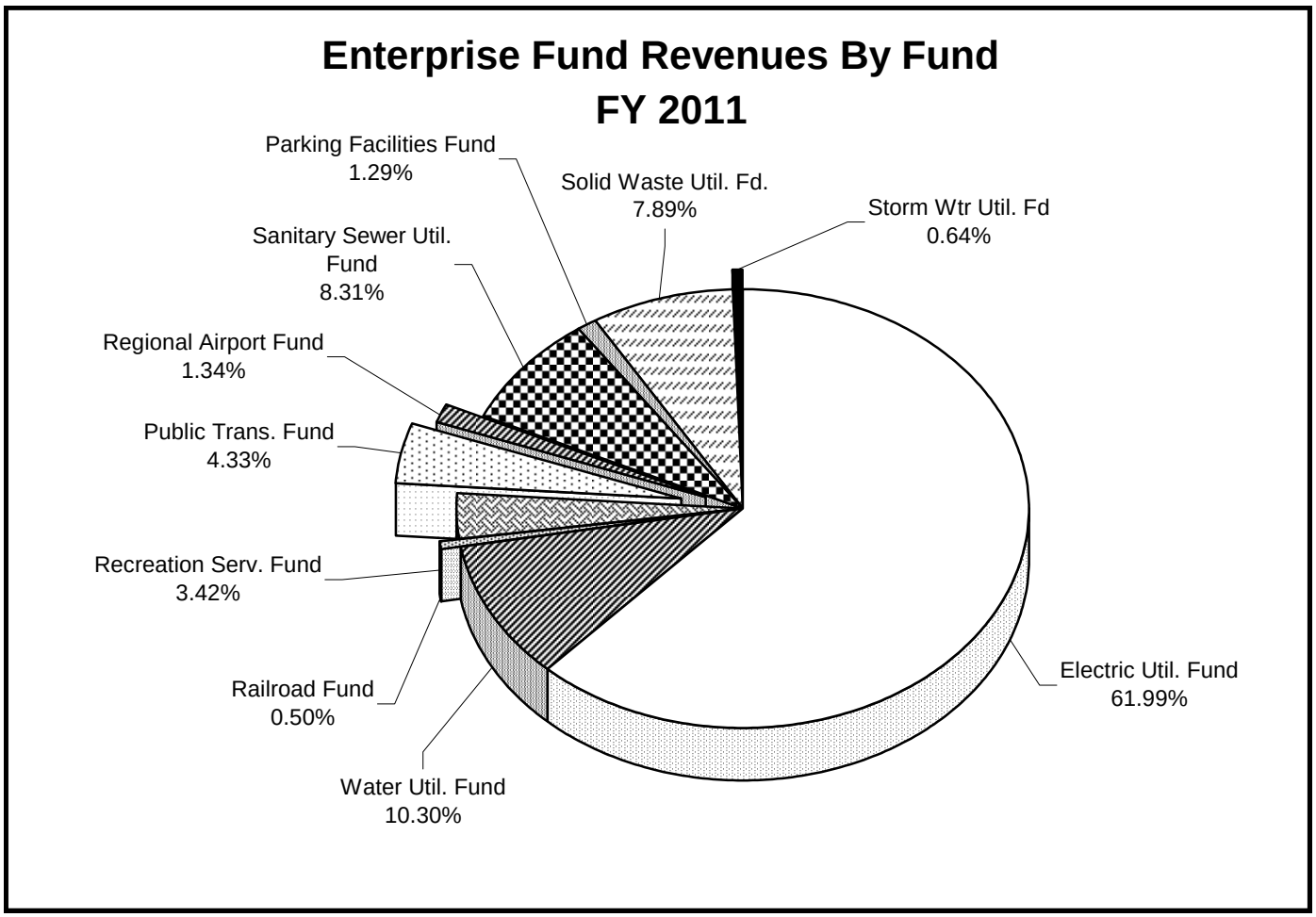
- **Regional Airport Fund:** Revenues reflect a decrease of 28.8%. FAA grants to support the Capital Improvement Plan account for this decrease. Operating revenues are projected to increase 7.4% due to increased activity at the airport.

- **Sanitary Sewer Fund**: Sewer charges are the major revenue source for this fund. There are approximately 44,000 sewer utility customers. A 15% rate increase is included for FY 2011 to pay for the 2008 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 fee increases are proposed for FY 2011.

- **Solid Waste Utility Fund:** There are about 42,000 Solid Waste utility accounts served by the City. A residential rate increase of $1 per month is proposed. This increase is needed to support the increased operations at the landfill and the Capital Improvement Plan.

- **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

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
Electric Utility Fund	$ 116,322,406	$ 121,150,140	$ 119,711,063	$ 123,558,602	3.2%
Water Utility Fund	16,370,972	18,988,500	19,131,760	20,535,600	7.3%
Railroad Fund	997,761	999,750	1,480,247	993,176	(32.9%)
Recreation Services Fund	6,598,765	6,776,016	6,430,016	6,815,181	6.0%
Public Transportation Fund	5,298,705	4,786,007	5,275,114	8,625,413	63.5%
Regional Airport Fund	2,588,652	3,667,824	3,746,636	2,666,589	(28.8%)
Sanitary Sewer Utility Fund	13,013,225	14,505,600	17,768,564	16,557,555	(6.8%)
Parking Facilities Utility Fund	2,470,277	2,161,875	2,681,183	2,561,677	(4.5%)
Solid Waste Utility Fund	14,659,402	14,130,847	14,902,705	15,736,638	5.6%
Storm Water Utility Fund	1,321,158	1,174,000	1,232,840	1,274,050	3.3%
Total	**$ 179,641,323**	**$ 188,340,559**	**$ 192,360,128**	**$ 199,324,481**	**3.6%**

INTERNAL SERVICE FUND REVENUES

The City of Columbia has seven internal service funds that are projected to generate a total of $32,797,854 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.

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.

Several funds will still have a planned use of fund balance in FY 2011

Below are revenue highlights of changes experienced from Estimated FY 2010 to Adopted FY 2011.

- **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 2011 the fund shows a 3.2% increase which includes a slight decrease in rates for active and pre-65 retirees. Post-65 retirees will see an increase.

- **Self Insurance Reserve Fund**: This fund is used to account for the reserves established and held in trust for the City's self insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims. The 9.7% increase in FY 2011 revenues over Estimated FY 2010 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 2011 revenues reflect a 34.7% increase. Staff is proposed to be added due to the expansion of city facilities. These increased costs are passed on to departments through user fees which are reflected in the increase.

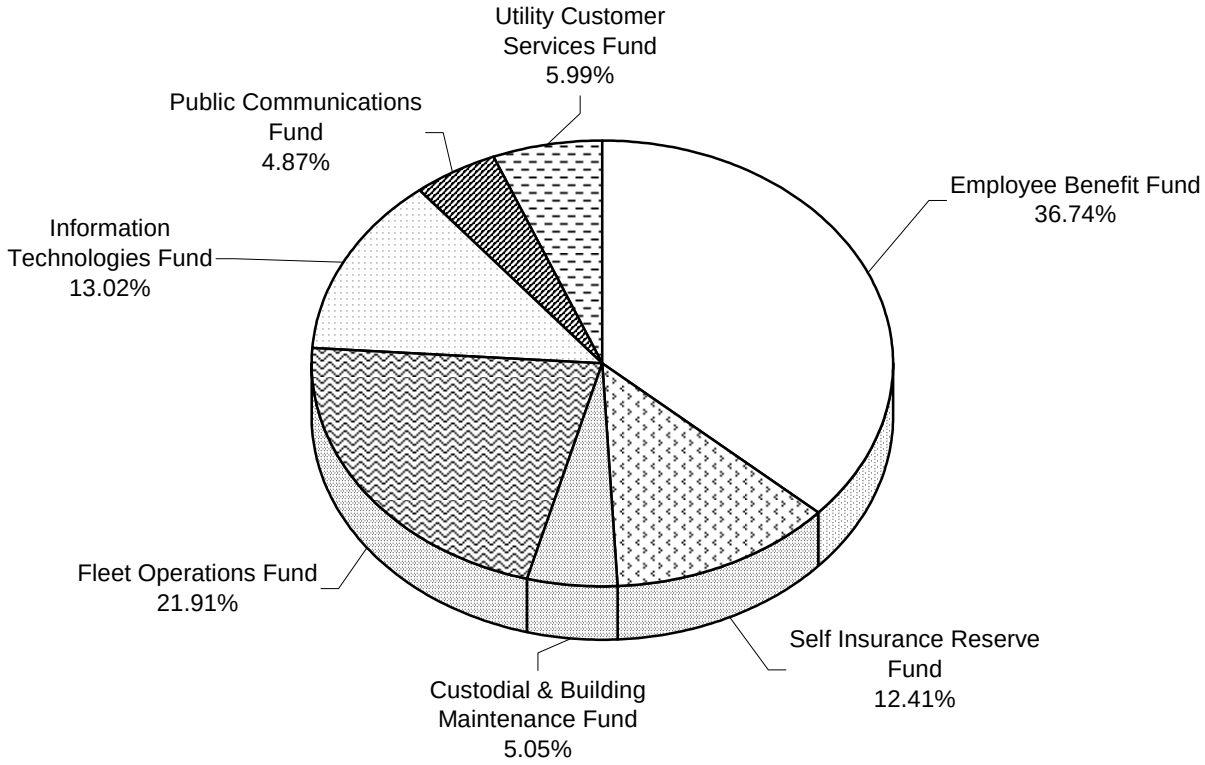
- **Fleet Maintenance Fund:** This fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. An additional shift has been added in FY 2010 to help minimize the amount of outside labor work. This fund also provides a fueling station for many of the departments. A 4.1% increase is projected FY 2011 over Estimated FY 2010.

- **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 2011 reflect no increase over FY 2010 estimate.

- **Public Communications Fund:** This fund provides public communications, web communications/electronic government, printing and mail services, cable broadcast and neighborhood relations services. FY 2011 revenues reflect a reduced allocation of Cable Franchise fees that are utilized to support this operation.

- **Utility Customer Services Fund**: This fund charges various City departments for billing the following types of utilities: water, electric, sanitary sewer, solid waste, and storm water. FY 2011 revenues reflect a 2.6% decrease.

Internal Service Fund Revenues By Fund
FY 2011



Internal Service Revenues By Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Estimated FY 2010
Employee Benefit	$ 13,533,416	$ 12,171,494	$ 11,674,913	$ 12,048,485	3.2%
Self Insurance	3,709,002	3,800,331	3,710,073	4,070,362	9.7%
Custodial & Bldg Maint.	1,094,249	1,235,580	1,229,348	1,656,069	34.7%
Fleet Maintenance	6,918,928	7,238,910	6,904,728	7,187,562	4.1%
Information Technologies	4,103,229	4,238,290	4,271,572	4,271,747	0.0%
Public Communications	1,643,536	1,625,678	1,633,033	1,598,167	(2.1%)
Utility Customer Services	1,964,451	1,989,832	2,017,600	1,965,462	(2.6%)
Total	**$ 32,966,811**	**$ 32,300,115**	**$ 31,441,267**	**$ 32,797,854**	**4.3%**

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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. FY 2010 fund balance is above the required 16% due to preparation for FY 2011 and the potential additional funds the city will need to have to sustain operations.

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.

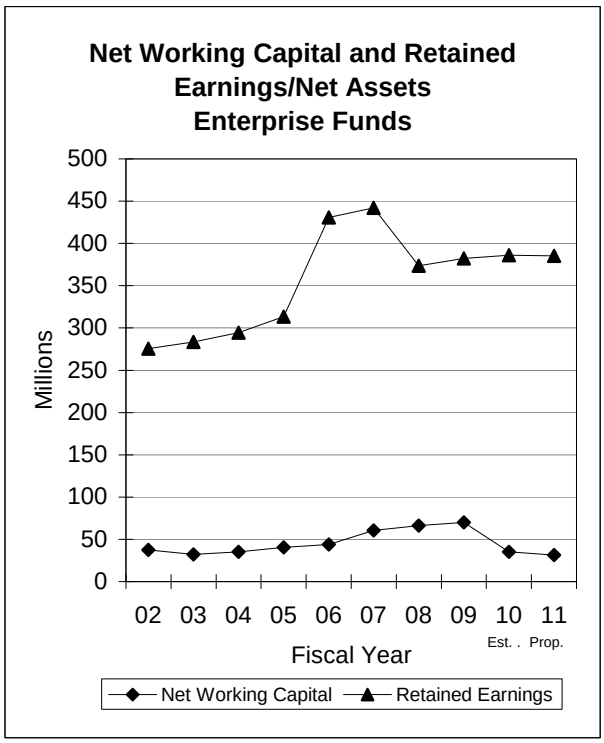
Debt Service Funds – Funds may accumulate or be utilized in any given budget year to meet the requirements for debt service reserves as outlined in various bond ordinances.

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
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	$12,149,115	22.96%
2005	$60,917,104	$57,935,849	$11,522,093	19.89%
2006	$66,716,295	$61,530,716	$12,987,278	21.11%
2007	$70,693,991	$66,433,679	$11,408,301	17.17%
2008	$78,898,068	$69,468,759	$15,241,449	21.94%
2009	$77,275,976	$72,554,174	$22,066,660	30.41%
2010 estimated	$76,732,601	$75,066,921	$20,104,366	26.78%
2011 proposed	$76,114,775	$76,114,775	$17,216,310	23%

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

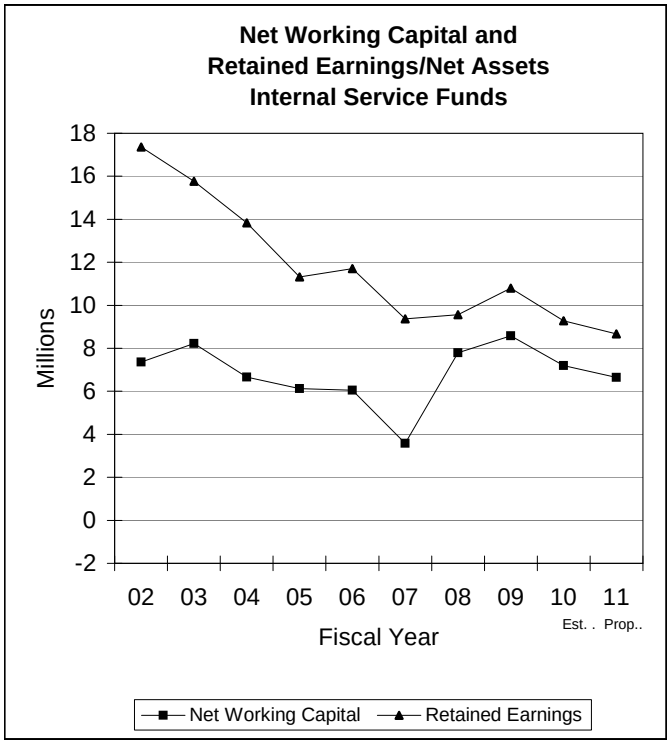


Enterprise Funds

User charges/rates are set in the City's Enterprise Funds to recover 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. In 2001 the city experienced an increase in retained earnings due to changes in accounting standards and financial reporting and the implementation of 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 rates. 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. In 2001 the city experienced an increase in retained earnings due to changes in accounting standards and financial reporting and the implementation of 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

Financial Sources	General Fund Actual FY 2009	General Fund Estimated FY 2010	General Fund Adopted FY 2011	Special Revenue Funds Actual FY 2009	Special Revenue Funds Estimated FY 2010	Special Revenue Funds Adopted FY 2011
Property Taxes	$ 6,812,948	$ 6,856,685	$ 6,990,200	$ 0	$ 0	$ 0
Sales Taxes	18,427,197	18,500,000	18,685,000	19,187,857	19,250,000	18,631,900
Gross Receipts Taxes	7,737,824	7,906,250	7,906,250	1,658,366	1,620,000	1,620,000
Other Local Taxes	3,803,358	3,815,000	3,815,000	0	0	0
PILOT	11,481,441	12,300,600	12,703,000	0	0	0
Gen. & Admin. Charges	4,025,046	4,200,366	4,139,602	0	0	0
Grants	5,761,569	5,452,655	4,514,342	1,649,274	1,713,636	2,146,661
Interest	1,139,560	875,000	875,000	331,830	257,246	257,246
Other Local Revenues	5,657,355	5,613,382	5,951,404	462,158	618,436	730,000
Internal Service Fund Fees	0	0	0	0	0	0
Enterprise Fund Fees	0	0	0	0	0	0
	$ 64,846,298	$ 65,519,938	$ 65,579,798	$ 23,289,485	$ 23,459,318	$ 23,385,807
Other Funding Sources/Transfers	7,460,498	7,584,689	7,646,921	80,000	65,000	100,000
Total Financial Sources: Less Appropriated Fund Balance	**$ 72,306,796**	**$ 73,104,627**	**$ 73,226,719**	**$ 23,369,485**	**$ 23,524,318**	**$ 23,485,807**
Expenditures						
Operating Expenses	67,818,910	70,771,324	72,105,968	3,107,469	2,828,158	2,680,674
Non-Operating Expenses	2,910,236	2,910,666	2,915,059	23,934,733	22,115,754	22,261,191
Debt Service	0	0	0	0	0	0
Capital Additions	1,825,028	1,384,931	1,093,748	0	0	323,025
Capital Projects	0	0	0	0	0	0
Total Estimated Expenditures Uses	**$ 72,554,174**	**$ 75,066,921**	**$ 76,114,775**	**$ 27,042,202**	**$ 24,943,912**	**$ 25,264,890**
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	**(247,378)**	**(1,962,294)**	**(2,888,056)**	**(3,672,717)**	**(1,419,594)**	**(1,779,083)**

Financial Summary of Estimated Sources and Uses

Debt Service Funds			Capital Projects			Total Governmental Funds		
Actual FY 2009	Estimated FY 2010	Adopted FY 2011	Actual FY 2009	Estimated FY 2010	Adopted FY 2011	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 6,812,948	$ 6,856,685	$ 6,990,200
0	0	0	0	0	0	37,615,054	37,750,000	37,316,900
0	0	0	0	0	0	9,396,190	9,526,250	9,526,250
0	0	0	0	0	0	3,803,358	3,815,000	3,815,000
0	0	0	0	0	0	11,481,441	12,300,600	12,703,000
0	0	0	0	0	0	4,025,046	4,200,366	4,139,602
0	0	0	7,807,624	0	40,000	15,218,467	7,166,291	6,701,003
276,482	244,656	244,656	3,513,037	2,136,034	2,200,000	5,260,909	3,512,936	3,576,902
0	0	0	804,780	800,000	208,000	6,924,293	7,031,818	6,889,404
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
$ 276,482	$ 244,656	$ 244,656	$ 12,125,441	$ 2,936,034	$ 2,448,000	$ 100,537,706	$ 92,159,946	$ 91,658,261
5,447,943	5,971,788	6,710,987	8,618,863	5,317,727	6,406,000	21,607,304	18,939,204	20,863,908
5,724,425	**$ 6,216,444**	**$ 6,955,643**	**$ 20,744,304**	**$ 8,253,761**	**$ 8,854,000**	$ **122,145,010**	$ **111,099,150**	$ **112,522,169**
0	0	0	0	0	0	70,926,379	73,599,482	74,786,642
0	0	0	0	0	0	26,844,969	25,026,420	25,176,250
5,448,567	5,662,131	6,678,505	0	0	0	5,448,567	5,662,131	6,678,505
0	0	0	0	0	0	1,825,028	1,384,931	1,416,773
0	0	0	40,272,798	11,611,179	9,246,000	40,272,798	11,611,179	9,246,000
$ **5,448,567**	**$ 5,662,131**	**$ 6,678,505**	**$ 40,272,798**	**$ 11,611,179**	**$ 9,246,000**	$ **145,317,741**	$ **117,284,143**	$ **117,304,170**
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
275,858	**554,313**	**277,138**	**(19,528,494)**	**(3,357,418)**	**(392,000)**	**(23,172,731)**	**(6,184,993)**	**(4,782,001)**

Financial Summary of Estimated Sources and Uses

	Enterprise Funds			Internal Service Funds		
Financial Sources	**Actual FY 2009**	**Estimated FY 2010**	**Adopted FY 2011**	**Actual FY 2009**	**Estimated FY 2010**	**Adopted FY 2011**
Property Taxes	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Sales Taxes	0	0	0	0	0	0
Gross Receipts Taxes	0	0	0	733,726	656,250	606,024
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	2,026,465	1,749,183	1,571,506	0	0	0
Interest	6,728,908	5,574,069	4,781,964	405,642	295,318	281,490
Other Local Revenues	2,061,999	1,421,007	1,428,302	3,131,936	735,369	679,143
Internal Service Fund Fees	156,946	159,140	167,850	28,695,507	29,754,330	31,231,197
Enterprise Fund Fees	160,575,980	170,692,680	179,948,934	0	0	0
	$ 171,550,298	**$ 179,596,079**	**$ 187,898,556**	**$ 32,966,811**	**$ 31,441,267**	**$ 32,797,854**
Other Financing Sources/Transfers	8,091,025	12,764,049	11,425,925	0	0	0
Total Financial Sources: Less Appropriated Fund Balance	**$ 179,641,323**	**$ 192,360,128**	**$ 199,324,481**	**$ 32,966,811**	**$ 31,441,267**	**$ 32,797,854**
Expenditures						
Operating Expenses	$ 133,471,411	$ 146,140,055	$ 156,421,856	$ 31,185,839	$ 32,048,351	$ 32,469,981
Non-Operating Expenses	29,877,594	32,154,250	34,496,052	531,471	910,726	875,862
Debt Service	7,842,437	10,200,121	10,232,756	1,862	665	0
Capital Additions	3,781,888	2,974,623	1,424,111	430,464	217,738	284,377
Capital Projects	24,102,122	113,409,739	30,183,335	65,033	0	0
Total Estimated Expenditures Uses	**$ 199,075,452**	**$ 304,878,788**	**$ 232,758,110**	**$ 32,214,669**	**$ 33,177,480**	**$ 33,630,220**
Increase in Capital Assets	27,884,010	116,384,362	31,607,446	495,497	217,738	284,377
Planned Net Increase (Decrease) in Retained Earnings	**8,449,881**	**3,865,702**	**(1,826,183)**	**1,247,639**	**(1,518,475)**	**(547,989)**

Overall Summary Total - All Funds Combined

Financial Summary of Estimated Sources and Uses

Financial Sources	Overall Summary Total Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Property Taxes	$ 6,812,948	$ 6,856,685	$ 6,990,200
Sales Taxes	37,615,054	37,750,000	37,316,900
Gross Receipts Taxes	10,129,916	10,182,500	10,132,274
Other Local Taxes	3,803,358	3,815,000	3,815,000
PILOT	11,481,441	12,300,600	12,703,000
Gen. & Admin. Charges	4,025,046	4,200,366	4,139,602
Grants	17,244,932	8,915,474	8,272,509
Interest	12,395,459	9,382,323	8,640,356
Other Local Revenues	12,118,228	9,188,194	8,996,849
Internal Service Fund Fees	28,852,453	29,913,470	31,399,047
Enterprise Fund Fees	160,575,980	170,692,680	179,948,934
	$ **305,054,815**	$ **303,197,292**	$ **312,354,671**
Other Financing Sources/Transfers	29,698,329	31,703,253	32,289,833
Total Financial Sources: Less Appropriated Fund Balance	**$ 334,753,144**	**$ 334,900,545**	**$ 344,644,504**
Expenditures			
Operating Expenses	235,583,629	251,787,888	263,678,479
Non-Operating Expenses	57,254,034	58,091,396	60,548,164
Debt Service	13,292,866	15,862,917	16,911,261
Capital Additions	6,037,380	4,577,292	3,125,261
Capital Projects	64,439,953	125,020,918	39,429,335
Total Estimated Expenditures Uses	**$ 376,607,862**	**$ 455,340,411**	**$ 383,692,500**
Increase in Capital Assets	28,379,507	129,598,210	31,891,823
Planned Net Increase/(Decrease) in Fund Balances/Retained Earnings	**(13,475,211)**	**9,158,344**	**(7,156,173)**

Summary - FY 2011 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)		Estimated Ending Balance
Governmental Funds:						
General Fund **	$20,104,366	$73,226,719	$76,114,775	($2,888,056)	^	$17,216,310
Capital Quarter Cent Sales Tax	$3,636,530	$4,775,602	$6,000,250	($1,224,648)	^	$2,411,882
Parks Sales Tax Fund	$350,234	$3,851,000	$3,496,404	$354,596		$704,830
Transportation Sales Tax Fund	$1,491,152	$9,334,214	$9,664,375	($330,161)	^	$1,160,991
Public Improvement Fund	$1,773,657	$1,559,328	$1,551,664	$7,664		$1,781,321
Special Road District Tax Fund	$1,960,201	$1,418,476	$1,513,425	($94,949)	^	$1,865,252
Convention & Tourism Fund	$1,040,839	$1,718,787	$1,760,302	($41,515)	^	$999,324
Office of Sustainability	$0	$796,310	$717,398	$78,912		$78,912
Debt Service Funds (Combined)	$6,333,308	$6,955,643	$6,678,505	$277,138		$6,610,446
Capital Projects Fund	$57,411,864	$8,854,000	$9,246,000	($392,000)	^	$57,019,864
Contributions Fund	$835,303	$32,090	$87,122	($55,032)	^	$780,271
Total Govt. Funds****	**$94,937,454**	**$112,522,169**	**$116,830,220**	**($4,308,051)**		**$90,629,403**
Enterprise Funds:						
Railroad Fund	$5,917,921	$993,176	$993,996	($820)	~	$5,917,101
Water & Electric Funds (Combined) ***	$170,494,670	$144,094,202	$150,113,477	($6,019,275)	~	$164,475,395
Recreation Services Fund	$16,260,227	$6,815,181	$7,315,546	($500,365)	~	$15,759,862
Public Transportation Fund	$8,364,133	$8,625,413	$5,803,347	$2,822,066		$11,186,199
Airport Fund	$18,005,094	$2,666,589	$2,562,430	$104,159		$18,109,253
Sanitary Sewer Utility Fund	$131,549,798	$16,557,555	$15,263,383	$1,294,172		$132,843,970
Parking Utility Fund	$13,253,289	$2,561,677	$2,607,859	($46,182)	~	$13,207,107
Solid Waste Utility Fund	$12,301,472	$15,736,638	$15,027,655	$708,983		$13,010,455
Storm Water Utility Fund	$9,824,110	$1,274,050	$1,462,971	($188,921)	~	$9,635,189
Total Enterprise Funds	**$385,970,714**	**$199,324,481**	**$201,150,664**	**($1,826,183)**		**$384,144,531**
Internal Service Funds:						
Employee Benefit Fund	$998,079	$12,048,485	$12,157,032	($108,547)	+	$889,532
Self Insurance Reserve Fund	$1,620,991	$4,070,362	$4,390,216	($319,854)	+	$1,301,137
Custodial / Maintenance Fund	$654,477	$1,656,069	$1,623,472	$32,597		$687,074
Fleet Operations Fund	$1,586,375	$7,187,562	$7,099,784	$87,778		$1,674,153
Information Technologies Fund	$1,949,139	$4,271,747	$4,333,095	($61,348)	+	$1,887,791
Public Communications Fund	$1,882,693	$1,598,167	$1,692,279	($94,112)	+	$1,788,581
Utility Customer Services Fund	$593,622	$1,965,462	$2,049,965	($84,503)	+	$509,119
Total Internal Service Funds	**$9,285,376**	**$32,797,854**	**$33,345,843**	**($547,989)**		**$8,737,387**
Total All Funds	**$490,193,544**	**$344,644,504**	**$351,326,727**	**($6,682,223)**		**$483,511,321**

^ 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	$20,535,600	$20,050,757	$484,843
Electric Utility Fund	$123,558,602	$130,062,720	($6,504,118)

****Does not include CDBG Revenues or Expenses

Summary - FY 2011 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 **	($7,619,918)	$4,731,862	$0	($2,888,056)	($2,888,056)
Capital Quarter Cent Sales Tax	$4,775,602	($6,000,250)	$0	($1,224,648)	($1,224,648)
Parks Sales Tax Fund	$3,850,195	($3,495,599)	$0	$354,596	$354,596
Transportation Sales Tax Fund	$9,334,214	($9,664,375)	$0	($330,161)	($330,161)
Public Improvement Fund	$1,520,206	($1,512,542)	$0	$7,664	$7,664
Special Road District Tax Fund	$1,418,476	($1,513,425)	$0	($94,949)	($94,949)
Convention & Tourism Fund	($41,515)	$0	$0	($41,515)	($41,515)
Office of Sustainability	($21,088)	$100,000	$0	$78,912	$78,912
Debt Service Funds (Combined)	($6,433,849)	$6,710,987	$0	$277,138	$277,138
Capital Projects Fund	($6,732,131)	$6,340,131	$0	($392,000)	($392,000)
Contributions Fund	$19,968	($75,000)	$0	($55,032)	($55,032)
Total Govt. Funds****	**$70,160**	**($4,378,211)**	**$0**	**($4,308,051)**	**($4,308,051)**
Enterprise Funds:					
Railroad Fund	$199,794	$50,000	$79,386	$329,180	$329,180
Water & Electric Funds (Combined) ***	$23,007,499	($512,324)	($16,064,450)	$6,430,725	$6,430,725
Recreation Services Fund	($2,149,549)	$2,213,015	$56,593	$120,059	$120,059
Public Transportation Fund	($3,600,713)	$1,428,625	$1,520,269	($651,819)	$3,422,066
Airport Fund	($1,428,095)	$1,136,500	$79,598	($211,997)	$711,903
Sanitary Sewer Utility Fund	$4,450,725	($116,555)	($1,582,422)	$2,751,748	$4,351,748
Parking Utility Fund	$714,846	($37,162)	($119,938)	$557,746	$557,746
Solid Waste Utility Fund	$2,201,601	($11,101)	$132,755	$2,323,255	$2,323,255
Storm Water Utility Fund	$298,820	($61,053)	$54,050	$291,817	$291,817
Total Enterprise Funds	**$23,694,928**	**$4,089,945**	**($15,844,159)**	**$11,940,714**	**$18,538,499**
Internal Service Funds:					
Employee Benefit Fund	($183,195)	($21,868)	$96,516	($108,547)	($108,547)
Self Insurance Reserve Fund	($284,009)	($35,845)	$0	($319,854)	($319,854)
Custodial / Maintenance Fund	$93,465	($69,646)	$22,068	$45,887	$45,887
Fleet Operations Fund	$72,377	($3,330)	$55,952	$124,999	$124,999
Information Technologies Fund	$293,078	($173,520)	$67,914	$187,472	$187,472
Public Communications Fund	$16,290	($119,562)	$55,632	($47,640)	($47,640)
Utility Customer Services Fund	($347,923)	($106,288)	$369,708	($84,503)	($84,503)
Total Internal Service Funds	**($339,917)**	**($530,059)**	**$667,790**	**($202,186)**	**($202,186)**
Total All Funds	**$23,425,171**	**($818,325)**	**($15,176,369)**	**$7,430,477**	**$14,028,262**

* 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	$8,168,510	($92,465)	($4,891,202)	$3,184,843	3,184,843
Electric Utility Fund	$14,838,989	($419,859)	($11,173,248)	$3,245,882	3,245,882

****Does not include CDBG Revenues or Expenses

^ Includes Transfers and Subsidies and Capital Contributions

General Fund Summary

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Taxes	$ 36,781,327	$ 37,287,475	$ 37,077,935	$ 37,396,450
Other Local Revenue	4,059,225	4,761,034	4,434,224	5,017,931
Intragovernmental Revenue	15,506,487	16,632,966	16,500,966	16,842,602
Grant Revenue	5,761,569	5,568,791	5,452,655	4,514,342
Interest and Investment Revenue	1,139,560	750,000	875,000	875,000
Miscellaneous Revenue	1,598,130	998,849	1,179,158	933,473
Total Revenues	**64,846,298**	**65,999,115**	**65,519,938**	**65,579,798**
EXPENDITURES:				
Personnel Services	47,438,856	50,611,637	49,343,423	50,811,116
Supplies & Materials	4,629,925	6,092,695	5,792,744	5,310,420
Travel & Training	309,802	482,100	452,062	351,353
Intragovernmental Charges	4,759,222	5,387,063	5,389,030	5,654,157
Utilities, Services & Other Misc.*	10,681,105	10,374,946	9,794,065	9,978,922
Capital Additions	1,825,028	1,401,175	1,384,931	1,093,748
Interest & Lease Payment	1,552	554	554	0
Total Expenditures	**69,645,490**	**74,350,170**	**72,156,809**	**73,199,716**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(4,799,192)**	**(8,351,055)**	**(6,636,871)**	**(7,619,918)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	7,460,498	7,583,492	7,584,689	7,646,921
Operating Transfers To Other Funds	(2,908,684)	(2,910,112)	(2,910,112)	(2,915,059)
Total Otr. Financing Sources (Uses)	**4,551,814**	**4,673,380**	**4,674,577**	**4,731,862**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**(247,378)**	**(3,677,675)**	**(1,962,294)**	**(2,888,056)** ^
Fund Balance - Beginning of Year	22,335,565	19,438,520	22,066,660	20,104,366
Adj. for Unrealized Gains & Reserves for Encumbrances	(21,527)			
FUND BALANCE, END OF YEAR	$ **22,066,660**	$ **15,760,845**	$ **20,104,366**	$ **17,216,310**

* Includes Council Reserve of $25,000.
^ 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
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	66,433,679	16,644,435	25%
2008	69,468,759	22,335,565	32%
2009	72,554,174	22,066,660	30%
2010 Est.	75,066,921	20,104,366	27%
FY 2011 Adopted	$ 76,114,775	$ 17,216,310	23%

Capital Quarter Cent Sales Tax Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Sales Taxes	$ 4,599,952	$ 4,562,480	$ 4,615,000	$ 4,661,000
Investment Revenue	147,163	60,000	114,602	114,602
Total Revenues	**4,747,115**	**4,622,480**	**4,729,602**	**4,775,602**
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	**4,747,115**	**4,622,480**	**4,729,602**	**4,775,602**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(3,000,625)	(3,682,000)	(5,488,056)	(6,000,250)
Total Otr. Financing Sources (Uses)	**(3,000,625)**	**(3,682,000)**	**(5,488,056)**	**(6,000,250)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,746,490**	**940,480**	**(758,454)**	**(1,224,648)** ^
Fund Balance, Beg. of Year	2,648,494	(57,938)	4,394,984	3,636,530
FUND BALANCE END OF YEAR	$ **4,394,984**	$ **882,542**	$ **3,636,530**	$ **2,411,882**
Percent Change in Fund Equity	65.94%		(17.26%)	(33.68%)

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

Parks Sales Tax Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Sales Taxes	$ 4,599,880	$ 4,562,480	4,615,000	$ 3,851,000
Investment Revenue	1,096	1,000	0	0
Total Revenues	**4,600,976**	**4,563,480**	**4,615,000**	**3,851,000**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	989	962	962	805
Utilities, Services & Misc.	0	0	0	0
Interest Expense	0	0	0	0
Total Expenditures	**989**	**962**	**962**	**805**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**4,599,987**	**4,562,518**	**4,614,038**	**3,850,195**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	80,000	0	0	0
Operating Transfers To Other Funds	(4,589,562)	(4,915,012)	(4,915,012)	(3,495,599)
Total Otr. Financing Sources (Uses)	**(4,509,562)**	**(4,915,012)**	**(4,915,012)**	**(3,495,599)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**90,425**	**(352,494)**	**(300,974)**	**354,596**
Fund Balance, Beg. of Year	560,783	379,424	651,208	350,234
FUND BALANCE END OF YEAR	$ **651,208**	$ **26,930**	$ **350,234**	$ **704,830**
Percent Change in Fund Equity	16.12%		(46.22%)	101.25%

Transportation Sales Tax Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Sales Taxes	$ 9,200,210	$ 9,125,240	$ 9,230,000	$ 9,322,000
Grant Revenue	0	0	0	0
Investment Revenue	26,860	20,000	12,214	12,214
Total Revenues	**9,227,070**	**9,145,240**	**9,242,214**	**9,334,214**
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	**9,227,070**	**9,145,240**	**9,242,214**	**9,334,214**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(9,419,368)	(9,465,971)	(9,465,971)	(9,664,375)
Total Otr. Financing Sources (Uses)	**(9,419,368)**	**(9,465,971)**	**(9,465,971)**	**(9,664,375)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(192,298)**	**(320,731)**	**(223,757)**	**(330,161)** ^
Fund Balance, Beg. of Year	1,907,207	1,161,362	1,714,909	1,491,152
FUND BALANCE END OF YEAR	$ **1,714,909**	$ **840,631**	$ **1,491,152**	$ **1,160,991**
Percent Change in Fund Equity	(10.08%)		(13.05%)	(22.14%)

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

Public Improvement Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Sales Tax	$ 787,815	$ 781,700	$ 790,000	$ 797,900
Development Fees	368,592	720,000	600,000	720,000
Investment Revenue	43,881	25,000	41,428	41,428
Total Revenues	**1,200,288**	**1,526,700**	**1,431,428**	**1,559,328**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	105,947	106,684	106,684	39,122
Utilities, Services & Misc.	838	0	0	0
Capital	0	0	0	0
Total Expenditures	**106,785**	**106,684**	**106,684**	**39,122**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**1,093,503**	**1,420,016**	**1,324,744**	**1,520,206**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(2,307,300)	(638,500)	(638,500)	(1,512,542)
Total Otr. Financing Sources (Uses)	**(2,307,300)**	**(638,500)**	**(638,500)**	**(1,512,542)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(1,213,797)**	**781,516**	**686,244**	**7,664**
Fund Balance, Beg. of Year	2,301,210	1,023,360	1,087,413	1,773,657
FUND BALANCE END OF YEAR	$ **1,087,413**	$ **1,804,876**	$ **1,773,657**	$ **1,781,321**
Percent Change in Fund Equity	(52.75%)		63.11%	0.43%

Special Road District Tax Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
County Revenues	$ 1,649,274	$ 1,400,000	$ 1,500,000	$ 1,400,000
Investment Revenue	27,923	20,000	18,476	18,476
Total Revenues	**1,677,197**	**1,420,000**	**1,518,476**	**1,418,476**
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	**1,677,197**	**1,420,000**	**1,518,476**	**1,418,476**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(4,268,925)	(1,513,425)	(1,513,425)	(1,513,425)
Total Otr. Financing Sources (Uses)	**(4,268,925)**	**(1,513,425)**	**(1,513,425)**	**(1,513,425)**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,591,728)**	**(93,425)**	**5,051**	**(94,949)** ^
Fund Balance, Beg. of Year	4,546,878	1,712,953	1,955,150	1,960,201
FUND BALANCE END OF YEAR	$ **1,955,150**	$ **1,619,528**	$ **1,960,201**	$ **1,865,252**
Percent Change in Fund Equity	(57.00%)		0.26%	(4.84%)

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

Convention and Tourism Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Hotel/Motel Tax	$ 1,658,366	$ 1,620,000	$ 1,620,000	$ 1,620,000
Grant Revenues	0	0	0	52,361
Investment Revenue	42,336	20,000	36,426	36,426
Other Miscellaneous Revenues	19,936	14,500	12,120	10,000
Total Revenues	**1,720,638**	**1,654,500**	**1,668,546**	**1,718,787**
EXPENDITURES:				
Personnel Services	546,488	607,179	545,224	606,664
Supplies & Materials	31,924	42,265	42,359	37,850
Travel & Training	5,477	9,200	6,987	5,477
Intragovernmental Charges	89,651	104,081	104,081	106,752
Utilities, Services & Other Misc.	1,049,262	995,529	945,634	1,003,559
Capital Additions	0	0	0	0
Interest & Lease Payment	0	0	0	0
Total Expenditures	**1,722,802**	**1,758,254**	**1,644,285**	**1,760,302**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(2,164)**	**(103,754)**	**24,261**	**(41,515)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(63,096)	0	(12,000)	0
Total Otr. Financing Sources (Uses)	**(63,096)**	**0**	**(12,000)**	**0**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(65,260)**	**(103,754)**	**12,261**	**(41,515)** ^
Fund Balance, Beg. of Year	1,093,838	868,907	1,028,578	1,040,839
FUND BALANCE, END OF YEAR*	$ **1,028,578**	$ **765,153**	$ **1,040,839**	$ **999,324**
Percent Change in Fund Equity	(5.97%)		1.19%	(3.99%)
* Amount of Restricted Tourism Funds	$ 357,323	$ 486,627	$ 307,861	$ 307,861

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

Sustainability Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Grant Revenue	$ 0	$ 253,000	$ 213,636	$ 694,300
Investment Revenue	0	# 0	# 2,010	# 2,010 #
Total Revenues	**0**	**253,000**	**215,646**	**696,310**
EXPENDITURES:				
Personnel Services	0	52,544	47,312	87,373
Supplies & Materials	0	5,275	4,385	1,500
Travel & Training	0	2,600	2,000	2,600
Intragovernmental Charges	0	25,300	25,300	14,189
Utilities Services & Other Misc.	0	211,649	201,649	288,711
Capital Additions	0	0	0	323,025
Total Expenditures	**0**	**297,368**	**280,646**	**717,398**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**0**	**(44,368)**	**(65,000)**	**(21,088)**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	0	65,000	65,000	100,000
Operating Transfers To Other Fds.	0	0	0	0
Total Otr. Financing Sources (Uses)	**0**	**65,000**	**65,000**	**100,000**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**0**	**20,632**	**0**	**78,912**
Fund Balance Beg. of Year	0	0	0	0
FUND BALANCE END OF YEAR	$ **0**	$ **20,632**	$ **0**	$ **78,912**

In FY 2010, the City established the Office of Sustainability.

Debt Service Funds (combined)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Property Taxes	$ 0	$ 0	$ 0	$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	276,482	146,500	244,656	244,656
Total Revenues	**276,482**	**146,500**	**244,656**	**244,656**
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.	661	1,000	1,000	0
Capital	0	0	0	0
Other	5,447,906	5,661,131	5,661,131	6,678,505
Total Expenditures	**5,448,567**	**5,662,131**	**5,662,131**	**6,678,505**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(5,172,085)**	**(5,515,631)**	**(5,417,475)**	**(6,433,849)**
OTHER FINANCING SOURCES (USES):				
Lease/Bond Proceeds	0	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Operating Transfer From Other Funds	5,447,943	5,971,588	5,971,788	6,710,987
Operating Transfer To Other Funds	0	0	0	0
Total Other Financing Sources (Uses):	**5,447,943**	**5,971,588**	**5,971,788**	**6,710,987**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**275,858**	**455,957**	**554,313**	**277,138**
Fund Balance as Restated	5,503,137	5,648,674	5,778,995	6,333,308
FUND BALANCE END OF PERIOD	$ **5,778,995**	$ **6,104,631**	$ **6,333,308**	$ **6,610,446**
Percent Change in Fund Equity	5.01%		9.59%	4.38%

Capital Projects Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Sales Taxes	$ 0	$ 0	$ 0	$ 0
Grant Revenues	7,807,624	0	0	40,000
Investment Revenue	3,513,037	2,000,000	2,136,034	2,200,000
Miscellaneous Revenue	804,780	800,000	800,000	208,000
Total Revenues	**12,125,441**	**2,800,000**	**2,936,034**	**2,448,000**
EXPENDITURES:				
Personnel Services	500,992	518,168	518,168	435,185
Supplies & Materials	542,343	0	0	0
Travel & Training	791	0	0	0
Intragovernmental Charges	250	0	0	0
Utilities, Services & Misc.	36,937,594	11,031,011	11,031,011	8,744,946
Capital	2,201,953	0	0	0
Other	0	0	0	0
Total Expenditures	**40,183,923**	**11,549,179**	**11,549,179**	**9,180,131**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(28,058,482)**	**(8,749,179)**	**(8,613,145)**	**(6,732,131)**
OTHER FINANCING SOURCES (USES):				
Lease/Bond Proceeds	0	0	0	0
Operating Transfers From Other Fds.	8,618,863	5,317,727	5,317,727	6,406,000
Operating Transfers To Other Funds	(88,875)	(62,000)	(62,000)	(65,869)
Total Otr. Financing Sources/ (Uses)	**8,529,988**	**5,255,727**	**5,255,727**	**6,340,131**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**(19,528,494)**	**(3,493,452)**	**(3,357,418)**	**(392,000)** ^
Fund Balance, Beg. of Year	80,297,776	83,097,151	60,769,282	57,411,864
FUND BALANCE END OF YEAR	$ **60,769,282**	$ **79,603,699**	$ **57,411,864**	$ **57,019,864**
Percent Change in Fund Equity	(24.32%)		(5.52%)	(0.68%)

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

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Contributions Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
REVENUES:				
Grant Revenue	$ 0	$ 0	$ 0	$ 0
Investment Revenue	42,571	30,000	32,090	32,090
Other Miscellaneous Revenues	73,630	6,316	6,316	0
Total Revenues	**116,201**	**36,316**	**38,406**	**32,090**
EXPENDITURES:				
Personnel Services	0	0	0	0
Supplies & Materials	1,594	6,100	6,150	6,100
Travel & Training	0	0	0	0
Intragovernmental Charges	555	538	538	522
Utilities, Services & Other Misc.	2,216	5,500	5,100	5,500
Capital Additions	0	0	0	0
Total Expenditures	**4,365**	**12,138**	**11,788**	**12,122**
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	**111,836**	**24,178**	**26,618**	**19,968**
OTHER FINANCING SOURCES (USES):				
Operating Transfers From Other Fds.	0	0	0	0
Operating Transfers To Other Funds	(63,655)	(82,790)	(82,790)	(75,000)
Total Otr. Financing Sources (Uses)	**(63,655)**	**(82,790)**	**(82,790)**	**(75,000)**
EXCESS (DEFICIENCY) OF REVENUES & OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	**48,181**	**(58,612)**	**(56,172)**	**(55,032)** ^
Fund Balance, Beg. of Year As Restated	843,294	898,106	891,475	835,303
FUND BALANCE, END OF YEAR	$ **891,475**	$ **839,494**	$ **835,303**	$ **780,271**
Percent Change in Fund Equity	5.71%		(6.30%)	(6.59%)

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

Railroad Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Switching Fees	$ 458,206	$ 665,000	$ 530,735	$ 547,500
User Charges	204,543	270,750	247,000	270,750
Total Operating Revenues	**662,749**	**935,750**	**777,735**	**818,250**
OPERATING EXPENSES:				
Personnel Services	236,095	265,867	252,406	266,854
Supplies & Materials	101,555	97,065	93,460	106,555
Travel & Training	3,986	6,660	6,545	4,000
Intragovernmental Charges	72,155	77,080	77,080	73,781
Utilities, Services & Other Misc.	174,079	174,712	164,140	167,266
Total Operating Expenses	**587,870**	**621,384**	**593,631**	**618,456**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**74,879**	**314,366**	**184,104**	**199,794**
Depreciation	(318,463)	(330,000)	(330,000)	(330,000)
OPERATING INCOME	**(243,584)**	**(15,634)**	**(145,896)**	**(130,206)**
NON-OPERATING REVENUES:				
Investment Revenue	22,017	14,000	4,926	4,926
Misc. Non-Operating Revenue	4,545	0	5,135	120,000
Total Non-Operating Revenues	**26,562**	**14,000**	**10,061**	**124,926**
NON-OPERATING EXPENSES:				
Interest Expense	35,328	34,000	34,883	45,540
Loss on Disposal of Fixed Assets	0	0	2,403	0
Total Non-Operating Expenses	**35,328**	**34,000**	**37,286**	**45,540**
OPERATING TRANSFERS				
Operating Transfers From Other Funds	50,000	50,000	50,000	50,000
Operating Transfers To Other Funds	0	0	0	0
	50,000	**50,000**	**50,000**	**50,000**
Capital Contribution	258,450	0	642,451	0
NET INCOME (LOSS)	**56,100**	**14,366**	**519,330**	**(820)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**56,100**	**14,366**	**519,330**	**(820)** ~
Fund Equity, Beg. of Year	5,342,491	5,428,680	5,398,591	5,917,921
FUND EQUITY END OF YEAR	**$ 5,398,591**	**$ 5,443,046**	**$ 5,917,921**	**$ 5,917,101**
Percent Change in Fund Equity	1.05%		9.62%	-0.01%

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

Railroad Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 56,100	$ 14,366	$ 519,330	$ (820)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	318,463	330,000	330,000	330,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**374,563**	**344,366**	**849,330**	**329,180**
OTHER SOURCES:				
Federal Revenue	0	0	0	0
Loan from Electric Utility	130,000	0	0	0
Total Other Sources	**130,000**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	685,623	200,000	200,000	290,000
Increase (Dec) in Restricted Assets	(125,402)	0	0	0
Reductions in Loans Payable	60,951	54,700	56,500	58,664
Total Uses	**621,172**	**254,700**	**256,500**	**348,664**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(116,609)**	**89,666**	**592,830**	**(19,484)**
Working Capital Beginning of Year	305,305	(24,085)	188,696	781,526
WORKING CAPITAL END OF YEAR	$ **188,696**	$ **65,581**	$ **781,526**	$ **762,042**

Water and Electric Fund (Combined)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Fees and Service Charges	$ 126,435,095	$ 136,777,640	$ 134,685,089	$ 140,612,202
Total Operating Revenues	**126,435,095**	**136,777,640**	**134,685,089**	**140,612,202**
OPERATING EXPENSES:				
Personnel Services	15,470,692	16,405,969	16,143,860	17,217,498
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100
Supplies & Materials	3,799,915	3,930,834	3,913,789	4,120,918
Travel & Training	157,122	219,069	183,109	198,323
Intragovernmental Charges	3,442,442	3,686,253	3,686,253	4,003,626
Utilities, Services & Other Misc.	8,810,612	10,127,729	8,386,798	12,007,238
Total Operating Expenses	**99,094,026**	**116,286,854**	**110,077,809**	**117,604,703**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**27,341,069**	**20,490,786**	**24,607,280**	**23,007,499**
P.I.L.O.T.	(11,481,441)	(12,710,000)	(12,710,000)	(13,012,600)
Depreciation	(10,350,644)	(11,550,000)	(10,880,000)	(12,450,000)
OPERATING INCOME	**5,508,984**	**(3,769,214)**	**1,017,280**	**(2,455,101)**
NON-OPERATING REVENUES:				
Investment Revenue	4,280,043	2,080,000	2,877,000	2,260,000
Revenue From Other Gov't Units	9,043	0	8,313	0
Misc. Non-Operating Revenue	1,700,815	1,281,000	1,272,421	1,222,000
Total Non-Operating Revenues	**5,989,901**	**3,361,000**	**4,157,734**	**3,482,000**
NON-OPERATING EXPENSES:				
Bond Interest	5,940,890	6,833,720	7,000,000	6,354,150
Bank & Paying Agent Fees	9,808	9,700	11,700	10,700
Loss on Disposal Assets	67,698	30,000	50,000	40,000
Amortization	91,714	107,000	129,000	129,000
Total Non-Operating Expenses	**6,110,110**	**6,980,420**	**7,190,700**	**6,533,850**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(512,324)
Total Operating Transfers	**(50,000)**	**(50,000)**	**(50,000)**	**(512,324)**
Capital Contribution	268,382	0	0	0
NET INCOME (LOSS)	**5,607,157**	**(7,438,634)**	**(2,065,686)**	**(6,019,275)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**5,607,157**	**(7,438,634)**	**(2,065,686)**	**(6,019,275)** ~
Fund Equity, Beg. of Year	166,953,199	126,618,961	172,560,356	170,494,670
FUND EQUITY END OF YEAR	$ **172,560,356**	$ **119,180,327**	$ **170,494,670**	$ **164,475,395**
Percent Change in Fund Equity	3.36%		(1.20%)	(3.53%)

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

Water and Electric Fund (Combined)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 5,607,157	$ (7,438,634)	$ (2,065,686)	$ (6,019,275)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	10,350,644	11,550,000	10,880,000	12,450,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**15,957,801**	**4,111,366**	**8,814,314**	**6,430,725**
OTHER SOURCES:				
Bond & Note Proceeds	16,644,691	17,090,000	0	0
Repayment of Loan - Railroad	60,951	54,700	56,500	58,664
Long-Term Loan	0	0	0	0
Total Other Sources	**16,705,642**	**17,144,700**	**56,500**	**58,664**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	3,875,000	4,020,000	4,020,000	4,175,000
Long-Term Loan	609,113	470,149	470,149	0
Acquisition of Fixed Assets	11,482,138	45,925,372	45,805,134	13,070,700
Increase (Dec) in Restricted Assets	9,582,755	(813,732)	(8,775,174)	(7,314,367)
Increase (Dec) in Other Assets	236,341	173,148	(172,634)	(162,965)
Loan to Railroad	130,000	0	0	0
Total Uses	**25,915,347**	**49,774,937**	**41,347,475**	**9,768,368**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**6,748,096**	**(28,518,871)**	**(32,476,661)**	**(3,278,979)**
Working Capital Beginning of Year	48,796,059	41,125,905	55,544,155	23,067,494
WORKING CAPITAL END OF YEAR	$ **55,544,155**	$ **12,607,034**	$ **23,067,494**	$ **19,788,515**

Water Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Fees and Service Charges	$ 15,804,541	$ 18,841,500	$ 18,673,600	$ 20,167,600
Total Operating Revenues	**15,804,541**	**18,841,500**	**18,673,600**	**20,167,600**
OPERATING EXPENSES:				
Personnel Services	4,635,276	4,774,867	4,566,084	4,967,448
Supplies & Materials	1,688,668	1,684,272	1,504,705	1,702,290
Travel & Training	24,054	27,464	27,034	26,400
Intragovernmental Charges	1,303,766	1,374,884	1,374,884	1,470,012
Utilities, Services & Other Misc.	3,829,143	3,227,314	2,811,299	3,832,940
Total Operating Expenses	**11,480,907**	**11,088,801**	**10,284,006**	**11,999,090**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**4,323,634**	**7,752,699**	**8,389,594**	**8,168,510**
P.I.L.O.T.	(2,475,739)	(2,660,000)	(2,660,000)	(2,812,600)
Depreciation	(2,516,706)	(2,800,000)	(2,580,000)	(2,700,000)
OPERATING INCOME	**(668,811)**	**2,292,699**	**3,149,594**	**2,655,910**
NON-OPERATING REVENUES:				
Investment Revenue	116,100	0	300,000	200,000
Revenue From Other Gov't Units	0	0	0	0
Misc. Non-Operating Revenue	181,949	147,000	158,160	168,000
Total Non-Operating Revenues	**298,049**	**147,000**	**458,160**	**368,000**
NON-OPERATING EXPENSES:				
Bond Interest	1,900,878	2,866,720	2,428,000	2,374,902
Bank & Paying Agent Fees	1,608	1,700	1,700	1,700
Other Miscellaneous Expenses	0	0	0	0
Loss on Disposal Assets	28,752	10,000	10,000	10,000
Amortization	33,433	42,000	60,000	60,000
Total Non-Operating Expenses	**1,964,671**	**2,920,420**	**2,499,700**	**2,446,602**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	0	0	0	(92,465)
Total Operating Transfers	**0**	**0**	**0**	**(92,465)**
Capital Contribution	268,382	0	0	0
NET INCOME (LOSS)	$ **(2,067,051)**	$ **(480,721)**	$ **1,108,054**	$ **484,843**

Electric Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Fees and Service Charges	$ 110,473,608	$ 117,777,000	$ 115,852,349	$ 120,276,752
Locator Service Fees	156,946	159,140	159,140	167,850
Total Operating Revenues	**110,630,554**	**117,936,140**	**116,011,489**	**120,444,602**
OPERATING EXPENSES:				
Personnel Services	10,835,416	11,631,102	11,577,776	12,250,050
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100
Supplies & Materials	2,111,247	2,246,562	2,409,084	2,418,628
Travel & Training	133,068	191,605	156,075	171,923
Intragovernmental Charges	2,138,676	2,311,369	2,311,369	2,533,614
Utilities, Services & Other Misc.	4,981,469	6,900,415	5,575,499	8,174,298
Total Operating Expenses	**87,613,119**	**105,198,053**	**99,793,803**	**105,605,613**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**23,017,435**	**12,738,087**	**16,217,686**	**14,838,989**
P.I.L.O.T.	(9,005,702)	(10,050,000)	(10,050,000)	(10,200,000)
Depreciation	(7,833,938)	(8,750,000)	(8,300,000)	(9,750,000)
OPERATING INCOME	**6,177,795**	**(6,061,913)**	**(2,132,314)**	**(5,111,011)**
NON-OPERATING REVENUES:				
Investment Revenue	4,163,943	2,080,000	2,577,000	2,060,000
Revenue From Other Gov't Units	9,043	0	8,313	0
Misc. Non-Operating Revenue	1,518,866	1,134,000	1,114,261	1,054,000
Total Non-Operating Revenues	**5,691,852**	**3,214,000**	**3,699,574**	**3,114,000**
NON-OPERATING EXPENSES:				
Bond Interest	4,040,012	3,967,000	4,572,000	3,979,248
Bank & Paying Agent Fees	8,200	8,000	10,000	9,000
Loss on Disposal Assets	38,946	20,000	40,000	30,000
Amortization	58,281	65,000	69,000	69,000
Total Non-Operating Expenses	**4,145,439**	**4,060,000**	**4,691,000**	**4,087,248**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(50,000)	(50,000)	(50,000)	(419,859)
Total Operating Transfers	**(50,000)**	**(50,000)**	**(50,000)**	**(419,859)**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	$ **7,674,208**	$ **(6,957,913)**	$ **(3,173,740)**	$ **(6,504,118)**

Recreation Services Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Activity Fees	$ 2,876,307	$ 3,202,195	$ 2,959,039	$ 3,214,348
User Fees	127,090	142,000	130,870	142,500
Golf Improvement User Fee	149,554	145,000	140,000	145,000
Capital User Fee	67,979	75,000	66,000	75,000
Rentals	483,261	498,901	444,950	505,500
Sales	415,421	427,750	403,700	427,000
Other Misc. Operating Revenues	994	1,535	1,350	1,600
Total Operating Revenues	**4,120,606**	**4,492,381**	**4,145,909**	**4,510,948**
OPERATING EXPENSES:				
Personnel Services	3,529,001	3,621,196	3,573,425	3,631,752
Supplies & Materials	862,468	1,011,877	949,470	936,792
Travel & Training	8,544	12,669	6,392	8,544
Intragovernmental Charges	611,460	672,126	672,126	695,071
Utilities, Services & Other Misc.	1,146,489	1,399,421	1,336,711	1,388,338
Total Operating Expenses	**6,157,962**	**6,717,289**	**6,538,124**	**6,660,497**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(2,037,356)**	**(2,224,908)**	**(2,392,215)**	**(2,149,549)**
Depreciation	(616,795)	(615,000)	(620,424)	(620,424)
OPERATING INCOME	**(2,654,151)**	**(2,839,908)**	**(3,012,639)**	**(2,769,973)**
NON-OPERATING REVENUES:				
Investment Revenue	100,321	60,000	72,718	72,718
Rev. From Other Govt. Units	0	0	0	0
Misc. Non-Operating Revenue	15,678	17,000	4,754	18,500
Total Non-Operating Revenues	**115,999**	**77,000**	**77,472**	**91,218**
NON-OPERATING EXPENSES:				
Interest Expense	18,539	13,207	13,207	7,625
Bank & Paying Agent Fees	30,414	27,000	27,000	27,000
Loss on Disposal of Assets	0	0	0	0
Amortization	0	0	0	0
Total Non-Operating Expenses	**48,953**	**40,207**	**40,207**	**34,625**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	2,362,160	2,206,635	2,206,635	2,213,015
Operating Transfers To Other Funds	0	0	(25,000)	0
	2,362,160	**2,206,635**	**2,181,635**	**2,213,015**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**(224,945)**	**(596,480)**	**(793,739)**	**(500,365)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(224,945)**	**(596,480)**	**(793,739)**	**(500,365)** ~
Fund Equity, Beg. of Year	17,278,911	16,533,007	17,053,966	16,260,227
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	$ **17,053,966**	$ **15,936,527**	$ **16,260,227**	$ **15,759,862**
Percent Change in Fund Equity	(1.30%)		(4.65%)	(3.08%)

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

Recreation Services Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (224,945)	$ (596,480)	$ (793,739)	$ (500,365)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	616,795	615,000	620,424	620,424
TOTAL RESOURCES PROVIDED BY OPERATIONS	**391,850**	**18,520**	**(173,315)**	**120,059**
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	123,333	37,767	234,033	88,111
Reduction of LT Debt	0	119,076	119,076	124,658
Increase (Dec) in Restricted Assets (User/Improvement Fees)	230,269	4,718	4,586	230,217
Increase (Dec) in Other Assets	0	0	0	0
Total Uses	**353,602**	**161,561**	**357,695**	**442,986**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**38,248**	**(143,041)**	**(531,010)**	**(322,927)**
Working Capital Beginning of Year	1,848,946	1,305,432	1,887,194	1,356,184
WORKING CAPITAL END OF YEAR	$ **1,887,194**	$ **1,162,391**	$ **1,356,184**	$ **1,033,257**

Public Transportation Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Fares	$ 296,827	$ 320,630	$ 318,330	$ 354,868
School Passes	19,643	14,500	16,500	19,000
Special	3,367	45,984	49,561	91,676
Paratransit	131,283	113,000	125,000	125,000
University Shuttle	996,496	980,575	980,575	1,012,090
Total Operating Revenues	**1,447,616**	**1,474,689**	**1,489,966**	**1,602,634**
OPERATING EXPENSES:				
Personnel Services	2,601,527	2,563,515	2,569,153	2,641,215
Supplies & Materials	1,066,246	1,256,949	1,227,631	1,338,722
Travel & Training	4,469	6,161	6,040	3,081
Intragovernmental Charges	587,287	580,459	580,509	632,314
Utilities Services & Other Misc.	545,870	489,488	495,594	588,015
Total Operating Expenses	**4,805,399**	**4,896,572**	**4,878,927**	**5,203,347**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(3,357,783)**	**(3,421,883)**	**(3,388,961)**	**(3,600,713)**
Depreciation	(567,229)	(573,000)	(600,000)	(600,000)
OPERATING INCOME	**(3,925,012)**	**(3,994,883)**	**(3,988,961)**	**(4,200,713)**
NON-OPERATING REVENUES:				
Investment Revenue	109,543	70,000	91,540	91,540
Revenue From Other Gov't Units	1,828,755	1,100,000	1,547,620	1,419,029
Misc. Non-Operating Revenue	41,205	9,945	14,615	9,700
Total Non-Operating Revenues	**1,979,503**	**1,179,945**	**1,653,775**	**1,520,269**
NON-OPERATING EXPENSES:				
Interest Expense	1,241	443	443	0
Loss on Disposal Assets	8,469	0	0	0
Total Non-Operating Expenses	**9,710**	**443**	**443**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	1,779,618	1,612,500	1,612,500	1,428,625
Operating Transfers To Other Funds	(22,444)	(23,243)	(23,243)	0
Total Operating Transfers	**1,757,174**	**1,589,257**	**1,589,257**	**1,428,625**
Capital Contribution	91,968	518,873	518,873	4,073,885
NET INCOME (LOSS)	**(106,077)**	**(707,251)**	**(227,499)**	**2,822,066**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(106,077)**	**(707,251)**	**(227,499)**	**2,822,066**
Fund Equity Beg. of Year	8,697,709	8,649,007	8,591,632	8,364,133
FUND EQUITY END OF YEAR	$ **8,591,632**	$ **7,941,756**	$ **8,364,133**	$ **11,186,199**
Percent Change in Fund Equity	(1.22%)		(2.65%)	33.74%

Public Transportation Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (106,077)	$ (707,251)	$ (227,499)	$ 2,822,066
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	567,229	573,000	600,000	600,000
TOTAL RESOURCES PROVIDED BY OPERATIONS	**461,152**	**(134,251)**	**372,501**	**3,422,066**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	121,868	520,298	520,298	4,073,885
Inc (Dec) in Other Assets	0	0	0	0
Increase (Dec) in Restricted Assets	87,027	0	0	0
Total Uses	**208,895**	**520,298**	**520,298**	**4,073,885**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**252,257**	**(654,549)**	**(147,797)**	**(651,819)**
Working Capital Beginning of Year	1,585,717	1,274,424	1,837,974	1,690,177
WORKING CAPITAL END OF YEAR	$ **1,837,974**	$ **619,875**	$ **1,690,177**	$ **1,038,358**

Regional Airport Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Commissions	$ 103,789	$ 108,000	$ 109,471	$ 108,000
Rentals	176,668	168,301	175,323	190,490
Landing Fees	54,476	58,013	55,465	68,018
Law Enforcement Fees	31,612	18,000	27,818	29,700
Passenger Facility Charge	115,439	79,020	122,121	130,383
Total Operating Revenues	**481,984**	**431,334**	**490,198**	**526,591**
OPERATING EXPENSES:				
Personnel Services	1,019,399	1,078,848	1,025,422	1,064,581
Supplies & Materials	137,758	177,993	148,617	165,584
Travel & Training	12,595	25,970	23,470	17,447
Intragovernmental Charges	216,504	225,170	225,170	205,758
Utilities, Services & Other Misc.	289,082	507,560	422,833	501,316
Total Operating Expenses	**1,675,338**	**2,015,541**	**1,845,512**	**1,954,686**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(1,193,354)**	**(1,584,207)**	**(1,355,314)**	**(1,428,095)**
Depreciation	(557,328)	(612,850)	(607,744)	(607,744)
OPERATING INCOME	**(1,750,682)**	**(2,197,057)**	**(1,963,058)**	**(2,035,839)**
NON-OPERATING REVENUES:				
Investment Revenue	34,252	13,000	32,848	32,848
Revenue from Other Gov't Units	44,895	83,250	83,250	40,000
Misc. Non-Operating Revenue	7,126	6,650	6,750	6,750
Total Non-Operating Revenues	**86,273**	**102,900**	**122,848**	**79,598**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Loss on Disposal Assets	0	0	92,225	0
Total Non-Operating Expenses	**0**	**0**	**92,225**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	1,347,250	1,120,250	1,120,250	1,136,500
Operating Transfers To Other Funds	0	0	0	0
Total Operating Transfers	**1,347,250**	**1,120,250**	**1,120,250**	**1,136,500**
Capital Contribution	673,145	2,013,340	2,013,340	923,900
NET INCOME (LOSS)	**355,986**	**1,039,433**	**1,201,155**	**104,159**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**355,986**	**1,039,433**	**1,201,155**	**104,159**
Fund Equity, Beg. of Year	16,447,953	17,229,124	16,803,939	18,005,094
FUND EQUITY END OF YEAR	**$ 16,803,939**	**$ 18,268,557**	**$ 18,005,094**	**$ 18,109,253**
Percent Change in Fund Equity	2.16%		7.15%	0.58%

Regional Airport Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 355,986	$ 1,039,433	$ 1,201,155	$ 104,159
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	557,328	612,850	607,744	607,744
TOTAL RESOURCES PROVIDED BY OPERATIONS	**913,314**	**1,652,283**	**1,808,899**	**711,903**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	869,036	2,068,840	2,166,697	1,026,400
Increase (Dec) in Restricted Assets	43,235	0	0	0
Increase (Dec) in Other Assets	0	0	0	0
Total Uses	**912,271**	**2,068,840**	**2,166,697**	**1,026,400**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**1,043**	**(416,557)**	**(357,798)**	**(314,497)**
Working Capital Beginning of Year	96,028	(173,301)	97,071	(260,727)
WORKING CAPITAL END OF YEAR	$ **97,071**	$ **(589,858)**	$ **(260,727)**	$ **(575,224)**

Sanitary Sewer Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Sewer Charges	$ 8,985,051	$ 10,225,000	$ 10,150,000	$ 11,789,225
M.U. Sewer Charges	743,167	843,500	829,000	953,000
Sharecropping	2,519	3,500	5,394	2,000
BCRSD Wholesale Revenue	356,845	402,500	378,000	490,000
Sewer Connection Fees	341,017	475,000	400,000	400,000
Other Misc. Operating Revenues	173,206	162,500	145,300	156,350
Total Operating Revenues	**10,601,805**	**12,112,000**	**11,907,694**	**13,790,575**
OPERATING EXPENSES:				
Personnel Services	3,610,527	4,108,912	4,104,403	4,364,448
Supplies & Materials	616,056	741,258	677,306	733,763
Travel & Training	5,673	16,265	15,623	8,250
Intragovernmental Charges	1,126,719	1,207,322	1,207,322	1,268,144
Utilities, Services & Other Misc.	2,278,204	2,543,731	2,520,136	2,965,245
Total Operating Expenses	**7,637,179**	**8,617,488**	**8,524,790**	**9,339,850**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**2,964,626**	**3,494,512**	**3,382,904**	**4,450,725**
Depreciation	(2,992,160)	(3,013,523)	(3,074,494)	(3,057,576)
OPERATING INCOME	**(27,534)**	**480,989**	**308,410**	**1,393,149**
NON-OPERATING REVENUES:				
Investment Revenue	1,044,175	788,500	1,199,416	1,149,416
Misc. Non-Operating Revenue	205,356	5,100	61,454	17,564
Total Non-Operating Revenues	**1,249,531**	**793,600**	**1,260,870**	**1,166,980**
NON-OPERATING EXPENSES:				
Interest Expense	1,247,763	1,653,265	1,903,052	2,602,402
Bank & Paying Agent Fees	65,464	80,000	80,000	100,000
Loss on Disposal Assets	8,546	0	2,625	0
Amortization	36,477	36,000	47,000	47,000
Total Non-Operating Expenses	**1,358,250**	**1,769,265**	**2,032,677**	**2,749,402**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(5,611)	(122,365)	(122,365)	(116,555)
Total Operating Transfers	**(5,611)**	**(122,365)**	**(122,365)**	**(116,555)**
Capital Contribution	1,161,889	1,600,000	4,600,000	1,600,000
NET INCOME (LOSS)	**1,020,025**	**982,959**	**4,014,238**	**1,294,172**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**1,020,025**	**982,959**	**4,014,238**	**1,294,172**
Fund Equity, Beg. of Year	126,515,535	127,193,162	127,535,560	131,549,798
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	**$ 127,535,560**	**$ 128,176,121**	**$ 131,549,798**	**$ 132,843,970**
Percent Change in Fund Equity	0.81%		3.15%	0.98%

Sanitary Sewer Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,020,025	$ 982,959	$ 4,014,238	$ 1,294,172
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	2,992,160	3,013,523	3,074,494	3,057,576
TOTAL RESOURCES PROVIDED BY OPERATIONS	**4,012,185**	**3,996,482**	**7,088,732**	**4,351,748**
OTHER SOURCES:				
County (BCRSD) Contributions	0	600,000	600,000	0
Federal Contributions	0	0	0	0
Bond Proceeds	10,405,000	28,168,750	59,335,000	7,662,000
Total Other Sources	**10,405,000**	**28,768,750**	**59,935,000**	**7,662,000**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reductions	1,797,936	1,805,000	1,805,000	1,875,000
Acquisition of Fixed Assets	9,672,937	30,182,250	63,829,777	9,120,350
Increase (Dec) in Restricted Assets	3,395,805	1,000,000	1,000,000	0
Increase (Decrease) in Other Assets	123,368	(30,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
Total Uses	**14,990,046**	**32,957,250**	**66,604,777**	**10,965,350**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(572,861)**	**(192,018)**	**418,955**	**1,048,398**
Working Capital Beginning of Year	2,748,974	1,971,472	2,176,113	2,595,068
WORKING CAPITAL END OF YEAR	$ **2,176,113**	$ **1,779,454**	$ **2,595,068**	$ **3,643,466**

Parking Facilities Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Meters	$ 845,149	$ 814,970	$ 814,970	$ 794,352
Garages	609,166	587,283	614,414	695,765
Reserved Lot Fees	260,398	292,193	298,900	242,543
Loading Zone Fees	3,858	4,000	3,800	4,000
City Ramp	18,488	13,429	19,524	19,524
Other Misc. Operating Revenues	35	0	25	25
Total Operating Revenues	**1,737,094**	**1,711,875**	**1,751,633**	**1,756,209**
OPERATING EXPENSES:				
Personnel Services	377,892	419,995	390,031	433,258
Supplies & Materials	52,770	68,078	63,604	181,726
Travel & Training	0	286	0	144
Intragovernmental Charges	114,530	118,940	118,940	128,011
Utilities, Services & Other Misc.	186,015	265,413	172,282	298,224
Total Operating Expenses	**731,207**	**872,712**	**744,857**	**1,041,363**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**1,005,887**	**839,163**	**1,006,776**	**714,846**
Depreciation	(279,179)	(280,000)	(278,927)	(603,928)
OPERATING INCOME	**726,708**	**559,163**	**727,849**	**110,918**
NON-OPERATING REVENUES:				
Investment Revenue	646,192	450,000	929,485	804,380
Misc. Non-Operating Revenue	11,991	0	65	1,088
Total Non-Operating Revenues	**658,183**	**450,000**	**929,550**	**805,468**
NON-OPERATING EXPENSES:				
Interest Expense	277,836	766,950	942,836	907,831
Bank & Paying Agent Fees	0	500	500	500
Loss on Disposal Assets	1,326	0	25,840	0
Amortization	6,349	5,400	17,075	17,075
Total Non-Operating Expenses	**285,511**	**772,850**	**986,251**	**925,406**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	75,000	0	0	0
Operating Transfers To Other Funds	(36,924)	(37,162)	(37,162)	(37,162)
Total Operating Transfers	**38,076**	**(37,162)**	**(37,162)**	**(37,162)**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**1,137,456**	**199,151**	**633,986**	**(46,182)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**1,137,456**	**199,151**	**633,986**	**(46,182)** ~
Fund Equity, Beg. of Year	11,481,847	12,139,382	12,619,303	13,253,289
FUND EQUITY END OF YEAR	$ **12,619,303**	$ **12,338,533**	$ **13,253,289**	$ **13,207,107**
Percent Change in Fund Equity	9.91%		5.02%	(0.35%)

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

Parking Facilities Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 1,137,456	$ 199,151	$ 633,986	$ (46,182)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	279,179	280,000	278,927	603,928
TOTAL RESOURCES PROVIDED BY OPERATIONS	**1,416,635**	**479,151**	**912,913**	**557,746**
OTHER SOURCES:				
Bond & Note Proceeds	13,079,593	11,600,000	0	0
Total Other Sources	**13,079,593**	**11,600,000**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	519,252	530,000	530,000	555,000
Acquisition of Fixed Assets	2,720,092	15,587,849	15,587,849	108,000
Increase (Dec) in Restricted Assets	13,265,552	0	(13,957,573)	0
Increase (Dec) In Other Assets	280,319	(5,374)	(5,374)	(5,374)
Total Uses	**16,785,215**	**16,112,475**	**2,154,902**	**657,626**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(2,288,987)**	**(4,033,324)**	**(1,241,989)**	**(99,880)**
Working Capital Beginning of Year	5,086,778	5,472,827	2,797,791	1,555,802
WORKING CAPITAL END OF YEAR	$ **2,797,791**	$ **1,439,503**	$ **1,555,802**	$ **1,455,922**

Solid Waste Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Commercial Charges	$ 2,591,909	$ 2,694,600	$ 2,784,714	$ 2,819,714
Residential Charges	7,479,681	7,380,574	7,522,000	8,044,000
Roll-Off Service Charges	1,279,006	1,300,000	1,265,253	1,300,000
Landfill Fees	1,854,569	1,602,983	1,711,128	1,879,613
University Fees	408,615	425,400	425,400	445,000
Recycling	385,700	296,690	691,990	767,548
Other Misc. Operating Revenues	23,393	23,500	23,111	23,500
Total Operating Revenues	**14,022,873**	**13,723,747**	**14,423,596**	**15,279,375**
OPERATING EXPENSES:				
Personnel Services	5,055,126	5,335,803	5,026,484	5,419,580
Supplies & Materials	3,260,574	3,553,071	3,352,134	3,480,777
Travel & Training	14,740	25,592	25,092	14,740
Intragovernmental Charges	1,510,940	1,565,557	1,565,557	1,704,980
Utilities, Services & Other Misc.	1,717,915	2,285,433	2,087,962	2,457,697
Total Operating Expenses	**11,559,295**	**12,765,456**	**12,057,229**	**13,077,774**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**2,463,578**	**958,291**	**2,366,367**	**2,201,601**
Depreciation	(1,554,389)	(1,555,521)	(1,613,616)	(1,614,272)
OPERATING INCOME	**909,189**	**(597,230)**	**752,751**	**587,329**
NON-OPERATING REVENUES:				
Investment Revenue	421,142	250,000	314,586	314,586
Revenue From Other Gov't Units	143,772	110,000	110,000	112,477
Misc. Non-Operating Revenue	71,615	47,100	54,523	30,200
Total Non-Operating Revenues	**636,529**	**407,100**	**479,109**	**457,263**
NON-OPERATING EXPENSES:				
Interest Expense	320,839	305,700	305,700	315,208
Bank & Paying Agent Fees	261	0	395	0
Loss on Disposal Assets	260,557	30,000	110,078	0
Amortization	9,284	9,300	9,300	9,300
Total Non-Operating Expenses	**590,941**	**345,000**	**425,473**	**324,508**
OPERATING TRANSFERS:				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(22,444)	(34,343)	(34,343)	(11,101)
Total Operating Transfers	**(22,444)**	**(34,343)**	**(34,343)**	**(11,101)**
Capital Contribution	0	0	0	0
NET INCOME (LOSS)	**932,333**	**(569,473)**	**772,044**	**708,983**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**932,333**	**(569,473)**	**772,044**	**708,983**
Fund Equity, Beg. of Year	10,597,095	9,614,986	11,529,428	12,301,472
FUND EQUITY END OF YEAR	$ **11,529,428**	$ **9,045,513**	$ **12,301,472**	$ **13,010,455**
Percent Change in Fund Equity	8.80%		6.70%	5.76%

Solid Waste Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 932,333	$ (569,473)	$ 772,044	$ 708,983
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	1,554,389	1,555,521	1,613,616	1,614,272
TOTAL RESOURCES PROVIDED BY OPERATIONS	**2,486,722**	**986,048**	**2,385,660**	**2,323,255**
OTHER SOURCES:				
Increase in Obligations under GASB 18 Requirement	0	0	0	0
Bond & Note Proceeds	0	0	0	0
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Bond Retirement/Lease Reduction	564,099	560,000	560,000	580,000
Acquisition of Fixed Assets	2,477,321	1,732,000	3,032,374	3,830,000
Reduction in Other Liabilities	184,739	0	0	0
Increase (Dec) in Restricted Assets	(237,134)	0	0	0
Increase (Dec) in Other Assets	(9,284)	(9,284)	(9,284)	(9,284)
Total Uses	**2,979,741**	**2,282,716**	**3,583,090**	**4,400,716**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(493,019)**	**(1,296,668)**	**(1,197,430)**	**(2,077,461)**
Working Capital Beginning of Year	5,459,259	4,174,914	4,966,240	3,768,810
WORKING CAPITAL END OF YEAR	$ **4,966,240**	$ **2,878,246**	$ **3,768,810**	$ **1,691,349**

Storm Water Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 1,223,104	$ 1,120,000	$ 1,180,000	$ 1,220,000
Total Operating Revenues	**1,223,104**	**1,120,000**	**1,180,000**	**1,220,000**
OPERATING EXPENSES:				
Personnel Services	708,906	391,659	354,318	390,462
Supplies & Materials	104,689	172,354	148,242	172,043
Travel & Training	1,340	3,365	2,540	1,683
Intragovernmental Charges	245,945	206,437	206,437	164,306
Utilities, Services & Other Misc.	162,255	198,338	167,639	192,686
Total Operating Expenses	**1,223,135**	**972,153**	**879,176**	**921,180**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(31)**	**147,847**	**300,824**	**298,820**
Depreciation	(426,176)	(425,000)	(480,738)	(480,738)
OPERATING INCOME	**(426,207)**	**(277,153)**	**(179,914)**	**(181,918)**
NON-OPERATING REVENUES:				
Investment Revenue	71,223	48,000	51,550	51,550
Rev. from other governmental units	0	0	0	0
Misc. Non-Operating Revenue	3,668	6,000	1,290	2,500
Total Non-Operating Revenues	**74,891**	**54,000**	**52,840**	**54,050**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS:				
Operating Transfers From Other Fds.	0	0	0	0
Operating Transfers To Other Funds	0	(61,053)	(61,053)	(61,053)
Total Operating Transfers	**0**	**(61,053)**	**(61,053)**	**(61,053)**
Capital Contribution	23,163	0	0	0
NET INCOME (LOSS)	**(328,153)**	**(284,206)**	**(188,127)**	**(188,921)**
Amortization of Contributions	0	0	0	0
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(328,153)**	**(284,206)**	**(188,127)**	**(188,921)** ~
Fund Equity, Beg. of Year	10,340,390	9,859,898	10,012,237	9,824,110
FUND EQUITY END OF YEAR	$ **10,012,237**	$ **9,575,692**	$ **9,824,110**	$ **9,635,189**
Percent Change in Fund Equity	(3.17%)		(1.88%)	(1.92%)

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

Storm Water Utility Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (328,153)	$ (284,206)	$ (188,127)	$ (188,921)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	426,176	425,000	480,738	480,738
TOTAL RESOURCES PROVIDED BY OPERATIONS	**98,023**	**140,794**	**292,611**	**291,817**
OTHER SOURCES:				
Municipal Contributions	0	0	0	0
Total Other Sources	**0**	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	703,999	0	14,600	0
Increase/(Decrease) in Restricted Assets	(755,171)	0	0	0
Equity Transfer	0	0	0	0
Total Uses	**(51,172)**	**0**	**14,600**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**149,195**	**140,794**	**278,011**	**291,817**
Working Capital Beginning of Year	382,131	312,793	531,326	809,337
WORKING CAPITAL END OF YEAR	$ **531,326**	$ **453,587**	$ **809,337**	$ **1,101,154**

Employee Benefit Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Fees & Services Charges	$ 10,748,645	$ 11,491,692	$ 11,306,091	$ 11,659,126
Misc. Operating Revenue	2,683,204	306,502	272,306	292,843
Total Operating Revenues	**13,431,849**	**11,798,194**	**11,578,397**	**11,951,969**
OPERATING EXPENSES:				
Personnel Services	251,714	407,462	338,805	406,098
Supplies & Materials	30,403	59,770	44,675	46,525
Travel & Training	2,427	8,075	5,865	5,845
Intragovernmental Charges	66,506	70,203	70,203	68,681
Utilities, Services & Other Misc.	12,508,223	11,975,965	11,976,098	11,608,015
Total Operating Expenses	**12,859,273**	**12,521,475**	**12,435,646**	**12,135,164**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**572,576**	**(723,281)**	**(857,249)**	**(183,195)**
Depreciation	0	0	0	0
OPERATING INCOME	**572,576**	**(723,281)**	**(857,249)**	**(183,195)**
NON-OPERATING REVENUES:				
Investment Revenue	96,684	68,000	96,516	96,516
Misc. Non-Operating Revenues	4,883	0	0	0
Total Non-Operating Revenues	**101,567**	**68,000**	**96,516**	**96,516**
OPERATING TRANSFERS:				
Transfers From Other Funds	0	305,300	0	0
Transfers To Other Funds	(21,916)	(21,868)	(21,868)	(21,868)
NET INCOME (LOSS)	**652,227**	**(371,849)**	**(782,601)**	**(108,547)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**652,227**	**(371,849)**	**(782,601)**	**(108,547)** +
Fund Equity, Beg. of Year As Restated	1,128,453	892,011	1,780,680	998,079
FUND EQUITY END OF YEAR	$ **1,780,680**	$ **520,162**	$ **998,079**	$ **889,532**
Percent Change in Fund Equity	57.80%		(43.95%)	(10.88%)

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

Self Insurance Reserve Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 3,629,741	$ 3,700,331	$ 3,700,331	$ 4,070,362
Total Operating Revenues	**3,629,741**	**3,700,331**	**3,700,331**	**4,070,362**
OPERATING EXPENSES:				
Personnel Services	194,436	194,163	194,163	193,527
Supplies & Materials	8,402	9,156	9,311	9,106
Travel & Training	4,524	7,340	7,340	4,524
Intragovernmental Charges	42,797	41,994	41,994	52,460
Utilities, Services & Other Misc.	3,597,705	4,108,842	3,996,779	4,094,754
Total Operating Expenses	**3,847,864**	**4,361,495**	**4,249,587**	**4,354,371**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(218,123)**	**(661,164)**	**(549,256)**	**(284,009)**
Depreciation	0	0	0	0
OPERATING INCOME	**(218,123)**	**(661,164)**	**(549,256)**	**(284,009)**
NON-OPERATING REVENUES:				
Investment Revenue	79,261	100,000	9,742	0
Rev. From Other Govt. Units	0	0	0	0
Total Non-Operating Revenues	**79,261**	**100,000**	**9,742**	**0**
NON-OPERATING EXPENSES:				
Interest Expense	0	0	0	0
Amortization	0	0	0	0
Bond Interest	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	0	(35,845)	(35,845)	(35,845)
NET INCOME (LOSS)	**(138,862)**	**(597,009)**	**(575,359)**	**(319,854)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(138,862)**	**(597,009)**	**(575,359)**	**(319,854)** +
Fund Equity, Beg. of Year	2,335,212	1,631,259	2,196,350	1,620,991
FUND EQUITY END OF YEAR	$ **2,196,350**	$ **1,034,250**	$ **1,620,991**	$ **1,301,137**
Percent Change in Fund Equity	(5.95%)		(26.20%)	(19.73%)

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

Custodial and Building Maintenance Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
Custodial User Charges	$ 470,096	$ 464,815	$ 464,815	$ 589,484
Bldg. Maint. User Charges	595,336	755,465	746,465	1,044,517
Total Operating Revenues	**1,065,432**	**1,220,280**	**1,211,280**	**1,634,001**
OPERATING EXPENSES:				
Personnel Services	605,294	647,624	591,390	767,690
Supplies & Materials	129,656	185,258	156,806	167,807
Travel & Training	508	1,900	1,843	1,900
Intragovernmental Charges	77,000	95,478	95,478	114,156
Utilities, Services & Other Misc.	276,012	426,915	335,637	488,983
Total Operating Expenses	**1,088,470**	**1,357,175**	**1,181,154**	**1,540,536**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(23,038)**	**(136,895)**	**30,126**	**93,465**
Depreciation	(12,656)	(12,764)	(13,290)	(13,290)
OPERATING INCOME	**(35,694)**	**(149,659)**	**16,836**	**80,175**
NON-OPERATING REVENUES:				
Investment Revenue	24,642	15,000	18,068	18,068
Misc. Non-Operating Revenue	4,175	300	0	4,000
Total Non-Operating Revenues	**28,817**	**15,300**	**18,068**	**22,068**
NON-OPERATING EXPENSES:				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	0	0	0	0
Total Non-Operating Expenses	**0**	**0**	**0**	**0**
OPERATING TRANSFERS				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	0	(69,646)	(69,646)	(69,646)
NET INCOME (LOSS)	**(6,877)**	**(204,005)**	**(34,742)**	**32,597**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(6,877)**	**(204,005)**	**(34,742)**	**32,597**
Fund Equity, Beg. of Year	696,096	471,245	689,219	654,477
Equity Transfer	0	0	0	0
FUND EQUITY END OF YEAR	**$ 689,219**	**$ 267,240**	**$ 654,477**	**$ 687,074**
Percent Change in Fund Equity	(0.99%)		(5.04%)	4.98%

Custodial and Building Maintenance Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (6,877)	$ (204,005)	$ (34,742)	$ 32,597
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	12,656	12,764	13,290	13,290
TOTAL RESOURCES PROVIDED BY OPERATIONS	**5,779**	**(191,241)**	**(21,452)**	**45,887**
OTHER SOURCES:				
Municipal Contribution	0	0	0	0
	0	**0**	**0**	**0**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	53,166	0	0	40,000
Equity Transfer	0	0	0	0
Total Uses	**53,166**	**0**	**0**	**40,000**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**(47,387)**	**(191,241)**	**(21,452)**	**5,887**
Working Capital Beginning of Year	479,268	267,037	431,881	410,429
WORKING CAPITAL END OF YEAR	$ **431,881**	$ **75,796**	$ **410,429**	$ **416,316**

Fleet Operations Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 6,856,593	$ 7,195,610	$ 6,840,610	$ 7,131,610
Total Operating Revenues	**6,856,593**	**7,195,610**	**6,840,610**	**7,131,610**
OPERATING EXPENSES:				
Personnel Services	1,569,904	1,684,120	1,608,703	1,835,389
Supplies & Materials	4,435,386	4,762,865	4,478,688	4,696,137
Travel & Training	2,177	5,980	5,980	2,990
Intragovernmental Charges	400,745	451,844	439,199	451,252
Utilities, Services & Other Misc.	50,959	80,399	61,751	73,465
Total Operating Expenses	**6,459,171**	**6,985,208**	**6,594,321**	**7,059,233**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**397,422**	**210,402**	**246,289**	**72,377**
Depreciation	(26,579)	(34,112)	(37,221)	(37,221)
OPERATING INCOME	**370,843**	**176,290**	**209,068**	**35,156**
NON-OPERATING REVENUES:				
Investment Revenue	21,410	10,000	18,652	18,652
Revenue From Other Gov. Units	0	0	0	0
Misc. Non-Operating Revenue	40,925	33,300	45,466	37,300
Total Non-Operating Revenues	**62,335**	**43,300**	**64,118**	**55,952**
NON-OPERATING EXPENSES:				
Interest Expense	1,862	665	665	0
Loss of Disposal Assets	0	0	0	0
Debt Service Principal	0	0	0	0
Total Non-Operating Expenses	**1,862**	**665**	**665**	**0**
OPERATING TRANSFERS TO OTHER FUNDS	(33,667)	(38,194)	(38,194)	(3,330)
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**397,649**	**180,731**	**234,327**	**87,778**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**397,649**	**180,731**	**234,327**	**87,778**
Fund Equity, Beg. of Year	954,399	1,174,116	1,352,048	1,586,375
FUND EQUITY END OF YEAR	**$ 1,352,048**	**$ 1,354,847**	**$ 1,586,375**	**$ 1,674,153**
Percent Change in Fund Equity	41.66%		17.33%	5.53%

Fleet Operations Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 397,649	$ 180,731	$ 234,327	$ 87,778
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	26,579	34,112	37,221	37,221
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**424,228**	**214,843**	**271,548**	**124,999**
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	148,448	0	0	9,800
Repayment of Loan	0	0	0	0
Total Uses	**148,448**	**0**	**0**	**9,800**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**275,780**	**214,843**	**271,548**	**115,199**
Working Capital Beginning of Year	554,298	700,565	830,078	1,101,626
WORKING CAPITAL END OF YEAR	$ **830,078**	$ **915,408**	$ **1,101,626**	$ **1,216,825**

Information Technologies Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 4,018,240	$ 4,198,290	$ 4,198,290	$ 4,203,833
Total Operating Revenues	**4,018,240**	**4,198,290**	**4,198,290**	**4,203,833**
OPERATING EXPENSES:				
Personnel Services	2,092,835	2,419,883	2,292,050	2,401,336
Supplies & Materials	294,492	435,487	286,482	251,275
Travel & Training	38,988	126,781	98,337	49,476
Intragovernmental Charges	166,848	175,351	175,351	199,010
Utilities, Services & Other Misc.	884,273	1,321,089	1,146,270	1,009,658
Total Operating Expenses	**3,477,436**	**4,478,591**	**3,998,490**	**3,910,755**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**540,804**	**(280,301)**	**199,800**	**293,078**
Depreciation	(274,092)	(279,926)	(248,820)	(248,820)
OPERATING INCOME	**266,712**	**(560,227)**	**(49,020)**	**44,258**
NON-OPERATING REVENUES:				
Investment Revenue	77,002	40,000	72,000	67,914
Misc. Non-Operating Revenue	7,987	0	1,282	0
Total Non-Operating Revenues	**84,989**	**40,000**	**73,282**	**67,914**
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	0	(173,520)	(173,520)	(173,520)
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**351,701**	**(693,747)**	**(149,258)**	**(61,348)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**351,701**	**(693,747)**	**(149,258)**	**(61,348)** +
Fund Equity, Beg. of Year	1,746,696	1,533,326	2,098,397	1,949,139
FUND EQUITY END OF YEAR	$ **2,098,397**	$ **839,579**	$ **1,949,139**	$ **1,887,791**
Percent Change in Fund Equity	20.14%		(7.11%)	(3.15%)

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

Information Technologies Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 351,701	$ (693,747)	$ (149,258)	$ (61,348)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	274,092	279,926	248,820	248,820
TOTAL RESOURCES PROVIDED BY OPERATIONS	**625,793**	**(413,821)**	**99,562**	**187,472**
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	271,085	276,239	196,538	234,577
Total Uses	**271,085**	**276,239**	**196,538**	**234,577**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**354,708**	**(690,060)**	**(96,976)**	**(47,105)**
Working Capital Beginning of Year	1,248,859	1,013,227	1,603,567	1,506,591
WORKING CAPITAL END OF YEAR	**$ 1,603,567**	**$ 323,167**	**$ 1,506,591**	**$ 1,459,486**

Public Communications Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 828,042	$ 914,513	$ 918,896	$ 936,511
Gross Receipts Tax	733,726	656,250	656,250	606,024
Total Operating Revenues	**1,561,768**	**1,570,763**	**1,575,146**	**1,542,535**
OPERATING EXPENSES:				
Personnel Services	856,419	794,110	801,224	809,794
Supplies & Materials	203,369	270,212	227,951	210,269
Travel & Training	5,421	4,850	3,350	1,575
Intragovernmental Charges	161,801	186,872	186,872	195,097
Utilities, Services & Other Misc.	345,294	364,263	350,304	309,510
Total Operating Expenses	**1,572,304**	**1,620,307**	**1,569,701**	**1,526,245**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(10,536)**	**(49,544)**	**5,445**	**16,290**
Depreciation	(39,805)	(48,100)	(46,472)	(46,472)
OPERATING INCOME	**(50,341)**	**(97,644)**	**(41,027)**	**(30,182)**
NON-OPERATING REVENUES:				
Investment Revenue	75,338	50,000	55,632	55,632
Misc. Non-Operating Revenue	6,430	4,915	2,255	0
Total Non-Operating Revenues	**81,768**	**54,915**	**57,887**	**55,632**
NON-OPERATING EXPENSES:				
Loss On Disposal Assets	16,722	0	0	0
Total Non-Operating Expenses	**16,722**	**0**	**0**	**0**
OPERATING TRANSFERS FROM OTHER FUNDS	0	0	0	0
OPERATING TRANSFERS TO OTHER FUNDS	0	(119,562)	(119,562)	(119,562)
NET INCOME (LOSS)	**14,705**	**(162,291)**	**(102,702)**	**(94,112)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**14,705**	**(162,291)**	**(102,702)**	**(94,112)** +
Fund Equity, Beg. of Year	1,970,690	1,904,140	1,985,395	1,882,693
FUND EQUITY END OF YEAR	$ **1,985,395**	$ **1,741,849**	$ **1,882,693**	$ **1,788,581**
Percent Change in Fund Equity	0.75%		(5.17%)	(5.00%)

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

Public Communications Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ 14,705	$ (162,291)	$ (102,702)	$ (94,112)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	39,805	48,100	46,472	46,472
Loss on Disposal of Fixed Assets	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**54,510**	**(114,191)**	**(56,230)**	**(47,640)**
FINANCIAL RESOURCES WERE USED FOR:				
Acquisition of Fixed Assets	11,998	21,200	21,200	0
Total Uses	**11,998**	**21,200**	**21,200**	**0**
NET INCREASE (DECREASE) IN WORKING CAPITAL	**42,512**	**(135,391)**	**(77,430)**	**(47,640)**
Working Capital Beginning of Year	1,639,706	1,483,635	1,682,218	1,604,788
WORKING CAPITAL END OF YEAR	$ **1,682,218**	$ **1,348,244**	$ **1,604,788**	$ **1,557,148**

Utility Customer Services Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
OPERATING REVENUES:				
User Charges	$ 1,548,814	$ 1,624,832	$ 1,578,832	$ 1,595,754
Total Operating Revenues	**1,548,814**	**1,624,832**	**1,578,832**	**1,595,754**
OPERATING EXPENSES:				
Personnel Services	602,772	636,122	622,558	633,410
Supplies & Materials	357,531	426,054	425,136	408,642
Travel & Training	2,080	16,000	11,000	7,000
Intragovernmental Charges	357,759	392,572	392,572	319,125
Utilities, Services & Other Misc.	561,179	696,680	568,186	575,500
Total Operating Expenses	**1,881,321**	**2,167,428**	**2,019,452**	**1,943,677**
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	**(332,507)**	**(542,596)**	**(440,620)**	**(347,923)**
Depreciation	0	0	0	0
OPERATING INCOME	**(332,507)**	**(542,596)**	**(440,620)**	**(347,923)**
NON-OPERATING REVENUES:				
Investment Revenue	31,305	20,000	24,708	24,708
Misc. Non-Operating Revenues	384,332	345,000	414,060	345,000
Total Non-Operating Revenues	**415,637**	**365,000**	**438,768**	**369,708**
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	(106,034)	(106,288)	(106,288)	(106,288)
Capital Contributions	0	0	0	0
NET INCOME (LOSS)	**(22,904)**	**(283,884)**	**(108,140)**	**(84,503)**
NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY	**(22,904)**	**(283,884)**	**(108,140)**	**(84,503)** +
Fund Equity, Beg. of Year	724,666	441,710	701,762	593,622
FUND EQUITY END OF YEAR	**$ 701,762**	**$ 157,826**	**$ 593,622**	**$ 509,119**
Percent Change in Fund Equity	(3.16%)		(15.41%)	(14.24%)

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

Utility Customer Services Fund

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
STATEMENT OF CHANGE IN FINANCIAL POSITION				
FINANCIAL RESOURCES PROVIDED BY:				
OPERATIONS:				
Net Income (Loss)	$ (22,904)	$ (283,884)	$ (108,140)	$ (84,503)
EXPENSES NOT REQUIRING WORKING CAPITAL:				
Depreciation	0	0	0	0
TOTAL RESOURCES PROVIDED BY OPERATIONS	**(22,904)**	**(283,884)**	**(108,140)**	**(84,503)**
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	**(22,904)**	**(283,884)**	**(108,140)**	**(84,503)**
Working Capital Beginning of Year	724,666	441,710	701,762	593,622
WORKING CAPITAL END OF YEAR	$ **701,762**	$ **157,826**	$ **593,622**	$ **509,119**

Summary of Total Revenues by Fund

Fund	General Government Revenues:	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
110	General Fund	$ 72,306,796	$ 73,582,607	$ 73,104,627	$ 73,226,719
219	Capital Quarter Cent Sales Tax Fund	4,747,115	4,622,480	4,729,602	4,775,602
220	Parks Sales Tax Fund	4,680,976	4,563,480	4,615,000	3,851,000
221	Transportation Sales Tax Fund	9,227,070	9,145,240	9,242,214	9,334,214
222	Public Improvement Fund	1,200,288	1,526,700	1,431,428	1,559,328
227	Special Road District Tax Fund	1,677,197	1,420,000	1,518,476	1,418,476
229	Convention & Tourism Fund	1,720,638	1,654,500	1,668,546	1,718,787
260	Office of Sustainability	0	318,000	280,646	796,310
3xx	Debt Service Funds (combined)	5,724,425	6,118,088	6,216,444	6,955,643
440	Capital Projects Fund	20,744,304	8,117,727	8,253,761	8,854,000
753	Contributions Fund	116,201	36,316	38,406	32,090
	Total Govt. Funds	**122,145,010**	**111,105,138**	**111,099,150**	**112,522,169**
Fund	**Enterprise Fund Revenues:**				
503	Railroad Fund	997,761	999,750	1,480,247	993,176
550	Water Utility Fund	16,370,972	18,988,500	19,131,760	20,535,600
551	Electric Utility Fund	116,322,406	121,150,140	119,711,063	123,558,602
552	Recreation Services Fund	6,598,765	6,776,016	6,430,016	6,815,181
553	Public Transportation Fund	5,298,705	4,786,007	5,275,114	8,625,413
554	Airport Fund	2,588,652	3,667,824	3,746,636	2,666,589
555	Sanitary Sewer Utility Fund	13,013,225	14,505,600	17,768,564	16,557,555
556	Parking Utility Fund	2,470,277	2,161,875	2,681,183	2,561,677
557	Solid Waste Utility Fund	14,659,402	14,130,847	14,902,705	15,736,638
558	Storm Water Utility Fund	1,321,158	1,174,000	1,232,840	1,274,050
	Total Enterprise Funds	**179,641,323**	**188,340,559**	**192,360,128**	**199,324,481**
Fund	**Internal Service Fund Revenues:**				
659	Employee Benefit Fund	13,533,416	12,171,494	11,674,913	12,048,485
669	Self Insurance Reserve Fund	3,709,002	3,800,331	3,710,073	4,070,362
671	Custodial / Maintenance Fund	1,094,249	1,235,580	1,229,348	1,656,069
672	Fleet Operations Fund	6,918,928	7,238,910	6,904,728	7,187,562
674	Information Technologies Fund	4,103,229	4,238,290	4,271,572	4,271,747
675	Public Communications Fund	1,643,536	1,625,678	1,633,033	1,598,167
676	Utility Customer Services Fund	1,964,451	1,989,832	2,017,600	1,965,462
	Total Internal Service Funds	**32,966,811**	**32,300,115**	**31,441,267**	**32,797,854**
	TOTAL CITY REVENUES	**$ 334,753,144**	**$ 331,745,812**	**$ 334,900,545**	**$ 344,644,504**

* Revenues do not include Appropriated Fund Balance.

