

# BUDGET IN BRIEF

## Overall Expense Highlights

OPERATING EXPENSES				
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$62,006,954	\$64,710,666	\$2,703,712	4.4%
Enterprise Funds	\$108,449,031	\$119,634,079	\$11,185,048	10.3%
Internal Service Funds	\$26,009,466	\$28,824,925	\$2,815,459	10.8%
Total Operating Expenses	\$196,465,451	\$213,169,670	\$16,704,219	8.5%
General Fund Oper. Expenses	\$59,653,789	\$62,643,110	\$2,989,321	5.0%

- General Government Funds reflect increases in personnel services, self insurance fees and new intragovernmental charges and decreases in supplies and materials for communication and electronic items that were purchased with grant funds in FY 2006.
- Power supply costs account for a major portion of the increase reflected in enterprise funds. In addition, both water and electric utilities have increases in consulting and other contractual services for conservation program reviews and major maintenance on equipment.
- Reorganization of the Public Communication Department to include the City Cable Channel and a Neighborhood Response Specialist as well as increases in fuel and parts costs in Fleet Operation are reasons for increases in Internal Services Funds.

CAPITAL ADDITIONS (Items Over \$5,000 - Rolling Stock Replacement, Major Equip, Etc.)				
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$1,774,583	\$1,699,335	(\$75,248)	(4.2%)
Enterprise Funds	\$2,982,891	\$2,881,487	(\$101,404)	(3.4%)
Internal Service Funds	\$435,677	\$420,987	(\$14,690)	(3.4%)
Total Capital Additions	\$5,193,151	\$5,001,809	(\$176,652)	(3.4%)
General Fund	\$1,774,583	\$1,699,335	(\$75,248)	(4.2%)

- The decrease reflected in General Government Funds is due to grant funding of \$202,500 received for capital outlays in 2006. Without this grant, actual funding for capital outlays would have increased 6.1%. Slightly fewer cars and trucks are budgeted for replacement in 2007. There is an increased amount budgeted for machine tools and implements in Parks Department.
- The decrease reflected in Enterprise Funds is due to major improvements at the power plant and water facilities budgeted in 2006 that will not be needed in 2007.
- Internal Service Funds reflect a slight decrease due to a lower amount budgeted in the Information Technologies Fund.

CAPITAL PROJECTS				
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$19,630,305	\$35,133,500	\$15,503,195	79.0%
Enterprise Funds	\$34,149,991	\$32,762,854	(\$1,387,137)	(4.1%)
Total Capital Projects	\$53,780,296	\$67,896,354	\$14,116,058	26.2%

- Increase in General Government Funds for implementation of projects approved in the November 2005 ballot and public building expansion/renovation projects.
- Decrease in Enterprise Funds attributed to Water, Public Transportation and Parking utilities which had large or one time projects in 2006. Electric utility projects increased substantially due to the passing of the August 2006 Ballot.

TOTAL BUDGETED EXPENSES				
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$114,736,099	\$127,134,434	\$12,398,335	10.8%
Enterprise Funds	\$175,284,313	\$188,320,758	\$13,036,445	7.4%
Internal Service Funds	\$26,918,064	\$29,654,098	\$2,736,034	10.2%
<b>Total Expenses</b>	<b>\$316,938,476</b>	<b>\$345,109,290</b>	<b>\$28,170,814</b>	<b>8.9%</b>
General Fund Total Expenses	\$64,838,457	\$67,171,337	\$2,332,880	3.6%

- Large increase in General Government Funds attributed to Capital Improvement Plan, primarily in the area of public building projects.
- Increase in Enterprise Funds attributed to Capital Improvement Plan. While Water, Public Transportation and Parking utilities had large or one time projects in 2006. Electric utility projects increased substantially due to the passing of the August 2006 Ballot.
- Public Communication Fund has substantial increases due to reorganization which include the addition of the City Cable Channel and a Neighborhood Response Specialist to this fund. Additional staff added to other funds include a Safety Specialist to the Self Insurance Fund and a Network Security and Internet Analyst to the Information Technologies Fund.

## Personnel Package

The overall increase in personnel services is 6.1%.

- 4% across-the-board increase or \$0.50/hour, whichever is greater
- No merit scheduled for this year; however, staff will sort out options associated with the merit pay system during 2007.
- Position reviews were completed on grades 1-7 (195 positions) and adjustments made accordingly to 62 positions.
- Salary survey was conducted for 45 positions and resulted in seven classifications recommended for pay grade upgrades.
- Fifteen other department reclassification/reorganization requests were reviewed and eleven were approved .
- Sick Leave definition will be expanded to allow use of sick leave for the care of a family member and for bereavement leave (emergency leave and bereavement leave eliminated as separate categories).
- The City will now pay the renewal cost of licenses for those job descriptions that require licenses. These include water licenses, commercial drivers licenses, and wastewater licenses.
- The City is funding a pilot project to provide trades training.
- Non-Accountable Auto Allowance will be increased \$25/month.
- Payroll deduct will be allowed for annual golf passes. Other fitness fees will be reviewed for possible payroll deduct inclusion.
- Continued funding for employee health screenings on a three year rotation.
- Full funding of pension requirements.
- Current vacation donation procedures will be modified to allow unused donated hours to be maintained in a pool.
- The City will continue to pay the full cost of employee health insurance premiums and will subsidize dependent coverage premiums.
- Health insurance premiums for active employee dependent coverage and retirees will be increased by 12.5%.
- Health insurance premium rates for retirees will be reviewed in order to comply with the new GASB/OPEB 45 liability rules.

## 27.50 New Positions Added

Public Safety (5 positions)	Public Works (10.5 Positions)
(2) Police Officers (6 months)	(1) Public Information Specialist
(3) Firefighters (7 months)	(1) Property Acquisition Manager (9 months) - Right of way purchase
Health and Environment (1 position)	(1) Plan Reviewer/Building Construction Coordinator
(1) Administrative Support Assistant III (6 months)	(1) Vehicle Service Worker - Transit
Parks and Recreation (1 position)	(.5) Administrative Support Assistant - Paratransit scheduling
(1) Administrative Support Supervisor (6 months)	(1) Administrative Support Assistant - Solid Waste
Water and Electric (8 positions)	(1) Pre-Treatment Inspector - Sewer
(1) Water Distribution Supv. III - Evening Crew (6 mths)	(2) Refuse Collectors - new crew
(1) Water Distribution Tech. - Evening Crew (6 mths)	(1) Lead Material Handler - Materials Recovery Facility
(1) Equipment Operator III - Evening Crew (6 mths)	(1) Vehicle Maintenance Supervisor I
(1) Engineering Specialist II	
(1) Plan Reviewer	
(1) Energy Management Specialist II	
(1) Electric Meter Repair Worker	
(1) Utility Service Worker II	
	Administrative and Other (2 positions)
	(1) Risk Management/Safety Specialist
	(1) Systems Analyst - Network Security - Information Technology

## Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$100,692,864	\$130,118,067	\$29,425,203	29.2%
Enterprise Funds	\$144,199,172	\$154,329,592	\$10,130,420	7.0%
Internal Service Funds	\$24,610,874	\$27,436,525	\$2,825,651	11.5%
<b>Total Revenues</b>	<b>\$269,502,910</b>	<b>\$311,884,184</b>	<b>\$42,381,274</b>	<b>15.7%</b>
General Fund	\$64,749,585	\$67,171,337	\$2,421,752	3.7%

- General Government Funds increase in capital improvement plan funding which includes \$20.8 million bond proceeds for public building expansion/renovation projects and \$4 million in grant funding for non-motorized transportation projects. Transfers increased over \$7 million which include transfers of special taxes such as Parks Sales Tax, Capital Improvement Sales Tax and Special Road Tax into the Capital Project and Debt funds to implement projects associated with the November 2006 ballot issues.
- Enterprise Fund increases reflect utility rate increases of \$1.75/month for residential refuse customers, 3% for sewer, 8% for electric and 9% for water. The monthly impact on the average customer will be approximately \$8.69/month.
- Internal Service Funds increase is due to self Insurance fees increasing 25% and the addition of two new fees to support the print shop and City cable channel.
- General Fund change reflects an increase in transfers from Transportation Sales Tax and Parks Sales tax to support increased street maintenance in Public Works and equipment replacement in the Parks and Recreation Department.