Summary of Total Expenditures by Fund

Fund	General Government Exp.:	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
110	General Fund	$ 72,554,174	$ 77,260,282	$ 75,066,921	$ 76,114,775
219	Capital Quarter Cent Sales Tax Fund	3,000,625	3,682,000	5,488,056	6,000,250
220	Parks Sales Tax Fund	4,590,551	4,915,974	4,915,974	3,496,404
221	Transportation Sales Tax Fund	9,419,368	9,465,971	9,465,971	9,664,375
222	Public Improvement Fund	2,414,085	745,184	745,184	1,551,664
227	Special Road District Tax Fund	4,268,925	1,513,425	1,513,425	1,513,425
229	Convention & Tourism Fund	1,785,898	1,758,254	1,656,285	1,760,302
260	Office of Sustainability	0	297,368	280,646	717,398
266	CDBG	1,494,730	782,872	783,793	473,950
3xx	Debt Service Funds (combined)	5,448,567	5,662,131	5,662,131	6,678,505
440	Capital Projects Fund	40,272,798	11,611,179	11,611,179	9,246,000
753	Contributions Fund	68,020	94,928	94,578	87,122
	Total Govt. Funds	**145,317,741**	**117,789,568**	**117,284,143**	**117,304,170**
Fund	**Enterprise Fund Expenditures:***				
503	Railroad Fund	1,627,284	1,185,384	1,160,917	1,283,996
550	Water Utility Fund	21,352,148	31,259,797	29,806,103	28,434,957
551	Electric Utility Fund	117,216,212	162,242,849	156,907,540	134,749,220
552	Recreation Services Fund	6,947,042	7,610,264	7,457,788	7,403,657
553	Public Transportation Fund	5,448,067	6,013,556	6,022,911	9,877,232
554	Airport Fund	3,101,701	4,808,642	4,712,178	3,588,830
555	Sanitary Sewer Utility Fund	20,524,714	77,361,512	77,584,103	24,383,733
556	Parking Utility Fund	4,054,238	2,550,573	2,628,646	2,715,859
557	Solid Waste Utility Fund	16,450,738	17,735,220	17,163,035	18,857,655
558	Storm Water Utility Fund	2,353,308	1,472,806	1,435,567	1,462,971
	Total Enterprise Funds	**199,075,452**	**312,240,603**	**304,878,788**	**232,758,110**
Fund	**Internal Service Fund Expenditures:***				
659	Employee Benefit Fund	12,881,189	12,543,343	12,457,514	12,157,032
669	Self Insurance Reserve Fund	3,847,864	4,397,340	4,285,432	4,390,216
671	Custodial / Maintenance Fund	1,150,861	1,439,585	1,264,090	1,663,472
672	Fleet Operations Fund	6,669,728	7,058,179	6,670,401	7,109,584
674	Information Technologies Fund	4,022,612	5,128,575	4,617,368	4,567,672
675	Public Communications Fund	1,655,060	1,809,169	1,756,935	1,692,279
676	Utility Customer Services Fund	1,987,355	2,273,716	2,125,740	2,049,965
	Total Internal Service Funds	**32,214,669**	**34,649,907**	**33,177,480**	**33,630,220**
	TOTAL CITY EXPENDITURES	**$ 376,607,862**	**$ 464,680,078**	**$ 455,340,411**	**$ 383,692,500**

* 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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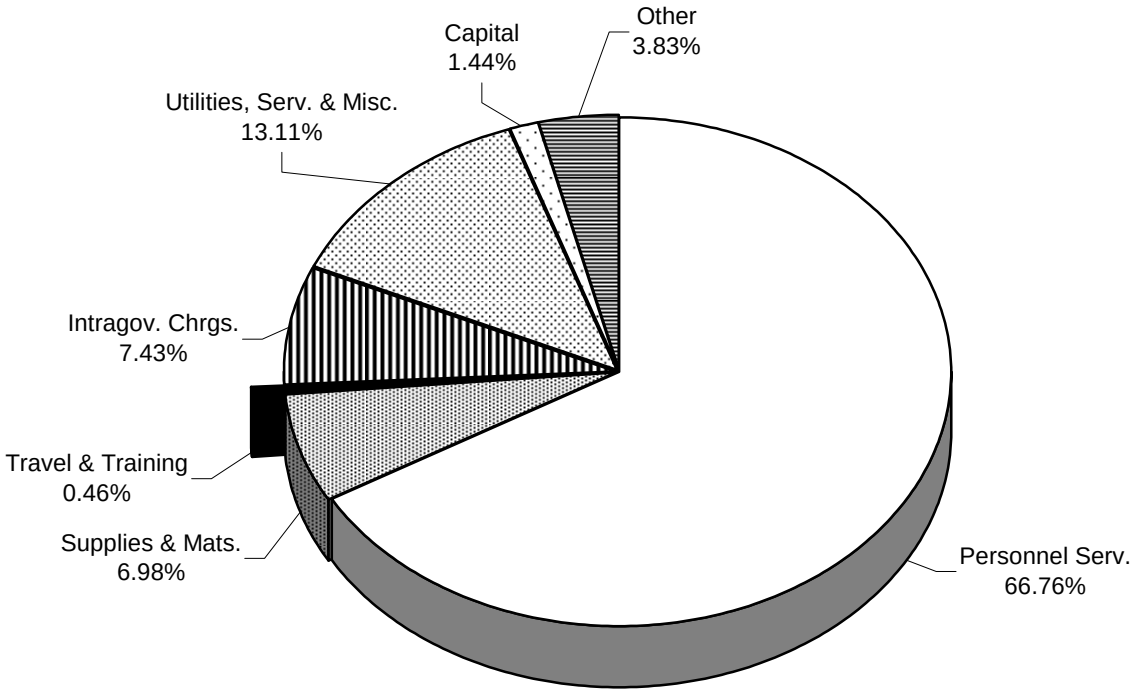
General Fund Summary

City of Columbia

Columbia, Missouri

General Fund Summary
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 47,438,856	$ 50,611,637	$ 49,343,423	$ 50,811,116	0.4%
Supplies & Materials	4,629,925	6,092,695	5,792,744	5,310,420	(12.8%)
Travel & Training	309,802	482,100	452,062	351,353	(27.1%)
Intragovernmental Charges	4,759,222	5,387,063	5,389,030	5,654,157	5.0%
Utilities, Services & Misc.	10,681,105	10,374,946	9,794,065	9,978,922	(3.8%)
Capital	1,825,028	1,401,175	1,384,931	1,093,748	(21.9%)
Other	2,910,236	2,910,666	2,910,666	2,915,059	0.2%
Total	**72,554,174**	**77,260,282**	**75,066,921**	**76,114,775**	**(1.5%)**
Summary					
Operating Expenses	67,818,910	72,948,441	70,771,324	72,105,968	(1.2%)
Non-Operating Expenses	2,910,236	2,910,666	2,910,666	2,915,059	0.2%
Debt Service	0	0	0	0	
Capital Additions	1,825,028	1,401,175	1,384,931	1,093,748	(21.9%)
Capital Projects	0	0	0	0	
Total Expenses	$ **72,554,174**	$ **77,260,282**	$ **75,066,921**	$ **76,114,775**	**(1.5%)**

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
General City (Nondepartmental)	$ 5,656,064	$ 5,357,855	$ 5,233,955	$ 5,104,879	(4.7%)
City Council	171,943	290,732	271,600	211,866	(27.1%)
City Clerk	328,389	333,246	313,500	346,603	4.0%
City Manager	980,011	1,061,104	1,025,709	1,049,352	(1.1%)
Neighborhood Services	202,351	808,541	774,081	880,421	8.9%
Finance	3,274,902	3,522,464	3,435,222	3,409,672	(3.2%)
Human Resources	863,137	1,030,559	1,009,905	1,033,598	0.3%
Law	947,471	1,328,067	1,194,932	1,287,521	(3.1%)
Municipal Court	678,355	934,727	853,518	1,179,766	26.2%
Police	18,444,492	19,818,867	19,399,895	19,841,309	0.1%
Fire	13,875,407	14,255,658	14,156,258	14,567,093	2.2%
Emergency Mgmt & Com.	2,739,001	2,733,167	2,543,091	2,982,385	9.1%
Public Health & Human Services	7,026,966	8,055,052	7,590,115	7,233,529	(10.2%)
Planning	774,792	977,805	976,401	927,529	(5.1%)
Economic Development	278,758	419,379	413,830	411,075	(2.0%)
Cultural Affairs	353,763	391,669	376,704	378,251	(3.4%)
Parks & Recreation	4,536,529	4,975,987	4,889,781	4,980,919	0.1%
Public Works	11,421,843	10,965,403	10,608,424	10,289,007	(6.2%)
TOTAL DEPTMNTL	**$ 72,554,174**	**$ 77,260,282**	**$ 75,066,921**	**$ 76,114,775**	**(1.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
City Clerk	2.00	3.00	3.00	3.00	
City Manager	9.00	8.00	8.00	8.00	
Neighborhood Services	2.25	8.50	9.75	9.75	
Finance	38.25	38.25	38.25	38.25	
Human Resources	9.00	9.00	9.00	9.00	
Law	9.00	9.50	13.50	12.50	(1.00)
Municipal Court	9.00	9.00	13.00	12.00	(1.00)
Police	190.00	191.00	191.00	192.00	1.00
Fire	140.00	140.00	140.00	136.00 *	(4.00)
PSJC & Emer. Mgmt	32.75	33.75	33.75	35.75	2.00
Public Health & Human Services	63.35	62.35	62.35	62.35	
Planning	7.90	8.00	8.00	8.00	
Economic Development	3.00	3.00	3.00	3.00	
Cultural Affairs	2.75	2.75	2.75	2.75	
Parks & Recreation	43.50	43.50	43.50	43.50	
Public Works	94.35	89.70	89.70	87.28	(2.42)
Total Personnel	**656.10**	**659.30**	**668.55**	**663.13**	**(5.42)**
Permanent Full-Time	646.75	649.95	658.70	652.78	(5.92)
Permanent Part-Time	9.35	9.35	9.85	10.35	0.50
Total Permanent	**656.10**	**659.30**	**668.55**	**663.13**	**(5.42)**

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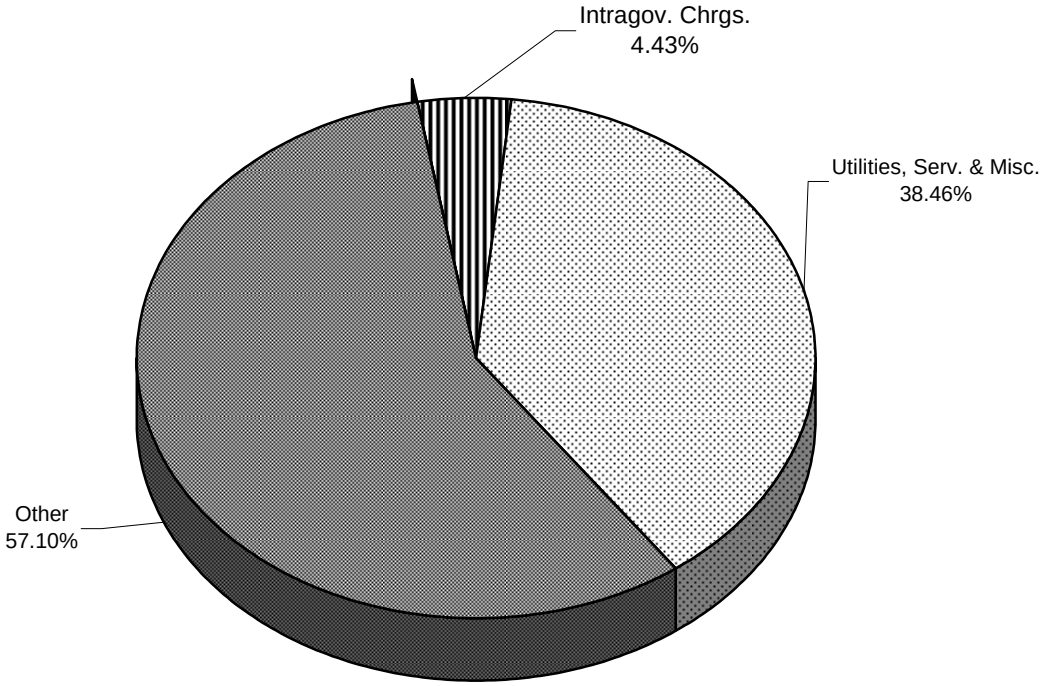
City General - Non Departmental Expenditures

City of Columbia

Columbia, Missouri

City General
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 11,700	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	592	0	0	0	
Intragovernmental Charges	172,792	208,689	208,689	226,320	8.4%
Utilities, Services & Misc.	2,560,744	2,238,500	2,114,600	1,963,500	(12.3%)
Capital	0	0	0	0	
Other	2,910,236	2,910,666	2,910,666	2,915,059	0.2%
Total	**5,656,064**	**5,357,855**	**5,233,955**	**5,104,879**	**(4.7%)**
Summary					
Operating Expenses	2,745,828	2,447,189	2,323,289	2,189,820	(10.5%)
Non-Operating Expenses	2,910,236	2,910,666	2,910,666	2,915,059	0.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **5,656,064**	$ **5,357,855**	$ **5,233,955**	$ **5,104,879**	**(4.7%)**

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

Due to the current economic conditions the following amounts have been reduced in the budget: Council Reserve decreased from $100,000 to $25,000, Contigency decreased from $100,000 to $0, General Governement Reserve decreased from $60,000 to $50,000 and street lighting was reduced by $200,000. Performance Excellence (LPE). LPE funding in the amount of $40,000 has been added in response to Council's adopted resolution to participate in the journey to excellence program. These funds will be utilized for employee training, consulting services and other cost associated with the program.

SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
SUBSIDIES:					
Recreation Services	$ 1,705,910	$ 1,556,910	$ 1,556,910	$ 1,556,910	0.0%
Cultural Affairs	0	0	0	0	
Contributions Trust Fund	0	0	0	0	
Total Subsidies	**1,705,910**	**1,556,910**	**1,556,910**	**1,556,910**	**0.0%**
TRANSFERS:					
Parking Facilities Utility	75,000	0	0	0	
Storm Water Utility	0	0	0	0	
Employee Benefit Fund	0	0	0	0	
Special Business District	17,500	17,500	17,500	17,500	0.0%
2006B S.O. Bond Fund	297,625	297,125	297,125	296,125	(0.3%)
2008B S.O. Bond Fund	700,000	944,524	944,524	944,524	0.0%
Capital Projects Fund	84,594	0	0	0	
Designated Loan Fund	28,056	29,053	29,053	0	(100.0%)
Sustainability Fund	0	65,000	65,000	100,000	53.8%
Total Subsidies & Transfers	**2,908,685**	**2,910,112**	**2,910,112**	**2,915,059**	**0.2%**
OTHER:					
Health Facility - Condo Assoc.	17,415	30,000	20,000	20,000	(33.3%)
Leadership for Perform. Excellence	0	0	0	40,000	
Consulting Fees	0	25,000	15,000	0	(100.0%)
Street Lighting	1,508,578	1,575,000	1,575,000	1,375,000	(12.7%)
Miscellaneous Nonprogrammed	1,101,273	647,743	647,043	679,820	5.0%
Council Reserve	9,935	10,000	6,800	25,000	150.0%
Contingency	0	100,000	0	0	(100.0%)
General Government Reserve	56,000	60,000	60,000	50,000	(16.7%)
TIFF Fees	54,178	0	0	0	
Total	$ **5,656,064**	$ **5,357,855**	$ **5,233,955**	$ **5,104,879**	**(4.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

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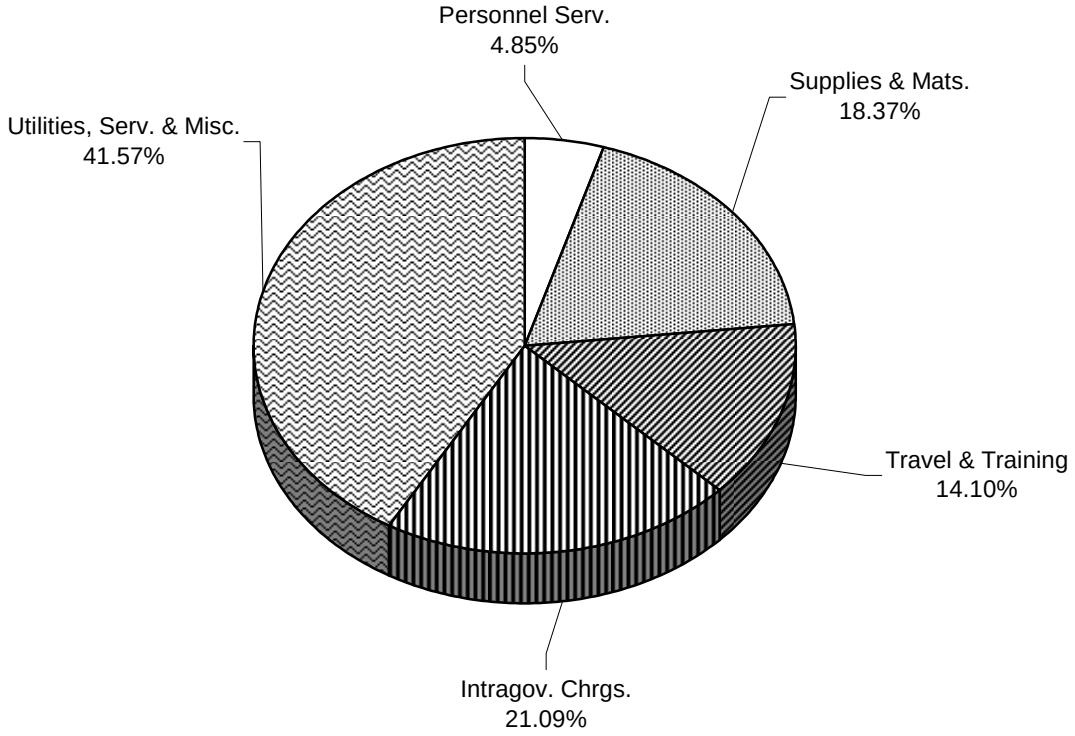
City Council

City of Columbia

Columbia, Missouri

City Council

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 2,557	$ 10,274	$ 7,792	$ 10,282	0.1%
Supplies & Materials	29,824	65,139	49,947	38,929	(40.2%)
Travel & Training	33,219	53,613	53,613	29,883	(44.3%)
Intragovernmental Charges	53,078	75,554	75,554	44,690	(40.9%)
Utilities, Services & Misc.	53,265	86,152	84,694	88,082	2.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**171,943**	**290,732**	**271,600**	**211,866**	**(27.1%)**
Summary					
Operating Expenses	171,943	290,732	271,600	211,866	(27.1%)
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	$ **171,943**	$ **290,732**	$ **271,600**	$ **211,866**	**(27.1%)**

CITY COUNCIL - SUMMARY

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

The decrease is due to a reduction in anticipated expenditures.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011
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

The decrease is due to a reduction in anticipated expenditures.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 2,557	$ 10,274	$ 7,792	$ 10,282	0.1%
Supplies and Materials	20,792	43,192	28,000	16,242	(62.4%)
Travel and Training	32,085	40,500	40,500	20,250	(50.0%)
Intragovernmental Charges	45,723	70,927	70,927	40,079	(43.5%)
Utilities, Services, & Misc.	43,231	54,904	53,446	54,384	(0.9%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **144,388**	$ **219,797**	$ **200,665**	$ **141,237**	**-35.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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

Minimal changes from FY 2010.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	9,032	21,947	21,947	22,687	3.4%
Travel and Training	1,134	13,113	13,113	9,633	(26.5%)
Intragovernmental Charges	7,355	4,627	4,627	4,611	(0.3%)
Utilities, Services, & Misc.	10,034	31,248	31,248	33,698	7.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **27,555**	$ **70,935**	$ **70,935**	$ **70,629**	**(0.4%)**

ACTIVITY LEVEL EXPENDITURES

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Board of Adjustment	$ 1,239	$ 5,760	$ 5,760	$ 4,000	(30.6%)
Airport Advisory Board	1,852	1,600	1,600	2,100	31.3%
Sister Cities	0	7,850	7,850	7,850	0.0%
Planning and Zoning	2,631	5,053	5,053	5,053	0.0%
Parks and Recreation Commission	1,782	4,270	4,270	2,750	(35.6%)
Bike Commission	0	1,190	1,190	1,190	0.0%
Other Boards	0	8,020	8,020	7,110	(11.3%)
Historic Preservation	7,137	11,217	11,217	10,542	(6.0%)
Mayor's Council on Physical Fitness	5,536	6,448	6,448	6,423	(0.4%)
Bike, Walk, and Wheel Commission	14	5,000	5,000	5,000	0.0%
Commissions - General	10	4,000	4,000	4,000	0.0%
Disabilities	0	1,300	1,300	1,300	0.0%
Citizens Police Review Board	0	4,600	4,600	8,700	89.1%
Web Design	5,207	1,495	1,495	1,711	14.4%
Council Delivery/Print Shop Charge	2,147	3,132	3,132	2,900	(7.4%)
Total	$ **27,555**	$ **70,935**	$ **70,935**	$ **70,629**	**(0.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

City Clerk
and Elections

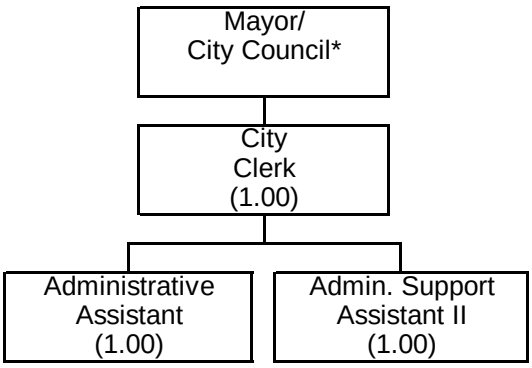
City of Columbia

Columbia, Missouri

City of Columbia - City Clerk

3.00 FTE Positions

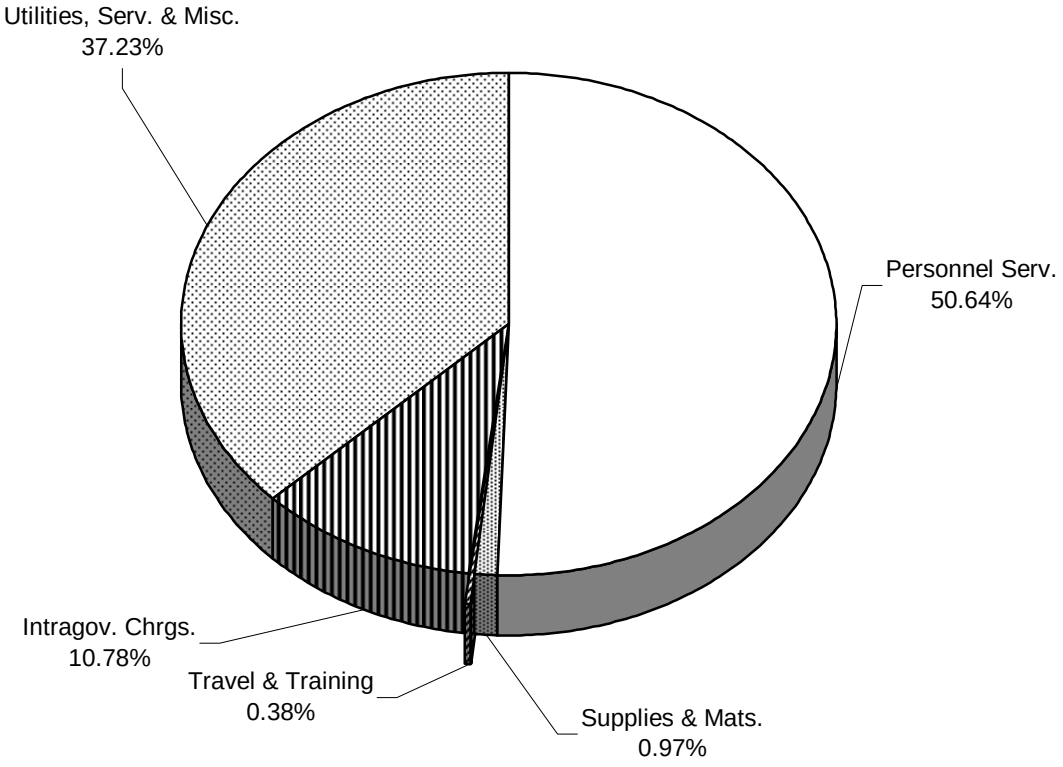
City Clerk: Sheela Amin
Description: Records and maintains all City records.
Contact Number: 573-874-7208



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

City Clerk and Elections

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 115,999	$ 165,043	$ 164,479	$ 175,526	6.4%
Supplies & Materials	1,152	3,921	4,521	3,361	(14.3%)
Travel & Training	454	2,037	900	1,319	(35.2%)
Intragovernmental Charges	24,350	33,309	33,309	37,371	12.2%
Utilities, Services & Misc.	186,434	128,936	110,291	129,026	0.1%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**328,389**	**333,246**	**313,500**	**346,603**	**4.0%**
Summary					
Operating Expenses	328,389	333,246	313,500	346,603	4.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **328,389**	$ **333,246**	$ **313,500**	$ **346,603**	**4.0%**

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CITY CLERK AND ELECTIONS - SUMMARY

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

No significant changes.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
City Clerk - General	2.00	3.00	3.00	3.00	
City Clerk - Elections	0.00	0.00	0.00	0.00	
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**	

**** Performance Measurements are located on page 547 in the appendix.***

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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

This budget reflects a full year of funding for the building receptionist position that was placed in this budget during FY 2010.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 115,999	$ 165,043	$ 164,479	$ 175,526	6.4%
Supplies and Materials	1,152	3,921	4,521	3,361	(14.3%)
Travel and Training	454	2,037	900	1,319	(35.2%)
Intragovernmental Charges	24,350	33,309	33,309	37,371	12.2%
Utilities, Services, & Misc.	1,794	9,871	10,291	9,961	0.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **143,749**	$ **214,181**	$ **213,500**	$ **227,538**	**6.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8803 - City Clerk	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1002 - Admin. Support Asst. II	0.00	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**	

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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.	184,640	119,065	100,000	119,065	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **184,640**	$ **119,065**	$ **100,000**	$ **119,065**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

City Manager

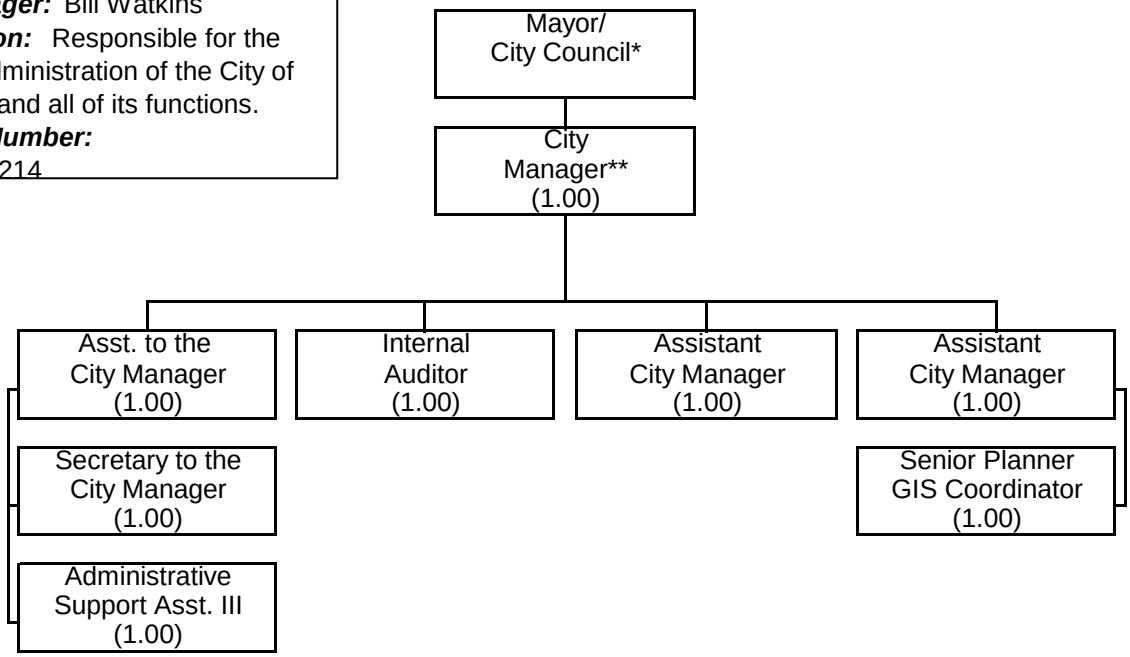
City of Columbia

Columbia, Missouri

City of Columbia - City Manager

8.00 FTE Positions

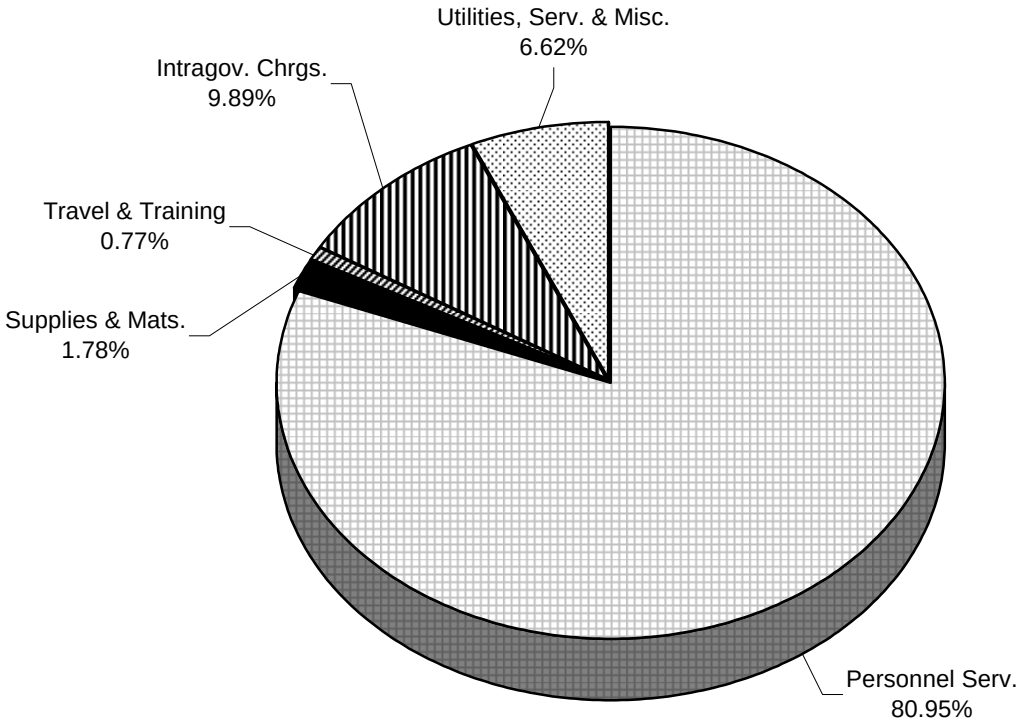
City Manager: Bill Watkins
Description: Responsible for the general administration of the City of Columbia and all of its functions.
Contact Number:
573-874-7214



* 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 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 836,974	$ 855,501	$ 853,471	$ 849,408	(0.7%)
Supplies & Materials	10,327	22,435	16,125	18,630	(17.0%)
Travel & Training	17,920	16,700	17,750	8,100	(51.5%)
Intragovernmental Charges	74,429	88,959	88,888	103,734	16.6%
Utilities, Services & Misc.	40,361	77,509	49,475	69,480	(10.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**980,011**	**1,061,104**	**1,025,709**	**1,049,352**	**(1.1%)**
Summary					
Operating Expenses	980,011	1,061,104	1,025,709	1,049,352	(1.1%)
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	$ **980,011**	$ **1,061,104**	$ **1,025,709**	$ **1,049,352**	**(1.1%)**

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CITY MANAGER

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 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 citizen 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

None.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	2.00	2.00	2.00	2.00	
4630 - Business Ombudsman*	1.00	0.00	0.00	0.00	
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	**9.00**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	9.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.00**	**8.00**	**8.00**	**8.00**	

**** Performance Measurements are located on page 548 in the appendix.***

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Finance Department

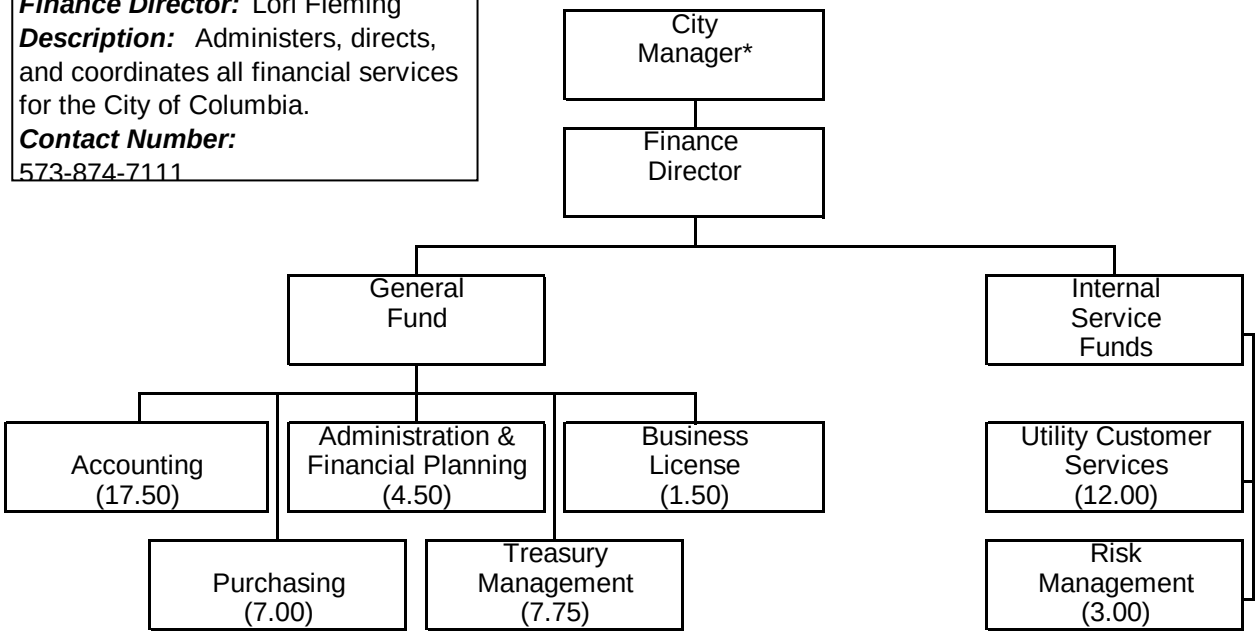
City of Columbia

Columbia, Missouri

City of Columbia - Finance Department

53.25 FTE Positions

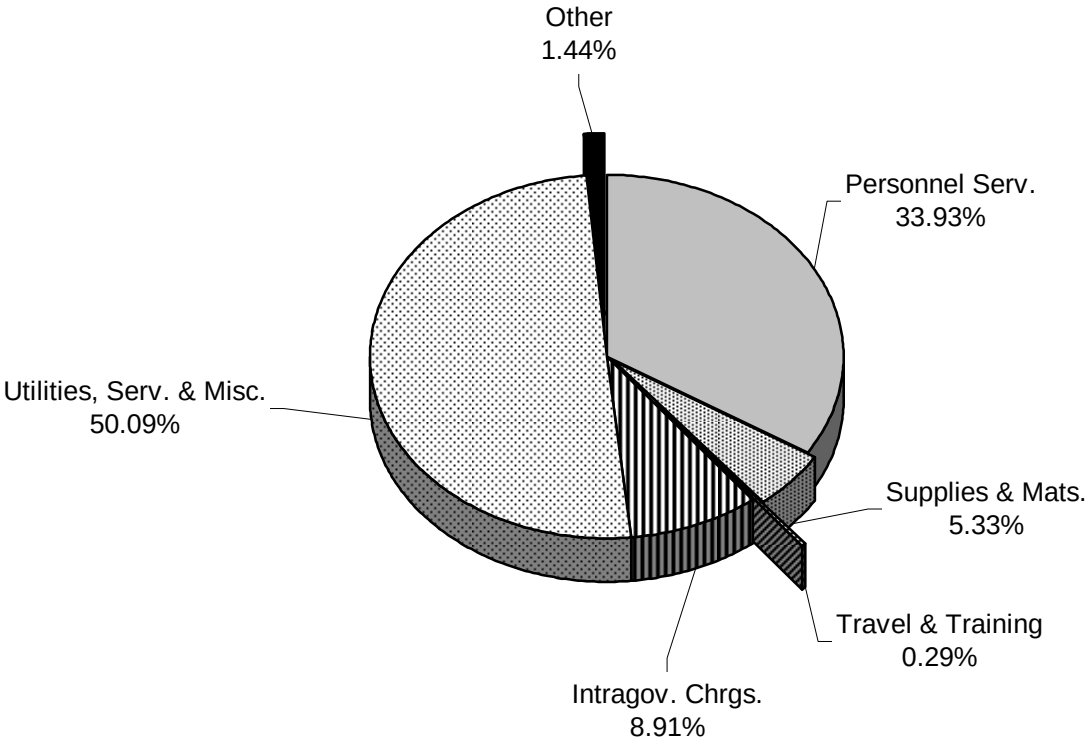
Finance Director: Lori Fleming
Description: Administers, directs, and coordinates all financial services for the City of Columbia.
Contact Number:
573-874-7111



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

Finance Department - Summary

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 3,183,021	$ 3,377,660	$ 3,297,731	$ 3,341,694	(1.1%)
Supplies & Materials	463,442	581,915	571,679	524,948	(9.8%)
Travel & Training	24,563	51,370	46,370	29,049	(43.5%)
Intragovernmental Charges	834,281	922,255	922,255	877,913	(4.8%)
Utilities, Services & Misc.	4,498,780	5,108,187	4,856,226	4,934,116	(3.4%)
Capital	0	10,000	10,000	0	(100.0%)
Other	106,034	142,133	142,133	142,133	0.0%
Total	**9,110,121**	**10,193,520**	**9,846,394**	**9,849,853**	**(3.4%)**
Summary					
Operating Expenses	9,004,087	10,041,387	9,694,261	9,707,720	(3.3%)
Non-Operating Expenses	106,034	142,133	142,133	142,133	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	10,000	10,000	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **9,110,121**	$ **10,193,520**	$ **9,846,394**	$ **9,849,853**	**(3.4%)**

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FINANCE DEPARTMENT - SUMMARY

110-10, 669-10, 676-10

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.

Purchasing: To provide easy accessibility to a variety of centralized purchasing options which consistently result in cost savings and meet the procurement needs of the using departments. To actively monitor and administer the ProCard and the Travel card to ensure all expenditures are within the limits and intent of the policy and a prudent use of taxpayer dollars. To monitor contract compliance ensuring the City meets its obligations as established by the project funding source; federal, state and locals laws

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

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

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2011 the Finance Department will continue to monitor and evaluate the City's financial condition and internal controls. The Compliance Officer will continue to ensure proper compliance with federal grant requirements. As requested by the City Manager, staff will continue to work with the Finance Advisory Committee to review City finances and make recommendations for change. Staff will continue efforts to expand document imaging and find ways to improve work flow and reduce space required for files. Budget staff will continue efforts to lead the City's efforts to develop performance measures, coordinate the Capital Improvement Process, as well as work with the City Manager and City Council for ways to address budget issues created by the recent economic downturn.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
General Fund Operations	38.25	38.25	38.25	38.25	
Utility Customer Services Fund	12.00	12.00	12.00	12.00	
Self-Insurance Reserve Fund	3.00	3.00	3.00	3.00	
Total Personnel	**53.25**	**53.25**	**53.25**	**53.25**	
Permanent Full-Time	52.00	52.00	52.00	52.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**53.25**	**53.25**	**53.25**	**53.25**	

**** Performance Measurements are located on page 549 in the appendix.***

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Finance - Administration and Financial Planning

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 the Finance Advisory Committee to review the City's revenue structure in order to provide relief during this economic downturn. Extra emphasis will be placed on monitoring revenues and expenditure to ensure departments stay within the resources allocated for FY 2011. Staff will continue to review, update and create financial policies to strengthen management practices reviewed by the rating agencies which should assist the City in maintaining or improving our rating during these tough economic times. 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. Staff will work with other City departments to develop meaningful Performance Measures for use by management and City Council. Staff will support the City's efforts to participate in the Missouri Quality Award program.

BUDGET DETAIL

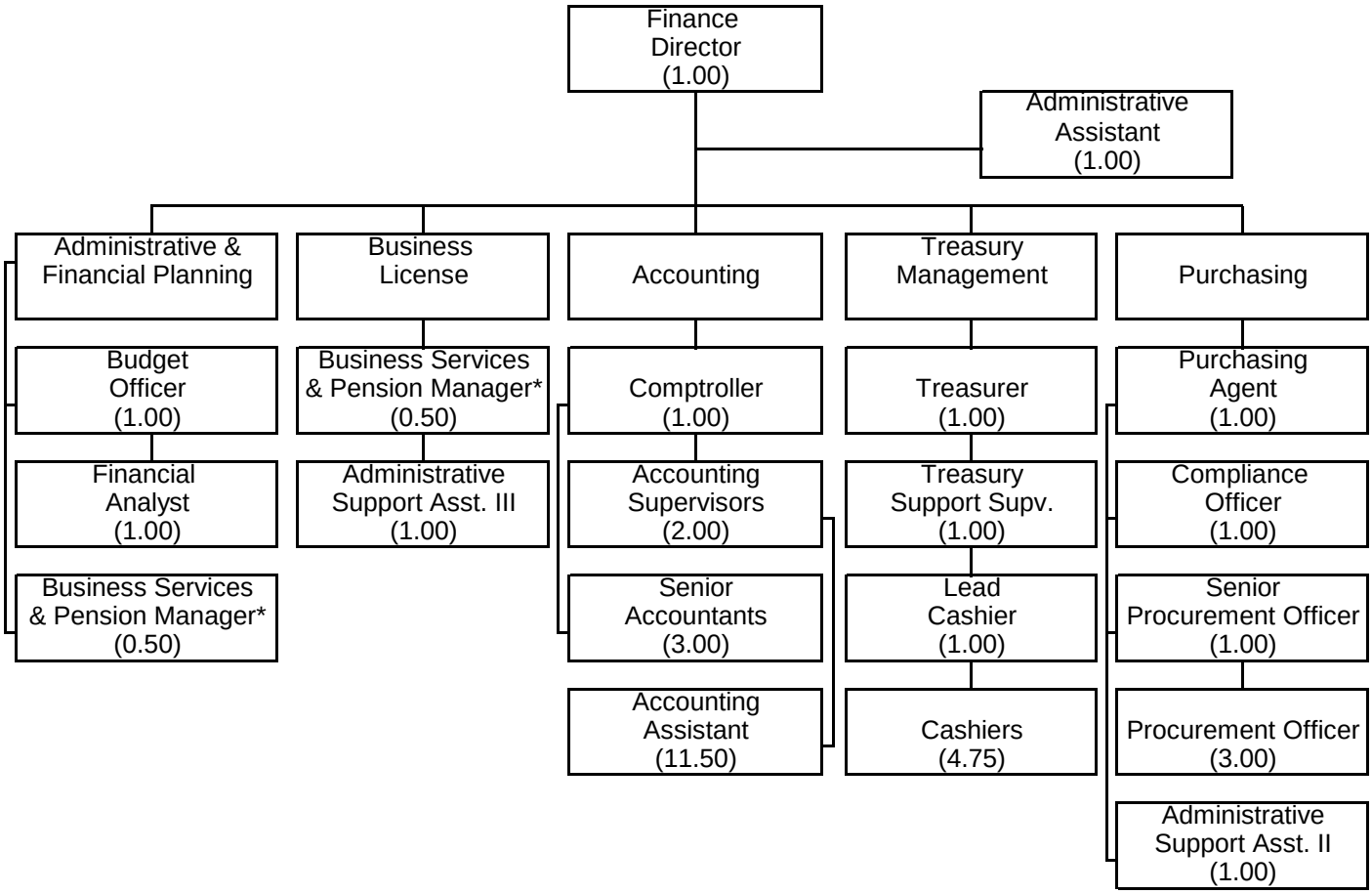
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 485,989	$ 474,659	$ 468,953	$ 461,707	(2.7%)
Supplies and Materials	11,216	35,955	35,669	20,450	(43.1%)
Travel and Training	4,261	5,100	5,100	4,261	(16.5%)
Intragovernmental Charges	50,895	65,965	65,965	65,821	(0.2%)
Utilities, Services, & Misc.	224,707	168,930	158,750	125,525	(25.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **777,068**	$ **750,609**	$ **734,437**	$ **677,764**	**(9.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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 - Bus. Srvcs & Pension Mngr.	0.50	0.50	0.50	0.50	
6204 - Financial Analyst	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I	1.00	0.00	0.00	0.00	
Total Personnel	**5.50**	**4.50**	**4.50**	**4.50**	
Permanent Full-Time	5.50	4.50	4.50	4.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.50**	**4.50**	**4.50**	**4.50**	

City of Columbia - Finance Department General Fund

38.25 FTE Positions



* Position split between Business License & Administration.

Finance - Administration and Financial Planning

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 the Finance Advisory Committee to review the City's revenue structure in order to provide relief during this economic downturn. Extra emphasis will be placed on monitoring revenues and expenditure to ensure departments stay within the resources allocated for FY 2011. Staff will continue to review, update and create financial policies to strengthen management practices reviewed by the rating agencies which should assist the City in maintaining or improving our rating during these tough economic times. 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. Staff will work with other City departments to develop meaning Performance Measures for use by management and City Council. Staff will support the City's efforts to participate in the Missouri Quality Award program.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 485,989	$ 474,659	$ 468,953	$ 461,707	(2.7%)
Supplies and Materials	11,216	35,955	35,669	20,450	(43.1%)
Travel and Training	4,261	5,100	5,100	4,261	(16.5%)
Intragovernmental Charges	50,895	65,965	65,965	65,821	(0.2%)
Utilities, Services, & Misc.	224,707	168,930	158,750	125,525	(25.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 777,068**	**$ 750,609**	**$ 734,437**	**$ 677,764**	**(9.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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 - Bus. Srvcs & Pension Mngr.	0.50	0.50	0.50	0.50	
6204 - Financial Analyst	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I*	1.00	0.00	0.00	0.00	
Total Personnel	**5.50**	**4.50**	**4.50**	**4.50**	
Permanent Full-Time	5.50	4.50	4.50	4.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.50**	**4.50**	**4.50**	**4.50**	

*FY 2010 - Position is only funded for the first 6 months and then will be eliminated.

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 2011 the Accounting Staff will continue work to expand the implementation of document imaging software for accounting records. We have begun implementing document imaging with automated workflow software. Special emphasis will continue on working with the internal auditor and departments to ensure compliance with "stimulus" funding regulations. Staff will continue to work with the external auditors to streamline and improve the efficiency of the audit process.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,028,277	$ 1,084,452	$ 1,056,143	$ 1,075,381	(0.8%)
Supplies and Materials	41,237	52,200	50,575	42,850	(17.9%)
Travel and Training	1,217	6,100	5,681	1,019	(83.3%)
Intragovernmental Charges	199,401	212,951	212,951	233,810	9.8%
Utilities, Services, & Misc.	23,783	36,600	35,403	36,100	(1.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **1,293,915**	$ **1,392,303**	$ **1,360,753**	$ **1,389,160**	**(0.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
6205 - Comptroller	1.00	1.00	1.00	1.00	
6203 - Senior Accountant	3.00	3.00	3.00	3.00	
6201 - Accounting Supervisor	2.00	2.00	2.00	2.00	
1203 - Accounting Assistant	11.50	11.50	11.50	11.50	
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

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 included the following major activities in addition to normal operations.

1) Implemented onsite electronic deposit to improve cash flow collections and improve efficiency of deposit process.
2) Drafted revised pension policy for Police & Fire Pension Plan in cooperation with plan board members.
3) Presented cash handling training sessions for staff of various departments throughout the city.
4) Analyzed credit card fees to assess methods of cost control.
5) Implemented changes to processes and systems with third party electronic payment vendors.
6) Assisted auditors with review of data tracked through cash receipts and general ledger.

Future projects for Treasury Management include selection of and transition to external financial management along with revision of the general investment policy and procedures. A secondary area of emphasis will be continuing revision of internal efficiencies and use of improving technology. Fast paced changes in banking technology require ongoing reviews and updates including a growing need to address rules related to international transactions.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 400,611	$ 428,161	$ 418,960	$ 424,985	(0.7%)
Supplies and Materials	17,989	20,020	19,848	16,620	(17.0%)
Travel and Training	4,599	5,800	6,500	4,363	(24.8%)
Intragovernmental Charges	110,043	122,676	122,676	98,665	(19.6%)
Utilities, Services, & Misc.	51,884	52,865	51,965	53,265	0.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 585,126**	**$ 629,522**	**$ 619,949**	**$ 597,898**	**(5.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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**	

DESCRIPTION

The Purchasing Division is responsible for providing easy accessibility to a variety of centralized purchasing options which consistently result in cost savings and meet the procurement needs of the using departments. Purchasing staff actively monitor and administer the ProCard and the Travel card to ensure all expenditures are within the limits and intent of the policy and a prudent use of taxpayer dollars. Staff also monitors contract compliance ensuring the City meets its obligations as established by the project funding source; federal, state and locals laws. The addition of a Procurement Officer and Compliance Officer in FY 2010 has allowed the department to better meet the needs of the City.

HIGHLIGHTS / SIGNIFICANT CHANGES

Purchasing administered approximately 329 annual contracts, processed an estimated 3969 purchase orders, 191 formal bids and 335 informal bids at a value of approximately 88 million. The Travel Card and Procard programs have functioned smoothly this year providing an easy to use, highly accountable method of payment for small dollar purchases and travel needs. Purchasing continues to serve as a service department to the city assisting with the procard and travel card programs, contract negotiation and administration, specification research, DBE compliance and liaison with local, state and federal agencies to ensure compliance and secure funding for city projects. Purchasing is very active is local, state and national purchasing initiatives to ensure we stay abreast of the latest trends in public purchasing. Much effort was extended to update federal programs in the areas of Title VI, Limited English Proficiency, ADA Transition Planning, Program Participation during FY 2010. Electronic Bidding has continued to grow and now 100% of all formal bids are available to the public through our electronic bid system.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 362,142	$ 446,052	$ 423,006	$ 438,074	(1.8%)
Supplies and Materials	11,455	21,684	14,496	10,600	(51.1%)
Travel and Training	6,623	9,400	8,971	6,623	(29.5%)
Intragovernmental Charges	48,770	55,434	55,434	74,742	34.8%
Utilities, Services, & Misc.	22,137	23,565	23,503	25,282	7.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 451,127**	**$ 556,135**	**$ 525,410**	**$ 555,321**	**(0.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6308 - Compliance Officer	0.00	1.00	1.00	1.00	
6307 - Senior Procurement Offc.	1.00	1.00	1.00	1.00	
6305 - Procurement Officer	3.00	3.00	3.00	3.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**6.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	6.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**7.00**	**7.00**	**7.00**	

DESCRIPTION

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 2011 will be to continue extensive monitoring and enforcement of the City Code of Ordinances as they pertain 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 business license regulations to provide a more efficient and effective licensing process, working closely with the Police Department to ensure liquor establishments remain in compliance with City alcoholic beverage ordinance provisions and State liquor laws, and research options with regard to the development or purchase of an online software system that will enable all licensing customers to submit applications, renew licenses and submit payments via an established website.

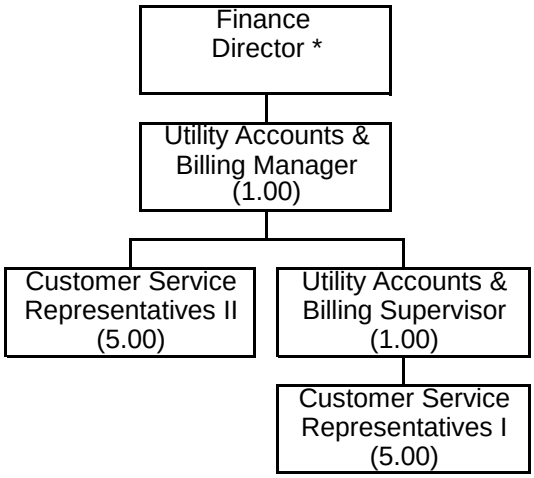
BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 108,794	$ 114,051	$ 113,948	$ 114,610	0.5%
Supplies and Materials	15,612	16,846	16,644	16,680	(1.0%)
Travel and Training	1,259	1,630	1,778	1,259	(22.8%)
Intragovernmental Charges	24,616	30,663	30,663	33,290	8.6%
Utilities, Services, & Misc.	17,385	20,705	21,640	23,690	14.4%
Capital	0	10,000	10,000	0	(100.0%)
Other	0	0	0	0	
Total	**$ 167,666**	**$ 193,895**	**$ 194,673**	**$ 189,529**	**(2.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
6505 - Bus. Srvcs & Pension Mngr.	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

* Implement "Go Green" paperless utility bill option; the goal is to reduce printing and postage costs.
* Re-engineer collection process for Cycle 99 Accounts. These are accounts that do not have a metered service (have any combination of sewer, trash and/or storm water without having water or electricity with the City). The goal is to use new legislation to reduce delinquency.
* Work with Water and Light to create a rate structure to reduce the cost of commercial bank paying fees.
* Reduce the number of accounts sent to collections by doing in-house follow up on delinquent final bills.
* Reduce abandon call rates; the goal is 15%.
* Improve knowledge of CX system, investigate use of Q Rep reporting.

BUDGET DETAIL

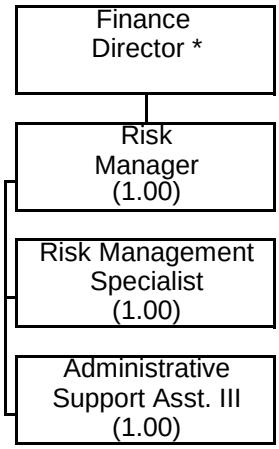
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 602,772	$ 636,122	$ 622,558	$ 633,410	(0.4%)
Supplies & Materials	357,531	426,054	425,136	408,642	(4.1%)
Travel & Training	2,080	16,000	11,000	7,000	(56.3%)
Intragovernmental Charges	357,759	392,572	392,572	319,125	(18.7%)
Utilities, Services & Misc.	561,179	696,680	568,186	575,500	(17.4%)
Capital	0	0	0	0	
Other	106,034	106,288	106,288	106,288	0.0%
Total	**1,987,355**	**2,273,716**	**2,125,740**	**2,049,965**	**(9.8%)**
Summary					
Operating Expenses	1,881,321	2,167,428	2,019,452	1,943,677	(10.3%)
Non-Operating Expenses	106,034	106,288	106,288	106,288	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,987,355**	$ **2,273,716**	$ **2,125,740**	$ **2,049,965**	**(9.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
1220 - Utility Accts & Billing Mngr	1.00	1.00	1.00	1.00	
1215 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00	
1213 - Customer Service Rep II	5.00	5.00	5.00	5.00	
1211 - Customer Service Rep I	5.00	5.00	5.00	5.00	
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 FY 2010 included Safety Jeopardy (safety manual awareness), Workplace Violence/Verbal Judo, Fire Safety & Prevention, City Emergency Management, Confined Space Safety, Respiratory Protection, Backhoe Safety, Safe Forklift Operation, Driver Safety, and Heat Stress.

The division's full time safety specialist has allowed us to continue an accident investigation process on all workers' compensation injuries to identify possible procedural and operation improvements.

Risk Management continuously reviews the City's self-insurance and commercial insurance coverage to maintain the best protection at the most economical cost. In FY 2011 Risk Management plans to implement improved data driven programs to reduce workers' injuries and claims, complete property valuations to insure City-owned property is adequately insured , continue to work with City departments to conform contract language to protect the City's interests, and complete quarterly claim reviews

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 194,436	$ 194,163	$ 194,163	$ 193,527	(0.3%)
Supplies & Materials	8,402	9,156	9,311	9,106	(0.5%)
Travel & Training	4,524	7,340	7,340	4,524	(38.4%)
Intragovernmental Charges	42,797	41,994	41,994	52,460	24.9%
Utilities, Services & Misc.	3,597,705	4,108,842	3,996,779	4,094,754	(0.3%)
Capital	0	0	0	0	
Other	0	35,845	35,845	35,845	0.0%
Total	**3,847,864**	**4,397,340**	**4,285,432**	**4,390,216**	**(0.2%)**
Summary					
Operating Expenses	3,847,864	4,361,495	4,249,587	4,354,371	(0.2%)
Non-Operating Expenses	0	35,845	35,845	35,845	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 3,847,864**	**$ 4,397,340**	**$ 4,285,432**	**$ 4,390,216**	**(0.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
6600 - Risk Manager	1.00	1.00	1.00	1.00	
6595 - Risk Management Spec.	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**	

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Human Resources

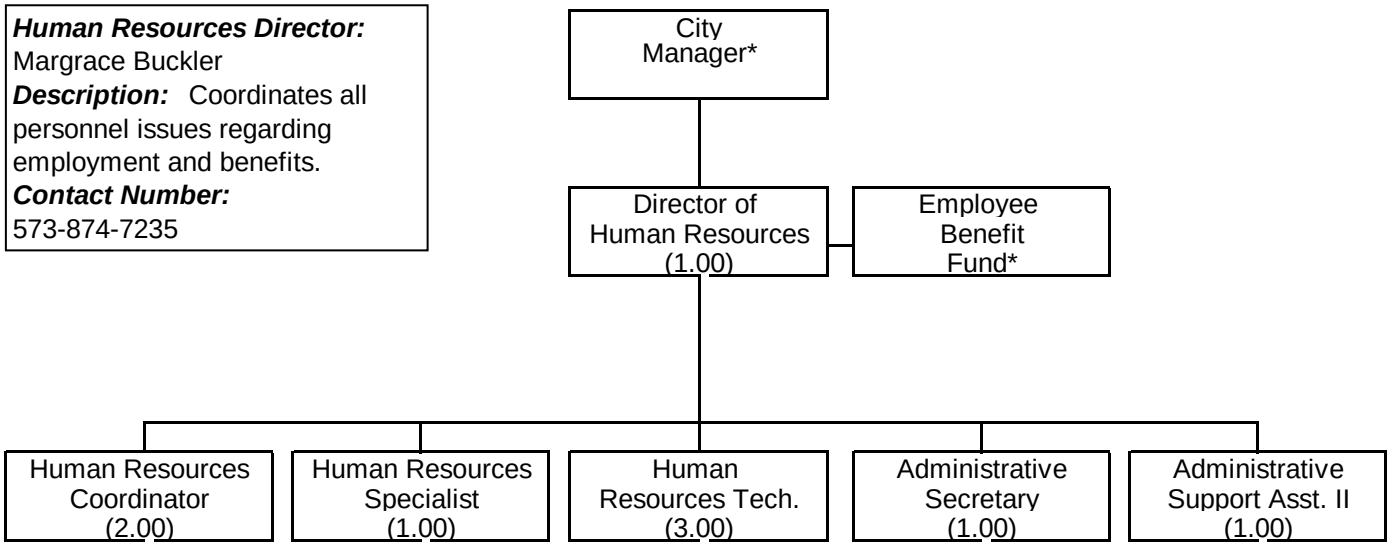
City of Columbia

Columbia, Missouri

City of Columbia - Human Resources

9.00 FTE Positions

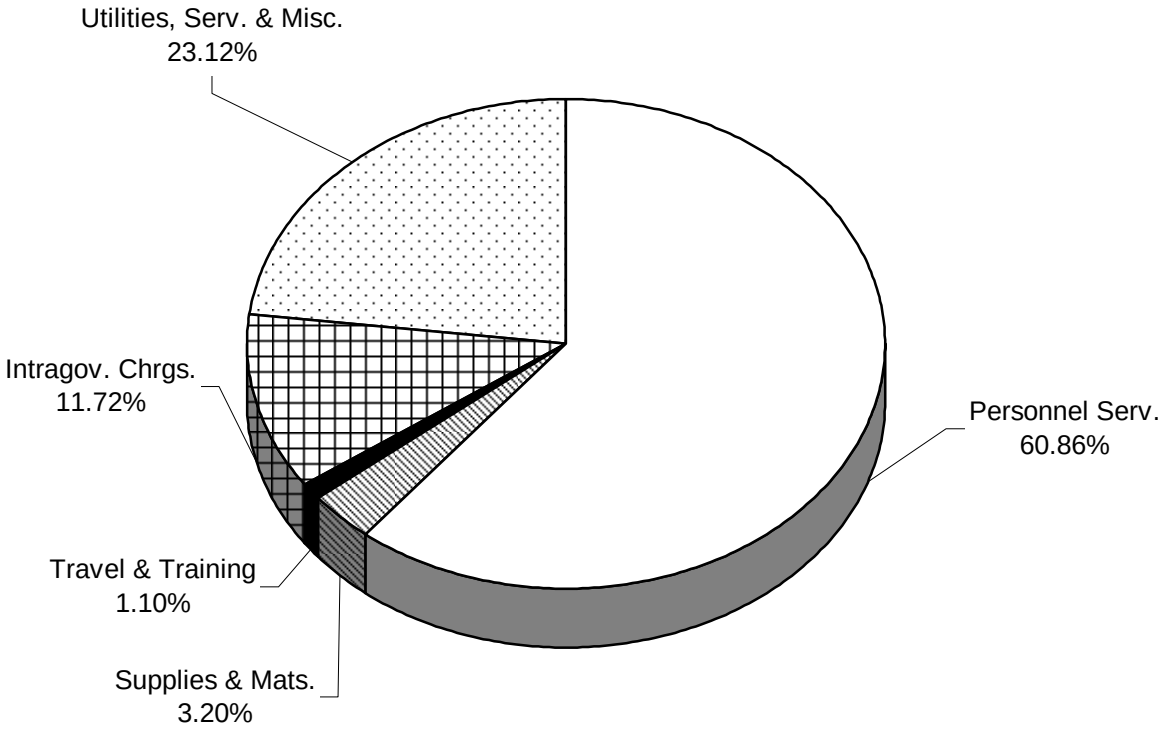
Human Resources Director:
Margrace Buckler
Description: Coordinates all personnel issues regarding employment and benefits.
Contact Number:
573-874-7235



* Positions not included in Human Resource's FTE count.
Fund can be found in the "Other Funds" Section.

Human Resources Department

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 610,449	$ 622,178	$ 618,668	$ 629,088	1.1%
Supplies & Materials	31,494	38,615	35,055	33,030	(14.5%)
Travel & Training	6,430	15,210	15,210	11,407	(25.0%)
Intragovernmental Charges	111,250	117,573	117,573	121,093	3.0%
Utilities, Services & Misc.	103,514	236,983	223,399	238,980	0.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**863,137**	**1,030,559**	**1,009,905**	**1,033,598**	**0.3%**
Summary					
Operating Expenses	863,137	1,030,559	1,009,905	1,033,598	0.3%
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	$ **863,137**	$ **1,030,559**	$ **1,009,905**	$ **1,033,598**	**0.3%**

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HUMAN RESOURCES DEPARTMENT

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, that are designed to reduce turnover. 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 implemented the fourth and final year of a complete review of the City job classification and pay plans in 2010. Recruitment, selection and retention efforts will continue to be priorities. Program emphasis is placed on pay and benefit strategy, training, and performance appraisal.

Implementation of an on-line employment application and applicant management system is planned in 2011. Salary data and labor market refinement for positions through the use of an on-line system is also in development.

2010 work with the Workforce Talent Strategy Committee on knowledge retention programs and training continues. Employee education and information sessions on benefit plans will be expanded.

Developed a more robust employee orientation program. That program will be implemented in late 2010. Develop recommendations for the City compensation philosophy, including improving the classification and pay plans. Develop and deliver training programs for basic skills improvement, including customer service. Work with Workforce Talent Strategy Committee on implementation of supervisor and manager training academy.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	1.00	1.00	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	**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**	

**** Performance Measurements are located on page 555 in the appendix.***

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Law
Department

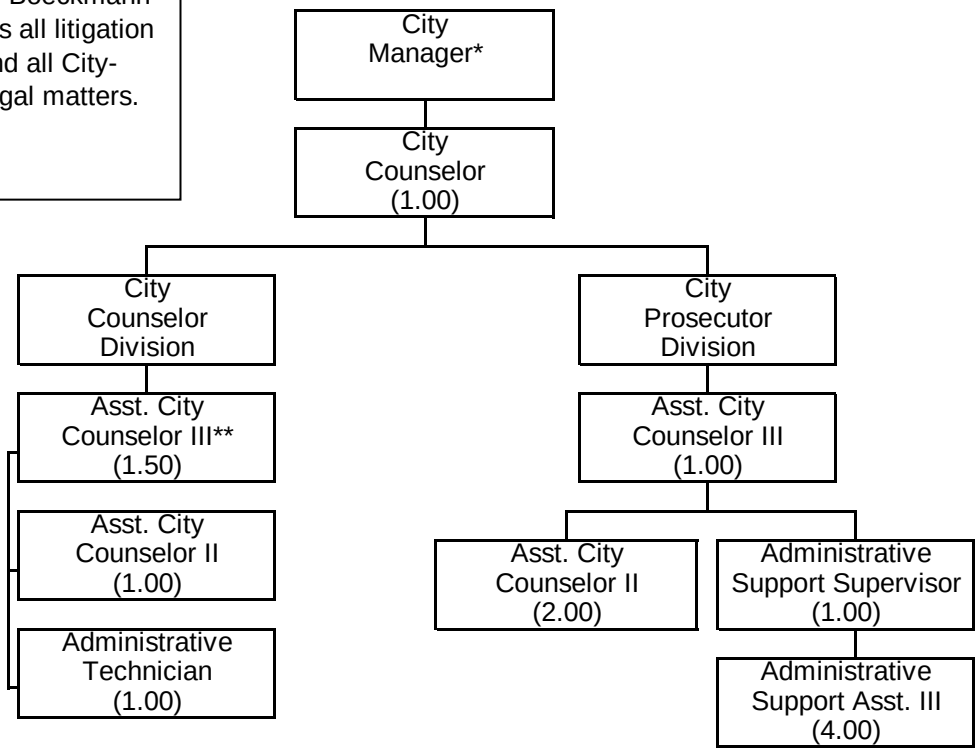
City of Columbia

Columbia, Missouri

City of Columbia - Law Department

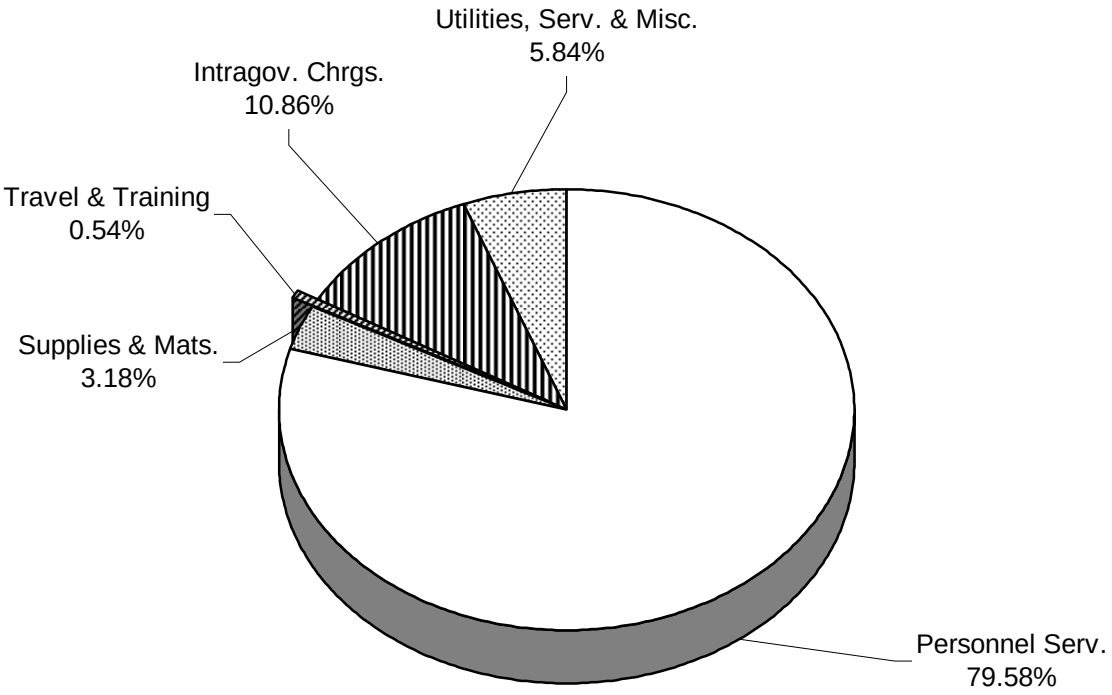
12.50 FTE Positions

City Counselor: Fred Boeckmann
Description: Manages all litigation and advises Council and all City-related personnel on legal matters.
Contact Number:
573-874-7223



* Position not included in Law Department's FTE count.
** Position split 50% in Law and 50% in Neighborhood Services

Law Department
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 788,508	$ 1,061,512	$ 940,919	$ 1,024,582	(3.5%)
Supplies & Materials	21,039	60,597	55,598	40,953	(32.4%)
Travel & Training	2,529	13,825	6,329	6,914	(50.0%)
Intragovernmental Charges	95,145	122,069	122,885	139,855	14.6%
Utilities, Services & Misc.	40,250	70,064	69,201	75,217	7.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**947,471**	**1,328,067**	**1,194,932**	**1,287,521**	**(3.1%)**
Summary					
Operating Expenses	947,471	1,328,067	1,194,932	1,287,521	(3.1%)
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	$ **947,471**	$ **1,328,067**	$ **1,194,932**	$ **1,287,521**	**(3.1%)**

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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

One Assistant City Counselor position has been eliminated due to lower than anticipated number of red light camera citations.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
City Counselor	4.00	4.50	4.50	4.50	
City Prosecutor	5.00	5.00	9.00	8.00	(1.00)
Total Personnel	**9.00**	**9.50**	**13.50**	**12.50**	**(1.00)**
Permanent Full-Time	9.00	9.50	13.00	12.00	(1.00)
Permanent Part-Time	0.00	0.00	0.50	0.50	
Total Permanent	**9.00**	**9.50**	**13.50**	**12.50**	**(1.00)**

**** Performance Measurements are located on page 556 in the appendix.***

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Law - City Counselor

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 426,840	$ 461,390	$ 443,748	$ 467,831	1.4%
Supplies and Materials	11,575	20,305	20,305	17,831	(12.2%)
Travel and Training	2,064	4,809	3,678	4,000	(16.8%)
Intragovernmental Charges	38,006	48,490	49,306	60,822	25.4%
Utilities, Services, & Misc.	28,871	45,281	48,847	50,434	11.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 507,356**	**$ 580,275**	**$ 565,884**	**$ 600,918**	**3.6%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
3410 - City Counselor	1.00	1.00	1.00	1.00	
3303 - Assistant City Counselor III	1.00	1.50	1.50	1.50	
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
Total Personnel	**4.00**	**4.50**	**4.50**	**4.50**	
Permanent Full-Time	4.00	4.50	4.50	4.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.00**	**4.50**	**4.50**	**4.50**	

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

One Assistant City Counselor position has been eliminated due to lower than anticipated number of red light camera citations.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 361,668	$ 600,122	$ 497,171	$ 556,751	(7.2%)
Supplies and Materials	9,464	40,292	35,293	23,122	(42.6%)
Travel and Training	465	9,016	2,651	2,914	(67.7%)
Intragovernmental Charges	57,139	73,579	73,579	79,033	7.4%
Utilities, Services, & Misc.	11,379	24,783	20,354	24,783	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 440,115**	**$ 747,792**	**$ 629,048**	**$ 686,603**	**(8.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
3303 - Assistant City Counselor III	1.00	1.00	1.00	1.00	
3302 - Assistant City Counselor II	1.00	1.00	3.00	2.00	(1.00)
1004 - Admin. Support Supervisor*	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Support Assistant III*	3.00	3.00	5.00	4.00	(1.00)
Total Personnel	**5.00**	**5.00**	**9.00**	**8.00**	**(1.00)**
Permanent Full-Time	5.00	5.00	8.50	7.50	(1.00)
Permanent Part-Time	0.00	0.00	0.50	0.50	
Total Permanent	**5.00**	**5.00**	**9.00**	**8.00**	**(1.00)**

* In FY 2011 (1) Administrative Support Assistant was reclassified to an Administrative Support Supervisor.

Municipal Court

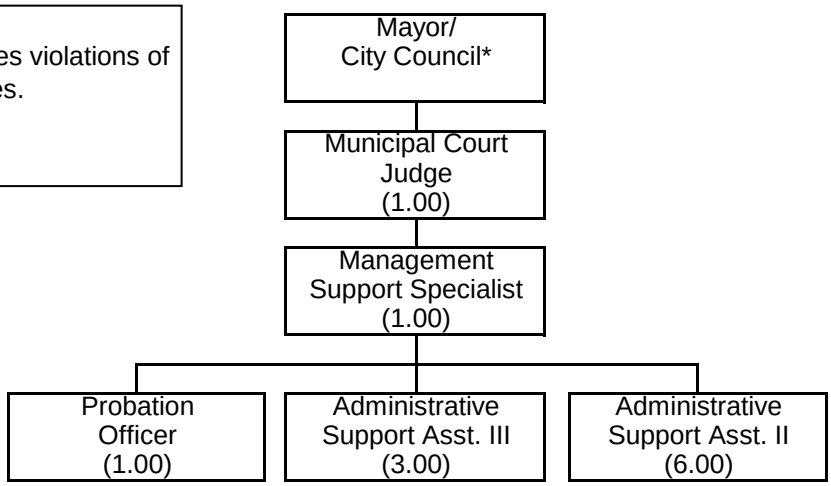
City of Columbia

Columbia, Missouri

City of Columbia - Municipal Court

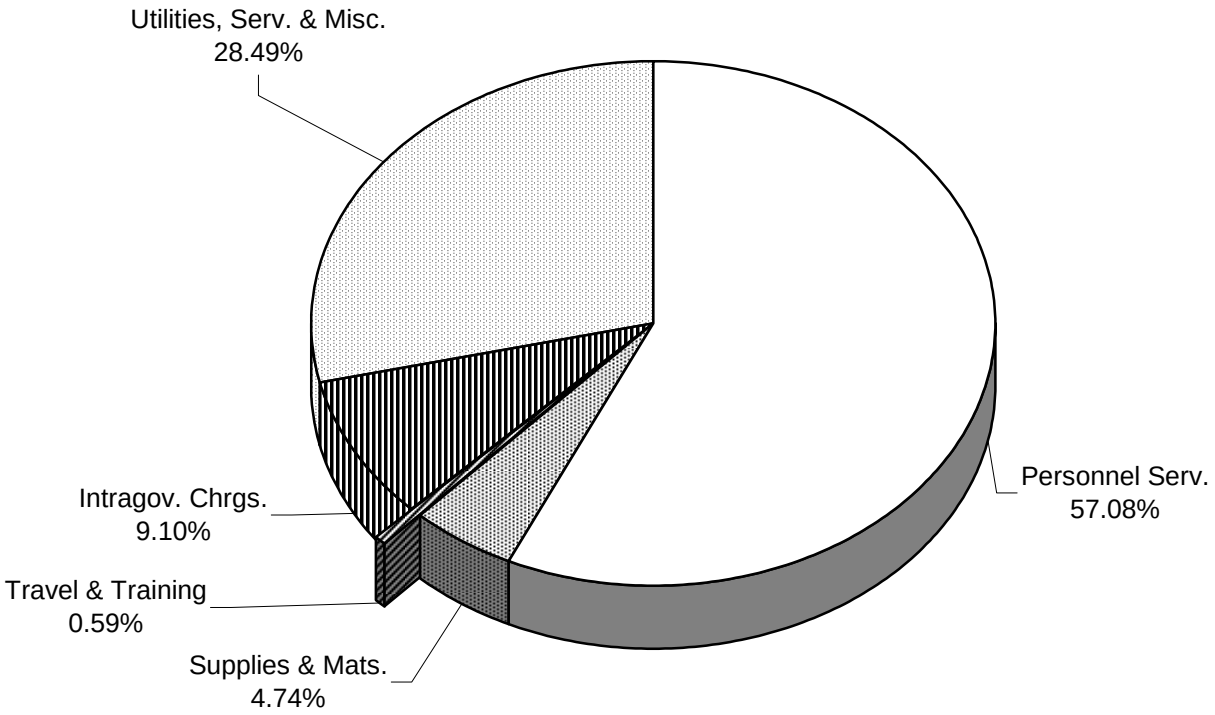
12.00 FTE Positions

Judge: Robert Aulgur
Description: Processes violations of laws and City ordinances.
Contact Number:
573-874-7231



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

Municipal Court
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 513,485	$ 610,094	$ 533,358	$ 673,449	10.4%
Supplies & Materials	34,702	60,942	57,347	55,862	(8.3%)
Travel & Training	4,628	13,329	12,324	7,000	(47.5%)
Intragovernmental Charges	88,112	107,935	107,935	107,345	(0.5%)
Utilities, Services & Misc.	37,428	109,327	109,454	336,110	207.4%
Capital	0	33,100	33,100	0	(100.0%)
Other	0	0	0	0	
Total	**678,355**	**934,727**	**853,518**	**1,179,766**	**26.2%**
Summary					
Operating Expenses	678,355	901,627	820,418	1,179,766	30.8%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	33,100	33,100	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **678,355**	$ **934,727**	$ **853,518**	$ **1,179,766**	**26.2%**

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MUNICIPAL COURT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

One administrative position has been eliminated due to lower than anticipated number of red light camera citations.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
General Court Operations	5.00	5.00	6.00	6.00	
Traffic Violations Bureau	4.00	4.00	7.00	6.00	(1.00)
Total Personnel	**9.00**	**9.00**	**13.00**	**12.00**	**(1.00)**
Permanent Full-Time	9.00	9.00	13.00	12.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.00**	**9.00**	**13.00**	**12.00**	**(1.00)**

**** Performance Measurements are located on page 557 in the appendix.***

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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

No significant changes for FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 345,491	$ 439,419	$ 354,635	$ 405,229	(7.8%)
Supplies and Materials	34,328	60,117	56,522	55,037	(8.5%)
Travel and Training	4,628	13,329	12,324	7,000	(47.5%)
Intragovernmental Charges	71,030	91,018	91,018	83,477	(8.3%)
Utilities, Services, & Misc.	37,428	109,327	109,454	336,110	207.4%
Capital	0	33,100	33,100	0	(100.0%)
Other	0	0	0	0	
Total	$ **492,905**	$ **746,310**	$ **657,053**	$ **886,853**	**18.8%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4203 - Mngt Support Specialist	1.00	1.00	1.00	1.00	
3412 - Probation Officer	1.00	1.00	1.00	1.00	
3401 - Municipal Judge	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	3.00	3.00	
Total Personnel	**5.00**	**5.00**	**6.00**	**6.00**	
Permanent Full-Time	5.00	5.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.00**	**5.00**	**6.00**	**6.00**	

Municipal Court - Traffic Violations Bureau

110-1620

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

One administrative position has been eliminated due to lower than anticipated number of red light camera citations.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 167,994	$ 170,675	$ 178,723	$ 268,220	57.2%
Supplies and Materials	374	825	825	825	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	17,082	16,917	16,917	23,868	41.1%
Utilities, Services, & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 185,450**	**$ 188,417**	**$ 196,465**	**$ 292,913**	**55.5%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
1002 - Admin. Support Assistant II	4.00	4.00	7.00	6.00	(1.00)
Total Personnel	**4.00**	**4.00**	**7.00**	**6.00**	**(1.00)**
Permanent Full-Time	4.00	4.00	7.00	6.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.00**	**4.00**	**7.00**	**6.00**	**(1.00)**

Police

Department

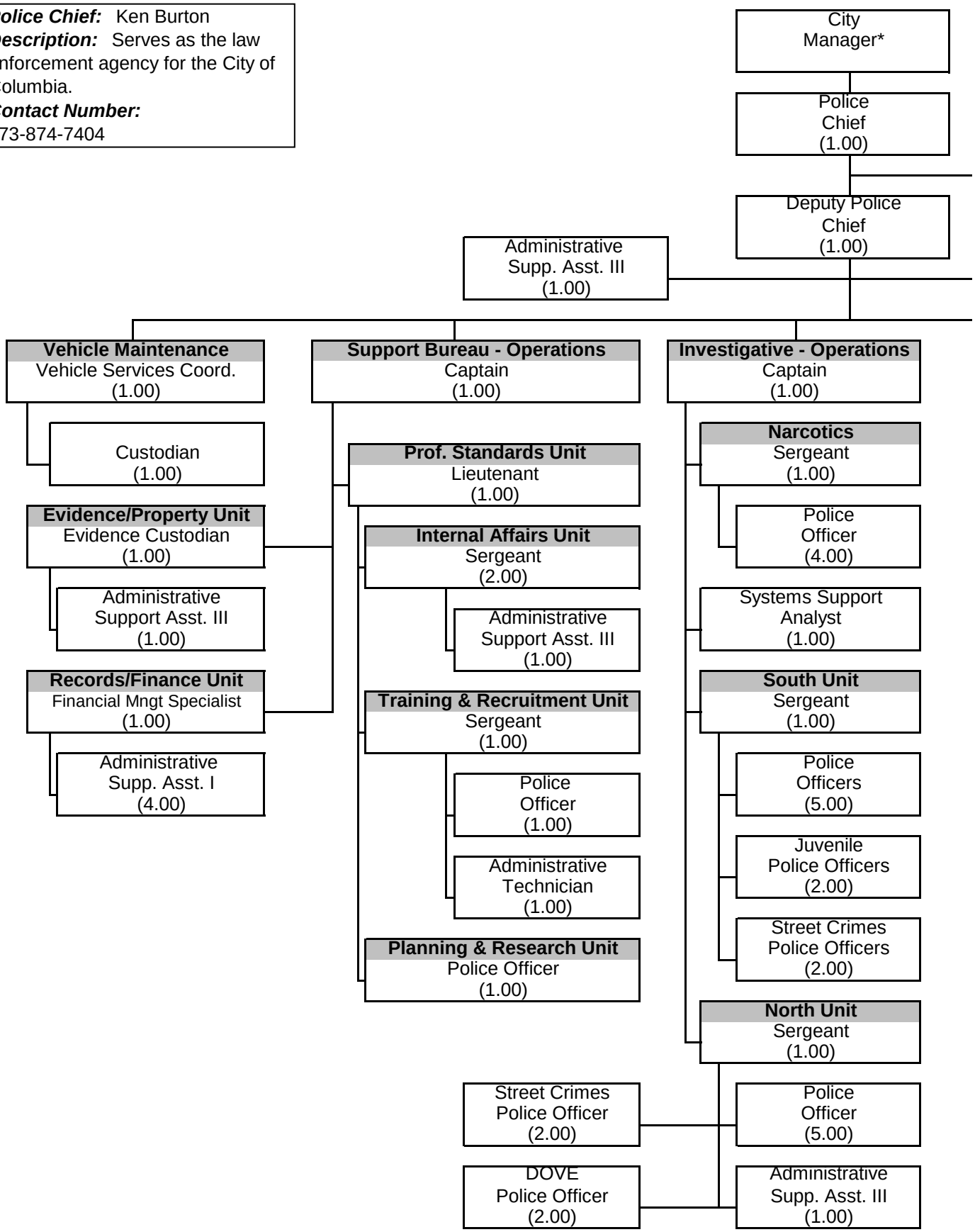
City of Columbia

Columbia, Missouri

City of Columbia - Police Department

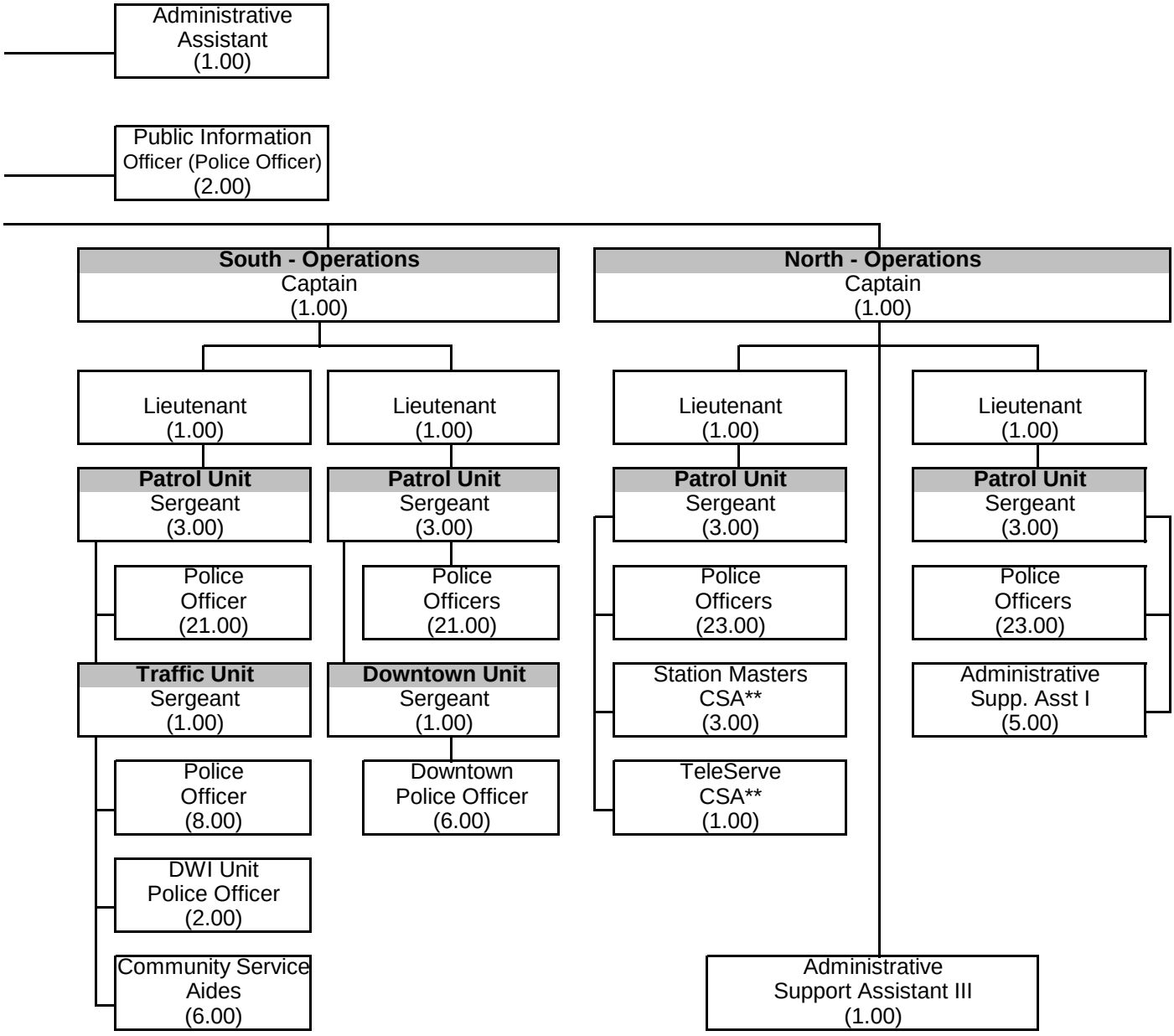
192.00 FTE Positions

Police Chief: Ken Burton
Description: Serves as the law enforcement agency for the City of Columbia.
Contact Number:
573-874-7404



City of Columbia - Police Department

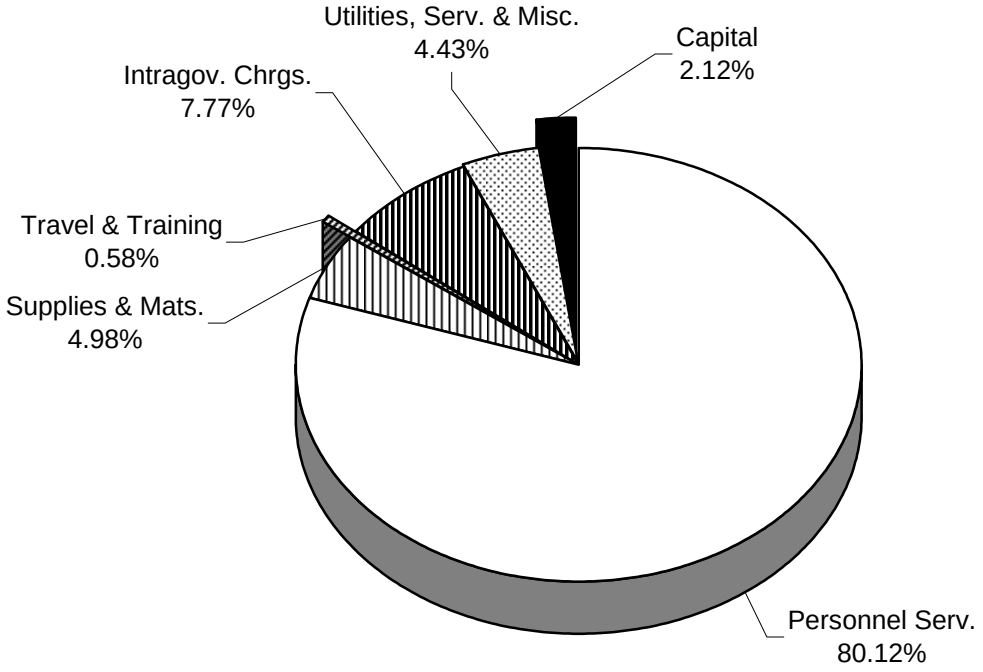
192.00 FTE Positions



* City Manager not included in FTE count.

** CSA - Community Service Aide

Police Department
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 14,948,749	$ 15,525,744	$ 15,237,294	$ 15,896,834	2.4%
Supplies & Materials	892,332	1,453,257	1,373,132	987,625	(32.0%)
Travel & Training	104,648	132,143	140,151	114,879	(13.1%)
Intragovernmental Charges	1,123,792	1,474,240	1,474,315	1,541,219	4.5%
Utilities, Services & Misc.	768,933	826,189	767,714	879,904	6.5%
Capital	606,038	407,294	407,289	420,848	3.3%
Other	0	0	0	0	
Total	**18,444,492**	**19,818,867**	**19,399,895**	**19,841,309**	**0.1%**
Summary					
Operating Expenses	17,838,454	19,411,573	18,992,606	19,420,461	0.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	606,038	407,294	407,289	420,848	3.3%
Capital Projects	0	0	0	0	
Total Expenses	$ **18,444,492**	$ **19,818,867**	$ **19,399,895**	$ **19,841,309**	**0.1%**

POLICE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

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

DEPARTMENT OBJECTIVES

To continually enhance 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

To begin the process of rebuilding community partnerships through a department wide system of geographic based policing.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	8.00	4.00	4.00	5.00	1.00
Operations	159.00	166.00	166.00	161.00	(5.00)
Services	23.00	21.00	21.00	26.00	5.00
Total Personnel	**190.00**	**191.00**	**191.00**	**192.00**	**1.00**
Permanent Full-Time	190.00	191.00	191.00	192.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**190.00**	**191.00**	**191.00**	**192.00**	**1.00**
Sworn Officer Positions	156.00	160.00	160.00	161.00	1.00
Civilian Positions	34.00	31.00	31.00	31.00	
Total Positions	**190.00**	**191.00**	**191.00**	**192.00**	**1.00**

**** Performance Measurements are located on page 558 in the appendix.***

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Police - Administration

DESCRIPTION

The administration of the Police Department is under the Chief of Police and the Deputy Chief of Police. It is responsible for the overall management of the entire police operation for the City of Columbia. The Public Information Officer and Accreditation Manager answer to the Chief of Police. More detail on these new positions below.

HIGHLIGHTS / SIGNIFICANT CHANGES

- Much has changed since the retirement of the former Police Chief. After an active interim period of nine months, a new Police Chief arrived in Columbia and began work on March 30, 2009. A comprehensive move toward geographic policing has begun, and organizational analysis and planning has begun on a department wide level.
- Organizational structure has been changed.
- Budgetary issues are of primary concern, and have caused prudent police management to examine all areas of the department for the most efficient use of resources and maximizes customer service for all citizens, despite financial limitations.
- Streamlining of the way reports are written, processed and handled is underway with short deadlines for efficient customer service for needed police information. A centralized report review officer is now in place for all officer reports to free up field supervisors for on scene supervision of a much wider scale.
- For further outreach and coordination of departmental interaction with the media, the position of Public Information Officer (PIO) was created. Late in this current budget year a second full-time PIO position was added. These officers are responsible for internal and external information flow and coordination with all media representatives and other interested parties.
- The training facility is now open. The new facility houses 96 students in the main classroom and another 25 in the small classroom. This facility provides training to regional law enforcement agencies, fire departments, and other city departments as needed.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 296,192	$ 504,047	$ 470,274	$ 558,213	10.7%
Supplies and Materials	32,564	30,690	33,900	32,626	6.3%
Travel and Training	4,360	4,131	4,084	3,718	(10.0%)
Intragovernmental Charges	28,533	38,369	38,369	44,595	16.2%
Utilities, Services, & Misc.	21,168	14,660	19,677	17,178	17.2%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 382,817**	**$ 591,897**	**$ 566,304**	**$ 656,330**	**10.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
3007 - Police Chief	1.00	1.00	1.00	1.00	
3006 - Deputy Police Chief	1.00	1.00	1.00	1.00	
3004 - Police Captain	0.00	0.00	0.00	0.00	
3003 - Police Lieutenant	1.00	0.00	0.00	0.00	
3002 - Police Sergeant	2.00	0.00	0.00	0.00	
3001 - Police Officer	0.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	0.00	0.00	0.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	0.00	0.00	1.00	1.00
Total Personnel	**8.00**	**4.00**	**4.00**	**5.00**	**1.00**
Permanent Full-Time	8.00	4.00	4.00	5.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.00**	**4.00**	**4.00**	**5.00**	**1.00**

DESCRIPTION

The move to geographic policing is placing responsibility on all levels of supervision and management for specific geographic areas of the entire city.

This will be facilitated by the increase in command and doubling of command presence over small geographic areas of the city. Where there was once one patrol captain over the entire city, now there is two. Where once two Lieutenants were in charge of time of day responsibilities, now four Lieutenants are over four smaller geographic sectors. Each is the de facto police chief for the geographic area. And those commanders will be accountable to the Chief and Deputy Chief for the activity that occurs in those geographic areas. This "ownership" of the assigned areas creates investment and community partnerships and carries from the Sergeant to the individual officer level as well.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

Budgetary issues have caused police management to critically examine all areas of the department for the most efficient use of valuable resources, and how to best provide core services while maximizing customer service opportunities.

Changes to the basic structure provided two main divisions whose emphasis will be on the coordination and provision of core law enforcement services, while allowing patrol and investigative functions to work more closely together. This re-organization and restructuring of the Police Department will facilitate the implementation of geographic policing.

The typists and Community Service Aides were moved to Operations Support Services to better reflect their daily duties. One additional police officer was added to the traffic unit.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 13,097,416	$ 13,642,708	$ 13,078,844	$ 13,772,440	1.0%
Supplies and Materials	771,296	1,358,806	1,266,537	890,460	(34.5%)
Travel and Training	67,941	87,536	94,700	74,733	(14.6%)
Intragovernmental Charges	923,279	1,117,827	1,117,902	1,224,346	9.5%
Utilities, Services, & Misc.	425,724	452,246	406,554	491,784	8.7%
Capital	589,225	407,294	407,289	420,848	3.3%
Other	0	0	0	0	
Total	**$ 15,874,881**	**$ 17,066,417**	**$ 16,371,826**	**$ 16,874,611**	**(1.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7911 - System Support Analyst	0.00	0.00	1.00	1.00	
3011 - Community Service Aide	6.00	10.00	10.00	5.00	(5.00)
3004 - Police Captain	3.00	3.00	3.00	4.00	1.00
3003 - Police Lieutenant	2.00	4.00	4.00	4.00	
3002 - Police Sergeant	18.00	17.00	17.00	17.00	
3001 - Police Officer	127.00	124.00	124.00	128.00	4.00
1400 - Administrative Technician	1.00	1.00	0.00	0.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	0.00	5.00	5.00	0.00	(5.00)
Total Personnel	**159.00**	**166.00**	**166.00**	**161.00**	**(5.00)**
Permanent Full-Time	159.00	166.00	166.00	161.00	(5.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**159.00**	**166.00**	**166.00**	**161.00**	**(5.00)**

Police - Operations 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

Budgetary issues have caused police management to critically examine all areas of the department for the most efficient use of valuable resources, and how to best provide core services while maximizing customer service opportunities.

Changes to the basic structure provided two main divisions whose emphasis will be on the coordination and provision of core law enforcement services, while allowing patrol and investigative functions to work more closely together. This reorganization and restructuring of the Police Department is facilitating the implementation of geographic policing, improve first-line supervision, and provide opportunities to improve efficiency and effectiveness.

The typists and Community Service Aides were moved from Patrol to better reflect their daily duties.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,555,141	$ 1,378,989	$ 1,688,176	$ 1,566,181	13.6%
Supplies and Materials	88,472	63,761	72,695	64,539	1.2%
Travel and Training	32,347	40,476	41,367	36,428	(10.0%)
Intragovernmental Charges	171,980	318,044	318,044	272,278	(14.4%)
Utilities, Services, & Misc.	322,041	359,283	341,483	370,942	3.2%
Capital	16,813	0	0	0	
Other	0	0	0	0	
Total	**$ 2,186,794**	**$ 2,160,553**	**$ 2,461,765**	**$ 2,310,368**	**6.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7922 - Systems Analyst	1.00	0.00	0.00	0.00	
7911 - System Support Analyst	1.00	0.00	0.00	0.00	
4201 - Financial Mngt Specialist	1.00	1.00	1.00	1.00	
3014 - Evidence Custodian	1.00	1.00	1.00	1.00	
3011 - Community Service Aide	5.00	0.00	0.00	5.00	5.00
3004 - Police Captain	1.00	1.00	1.00	0.00	(1.00)
3003 - Police Lieutenant	0.00	1.00	1.00	1.00	
3002 - Police Sergeant	0.00	3.00	3.00	3.00	
3001 - Police Officer	0.00	4.00	4.00	1.00	(3.00)
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00	
2001 - Custodian	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	3.00	3.00	2.00	(1.00)
1001 - Admin. Support Assistant I	9.00	4.00	4.00	9.00	5.00
Total Personnel	**23.00**	**21.00**	**21.00**	**26.00**	**5.00**
Permanent Full-Time	23.00	21.00	21.00	26.00	5.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**23.00**	**21.00**	**21.00**	**26.00**	**5.00**

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Fire Department

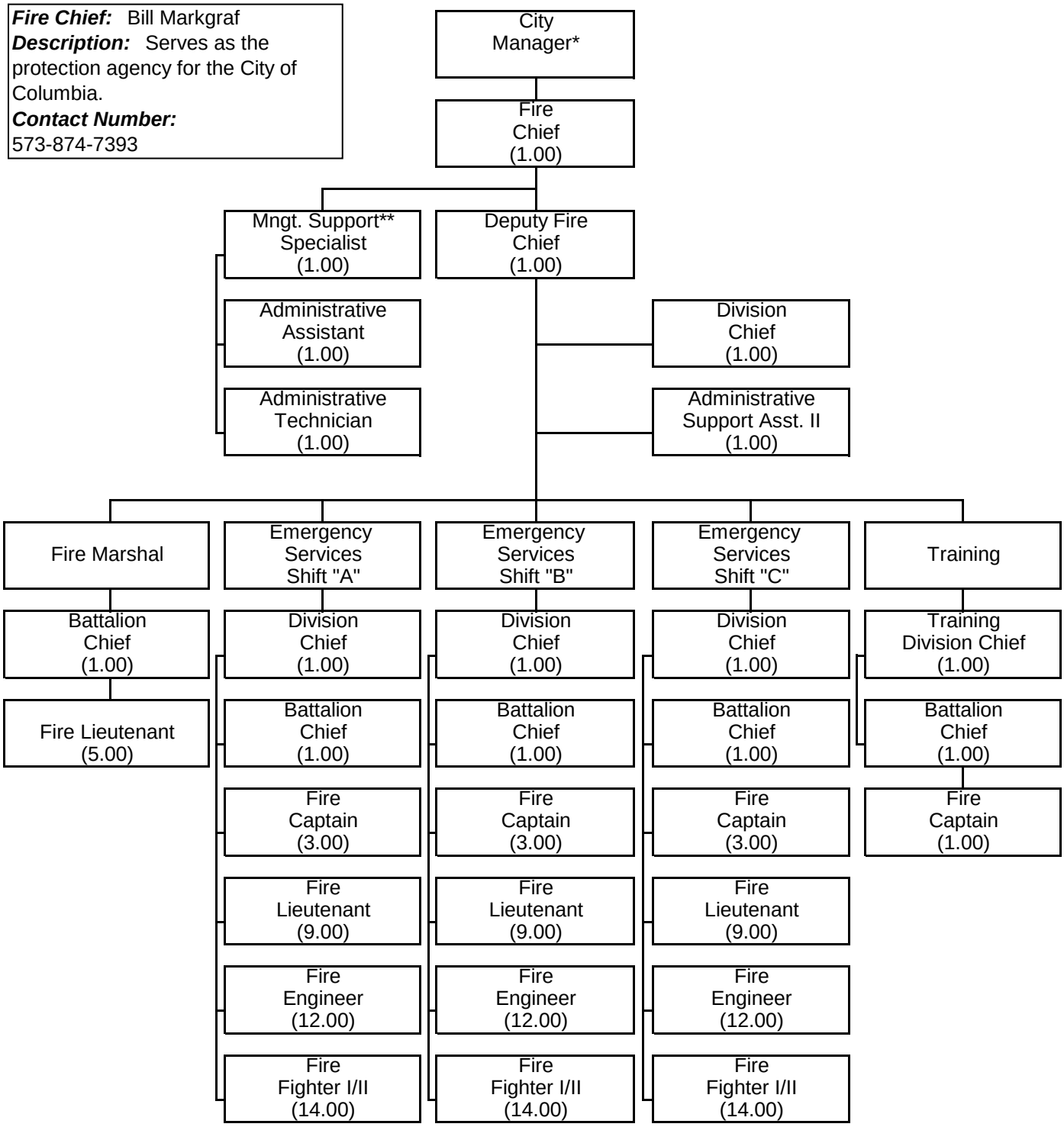
City of Columbia

Columbia, Missouri

City of Columbia - Fire Department

136.00 FTE Positions

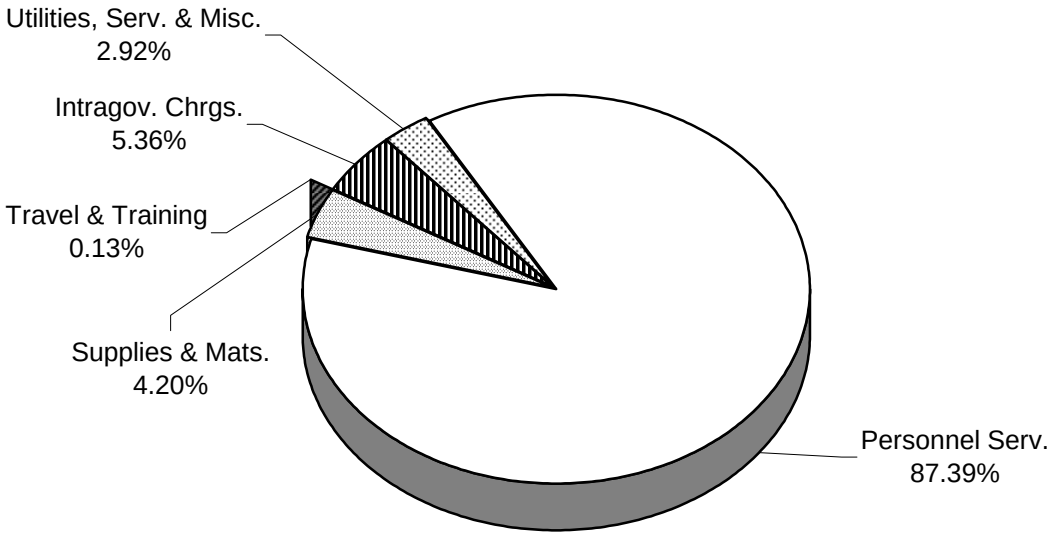
Fire Chief: Bill Markgraf
Description: Serves as the protection agency for the City of Columbia.
Contact Number:
573-874-7393



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

Note: Four firefighter positions have been eliminated due to lack of funding.