MAJOR REVENUE SOURCES				
	Estimated FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
Sales Taxes	\$37,476,600	\$39,208,000	\$1,731,400	4.6%
PILOT	\$9,350,000	\$9,960,000	\$610,000	6.5%
Grants & Capital Contributions	\$9,456,670	\$13,554,831	\$4,098,161	43.3%

- Projected growth in Sales Taxes is 4.6%. Estimated growth for FY 2006 is 5.3%. Staff continues to be cautiously optimistic about the increase in sales tax but believes the current levels may not be sustained as the local economy returns to more normal growth levels.
- PILOT increase reflects the rate changes and customer growth in water and electric, but is still highly dependent upon weather conditions.
- Increase in grant for non-motorized transportation projects of \$4 million.

## Tax Rate Changes

There are no proposed City tax increases for FY 2007.

- 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 sales tax rate will increase to 7.55% on October 1, 2006, with the enactment of a 1/5 cent county capital improvement sales tax. The City's portion is as follows:
  - \* 1.000% - General Sales Taxes - funds basic government services
  - \* 0.250% - Capital Sales Tax - restricted for capital related uses only - expires December 31, 2015
  - \* 0.500% - Transportation Sales Tax - restricted for transportation use only
  - \* 0.125% - Parks Sales Tax - restricted for park purposes (Permanent)
  - \* 0.125% - Parks Sales Tax - restricted for park purposes - expires March 31, 2011
- Gross Receipts Tax Rates (No increase over the 7% current rate)

## Utility Rate Changes - Average Monthly Customer Impact

- Refuse Rate Increase (\$1.75/month - Residential Customers only)
- Sewer (3% Rate Increase)
- Water (9% Rate Increase) - increase in the per CCF charge
- Electric (8% Rate Increase)

Average Monthly Customer Impact	
	\$1.75
	\$0.34
	\$1.80
	\$4.80
	<b>\$8.69</b>

## Monthly Utility Rate Comparisons

Water Residential Rate Comparison <i>Based on average usage of 7 ccf</i>		Electric Residential Rate Comparison Residential Charges for 812 kWh		
Consolidated # 1 (Boone County)	\$36.68	Utility name	Summer	Non-Summer
Water Dist. # 9 (Boone County)	\$24.76	Independence MO **	\$81.69	\$76.11
St. Joseph, MO	\$23.32	Empire (MO) ****	\$75.17	\$69.77
Jefferson City, MO	\$21.19	Boone Electric	\$72.16	\$72.16
Sedalia, MO	\$19.12	Springfield IL ***	\$71.65	\$61.50
<b>Columbia, MO (FY 07)</b>	<b>\$18.28</b>	Ameren UE *	\$69.29	\$50.17
St. Louis Co., MO	\$16.83	<b>Columbia W&amp;L (FY 07)</b>	<b>\$69.33</b>	<b>\$67.92</b>
City of Fulton, MO	\$16.74	Kansas City Power & Light	\$66.20	\$54.51
Independence, MO*	\$13.76	Springfield MO *****	\$59.78	\$56.59

\* includes the third of four 3% annual increases which will be effective in Oct. 2006.

\* Ameren UE has filed for an increase - 10% max for residential - not included.

\*\* Independence includes fuel cost adj. of .00565 in July 2006

\*\*\* Springfield IL includes fuel cost adj. of .010334 in July 2006

\*\*\*\* Empire has filed for Missouri rate increase of 9.63% plus a new energy cost recovery mechanism, currently using an interim energy charge/fuel adjustment of .00213.

\*\*\*\*\* Springfield MO includes a 3% increase effective October 1, 2006.

Additional 16% increase approved for October 1, 2010.

Sewer Residential Rate Comparison <i>Based on average usage of 7 ccf</i>		Refuse Residential Rate Comparison	
Des Moines, IA	\$28.62	Denton, TX	\$15.75 - \$20.75
Boone County Regional Swr Dist.	\$22.62	Superior/Onyx (Columbia, MO)	\$14.65
Independence, MO	\$22.03	Mid State (Jefferson City, MO)	\$13.86
St. Louis, MO	\$20.81	Waco, TX	\$13.70 - \$17.70
Kansas City, MO	\$19.00	College Station, TX	\$13.30 - \$22.65
Norman, OK	\$17.28	Lubbock, TX	\$13.02
Springfield, MO	\$14.37	<b>Columbia, MO (FY 07)</b>	<b>\$12.92</b>
<b>Columbia, MO (FY 07)</b>	<b>\$11.56</b>	Fulton, MO	\$10.00
Cedar Rapids, IA	\$11.15		

## Fees and User Charge Changes

### Electric Connection Fee Changes:

- New - \$250 Electric Connection Fee for new residential developments. This fee will be used to help pay for the cost of the underground service between the transformer and the meter, plus the meter cost.
- Propose that commercial and multi-family residential developments be responsible for installing the underground service between the transformer and the meter to department specifications.
- Propose that persons or parties requesting extension of the distribution system be assessed a per foot cost from the existing distribution system to the development.
- Propose that commercial and multi-family residential developments be responsible for installing the conduit system within the development to department specifications.

### Sewer Connection Fee Changes;

- \$100 Sewer connection fee increase (from \$400 to \$500)

**Recreation Fee Increases:****Sports:**

\$1/game - Adult Sports (Volleyball and Softball)  
 \$1/game - Adult Sports (Kickball)  
 \$0.10/game - Youth Sports

**Aquatics:**

\$0.25 - Recreation Swim (Youth and Adult)  
 \$5.00 - Rec Swim 20 Pass (Youth and Adult)

**Golf:**

\$1 - Golf Green Fee (\$0.50 Activity Fee, \$0.50 Golf Course Improvement Fee)  
 \$40 - Family Golf Annual Pass (\$20 Activity Fee, \$20 Golf Course Improvement Fee)  
 \$20 - Family Golf Pass Additional Family Member  
 \$30 - Single Golf Annual Pass (\$15 Activity Fee, \$15 Golf Course Improvement Fee)  
 \$25 - Senior Golf Annual Pass (\$12.50 Activity Fee, \$12.50 Golf Course Improvement Fee)  
 \$30 - Senior Golf Family Annual Pass (\$15 Activity Fee, \$15 Golf Course Improvement Fee)  
 \$10 - Junior Golf Annual Pass (\$5 Activity Fee, \$5 Golf Course Improvement Fee)  
 \$0.50 - 9 Hole Golf Cart Rental (\$0.25 Activity Fee, \$0.25 Golf Course Improvement Fee)  
 \$1 - 18 Hole Golf Cart Rental (\$0.50 Activity Fee, \$0.50 Golf Course Improvement Fee)

**Health****Food Establishment Inspection Fee:**

Annual Gross Receipts < \$250,000                      Increasing \$20 (\$125 to \$145)  
 Annual Gross Receipts \$250,000 - \$750,000                      Increasing \$25 (\$175 to \$200)  
 Annual Gross Receipts >\$750,000                      Increasing \$50 (\$325 to \$375)

**Clinic Fees:**

PPD Purified Protein Derivative (Increasing from \$5 to the cost of the test plus \$2 administrative fee)  
 New - Pregnancy Test - Cost of the test plus \$2 administrative fee

**Department Budget Highlights**

PUBLIC SAFETY DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	\$16,500,376	\$16,925,377	\$425,001	2.6%	5.4%
Fire	\$11,983,508	\$12,691,666	\$708,158	5.9%	6.0%
Municipal Court	\$692,656	\$691,070	(\$1,586)	(0.2%)	6.2%
Emer. Mgmt & Communications	\$2,468,660	\$2,525,935	\$57,275	2.3%	3.9%
<b>Total Public Safety</b>	<b>\$31,645,200</b>	<b>\$32,834,048</b>	<b>\$1,188,848</b>	<b>3.8%</b>	<b>5.5%</b>

**Police Department**

- (2) patrol officers are added and will be assigned to the central city and East Campus areas. They will start after 6 months.
- Police Officer, Sergeant and Captain positions will be upgraded one pay grade as a result of a classification review.
- Turnover in the department and a reduction in overtime has resulted in growth of 2.9% in personnel costs.
- Self Insurance fees to department increased significantly based on claims experience.
- Capital items increased and supplies decreased due to mobile vision equipment classified as capital in 2007.

**Fire Department**

- (3) firefighters added to start staffing for a new fire station to open in 2008. They will start in March for training.
- Personnel services increased 10% due to new personnel and increased pension costs.
- Self Insurance fees increased significantly based on claims experience.
- Capital items decreased due to Homeland Security Grant funding of items in 2006.

**Municipal Court**

- Materials and supplies decreased due to one time purchase of new filing system in 2006.
- Utilities, services and miscellaneous increased due to maintenance agreement on new court software package.

**Emergency Management and Communications**

- Communication Operator I positions were upgraded by two pay grades based on results of a salary survey.
- Communication Operator II, Communication Supervisor, and JCIC Coordinator positions were upgraded by one pay grade based on results of a salary survey.
- Supplies and materials decreased due to one time funding from a Homeland Security grant in 2006.
- Capital outlays increased for radio tower site improvements in 2007.

HEALTH AND ENVIRONMENT					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Health	\$5,237,865	\$5,213,987	(\$23,878)	(0.5%)	6.1%
Community Services	\$1,347,715	\$1,339,824	(\$7,891)	(0.6%)	3.7%
Planning	\$1,157,974	\$1,182,547	\$24,573	2.1%	5.6%
Economic Development	\$348,431	\$366,290	\$17,859	5.1%	3.5%
Cultural Affairs	\$0	\$372,130	\$372,130		
<b>Total Health and Environment</b>	<b>\$8,091,985</b>	<b>\$8,474,778</b>	<b>\$382,793</b>	<b>4.7%</b>	<b>6.3%</b>

#### Health Department

- Permanent positions decreased due to completion of Medical Reserve Corp Grant which eliminated one position.
- Animal Control Officer position was upgraded by one pay grade based on results of a salary survey.
- (1) Administrative Support Assistant position added to assist with administration of birth and death certificate issuance. Position will start after 6 months
- Materials and supplies decreased due to completion of Small Pox Grant program in 2006.

#### Community Services

- Decrease due to a reorganization. The Community Services Department will now report to Director of Public Health instead of to an Assistant City Manager. A portion of an assistant city manager position will no longer be reflected in this budget.
- Funding for social service contracts increased by 2% to \$886,023.

#### Planning Department

- (1) Neighborhood Specialist position was moved from this department to Public Communications.
- This budget reflects the full year of a Planning and Development Manager position that was added during FY 2006.

#### Economic Development

- No significant changes.

#### Cultural Affairs

- Moved to the General Fund for accounting/management purposes.
- Funding for arts agency contracts increased by 2% .

PARKS & RECREATION DEPARTMENT					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	\$4,234,499	\$4,642,055	\$407,556	9.6%	6.2%
Recreation Services Fund	\$7,110,332	\$7,339,772	\$229,440	3.2%	5.4%
<b>Total Excluding CIP Projects</b>	<b>\$11,344,831</b>	<b>\$11,981,827</b>	<b>\$636,996</b>	<b>5.6%</b>	<b>5.7%</b>

#### Parks and Recreation General Fund Operations

- Increased capital outlays by \$154,900 or 64.1% to better address replacement schedule needs. This increase was funded with a transfer from the Parks Sales Tax Fund.
- (1) Administrative Support Supervisor added to supervise support staff in Parks Administration and assist the Director with the growing amount of paperwork required to implement projects and programs funded with parks sales tax. This position will start after six months.
- Supplies and materials increased due to rising fuel costs and equipment necessary with better replacement schedule.
- Increase in intragovernmental charges for self Insurance fees.

#### Recreation Services Fund

- No new personnel and a decrease in Temporary Positions resulted in an increase in personnel service of only 2.3%.
- Intragovernmental charges increased due to self insurance increases and new charges for work performed by the City cable channel.
- Included \$40,000 for a Fees, Charges and Staffing study.
- Budgets the use of Capital Improvement Fees for the replacement of equipment at the Activity & Recreation Center.



PUBLIC WORKS DEPARTMENT:					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	\$9,239,872	\$9,697,551	\$457,679	5.0%	7.4%
Public Transportation Fund	\$4,279,223	\$4,701,130	\$421,907	9.9%	9.0%
Airport Fund	\$2,028,380	\$2,141,905	\$113,525	5.6%	4.6%
Sanitary Sewer Utility Fund	\$10,345,064	\$10,983,366	\$638,302	6.2%	4.3%
Parking Utility Fund	\$1,862,718	\$1,686,099	(\$176,619)	(9.5%)	-1.0%
Solid Waste Utility Fund	\$13,887,582	\$15,159,297	\$1,271,715	9.2%	6.2%
Storm Water Utility Fund	\$1,455,849	\$1,644,989	\$189,140	13.0%	12.3%
Custodial / Maintenance Fund	\$1,097,869	\$1,184,796	\$86,927	7.9%	6.7%
Fleet Operations Fund	\$5,114,670	\$6,447,834	\$1,333,164	26.1%	13.9%
<b>Total Public Works Dept. Excluding CIP Projects</b>	<b>\$49,311,227</b>	<b>\$53,646,967</b>	<b>\$4,335,740</b>	<b>8.8%</b>	<b>6.7%</b>

(1) Public Information Specialist has been added to the department to assist with marketing and communications with citizens. The costs for this position are allocated in various divisions.

#### Public Works - General Fund Operations

- Increased street maintenance program by \$150,000.
- (1) Property Acquisition Manager in Engineering to provide for more timely right-of-way acquisitions. The position will start in January.
- (1) Building Construction Coordinator/Plan Reviewer to oversee City-wide building construction projects.

#### Public Transportation

- (.50) Administrative Support Assistant to assist with Paratransit scheduling and customer services at Wabash bus station.
- (1) Vehicle Service Worker to assist with fueling and maintenance of buses as well as maintenance of bus stop areas.
- Replacement of destination signs on buses to allow more flexibility when routes change.
- Purchase vs. lease of (2) buses to provide University shuttle service.

#### Airport

- Additional funds set aside for attracting airline services.
- Contractual services added for landscaping and once-a-year deep cleaning custodial services.
- Increases in fuel costs and utility rates included.

#### Sanitary Sewer

- (1) Pre-Treatment Inspector to provide information to and to work with owners, managers, and employees of food service establishments to educate them with respect to the best management practices, specifications, regulations, standards, and codes related to fat, oil and grease education and management.
- Higher amount allocated for the significant maintenance replacement schedule which replaces equipment at the waste water treatment plant that has exceeded a 20 year life.
- Increased interest expense due to issuance of bonds authorized by the 2003 ballot issue.
- Funds added to update topographical maps.

#### Parking Utility

- Decrease due to funds budgeted in 2006 for an upgrade of the emergency telephone system in the 7th and Walnut parking garage.
- Decrease due to the purchase of equipment in 2006 for the relocation of the parking office to the Howard Building.
- Decrease due to funds budgeted in 2006 to upgrade security cameras in the 8th and Cherry Street parking garage.

#### Solid Waste Utility

- (2) Refuse Collector positions were added to handle growth in the number of residential customers.
- Refuse Collector I positions were upgraded due to a review of our pay classification plan.
- Administrative Support Assistant I positions were reclassified to Cashier positions due to a review of our pay classification plan.
- Increases in fuel costs. This utility is significantly impacted by rising fuel costs.
- Increases projected in vehicle maintenance costs. We have an aging fleet that is requiring more repairs. We are actively addressing this issue with an increased amount allocated to capital replacement in 2007.
- Significant increase in capital outlays which include both the replacement of two refuse collection vehicles as well as the addition of two collection vehicles to address growth in customer base.

**Storm Water Utility**

- Increased temporary help to assist with design and inspection of storm water projects.
- Funds added to update topographical maps.

**Custodial and Building Maintenance**

- Replacement of two vehicles and other equipment
- Increased utility expenses due to rate increases

**Fleet Operations**

- Vehicle Service Worker position upgraded due to pay classification review
- (1) Vehicle Maintenance Supervisor to meet supervisor staffing requirements.
- Significant increase reflected in fuel expenses from \$1.6 million to \$2.1 million
- Significant increase reflected in outside work expenses in an effort to handle job orders in a more timely manner.

<b>WATER AND ELECTRIC DEPARTMENT</b>					
<b>Water &amp; Electric Department</b>	<b>Budget FY 2006</b>	<b>Adopted FY 2007</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>	<b>5 Year Avg. Inc.</b>
Water Utility Fund	\$15,062,279	\$16,572,416	\$1,510,137	10.0%	8.4%
Electric Utility Fund	\$84,118,842	\$94,222,472	\$10,103,630	12.0%	8.5%
<b>TI. Water &amp; Electric Dept. Excluding CIP Projects</b>	<b>\$99,181,121</b>	<b>\$110,794,888</b>	<b>\$11,613,767</b>	<b>11.7%</b>	<b>8.5%</b>
<b>Railroad Fund Excluding CIP Projects</b>	<b>\$984,053</b>	<b>\$1,106,458</b>	<b>\$122,405</b>	<b>12.4%</b>	<b>14.8%</b>

**Water Utility**

- Addition of an evening crew (3 positions) to address after-hours problems and to complete work begun during the day shift. These positions will begin in March.
- Increased operating costs due to expansion of water treatment plant.
- Increase in contractual services to complete significant maintenance scheduled for lagoons, wells, and other assets.