Fire Department
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 12,093,003	$ 12,336,826	$ 12,271,617	$ 12,729,687	3.2%
Supplies & Materials	580,090	745,575	726,501	611,860	(17.9%)
Travel & Training	36,520	38,642	24,881	19,322	(50.0%)
Intragovernmental Charges	683,753	698,203	698,203	781,229	11.9%
Utilities, Services & Misc.	441,572	436,412	435,056	424,995	(2.6%)
Capital	40,469	0	0	0	
Other	0	0	0	0	
Total	**13,875,407**	**14,255,658**	**14,156,258**	**14,567,093**	**2.2%**
Summary					
Operating Expenses	13,834,938	14,255,658	14,156,258	14,567,093	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	40,469	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **13,875,407**	$ **14,255,658**	$ **14,156,258**	$ **14,567,093**	**2.2%**

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FIRE DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Fire Department is charged with protecting 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 supplies. (6) Maintain fiscal responsibility and continue capital improvement programs.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Despite significant personnel and operational budget cuts, our goal is to continue providing high quality service to our customers. The new fire service agreement, upgraded ISO rating, and new Station 9 all pose challenges as well as opportunities to meet this overall goal.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	6.00	6.00	6.00	6.00	
Emergency Services	125.00	125.00	125.00	120.00	(5.00)
Departmental Services	3.00	3.00	3.00	3.00	
Fire Marshal's Division	6.00	6.00	6.00	7.00	1.00
Total Personnel	**140.00**	**140.00**	**140.00**	**136.00**	**(4.00)**
Permanent Full-Time	140.00	140.00	140.00	136.00	(4.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**140.00**	**140.00**	**140.00**	**136.00**	**(4.00)**

**** Performance Measurements are located on page 560 in the appendix.***

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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

Work continues on an extensive self-assessment process, with the goal of achieving and maintaining national accreditation status. Maintaining the City's ISO rating also is a continuous and long term task.

Implementation of the ten-year capital improvement plan approved by the voters in November 2005 is well underway, always with the emphasis on customer service. In the same spirit, Fire Administration looks for ways to form local and supplier partnerships to stretch the taxpayer dollar. During the budget process several line items have been reduced to mission-critical levels, and Administration will focus on overseeing and managing these activities.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 634,429	$ 638,569	$ 639,802	$ 646,114	1.2%
Supplies and Materials	12,054	12,795	12,277	9,645	(24.6%)
Travel and Training	8,683	6,071	6,071	3,036	(50.0%)
Intragovernmental Charges	80,480	50,710	50,710	53,864	6.2%
Utilities, Services, & Misc.	29,097	32,080	29,461	29,180	(9.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 764,743**	**$ 740,225**	**$ 738,321**	**$ 741,839**	**0.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4203 - Mgmt Support Specialist	1.00	1.00	1.00	1.00	
3110 - Deputy Fire Chief	1.00	1.00	1.00	1.00	
3108 - Fire Chief	1.00	1.00	1.00	1.00	
3106 - Fire Division Chief	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
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**	

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 public expects quick resolution of their fire, accident, and medical emergencies. Rapid response expectations dictate station location, apparatus condition and flexibility, and sufficient personnel trained to safely manage these situations.

With the goal of focusing on mission-critical activities, the Fire Department's budget has been changed significantly:

- Four vacant fire fighter positions have been eliminiated for FY 2011.
- Recent memo of understanding with the hospitals provided for their ambulance staff to request help from fire personnel who hold paramedic licenses. This pilot ALS program has so far been successful.
- Fire fighting equipment replacements will be focused on defects or failures rather than enhancements and upgrades.
- Travel for training opportunities will be significantly reduced.
- Safety and upkeep issues at fire facilities will be addressed with in-house labor whenever possible. Previously identified projects have been deferred, and any unexpected major repair will pose difficult challenges.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 10,496,634	$ 10,635,116	$ 10,663,110	$ 10,886,167	2.4%
Supplies and Materials	487,374	628,609	613,498	509,076	(19.0%)
Travel and Training	15,062	10,919	8,810	5,460	(50.0%)
Intragovernmental Charges	498,158	536,542	536,542	619,081	15.4%
Utilities, Services, & Misc.	348,381	328,347	329,430	324,871	(1.1%)
Capital	7,595	0	0	0	
Other	0	0	0	0	
Total	**$ 11,853,204**	**$ 12,139,533**	**$ 12,151,390**	**$ 12,344,655**	**1.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	27.00	3.00
3103 - Fire Engineer	33.00	33.00	33.00	36.00	3.00
3101/3102 Fire Fighter I/II*	53.00	53.00	53.00	42.00	(11.00)
Total Personnel	**125.00**	**125.00**	**125.00**	**120.00**	**(5.00)**
Permanent Full-Time	125.00	125.00	125.00	120.00	(5.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**125.00**	**125.00**	**125.00**	**120.00**	**(5.00)**

*FY 2011 - Funding Fire Station #2 - added (4) Fire Fighters and upgraded (3) to Engineer and (3) to Lieutenant.
(1) Fire Figher was reclassified to a Lieutenant and move to the Fire Marshal's Division.

Fire - Departmental Services

DESCRIPTION

The responsibilities of this division focus on training for fire, emergency medical, hazardous materials, and rescue operations. 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.

The new fire service agreement mandates joint City/County training; these sessions have successfully begun.

A future goal, perhaps grant-funded, involves 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 fuel savings as well as increased availability of fire companies for incident response.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 380,935	$ 404,081	$ 381,900	$ 423,047	4.7%
Supplies and Materials	24,630	36,099	36,565	30,499	(15.5%)
Travel and Training	3,273	8,690	3,000	4,345	(50.0%)
Intragovernmental Charges	34,692	42,188	42,188	38,434	(8.9%)
Utilities, Services, & Misc.	32,989	39,100	37,787	39,059	(0.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 476,519**	**$ 530,158**	**$ 501,440**	**$ 535,384**	**1.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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

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 smoke alarm programs have been appreciated by the public. The division continues to help customers understand and comply with the International Fire Code. Currently a temporary assignment, an additional FTE marshal to permanently handle plan and development reviews will be a high future budget priority.

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 citizen volunteers for Community Emergency Response Teams (CERT) for supporting first responders during disasters. With the University we share jointly in the time, cost, and assignments of an assistant fire marshal. Each year citizens show their support for fire prevention through Share the Light donations.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 581,005	$ 659,060	$ 586,805	$ 774,359	17.5%
Supplies and Materials	56,032	68,072	64,161	62,640	(8.0%)
Travel and Training	9,502	12,962	7,000	6,481	(50.0%)
Intragovernmental Charges	70,423	68,763	68,763	69,850	1.6%
Utilities, Services, & Misc.	31,105	36,885	38,378	31,885	(13.6%)
Capital	32,874	0	0	0	
Other	0	0	0	0	
Total	**$ 780,941**	**$ 845,742**	**$ 765,107**	**$ 945,215**	**11.8%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
3107 - Battalion Chief	1.00	1.00	1.00	1.00	
3104 - Fire Lieutenant*	4.00	4.00	4.00	5.00	1.00
1002 - Admin. Support Asst. II	1.00	1.00	1.00	1.00	
Total Personnel	**6.00**	**6.00**	**6.00**	**7.00**	**1.00**
Permanent Full-Time	6.00	6.00	6.00	7.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.00**	**6.00**	**6.00**	**7.00**	**1.00**

*FY 2011 - (1) Fire Fighter position was upgraded to a Lieutenant.

Public Safety
Joint Communications (PSJC)
and Emergency Management

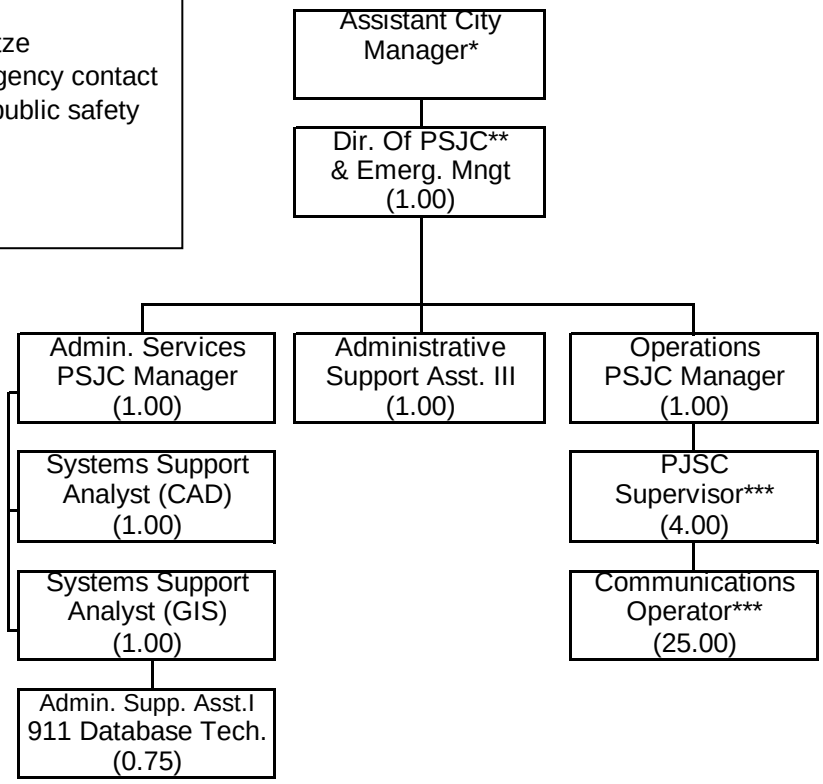
City of Columbia

Columbia, Missouri

City of Columbia - PSJC & Emergency Management

35.75 FTE Positions

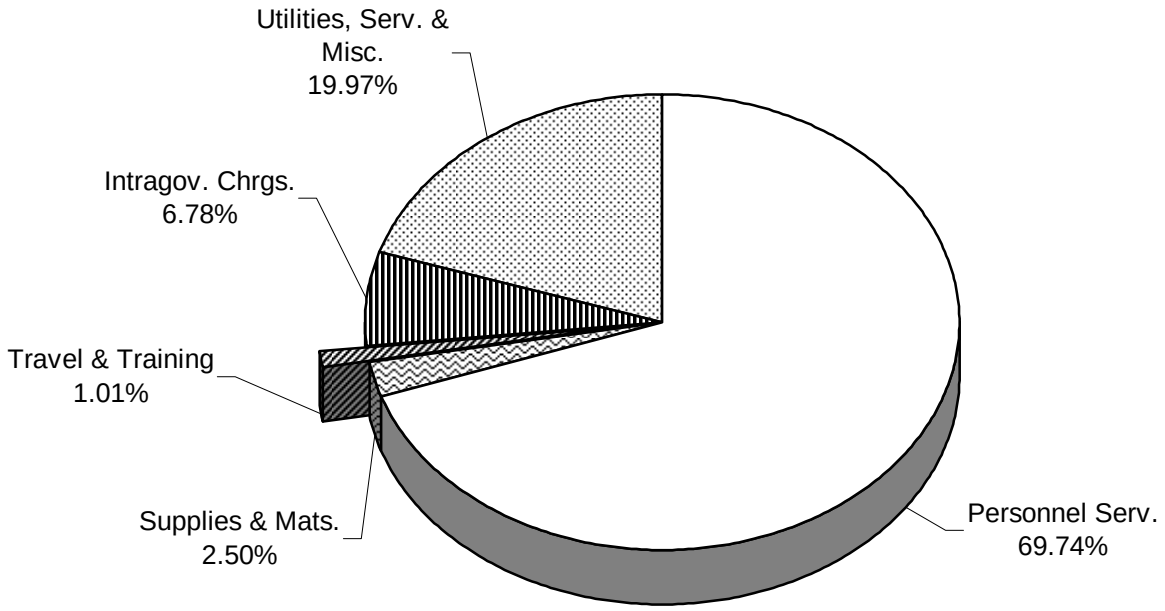
Director of PSJC & Emergency Management:
Captain Zim Schwartze
Description: Emergency contact for all citizens to all public safety entities.
Contact Number:
573-874-7400



* Position not included in PSJC's FTE count.
** Director of Public Safety Joint Communications & Emergency 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 vary

PSJC & Emergency Management
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 1,861,675	$ 1,949,534	$ 1,803,023	$ 2,079,842	6.7%
Supplies & Materials	156,636	88,544	79,607	74,595	(15.8%)
Travel & Training	19,581	28,100	28,250	30,034	6.9%
Intragovernmental Charges	230,455	180,676	180,676	202,203	11.9%
Utilities, Services & Misc.	447,433	486,313	451,535	595,711	22.5%
Capital	23,221	0	0	0	
Other	0	0	0	0	
Total	**2,739,001**	**2,733,167**	**2,543,091**	**2,982,385**	**9.1%**
Summary					
Operating Expenses	2,715,780	2,733,167	2,543,091	2,982,385	9.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	23,221	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,739,001**	$ **2,733,167**	$ **2,543,091**	$ **2,982,385**	**9.1%**

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PSJC & EMERGENCY MANAGEMENT - SUMMARY

110-35, 110-38

DEPARTMENT DESCRIPTION

Emergency response from a public safety entity begins with a telephone call to the 9-1-1 Operations Center in the Public Safety Joint Communications department. Generally, public safety personnel are dispatched to respond and handle situations on a daily basis. The Office of Emergency Management strives to ensure proper plans are in place for the various multi-hazards that may impact our area at any time. These two departments work closely together to ensure a smooth and organized transition from the initial incident to the conclusion.

DEPARTMENT OBJECTIVES

Public Safety Joint Communication's goal is to be the public safety answering point and dispatch center for the citizens of our community. We receive emergency and non-emergency calls, determine what public safety response is needed, and dispatch the appropriate agencies to handle the situation. The mission of the Office of Emergency Management is to prepare, mitigate, respond and recover from disasters. It is important to coordinate efforts between public safety, public services, government agencies and the citizens of our community in an event of disaster.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

These two departments continue to work together to modernize the Operations Center and equipment with the latest technology available. We are always looking for better ways to improve communications to our user agencies as well as to the citizens of the Columbia/Boone County area. We have been updating and implementing new procedures, policies and best practices to ensure we are ready for the daily incidents as well as any hazards and disasters that may strike our area.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
PSJC	31.25	32.00	32.00	34.35	2.35
Emergency Management	1.50	1.75	1.75	1.40	(0.35)
Total Personnel	**32.75**	**33.75**	**33.75**	**35.75**	**2.00**
Permanent Full-Time	32.00	33.00	33.00	35.00	2.00
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**32.75**	**33.75**	**33.75**	**35.75**	**2.00**

**** Performance Measurements are located on page 562 in the appendix.***

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Public Safety Joint Communications (PSJC)

110-3510

DESCRIPTION

Emergency response begins with a telephone call to the 9-1-1 Operations Center located in the Public Safety Joint Communications department. Our Communications Operators answer all 9-1-1 emergency calls as well as the non-emergency calls for the Columbia/Boone County area. Joint Communications currently dispatches for ten user agencies in our area which include the Columbia Fire Department, Boone County Fire Protection District, Southern Boone County Fire Protection District, Columbia Police Department, Boone County Sheriff's Department, Ashland Police Department, Hallsville Police Department, Sturgeon Police Department, Boone Hospital Ambulance Service, and University Hospital Ambulance Service. In addition, we also provide assistance to other public safety agencies in our area.

DEPARTMENT OBJECTIVES

PSJC has now successfully implemented Medical and Fire Priority Dispatching and continue to achieve accreditation. The final step in this process will be to implement the Police Priority Dispatching. This department was reorganized to improve efficiency for our user agencies and citizens of our community. We have completed numerous radio project initiatives in the past year to improve radio communications throughout the County.

HIGHLIGHTS / SIGNIFICANT CHANGES

With the implementation of the Fire Priority Dispatching this past year, we have improved our dispatching and fire response. A Systems Support Analyst position was added to our organization with existing budget money to assist with our internal CAD system as well as assist all of our user agency requests. We were able to complete five different radio tower sites initiatives to include upgrades at existing sites as well as new site development to improve our user agency radio communications. A radio inventory was completed for all City and County agencies to ensure all mobile and portable radios would work together and departments could communicate effectively.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,754,597	$ 1,835,364	$ 1,730,144	$ 1,958,477	6.7%
Supplies and Materials	111,756	76,750	67,813	63,195	(17.7%)
Travel and Training	15,969	21,600	21,750	23,384	8.3%
Intragovernmental Charges	189,327	139,301	139,301	157,010	12.7%
Utilities, Services, and Misc.	391,667	413,690	379,580	522,984	26.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **2,463,316**	$ **2,486,705**	$ **2,338,588**	$ **2,725,050**	**9.6%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7911 - Systems Support Analyst	0.80	1.60	1.60	1.60	
7019 - Dir. of PSJC & Emer. Mngt.*	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	1.45	1.50	1.50	1.90	0.40
7007 - PSJC Supervisor	4.00	3.95	3.95	4.00	0.05
7001/7003/7005 Comm. Operators	22.95	22.90	22.90	24.90	2.00
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.70	(0.10)
1001 - Admin. Support Assistant I	0.75	0.75	0.75	0.75	
Total Personnel	**31.25**	**32.00**	**32.00**	**34.35**	**2.35**
Permanent Full-Time	30.50	31.25	31.25	33.60	2.35
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**31.25**	**32.00**	**32.00**	**34.35**	**2.35**

*In FY 2011 position name changed from Emergency Communications and Management Administrator to Director of Public Safety Joint Communications and Emergency Management.

Emergency Management

110-3810

DESCRIPTION

The Office of Emergency Management strives to ensure proper plans are in place for the various multi-hazards that may impact our area at any time. The mission of the Office of Emergency Management is to prepare, mitigate, respond and recover from disasters. It is important to coordinate efforts between public safety, public services, government agencies and the citizens of our community in an event of disaster.

DEPARTMENT OBJECTIVES

Education through various means was the big focus this past year in the Columbia/Boone County area. The objectives were to ensure people were prepared for severe weather, tornadoes, and other hazards that impact us in mid-Missouri. The Emergency Operations Plan for the Columbia/Boone County was updated and reformatted to improve the overall plans already in place.

HIGHLIGHTS / SIGNIFICANT CHANGES

Once again, numerous grants were applied and received through various governmental agencies. Many presentations were requested and given to local civic groups, regular press releases were sent, media interviews were conducted and events were held this past year to educate and prepare our citizens. The Community Organizations Active in Disasters (COAD) was re-formed and planning for the future. A Faith Based Community Network (FBCD) was established to pull the various faith organizations together to assist in preparing their congregations as well as make plans to help their community in time of need. Human sheltering and pet sheltering needs were focused on this past year as preparations are in progress to include more plans in these areas to the existing EOP for the County.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 107,078	$ 114,170	$ 72,879	$ 121,365	6.3%
Supplies and Materials	44,880	11,794	11,794	11,400	(3.3%)
Travel and Training	3,612	6,500	6,500	6,650	2.3%
Intragovernmental Charges	41,128	41,375	41,375	45,193	9.2%
Utilities, Services, & Misc.	55,766	72,623	71,955	72,727	0.1%
Capital	23,221	0	0	0	
Other	0	0	0	0	
Total	$ **275,685**	$ **246,462**	$ **204,503**	$ **257,335**	**4.4%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7911 - Systems Support Analyst	0.20	0.40	0.40	0.40	
7019 - Dir. of PSJC & Emer. Mngt.*	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	0.55	0.50	0.50	0.10	(0.40)
7007 - PSJC Supervisor	0.00	0.05	0.05	0.00	(0.05)
7001/7003/7005 Comm. Operators	0.05	0.10	0.10	0.10	
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.30	0.10
Total Personnel	**1.50**	**1.75**	**1.75**	**1.40**	**(0.35)**
Permanent Full-Time	1.50	1.75	1.75	1.40	(0.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**1.50**	**1.75**	**1.75**	**1.40**	**(0.35)**

*In FY 2011 position name changed from Emergency Communications and Management Administrator to Director of Public Safety Joint Communications and Emergency Management.

Public Health & Human Services Department

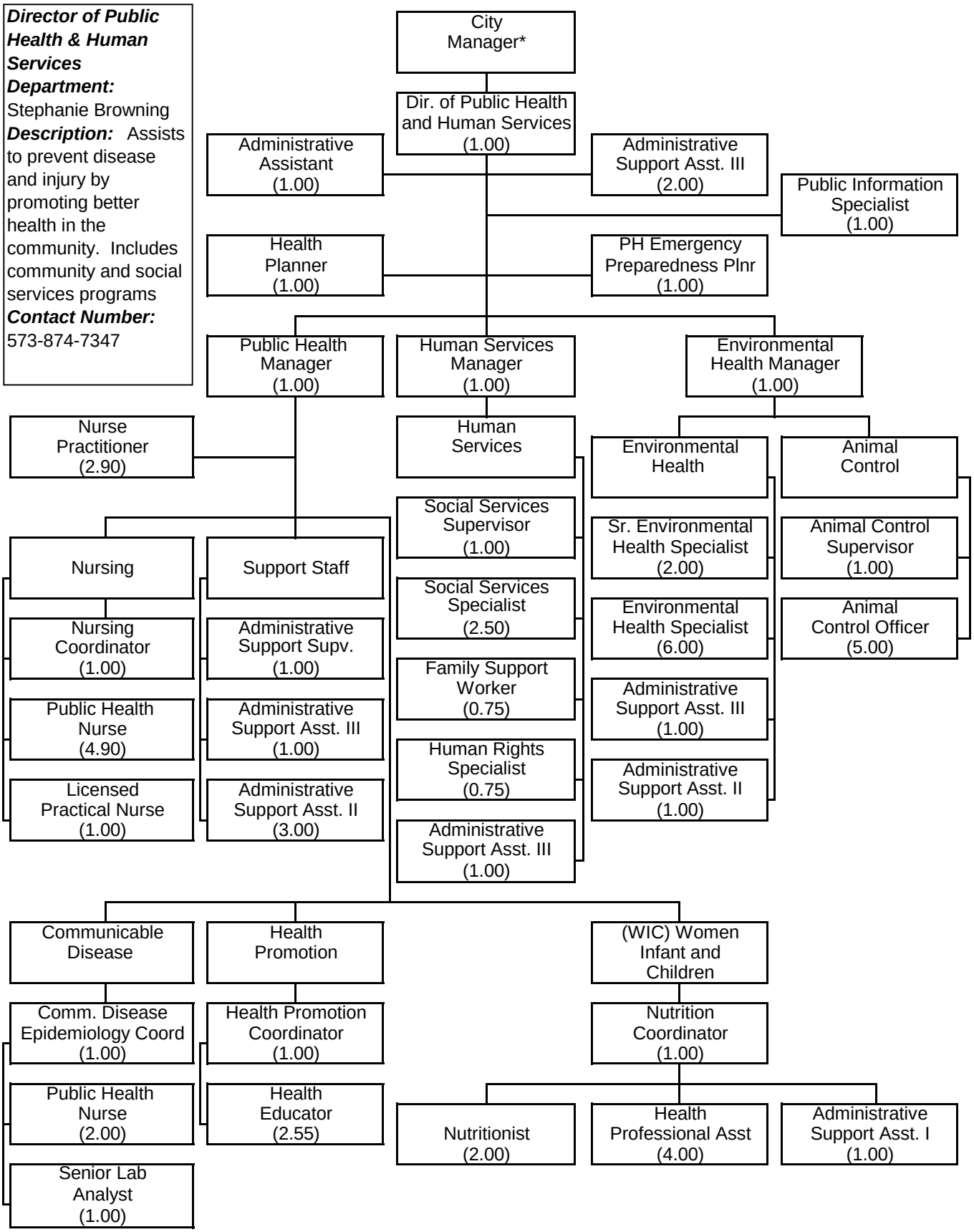
City of Columbia

Columbia, Missouri

City of Columbia - Public Health & Human Services Department

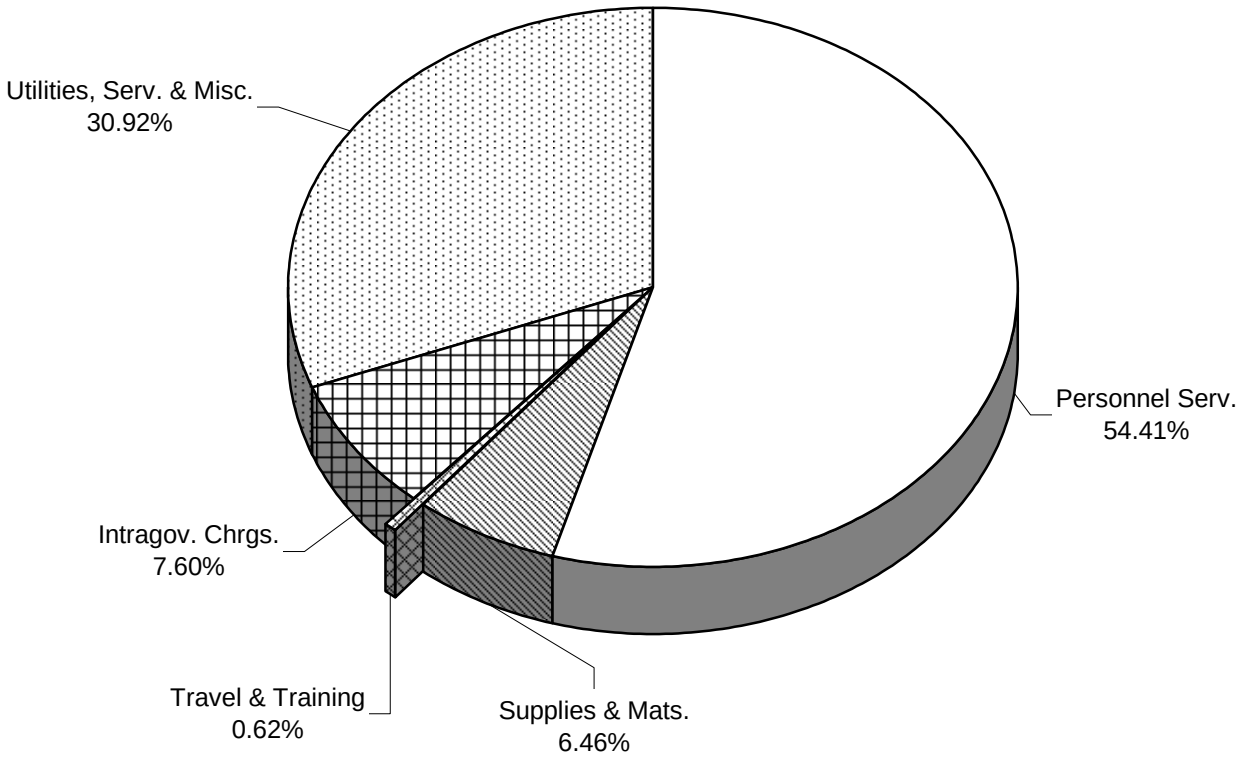
62.35 FTE Positions

Director of Public Health & Human Services Department: Stephanie Browning
Description: Assists to prevent disease and injury by promoting better health in the community. Includes community and social services programs
Contact Number: 573-874-7347



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

Public Health & Human Services Department
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 3,871,091	$ 4,264,998	$ 3,988,856	$ 3,936,123	(7.7%)
Supplies & Materials	413,183	532,067	470,558	467,148	(12.2%)
Travel & Training	32,082	69,546	66,454	44,502	(36.0%)
Intragovernmental Charges	477,898	502,780	502,780	549,414	9.3%
Utilities, Services & Misc.	2,232,712	2,585,895	2,461,701	2,236,342	(13.5%)
Capital	0	99,766	99,766	0	(100.0%)
Other	0	0	0	0	
Total	**7,026,966**	**8,055,052**	**7,590,115**	**7,233,529**	**(10.2%)**
Summary					
Operating Expenses	7,026,966	7,955,286	7,490,349	7,233,529	(9.1%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	99,766	99,766	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **7,026,966**	$ **8,055,052**	$ **7,590,115**	$ **7,233,529**	**-10.2%**

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PUBLIC HEALTH & HUMAN SERVICES DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The mission of the Columbia/Boone County Department of Public Health & Human Services is to promote and protect the health, safety, and well-being of the community through leadership and service. Programs and services provided throughout the department are based on identified local health and human services needs or by local, state and federal authority.

DEPARTMENT OBJECTIVES

Administration: Responsible for the management of the department including community health assessment, planning, organizing and evaluating the operations of the Community Health, WIC, Environmental Health, Animal Control and Human/Social Services Divisions.

Community Health: Responsible for providing population based health services for citizens of Columbia and Boone County which includes: communicable disease control (investigation, screening, treatment and surveillance), family planning, well-woman and sexually transmitted disease clinics, coordination of regional HIV counseling, testing, outreach and education for 33 counties, childhood / adult immunizations, lead testing, childcare center nurse consulting and education, chronic disease education and screening, and rural health clinics

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 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. Environmental Health performs inspections of licensed day care homes and centers and performs lodging inspections under the authority of the Missouri Department of Health and Senior Services.

Animal Control: Responsible for enforcing Columbia and Boone County animal control ordinances. Services include investigating animal bite cases, rabies prevention, impoundment of dogs running at large, assistance in locating lost animals, animal cruelty and neglect investigations, and responding to injured animal and wildlife calls 24 hours per day.

Human 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.

Social Services: Responsible for 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

To respond to current economic challenges impacting the budget, the department is reducing operational costs, while focusing on maintaining the core public health infrastructure needed to respond to emerging public health issues and threats such as disease outbreaks and maintaining regulatory mandates. H1N1grants and two Missouri Foundation for Health grants are ending and all operational costs have been removed from the FY 2011 budget.

**** Performance Measurements are located on page 563 in the appendix.***

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	9.00	7.00	7.00	7.00	
Animal Control	6.07	6.07	6.07	6.07	
Environmental Health	11.98	10.98	10.98	10.98	
Community Health	22.30	23.30	23.30	23.30	
Social Services	4.35	4.35	4.35	4.35	
Women, Infants, and Children (WIC)	7.00	8.00	8.00	8.00	
Human Services	2.65	2.65	2.65	2.65	
Total Personnel	**63.35**	**62.35**	**62.35**	**62.35**	
Permanent Full-Time	56.00	55.00	55.00	55.00	
Permanent Part-Time	7.35	7.35	7.35	7.35	
Total Permanent	**63.35**	**62.35**	**62.35**	**62.35**	

Public Health & Human Services - 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

Administration will continue to focus on managing costs and services across the department in anticipation of continuing economic challenges in FY 2012. This will include coordinating with Missouri Department of Health and Senior Services to evaluate state mandates in light of decreased state and local revenues.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 684,352	$ 794,794	$ 612,038	$ 519,276	(34.7%)
Supplies and Materials	103,927	118,984	68,037	50,767	(57.3%)
Travel and Training	6,861	15,718	13,052	6,861	(56.3%)
Intragovernmental Charges	75,044	82,744	82,744	84,309	1.9%
Utilities, Services, & Misc.	234,109	283,554	183,055	119,572	(57.8%)
Capital	0	99,766	99,766	0	(100.0%)
Other	0	0	0	0	
Total	**$ 1,104,293**	**$ 1,395,560**	**$ 1,058,692**	**$ 780,785**	**(44.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7700 - Dir. Public of Health & Human Srv	1.00	1.00	1.00	1.00	
7306 - Health Planner	1.00	1.00	1.00	1.00	
7305 - Epidemiology Specialist	1.00	0.00	0.00	0.00	
7304 - PH Emergency Preparedness Pln	1.00	1.00	1.00	1.00	
7303 - Health Educator	1.00	0.00	0.00	0.00	
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	2.00	2.00	2.00	2.00	
Total Personnel	**9.00**	**7.00**	**7.00**	**7.00**	
Permanent Full-Time	9.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**9.00**	**7.00**	**7.00**	**7.00**	

Public Health & Human Services - Animal Control

110-3110

DESCRIPTION

Responsible for enforcing Columbia and Boone County animal control ordinances. Services include investigating animal bite cases, rabies prevention, impoundment of dogs running at large, assistance in locating lost animals, animal cruelty and neglect investigations, and responding to injured animal and wildlife calls 24 hours per day.

Animal Control is staffed seven days per week from 7:00 to 7:00 p.m. from November through April 7:00 a.m. to 9:00 p.m. May through October.

HIGHLIGHTS / SIGNIFICANT CHANGES

There are no significant operational or staffing changes planned in the Animal Control Division for FY 2011.

The budget includes two contracts with the Central Missouri Humane Society (CMHS) for FY 2011. The first is the annual agreement for the boarding and care of animals impounded by Animal Control Officers. CMHS has requested a 2.64% increase for the calendar year 2011 agreement. The budget also includes $20,000 in funding to CMHS to continue the Municipal Shelter Services Agreement which was approved by Council using discretionary funds in FY 2010.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 314,205	$ 318,203	$ 317,958	$ 317,041	(0.4%)
Supplies and Materials	20,638	31,426	31,067	30,337	(3.5%)
Travel and Training	1,786	3,906	3,828	2,627	(32.7%)
Intragovernmental Charges	21,725	20,791	20,791	20,557	(1.1%)
Utilities, Services, & Misc.	104,662	142,128	141,910	145,748	2.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **463,016**	$ **516,454**	$ **515,554**	$ **516,310**	**(0.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7205 - Environmental Health Mngr	0.07	0.07	0.07	0.07	
7105 -Animal Control Supervisor	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.

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. Environmental Health performs inspections of licensed day care homes and centers and performs lodging inspections under the authority of the Missouri Department of Health and Senior Services.

HIGHLIGHTS / SIGNIFICANT CHANGES

Environmental Health will continue to focus on the core responsibilities of food safety, nuisance ordinance enforcement, and swimming pool inspections. Staff will also continue to pursue FDA Standardization.

For FY 2011, Environmental Health will upgrade an ASA II position to ASA III and an Environmental Health Specialist to Senior Environmental Health Specialist.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 676,198	$ 678,554	$ 656,709	$ 660,478	(2.7%)
Supplies and Materials	23,601	22,952	22,710	22,779	(0.8%)
Travel and Training	6,494	10,118	10,210	7,472	(26.2%)
Intragovernmental Charges	89,930	100,438	100,438	103,054	2.6%
Utilities, Services, & Misc.	117,137	118,034	116,522	116,522	(1.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 913,360**	**$ 930,096**	**$ 906,589**	**$ 910,305**	**(2.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7205 - Environmental Health Mgr.	0.93	0.93	0.93	0.93	
7203 - Sr. Environ. Health Spec.	2.00	1.00	1.00	2.00	1.00
7201 - Environmental Health Spec.*	7.00	7.00	7.00	6.00	(1.00)
5133 - Senior Laboratory Analyst	0.05	0.05	0.05	0.05	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	1.00	1.00
1002 - Admin. Support Assistant II	2.00	2.00	2.00	1.00	(1.00)
Total Personnel	**11.98**	**10.98**	**10.98**	**10.98**	
Permanent Full-Time	11.98	10.98	10.98	10.98	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**11.98**	**10.98**	**10.98**	**10.98**	
City Funded Positions	9.38	8.38	8.38	8.38	
**County Funded Env. Health Spec.	2.60	2.60	2.60	2.60	
	11.98	**10.98**	**10.98**	**10.98**	

*FY 2011 Environmental Health Specialist upgraded to a Sr. Environmental Health Specialist.
*FY 2010 - moved (1) Senior Environmental Health Specialist to Neighborhood Programs
** Note: Costs of these positions are reimbursed by Boone County.

Public Health & Human Services - Community Health

DESCRIPTION

Responsible for providing population based health services for citizens of Columbia and Boone County which includes: communicable disease control (investigation, screening, treatment and surveillance), family planning, well-woman and sexually transmitted disease clinics, coordination of regional HIV counseling, testing, outreach and education for 33 counties, childhood / adult immunizations, lead testing, childcare center nurse consulting and education, chronic disease education and screening, and rural health clinics.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

There are no significant changes planned for FY 2011. The division will continue to focus on core public health services to prevent disease and illness, meeting current contract requirements, and identifying new funding sources and partnerships to improve public health outcomes based on local needs.

The division will continue to coordinate with IT in 2011 to complete implementation of an electronic medical record system funded by the Missouri Foundation for Health Infrastructure grant to increase efficiency of clinical services.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,477,694	$ 1,606,164	$ 1,570,512	$ 1,573,495	(2.0%)
Supplies and Materials	214,252	278,854	272,765	278,854	0.0%
Travel and Training	13,704	21,512	21,059	17,332	(19.4%)
Intragovernmental Charges	158,123	162,369	162,369	187,243	15.3%
Utilities, Services, & Misc.	667,116	707,119	688,675	705,891	(0.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **2,530,889**	$ **2,776,018**	$ **2,715,380**	$ **2,762,815**	**(0.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7600 - Public Health Manager	1.00	1.00	1.00	1.00	
7515 - Nursing Coordinator	0.00	1.00	1.00	1.00	
7510 - Licensed Practical Nurse LPN	0.00	1.00	1.00	1.00	
7507 - Public Health Nursing Supv.	1.00	0.00	0.00	0.00	
7506 - Nurse Practitioner	2.90	2.90	2.90	2.90	
7503 - Public Health Nurse	7.90	6.90	6.90	6.90	
7403 - Nutritionist	1.00	0.00	0.00	0.00	
7375 - Health Promotion Coordinator	0.00	1.00	1.00	1.00	
7350 - HIV Planner/Programmer	0.80	0.00	0.00	0.00	
7308 - Comm Disease Epid Coord.	0.00	1.00	1.00	1.00	
7303 - Health Educator	1.75	2.55	2.55	2.55	
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	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	3.00	3.00	3.00	3.00	
Total Personnel	**22.30**	**23.30**	**23.30**	**23.30**	
Permanent Full-Time	16.95	17.95	17.95	17.95	
Permanent Part-Time	5.35	5.35	5.35	5.35	
Total Permanent	**22.30**	**23.30**	**23.30**	**23.30**	

DESCRIPTION

Direct social services are provided in order to better achieve the department vision of optimal health, safety, and well-being for all. 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

There are no significant changes to the budget for this division. The division continues to analyze ways to increase efficiency and remain responsive to increasing citizen needs resulting from the challenging economic environment.

During FY 2010, existing personnel were utilized in integrating social services in the WIC program. A Social Services Specialist is now located in the WIC clinic to meet with clients to improve health and social services outcomes via referrals and case management.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 228,366	$ 247,617	$ 224,203	$ 249,811	0.9%
Supplies and Materials	38,537	48,025	48,025	53,425	11.2%
Travel and Training	1,220	5,638	5,729	1,416	(74.9%)
Intragovernmental Charges	23,070	23,764	23,764	25,599	7.7%
Utilities, Services, & Misc.	30,028	36,125	35,975	36,125	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 321,221**	**$ 361,169**	**$ 337,696**	**$ 366,376**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist	2.50	2.50	2.50	2.50	
7300 - Family Support Worker	0.75	0.75	0.75	0.75	
4616 - Human Services Manager*	0.10	0.10	0.10	0.10	
Total Personnel	**4.35**	**4.35**	**4.35**	**4.35**	
Permanent Full-Time	3.10	3.10	3.10	3.10	
Permanent Part-Time	1.25	1.25	1.25	1.25	
Total Permanent	**4.35**	**4.35**	**4.35**	**4.35**	

*In FY 2011 Community and Social Services Manager title changed to Human Services Manager

Public Health & Human Services - Women, Infants & Children

110-3410

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 grow with increased demand for services. Program staff works to identify ways to increase efficiency, improve customer service and increase approved caseload. The division completed a conversion to an electronic records program in early 2009. This has enabled the division to better monitor outcomes, assess client demographics, and reduce the demand for thousands of paper charts each year.

Medicaid reimbursement for certain WIC services has doubled in the past year and the department anticipates that the annual caseload and per client reimbursement rate may be increased during FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 338,819	$ 443,194	$ 438,030	$ 437,699	(1.2%)
Supplies and Materials	7,657	18,696	17,474	18,696	0.0%
Travel and Training	1,024	5,709	5,733	5,066	(11.3%)
Intragovernmental Charges	85,274	89,073	89,073	105,381	18.3%
Utilities, Services, & Misc.	18,183	22,435	20,451	21,630	(3.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 450,957**	**$ 579,107**	**$ 570,761**	**$ 588,472**	**1.6%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7451 - Health Professional Asst	4.00	4.00	4.00	4.00	
7405 - Nutrition Coordinator	0.00	1.00	1.00	1.00	
7403 - Nutritionist	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
Total Personnel	**7.00**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	7.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.00**	**8.00**	**8.00**	**8.00**	

DESCRIPTION

Human Services division includes the management and oversight of all social services and human rights programs. The division provides staff support to three commissions: Boone County Community Services Advisory Commission, Human Rights Commission and the Substance Abuse Advisory Commission.

The division administers the RFP, allocations, contracting, and oversight for social services funding for local agencies, the Emergency Shelter Grant, Human Rights Enhancement program funding, and other state and federal grants.

The Human Rights Specialist investigates all complaints of discrimination, conducts educational programs, and coordinates with the Human Rights Commission. This division is also responsible for coordinating the Columbia Values Diversity Celebration.

HIGHLIGHTS / SIGNIFICANT CHANGES

The division has successfully implemented the transition to a multi-year funding cycle to increase efficiency and to better affect positive outcomes in the community There are no significant staffing or operational changes within the division.

Social Services funding was reduced from $903,743 to $893,556 for FY2010.
Due to budget limitations, the Human Rights Enhancement program was reduced from $5,441 to $2,500 for FY 2010.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 151,457	$ 176,472	$ 169,406	$ 178,323	1.0%
Supplies and Materials	4,571	13,130	10,480	12,290	(6.4%)
Travel and Training	993	6,945	6,843	3,728	(46.3%)
Intragovernmental Charges	24,732	23,601	23,601	23,271	(1.4%)
Utilities, Services, & Misc.	81,880	307,944	306,557	122,298	(60.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **263,633**	$ **528,092**	$ **516,887**	$ **339,910**	**(35.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7250 - Human Rights Specialist	0.75	0.75	0.75	0.75	
4616 - Human Services Manager*	0.90	0.90	0.90	0.90	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**2.65**	**2.65**	**2.65**	**2.65**	
Permanent Full-Time	1.90	1.90	1.90	1.90	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**2.65**	**2.65**	**2.65**	**2.65**	

*In FY 2011 Community and Social Services Manager title changed to Human Services Manager

Public Health & Human Services - Emergency Shelter Grant

110-4530

DESCRIPTION

Each year the City of Columbia, through the Human Services division, 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 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.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

There are no significant changes to this budget. Funding for the Emergency Shelter Grant is anticipated to remain at $75,000 per year.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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.	73,746	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **73,746**	$ **75,000**	$ **75,000**	$ **75,000**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

DESCRIPTION

The City of Columbia and Boone County provide funding to local social services agencies that provide services in five priority areas:

- Basic Needs and Emergency Services
- Children, Youth, and Families
- Economic Opportunity
- Independent Living
- Mental Health

The Boone County Community Services Advisory Commission, with members appointed by the City Council and Boone County Commission, makes annual recommendations regarding the social services funding plan. The Commission process includes review of agency applications, agency presentations and public hearings, reviews of pertinent community needs assessment data, review of agency evaluations, and the development of the annual social services funding plan. The Commission monitors community needs and resources throughout the year in order to assure that social service funding targets the most critical needs in an efficient and effective manner.

HIGHLIGHTS / SIGNIFICANT CHANGES

No significant changes.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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.	905,851	893,556	893,556	893,556	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **905,851**	$ **893,556**	$ **893,556**	$ **893,556**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

Planning and Development

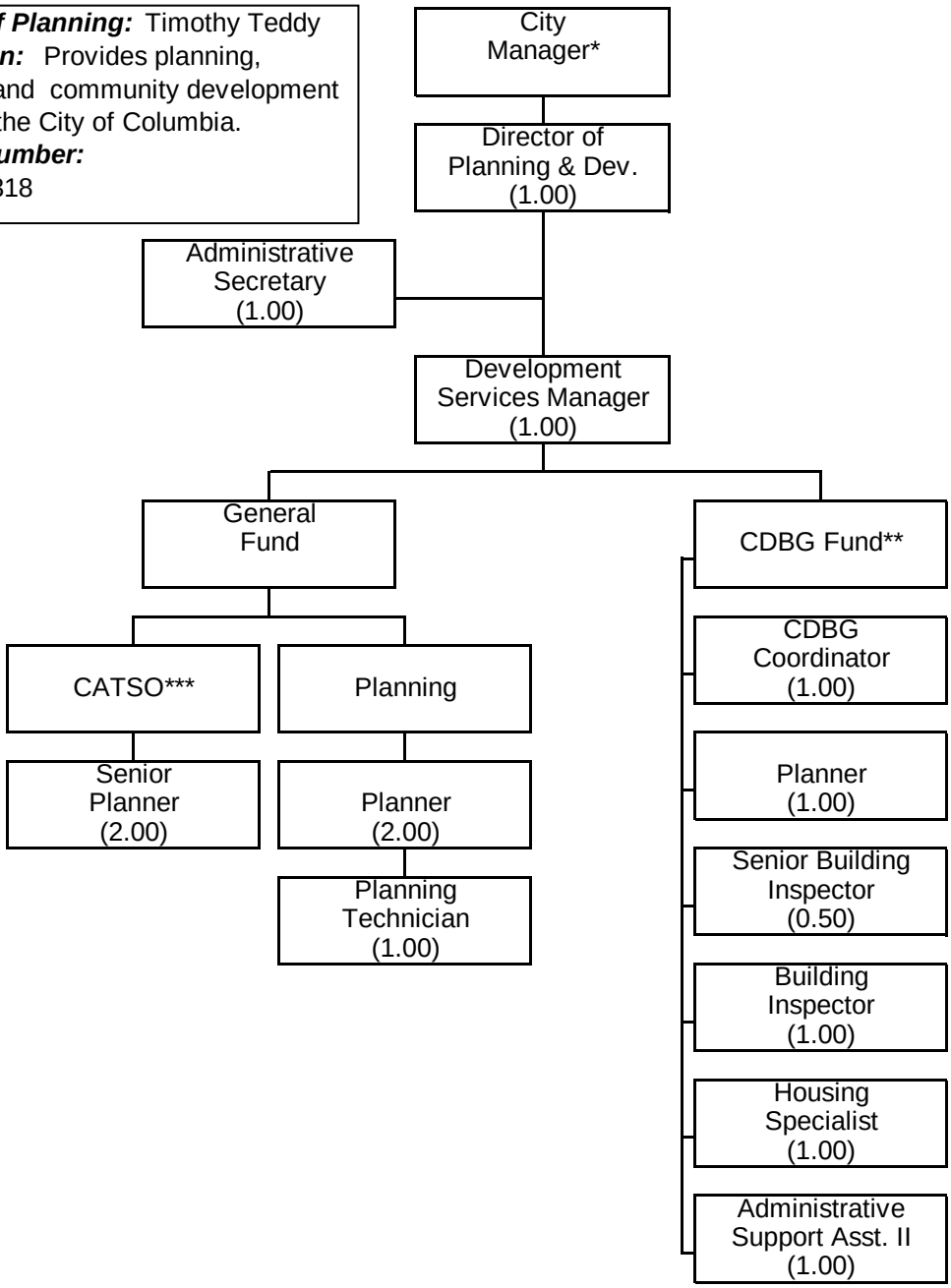
City of Columbia

Columbia, Missouri

City of Columbia - Planning Department

13.50 FTE Positions

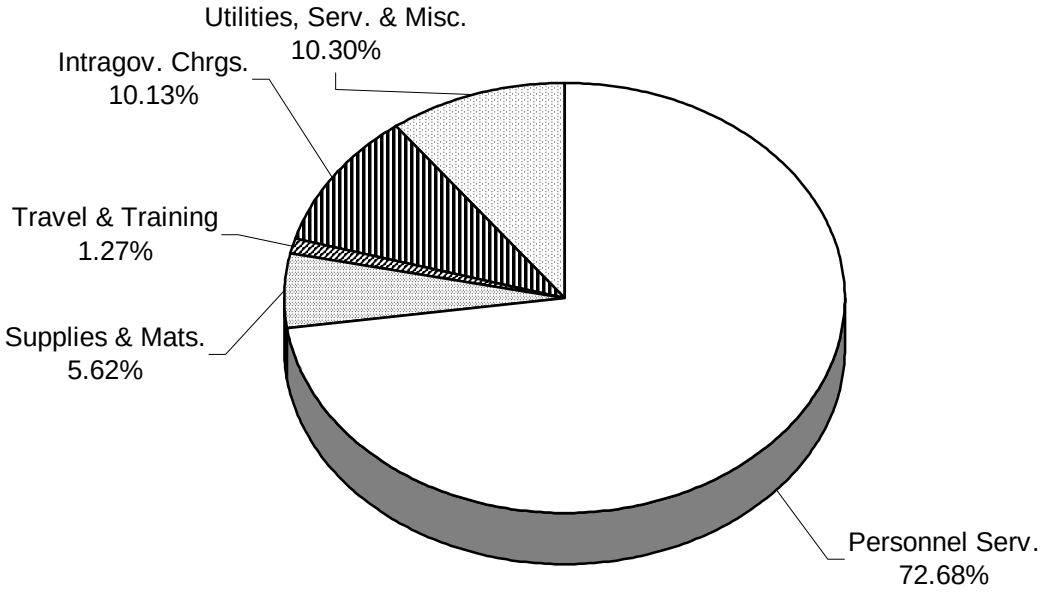
Director of Planning: Timothy Teddy
Description: Provides planning, economic and community development support to the City of Columbia.
Contact Number:
573-874-7318



* Position not included in Planning Department's FTE count.
** CDBG - Community Development Block Grant
CD - Community Development
100% of these positions are budgeted in the CDBG Fund
*** CATSO - Columbia Area Transportation Study Organization

Planning & Development - Summary

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 869,170	$ 994,570	$ 996,098	$ 1,018,532	2.4%
Supplies & Materials	34,395	76,110	77,235	78,773	3.5%
Travel & Training	4,691	18,854	18,938	17,865	(5.2%)
Intragovernmental Charges	131,767	137,886	137,886	141,986	3.0%
Utilities, Services & Misc.	1,007,297	533,257	530,037	144,323	(72.9%)
Capital	0	0	0	0	
Other	222,202	0	0	0	
Total	**2,269,522**	**1,760,677**	**1,760,194**	**1,401,479**	**(20.4%)**
Summary					
Operating Expenses	2,047,320	1,760,677	1,760,194	1,401,479	(20.4%)
Non-Operating Expenses	222,202	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,269,522**	$ **1,760,677**	$ **1,760,194**	$ **1,401,479**	**(20.4%)**

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PLANNING AND DEVELOPMENT - SUMMARY

110-40, 266-40

DEPARTMENT DESCRIPTION

The Planning and Development Department provides long-range 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, Community Development Commission, Loan and Grant Committee, the Columbia Area Transportation Study Organization (CATSO) and the Comprehensive Plan Task Force.

DEPARTMENT OBJECTIVES

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

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2011 the Department will complete the data gathering and early public involvement phases of a new comprehensive plan, continue development of a "congress" of neighborhood associations for citizen involvement in planning; prepare two special area plans to guide anticipated development; and continue an annual reporting system on development. In the housing and community development area, it will implement the Neighborhood Stabilization Program federal grant and develop a framework for a Housing Trust.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
General Fund Operations	7.90	8.00	8.00	8.00	
Community Development	4.60	5.00	5.00	5.50	0.50
Total Personnel	**12.50**	**13.00**	**13.00**	**13.50**	**0.50**
Permanent Full-Time	12.50	13.00	13.00	13.50	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**12.50**	**13.00**	**13.00**	**13.50**	**0.50**

**** Performance Measurements are located on page 568 in the appendix.***

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DESCRIPTION

The Planning Division reviews requests for annexation, zoning map amendments, development plans, 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 reviews of the Capital Improvement Program (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 the Comprehensive Plan Task Force.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 591,956	$ 671,149	$ 673,171	$ 663,796	(1.1%)
Supplies & Materials	26,205	56,665	56,459	62,445	10.2%
Travel & Training	5,026	15,364	15,364	14,375	(6.4%)
Intragovernmental Charges	93,228	95,420	95,420	75,925	(20.4%)
Utilities, Services & Misc.	58,377	139,207	135,987	110,988	(20.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**774,792**	**977,805**	**976,401**	**927,529**	**(5.1%)**
Summary					
Operating Expenses	774,792	977,805	976,401	927,529	(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	**$ 774,792**	**$ 977,805**	**$ 976,401**	**$ 927,529**	**(5.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Planning	7.60	7.70	7.70	7.70	
Economic Planning	0.30	0.30	0.30	0.30	
Total Personnel	**7.90**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	7.90	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.90**	**8.00**	**8.00**	**8.00**	

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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 review of the Capital Improvement Program (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 occasional ad-hoc committees and task forces.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Division working with the Planning and Zoning Commission and a task force, will complete a new comprehensive plan; it will continue a "congress" of neighborhood associations for citizen involvement in planning; prepare two special area plans and complete a second report on development.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 558,583	$ 629,543	$ 631,565	$ 622,211	(1.2%)
Supplies and Materials	26,205	55,976	55,770	61,845	10.5%
Travel and Training	4,867	14,794	14,794	13,935	(5.8%)
Intragovernmental Charges	93,175	95,366	95,366	75,870	(20.4%)
Utilities, Services, & Misc.	43,257	109,782	106,562	110,988	1.1%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **726,087**	$ **905,461**	$ **904,057**	$ **884,849**	**(2.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4107 - Development Services Mngr	1.00	1.00	1.00	1.00	
4105 - Dir. of Planning & Dev.	0.60	0.70	0.70	0.70	
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**	**7.70**	**7.70**	**7.70**	
Permanent Full-Time	7.60	7.70	7.70	7.70	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.60**	**7.70**	**7.70**	**7.70**	

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) to provide support services.

HIGHLIGHTS / SIGNIFICANT CHANGES

Efforts will focus on improvement of development data and tracking of indicators. FY 2011 projects include development of improvements to development services and coordination of economic development with land use plan and transportation plan projects.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 33,373	$ 41,606	$ 41,606	$ 41,585	(0.1%)
Supplies and Materials	0	689	689	600	(12.9%)
Travel and Training	159	570	570	440	(22.8%)
Intragovernmental Charges	53	54	54	55	1.9%
Utilities, Services, & Misc.	15,120	29,425	29,425	0	(100.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 48,705**	**$ 72,344**	**$ 72,344**	**$ 42,680**	**(41.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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 and private developers in rehabilitating and building new affordable housing and community facilities.

HIGHLIGHTS / SIGNIFICANT CHANGES

Considerable Effort will be directed toward implementation of the Neighborhood Stabilization Program and the Analysis of Impediments to Fair Housing Choice. 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 also prepare a framework for a Housing Trust or similar organization for Council consideration.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 277,214	$ 323,421	$ 322,927	$ 354,736	9.7%
Supplies & Materials	8,190	19,445	20,776	16,328	(16.0%)
Travel & Training	-335	3,490	3,574	3,490	0.0%
Intragovernmental Charges	38,539	42,466	42,466	66,061	55.6%
Utilities, Services & Misc.	948,920	394,050	394,050	33,335	(91.5%)
Capital	0	0	0	0	
Other	222,202	0	0	0	
Total	**1,494,730**	**782,872**	**783,793**	**473,950**	**(39.5%)**
Summary					
Operating Expenses	1,272,528	782,872	783,793	473,950	(39.5%)
Non-Operating Expenses	222,202	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,494,730**	**$ 782,872**	**$ 783,793**	**$ 473,950**	**(39.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4105 - Dir. of Planning & Dev.	0.10	0.00	0.00	0.00	
4101 - Planner	0.00	1.00	1.00	1.00	
3975 - Community Development Coord.	1.00	1.00	1.00	1.00	
3960 - Housing Specialist	1.00	1.00	1.00	1.00	
3950 - Rehabilitation Coordinator	0.00	0.00	0.00	0.00	
3203 - Senior Building Inspector*	0.50	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	**4.60**	**5.00**	**5.00**	**5.50**	**0.50**
Permanent Full-Time	4.60	5.00	5.00	5.50	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.60**	**5.00**	**5.00**	**5.50**	**0.50**

FY 2011 - When Office of Neighborhood Services was created the Senior Building Inspector was 100% funded by that office and should have been split 50% CDBG, 50% Neighborhood Services.

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Department of Economic Development

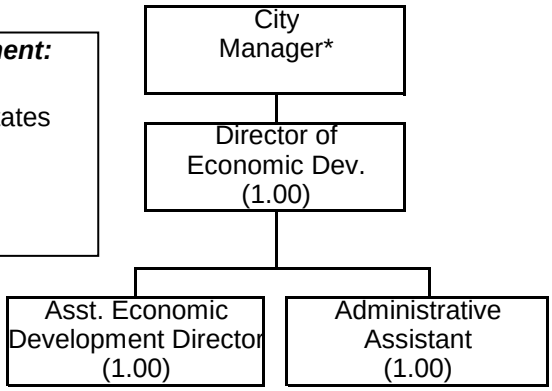
City of Columbia

Columbia, Missouri

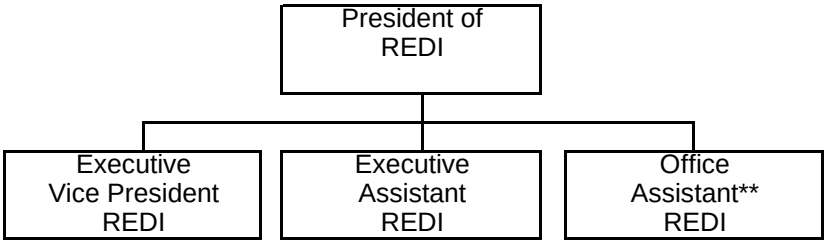
City of Columbia - Economic Development

3.00 FTE Positions

Director of Economic Development:
James Michael (Mike) Brooks
Description: Supports and facilitates the growth of City's economy.
Contact Number:
573-442-8303



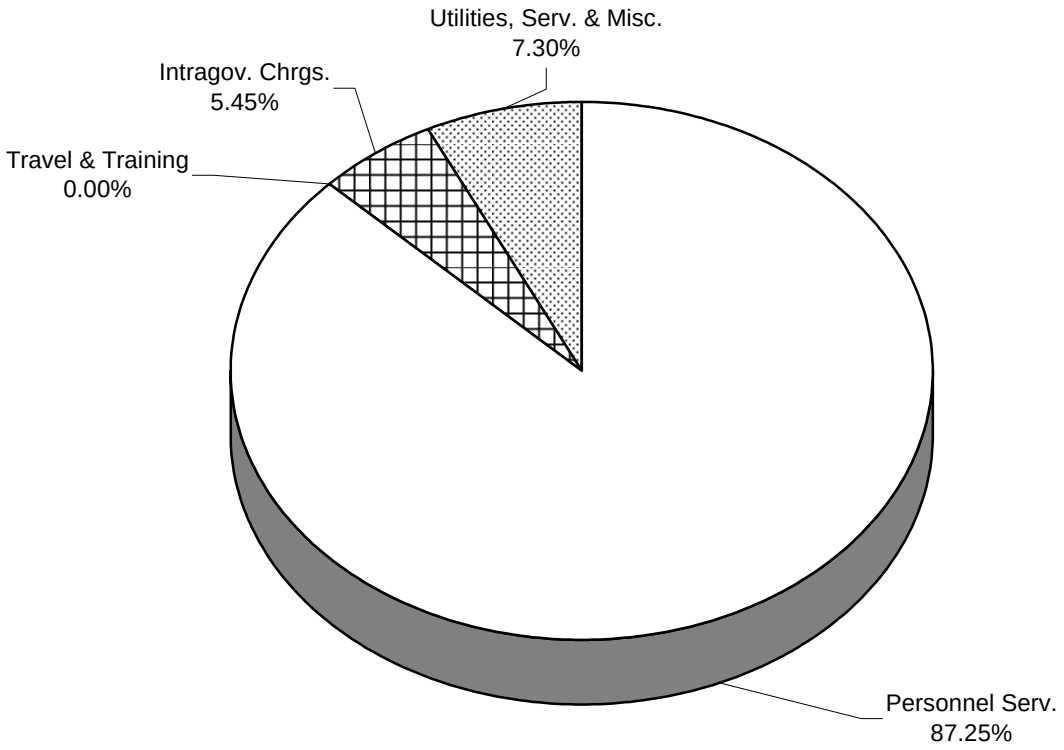
These positions serve additionally for REDI
(Regional Economic Development Incorporated)



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

Department of Economic Development

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 225,905	$ 361,188	$ 361,182	$ 358,663	(0.7%)
Supplies & Materials	0	0	0	0	
Travel & Training	0	5,543	0	0	(100.0%)
Intragovernmental Charges	22,853	22,648	22,648	22,412	(1.0%)
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**278,758**	**419,379**	**413,830**	**411,075**	**(2.0%)**
Summary					
Operating Expenses	278,758	419,379	413,830	411,075	(2.0%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **278,758**	$ **419,379**	$ **413,830**	$ **411,075**	**(2.0%)**

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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. An additional emphasis has also been placed on life sciences and technology development through collaborative efforts between the business community and University of Missouri.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The department has been reorganized in an effort to re-direct its efforts from emphasizing traditional business recruitment to greater support for its partnership with the University.

Staff continues to put an emphasis in the area of life sciences and technology development by supporting and promoting the Life Science Business 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. Current marketing efforts include partnering with various Colleges at the University of Missouri on trade shows and events that highlight the specific strengths of MU.

In an effort to develop more shovel-ready industrial sites, the non-profit Columbia Area Jobs Foundation was established to receive gifts of property, and to lease and/or option property for industrial uses. REDI is also providing a portion of funding to support the CORE Partnership, a 12-county regional collaboration, and is now participating in the Kansas City Knowledge Partnership which encourages the attraction of start-ups and companies based around the strengths of the University.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8901 - Asst. Dir. of Ecnomic Devlp.	1.00	1.00	1.00	1.00	
8900 - Director of Economic Dev	1.00	1.00	1.00	1.00	
4402 - Economic Dev. Marketing Spec	0.00	0.00	0.00	0.00	
4401 - Sr. Economic Dev. Specialist	0.00	0.00	0.00	0.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
Total Personnel	**3.00**	**3.00**	**3.00**	**3.00**	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.00**	**3.00**	**3.00**	**3.00**	

**** Performance Measurements are located on page 571 in the appendix.***

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Cultural Affairs

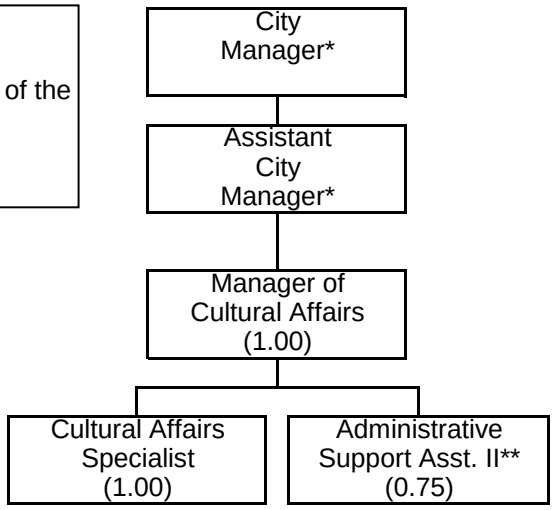
City of Columbia

Columbia, Missouri

City of Columbia - Cultural Affairs

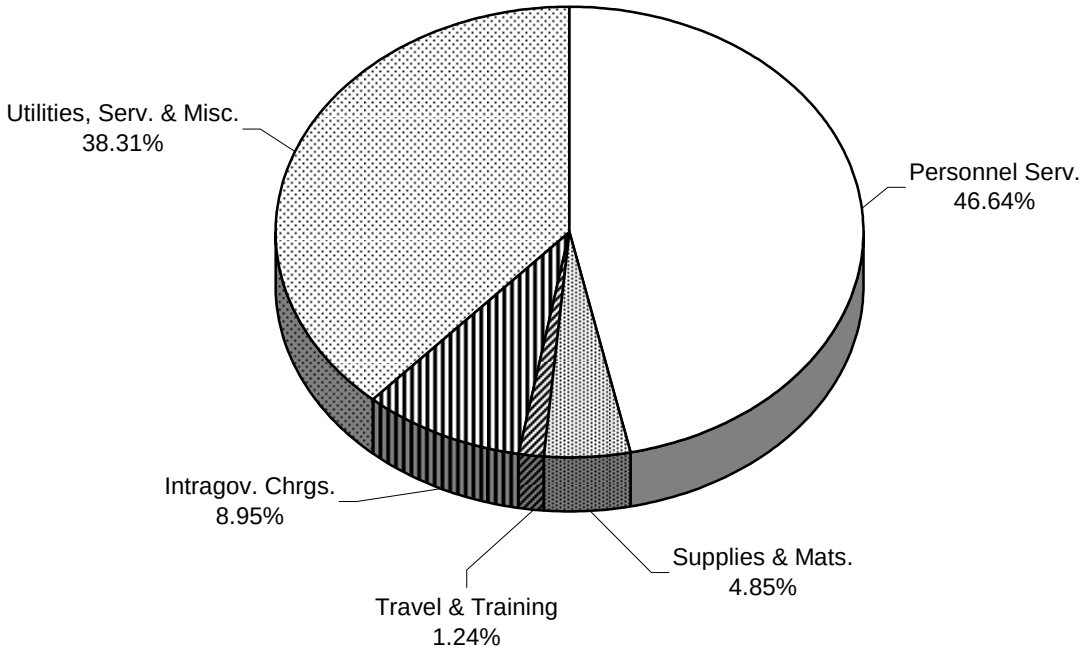
2.75 FTE Positions

Manager of Cultural Affairs:
Marie Hunter
Description: Enhances the vitality of the City through creative expression.
Contact Number:
573-874-6386



* Positions not included in Cultural Affairs FTE count.
** 25% of this position is budgeted in Neighborhood Services

Cultural Affairs
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 170,015	$ 174,711	170,613	176,432	1.0%
Supplies & Materials	15,752	18,605	13,808	18,355	(1.3%)
Travel & Training	3,613	4,700	3,400	4,700	0.0%
Intragovernmental Charges	33,139	33,629	33,629	33,864	0.7%
Utilities, Services & Misc.	131,244	160,024	155,254	144,900	(9.5%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**353,763**	**391,669**	**376,704**	**378,251**	**(3.4%)**
Summary					
Operating Expenses	353,763	391,669	376,704	378,251	(3.4%)
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	$ **353,763**	$ **391,669**	**376,704**	**378,251**	**(3.4%)**

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CULTURAL AFFAIRS

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 about accessibility to, participation in and support for Columbia's rich array of artistic and cultural offerings.
- To place new works of public art in Columbia with the goal 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 2007. Columbia is the first city in the state and one of just four to receive the distinction.
- The OCA's Community Arts Program grant ranked number one statewide in the Missouri Arts Council's FY10 grant evaluation. That ranking holds for three years insuring the greatest allocation in the pool of applicants. Funds received support programs and services such as the Arts Express newsletter, the Commemorative Poster and technical assistance to local arts organizations.
- The OCA's updated Cultural Plan, called "Creative Columbia," was approved by City Council in 2006. The next update began in 2009 with a goal of it being completed and presented to City Council in late 2010. Included in the new revision will be more specifics on Percent for Art given the growth of that program over the years.
- Requests from local arts organizations for arts funding totaled $153,500. A formula for determining funding levels continues to be employed in an effort to allocate funds in the most equitable way. The Commission on Cultural Affairs will continue to assess all funding policies. For the fourth year, a restricted account was used to augment the amount made available in the city's budgeting process. The FY 11 budget allows the dollars allocated to local arts groups to reach near the $100,000 mark. (The restricted account was created from the OCA's fund balance at the time the department moved to the general fund.)
- The annual Columbia Festival of the Arts was discontinued after the 2008 event due to declining participation of artists and declining revenue. In its place, the OCA began co-sponsoring with the Parks and Recreation Department a children's art themed event, emphasizing its partnership with school arts programming and redirecting some available funds to local arts agencies, and an annual concert at the newly completed Stephens Lake Park Amphitheater.
- Public art programming continues to be a major emphasis. Recently completed projects include those at Fire Stations No. 7 and No. 9 and in the plaza/streetscape of the addition to City Hall. Projects currently underway include the Fifth and Walnut Parking Garage and interior spaces of the new addition to City Hall.
- The Traffic Box Art Program, a graffiti abatement collaborative with the District and the Columbia Police Department, continues with a second box completed in 2009 and a third in 2010.
- A collections management database was developed in cooperation with the IT Department. It is providing efficiencies in managing new and ongoing public art projects as well as ongoing maintenance.
- Community arts resources were expanded with the continued offering of the Public Art Guide, a Gallery Guide (with funding from the CVB) and continued growth of the Arts Express newsletter mailing (hard copy and online).
- Missouri Arts Council grants allowed for further development of the Stephens Lake Park Amphitheater, a collaborative with the Parks and Recreation Department, and for consultant's fees related to the update of the city's cultural plan.
- Collaborations with downtown arts efforts include support the quarterly Artrageous Fridays events and participation in a Cultural Tourism Collaborative.
- Ongoing opportunities local arts organizations and their volunteers to interact include ArtSuccess workshops and participation as a regional location for the Missouri Arts Council's statewide arts summits.

**** Performance Measurements are located on page 572 in the appendix.***

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4625 - Manager of Cultural Affairs	1.00	1.00	1.00	1.00	
4624 - Cultural Affairs Specialist	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.75	0.75	0.75	0.75	
Total Personnel	**2.75**	**2.75**	**2.75**	**2.75**	
Permanent Full-Time	2.75	2.75	2.75	2.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.75**	**2.75**	**2.75**	**2.75**	

Neighborhood Services

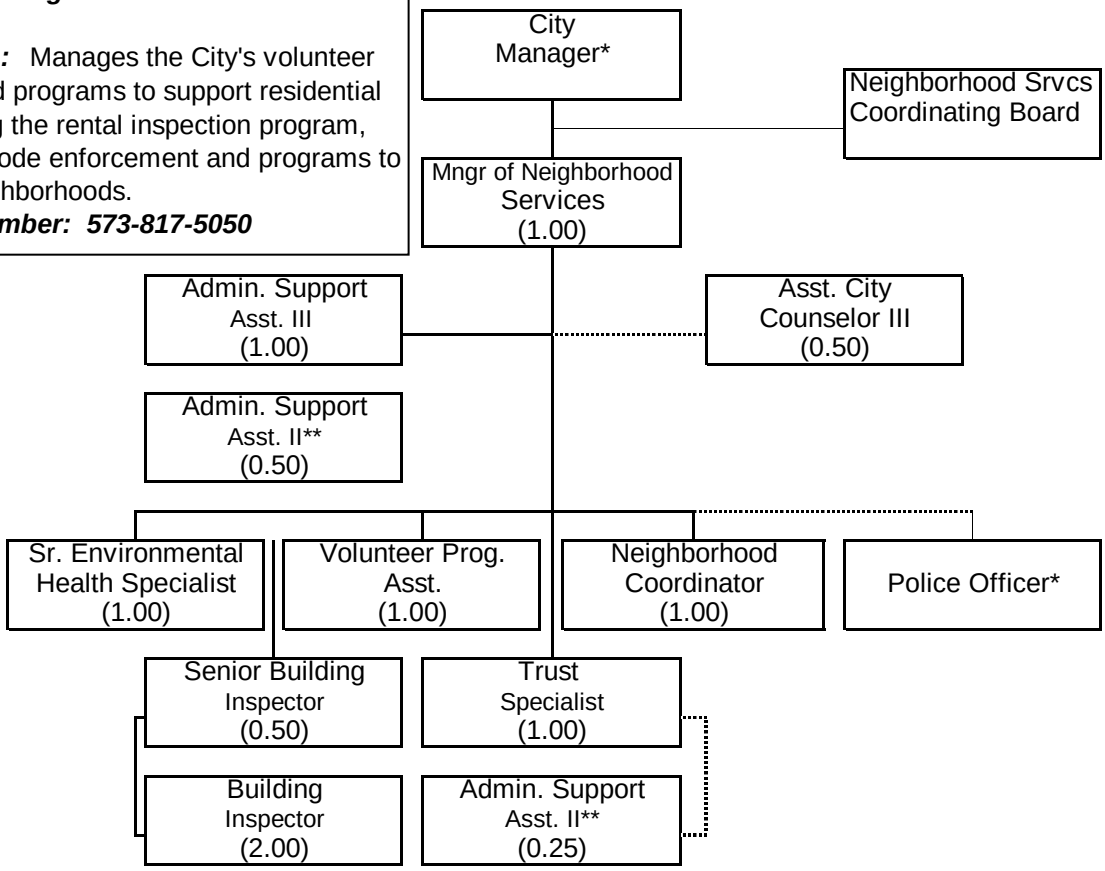
City of Columbia

Columbia, Missouri

City of Columbia - Neighborhood Services

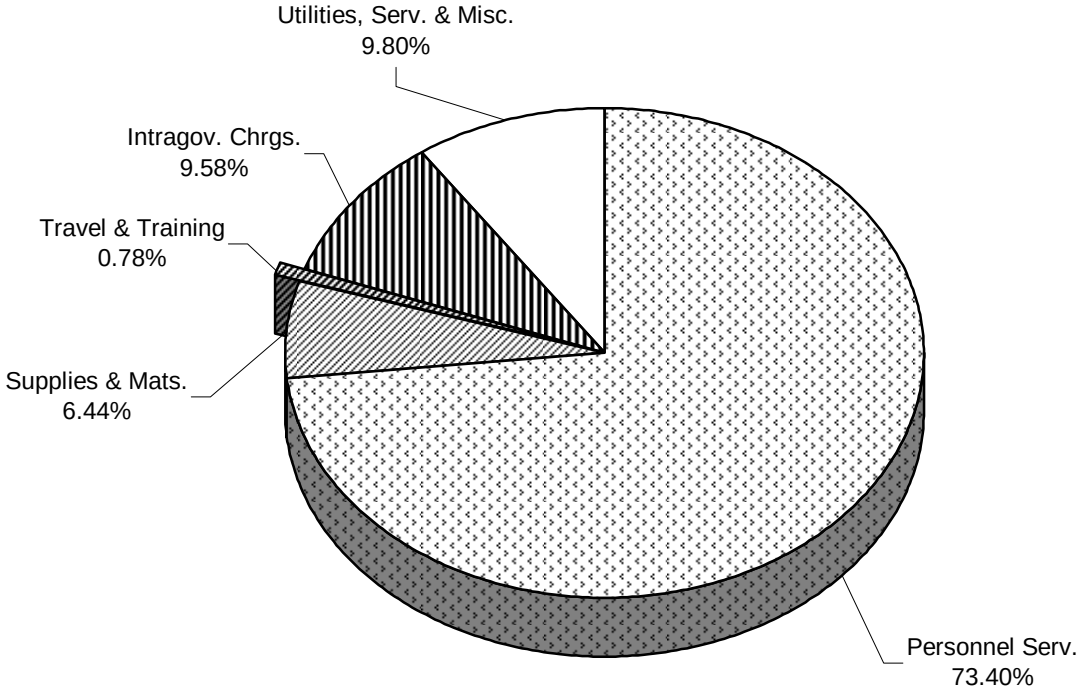
9.75 FTE Positions

Manager of Neighborhood Services:
Leigh Britt
Description: Manages the City's volunteer program and programs to support residential life including the rental inspection program, residential code enforcement and programs to support neighborhoods.
Contact Number: 573-817-5050



* Positions not included in Neighborhood Programs FTE count.
** Position is split 75% in Cultural Affairs and 25% in Neighborhood Services

Neighborhood Services
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 144,887	$ 604,150	$ 604,895	$ 646,228	7.0%
Supplies & Materials	22,585	55,061	49,658	56,711	3.0%
Travel & Training	2,205	9,703	4,950	6,852	(29.4%)
Intragovernmental Charges	25,900	64,816	65,963	84,341	30.1%
Utilities, Services & Misc.	6,774	74,811	48,615	86,289	15.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**202,351**	**808,541**	**774,081**	**880,421**	**8.9%**
Summary					
Operating Expenses	202,351	808,541	774,081	880,421	8.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **202,351**	$ **808,541**	$ **774,081**	$ **880,421**	**8.9%**

Neighborhood Services - Summary

110-0710

DESCRIPTION

The Office of Neighborhood Services was created in FY 2010 with existing staff from six different City Departments. The mission of the Office is to improve the quality of life for Columbia's residents through fairly and swiftly enforcing city codes related to residential life and build a sense of community by offering valuable volunteer opportunities, providing resources for neighborhood leaders to solve issues independently and managing donations support our community.

HIGHLIGHTS/SIGNIFICANT CHANGES

Programs of Neighborhood Services include addressing chronic nuisance properties, graffti abatement, health and safety code enforcement (shared with Health), the Neighborhood Leadership Program, the neighborhood recognition program, the Neighborhood Response Team, property maintenance code enforcement in residential areas, rental housing compliance, the City's volunteer program, the Columbia Trust, the New Century Fund, and the administration of the Community Foundation of Central Missouri. It is our intent to be a resource for residents who need assistance and answers from city government and to connect them to the appropriate department or staff person.

The police officer assigned to Neighborhood Services is responsible for the Crime-Free Multi Housing Program and is the staff liaison to the Neighborhood Watch Program. He also serves as a resource to rental property owners regarding tenant screening and criminal activity in rental properties.

Focuses for our work in FY 2011 includes finding efficiencies in the rental inspection program to accomplish more with our current staff, effectively addressing nuisance structures to have them up to code or demolished, and increasing the number of cases prosecuted when a violation is found and corrections are not made in a timely manner.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Volunteer Programs	2.25	1.75	3.00	3.00	
Neighborhood Programs	0.00	6.75	6.75	6.75	
Total Personnel	**2.25**	**8.50**	**9.75**	**9.75**	
Permanent Full-Time	2.25	8.50	9.75	9.25	-0.50
Permanent Part-Time	0.00	0.00	0.00	0.50	0.50
Total Permanent	**2.25**	**8.50**	**9.75**	**9.75**	

**** Performance Measurements are located on page 573 in the appendix.***

Volunteer Programs

DESCRIPTION

This division 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, Volunteer Programs (VP) coordinates a number of specific programs including the Park Patrol, the Adopt a Spot Beautification program, Cleanup Columbia, Youth in Action, and TreeKeepers and CARP, the Columbia Aquatic Restoration Project. The office also has responsibility for the Columbia Trust and the Share the Light program and administers the New Century Fund, Inc. and the Community Foundation of Central Missouri.

HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2009, 47,387 volunteer hours were reported at a value of nearly $960,000, not including hours contributed by boards and commissions. Highlights during 2009 include the graduation of a 13th TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the 14th city-wide "Cleanup Columbia" including sponsorship by local media and businesses.

The Adopt a Spot beautification continued with 96 projects throughout the community. The division sponsored it's eighth year of Youth In Action, a summer volunteer program for youth ages 12-15. VP also works with the Office of Emergency Management to plan to handle volunteers who respond in the event of a disaster.

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 approximately 750 new volunteer contacts in FY 2010.

VP also has responsibility for the Columbia Trust, Share the Light, and administering the New Century Fund. In May, the Trust Specialist position was filled; this staff person is working to establish the Community Foundation of Central Missouri and also manage gifts and grants received by the City of Columbia.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 144,887	$ 174,043	$ 174,466	$ 182,928	5.1%
Supplies and Materials	22,585	41,690	30,759	38,090	(8.6%)
Travel and Training	2,205	5,950	2,700	4,975	(16.4%)
Intragovernmental Charges	25,900	30,293	30,418	31,300	3.3%
Utilities, Services, & Misc.	6,774	18,269	11,220	16,473	(9.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 202,351**	**$ 270,245**	**$ 249,563**	**$ 273,766**	**1.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4622 - Mngr of Neighborhood Srvc	0.00	0.50	0.50	0.50	
4620 - Volunteer Coordinator	1.00	0.00	0.00	0.00	
4619 - Trust Specialist	0.00	0.00	1.00	1.00	
1003 - Admin Support Assistant III	0.00	0.25	0.25	0.25	
4615 - Program Assistant	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.25	0.00	0.25	0.25	
Total Personnel	**2.25**	**1.75**	**3.00**	**3.00**	
Permanent Full-Time	2.25	1.75	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.25**	**1.75**	**3.00**	**3.00**	

Neighborhood Programs

110-0720

DESCRIPTION

Staff in Neighborhood Programs work on code enforcement related to residential life and support the efforts of neighborhood groups.

HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, a new team was assembled with staff from various departments (Volunteer Programs, Public Communications, Public Works and Health & Human Services) to focus on neighborhood issues and the enforcement of rental house codes with a new alignment with volunteer resources.

The draft mission of the Office of Neighborhood Services is to improve the quality of life for Columbia's residents through fairly and swiftly enforcing city codes related to residential life, offering valuable volunteer opportunities, providing resources for neighborhood leaders to solve issues independently and managing donations to support our community.

Initial programs this office will carry out include: Neighborhood Response Teams (NRT), graffiti abatement, the neighborhood recognition program and rental housing inspections. In addition, some programs that the Office of Volunteer Services led in FY 2009 will become the responsibility of this division. Those include the Neighborhood Leadership Program, Keys to the City events and board & commission training sessions.

In addition to existing programs, this division will explore efforts to strengthen neighborhoods through assistance from city staff and programs and cooperation with community groups as well as additional capacity building efforts so residents are better able to address issues independently.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 430,107	$ 430,429	$ 463,300	7.7%
Supplies and Materials	0	13,371	18,899	18,621	39.3%
Travel and Training	0	3,753	2,250	1,877	(50.0%)
Intragovernmental Charges	0	34,523	35,545	53,041	53.6%
Utilities, Services, & Misc.	0	56,542	37,395	69,816	23.5%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 0**	**$ 538,296**	**$ 524,518**	**$ 606,655**	**12.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7202 - Senior Envirntal. Health Spec.	0.00	1.00	1.00	1.00	
4622 - Mngr of Neighborhood Srvc	0.00	0.50	0.50	0.50	
4104 - Neighborhood Coordinator	0.00	1.00	1.00	1.00	
3303 - Asst. City Counselor III	0.00	0.50	0.50	0.50	
3203 - Senior Inspector	0.00	1.00	1.00	0.50	(0.50)
3202 - Building Inspector	0.00	2.00	2.00	2.00	
1002 - Admin Support Assistant II	0.00	0.00	0.00	0.50	0.50
1003 - Admin Support Assistant III	0.00	0.75	0.75	0.75	
Total Personnel	**0.00**	**6.75**	**6.75**	**6.75**	
Permanent Full-Time	0.00	6.75	6.75	6.25	(0.50)
Permanent Part-Time	0.00	0.00	0.00	0.50	0.50
Total Permanent	**0.00**	**6.75**	**6.75**	**6.75**	

FY 2011 - When Office of Neighborhood Services was created the Senior Building Inspector was 100% funded by that office and should have been split 50% CDBG, 50% Neighborhood Services.

Parks and Recreation

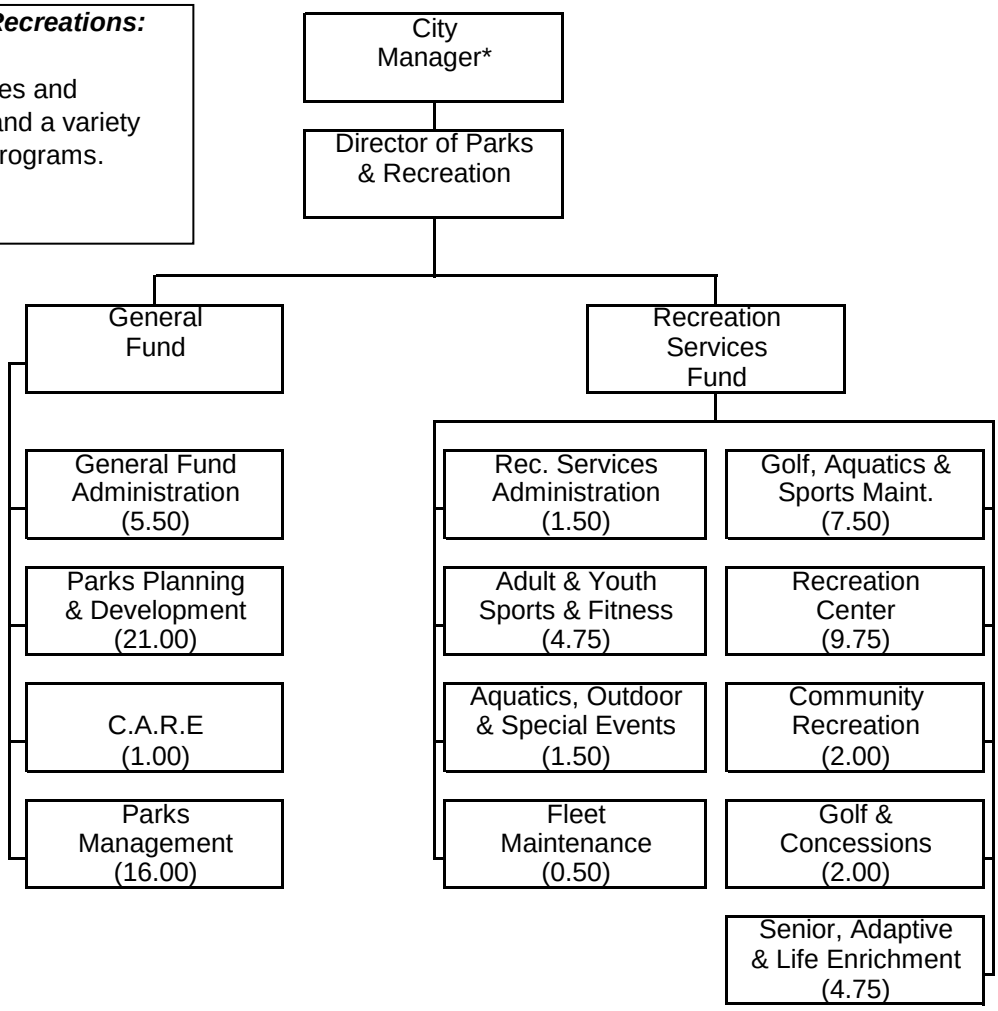
City of Columbia

Columbia, Missouri

City of Columbia - Parks and Recreation Department

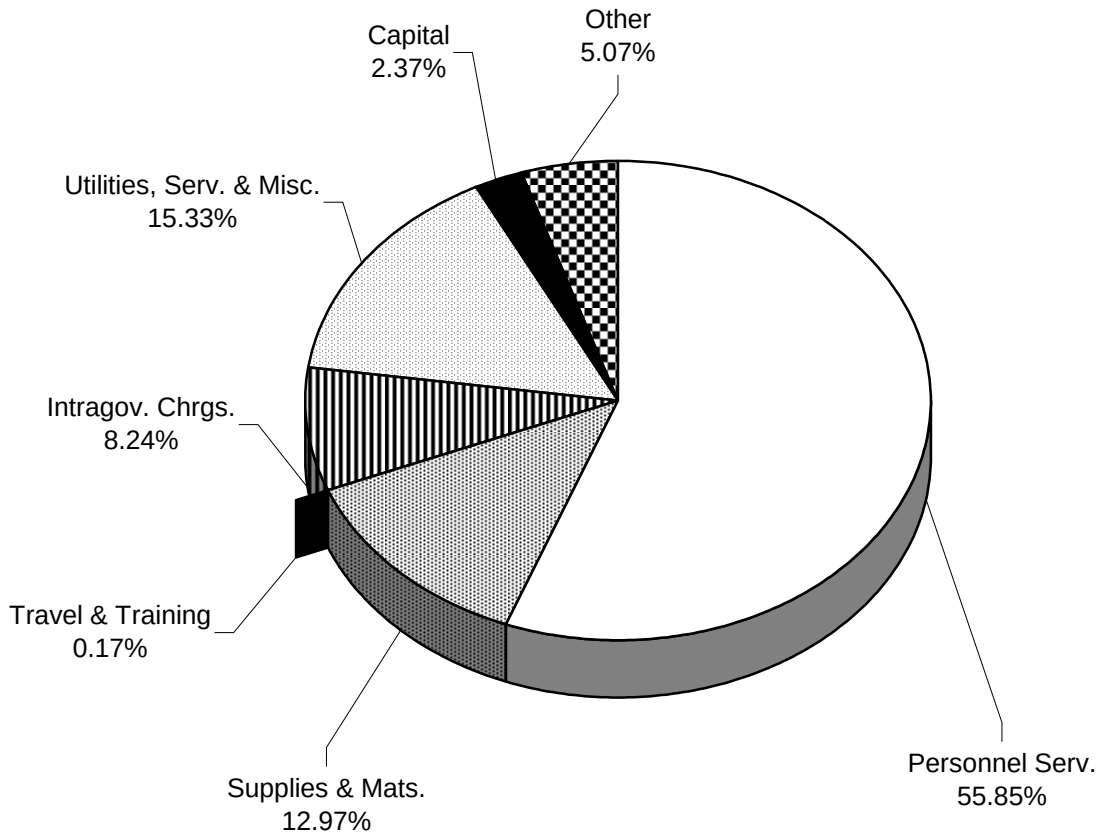
77.75 FTE Positions

Director of Parks & Recreations:
Mike Hood
Description: Oversees and maintains park, trails and a variety of sports and leisure programs.
Contact Number:
573-874-7460



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

Parks & Recreation Dept - Summary
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 6,697,240	$ 6,905,267	$ 6,852,265	$ 6,916,895	0.2%
Supplies & Materials	1,412,778	1,676,024	1,578,070	1,606,385	(4.2%)
Travel & Training	20,462	22,116	14,962	20,886	(5.6%)
Intragovernmental Charges	909,390	981,105	981,105	1,020,420	4.0%
Utilities, Services & Misc.	1,568,234	2,112,650	2,006,504	1,898,330	(10.1%)
Capital	240,133	260,882	256,032	293,611	12.5%
Other	635,334	628,207	658,631	628,049	(0.0%)
Total	**11,483,571**	**12,586,251**	**12,347,569**	**12,384,576**	**(1.6%)**
Summary					
Operating Expenses	10,539,822	11,470,161	11,205,905	11,435,916	(0.3%)
Non-Operating Expenses	647,209	642,000	672,424	647,424	0.8%
Debt Service	18,539	13,207	13,207	7,625	(42.3%)
Capital Additions	240,133	260,882	256,032	293,611	12.5%
Capital Projects	37,868	200,001	200,001	0	(100.0%)
Total Expenses	$ **11,483,571**	$ **12,586,251**	$ **12,347,569**	$ **12,384,576**	**(1.6%)**

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PARKS AND RECREATION DEPARTMENT - SUMMARY

DEPARTMENT DESCRIPTION

The Columbia Parks and Recreation Department oversees over 2,900 acres of park land and maintains 74 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 revenues from 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).

The FY 2011 budget includes the following highlights/changes: (1) An overall decrease of 1.7% from FY 2010. (2) A $6,028 increase in temp help for the Park Management & Operations division for approx 700 add'l hrs for help with clean-up, maintenance, repair and to maintain the addition of 60 recycle bins. (3) A $4,478 increase in temp admin help as the dept processes more purchasing transactions than any department in the City and with additional fleet entry requirements, this one day per week (416 hrs) of extra help will help offset the additional workload. (4) Reduction in materials and supplies budget by 4.2%. (5). The C.A.R.E. program is funded at FY 2010 levels including partnership funds from the Boone County Family Resources program.

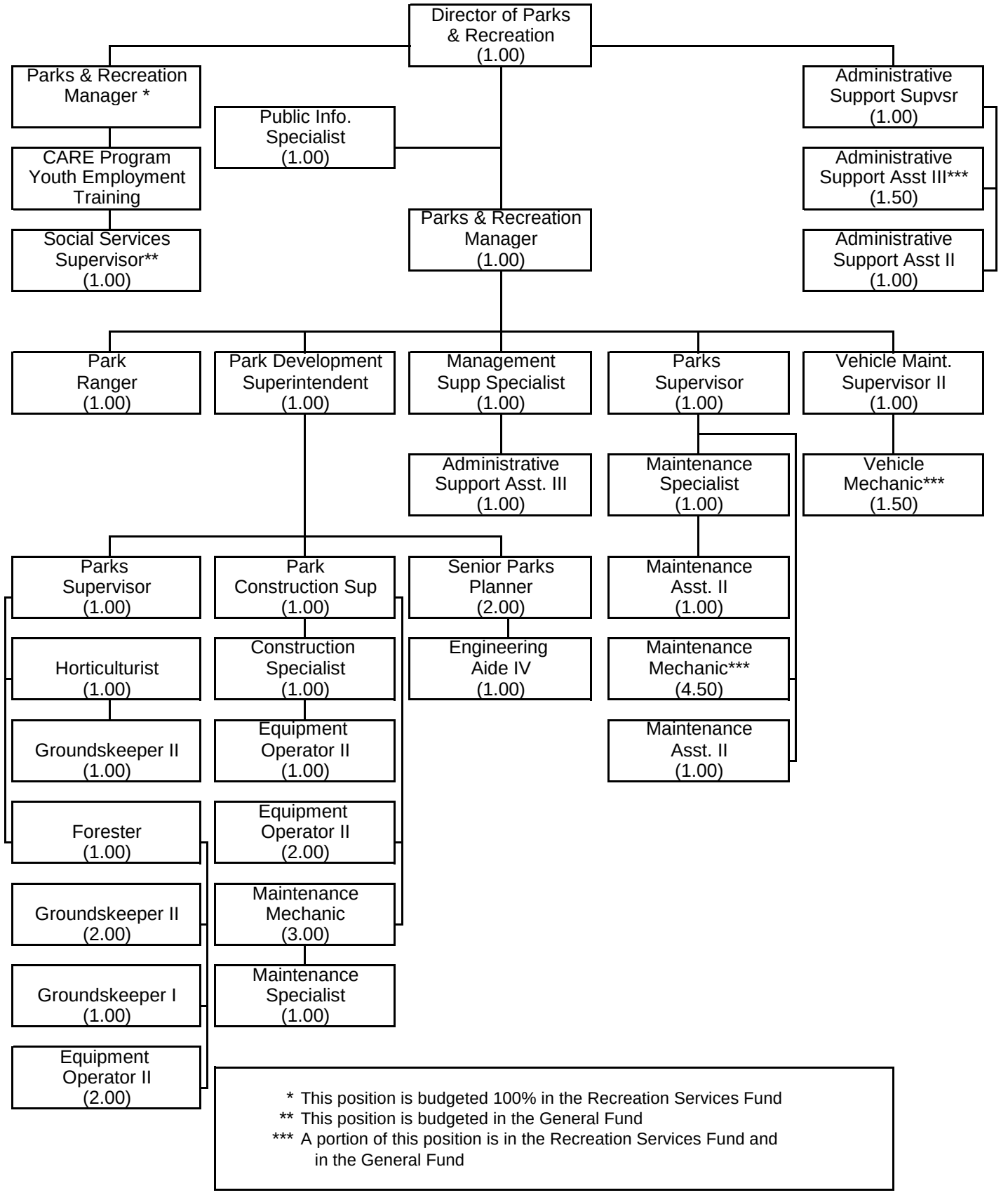
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
General Fund Operations	43.50	43.50	43.50	43.50	
Recreation Services Fund	36.25	34.25	34.25	34.25	
Total Personnel	**79.75**	**77.75**	**77.75**	**77.75**	
Permanent Full-Time	79.00	77.00	77.00	77.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**79.75**	**77.75**	**77.75**	**77.75**	

**** Performance Measurements are located on page 575 in the appendix.***

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

43.50 FTE Positions



Parks and Recreation - General Fund Operations

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

Significant increases are related to anticipated higher fuel and intergovernmental charges. Personnel does include a $10,506 increase in temp help for the Park Management & Operations program for additional maintenance help.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 3,168,239	$ 3,284,071	$ 3,278,840	$ 3,285,143	0.0%
Supplies & Materials	527,481	664,147	628,600	669,593	0.8%
Travel & Training	11,918	9,447	8,570	12,342	30.6%
Intragovernmental Charges	297,930	308,979	308,979	325,349	5.3%
Utilities, Services & Misc.	376,292	486,228	442,792	482,992	(0.7%)
Capital	154,669	223,115	222,000	205,500	(7.9%)
Other	0	0	0	0	
Total	**4,536,529**	**4,975,987**	**4,889,781**	**4,980,919**	**0.1%**
Summary					
Operating Expenses	4,381,860	4,752,872	4,667,781	4,775,419	0.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	154,669	223,115	222,000	205,500	(7.9%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 4,536,529**	**$ 4,975,987**	**$ 4,889,781**	**$ 4,980,919**	**0.1%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	5.50	5.50	5.50	5.50	
Parks Planning & Development	21.00	22.00	22.00	22.00	
C.A.R.E.	1.00	1.00	1.00	1.00	
Parks Management	16.00	15.00	15.00	15.00	
Total Personnel	**43.50**	**43.50**	**43.50**	**43.50**	
Permanent Full-Time	43.50	43.50	43.50	43.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**43.50**	**43.50**	**43.50**	**43.50**	

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Parks & Rec - Administration

110-5010

DESCRIPTION

The Administration Division consists of the Director, Public Information Specialist, Administrative Support Supervisor, 1.50 Administrative Support Assistant III, and 1.00 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 reduced by 0.8% with the primary reductions being in materials and supplies (-4.2%) and utilities and services (-1.8%).

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 369,053	$ 378,044	$ 375,339	$ 375,186	(0.8%)
Supplies and Materials	14,851	16,700	14,100	16,000	(4.2%)
Travel and Training	2,961	3,400	2,500	3,159	(7.1%)
Intragovernmental Charges	65,717	66,993	66,993	66,314	(1.0%)
Utilities, Services, & Misc.	55,538	58,700	54,662	57,650	(1.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **508,120**	$ **523,837**	$ **513,594**	$ **518,309**	**(1.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	1.00	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	**5.50**	**5.50**	**5.50**	**5.50**	
Permanent Full-Time	5.50	5.50	5.50	5.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.50**	**5.50**	**5.50**	**5.50**	

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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 vocational training, placement with a local employer for 160 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 the same level as the FY 2010. It includes partnership funding from the Boone County Family Resources to expand the CARE program to included youth with disabilities during the school year (10-12 youth and some administrative help). The budget also includes a $5,000 grant from the Missouri Arts Council for the Out of School - CARE Gallery. Approximately, 235-245 disadvantaged youth participate annually (40-45 options program participants & 175-200 summer employment program participants). The C.A.R.E. program will continue to offer tutoring & GED assistance to a number of youth through the school year (the Options program). Increase in Personnel is due to a transfer of $5,000 from Misc Contractual to temp help and Supplies & Materials increase is due to computer replacement.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 400,992	$ 437,936	$ 438,186	$ 443,845	1.3%
Supplies and Materials	7,716	9,536	9,584	10,264	7.6%
Travel and Training	0	0	0	0	
Intragovernmental Charges	12,479	10,711	10,711	14,720	37.4%
Utilities, Services, & Misc.	39,601	53,534	39,300	49,901	(6.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 460,788**	**$ 511,717**	**$ 497,781**	**$ 518,730**	**1.4%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist	0.00	0.00	0.00	0.00	
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

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

Significant increases are due to higher intragovernmental charges and utilities. While supplies and materials decreased 3.7% overall, this budget includes an increase of $12,000 for trail maintenance materials. Frequency and total acres mown has been reduced to accommodate the addition of new parks. In FY 2010, the budget increases in personnel are related to the transfer of mowing responsibilities from Park Management & Operations to Horticulture.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,319,945	$ 1,470,634	$ 1,469,870	$ 1,467,103	(0.2%)
Supplies and Materials	162,914	160,944	168,167	154,912	(3.7%)
Travel and Training	6,550	3,172	2,720	7,059	122.5%
Intragovernmental Charges	63,933	59,726	59,726	68,861	15.3%
Utilities, Services, & Misc.	56,794	68,125	59,875	80,921	18.8%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,610,136**	**$ 1,762,601**	**$ 1,760,358**	**$ 1,778,856**	**0.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	1.00	1.00	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	3.00	3.00	3.00	
2403 - Maintenance Specialist	0.00	1.00	1.00	1.00	
2300 - Equipment Operator II	4.00	5.00	5.00	5.00	
Total Personnel	**21.00**	**22.00**	**22.00**	**22.00**	
Permanent Full-Time	21.00	22.00	22.00	22.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**21.00**	**22.00**	**22.00**	**22.00**	

Parks & Rec - Parks Management

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. Included in this budget is the Park Ranger program.

HIGHLIGHTS / SIGNIFICANT CHANGES

Budget increases are primarily related to higher fuel and intergovernmental charges. Some supplemental funding has been budgeted to replace rolling stock equipment as per the City's replacement schedule. (1) Temp help was increased by $6,028 for the Park Management & Operations division for approx 700 hrs of add'l help with park maintenance clean-up, repairs and to maintain the addition of 60 recycle bins. (2) A $4,478 increase in temp admin help as the dept processes more purchasing tickets than any department in City and will have additional fleet entry requirements. (3) Supplies & Materials increase related directly to fleet fuel & oil costs.