**Electric Utility**

- (1) Engineering Specialist II to handle planning of the transmission and distribution system, and to address compliance issues for the Midwest Independent System Operator (MISO).
- (1) Plan Reviewer to provide more timely review of new development plans.
- (1) Energy Management Specialist II to expand conservation and demand side management programs.
- (1) Electric Meter Repair Worker and (1) Utility Service Worker II to continue implementation of the AMR (automated meter reading) program and to maintain the current level of service to the expanding customer base.
- Over \$5 million increase in the cost of purchased power.
- Significant increases in consulting and other contractual services for conservation program reviews and major maintenance of equipment.
- Approval of the August 2006 ballot issue authorized over \$15.5 million in capital projects.

**Railroad**

- Railroad Administrator position was added during 2006. This budget reflects a full year of costs for this position.
- Contractual services for the development of a landscaping right-of-way plan.
- Contractual services for on-track brush cutting.



ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	\$273,070	\$248,801	(\$24,269)	(8.9%)	7.8%
City Clerk	\$253,328	\$258,777	\$5,449	2.2%	6.4%
City Manager	\$880,591	\$1,050,152	\$169,561	19.3%	7.2%
Volunteer Services	\$0	\$191,156			
Finance	\$3,175,341	\$3,253,659	\$78,318	2.5%	4.7%
Human Resources	\$774,569	\$806,708	\$32,139	4.1%	4.3%
Law	\$916,068	\$912,745	(\$3,323)	(0.4%)	5.2%
<b>Total Administrative</b>	<b>\$6,272,967</b>	<b>\$6,721,998</b>	<b>\$449,031</b>	<b>7.2%</b>	<b>5.8%</b>
General City (Nondepartmental)	\$5,717,028	\$5,147,719	(\$569,309)	(10.0%)	6.7%

#### City Council

- The 2006 budget included \$50,000 for consultant to assist with search for City Manager.

#### City Clerk

- No significant changes.

#### City Manager

- In 2006, the City added a GIS Coordinator position for part of the year. The 2007 provides funding for this position for the entire year as well as additional software that is needed to enhance the City's utilization of GIS.
- Beginning in 2007, an Assistant City Manager position will be charged completely to this department.
- Without the addition of the GIS division and the change in allocation of the Assistant City Manager position, the department reflects a decrease over last year.

#### Volunteer Services

- This department has been moved out of the Contribution Fund and into the General Fund for accounting/management purposes.

#### Finance

- Reduced capital outlay due to one time purchase of check clearing equipment in 2006.
- Supplies and materials increased due to the purchase of a color printer to assist with the production of the Capital Improvement Plan.
- Custodial charges decrease due to lease of the Bank of America building which includes custodial services in the lease cost.
- Contractual services increased for maintenance of online vendor registration and bidding system installed in 2006.

#### Human Resources

- No significant changes in operations.
- Increase in custodial charges due to increased space in Howard Building.

#### Law Department

- Decrease in contractual services due to 2006 funding for several major law suits that continued into 2005.
- No significant changes in operations.

#### City General (Non-Departmental)

- Decreased due to lower amounts of subsidies and transfers required as Cultural Affairs and Volunteer Services operations are now included as General Fund departments.
- Funding to start the community visioning process and to establish appropriate community data forecasts.

OTHER DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Cultural Affairs Fund	\$382,239	\$0	(\$382,239)	(100.0%)	(18.1%)
Convention & Tourism Fund	\$1,645,082	\$1,687,679	\$42,597	2.6%	7.9%
Employee Benefit Fund	\$10,904,952	\$11,304,846	\$399,894	3.7%	9.7%
Self Insurance Reserve Fund	\$3,015,550	\$3,123,964	\$108,414	3.6%	(0.8%)
Information Technologies Fund	\$4,189,459	\$4,301,735	\$112,276	2.7%	5.1%
Public Communications Fund	\$996,315	\$1,396,105	\$399,790	40.1%	11.9%
Utility Customer Services Fund	\$1,599,249	\$1,894,818	\$295,569	18.5%	8.0%
Contributions Fund	\$220,374	\$19,316	(\$201,058)	(91.2%)	(11.2%)
<b>Total Other Funds</b>	<b>\$22,953,220</b>	<b>\$23,728,463</b>	<b>\$775,243</b>	<b>3.4%</b>	<b>5.9%</b>

#### **Cultural Affairs Fund**

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

#### **Convention & Tourism**

- Operations of Convention & Visitors Bureau increased 8.5%. Large increase in publishing and advertising.
- The amount budgeted for tourism development decreased \$55,000. The 2007 amount equals the revenues generated for the tourism fund. Budget for 2006 included appropriation of funds available from balance of previous year's collection.

#### **Employee Benefit Fund**

- Budget for medical claims, prescriptions increased only 2.1% based on plan changes implemented partway through FY 2006.
- Dental Claims decreased slightly.
- Insurance Premiums for stop-loss coverage increased 34%.

#### **Self Insurance Reserve Fund**

- Added new Safety Specialist position.
- Decreased contractual services for safety consultant activity that will be performed by new position.
- Budgeted 10% to 20% increase in various stop-loss insurance premiums.

#### **Information Technologies Fund**

- (1) Systems Analysis position added to enhance network security functions.
- Supplies and materials decreased due to a lower cost for replacement computer equipment.
- Includes funding for HTE planning and development software, and the first year of funding to replace old analog telephones city-wide over a two year period.

#### **Public Communications Fund**

- Substantial increase due to reorganization which added a Communication Director position during FY 2006, transferred City Cable Channel operations into the fund from the Electric fund, and moved a Neighborhood Response Specialist into this area from the Planning Department.
- Includes funding for citizen's survey to be completed in 2007.

#### **Utility Customer Services Fund**

- Budget proposes a department reorganization which creates Customer Service Representatives I and II positions, a Utility Accounts and Billing Supervisor to assist with the supervision of Customer Service Representatives and eliminates the Accounting Assistant position.
- Includes large increases in banking fees for the increased use of credit cards by our customers, as well as an increase in Bad Debt Expense to more accurately reflect the late fees not collected on terminated accounts.

#### **Contributions Fund**

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

## Capital Project Highlights - Major Projects Scheduled/Funded

### Streets and Sidewalks

- Scott Blvd: Brookview Terrace to Rollins
- Brown School Road: 763 to Providence
- Sidewalk/Pedway: Appropriates \$4 million of the non-motorized grant funds
- Annual Traffic Safety funds will be used to replace the incandescent traffic light bulbs with LEDs

### Parks and Recreation

- Youth Athletic Fields
- Phillips Development Phase I
- Douglas Park Improvements
- Auburn Hills Neighborhood Park
- Oakland Park Bathhouse Improvements
- Cosmo Rec Area - Antimi Ball fields and Improvements
- Cosmo Rec Area - Harris Shelter and Parking
- Cosmo/Fairview Tennis Complex Renovation

### Public Safety

- Refurbish Ladder Truck
- Refurbish Air Truck
- Replace Squad/Haz Mat Vehicle

### Other General Government

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

### Electric

#### Continued distribution system expansion

- Annual commercial expansion
- Annual distribution transformers and capacitors
- Annual new electric connections
- Annual residential expansion
- Annual substation feeders
- Annual underground conversion
- Undergrounding of Broadway
- Transmission Improvements

### Water

- Continued improvements to the NE Pressure Zone
- Well Supply Main

### Sewer

- County House Branch (Southwest Outfall) Enlargement Phase 2
- Hinkson Creek Siphon Elimination
- State Route 763 Sewer Relocation
- Bear Creek Outfall
- Upper Hinkson Creek

### Storm Water

- Brandon Road Culvert
- Digital Mapping Project
- Greenwood - Stewart
- Mill Creek Drainage Basin Phase II

### Parking

- Design for additional parking structure north of Broadway

### Transit

- Continued installation of benches and shelters
- Wabash Station Renovation
- Replace (4) Para-transit Vehicles
- (2) Additional Buses

### Airport

- Rehabilitation of Commercial Aircraft Parking Apron (95% federal grant funded)

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City of Columbia  
Approved Budget

FY 2007  
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# FY 2007 Budget Amendments

## September 18, 2006

### Council Reserve Allocated

<b>Amount of Reserve Available</b>	<b>\$75,000</b>
Increase Youth Empowerment Allocation - Social Service Contracts	\$20,000
Increase Dental Care - Pain Relief in Health Department - Social Services	\$5,000
Transfer to Employee Benefit Fund for reduced retiree premium increase	\$8,000
Adopt-a-Spot Funding for Bulbs - in Office of Volunteer Services	\$500
Total Allocated	<u>\$33,500</u>
<b>Balance Remaining</b>	<u><u>\$41,500</u></u>

### Administrative Issues:

#### Electric:

Increase Interest Expense to issue bonds - August, 2006 Ballot Issue	\$1,733,795
Increase PILOT Expenses - Additional 1% Rate Increase	\$57,000
Total Expense Changes	<u>\$1,790,795</u>
 Increase PILOT Revenues - Additional 1% Rate Increase	 \$57,000
Increase Revenues - Additional 1% Rate Increase Approved in August, 2006 Ballot	\$807,000
Total Revenue Changes	<u>\$864,000</u>

#### Transit:

Additional Services Needed for University Contract Revenues	\$183,330
Additional Services Needed for University Contract Expenditures	\$183,330
Net Impact on the Transit Fund	<u>\$0</u>

### Other Issues:

#### Additional Radar Signs - Ridgeway Elementary School

PW - General Fund - Traffic Safety - Expenditures	\$30,000
General Fund - Transfer from Transportation Sales Tax - Revenues	\$30,000
Net Impact on the General Fund	<u>\$0</u>

Transportation Sales Tax Fund - Transfer to General Fund for Add'l Radar Signs	\$30,000
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#### Retiree Health Premium Increase Reduced to 12.5% - Fund with a Transfer From Each Fund to cover the revenue lost

General Fund	\$25,900
Water Fund	\$3,200
Electric Fund	\$6,500
Recreation Services Fund	\$1,500
Transit Fund	\$1,600
Sewer Fund	\$2,400
Solid Waste Fund	\$3,300
Fleet Operations Fund	\$1,000
	<u>\$45,400</u>
 Employee Benefit Fund - Increase Revenues for transfers from other funds	 \$45,400
Employee Benefit Fund - Decrease revenues from retirees	(\$75,000)
Net impact on Employee Benefit Fund Revenues	<u>(\$29,600)</u>

#### Increase Sales Tax projections an add'l 1/8% to reflect 4.62% growth over Estimated Budget

General Fund	\$24,000
Capital Improvement Sales Tax	\$6,000
Parks Sales Tax	\$6,000
Transportation Sales Tax	\$12,000

# FY 2007 Budget Amendments

## September 18, 2006

CIP Changes:	Funding Source
<b>Streets and Sidewalks:</b>	
<b><u>New Project: Route K Bridge over Hinkson Creek</u></b>	MoDot BRM \$300,000
<i>The City has been awarded this grant.</i>	Unfunded \$225,000
	(FY 2008) <u>\$525,000</u>
 <b><u>A1. Annual Downtown Sidewalk Improvements C00171</u></b>	Cap Imp S Tax <b>\$200,000</b>
<i>Increase FY 2007 funding by \$200,000</i>	
 <b><u>1. Brown School Road: Hwy 763 to Providence C00210</u></b>	<b><u>for FY 2007:</u></b>
<i>Move all funding from FY 2007 to FY 2008 except for \$500,000 Cap Imp S Tax</i>	change
<i>No change in total project cost. Construction will begin in FY 2008.</i>	Cap Imp S Tax to \$500,000
	<b><u>for FY 2008:</u></b>
	Cap Imp S Tax \$1,075,000
	Development Fees \$500,000
	Co rd tax reb \$175,000
	Cap FB \$2,000,000
	<u>\$3,750,000</u>
 <b><u>7. Scott Blvd (Route TT): Brookview Terrace to Rollins C00149</u></b>	<b><u>for FY 2007:</u></b>
<i>Move all funding from FY 2007 to FY 09-FY 11 except for \$1,000,000 Cap Imp S Tax</i>	change
<i>No change in total project cost. Construction will begin in FY 2009.</i>	Cap Imp S Tax to \$1,000,000
	<b><u>for FY09-FY11</u></b>
	Cap Imp S Tax \$2,260,000
	Development Fees \$500,000
	Co rd tax reb \$1,195,500
	STP \$874,500
	<u>\$4,830,000</u>
 <b><u>11. Louisville Drive - Connect Milbrook Dr. to Smith Dr. C00240</u></b>	<b><u>for FY 2007:</u></b>
<i>Move project funding from FY09 - FY11 to FY 2007.</i>	Cap Imp S Tax \$1,206,000
<i>No change in total project cost. Construction will begin in FY 2007</i>	Development Fees \$374,000
	<u>\$1,580,000</u>
 <b><u>15. Hwy 763 Widened City's Contribution</u></b>	<b><u>for FY 2008:</u></b>
<i>Change funding in FY 2008 from Co rd tax reb to Cap FB</i>	Co rd tax reb (\$300,000)
<i>No change in total project cost or construction year</i>	Cap FB \$300,000
	<u>\$0</u>
 <b><u>17. Burnham/Rollins/Providence Intersection Improvements</u></b>	<b><u>for FY 2007:</u></b>
<i>Move up design to 2007 and leave construction scheduled for 2010.</i>	Cap FB \$100,000
	<b><u>for FY 2009:</u></b>
	Cap Imp S Tax (\$100,000)
	<u>\$0</u>

# FY 2007 Budget Amendments

## September 18, 2006

### Electric:

#### CIP Changes due to passage of August, 2006 ballot issue:

A1. Annual Underground Conversion	2006 Ballot	\$800,000
A2. Commercial Expansion	2006 Ballot	\$1,000,000
A3. Contingency	2006 Ballot	\$1,348,000
A5. Annual - Distribution Transformers & Capacitors	2006 Ballot	\$1,302,000
A8. Annual - Maintenance of Existing Underground	2006 Ballot	\$200,000
A9. Annual - New Electric Connections	2006 Ballot	\$600,000
A10. Annual - Residential Expansion	2006 Ballot	\$1,500,000
A11. Annual - Street Light Additions	2006 Ballot	\$200,000
A12. Annual - Substation Feeders	2006 Ballot	\$1,000,000
A13. Annual - Transmission Maintenance	2006 Ballot	\$250,000
7. Hulen substation Retirement	2006 Ballot	\$150,000
8. Transmission Improvements	2006 Ballot	\$5,000,000
10. Undergrounding of Broadway	2006 Ballot	\$2,200,000
		<hr/>
		\$15,550,000
		<hr/>

### Railroad:

#### Funding needed to complete Rail Terminal Track #2

7. Rail Terminal - ER0046	EU Loan	\$180,000
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### CDBG Funding Changes:

See CDBG page located in the Appendix Section of the Budget Document

July 28, 2006

Honorable Mayor and City Council  
City of Columbia, Missouri

It is an honor to transmit this FY 2007 budget proposal for your consideration. As required by our City Charter, the document provides a complete financial plan for the budget year starting October 1, 2006 and ending September 30, 2007. This is the first budget that I have proposed as your City Manager, and it reconfirms the commitment I made to high-level performance when you appointed me to this position last January. My pledge to enhance this community's ability to plan for a prosperous future, to better coordinate City procedures and to improve City communications still stands.

### **Planning for the Future**

Earlier this year, you approved my request to determine the level of local interest in community visioning. Consistent with overwhelming citizen support, the Council adopted a resolution to proceed with a visioning process. I recommend an expenditure of \$200,000 for community visioning and planning enhancements in FY 2007. It is reasonable to expect that visioning partners will help support this work with cash and in-kind contributions. These funds will help cover the cost of community meetings, information and outreach efforts, local database development and consultants to help shepherd the process.

### **Improved Coordination**

You also approved my request to hire a planning development manager to enhance the depth of our planning staff and a senior planner to coordinate geographic information systems (GIS) across City departments. New software will allow the senior planner to proceed with coordinated GIS digital mapping. I also recommend additional resources in FY 2007 to complement our coordination initiative. New staff will improve internal capacity to coordinate: right-of-way purchases; development plan reviews; responses to information system threats; strategies that improve risk management and lower insurance costs through an increased emphasis on safety; and enhanced energy conservation programs.