BUDGET DETAIL

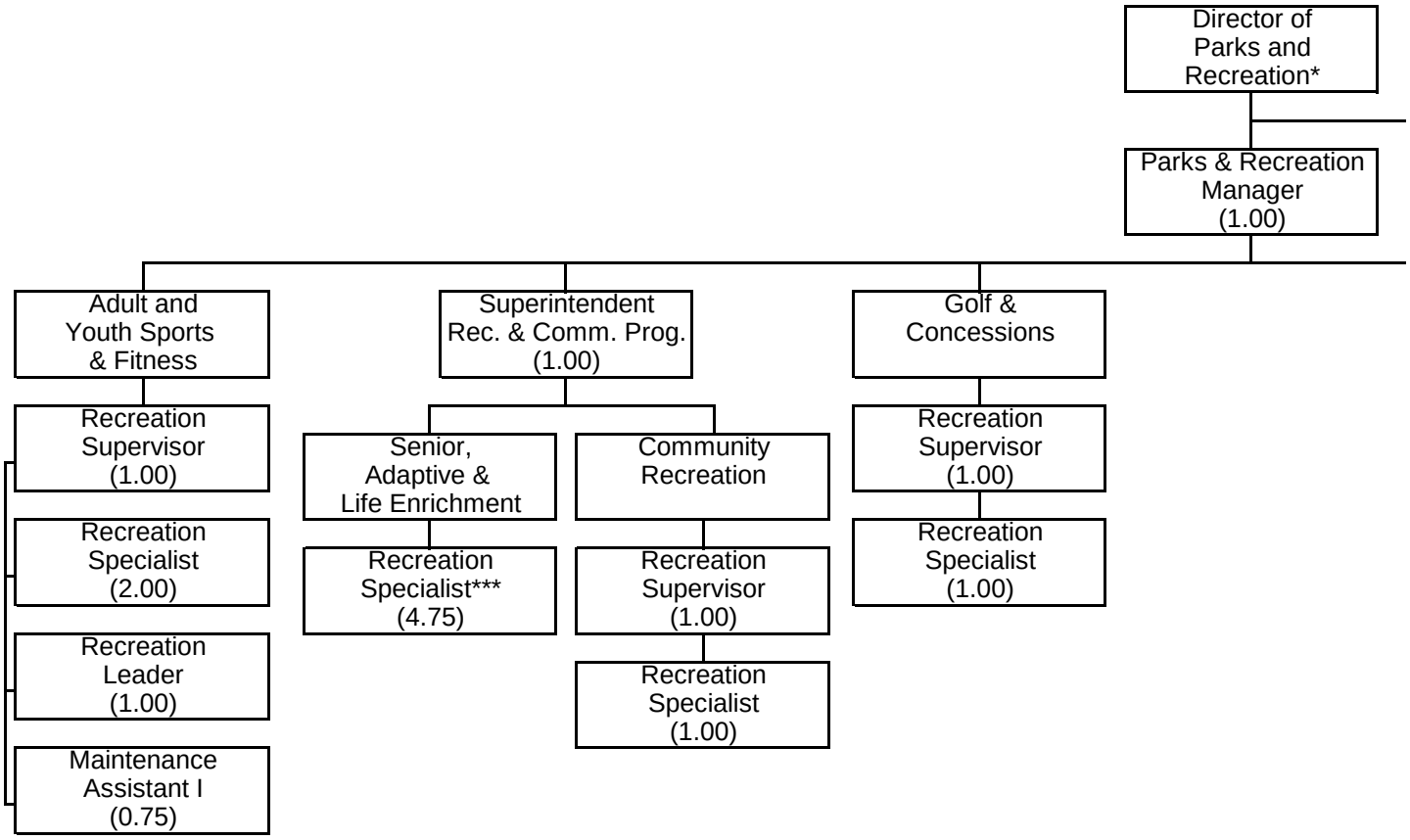
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,078,249	$ 997,457	$ 995,445	$ 999,009	0.2%
Supplies and Materials	342,000	476,967	436,749	488,417	2.4%
Travel and Training	2,407	2,875	3,350	2,124	(26.1%)
Intragovernmental Charges	155,801	171,549	171,549	175,454	2.3%
Utilities, Services, & Misc.	224,359	305,869	288,955	294,520	(3.7%)
Capital	154,669	223,115	222,000	205,500	(7.9%)
Other	0	0	0	0	
Total	**$ 1,957,485**	**$ 2,177,832**	**$ 2,118,048**	**$ 2,165,024**	**(0.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8750 - Park & Recreation 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	4.50	4.50	4.50	4.50	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2402 - Maintenance Assistant II	2.00	2.00	2.00	2.00	
2300 - Equipment Operator II	1.00	0.00	0.00	0.00	
2107 - Vehicle Mechanic	1.50	1.50	1.50	1.50	
2105 - Vehicle Maintenance Supv. II	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**16.00**	**15.00**	**15.00**	**15.00**	
Permanent Full-Time	16.00	15.00	15.00	15.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**16.00**	**15.00**	**15.00**	**15.00**	

City of Columbia - Recreation Services Fund

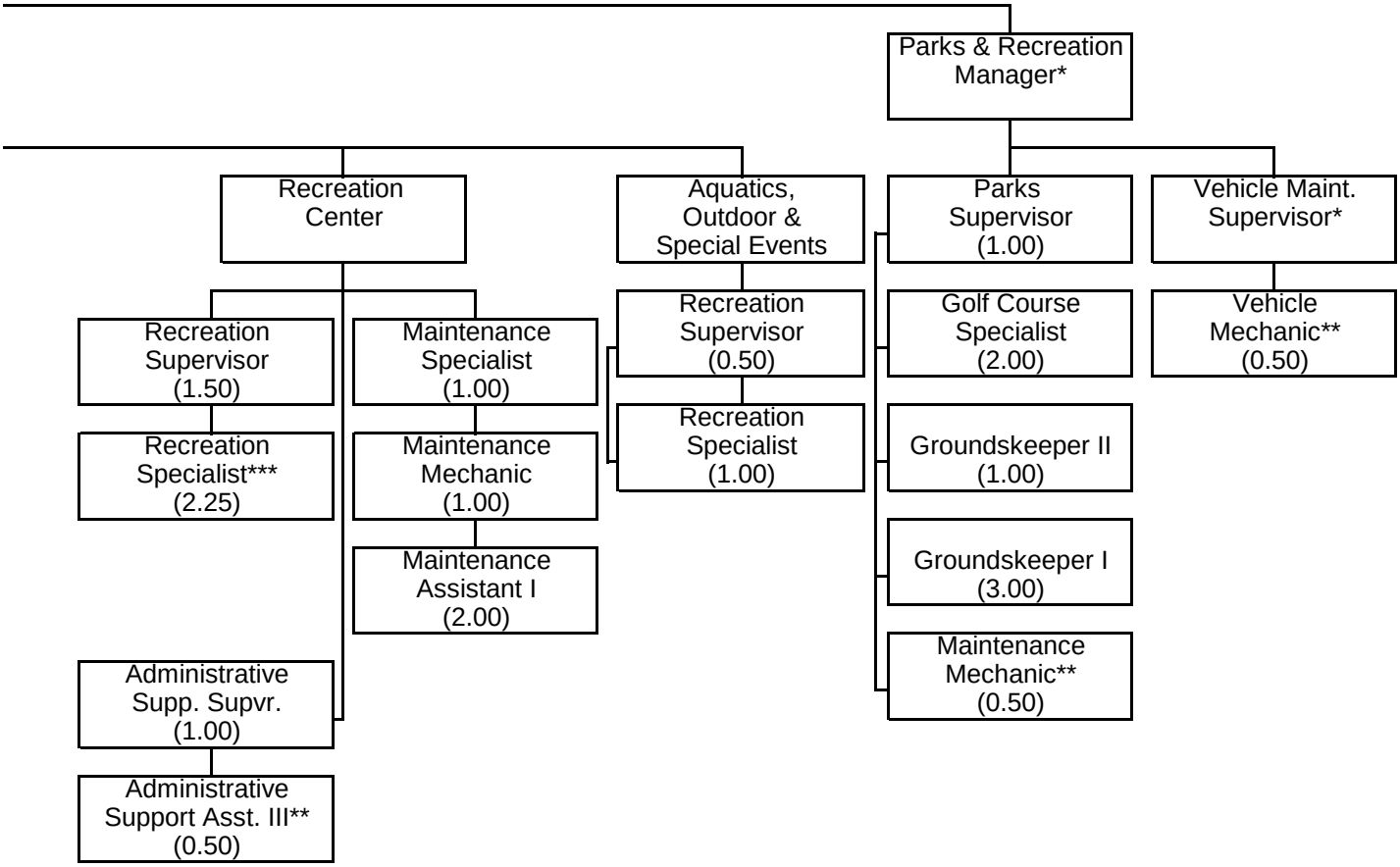
34.25 FTE Positions



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

City of Columbia - Recreation Services Fund

34.25 FTE Positions



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

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Recreation Services Fund

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/Life Enrichment/Special Events Programs; Special Olympics Adaptive; and the Activity and Recreation Center (ARC)

HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, the Recreation Services budget had a significant number of changes, therefore this year the budget remained relatively flat. The budget reflects a $75,000 decrease in supplies and materials with a $22,945 increase in intragovernmental charges and $50,344 increase in capital additions. Decrease in supplies & materials is due to ARC equipment replacements being shown as capital and not as operating expenses. Many of the replacement pieces included in the FY 2011 budget cost in excess of $5,000 and are defined as capital rather than supplies.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 3,529,001	$ 3,621,196	$ 3,573,425	$ 3,631,752	0.3%
Supplies & Materials	885,297	1,011,877	949,470	936,792	(7.4%)
Travel & Training	8,544	12,669	6,392	8,544	(32.6%)
Intragovernmental Charges	611,460	672,126	672,126	695,071	3.4%
Utilities, Services & Misc.	1,191,942	1,626,422	1,563,712	1,415,338	(13.0%)
Capital	85,464	37,767	34,032	88,111	133.3%
Other	635,334	628,207	658,631	628,049	(0.0%)
Total	**6,947,042**	**7,610,264**	**7,457,788**	**7,403,657**	**(2.7%)**
Summary					
Operating Expenses	6,157,962	6,717,289	6,538,124	6,660,497	(0.8%)
Non-Operating Expenses	647,209	642,000	672,424	647,424	0.8%
Debt Service	18,539	13,207	13,207	7,625	(42.3%)
Capital Additions	85,464	37,767	34,032	88,111	133.3%
Capital Projects	37,868	200,001	200,001	0	(100.0%)
Total Expenses	$ **6,947,042**	$ **7,610,264**	$ **7,457,788**	$ **7,403,657**	**(2.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	18.00	16.50	16.50	16.50	
Recreation Center	10.25	9.75	9.75	9.75	
Total Personnel	**36.25**	**34.25**	**34.25**	**34.25**	
Permanent Full-Time	35.50	33.50	33.50	33.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**36.25**	**34.25**	**34.25**	**34.25**	

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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 operated and/or programmed by the Recreation Services Division. These area 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

Significant increases are related to higher intergovernmental charges. Proposed FY 2011 budget represents a minimal amount for supplemental equipment replacement.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 579,255	$ 597,291	$ 596,036	$ 597,487	0.0%
Supplies & Materials	315,854	328,433	319,603	330,435	0.6%
Travel & Training	908	1,180	1,078	908	(23.1%)
Intragovernmental Charges	54,288	66,407	66,407	70,068	5.5%
Utilities, Services & Misc.	444,627	556,740	524,775	525,759	(5.6%)
Capital	75,422	37,767	34,032	37,111	(1.7%)
Other	0	0	0	0	
Total	**$ 1,470,354**	**$ 1,587,818**	**$ 1,541,931**	**$ 1,561,768**	**(1.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2416 - Golf Course Specialist	2.00	2.00	2.00	2.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II	1.00	1.00	1.00	1.00	
2413 - Groundskeeper I	3.00	3.00	3.00	3.00	
2404 - Maintenance Mechanic	0.50	0.50	0.50	0.50	
2107 - Vehicle Mechanic	0.50	0.50	0.50	0.50	
Total Personnel	**8.00**	**8.00**	**8.00**	**8.00**	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**8.00**	**8.00**	**8.00**	**8.00**	

Recreation Services - Recreation

Fund 552 - 5510 thru 552-5599

DESCRIPTION

The Recreation Services Fund, Recreation Services portion, includes expenses and revenues associated with the operation of divisional programs and activities. The programming sections in this area include: Adult/Youth Sports; Aquatics; Community Recreation; Golf/Concessions; Special Olympics; Seniors; OAK Tours; Classes and Special Events; and Adapted Community Recreation (Paquin Towers).

HIGHLIGHTS / SIGNIFICANT CHANGES

Budget does reflect operating all aquatic facilities at the same hours of operation in 2011 as in 2009 and 2010. Hours of operation were reduced in 2009. Adapted Community Recreation program received an increase of $16,000 provided by the Boone County Family Resources in FY 2010. Budget reflects the same financial support in FY 2011 from our partnership with BCFR.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,857,256	$ 1,926,269	$ 1,889,311	$ 1,929,955	0.2%
Supplies & Materials	344,004	431,044	394,882	429,157	(0.4%)
Travel & Training	4,590	5,489	3,087	4,590	(16.4%)
Intragovernmental Charges	417,067	467,650	467,650	487,832	4.3%
Utilities, Services & Misc.	420,350	512,681	505,314	524,169	2.2%
Capital	0	0	0	5,000	
Other	345,320	340,207	367,379	336,797	(1.0%)
Total	$ **3,388,587**	$ **3,683,340**	$ **3,627,623**	$ **3,717,500**	**0.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8750 - Park & Recreation Manager	0.00	0.50	0.50	0.50	
8610 - Supt of Rec. and Comm Prog	0.00	1.00	1.00	1.00	
8600 - Recreation Services Manager	1.00	0.00	0.00	0.00	
8530 - Recreation Supervisor	5.50	3.50	3.50	3.50	
8520 - Recreation Specialist	9.75	9.75	9.75	9.75	
8510 - Recreation Leader	1.00	1.00	1.00	1.00	
2401 - Maintenance Asst. I	0.75	0.75	0.75	0.75	
Total Personnel	**18.00**	**16.50**	**16.50**	**16.50**	
Permanent Full-Time	17.25	15.75	15.75	15.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**18.00**	**16.50**	**16.50**	**16.50**	

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 another full year (8th) of operation for the ARC and maintains services at the current level of operation. This is the sixth year that a portion of the capital improvement fees collected at the ARC will be used to replace fitness (cardio/strength) equipment. Decrease in supplies and materials is due to equipment replacements being shown as capital items and not as an operating expense. Many of the replacement pieces included in the FY 2011 cost in excess of $5,000 and are defined as capital rather than supplies.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,092,490	$ 1,097,636	$ 1,088,078	$ 1,104,310	0.6%
Supplies & Materials	202,610	252,400	234,985	177,200	(29.8%)
Travel & Training	3,046	6,000	2,227	3,046	(49.2%)
Intragovernmental Charges	140,105	138,069	138,069	137,171	(0.7%)
Utilities, Services & Misc.	311,926	357,000	333,622	365,410	2.4%
Capital	10,042	0	0	46,000	
Other	290,014	288,000	291,252	291,252	1.1%
Total	**$ 2,050,233**	**$ 2,139,105**	**$ 2,088,233**	**$ 2,124,389**	**(0.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8750 - Park & Recreation Manager	0.00	0.50	0.50	0.50	
8610 - Recreation Center Director	1.00	0.00	0.00	0.00	
8530 - Recreation Supervisor	0.50	1.50	1.50	1.50	
8520 - Recreation Specialist	3.25	2.25	2.25	2.25	
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**	**9.75**	**9.75**	**9.75**	
Permanent Full-Time	10.25	9.75	9.75	9.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**10.25**	**9.75**	**9.75**	**9.75**	

RECREATION SERVICES - CAPITAL PROJECTS

MAJOR PROJECTS

In addition to recreation activity fees, which fund the partial or total operating cost of a recreation program, the Department collects recreation user fees which are dedicated for capital improvements to recreation facilities such as pools, athletic fields, golf courses, Activity and Recreation Center, and other facilities.

FISCAL IMPACT

The Department is not requesting any Recreation Service User Fee funded capital projects for FY 2011. Staff is currently working on improvements to the American Legion baseball fields as funded by Recreation Services User Fee (RSR) funds in FY 2010.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	22,829	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	15,039	200,001	200,001	0	(100.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **37,868**	$ **200,001**	$ **200,001**	$ **0**	**(100.0%)**

Public Works Department

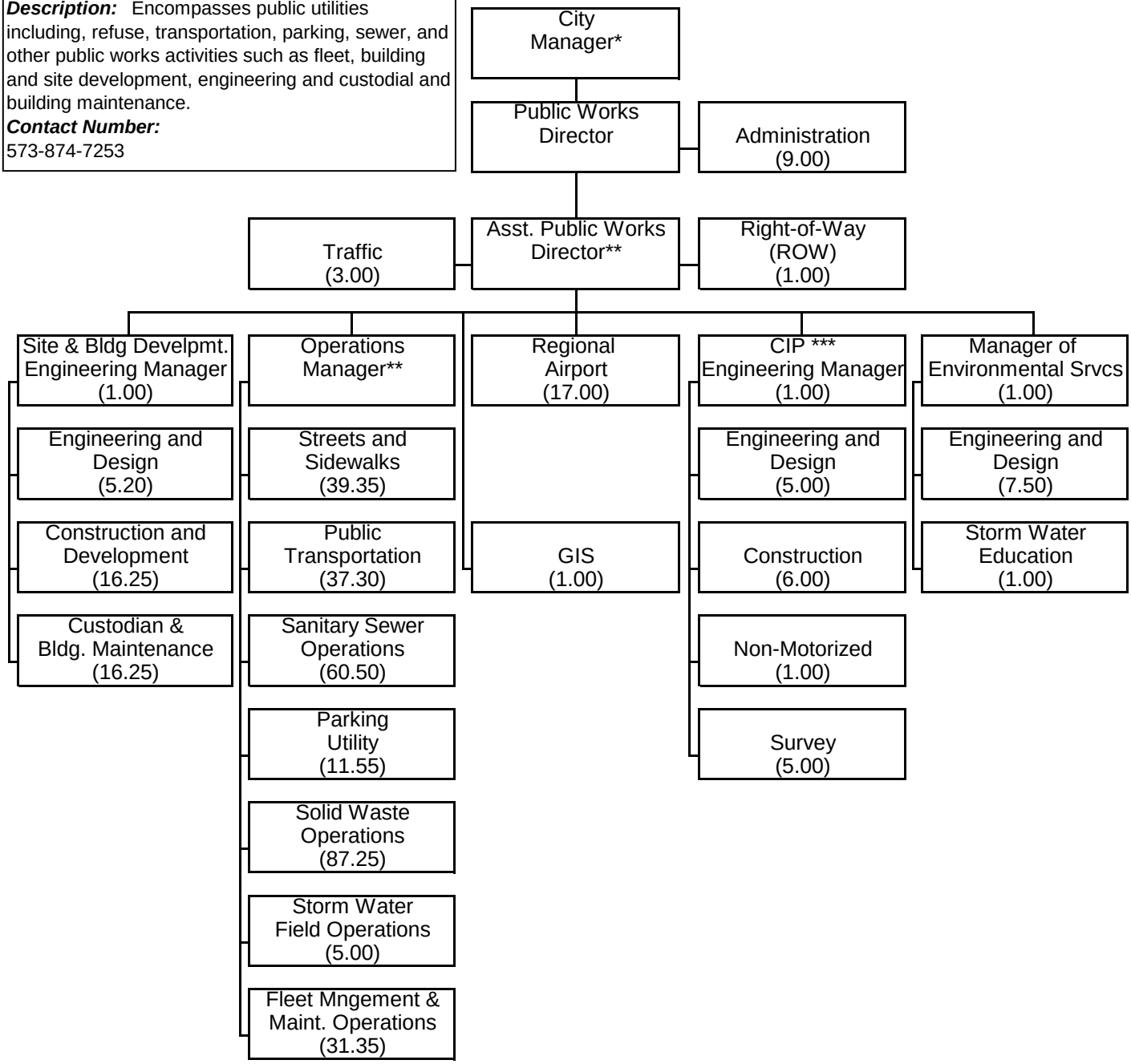
City of Columbia

Columbia, Missouri

City of Columbia - Public Works Department

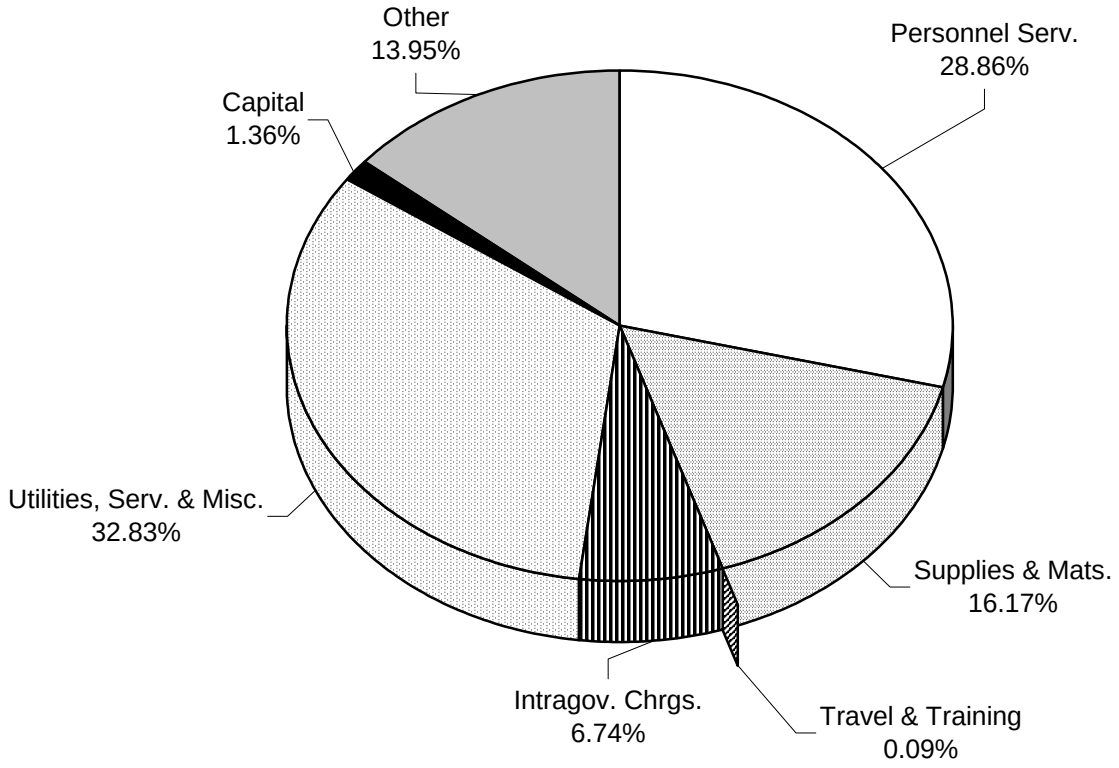
369.50 FTE Positions

Director of Public Works: John Glascock
Description: Encompasses public utilities including, refuse, transportation, parking, sewer, and other public works activities such as fleet, building and site development, engineering and custodial and building maintenance.
Contact Number:
573-874-7253



* Position not included in Public Work's FTE count.
** Positions split between various Public Works Operations
*** CIP - Capital Improvement Projects

Public Works Department - Summary
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services *	$ 21,421,819	$ 22,678,804	$ 21,905,178	$ 23,196,891	2.3%
Supplies & Materials	11,752,662	12,998,246	12,291,624	13,000,682	0.0%
Travel & Training	51,980	111,687	106,474	72,434	(35.1%)
Intragovernmental Charges	4,997,063	5,215,102	5,202,507	5,420,386	3.9%
Utilities, Services & Misc.	20,835,047	76,550,703	76,131,728	26,388,003	(65.5%)
Capital	4,153,266	2,698,603	2,651,905	1,092,700	(59.5%)
Other	8,464,353	9,670,499	10,318,107	11,212,432	15.9%
Total	**71,676,190**	**129,923,644**	**128,607,523**	**80,383,528**	**(38.1%)**
Summary					
Operating Expenses *	46,101,398	49,337,976	47,219,782	50,394,761	2.1%
Non-Operating Expenses	6,933,519	7,053,976	7,477,074	7,487,491	6.1%
Debt Service	1,849,541	2,727,023	3,152,696	3,825,441	40.3%
Capital Additions	4,015,329	2,698,603	2,651,905	1,092,700	(59.5%)
Capital Projects	12,776,403	68,106,066	68,106,066	17,583,135	(74.2%)
Total Expenses	$ **71,676,190**	$ **129,923,644**	$ **128,607,523**	$ **80,383,528**	**(38.1%)**

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

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PUBLIC WORKS DEPARTMENT - SUMMARY

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. Construction has begun on some major roadway projects; Mexico Gravel Road from Hinkson Creek to Route PP and the Old Route K Bridge over Hinkson Creek. Construction continues on Scott Boulevard from Smith/Rollins southward to Brookview Terrace with anticipated completion in spring 2011.
- A Major roadway project that will start construction in fall 2010 is Clark Lane from Ballenger to St. Charles Road. Other 2011 projects include Rolling Hills Road from the extension from Old Hawthorne to Richland Road and Scott Phase II from Vawter to Route KK. These roads are currently in preliminary design stage.
- 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, continued implementation of the April 2008 sewer bond with construction of the Wastewater Treatment Plant.
- Public Works will 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 and work towards improving the one stop system in Building and Site Development. Construction of a fifth garage in the downtown area at 5th & Walnut to is be completed in late 2010. Staff will aggressively seek to supplement limited local resources with grants that are appropriated 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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
General Fund Operations	$ 11,421,843	$ 10,965,403	$ 10,608,424	$ 10,289,007	(6.2%)
Capital Projects Fund *	500,992	518,168	518,168	435,185	(16.0%)
Public Transportation Fund	5,448,067	6,013,556	6,022,911	9,877,232	64.2%
Regional Airport Fund	3,101,701	4,808,642	4,712,178	3,588,830	(25.4%)
Sanitary Sewer Utility Fund	20,524,714	77,361,512	77,584,103	24,383,733	(68.5%)
Parking Facilities Fund	4,054,238	2,550,573	2,628,646	2,715,859	6.5%
Solid Waste Utility Fund	16,450,738	17,735,220	17,163,035	18,857,655	6.3%
Storm Water Utility Fund	2,353,308	1,472,806	1,435,567	1,462,971	(0.7%)
Custodial & Maint. Serv. Fund	1,150,861	1,439,585	1,264,090	1,663,472	15.6%
Fleet Operations Fund	6,669,728	7,058,179	6,670,401	7,109,584	0.7%
Total Expense	**$ 71,676,190**	**$ 129,923,644**	**$ 128,607,523**	**$ 80,383,528**	**(38.1%)**

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

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
General Fund Operations	94.35	89.70	89.70	87.28	(2.42)
Public Transportation Fund	37.75	37.75	37.75	37.85	0.10
Regional Airport Fund	17.20	17.20	17.20	17.20	
Sanitary Sewer Utility Fund	64.47	72.10	73.10	77.17	4.07
Parking Facilities Fund	6.80	6.80	6.80	7.85	1.05
Solid Waste Utility Fund	84.73	85.90	85.90	88.05	2.15
Storm Water Utility Fund	11.55	6.40	6.40	6.40	
Custodial & Maintenance Serv. Fund	13.25	13.25	13.25	16.25	3.00
Fleet Operations Fund	28.40	28.40	28.40	31.45	3.05
Total Personnel	**358.50**	**357.50**	**358.50**	**369.50**	**11.00**
Permanent Full-Time	347.50	346.00	347.00	360.00	13.00
Permanent Part-Time	11.00	11.50	11.50	9.50	(2.00)
Total Permanent	**358.50**	**357.50**	**358.50**	**369.50**	**11.00**

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Public Works - General Fund Operations

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.

Building and Site Development: Protection of the public by assuring compliance of all building, rental housing, zoning, sign, and subdivision codes through the city. This division was previously called Protective Inspection.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 5,097,851	$ 5,567,289	$ 5,354,235	$ 5,161,276	(7.3%)
Supplies & Materials	1,769,614	2,080,420	2,038,596	2,064,123	(0.8%)
Travel & Training	10,478	26,168	25,886	22,199	(15.2%)
Intragovernmental Charges	717,393	763,895	763,895	751,465	(1.6%)
Utilities, Services & Misc.	2,825,876	1,899,731	1,813,036	1,822,544	(4.1%)
Capital	1,000,631	627,900	612,776	467,400	(25.6%)
Other	0	0	0	0	
Total	**11,421,843**	**10,965,403**	**10,608,424**	**10,289,007**	**(6.2%)**
Summary					
Operating Expenses	10,421,212	10,337,503	9,995,648	9,821,607	(5.0%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	1,000,631	627,900	612,776	467,400	(25.6%)
Capital Projects	0	0	0	0	
Total Expenses	**$ 11,421,843**	**$ 10,965,403**	**$ 10,608,424**	**$ 10,289,007**	**(6.2%)**

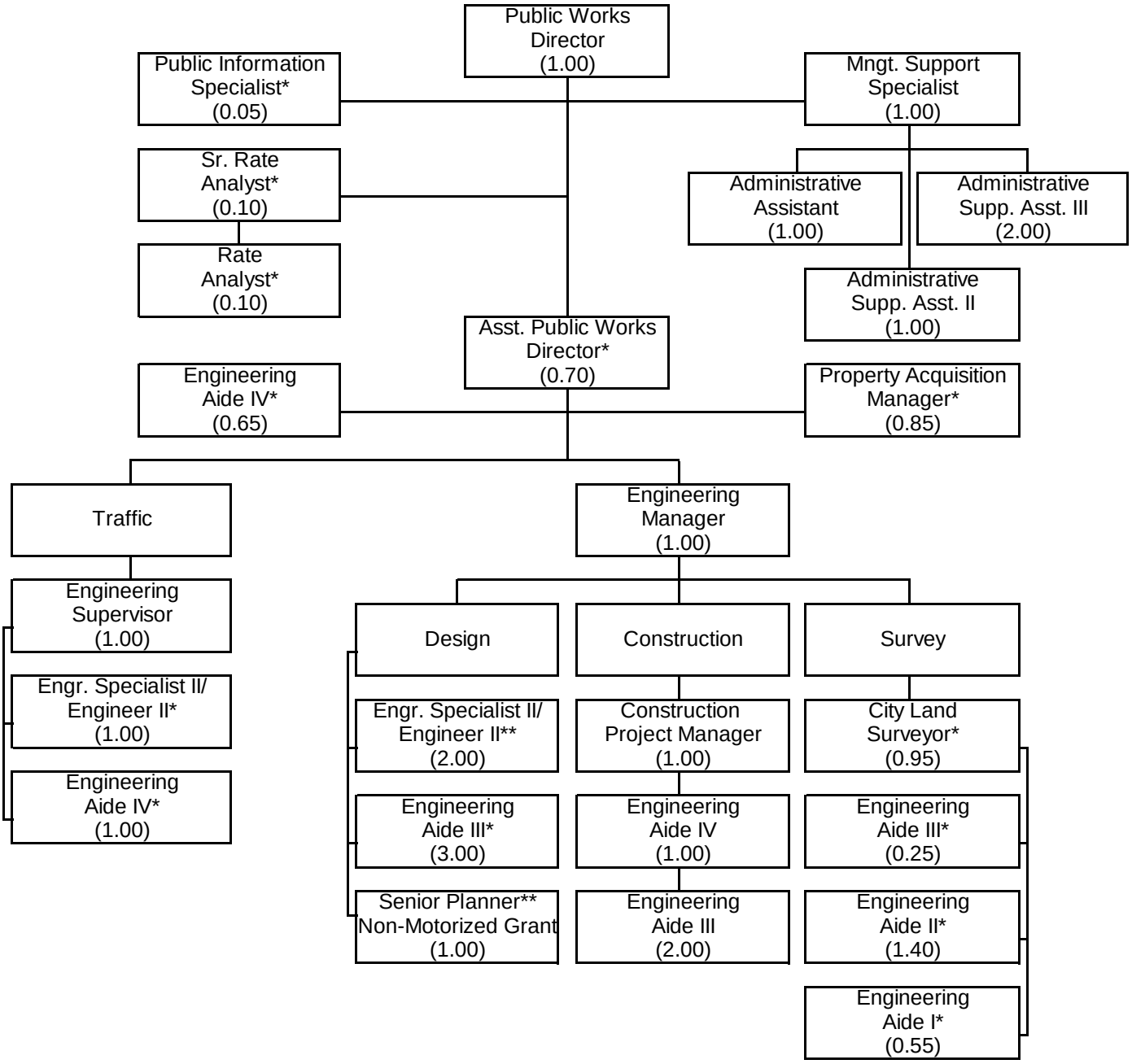
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration & Engineering	30.30	33.15	33.15	24.50	(8.65)
Non-Motorized Grant	2.00	2.00	2.00	1.10	(0.90)
Streets & Sidewalks	40.30	39.30	39.30	39.35	0.05
Building and Site Development	17.75	11.25	11.25	18.33	7.08
Parking Enforcement	4.00	4.00	4.00	4.00	
Total Personnel	**94.35**	**89.70**	**89.70**	**87.28**	**(2.42)**
Permanent Full-Time	94.35	89.70	89.70	87.28	(2.42)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**94.35**	**89.70**	**89.70**	**87.28**	**(2.42)**

**** Performance Measurements are located on page 581 in the appendix.***

City of Columbia - Public Works Administration & Engineering

25.60 FTE Positions



* Positions are budgeted in various Public Works divisions/funds or CIP.
** (1) Engineer II and Senior Planner - Listed on the Non-Motorized Grant page

Public Works - Administration and Engineering

DESCRIPTION

The Administration section provides management of all divisions and functions of the Department including Engineering, Building and Site Development, Streets, Traffic, Transit, Regional Airport, Sanitary Sewer, Parking, Solid Waste, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition. The Engineering Division provides survey, design, contract administration and inspection of various public improvement projects, reviews of subdivision improvements, issuance of permits and inspection of all construction on public right-of-way.

HIGHLIGHTS / SIGNIFICANT CHANGES

The following projects are in right-of way negotiations for bidding in fall/winter 2010, Clark Lane from Ballenger to St. Charles Road, Worley Street Sidewalk, and Texas Sidewalk. These projects have had public hearings and are identified for construction in 2010/2011. Rolling Hills Road from the extension through Old Hawthorne to Richland Road will start in right of way negotiation fall 2011.

The remaining sales tax projects are in various stages of design. Both Scott Boulevard from MKT to Vawter and Scott Boulevard from Vawter to Route KK have been surveyed and preliminary design has begun.

The Burnam-Rollins-Providence intersection project is in the concept design and public involvement stage, a public hearing is expected in fall 2010 or spring 2011.

Maguire/Warren Extension is in early design phase and the construction has not been budgeted.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,676,405	$ 1,920,012	$ 1,907,445	$ 1,370,485	(28.6%)
Supplies and Materials	79,923	122,903	116,517	167,870	36.6%
Travel and Training	7,587	12,210	12,068	10,185	(16.6%)
Intragovernmental Charges	246,604	312,000	312,000	319,341	2.4%
Utilities, Services, & Misc.	90,212	134,354	125,322	91,958	(31.6%)
Capital	0	0	0	29,000	
Other	0	0	0	0	
Total	**$ 2,100,731**	**$ 2,501,479**	**$ 2,473,352**	**$ 1,988,839**	**(20.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5901 - Director of Public Works	1.00	1.00	1.00	1.00	
5111/5099 - Eng. Specialist I/Engr. I	0.33	0.00	0.00	0.00	
5110/5100 - Eng. Specialist II/Engr. II^	3.00	3.33	3.33	3.00	(0.33)
5109 - Engineering Supervisor*	3.00	3.00	3.00	1.00	(2.00)
5108 - Engineering Manager*	0.00	0.00	0.00	0.90	0.90
5106 - Asst. Public Works Director	1.00	1.00	1.00	0.70	(0.30)
5023 - City Land Surveyor^	0.95	0.95	0.95	0.95	
5015 - Property Acquisition Manager^	0.90	0.90	0.90	0.85	(0.05)
5012 - Right-of-Way Agent^	0.80	0.80	0.80	0.00	
5007 - Arborist	1.00	1.00	1.00	0.00	(1.00)
5004 - Engineering Aide IV^	1.44	2.67	2.67	2.65	(0.02)
5003 - Engineering Aide III^	6.63	7.25	7.25	5.25	(2.00)
5002 - Engineering Aide II^	3.00	4.00	4.00	1.40	(2.60)
5001 - Engineering Aide I^	1.00	1.00	1.00	0.55	(0.45)
4802 - Public Information Specialist	0.05	0.05	0.05	0.05	
4502 - Sr. Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.10	0.10	0.10	0.10	
4203 - Management Support Spec.	1.00	1.00	1.00	1.00	
2408 - Construction Project Manager	1.00	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	**30.30**	**33.15**	**33.15**	**24.50**	**(8.65)**
Permanent Full-Time	30.30	33.15	33.15	24.50	(8.65)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**30.30**	**33.15**	**33.15**	**24.50**	**(8.65)**

*In FY 2011 (2) Engineering Supervisors were reclassified to Engineering Managers.
^ A portion of these positions are budgeted in the Capital Improvements Fund.

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

The City has been receiving funds from the Federal Non-Motorized four year grant program from federal FY 2006 through FY 2009.

Major projects funded by this grant include sidewalks and pedways, trails, intersections, promotion & education, striping of bike lanes and routes, and installation of bike racks at various locations around the city.

The program, GetAbout Columbia, completed three intersection projects; Stadium/Forum, Stadium/Providence and Providence/Stewart Road and three short sidewalk projects. The Providence Bikeway South (Rock Bridge Elementary School to Green Meadows Road), Stadium Sidewalk (Providence to College), two connectors to Bear Creek Trail and the Providence /Green Meadows intersection are in various stages of construction.

Projects in the construction bid cycle include the Garth MKT connector, Providence sidewalk (Smiley to Blue Ridge), Broadway sidewalk (Fairview to Stadium), 763 sidewalk (Business Loop to Big Bear Blvd), and County House Trail. Projects still in design and scheduled for construction through 2011 include reconstruction of the Providence Road and Business Loop intersection, a signalized crossing of Providence at Douglass School, the Walnut Street sidewalk (Williams to Old Hwy 63), MKT trail connections to Greenbriar and Katy Place, Hominy trail, and the Old Hwy 63 pedway. The MKT trail connection at Wilson's and Forum Blvd and the Wabash Walkway (COLT trail) contingency project still require scope resolution and engineering.

The Grant also funded a supplemental contract for promotion and educational programs.

BUDGET DETAIL

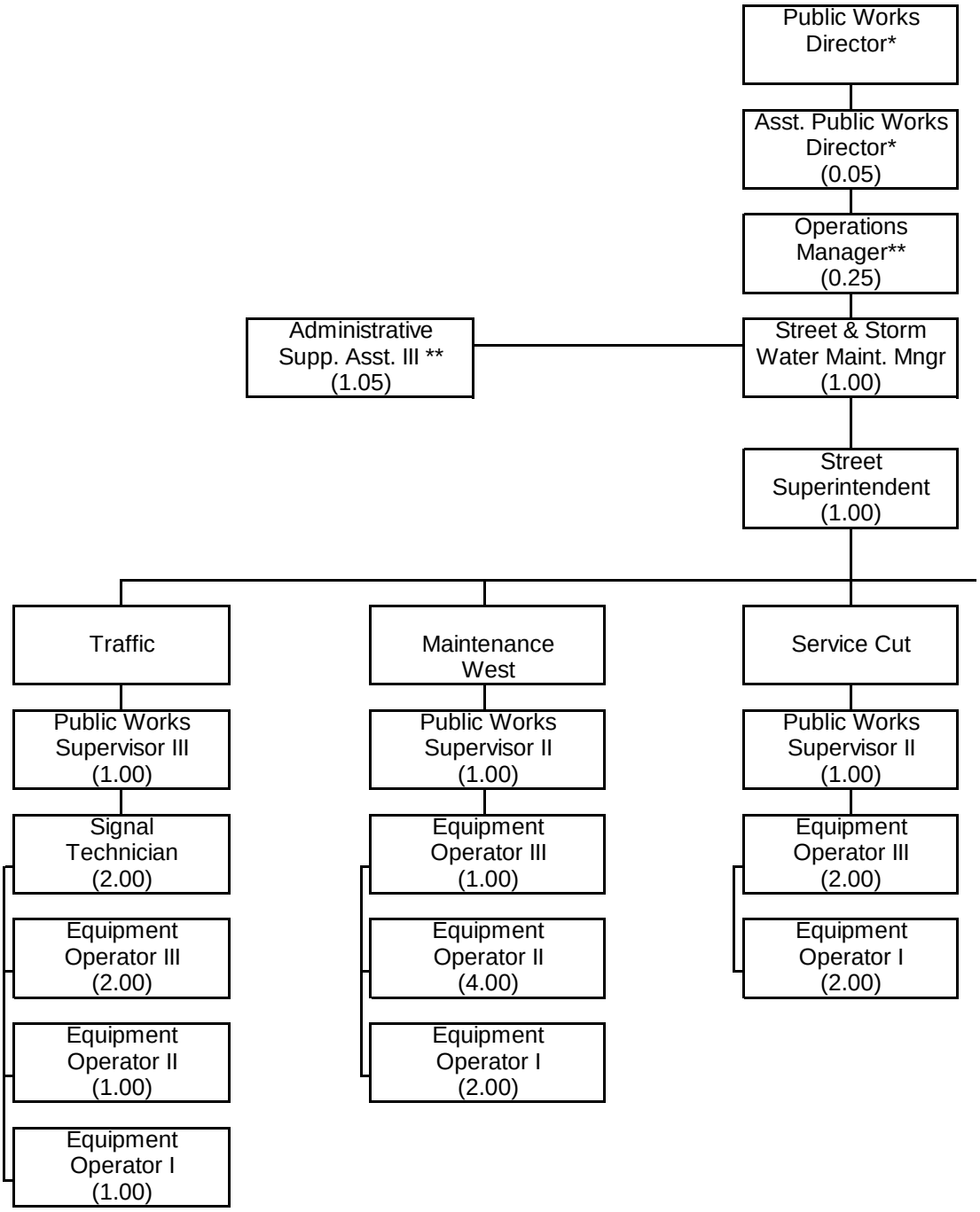
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 295,779	$ 542,024	$ 411,569	$ 219,531	(59.5%)
Supplies and Materials	6,580	11,100	11,734	11,100	0.0%
Travel and Training	0	200	0	200	0.0%
Intragovernmental Charges	22,978	3,000	3,000	0	(100.0%)
Utilities, Services, & Misc.	1,233,534	9,816	9,382	600	(93.9%)
Capital	5,441	0	0	0	
Other	0	0	0	0	
Total	**$ 1,564,312**	**$ 566,140**	**$ 435,685**	**$ 231,431**	**(59.1%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5110/5100 - Eng. Spec. II/Engr. II	1.00	1.00	1.00	0.00	(1.00)
5108 - Engineering Manager	0.00	0.00	0.00	0.10	0.10
4103 - Senior Planner	1.00	1.00	1.00	1.00	
Total Personnel	**2.00**	**2.00**	**2.00**	**1.10**	**(0.90)**
Permanent Full-Time	2.00	2.00	2.00	1.10	(0.90)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**2.00**	**2.00**	**2.00**	**1.10**	**(0.90)**

City of Columbia - Public Works Streets Department

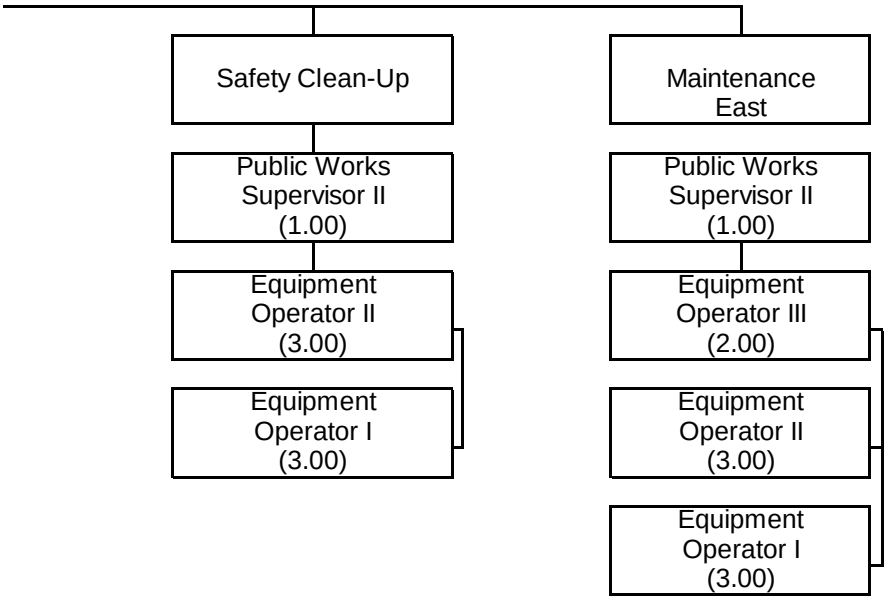
39.35 FTE Positions



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

City of Columbia - Public Works Streets Department

39.35 FTE Positions



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

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Public Works - Streets & Sidewalks

DESCRIPTION

The Street Division provides maintenance of 23.05 miles of unimproved streets and 465.34 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. The Traffic Maintenance Division fabricates, installs and maintains approximately 20,000 traffic control and street names signs, paints 1,040,000 feet of pavement striping, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

Continued emphasis will be given to our normal street maintenance program, including asphalt overlay and 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 2011. The Street Division owns, operates and maintains an asset management system that permits timely analysis of maintenance costs and infrastructure condition.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 2,042,623	$ 2,217,494	$ 2,174,411	$ 2,220,140	0.1%
Supplies and Materials	1,647,944	1,881,899	1,838,334	1,845,682	(1.9%)
Travel and Training	244	6,958	7,318	5,164	(25.8%)
Intragovernmental Charges	229,404	237,853	237,853	258,272	8.6%
Utilities, Services, & Misc.	1,458,507	1,685,568	1,629,186	1,677,649	(0.5%)
Capital	995,190	627,900	612,776	438,400	(30.2%)
Other	0	0	0	0	
Total	**$ 6,373,912**	**$ 6,657,672**	**$ 6,499,878**	**$ 6,445,307**	**(3.2%)**

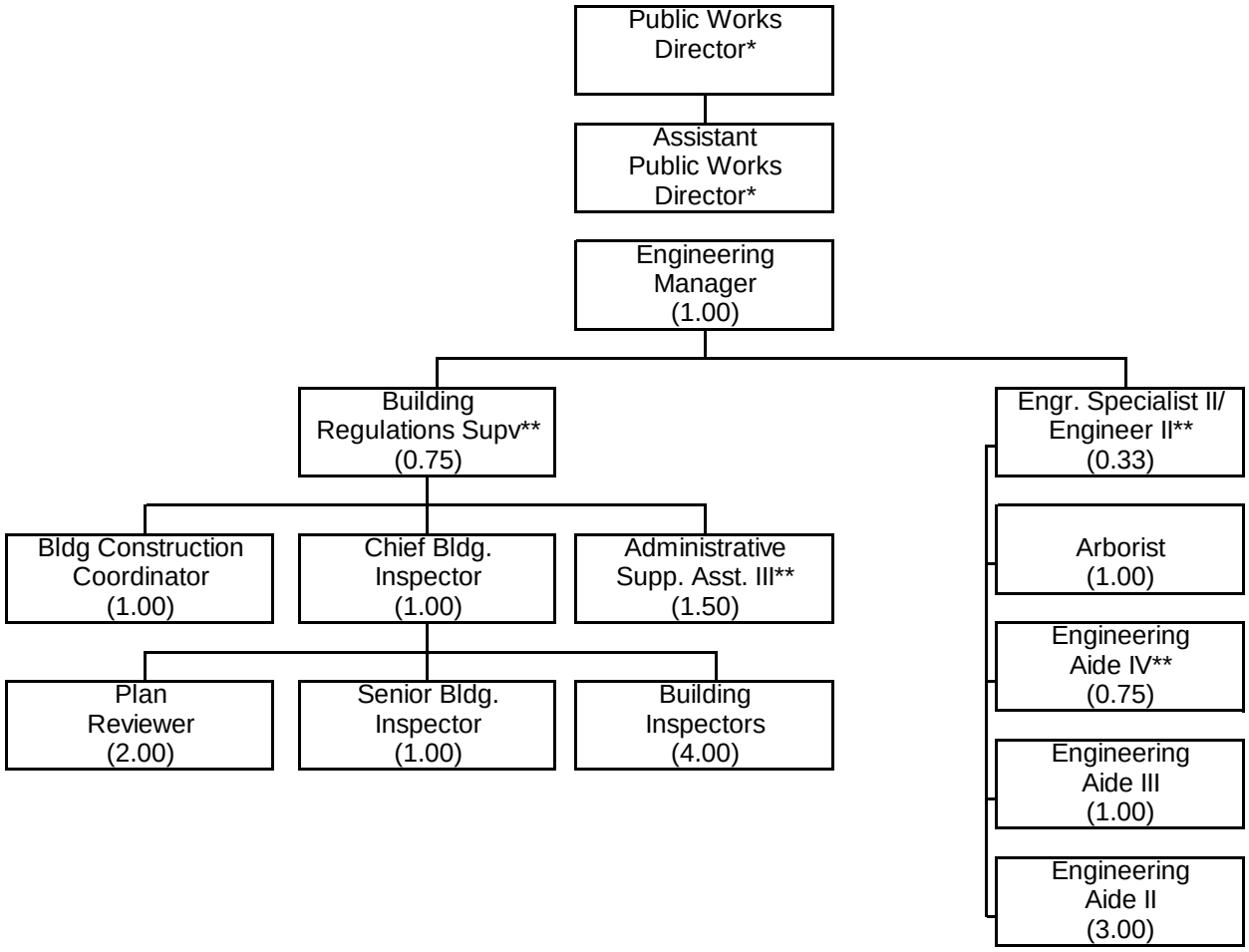
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5107 - Operations Manager	0.25	0.25	0.25	0.25	
5106 - Asst. Public Works Director	0.00	0.00	0.00	0.05	
3033 - Traffic Signal Technician	2.00	2.00	2.00	2.00	
2311 -Street & Storm Water Maint Mngr	1.00	1.00	1.00	1.00	
2310 - Public Works Supervisor II-773*	4.00	4.00	4.00	0.00	(4.00)
2308 - Streets Superintendent	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II*	0.00	0.00	0.00	4.00	4.00
2305 - Public Works Supervisor I	0.00	0.00	0.00	0.00	
2303 - Equipment Operator III-773	8.00	7.00	7.00	7.00	
2300 - Equipment Operator II-773	11.00	11.00	11.00	11.00	
2299 - Equipment Operator I-733	11.00	11.00	11.00	11.00	
2003 - Custodian	0.00	0.00	0.00	0.00	
1003 - Admin. Support Assistant III	1.05	1.05	1.05	1.05	
Total Personnel	**40.30**	**39.30**	**39.30**	**39.35**	**0.05**
Permanent Full-Time	40.30	39.30	39.30	39.35	0.05
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**40.30**	**39.30**	**39.30**	**39.35**	**0.05**

*In FY 2011 - The union affiliation was removed from the Public Work Supervisor positions.

City of Columbia - Public Works Building and Site Development

18.33 FTE Positions



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

Public Works - Building and Site Development

110-6030

DESCRIPTION

Building and Site Development is committed to responding to our community's building safety needs in order to deliver an effective and efficient system of services, which minimizes risk to life, health and property.

Staff is responsible for issuing residential and commercial permits for new construction, repair, alterations, etc. Additionally, all business license applications are reviewed by this division. This activity assures proper zoning, and building use prior to issuance of a business license.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

* Building and Site Development is continuing to develop the one stop process for commercial plan review. Currently the division is working alongside other city divisions, as well as the design professional community to develop a system that allows small, less complex commercial projects to be reviewed and permits issued within days rather than weeks.
* Responding to citizen concerns and complaints remains a top priority for this division. To assist with processing complaints, staff has developed a tracking system to assure all complaints that come into the office are addressed and resolved in a timely manner. Additionally, while this division makes every effort to assist citizens with their concerns by addressing them directly, some must be forwarded to other divisions. This division has also developed follow up procedures to assure all citizen concerns are responded too.
* Building inspections will continue to be provided twice daily. Laptop computers will allow inspectors to respond to code questions in the field. Additionally, inspectors will be able to enter results from the field.
* Staff members also provide assistance to volunteer trade boards for electrical, mechanical, and plumbing as well as the building construction codes commission, and the board of adjustment.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 909,906	$ 711,812	$ 688,172	$ 1,177,253	65.4%
Supplies and Materials	33,699	61,367	68,215	34,242	(44.2%)
Travel and Training	2,647	6,500	6,500	6,500	0.0%
Intragovernmental Charges	192,304	183,780	183,780	144,916	(21.1%)
Utilities, Services, & Misc.	38,779	65,050	42,596	46,141	(29.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,177,335**	**$ 1,028,509**	**$ 989,263**	**$ 1,409,052**	**37.0%**

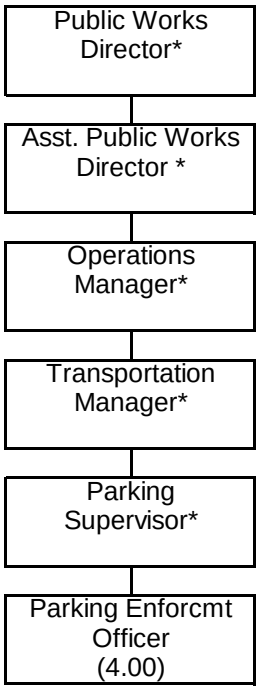
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5110/5100 - Eng. Specialist II/Engr. II	0.00	0.00	0.00	0.33	0.33
5108 - Engineering Manager*	0.00	0.00	0.00	1.00	1.00
5007 - Arborist	0.00	0.00	0.00	1.00	1.00
5004 - Engineering Aide IV	0.00	0.00	0.00	0.75	0.75
5003 - Engineering Aide III	0.00	0.00	0.00	1.00	1.00
5002 - Engineering Aide II	0.00	0.00	0.00	3.00	3.00
4102 - Plan Reviewer	2.00	2.00	2.00	2.00	
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	1.50	1.00	1.00	1.00	
3202 - Building Inspector	9.00	4.00	4.00	4.00	
2409 - Building Construction Coord.	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.50	1.50	1.50	1.50	
Total Personnel	**17.75**	**11.25**	**11.25**	**18.33**	**7.08**
Permanent Full-Time	17.75	11.25	11.25	18.33	7.08
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**17.75**	**11.25**	**11.25**	**18.33**	**7.08**

*In FY 2011 (1) Engineering Supervisor was reclassified to Engineering Manager and moved to the Building & Site Development division from Engineering.

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. This division 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

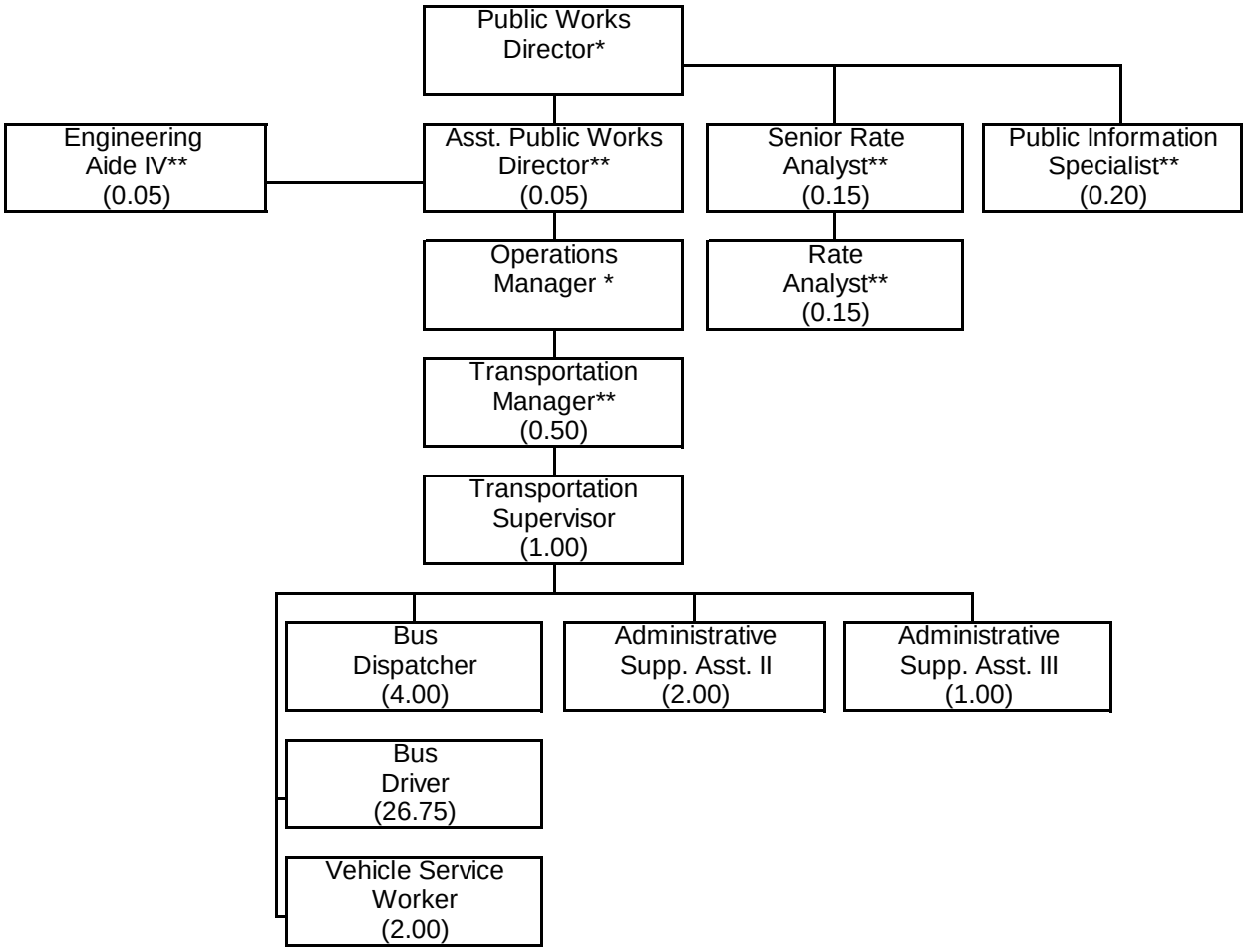
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 173,138	$ 175,947	$ 172,638	$ 173,867	(1.2%)
Supplies and Materials	1,468	3,151	3,796	5,229	65.9%
Travel and Training	0	300	0	150	(50.0%)
Intragovernmental Charges	26,103	27,262	27,262	28,936	6.1%
Utilities, Services, & Misc.	4,844	4,943	6,550	6,196	25.3%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **205,553**	$ **211,603**	$ **210,246**	$ **214,378**	**1.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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

37.85 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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 2,601,527	$ 2,563,515	$ 2,569,153	$ 2,641,215	3.0%
Supplies & Materials	1,066,255	1,256,949	1,227,631	1,338,722	6.5%
Travel & Training	4,469	6,161	6,040	3,081	(50.0%)
Intragovernmental Charges	587,287	580,459	580,509	632,314	8.9%
Utilities, Services & Misc.	555,799	1,009,786	1,015,892	4,661,900	361.7%
Capital	41,816	0	0	0	
Other	590,914	596,686	623,686	600,000	0.6%
Total	**5,448,067**	**6,013,556**	**6,022,911**	**9,877,232**	**64.2%**
Summary					
Operating Expenses	4,805,399	4,896,572	4,878,927	5,203,347	6.3%
Non-Operating Expenses	598,142	596,243	623,243	600,000	0.6%
Debt Service	1,241	443	443	0	(100.0%)
Capital Additions	0	0	0	0	
Capital Projects	43,285	520,298	520,298	4,073,885	683.0%
Total Expenses	$ **5,448,067**	$ **6,013,556**	$ **6,022,911**	$ **9,877,232**	**64.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Columbia Transit	22.74	23.49	23.49	27.34	3.85
Paratransit System	11.75	9.50	9.50	8.25	(1.25)
University Shuttle	3.26	4.76	4.76	2.26	(2.50)
Total Personnel	**37.75**	**37.75**	**37.75**	**37.85**	**0.10**
Permanent Full-Time	30.00	30.00	30.00	31.10	1.10
Permanent Part-Time	7.75	7.75	7.75	6.75	(1.00)
Total Permanent	**37.75**	**37.75**	**37.75**	**37.85**	**0.10**

**** Performance Measurements are located on page 584 in the appendix.***

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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 and peaked in 2009 at over 2 million. 2010 is experiencing a very slight decline. CT has taken receipt of five new 40 foot buses, and has an earmark for two more 40 foot and one 35 foot bus with expected delivery in September 2011.

A Transit Advisory Commission was established in 2010. Staff will work with this new commission to update the Master Plan. Significant route improvements are being implemented in August 2010, reaching to many areas of the community not previously served. CT will continue to provide service to off-campus apartments via the Gold and Cottages Fixed Routes through private public partnership with these facilities. A new three year contract was signed with one establishment in 2010. Two others need to be renewed in 2011. A total estimated ridership of 1,100,000 is anticipated in FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,298,626	$ 1,242,408	$ 1,380,000	$ 1,482,914	19.4%
Supplies and Materials	657,084	720,868	828,432	888,203	23.2%
Travel and Training	3,379	4,411	4,390	2,206	(50.0%)
Intragovernmental Charges	533,574	526,389	526,439	570,349	8.4%
Utilities, Services, & Misc.	319,376	324,000	333,243	388,728	20.0%
Capital	0	0	0	0	
Other	590,914	596,686	623,686	600,000	0.6%
Total	$ **3,402,953**	$ **3,414,762**	$ **3,696,190**	$ **3,932,400**	**15.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5106 - Asst Public Works Director	0.00	0.00	0.00	0.05	0.05
5004 - Engineering Aide IV	0.00	0.00	0.00	0.05	0.05
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rates Analyst	0.15	0.15	0.15	0.15	
4501 - Rate Analyst	0.15	0.15	0.15	0.15	
2505 - Transportation Supervisor	0.62	0.62	0.62	0.62	
2504 - Bus Dispatcher	2.00	2.00	2.00	2.00	
2502 - Bus Driver	17.50	17.75	17.75	21.00	3.25
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
2003 - Custodian	0.00	0.00	0.00	0.00	
1003 - Admin. Support Asst. III	0.62	0.62	0.62	0.62	
1002 - Admin. Support Assistant II	0.00	0.50	0.50	1.00	0.50
Total Personnel	**22.74**	**23.49**	**23.49**	**27.34**	**3.85**
Permanent Full-Time	18.24	18.24	18.24	21.34	3.10
Permanent Part-Time	4.50	5.25	5.25	6.00	0.75
Total Permanent	**22.74**	**23.49**	**23.49**	**27.34**	**3.85**

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. CT has a grant earmark to expand this fleet by two in 2011. CT will work to receive additional funding, should subsequent stimulus grants become available, to replace all para-transit vans overdue for replacement. Non-emergency medical clients are also served by this system. For FY 2011, CT estimates ridership to increase to approximately 34,500.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 555,265	$ 493,824	$ 531,654	$ 502,914	1.8%
Supplies and Materials	118,612	143,051	162,542	188,051	31.5%
Travel and Training	1,090	1,500	1,425	750	(50.0%)
Intragovernmental Charges	32,650	28,149	28,149	35,358	25.6%
Utilities, Services, & Misc.	79,015	50,493	82,078	82,493	63.4%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 786,632**	**$ 717,017**	**$ 805,848**	**$ 809,566**	**12.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25	
2504 - Bus Dispatcher	1.00	1.00	1.00	1.00	
2502 - Bus Driver	8.25	6.50	6.50	5.75	(0.75)
1003 - Admin. Support Assistant III	0.25	0.25	0.25	0.25	
1002 - Admin. Support Assistant II	2.00	1.50	1.50	1.00	(0.50)
Total Personnel	**11.75**	**9.50**	**9.50**	**8.25**	**(1.25)**
Permanent Full-Time	8.50	8.50	8.50	7.50	(1.00)
Permanent Part-Time	3.25	1.00	1.00	0.75	(0.25)
Total Permanent	**11.75**	**9.50**	**9.50**	**8.25**	**(1.25)**

Public Transportation - University Shuttle

553-6130

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

The University of Missouri continues to experience record enrollments and must lease space from off-campus housing. CT contracts to provide increased hours of operation and provides bus services to and from the central campus area and to & from peripheral parking lots for both University students and employees. The daytime shuttle service utilizes eight vehicles. Evening shuttle service to off-campus student housing uses three vehicles. Campus handicapped accessible service uses one mini-bus to provide service via this contract. University Shuttle ridership is expected to be over 940,000 in 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 747,636	$ 827,283	$ 657,499	$ 655,387	(20.8%)
Supplies and Materials	290,550	393,030	236,657	262,468	(33.2%)
Travel and Training	0	250	225	125	(50.0%)
Intragovernmental Charges	21,063	25,921	25,921	26,607	2.6%
Utilities, Services, & Misc.	155,948	114,995	80,273	116,794	1.6%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 1,215,197**	**$ 1,361,479**	**$ 1,000,575**	**$ 1,061,381**	**(22.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13	
2504 - Bus Dispatcher	1.00	1.00	1.00	1.00	
2502 - Bus Driver	1.00	2.50	2.50	0.00	(2.50)
1003 - Admin. Support Assistant III	0.13	0.13	0.13	0.13	
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
	3.26	**4.76**	**4.76**	**2.26**	**(2.50)**
Permanent Full-Time	3.26	3.26	3.26	2.26	(1.00)
Permanent Part-Time	0.00	1.50	1.50	0.00	(1.50)
Total Permanent	**3.26**	**4.76**	**4.76**	**2.26**	**(2.50)**

Public Transportation-Capital Projects

553-6188

MAJOR PROJECTS

Columbia Transit continues to update its fleet and facilities by appropriating local funds with available FTA grants. CT will continue to explore options for Commuter Route transfer station locations, as well as, commission a feasibility study for a new operations center. Improved routing implemented in 2010 now provides service to the North East corridor.

HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

- Purchase two 40 ft buses, one 35 ft bus and two expansion Paratransit vans in the Fall of 2011 using funds from an earmarked grant.
- Seek funding to purchase and install 43 automated vehicle locator (AVL) systems, solar lighting systems for our shelters and benches, and farebox motherboard upgrades.
- Seek funding for scheduled replacement of Paratransit vans.
- Seek funding for purchase and installation of additional shelters and benches.
- In 2010, CT made application for these & other capital items via the "State of Good Repair" Notice of Funding Availability (NOFA).

FISCAL IMPACT

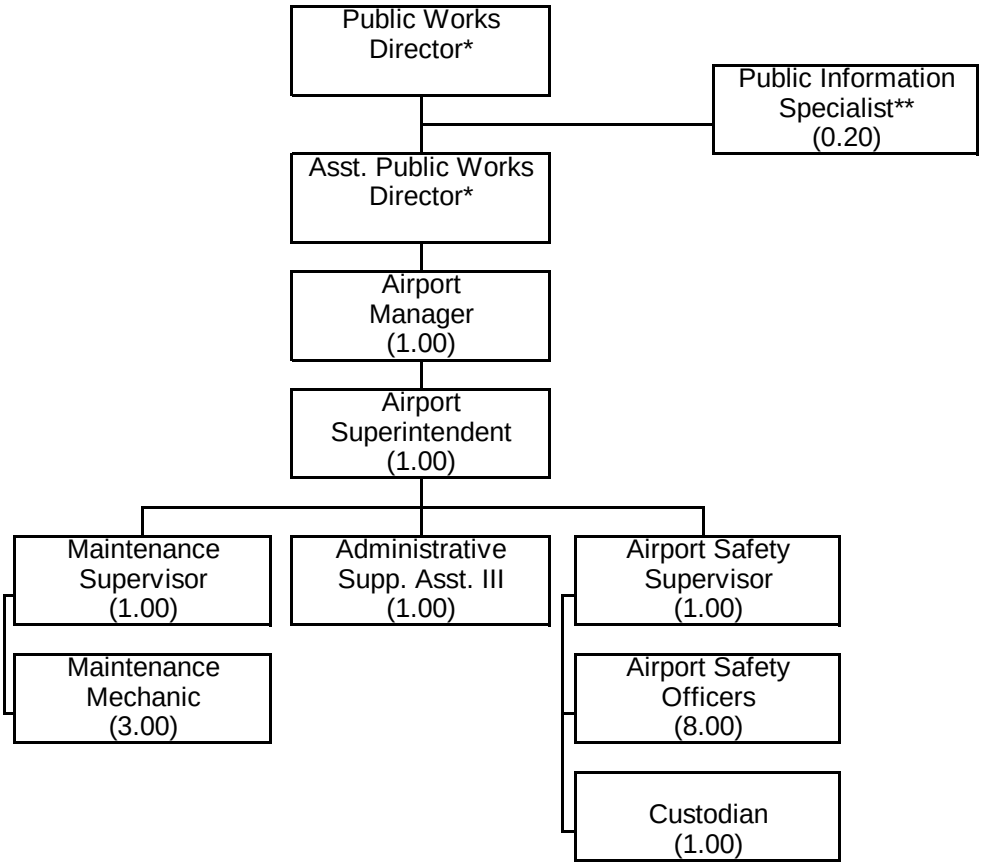
Columbia Transit attempts to maintain a prudent replacement schedule to ensure a fleet that does not require extensive resources to maintain. The replacement of vehicles is greatly influenced by the availability of federal funds as well as local funding.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	9	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,460	520,298	520,298	4,073,885	683.0%
Capital	41,816	0	0	0	
Other	0	0	0	0	
Total	$ **43,285**	$ **520,298**	$ **520,298**	$ **4,073,885**	**683.0%**

City of Columbia - Public Works Regional Airport

17.20 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 commercial, cargo and general aviation services, and increase the traffic flow through the facility.

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,019,399	$ 1,078,848	$ 1,025,422	$ 1,064,581	(1.3%)
Supplies & Materials	137,758	177,993	148,617	165,584	(7.0%)
Travel & Training	12,595	25,970	23,470	17,447	(32.8%)
Intragovernmental Charges	216,504	225,170	225,170	205,758	(8.6%)
Utilities, Services & Misc.	1,044,905	2,618,757	2,626,255	1,455,216	(44.4%)
Capital	113,212	69,054	55,500	72,500	5.0%
Other	557,328	612,850	607,744	607,744	(0.8%)
Total	**3,101,701**	**4,808,642**	**4,712,178**	**3,588,830**	**(25.4%)**
Summary					
Operating Expenses	1,675,338	2,015,541	1,845,512	1,954,686	(3.0%)
Non-Operating Expenses	557,328	612,850	699,969	607,744	(0.8%)
Debt Service	0	0	0	0	
Capital Additions	13,382	69,054	55,500	72,500	5.0%
Capital Projects	855,653	2,111,197	2,111,197	953,900	(54.8%)
Total Expenses	**$ 3,101,701**	**$ 4,808,642**	**$ 4,712,178**	**$ 3,588,830**	**(25.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	3.20	3.20	3.20	3.20	
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	**17.20**	**17.20**	**17.20**	**17.20**	
Permanent Full-Time	17.20	17.20	17.20	17.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**17.20**	**17.20**	**17.20**	**17.20**	

**** Performance Measurements are located on page 585 in the appendix.***

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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 service, obtaining additional commercial service to Columbia Regional, increasing cargo and general aviation operations, and looking for alternative revenue streams to support general operations. Pinnacle Airlines, doing business as Delta Connection through a DOT Essential Air Service (EAS) contract, started operations in August 2008 with nonstop service to Memphis International Airport. The EAS contract expires at the end of August 2010 and Delta has agreed to continue to provide the services subsidy free. The airport was also able to secure a second MoDOT Aviation Trust Fund grant for commercial air service marketing that has enabled the airport to market to a greater section of mid-Missouri and utilize television ads as well as print media and radio. Administrative staff has also been working closely with Reynolds, Smith & Hills consulting firm on the Airport Master Plan Update, which was completed and approved by the City Council in 2009 and forwarded to the FAA for approval.

Airport Administration will continue to work closely with the FAA and MoDOT Aviation on all aspects of state and federal funding and continuous updating of Airport Improvements Program (AIP) projects. Staff will also be working on the retention and expansion of current tenants and marketing to acquire new tenants, either aviation or non-aviation related.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 223,326	$ 240,752	$ 243,060	$ 244,335	1.5%
Supplies and Materials	8,444	8,322	6,541	6,541	(21.4%)
Travel and Training	1,779	10,248	7,748	5,204	(49.2%)
Intragovernmental Charges	182,485	190,259	190,259	167,763	(11.8%)
Utilities, Services, & Misc.	124,661	204,573	289,692	199,404	(2.5%)
Capital	0	0	0	0	
Other	557,328	612,850	607,744	607,744	(0.8%)
Total	$ **1,098,023**	$ **1,267,004**	$ **1,345,044**	$ **1,230,991**	**(2.8%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
2557 - Airport Manager	1.00	1.00	1.00	1.00	
2556 - Airport Superintendent	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**3.20**	**3.20**	**3.20**	**3.20**	
Permanent Full-Time	3.20	3.20	3.20	3.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.20**	**3.20**	**3.20**	**3.20**	

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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 continued to maintain the operating areas of the airfield (runways, taxiways and aprons) in accordance with FAA standards. An update to the existing Airport Master Plan was completed in 2009 and submitted to the FAA for review and comment. The focus of the Master Plan was to determine the existing condition of the airfield pavements and to make recommendations as to what reconstruction is needed and what type of runway extension projects should be considered for the facility.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 221,197	$ 217,767	$ 220,482	$ 220,394	1.2%
Supplies and Materials	56,205	68,142	58,770	67,388	(1.1%)
Travel and Training	490	1,725	1,725	863	(50.0%)
Intragovernmental Charges	11,909	12,477	12,477	14,268	14.4%
Utilities, Services, & Misc.	53,460	101,885	91,025	103,352	1.4%
Capital	0	15,500	15,500	72,500	367.7%
Other	0	0	0	0	
Total	$ **343,261**	$ **417,496**	$ **399,979**	$ **478,765**	**14.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00	
2400 - Maintenance Supervisor	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**	

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 40 years old and require constant attention to maintain both the buildings and adjacent areas in a manner which reflects well on the City and the Airport. Continued efforts will be directed toward maintaining the high standards met in the past. New lobby seating was installed in FY 2010 and updates to the main terminal will continue as long as funding is available.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 56,427	$ 57,102	$ 59,409	$ 58,023	1.6%
Supplies and Materials	37,233	48,536	42,142	42,286	(12.9%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	1,204	1,261	1,261	1,333	5.7%
Utilities, Services, & Misc.	92,999	174,717	112,385	173,365	(0.8%)
Capital	13,382	53,554	40,000	0	(100.0%)
Other	0	0	0	0	
Total	$ **201,245**	$ **335,170**	$ **255,197**	$ **275,007**	**(17.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 512,314	$ 552,639	$ 494,045	$ 530,462	(4.0%)
Supplies and Materials	23,518	24,931	23,294	21,189	(15.0%)
Travel and Training	10,326	13,997	13,997	11,380	(18.7%)
Intragovernmental Charges	15,913	14,470	14,470	15,207	5.1%
Utilities, Services, & Misc.	12,697	10,868	10,995	10,295	(5.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 574,768**	**$ 616,905**	**$ 556,801**	**$ 588,533**	**(4.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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 has significantly improved snow removal operations so that the airfield can be utilized more quickly after a winter weather event. Snow removal operations will continue to be monitored closely and modified as necessary to ensure continued safety with little to no impact on operations.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 6,135	$ 10,588	$ 8,426	$ 11,367	7.4%
Supplies and Materials	12,358	28,062	17,870	28,180	0.4%
Travel and Training	0	0	0	0	
Intragovernmental Charges	4,993	6,703	6,703	7,187	7.2%
Utilities, Services, & Misc.	5,265	15,517	10,961	14,900	(4.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **28,751**	$ **60,870**	$ **43,960**	$ **61,634**	**1.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this division.					

Airport - Capital Projects

554-6288

MAJOR PROJECTS

Completion of the Airport Master Plan update will be a top priority in FY 2011. Funding and construction phasing of runway rehabilitation and extension projects will be the emphasis of the master plan. Major project for 2011 will be the design expansion for crosswind RW and parallel TW.

FISCAL IMPACT

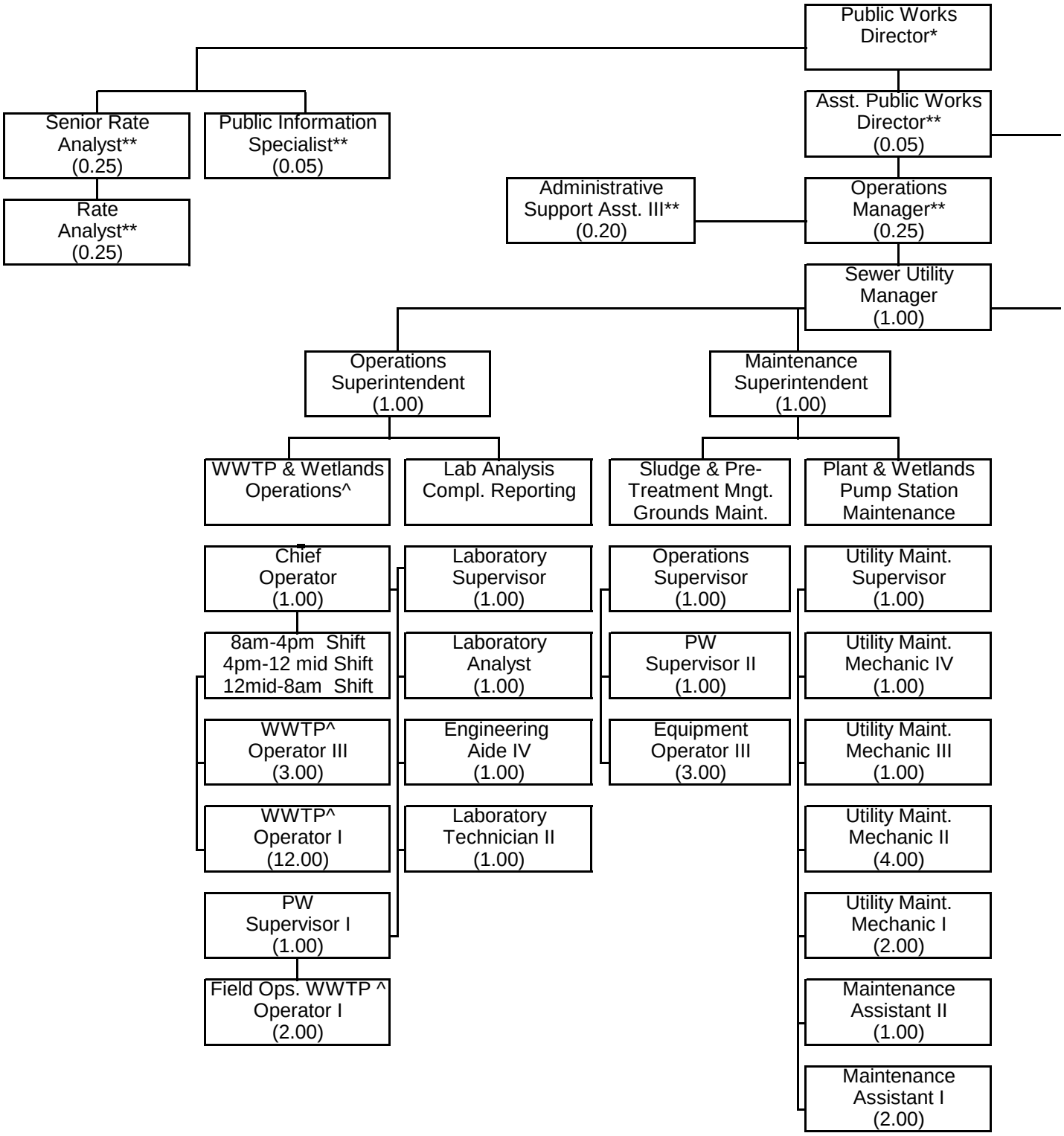
Funding for the FY 2011 projects will come from FAA grants and Transportation Sales Tax.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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.	755,823	2,111,197	2,111,197	953,900	(54.8%)
Capital	99,830	0	0	0	
Other	0	0	0	0	
Total	$ **855,653**	$ **2,111,197**	$ **2,111,197**	$ **953,900**	**(54.8%)**

City of Columbia - Public Works Sewer Utility

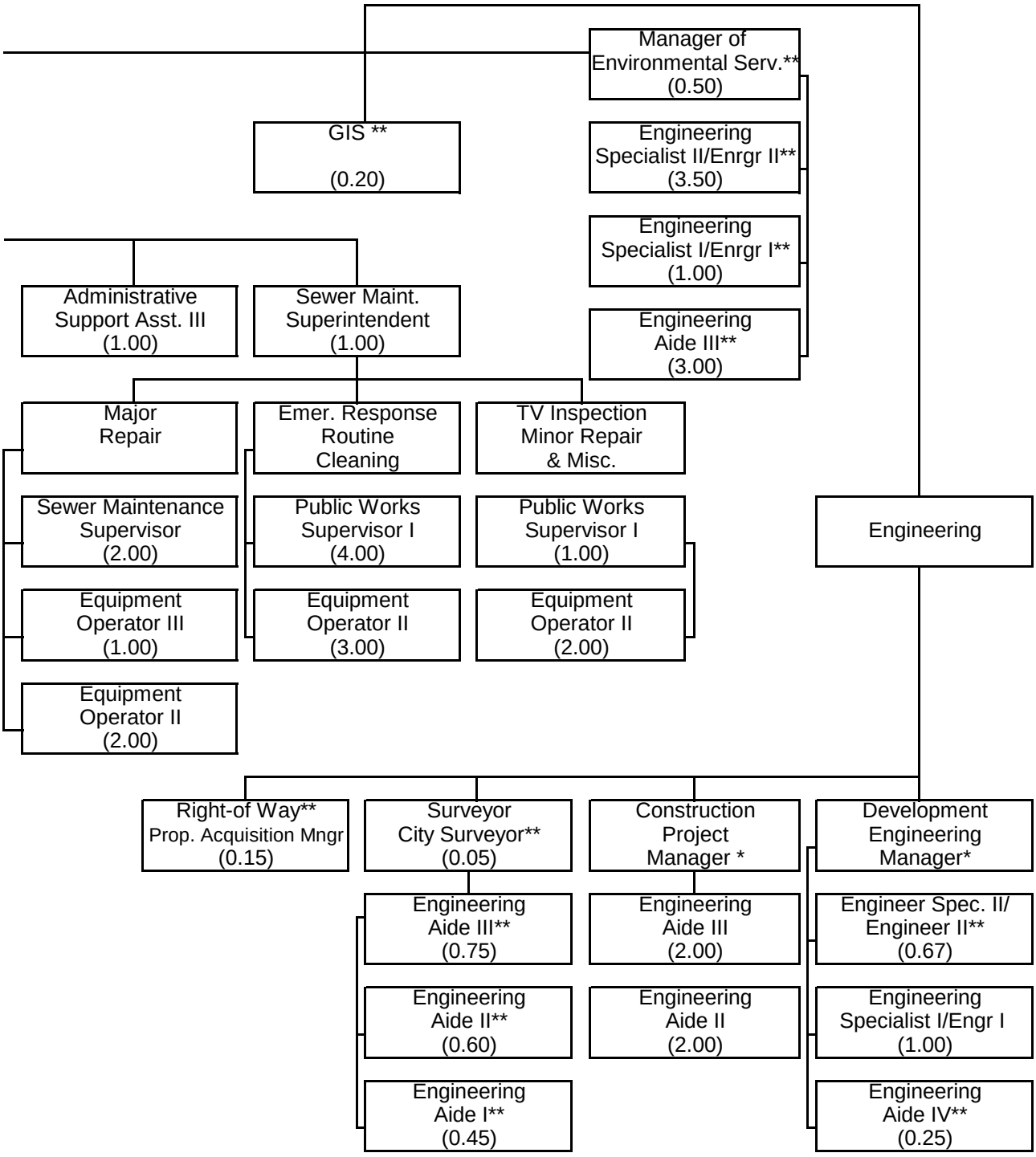
77.17 FTE Positions



* 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

77.17 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

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 3,845,891	$ 4,471,783	$ 4,467,274	$ 5,048,255	12.9%
Supplies & Materials	632,345	741,258	677,306	733,763	(1.0%)
Travel & Training	5,673	16,265	15,623	8,250	(49.3%)
Intragovernmental Charges	1,126,719	1,207,322	1,207,322	1,268,144	5.0%
Utilities, Services & Misc.	10,103,762	65,686,231	65,665,261	11,106,788	(83.1%)
Capital	528,313	413,500	404,406	395,000	(4.5%)
Other	4,282,011	4,825,153	5,146,911	5,823,533	20.7%
Total	**20,524,714**	**77,361,512**	**77,584,103**	**24,383,733**	**(68.5%)**
Summary					
Operating Expenses	7,637,179	8,617,488	8,524,790	9,339,850	8.4%
Non-Operating Expenses	3,108,258	3,251,888	3,326,484	3,321,131	2.1%
Debt Service	1,247,763	1,653,265	1,903,052	2,602,402	57.4%
Capital Additions	533,109	413,500	404,406	395,000	(4.5%)
Capital Projects	7,998,405	63,425,371	63,425,371	8,725,350	(86.2%)
Total Expenses	$ **20,524,714**	$ **77,361,512**	$ **77,584,103**	$ **24,383,733**	**(68.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	4.80	4.80	3.80	3.85	0.05
Engineering	11.47	15.10	15.10	16.12	1.02
Treatment Plant/Field O & M	35.00	37.00	39.00	41.00	2.00
Line Maintenance	13.20	15.20	15.20	16.20	1.00
Total Personnel	**64.47**	**72.10**	**73.10**	**77.17**	**4.07**
Permanent Full-Time	64.47	71.60	72.60	76.67	4.07
Permanent Part-Time	0.00	0.50	0.50	0.50	
Total Permanent	**64.47**	**72.10**	**73.10**	**77.17**	**4.07**

**** Performance Measurements are located on page 586 in the appendix.***

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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 2011 is expected to be about 16.5 million gallons per day. Bids were opened, contracts were awarded and construction of the Columbia Regional Wastewater Treatment Facility Improvement project began in FY 2010. This wastewater treatment plant project is expected to be completed in August 2012. Construction of the Clear Creek Pump Station and Force Main project began in FY 2010 and is expected to be completed in FY 2011. The Upper Hinkson Creek Outfall Relief sewer project was completed in FY 2010. 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 projected to continue. In addition to working with BCRSD for sewer interconnections, O&M management assistance to BCRSD under an agreement executed in August of 1990 is expected to continue through FY 2011. At the beginning of FY 2010, over 3,100 BCRSD customers were wholesale treatment customers of the Sewer Utility. There will be a 13% rate increase in FY 2011 based on the April 2008 ballot issue projects plus a 2% raise for operating expenses bringing the total rate increase to 15%.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 351,642	$ 406,855	$ 355,903	$ 270,954	(33.4%)
Supplies and Materials	15,160	17,286	14,481	18,946	9.6%
Travel and Training	394	1,520	1,234	911	(40.1%)
Intragovernmental Charges	814,588	874,912	874,912	892,070	2.0%
Utilities, Services, & Misc.	150,356	152,531	171,805	179,392	17.6%
Capital	0	0	0	21,000	
Other	2,706,457	3,228,232	3,488,136	4,187,597	29.7%
Total	**$ 4,038,597**	**$ 4,681,336**	**$ 4,906,471**	**$ 5,570,870**	**19.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5107 - Operations Manager	0.25	0.25	0.25	0.25	
5106 - Asst Public Works Director	0.00	0.00	0.00	0.05	0.05
4802 - Public Information Specialist	0.05	0.05	0.05	0.05	
4502 - Senior Rates Analyst	0.25	0.25	0.25	0.25	
4501 - Rates Analyst	0.25	0.25	0.25	0.25	
2606 - WWTP Superintendent	1.00	1.00	0.00	0.00	
2427 - Sewer Utility Manager	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**4.80**	**4.80**	**3.80**	**3.85**	**0.05**
Permanent Full-Time	4.80	4.80	3.80	3.85	0.05
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.80**	**4.80**	**3.80**	**3.85**	**0.05**

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 sewer districts throughout the City to eliminate private sewers, on-site septic tanks and lagoons. The Upper Hinkson Relief Sewer, Wetland Treatment Unit # 1 Berm Repair , Sewer District #148- Garth Avenue Sewer District 159-South Route K, Sewer District #142-Anthony Street, Sewer District #162-Valley View projects were completed in FY 2010. Work continues on 100 acre point sewers as necessary. Approximately 17,000 linear feet of existing sanitary sewer lines were rehabilitated by no dig methods during FY 2010. City wide manhole inspection program moves into year four and approximately 2,500 manholes were inspected in FY 2010. Approximately 350 manholes were rehabilitated in FY 2010. Bids were opened, contracts were awarded and construction of the Columbia Regional Wastewater Treatment Facility began in FY 2010. Construction of the Clear Creek Pump Station and Force Main Improvement, North Grindstone Outfall Sewer Extension Phase I, Sewer District #163- Ballenger & Aztec, Sewer District #164- Manor Drive, Sewer District #167- Timber Hill Drive projects began in FY 2010. Final design of the Upper Hinkson Creek Outfall Sewer Extension Phase 1, Hominy Branch Outfall Relief Sewer, and North Grindstone Outfall Sewer Extensions Phase II & III will continue in FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 577,050	$ 751,670	$ 849,954	$ 835,449	11.1%
Supplies and Materials	16,799	17,875	11,490	18,940	6.0%
Travel and Training	2,570	7,350	6,900	2,916	(60.3%)
Intragovernmental Charges	51,844	68,293	68,293	94,678	38.6%
Utilities, Services, & Misc.	26,548	32,531	21,979	33,497	3.0%
Capital	17,186	0	0	29,000	
Other	10,095	7,000	38,592	38,592	451.3%
Total	**$ 702,092**	**$ 884,719**	**$ 997,208**	**$ 1,053,072**	**19.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5122 - Mgr of Environmental Srvc	0.33	0.50	0.50	0.50	
5111/5099 - Eng. Spec. I/Engr. I	1.84	2.00	2.00	2.00	
5110/5100 - Eng. Spec. II/Engr. II*	2.00	4.17	4.17	4.17	
5023 - City Land Surveyor	0.05	0.05	0.05	0.05	
5015 - Property Acquisition Manager	0.10	0.10	0.10	0.15	0.05
5012 - Right-of-Way Agent	0.20	0.20	0.20	0.00	(0.20)
5106 - Mngr of Engr & Inspections	0.00	0.00	0.00	0.00	
5004 - Engineering Aide IV*	0.33	0.33	0.33	0.45	0.12
5003 - Engineering Aide III*	3.62	5.75	5.75	5.75	
5002 - Engineering Aide II	3.00	2.00	2.00	2.60	0.60
5001 - Engineering Aide I	0.00	0.00	0.00	0.45	0.45
Total Personnel	**11.47**	**15.10**	**15.10**	**16.12**	**1.02**
Permanent Full-Time	11.47	14.60	14.60	15.62	1.02
Permanent Part-Time	0.00	0.50	0.50	0.50	
Total Permanent	**11.47**	**15.10**	**15.10**	**16.12**	**1.02**

* A portion of these positions are budgeted in the Capital Improvements Fund.

Sanitary Sewer - Treatment Plant/Field O & M

DESCRIPTION

Operation of the Columbia Regional Wastewater Treatment Plant (WWTP) is provided 24 hours per day, 7 days a week by three shifts. Responsibility for adequate treatment of wastewater and wastewater biosolids (sludge) rests with the Plant Operations section. Operations also conducts tours of the WWTP and constructed wetlands. 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, plus 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, is responsible for care of buildings, and provides routine operation of twenty-two 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 WWTP, wetlands and field facilities. The Laboratory Section performs process control testing, MDNR monitoring and compliance reporting for the WWTP, and field sampling for the Biosolids and Pretreatment Programs. Industrial pretreatment management is also provided by the Laboratory section.

HIGHLIGHTS / SIGNIFICANT CHANGES

Black & Veatch Consulting Engineers completed the design for the upgrade of the Wastewater Treatment Plant in FY 2009. The upgrade was necessary to serve the growing population of Columbia and address more stringent wastewater treatment requirements to ensure compliance with Missouri operating permit standards. The design also includes methods to improve odor control at the wastewater plant. Construction of the plant upgrades began in January 2010 and is anticipated to take approximately three years to complete.

An additional Wastewater Operator I and Utility Maintenance Mechanic II position will be added to the FY 2011 budget. These positions are a phase-in of the additional staff that will be needed once the Wastewater Treatment Plant upgrades are completed.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,918,896	$ 2,096,705	$ 2,050,032	$ 2,286,642	9.1%
Supplies and Materials	436,599	536,430	500,612	519,524	(3.2%)
Travel and Training	1,685	5,515	5,159	3,058	(44.6%)
Intragovernmental Charges	113,281	112,358	112,358	125,547	11.7%
Utilities, Services, & Misc.	1,850,498	1,624,084	1,604,107	1,988,002	22.4%
Capital	129,491	163,500	154,406	80,000	(51.1%)
Other	232,054	234,000	224,328	207,410	(11.4%)
Total	$ **4,682,504**	$ **4,772,592**	$ **4,651,002**	$ **5,210,183**	**9.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
SLUDGE MANAGEMENT:					
2614 - Wastewater Operations Supv.	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	3.00	3.00	3.00	3.00	
FIELD OPERATIONS:					
2601 - WWTP Operator I	2.00	2.00	2.00	2.00	
2309 - Public Works Supervisor I-773*	1.00	1.00	1.00	0.00	(1.00)
2305 - Public Works Supervisor I*	0.00	0.00	0.00	1.00	1.00
WWT OPERATIONS:					
2606 - WWTP Superintendent	0.00	0.00	1.00	1.00	
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	10.00	11.00	11.00	12.00	1.00
2426 - Utility Maintenance Supv.	1.00	1.00	1.00	1.00	
WWT MAINTENANCE:					
2606 - WWTP Superintendent	0.00	0.00	1.00	1.00	
2429 - Utility Maint. Mechanic III-773**	0.00	0.00	0.00	1.00	1.00
2425 - Utility Maint. Mechanic III**	0.00	1.00	1.00	0.00	(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	4.00	1.00
2420 - Utility Maint. Mechanic IV	1.00	1.00	1.00	1.00	
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	1.00	1.00	1.00	1.00	
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00	
5033 - Laboratory Technician II	1.00	1.00	1.00	1.00	
5004 - Engineering Aide IV	1.00	1.00	1.00	1.00	
Total Personnel	**35.00**	**37.00**	**39.00**	**41.00**	**2.00**
Permanent Full-Time	35.00	37.00	39.00	41.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**35.00**	**37.00**	**39.00**	**41.00**	**2.00**

*In FY 2011 the union affiliation was removed from this position.
**In FY 2011 the union affiliation was added to this position.

Sanitary Sewer - Line Maintenance

555-6330

DESCRIPTION

The Sewer Maintenance Section is responsible for the maintenance of approximately 670 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 to work with Sewer Engineering to develop and implement an Inflow and Infiltration (I & I) Assessment and Reduction Plan. The objective of the plan will be to eliminate, to the extent feasible, wet weather sewer overflows (SSO's) and water in basement (WIB) back-ups. The I & I Assessment and Reduction Plan will include: developing guidelines and procedures; conducting investigations; monitoring and documenting inflow data; and determining and implementing cost effective solutions.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 762,939	$ 853,682	$ 848,514	$ 971,403	13.8%
Supplies and Materials	147,498	169,667	150,723	176,353	3.9%
Travel and Training	1,024	1,880	2,330	1,365	(27.4%)
Intragovernmental Charges	147,006	151,759	151,759	155,849	2.7%
Utilities, Services, & Misc.	324,812	814,585	804,870	864,354	6.1%
Capital	386,432	250,000	250,000	265,000	6.0%
Other	1,333,405	1,355,921	1,395,855	1,389,934	2.5%
Total	**$ 3,103,116**	**$ 3,597,494**	**$ 3,604,051**	**$ 3,824,258**	**6.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2430 - Sewer Maintenance Supt.	1.00	1.00	1.00	1.00	
2428 - Sewer Maintenance Supv*	1.00	1.00	1.00	2.00	1.00
2310 - Public Works Supervisor II*	1.00	1.00	1.00	0.00	(1.00)
2309 - Public Works Supr. I-773**	3.00	4.00	4.00	0.00	(4.00)
2305 - Public Works Supervisor I**	0.00	0.00	0.00	5.00	5.00
2303 - Equipment Operator III-773	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II-773	6.00	7.00	7.00	7.00	
2003 - Custodian	0.00	0.00	0.00	0.00	
1003 - Admin. Support Assistant III	0.20	0.20	0.20	0.20	
Total Personnel	**13.20**	**15.20**	**15.20**	**16.20**	**1.00**
Permanent Full-Time	13.20	15.20	15.20	16.20	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**13.20**	**15.20**	**15.20**	**16.20**	**1.00**

*In FY 2011 (1) Public Works Supervisor II was reclassified to a Sewer Maintenance Supervisor.
**In FY 2011 the union affiliation was removed from this position.

MAJOR PROJECTS

Voters approved a 77 million dollar revenue bond issue in April 2008. Several improvement projects will be funded by the bond issue over the next five years. Projects include improvements to the Columbia Regional Wastewater Treatment Facility, repair and rehabilitation of older sewers, economic development extension and extending main sewer trunk lines to the 100 acre point in developing drainage basins to eliminate or prevent sewer discharges into creeks flowing through the City.

HIGHLIGHTS/GOALS

The CIP projects that are anticipated to be completed in FY 2011 include the North Grindstone Outfall Sewer Extension Phases I & II, Hinkson Creek Siphon Elimination project, Cascades Pump Station project, Clear Creek Pump Station and Force Main Project, Gans Creek Pump Station Project, and 100 acre point trunk sewer extensions. Construction work for the Columbia Regional Wastewater Treatment Facility Improvement began in FY 2010 and is expected to be complete in the summer of 2012. Design work will continue on the North Grindstone Outfall Sewer Phase III, Hominy Branch Outfall Relief Sewer and the Upper Hinkson Outfall Sewer Extension Phase 1. Construction will be started and/or completed on several sewer district projects in FY 2011, such as Sewer District #161-Stewart-Ridge, Sewer District #168-South Country Club Drive, Sewer District #169-Edgewood-Westwood, PCCE #13-Hunt Court, PCCE #15-Anderson. Design work will also continue on several other Sewer District projects that will eliminate private common collector sewers and on-site systems. It is also anticipated that the Sewer Utility will complete another sewer main and manhole rehabilitation by "no-dig" methods project in FY 2011.

FISCAL IMPACT

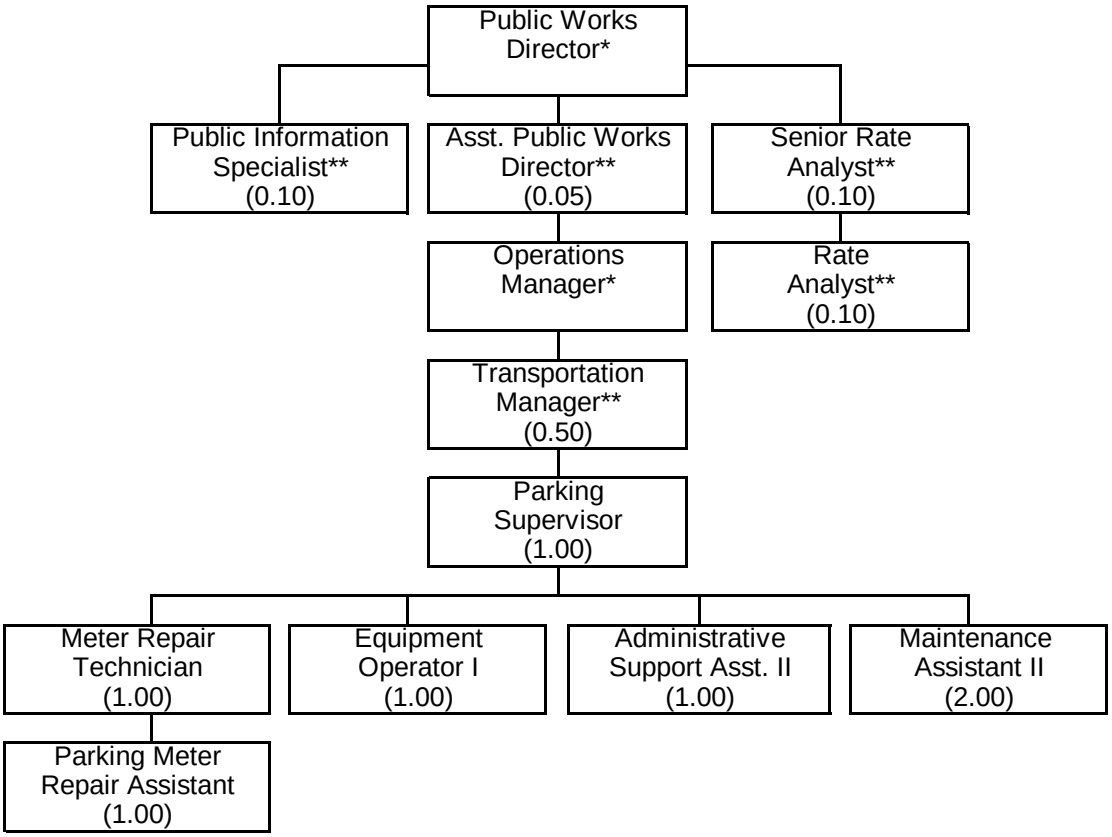
In order to pay back the 2008 revenue bonds, a rate increase of 15% will be implemented in FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 235,364	$ 362,871	$ 362,871	$ 683,807	88.4%
Supplies and Materials	16,289	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	7,751,548	63,062,500	63,062,500	8,041,543	(87.2%)
Capital	-4,796	0	0	0	
Other	0	0	0	0	
Total	$ **7,998,405**	$ **63,425,371**	$ **63,425,371**	$ **8,725,350**	**(86.2%)**

City of Columbia - Public Works Parking Facilities

7.85 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

DEPARTMENT DESCRIPTION

The Parking Utility operates, maintains and administers five parking facilities, 10 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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 377,892	$ 419,995	$ 390,031	$ 433,258	3.2%
Supplies & Materials	67,787	68,078	63,604	181,726	166.9%
Travel & Training	0	286	0	144	(49.7%)
Intragovernmental Charges	114,530	118,940	118,940	128,011	7.6%
Utilities, Services & Misc.	2,805,710	732,113	664,822	298,724	(59.2%)
Capital	62,115	121,649	115,249	108,000	(11.2%)
Other	626,204	1,089,512	1,276,000	1,565,996	43.7%
Total	**4,054,238**	**2,550,573**	**2,628,646**	**2,715,859**	**6.5%**
Summary					
Operating Expenses	731,207	872,712	744,857	1,041,363	19.3%
Non-Operating Expenses	323,778	323,062	359,504	658,665	103.9%
Debt Service	277,836	766,950	942,836	907,831	18.4%
Capital Additions	62,115	121,649	115,249	108,000	(11.2%)
Capital Projects	2,659,302	466,200	466,200	0	(100.0%)
Total Expenses	$ **4,054,238**	$ **2,550,573**	$ **2,628,646**	$ **2,715,859**	**6.5%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Parking Facilities	6.80	6.80	6.80	7.85	1.05
Total Personnel	**6.80**	**6.80**	**6.80**	**7.85**	**1.05**
Permanent Full-Time	5.80	5.80	5.80	7.85	2.05
Permanent Part-Time	1.00	1.00	1.00	0.00	(1.00)
Total Permanent	**6.80**	**6.80**	**6.80**	**7.85**	**1.05**

**** Performance Measurements are located on page 587 in the appendix.***

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Parking Facilities

556-6410

DESCRIPTION

The Parking Utility operates, maintains and administers five parking facilities, 10 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 and Utility Accounts office, the Turner Garage on the University campus and the Boone County Government Center.