### **Improved Communications**

With your approval, we hired a communications director and reorganized several public communications functions into one unit. I recommend further enhancements in FY 2007 that will strengthen the City's dialogue with citizens and properly support the public communications office. Two new employees proposed for the Public Works Department will help alert citizens to infrastructure upgrades that affect neighborhoods and commercial areas and, through timely communications, help the food industry and the City avoid costly sewer system problems. I also recommend conducting a Citizen Satisfaction Survey to supplement and compare our performance to baseline data collected in 2005 and 2003.



### **Fulfilling Voter Mandates on Infrastructure**

In FY 2007, citizens will see a full range of improvements to streets, sidewalks, parks and utility infrastructures as a result of ballot issues passed in 2003 and 2005. Other improvements are planned for City parking, transportation, airport and public safety facilities. And, if Council directs, we will move forward with downtown beautification and a major project to renovate the Daniel Boone Building and construct a 56,000-square foot office addition.

### **New Employees**

My recommendation for new positions in FY 2007 follows our standing guideline. The City's workforce should not grow faster than the community-at-large. Of the 27.5 new employees recommended for next fiscal year, 22.5 are needed to help keep up with service delivery obligations. These critical positions include police officers; firefighters; utility and public works field staff and professionals; and administrative support. Without them, we risk becoming a community that is less safe and less able to fulfill the public trust. The remaining positions are recommended to improve internal planning, coordination and communications initiatives.

### **Current and Retired Workforce**

The FY 2007 personnel package addresses many aspects of employee compensation. I recommend the following actions:

- An across-the-board pay raise of four percent or \$.50 per hour, whichever is greater, for our current workforce. While no merit increase is scheduled next fiscal year, we will look at options associated with the merit system;
- As part of a five-year process to review all City jobs for proper descriptions and pay levels, position upgrades for 62 employees in grades 1 – 7; salary upgrades to bring 7 positions closer to market-level compensation; and 11 reclassifications or reorganizations to enhance internal performance;
- Continued funding for voluntary employee health screenings and for the full cost of employee health insurance premiums;
- An increase for active employees in the cost of dependent health care, ranging from \$0.27 to \$0.43 per hour, *along with a continued City subsidy for those premiums*; and
- A number of low- or no-cost changes that will enhance employee training, professional licensing and physical fitness and increase the flexibility of “leave” policies.

Our retirees will continue to benefit from fully-funded pension plans, and they are aware that they most likely will face higher premium costs for health insurance purchased through the City's plan. We are working with a group of volunteer retiree advisors to identify coverage options that are both affordable and aimed at meeting their health care needs.

The budget is a blueprint for building Columbia's future over the next fiscal year. We have prepared our estimates consistent with several long-standing principles:

- We conservatively estimate costs and revenues;
- To maintain adequate cash reserves, we follow the Council's directive to preserve a 16% fund balance;
- We do not budget money that is not available, such as bond issues not yet decided by voters; and
- We budget enough to at least maintain current service levels and to add other prudent expenditures, where warranted.

With the resources expected to be available, we can address strategic goals identified at the Council's June retreat, strengthen our capacity to maintain needed services, make progress with voter-approved capital improvements and add value to our public assets. It will not be necessary to raise any City tax rates in FY 2007, but customers of our electric, water, sewer and refuse services will see higher rates. These increases cover climbing energy costs and other operating expenses but, even at these new levels, City utility rates compare very favorably with those in other communities. Higher fees also are planned for new electric and sewer connections and for use of City sports, aquatics and golf facilities.

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

A more detailed explanation of changes can be found in the Budget in Brief that follows and which is a part of my budget message. I look forward to discussing this proposal with you and the citizens of Columbia in the weeks ahead.

Sincerely,

Bill Watkins  
City Manager

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# BUDGET IN BRIEF

## Overall Expense Highlights

### OPERATING EXPENSES

	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$62,006,954	\$64,710,666	\$2,703,712	4.4%
Enterprise Funds	\$108,449,031	\$119,634,079	\$11,185,048	10.3%
Internal Service Funds	\$26,009,466	\$28,824,925	\$2,815,459	10.8%
<b>Total Operating Expenses</b>	<b>\$196,465,451</b>	<b>\$213,169,670</b>	<b>\$16,704,219</b>	<b>8.5%</b>
General Fund Oper. Expenses	\$59,653,789	\$62,643,110	\$2,989,321	5.0%

- General Government Funds reflect increases in personnel services, self insurance fees and new intragovernmental charges and decreases in supplies and materials for communication and electronic items that were purchased with grant funds in FY 2006.
- Power supply costs account for a major portion of the increase reflected in enterprise funds. In addition, both water and electric utilities have increases in consulting and other contractual services for conservation program reviews and major maintenance on equipment.
- Reorganization of the Public Communication Department to include the City Cable Channel and a Neighborhood Response Specialist as well as increases in fuel and parts costs in Fleet Operation are reasons for increases in Internal Services Funds.

### CAPITAL ADDITIONS (Items Over \$5,000 - Rolling Stock Replacement, Major Equip, Etc.)

	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$1,774,583	\$1,699,335	(\$75,248)	(4.2%)
Enterprise Funds	\$2,982,891	\$2,881,487	(\$101,404)	(3.4%)
Internal Service Funds	\$435,677	\$420,987	(\$14,690)	(3.4%)
<b>Total Capital Additions</b>	<b>\$5,193,151</b>	<b>\$5,001,809</b>	<b>(\$176,652)</b>	<b>(3.4%)</b>
General Fund	\$1,774,583	\$1,699,335	(\$75,248)	(4.2%)

- The decrease reflected in General Government Funds is due to grant funding of \$202,500 received for capital outlays in 2006. Without this grant, actual funding for capital outlays would have increased **6.1%**. Slightly fewer cars and trucks are budgeted for replacement in 2007. There is an increased amount budgeted for machine tools and implements in Parks Department.
- The decrease reflected in Enterprise Funds is due to major improvements at the power plant and water facilities budgeted in 2006 that will not be needed in 2007.
- Internal Service Funds reflect a slight decrease due to a lower amount budgeted in the Information Technologies Fund.

### CAPITAL PROJECTS

	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$19,630,305	\$35,133,500	\$15,503,195	79.0%
Enterprise Funds	\$34,149,991	\$32,762,854	(\$1,387,137)	(4.1%)
<b>Total Capital Projects</b>	<b>\$53,780,296</b>	<b>\$67,896,354</b>	<b>\$14,116,058</b>	<b>26.2%</b>

- Increase in General Government Funds for implementation of projects approved in the November 2005 ballot and public building expansion/renovation projects.
- Decrease in Enterprise Funds attributed to Water, Public Transportation and Parking utilities which had large or one time projects in 2006. Electric utility projects increased substantially due to the passing of the August 2006 Ballot.

### TOTAL BUDGETED EXPENSES

	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$114,736,099	\$127,134,434	\$12,398,335	10.8%
Enterprise Funds	\$175,284,313	\$188,320,758	\$13,036,445	7.4%
Internal Service Funds	\$26,918,064	\$29,654,098	\$2,736,034	10.2%
<b>Total Expenses</b>	<b>\$316,938,476</b>	<b>\$345,109,290</b>	<b>\$28,170,814</b>	<b>8.9%</b>
General Fund Total Expenses	\$64,838,457	\$67,171,337	\$2,332,880	3.6%

- Large increase in General Government Funds attributed to Capital Improvement Plan, primarily in the area of public building projects.
- Increase in Enterprise Funds attributed to Capital Improvement Plan. While Water, Public Transportation and Parking utilities had large or one time projects in 2006. Electric utility projects increased substantially due to the passing of the August 2006 Ballot.
- Public Communication Fund has substantial increases due to reorganization which include the addition of the City Cable Channel and a Neighborhood Response Specialist to this fund. Additional staff added to other funds include a Safety Specialist to the Self Insurance Fund and a Network Security and Internet Analyst to the Information Technologies Fund.

## Personnel Package

The overall increase in personnel services is 6.1%.