Design and development is complete and construction begins on a new mixed use parking garage located at 5th & Walnut. It is scheduled for completion in the fall 2010. The Plaza Garage will continue to see preventive care maintenance and upgrades. The cove seals will be replaced this year. The entrance/exit gates, the ticket dispenser, and the permit card readers will all be replaced this year. The City Ramp will see the replacement of the expansion joints. FY 2011 will also see significant structural repairs made to the 10th & Cherry garage.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 377,892	$ 419,995	$ 390,031	$ 433,258	3.2%
Supplies and Materials	52,770	68,078	63,604	181,726	166.9%
Travel and Training	0	286	0	144	(49.7%)
Intragovernmental Charges	114,530	118,940	118,940	128,011	7.6%
Utilities, Services, & Misc.	187,341	265,913	198,622	298,724	12.3%
Capital	62,115	121,649	115,249	108,000	(11.2%)
Other	600,288	1,089,512	1,276,000	1,565,996	43.7%
Total	**$ 1,394,936**	**$ 2,084,373**	**$ 2,162,446**	**$ 2,715,859**	**30.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5106 - Asst. Public Works Director	0.00	0.00	0.00	0.05	0.05
4802 - Public Information Specialist	0.10	0.10	0.10	0.10	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.10	0.10	0.10	0.10	
3032 - Meter Repair Technician	1.00	1.00	1.00	1.00	
3024 - Parking Supervisor	1.00	1.00	1.00	1.00	
3018 - Parking Meter Repair. Asst.	1.00	1.00	1.00	1.00	
2402 - Maintenance Assistant II	1.00	1.00	1.00	2.00	1.00
2299 - Equipment Operator I	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II*	0.00	0.00	0.00	1.00	1.00
1001 - Admin. Support Assistant I*	1.00	1.00	1.00	0.00	(1.00)
Total Personnel	**6.80**	**6.80**	**6.80**	**7.85**	**1.05**
Permanent Full-Time	5.80	5.80	5.80	7.85	2.05
Permanent Part-Time	1.00	1.00	1.00	0.00	(1.00)
Total Permanent	**6.80**	**6.80**	**6.80**	**7.85**	**1.05**

*In FY 2011 (1) Administrative Support Assistant I was reclassified to an Administration Support Assistant II.

Parking - Capital Projects

556-6488

MAJOR PROJECTS

Major projects planned for FY 2011 includes completion of a new parking garage at 5th & Walnut and structural repairs at 10th & Cherry garage and equipment upgrades at all garages.

FISCAL IMPACT

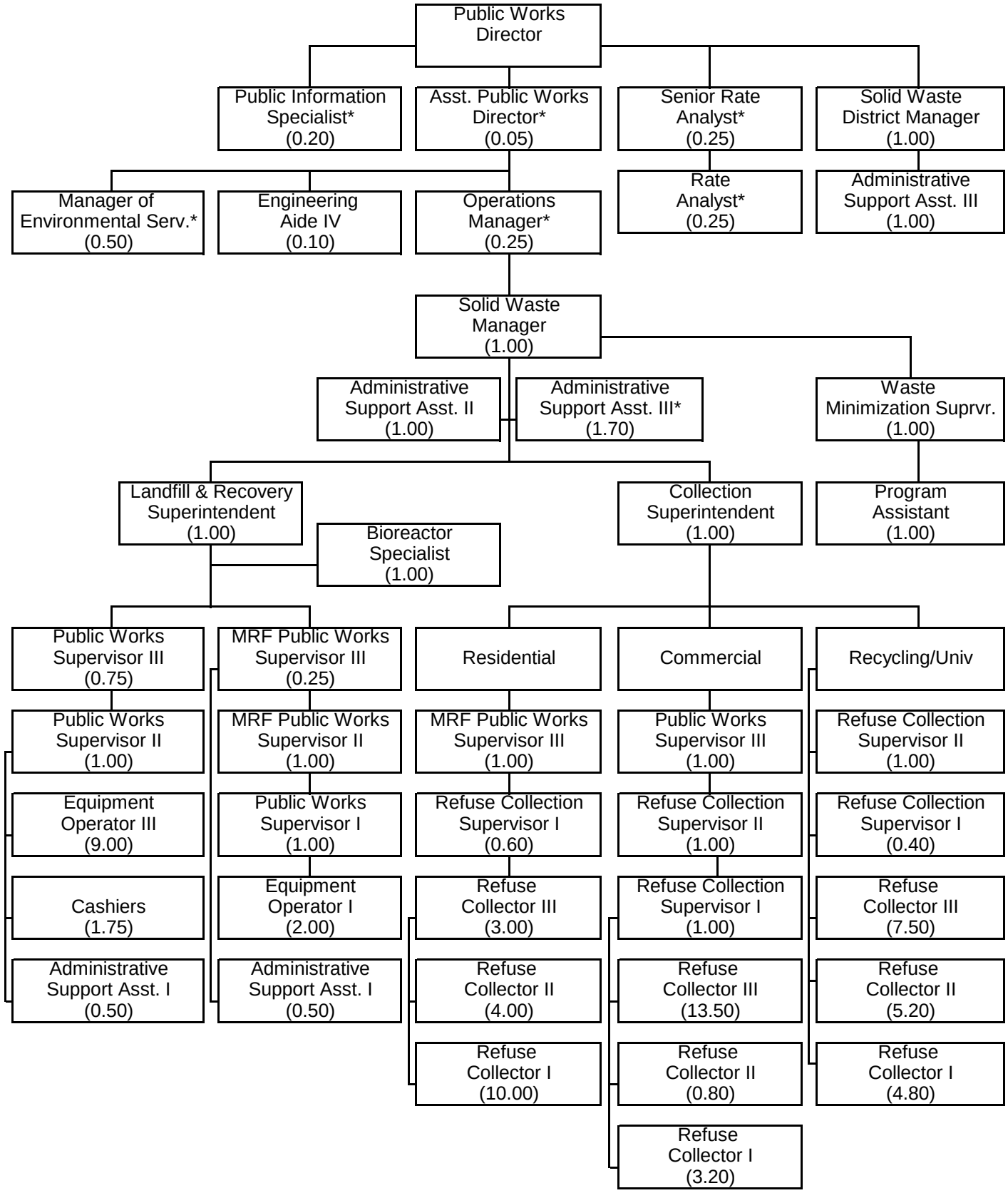
No fiscal impact for FY 2011. The garage will be open in 2010 and structural repairs at the 10th & Cherry garage will made.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	15,017	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,618,369	466,200	466,200	0	(100.0%)
Capital	0	0	0	0	
Other	25,916	0	0	0	
Total	**$ 2,659,302**	**$ 466,200**	**$ 466,200**	**$ 0**	**(100.0%)**

City of Columbia - Public Works Solid Waste

88.05 FTE Positions



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

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Solid Waste Fund - Summary

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 5,055,126	$ 5,335,803	$ 5,026,484	$ 5,419,580	1.6%
Supplies & Materials	3,407,934	3,553,071	3,352,134	3,480,777	(2.0%)
Travel & Training	14,740	25,592	25,092	14,740	(42.4%)
Intragovernmental Charges	1,510,940	1,565,557	1,565,557	1,704,980	8.9%
Utilities, Services & Misc.	2,282,101	3,898,433	3,781,435	6,287,697	61.3%
Capital	2,272,941	1,451,900	1,449,374	0	(100.0%)
Other	1,906,956	1,904,864	1,962,959	1,949,881	2.4%
Total	**16,450,738**	**17,735,220**	**17,163,035**	**18,857,655**	**6.3%**
Summary					
Operating Expenses	11,559,295	12,765,456	12,057,229	13,077,774	2.4%
Non-Operating Expenses	1,846,935	1,629,164	1,767,732	1,634,673	0.3%
Debt Service	320,839	305,700	305,700	315,208	3.1%
Capital Additions	2,272,941	1,451,900	1,449,374	0	(100.0%)
Capital Projects	450,728	1,583,000	1,583,000	3,830,000	141.9%
Total Expenses	**$ 16,450,738**	**$ 17,735,220**	**$ 17,163,035**	**$ 18,857,655**	**6.3%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration	7.65	7.65	7.65	7.80	0.15
Commercial	19.30	18.50	18.50	20.50	2.00
Residential	19.60	19.60	19.60	18.60	(1.00)
Landfill	13.08	14.25	14.25	15.25	1.00
University	3.20	4.00	4.00	4.00	
Recycling	21.90	21.90	21.90	21.90	
Total Personnel	**84.73**	**85.90**	**85.90**	**88.05**	**2.15**
Permanent Full-Time	83.98	85.15	85.15	87.30	2.15
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**84.73**	**85.90**	**85.90**	**88.05**	**2.15**

**** Performance Measurements are located on page 588 in the appendix.***

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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

Implementing and managing the newly permitted bioreactor landfill with emphasis on sustainability.

Installation of an energy loop utilizing waste heat produced by the electric generators at the landfill to heat the buildings at the landfill and material recovery facility will be completed for the FY2011 heating season.

Recycling bin pilot program will end in February 2011.

The 10 year solid waste vision plan is going into it's 4th year and successfully implemented the following: bioreactor landfill is fully operational, voucher system to replace route distribution of plastic bags, yard waste collected with trash, new fueling station for landfill, expansion of the landfill operation center, and an aggressive equipment replacement schedule. New landfill disposal cell #5, will be constructed this year.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 510,706	$ 531,634	$ 513,467	$ 565,049	6.3%
Supplies and Materials	14,732	34,818	22,517	30,157	(13.4%)
Travel and Training	6,683	8,209	8,109	6,683	(18.6%)
Intragovernmental Charges	971,330	1,014,056	1,014,056	1,046,388	3.2%
Utilities, Services, & Misc.	495,310	143,867	217,131	112,608	(21.7%)
Capital	0	0	0	0	
Other	354,434	350,643	350,593	336,859	(3.9%)
Total	**$ 2,353,195**	**$ 2,083,227**	**$ 2,125,873**	**$ 2,097,744**	**0.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5107 - Operations Manager	0.25	0.25	0.25	0.25	
5106 - Asst. Public Works Director	0.00	0.00	0.00	0.05	0.05
5004 - Engineering Aide IV	0.00	0.00	0.00	0.10	0.10
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.25	0.25	0.25	0.25	
4501 - Rate Analyst	0.25	0.25	0.25	0.25	
2208 - Solid Waste District Mngr.*	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	
1003 - Admin. Support Assistant III	2.70	2.70	2.70	2.70	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**7.65**	**7.65**	**7.65**	**7.80**	**0.15**
Permanent Full-Time	7.65	7.65	7.65	7.80	0.15
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**7.65**	**7.65**	**7.65**	**7.80**	**0.15**

*FY 2010 - Solid Waste District Coordinator was reclassified to a Solid Waste District Manager.

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 for commercial accounts and route efficiencies will be the focus for our permanent commercial container recycling and trash services.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,164,580	$ 1,137,297	$ 1,142,630	$ 1,217,717	7.1%
Supplies and Materials	841,575	985,884	984,439	969,585	(1.7%)
Travel and Training	1,034	2,060	1,960	1,034	(49.8%)
Intragovernmental Charges	159,864	190,323	190,323	213,402	12.1%
Utilities, Services, & Misc.	424,156	527,046	515,041	523,671	(0.6%)
Capital	445,338	365,000	362,474	0	(100.0%)
Other	210,378	208,700	187,026	187,026	(10.4%)
Total	**$ 3,246,925**	**$ 3,416,310**	**$ 3,383,893**	**$ 3,112,435**	**(8.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2214 - Refuse Collector III	11.50	11.50	11.50	13.50	2.00
2213 - Refuse Collector II	1.60	0.80	0.80	0.80	
2212 - Refuse Collector I	3.20	3.20	3.20	3.20	
2204 - Refuse Collection Supv. II	0.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	2.00	1.00	1.00	1.00	
Total Personnel	**19.30**	**18.50**	**18.50**	**20.50**	**2.00**
Permanent Full-Time	19.30	18.50	18.50	20.50	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**19.30**	**18.50**	**18.50**	**20.50**	**2.00**

Solid Waste - Residential

557-6530 to 557-6539

DESCRIPTION

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

HIGHLIGHTS / SIGNIFICANT CHANGES

Residential route efficiencies will be the focus this year. Maintaining a balance on the routes is a challenge with our current rate of growth. Collection day changes may need to be made for some of the residents to balance routes.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 846,743	$ 956,245	$ 877,031	$ 960,264	0.4%
Supplies and Materials	674,323	781,948	781,859	780,090	(0.2%)
Travel and Training	580	1,467	1,467	580	(60.5%)
Intragovernmental Charges	144,089	136,527	136,527	159,236	16.6%
Utilities, Services, & Misc.	223,926	234,303	227,553	234,443	0.1%
Capital	669,390	0	0	0	
Other	190,051	170,000	204,974	205,000	20.6%
Total	**$ 2,749,102**	**$ 2,280,490**	**$ 2,229,411**	**$ 2,339,613**	**2.6%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2214 - Refuse Collector III*	4.00	4.00	4.00	3.00	(1.00)
2213 - Refuse Collector II*	6.00	6.00	6.00	4.00	(2.00)
2212 - Refuse Collector I	8.00	8.00	8.00	10.00	2.00
2204 - Refuse Collection Supv. II	0.00	0.00	0.00	0.00	
2203 - Refuse Collection Supv. I	0.60	0.60	0.60	0.60	
Total Personnel	**19.60**	**19.60**	**19.60**	**18.60**	**(1.00)**
Permanent Full-Time	19.60	19.60	19.60	18.60	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**19.60**	**19.60**	**19.60**	**18.60**	**(1.00)**

*FY 2010 - (2.0) Refuse Collector II's were reclassified to Refuse Collector III's.

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 2009 was 146,289. Tonnage is down approximately 20,000 tons, due to the economy. This decrease represents about $640,000 in revenue.

Disposal Cell #4 is being filled and operated as a bioreactor under a Research Design & Development Permit.
Cell #5 is being designed and will be constructed during the summer of 2011.

Water & Light Dept. completed its second year of operating a bioenergy plant using landfill gas for electrical generation. Water and Light pays Public Works for the volume of landfill gas utilized in electrical generation.

Two equipment bays were added to the landfill operation center to allow room for equipment and container maintenance.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY09 was 8,150. 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. Food waste composting is pending approval by DNR, but should begin this fiscal year.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 828,358	$ 993,987	$ 840,065	$ 1,009,698	1.6%
Supplies and Materials	795,976	884,826	741,949	889,215	0.5%
Travel and Training	4,466	5,890	5,790	4,466	(24.2%)
Intragovernmental Charges	51,838	56,402	56,402	67,216	19.2%
Utilities, Services, & Misc.	451,621	1,013,033	892,816	1,191,500	17.6%
Capital	100,709	1,026,900	1,026,900	0	(100.0%)
Other	795,371	865,000	787,000	787,000	(9.0%)
Total	**$ 3,028,339**	**$ 4,846,038**	**$ 4,350,922**	**$ 3,949,095**	**(18.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5122 - Mgr of Environmental Srvc	0.33	0.50	0.50	0.50	
5114 - Bioreactor Specialist	0.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	0.75	0.75	0.75	0.75	
2306 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	0.00	0.00	0.00	0.00	
2303 - Equipment Operator III	8.00	8.00	8.00	9.00	1.00
2207 - Landfill Superintendent	0.75	0.75	0.75	0.75	
1201 - Cashier	1.75	1.75	1.75	1.75	
1001 - Admin. Support Assistant I	0.50	0.50	0.50	0.50	
Total Personnel	**13.08**	**14.25**	**14.25**	**15.25**	**1.00**
Permanent Full-Time	12.33	13.50	13.50	14.50	1.00
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**13.08**	**14.25**	**14.25**	**15.25**	**1.00**

Solid Waste - University

557-6560 to 557-6569

DESCRIPTION

Contract collection of waste from all the facilities on the MU campus.

HIGHLIGHTS / SIGNIFICANT CHANGES

The City and University have been worked closely on an amendment to the contract that was renewed effective January 1, 2010. Recycling service was added to the contract.

University beverage container recycling collection began in August 2009. Office paper recycling began in September 2009. The University receives revenue from the sale of recyclables.

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 City works closely with the University, MU Athletics and Sustain Mizzou on special event recycling.

The City is also working with the University to provide collection containers for Tiger Treasures. Tiger Treasures is a partnership with the University and United Way agencies. This program sells the reusable materials residential students leave behind to the public. Over 15 tons of material were collected.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 158,832	$ 193,779	$ 164,223	$ 198,948	2.7%
Supplies and Materials	82,075	83,200	72,101	79,698	(4.2%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	14,902	18,569	18,569	18,429	(0.8%)
Utilities, Services, & Misc.	40,858	44,753	42,483	45,193	1.0%
Capital	63,386	30,000	30,000	0	(100.0%)
Other	9,855	9,500	13,728	13,728	44.5%
Total	**$ 369,908**	**$ 379,801**	**$ 341,104**	**$ 355,996**	**(6.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	1.40	2.20	2.20	2.20	
2212 - Refuse Collector I	0.80	0.80	0.80	0.80	
Total Personnel	**3.20**	**4.00**	**4.00**	**4.00**	
Permanent Full-Time	3.20	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**3.20**	**4.00**	**4.00**	**4.00**	

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 10 drop-off locations (including the University of Missouri and Columbia College sites), 10 apartment drop-off containers rotated among 30 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 3,900 volunteer hours 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 9,026 tons of recyclables during FY 2009. The facility processes material 50 plus 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.

Recycling markets follow the economy and slowly improved this fiscal year.

Six new recycling trucks were purchased this year. Residential recycling picks up only dual stream from the curb, since obtaining our bioreactor permit.

Convenience store beverage container recycling includes 41 locations with a total of 149 bins located throughout the City.

Non-residential recycling program implemented in FY05 continues to expand, providing services to approximately 150 businesses. Commercial Recycling provides recycling collection service to Stephens College and the University of Missouri-Columbia campuses.

Three Mid MO SWMD grants and the corresponding City match purchased 4,250 bins for a blue bin recycling pilot, 57 bins for use in the City's Special Event program and 40 rear loading containers for the Commercial Recycling Program.

A pilot program to explore replacing bags with bins for recycling will end in February 2011.

The Household Hazardous Waste collection serviced 3,625 cars in 2009 and collected 125,903 pounds of material.

The Volunteer Program continues to support the Adopt-A-Spot Litter Control program, with 98 active groups. These dedicated volunteers donated over 3,000 hours to keep our city clean. There were 5,726 total volunteer hours donated in FY2009.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,545,907	$ 1,522,861	$ 1,489,068	$ 1,467,904	(3.6%)
Supplies and Materials	851,893	782,395	749,269	732,032	(6.4%)
Travel and Training	1,977	7,966	7,766	1,977	(75.2%)
Intragovernmental Charges	168,917	149,680	149,680	200,309	33.8%
Utilities, Services, & Misc.	342,862	352,431	303,411	350,282	(0.6%)
Capital	994,118	30,000	30,000	0	(100.0%)
Other	346,867	301,021	419,638	420,268	39.6%
Total	$ **4,252,541**	$ **3,146,354**	$ **3,148,832**	$ **3,172,772**	**0.8%**

Solid Waste - Recycling Personnel

557-6570 to 557-6579

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
4615 - Program Assistant	1.00	1.00	1.00	1.00	
4533 - Waste Minimization Supvsr.	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	0.25	0.25	0.25	0.25	
2306 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I	2.00	2.00	2.00	2.00	
2214 - Refuse Collector III	6.50	6.50	6.50	6.50	
2213 - Refuse Collector II*	1.00	1.00	1.00	3.00	2.00
2212 - Refuse Collector I*	6.00	6.00	6.00	4.00	(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	0.40	0.40	0.40	0.40	
1001 - Admin Support Asst. I	0.50	0.50	0.50	0.50	
Total Personnel	**21.90**	**21.90**	**21.90**	**21.90**	
Permanent Full-Time	21.90	21.90	21.90	21.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**21.90**	**21.90**	**21.90**	**21.90**	

*FY 2011 - (2) Refuse Collector I's were reclassified to Refuse Collector II's.

Solid Waste - Capital Projects

557-6588-881

MAJOR PROJECTS

The Landfill Gas To Energy project completed it's first year of operation. Cell 4 began accepting waste as a Subtitle D disposal cell in Jan. '08 and became permitted for operation as a bioreactor cell April of 2009. Cell 5 will need to be constructed in the coming fiscal year.

CIP projects scheduled for fiscal year 2011
$3,830,000 for Landfill Cell #5

FISCAL IMPACT

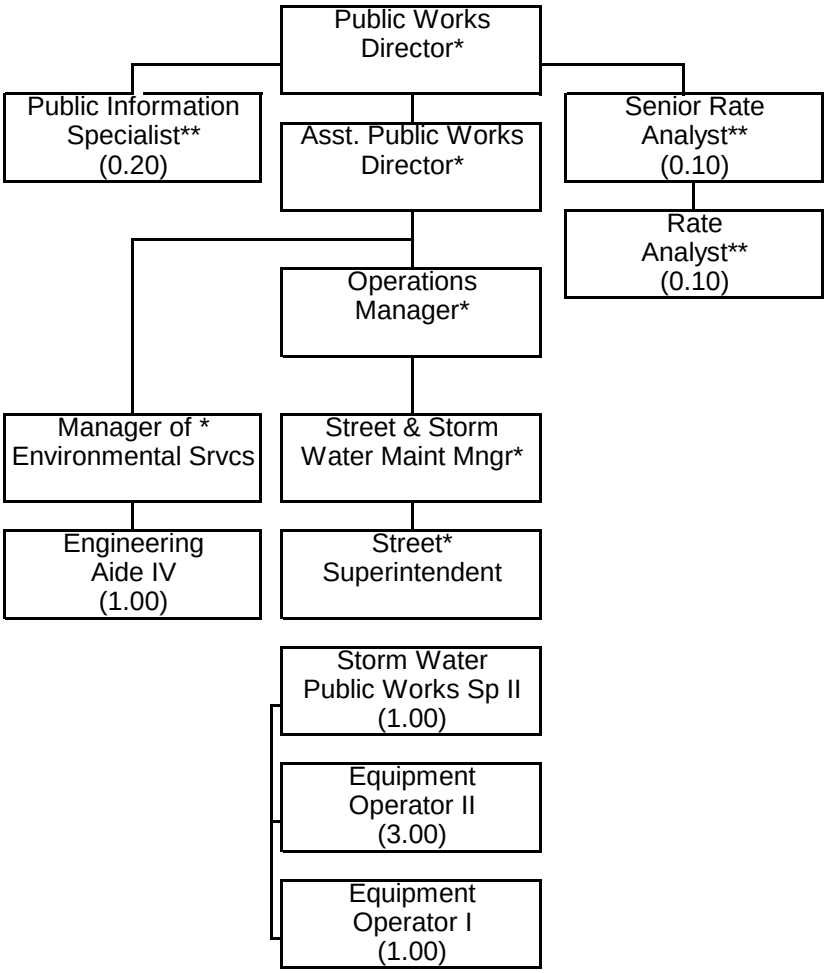
Minimal impact on operations.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	147,360	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	303,368	1,583,000	1,583,000	3,830,000	141.9%
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 450,728**	**$ 1,583,000**	**$ 1,583,000**	**$ 3,830,000**	**141.9%**

City of Columbia - Public Works Storm Water Utility

6.40 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

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 747,943	$ 391,659	$ 354,318	$ 390,462	(0.3%)
Supplies & Materials	105,927	172,354	148,242	172,043	(0.2%)
Travel & Training	1,340	3,365	2,540	1,683	(50.0%)
Intragovernmental Charges	245,945	206,437	206,437	164,306	(20.4%)
Utilities, Services & Misc.	824,890	198,338	167,639	192,686	(2.8%)
Capital	1,087	14,600	14,600	0	(100.0%)
Other	426,176	486,053	541,791	541,791	11.5%
Total	**2,353,308**	**1,472,806**	**1,435,567**	**1,462,971**	**(0.7%)**
Summary					
Operating Expenses	1,223,135	972,153	879,176	921,180	(5.2%)
Non-Operating Expenses	426,176	486,053	541,791	541,791	11.5%
Debt Service	0	0	0	0	
Capital Additions	0	14,600	14,600	0	(100.0%)
Capital Projects	703,997	0	0	0	
Total Expenses	**$ 2,353,308**	**$ 1,472,806**	**$ 1,435,567**	**$ 1,462,971**	**(0.7%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration/Engineering	6.55	1.40	1.40	1.40	
Field Operations	5.00	5.00	5.00	5.00	
Total Personnel	**11.55**	**6.40**	**6.40**	**6.40**	
Permanent Full-Time	11.55	6.40	6.40	6.40	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**11.55**	**6.40**	**6.40**	**6.40**	

**** Performance Measurements are located on page 589 in the appendix.***

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Storm Water Utility - Admin./Education/Engineering

558-6610 to 558-6619

DESCRIPTION

The purpose of the Storm Water Utility is to assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water run off, and establish requirements for construction of storm water management facilities in newly developed areas.

HIGHLIGHTS / SIGNIFICANT CHANGES

Middlebush Culvert Replacement is currently in final design and is expected to be constructed during FY2 011. Royal Lytham-Fallwood is currently under design; however, construction is unknown due to lack of funding. Construction of the Brandon Road culvert and Mill Creek Drainage Basin Phase II projects were completed in FY2 010.

The City continues to provide assistance to citizens with storm water concerns such as: structure flooding, street flooding, and erosion problems. In fiscal year 2009, the City responded to 176 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. As projects are identified and prioritized, they are programmed in the Capital Improvement Program.

The City also continues to provide education and outreach on storm water quality Phase II Storm water permit.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 446,011	$ 106,019	$ 81,981	$ 104,730	(1.2%)
Supplies and Materials	8,393	14,988	5,830	15,628	4.3%
Travel and Training	1,340	2,300	1,740	1,150	(50.0%)
Intragovernmental Charges	234,086	194,197	194,197	151,189	(22.1%)
Utilities, Services, & Misc.	30,136	43,662	34,659	37,975	(13.0%)
Capital	0	0	0	0	
Other	0	61,053	61,053	61,053	0.0%
Total	**$ 719,966**	**$ 422,219**	**$ 379,460**	**$ 371,725**	**(12.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5122 - Mgr of Environmental Srvc	0.34	0.00	0.00	0.00	
5111/5099 - Eng. Specialist I/Engr. I	1.83	0.00	0.00	0.00	
5004 - Engineering Aide IV	2.23	1.00	1.00	1.00	
5003 - Engineering Aide III	1.75	0.00	0.00	0.00	
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.10	0.10	0.10	0.10	
Total Personnel	**6.55**	**1.40**	**1.40**	**1.40**	
Permanent Full-Time	6.55	1.40	1.40	1.40	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**6.55**	**1.40**	**1.40**	**1.40**	

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 262,895	$ 285,640	$ 272,337	$ 285,732	0.0%
Supplies and Materials	96,296	157,366	142,412	156,415	(0.6%)
Travel and Training	0	1,065	800	533	(50.0%)
Intragovernmental Charges	11,859	12,240	12,240	13,117	7.2%
Utilities, Services, & Misc.	132,119	154,676	132,980	154,711	0.0%
Capital	0	14,600	14,600	0	(100.0%)
Other	426,176	425,000	480,738	480,738	13.1%
Total	$ **929,345**	$ **1,050,587**	$ **1,056,107**	$ **1,091,246**	**3.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2310 - Public Works Supr. II-773*	1.00	1.00	1.00	0.00	(1.00)
2306 - Public Works Supervisor II*	0.00	0.00	0.00	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**	

*In FY 2011 the union affiliation was removed from the position.

Storm Water Utility - Capital Projects

558-6688

MAJOR PROJECTS

The Mill Creek Drainage Basin and Brandon Road Culvert projects were completed in FY 2010 and it is anticipated that Middlebush Culvert replacement will be constructed in FY 2011. No new projects are funded in FY 2011 due to budget constraints. During FY 2011 the priority will be to develop a funding plan.

FISCAL IMPACT

None

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 39,037	$ 0	$ 0	$ 0	
Supplies and Materials	1,238	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	662,635	0	0	0	
Capital	1,087	0	0	0	
Other	0	0	0	0	
Total	$ **703,997**	$ **0**	$ **0**	$ **0**	

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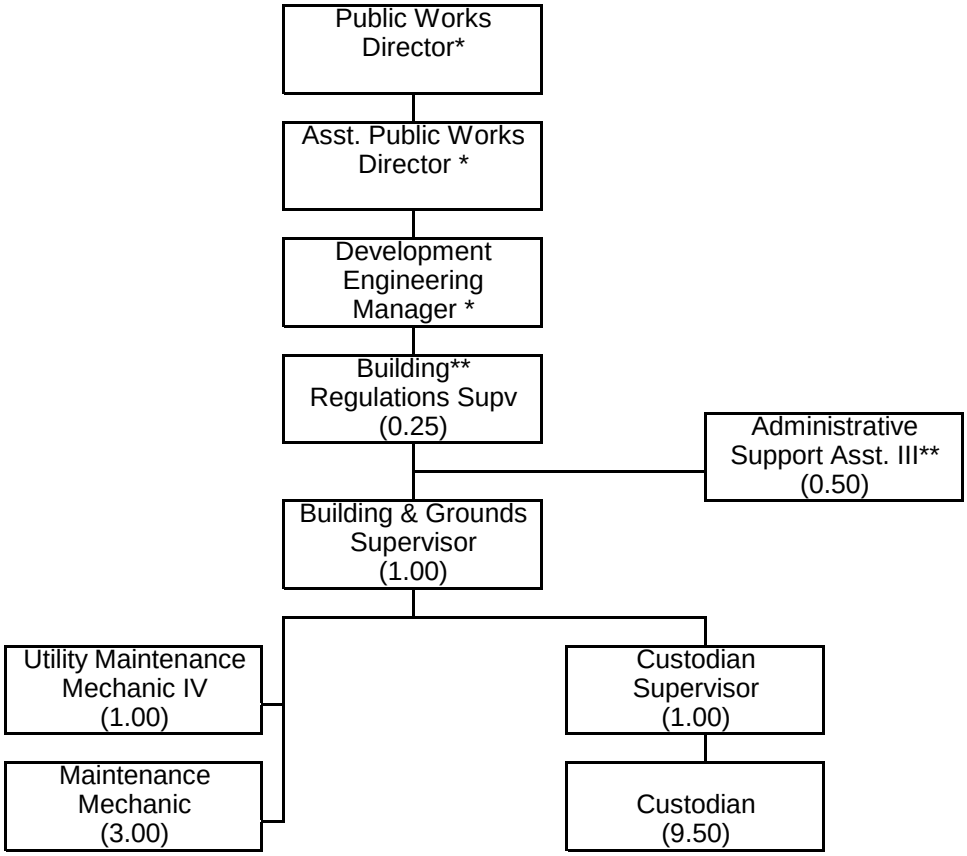
City of Columbia - Public Works Custodial & Building Maint.

16.25 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, Sanford Kimpton (Health) Building, Wabash and Grissum Building. Building maintenance for these facilities as well as all fire stations, Walton Building, police buildings 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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 605,294	$ 647,624	$ 591,390	$ 767,690	18.5%
Supplies & Materials	129,656	185,258	156,806	167,807	(9.4%)
Travel & Training	508	1,900	1,843	1,900	0.0%
Intragovernmental Charges	77,000	95,478	95,478	114,156	19.6%
Utilities, Services & Misc.	276,012	426,915	335,637	488,983	14.5%
Capital	49,735	0	0	40,000	
Other	12,656	82,410	82,936	82,936	0.6%
Total	**1,150,861**	**1,439,585**	**1,264,090**	**1,663,472**	**15.6%**
Summary					
Operating Expenses	1,088,470	1,357,175	1,181,154	1,540,536	13.5%
Non-Operating Expenses	12,656	82,410	82,936	82,936	0.6%
Debt Service	0	0	0	0	
Capital Additions	49,735	0	0	40,000	
Capital Projects	0	0	0	0	
Total Expenses	**$ 1,150,861**	**$ 1,439,585**	**$ 1,264,090**	**$ 1,663,472**	**15.6%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Building Maintenance	4.70	4.70	4.70	5.70	1.00
Custodial Services	8.55	8.55	8.55	10.55	2.00
Total Personnel	**13.25**	**13.25**	**13.25**	**16.25**	**3.00**
Permanent Full-Time	11.75	11.75	11.75	14.75	3.00
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	**13.25**	**13.25**	**13.25**	**16.25**	**3.00**

**** Performance Measurements are located on page 590 in the appendix.***

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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

Managing work orders and maintenance activities continues to be improved by not only advancements in the HTE system but also with improvements in the processing of requests. Maintenance crews provide remodeling services, general repairs, and renovations to city buildings.

Staff training and development will continue to be a priority. A number of staff hold licenses for various trades, and specialties. In addition, staff members review methods for more cost effective, and eco-friendly maintenance as advancements in methods, and technology become available.

Sustainability for city buildings is always reviewed to find more efficient methods of building operations.

With the completion of the city hall addition and renovation of the historic Daniel Boone Building an additional Building Maintenance Mechanic has been approved for FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 270,264	$ 282,107	$ 248,518	$ 337,303	19.6%
Supplies and Materials	86,165	110,980	84,751	99,895	(10.0%)
Travel and Training	508	1,900	1,843	1,900	0.0%
Intragovernmental Charges	43,917	57,544	57,544	75,034	30.4%
Utilities, Services, & Misc.	269,688	415,320	324,005	462,539	11.4%
Capital	49,735	0	0	40,000	
Other	12,656	56,641	57,167	57,167	0.9%
Total	**$ 732,933**	**$ 924,492**	**$ 773,828**	**$ 1,073,838**	**16.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	2.00	3.00	1.00
2403 - Maintenance Specialist*	0.00	0.00	1.00	0.00	(1.00)
2420 - Utility Maintenance Mechanic IV-773*	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Suppt. Asst. III	0.50	0.50	0.50	0.50	
Total Personnel	**4.70**	**4.70**	**4.70**	**5.70**	**1.00**
Permanent Full-Time	4.70	4.70	4.70	5.70	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.70**	**4.70**	**4.70**	**5.70**	**1.00**

* Mid year 2010 (1) Maintenance Mechanic was reclassified to a Maintenance Specialist and then in FY 2011 the Maintenance Specialist was reclassified to a Utility Maintenance Mechanic IV.

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, Gentry and Howard Buildings. In addition, the custodians will provide security for the Daniel Boone Building during evening meetings.

HIGHLIGHTS / SIGNIFICANT CHANGES

Staff training and development will include reviewing procedures, and methods for eco-friendly cleaning supplies as they become more readily available cost effective option.

With the completion of the city hall addition and renovation of the historic Daniel Boone Building two additional Custodians has been approved for FY 2011.

BUDGET DETAIL

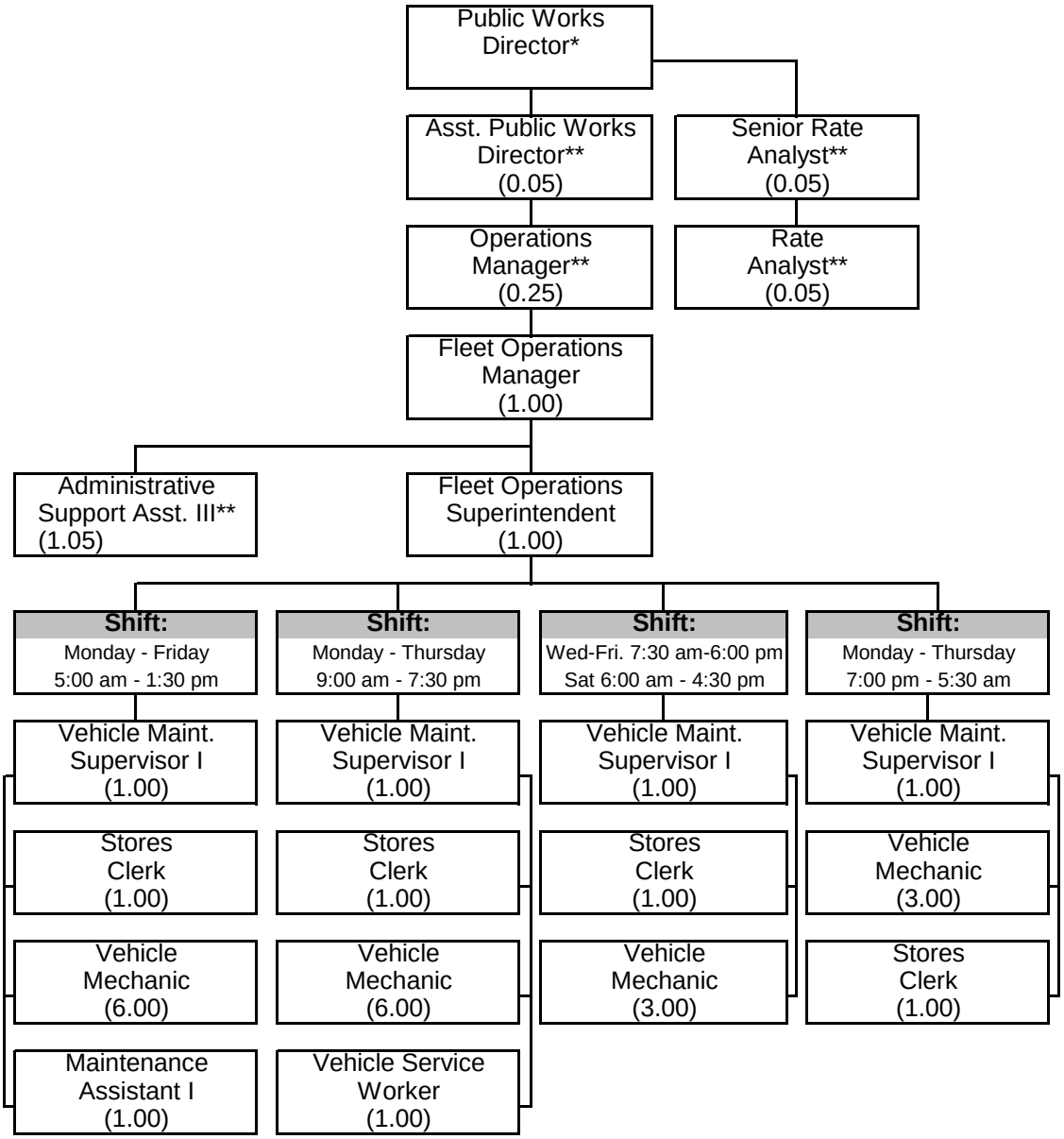
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 335,030	$ 365,517	$ 342,872	$ 430,387	17.7%
Supplies and Materials	43,491	74,278	72,055	67,912	(8.6%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	33,083	37,934	37,934	39,122	3.1%
Utilities, Services, & Misc.	6,324	11,595	11,632	26,444	128.1%
Capital	0	0	0	0	
Other	0	25,769	25,769	25,769	0.0%
Total	$ **417,928**	$ **515,093**	$ **490,262**	$ **589,634**	**14.5%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2407 - Building & Grounds Supervisor	0.05	0.05	0.05	0.05	
2003 - Custodian	7.50	7.50	7.50	9.50	2.00
2002 - Custodian Supervisor	1.00	1.00	1.00	1.00	
Total Personnel	**8.55**	**8.55**	**8.55**	**10.55**	**2.00**
Permanent Full-Time	7.05	7.05	7.05	9.05	2.00
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	**8.55**	**8.55**	**8.55**	**10.55**	**2.00**

City of Columbia - Public Works Fleet Operations

31.45 FTE Positions



* Position reports to Public Works Director

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

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Fleet Operations Fund

DEPARTMENT DESCRIPTION

The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to the Public Works Department, the Police Department, the Fire Department and other City departments.

HIGHLIGHTS / SIGNIFICANT CHANGES

The Fleet Operations Division will continue 24 hour operations. The expanded operating hours have shown significant reduction in sending repairs to commercial vendors and more timely completion of preventive maintenance services. The upgraded unleaded fuel site installed at the Grissum Building will be completed and will result in reducing unleaded fuel costs by approximately $.04 per gallon and an annual savings of approximately $9,500.

An additional Vehicle Mechanic and Stores Clerk will be added to the third shift, along with an Administrative Support Assistant III that will help with data entry and tracking of performance measurements.

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,569,904	$ 1,684,120	$ 1,608,703	$ 1,835,389	9.0%
Supplies & Materials	4,435,386	4,762,865	4,478,688	4,696,137	(1.4%)
Travel & Training	2,177	5,980	5,980	2,990	(50.0%)
Intragovernmental Charges	400,745	451,844	439,199	451,252	(0.1%)
Utilities, Services & Misc.	115,992	80,399	61,751	73,465	(8.6%)
Capital	83,416	0	0	9,800	
Other	62,108	72,971	76,080	40,551	(44.4%)
Total	**6,669,728**	**7,058,179**	**6,670,401**	**7,109,584**	**0.7%**
Summary					
Operating Expenses	6,459,171	6,985,208	6,594,321	7,059,233	1.1%
Non-Operating Expenses	60,246	72,306	75,415	40,551	(43.9%)
Debt Service	1,862	665	665	0	(100.0%)
Capital Additions	83,416	0	0	9,800	
Capital Projects	65,033	0	0	0	
Total Expenses	$ **6,669,728**	$ **7,058,179**	$ **6,670,401**	$ **7,109,584**	**0.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
6100 - Stores Clerk	3.00	3.00	3.00	4.00	1.00
5107 - Operations Manager	0.25	0.25	0.25	0.25	
5106 - Asst. Public Works Director	0.00	0.00	0.00	0.05	0.05
4502 - Senior Rate Analyst	0.05	0.05	0.05	0.05	
4501 - Rate Analyst	0.05	0.05	0.05	0.05	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	1.00	0.00	0.00	0.00	
2107 - Vehicle Mechanic	17.00	17.00	17.00	18.00	1.00
2106 - Fleet Operations Manager	1.00	1.00	1.00	1.00	
2104 - Vehicle Maint. Supervisor I	4.00	4.00	4.00	4.00	
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
2100 - Fleet Operations Superintendent*	0.00	1.00	1.00	1.00	
1003 - Admin. Suppt. Asst. III	0.05	0.05	0.05	1.05	1.00
Total Personnel	**28.40**	**28.40**	**28.40**	**31.45**	**3.05**
Permanent Full-Time	28.40	28.40	28.40	31.45	3.05
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**28.40**	**28.40**	**28.40**	**31.45**	**3.05**

**** Performance Measurements are located on page 591 in the appendix.***

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FLEET OPERATIONS - CAPITAL PROJECTS

Fund 672

MAJOR PROJECTS

Upgrade and move the unleaded fuel site inside the perimeter fence at the Grissum Building. Continue with facility and storm water improvements in and around the Grissum Building.

FISCAL IMPACT

New 10,000 gallon unleaded tank will allow $.04 per gallon savings on fuel costs for a projected annual savings of approximately $9,500.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	65,033	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **65,033**	$ **0**	$ **0**	$ **0**	

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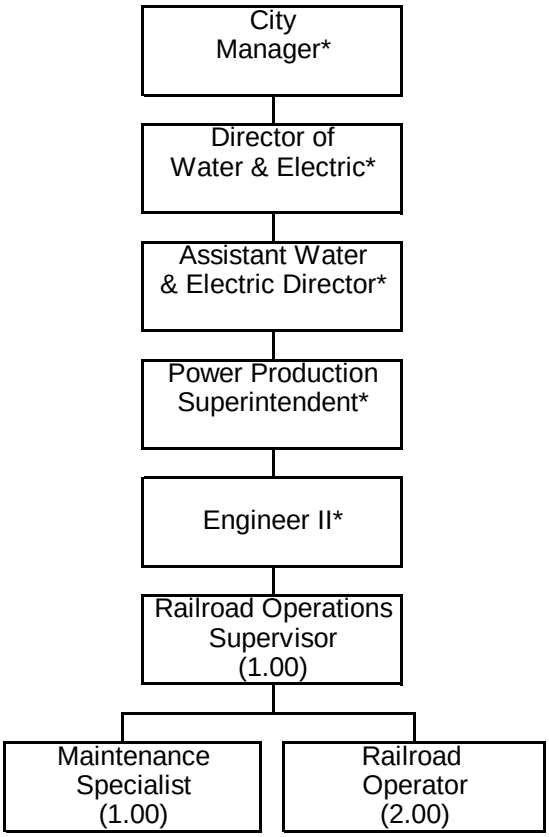
Railroad Fund

City of Columbia

Columbia, Missouri

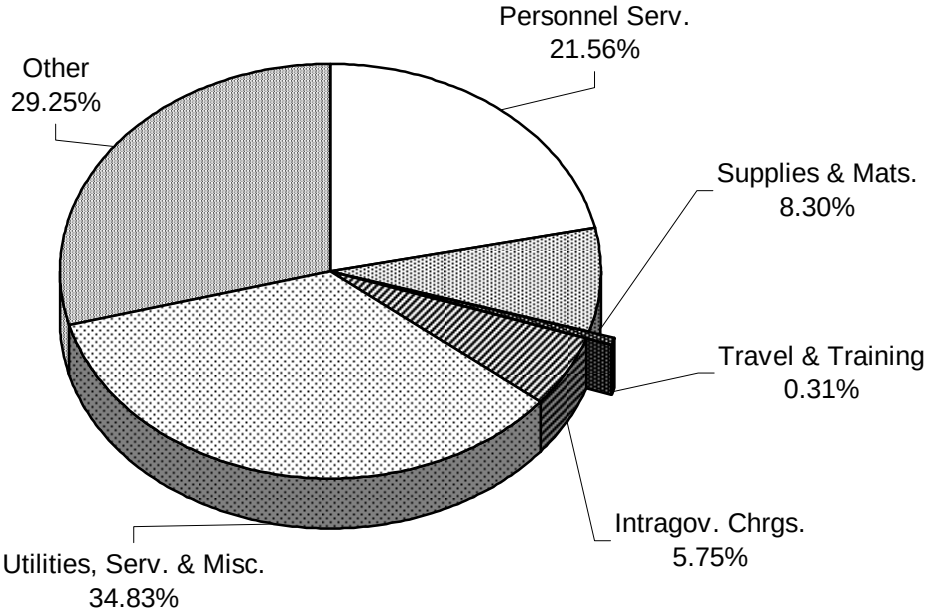
City of Columbia - Railroad

4.00 FTE Positions



* Positions not included in Railroad's FTE count

Railroad Fund
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 259,940	$ 275,867	$ 262,406	$ 276,854	0.4%
Supplies & Materials	101,555	97,065	93,460	106,555	9.8%
Travel & Training	3,986	6,660	6,545	4,000	(39.9%)
Intragovernmental Charges	72,155	77,080	77,080	73,781	(4.3%)
Utilities, Services & Misc.	427,734	364,712	356,543	447,266	22.6%
Capital	408,123	0	0	0	
Other	353,791	364,000	364,883	375,540	3.2%
Total	**1,627,284**	**1,185,384**	**1,160,917**	**1,283,996**	**8.3%**
Summary					
Operating Expenses	587,870	621,384	593,631	618,456	(0.5%)
Non-Operating Expenses	318,463	330,000	332,403	330,000	0.0%
Debt Service	35,328	34,000	34,883	45,540	33.9%
Capital Additions	0	0	0	0	
Capital Projects	685,623	200,000	200,000	290,000	45.0%
Total Expenses	$ **1,627,284**	$ **1,185,384**	$ **1,160,917**	$ **1,283,996**	**8.3%**

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RAILROAD FUND - SUMMARY

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 the economic slowdown. Traffic is projected to stabilize in FY 2011.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Railroad Fund Operations	5.00	4.00	4.00	4.00	
Total Personnel	**5.00**	**4.00**	**4.00**	**4.00**	
Permanent Full-Time	5.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.00**	**4.00**	**4.00**	**4.00**	

**** Performance Measurements are located on page 592 in the appendix.***

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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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 236,095	$ 265,867	$ 252,406	$ 266,854	0.4%
Supplies and Materials	101,555	97,065	93,460	106,555	9.8%
Travel and Training	3,986	6,660	6,545	4,000	(39.9%)
Intragovernmental Charges	72,155	77,080	77,080	73,781	(4.3%)
Utilities, Services, & Misc.	174,079	174,712	166,543	167,266	(4.3%)
Capital	0	0	0	0	
Other	353,791	364,000	364,883	375,540	3.2%
Total	**$ 941,661**	**$ 985,384**	**$ 960,917**	**$ 993,996**	**0.9%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
2628 - Railroad Operations Supv.	1.00	1.00	1.00	1.00	
2626 - Railroad Operator	2.00	2.00	2.00	2.00	
2620 - Railroad Administrator	1.00	0.00	0.00	0.00	
2410 - Maintenance Specialist	1.00	1.00	1.00	1.00	
Total Personnel	**5.00**	**4.00**	**4.00**	**4.00**	
Permanent Full-Time	5.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**5.00**	**4.00**	**4.00**	**4.00**	

Railroad Fund - Capital Projects

503-7310-881

MAJOR PROJECTS

All projects are outlined in the CIP document.

FISCAL IMPACT

CIP funding comes from a capital charge on coal deliveries and targets rail bed improvements. These are the CIP projects that replace ties, rails, and improve the rail line surface.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 23,845	$ 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.	253,655	190,000	190,000	280,000	47.4%
Capital	408,123	0	0	0	
Other	0	0	0	0	
Total	$ **685,623**	$ **200,000**	$ **200,000**	$ **290,000**	**45.0%**

Water & Electric Utility Fund

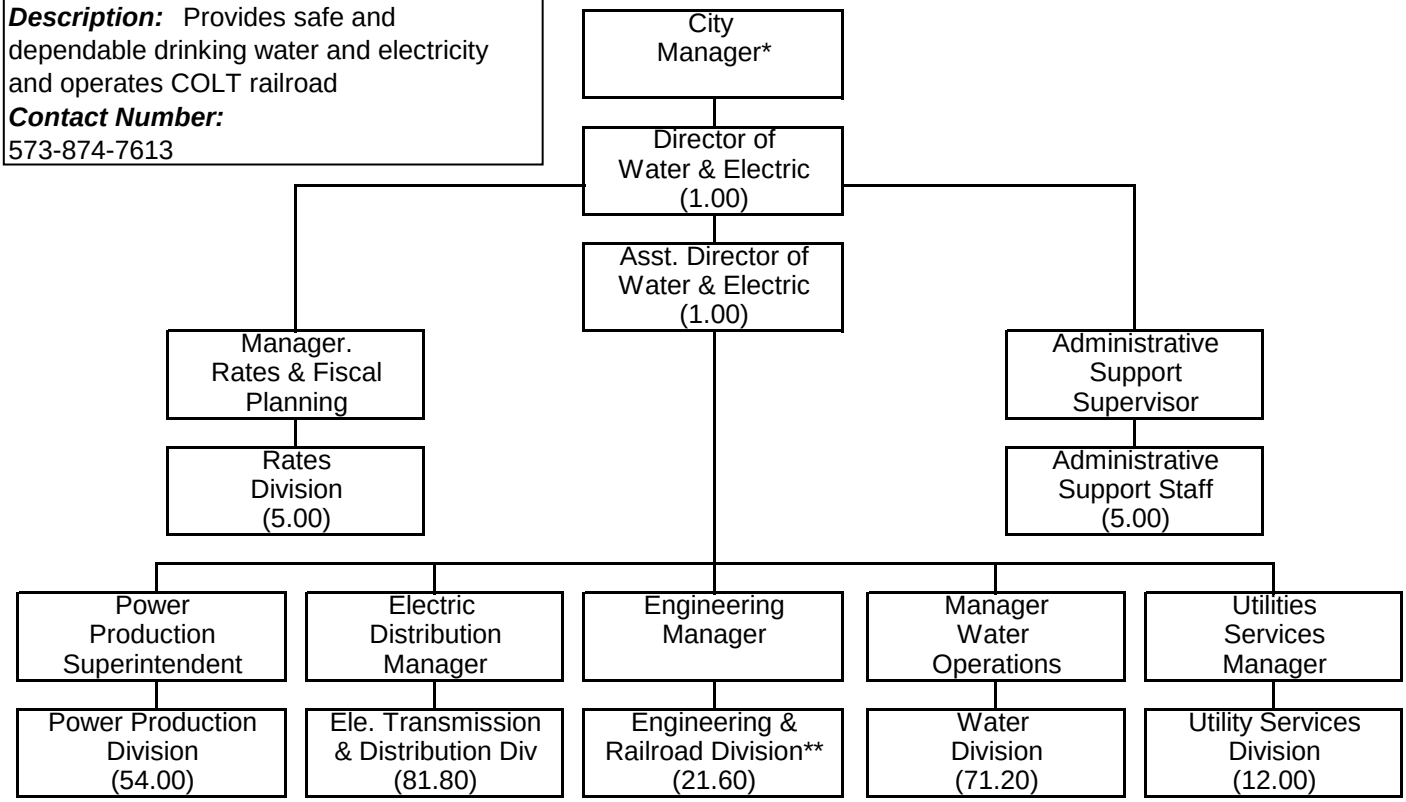
City of Columbia

Columbia, Missouri

City of Columbia - Water and Electric Department

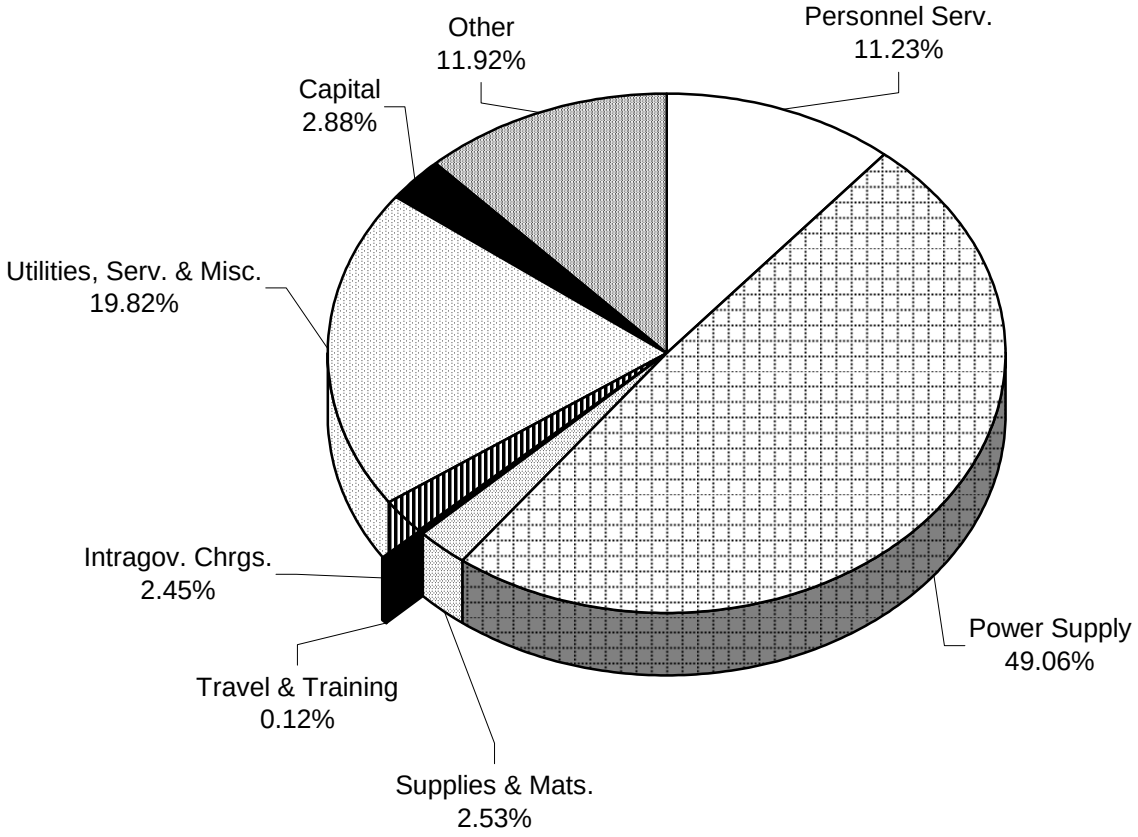
252.60 FTE Positions

Director of Water and Electric:
Description: Provides safe and dependable drinking water and electricity and operates COLT railroad
Contact Number:
573-874-7613



* Position not included in Water & Electric's FTE count.
** Railroad FTE counts are recorded in the Railroad section.

Water & Electric Utility Fund - Summary
FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 17,283,897	$ 17,801,969	$ 17,539,860	$ 18,317,498	2.9%
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100	(2.3%)
Supplies & Materials	3,799,915	3,930,834	3,913,789	4,120,918	4.8%
Travel & Training	157,122	219,069	183,109	198,323	(9.5%)
Intragovernmental Charges	3,442,442	3,686,253	3,686,253	4,003,626	8.6%
Utilities, Services & Misc.	21,447,743	34,122,324	32,403,393	32,341,838	(5.2%)
Capital	8,590,749	33,284,477	33,164,239	4,699,400	(85.9%)
Other	16,433,249	18,540,720	18,059,000	19,445,474	4.9%
Total	$ **138,568,360**	$ **193,502,646**	$ **186,713,643**	$ **163,184,177**	**(15.7%)**
Summary					
Operating Expenses	99,094,026	116,286,854	110,077,809	117,604,703	1.1%
Non-Operating Expenses	22,051,305	24,456,700	23,830,700	26,154,624	6.9%
Debt Service	5,940,891	6,833,720	7,000,000	6,354,150	(7.0%)
Capital Additions	814,877	1,021,700	901,462	760,500	(25.6%)
Capital Projects	10,667,261	44,903,672	44,903,672	12,310,200	(72.6%)
Total Expenses	$ **138,568,360**	$ **193,502,646**	$ **186,713,643**	$ **163,184,177**	**(15.7%)**

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WATER & ELECTRIC UTILITY FUND - SUMMARY

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Water Utility	80.00	79.90	81.10	82.40	1.30
Electric Utility	166.60	166.70	168.50	170.20	1.70
Total Personnel	**246.60**	**246.60**	**249.60**	**252.60**	**3.00**
Permanent Full-Time	246.00	246.00	249.00	252.00	3.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**246.60**	**246.60**	**249.60**	**252.60**	**3.00**

**** Performance Measurements are located on page 593 in the appendix.***

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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 Hillsdale, 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 45,000 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 10% revenue increase is included. Of that amount, 5% is to address debt service requirements of the water bond issue passed by voters in August 2008. The other 5% is to address the increased cost of materials and services used by the utility to operate and maintain the existing system.

BUDGET DETAIL

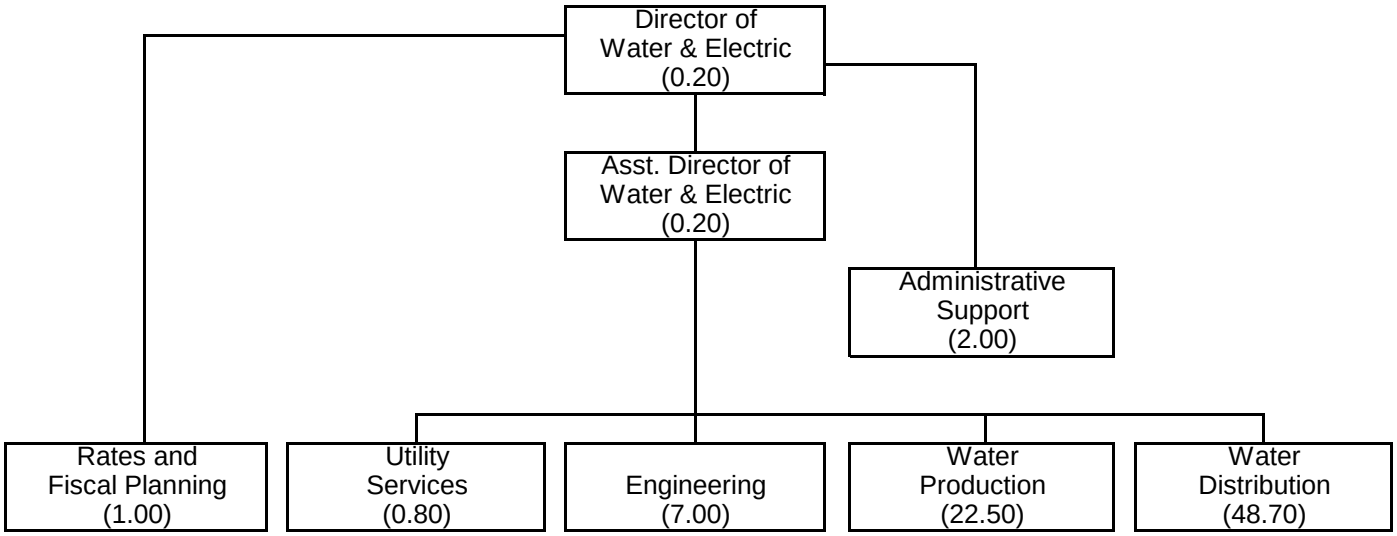
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 5,177,298	$ 5,170,867	$ 4,962,084	$ 5,267,448	1.9%
Supplies & Materials	1,688,668	1,684,272	1,504,705	1,702,290	1.1%
Travel & Training	24,054	27,464	27,034	26,400	(3.9%)
Intragovernmental Charges	1,303,766	1,374,884	1,374,884	1,470,012	6.9%
Utilities, Services & Misc.	7,321,120	16,153,909	15,737,894	13,758,540	(14.8%)
Capital	1,386,224	1,139,681	1,131,502	982,900	(13.8%)
Other	4,451,018	5,708,720	5,068,000	5,227,367	(8.4%)
Total	**21,352,148**	**31,259,797**	**29,806,103**	**28,434,957**	**(9.0%)**
Summary					
Operating Expenses	11,480,907	11,088,801	10,284,006	11,999,090	8.2%
Non-Operating Expenses	5,056,238	5,513,700	5,311,700	5,676,765	3.0%
Debt Service	1,900,879	2,866,720	2,428,000	2,374,902	(17.2%)
Capital Additions	225,774	255,700	247,521	224,000	(12.4%)
Capital Projects	2,688,350	11,534,876	11,534,876	8,160,200	(29.3%)
Total Expenses	$ **21,352,148**	$ **31,259,797**	$ **29,806,103**	$ **28,434,957**	**(9.0%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration and General	11.80	11.80	12.00	11.20	-0.80
Production	19.50	19.50	20.50	22.50	2.00
Distribution	48.70	48.60	48.60	48.70	0.10
Total Personnel	**80.00**	**79.90**	**81.10**	**82.40**	**1.30**
Permanent Full-Time	80.00	79.90	81.10	82.40	1.30
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**80.00**	**79.90**	**81.10**	**82.40**	**1.30**

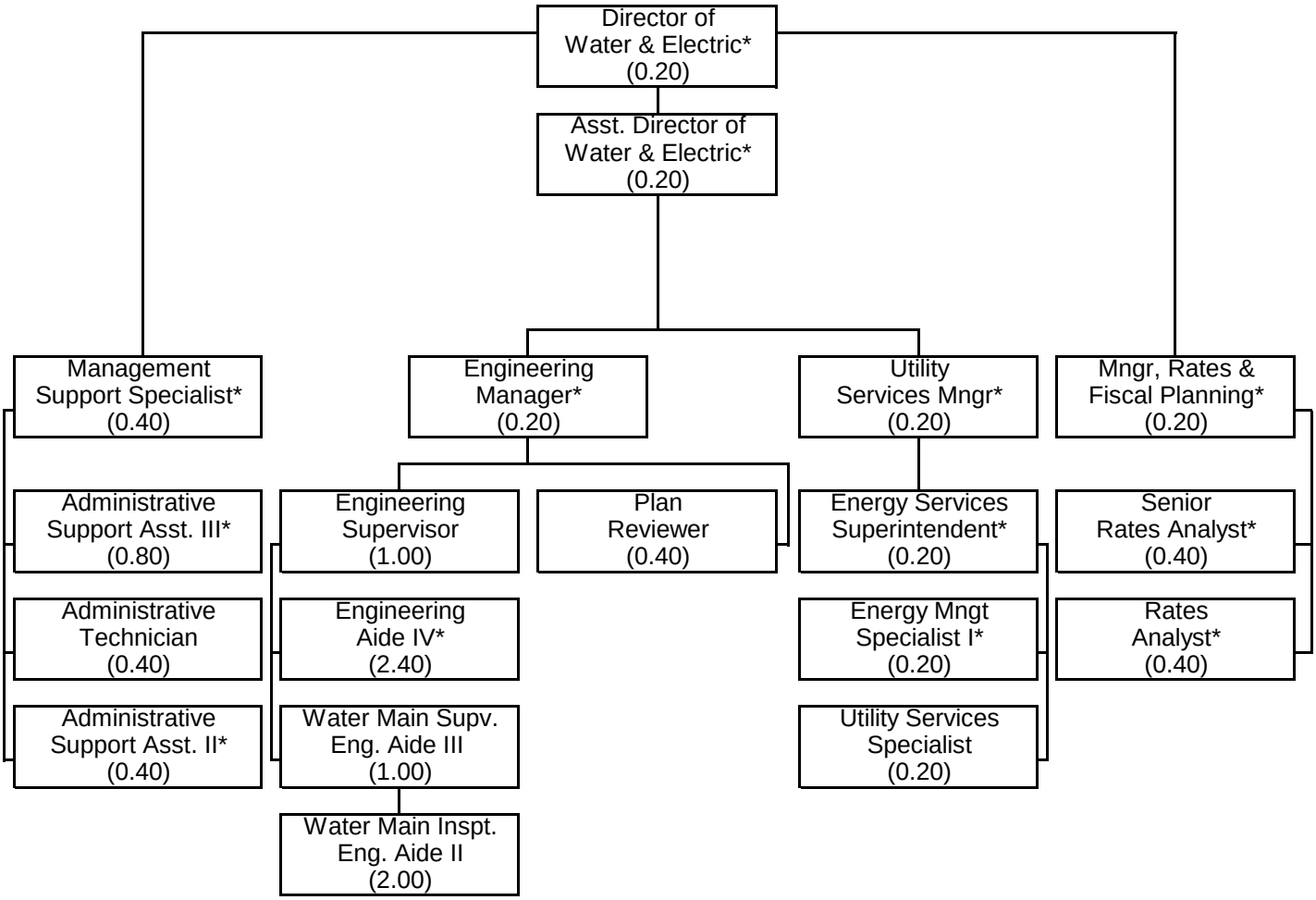
City of Columbia - Water and Electric (Water Summary)

82.40 FTE Positions



City of Columbia - Water Administration & General

11.20 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

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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

This budget includes funds for normal operation and maintenance. The administrative offices will be relocated to the renovated Daniel Boone Building during FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 786,596	$ 941,584	$ 829,523	$ 890,756	(5.4%)
Supplies and Materials	15,360	21,260	16,760	15,408	(27.5%)
Travel and Training	5,450	6,864	3,914	6,864	0.0%
Intragovernmental Charges	1,123,370	1,153,500	1,153,500	1,233,314	6.9%
Utilities, Services, & Misc.	2,758,152	3,177,697	2,813,747	3,314,118	4.3%
Capital	23,799	0	0	0	
Other	4,451,018	5,708,720	5,068,000	5,227,367	(8.4%)
Total	$ **9,163,745**	$ **11,009,625**	$ **9,885,444**	$ **10,687,827**	**(2.9%)**

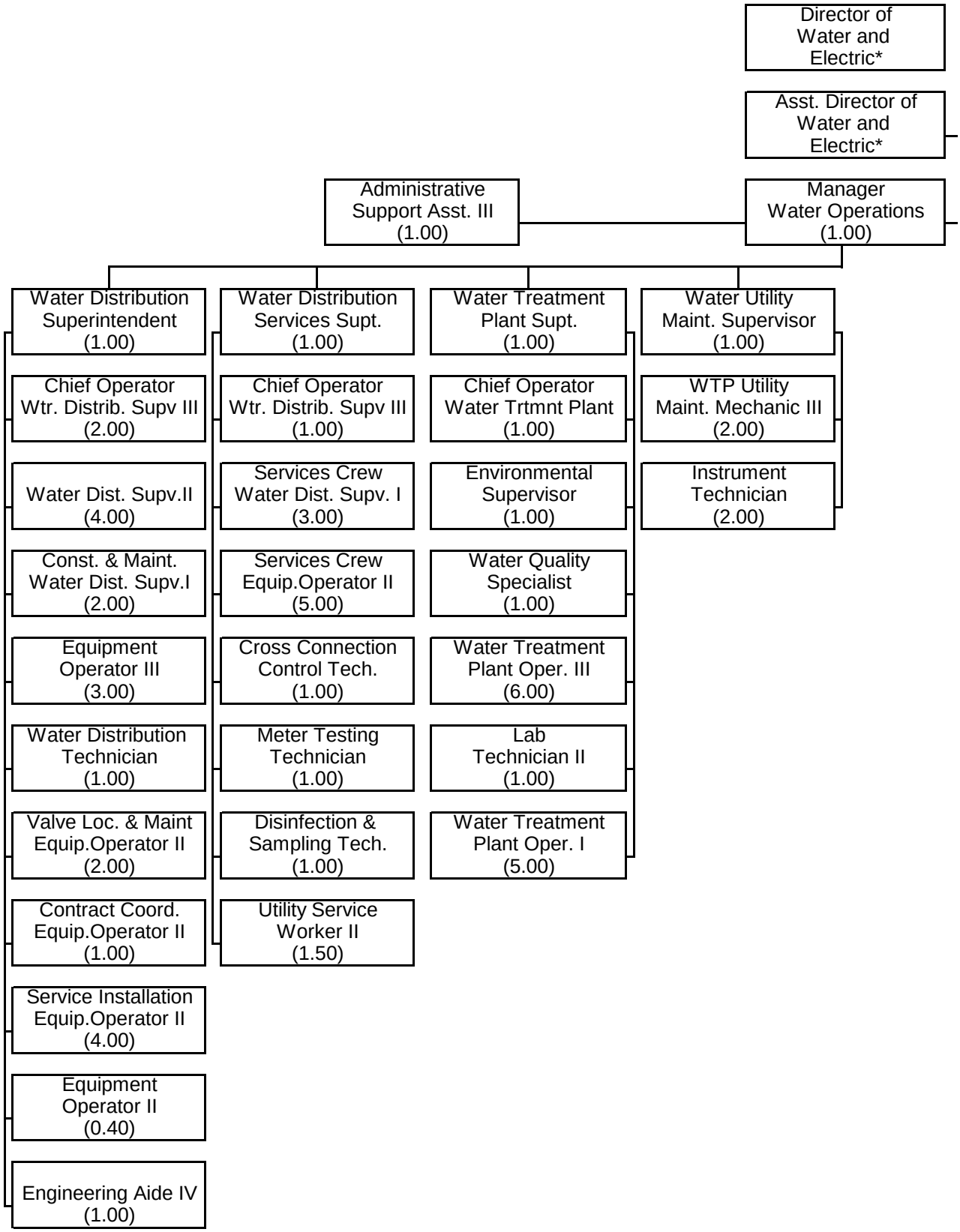
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5110/5100 - Eng Spec II/Engr. II	1.00	1.00	1.00	0.00	(1.00)
5109 - Engineering Supervisor	1.00	1.00	1.00	1.00	
5108 - Engineering Manager	0.20	0.20	0.20	0.20	
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	2.00	1.00
4800 - Utility Services Specialist	0.20	0.20	0.20	0.20	
4521 - Energy Technician	0.40	0.40	0.40	0.00	(0.40)
4518 - Energy Services Superintendent	0.20	0.20	0.20	0.20	
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20	
4512 - Energy Management Spec. II	0.20	0.20	0.20	0.00	(0.20)
4511 - Energy Management Spec. I	0.40	0.40	0.40	0.20	(0.20)
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	0.40	0.40	0.40	0.40	
4203 - Management Support Specialist*	0.00	0.00	0.00	0.40	0.40
4102 - Plan Reviewer	0.40	0.40	0.40	0.40	
2990 - Director of Water and Light	0.20	0.20	0.20	0.20	
2980 - Asst. Director of Water and Light	0.00	0.00	0.20	0.20	
1400 - Administrative Technician	0.40	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	0.40	0.40	0.40	0.40	
Total Personnel	**11.80**	**11.80**	**12.00**	**11.20**	**(0.80)**
Permanent Full-Time	11.80	11.80	12.00	11.20	(0.80)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**11.80**	**11.80**	**12.00**	**11.20**	**(0.80)**

*In FY 2011 the Administrative Support Supervisor was reclassified to a Management Support Specialist.

City of Columbia - Water Production & Distribution

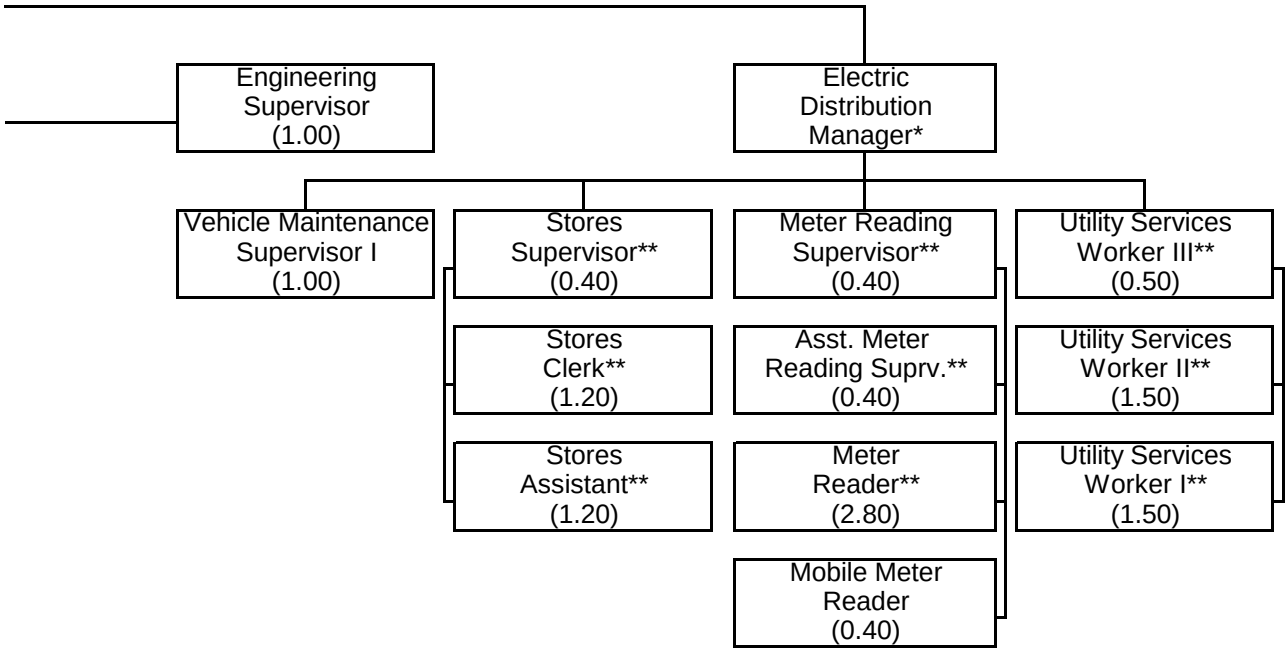
71.20 FTE Positions



* 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

71.20 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 plus an increase to cover the cost of changes in the purification process as required by regulation. An increase of two positions is shown in the budget. One is a transfer of duties from Electric Engineering and the second is a new Relief Operator to meet operation needs.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,349,922	$ 1,340,194	$ 1,322,108	$ 1,486,642	10.9%
Supplies and Materials	926,234	988,900	903,515	1,003,900	1.5%
Travel and Training	8,320	9,700	12,220	9,700	0.0%
Intragovernmental Charges	34,253	39,930	39,930	39,621	(0.8%)
Utilities, Services, & Misc.	2,784,294	1,964,341	1,872,430	2,584,259	31.6%
Capital	23,850	116,000	116,000	93,000	(19.8%)
Other	0	0	0	0	
Total	**$ 5,126,873**	**$ 4,459,065**	**$ 4,266,203**	**$ 5,217,122**	**17.0%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5135 - Environmental Supervisor	0.00	0.00	1.00	1.00	
5132 - Laboratory Analyst*	1.00	1.00	1.00	1.00	
5109 - Engineering Supervisor	0.00	0.00	0.00	1.00	1.00
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	
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	6.00	1.00
2641 - Wtr Treatment Plant Oper I	5.00	5.00	5.00	5.00	
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic III	2.00	2.00	2.00	2.00	
2324 - Instrument Technician	2.00	2.00	2.00	2.00	
Total Personnel	**19.50**	**19.50**	**20.50**	**22.50**	**2.00**
Permanent Full-Time	19.50	19.50	20.50	22.50	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**19.50**	**19.50**	**20.50**	**22.50**	**2.00**

Water - Distribution

550-7200 to 550-7299

DESCRIPTION

Responsible for providing 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 Hillsdale, West Ash and South Pump Stations, elevated water towers, and the distribution systems. This division tests, sets meters, installs and maintains fire hydrants, maintains all towers, lines and service valves and responds to customer service calls. Water main extensions are performed by this division, as well as contracted out 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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 2,498,758	$ 2,493,089	$ 2,414,453	$ 2,590,050	3.9%
Supplies and Materials	747,074	674,112	584,430	682,982	1.3%
Travel and Training	10,284	10,900	10,900	9,836	(9.8%)
Intragovernmental Charges	146,143	181,454	181,454	197,077	8.6%
Utilities, Services, & Misc.	792,796	756,976	796,822	758,863	0.2%
Capital	178,125	139,700	131,521	131,000	(6.2%)
Other	0	0	0	0	
Total	$ **4,373,180**	$ **4,256,231**	$ **4,119,580**	$ **4,369,808**	**2.7%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	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	3.00	3.00	3.00	3.00	
2881 - Utility Service Worker I	1.50	1.40	1.40	1.50	0.10
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	0.40	0.40	0.40	0.40	
2870 - Meter Reader	2.80	2.80	2.80	2.80	
2771 - Wtr. Distrib. Services Supt.	1.00	1.00	1.00	1.00	
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50	
2655 - Water Distribution Supt.	1.00	1.00	1.00	1.00	
2317 - Water Dist. Supervisor III	3.00	3.00	3.00	3.00	
2316 - Wtr Distribution Supervisor II*	4.00	4.00	4.00	4.00	
2315 - Wtr Distribution Supervisor I*	5.00	5.00	5.00	5.00	
2312 - Wtr Distribution Technician	4.00	4.00	4.00	4.00	
2302 - Equipment Operator II	12.00	12.00	12.00	12.00	
2301 - Equipment Operator I	0.40	0.40	0.40	0.40	
2298 - Equipment Operator III	3.00	3.00	3.00	3.00	
2104 - Vehicle Maintenance Supr. I	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**48.70**	**48.60**	**48.60**	**48.70**	**0.10**
Permanent Full-Time	48.70	48.60	48.60	48.70	0.10
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**48.70**	**48.60**	**48.60**	**48.70**	**0.10**

Water - Capital Projects

MAJOR PROJECTS

This budget provides funds for the capital improvements in the Water Utility.

HIGHLIGHTS / GOALS

The 2008 ballot issue provided funding for much needed maintenance of the water system. Projects planned for FY 2011 will follow the outline provided by the ballot issue. Additional projects have been identified and will be funded from enterprise revenues. These capital investments in the water system will help insure continued reliable service.

FISCAL IMPACT

FY 2011 will include the first of four 5% rate increases for the 2008 bonds. The budget includes the major capital improvements that are outlined in our Capital Improvement Program.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 542,022	$ 396,000	$ 396,000	$ 300,000	(24.2%)
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	985,878	10,254,895	10,254,895	7,101,300	(30.8%)
Capital	1,160,450	883,981	883,981	758,900	(14.1%)
Other	0	0	0	0	
Total	**$ 2,688,350**	**$ 11,534,876**	**$ 11,534,876**	**$ 8,160,200**	**(29.3%)**

Electric Utility - Summary

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 over 45,200 customers.

HIGHLIGHTS / SIGNIFICANT CHANGES

A 3% revenue increase is included to cover operation and maintenance costs of the system.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 12,106,599	$ 12,631,102	$ 12,577,776	$ 13,050,050	3.3%
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100	(2.3%)
Supplies & Materials	2,111,247	2,246,562	2,409,084	2,418,628	7.7%
Travel & Training	133,068	191,605	156,075	171,923	(10.3%)
Intragovernmental Charges	2,138,676	2,311,369	2,311,369	2,533,614	9.6%
Utilities, Services & Misc.	14,126,623	17,968,415	16,665,499	18,583,298	3.4%
Capital	7,204,525	32,144,796	32,032,737	3,716,500	(88.4%)
Other	11,982,231	12,832,000	12,991,000	14,218,107	10.8%
Total	**117,216,212**	**162,242,849**	**156,907,540**	**134,749,220**	**(16.9%)**
Summary					
Operating Expenses	87,613,119	105,198,053	99,793,803	105,605,613	0.4%
Non-Operating Expenses	16,995,067	18,943,000	18,519,000	20,477,859	8.1%
Debt Service	4,040,012	3,967,000	4,572,000	3,979,248	0.3%
Capital Additions	589,103	766,000	653,941	536,500	(30.0%)
Capital Projects	7,978,911	33,368,796	33,368,796	4,150,000	(87.6%)
Total Expenses	**$ 117,216,212**	**$ 162,242,849**	**$ 156,907,540**	**$ 134,749,220**	**(16.9%)**

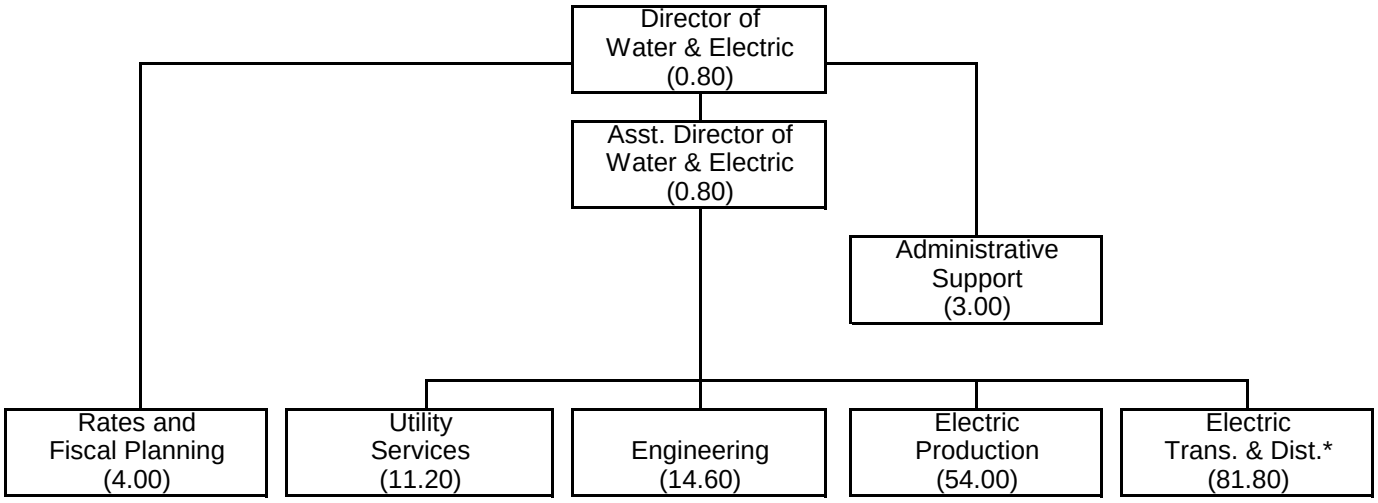
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Administration and General	33.80	33.80	35.60	34.40	-1.20
Production	51.00	51.00	51.00	54.00	3.00
Transmission and Distribution	81.80	81.90	81.90	81.80	-0.10
Total Personnel	**166.60**	**166.70**	**168.50**	**170.20**	**1.70**
Permanent Full-Time	166.00	166.10	167.90	169.60	1.70
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**166.60**	**166.70**	**168.50**	**170.20**	**1.70**

**** Performance Measurements are located on page 594 in the appendix.***

City of Columbia - Water and Electric (Electric Summary)

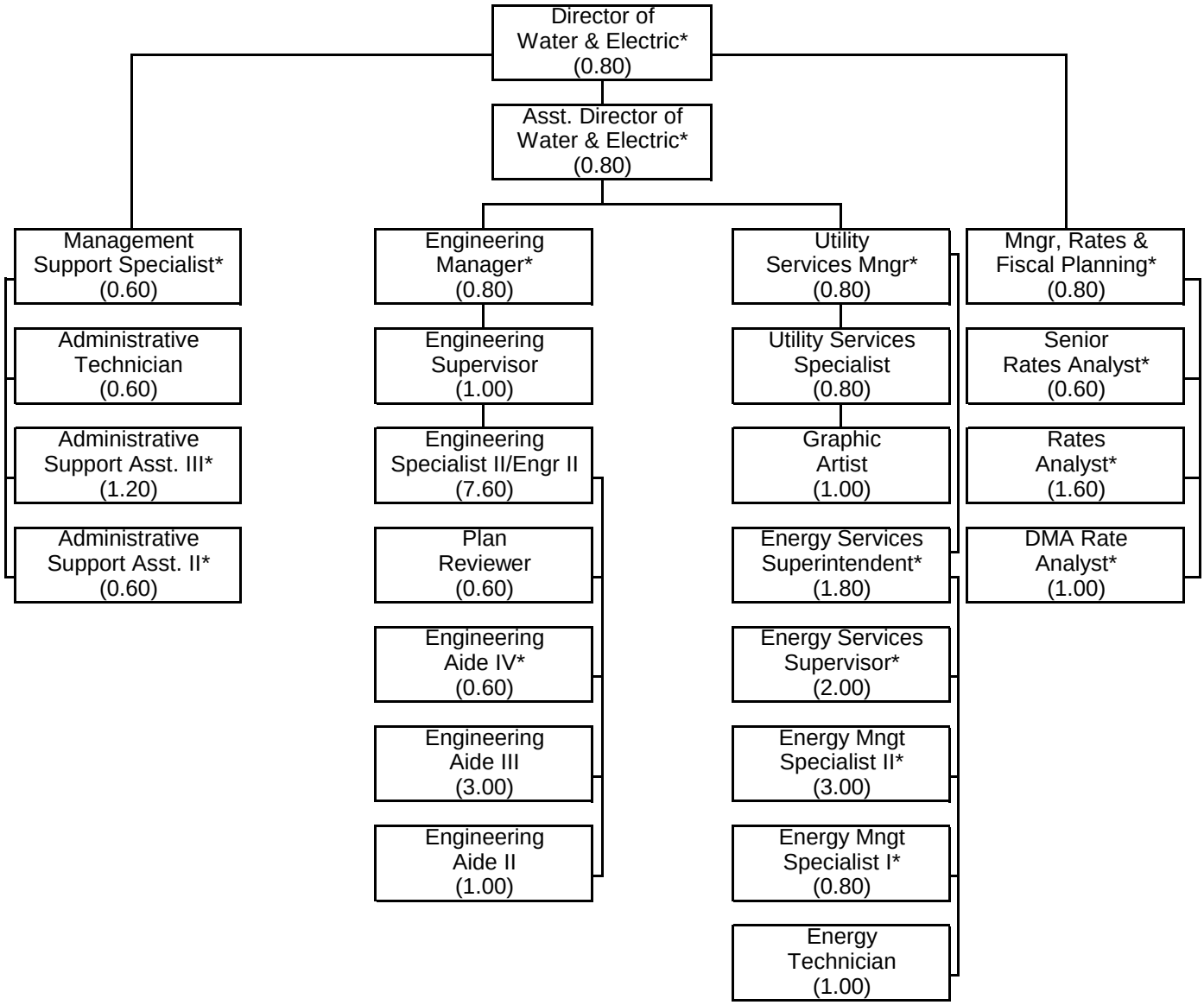
170.20 FTE Positions



* Trans. & Dist. - Transmission and Distribution

City of Columbia - Electric Administration & General

34.40 FTE Positions



* Positions are budgeted in various Water and Electric divisions.

Electric - Administration and General

551-7000 to 551-7099

DESCRIPTION

The Administrative office is responsible for all operations of the utility. This office also includes the Engineering 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

This budget includes funds for normal operation and maintenance. The administrative offices will be relocated to the renovated Daniel Boone Building during FY 2011.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 2,198,910	$ 2,999,948	$ 2,352,978	$ 2,986,024	(0.5%)
Power Supply	0	0	0	0	
Supplies and Materials	182,219	220,803	213,104	203,813	(7.7%)
Travel and Training	56,449	67,389	62,165	63,339	(6.0%)
Intragovernmental Charges	1,933,999	2,057,327	2,057,327	2,258,245	9.8%
Utilities, Services, & Misc.	10,809,446	13,208,253	12,278,674	13,655,523	3.4%
Capital	30,831	0	0	0	
Other	11,982,231	12,832,000	12,991,000	14,218,107	10.8%
Total	$ **27,194,085**	$ **31,385,720**	$ **29,955,248**	$ **33,385,051**	**6.4%**

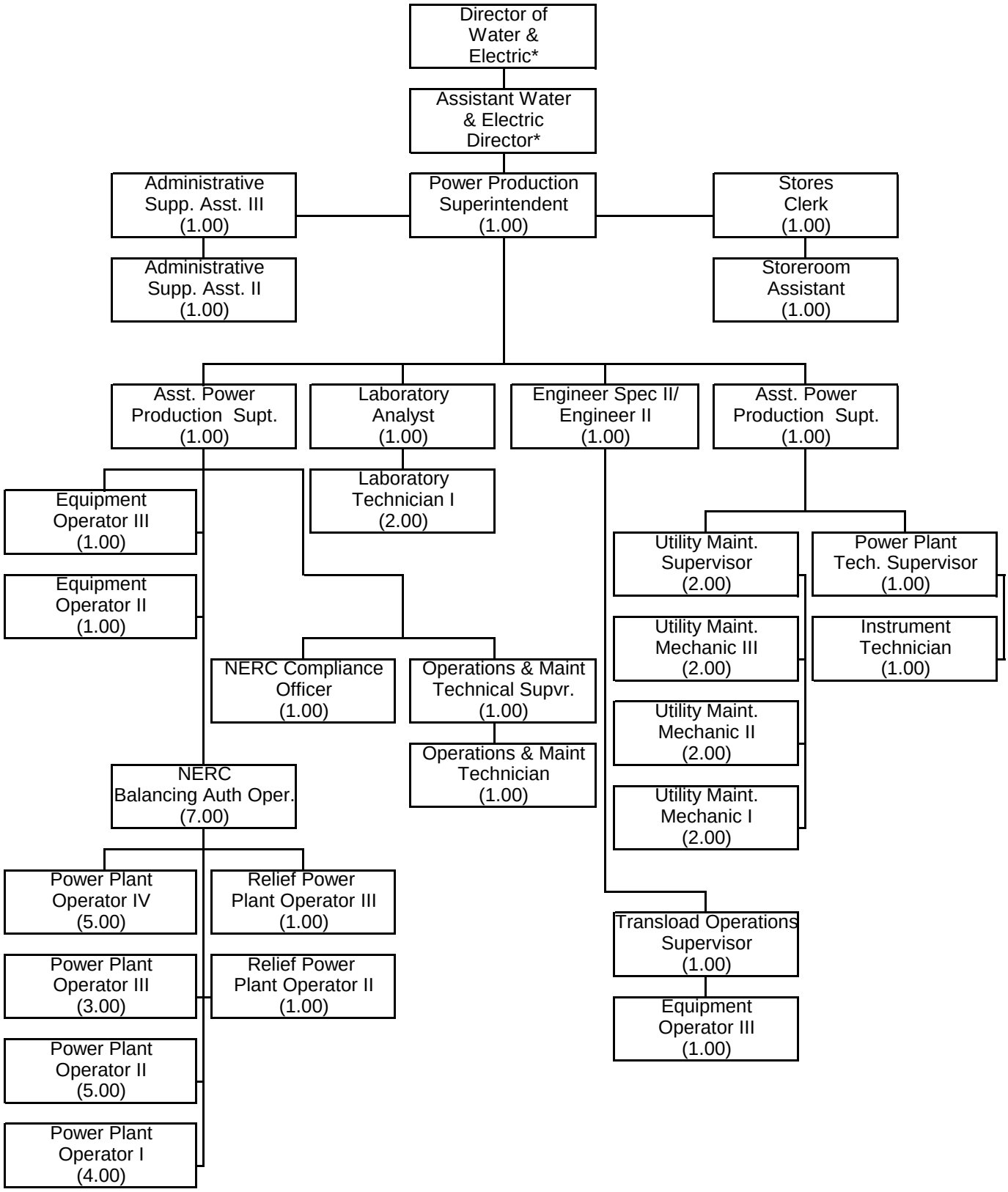
AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
5110/5100 - Eng. Spec II/Engr. II	7.60	7.60	7.60	7.60	
5109 - Engineering Supervisor	2.00	2.00	2.00	1.00	(1.00)
5108 - Engineering Manager	0.80	0.80	0.80	0.80	
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	1.00	(1.00)
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
4800 - Utility Services Specialist	0.80	0.80	0.80	0.80	
4521 - Energy Technician	0.60	0.60	0.60	1.00	0.40
4518 - Energy Services Superintendent	0.80	0.80	1.80	1.80	
4514 - Utilities Services Manager	0.80	0.80	0.80	0.80	
4513 - Energy Services Supervisor	2.00	2.00	2.00	2.00	
4512 - Energy Management Spec. II	2.80	2.80	2.80	3.00	0.20
4511 - Energy Management Spec. I	0.60	0.60	0.60	0.80	0.20
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	2.60	2.60	2.60	2.60	
4203 - Management Support Specialist*	0.00	0.00	0.00	0.60	0.60
4102 - Plan Reviewer	0.60	0.60	0.60	0.60	
2990 - Director of Water and Light	0.80	0.80	0.80	0.80	
2980 - Asst. Director of Water and Light	0.00	0.00	0.80	0.80	
1400 - Administrative Technician	0.60	0.60	0.60	0.60	
1004 - Administrative Support Supv.*	0.60	0.60	0.60	0.00	(0.60)
1003 - Admin. Support Assistant III	1.20	1.20	1.20	1.20	
1002 - Admin. Support Assistant II	0.60	0.60	0.60	0.60	
Total Personnel	**33.80**	**33.80**	**35.60**	**34.40**	**(1.20)**
Permanent Full-Time	33.20	33.20	35.00	33.80	(1.20)
Permanent Part-Time	0.60	0.60	0.60	0.60	
Total Permanent	**33.80**	**33.80**	**35.60**	**34.40**	**(1.20)**

*In FY 2011 the Administrative Support Supervisor was reclassified to a Management Support Specialist.

City of Columbia - Electric Production Power Plant

54.00 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. The Transload Facility has been added to the responsibilities of this division.

HIGHLIGHTS / SIGNIFICANT CHANGES

Two positions have been added to address the operational needs of the Transload Facility. The City began operating the facility in FY 2010 with temporary employees after the default of the previous operator. The City subsequently purchased the facility and this budget reflects the full operational needs of that addition. One position has been moved from electric engineering to electric production.

BUDGET DETAIL

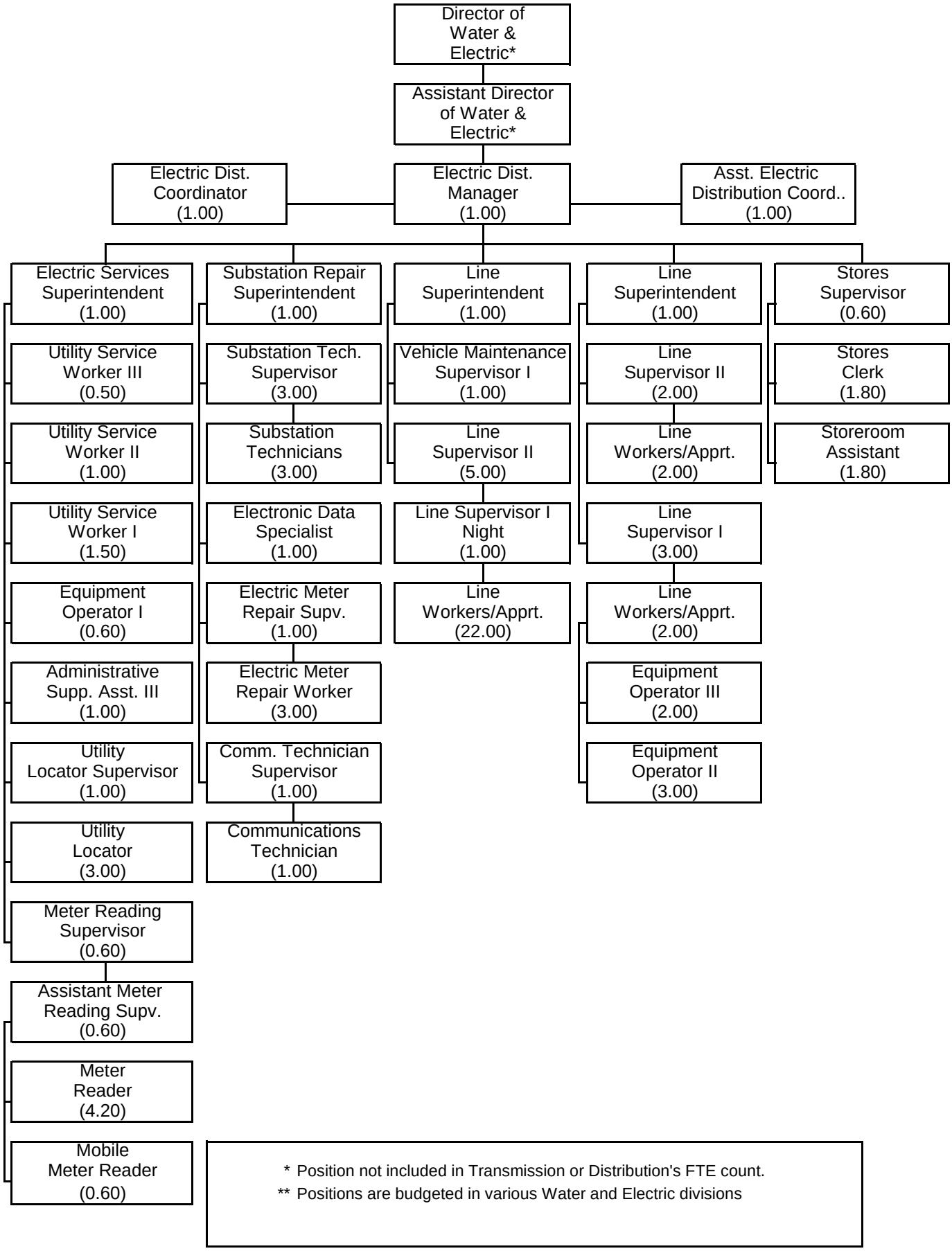
	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 3,290,868	$ 3,577,614	$ 3,633,180	$ 3,816,462	6.7%
Power Supply	67,413,243	81,917,000	77,764,000	80,057,100	(2.3%)
Supplies and Materials	588,685	650,292	674,386	760,844	17.0%
Travel and Training	60,412	58,530	59,560	63,930	9.2%
Intragovernmental Charges	52,258	75,830	75,830	73,265	(3.4%)
Utilities, Services, & Misc.	1,174,405	1,555,604	1,184,317	2,496,482	60.5%
Capital	238,565	55,000	52,941	400,000	627.3%
Other	0	0	0	0	
Total	**$ 72,818,436**	**$ 87,889,870**	**$ 83,444,214**	**$ 87,668,083**	**(0.3%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7694 - Ops & Maint. Tech. Supervisor	1.00	1.00	1.00	1.00	
7693 - Ops & Maint. Technician	1.00	1.00	1.00	1.00	
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	1.00	1.00	1.00	1.00	
5110/5100 - Eng. Spec II/Engr. II	0.00	0.00	0.00	1.00	1.00
5031 - Lab Technician I	2.00	2.00	2.00	2.00	
2888 - NERC Compliance Officer	1.00	1.00	1.00	1.00	
2695 - Power Plant Operator IV	5.00	5.00	5.00	5.00	
2640 - NERC Balancing Auth. Oprtr	7.00	7.00	7.00	7.00	
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	4.00	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	
2616 - Transload Operations Supervisor	0.00	0.00	0.00	1.00	1.00
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	1.00	1.00	1.00	2.00	1.00
2302 - Equipment Operator II	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
Total Personnel	**51.00**	**51.00**	**51.00**	**54.00**	**3.00**
Permanent Full-Time	51.00	51.00	51.00	54.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**51.00**	**51.00**	**51.00**	**54.00**	**3.00**

City of Columbia - Electric Transmission & Distribution

81.80 FTE Positions



* Position not included in Transmission or Distribution's FTE count.

** Positions are budgeted in various Water and Electric divisions

Electric - Transmission and Distribution

551-7200 to 551-7299

DESCRIPTION

This division handles all of the electrical system beyond the production facilities, as well as the general warehousing and building facilities for the distribution operation. This division is responsible for all line crews and electric construction and maintenance of transmission lines, substations, distribution lines and fiber optic communication system. This division installs all underground lines, services, transformers and electric meters. The personnel install and maintain the City street lights. Meter testing is handled by this division as well as all customer turn-ons and turn-offs. A distribution dispatching center for water and electric crews is operated during normal working hours. Tree trimming and line clearance work is done by contractors, and inspection personnel are in this division. This division also operates the Water and Light garage and vehicle maintenance facilities, and warehouse.

HIGHLIGHTS / SIGNIFICANT CHANGES

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

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 5,345,638	$ 5,053,540	$ 5,591,618	$ 5,447,564	7.8%
Power Supply	0	0	0	0	
Supplies and Materials	1,340,343	1,375,467	1,521,594	1,453,971	5.7%
Travel and Training	16,207	65,686	34,350	44,654	(32.0%)
Intragovernmental Charges	152,419	178,212	178,212	202,104	13.4%
Utilities, Services, & Misc.	2,050,466	2,214,558	2,212,508	2,261,293	2.1%
Capital	319,707	711,000	601,000	136,500	(80.8%)
Other	0	0	0	0	
Total	$ **9,224,780**	$ **9,598,463**	$ **10,139,282**	$ **9,546,086**	**(0.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II*	1.00	1.00	1.00	1.00	
2881 - Utility Service Worker I	1.50	1.60	1.60	1.50	(0.10)
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*	0.60	0.60	0.60	0.60	
2870 - Meter Reader	4.20	4.20	4.20	4.20	
2860 - Electronic Data Specialist	1.00	1.00	1.00	1.00	
2855 - Electric Distr. Manager	1.00	1.00	1.00	1.00	
2851 - Electric Distr. Coordinator	1.00	1.00	1.00	1.00	
2850 - Asst. Elec. Distr. Coord.	1.00	1.00	1.00	1.00	
2803 - Electric Meter Repair Supv.	1.00	1.00	1.00	1.00	
2801 - Electric Meter Repair Worker	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	0.60	0.60	0.60	0.60	
2298 - Equipment Operator III	2.00	2.00	2.00	2.00	
2332 - Comm. Tech Supervisor	1.00	1.00	1.00	1.00	
2331 - Comm. Technician	1.00	1.00	1.00	1.00	
2104 - Vehicle Maintenance Supr. I	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**81.80**	**81.90**	**81.90**	**81.80**	**(0.10)**
Permanent Full-Time	81.80	81.90	81.90	81.80	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**81.80**	**81.90**	**81.90**	**81.80**	**(0.10)**

Electric - Capital Projects

MAJOR PROJECTS

This budget provides funds for the capital improvements in the Electric Utility.

HIGHLIGHTS / GOALS

Funding of projects identified in the Capital Improvement Program will require the presentation of a ballot issue to voters during FY 2011. Projects funded with enterprise revenue are included in this budget. Additional project funding will depend on the outcome of the proposed ballot issue.

FISCAL IMPACT

This includes the major capital improvements that are outlined in our Capital Improvement Program.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 1,271,183	$ 1,000,000	$ 1,000,000	$ 800,000	(20.0%)
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.	92,306	990,000	990,000	170,000	(82.8%)
Capital	6,615,422	31,378,796	31,378,796	3,180,000	(89.9%)
Other	0	0	0	0	
Total	$ **7,978,911**	$ **33,368,796**	$ **33,368,796**	$ **4,150,000**	**(87.6%)**

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Convention and Tourism Fund

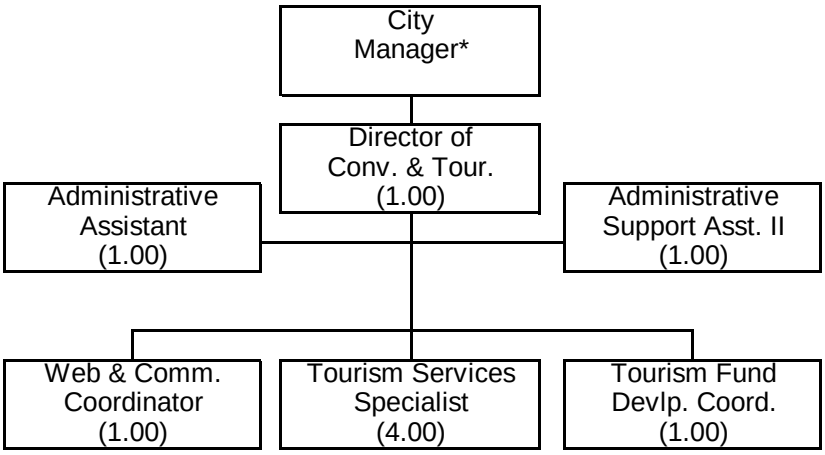
City of Columbia

Columbia, Missouri

City of Columbia - Convention and Tourism

9.00 FTE Positions

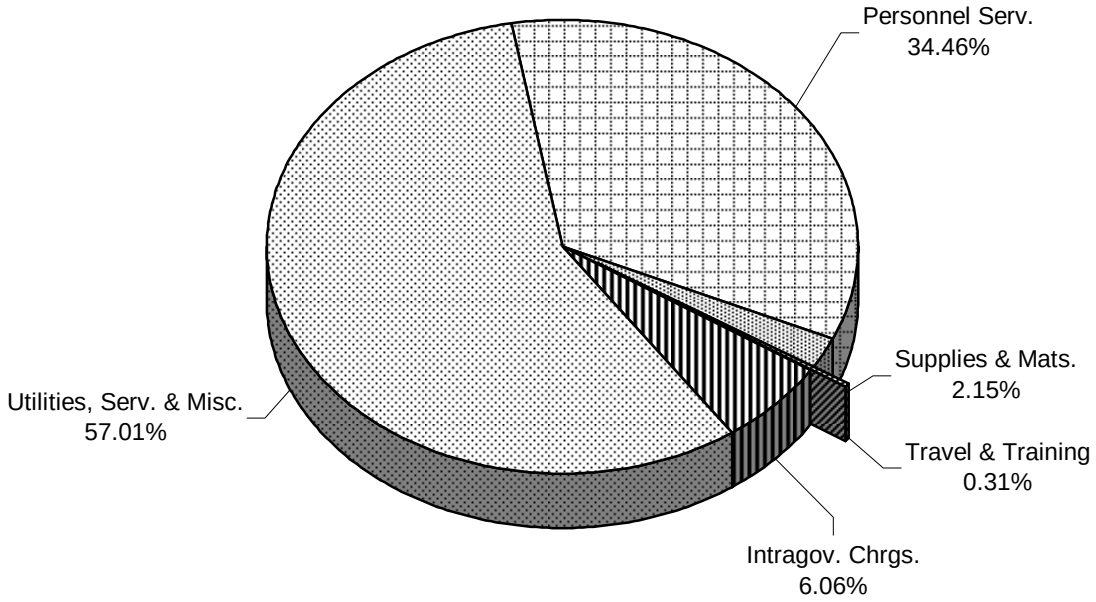
Director of Convention & Tourism:
Lorah Steiner
Description:
Promotes Columbia as a tour destination.
Contact Number:
573-875-1231



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

Convention & Tourism Fund

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 546,488	$ 607,179	$ 545,224	$ 606,664	(0.1%)
Supplies & Materials	31,924	42,265	42,359	37,850	(10.4%)
Travel & Training	5,477	9,200	6,987	5,477	(40.5%)
Intragovernmental Charges	89,651	104,081	104,081	106,752	2.6%
Utilities, Services & Misc.	1,049,262	995,529	945,634	1,003,559	0.8%
Capital	0	0	0	0	
Other	63,096	0	12,000	0	
Total	**1,785,898**	**1,758,254**	**1,656,285**	**1,760,302**	**0.1%**
Summary					
Operating Expenses	1,722,802	1,758,254	1,644,285	1,760,302	0.1%
Non-Operating Expenses	63,096	0	12,000	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **1,785,898**	$ **1,758,254**	$ **1,656,285**	$ **1,760,302**	**0.1%**

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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 gross receipts tax revenue declined by more than 15% in FY 2009. The second quarter of FY 2010 is showing signs of recovery although not to pre-recession levels. We are budgeting 2011 revenues flat with 2010 as the tourism industry is still somewhat fragile. It is very dependent upon the state of the economy, recovery in manufacturing and service industry sectors, gas prices and the unemployment rate. Industry projections for 2011 are 2-3% growth in occupancy. We are budgeting for no growth but hoping that the projections are correct.

2011 marketing initiatives included a $104,000 cooperative marketing campaign which will focus, primarily, on a state-wide radio campaign promoting Columbia's festivals and our reputation as a dining and entertainment destination.

In FY 2011 the CVB will contract for the development of earned media. Earned media is media that is generated at no cost to the CVB. This may be through articles by travel writers, magazine articles or newspaper coverage of some aspect of Columbia's tourism product. Earned media has nine times the value of placed media (advertising).

Work on arts tourism development over the past decade is evident in the overall increase in arts initiatives, press coverage and arts based activities. Many of our cultural assets face critical funding deficits and many have greatly reduced services, staffing and hours of operation. Our challenge is to maintain the viability of our cultural assets until the economy rebounds.

Goals in 2011 include: Meet or exceed 2010 room night production of 20,000 room nights. Meet or exceed current 90.7% excellent rating on post convention surveys. Increase social, military, religious and fraternal organization bookings by 3%. Generate a minimum of $150,000 in earned media. Increase group tours by 10%.

Web and Communications
E-news letters are now sent to our hospitality community as well as our clients. Video has been added to our website. The CVB is now able to monitor earned media (non-paid media) through our subscription to Cision. We also participate in a pay-per-click program through the Missouri Division of Tourism. Our Twitter followers now exceed 1800 and we have over 350 facebook fans. We're working with the University Missouri's School of Journalism on a smart phone application which will provide guided tours of Columbia's downtown and campus.

Primary focus for 2011 includes: Community newsletter, quality You Tube videos of local attractions and leisure activities, and more real time promotions of local events and festivals.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Operations	9.00	9.00	9.00	9.00	
Tourism	0.00	0.00	0.00	0.00	
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**	

**** Performance Measurements are located on page 595 in the appendix.***

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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

FY 2011 Goals: Long-term Investments for the Public Good and Managing Costs and Services

We have adjusted our budget for FY 2011 to allow for the reinstatement of the Administrative Support Assistant II which was left vacant in 2009 and 2010. This will relieve the Administrative Assistant's position of a great deal of additional work and give support to the Web and Communications position which has grown in scope and the volume of work delegated to it.

We continue to support the operations and development of the Columbia Regional Airport. Our marketing support in 2009 and 2010 decreased due to the airport's successful application for federal funds designated for advertising and marketing. The status of those funds for 2011 is in question. We will incorporate the airport into our marketing and promotions whenever possible if federal funding is not available.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 546,488	$ 607,179	$ 545,224	$ 606,664	(0.1%)
Supplies and Materials	31,924	42,265	42,359	37,850	(10.4%)
Travel and Training	5,477	9,200	6,987	5,477	(40.5%)
Intragovernmental Charges	89,651	104,081	104,081	106,752	2.6%
Utilities, Services, & Misc.	610,980	590,529	574,718	598,559	1.4%
Capital	0	0	0	0	
Other	53,096	0	0	0	
Total	**$ 1,337,616**	**$ 1,353,254**	**$ 1,273,369**	**$ 1,355,302**	**0.2%**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
8950 - Director Convention & Tourism	1.00	1.00	1.00	1.00	
4350 - Web & Communication Coord.	1.00	1.00	1.00	1.00	
4300 - Tourism Services Specialist	5.00	5.00	5.00	5.00	
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	**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**	

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. In 2007, the program was divided into three separate funds: Festival and Events, Attraction Development and Sports Development.

HIGHLIGHTS / SIGNIFICANT CHANGES

Tourism Development Fund (TDP)

- In 2009, the Council approved the creation of the Signature Series for the Tourism Development Program's Festival and Events fund. Signature Series events are those which have been funded through the TDP for a minimum of five years; have been excellent stewards of TDP funds and have a proven ability to attract out of market visitors and generate overnight visitation. The Signature Series has allowed us to stabilize funding for those long-lasting, high quality events.

- The recession created financial difficulties for our existing and developing attractions. Loss of federal funds, along with declining contributions, has created challenges that in some cases could not be overcome. We have and will continue to make every effort to assist our attraction base with advertising and marketing support.

- In 2011, our goal is to better define the mission of the Attraction Development Fund and what attractions might be the best fit for Columbia. We propose doing this through a dialogue with the community either in the form of a Charrette or another structured feed-back process.

- Our Sports Development Fund (SDF) has produced more than 25,000 room nights since its inception and is one of our most successful programs. In 2009 we began attending TEAMS with the Missouri Association of Convention and Visitors Bureaus. The tradeshow offers us the opportunity to meet with sports event planners from across the country. We have booked several events following the tradeshows.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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.	438,282	405,000	370,916	405,000	0.0%
Capital	0	0	0	0	
Other	10,000	0	12,000	0	
Total	**$ 448,282**	**$ 405,000**	**$ 382,916**	**$ 405,000**	**0.0%**

AUTHORIZED PERSONNEL

	Actual FY 2008	Budget FY 2009	Estimated FY 2009	Proposed FY 2010	Position Changes
There are no personnel assigned to this budget.					

Office of Sustainability Fund

City of Columbia

Columbia, Missouri

City of Columbia - Office of Sustainability

1.00 FTE Positions

Office of Sustainability:
Barbara Buffaloe
Description: Promotes Sustainability and energy efficiency in City operations and the community. Manages the Energy Efficiency and Conservation Block Grant.
Contact Number:
573-817-5025

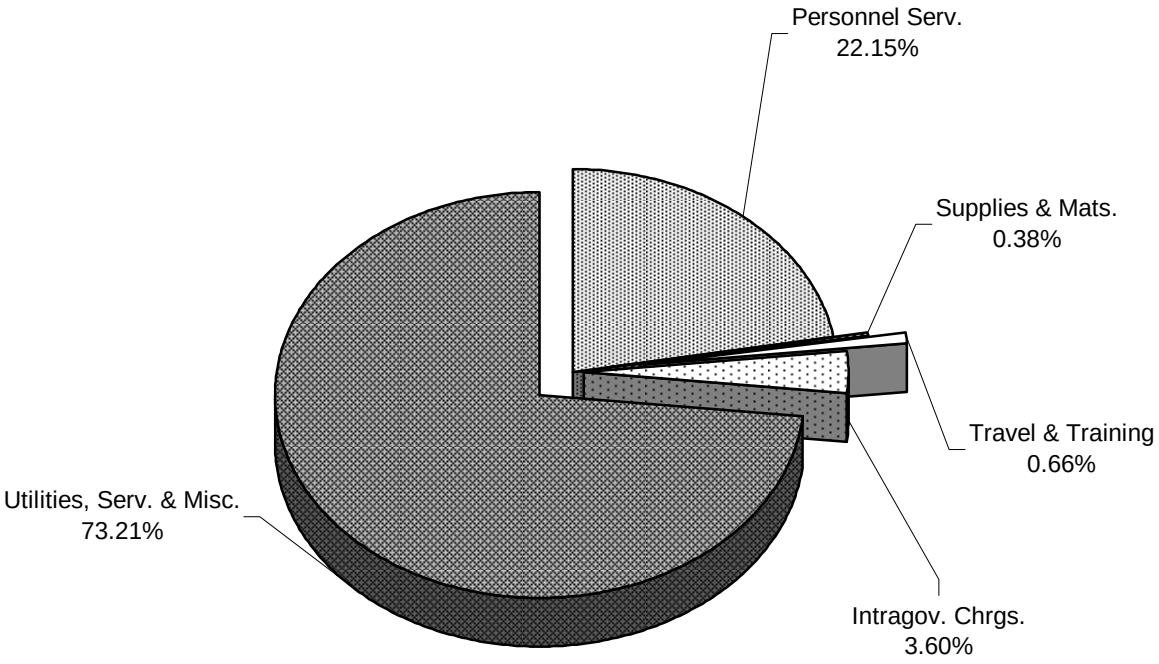
City Manager*

Sustainability Manager (1.00)

* Positions not included in the Office of Sustainability's FTE count.

Office of Sustainability

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 52,544	$ 47,312	$ 87,373	66.3%
Supplies & Materials	0	5,275	4,385	1,500	(71.6%)
Travel & Training	0	2,600	2,000	2,600	0.0%
Intragovernmental Charges	0	25,300	25,300	14,189	(43.9%)
Utilities, Services & Misc.	0	211,649	201,649	288,711	36.4%
Capital	0	0	0	323,025	
Other	0	0	0	0	
Total	**0**	**297,368**	**280,646**	**717,398**	**141.2%**
Summary					
Operating Expenses	0	297,368	280,646	394,373	32.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	323,025	
Capital Projects	0	0	0	0	
Total Expenses	$ **0**	$ **297,368**	$ **280,646**	$ **717,398**	**141.2%**

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DEPARTMENT DESCRIPTION

The Office of Sustainability was implemented in FY 2010 to further implement Resolution 160-06 A endorsing the U.S. Mayors Climate Protection Agreement and to set forth a road map for sustainability and energy efficiency in the community. As part of that overall plan, it was felt important to have a department and staff dedicated to spearheading all of the sustainability efforts for the community. This will ensure that all areas of the local government and community are working together to reach the same goals guided by this department and staff.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The City received a Department of Energy Stimulus Block Grant in the later part of FY 2009 with partial funding for a Sustainability Manager. This department will be responsible for planning, directing, coordinating and integrating short and long term sustainable comprehensive action plans, resource conservation, and related sustainability programs, personnel and operations to advance a more sustainable, vital and well planned future for Columbia.

Department will direct, plan, organize, integrate, and evaluate the activities related to sustainability and develop appropriate processes and monitoring and tracking systems that include life cycle and cost/benefit analyses as well as coordinate the Building a Sustainable Columbia Steering Committee and Community Wide Planning Process. The Manager of Sustainability will be responsible for coordinating and directing development and writing of Building a Sustainable Columbia Action Plan for the Community and City Owned Facilities.

Department will write and administer sustainable related grant applications/awards; coordinate development and establishment of green house gas (GHG), Energy and other Sustainable Targeted Reduction Goals; coordinate and integrate city facility and community wide public outreach and education programs/public forums; develop, track, monitor and measure verifiable and replicable data to achieve reduction goals in all city owned facilities and communitywide.

Significant in 2011 is funding from the Department of Energy to coordinate retrofitting of city facilities to achieve green house gas (GHG), energy and other sustainable targeted reduction goals. Department will direct and oversee preparation of analyses and recommendations regarding policy issues with regards to sustainability and long range plans.

Department will assume a high degree of cross-functional interactions with departments, particularly Public Works and Water & Light as well as the City Manager's Office, alignment of efforts with the state, federal government, University of Missouri, other institutions of higher education and residents.

Anticipated Outcomes/Benefits:

- Demonstrate that the City of Columbia is taking a proactive approach to managing their environmental impacts across a range of disciplines, such as energy, waste management, and transportation for the entire community.
- GHG and energy reduction goals will be achieved and cost savings realized as a result of the efforts of this department.
- Columbia will have a verifiable and replicable Sustainable Action Plan for other communities to model.
- Columbia will be able to share guidance and best practices with the state and other municipalities.
- Through education, public communication, and outreach the community will be aware of sustainable best practices.
- Implement related Imagine Columbia's Future goals and strategies.
- Funding of position for three years with City, block grant funding and savings to be reviewed upon completion of that time period.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
9915 - Sustainability Manager	0.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	0.00	0.25	0.00	0.00	
Total Personnel	**0.00**	**1.25**	**1.00**	**1.00**	
Permanent Full-Time	0.00	1.25	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**0.00**	**1.25**	**1.00**	**1.00**	

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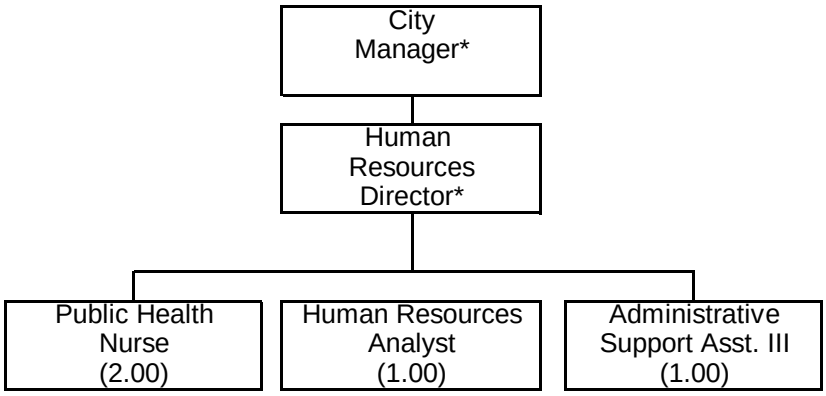
Employee Benefit Fund

City of Columbia

Columbia, Missouri

City of Columbia - Employee Benefit Fund

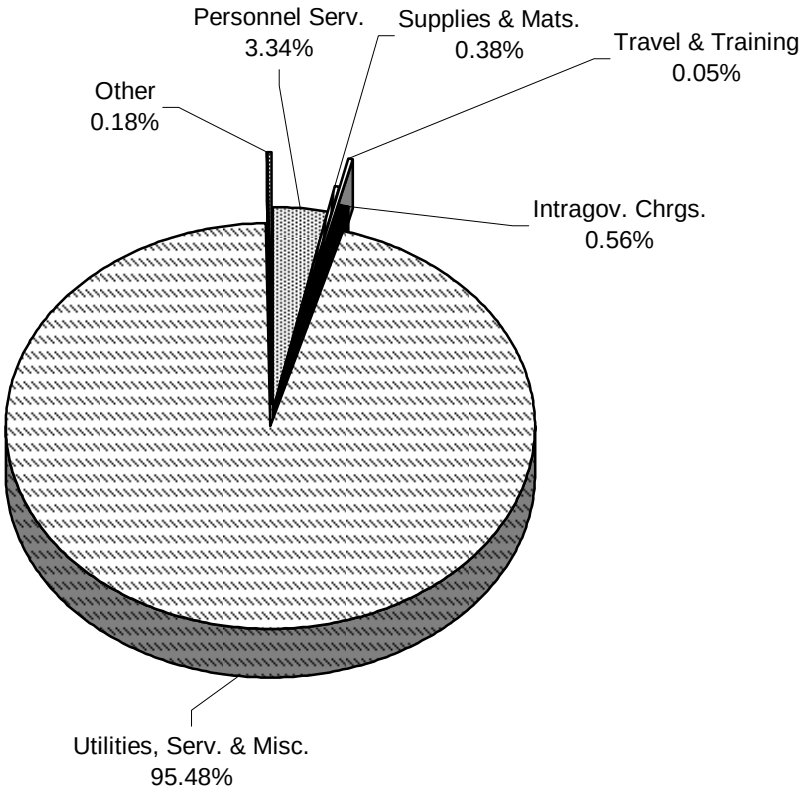
4.00 FTE Positions



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

Employee Benefit Fund

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 251,714	$ 407,462	$ 338,805	$ 406,098	(0.3%)
Supplies & Materials	30,403	59,770	44,675	46,525	(22.2%)
Travel & Training	2,427	8,075	5,865	5,845	(27.6%)
Intragovernmental Charges	66,506	70,203	70,203	68,681	(2.2%)
Utilities, Services & Misc.	12,508,223	11,975,965	11,976,098	11,608,015	(3.1%)
Capital	0	0	0	0	
Other	21,916	21,868	21,868	21,868	0.0%
Total	**12,881,189**	**12,543,343**	**12,457,514**	**12,157,032**	**(3.1%)**
Summary					
Operating Expenses	12,859,273	12,521,475	12,435,646	12,135,164	(3.1%)
Non-Operating Expenses	21,916	21,868	21,868	21,868	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **12,881,189**	$ **12,543,343**	$ **12,457,514**	$ **12,157,032**	**(3.1%)**

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DEPARTMENT DESCRIPTION

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. 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 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, and enrollment audits will be completed. The impact of OPEB/GASB 45 on retiree health plan participation is evaluated annually. The City implemented changes in 2008 that significantly reduced this liability.

Employee health and wellness programs that target prevention/reduction of chronic health conditions are a primary focus of the Employee Health unit. Activities include an annual health fair, Weight Watchers At Work, physical activity challenges, employee exercise classes at the ARC and access to health screening services every two years. A pilot program for employee discounted memberships at the ARC was implemented in 2010. Data from that program will be used to develop recommendations for employee incentives in the future with the goal to decrease health claims costs of wellness program participants.

Employee education and information sessions on benefit plans have been expanded. Additional benefit fact sheets have been placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2011.

Drug and alcohol testing for new and federally-mandated employees is a function of this program. Automated External Defibrillators (AED) devices have been installed in all City work locations, including Water and Light Department line trucks and at the transload facility. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees were recertified in 2010. An Employee Health/Wellness fee is charged to all departments to cover the cost of the Employee Health operations.

This budget includes full funding for the required contribution for post-employment benefits liability as defined in OPEB-GASB statement 45.

A position was added in FY 2009 to analyze and manage health and wellness plans data, work with the City's benefits consultant and prepare management reports. A comprehensive audit of eligibility and enrollment has been completed of the medical, dental, prescription drug and life insurance plans.

Research and recommendations for providing Health Savings Accounts (HSAs) and Health Retirement Accounts (HRAs), or similar options, are being developed.

Additional wellness programs will developed to provide employees opportunities to improve their health.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7503 - Public Health Nurse	2.00	2.00	2.00	2.00	
4603 - Human Resources Coord.	1.00	0.00	0.00	0.00	
4601 - Human Resources Analyst	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
Total Personnel	**4.00**	**4.00**	**4.00**	**4.00**	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.00**	**4.00**	**4.00**	**4.00**	

**** Performance Measurements are located on page 596 in the appendix.***

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Information Technologies Fund

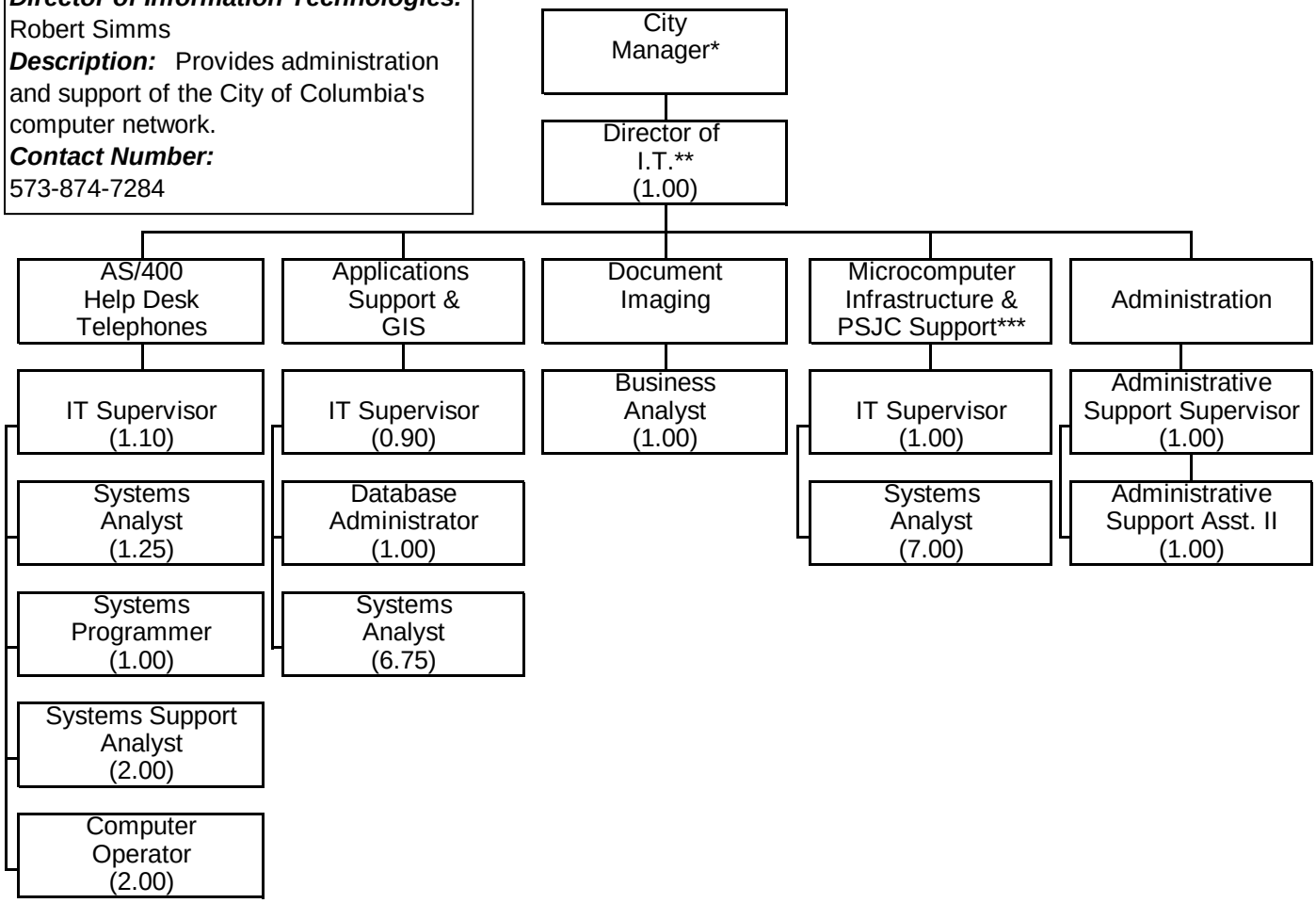
City of Columbia

Columbia, Missouri

City of Columbia - Information Technologies

28.00 FTE Positions

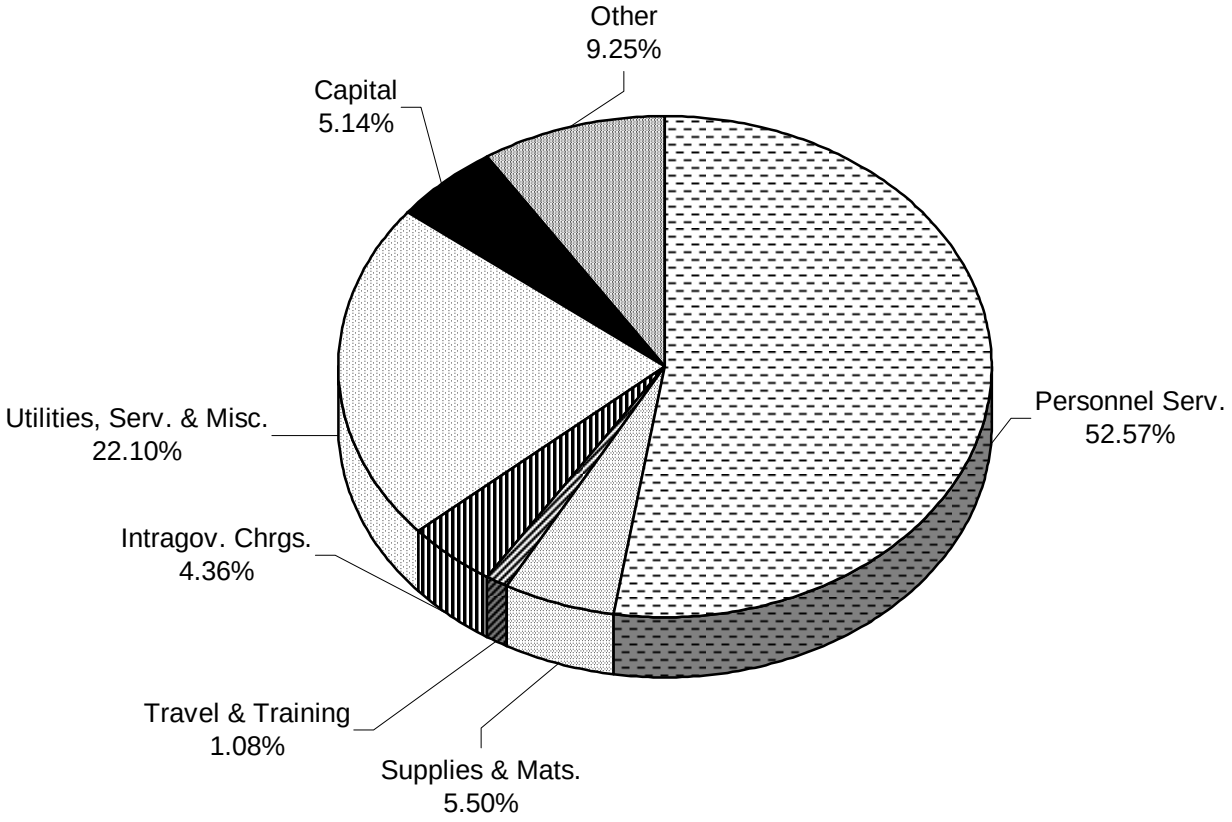
Director of Information Technologies:
Robert Simms
Description: Provides administration and support of the City of Columbia's computer network.
Contact Number:
573-874-7284



* Position not included in Information Technologies's FTE count.
** IT - Information Technologies
*** PSJC - Public Safety Joint Communications

Information Technologies Fund

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 2,092,835	$ 2,419,883	$ 2,292,050	$ 2,401,336	(0.8%)
Supplies & Materials	294,492	435,487	286,482	251,275	(42.3%)
Travel & Training	38,988	126,781	98,337	49,476	(61.0%)
Intragovernmental Charges	166,848	175,351	175,351	199,010	13.5%
Utilities, Services & Misc.	884,273	1,321,089	1,146,270	1,009,658	(23.6%)
Capital	271,084	196,538	196,538	234,577	19.4%
Other	274,092	453,446	422,340	422,340	(6.9%)
Total	**4,022,612**	**5,128,575**	**4,617,368**	**4,567,672**	**(10.9%)**
Summary					
Operating Expenses	3,477,436	4,478,591	3,998,490	3,910,755	(12.7%)
Non-Operating Expenses	274,092	453,446	422,340	422,340	(6.9%)
Debt Service	0	0	0	0	
Capital Additions	271,084	196,538	196,538	234,577	19.4%
Capital Projects	0	0	0	0	
Total Expenses	$ **4,022,612**	$ **5,128,575**	$ **4,617,368**	$ **4,567,672**	**(10.9%)**

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INFORMATION TECHNOLOGIES FUND

DEPARTMENT DESCRIPTION

Information Technologies (I.T.) is responsible for support and administration of AS/400 midrange computers, 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

During FY2010, the I.T. Department relocated the City's main data center to the new Government Center. Over 100 servers were moved to the new data center. The Help Desk moved approximately 250 PCs and phones in one week to move employees to their new office areas.

Priorities for the new year include moving employees back into the historic Daniel Boone building including the entire Water & Light Department from the Williams-Keeper building.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7950 - Director of Information Technologies	1.00	1.00	1.00	1.00	
7930 - Business Analyst	1.00	1.00	1.00	1.00	
7926 - Information Technologies Supervisor	3.00	3.00	3.00	3.00	
7924 - Database Administrator	1.00	1.00	1.00	1.00	
7922 - Systems Analyst	14.00	15.00	15.00	15.00	
7921 - Systems Programmer	1.00	1.00	1.00	1.00	
7911 - Systems Support Analyst	1.00	2.00	2.00	2.00	
7910 - Computer Operator	2.00	2.00	2.00	2.00	
4203 - Management Support Specialist	1.00	1.00	1.00	1.00	
1002 - Administrative Support Asst. II	1.00	1.00	1.00	1.00	
Total Personnel	**26.00**	**28.00**	**28.00**	**28.00**	
Permanent Full-Time	26.00	28.00	28.00	28.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**26.00**	**28.00**	**28.00**	**28.00**	

**** Performance Measurements are located on page 597 in the appendix.***

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Public
Communications Fund

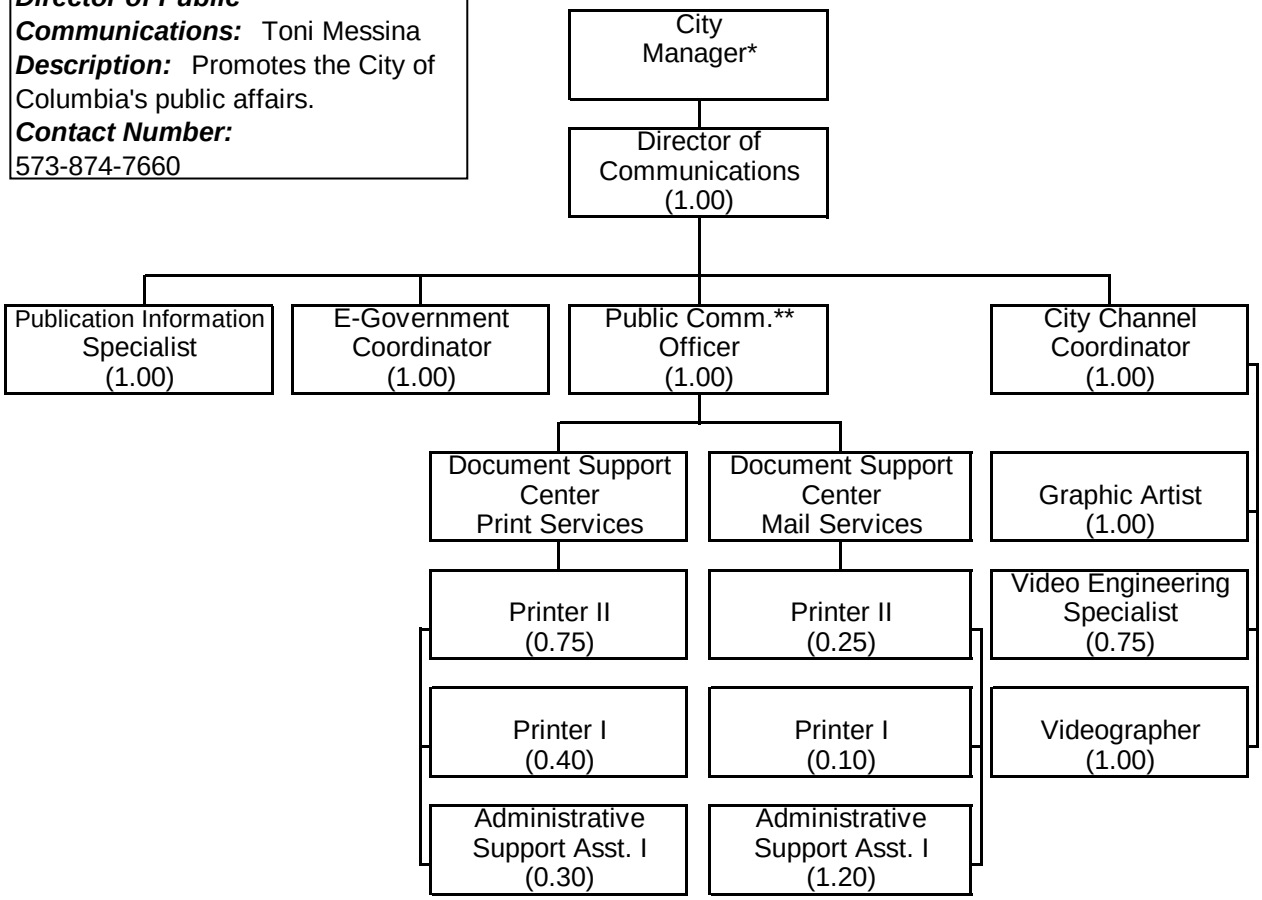
City of Columbia

Columbia, Missouri

City of Columbia - Public Communications

10.75 FTE Positions

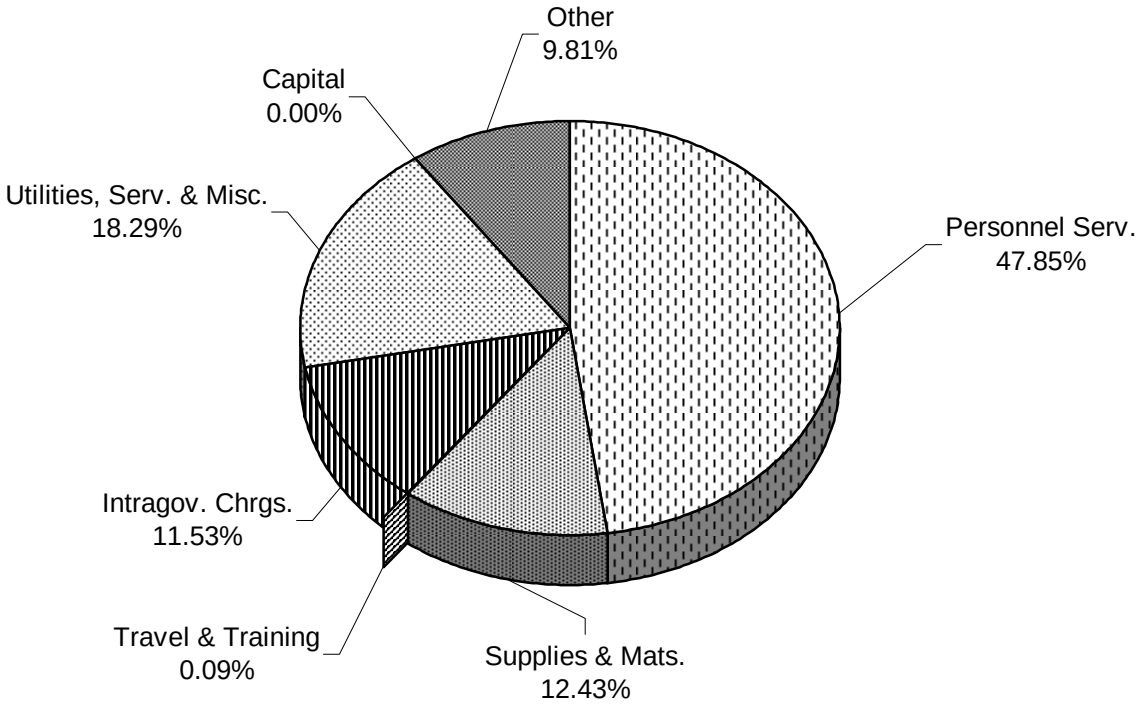
Director of Public Communications: Toni Messina
Description: Promotes the City of Columbia's public affairs.
Contact Number: 573-874-7660



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

Public Communications Fund

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 856,419	$ 794,110	$ 801,224	$ 809,794	2.0%
Supplies & Materials	203,369	270,212	227,951	210,269	(22.2%)
Travel & Training	5,421	4,850	3,350	1,575	(67.5%)
Intragovernmental Charges	161,801	186,872	186,872	195,097	4.4%
Utilities, Services & Misc.	362,016	364,263	350,304	309,510	(15.0%)
Capital	26,229	21,200	21,200	0	(100.0%)
Other	39,805	167,662	166,034	166,034	(1.0%)
Total	**1,655,060**	**1,809,169**	**1,756,935**	**1,692,279**	**(6.5%)**
Summary					
Operating Expenses	1,572,304	1,620,307	1,569,701	1,526,245	(5.8%)
Non-Operating Expenses	56,527	167,662	166,034	166,034	(1.0%)
Debt Service	0	0	0	0	
Capital Additions	26,229	21,200	21,200	0	(100.0%)
Capital Projects	0	0	0	0	
Total Expenses	$ **1,655,060**	$ **1,809,169**	$ **1,756,935**	$ **1,692,279**	**(6.5%)**

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PUBLIC COMMUNICATIONS FUND - SUMMARY

DEPARTMENT DESCRIPTION

The Public Communications Department provides direct technical and consultation services for City agencies, City Council and the public. Its umbrella covers coordination of communications strategies; web-based, print and broadcast outlets; and central document support services. It has become increasingly responsible for operation and facilitation of the City's communications network (excluding telecommunications) and meeting facilities.

DEPARTMENT OBJECTIVES

To increase opportunities for citizens to communicate with City government; improve the clarity, consistency and timeliness of City communications, both internally and with external constituencies; to provide high-quality service that helps all aspects of communications; to facilitate improved customer and citizen service.

DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, significant, continuing achievements include support for short- and long-term public information campaigns and events; an annually updated Citizens Handbook; new online services for the public and City employees; and increased overall output through all the outlets the department administers. Tasks and challenges for FY 2011 include adjustment to an increasingly paperless environment; greater reliance on electronic communications; relocation of some staff to offices in the restored Daniel Boone portion of City Hall; improving internal and external customer perception and experience with the City of Columbia; and continually seeking cost and work efficiencies.

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
Public Communications Office	4.00	3.00	3.00	3.00	
E-Government	1.00	1.00	1.00	1.00	
Print Services	1.45	1.45	1.45	1.45	
Mail Room	1.55	1.55	1.55	1.55	
City Channel	3.75	3.75	3.75	3.75	
Total Personnel	**11.75**	**10.75**	**10.75**	**10.75**	
Permanent Full-Time	10.00	9.00	9.00	9.00	
Permanent Part-Time	1.75	1.75	1.75	1.75	
Total Permanent	**11.75**	**10.75**	**10.75**	**10.75**	

**** Performance Measurements are located on page 598 in the appendix.***

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Public Communications - Public Communications Office

675-0910 to 675-0914

DESCRIPTION

Staff is available to support any City agency with services that enhance communications with internal and external audiences. Services include publications, graphic design, news writing and editing, event planning, ad copywriting, photography, consultation on communications strategies, news media relations and coordination of responses to requests for public records. Administrative support is provided for special programs, standing and ad hoc committees, for City Council members and for City Manager initiatives.

HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, Staff created a paperless employee newsletter; hosted Republic of Georgia officials using Columbia government as a democratic model; helped boost Columbia's 2010 Census response rate; launched a free, wireless alert service; and helped support major City events with media and materials. In FY 2010, the Neighborhood Response Coordinator transferred to the new Office of Neighborhood Services, putting our department's focus squarely on communications. In the FY 2011 no-growth budget environment, Public Communications will continue to add value for its internal customers by stabilizing costs, increasing efficiency, building on existing relationships with City departments, filling service gaps and adopting needed communications policies. The budget includes funds for a citizen survey, and the department will research opportunities to set up a central calling and online information center.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 306,267	$ 250,687	$ 250,627	$ 252,865	0.9%
Supplies and Materials	65,373	63,416	63,804	62,850	(0.9%)
Travel and Training	3,746	1,700	1,900	825	(51.5%)
Intragovernmental Charges	77,274	93,720	93,720	95,303	1.7%
Utilities, Services, & Misc.	234,906	273,405	269,785	268,470	(1.8%)
Capital	0	0	0	0	
Other	0	9,565	9,565	9,565	0.0%
Total	$ **687,566**	$ **692,493**	$ **689,401**	$ **689,878**	**(0.4%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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	
4802 - Publications Information Specialist	1.00	1.00	1.00	1.00	
4104 - Neighborhood Coordinator*	1.00	0.00	0.00	0.00	
Total Personnel	**4.00**	**3.00**	**3.00**	**3.00**	
Permanent Full-Time	4.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	**4.00**	**3.00**	**3.00**	**3.00**	

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

In FY 2010, the division helped launch two services for the Police Department…viewing and mapping of 24-hour delayed responses to incidents and interactive and searchable crime statistics mapping; helped the Finance Department implement paperless utility billing; helped the City Manager's office create an online Vision implementation tracker; and other services. Tasks and challenges for FY 2011 include accommodating increasing internal and external demands for services; redesigning the City website; placing more information online as the use of paper diminishes; guiding the Public Communications Department's records management strategies; and improving citizen services through use of the City website.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 67,450	$ 67,620	$ 67,440	$ 67,521	(0.1%)
Supplies and Materials	33	1,570	1,082	920	(41.4%)
Travel and Training	1,150	1,700	1,000	300	(82.4%)
Intragovernmental Charges	4,483	4,212	4,212	4,453	5.7%
Utilities, Services, & Misc.	484	4,067	520	520	(87.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	$ **73,600**	$ **79,169**	$ **74,254**	$ **73,714**	**(6.9%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	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

675-0920 to 675-0929

DESCRIPTION

As part of the Document Support Center, Print Services supports all City agencies by providing high-speed copies and binding; perforating, drilling, folding, inserter, scanning and shredding services. City agencies pay reasonable costs for these functions.

HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, Print Services changed its business model to adjust to an increasingly paperless environment. New scanning and shredding services satisfy the City's growing need for appropriate records management and disposition, replace some of the income lost to electronic publications and require new skills. Staff developed improved job and revenue tracking systems. During FY 2011, basic copying services will be maintained to meet internal needs, and scanning services are expected to accelerate. Staff will move from the City Hall addition to permanent space in the restored Daniel Boone Building and will continue to adopt cost-savings and efficiencies.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 70,165	$ 73,685	$ 73,325	$ 74,010	0.4%
Supplies and Materials	12,112	17,250	18,663	18,170	5.3%
Travel and Training	0	350	350	350	0.0%
Intragovernmental Charges	37,946	42,710	42,710	33,023	(22.7%)
Utilities, Services, & Misc.	35,478	27,160	28,897	22,340	(17.7%)
Capital	11,404	0	0	0	
Other	21,336	87,147	84,977	84,977	(2.5%)
Total	$ **188,441**	$ **248,302**	$ **248,922**	$ **232,870**	**(6.2%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7810 - Printer I	0.40	0.40	0.40	0.40	
7809 - Printer II	0.75	0.75	0.75	0.75	
1001 - Admin. Support Assistant I	0.30	0.30	0.30	0.30	
Total Personnel	**1.45**	**1.45**	**1.45**	**1.45**	
Permanent Full-Time	0.75	0.75	0.75	0.75	
Permanent Part-Time	0.70	0.70	0.70	0.70	
Total Permanent	**1.45**	**1.45**	**1.45**	**1.45**	

Public Communications - Mail Services

675-0930 to 675-0939

DESCRIPTION

As part of the Document Support Center, Mail Services supports City agencies by providing central and off-site pickup 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 functions.

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 and price structures. Challenges for FY 2011 include accommodating more in-house mail customers as City departments move to the restored Daniel Boone Building; maintaining seamless service during the division's own move to permanent space in the restored structure; and adjusting to changed practices as customers rely more on electronic transmissions.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 62,681	$ 63,278	$ 63,076	$ 63,477	0.3%
Supplies and Materials	98,666	143,520	93,106	99,475	(30.7%)
Travel and Training	0	100	100	100	0.0%
Intragovernmental Charges	3,026	3,038	3,038	3,188	4.9%
Utilities, Services, & Misc.	6,669	9,182	8,061	7,672	(16.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
Total	**$ 171,042**	**$ 219,118**	**$ 167,381**	**$ 173,912**	**(20.6%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
7810 - Printer I	0.10	0.10	0.10	0.10	
7809 - Printer II	0.25	0.25	0.25	0.25	
1001 - Admin. Support Assistant I	1.20	1.20	1.20	1.20	
Total Personnel	**1.55**	**1.55**	**1.55**	**1.55**	
Permanent Full-Time	1.25	1.25	1.25	1.25	
Permanent Part-Time	0.30	0.30	0.30	0.30	
Total Permanent	**1.55**	**1.55**	**1.55**	**1.55**	

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 updates; and special meetings and news conferences on Council 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 and other services.

HIGHLIGHTS / SIGNIFICANT CHANGES

In FY 2010, in addition to its regular broadcast duties, the City Channel played a significant role in designing, engineering, equipping and operating meeting and broadcast space in the City Hall addition. This work resulted in a City Council Chamber that accommodates Council members, City officials, news media, presenters and audience members with updated audio-visual technology. The City Channel also manages new meeting facilities for large and small groups using City Hall. Tasks and challenges for FY 2011 include continually adding value to internal and external customers' experience with the City Channel, in all of its functions.

BUDGET DETAIL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 349,856	338,840	346,756	351,921	3.9%
Supplies and Materials	27,185	44,456	51,296	28,854	(35.1%)
Travel and Training	525	1,000	0	0	(100.0%)
Intragovernmental Charges	39,072	43,192	43,192	59,130	36.9%
Utilities, Services, & Misc.	84,479	50,449	43,041	10,508	(79.2%)
Capital	14,825	21,200	21,200	0	(100.0%)
Other	18,469	70,950	71,492	71,492	0.8%
Total	$ **534,411**	$ **570,087**	$ **576,977**	$ **521,905**	**(8.5%)**

AUTHORIZED PERSONNEL

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
9934 - Video Engineering Specialist	0.75	0.75	0.75	0.75	
9932 - Videographer	1.00	1.00	1.00	1.00	
9931 - City Channel Coordinator	1.00	1.00	1.00	1.00	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
Total Personnel	**3.75**	**3.75**	**3.75**	**3.75**	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	**3.75**	**3.75**	**3.75**	**3.75**	

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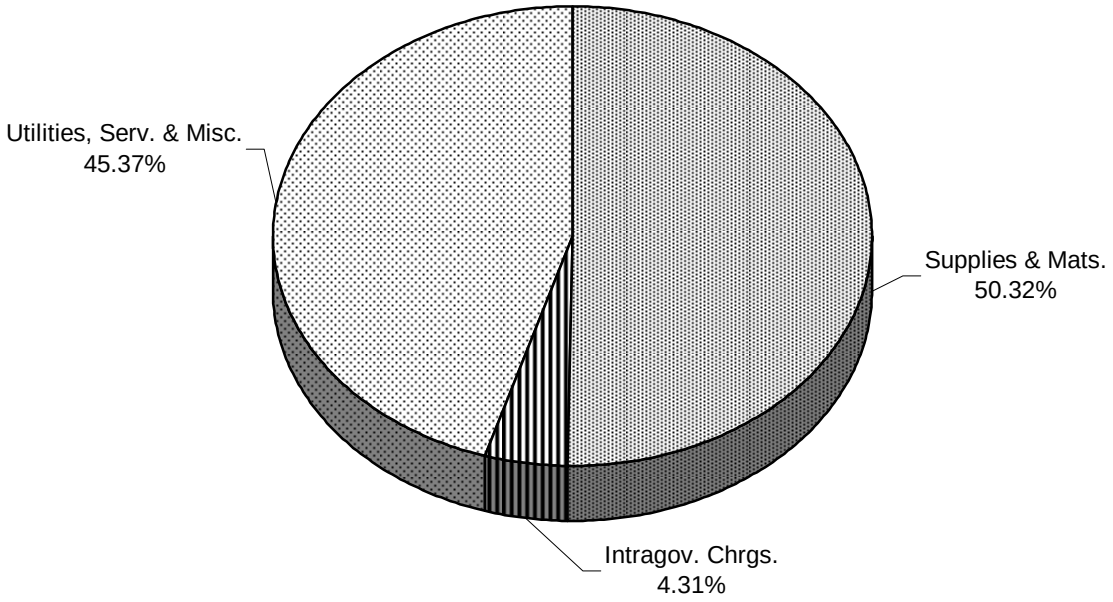
Contributions Fund

City of Columbia

Columbia, Missouri

Contributions Fund

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	1,594	6,100	6,150	6,100	0.0%
Travel & Training	0	0	0	0	
Intragovernmental Charges	555	538	538	522	(3.0%)
Utilities, Services & Misc.	2,216	5,500	5,100	5,500	0.0%
Capital	0	0	0	0	
Other	63,655	82,790	82,790	75,000	(9.4%)
Total	**68,020**	**94,928**	**94,578**	**87,122**	**(8.2%)**
Summary					
Operating Expenses	4,365	12,138	11,788	12,122	(0.1%)
Non-Operating Expenses	63,655	82,790	82,790	75,000	(9.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **68,020**	$ **94,928**	$ **94,578**	$ **87,122**	**(8.2%)**

CONTRIBUTIONS FUND - SUMMARY

DEPARTMENT 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. 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 FY 2006, the New Century Fund holds the endowment fund for future repairs and maintenance.

Share the Light has received approximately $112,000 in donations since beginning in the summer of 2001. More than $87,000 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 2009.

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
There are no personnel assigned to this budget.					

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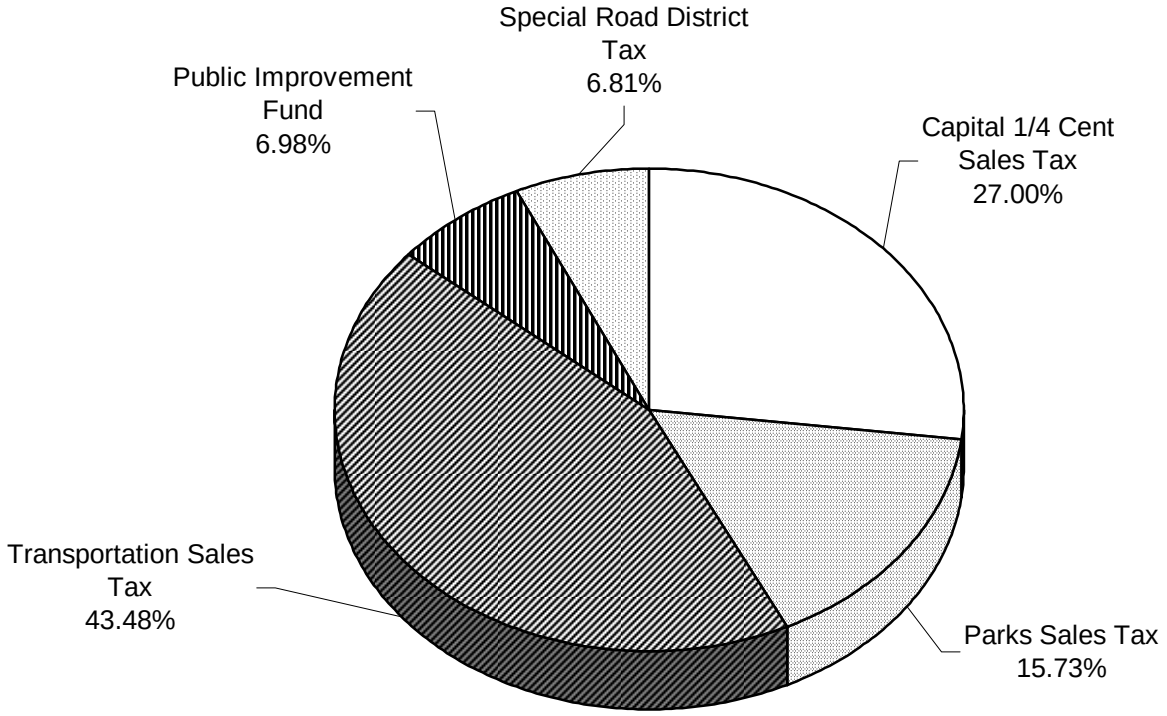
Other Special Revenue Funds

City of Columbia

Columbia, Missouri

Other Special Revenue Funds

FY 2011



APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Capital 1/4 Cent Sales Tax	$ 3,000,625	$ 3,682,000	$ 5,488,056	$ 6,000,250	63.0%
Parks Sales Tax	4,590,551	4,915,974	4,915,974	3,496,404	(28.9%)
Transportation Sales Tax	9,419,368	9,465,971	9,465,971	9,664,375	2.1%
Public Improvement Fund	2,414,085	745,184	745,184	1,551,664	108.2%
Special Road District Tax	4,268,925	1,513,425	1,513,425	1,513,425	0.0%
Total	**23,693,554**	**20,322,554**	**22,128,610**	**22,226,118**	**9.4%**

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 2011 CIP requires the use of balances in the Transportation Sales Tax, Parks Sales Tax and Special Road District Tax Funds. Staff is reviewing changes that may be necessary to the capital plans funded with the various sales taxes due to the decline in revenues. Changes, if necessary will be made in future years.

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	106,936	107,646	107,646	39,927	(62.9%)
Utilities, Services & Misc.	838	0	0	0	
Capital	0	0	0	0	
Other	23,585,780	20,214,908	22,020,964	22,186,191	9.8%
Total	**23,693,554**	**20,322,554**	**22,128,610**	**22,226,118**	**9.4%**
Summary					
Operating Expenses	107,774	107,646	107,646	39,927	(62.9%)
Non-Operating Expenses	23,585,780	20,214,908	22,020,964	22,186,191	9.8%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **23,693,554**	$ **20,322,554**	$ **22,128,610**	$ **22,226,118**	**9.4%**

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CAPITAL 1/4 CENT SALES TAX FUND

DEPARTMENT DESCRIPTION

On November 8, 2005, Columbia voters passed a ten year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2006 to December 31, 2015. The city bonded for the approved projects that 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. These revenues are used to service the debt and pay for other approved capital projects. A decline in revenue may require a change in the capital plan in future years.

RESOURCES

	Adopted FY 2011
Capital 1/4 Cent Sales Tax Receipts	$ 4,661,000
Investment Revenue	114,602
Total Resources	**4,775,602**

EXPENDITURES

Capital Projects - General Government	3,051,000
Debt Services	2,949,250
Total Expenditures	**6,000,250**
Revenues Under Expenditures	$ **(1,224,648)**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
Total	**3,000,625**	**3,682,000**	**5,488,056**	**6,000,250**	**63.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **3,000,625**	$ **3,682,000**	$ **5,488,056**	$ **6,000,250**	**63.0%**

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 a five year 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. This 1/8th cent Parks Sales Tax is due to expire in March, 2011. Voters will be asked to renew this in November, 2010. A decline in tax revenue may require the capital plan to be adjusted in future years.

RESOURCES

	Adopted FY 2011
FY 2011 Parks Sales Taxes Receipts	$ 3,851,000
Investment Revenue	0
Total Resources	**3,851,000**

EXPENDITURES

Debt Service - 2007A S.O. Notes	1,016,044
Capital Projects - General Government	780,000
General & Administrative Fee	805
General Fund	1,055,450
Recreation Services Fund	644,105
Total Expenditures	**3,496,404**
Revenues Over Expenditures	$ **354,596**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	989	962	962	805	(16.3%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	4,589,562	4,915,012	4,915,012	3,495,599	(28.9%)
Total	**4,590,551**	**4,915,974**	**4,915,974**	**3,496,404**	**(28.9%)**
Summary					
Operating Expenses	989	962	962	805	(16.3%)
Non-Operating Expenses	4,589,562	4,915,012	4,915,012	3,495,599	(28.9%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **4,590,551**	$ **4,915,974**	$ **4,915,974**	$ **3,496,404**	**(28.9%)**

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 2011
FY 2011 Transportation Sales Taxes Receipts	$ 9,322,000
Investment Revenue	12,214
Total Resources	**9,334,214**

EXPENDITURES

Airport Subsidy	1,306,195
Bus Subsidy	2,079,255
CIP	75,000
Street and Sidewalk Related	6,203,925
Total Expenditures	**9,664,375**
Revenues Under Expenditures	$ **(330,161)**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
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	9,419,368	9,465,971	9,465,971	9,664,375	2.1%
Total	**9,419,368**	**9,465,971**	**9,465,971**	**9,664,375**	**2.1%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	9,419,368	9,465,971	9,465,971	9,664,375	2.1%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **9,419,368**	$ **9,465,971**	$ **9,465,971**	$ **9,664,375**	**2.1%**

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 2011 is 4.1%.

RESOURCES

	Adopted FY 2011
FY 2011 Sales Taxes Receipts	$ 797,900
Development Fees	720,000
Investment Revenue	41,428
Total Resources	**1,559,328**

EXPENDITURES

Capital Projects - General Government	1,100,000
Engineering Transfer & Personnel to support capital program	112,975
General and Administrative Fees	39,122
Lemone Trust Debt	299,567
Total Expenditures	**1,551,664**
Revenues Over Expenditures	$ **7,664**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Personnel Services	$ 0	$ 0	$ 0	$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	105,947	106,684	106,684	39,122	(63.3%)
Utilities, Services & Misc.	838	0	0	0	
Capital	0	0	0	0	
Other	2,307,300	638,500	638,500	1,512,542	136.9%
Total	**2,414,085**	**745,184**	**745,184**	**1,551,664**	**108.2%**
Summary					
Operating Expenses	106,785	106,684	106,684	39,122	(63.3%)
Non-Operating Expenses	2,307,300	638,500	638,500	1,512,542	136.9%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **2,414,085**	$ **745,184**	$ **745,184**	$ **1,551,664**	**108.2%**

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 2011
County Revenues	$ 1,400,000
Investment Revenue	18,476
Total Resources	**1,418,476**

EXPENDITURES

Capital Projects Transfer	1,400,000
General Fund Transfer	113,425
Total Expenditures	**1,513,425**
Revenues Under Expenditures	$ **(94,949)**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
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	4,268,925	1,513,425	1,513,425	1,513,425	0.0%
Total	**4,268,925**	**1,513,425**	**1,513,425**	**1,513,425**	**0.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	4,268,925	1,513,425	1,513,425	1,513,425	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	$ **4,268,925**	$ **1,513,425**	$ **1,513,425**	$ **1,513,425**	**0.0%**

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CAPITAL PROJECTS SUMMARY

DESCRIPTION

The City prepares a five year capital plan to address the capital needs of current and future years. The Capital Improvement Plan (CIP) is coordinated by the Finance Department with assistance from 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 2011 CIP continues to implement projects identified and funded in that ballot. In addition, this plan continues to fund projects that were funded with a Sewer ballot that was approved by voters in April 2008. It was once again necessary this year to move out all Storm Water projects while the City develops a plan to finance the needs identified. In November 2008 a ballot initiative to fund capital projects for the Water utility was approved by voters for system improvement, many in the older areas of the city. An electric project ballot is anticipated in FY 2011.

MAJOR PROJECTS SCHEDULED/FUNDED FOR FY 2011:

- Continued implementation of the transportation plan approved in the 2005 ballot with major projects on Rolling Hills and a major study of Providence Burnham intersection.
- Public Safety: Includes continued funding for radio system enhancement and 2 fire trucks.
- Parks: The last year of funding of projects approved by the 2005 ballot.
- City continues to work with Special Business District to fund a portion of the downtown beautification projects.
- Water: Includes $7.3 million of 2008 ballot projects such as main upgrade on Route PP and 24" east transmission main.
- Electric: Utilizes enterprise revenues for many of the annual project needs. Identifies projects for a ballot issue anticipatied for FY 2011.
- Railroad: Includes funding for improvements to crossings and enhanced tie replacement program that is funded through a $5 per ton capital project charge paid by the electric utility on coal.
- Sewer: Includes construction for the Waste Water Treatment Plan expansion/upgrade and other ballot projects approved by the voters such as Hominy Branch Outfall and a number of private common collector elimination projects
- Solid Waste: Includes funding for Landfill Cell # 5.

BUDGET CONSIDERATIONS

Major funding sources for the City's Capital Plan continues to be Capital Sales Tax, Parks Sales Tax and Grant funds. As sales tax revenue continue to decline, the City is reviewing planned projects to determine any necessary modifications. The 1/8th Parks Sales Tax utilized for capital project funding expires in FY 2011. Staff has been working with Council to develop a list of projects to present to voters to ask for another 5 year extention in November. Other ballot issues being considered for 2011 include electric and storm water.

OPERATING IMPACT

Enterprise operations reflect an increase of 1.8% in operations primarily due to expansion of existing facilities at the landfill, parking garage and waste water treatment plant. The electric utility operations include addition cost for the operations of additional generation capacity at the Columbia Energy Center. While lease payments will decrease overall for City departments, there is an increase in operating costs for the additional space added with the government center addition and rennovation of the old Daniel Boone Building.

CAPITAL PROJECTS FUNDING SOURCES FOR FY 2011 ADOPTED BUDGET

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.
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	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.
FTA	Federal Transit Administration Capital Grant - Grant for transit related capital projects. 80% Federal; 20% Local funding.
Future Bonds **Future Financing/Ballot**	Future Bonds/Ballot - for future funding - Funds to be generated by bonds presented to the voters in the future or by other identified sources. (Future Bonds or Future Financing)
GCIF	Golf Course Improvement Fund - A $1-per-round fee collected from golfers which is set aside for improvements at the City's golf courses.
Gen Fd/PI	General Fund/Public Improvement - Local funds generated through the sales tax.
Grants	Grants - Monies received from from local, state, county or federal entities.

Abbreviations	Funding Source Descriptions
Park Sales Tax	Parks 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.
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.
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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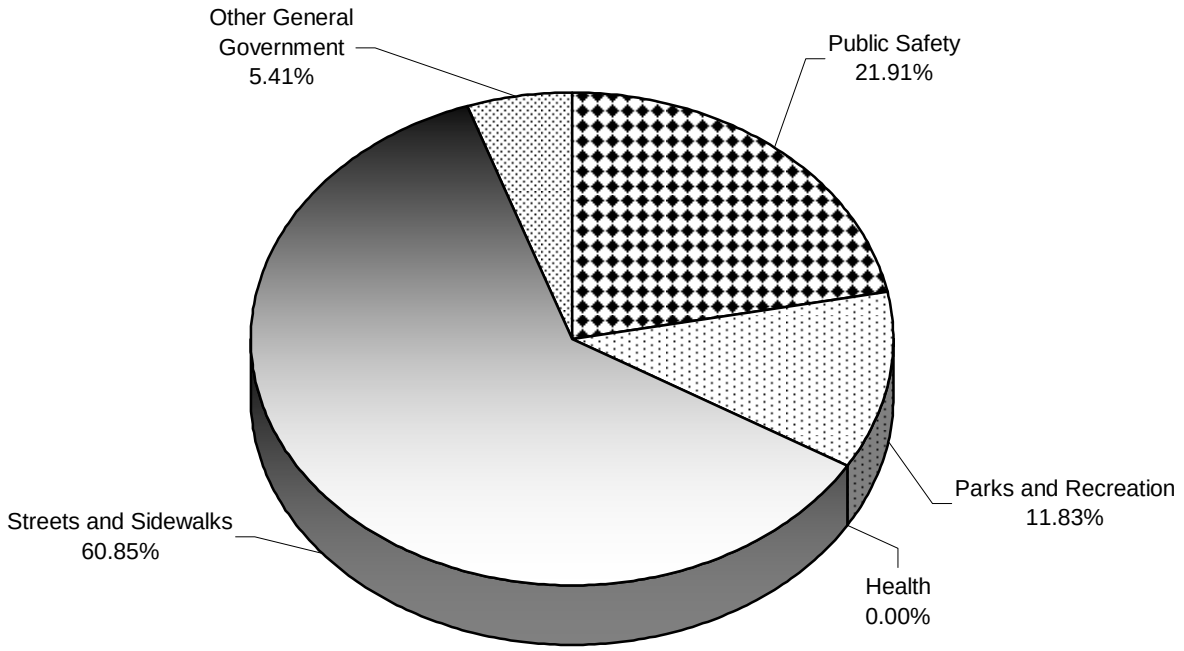
Capital Projects - General Government

City of Columbia

Columbia, Missouri

General Government Capital Projects
FY 2011



GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Capital Project Expenditures					
Public Safety	$ 5,680,864	$ 650,000	$ 650,000	$ 2,026,000	211.7%
Parks and Recreation	1,953,289	2,250,000	2,250,000	1,093,869	(51.4%)
Health	28				
Streets and Sidewalks	22,936,001	8,186,179	8,186,179	5,626,131	(31.3%)
Other General Government	9,702,616	525,000	525,000	500,000	(4.8%)
Total	**40,272,798**	**11,611,179**	**11,611,179**	**9,246,000**	**(20.4%)**
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	37,868	200,001	200,001		(100.0%)
Total Current Year Appr.	**$ 40,310,666**	**$ 11,811,180**	**$ 11,811,180**	**$ 9,246,000**	**(21.7%)**

CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

PURPOSE

This budget adopts the FY 2011 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 2011
General Government Capital:		
Capital Fund Balance	$	2,200,000
Capital Improvement Sales Tax - Bond Proceeds		3,051,000
CDBG		392,000
County Road Tax Rebate		1,400,000
General Fund Transfer PI		500,000
Parks Sales Tax (1/4%)		780,000
Transportation Sales Tax (½%)		75,000
		8,398,000
Resources in Other Funds:		
Donations		208,000
Grant		40,000
Development Fees		600,000
TOTAL AVAILABLE RESOURCES	$	**9,246,000**

EXPENDITURES

		Adopted FY 2011
Parks and Recreation	$	1,093,869
Public Safety		2,026,000
Streets and Sidewalks		5,626,131
Other General Government:		500,000
TOTAL BUDGETED EXPENDITURES	$	**9,246,000**

APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Percent Change
Personnel Services	$ 500,992	$ 518,168	$ 518,168	$ 435,185	-16.0%
Supplies & Materials	542,343				
Travel & Training	791				
Intragovernmental Charges	250				
Utilities, Services & Misc.	36,937,594	11,031,011	11,031,011	8,744,946	(20.7%)
Capital	2,201,953				
Other	88,875	62,000	62,000	65,869	6.2%
Total	**40,272,798**	**11,611,179**	**11,611,179**	**9,246,000**	**(20.4%)**
Summary					
Operating Expenses					
Non-Operating Expenses					
Debt Service					
Capital Additions					
Capital Projects	40,272,798	11,611,179	11,611,179	9,246,000	(20.4%)
Total Expenses	$ **40,272,798**	$ **11,611,179**	$ **11,611,179**	$ **9,246,000**	**(20.4%)**

GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2011	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax	CDBG	County Rd Tx Rebate
Streets and Sidewalks							
Annual Pedestrian Bike and Traffic Safety C40159 [ID: 15]	$9,131		$9,131				
Annual Sidwlks/Pedways (New const/re-const C40162 [ID: 17]	$287,500		$287,500		$287,500		
Annual Streets/Corridor Preservation C40158 [ID: 18]	$500,000		$500,000		$500,000		
East side sidewalks Phase III - C00465 [ID: 1355]	$392,000		$392,000			$392,000	
I-70 Interchange Phase I C00312 [ID: 84]	$130,000	$130,000					
Providence Study- Burnham Intersction C00290 [ID: 39]	$897,500		$897,500		$897,500		
Rolling Hills Road- Old Hawthorn to RichlandC00320 [ID: 73]	$3,540,000		$3,540,000	$1,540,000			$1,400,000
Transfer to GF for Speed Limit Signs [ID: 1215]	$65,869		$65,869				
Total	**$5,822,000**	**$130,000**	**$5,692,000**	**$1,540,000**	**$1,685,000**	**$392,000**	**$1,400,000**
Parks and Recreation							
Annual City/School Park Improvement C00249 [ID: 257]	$25,000		$25,000				
Annual Park Acquisition/Land Preservation C40145 [ID: 258]	$150,000		$150,000				
Annual Park Improv - Major Maint. Programs C00056 [ID: 259]	$5,000		$5,000				
Annual Park Roads & Parking Improvements C00242 [ID: 260]	$160,000		$160,000				
ARC Floor and Improvements - C46071 [ID: 1332]	$90,000		$90,000				
Bench Replacement C00413 [ID: 1010]	$5,000		$5,000				
Capen/Grindstone Trailhead Improvements C00457 [ID: 280]	$118,000		$118,000				
Clyde Wilson Park Improvement C00459 [ID: 1214]	$35,000		$35,000				
Fitness/Exercise Station Replacements C00444 [ID: 1113]	$25,000		$25,000				
Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]	$145,000		$145,000				
MKT Sewer Plant #2 Natural Area Restoration C00460 [ID: 1346]	$40,000		$40,000				
Park Sign Renovation C00458 [ID: 1308]	$20,000		$20,000				
Scott's Brnch Ph II: Chapel Pedwy-Perche Cr C00461 [ID: 377]	$200,000		$200,000				
Walkway Repair C00421 [ID: 1011]	$10,000		$10,000				
Total	**$1,028,000**		**$1,028,000**	**$0**	**$0**	**$0**	**$0**
Public Safety							
Additional Outdoor Warning Sirens C00464 [ID: 1301]	$10,000		$10,000	$10,000			
Radio System Enhancement C00449 [ID: 507]	$650,000		$650,000	$650,000			
Rpl. #0033:1997 Pumper Apparatus(13 Yrs) C00462 [ID: 472]	$788,000		$788,000		$788,000		
Rpl. 1996 Rescue Squad (15 Years Old) C00463 [ID: 474]	$578,000		$578,000		$578,000		
Total	**$2,026,000**		**$2,026,000**	**$660,000**	**$1,366,000**	**$0**	**$0**
Other General Government							
Annual - Contingency C40138 [ID: 518]	$100,000		$100,000				
Annual - Downtown Special Projects C00140 [ID: 519]	$100,000		$100,000				
Eighth St. Plan Avenue of the Columns C00126 [ID: 526]	$500,000	$300,000	$200,000				
Pub Bldgs Major Maintenance/Renovation C00021 [ID: 514]	$100,000		$100,000				
Total	**$800,000**	**$300,000**	**$500,000**	**$0**	**$0**	**$0**	**$0**
Total General Government CIP	**$9,676,000**	**$430,000**	**$9,246,000**	**$2,200,000**	**$3,051,000**	**$392,000**	**$1,400,000**

GENERAL GOVERNMENT CIP FUNDING SOURCES

Dev Contrib	Dev Fees	Donation	FAL	Gen FD/PI	Grant	Parks Sales Tax	RSR	STP Enh/ STP	Tax Bill	Transp Sales Tax
										$9,131
	$600,000									
										$65,869
$0	**$600,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$75,000**
						$25,000				
						$150,000				
						$5,000				
						$160,000				
		$90,000								
						$5,000				
		$118,000								
						$35,000				
						$25,000				
						$145,000				
					$40,000					
						$20,000				
						$200,000				
						$10,000				
$0	**$0**	**$208,000**	**$0**	**$0**	**$40,000**	**$780,000**	**$0**	**$0**	**$0**	**$0**
$0	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
				$100,000						
				$100,000						
				$200,000						
				$100,000						
$0	**$0**	**$0**	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
$0	**$600,000**	**$208,000**	**$0**	**$500,000**	**$40,000**	**$780,000**	**$0**	**$0**	**$0**	**$75,000**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost
Streets and Sidewalks Funding Source Summary					
CAP FB	$656,954	$1,540,000			
Cap Imp S Tax	$712,500	$1,685,000	$1,162,500	$2,325,000	
CDBG		$392,000		$340,000	
Co Rd Tax Reb		$1,400,000			
Development Fees		$600,000	$2,040,000		
Tax Bill	$50,000				
Transp S Tax	$150,000	$75,000	$150,000	$225,000	
New Funding	**$1,569,454**	**$5,692,000**	**$3,352,500**	**$2,890,000**	**$0**
PYA Cap Imp S Tax	$275,000	$130,000			
Prior Year Funding	**$275,000**	**$130,000**			**$0**
Unfunded			$21,606,292	$40,368,838	$73,778,250
Unfunded			**$21,606,292**	**$40,368,838**	**$73,778,250**
Total Streets and Sidewalks	**$1,844,454**	**$5,822,000**	**$24,958,792**	**$43,258,838**	**$73,778,250**
Parks and Recreation Funding Source Summary					
Donation		$208,000			
Grant		$40,000			
Park Sales Tax	$442,400	$780,000	$590,000		
RSR			$200,000		$350,000
New Funding	**$442,400**	**$1,028,000**	**$790,000**		**$350,000**
Future Ballot			$100,000	$465,000	$100,000
Future Ballot			**$100,000**	**$465,000**	**$100,000**
Unfunded			$4,260,000	$23,215,000	$1,305,000
Unfunded			**$4,260,000**	**$23,215,000**	**$1,305,000**
Total Parks and Recreation	**$442,400**	**$1,028,000**	**$5,150,000**	**$23,680,000**	**$1,755,000**
Public Safety Funding Source Summary					
CAP FB	$650,000	$660,000			
Cap Imp S Tax		$1,366,000	$937,000	$2,941,000	
New Funding	**$650,000**	**$2,026,000**	**$937,000**	**$2,941,000**	**$0**
Unfunded			$1,110,000	$9,550,000	
Unfunded			**$1,110,000**	**$9,550,000**	**$0**
Total Public Safety	**$650,000**	**$2,026,000**	**$2,047,000**	**$12,491,000**	**$0**
Other General Government Funding Source Summary					
Contrib from Utilities			$275,450		
Gen Fd/PI	$275,000	$500,000	$275,000	$275,000	
New Funding	**$275,000**	**$500,000**	**$550,450**	**$275,000**	**$0**
PYA Gen Fd/PI		$300,000	$155,000		
Prior Year Funding		**$300,000**	**$155,000**		**$0**
Total Other General Government	**$275,000**	**$800,000**	**$705,450**	**$275,000**	**$0**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost
Overall Funding Source Summary					
CAP FB	$1,306,954	$2,200,000			
Cap Imp S Tax	$712,500	$3,051,000	$2,099,500	$5,266,000	
CDBG		$392,000		$340,000	
Co Rd Tax Reb		$1,400,000			
Contrib from Utilities			$275,450		
Development Fees		$600,000	$2,040,000		
Donation		$208,000			
Gen Fd/PI	$275,000	$500,000	$275,000	$275,000	
Grant		$40,000			
Park Sales Tax	$442,400	$780,000	$590,000		
RSR			$200,000		$350,000
Tax Bill	$50,000				
Transp S Tax	$150,000	$75,000	$150,000	$225,000	
New Funding	**$2,936,854**	**$9,246,000**	**$5,629,950**	**$6,106,000**	**$350,000**
PYA Cap Imp S Tax	$275,000	$130,000			
PYA Gen Fd/PI		$300,000	$155,000		
Prior Year Funding	**$275,000**	**$430,000**	**$155,000**		**$0**
Future Ballot			$100,000	$465,000	$100,000
Future Ballot			**$100,000**	**$465,000**	**$100,000**
Unfunded			$26,976,292	$73,133,838	$75,083,250
Unfunded			**$26,976,292**	**$73,133,838**	**$75,083,250**
Total	**$3,211,854**	**$9,676,000**	**$32,861,242**	**$79,704,838**	**$75,533,250**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Streets							
1 Annual City State Projects C40160 [ID: 8]							
Cap Imp S Tax				$375,000			
Total				**$375,000**			
2 Annual City/County Projects C40161 [ID: 9]							
Cap Imp S Tax	$375,000		$375,000	$375,000			
Total	**$375,000**		**$375,000**	**$375,000**			
3 Annual Historic Brick Street Renovation C00234 [ID: 12]							
Unfunded			$100,000				
Total			**$100,000**				
4 Annual Landscaping C40163 [ID: 13]							
Transp S Tax	$75,000		$75,000	$150,000			
Total	**$75,000**		**$75,000**	**$150,000**			
5 Annual Neighbrhd Curb & Gutter Restoration C00235 [ID: 14]						**2009**	**2009**
Total							
6 Annual Pedestrian Bike and Traffic Safety C40159 [ID: 15]							
Transp S Tax	$13,000	$9,131	$75,000	$75,000			
Total	**$13,000**	**$9,131**	**$75,000**	**$75,000**			
7 Annual Streets/Corridor Preservation C40158 [ID: 18]							
Cap Imp S Tax		$500,000	$500,000	$1,000,000			
Total		**$500,000**	**$500,000**	**$1,000,000**			
8 Broadway - Garth Ave to West Blvd - C00396 [ID: 1015]						**2010**	**2012**
CAP FB	$656,954						
Unfunded			$5,000,000				
Total	**$656,954**		**$5,000,000**				
9 Derby Ridge Dr: Blue Ridge Rd to Man O War Dr [ID: 1310]						**2012**	**2012**
Unfunded			$417,000				
Total			**$417,000**				
10 Discovery Parkway: Gans US 63 to Rolling Hills [ID: 1155]						**2009**	**2012**
Unfunded			$6,200,000				
Total			**$6,200,000**				
11 Green Meadows Rd: Skylark Lane to Oaklawn Drive [ID: 1314]						**2012**	**2012**
Unfunded			$254,000				
Total			**$254,000**				
12 I-70 Interchange Phase I C00312 [ID: 84]						**2009**	**2011**
PYA Cap Imp S Tax	$75,000	$130,000					
Total	**$75,000**	**$130,000**					
13 Katy Lane: Forum Blvd to Limerick Ln [ID: 1311]						**2012**	**2012**
Unfunded			$873,000				
Total			**$873,000**				

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Streets							
14 Maguire/Warren to New Haven - C00436 [ID: 1127]						**2010**	**2012**
PYA Cap Imp S Tax	$200,000						
Unfunded			$2,000,000				
Total	**$200,000**		**$2,000,000**				
15 Providence Study- Burnham Intersction C00290 [ID: 39]						**2010**	**2012**
Cap Imp S Tax		$897,500					
Total		**$897,500**					
16 Rolling Hills Road- Old Hawthorn to RichlandC00320 [ID: 73]						**2009**	**2011**
CAP FB		$1,540,000					
Co Rd Tax Reb		$1,400,000					
Development Fees		$600,000					
Total		**$3,540,000**					
17 Royal Lytham Drive: Glen Eagle Dr to Chadwick Dr [ID: 1313]						**2012**	**2012**
Unfunded			$122,000				
Total			**$122,000**				
18 Santiago Drive: Granada Blvd to Nifong Blvd [ID: 1315]						**2012**	**2012**
Unfunded			$431,000				
Total			**$431,000**				
19 Scott Blvd Phase 2: Vawter Sch Rd-MKT - C00319 [ID: 128]						**2008**	**2012**
Development Fees			$2,040,000				
Unfunded			$1,810,149				
Total			**$3,850,149**				
20 Stephen's College Pedestrian Bridge Repair [ID: 1213]						**2012**	**2012**
Unfunded			$175,000				
Total			**$175,000**				
21 Transfer to GF for Speed Limit Signs [ID: 1215]						**2010**	**2011**
Transp S Tax	$62,000	$65,869					
Total	**$62,000**	**$65,869**					
22 Waco Rd at Brn Station Intersect (incl. roadC00435 [ID: 1189]						**2011**	**2012**
Unfunded			$1,200,000				
Total			**$1,200,000**				
23 740 Corridor-E Columbia (Stadium Rd. Ext) C00408 [ID: 207]						**2009**	**2013**
Unfunded				$10,173,000			
Total				**$10,173,000**			
24 Ashland Rd/Stadium Intersection Improvements [ID: 1212]						**2014**	**2015**
Unfunded				$209,000			
Total				**$209,000**			
25 Ballenger Ln Overpass: Clark Ln-St. Charles [ID: 23]						**2013**	**2015**
Unfunded				$6,410,000			
Total				**$6,410,000**			

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Streets							
26 Broadway & Dorsey St. pedestrian signal [ID: 1331]						**2013**	**2013**
Unfunded				$220,000			
Total				**$220,000**			
27 Fairview at Ash Intersection Improvement [ID: 1211]						**2014**	**2015**
Unfunded				$435,000			
Total				**$435,000**			
28 Garth Avenue: BL 70 to Thurman [ID: 1316]						**2012**	**2014**
Unfunded			$403,000	$3,547,000			
Total			**$403,000**	**$3,547,000**			
29 Highview Avenue: Jewell-Jefferson C00407 [ID: 1123]						**2015**	**2015**
CDBG				$340,000			
Total				**$340,000**			
30 Keene Street: Broadway to I-70 Drive [ID: 1317]						**2014**	**2015**
Unfunded				$4,520,000			
Total				**$4,520,000**			
31 Maguire Blvd: Lemone to North end [ID: 1312]						**2013**	**2013**
Unfunded				$1,950,000			
Total				**$1,950,000**			
32 Rogers: 8th St. to Rangeline [ID: 1309]						**2014**	**2014**
Unfunded				$414,000			
Total				**$414,000**			
33 Sinclair - Nifong Intrsctn Imprvmnts [ID: 190]						**2012**	**2015**
Unfunded			$75,000	$675,000			
Total			**$75,000**	**$675,000**			
34 Bearfield Rd; Clear Creek-Gans Road [ID: 25]						**2014**	**2018**
Unfunded				$240,000	$1,360,000		
Total				**$240,000**	**$1,360,000**		
35 Bearfield Rd; Nifong-Clear Creek [ID: 26]						**2014**	**2017**
Unfunded				$300,000	$1,700,000		
Total				**$300,000**	**$1,700,000**		
36 Blackfoot Rd - Rt E N 3,500 Ft (2 Lanes) C00130 [ID: 30]						**2013**	**2018**
Unfunded					$3,900,000		
Total					**$3,900,000**		
37 Brown Station Rd-Starke Av to Rte. B C00409 [ID: 38]						**2011**	**2016**
Unfunded					$1,700,000		
Total					**$1,700,000**		
38 Clark Ln - Taper at Woodland Springs Ct to Rte PP [ID: 1022]						**2014**	**2018**
Unfunded				$630,000	$3,570,000		
Total				**$630,000**	**$3,570,000**		

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Streets							
39 Creasy Springs Rd: Bear Creek to Blue Ridge Rd [ID: 49]						**2014**	**2018**
Unfunded				$1,440,000	$8,160,000		
Total				**$1,440,000**	**$8,160,000**		
40 Elm Street Extension [ID: 247]						**2012**	**2016**
Unfunded			$600,000		$3,400,000		
Total			**$600,000**		**$3,400,000**		
41 Fairview & Chapel Hill Intersection Imprvmts [ID: 184]						**2015**	**2016**
Unfunded				$72,000	$408,000		
Total				**$72,000**	**$408,000**		
42 New Haven: Lemone to Warren [ID: 1205]						**2013**	**2016**
Unfunded				$290,000	$2,610,000		
Total				**$290,000**	**$2,610,000**		
43 Nifong - 4 Lane Upgrade-Providence to Scott [ID: 97]						**2013**	**2018**
Unfunded				$2,775,000	$15,725,000		
Total				**$2,775,000**	**$15,725,000**		
44 Peachtree Drive [ID: 1223]						**2015**	**2019**
Unfunded				$240,000	$2,700,000		
Total				**$240,000**	**$2,700,000**		
45 Proctor Dr - Bear Creek to Creasy Springs Rd [ID: 1024]						**2015**	**2018**
Unfunded				$324,000	$1,836,000		
Total				**$324,000**	**$1,836,000**		
46 Richland-St. Charles to Grace (2 Ln) [ID: 112]						**2013**	**2017**
Unfunded				$450,000	$2,550,000		
Total				**$450,000**	**$2,550,000**		
47 Sinclair - Nifong S 9,000 Ft [ID: 132]						**2014**	**2018**
Unfunded				$660,000	$3,740,000		
Total				**$660,000**	**$3,740,000**		
48 Sinclair - Rte K Northward 6,700 Feet [ID: 133]						**2014**	**2018**
Unfunded				$450,000	$2,550,000		
Total				**$450,000**	**$2,550,000**		
49 St Charles Road-Keene to Grace Ln [ID: 138]						**2012**	**2016**
Unfunded			$1,200,000		$6,800,000		
Total			**$1,200,000**		**$6,800,000**		
50 Stadium-Audubon Intersection Improvements [ID: 1356]						**2015**	**2020**
Unfunded				$30,000	$270,000		
Total				**$30,000**	**$270,000**		
51 Waco Rd - Brwn Stn-Oakland Gr Rd (4 Ln Upg) [ID: 153]						**2013**	**2018**
Unfunded				$285,000	$1,615,000		
Total				**$285,000**	**$1,615,000**		

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Streets							
52 Waco Rd - Route B-Rogers Rd [ID: 154]						**2013**	**2018**
Unfunded				$1,350,000	$7,650,000		
Total				**$1,350,000**	**$7,650,000**		
PW - Sidewalks							
53 Annual Downtown Sidewalk Improvements C00171 [ID: 10]							
Cap Imp S Tax	$50,000						
Tax Bill	$50,000						
Total	**$100,000**						
54 Annual Sidewalk Major Maintenance C00148 [ID: 16]							
Cap Imp S Tax	$167,500						
Total	**$167,500**						
55 Annual Sidwlks/Pedways (New const/re-const C40162 [ID: 17]							
Cap Imp S Tax	$120,000	$287,500	$287,500	**$575,000**			
Total	**$120,000**	**$287,500**	**$287,500**	**$575,000**			
56 East side sidewalks Phase III - C00465 [ID: 1355]						**2011**	**2011**
CDBG		$392,000					
Total		**$392,000**					
57 Fairview Rd Sdwlk - School to N of Rollins C00411 [ID: 57]						**2010**	**2012**
Unfunded			$400,000				
Total			**$400,000**				
58 Oakland Grvl Rd - Blue Rdg to Edris C00157 [ID: 101]						**2010**	**2012**
Unfunded			$265,593				
Total			**$265,593**				
59 Broadway & 5th Sdwlk-Intrsctn Imprvmts [ID: 33]						**2012**	**2013**
Unfunded			$56,250	$318,750			
Total			**$56,250**	**$318,750**			
60 GNM:Fairview Rd- W Broadway-Highlnd C00326 [ID: 168]						**2009**	**2014**
Unfunded				$140,000			
Total				**$140,000**			
61 GNM:Manor Dr Sdwlk- Broadway-Rollins C00329 [ID: 182]						**2009**	**2014**
Unfunded				$381,138			
Total				**$381,138**			
62 Longview Sidewalk [ID: 1124]						**2012**	**2013**
Unfunded			$24,300	$137,700			
Total			**$24,300**	**$137,700**			
63 Oakland Grvl - Smiley-Blue Rdg C00330 [ID: 170]						**2011**	**2014**
Unfunded				$488,500			
Total				**$488,500**			

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PW - Sidewalks							
64 Worley St Sdwlk - Clinkscales-Bernadette [ID: 222]						**2014**	**2015**
Unfunded				$280,000			
Total				**$280,000**			
65 Bus Loop 70 Sdwlk - 7th St to Rangeline [ID: 214]						**2013**	**2017**
Unfunded				$24,000	$136,000		
Total				**$24,000**	**$136,000**		
66 Bus Loop 70 Sdwlk- Garth Av-Providence [ID: 212]						**2013**	**2017**
Unfunded				$48,750	$276,250		
Total				**$48,750**	**$276,250**		
67 Bus Loop 70 Sdwlk-Providence to Rangeline [ID: 213]						**2013**	**2017**
Unfunded				$61,500	$348,500		
Total				**$61,500**	**$348,500**		
68 Bus Loop 70 Sdwlk-Rangeline to Rt B [ID: 215]						**2015**	**2018**
Unfunded				$136,500	$773,500		
Total				**$136,500**	**$773,500**		

Streets and Sidewalks Funding Source Summary

CAP FB	$656,954	$1,540,000			
Cap Imp S Tax	$712,500	$1,685,000	$1,162,500	$2,325,000	
CDBG		$392,000		$340,000	
Co Rd Tax Reb		$1,400,000			
Development Fees		$600,000	$2,040,000		
Tax Bill	$50,000				
Transp S Tax	$150,000	$75,000	$150,000	$225,000	
New Funding	**$1,569,454**	**$5,692,000**	**$3,352,500**	**$2,890,000**	**$0**
PYA Cap Imp S Tax	$275,000	$130,000			
Prior Year Funding	**$275,000**	**$130,000**			**$0**
Unfunded			$21,606,292	$40,105,838	$73,778,250
Unfunded			**$21,606,292**	**$40,105,838**	**$73,778,250**
Total	**$1,844,454**	**$5,822,000**	**$24,958,792**	**$42,995,838**	**$73,778,250**

Streets and Sidewalks Current Capital Projects

PW - Streets

1	740 Corridor (Mall)-Broadway to I-70 C00317 [ID: 208]	2008	2012
2	Chapel Hill Ext:Old Gillespie Brdg-Scott C00202 [ID: 44]	2005	2006
3	Clark Ln - PP to St. Charles Road (2 Lanes) C00236 [ID: 45]	2008	2010
4	Fairview-Worley Roundabout- TDD Project C00392 [ID: 1200]	2015	2016

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Streets and Sidewalks Current Capital Projects

PW - Streets

5	Gans Rd:Interchange at 63 C00237 [ID: 61]	2006	2008
6	Hunt Avenue Phase I C00275 [ID: 83]	2008	2009
7	Landscaping Route AC C00183 [ID: 89]	2005	2006
8	Maguire - N to Stadium Blvd & Exit C00128 [ID: 90]	2006	2009
9	Mexico Grvl Rd - Vandiver-PP (2 Lanes) C00241 [ID: 93]	2008	2010
10	Old Route K Bridge over Hinkson Creek C00303 [ID: 160]	2008	2010
11	Ponderosa: Gans to Blue Acres [ID: 1327]	2017	2018
12	Providence Rd-Vandiver-Blue Ridge (2 Lanes) C00239 [ID: 110]	2008	2009
13	Rangeline Streetscape Improv. (Rogers to Wilkes) [ID: 1235]	2010	2010
14	Rolling Hills- County Proj: New Haven to WW C00433 [ID: 1187]	2010	2010
15	Scott Blvd (TT)- Brookview Ter-Rollins C00149 [ID: 129]	2006	2009
16	Traffic Islands - Stadium and Old 63 C00213 [ID: 146]	2010	2011
17	Vandiver Dr: Intrsctn Ramps East to Mexico C00211 [ID: 150]	2006	2008
18	Williams Str w/Williams-Brdwy Intrsct Imprv C00428 [ID: 1125]	2010	2010

PW - Sidewalks

19	Bus Loop 70 Sdwlk - Jackson-Jefferson C00321 [ID: 246]	2010	2010
20	East Side Sidewalk Phase 1 Stimulus C00443 [ID: 1229]	2009	2010
21	East Side Sidewalks - Phase 2 , CDBG C00456 [ID: 1210]	2010	2011
22	GNM:763 Bus. Loop/Big Bear C00322 [ID: 163]	2009	2010
23	GNM:8 Intrsctns (Design Only) C00291 [ID: 251]	2008	2008
24	GNM:Broadway - Fairview-Stadium C00324 [ID: 162]	2009	2010
25	GNM:Downtown Hub:Prov/Douglass-Flat Brnch C00431 [ID: 1131]	2008	2010
26	GNM:Forum/Stadium Intersection C00402 [ID: 1143]	2008	2009
27	GNM:Leeway Dr (N side)- Sch-Brwn Stn C00328 [ID: 179]	2008	2009
28	GNM:Old 63: Grindstone C00331 [ID: 174]	2008	2010
29	GNM:Providence - Wilkes to Texas C00332 [ID: 176]	2009	2010
30	GNM:Providence/Business Loop Intersection C00429 [ID: 1144]	2009	2010
31	GNM:Providence/Green Meadows Intersection C00430 [ID: 1145]	2009	2010
32	GNM:Providence/Stadium Intersection C00400 [ID: 1142]	2008	2009
33	GNM:Providence/Stewart Intersection C00401 [ID: 1141]	2008	2009
34	GNM:Providence: Smiley to Blue Ridge C00399 [ID: 1130]	2009	2010
35	GNM:Sdwlk Intrsctn Imprvmts C00333 [ID: 245]	2007	2010
36	GNM:Smiley- E of Derby Rdg-Bold Vntr C000334 [ID: 178]	2008	2009
37	GNM:Stadium (S side)-Prov to College C00335 [ID: 173]	2009	2010
38	GNM:W Ash - W of Stadium, E of Heather C00340 [ID: 169]	2008	2009
39	GNM:Walnut - William to Old 63 C00339 [ID: 175]	2009	2010
40	Missouri Theatre Sidewalk [ID: 1222]	2009	2009
41	Non-motorized Funding Grant C00271 [ID: 99]	2007	2007
42	Texas Av Sdwlk - N Side Garth-Providence C00440 [ID: 142]	2010	2012
43	Waco Rd/Arbor Pointe Sidewalk Improvement C00412 [ID: 1085]	2008	2010
44	Worley Sdwlk: West Blvd-Clinkscales C00309 [ID: 255]	2008	2011

Streets and Sidewalks Impact of Capital Projects

Annual Streets/Corridor Preservation C40158 [ID: 18]

Approximately 20 miles of streets are added each year in which maintenance, signage and snow removal will occur.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Streets and Sidewalks Impact of Capital Projects

PW - Streets

Brown Station Rd-Starke Av to Rte. B C00409 [ID: 38]

Unknown

Chapel Hill Ext:Old Gillespie Brdg-Scott C00202 [ID: 44]

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 Ln - PP to St. Charles Road (2 Lanes) C00236 [ID: 45]

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 [ID: 83]

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.

Maguire - N to Stadium Blvd & Exit C00128 [ID: 90]

Unknown

Providence Rd-Vandiver-Blue Ridge (2 Lanes) C00239 [ID: 110]

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.