- 4% across-the-board increase or \$0.50/hour, whichever is greater
- No merit scheduled for this year; however, staff will sort out options associated with the merit pay system during 2007.
- Position reviews were completed on grades 1-7 (195 positions) and adjustments made accordingly to 62 positions.
- Salary survey was conducted for 45 positions and resulted in seven classifications recommended for pay grade upgrades.
- Fifteen other department reclassification/reorganization requests were reviewed and eleven were approved .
- Sick Leave definition will be expanded to allow use of sick leave for the care of a family member and for bereavement leave (emergency leave and bereavement leave eliminated as separate categories).
- The City will now pay the renewal cost of licenses for those job descriptions that require licenses. These include water licenses, commercial drivers licenses, and wastewater licenses.
- The City is funding a pilot project to provide trades training.
- Non-Accountable Auto Allowance will be increased \$25/month.
- Payroll deduct will be allowed for annual golf passes. Other fitness fees will be reviewed for possible payroll deduct inclusion.
- Continued funding for employee health screenings on a three year rotation.
- Full funding of pension requirements.
- Current vacation donation procedures will be modified to allow unused donated hours to be maintained in a pool.
- The City will continue to pay the full cost of employee health insurance premiums and will subsidize dependent coverage premiums.
  
- Health insurance premiums for active employee dependent coverage and retirees will be increased by 12.5%.
- Health insurance premium rates for retirees will be reviewed in order to comply with the new GASB/OPEB 45 liability rules.

## 27.50 New Positions Added

Public Safety (5 positions)	Public Works (10.5 Positions)
(2) Police Officers (6 months)	(1) Public Information Specialist
(3) Firefighters (7 months)	(1) Property Acquisition Manager (9 months) - Right of way purchase
Health and Environment (1 position)	(1) Plan Reviewer/Building Construction Coordinator
(1) Administrative Support Assistant III (6 months)	(1) Vehicle Service Worker - Transit
Parks and Recreation (1 position)	(.5) Administrative Support Assistant - Paratransit scheduling
(1) Administrative Support Supervisor (6 months)	(1) Administrative Support Assistant - Solid Waste
Water and Electric (8 positions)	(1) Pre-Treatment Inspector - Sewer
(1) Water Distribution Supv. III - Evening Crew (6 mths)	(2) Refuse Collectors - new crew
(1) Water Distribution Tech. - Evening Crew (6 mths)	(1) Lead Material Handler - Materials Recovery Facility
(1) Equipment Operator III - Evening Crew (6 mths)	(1) Vehicle Maintenance Supervisor I
(1) Engineering Specialist II	Administrative and Other (2 positions)
(1) Plan Reviewer	(1) Risk Management/Safety Specialist
(1) Energy Management Specialist II	(1) Systems Analyst - Network Security - Information Technology
(1) Electric Meter Repair Worker	
(1) Utility Service Worker II	

## Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
General Government Funds	\$100,692,864	\$130,118,067	\$29,425,203	29.2%
Enterprise Funds	\$144,199,172	\$154,329,592	\$10,130,420	7.0%
Internal Service Funds	\$24,610,874	\$27,436,525	\$2,825,651	11.5%
<b>Total Revenues</b>	<b>\$269,502,910</b>	<b>\$311,884,184</b>	<b>\$42,381,274</b>	<b>15.7%</b>
General Fund	\$64,749,585	\$67,171,337	\$2,421,752	3.7%

- General Government Funds increase in capital improvement plan funding which includes \$20.8 million bond proceeds for public building expansion/renovation projects and \$4 million in grant funding for non-motorized transportation projects. Transfers increased over \$7 million which include transfers of special taxes such as Parks Sales Tax, Capital Improvement Sales Tax and Special Road Tax into the Capital Project and Debt funds to implement projects associated with the November 2006 ballot issues.
- Enterprise Fund increases reflect utility rate increases of \$1.75/month for residential refuse customers, 3% for sewer, 8% for electric and 9% for water. The monthly impact on the average customer will be approximately \$8.69/month.
- Internal Service Funds increase is due to self Insurance fees increasing 25% and the addition of two new fees to support the print shop and City cable channel.
- General Fund change reflects an increase in transfers from Transportation Sales Tax and Parks Sales tax to support increased street maintenance in Public Works and equipment replacement in the Parks and Recreation Department.

MAJOR REVENUE SOURCES				
	Estimated FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change
Sales Taxes	\$37,476,600	\$39,208,000	\$1,731,400	4.6%
PILOT	\$9,350,000	\$9,960,000	\$610,000	6.5%
Grants & Capital Contributions	\$9,456,670	\$13,554,831	\$4,098,161	43.3%

- Projected growth in Sales Taxes is 4.6%. Estimated growth for FY 2006 is 5.3%. Staff continues to be cautiously optimistic about the increase in sales tax but believes the current levels may not be sustained as the local economy returns to more normal growth levels.
- PILOT increase reflects the rate changes and customer growth in water and electric, but is still highly dependent upon weather conditions.
- Increase in grant for non-motorized transportation projects of \$4 million.

## Tax Rate Changes

There are no proposed City tax increases for FY 2007.

- 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 sales tax rate will increase to 7.55% on October 1, 2006, with the enactment of a 1/5 cent county capital improvement sales tax. The City's portion is as follows:
  - \* 1.000% - General Sales Taxes - funds basic government services
  - \* 0.250% - Capital Sales Tax - restricted for capital related uses only - expires December 31, 2015
  - \* 0.500% - Transportation Sales Tax - restricted for transportation use only
  - \* 0.125% - Parks Sales Tax - restricted for park purposes (Permanent)
  - \* 0.125% - Parks Sales Tax - restricted for park purposes - expires March 31, 2011
- Gross Receipts Tax Rates (No increase over the 7% current rate)



## Utility Rate Changes - Average Monthly Customer Impact

- Refuse Rate Increase (\$1.75/month - Residential Customers only)
- Sewer (3% Rate Increase)
- Water (9% Rate Increase) - increase in the per CCF charge
- Electric (8% Rate Increase)

Average Monthly Customer Impact	
	\$1.75
	\$0.34
	\$1.80
	\$4.80
	<b>\$8.69</b>

## Monthly Utility Rate Comparisons

Water Residential Rate Comparison <i>Based on average usage of 7 ccf</i>		Electric Residential Rate Comparison Residential Charges for 812 kWh		
Consolidated # 1 (Boone County)	\$36.68	Utility name	Summer	Non-Summer
Water Dist. # 9 (Boone County)	\$24.76	Independence MO **	\$81.69	\$76.11
St. Joseph, MO	\$23.32	Empire (MO) ****	\$75.17	\$69.77
Jefferson City, MO	\$21.19	Boone Electric	\$72.16	\$72.16
Sedalia, MO	\$19.12	Springfield IL ***	\$71.65	\$61.50
<b>Columbia, MO (FY 07)</b>	<b>\$18.28</b>	Ameren UE *	\$69.29	\$50.17
St. Louis Co., MO	\$16.83	<b>Columbia W&amp;L (FY 07)</b>	<b>\$69.33</b>	<b>\$67.92</b>
City of Fulton, MO	\$16.74	Kansas City Power & Light	\$66.20	\$54.51
Independence, MO*	\$13.76	Springfield MO *****	\$59.78	\$56.59

\* includes the third of four 3% annual increases which will be effective in Oct. 2006.

\* Ameren UE has filed for an increase - 10% max for residential - not included.

\*\* Independence includes fuel cost adj. of .00565 in July 2006

\*\*\* Springfield IL includes fuel cost adj. of .010334 in July 2006

\*\*\*\* Empire has filed for Missouri rate increase of 9.63% plus a new energy cost recovery mechanism, currently using an interim energy charge/fuel adjustment of .00213.

\*\*\*\*\* Springfield MO includes a 3% increase effective October 1, 2006.

Additional 16% increase approved for October 1, 2010.

Sewer Residential Rate Comparison <i>Based on average usage of 7 ccf</i>		Refuse Residential Rate Comparison	
Des Moines, IA	\$28.62	Denton, TX	\$15.75 - \$20.75
Boone County Regional Swr Dist.	\$22.62	Superior/Onyx (Columbia, MO)	\$14.65
Independence, MO	\$22.03	Mid State (Jefferson City, MO)	\$13.86
St. Louis, MO	\$20.81	Waco, TX	\$13.70 - \$17.70
Kansas City, MO	\$19.00	College Station, TX	\$13.30 - \$22.65
Norman, OK	\$17.28	Lubbock, TX	\$13.02
Springfield, MO	\$14.37	<b>Columbia, MO (FY 07)</b>	<b>\$12.92</b>
<b>Columbia, MO (FY 07)</b>	<b>\$11.56</b>	Fulton, MO	\$10.00
Cedar Rapids, IA	\$11.15		

## Fees and User Charge Changes

### Electric Connection Fee Changes:

- New - \$250 Electric Connection Fee for new residential developments. This fee will be used to help pay for the cost of the underground service between the transformer and the meter, plus the meter cost.
- Propose that commercial and multi-family residential developments be responsible for installing the underground service between the transformer and the meter to department specifications.
- Propose that persons or parties requesting extension of the distribution system be assessed a per foot cost from the existing distribution system to the development.
- Propose that commercial and multi-family residential developments be responsible for installing the conduit system within the development to department specifications.