Vandiver Dr: Intrsctn Ramps East to Mexico C00211 [ID: 150]

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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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Parks Projects							
1 Annual City/School Park Improvement C00249 [ID: 257]							
Park Sales Tax	$20,000	$25,000					
Unfunded			$25,000	$75,000			
Total	**$20,000**	**$25,000**	**$25,000**	**$75,000**			
2 Annual Park Acquisition/Land Preservation C40145 [ID: 258]							
Park Sales Tax	$100,000	$150,000					
Unfunded			$360,000	$1,080,000			
Total	**$100,000**	**$150,000**	**$360,000**	**$1,080,000**			
3 Annual Park Improv - Major Maint. Programs C00056 [ID: 259]							
Park Sales Tax	$1,400	$5,000					
Unfunded			$100,000	$300,000			
Total	**$1,400**	**$5,000**	**$100,000**	**$300,000**			
4 Annual Park Roads & Parking Improvements C00242 [ID: 260]							
Park Sales Tax	$160,000	$160,000					
Unfunded			$150,000	$450,000			
Total	**$160,000**	**$160,000**	**$150,000**	**$450,000**			
5 Albert-Oakland Park Improv-New Restroom [ID: 307]						**2012**	**2012**
Unfunded			$125,000				
Total			**$125,000**				
6 ARC Floor and Improvements - C46071 [ID: 1332]						**2010**	**2011**
Donation		$90,000					
Total		**$90,000**					
7 Armory: Locker/Activity/Mtg Room Improvements [ID: 1253]						**2012**	**2012**
Unfunded			$75,000				
Total			**$75,000**				
8 Atkins: Restroom/Conc & One Field Addition [ID: 449]						**2012**	**2012**
Unfunded			$850,000				
Total			**$850,000**				
9 Bench Replacement C00413 [ID: 1010]						**2009**	**2011**
Park Sales Tax	$5,000	$5,000					
Total	**$5,000**	**$5,000**					
10 Capen/Grindstone Trailhead Improvements C00457 [ID: 280]						**2011**	**2011**
Donation		$118,000					
Total		**$118,000**					
11 Clyde Wilson Park Improvement C00459 [ID: 1214]						**2011**	**2011**
Park Sales Tax		$35,000					
Total		**$35,000**					
12 Comprehensive Master Plan [ID: 300]						**2012**	**2012**
Unfunded			$150,000				
Total			**$150,000**				

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Parks Projects							
13 Fitness/Exercise Station Replacements C00444 [ID: 1113]						**2010**	**2011**
Park Sales Tax	$5,000	$25,000					
Total	**$5,000**	**$25,000**					
14 Nifong Park: Maplewood Barn/Home & Parking [ID: 1265]						**2012**	**2012**
Unfunded			$200,000				
Total			**$200,000**				
15 Park Sign Renovation C00458 [ID: 1308]						**2011**	**2011**
Park Sales Tax		$20,000					
Total		**$20,000**					
16 Rainbow Sftball Ctr Imprvmt Phll [ID: 282]						**2012**	**2012**
RSR			$200,000		$350,000		
Total			**$200,000**		**$350,000**		
17 Shepard Tennis Court Renovation [ID: 1218]						**2012**	**2012**
Unfunded			$75,000				
Total			**$75,000**				
18 Stephens Lake Park Development - Phase II [ID: 313]						**2012**	**2012**
Unfunded			$225,000				
Total			**$225,000**				
19 Strawn Road Park Development: Phase I [ID: 1154]						**2012**	**2012**
Unfunded			$125,000				
Total			**$125,000**				
20 Walkway Repair C00421 [ID: 1011]						**2009**	**2011**
Park Sales Tax	$6,000	$10,000					
Total	**$6,000**	**$10,000**					
21 Again Park Improvements [ID: 296]						**2013**	**2013**
Unfunded				$50,000			
Total				**$50,000**			
22 Albert-Oakland Park Improv-Athletic Fields Reno [ID: 274]						**2014**	**2014**
Future Ballot				$150,000			
Total				**$150,000**			
23 Barberry Neighborhood Park Development [ID: 1345]						**2014**	**2014**
Unfunded				$125,000			
Total				**$125,000**			
24 Cosmo Rec Area: Playground Renovation [ID: 319]						**2013**	**2013**
Unfunded				$500,000			
Total				**$500,000**			
25 Cosmo Rec Area: Football/Lacrosse Imprvmnts [ID: 318]						**2014**	**2014**
Unfunded				$150,000			
Total				**$150,000**			

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Parks Projects							
26 Cosmo Rec Area: New Restroom [ID: 1266]						**2012**	**2013**
Unfunded				$125,000			
Total				**$125,000**			
27 Cosmo-Bethel: Tennis Lights & Park Imprvmnts [ID: 1251]						**2014**	**2015**
Future Ballot				$15,000			
Total				**$15,000**			
28 Douglass Park: Shelter/ Playground/Fitness Equip [ID: 1252]						**2013**	**2013**
Unfunded				$100,000			
Total				**$100,000**			
29 Downtown Optimist Park Improvements [ID: 1254]						**2013**	**2013**
Unfunded				$50,000			
Total				**$50,000**			
30 Fairview Park: Renovate Shelter & New Playground [ID: 321]						**2012**	**2013**
Unfunded				$175,000			
Total				**$175,000**			
31 Field/Douglass In-holding Park Acquisition [ID: 302]						**2015**	**2015**
Unfunded				$200,000			
Total				**$200,000**			
32 Jay Dix Park Improvements [ID: 1182]						**2013**	**2013**
Unfunded				$125,000			
Total				**$125,000**			
33 LAN Golf Course Clubhouse Renovation [ID: 460]						**2013**	**2013**
Unfunded				$110,000			
Total				**$110,000**			
34 LOW Golf Course Clubhouse Renovation [ID: 459]						**2014**	**2014**
Unfunded				$90,000			
Total				**$90,000**			
35 LOW Golf Course New Shelter [ID: 305]						**2014**	**2015**
Unfunded				$140,000			
Total				**$140,000**			
36 Norma Sutherland Smith Park Development: Phase I [ID: 311]						**2014**	**2015**
Unfunded				$250,000			
Total				**$250,000**			
37 South Regional Park - Gans/Philips Phase I [ID: 1176]						**2013**	**2013**
Unfunded				$1,750,000			
Total				**$1,750,000**			
38 Twin Lakes Rec Area: Park & Aquatics Imprv [ID: 314]						**2012**	**2013**
Unfunded				$250,000			
Total				**$250,000**			

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Parks Projects							
39 Waters-Moss Park: Phase I Development [ID: 1174]						**2013**	**2013**
Unfunded				$165,000			
Total				**$165,000**			
40 Armory Sports Center Improvements - Gym [ID: 298]						**2015**	**2016**
Unfunded					$1,200,000		
Total					**$1,200,000**		
Trails							
41 Annual Trail Program [ID: 1344]						**2012**	**2012**
Future Ballot			$100,000	**$300,000**	$100,000		
Total			**$100,000**	**$300,000**	**$100,000**		
42 Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]							
Park Sales Tax	$145,000	$145,000					
Total	**$145,000**	**$145,000**					
43 Bear Creek Trail Restrooms [ID: 1181]						**2012**	**2012**
Unfunded			$100,000				
Total			**$100,000**				
44 Grindstone Crk Trl: Grndstn Nature Area-Confluence [ID: 1271]						**2011**	**2012**
Unfunded			$1,570,000				
Total			**$1,570,000**				
45 Hinkson Cr Trailhead Restroom [ID: 384]						**2012**	**2012**
Unfunded			$130,000				
Total			**$130,000**				
46 MKT Sewer Plant #2 Natural Area Restoration C00460 [ID: 1346]						**2011**	**2011**
Grant		$40,000					
Total		**$40,000**					
47 Scott's Brnch Ph II: Chapel Pedwy-Perche Cr C00461 [ID: 377]						**2010**	**2012**
Park Sales Tax		$200,000	$590,000				
Total		**$200,000**	**$590,000**				
48 Bear Creek Trail-Blue Ridge Rd-Lange C00351 [ID: 380]						**2014**	**2015**
Unfunded				$950,000			
Total				**$950,000**			
49 COLT RR Trail: Columbia College to Brown Station [ID: 1273]						**2013**	**2015**
Unfunded				$5,000,000			
Total				**$5,000,000**			
50 MKT Bridge Improvements Phase II [ID: 1269]						**2013**	**2014**
Unfunded				$300,000			
Total				**$300,000**			
51 MKT Trail: Building/Restroom Improvements [ID: 1268]						**2014**	**2014**
Unfunded				$85,000			
Total				**$85,000**			

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Trails							
52 Perche Cr Trail Phase I: MKT to Gillespie Bridge [ID: 427]						**2012**	**2013**
Unfunded				$2,000,000			
Total				**$2,000,000**			
53 Perche Crk Trail Phase II: Gillespie to I-70 [ID: 1285]						**2013**	**2014**
Unfunded				$2,410,000			
Total				**$2,410,000**			
54 Bear Creek Boardwalk Renovation [ID: 378]						**2015**	**2016**
Unfunded					$105,000		
Total					**$105,000**		

Parks and Recreation Funding Source Summary

Donation		$208,000			
Grant		$40,000			
Park Sales Tax	$442,400	$780,000	$590,000		
RSR			$200,000		$350,000
New Funding	**$442,400**	**$1,028,000**	**$790,000**		**$350,000**
Future Ballot			$100,000	$465,000	$100,000
Future Ballot			**$100,000**	**$465,000**	**$100,000**
Unfunded			$4,260,000	$17,005,000	$1,305,000
Unfunded			**$4,260,000**	**$17,005,000**	**$1,305,000**
Total	**$442,400**	**$1,028,000**	**$5,150,000**	**$17,470,000**	**$1,755,000**

Parks and Recreation Current Capital Projects

Parks Projects

1	Albert-Oakland Park Bathhouse Imprvmnt C00278 [ID: 273]	2007	2007
2	American Legion Renovation-Phase I C46072 [ID: 429]	2010	2010
3	ARC Parking Lot Lighting - C46071 [ID: 1152]	2008	2008
4	Armory Sports Center Improvements C00231 [ID: 330]	2006	2008
5	Auburn Hills Neighborhood Park Development C00276 [ID: 262]	2007	2008
6	Bonnie View Park: Phase I C00114 [ID: 293]	2010	2010
7	Brown Station Park Improvements C00414 [ID: 1087]	2009	2009
8	Cascades Neighborhood Park Development C00415 [ID: 281]	2009	2009
9	Cosmo-Bethel Four Court Tennis Complex C00345 [ID: 268]	2008	2008
10	Douglass Park Baseball Improvements C00416 [ID: 284]	2009	2009
11	Douglass Park Spray Grounds C00417 [ID: 285]	2008	2009
12	Downtown Improvements C40074 [ID: 340]	2005	2009
13	Eastport Neighborhd Park Develop C00348 [ID: 288]	2008	2009
14	Hickman Pool renovation C00364 [ID: 1043]	2007	2008
15	Indian Hills Park Improvements C00445 [ID: 286]	2009	2010

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Current Capital Projects

Parks Projects

16	Lange Neighborhood Park Development C00446 [ID: 289]	2010	2010
17	Mill Creek School Park Development C00216 [ID: 351]	2006	2008
18	Nifong Park Improvements C00295 [ID: 452]	2007	2009
19	Paquin Park Improv-Phase III-Raised Beds C00447 [ID: 290]	2010	2010
20	Parks Management Center Improvements C00199 [ID: 291]	2008	2009
21	Rock Quarry Park Tennis/Basketball C00419 [ID: 292]	2009	2009
22	Smiley Lane Neighborhood Park Dev. C00420 [ID: 295]	2009	2009
23	South Regional Park - Philips Phase I C00279 [ID: 277]	2008	2009
24	South Regional Park Planning C00350 [ID: 294]	2008	2008
25	Stephens Lake Park Developmnt - Phase I C00095 [ID: 367]	2001	2002
26	Youth Athletic Field/Atkins Dev Phase I: C00280 [ID: 279]	2007	2007

Trails

27	GNM: Garth Extension C00376 [ID: 1093]	2008	2010
28	GNM:Bear Cr Tr-Conn/Imprv Pythons Ct Con C00352 [ID: 441]	2008	2010
29	GNM:Cnty House Tr PhI:Twn Lakes-Stadium C00355 [ID: 374]	2007	2010
30	GNM:Green Mead to Rock Brdg C00358 [ID: 438]	2007	2010
31	GNM:Greenbriar to Hinkson Cr Tr and MU C00318 [ID: 1132]	2008	2010
32	GNM:Hominy Trail:Woodridge Park-Clark Ln C00362 [ID: 445]	2008	2011
33	GNM:MKT Connectors/Improvements C00360 [ID: 440]	2007	2010
34	GNM:Wabash Walkway (Eng/Survey only) - C00397 [ID: 617]	2009	2009
35	Hinkson Cr Trail:Grindstone-Stephens Ph I C00245 [ID: 388]	2006	2010
36	Hominy Brnch Trail:Stphens-Woodridge Ph I C00282 [ID: 372]	2008	2010
37	MKT Parkway Improvements and Bridge C00034 [ID: 352]	2007	2010
38	MKT Trail Restrooms C00283 [ID: 373]	2006	2008
39	Scott's Brnch Ph I:Bonnie View-Scott Blvd C00422 [ID: 376]	2009	2011

Parks and Recreation Impact of Capital Projects

Adventure/Extreme Park Development [ID: 315]

Moderate to significant. Depends on maintenance responsibilities and levels of care.

Again Park Improvements [ID: 296]

Minimal impact as these are improvements to existing structures.

Albert-Oakland Park Bathhouse Imprvmnt C00278 [ID: 273]

No impact.

Albert-Oakland Park Improv-Athletic Fields Reno [ID: 274]

No impact.

Albert-Oakland Park Improv-New Restroom [ID: 307]

Mimimal. Closing the pool restroom should balance out additional costs of this restroom.

Albert-Oakland Pickleball Courts [ID: 1204]

Minimal. Staff is maintaing existing sand volleyball courts so periodic maint of asphalt courts will be similar.

American Legion Park Phase II [ID: 1216]

Minimal. These features exist at this time.

American Legion Renovation-Phase I C46072 [ID: 429]

Minimal. Improvements to existing facilities

Annual City/School Park Improvement C00249 [ID: 257]

No impact as maintenance is conducted by School District.

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Annual Park Acquisition/Land Preservation C40145 [ID: 258]

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 Improv - Major Maint. Programs C00056 [ID: 259]

Will generally offset if funds are used for repairs and/or renovations on existing facilities.

Annual Park Roads & Parking Improvements C00242 [ID: 260]

Minimal impact on operation. May save funds currently used for lot repairs.

Annual Trail Program [ID: 1344]

Minimal to none. May assist with operations as these funds may be used to offset major maint items that exceed what can be handled with operating budget.

Antimi Sports Complex: Replace Lights 4 fields [ID: 1249]

Minimal.

Aquatic Facility [ID: 428]

Goal is to develop a facility that will recover 80-90% of operational costs.

ARC Floor and Improvements - C46071 [ID: 1332]

None.

ARC Gym/Fitness Expansion [ID: 297]

Estimate $20,000 in maintenance/utilities that may be offset with increase in membership revenues.

ARC Parking Lot Lighting - C46071 [ID: 1152]

Minimal. Repairs and preventive maintenance is all that's needed. Approx $200 per year in materials and $300 for labor.

Armory Sports Center Improvements C00231 [ID: 330]

No or minimal impact.

Armory Sports Center Improvements - Gym [ID: 298]

Estimate $20,000 for maint, utilities, and programming needs.

Armory: Locker/Activity/Mtg Room Improvements [ID: 1253]

Minimal. Might actual help as current floors are hard to clean.

Atkins Park Development-Future phases [ID: 317]

Minimal to significant. $5,000 to $50,000 per year.

Atkins: Finalize 5 Field Baseball Complex [ID: 450]

Significant.

Atkins: Restroom/Conc & One Field Addition [ID: 449]

Estimate approx $12,500 for approximate 6 month use of facility.

Auburn Hills Neighborhood Park Development C00276 [ID: 262]

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.

Barberry Neighborhood Park Development [ID: 1345]

$8,000 - $10,000/year for maintenance.

Bear Cr Tr-Hrd Surface Wash/Prblm C00353 [ID: 447]

None. Will reduce maintenance problems.

Bear Creek Boardwalk Renovation [ID: 378]

No impact. Wooden board requires on-going maintenance. New product may reduce that somewhat depending on material used.

Bear Creek Trail Restrooms [ID: 1181]

Heated restrooms will cost about $14,600/yr. Non-heated, seasonal restrooms cost about $9,600/yr.

Bear Creek Trail-Blue Ridge Rd-Lange C00351 [ID: 380]

Estimate $1,500-$2,000 for materials pending location of trail.

Bear Creek Trail: Lange to Fairgrounds [ID: 437]

Estimate $1500-$3,000 annual consts

Bench Replacement C00413 [ID: 1010]

None

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Bonnie View Park: Future Phases [ID: 309]

Park this size will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately $20,000 - $25,000 when Phase I and II are completed.

Bonnie View Park: Phase I C00114 [ID: 293]

Park will require annual maintenance of all grounds and facilities. Depending on scope of Phase I, the current annual budget impact to operations would be approximately $20,000 to $25,000 when development is completed.

Brown Station Park Improvements C00414 [ID: 1087]

Development will increase maint task needed especially after playground installed. Mowing, inspections, mulch, trash, etc., will need to be conducted. Anticipate approx $2,500/yr.

Capen/Grindstone Trailhead Improvements C00457 [ID: 280]

Depends on final plan and what amenities are included.

Cascades Neighborhood Park Development C00415 [ID: 281]

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.

Clyde Wilson Park Improvement C00459 [ID: 1214]

Minimal to non-existent.

Cnty House Tr PhII:Stadium-Cowan C00356 [ID: 431]

$1500-$3000 for materials and supplies

Comprehensive Master Plan [ID: 300]

None.

Connect Cosmo Prk/Bear Cr & I70 Bridge C00354 [ID: 442]

Minimal

Cosmo Rec Area: Playground Renovation [ID: 319]

Minimal to none. Playground inspections are required and fall surface material must be maintained. May increase depending on type of play equipment purchased.

Cosmo Rec Area: Tennis Shelter Improvements [ID: 1180]

None

Cosmo Rec Area: Football/Lacrosse Imprvmnts [ID: 318]

Significant. Depending on utility rate increases and estimated hours of use, the utility bill and the operational/maintenance time needed could add approx $10,000 to the budget. Detailed operation analysis will be conducted as the project nears implementation

Cosmo Rec Area: New Restroom [ID: 1266]

New restroom will require approximately $3,000-$5,000 in annual maintenance.

Cosmo Rec Area: Shelters Replacement [ID: 320]

Might reduce annual dollars spent on tuck point repairs, shingle replacement, roof leak patching and bird nest removal in rafters.

Cosmo Rec Area: Soccer Improvements [ID: 283]

Since the project will be addressing field improvements to existing fields the overall impact to operations should be minimal.

Cosmo-Bethel Four Court Tennis Complex C00345 [ID: 268]

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.

Cow Branch/Bear Cr: Blackfoot-Providence [ID: 434]

Estimate $1,500-$2,000 for materials pending location of trail.

Cow Branch: Providence to Auburn Hlls -C00357 [ID: 448]

None, pending construction of trail.

Douglass Park Baseball Improvements C00416 [ID: 284]

No impact. Improve existing fence.

Douglass Park Spray Grounds C00417 [ID: 285]

$5,000 in utilities and maintenance labor. May have some additional revenues if constructed as part of pool facility.

Downtown Improvements C40074 [ID: 340]

No impact.

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Downtown Optimist Park Improvements [ID: 1254]

Minimal. Items exist in the park now.

East High School Park Development [ID: 1172]

Concept only. Depends on facilities included and revenue.

Eastport Neighborhd Park Develop C00348 [ID: 288]

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.

Enclose Albert-Oakland Pool [ID: 1221]

Significant, but if HHS Pool is not being used, then cost is offset.

Fairview Park: Renovate Shelter & New Playground [ID: 321]

Minimal to none. Current features exist. May increase depending on type of play equipment purchased.

Field/Douglass In-holding Park Acquisition [ID: 302]

No or minimal impact.

GNM:Bear Cr Tr-Conn/Imprv Pythons Ct Con C00352 [ID: 441]

$1,500 - $2,000 annual maintenance.

GNM:Cnty House Tr Phl:Twn Lakes-Stadium C00355 [ID: 374]

Estimate $1,500-$2,000 for materials pending location of trail.

GNM:Green Mead to Rock Brdg C00358 [ID: 438]

$1,500 - $2,000 annual maintenance.

GNM:Hominy Trail:Woodridge Park-Clark Ln C00362 [ID: 445]

$2,000 - $3,000 annual maintenance

GNM:MKT Connectors/Improvements C00360 [ID: 440]

$1,500 - $2,000 annual maintenance.

Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]

Estimate $1000-$2500 for trail maintenance pending location of trails and materials used.

Grindstone Crk Trl: Grndstn Nature Area-Confluence [ID: 1271]

Concrete trail maint estimated to be approx $583/0.25 mile. Based on estimated trail length of 1.4 miles = $3,265

Harmony Cr Trail: Smithton Connector [ID: 436]

Estimate $1,500-$2,000 for materials pending location of trail.

Hickman Pool renovation C00364 [ID: 1043]

New HVAC system will likely increase utility costs. These are shared with the school district.

Hinkson Cr Trail:Grindstone-Stephens Ph I C00245 [ID: 388]

Estimate $1500-$2000 pending location of trail.

Hinkson Cr Trailhead Restroom [ID: 384]

Heated restrooms will cost about $14,600/yr. Non-heated, seasonal restrooms cost about $9,600/yr.

Hominy Brnch Trail:Clark Ln-Thessalia Ph III [ID: 386]

Moderate: $1,500-$2,500 for materials and supplies, pending length and location of trail.

Hominy Brnch Trail:Stphens-Woodridge Ph I C00282 [ID: 372]

Estimate $1,500-$2,000 for materials pending location of trail.

Ice Skating Facility - Indoor [ID: 303]

Significant. Operational study to be completed pending Council approval. Target operational goal would be to generate 70-80% of total expenses.

Ice Skating Facility - Outdoor [ID: 304]

Significant. May require an additional $20,000 in utilities, materials and labor

Indian Hills Park Improvements C00445 [ID: 286]

Estimate $2500-$3500 in annual maintenance costs which may be partially offset with shelter rentals.

Indoor Pavilion/Shelter, Location TBD [ID: 458]

Minimal. Revenues may recover most expenses

Indoor Sports Center - Multipurpose [ID: 1217]

Some may be offset depending on revenues and staff that may be located from another facility to this one.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Jay Dix Park Improvements [ID: 1182]

Additional mowing and maintenance of the Jay Dix Station area is required, but not the trail.

Kiwanis Park Improvments [ID: 322]

Minimal to none. Current features exist. May increase depending on type of play equipment purchased.

LAN Golf Course Clubhouse Renovation [ID: 460]

Minimal

LAN Golf Course Driving Range Improvements [ID: 306]

No impact.

LAN Golf Course Tee Improvements [ID: 324]

No impact. Existing tees are heavily used and enlarging them would minimize wear.

Lange Neighborhood Park Development C00446 [ID: 289]

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.

Lions-Stephens Park Improvements [ID: 1264]

Minimal. Items exist in park already.

LOW Golf Course Clubhouse Renovation [ID: 459]

Minimal

LOW Golf Course New Shelter [ID: 305]

Minimal. Increase revenues from rentals should offset maintenance expenses.

LOW Golf Course Tee Improvements [ID: 323]

Minimal. Existing tees are heavily used and enlarging them would minimize wear, but staff will have additional areas to mow and maintain.

Mill Creek School Park Development C00216 [ID: 351]

No impact. Maintenance is performed by CPSD.

MKT Parkway Improvements and Bridge C00034 [ID: 352]

No impact.

MKT Sewer Plant #2 Natural Area Restoration C00460 [ID: 1346]

Addition of 1200 foot of 8' foot gravel trail to maintain.

MKT Trail Restrooms C00283 [ID: 373]

Potential break even cost. Save money on portable toilet rentals versus cleaning of restrooms.

MKT Trail: Building/Restroom Improvements [ID: 1268]

Minimal. If restroom is heated with extended use, extra funds for utilities & maint labor may be offset in part by reduction of portable toilet rental.

Moon Valley Connector: Bucks Run-Hominy Crk [ID: 1299]

Mimimal impact for this connector, especially if built out of concrete.

N Fork Grindstone Cr: Grindstone-LOW Rec Area [ID: 433]

Estimate $1,500-$2,000 for materials pending location of trail.

Nifong Park Improvements [ID: 326]

Minimal to moderate. Depends on future number of historical buildings added to park.

Nifong Park Improvements C00295 [ID: 452]

Minimal.

Nifong Park: Maplewood Barn/Home & Parking [ID: 1265]

Minimal.

Norma Sutherland Smith Park Development: Phase I [ID: 311]

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 based on shelter, restroom, parking, playground features.

Paquin Park Improv-Phase III-Raised Beds C00447 [ID: 290]

No impact.

Park Management Center Phase II [ID: 457]

Minimal depending on improvements.

Park Sign Renovation C00458 [ID: 1308]

Minimal to none. A new stone sign may actual decrease maintenance costs compared to annual painting of wooden sighs.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Parks Management Center Improvements C00199 [ID: 291]

No impact.

Perche Cr Trail Phase I: MKT to Gillespie Bridge [ID: 427]

$3,000-$5,000 per year for maintenance.

Perche Cr Trail Phase III: I-70 toBear Crk [ID: 451]

$3,000-$5,000 per year for maintenance.

Playground Equip Replacement [ID: 426]

Minimal. Playground equipment currently exists.

Proctor Park Improvements [ID: 327]

No impact to minimal.

Rainbow Sftball Ctr Imprvmt PhII [ID: 282]

Minimal to none. Minor repairs conducted now..less than $750 per year.

RC Track Improvements [ID: 1219]

Minimal. Joint agreement for volunteer club to maintain the track.

Rock Quarry Park Tennis/Basketball C00419 [ID: 292]

Estimate approximate $2,500-$3,500 in materials and utilities.

Rock Quarry Park/Building Improvements [ID: 308]

No impact. May reduce operational costs.

S. Fork Grindstone Cr: Confluence-Olivet Rd [ID: 435]

Estimate $1,500-$2,000 for materials pending location of trail.

Scott's Brnch Ph I:Bonnie View-Scott Blvd C00422 [ID: 376]

Estimate $1,500-$3,000 for materials pending location of trail.

Scott's Brnch Ph II: Chapel Pedwy-Perche Cr C00461 [ID: 377]

There is a steep slope from Chapel pedway to Perche Creek so maint will likely be $1,200-$2000 for landscaping and turf mgmt. Assumes this portion is in concrete.

Shepard Tennis Court Renovation [ID: 1218]

Minimal. Poor conditions of courts is causing higher than normal maint costs.

Skate/Bike Park Improvements [ID: 310]

Depends on type of course. Concrete parks have lower operation costs ($10,000) versus wood, metal or other parks ($15,000+). Litter clean up is included.

Smiley Lane Neighborhood Park Dev. C00420 [ID: 295]

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.

Snythetic Turf-Athletic Fields-Special Event [ID: 1186]

Snythetic turf proponents indicate that a payoff is expected in 10 years due to lower maintenance costs compared to turf fields.

South Regional Park - Gans/Philips Phase I [ID: 1176]

Based on Phase I funding, budget impact to operations would be approximately $20,000 - $30,000.

South Regional Park - Philips Phase I C00279 [ID: 277]

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.

South Regional Park Development Phase II [ID: 1175]

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.

South Regional Park Planning C00350 [ID: 294]

No impact - planning only. Future impact substantial after development.

Stephens Lake Park Development - Phase II [ID: 313]

Estimate $15,000-$40,000 depending on facilities built. Revenue funds may be available due to rental possibilities.

Stephens Lake Park Developmnt - Phase I C00095 [ID: 367]

Funds planned for as part of Park Sales 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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Parks and Recreation Impact of Capital Projects

Parks Projects

Strawn Road Park Development: Phase I [ID: 1154]

Depending on nature of development, it could range from $4,000 to $15,000 per year.

Twin Lakes Rec Area: Park & Aquatics Imprv [ID: 314]

Goal is to be self-sufficient with this project but using current aquatic recovery plan, anticipate revenues will provide at least 50-65% of maintenance costs.

Walkway Repair C00421 [ID: 1011]

None

Waters-Moss Park: Phase I Development [ID: 1174]

Anticipate that approximately $40,000 will be needed but there will be some savings in terms of this site saving travel time and having some revenue generating amenities.

Youth Athletic Field/Atkins Dev Phase I: C00280 [ID: 279]

Substantial, depending on scope of 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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Fire							
1 Fire Apparatus Equipment C00195 [ID: 490]							**2007**
Total							
2 Fire Station Sites C40173 [ID: 482]							
Unfunded			$100,000	$100,000			
Total			**$100,000**	**$100,000**			
3 Rpl. #0033:1997 Pumper Apparatus(13 Yrs) C00462 [ID: 472]						**2010**	**2011**
Cap Imp S Tax		$788,000					
Total		**$788,000**					
4 Rpl. 1996 Rescue Squad (15 Years Old) C00463 [ID: 474]						**2010**	**2011**
Cap Imp S Tax		$578,000					
Total		**$578,000**					
5 Rpl. 2001 Ladder Truck (11 Years Old) [ID: 479]						**2010**	**2012**
Cap Imp S Tax			$937,000				
Total			**$937,000**				
6 Additional Fire Station 3-5 Years [ID: 475]						**2012**	**2014**
Unfunded				$2,000,000			
Total				**$2,000,000**			
7 Additional Pumper for New Station [ID: 476]						**2012**	**2014**
Unfunded				$912,000			
Total				**$912,000**			
8 Rpl. #1678: 1994 Pumper Apparatus (16 Years Old) [ID: 477]						**2010**	**2013**
Cap Imp S Tax				$827,000			
Total				**$827,000**			
9 Rpl. 2001 Pumper (12 Years Old) [ID: 478]						**2011**	**2013**
Cap Imp S Tax				$868,000			
Total				**$868,000**			
10 Rpl. 2001 Pumper (13 Years Old) [ID: 480]						**2012**	**2014**
Cap Imp S Tax				$912,000			
Total				**$912,000**			
11 Rpl. Foam Truck [ID: 481]						**2013**	**2015**
Cap Imp S Tax				$334,000			
Total				**$334,000**			
Police							
12 Precinct Station [ID: 1192]						**2012**	**2013**
Unfunded				$2,500,000			
Total				**$2,500,000**			
13 Second Satelite Facility [ID: 1336]						**2014**	**2015**
Unfunded				$2,500,000			
Total				**$2,500,000**			

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
PSJC							
14 Additional Outdoor Warning Sirens C00464 [ID: 1301]							
CAP FB		$10,000					
Unfunded			$10,000				
Total		**$10,000**	**$10,000**				
15 Radio System Enhancement C00449 [ID: 507]						**2010**	**2010**
CAP FB	$650,000	$650,000					
Total	**$650,000**	**$650,000**					

Public Safety Funding Source Summary

CAP FB	$650,000	$660,000			
Cap Imp S Tax		$1,366,000	$937,000	$2,941,000	
New Funding	**$650,000**	**$2,026,000**	**$937,000**	**$2,941,000**	**$0**
Unfunded			$110,000	$8,012,000	
Unfunded			**$110,000**	**$8,012,000**	**$0**
Total	**$650,000**	**$2,026,000**	**$1,047,000**	**$10,953,000**	**$0**

Public Safety Current Capital Projects

Fire

1	Additional Fire Station #9 C00306 [ID: 465]	2008	2009
2	Fire Stations 4-5-6 Sprinklers [ID: 1228]	2009	2010
3	Replace Existing Fire Station 7 C00261 [ID: 469]	2007	2008

Police

4	Columbia Police Training Facility C00262 [ID: 464]	2008	2009
5	CPD Channel 2 Radio Frequency Enhncmnt C00423 [ID: 510]	2010	2010
6	Records Management System [ID: 1307]	2011	2012

PSJC

7	Police/Fire ProQA Priority Dispatch System C00425 [ID: 509]	2008	2009

Public Safety Impact of Capital Projects

Additional Fire Station #9 C00306 [ID: 465]

Approximately $1,000,000 annual cost of personnel and other operations.

Additional Fire Station 3-5 Years [ID: 475]

$800,000 annual cost of personnel and other operations in 2006 dollars.

Additional Pumper for New Station [ID: 476]

Additional fleet maintenance cost.

Columbia Police Training Facility C00262 [ID: 464]

Facility to be fully operational in FY 2009. Operational costs such as utilities will not exceed $15,000 for the year. These costs may be offset by use of other public safety agencies.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Public Safety Impact of Capital Projects

Fire

Fire Apparatus Equipment C00195 [ID: 490]

Provides source for equipment that would otherwise require Supplemental funds.

Fire Stations 4-5-6 Sprinklers [ID: 1228]

Approximately $800 annually for testing and maintenance of all three systems.

Police/Fire ProQA Priority Dispatch System C00425 [ID: 509]

This project will create consistency and reliability within the Communication Center.

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Other General Govt							
1 Adopt A Spot C00100 [ID: 7]						**2009**	**2009**
Total							
2 Annual - Contingency C40138 [ID: 518]							
Gen Fd/PI	$100,000	$100,000	$100,000	$100,000			
Total	**$100,000**	**$100,000**	**$100,000**	**$100,000**			
3 Annual - Downtown Special Projects C00140 [ID: 519]							
Gen Fd/PI	$100,000	$100,000	$100,000	$100,000			
Total	**$100,000**	**$100,000**	**$100,000**	**$100,000**			
4 Pub Bldgs Major Maintenance/Renovation C00021 [ID: 514]							
Gen Fd/PI	$75,000	$100,000	$75,000	$75,000			
Total	**$75,000**	**$100,000**	**$75,000**	**$75,000**			
5 Eighth St. Plan Avenue of the Columns C00126 [ID: 526]						**2011**	**2012**
Gen Fd/PI		$200,000					
PYA Gen Fd/PI		$300,000					
Total		**$500,000**					
6 Satellite Ops - Location in SW Columbia C00077 [ID: 517]						**2011**	**2012**
Contrib from Utilities			$275,450				
PYA Gen Fd/PI			$155,000				
Total			**$430,450**				

Other General Government Funding Source Summary

Contrib from Utilities			$275,450		
Gen Fd/PI	$275,000	$500,000	$275,000	$275,000	
New Funding	**$275,000**	**$500,000**	**$550,450**	**$275,000**	**$0**
PYA Gen Fd/PI		$300,000	$155,000		
Prior Year Funding		**$300,000**	**$155,000**		**$0**
Total	**$275,000**	**$800,000**	**$705,450**	**$275,000**	**$0**

Other General Government Current Capital Projects

1	Blind Boone Home C00123 [ID: 522]	2009	2010
2	Broadway Streetscape C00308 [ID: 516]	2008	2010
3	Downtown Cameras C00426 [ID: 1121]	2009	2009
4	Fleet Fuel Tank Upgrade C72001 [ID: 527]	1999	2008
5	Furnishings Remodeled Buildings C00258 [ID: 528]	2009	2010
6	Land Grissum Expansion - C00369 [ID: 1148]	2008	2008
7	Municipal Office Space Expansion C00099 [ID: 512]	2002	2008
8	Preliminary Project Studies C40140 [ID: 535]	2009	2009
9	Upg/Redundant Phone/IT Eqmnt Data Ctr C00287 [ID: 515]	2008	2009

Other General Government Impact of Capital Projects

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Other General Government Impact of Capital Projects

Other General Govt

Broadway Streetscape C00308 [ID: 516]

Minimal

Municipal Office Space Expansion C00099 [ID: 512]

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.

Upg/Redundant Phone/IT Eqmnt Data Ctr C00287 [ID: 515]

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.

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Capital Projects - Enterprise Funds

City of Columbia

Columbia, Missouri

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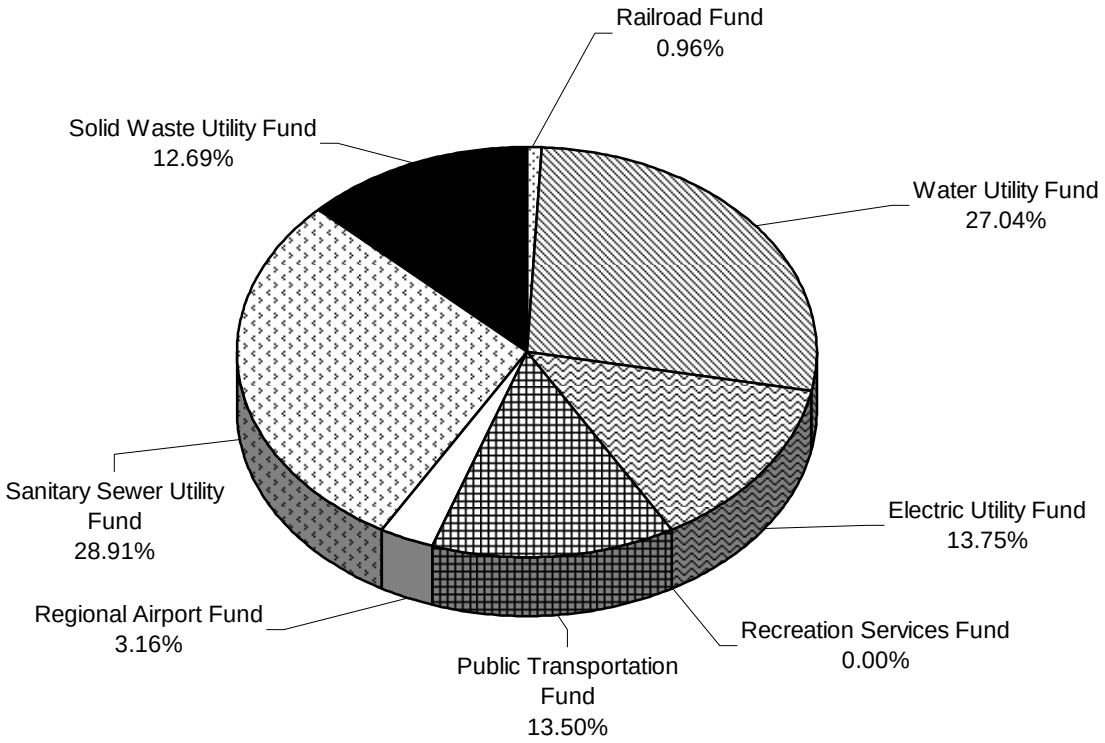
Enterprise Fund Capital Projects
FY 2011



ENTERPRISE CAPITAL PROJECT EXPENDITURES

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
Capital Project Expenditures					
Railroad Fund	$ 685,623	$ 200,000	$ 200,000	$ 290,000	45.0%
Water Utility Fund	2,688,350	11,534,876	11,534,876	8,160,200	(29.3%)
Electric Utility Fund	7,978,911	33,368,796	33,368,796	4,150,000	(87.6%)
Recreation Services Fund	37,868	200,001	200,001		(100.0%)
Public Transportation Fund	43,285	520,298	520,298	4,073,885	683.0%
Regional Airport Fund	855,653	2,111,197	2,111,197	953,900	(54.8%)
Sanitary Sewer Utility Fund	7,998,405	63,425,371	63,425,371	8,725,350	(86.2%)
Parking Facilities Fund	2,659,302	466,200	466,200		(100.0%)
Solid Waste Utility Fund	450,728	1,583,000	1,583,000	3,830,000	141.9%
Storm Water Utility Fund	703,997				
Fleet Operations Fund	65,033				
Total	**24,167,155**	**113,409,739**	**113,409,739**	**30,183,335**	**(73.4%)**
LESS:					
Projects Reflected in Gen. Gov. CIP					
Recreation Services Fund	37,868	200,001	200,001		(100.0%)
Total Enterprise Fund CIP	**24,129,287**	**113,209,738**	**113,209,738**	**30,183,335**	**(73.3%)**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost
Electric Funding Source Summary					
2006 Ballot	$6,333,796				
Ent Rev	$1,920,000	$4,150,000	$4,830,000	$16,900,000	
New Funding	**$8,253,796**	**$4,150,000**	**$4,830,000**	**$16,900,000**	**$0**
PYA - various	$900,000				
Prior Year Funding	**$900,000**				**$0**
Future Ballot		$13,275,000	$22,100,000	$28,250,000	
Future Ballot		**$13,275,000**	**$22,100,000**	**$28,250,000**	**$0**
Total Electric	**$9,153,796**	**$17,425,000**	**$26,930,000**	**$45,150,000**	**$0**
Water Funding Source Summary					
2008 Ballot	$2,430,000	$7,310,200	$7,130,000	$5,360,000	
Ent Rev	$600,000	$850,000	$750,000	$6,020,000	
New Funding	**$3,030,000**	**$8,160,200**	**$7,880,000**	**$11,380,000**	**$0**
Unfunded				$8,045,000	$3,556,000
Unfunded				**$8,045,000**	**$3,556,000**
Total Water	**$3,030,000**	**$8,160,200**	**$7,880,000**	**$19,425,000**	**$3,556,000**
Railroad Funding Source Summary					
Ent Rev	$200,000	$290,000	$526,000	$1,073,000	
EU Loan			$100,000	$750,000	
New Funding	**$200,000**	**$290,000**	**$626,000**	**$1,823,000**	**$0**
Unfunded			$41,000	$200,000	
Unfunded			**$41,000**	**$200,000**	**$0**
Total Railroad	**$200,000**	**$290,000**	**$667,000**	**$2,023,000**	**$0**
Sewer Funding Source Summary					
2003 Ballot	$2,700,000				
2008 Ballot	$4,377,500	$7,662,000	$590,000	$356,000	
Ent Rev	$500,000	$1,063,350	$1,620,000	$1,090,000	
New Funding	**$7,577,500**	**$8,725,350**	**$2,210,000**	**$1,446,000**	**$0**
PYA Ballot		$18,711,250	$4,700,000		
PYA Ent Rev	$18,650				
Prior Year Funding	**$18,650**	**$18,711,250**	**$4,700,000**		**$0**
Future Bond				$2,000,000	
Future Bond				**$2,000,000**	**$0**
Future Ballot				$5,700,000	
Future Ballot				**$5,700,000**	**$0**
Unfunded			$330,000	$9,225,000	$2,940,000
Unfunded			**$330,000**	**$9,225,000**	**$2,940,000**
Total Sewer	**$7,596,150**	**$27,436,600**	**$7,240,000**	**$18,371,000**	**$2,940,000**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost
Storm Water Funding Source Summary					
Ent Rev				$220,000	
New Funding				**$220,000**	**$0**
Future Ballot			$2,355,218	$6,622,726	$496,000
Future Ballot			**$2,355,218**	**$6,622,726**	**$496,000**
Total Storm Water			**$2,355,218**	**$6,842,726**	**$496,000**
Solid Waste Funding Source Summary					
Ent Rev	$350,000	$3,830,000	$1,050,000	$9,086,200	
New Funding	**$350,000**	**$3,830,000**	**$1,050,000**	**$9,086,200**	**$0**
Total Solid Waste	**$350,000**	**$3,830,000**	**$1,050,000**	**$9,086,200**	**$0**
Parking Funding Source Summary					
Future Bond				$11,787,500	
Future Bond				**$11,787,500**	**$0**
Total Parking				**$11,787,500**	**$0**
Transit Funding Source Summary					
Ent Rev	$1,425				
FTA Grant	$282,919	$3,423,255	$863,040	$3,541,739	
Transp S Tax	$69,304	$650,630	$215,760	$821,561	
New Funding	**$353,648**	**$4,073,885**	**$1,078,800**	**$4,363,300**	**$0**
PYA Transp S Tax		$149,613			
Prior Year Funding		**$149,613**			**$0**
Total Transit	**$353,648**	**$4,223,498**	**$1,078,800**	**$4,363,300**	**$0**
Airport Funding Source Summary					
Ent Rev		$30,000	$30,000	$90,000	$120,000
FAA Grant	$1,181,173	$754,205	$28,089,739	$27,747,975	
Transp S Tax	$112,167	$169,695	$1,613,407	$1,716,458	
New Funding	**$1,293,340**	**$953,900**	**$29,733,146**	**$29,554,433**	**$120,000**
Total Airport	**$1,293,340**	**$953,900**	**$29,733,146**	**$29,554,433**	**$120,000**
Overall Funding Source Summary					
2003 Ballot	$2,700,000				
2006 Ballot	$6,333,796				
2008 Ballot	$6,807,500	$14,972,200	$7,720,000	$5,716,000	
Ent Rev	$3,571,425	$10,213,350	$8,806,000	$34,479,200	$120,000
EU Loan			$100,000	$750,000	
FAA Grant	$1,181,173	$754,205	$28,089,739	$27,747,975	
FTA Grant	$282,919	$3,423,255	$863,040	$3,541,739	
Transp S Tax	$181,471	$820,325	$1,829,167	$2,538,019	
New Funding	**$21,058,284**	**$30,183,335**	**$47,407,946**	**$74,772,933**	**$120,000**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost
Overall Funding Source Summary					
PYA - various	$900,000				
PYA Ballot		$18,711,250	$4,700,000		
PYA Ent Rev	$18,650				
PYA Transp S Tax		$149,613			
Prior Year Funding	**$918,650**	**$18,860,863**	**$4,700,000**		**$0**
Future Bond				$13,787,500	
Future Bond				**$13,787,500**	**$0**
Future Ballot		$13,275,000	$24,455,218	$40,572,726	$496,000
Future Ballot		**$13,275,000**	**$24,455,218**	**$40,572,726**	**$496,000**
Unfunded			$371,000	$17,470,000	$6,496,000
Unfunded			**$371,000**	**$17,470,000**	**$6,496,000**
Total	**$21,976,934**	**$62,319,198**	**$76,934,164**	**$146,603,159**	**$7,112,000**

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Electric							
1 Annual Commercial Expansion - EL0117 [ID: 556]							
2006 Ballot	$500,000						
Ent Rev		$700,000	$700,000	$2,300,000			
Total	**$500,000**	**$700,000**	**$700,000**	**$2,300,000**			
2 Annual Contingency - EL0009 [ID: 557]							
2006 Ballot	$82,996						
Future Ballot			$500,000	$1,500,000			
Total	**$82,996**		**$500,000**	**$1,500,000**			
3 Annual Distrib. Transformers & Capacitors-EL0021 [ID: 559]							
2006 Ballot	$1,500,800						
Ent Rev			$800,000	$1,600,000			
Future Ballot				$1,000,000			
Total	**$1,500,800**		**$800,000**	**$2,600,000**			
4 Annual Fiber Optic Cable - EL0082 [ID: 560]							
Ent Rev	$250,000	$80,000	$80,000	$240,000			
Total	**$250,000**	**$80,000**	**$80,000**	**$240,000**			
5 Annual Load Management - EL0049 [ID: 561]							
Ent Rev	$170,000	$170,000	$170,000	$510,000			
Total	**$170,000**	**$170,000**	**$170,000**	**$510,000**			
6 Annual New Electric Connections - EL0053 [ID: 563]							
2006 Ballot	$600,000						
Ent Rev	$550,000	$600,000	$1,000,000	$3,000,000			
Total	**$1,150,000**	**$600,000**	**$1,000,000**	**$3,000,000**			
7 Annual Replace Circuit Breakers - EL0153 [ID: 1109]							
Ent Rev	$250,000			$750,000			
Future Ballot		$250,000	$250,000				
Total	**$250,000**	**$250,000**	**$250,000**	**$750,000**			
8 Annual Replacement of Existing Overhead - EL0118 [ID: 651]							
Ent Rev	$300,000		$300,000	$600,000			
Future Ballot		$300,000		$300,000			
Total	**$300,000**	**$300,000**	**$300,000**	**$900,000**			
9 Annual Replacement of Existing UG System EL0107 [ID: 562]							
2006 Ballot	$200,000						
Ent Rev				$600,000			
Future Ballot		$200,000	$200,000				
Total	**$200,000**	**$200,000**	**$200,000**	**$600,000**			
10 Annual Residential Expansion - EL0116 [ID: 564]							
2006 Ballot	$750,000						
Ent Rev			$700,000	$2,300,000			
Total	**$750,000**		**$700,000**	**$2,300,000**			
11 Annual Street Light Additions - EL0052 [ID: 565]							
2006 Ballot	$200,000						
Ent Rev		$200,000	$200,000	$600,000			
Total	**$200,000**	**$200,000**	**$200,000**	**$600,000**			

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Electric							
12 Annual Substation Feeder Additions - EL0115 [ID: 566]							
2006 Ballot	$1,500,000						
Ent Rev		$400,000	$600,000	$1,800,000			
Future Ballot		$1,200,000	$1,000,000	$3,000,000			
Total	**$1,500,000**	**$1,600,000**	**$1,600,000**	**$4,800,000**			
13 Annual Transmission System Replacement - EL0101 [ID: 567]							
2006 Ballot	$250,000						
Ent Rev				$750,000			
Future Ballot		$250,000	$250,000				
Total	**$250,000**	**$250,000**	**$250,000**	**$750,000**			
14 Annual Underground Conversion - EL0027 [ID: 555]							
Ent Rev	$400,000			$1,600,000			
Future Ballot		$800,000	$800,000	$800,000			
Total	**$400,000**	**$800,000**	**$800,000**	**$2,400,000**			
15 161 Trans-Perche Sub to New South Sub - EL0150 [ID: 1054]						**2011**	**2012**
Future Ballot		$8,600,000					
Total		**$8,600,000**					
16 161 Transmission-McBaine Sub to New S Sub - EL0148 [ID: 1050]						**2011**	**2012**
2006 Ballot	$750,000						
Future Ballot		$1,675,000					
PYA - various	$900,000						
Total	**$1,650,000**	**$1,675,000**					
17 69 Kv Relay Upgrade - Phase 2 - EL0145 [ID: 984]						**2012**	**2012**
Ent Rev			$280,000				
Total			**$280,000**				
18 Business Loop 70 - Phase 6 Undergrounding - EL0141 [ID: 690]						**2012**	**2012**
Future Ballot			$4,200,000				
Total			**$4,200,000**				
19 Opt1 Purch. 36 MW - Columbia Energy Center EL0113 [ID: 552]						**2012**	**2012**
Future Ballot			$14,900,000				
Total			**$14,900,000**				
20 Primary Control Center - EL0164 [ID: 1330]						**2011**	**2011**
Ent Rev		$1,000,000					
Total		**$1,000,000**					
21 Reconductor 69kV line - Boldstad - Switzler-EL0163 [ID: 1329]						**2011**	**2011**
Ent Rev		$500,000					
Total		**$500,000**					
22 Relocation of 69kV Line - Hinkson to Perche EL0162 [ID: 1328]						**2011**	**2011**
Ent Rev		$500,000					
Total		**$500,000**					
23 69 Kv Relay Upgrade - Phase 3 - EL0146 [ID: 985]						**2014**	**2014**
Ent Rev				$250,000			
Total				**$250,000**			

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Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Electric							
24 Business Loop 70 - Phase 5 Undergrounding - EL0140 [ID: 689]						**2013**	**2013**
Future Ballot				$2,450,000			
Total				**$2,450,000**			
25 Landfill Gas Generator Expansion - EL0155 [ID: 1166]						**2015**	**2015**
Future Ballot				$2,000,000			
Total				**$2,000,000**			
26 New Water Reservoir @ Power Plant - EL0124 [ID: 654]						**2013**	**2013**
Future Ballot				$1,700,000			
Total				**$1,700,000**			
27 Opt2 Purch. 36 MW - Columbia Energy Center EL0114 [ID: 553]						**2014**	**2014**
Future Ballot				$15,500,000			
Total				**$15,500,000**			

Electric Funding Source Summary

2006 Ballot	$6,333,796				
Ent Rev	$1,920,000	$4,150,000	$4,830,000	$16,900,000	
New Funding	**$8,253,796**	**$4,150,000**	**$4,830,000**	**$16,900,000**	**$0**
PYA - various	$900,000				
Prior Year Funding	**$900,000**				**$0**
Future Ballot		$13,275,000	$22,100,000	$28,250,000	
Future Ballot		**$13,275,000**	**$22,100,000**	**$28,250,000**	**$0**
Total	**$9,153,796**	**$17,425,000**	**$26,930,000**	**$45,150,000**	**$0**

Electric Current Capital Projects

1	161 Kv Substation Relay Replacement - EL0143 [ID: 982]	2009	2009
2	69 Kv Relay Upgrade - Phase 1 - EL0144 [ID: 983]	2010	2011
3	BLoop 70 - Phase 2 Undrgrndg Parkade-Jeff - EL0119 [ID: 550]	2008	2010
4	BLoop 70 - Phase 4 Undrgrndg Garth-Prov - EL0127 [ID: 675]	2010	2011
5	Broadway Undergrounding - EL0120 [ID: 549]	2009	2010
6	Business Loop 70 - Phase 3 Undergrounding - EL0126 [ID: 674]	2009	2010
7	Clark Ln-Rte PP to St.Charles Rd-SLA EL0135 [ID: 684]	2008	2011
8	Coal Bunkers & Machine Storage Shed - EL0100 [ID: 569]	2007	2011
9	Distr. Center/Yard - Consoldtn & Expnsn EL0106 [ID: 545]	2007	2011
10	E.Broadway-Hinkson Creek-Brickton Dr.SLA EL0134 [ID: 683]	2008	2011
11	Green Meadows-Providence to Gray Oak-SLA EL0136 [ID: 685]	2010	2010
12	Harmony Branch 211 - Substation Feeder - EL0128 [ID: 676]	2008	2010
13	Maguire - Street Light Addition EL0137 [ID: 686]	2010	2010
14	Mexico Gravel Rd SLA - EL0138 [ID: 687]	2008	2010
15	New South Side 161/13.8 Kv Substation - EL0121 [ID: 551]	2010	2010
16	Power Plant Rail Spur - EL0125 [ID: 655]	2010	2010

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Electric Current Capital Projects

Electric

17	Replace Baghouse Expansion Joints - EL0158 [ID: 1202]	2010	2010
18	Replace Measurement & Data Acquistion Sys - EL0159 [ID: 1203]	2010	2011
19	Transmission Improvements - EL0112 [ID: 548]	2008	2011
20	Underground Rangeline - Rogers to Wilkes - EL0160 [ID: 1231]	2010	2010
21	Unit 8 Generator Retaining Ring Replacement-EL0157 [ID: 1201]	2010	2010
22	William Street Undergrounding - EL0154 [ID: 1134]	2010	2010

Electric Impact of Capital Projects

Annual Commercial Expansion - EL0117 [ID: 556]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Distrib. Transformers & Capacitors-EL0021 [ID: 559]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Fiber Optic Cable - EL0082 [ID: 560]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Load Management - EL0049 [ID: 561]

Growth in number of switches requires additional people to check and maintain. Installation reduces growth in system load, thereby reducing purchased power costs.

Annual New Electric Connections - EL0053 [ID: 563]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Replacement of Existing UG System EL0107 [ID: 562]

Work is performed because of numerous faults on a line. Replacing problem cable will reduce outages.

Annual Residential Expansion - EL0116 [ID: 564]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Street Light Additions - EL0052 [ID: 565]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Substation Feeder Additions - EL0115 [ID: 566]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Underground Conversion - EL0027 [ID: 555]

Long-term could reduce maintenance

Maguire - Street Light Addition EL0137 [ID: 686]

Additional lights to maintain

Mexico Gravel Rd SLA - EL0138 [ID: 687]

More lights to maintain

New South Side 161/13.8 Kv Substation - EL0121 [ID: 551]

Additional substation to maintain may require additional staff.

Transmission Improvements - EL0112 [ID: 548]

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Water							
1 Annual Close Loops - WT0123 [ID: 586]							
2008 Ballot		$66,300	$250,000	$250,000			
Ent Rev	$100,000	$150,000		$465,000			
Total	**$100,000**	**$216,300**	**$250,000**	**$715,000**			
2 Annual Contingency - WT0009 [ID: 718]							
2008 Ballot	$100,000	$65,000	$100,000	$200,000			
Total	**$100,000**	**$65,000**	**$100,000**	**$200,000**			
3 Annual Differential Payments - WT0143 [ID: 642]							
2008 Ballot	$100,000	$100,000	$100,000	$300,000			
Ent Rev				$100,000			
Total	**$100,000**	**$100,000**	**$100,000**	**$400,000**			
4 Annual Fire Hydrants & Valve Replacements - WT0127 [ID: 587]							
2008 Ballot	$200,000	$250,000	$250,000	$250,000			
Ent Rev				$500,000			
Total	**$200,000**	**$250,000**	**$250,000**	**$750,000**			
5 Annual Main Relctn for Streets & Highways - WT0125 [ID: 589]							
2008 Ballot	$360,000	$500,000	$330,000	$1,021,500			
Ent Rev				$630,000			
Total	**$360,000**	**$500,000**	**$330,000**	**$1,651,500**			
6 Annual New Srvc Connections:Install/Rpl WT0128 [ID: 592]							
Ent Rev	$500,000	$700,000	$750,000	$2,645,000			
Total	**$500,000**	**$700,000**	**$750,000**	**$2,645,000**			
7 Annual Water Main Replacements - WT0130 [ID: 590]							
2008 Ballot	$500,000	$315,000	$750,000	$1,500,000			
Ent Rev				$1,680,000			
Total	**$500,000**	**$315,000**	**$750,000**	**$3,180,000**			
8 16"Main-BrownStationRd-Route B to Peabody-WT0230 [ID: 1284]						**2011**	**2011**
2008 Ballot		$340,000					
Total		**$340,000**					
9 Drill Alluvial Well #16 - WT0134 [ID: 577]						**2009**	**2011**
2008 Ballot		$35,000					
Total		**$35,000**					
10 DT: Rpl Valves on Broadway - WT0149 [ID: 648]						**2011**	**2011**
2008 Ballot		$150,000					
Total		**$150,000**					
11 EC: Univ Av: Ann St-Rock Hill Close Lp WT0193 [ID: 714]						**2010**	**2011**
2008 Ballot		$97,650					
Total		**$97,650**					
12 Fairmnt Dr: Fieldcrest-Parkridge Close Loop WT0195 [ID: 716]						**2010**	**2011**
2008 Ballot		$26,250					
Total		**$26,250**					

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Water							
13 Garth - Forest to Bus Loop Main Replacement WT0222 [ID: 1164]						**2011**	**2011**
2008 Ballot		$95,000					
Total		**$95,000**					
14 Oakland Church Road - 12,000' of 16" Main - WT0209 [ID: 1004]						**2011**	**2012**
2008 Ballot		$200,000	$3,065,000				
Total		**$200,000**	**$3,065,000**				
15 Quail Drive - Main Relocation - WT0188 [ID: 709]						**2012**	**2012**
2008 Ballot			$170,000				
Total			**$170,000**				
16 Route PP Main Upgrade - 25,000' of 12" Main-WT0171 [ID: 691]						**2010**	**2011**
2008 Ballot	$1,170,000	$1,170,000					
Total	**$1,170,000**	**$1,170,000**					
17 S Section of 24" East Transmsn Main WT0137 [ID: 584]						**2009**	**2012**
2008 Ballot		$3,900,000	$1,830,000				
Total		**$3,900,000**	**$1,830,000**				
18 Smith Dr: Silver Thorne-Scott Blvd Cl Lps WT0196 [ID: 717]						**2011**	**2012**
2008 Ballot			$285,000				
Total			**$285,000**				
19 16" Main-Hwy63 - West Crossing to Stadium-WT0229 [ID: 1283]						**2013**	**2013**
Unfunded				$297,000			
Total				**$297,000**			
20 8" Main-Rangeline-Smith to Bus Lp 70 - WT0227 [ID: 1281]						**2013**	**2013**
Unfunded				$112,000			
Total				**$112,000**			
21 ASR #3 - Conversion of Existing Deep Well - WT0140 [ID: 581]						**2015**	**2015**
Unfunded				$600,000			
Total				**$600,000**			
22 Backup Generators for ASR's & Pump Stations WT0150 [ID: 649]						**2014**	**2015**
2008 Ballot				$500,000			
Unfunded				$630,000			
Total				**$1,130,000**			
23 Bus Loop - Phase 3&4 - 2,600' Main Replace -WT0198 [ID: 720]						**2012**	**2013**
2008 Ballot				$660,000			
Total				**$660,000**			
24 Bus Loop - Phase 5 - 3,800' Main Replace - WT0199 [ID: 721]						**2015**	**2015**
Unfunded				$1,322,000			
Total				**$1,322,000**			
25 Convert Constant Speed Pumps to Variable WT0145 [ID: 644]						**2015**	**2015**
Unfunded				$880,000			
Total				**$880,000**			

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Water							
26 DT: 6th St: Broadway to Elm Main Upgrade WT0177 [ID: 697]						**2014**	**2015**
Unfunded				$255,000			
Total				**$255,000**			
27 DT: 7th St: Broadway to Ash Main Rpl WT0166 [ID: 669]						**2014**	**2015**
Unfunded				$147,000			
Total				**$147,000**			
28 DT: Locust: 6th to 8th Main Upgrade - WT0175 [ID: 695]						**2014**	**2015**
Unfunded				$118,000			
Total				**$118,000**			
29 DT: Locust: Hitt to Waugh Main Upgrade WT0173 [ID: 693]						**2015**	**2015**
Unfunded				$95,000			
Total				**$95,000**			
30 DT: Paquin Av: Hitt to College Main Upgrade WT0176 [ID: 696]						**2014**	**2015**
Unfunded				$190,000			
Total				**$190,000**			
31 Hackberry - 6,000' of 12" Main - WT0208 [ID: 1003]						**2013**	**2014**
2008 Ballot				$600,000			
Total				**$600,000**			
32 Lower Bear Creek Main Relocation WT0192 [ID: 713]						**2014**	**2014**
2008 Ballot				$25,000			
Total				**$25,000**			
33 NC: 4th St: Hickman-Wilkes Main Rpl WT0170 [ID: 673]						**2014**	**2015**
Unfunded				$147,000			
Total				**$147,000**			
34 NC: Hickman Av: Providence-Washingtn MR WT0169 [ID: 672]						**2014**	**2015**
Unfunded				$147,000			
Total				**$147,000**			
35 NC: Wilkes Blvd: Providence-Washingtn MR WT0168 [ID: 671]						**2014**	**2015**
Unfunded				$140,000			
Total				**$140,000**			
36 Sludge Removal Site - WT0148 [ID: 647]						**2015**	**2015**
Unfunded				$750,000			
Total				**$750,000**			
37 Vandiver/Sylvan Storm Drainage -Main Relctn WT0190 [ID: 711]						**2014**	**2014**
2008 Ballot				$53,500			
Total				**$53,500**			
38 Bus Loop - Phase 6A - 3,200' Main Replace - WT0200 [ID: 722]						**2015**	**2016**
Unfunded					$1,158,000		
Total					**$1,158,000**		

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Water							
39 Gas Chlorination System Conversion - WT0146 [ID: 645]						**2015**	**2016**
Unfunded				$950,000	$988,000		
Total				**$950,000**	**$988,000**		
40 Heller Road (E) 10,000' of 16" Main - WT0178 [ID: 698]						**2015**	**2016**
Unfunded				$1,265,000	$1,315,000		
Total				**$1,265,000**	**$1,315,000**		
41 Mexco Grvl Rd: Manchester-Billy Jean Mn Rpl WT0179 [ID: 699]						**2015**	**2016**
Unfunded					$95,000		
Total					**$95,000**		

Water Funding Source Summary

2008 Ballot	$2,430,000	$7,310,200	$7,130,000	$5,360,000			
Ent Rev	$600,000	$850,000	$750,000	$6,020,000			
New Funding	**$3,030,000**	**$8,160,200**	**$7,880,000**	**$11,380,000**	**$0**		
Unfunded				$8,045,000	$3,556,000		
Unfunded				**$8,045,000**	**$3,556,000**		
Total	**$3,030,000**	**$8,160,200**	**$7,880,000**	**$19,425,000**	**$3,556,000**		

Water Current Capital Projects

1	12" Main-Broadway - 8th to 9th - WT0228 [ID: 1282]		
2	16" Main-Williams St - Brdwy to Anthony - WT0226 [ID: 1280]	2010	2010
3	8" Main - Lake-of-the-Woods WT0218 [ID: 1160]	2010	2010
4	Bernadette Sidewalk - WT0219 [ID: 1161]	2010	2011
5	BL 70 Phase 2:Jackson-Jefferson Main Rpl WT0131 [ID: 576]	2008	2010
6	BL 70 Phase 6B - 3,400' Main Replace - WT0197 [ID: 719]	2010	2012
7	Broadway Main Replacement Garth to W Blvd - WT0141 [ID: 575]	2010	2013
8	Cartman Rd - Bollard to Heller Close Loop - WT0223 [ID: 1165]	2010	2010
9	Country Club Dr S:Old 63 E - Main Rpl WT0158 [ID: 661]	2010	2011
10	Drill Alluvial Wells #17 and #18 - WT0138 [ID: 582]	2010	2012
11	DT: Providence:Broadway to Locust Main Upg WT0172 [ID: 692]	2008	2011
12	DT: Providence:Locust to Elm Main Rpl WT0163 [ID: 666]	2010	2011
13	EC: Anthony St: College to William Main Rpl WT0160 [ID: 663]	2009	2009
14	EC: Cliff Dr: Hawthorne Dr-Univ Cloose Lp WT0154 [ID: 657]	2010	2011
15	EC: Cliff,Univ,Hilltop,Hawthorn, Rock Hl MR WT0164 [ID: 667]	2010	2011
16	EC: Rosemary Ln: College-William Main Rpl WT0157 [ID: 660]	2009	2009
17	EC: Wilson Av: E of College-Wm Main Rpl WT0161 [ID: 664]	2010	2010
18	GL: Bingham Rd: Providence-Wayne Main Rpl WT0162 [ID: 665]	2010	2011
19	GL: Burnham/Rollins/Providence Intrsctn MR WT0184 [ID: 705]	2010	2010
20	Hillsdale PS - 1.5 MG Ground Storage Tank - WT0207 [ID: 1002]	2008	2010
21	Hinkson Bank Stabilization - 36" Main - WT0224 [ID: 1195]	2010	2010
22	Hominy Branch: Main Relocation WT0191 [ID: 712]	2009	2010
23	I-70 - Close Loops - WT0153 [ID: 656]	2010	2011

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Water Current Capital Projects

Water

24	Jeff Jr High Main Upgrade for Fire Flow - WT0201 [ID: 976]	2009	2010
25	Kircher Road - 3,000' of 12" Main Upgrade - WT0174 [ID: 694]	2009	2011
26	Loop Closure of 8" Mains S of Nifong Blvd WT0139 [ID: 583]	2010	2010
27	Maguire - 12" Main - WT0214 [ID: 1136]	2009	2010
28	Mexico Gravel - Main Relocation - WT0215 [ID: 1137]	2010	2010
29	N Section of 24" East Transmsn Main WT0136 [ID: 578]	2009	2011
30	NC: Providence Rd N @ Douglas HS - Main Rpl WT0165 [ID: 668]	2010	2010
31	NC: Rangeline St & Smith St Main Relctn WT0189 [ID: 710]	2009	2009
32	Paint WTP Basins - WT0144 [ID: 643]	2009	2010
33	Providence Rd @ Stewart Rd - Close Loop - WT0155 [ID: 658]	2010	2010
34	Rangeline Main Replacement-Rogers to Wilkes-WT0225 [ID: 1233]	2010	2010
35	Replumb Influent Connections at WTP WT0211 [ID: 1110]	2009	2011
36	Scott Blvd - Main Relocation WT0216 [ID: 1138]	2009	2009
37	Stadium Blvd @ Bernadette Dr - Close Loops WT0156 [ID: 659]	2010	2011
38	Sunflower Main Relocation - WT0221 [ID: 1163]	2010	2011
39	Upgrade Transformers & Switchgear @ WTP - WT0147 [ID: 646]	2010	2010
40	Water Treatment Plt-Treatment Modification-WT0217 [ID: 1139]	2009	2010
41	West I-70 Crossings - WT0119 [ID: 604]	2014	2015

Water Impact of Capital Projects

Annual Close Loops - WT0123 [ID: 586]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Differential Payments - WT0143 [ID: 642]

Expansion of system requires additional maintenance

Annual Fire Hydrants & Valve Replacements - WT0127 [ID: 587]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Main Relctn for Streets & Highways - WT0125 [ID: 589]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual New Srvc Connections:Install/Rpl WT0128 [ID: 592]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

Annual Water Main Replacements - WT0130 [ID: 590]

Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.

ASR #3 - Conversion of Existing Deep Well - WT0140 [ID: 581]

Incremental impact on operational costs. An additional ASR well to maintain.

Backup Generators for ASR's & Pump Stations WT0150 [ID: 649]

Increased maintenance requirement

Convert Constant Speed Pumps to Variable WT0145 [ID: 644]

Will provide greater flexibility in operation

Drill Alluvial Well #16 - WT0134 [ID: 577]

Incremental impact on operational costs. Additional well to maintain

Drill Alluvial Wells #17 and #18 - WT0138 [ID: 582]

Incremental impact on operational costs. Two additional wells to maintain.

DT: Rpl Valves on Broadway - WT0149 [ID: 648]

Better control of system

Gas Chlorination System Conversion - WT0146 [ID: 645]

Safer process for handling chlorine

S Section of 24" East Transmsn Main WT0137 [ID: 584]

Provides more reliable system.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Water Impact of Capital Projects

Water

Sludge Removal Site - WT0148 [ID: 647]

Insures site for sludge, reduces transportation costs

Upgrade Transformers & Switchgear @ WTP - WT0147 [ID: 646]

Improve reliability of system

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Railroad							
1 Annual Capital Maintenance - ER0045 [ID: 626]							
Ent Rev		$15,000	$31,000	**$101,000**			
Total		**$15,000**	**$31,000**	**$101,000**			
2 Annual Rail Replacement Program - ER0014 [ID: 627]							
Ent Rev	$25,000	$25,000	$51,000	**$161,000**			
Total	**$25,000**	**$25,000**	**$51,000**	**$161,000**			
3 Annual Roadway Program - ER0007 [ID: 628]							
Ent Rev			$10,000	**$30,000**			
Total			**$10,000**	**$30,000**			
4 Annual Surfacing Program - ER0013 [ID: 629]							
Ent Rev	$50,000	$25,000	$51,000	**$161,000**			
Total	**$50,000**	**$25,000**	**$51,000**	**$161,000**			
5 Annual Tie Program - ER0012 [ID: 630]							
Ent Rev	$125,000	$125,000	$173,000	**$540,000**			
Total	**$125,000**	**$125,000**	**$173,000**	**$540,000**			
6 College Avenue Crossing - ER0065 [ID: 1274]						**2011**	**2011**
Ent Rev		$70,000					
Total		**$70,000**					
7 Elm Street Crossing - ER0032 [ID: 620]						**2011**	**2011**
Ent Rev		$30,000					
Total		**$30,000**					
8 N Browns Station Drive Crossing - ER0024 [ID: 621]						**2012**	**2012**
Ent Rev			$30,000				
Total			**$30,000**				
9 Replace ETI Turnout - ER0041 [ID: 614]						**2008**	**2012**
Ent Rev			$38,000				
Total			**$38,000**				
10 Treat Timber Bridges - ER0067 [ID: 1276]						**2012**	**2012**
Ent Rev			$30,000				
Total			**$30,000**				
11 Waco Road Crossing Surface - ER0051 [ID: 622]						**2012**	**2012**
Ent Rev			$62,000				
Total			**$62,000**				
12 Wilkes Blvd. Crossing - ER0033 [ID: 616]						**2012**	**2012**
Unfunded			$41,000				
Total			**$41,000**				
13 Wright Drive Crossing - ER0034 [ID: 623]						**2012**	**2012**
Ent Rev			$30,000				
Total			**$30,000**				

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Railroad							
14 Bridge 674 - ER0066 [ID: 1275]						**2012**	**2013**
Ent Rev			$20,000	$40,000			
Total			**$20,000**	**$40,000**			
15 Brown Station Retaining Wall - ER0015 [ID: 619]						**2015**	**2015**
Ent Rev				$40,000			
Total				**$40,000**			
16 Engine House Tracks - ER0059 [ID: 652]						**2014**	**2014**
EU Loan				$150,000			
Total				**$150,000**			
17 Heuchan Siding - ER0026 [ID: 625]						**2015**	**2015**
Unfunded				$200,000			
Total				**$200,000**			
18 Railroad Operations Center - ER0055 [ID: 613]						**2012**	**2014**
EU Loan			$100,000	$600,000			
Total			**$100,000**	**$600,000**			

Railroad Funding Source Summary

Ent Rev	$200,000	$290,000	$526,000	$1,073,000	
EU Loan			$100,000	$750,000	
New Funding	**$200,000**	**$290,000**	**$626,000**	**$1,823,000**	**$0**
Unfunded			$41,000	$200,000	
Unfunded			**$41,000**	**$200,000**	**$0**
Total	**$200,000**	**$290,000**	**$667,000**	**$2,023,000**	**$0**

Railroad Current Capital Projects

1	RR Bridge - ER0063 [ID: 1278]	2009	2010
2	Sims Street Closure - ER0064 [ID: 1279]	2010	2010
3	STM US63 Grade Separation - ER058J [ID: 1230]	2009	2009

Railroad Impact of Capital Projects

Railroad Operations Center - ER0055 [ID: 613]

Significant reductions in train miles operated will greatly improve railroad efficiency, customer service, and public safety.

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Sewer							
1 Annual 100-Acre Point Trunks Revolving Fd - C43111 [ID: 749]							
2008 Ballot	$400,000	$260,000					
Total	**$400,000**	**$260,000**					
2 Annual Private Common Collectors - C43112 [ID: 752]							
2008 Ballot	$300,000	$710,000					
Total	**$300,000**	**$710,000**					
3 Annual Sewer Main and Manhole Rehab - C43100 [ID: 753]							
2008 Ballot	$807,500	$500,000					
Ent Rev			$500,000	$500,000			
Total	**$807,500**	**$500,000**	**$500,000**	**$500,000**			
4 Annual Sewer System Improvements - C43183 [ID: 750]							
Ent Rev	$500,000	$500,000	$500,000	$500,000			
Total	**$500,000**	**$500,000**	**$500,000**	**$500,000**			
5 Bear Creek Bank Stab - Wonder Bread site C43229 [ID: 1267]						**2010**	**2011**
Ent Rev		$200,000					
Total		**$200,000**					
6 Haystack Acres Pump Station Interceptor C43230 [ID: 1304]						**2011**	**2012**
Ent Rev		$50,000	$420,000				
Total		**$50,000**	**$420,000**				
7 Highview Avenue Sewer Replacement C43231 [ID: 1323]						**2011**	**2011**
Ent Rev		$60,000					
Total		**$60,000**					
8 Hominy Branch Outfall relief Sewer C43210 [ID: 797]						**2009**	**2011**
2003 Ballot	$2,700,000						
2008 Ballot		$1,200,000					
Total	**$2,700,000**	**$1,200,000**					
9 PCCE # 3 - Stewart & Medavista - C43198 [ID: 780]						**2008**	**2011**
2008 Ballot		$314,000					
Total		**$314,000**					
10 PCCE # 8 : Thilly Lathrop C43221 [ID: 1241]						**2010**	**2012**
2008 Ballot		$285,000	$285,000				
Total		**$285,000**	**$285,000**				
11 PCCE #15 - Anderson Ave. C43223 [ID: 1193]						**2010**	**2012**
2008 Ballot	$25,000		$85,000				
Total	**$25,000**		**$85,000**				
12 PCCE #19 - Sunset Lane C43227 [ID: 1342]						**2010**	**2012**
2008 Ballot	$50,000		$220,000				
Total	**$50,000**		**$220,000**				
13 Rangeline Sewer Replacement C43228 [ID: 1325]						**2010**	**2011**
Ent Rev		$93,350					
PYA Ent Rev	$18,650						
Total	**$18,650**	**$93,350**					

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Sewer							
14 Sewer District #165 - Maple Bluff Dr. Area C43207 [ID: 1027]						**2009**	**2011**
2008 Ballot		$363,000					
Total		**$363,000**					
15 Sewer District #170 - S. Bethel Church Road C43232 [ID: 1158]						**2011**	**2012**
2008 Ballot		$30,000					
Unfunded			$330,000				
Total		**$30,000**	**$330,000**				
16 Upper Hinkson Creek Outfall Ext. C43213 [ID: 806]						**2010**	**2011**
2008 Ballot	$2,700,000	$4,000,000					
Total	**$2,700,000**	**$4,000,000**					
17 Valley View Pump Station Interceptor C43233 [ID: 1305]						**2011**	**2012**
Ent Rev		$40,000	$200,000				
Total		**$40,000**	**$200,000**				
18 Woodrail Pump Station Replacement C43234 [ID: 1306]						**2011**	**2011**
Ent Rev		$120,000					
Total		**$120,000**					
19 WWTP Improvement Project Phase I - C43194 [ID: 791]						**2008**	**2010**
2008 Ballot	$18,711,250						
PYA Ballot		$18,711,250	$4,700,000				
Total	**$18,711,250**	**$18,711,250**	**$4,700,000**				
20 B-9 Relief Sewer - Garth & Vandiver [ID: 795]						**2013**	**2014**
Unfunded				$600,000			
Total				**$600,000**			
21 C-5 Trunk Relief Swr-Rock Quarry:Nifong-Zoe [ID: 802]						**2014**	**2015**
Unfunded				$250,000			
Total				**$250,000**			
22 Gans Creek Pump Station Upgrade [ID: 1196]						**2013**	**2014**
Unfunded				$2,200,000			
Total				**$2,200,000**			
23 M-2 Interceptor Relief -Merideth Branch Crk [ID: 796]						**2014**	**2015**
Unfunded				$390,000			
Total				**$390,000**			
24 PCCE #11 - Wilson Street / High Street C43224 [ID: 1339]						**2010**	**2013**
2008 Ballot	$30,000			$95,000			
Total	**$30,000**			**$95,000**			
25 PCCE #13 - Hunt Court C43225 [ID: 1340]						**2010**	**2013**
2008 Ballot	$15,000			$41,000			
Total	**$15,000**			**$41,000**			
26 PCCE #17 - Wilson Street / Ross Street C43226 [ID: 1341]						**2010**	**2013**
2008 Ballot	$50,000			$220,000			
Total	**$50,000**			**$220,000**			

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Sewer							
27 Sexton Road Relief Sewer [ID: 1326]						**2013**	**2014**
Unfunded				$2,200,000			
Total				**$2,200,000**			
28 WWTP - Digester Complex Improvements [ID: 1303]						**2014**	**2015**
Future Ballot				$3,300,000			
Total				**$3,300,000**			
29 WWTP - Fine Screen Facility [ID: 1302]						**2014**	**2015**
Future Ballot				$2,400,000			
Total				**$2,400,000**			
30 B-8 Relief Sewer - Rangeline & Vandiver [ID: 794]						**2015**	**2016**
Unfunded				$200,000	$1,400,000		
Total				**$200,000**	**$1,400,000**		
31 Lower Southwest Outfall Relief Sewer [ID: 798]						**2015**	**2016**
Unfunded				$60,000	$640,000		
Total				**$60,000**	**$640,000**		
32 Southwest Trunk #2 Relief Sewer [ID: 799]						**2015**	**2016**
Unfunded				$50,000	$650,000		
Total				**$50,000**	**$650,000**		
33 Stephens Park Sewer Relocation [ID: 747]						**2015**	**2016**
Ent Rev				$90,000			
Total				**$90,000**			
34 Upper Southwest Outfall Relief [ID: 800]						**2015**	**2016**
Unfunded				$25,000	$250,000		
Total				**$25,000**	**$250,000**		

Sewer Funding Source Summary

2003 Ballot	$2,700,000				
2008 Ballot	$23,088,750	$7,662,000	$590,000	$356,000	
Ent Rev	$500,000	$1,063,350	$1,620,000	$1,090,000	
New Funding	**$26,288,750**	**$8,725,350**	**$2,210,000**	**$1,446,000**	**$0**
PYA Ballot		$18,711,250	$4,700,000		
PYA Ent Rev	$18,650				
Prior Year Funding	**$18,650**	**$18,711,250**	**$4,700,000**		**$0**
Future Ballot				$5,700,000	
Future Ballot				**$5,700,000**	**$0**
Unfunded			$330,000	$9,225,000	$2,940,000
Unfunded			**$330,000**	**$9,225,000**	**$2,940,000**
Total	**$26,307,400**	**$27,436,600**	**$7,240,000**	**$16,371,000**	**$2,940,000**

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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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Sewer Current Capital Projects

Sewer

1	5th & Walnut Parking Garage Sewer Rplcmnt C43215 [ID: 1199]	2009	2009
2	Bear Creek Bank Stabilization C43185 [ID: 789]	2007	2008
3	Bear Creek Outfall Extension - C43176 [ID: 736]	2007	2008
4	Brandon Road- C43219 [ID: 1239]		2010
5	Cascades Pump Station Upgrade C43193 [ID: 804]	2008	2009
6	Clear Creek Pump Station Upgrade Phase I - C43191 [ID: 744]	2007	2009
7	Cnty House Brnch (SW Outfall) Enlargement C43177 [ID: 737]	2007	2008
8	Fire Station #7 C43201 [ID: 1146]		2008
9	Gans Creek Pump Station C43216 [ID: 803]	2009	2010
10	H-21 B Interceptor - C43188 [ID: 738]	2007	2008
11	Hinkson Creek Siphon Elimination - C43189 [ID: 739]	2007	2010
12	Hinkson Creek Streambank - C43156 [ID: 767]	2009	2010
13	Hunt Avenue-C43218 [ID: 1238]	2009	2010
14	North Grindstone Outfall Ext. Phase III C43214 [ID: 732]	2009	2011
15	North Grindstone Outfall Extension Phase I C43211 [ID: 1111]	2008	2009
16	North Grindstone Outfall Extension Phase II C43205 [ID: 731]	2009	2010
17	PCCE # 6 - S Cntry Club Dr Area C43203 [ID: 1028]	2009	2011
18	PCCE # 7 - Edgewood Ave Area C43204 [ID: 1030]	2009	2011
19	PCCE # 9 - Westwood Addition C43217 [ID: 1194]	2010	2011
20	Ridgeway Cottages [ID: 1319]	2010	2010
21	Sewer District #142 - Anthony Street - C43118 [ID: 772]	2008	2010
22	Sewer District #148 - South Garth Ave- C43171 [ID: 773]	2004	2009
23	Sewer District #154 - C43170 [ID: 776]	2007	2008
24	Sewer District #162 - Valley View & Old 63 -C43200 [ID: 781]	2009	2010
25	Sewer District #163-Ballenger & Aztec Area C43206 [ID: 1013]	2009	2010
26	Sewer District #164 - Manor Drive C43202 [ID: 1014]	2009	2010
27	Sewer District #166 - Wyatt Lane Area C43208 [ID: 1029]	2009	2010
28	Sewer District #167 - Timberhill Road C43209 [ID: 1031]	2009	2010
29	State Route 763 Sewer Relocation - C43190 [ID: 740]	2008	2009
30	STM WWTP Improvement [ID: 1236]	2009	2010
31	Sugar Tree Hills Subdvsn Lagoon Intrcptr C43195 [ID: 1078]	2008	2009
32	University Park Sewer Relocation C43192 [ID: 1076]	2008	2011
33	Upper Hinkson Creek - C43186 [ID: 741]	2006	2008

Sewer Impact of Capital Projects

Annual Private Common Collectors - C43112 [ID: 752]

Will reduce inflow and infiltration which will reduce treatment costs and improve the efficiency of the collection system

B-8 Relief Sewer - Rangeline & Vandiver [ID: 794]

Add $10,200/yr to operate & maintain sewer

B-9 Relief Sewer - Garth & Vandiver [ID: 795]

Add $4,000/yr to operate & maintain sewer

Bear Creek Outfall Extension - C43176 [ID: 736]

No impact- increase in maintenance costs for new sewer will be offset by decrease in maintenance costs by eliminating the pump station.

C-5 Trunk Relief Swr-Rock Quarry:Nifong-Zoe [ID: 802]

Add $2,000/yr to operate & maintain sewer

Cascades Pump Station Upgrade C43193 [ID: 804]

Add $15,000/yr to operate & maintain pump station

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Sewer Impact of Capital Projects

Sewer

Clear Creek Pump Station Upgrade Phase I - C43191 [ID: 744]

Add $10,000/yr for operating larger station

Cnty House Brnch (SW Outfall) Enlargement C43177 [ID: 737]

Add $6,000/yr to operate & maintain sewer

Cow Branch Outfall [ID: 725]

Reduce operation cost by $15,000. Increase in line maintenance cost would be offset by decrease in pump station maintenance cost

Flat Branch Watershed Relief Sewers [ID: 801]

Add $41,000/yr to operate & maintain sewer

Gans Creek Pump Station C43216 [ID: 803]

Add $6,500/yr to operate & maintain pump station

Gans Creek Pump Station Upgrade [ID: 1196]

$35,000 to operate and maintain larger pump station

H-21 B Interceptor - C43188 [ID: 738]

$1,000/yr for tv inspections and cleaning.

Haystack Acres Pump Station Interceptor C43230 [ID: 1304]

Eliminating the two pump stations will reduce operational cost by $15,000 per year.

Hinkson Creek Siphon Elimination - C43189 [ID: 739]

Project will not increase O/M costs.

Hominy Branch Outfall Ext:LOW Rd-Mxco Grvl [ID: 727]

Add $12,000/yr to maintain and operate sewer

Hominy Branch Outfall relief Sewer C43210 [ID: 797]

Add $11,000/yr to operate & maintain sewer

Little Bonne Femme Regional Pump Station [ID: 729]

Add $100,000/yr to operate and maintain new sewer lines & pump stations

Lower Bear Crk Outfall Relief:Creasy-Rangeline [ID: 792]

Add $7,500/yr to operate & maintain sewer

Lower Southwest Outfall Relief Sewer [ID: 798]

Add $4,000/yr to operate & maintain sewer

M-2 Interceptor Relief -Merideth Branch Crk [ID: 796]

Add $3,000/yr to operate & maintain sewer

North Grindstone Outfall Ext. Phase III C43214 [ID: 732]

Add $10,000 to maintain and operate sewer

North Grindstone Outfall Extension Phase II C43205 [ID: 731]

Add $12,000/yr to maintain and operate sewer

PCCE # 3 - Stewart & Medavista - C43198 [ID: 780]

Add $7,000/yr for tv inspections and cleaning sewer

Rocky Fort Outfall Sewer [ID: 733]

Add $34,000/yr to maintain and operate sewer

Sewer District #142 - Anthony Street - C43118 [ID: 772]

$1,000 per year to operate.

Sewer District #148 - South Garth Ave- C43171 [ID: 773]

Add $1,200/yr for tv inspection and cleaning sewer

Sewer District #154 - C43170 [ID: 776]

Add $7,000/yr for tv inspections and cleaning sewer

Sewer District #162 - Valley View & Old 63 -C43200 [ID: 781]

Add $2,500/yr to tv inspections and sewer cleaning.

Southwest Trunk #2 Relief Sewer [ID: 799]

Add $6,000/yr to operate and maintain sewer

State Route 763 Sewer Relocation - C43190 [ID: 740]

No impact

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Sewer Impact of Capital Projects

Sewer

Upper Bear Crk Outfall Relief:Rangeline-63 [ID: 793]

Add $12,200/yr to operate and maintain sewer

Upper Hinkson Creek - C43186 [ID: 741]

Add $8,000/yr to operate and maintain sewer.

Upper Hinkson Creek Outfall Ext. C43213 [ID: 806]

Eliminate a pump station, simplifying maintenance. Additional $27,810 to maintain and operate sewer.

Upper Southwest Outfall Relief [ID: 800]

Add $2,000/yr to operate & maintain sewer

Valley View Pump Station Interceptor C43233 [ID: 1305]

Project will reduce operational cost by $15,000 per year.

Woodrail Pump Station Replacement C43234 [ID: 1306]

Existing Pump Station was constructed in 1980 and is at the end of its useful life. Existing equipment must be replaced. Project will reduce mantenance costs and improvement system reliability.

WWTP Improvement Project Phase I - C43194 [ID: 791]

Add $500,000/yr to operate and maintain expanded facility. Will need to add at least (2) employees when the plant opens.

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Storm Water							
1 Annual Projects - C49017 [ID: 839]							
Future Ballot			$190,000	**$570,000**			
Total			**$190,000**	**$570,000**			
2 Grissum Bldg Water Quality Improvements [ID: 1318]						**2012**	**2012**
Future Ballot			$560,000				
Total			**$560,000**				
3 Royal Lytham - Fallwood C49090 [ID: 815]						**2010**	**2012**
Future Ballot			$80,000				
Total			**$80,000**				
4 Stormwater Master Plan [ID: 1039]						**2012**	**2012**
Future Ballot			$400,000				
Total			**$400,000**				
5 Capri Estates Drainage [ID: 828]						**2012**	**2013**
Future Ballot			$105,000	$145,000			
Total			**$105,000**	**$145,000**			
6 English/Subella/Jake Drainage [ID: 829]						**2013**	**2014**
Future Ballot				$110,000			
Total				**$110,000**			
7 Garth @ Oak Tower [ID: 819]						**2012**	**2013**
Future Ballot			$70,000	$330,000			
Total			**$70,000**	**$330,000**			
8 Martinshire Drive [ID: 820]						**2012**	**2013**
Future Ballot			$25,000	$75,000			
Total			**$25,000**	**$75,000**			
9 Peachtree Water Quality Basin [ID: 1247]						**2012**	**2013**
Future Ballot			$150,000	$1,350,000			
Total			**$150,000**	**$1,350,000**			
10 Quail Drive - C49067 [ID: 821]						**2012**	**2013**
Future Ballot			$135,218	$555,000			
Total			**$135,218**	**$555,000**			
11 Rangeline Street Smith Street - C49081 [ID: 814]						**2008**	**2013**
Future Ballot			$25,000	$177,226			
Total			**$25,000**	**$177,226**			
12 Salt Storage Site Improvements [ID: 1320]						**2012**	**2013**
Future Ballot			$100,000	$800,000			
Total			**$100,000**	**$800,000**			
13 Sexton/McBaine Drainage [ID: 825]						**2014**	**2015**
Future Ballot				**$265,500**			
Total				**$265,500**			

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Storm Water							
14 Vandiver/Sylvan Storm Drainage [ID: 826]						**2012**	**2014**
Future Ballot			$490,000	$1,960,000			
Total			**$490,000**	**$1,960,000**			
15 Woodland-Northridge Drainage [ID: 838]						**2012**	**2014**
Future Ballot			$25,000	$190,000			
Total			**$25,000**	**$190,000**			
16 Braemore Drainage [ID: 817]						**2015**	**2016**
Future Ballot				$20,000	$155,000		
Total				**$20,000**	**$155,000**		
17 Bray/Longwell Drainage [ID: 818]						**2015**	**2016**
Future Ballot				$20,000	$81,000		
Total				**$20,000**	**$81,000**		
18 Pear Tree Circle Storm Drainage [ID: 834]						**2015**	**2016**
Future Ballot				$30,000	$140,000		
Total				**$30,000**	**$140,000**		
19 Sappington Drainage [ID: 823]						**2015**	**2016**
Future Ballot				$25,000	$120,000		
Total				**$25,000**	**$120,000**		

Storm Water Funding Source Summary

Future Ballot	$2,355,218	$6,622,726	$496,000	
Future Ballot	**$2,355,218**	**$6,622,726**	**$496,000**	
Total	**$2,355,218**	**$6,622,726**	**$496,000**	

Storm Water Current Capital Projects

1	Brandon Road Culvert - C49068 [ID: 808]	2006	2007
2	Fire Station #7 Drainage [ID: 1225]	2009	2009
3	Fire Station #9 [ID: 1226]	2009	2009
4	Middlebush - C49039 [ID: 812]	2006	2011
5	Mill Creek Drainage Basin Phase II - C49080 [ID: 813]	2006	2007
6	Philips Property Plan Evaluation - C49061 [ID: 859]		2007

Storm Water Impact of Capital Projects

Brandon Road Culvert - C49068 [ID: 808]

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Greenwood-Stewart Phase II C49093 [ID: 810]

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Middlebush - C49039 [ID: 812]

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Mill Creek Drainage Basin Phase II - C49080 [ID: 813]

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C

Storm Water Impact of Capital Projects

Storm Water

Rangeline Street Smith Street - C49081 [ID: 814]

Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.

Royal Lytham - Fallwood C49090 [ID: 815]

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Solid Waste							
1 Methane Gas Extraction Wells - C48031 [ID: 883]							**2010**
Ent Rev	$200,000		$250,000				
Total	**$200,000**		**$250,000**				
2 Container Maintenance Building at the Landfill [ID: 880]						**2012**	**2012**
Ent Rev			$350,000				
Total			**$350,000**				
3 Household Hazardous Waste Building [ID: 882]						**2012**	**2012**
Ent Rev			$350,000				
Total			**$350,000**				
4 Landfill Cell #5 C48042 [ID: 973]						**2010**	**2011**
Ent Rev	$150,000	$3,830,000					
Total	**$150,000**	**$3,830,000**					
5 Parkside Mulch Site Drop-Off [ID: 967]						**2012**	**2012**
Ent Rev			$100,000				
Total			**$100,000**				
6 Collection and Adminstration Relocation-Landfill [ID: 1250]						**2013**	**2013**
Ent Rev				$5,000,000			
Total				**$5,000,000**			
7 Material Recovery Facility [ID: 884]						**2014**	**2014**
Ent Rev				$3,886,200			
Total				**$3,886,200**			
8 Refuse Bag Storage Building [ID: 885]						**2014**	**2014**
Ent Rev				$200,000			
Total				**$200,000**			

Solid Waste Funding Source Summary

Ent Rev	$350,000	$3,830,000	$1,050,000	$9,086,200	
New Funding	**$350,000**	**$3,830,000**	**$1,050,000**	**$9,086,200**	**$0**
Total	**$350,000**	**$3,830,000**	**$1,050,000**	**$9,086,200**	**$0**

Solid Waste Current Capital Projects

1	Landfill Cell #4 - C48038 [ID: 888]	2005	2007
2	Stimulus Landfill Gas Plant EMC- C4801J [ID: 1357]	2010	2011

Solid Waste Impact of Capital Projects

Landfill Cell #4 - C48038 [ID: 888]

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. (FY10)

Methane Gas Extraction Wells - C48031 [ID: 883]

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Parking							
1 Short St. Parking Garage - C45051 [ID: 971]						**2011**	**2013**
Future Bond				$11,787,500			
Total				**$11,787,500**			

Parking Funding Source Summary

Future Bond			$11,787,500	
Future Bond			**$11,787,500**	**$0**
Total			**$11,787,500**	**$0**

Parking Current Capital Projects

1	10 & Cherry Garage Restoration Repairs C45052 [ID: 1179]	2010	2010
2	5th & Walnut Parking Garage - C45050 [ID: 891]	2008	2009

Parking Impact of Capital Projects

10 & Cherry Garage Restoration Repairs C45052 [ID: 1179]

10-8-09: There will be some impact to operations once put out to bid and a contractor selected.

5th & Walnut Parking Garage - C45050 [ID: 891]

10-8-09: Now that const. has begun, there has been an impact on operations. The CPD cars from the lot have all had to be relocatted etc. Unknown until designed.

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Transit							
1 (18) Solar Lighting Systems for Shelters - C47026 [ID: 902]						**2006**	**2009**
FTA Grant		$1,440					
Total		**$1,440**					
2 (7)Solar Hldrs w/Sec Lght for bnch shltrs C47028 [ID: 904]						**2007**	**2009**
Ent Rev	$1,425						
FTA Grant	$5,700						
Total	**$7,125**						
3 Automated Veh Locator (AVL) system-GPS C47036 [ID: 953]						**2009**	**2010**
FTA Grant	$24,019	$290,101					
PYA Transp S Tax		$72,526					
Transp S Tax	$6,004						
Total	**$30,023**	**$362,627**					
4 Bench & Shelter-Derby Ridge/Smiley C47032 [ID: 905]						**2006**	**2009**
Total							
5 Benches and Shelters - C47029 [ID: 906]						**2009**	**2009**
Total							
6 Bus Priority-Traffic Signal System [ID: 1354]						**2012**	**2012**
FTA Grant			$80,000				
Transp S Tax			$20,000				
Total			**$100,000**				
7 GFI Farebox Upg. Repl. Elctrnc Motherboards C47018 [ID: 907]						**2010**	**2010**
Total							
8 One (1) Additional 40' Transit Bus C47033 [ID: 954]						**2010**	**2010**
FTA Grant		$18,465					
PYA Transp S Tax		$4,616					
Total		**$23,081**					
9 Repl. 4 35' Eldorado Buses with 40' buses C47043 [ID: 1352]							**2011**
FTA Grant		$1,222,028					
PYA Transp S Tax		$48,256					
Transp S Tax		$202,040					
Total		**$1,472,324**					
10 Replace (4) Paratransit Vehicles - C47030 [ID: 908]						**2009**	**2010**
FTA Grant	$24,000						
Transp S Tax	$6,000						
Total	**$30,000**						
11 Replace 2 40 foot LF Buses; 1851, 1852 [ID: 1197]						**2012**	**2012**
FTA Grant			$755,040				
Transp S Tax			$188,760				
Total			**$943,800**				
12 Rpl. #1967 - 15 Passenger Van [ID: 914]						**2012**	**2012**
FTA Grant			$28,000				
Transp S Tax			$7,000				
Total			**$35,000**				

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Transit							
13 Rpl. #374 & #375 40' Transit Buses C47034 [ID: 909]						**2010**	**2009**
FTA Grant	$32,000						
Transp S Tax	$8,000						
Total	**$40,000**						
14 Rpl. (2) Paratransit Vans #1937 & 1938 C47038 [ID: 911]						**2009**	**2009**
FTA Grant	$38,800						
Transp S Tax	$9,700						
Total	**$48,500**						
15 Rpl. (2) Paratransit Vehicles C47039 [ID: 912]						**2010**	**2010**
FTA Grant	$158,400						
Transp S Tax	$39,600						
Total	**$198,000**						
16 Rpl. (2) Paratransit Vehicles C47044 [ID: 1353]						**2011**	**2011**
FTA Grant		$96,861					
PYA Transp S Tax		$24,215					
Total		**$121,076**					
17 Rpl. (6) 35' New Flyer Buses #1892-1897 C47045 [ID: 913]						**2011**	**2011**
FTA Grant		$1,794,360					
Transp S Tax		$448,590					
Total		**$2,242,950**					
18 Feasibility/Env Study: South Park & Ride [ID: 1036]						**2014**	**2014**
Transp S Tax				$60,000			
Total				**$60,000**			
19 Lot purchase [ID: 965]						**2015**	**2015**
FTA Grant				$800,000			
Transp S Tax				$200,000			
Total				**$1,000,000**			
20 Rpl. (7) New Flyer Buses #1885-1891 [ID: 916]						**2013**	**2013**
FTA Grant				$2,741,739			
Transp S Tax				$561,561			
Total				**$3,303,300**			

Transit Funding Source Summary

Ent Rev	$1,425				
FTA Grant	$282,919	$3,423,255	$863,040	$3,541,739	
Transp S Tax	$69,304	$650,630	$215,760	$821,561	
New Funding	**$353,648**	**$4,073,885**	**$1,078,800**	**$4,363,300**	**$0**
PYA Transp S Tax		$149,613			
Prior Year Funding		**$149,613**			**$0**

Transit Funding Source Summary

Funding Source	Current Budget FY 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Total	**$353,648**	**$4,223,498**	**$1,078,800**	**$4,363,300**	**$0**		

Transit Current Capital Projects

1	Purchase 2 40Ft & 1 35Ft Transit Buses [ID: 1337]	2010	2010
2	Repl. 5 35' Eldorado Buses C47035 [ID: 1334]	2008	2008
3	Rpl #1968 Bluebird Bus C47037 [ID: 969]	2009	2009
4	Stimulus - 15 Software Licenses C4702J [ID: 1171]	2010	2010
5	Stimulus Shelters and Benches C4703J [ID: 1168]	2009	2010
6	Transit Vehicle Storage Facility Study C47031 [ID: 966]	2010	2012
7	Two Expansion Paratransit Vans- C47041 [ID: 1347]		2010

Transit Impact of Capital Projects

(18) Solar Lighting Systems for Shelters - C47026 [ID: 902]

None

(7)Solar Hldrs w/Sec Lght for bnch shltrs C47028 [ID: 904]

None

Automated Veh Locator (AVL) system-GPS C47036 [ID: 953]

$4,200/yr.

Bench & Shelter-Derby Ridge/Smiley C47032 [ID: 905]

$2,500 Annually for maintenance and upkeep.

Benches and Shelters - C47029 [ID: 906]

$2,500 Annually for maintenance and upkeep.

GFI Farebox Upg. Repl. Elctrnc Motherboards C47018 [ID: 907]

$10,000 Annually for maintenance and cleaning

Replace (4) Paratransit Vehicles - C47030 [ID: 908]

$14,750 - Annual per vehicle fuel and maintenance

Rpl. #1967 - 15 Passenger Van [ID: 914]

$8,000 Annually for fuel and maintenance per vehicle.

Rpl. #374 & #375 40' Transit Buses C47034 [ID: 909]

$31,350 Annually for fuel and maintenance per vehicle.

Rpl. (2) Paratransit Vans #1937 & 1938 C47038 [ID: 911]

$31,350 Annually for fuel and maintenance per vehicle. Compressed Natural Gas (CNG): (approx) $82,500/van. Additional costs to install a special fueling station for CNG based on industry standards are in excess of 1 million dollars, other expenses are incurred to modify vehicle storage facilities to meet facility venting and heating changes, compressor stations etc. Also based on industry standards

Rpl. (2) Paratransit Vehicles C47039 [ID: 912]

$14,750 - Annual per vehicle fuel and maintenance

Rpl. (6) 35' New Flyer Buses #1892-1897 C47045 [ID: 913]

$31,350 Annually for fuel and maintenance per vehicle.

Rpl. (7) New Flyer Buses #1885-1891 [ID: 916]

$31,350 Annually for fuel and maintenance per vehicle.

Stimulus Shelters and Benches C4703J [ID: 1168]

$2,500 annually for maintenance and upkeep.

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Airport							
1 Annual General Improvements - C44008 [ID: 944]							
Transp S Tax	$50,000	$50,000	$50,000	$50,000			
Total	**$50,000**	**$50,000**	**$50,000**	**$50,000**			
2 CMA Hangar Improvements C44094 [ID: 1343]						**2011**	**2018**
Ent Rev		$30,000	$30,000	**$90,000**	$120,000		
Total		**$30,000**	**$30,000**	**$90,000**	**$120,000**		
3 Air Traffic Control Tower Road Imprvmnts C44096 [ID: 959]						**2011**	**2011**
Transp S Tax		$40,000					
Total		**$40,000**					
4 Airport Exhibit 'A' Update C44097 [ID: 1255]						**2011**	**2011**
FAA Grant		$57,000					
Transp S Tax		$3,000					
Total		**$60,000**					
5 Airport Maintenance Shop Expansion [ID: 964]						**2012**	**2012**
Transp S Tax			$85,000				
Total			**$85,000**				
6 Construct Rehab of Crosswind RW & TW 'B" [ID: 1262]						**2011**	**2012**
FAA Grant			$7,014,800				
Transp S Tax			$369,200				
Total			**$7,384,000**				
7 Design Rehab of Crosswind Runway, TW 'B' & Int. [ID: 1257]						**2011**	**2012**
FAA Grant			$472,340				
Transp S Tax			$24,860				
Total			**$497,200**				
8 General Aviation Apron & Taxi parking C44081 [ID: 970]						**2007**	**2011**
Transp S Tax		$40,000					
Total		**$40,000**					
9 Realign Route H for RW Expansion-95% FAA C44090 [ID: 1184]						**2010**	**2012**
FAA Grant	$254,923		$2,581,099				
Transp S Tax	$13,417		$135,847				
Total	**$268,340**		**$2,716,946**				
10 Runway 2-20 Intersections Reconstruction 95%FAA [ID: 960]						**2012**	**2012**
FAA Grant			$3,790,500				
Transp S Tax			$199,500				
Total			**$3,990,000**				
11 SRE Equipment: Runway Tow Broom [ID: 1261]						**2012**	**2012**
FAA Grant			$156,750				
Transp S Tax			$8,250				
Total			**$165,000**				
12 SRE Equiq:Runway Tow Broom & Tow De-icer C44099 [ID: 1256]						**2011**	**2011**
FAA Grant		$222,775					
Transp S Tax		$11,725					
Total		**$234,500**					

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Airport							
13 Upgrade Crosswind Runway 13-31: 95% FAA C44092 [ID: 940]						**2010**	**2012**
FAA Grant	$926,250		$13,395,000				
Transp S Tax	$48,750		$705,000				
Total	**$975,000**		**$14,100,000**				
14 Design Ext. of Crosswind RW & Parallel TW C44098 [ID: 1259]						**2011**	**2013**
FAA Grant		$474,430		$7,045,200			
Transp S Tax		$24,970		$370,800			
Total		**$499,400**		**$7,416,000**			
15 Design of Runway 2/20 Pavement Sections [ID: 1260]						**2012**	**2014**
FAA Grant			$209,000				
Transp S Tax			$11,000				
Total			**$220,000**				
16 Extension of Runway 13-31 - C44076 [ID: 949]						**2011**	**2013**
FAA Grant				$12,882,000			
Transp S Tax				$678,000			
Total				**$13,560,000**			
17 Land Acquisition-Phase I - 95% elig(FAA) [ID: 935]						**2013**	**2013**
FAA Grant			$470,250				
Transp S Tax			$24,750				
Total			**$495,000**				
18 Runway 13-31 Reconstruct/Extension - 95%FAA [ID: 958]						**2014**	**2015**
FAA Grant				$332,500			
Transp S Tax				$17,500			
Total				**$350,000**			
19 T-Hangar Apron, Taxiway, Access Rd [ID: 943]						**2013**	**2014**
FAA Grant				$962,250			
Transp S Tax				$48,750			
Total				**$1,011,000**			
20 Terminal Building Renovation Study (Prelim)-C44066 [ID: 938]						**2014**	**2014**
FAA Grant				$285,000			
Transp S Tax				$15,000			
Total				**$300,000**			
21 Terminal Renovation Prelim Design 95%FAA C44066 [ID: 939]						**2014**	**2014**
FAA Grant				$332,500			
Transp S Tax				$17,500			
Total				**$350,000**			
22 ARFF Relocation - 95% eligible (FAA) [ID: 933]						**2015**	**2016**
FAA Grant				$1,158,525			
Transp S Tax				$60,975			
Total				**$1,219,500**			
23 Parking Expansion [ID: 941]						**2015**	**2016**
Transp S Tax				$207,933			
Total				**$207,933**			

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 2010	Adopted Budget FY 2011	Requested Budget FY 2012	Priority Needs FY 2013 - FY 2015	Future Cost	D	C
Airport							
24 Passenger Terminal Upgrade [ID: 942]						**2015**	**2016**
FAA Grant				$4,750,000			
Transp S Tax				$250,000			
Total				**$5,000,000**			

Airport Funding Source Summary

Ent Rev		$30,000	$30,000	$90,000	$120,000	
FAA Grant	$1,181,173	$754,205	$28,089,739	$27,747,975		
Transp S Tax	$112,167	$169,695	$1,613,407	$1,716,458		
New Funding	**$1,293,340**	**$953,900**	**$29,733,146**	**$29,554,433**	**$120,000**	
Total	**$1,293,340**	**$953,900**	**$29,733,146**	**$29,554,433**	**$120,000**	

Airport Current Capital Projects

1	Airport Landside Pavemnt Imprvmnts [ID: 963]	2010	2010
2	Cargo Apron w/Taxiway 95% FAA - C44067 [ID: 934]	2015	2016
3	CMA FBO Hangar Roof Replacement - C44079 [ID: 930]	2006	2007
4	Env Assessment - 95% FAA - C44070 [ID: 945]	2010	2010
5	Front Sidewalk Replacement C44084 [ID: 1118]	2009	2009
6	Land Purch W Side of Rwy 2-20 - 95% FAA C44075 [ID: 947]	2008	2008
7	Main terminal roof replacement - Phase II C44088 [ID: 962]	2010	2011
8	Masonry Restoration for Main Terminal & CMA C44085 [ID: 1119]	2009	2009
9	Master Plan Update - 95% eligible (FAA) C44082 [ID: 961]	2008	2009
10	Rehab Comm Aircraft Parking Apron 95% FAA C44080 [ID: 932]	2008	2008
11	Replace Primary Airline Counter C44087 [ID: 1120]	2009	2009
12	Roof Replacement - Main Terminal C44088 [ID: 1117]	2009	2009
13	SRE High Speed Broom - 95% FAA C44091 [ID: 1183]	2010	2010
14	Underground Storage Tank - C44083 [ID: 1150]	2008	2008

Airport Impact of Capital Projects

CMA FBO Hangar Roof Replacement - C44079 [ID: 930]

N/A

Construct Rehab of Crosswind RW & TW 'B" [ID: 1262]

Necessary due to condition of pavement

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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DEBT SERVICE - SUMMARY

GENERAL INFORMATION

The City is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. General Obligation Bonds are supported by a pledge of the City's full faith and credit. The applicable Missouri statutes are listed below. The computation of legal debt margin is 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. 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 legally 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 Council has never failed to appropriate Special Obligation Debt payments.

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 for most utilities. Water & Electric Revenue Bonds currently have a AA-rating.

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 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	% Change From Budget FY 2010
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.	661	1,000	1,000	0	(100.0%)
Capital	0	0	0	0	
Other	5,447,906	5,661,131	5,661,131	6,678,505	18.0%
Total	**5,448,567**	**5,662,131**	**5,662,131**	**6,678,505**	**18.0%**
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	5,448,567	5,662,131	5,662,131	6,678,505	18.0%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
Total Expenses	**$ 5,448,567**	**$ 5,662,131**	**$ 5,662,131**	**$ 6,678,505**	**18.0%**

COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value 2010 - Preliminary*				$ 1,640,255,707
Constitutional Debt Limit**	(20% Assessed Value)			328,051,141
Total Bonded Debt			305,450,000	
Less:				
Revenue Bonds		167,815,000		
Special Obligation Bonds		136,640,000		
Special Obligation Notes		995,000		
			305,450,000	
Total Amount of Debt Applicable to Debt Limit				0
Legal Debt Margin				$ 328,051,141

* All tangible property

** Section 95.115 of the 1978 Missouri Revised Statutes

SUMMARY OF OUTSTANDING DEBT

As of 09/30/2010

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
General Obligation Bonds: Paid off in FY 2003				
REVENUE BONDS:				
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/12	2,520,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	13,350,000
'03 Water & Elec Refunding Bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	5,610,000
'04 Water & Elec Imprvmnt Bond (03/30/04)	17,095,000	2.00% - 4.25%	10/01/28	15,065,000
'05 Wtr & Elc Ref. & Imprv Bond (05/17/05)	30,630,000	3.00% - 5.25%	10/01/29	28,235,000
'09 Wtr & Elc Ref. & Imprv Bond (09/29/09)	16,725,000	3.00% - 4.125%	10/01/34	16,725,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	210,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	2,035,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	775,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	1,460,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	1,530,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	4,975,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	2,650,000
'04 San. Sewer Bonds Series B (05/28/04)	650,000	2.00% - 5.25%	01/01/25	515,000
'06 San. Sewer Bonds Series B (11/01/06)	915,000	4.00% - 5.00%	07/01/26	770,000
'07 San. Sewer Bonds Series B (11/01/07)	1,800,000	4.00% - 5.00%	01/01/28	1,650,000
'09 San. Sewer Taxable Bonds (09/29/09)	10,405,000	5.44% - 6.02%	10/01/34	10,405,000
'10 San. Sewer Revenue Bonds (01/14/10)	59,335,000	1.49%	07/01/32	59,335,000
Total Revenue Bonds				**167,815,000**
SPECIAL OBLIGATION BONDS:				
'01 Solid Waste Special Oblig. Bonds (11/13/01)	4,640,000	3.65% - 4.80%	02/01/21	3,090,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	1,790,000
'06 Sewer Special Oblig. Bonds	8,380,000	4.00% - 5.00%	02/01/26	7,230,000
'06 Solid Waste Special Oblig. Bonds	2,000,000	4.00% - 5.00%	02/01/26	1,710,000
'06 Solid Waste S.O. Bonds (Ref. - 96 S.O.)	2,915,000	4.00% - 5.00%	02/01/16	1,885,000
'06 Parking S.O. Bonds (Ref. - 95 Rev.)	2,575,000	4.00% - 5.00%	02/01/21	2,035,000
'06 Parking S.O. Bonds (Ref. - 96 S.O.)	4,135,000	4.00% - 5.00%	02/01/16	2,680,000
'06 Public Bldg Exp/Renv. (06/29/06) - GF portion	2,335,000	5.00% - 5.00%	02/01/16	1,535,000
'06 Capital Improvements (06/29/06)	23,280,000	5.00% - 5.00%	02/01/16	15,110,000
'06 Water & Electric	38,535,000	4.25% - 5.00%	10/01/32	38,535,000
'08 Water & Electric	21,465,000	4.00% - 5.50%	10/01/33	21,465,000
'08 Improv. Downtown Govt. Center	26,795,000	3.50% - 5.00%	03/01/28	26,545,000
'09 Parking Taxable Spec. Oblig. Impr (09/01/09)	13,030,000	4.30% - 6.20%	03/01/34	13,030,000
Total Special Obligation Bonds				**136,640,000**
SPECIAL OBLIGATION NOTES:				
'06 Regional Park Acquisition	3,740,000	4.236%	03/01/11	995,000
Total Special Obligation Notes				**995,000**
TOTAL:				$ **305,450,000**

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 09/30/2010 - $2,520,000
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 09/30/2010 - $13,350,000
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 09/30/2010 - $5,610,000
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 09/30/2010 - $15,065,000
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 09/30/2010 - $28,235,000
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 Special Obligation Bonds (Interest rates: 4.25% - 5.00%)
Original Issue - $38,535,000
Balance As of 09/30/2010 - $38,535,000
Maturity Date - 10/1/2032

In September of 2006 the City issued $38,535,000 of Electric Improvement Bonds. Bonds are planned to be 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.

03/13/08 Electric Special Obligation Bonds (Interest rates: 4.00% - 5.50%)
Original Issue - $21,465,000
Balance As of 09/30/2010 - $21,465,000
Maturity Date - 10/1/2033

In March of 2008 the City issued $21,465,000 of Electric Improvement Bonds. Bonds are planned to be 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.

WATER AND ELECTRIC BONDS

GENERAL INFORMATION

09/29/09 Electric Special Obligation Bonds (Interest rates: 3.00% - 4.125%)
Original Issue - $16,725,000
Balance '09 Wtr & Elc Ref. & Imprv Bond (09/29/09) - $16,725,000
Maturity Date - 10/1/2034

In September of 2009 the city issued $16,725,000 in Water and Electric Improvement Bonds. The bonds are payable solely from, and secured by a pledge of the revenues of the Water and Electric system. The bonds were issued to provide funding for improvements to the Water Utility System.

DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2011	$ 4,175,000	6,354,157	$ 10,529,157
2012	4,330,000	6,187,088	10,517,088
2013	4,500,000	6,011,780	10,511,780
2014	3,710,000	5,852,948	9,562,948
2015	3,950,000	5,704,098	9,654,098
2016	4,105,000	5,541,914	9,646,914
2017	3,770,000	5,370,309	9,140,309
2018	4,460,000	5,177,696	9,637,696
2019	4,665,000	4,963,431	9,628,431
2020	4,895,000	4,740,988	9,635,988
2021	5,115,000	4,520,548	9,635,548
2022	5,350,000	4,290,210	9,640,210
2023	5,605,000	4,038,006	9,643,006
2024	5,855,000	3,782,060	9,637,060
2025	6,110,000	3,523,016	9,633,016
2026	6,380,000	3,251,021	9,631,021
2027	6,665,000	2,965,531	9,630,531
2028	6,975,000	2,657,923	9,632,923
2029	7,300,000	2,325,869	9,625,869
2030	7,660,000	1,970,647	9,630,647
2031	8,035,000	1,589,809	9,624,809
2032	8,435,000	1,184,200	9,619,200
2033	8,845,000	771,356	9,616,356
2034	9,250,000	312,128	9,562,128
2035	1,365,000	28,153	1,393,153
2036	-	-	-
Total	$ **141,505,000**	$ **93,114,886**	$ **234,619,886**

GENERAL INFORMATION

06/01/92 Sanitary Sewerage System Series B (Interest rates: 4.25% - 6.55%)
Original Issue - $870,000
Balance As of 09/30/2010 - $210,000
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 09/30/2010 - $2,035,000
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 09/30/2010 - $775,000
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 09/30/2010 - $1,460,000
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 09/30/2010 - $1,530,000
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 09/30/2010 - $1,790,000
Maturity Date - 2/1/2021

In November 2001, the City issued $2,685,000 of Special Obligation Bonds in finance improvements to the sanitary sewer system of the City.

09/15/02 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: 2.00% - 4.00%)
Original Issue - $7,940,000
Balance As of 09/30/2010 - $4,975,000
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 09/30/2010 - $2,650,000
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.

GENERAL INFORMATION

05/28/04 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)
Original Issue - $650,000
Balance As of 09/30/2010 - $515,000
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 09/30/2010 - $7,230,000
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 09/30/2010 - $770,000
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.

11/01/07 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 5.00%)
Original Issue - $1,800,000
Balance As of 09/30/2010 - $1,650,000
Maturity Date - 1/1/2028
In November 2007, the City participated in the State Revolving Loan Program to issue $1,800,000 in bonds. Voters approved the issuance of these bonds in November 2003.

09/29/09 Sanitary Sewerage System Taxable Revenue Bonds (Build America Bonds/Direct Subsidy) (Interest rates: 5.44% - 6.02%)
Original Issue - $10,405,000
Balance As of 09/30/2010 - $10,405,000
Maturity Date - 10/1/2034

In September 2009, the City issued $10,405,000 of Taxable Revenue Bonds. The bonds were issued for the purpose of constructing, improving, and extending the City-owned sanitary sewer utility. Voters authorized the issuance of $18,500,000 of sanitary sewer system revenue bonds in 2003, of which $9,526,000 remained and was allocated to this issue. The remaining $879,000 was from 2008 voter approval of $77,000,000.

01/14/10 Sanitary Sewerage System Revenue Bonds (State of Missouri - Direct Loan Program - ARRA) (Interest rates: 1.49%)
Original Issue - $59,335,000
Balance As of 09/30/2010 - $59,335,000*
Maturity Date - 7/1/2032

In January 2010, the City participated in the State Revolving Loan Program to issue $59,335,000 in bonds. The bonds were issued for the purpose of improvements for the wastewater treatment plant. Voters approved the issuance of these bonds in April 2008.

* The bond issue of $59,335,000 is a "not to exceed" amount. Interest expense, included in the debt service requirements listed, is based on principal of $59,335,000. Actual interest expense will be 1.49% of the actual draw downs made towards the maximum amount of $59,335,000.

DEBT SERVICE REQUIREMENTS

Sewer Revenue and Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2011	$ 1,875,000	$ 2,602,402	$ 4,477,402
2012	1,915,000	2,524,077	4,439,077
2013	3,226,500	2,442,821	5,669,321
2014	4,490,600	2,330,375	6,820,975
2015	4,606,700	2,202,621	6,809,321
2016	4,723,800	2,069,529	6,793,329
2017	4,836,900	1,934,311	6,771,211
2018	4,971,100	1,796,216	6,767,316
2019	4,386,400	1,668,209	6,054,609
2020	4,482,800	1,550,465	6,033,265
2021	4,285,300	1,435,158	5,720,458
2022	4,014,000	1,331,696	5,345,696
2023	4,113,900	1,238,971	5,352,871
2024	4,085,000	1,147,179	5,232,179
2025	4,062,300	1,057,885	5,120,185
2026	4,165,900	967,856	5,133,756
2027	4,270,800	870,431	5,141,231
2028	4,376,900	766,447	5,143,347
2029	4,484,400	657,875	5,142,275
2030	4,593,200	544,419	5,137,619
2031	4,703,400	426,367	5,129,767
2032	4,820,100	304,768	5,124,868
2033	1,230,000	192,890	1,422,890
2034	1,280,000	118,274	1,398,274
2035	1,330,000	40,033	1,370,033
Total	$ **95,330,000**	$ **32,221,275**	$ **127,551,275**

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 09/30/2010 - $3,090,000
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 09/30/2010 - $1,710,000
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 09/30/2010 - $1,885,000
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
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	$ **6,685,000**	$ **1,771,873**	$ **8,456,873**

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 09/30/2010 - $2,035,000
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 09/30/2010 - $2,680,000
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.

09/01/09 Parking System Taxable Special Oblig. Improvement Bonds (Building America Bonds/Direct Subsidy) Annual Appropriation) (Interest rates: 4.30% - 6.20%)
Original Issue - $13,030,000
Balance As of 09/30/2010 - $13,030,000
Maturity Date - 3/1/2034

In September 2009, the City issued $13,030,000 of Taxable Special Obligation Improvement Bonds. The Bonds were issued for the purpose of financing the Downtown Parking Garage on Walnut between 5th and 6th Streets.

DEBT SERVICE REQUIREMENTS

Parking Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2011	$ 555,000	$ 907,826	$ 1,462,826
2012	570,000	885,326	1,455,326
2013	595,000	862,026	1,457,026
2014	615,000	837,058	1,452,058
2015	650,000	807,739	1,457,739
2016	685,000	774,364	1,459,364
2017	575,000	745,169	1,320,169
2018	595,000	720,458	1,315,458
2019	615,000	694,505	1,309,505
2020	635,000	667,098	1,302,098
2021	655,000	638,258	1,293,258
2022	680,000	607,192	1,287,192
2023	700,000	573,810	1,273,810
2024	725,000	538,623	1,263,623
2025	750,000	500,435	1,250,435
2026	775,000	459,641	1,234,641
2027	805,000	415,967	1,220,967
2028	835,000	369,228	1,204,228
2029	865,000	320,777	1,185,777
2030	900,000	269,575	1,169,575
2031	935,000	215,443	1,150,443
2032	970,000	157,790	1,127,790
2033	1,010,000	96,410	1,106,410
2034	1,050,000	32,550	1,082,550
Total	$ **17,745,000**	$ **13,097,268**	$ **30,842,268**

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 09/30/2010 - $1,535,000
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
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	$ **1,535,000**	$ **241,625**	$ **1,776,625**

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 09/30/2010 - $15,110,000
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

Year	Principal Requirements	Interest Requirements	Total Requirements
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	$ **15,110,000**	$ **2,364,250**	$ **17,474,250**

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 09/30/2010 - $995,000
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
2011	$ 995,000	$ 21,044	$ 1,016,044
Total	**$ 995,000**	**$ 21,044**	**$ 1,016,044**

SPECIAL OBLIGATION IMPROVEMENT BONDS - Downtown Government Center

GENERAL INFORMATION

Special Obligation Bonds
05/15/2008 (Downtown Government Center) (Interest Rates: 3.50% - 5.00%)

Original Issue - $26,795,000
Balance As of 09/30/2010 - $26,545,000
Maturity Date - 3/1/2028

The City issued Special Obligation Bonds to finance the construction, expansion, renovation and equipping of the City's downtown government center. The City intends to fund the annual debt service payments on the bonds through lease payments to be charged to the City enterprise and governmental departments that will occupy space in the government center.

DEBT SERVICE REQUIREMENTS

Year	Principal Requirements	Interest Requirements	Total Requirements
2011	$ 1,015,000	$ 1,102,519	$ 2,117,519
2012	1,060,000	1,063,669	2,123,669
2013	1,100,000	1,025,869	2,125,869
2014	1,145,000	986,581	2,131,581
2015	1,195,000	945,631	2,140,631
2016	1,245,000	893,594	2,138,594
2017	1,295,000	836,569	2,131,569
2018	1,345,000	783,769	2,128,769
2019	1,400,000	728,869	2,128,869
2020	1,460,000	671,669	2,131,669
2021	1,520,000	612,069	2,132,069
2022	1,585,000	542,043	2,127,043
2023	1,655,000	461,043	2,116,043
2024	1,730,000	382,906	2,112,906
2025	1,810,000	306,550	2,116,550
2026	1,895,000	225,503	2,120,503
2027	1,990,000	139,275	2,129,275
2028	2,100,000	47,250	2,147,250
Total	$ **26,545,000**	$ **11,755,378**	$ **38,300,378**

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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 2010.

In 2009 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 30-45% for Housing Programs, 30-50% for Public Improvements , 0-30% for Community Facilities, Community Services and Economic Development and 10-16% for Planning and Administration.

RESOURCES

		Adopted FY 2011
Reprogrammed Funds		
Entitlement Amount Estimate	$	925,000
Total Resources	$	925,000

EXPENDITURES

	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
Housing Programs:				
Housing Rehabilitation	60,000	40,000	40,000	40,000
Code Deficiency Abatement Program	30,000	30,000	30,000	30,000
Emergency Repair	30,000	30,000	30,000	30,000
NRT Code Enforcement	15,000	15,000	15,000	15,000
NRT Demolition	100,000	50,000	50,000	50,000
Homebuyers Classes	7,000	7,044	7,000	7,000
Boone County Council on Aging	15,000	15,000	15,000	15,000
Reality House Transitional Housing	115,000	75,000	60,000	60,000
RAMP Program	50,000	50,000	43,500	43,500
Community Housing Options	25,000	0	0	0
Subtotal (Council Policy 30-45%)	**447,000**	**312,044**	**290,500**	**290,500**
	37.6%	33.7%	31.4%	31.4%
Public Improvements:				
East Side Sidewalks Phase III	392,000	326,956	392,000	392,000
Subtotal (Council Policy 30-50%)	**392,000**	**326,956**	**392,000**	**392,000**
	33.0%	35.3%	42.4%	42.4%
Community Facilities, Services and Economic Development:				
CHA Park Avenue Head Start	12,000	0	0	0
Enterprise Development Corporation	18,750	0	6,500	6,500
Disabilities Media Inc.	25,000	0	0	0
Centro Latino	145,000	138,000	88,000	88,000
Subtotal (Council Policy 0-30%)	**200,750**	**138,000**	**94,500**	**94,500**
	16.9%	14.9%	10.2%	10.2%
Administration and Planning				
Planning	55,000	55,000	55,000	55,000
Administration	93,000	93,000	93,000	93,000
Subtotal (Council Policy 10-16%)	**148,000**	**148,000**	**148,000**	**148,000**
	12.5%	16.0%	16.0%	16.0%
	$1,187,750	**$925,000**	**$925,000**	**$925,000**

HOME REQUESTS

PURPOSE

This fund accounts for and disburses funds received by the City from the HOME Investment Partnership Act Program from the Department of Housing and Urban Development. HUD allows funding to be provided in four six basic categories: Owner Occupied Housing Rehabilitation, Homebuyer Assistance, Community Housing Development Organizations (15% required set aside), Rental Housing, Tenant-Based Rental Assistance, and Administration (10% Maximum). All funds must be spent on projects that are defined by HUD as meeting their definition of "affordable." 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 usually are available by the middle of the fiscal year.

RESOURCES

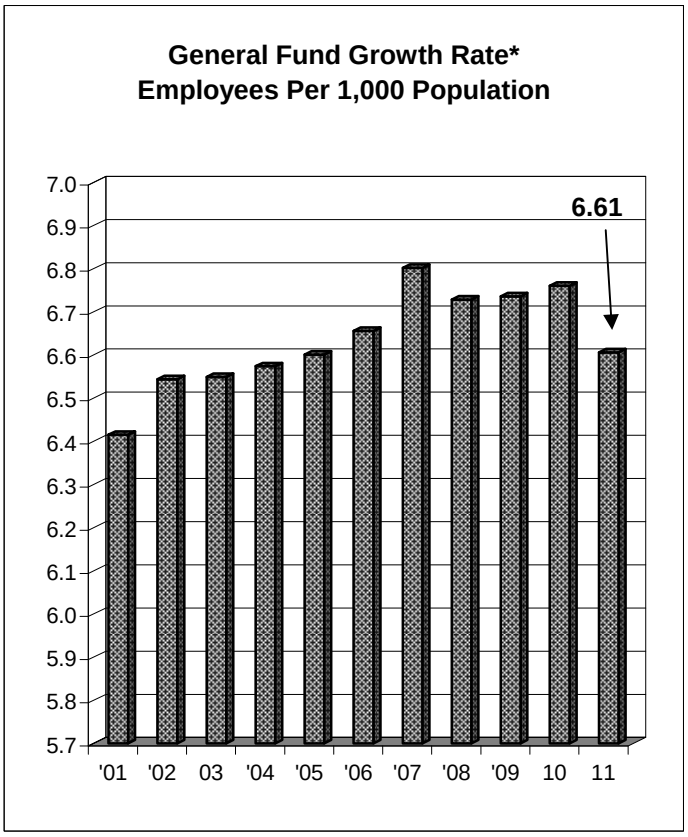
		Adopted FY 2011
Reprogrammed Funds		
Entitlement Amount Estimate	$	650,000
Total Resources	$	650,000

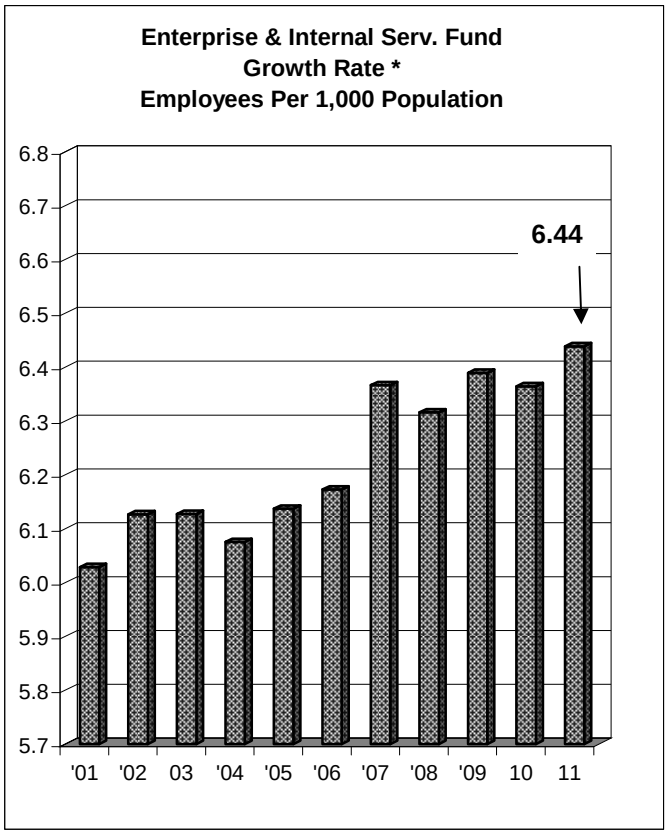
EXPENDITURES

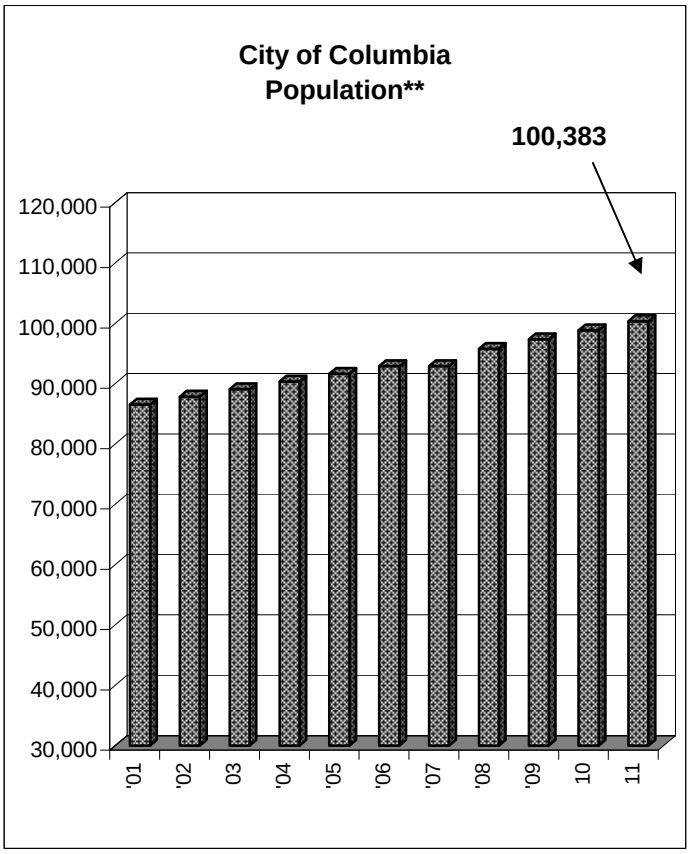
	Staff and Agency Requests	City Manager Recommend	Alloc.	Community Development Commission Recommend	Alloc.
Projects:					
Owner Occupied Housing Rehab	$300,000	$300,000		$300,000	
Homeownership Assistance **	$150,000	$37,500		$37,500	
Rental Production *	$0	$0		$0	
Tenant Based Rental Assistance	$153,000	$150,000		$150,000	
Subtotal Projects	**$603,000**	**$487,500**	**75.0%**	**$487,500**	**75.0%**
CHDO Set aside	**$97,500**	**$97,500**	**15.0%**	**$97,500**	**15.0%**
Administration Set aside* **	**$65,000**	**$65,000**	**10.0%**	**$65,000**	**10.0%**
Grand Total	**$765,500**	**$650,000**	**100.00%**	**$650,000**	**100.00%**

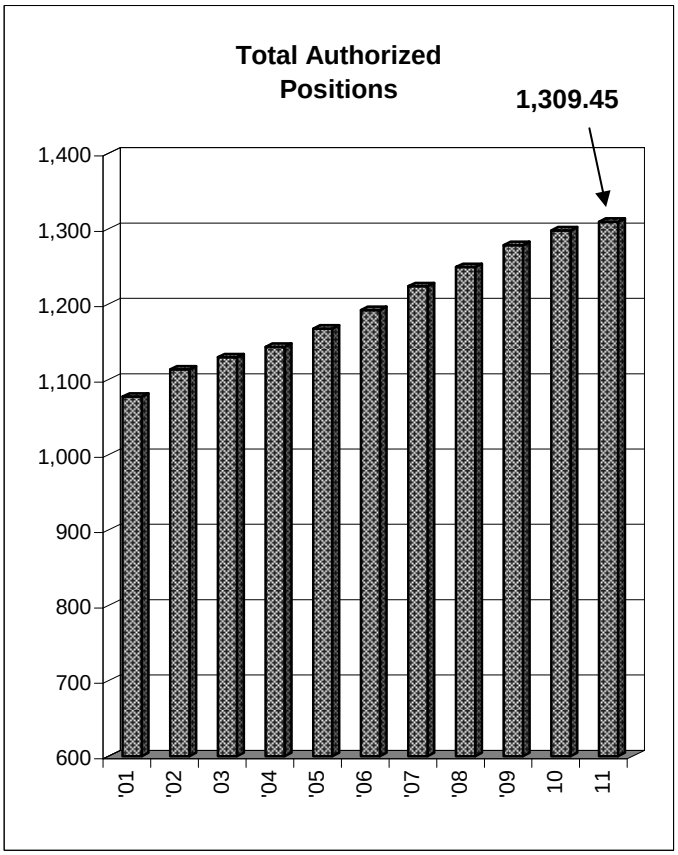
* Total Funding Requests in the Pipeline
** Includes: Neighborhood Development Homeownership Assistance Activities
*** Includes: Administration funding for (TBRA) - Tenant-Based Rental Assistance

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 are furnished by the City Manager's Dept.

Additional Positions
Adopted FY 2011

Department - Division	Number of Positions	Position Added
General Fund		
Neighborhood Services	0.50	(1) 0.50 Administrative Support Assistant II (code 1002)
Neighborhood Services	(0.50)	(1) 0.50 Senior Building Inspector (code 3203) to CDBG
PSJC	2.00	(2) 1.00 Communication Operators I/II (code
Police	1.00	(1) 1.00 Police Officer - Traffic (code 3001)
Fire	4.00	(4) 1.00 Fire Fighter I (code 3101) - 11 months
Vacant Positions Deleted:		
Law - Counselor	(1.00)	(1) 1.00 FTE Assistant City Counselor II (Code 3302)
Municipal Court	(1.00)	(1) 1.00 Administrative Support Assistant II (code 1002)
Fire - Emergency Services	(8.00)	* (8) 1.00 FTE Fire Fighter I/II (code 3101/3102)
PW - Non-Motorized Grant	(1.00)	(1) 1.00 Engineering Specialist I (Code 5100)
	(4.00)	**NET GENERAL FUND POSITIONS ADDED**
	-0.60%	
Other Funds		
CDBG	0.50	(1) 0.50 Senior Building Inspector (code 3203) from GF
Water	1.00	(1) 1.00 WTPlant Oper II/III (code 2642/2643)
Electric	1.00	(1) 1.00 Equipment Operator III (code 2298)
Electric	1.00	(1) 1.00 Transload Operations Supervisor (code 2616)
PW - Sewer	1.00	(1) 1.00 WWTP Operator I (code 2601) 6 months
PW - Sewer	1.00	(1) 1.00 Utility Maint. Mechanic II (code 2421) 6 months
PW - Sewer	1.00	(1) 1.00 Public Works Supervisor I (code 2305) 9 months
PW-Parking	1.00	(1) 1.00 Maintenance Assistant II (code 2402) 6 months
PW - Solid Waste	1.00	(1) 1.00 Refuse Collector III (code 2214) 6 months
PW - Solid Waste	1.00	(1) 1.00 Equipment Operator III (code 2303) 6 months
PW -- Custodial & Building Maint.	1.00	(1) 1.00 Maintenance Mechanic (code 2404)
PW -- Custodial & Building Maint.	1.00	(1) 1.00 Custodian (code 2003) 8 months
PW -- Custodial & Building Maint.	1.00	(1) 1.00 Custodian (code 2003)
PW - Fleet Operations	1.00	(1) 1.00 Administrative Support Assistant III (code 1003)
PW - Fleet Operations	1.00	(1) 1.00 Stores Clerk (code 6100)
PW - Fleet Operations	1.00	(1) 1.00 Vehicle Mechanic (code 2107)
	15.50	**NET OTHER FUND POSITIONS ADDED**
	3.01%	
	11.50	**TOTAL NUMBER OF POSITIONS ADDED**
	0.89%	**FOR FY 2011**

* (4) of the firefighter positions were unfunded in FY 2010.

PERSONNEL POSITION SUMMARY

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Adopted FY 2011	Position Changes
TOTAL PERSONNEL					
PERMANENT					
FULL-TIME POSITIONS:					
City Clerk and Elections	2.00	3.00	3.00	3.00	
City Manager	9.00	8.00	8.00	8.00	
Neighborhood Programs	2.25	8.50	9.75	9.25	(0.50)
Finance Department	52.00	52.00	52.00	52.00	
Human Resources	9.00	9.00	9.00	9.00	
Law Department	9.00	9.50	13.00	12.00	(1.00)
Municipal Court	9.00	9.00	13.00	12.00	(1.00)
Police Department	190.00	191.00	191.00	192.00	1.00
Fire Department	140.00	140.00	140.00	136.00	(4.00)
Health Department	56.00	55.00	55.00	55.00	
Joint Communications/Emerg Mgt.	32.00	33.00	33.00	35.00	2.00
Planning and Development	12.50	13.00	13.00	13.50	0.50
Economic Development	3.00	3.00	3.00	3.00	
Cultural Affairs	2.75	2.75	2.75	2.75	
Parks & Recreation	79.00	77.00	77.00	77.00	
Public Works Department	347.50	346.00	347.00	360.00	13.00
Railroad Fund	5.00	4.00	4.00	4.00	
Water & Electric Utility Fund	246.00	246.00	249.00	252.00	3.00
Convention & Tourism Fund	9.00	9.00	9.00	9.00	
Office of Sustainability	0.00	1.25	1.00	1.00	
Employee Benefit Fund	4.00	4.00	4.00	4.00	
Information Services Fund	26.00	28.00	28.00	28.00	
Public Communications Fund	10.00	9.00	9.00	9.00	
Contributions Fund	0.00	0.00	0.00	0.00	
Total Full-Time Perm.	**1,255.00**	**1,261.00**	**1,273.50**	**1,286.50**	**13.00**
PERMANENT PART-TIME POSITIONS					
Neighborhood Programs	0.00	0.00	0.00	0.50	0.50
Finance Department	1.25	1.25	1.25	1.25	
Law Department	0.00	0.00	0.50	0.50	
Municipal Court	0.00	0.00	0.00	0.00	
Health Department	7.35	7.35	7.35	7.35	
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	0.75	0.75	0.75	0.75	
Public Works	11.00	11.50	11.50	9.50	(2.00)
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	1.75	1.75	1.75	1.75	
Total Perm. Part-Time Pos.	**23.45**	**23.95**	**24.45**	**22.95**	**(1.50)**
TOTAL PERSONNEL	**1,278.45**	**1,284.95**	**1,297.95**	**1,309.45**	**11.50**
Summary By Fund Type:					
General Fund Positions	656.10	659.30	668.55	663.13	(5.42)
Enterprise Fund Positions	510.35	511.00	515.00	525.37	10.37
Internal Service Fund Positions	98.40	99.40	99.40	105.45	6.05
Special Revenue Fund Positions	13.60	15.25	15.00	15.50	0.50
Trust Fund Positions	0.00	0.00	0.00	0.00	
TOTAL PERSONNEL	**1,278.45**	**1,284.95**	**1,297.95**	**1,309.45**	**11.50**

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City of Columbia
Performance Measurements

This section currently under construction

	Appendix Page #	Budget Section Page
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Fire	560	193
Public Safety & Joint Comm.	562	203
Health & Human Services	563	211
Planning	568	227
Economic Development	571	239
Cultural Affairs	572	245
Neighborhood Services	573	251
Parks & Recreation	575	257
Public Works-General Fund	581	285
Public Works-Transit	584	298
Public Works-Airport	585	305
Public Works-Sewer	586	316
Public Works-Parking	587	327
Public Works-Solid Waste	588	333
Public Works-Storm Water	589	345
Public Works-Cust. & Bldg Maint.	590	353
Public Works-Fleet	591	359
Railroad	592	365
Water Utility	593	379
Electric Utility	595	389
Convention & Visitors Bureau	597	401
Employee Benefit Fund	598	415
Information Technologies	599	421
Public Communications	600	427

For the FY 2011 budget, city staff has begun the process of establishing meaningful performance measurements. This was called for in the City's Vision Plan and supports the Journey to Excellence effort. This appendix is the first step in a multiple year project to identify and gather data to measure performance and outcomes. During FY 2011 city staff will identify appropriate benchmark communities which may result in changes to these measures. While some City operations are further along in the project, budget staff felt it important to illustrate the draft system and what it could look like. While GFOA requires some type of performance measurement be included in the budget document, staff sees the project as parallel to the budget process, with measurement criteria being set and approved by Council in the next few months, and annual goals being set just prior to the adoption of the budget.

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Council Meeting Web Agendas	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of Regular and Special Council Meetings	26	26	26	26
Efficiency:				
* Number of Times Web Agenda is Finalized by 5:00 p.m. on the Thursday prior to the Council Meeting				
Effectiveness:				
* Percentage of Times the Web Agenda is Finalized by 5:00 p.m. on the Thursday prior to the Council Meeting				

Comment:

* This measures whether or not agenda information is provided timely by other departments and whether after hours work is required by the Clerk's Office.

Post Council Meeting Information on the Web				
Workload:				
* Number of Regular and Special Council Meetings	26	26	26	26
Efficiency:				
* Number of Times the Post Meeting Results are Posted on the Web within 48 hours of the Council Meeting				
Effectiveness:				
* Percentage of Times the Post Meeting results are available on the Web within 48 hours of the Council Meeting				

Comment:

* This includes Updated Links to Web Stream; Actions Taken by Council on the Web Agenda; Approved Minutes; Ordinances/Resolutions/Updated Code (in format of CodeMaster); etc. This shows how quickly information is available to the public after a Council Meeting.

City Manager Project Tracker Assignments	Actual 2008	Actual 2009	Budget 2010	Goal

Workload:

* Total Number of Requests Received

Efficiency:

* % of requests that require a motion

Effectiveness:

* 60% of those items will be responded to and finished in 30 days;
* 40% will take more than 30 days to complete

Comment:

* In the event that any matter requested by any council person to be presented to the Council in the form of a report, ordinance or resolution requires the expenditures of significant staff time or of public monies over and above those costs inherent in the administration of city government, the city manager shall inform the Council person. The council person shall present such request to the council in the form of a motion to instruct the city manager and staff to prepare such report, ordinance or resolution. This measurement documents the number of city manager project trackers received in a fiscal year and demonstrate city staff's responsiveness to council inquiries.

Administration

Budget Review/Forecasting

	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of Department Line Items Reviewed^	14,686	14,942	14,314	14,350
* Number of Budget Staff Performing Reviews	2	2	2	2
Efficiency:				
* Percent of budgets prepared and provided to depts. 24 hours prior to budget meeting with City Manager.	95%	95%	100%	100%
Effectiveness:				
* General Fund Actual Expenses as a Percent of Estimated Expenses ^^	N/A	96%	98%	98%
* General Fund Actual Revenues as a Percent of Estimated Revenues ^^	N/A	+2%	'+/- 2%	+/- 2% - 5%

Comments:

^ Line items reviewed are counted twice as both staff members review every line item

^^Effectiveness measures how closely the city's estimates are to actual expenditures

Budget staff makes every effort to provide all necessary information to the departments prior to the department meeting with the City Manager. However there are times when circumstances beyond staff's control effect this measurement.

Police and Fire Pension Management

Workload:				
* Number of employees	0.50	0.50	0.50	0.50
* Number of Police and Fire retirees and beneficiaries	228	243	254	
* Number of pension payments issued (annual)	2,736	2,916	3,048	
Efficiency:				
* Number of staff hours dedicated to Police and Fire Pension	1,040	1,040	1,040	1,040
* Cost per retiree/beneficiary to process monthly pension payments	$123	$116	$111	
Effectiveness:				
* Percent of Fire/Police pension checks reissued	0.2%	0.2%	0.1%	0.0%
* Percent of time pension checks are issued by the last day of the month	100%	100%	100%	100%

Comments:

1.00 Finance Employee is split 50% in business license and 50% in administration to administer police and fire pensions.

* The goal is to process and send out accurate Police and Fire pension checks in a timely manner. A low percentage of reissued pension checks indicates an efficient and effective processing system.

Accounting

Payroll	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of payroll checks written	46,900	47,900	49,000	49,500
* Number of payroll staff	2	2	2	2
Efficiency:				
* Payroll checks processed per payroll employee	23,450	23,950	24,500	24,750
* Cost per check process ^				
Effectiveness:				
* Percent of payroll records corrected	0.11%	0.11%	0.06%	0.05%

Comments:

Our goal is to minimize this number and pay employees correctly and timely. Only salary and benefits of payroll members included in costs at this time. Our goal is to include citywide costs in the future.

AP Transactions				
Workload:				
* Total number of AP Transactions processed	76,880	76,850	77,000	77,100
* Number of AP staff members^	5.0	5.5	5.5	5.5
Efficiency:				
* Invoices processed per A/P employee	13,980	13,970	14,000	14,020
* Cost per AP transaction				
Effectiveness:				
* Number of A/P transactions processed after due date	0.24%	0.22%	0.16%	0.10%
* Percent of A/P transactions processed after due date				

Comments:

^The number of A/P checks voided is an important indicator of effectiveness of this system.
Our goal is to minimize this number and pay our vendors correctly and timely. Only salary and benefits of A/P staff members included in costs at this time. Our goal is to include citywide costs in the future.

Treasury Management

Payment Receipts				
Workload:				
* Number of cashiers^	6.75	6.75	6.75	6.75
* Number of receipts processed	567,500	580,200	586,000	590,000
* Number of on site customer visits	112,100	115,300	109,200	108,000
Efficiency:				
* Cost per payment processed ^^	$0.299	$0.292	$0.289	$0.287
* Number of payments processed per cashier	84,074	85,956	86,815	87,407
* Number of on site customer visits per cashier	16,607	17,081	16,178	16,000
Effectiveness:				
* Percent of payments processed and deposted within 24 hours	100%	100%	100%	100%
* Percent of payments requiring corrections	0.080%	0.079%	0.080%	0.100%

Comments:

^ Number of cashiers includes temporary employees- 2080 hours equals 1 FTE
^^ Only salary and benefits of staff members included in costs
The goal for the cashiering operation is to process and deposit all payments within 24 hours of receipt with an accuracy rate of 99%. The Treasury operation strives to maintain the lowest bank expenses for the required processes.

Treasury Management

Investment of funds	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total dollar amount of Investment portfolio	$336,971,025	$354,033,383	$318,497,809	$315,000,000
* Total dollar amount of pension funds	$73,606,019	$74,818,537	$82,975,360	$85,000,000
* Total dollar amount of pooled cash funds	$257,218,936	$272,342,674	$225,670,212	$220,000,000
* Number of securities held	183	223	205	235
Efficiency:				
* Percent of funds invested	100.0%	100.0%	100.0%	100.0%
Effectiveness:				
* Meet or exceed defined benchmarks for pension funds 90% of the time over a 3 year rolling average	Yes	Yes	Yes	Yes
* Meet or exceed defined benchmarks for pooled cash funds 80% of the time over a 3 year rolling average	Yes	Yes	Yes	Yes

Comments:

To optimize investment returns, funds should be invested according to a targeted asset allocation plan. Returns should consistently exceed a reasonable benchmark for each fund. The Police and Fire Pension benchmark is based on a composite of a portfolio made up of 50% S&P and 50% Barclays Aggregate. Pooled cash benchmark to be determined.

Purchasing

Formal & Informal Bids				
Workload:				
* Number of buyers	5	5	5	5
* Number of Formal and Informal bids prepared	750	755	760	800
Efficiency:				
* Cost per bid (only buyers cost included)	$213	$213	$212	$220
* Number of bids per buyer	150	151	152	160
Effectiveness:				
* 90 % of informal bids are completed with in 21 days (close of bid to purchase order prep)	80.00%	80.00%	82.00%	85.00%
* 90% of Formal bids are completed with in 50 days (close of bid to purchase order prep)^^	80.00%	80.00%	82.00%	75.00%

Comments:

^^Some formal bids may take longer than 50 days due to federal bidding regulations.
Any purchase over $15,000 requires a writtem formal bid and open competitive process soliciting bids from interest party
Any purchase over $1,000 but less than $15,000 can be obtained aquiring 3 bids and selecting according to city charter.
Monitoring these bid processes helps to determine the purchasing department's efficiency in assisting departments with their purchasing needs as well as timely communication with the vendors.

Purchasing

Bids - Co-op Contracts	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of bids/items purchased utilizing Coop Contracts				25
Efficiency:				
* Cost per co-op purchase (only buyers costs included)				$75
* Number of co-op purchases per buyer				5
Effectiveness:				
* Percent of time saved utilizing coop contracts vs conducting an individual bid				60 30.00%
* Amount of money saved utilizing a coop contract vs. conducting an individual bid				75,000

Comments:

Co-op contracts are pre-negotiated contracts with other Federal, state or local entities (that have already gone through the competitive bid process). The co-op allows the city to purchase supplies and materials off the contract for an established period of time. It is beneficial to measure the cost and the time saved using the co-op contracts.

Contract Compliance				
Workload:				
* Number of compliance reviews conducted by City compliance Officer	NA	NA	NA	900
* Number of compliance reviews conducted by regulatory Agency.				5
Efficiency:				
* Percent of city conducted review resulting in corrective action	NA	NA	NA	30%
* Percent of regulatory agency conducted reviews resulting in corrective action	NA	NA	NA	10%
Effectiveness:				
* 100% of non-compliant city reviews corrected	N/A	NA	NA	95%
* 100% compliance in audit findings by regulatory agencies	N/A	NA	NA	100%

Comments:

Due to new federal regulations the city must be in compliance of all contracted projects. This measure will help ensure we are monitoring and staying in compliance with audit findings.

Business License

Business Licenses Issued				
Workload:				
* Number of business licenses and permits issued	5,795	5,859	6,244	6,400
* Number of business license employees	2	2	2	2
Efficiency:				
* Number of licenses per business license employee	2898	2930	3122	3200
* Cost per license/permit	$25	$29	$31	$20
Effectiveness:				
* Percent of business licenses issued within 5 business days of receipt of application	80.00%	82.00%	83.00%	95.00%

Comments:

Number of business license employees includes (1) 0.50 administrator, (1) 1.00 and (1) 0.50 temporary employee
Only salary and benefits of business license employees included in costs

* Measuring the number of business licenses is one indicator of business growth in our community.

Business License

Complaints:	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of business license complaints	15	13	11	0
Efficiency:				
* Average number of hours to resolve a complaint	12	11	10	8
Effectiveness:				
* Percent of complaints resolved within five (5) business days	85%	88%	90%	100%

Comments:

Our goal is to reduce the number of complaints and arrive at a resolution in a timely manner. A good measure of quality customer service is a lower percentage of complaints and minimal time required to resolve the complaint. If a complaint can be resolved within five (5) business days, this is an indicator that we are being effective and efficient in providing assistance to our licensing customers as well as enforcing the provisions of our City Code.

Utility Customer Services

Utility Billing					
Workload:					
* Number of customer reps.*	11.40		11.40	11.40	11.40
* Total number of accounts serviced/managed	55,716		55,721	55,000	
* Number of paper bills issued per year	668,594	#	668,662	651,196	
* Number of e-bills issued per year	0		547	3,774	
Efficiency:					
* Number of accounts per employees	4,887		4,888	4,825	0
* Cost per account serviced/managed	$8.65		$8.65	$8.76	$10.50
Effectiveness:					
Number of cancel/rebill	10,415		2,986	2,892	
* 5% or less of the bills sent require being canceled and rebilled.	2.00%		0.40%	0.40%	0.00%

Comments:

It is the goal of the utility billing operations to send out accurate and timely bills. When errors occur, bills are canceled and new bills are sent. A good measure of the effectiveness of the billing operation is how many corrected bills occur. A lower percent of bills that are canceled and rebilled at a reasonable cost per bill indicates an efficient and effective operation. *Customer reps include (2) temp employees that work 1,500 hours each year.

Utility Customer Services

Phone Calls	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Phone call totals	113,270	113,940		
Efficiency:				
* Number of calls that are not answered or abandoned	27,862	23,911		
Effectiveness:				
* 85% or more of all phone calls are answered	80%	83%	84%	85%

Comments:

The volumn of phone calls during times when college students are moving in and out of housing is very difficult to staff. When call volumes are at there highest levels wait times increase and callers may give up and hang up. These are considered abandoned. A measure of good customer service is the percentage of calls that staff can answer during the busiest times of the year.

Risk Management

Safety Contacts				
Workload:				
* Number of safety specialists	1	1	1	1
* Number of employee contacts for safety training, assessments, testing	800	1,000	1,200	1,500
Efficiency:				
* Staff cost per safety contact				$4.00
* Percent of employee population trained in safety issues				50.00%
Effectiveness:				
* Percent of employees who file a work comp claim	16.39%	20.13%	24.15%	24.00%
* Percent of employees who file a work comp claim that have been trained in a safety class	5.00%	5.00%	5.00%	5.00%

Comments:

It is Risk Management's goal to increase safety training with the overall goal of improving the City's safety culture, thereby reducing the number and cost of Workers' compensation claims. Accomplishing this goal will necessitate providing safety training specific to employee and departmental needs, and training as many staff as is possible within the Risk Management resources.

Workers Compensation Claim Cost				
Workload:				
* Number of Workers' Compensation Claims	233	232	230	220
Efficiency:				
* Administration Cost Per Claim	$677	$698	$708	$700
Effectiveness:				
* Average total cost of a workers compensation claim	$5,042	$3,296	$3,800	$3,000

Comments:

Risk Management hopes to both reduce the number of work related injury and illness claims and control the associated medical and lost time costs. Medical costs are monitored and price savings pursued where feasible. In an effort to reduce lost time costs, Risk Management is working with departments to improve return to work opportunities. Administrative cost per claim are expected to remain stable if the number of claims minimally fluctuates.

Internal Employee Promotion	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of permanent jobs posted	143	115	120	120
Efficiency:				
* Ratio of internal applicants to external applicants				
Effectiveness:				
* Percent of internal employees moved	12%	12%	12%	12%

Comments:
Align with City Manager's goal to grow our employees and promote from within. Efficiency measure tracking to be calculated and base number established in FY 2011.

Turnover				
Workload:				
* Number of permanent employees	1,220	1,236	1,298	1,302
Efficiency:				
* Ratio of permanent employees leaving city service to number of permanent employees	1:12	1:13	1:13	1:13
Effectiveness:				
* Citywide employee turnover rate	8.03%	7.85%	8.00%	8.00%

Comments:
Align with City Manager's goal to retain talent. National turnover average for local government is 12.1%.
Source: Bureau of Labor Statistics, as of 9/30/09.

Employee Relations				
Workload:				
* Number of grievances and complaints filed	20	25	30	25
Efficiency:				
* Ratio of grievances and complaints appealed at department level versus City administration level (HR, CM, PAB)	4:1	7:1	5:1	4:1
Effectiveness:				
* Percent of grievances resolved at department level	80%	88%	82%	80%

Comments:
* Goal is to resolve employee concerns at the lowest possible level.

Employee Training				
Workload:				
* Number of training classes	312	246	250	300
Efficiency:				
* Cost of program per participant				
Effectiveness:				
* Percentage of employees trained				

Comments:
* Align with City Manager's goal to provide appropriate employee training. Efficiency and effectiveness measure tracking to be calculated and base numbers established in FY 2011.

Number of Ordinances & Resolutions prepared	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Average number of requests for council bills received per meeting	N/A	N/A	28	N/A
Efficiency:				
* Average time spent per ordinance or resolution (excluding complex legislation)	N/A	N/A	N/A	N/A
Effectiveness:				
* Percent of legislation completed within time requested	N/A	N/A	N/A	97.00%

Comments:

These performance indicators show whether legislation for council consideration is being prepared in a timely and efficient manner.

Number of charges filed				
Workload:				
* Average number of tickets received per week.	246	327	386	N/A
Efficiency:				
* Average number of tickets reviewed per week.	246	327	386	N/A
Effectiveness:				
* Percentage of cases successfully prosecuted.	83.00%	86.00%	89.00%	90.00%

Comments:

These performance indicators will help determine the adequacy of staffing levels. Also, a significant drop in the successful prosecution rate would flag the need to investigate the cause.

Court operations - caseload	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of traffic cases filed*	9,387	12,962	13,000	
* Number of ordinance cases filed*	3,379	3,564	4,000	
Efficiency:				
* City expenditures per traffic case filed	$69	$52	$66	
* City expenditures per ordinance case filed	$197	$190	$213	
* Number of files Disposed	12,717	16,526	17,000	
-using estimated expenses				
Effectiveness:				
* 93% of cases are disposed - clearance rate	97%	95%	96%	93%

Comments:

These figures were prepared using forumulas from the National Center for State Courts. The income figures used in these computations do not include income from Probation Services Fees which offsets a considerable portion of our probation/collection officer salary, parking ticket income, warrant fee income, and the income from the S.T.O.P. program for stealing offenders.

The Clerk's office also processes warrants, search warrants, window and telephone contacts with the public and lawyers, record search requests by the thousands, literally; deals with towing and parking ticket issues, staffs court sessions, performs banking and accounting functions, handles collection of monies due the court and probation supervision of defendants, prepares numerous state judicial reports, sends conviction information to the required State recipients, and several other duties that will not show up in the figures for costs per case cited herein.

Since 2003, it was important to the Judge and Clerk to keep the clearance rate at 95% or above. The 2009 Municipal Clearance rate state wide was 93%. The court has been able to do that so the pending caseload stays stable and does not build up a large back load of pending cases. The court is able to meet this goal in light of the continued increase in the court's caseload without an additional division of the court.

*Does not include red light camera violations

Operations

Reduce number of patrol vehicle accidents	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of patrol vehicle accidents per fiscal year		47	40	35
Efficiency:				
* Reduce patrol vehicle accidents by 25%		36	30	26
Effectiveness:				
* Cost of insurance claims		$101,003	$50,196	$37,647

Comments:

There are thirty-three patrol vehicles engaging in 800,000 miles of patrol activity per year. By reducing motor vehicle accidents, we will reduce injuries to officers, citizens, and liability to the city. All patrol officers will be trained on the new driving simulator and it is anticipated that this will reduce accidents.

Investigations				
Workload:				
Number of felony cases investigated	2,242	2,750	2,800	2,800
Efficiency:				
Number of crime victims notified	2,242	2,750	2,800	2,800
Effectiveness:				
Percentage of crime victims notified	100%	100%	100%	100%

Comments:

Crime victims are notified within 72 hours so citizens are aware of the status of the case. Detectives call victims if a case is assigned, otherwise, letters are sent to notify them if more information is needed.

Support

Internal Affairs Investigations (IA)				
Workload:				
* Total cases assigned to IA	NA	117	117	117
Efficiency:				
* Cases taking longer than 60 days	NA	32	20	10
Effectiveness:				
* Percentage of cases completed within 60 days	NA	73.00%	83.00%	99.00%

Comments:

Attempt to work all IA cases to conclusion within 60 days. This is one indicator of responsiveness to citizen/community concerns and to determine if allocating sufficient resources. The more quickly and efficiently we complete these investigations, the more likely citizens are to feel their concerns are being addressed appropriately.

Support

Reduce Delinquent Reports	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of reports to Records annually	16,887	16,653	16,653	16,653
Efficiency:				
* Number of reports later than five days	NA	12,345	6,000	4,164
Effectiveness:				
* Percentage of reports that are late	NA	74%	36%	25%

Comments:

Reports are to be completed by officers and to Records locked within five days. This will better serve the citizens awaiting copies of reports, as well as, costs/time with Prosecuting Attorneys, and provide MSHP more accurate UCR crime stats.

Administration

Emergency Response Calls: arrival time of first-due unit (CFAI Suburban)	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of emergency response calls	6,811	6,725	NA	Not Targeted
Efficiency:				
* Average response time (in minutes)	x	x	NA	6 min., 30 sec.
Effectiveness:				
* Percent of calls responded to within goal	x	47.5%	NA	90%

Comments:

***** This goal comes from a national standard described in the Commission on Fire Accreditation International protocol. The Fire Department is in the process of applying for accreditation.

Emergency Response Calls: arrival time of full-alarm assignment (CFAI Suburban)				
Workload:				
* Total number of emergency response calls	6,811	6,725	NA	Not Targeted
Efficiency:				
* Average response time (in minutes)	x	x	NA	13
Effectiveness:				
* Percent of calls responded to within goal	x	47.5%	NA	90%

Comments:

***** This goal comes from a national standard described in the Commission on Fire Accreditation International protocol. The Fire Department is in the process of applying for accreditation.

Training

Conduct joint training, drills, and exercises with outside agencies				
Workload:				
***** Number of required joint training activities per year	3	7	NA	
Efficiency:				
***** Other opportunities found to participate in outside training.	3	3	NA	
Effectiveness:				
***** Maintain or increase opportunities found to train with other agencies.		133%	NA	20%

Comments:

***** The fire service agreement with Boone County Fire Protection District as well as other regional and state relationships require participation in these preparedness activities.

Training

Increase number of EMT-P Paramedic certifications	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of firefighters who are certified Paramedics		20	19	
Efficiency:				
* Number of add'l Paramedic certifications obtained and new Paramedics hired		0	(1)	
Effectiveness:				
* % increase of firefighters on staff who are certified Paramedics		0	-5%	100%

Comments:

* The Fire Department is working toward being providing Advanced Life Support services on more medical incidents. The number of Paramedics on staff directly affects the ability to provide ALS. Negative number represents an employee who was trained and has since resigned.

Fire Marshal

Determining an origin and cause after investigation and analysis.				
Workload:				
* Number of incidents requiring investigation and report	151	132	NA	
Efficiency:				
* Number of investigations resulting in determination of origin and cause	108	88	NA	
Effectiveness:				
* Determine origin and cause 75% of the time	72%	67%		75%

Comments:

* Insurance companies and police investigators rely on reports from the fire marshal to guide their decisions and actions.

Fire Code Plan Reviews	
Workload:	
* Number of plans reviewed	x
Efficiency:	
* Number of days for initial review	x
Effectiveness:	
* Percent of initial reviews signed off in HTE within 10 business days	x

Comments:

* As part of the one-stop shop plan review approach, the department's goal is to turn around the fire code compliance portion in an appropriate length of time.

911 Calls and Administrative Calls	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total phone interactions	378,368	366,650	375,000	370,000
* Call Takers on Duty 24/7	1	1	1	1
Efficiency:				
* Average Cost per call	$0.58	$0.58	$0.57	$0.58
Effectiveness:				
* Abandoned 911 calls	6,932	7,000	7,100	7,000

Comments:

The workload reflects the total phone transactions for both 9-1-1 and administrative calls. We do not want to deter citizens from calling 9-1-1 but to reduce the volume through educating the public on how and when to call.

Administration

Public Health Emergency Preparedness	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of Mass Vaccination Flu Clinics	4	3	7	3
Efficiency:				
* # Vaccinations / Clinic	422	431	518	450
Effectiveness:				
* Average Thru Put (Minutes)	NPM	NPM	NPM	15

Comments:

We track this performance data because it is a core activity of public health emergency preparedness planning and meets contract criteria for evaluation and revision of local plans. ***NPM = Not Previously Measured***

Contracts Management				
Workload:				
* Total Dollar Value of Contracts Received	1,596,334	1,423,738	1,721,993	1,356,436
Efficiency:				
* Per Capita Value of Contract Funding	$10.65	$9.38	$11.20	8.71
Effectiveness:				
* % Contracts Meeting all Requirements / Performance Expectations	92%	96%	96%	95%

Comments:

Contract management represents a significant portion of the division work load. These measures allows us to compare the amount of state, federal and foundation public health funding per capita and can be compared to other communities. This is also a measure of quality control as it relates to contract compliance.

Note: Grant levels and availability are variable.

Environmental Health

Public Health Nuisance Enforcement				
Workload:				
* # Inspections (Annual)	7,128	6,938	6,938	6,800
Efficiency:				
* Average # Inspections / Employee	792	720	750	750
Effectiveness:				
* % Nuisance Violations Brought Into Voluntary Compliance prior to Abatement or Judicial Process.	97.65%	98.02%	98.00%	98.00%

Comments:

***** Public Health Nuisance Enforcement is a major activity of the division. This measure enables us to monitor inspection volume, workload assignments, and division's goal of voluntary compliance as opposed to judicial or abatement processes.

Environmental Health

Food Safety	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* # Food Safety Inspections	2,082	1,729	1,729	1,729
Efficiency:				
* # Food Safety Inspections/FTE	231	192	203	210
Effectiveness:				
* Average # Critical Violations / Medium and High Risk Establishments	2.63	4.05	3.00	3.50

Comments:

Food safety is a core public health activity. This measure enables the division to monitor work volume, workforce capacity/efficiency, and inspection trends related to the highest risk practices that lead to food borne related illnesses.

Animal Control

Animal Impoundment				
Workload:				
* # Animals Impounded	1,370	1,385	1,385	1,385
Efficiency:				
* Personnel Costs / Impoundment	$22.95	$23.72	$23.72	$23.72
Effectiveness:				
* % Animals Returned to Owner	49.70%	45.40%	45.00%	50.00%

Comments:

Animal impoundment activities represent a major activity of the division. New efforts to increase licensing and microchip placement are intended to improve the effectiveness measure. This measure has a direct correlation to the cost of the annual agreement with the Central Missouri Humane Society.

Bite Investigations				
Workload:				
* # Bites Reported/Investigated	227	258	258	258
Efficiency:				
* Personnel Costs / Bite Investigation	$37.61	$38.66	$38.15	39.00
Effectiveness:				
* # Bite Cases Reported / 100,000 Population	151	169	167	167

Comments:

Animal bites are reportable by state law. Bite investigations tie directly to rabies prevention and control strategies. Tracking trends in bite investigations enables us to better develop strategies to increase rabies vaccinations and to promote responsible pet ownership.

Community Health

Communicable Disease prevention and Control	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of communicable disease reports received and mitigated	3,222	4,047	4,100	4,100
Efficiency:				
* Average cost per communicable disease investigation	$64	$61	$68	$68
Effectiveness:				
* Percent priority communicable disease reports initiated within 24 hours of receipt	no data	no data	95.00%	100.00%

Comments:

***** We track this performance measure data because it is a Department of Health and Human Services deliverable for the Core Functions Contract. It allows us to track the workload of the communicable disease group.

Percent Children Fully Immunized by Age 2 years				
Workload:				
* Number of immunizations provided annually	19,998	23,154	26,000	26,000
Efficiency:				
* Cost per immunization given	$8	$7	$6	$6
Effectiveness:				
* Percent Children Fully Immunized by Age 2 years	56%	67%	80%	85%

Comments:

This is a quality improvement measure that we track to assess the quality of our reminder recall program and to meet the quality criteria of the federal and state immunization program.

Women, Infants & Children (WIC)

WIC and Community Nutrition Program Caseload and Efficiency				
Workload:				
* Annual WIC caseload	28,080	29,400	30,228	30,228
Efficiency:				
* Program cost per client visit	$12	$12	$14	$14
Effectiveness:				
* Percent of Certification/Recertification/Infant Reassessment visits completed in less than 60 minutes	no data	no data	90.00%	100.00%

Comments:

***** Client satisfaction of the WIC program is partially dependent on providing a quality service in a reasonable amount of time. To decrease excessive wait time encourages clients to keep their appointments.

Women, Infants & Children (WIC)

Breastfeeding Peer Counselor Program	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Percentage of prenatal clients receiving breastfeeding education	no data	100%	100%	100%
Efficiency:				
* Program cost per client visit	$9	$9	$6	$6
Effectiveness:				
* Percentage of clients initiating breastfeeding at delivery	58%	60%	75%	75%

Comments:

***** The WIC division has a breastfeeding rate that exceeds the state WIC rate. This exceptional rate is at least partially dependent on the amount of education that prenatal clients receive regarding the benefits of breastfeeding to both the mother and child.

Social Services

Maternal/Child Risk Assessment				
Workload:				
* Number of risk assessments	154	126	150	180
Efficiency:				
* % of Medicaid eligible assessments billed	100%	100%	100%	100%
Effectiveness:				
* % of clients for which assessment was completed	100%	100%	100%	100%

Comments:

Rationale: Risk assessment is a critical component of our maternal/child case management program. These measures allow us to monitor the number of risk assessments completed as well as allowing us to monitor the percentage of women for whom assessments are completed. Because this is a service which is reimbursable by Medicaid, these are also a measure billing quality control.

Note: We expect the number of assessments performed will increase as social services staff are integrated into WIC.

Human Services

Contracts Management				
Workload:				
* Total dollar value of human service contracts issued	1,146,959	1,119,717	1,312,795	1,280,808
Efficiency:				
* Per capita value of human services contracts	$11.97	$11.50	$13.27	$12.76
Effectiveness:				
* % of contracts meeting all contract requirements	100.00%	99.00%	100.00%	100.00%

Comments:

Rationale: This program represents a significant portion of the division work load. These measures allows us to compare the amount of human services funding per capita to other communities. This is also a measure of quality control as it relates to contract compliance.

Note: Grants and GR funding levels and availability are variable.

Human Rights

Educational Outreach	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of educational sessions with businesses/organizations	n/a	n/a	n/a	130
Efficiency:				
* Staff cost per educational session (based on one hour per session)	n/a	n/a	n/a	$25
Effectiveness:				
* % of businesses/organizations reporting information provided was useful	n/a	n/a	n/a	75%

Comments:

Rationale: These measures are intended to document the quantity, quality, and cost of our newly developed civil rights outreach and education program.

Note: This is a new program to begin in FY2011.

Completion of Land Use Plans for special areas	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Person-hours of research, writing, and meeting facilitation in plan hours.		n/a	n/a	300 hours
Efficiency:				
* Number of days to complete the plan compared to scheduled days	n/a	n/a n/a	n/a n/a	110 pct max
Effectiveness:				
* use of plan in making decisions	n/a	n/a	n/a	100%

Comments:

Special area plans may include Providence Corridor, Old 63 Corridor, scattered "infill" development sites. Workload is the estimated level of effort to complete a plan. Efficiency is the percentage of days to complete compared to days scheduled. The effectiveness is the frequency with which the plan is applied in staff reports, commission, council, and citizen discussions on topics to which the plan applies. An ineffective plan is one that is not used when intended.

Current Planning cases completed (zoning, subdivision, variances, vacations, planned district, revisions, annexation, annexation agreements				
Workload:				
* Number of cases reviewed by staff	145	143	104	90
* Planning and Zoning Commission reviewed	73	76	34	30
Efficiency:				
* Percentage of cases ready for hearing or review by scheduled Planning and Zoning Commission date	90%	92%	95%	95%
Effectiveness:				
* Agreement of staff, commission, and Council recommendations - or adjustment of proposals to fit recommendations - in majority of cases	93%	92%	90%	90%

Comments:

Workload is measure of full deployment of resources on public applications and city-initiated applications. Efficiency measure is consistency with the published schedule, which measures predictability of the process. Effectiveness measure is an indicator of the effectiveness of City planning policies. If policies are up-to-date and clear, voting will be more consistent with recommendations

Comprehensive Plan, writing, implementing, updating	Actual 2008	Actual 2009	Budget 2010		Goal
Workload:					
* Department person-hours dedicated to plan production	n/a	n/a	n/a		1,100
Efficiency:					
* Public meetings and production of "deliverables" of the plan) within 30 days of published schedule	n/a	n/a	n/a	#	
Effectiveness:					
* Citizen participation includes 400 individuals and 20 civic, business, and professional organizations	n/a	n/a	n/a		

Comments:

The Plan when completed is the key source of guidance for land development decisions (annexations, capital improvements, site development, zoning, subdivisions, land and historic preservation, etc.). Workload is the estimated level of effort to complete the plan. Efficiency measure is an indicator that the plan is progressing according to a published schedule. Effectiveness measure is an indicator that the plan is representative of Columbia's diversity.

CDBG**

Rehabs, CDAP's, ER's, Demo Programs			
Workload:			
* Number of housing improvements made for low-income persons using funds in city housing programs	61	61	61
Efficiency:			
* Number of housing improvements made in comparison with the goal set in the City's five-year plan	96%	100%	100%
Effectiveness:			
* Applicants satisification with completion of project as measured by survey	n/a	n/a	90.00%

Comments:

The Department runs housing programs that assist rehabilitation, emergency repair, code compliance repair, and demolition of dilapidated buildings. Workload indicates full deployment of budgeted funds; efficiency indicates progress toward meeting five-year goal; Effectiveness: We will begin conducting a follow-up survey of satisfaction of all particpants beginning in 2011

***** Community Development Block Grant***

Consolidated Plan Annual Measurements for HUD			
Workload:			
* Hours spent compiling required performance measures	N/A	N/A	300 hours
Efficiency:			
* Completion, revision, and filing of required reports on deadline	On time	On time	On time
Effectiveness:			
* Goals tracking at 80% or greater compared to Consolidated Plan goals	56%	60%	65%

Comments:

The Consolidated Annual Performance Evaluation Report (CAPER) is an annual report required by the U.S. Dept. of Housing and Urban Development. It measures progress toward quantitative goals based on perceived needs. Timely preparation is a requirement of grant funding. The report can be used to re-evaluate the need for each program and activity.

Sub-receipent monitoring	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* % On Site Monitoring of sub-receipents vs. planned in Action Plan (HUD calendar year)		N/A	75%	80%
Efficiency:				
* % Completion of projects by deadlines		53%	60%	80%
Effectiveness:				
* % Compliance with monitoring findings and recommendations		n/a	n/a	100%

Comments:

"Sub-recipients" are agencies that receive federal block grant funds for housing and community development activities. The Dept. is obligated to monitor sub-recipient organizations for compliance with grant program rules and best practices. The efficiency measure is an indicator that the organizations receiving funding have adequate capacity to invest the grant funds productively. The effectiveness measure indicates that sub-recipients are taking corrective actions to protect the city's grant resource, which is subject to federal oversight.

Existing Industry Visits	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of Possible Visits	36	36	12	30
Efficiency:				
* Actual Visits	36	36	12	30
Effectiveness:				
* Number of local business being tracked in e-Sychronist Software	n/a	n/a	12	30

Comments:

Existing industry suppport is a key element of a successful economic development program. This is a tool that will help us manage this effort.

External Marketing Trips				
Item 2				
Workload:				
* Total number of External Marketing Trips	5	7	8	4
Efficiency:				
* Cost per participation	$2000/trip	$2500/trip	$2500/trip	$2500/trip
Effectiveness:				
* Number of qualified leads & prospects generated by participation	75	100	125	100

Comments:

Marketing trips are an important component of a succesful attracting element of economic development.

Sponsored Economic Event				
Workload:				
* Sponsored Economic Event	2	2	5	6
Efficiency:				
* Number of Attendees	250	250	500	600
Effectiveness:				
* Survey mechanism to be devised for participant evaluation for select events.	n/a	n/a	n/a	n/a

Comments:

Communicating the importance of economic development to a diverse audience is a key component of a successful economic development program.

Annual Funding of Local Arts	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of arts organizations funded	16	18	18	18
Efficiency:				
* average award (max. request = $10,000)	$5,938	$5,278	$5,333	$7,000
Effectiveness:				
* citizens & visitors served by funded projects	108,971	128,403	pending	125,000

Comments:

* The contracts with local arts groups represent a purchase of arts services that extend the reach of the Office of Cultural Affairs in an effort to serve the public and visitors. In 2009, the city's cost per participant was 75 cents. Funded events range from in-school programming to concerts to exhibits to workshops and lectures to special events. Visual, performing and literary arts programming are represented.

Traffic Box Art (graffiti abatement)				
Workload:				
* Number of downtown boxes addressed	1	1	3	3
Efficiency:				
* Artist's honorarium & material costs	1,500	n/a	2,000	2,000
Effectiveness:				
* Percent of painted boxes vandalized	0%	n/a	0%	0%

Comments:

* This collaborative with the Office of Cultural Affairs, Columbia Police Department and The District is an example of how the arts can be used to address a community problem. Since the pilot project box was painted in 2007, no incidences of graffiti has occurred on the boxes addressed even though the boxes were regular targets of vandals before they were painted.

Volunteer Programs

Volunteer Programs	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of volunteer hours	43,323	47,387	45,000	46,000
* Number of new volunteer contacts	713	748	750	725
* Volunteer Programs Staff - # FTE	2.25	2.25	1.75	1.75
Efficiency:				
* National Value of an hour of volunteer service (Est. for '10 and '11)	$20.25	$20.85	*$21.00*	*$21.10*
Effectiveness:				
* Total value of volunteer service to the city	$877,291	$988,019	$945,000	$970,600
* Value per FT Volunteer Program Staff	$389,907	$439,120	$540,000	$554,629

Comments:

***** Volunteers play an important role in enhancing City programs and services. The act of volunteering adds to the quality of life for our residents.

Cleanup Columbia

Workload:				
* Number of volunteers participating	1,425	1,707	1,624	1,700
Efficiency:				
* Number of hours given by volunteers	2,568	3,284	2,465	2,700
* Number of bags of litter collected	1,839	2,196	1,529	1,700
Effectiveness:				
* Value of volunteer service to the City	$52,002	$68,471	$51,765	$56,970
* Filled bags picked up per volunteer	1.29	1.29	0.94	1.00

Comments:

Cleanup Columbia is an annual city-wide trash pick up event. As a result of this event, the City is cleaner, more citizens are exposed to volunteering and participants have a greater sense of community pride. Fluctuations with data surrounding Cleanup Columbia are often due to weather the day of the event, trash found by volunteers at their assigned location, group size and time spent by each volunteer.

Neighborhood Programs

Code Enforcement Efforts

Workload:				
* # Code enforcement cases investigated	*	*	3,000	3,000
* # of FTE working on code enforcement	*	*	2	2
Efficiency:				
* # of inspections made per FTE	*	*	1500	1500
Effectiveness:				
* % of inspections resulting in compliance	*	*	90%	92%
* # of unresolved cases referred for prosecution				◆

Comments:

Code enforcement activities protect property values in the City and show responsiveness to citizen concerns. Staff in ONS enforce Property Maintenance Code violations, unliscensed vehicles on private property, zoning violations in rental property, and nuisance violations in the Neighborhood Response Team area.

◆ *This number will be tracked in FY11 and reported with the FY12 budget.*

Neighborhood Programs **Rental Inspections**	**Actual 2008**	**Actual 2009**	**Budget 2010**	**Goal**
Workload:				
* # of rental inspections made	7,017	6,262	3,750	5,000
* # of rental reinspections/complaint inspections	*	*	1,850	2,000
* # of unlawful rentals that become compliant	*	*	275	275
* # of rental inspectors	3.00	3.00	2.50	2.50
* # of rental complaints received				◆
Efficiency:				
* # of inspections made per staff member	2,339	2,087	2,240	2,800
* % of rental complaints inspected within 48 hours				◆
Effectiveness:				
* # of rental properties in compliance in the City of Columbia	21,981	21,960	22,715	22,750
* % of rental complaints resolved within 30 days				◆

Comments:

Enforcement of the Rental Conservation Law ensures safe housing for many Columbia residents. A goal for ONS in FY11 is to increase the number of inspections performed by each inspector by providing more support staff and increasing the automation of the rental inspection process. The % of rental properties not in compliance is difficult to measure. ONS staff work to identify properties not in compliance through investigations and analyzing property utility and ownership data. Known rental properties that do not comply are subject to prosecution.

◆ *These numbers will be tracked in FY11 and reported with the FY12 budget.*

Administration

Financial Assistance	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* # of applications received	285	378	396	400
* # of applications meeting eligibility requirements	274	363	380	385
Efficiency:				
* # of applications funded	245	340	344	350
* Amount of assistance awarded	$45,980	$62,211	$65,000	$65,000
Effectiveness:				
* % of qualified applications funded	85.96%	89.95%	86.87%	87.50%
* # of participants benefiting	573	761	743	800

Comments:

Tracking financial assistance data aids decision-makers in analyzing whether the community's demand for financial assistance to participate in recreation programs is being met by the amount budgeted and gives the Department data to communicate with the public regarding how many people the City is helping with this program. **Note:** When financial assistance funding for the fiscal year is exhausted, eligible applicants are given first priority in the next funding year. The two main reasons for not meeting eligibility requirements are 1) residence is not within the city limits, and 2) income exceeds the threshold for financial assistance.

Park Special Use Permits				
Workload:				
* Number of permit applications received	194	226	230	230
Efficiency:				
* Number of permits approved	190	221	225	225
Effectiveness:				
* Percentage of applications approved	98%	98%	98%	98%

Comments:

The number of requests from citizens to hold special events in the parks will indicate if there is a need to increase the number of parks and facilities available to meet their needs and demonstrates the role recreation facilities have in supporting community and private events.

C.A.R.E - Career Awareness
Related Experience Program

CARE Summer Employment Program; Including CARE Gallery	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Applicants hired	200	209	180	175
Efficiency:				
* Participants completing program	175	191	162	158
Effectiveness:				
* Percent of youth who complete the program	88%	91%	90%	90%

Comments:
Tracking the percentage of participants that successfully complete this program can aid in evaluating the success of the program and in determining the number of enrollments needed to adequately expend the dollars budgeted for the program.
Note: With the recent economy, there was an increase in the number of youth completing the eight week summer employment program. To compensate for the increase, the program was reduced by three working days in 2009.

Missouri Options School Year Program				
Workload:				
* Students hired/enrolled in the program	30	30	30	35
Efficiency:				
* Participants completing program	20	21	27	31
Effectiveness:				
* Percent of students who complete the program	67%	70%	90%	89%

Comments:
Tracking the percentage of students that successfully complete this program can aid in evaluating the success of the program and in determining the number of enrollments needed to adequately expend the dollars budgeted for the program.
Note: Worked with all three local schools to decrease the number of youth not earning a high school diploma or GED. The number of hours worked per student have increased each year. In 2005, students worked a total of 850 hours and in 2009 they logged 7,424 hours.

Boone County Family Resources Partnership (BCFR) with CARE Program				
Workload:				
* BCFR clients hired/enrolled in the program	N/A	N/A	10	10
Efficiency:				
* Participants completing program	N/A	N/A	8	8
Effectiveness:				
* Percent of BCFR clients who complete the program	N/A	N/A	80%	80%

Comments:
Tracking the percentage of participants that successfully complete this program can aid in evaluating the success of the program and in determining the number of enrollments needed to adequately expend the dollars budgeted for the program.

Parks Management

Park Ranger

	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of requests for police response to park locations	1,524	1,398	1,400	1,400
Efficiency:				
* Total number of requests for police response to park locations handled by Park Ranger	381	323	325	325
Effectiveness:				
* Percent of requests handled by Park Ranger	25%	23%	23%	23%

Comments:

The percent of requests handled by the Park Ranger indicates the amount of work load alleviated from the Columbia Police Department. However, until the Park Ranger Program is expanded, it is unlikely that the percentage of calls handled by the Park Ranger will substantially increase, due to schedule limitations of having only one FTE ranger.

Note: part-time rangers are not POST-certified and are not authorized to respond to 911 calls.

Parks Services

Golf Course, Golf Carts and Clubhouse Maintenance

Workload:				
* Number of days courses open	273	300	300	300
Efficiency:				
* Golf course maintenance operating expenses [includes non-capital golf cart purchases and maintenance, clubhouse and course maintenance and utilities, and 66% admin expenses in 552-5410]	$653,400	$674,492	$726,420	$694,363
* Maintenance cost per round of golf played	$12.00	$10.90	$11.18	$10.68
Effectiveness:				
* Total number of golf rounds played	54,446	61,907	65,000	65,000

Comments:

Tracking the cost per round of golf played helps decision-makers analyze and set appropriate fees. It also gives the Department data to use to communicate with golfers how fees are set and structured. The number of golf rounds played indicates the number of times people were served by this program.

Note: 2008 was unusually rainy year, resulting in less days open.

Parks Services

Athletic Field Maintenance	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of athletic fields maintained	46	48	48	48
Efficiency:				
* Athletic field maintenance operating expenses (also includes utilities and 34% admin expenses in 552-5410)	$322,672	$334,741	$338,524	$338,524
* Field maintenance cost per participant (participant numbers do not include field rental participants)	$3.59	$3.25	$3.39	$3.39
Effectiveness:				
* Number of participations using sports fields	89,926	103,113	100,000	100,000
* Number of field rentals (in addition to leagues and programmed play)	535	478	500	500

Comments:

Tracking the cost per participant helps decision-makers analyze and set appropriate fees. It also gives the Department data to use to communicate with participants how fees are set and structured. The number of participations and field rentals indicates the number of times people were served by this program.

Note: 2009 - Two new baseball fields at Atkins Park were opened for play.

Aquatic Maintenance (w/o ARC)				
Workload:				
* Number of pools maintained	5	5	5	5
Efficiency:				
* Pool maintenance operating expenses (includes utilities; excludes HHS capital)	$230,119	$218,667	$252,616	$239,985
* Pool maintenance cost per participant	$2.94	$3.14	$2.65	$3.20
Effectiveness:				
* Number of participations	78,284	69,648	95,322	75,000

Comments:

Tracking the cost per participant helps decision-makers analyze and set appropriate fees. It also gives the Department data to use to communicate with participants how fees are set and structured. The number of participations indicates the number of times people were served by this program.

Note: Twin Lakes swimming lake was closed beginning in 2009 due to budget constraints.

Recreation

Indoor/Outdoor Citywide Special Events	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of events planned	49	45	46	47
Efficiency:				
* Number of events held	46	43	44	45
Effectiveness:				
* Total number of participations	58,060	59,230	60,200	61,000

Comments:

Tracking the participation in citywide special events helps decision-makers know the number of citizens served and is an aid in evaluating the value of this service to the community when budgetary decisions are made.

Note: Many of the City-Wide Special Events are held outdoors, therefore, the event may or may not occur if the weather does not cooperate. The weather also affects attendance. The event may happen if the weather is marginal but may not attract as many participants.

Youth Classes and Activities (not inclusive of all department offerings)				
Workload:				
* Number classes/activities planned	3,949	3,887	3,947	4,000
Efficiency:				
* Number of classes/activities held	3,918	3,852	3,907	3,970
Effectiveness:				
* Total number of participations	93,821	89,565	90,185	90,000

Comments:

Tracking the participation in youth classes/activities helps decision-makers know the number of times youth were served by this program and aids in evaluating the value of this service to the community when budgetary decisions are made.

Note: Participations reflect the number of times individuals (18 & under) participated in classes/activities coordinated by Community Recreation, Life Enrichment and Sports Programs. Activities are held at local parks, ball fields, and indoor facilities (Armory, Rock Quarry House, Stephens Lake Activity Center).

Golf Course Operations				
Workload:				
* Number of days courses open	273	300	300	300
Efficiency:				
* Total revenue generated	$1,161,048	$1,287,847	$1,375,688	$1,375,688
* Revenue generated per golf round played	$21.32	$20.80	$21.16	$21.16
Effectiveness:				
* Total number of golf rounds played	54,446	61,907	65,000	65,000

Comments:

Tracking the number of rounds played and days the courses are open are standard tracking items for golf courses, as they have a direct impact on the revenue generated and a golf course's ability to recover its operating costs.

Note: Weather has an impact on the number of days the courses are open.

Recreation - ARC Activity and Recreation Center

Membership Services - Multi-Pass, Monthly, and Annual Passes	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of memberships sold	5,435	8,542	8,500	8,500
* Total ARC revenue generated minus user and capital improvement fees	$1,621,857	$1,741,768	$1,742,713	$1,742,713
Efficiency:				
* Total revenue generated from memberships (only)	$1,158,461	$1,272,384	$1,220,000	$1,220,000
Effectiveness:				
* Percent of revenue recovered from the sale of memberships	71.43%	73.05%	70.01%	70.01%

Comments:

Memberships are the main portion of a recreation center's revenue and are an essential item to track. Changes in the number of memberships sold may indicate a need to increase efforts to solicit new members and/or retain existing ones. Changes in % of revenue generated from memberships may indicate a need to adjust fees.
Note: In FY09, started selling 30 day memberships. Each time a member purchases a 30 day membership, it counts as one membership sold, therefore, the numbers reflect a large jump in membership sales. FY09 was the first year membership fees were raised.

ARC Operations				
Workload:				
* Annual attendance	328,382	345,645	335,000	335,000
Efficiency:				
* Total Revenue generated minus user and capital improvement fees	$1,621,857	$1,741,768	$1,742,713	$1,742,713
Effectiveness:				
* Percent of recovery of direct operating expenses	98.35%	104.17%	100.00%	100.00%

Comments:

The recreation center was proposed with the goal to recover 100% of its operating costs. Tracking this goal is essential to be able to respond to public inquiries and indicates when there is a need to adjust fees.
Note: At the beginning of October 2008, membership rates increased for the first time since opening in December 2002.

Camp Adventure - Summer Day Camp				
Workload:				
* Number of weeks held	9	9	9	9
* Total estimated participants (goal)	330	330	330	330
Efficiency:				
* Total actual number of participants	333	312	330	330
Effectiveness:				
* Percentage of goal achieved	101%	95%	100%	100%

Comments:

Tracking the percentage of participants achieved can be an indicator of whether the program needs to be expanded or reduced, affecting budgetary decisions for this program.
Note: Columbia Public Schools offer a "FREE" summer school program from middle of June to the second week of July, so 100% capacity is not expected during these weeks.

Engineering

Development Plan Review Time	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of plans reviewed	667	440	474	511
Efficiency:				
* Average number of days for 1st plan review and comments	9.05	6.53	5.97	7.00
Effectiveness:				
* Percent of 1st plan reviews and comments within 14 days to owner	97.31%	98.64%	98.42%	100.00%

Comments:

The department intends to track the time of plan submission for reviews as part of the re-organization this will enable us to review our staffing levels and allow improvement in our process.

Design project omissions				
Workload:				
* Total $ amount of projects constructed	N/A	N/A	N/A	$11,000,000
Efficiency:				
* Total $ amount of change orders	N/A	N/A	N/A	$1,100,000
Effectiveness:				
* Percent of change orders designed in-house	N/A	N/A	N/A	20.00%
* Percent of change orders designed by contract	N/A	N/A	N/A	80.00%

Comments:

The intent of tracking change orders of in-house versus out of house designers is to help provide budgetary justification of staff levels of engineers and technicians within the design section.

Streets	Actual 2008	Actual 2009	Budget 2010	Goal
Seal coat				
Workload:				
* Number of seal coat miles maintained	N/A	N/A	N/A	N/A
Efficiency:				
* Number of miles of seal coat on streets with a PASER rating of 5 or 6 per year - *(PASER-Pavement Surface Evaluation and Rating)*	N/A	N/A	N/A	N/A
Effectiveness:				
* Percent of total miles of streets with PASER rating of 5 or 6	N/A	N/A	N/A	5.00%

Comments:

This measurement will be an important budgeting indicator when scheduling annual street maintenance. PASER is a manual widely used across the country to rate gravel, brick, asphalt and concrete streets on their condition. The rating system is a numbered system from 1 to 10 depending on the surface type. There are pictures and definitions at each level that describe what type of maintenance is required if any.

Asphalt overlay				
Workload:				
* Number of miles maintained	N/A	N/A	N/A	N/A
Efficiency:				
* Number of miles of overlay on streets with PASER rating of 4 or lower per year	N/A	N/A	N/A	N/A
Effectiveness:				
* Percent of total miles of streets with PASER rating of 4 or lower	N/A	N/A	N/A	5%

Comments:

This measurement will be an important budgeting indicator when scheduling annual street maintenance PASER is a manual widely used across the country to rate gravel, brick, asphalt and concrete streets on their condition. The rating system is a numbered system from 1 to 10 depending on the surface type. There are pictures and definitions at each level that describe what type of maintenance is required if any.

Protective Inspection Permits issues	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of total permits issued (Bldg, Electrical, plumbing, etc)	5,834	5,701	5,150	5,200
Efficiency: ** RESIDENTIAL*				
* Average number of days it takes to issue a permit (Bldg permit takes more time)	<1	<1	<1	<1
Effectiveness:				
* Percent of permits issued within 7 days	100.00%	100.00%	100.00%	100.00%
* Percent of permits issued within 14 days	0.00%	0.00%	0.00%	0.00%
* Percent of permits issued within 21 days	0.00%	0.00%	0.00%	0.00%
* Percent of permits issued greater than a month	0.00%	0.00%	0.00%	0.00%
Efficiency: ** COMMERCIAL*				
* Average number of days it takes to issue a permit (Bldg permit takes more time)	N/A	N/A	8.87	7.50
Effectiveness:				
* Percent of permits issued within 7 days	N/A	N/A	20.00%	20.00%
* Percent of permits issued within 14 days	N/A	N/A	70.00%	70.00%
* Percent of permits issued within 21 days	N/A	N/A	8.00%	8.00%
* Percent of permits issued greater than a month	N/A	N/A	2.00%	2.00%

Comments:

Provide information and goals to better assist in the review and permitting for both residential and commercial development. Tracking the permitting process will continue to show areas of improvement as well as future goals and areas of possible needs.

Passenger Usage	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of passengers	1,862,498	2,018,593	1,998,407	2,098,327
Efficiency:				
* Cost per passenger	$2.00	$1.77	$1.79	$1.70
Effectiveness:				
* Percent of cost recovered	20.10%	20.30%	27.30%	27.70%

Comments:

Passenger usage is a strong indicator of Customer Satisfaction. Increasing ridership suggest that the service is meeting the needs of current customers who may ride more frequently, as well as, attracting new riders. As ridership increases, the cost per passenger diminishes. Schedule reliability is one of the strongest factors influencing passenger usage and customer satisfaction.

Commercial Service Usage	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of enplaned passengers	10,918	24,843	35,000	35,000
Efficiency:				
* Number of on time completed flights	N/A	N/A	N/A	N/A
Effectiveness:				
* Percentage of flights that are on-time 80% of the time	N/A	N/A	N/A	N/A

Comments:

The goal of this measurement is to continuously show passenger increases, due to flights being on time. This will help the Airport obtain future additional air service with a continued passenger increase.

Sewer Maintenance	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total miles of sewer lines	664	671	680	690
Efficiency:				
* Total number of miles cleaned annually	166	320	285	300
Effectiveness:				
* Percent of sewer lines cleaned annually	24.95%	47.72%	41.91%	43.48%

Comments:

The goal of the sewer utility's cleaning program consists of routine cleaning or inspecting every public sewer main. The The routine cleaning or inspection frequency for lines in which an obstruction may result in a backup into a residence or business is intended to be at least a minimum of once every five years. The routine cleaning or inspection frequency for all other lines is intended to be at least a minimum of once every ten years.

This measurement can be used to verify if the cleaning and inspection frequency goal is being attained and as an indication of when to begin planning for additional equpment and personnel to ensure the goal can be met. Routine cleaning and inspection of sewer mains is essential for minimizing overflows and backup into buildings.

Sewer Overflows				
Workload:				
* Total miles of sewer lines	664	671	680	690
Efficiency:				
* Total number of overflows per year (overflows and water in basement)	28	12	15	20
Effectiveness:				
* Number of overflows and water in basement per 100 miles of sewer main	4.22	1.79	2.21	2.9

Comments:

One of the goals for the sewer utility is to minimize both sanitary sewer overflows and water in basement backups. Less than 4 overflows per 100 miles of sewer main to generally considered to be acceptable. This measurement can be used to gauge the effectiveness of our maintenance programs relative to other utilities. This criteria has been used in surveys the sewer utility has participated in previously.

Note: wet weather overflows are not included in thet totals above. A wet weather overflow is caused by the infiltration and inflow of storm water during rain events.

Surface lot and garage capacity	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of actual parking permit spaces available at fiscal year end	1,425	1,425	1,402	1,972
Efficiency:				
* Total number of active parking permits at fiscal year end	1,380	1,387	1,450	1,652
Effectiveness:				
* Percent of capacity used	96.80%	97.33%	103.42%	83.77%

Comments:

Effectiveness is determined by tracking and maintaining parking usage at less than 87% of total workload capacity. If workload capacity exceeds 88% in two consecutive fiscl years it would generate a trigger for planning which should include converting parking lots to permit parking and/or a new parking facility.

Residential	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of residential customers	31,343	31,998	32,244	32,800
Efficiency:				
* Number of skips (call-ins)	N/A	436	460	400
Effectiveness:				
* Percent of pick-ups without calls	N/A	98.60%	98.57%	98.78%

Comments:

Solid Waste responds to multiple calls daily, not all calls are skips. This number represents what could be determined as actual skip, based on evaluation by a supervisor. An example of a non-skip would be a late set out.

Recycling				
Workload:				
* Total tons of recyclables collected	9,046	9,026	9,031	9,200
Efficiency:				
* Total tons of recyclables sold	8,259.06	6,148.55	7,103.31	7,259.31
Effectiveness:				
* Percent of recyclables marketable	91.30%	68.12%	78.65%	78.91%

Comments:

All incoming vehicles are weighted at the landfill scales to obtain total tons. Marketing and shipping is by private contractors and trucks leaving the facility for market are weighted. The different (total-sold) is trash that comes through our facility and is lanfilled, less what is current waiting transport. Most of the trash is from our drop-offs.

Inlet Cleaning	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of inlets	N/A	N/A	N/A	N/A
Efficiency:				
* Total number of inlets cleaned per year	N/A	N/A	N/A	N/A
Effectiveness:				
* Percent of Storm Water inlets cleaned every 10 years	N/A	N/A	N/A	N/A

Comments:

This measurement will guide maintenance supervisors with respect to daily work assignments.

Maintenance Work Orders	Actual 2008	Actual 2009	Budget 2010	Goal
Workload				
* Total number of work orders issued per year	107	207	250	280
Efficiency:				
* Average number of days for work order response	<1	<1	<1	<1
Effectiveness:				
* Percent of work orders responded to within 2 days	95.00%	97.00%	97.00%	97.00%

Comments:

Assist in tracking the work load of both the Building Maintenance and Custodial Divisions. Maintaining and providing custodial services for the new City Hall addition as well as the newly renovated Historic Boone, tracking the requests for services and response times will serve to establish goals for not only this year but future years.

Backlog	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total number of vehicles/equipment maintained	1,203	1,210	1,212	1,212
Efficiency:				
* Average number of repairs completed daily	31	40	40	42
Effectiveness:				
* Average number of vehicles/equipment pending repair each day	64	47	50	45

Comments:

In order to capture the efficiency and effectiveness data, additional entries on repair orders are required. These entries were made beginning FY 2010 and the data in these two areas for FY 2008 and FY 2009 are not available.

Vehicle/Equipment Repairs				
Workload:				
* Total number of repairs completed annually	10,343	10,446	10,310	11,000
Efficiency:				
* Average number of hours to complete a repair	N/A	N/A	19	19
Effectiveness:				
* Percent of repairs completed within 24 hours	N/A	N/A	80.00%	80.00%
* Percent of repairs completed within 72 hours	N/A	N/A	90.00%	90.00%

Comments:

The Federal Transit Administration (FTA) specifies that all preventive maintenance services are completed no later than within 10 percent of the stated schedule interval. The preventive maintenance service schedule for Columbia Transit fleet is every 4,000 miles. Therefore, the services must be completed before the interval from the previous service exceeds 4,400 miles. The FTA further specifies that for a 12 month period, at least 80% of the entire transit fleet must meet the stated service criteria. For FY 2008 & FY2009, the percent for effectiveness is N/A as some vehicles from these two fiscal years have been disposed of and the service schedules are no longer available to evaluate.

Freight Transportation Provided	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Revenue tons of freight carried	183,561	104,747	143,695	130,169
Efficiency:				
* Truckload equivalents removed from highways	9,178	5,237	7,185	6,508
Effectiveness:				
* Reduction in Missouri CO2 emissions, tons	1,578	901	1,236	1,119

Comments:

Transportation of freight by rail is more energy efficient and environmentally friendly than other surface transportation modes. Moving freight by rail removes trucks from congested highways and leads to lower emissions of carbon dioxide and other pollutants.

Water Distribution

System Average Interruption Duration Index (SAIDI) Index	Actual 2008	Actual 2009	Budget 2010	Goal

Workload:
* Sum of all customer water outage durations
* Total number of customers served

Efficiency:
* Total number of minutes the average customer is without water for a one year period. (SAIDI)

Effectiveness:
* SAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year.

Comments:
* The System Average Interruption Duration Index (SAIDI) is the average water outage duration for each customer served, and is calculated as: sum of all customer interruption durations / total number of customers served.

System Average Interruption Frequency Index (SAIFI) Index

Workload:
* Total number of customer interruptions
* Total number of customers served

Efficiency:
* Total number of water outages the average customer recieves for a one year period. (SAIFI)

Effectiveness:
* SAIFI is measured in units of interruptions per customer. It is usually measured over the course of a year.

Comments:
* The System Average Interruption Frequency Index (SAIFI) is the average number of interruptions that a customer would experience, and is calculated as: total number of customer interruptions / total number of customers served.

Customer Average Interruption Duration Index (CAIDI) Index

Workload:
* Sum of all customer water outage durations
* Total number of customer interruptions

Efficiency:
* Average outage duration that any given customer that has an outage would experience. Could also be viewed as the average restoration time. (CAIDI)

Effectiveness:
* CAIDI is measured in units of time, often minutes or hours.

Comments:
* The Customer Average Interruption Duration Index (CAIDI) is related to SAIDI and SAIFI, and is calculated as: SAIDI / SAIFI.

Water Distribution

Water System Efficiency	Actual 2008	Actual 2009	Budget 2010	Goal

Workload:

* Sum of all water pumped for sale to customers in millions of gallons

* Sum of all water sold to customers in millions of gallons

Efficiency:

* Percent of water sold to customers from the water pumped for sale

Effectiveness:

* System losses are minized when the efficiency is high.

Comments:

*

Electric Production

System Average Interruption Duration Index (SAIDI) Index	Actual 2008	Actual 2009	Budget 2010	Goal

Workload:

* Sum of all customer power outage durations
* Total number of customers served

Efficiency:

* Total number of minutes the average customer is without power for a one year period. (SAIDI)

Effectiveness:

* SAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.50 hours.

Comments:

* The System Average Interruption Duration Index (SAIDI) is commonly used as a reliability indicator by electric power utilities. SAIDI is the average outage duration for each customer served, and is calculated as: sum of all customer interruption durations / total number of customers served.

System Average Interruption Frequency Index (SAIFI) Index

Workload:

* Total number of customer interruptions
* Total number of customers served

Efficiency:

* Total number of power outages the average customer recieves for a one year period. (SAIFI)

Effectiveness:

* SAIFI is measured in units of interruptions per customer. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.10 interruptions per customer.

Comments:

* The System Average Interruption Frequency Index (SAIFI) is commonly used as a reliability indicator by electric power utilities. SAIFI is the average number of interruptions that a customer would experience, and is calculated as: total number of customer interruptions / total number of customers served.

Electric Production

Customer Average Interruption Duration Index (CAIDI) Index	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Sum of all customer power outage durations				
* Total number of customer interruptions				
Efficiency:				
* Average outage duration that any given customer that has an outage would experience. Could also be viewed as the average restoration time. (CAIDI)				
Effectiveness:	84.18	80.00	80.00	75.00
* CAIDI is measured in units of time, often minutes or hours. It is usually measured over the course of a year, and according to IEEE Standard 1366-1998 the median value for North American utilities is approximately 1.36 hours				
Comments:				
* The Customer Average Interruption Duration Index (CAIDI) is a reliability index commonly used by electric power utilities. It is related to SAIDI and SAIFI, and is calculated as: SAIDI / SAIFI.				

Electric System Efficiency

Workload:

* Sum of all power purchased or generated for sale to customers
* Sum of all power sold to customers

Efficiency:

* Percent of power sold to customers from the power purchased for sale

Effectiveness:

* System losses are minized when the efficiency is high.

Comments:

*

Meetings Serviced	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Number of meetings services	202	190	200	230
Efficiency:				
* Cost per room night				
Effectiveness:	91%	92%	93%	94%
* Customer Survey Excellent rating				

Comments:

Cost per room night is a new criteria. Customer satisfaction is key indicator of potential for return business

Sales Generated				
Workload:				
* Sales leads generated	85	102	112	115
Efficiency:				
* Cost per lead				
Effectiveness:				
* Leads converted to definite business	68%	56%	65%	65%

Comments:

Cost per lead is a new criteria. Measures CVB efficiency and effectiveness in bringing new business to Columbia.

Group Tours				
Workload:				
* Group tours leads generated	62	64	75	120
Efficiency:				
* Cost per tour booking				
Effectiveness:				
* Group Leader Satisfacting Rating				

Comments:

Higher lead target due to Dinner Train anticipated group tour bookings. Group leader satisfaction is a key predictor of return business.

Tourism Development Fund - Events/Sports
Workload:
* # Applications Processed
Efficiency:
* Cost per approved application
Effectiveness:
* Number of room nights generated

Comments:

Measures program cost and return on investment. - New measurement

Average medical/dental cost per member	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Annual contributions	$8,313,041	$8,535,149	$9,213,668	$8,380,372
* Number of members	2508	2423	2382	2382
Efficiency:				
* Average medical/dental cost per member	3.91:1	4.59:1	4.60:1	4.22:1
Effectiveness:				
* Rate of increase at or below national trend	$3,314.61	$3,522.55	$3,868.04	$3,518.21

Comments:

Provide benchmark comparisons for a competitive benefit package while managing cost to city.

Average claim cost per member				
Workload:				
* Number of members	2508	2423	2382	2382
Efficiency:				
* Average claim cost per member	0.97:1	0.98:1	1.19:1	1.17:1
Effectiveness:				
* Rate of increase at or below national trend	$2,444	$2,385	$2,834	$2,792

Comments:

Provide trend information to use for budget/plan design amendments with goal to keep city costs below national trend.

Employee Health Program Utilization				
Workload:				
* Number of participants	2,849	4,114	3,697	3,553
* Number of participants - Voluntary Programs	2,263	2,838	3,233	2,778
* Number of participants - Mandatory Programs	586	1,276	464	775
Efficiency:				
* Ratio of participants to FTE's	2.00:1	3.22:1	2.88:1	3.00:1
Effectiveness:				
* Percentage of employees utilizing Employee Health	78%	86%	86%	**

Comments:

Goal is to increase wellness program participation in order to decrease medical claim costs incurred by employees.

** Currently tracking by all conditions; will start tracking by individual employee and condition in 2011.

PC and Printer Support – Help Desk Calls response time - High and Medium Priority	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* Total Number of help desk calls				
Efficiency:				
* Number of High Priority Calls	61	51	50	
* Number of Medium Priority Calls	1,326	1,457	1,500	
Effectiveness:				
* 90% of calls responded to within 20 minutes	95.00%	98.00%	100.00%	
* 90% of medium calls responded to within 2 hours	89%	92%	84%	

Comments:

Being an internal customer service department we have to ensure that our customers are able to get their work done in a timely manner. Responding to service calls within the Service Level Agreement response times is very important. We hope to train employees to better use the systems supplied to them by tracking the types of service calls we receive.

Public Communications Office

News releases	Actual 2008	Actual 2009	Budget 2010	Goal
Workload:				
* # news releases issued by Department		388	388	388
Efficiency:				
* Avg. # of releases issued per week		10	10	10
Effectiveness:				
* # stories reported in local media		N/A	N/A	1,340

Comments:

Workload is related to planned and unplanned City activities. Local commercial news media make reports based on relevance to their customers. At this time, the measure does not include: news releases issued by other City departments; stories initiated by the news media; or stories reported by non-local media. While this would provide useful data, it most likely requires a paid service or significant staff time to continually and consistently check selected online sources. The Public Communication's goal is a 75% report rate.

City Channel

Video segments for broadcast				
Workload:				
* # video segments completed	78	107	107	107
Efficiency:				
* Avg video cost per minute	$111	$116		
Effectiveness:				
* Percent clients satisfied with video	N/A	N/A	N/A	64%

Comments:

Past citizen surveys have assessed general satisfaction with the effectiveness of City communications and the quality of City Channel programming without further definition. The outcome of any public information product should be greater understanding Any public communication product should provide customers with accurate, timely, reliable information that is easy to understand and that useful for taking further action. The outcome should be more specifically measured in statistically valid surveys and through other informal methods for gathering customer reactions. We have not measured this indicator since 2007. The goal is based on 2007 measure of satisfaction with effectiveness of City Communications with the public.

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 Equity - Additional funds generated by the cost of operating as internal service funds which is used to offset charges assessed to other internal departments.

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 Assets - A funds total assets less all liabilities.

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.

Net-Working Capital - The total of all current assets less the total of all current liabilities.

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.

Retained Earnings - Profits generated by enterprise funds that are either reinvested into the fund or are kept as a reserve for specific objectives - such as to pay off a debt or purchase capital assets.

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.