### Sewer Connection Fee Changes;

- \$100 Sewer connection fee increase (from \$400 to \$500)

**Recreation Fee Increases:****Sports:**

\$1/game - Adult Sports (Volleyball and Softball)

\$1/game - Adult Sports (Kickball)

\$0.10/game - Youth Sports

**Golf:**

\$1 - Golf Green Fee (\$0.50 Activity Fee, \$0.50 Golf Course Improvement Fee)

\$40 - Family Golf Annual Pass (\$20 Activity Fee, \$20 Golf Course Improvement Fee)

\$20 - Family Golf Pass Additional Family Member

\$30 - Single Golf Annual Pass (\$15 Activity Fee, \$15 Golf Course Improvement Fee)

\$25 - Senior Golf Annual Pass (\$12.50 Activity Fee, \$12.50 Golf Course Improvement Fee)

\$30 - Senior Golf Family Annual Pass (\$15 Activity Fee, \$15 Golf Course Improvement Fee)

\$10 - Junior Golf Annual Pass (\$5 Activity Fee, \$5 Golf Course Improvement Fee)

\$0.50 - 9 Hole Golf Cart Rental (\$0.25 Activity Fee, \$0.25 Golf Course Improvement Fee)

\$1 - 18 Hole Golf Cart Rental (\$0.50 Activity Fee, \$0.50 Golf Course Improvement Fee)

**Aquatics:**

\$0.25 - Recreation Swim (Youth and Adult)

\$5.00 - Rec Swim 20 Pass (Youth and Adult)

**Health****Food Establishment Inspection Fee:**

Annual Gross Receipts &lt; \$250,000

Increasing \$20 (\$125 to \$145)

Annual Gross Receipts \$250,000 - \$750,000

Increasing \$25 (\$175 to \$200)

Annual Gross Receipts &gt;\$750,000

Increasing \$50 (\$325 to \$375)

**Clinic Fees:**

PPD Purified Protein Derivative (Increasing from \$5 to the cost of the test plus \$2 administrative fee)

New - Pregnancy Test - Cost of the test plus \$2 administrative fee

**Department Budget Highlights**

PUBLIC SAFETY DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	\$16,500,376	\$16,925,377	\$425,001	2.6%	5.4%
Fire	\$11,983,508	\$12,691,666	\$708,158	5.9%	6.0%
Municipal Court	\$692,656	\$691,070	(\$1,586)	(0.2%)	6.2%
Emer. Mgmt & Communications	\$2,468,660	\$2,525,935	\$57,275	2.3%	3.9%
<b>Total Public Safety</b>	<b>\$31,645,200</b>	<b>\$32,834,048</b>	<b>\$1,188,848</b>	<b>3.8%</b>	<b>5.5%</b>

**Police Department**

- (2) patrol officers are added and will be assigned to the central city and East Campus areas. They will start after 6 months.
- Police Officer, Sergeant and Captain positions will be upgraded one pay grade as a result of a classification review.
- Turnover in the department and a reduction in overtime has resulted in growth of 2.9% in personnel costs.
- Self Insurance fees to department increased significantly based on claims experience.
- Capital items increased and supplies decreased due to mobile vision equipment classified as capital in 2007.

**Fire Department**

- (3) firefighters added to start staffing for a new fire station to open in 2008. They will start in March for training.
- Personnel services increased 10% due to new personnel and increased pension costs.
- Self Insurance fees increased significantly based on claims experience.
- Capital items decreased due to Homeland Security Grant funding of items in 2006.

**Municipal Court**

- Materials and supplies decreased due to one time purchase of new filing system in 2006.
- Utilities, services and miscellaneous increased due to maintenance agreement on new court software package.

**Emergency Management and Communications**

- Communication Operator I positions were upgraded by two pay grades based on results of a salary survey.
- Communication Operator II, Communication Supervisor, and JCIC Coordinator positions were upgraded by one pay grade based on results of a salary survey.
- Supplies and materials decreased due to one time funding from a Homeland Security grant in 2006.
- Capital outlays increased for radio tower site improvements in 2007.

HEALTH AND ENVIRONMENT					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Health	\$5,237,865	\$5,213,987	(\$23,878)	(0.5%)	6.1%
Community Services	\$1,347,715	\$1,339,824	(\$7,891)	(0.6%)	3.7%
Planning	\$1,157,974	\$1,182,547	\$24,573	2.1%	5.6%
Economic Development	\$348,431	\$366,290	\$17,859	5.1%	3.5%
Cultural Affairs	\$0	\$372,130	\$372,130		
<b>Total Health and Environment</b>	<b>\$8,091,985</b>	<b>\$8,474,778</b>	<b>\$382,793</b>	<b>4.7%</b>	<b>6.3%</b>

#### Health Department

- Permanent positions decreased due to completion of Medical Reserve Corp Grant which eliminated one position.
- Animal Control Officer position was upgraded by one pay grade based on results of a salary survey.
- (1) Administrative Support Assistant position added to assist with administration of birth and death certificate issuance. Position will start after 6 months
- Materials and supplies decreased due to completion of Small Pox Grant program in 2006.

#### Community Services

- Decrease due to a reorganization. The Community Services Department will now report to Director of Public Health instead of to an Assistant City Manager. A portion of an assistant city manager position will no longer be reflected in this budget.
- Funding for social service contracts increased by 2% to \$886,023.

#### Planning Department

- (1) Neighborhood Specialist position was moved from this department to Public Communications.
- This budget reflects the full year of a Planning and Development Manager position that was added during FY 2006.

#### Economic Development

- No significant changes.

#### Cultural Affairs

- Moved to the General Fund for accounting/management purposes.
- Funding for arts agency contracts increased by 2% .

PARKS & RECREATION DEPARTMENT					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	\$4,234,499	\$4,642,055	\$407,556	9.6%	6.2%
Recreation Services Fund	\$7,110,332	\$7,339,772	\$229,440	3.2%	5.4%
<b>Total Excluding CIP Projects</b>	<b>\$11,344,831</b>	<b>\$11,981,827</b>	<b>\$636,996</b>	<b>5.6%</b>	<b>5.7%</b>

#### Parks and Recreation General Fund Operations

- Increased capital outlays by \$154,900 or 64.1% to better address replacement schedule needs. This increase was funded with a transfer from the Parks Sales Tax Fund.
- (1) Administrative Support Supervisor added to supervise support staff in Parks Administration and assist the Director with the growing amount of paperwork required to implement projects and programs funded with parks sales tax. This position will start after six months.
- Supplies and materials increased due to rising fuel costs and equipment necessary with better replacement schedule.
- Increase in intragovernmental charges for self Insurance fees.

#### Recreation Services Fund

- No new personnel and a decrease in Temporary Positions resulted in an increase in personnel service of only 2.3%.
- Intragovernmental charges increased due to self insurance increases and new charges for work performed by the City cable channel.
- Included \$40,000 for a Fees, Charges and Staffing study.
- Budgets the use of Capital Improvement Fees for the replacement of equipment at the Activity & Recreation Center.

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	\$9,239,872	\$9,697,551	\$457,679	5.0%	7.4%
Public Transportation Fund	\$4,279,223	\$4,701,130	\$421,907	9.9%	9.0%
Airport Fund	\$2,028,380	\$2,141,905	\$113,525	5.6%	4.6%
Sanitary Sewer Utility Fund	\$10,345,064	\$10,983,366	\$638,302	6.2%	4.3%
Parking Utility Fund	\$1,862,718	\$1,686,099	(\$176,619)	(9.5%)	-1.0%
Solid Waste Utility Fund	\$13,887,582	\$15,159,297	\$1,271,715	9.2%	6.2%
Storm Water Utility Fund	\$1,455,849	\$1,644,989	\$189,140	13.0%	12.3%
Custodial / Maintenance Fund	\$1,097,869	\$1,184,796	\$86,927	7.9%	6.7%
Fleet Operations Fund	\$5,114,670	\$6,447,834	\$1,333,164	26.1%	13.9%
<b>Total Public Works Dept. Excluding CIP Projects</b>	<b>\$49,311,227</b>	<b>\$53,646,967</b>	<b>\$4,335,740</b>	<b>8.8%</b>	<b>6.7%</b>

(1) Public Information Specialist has been added to the department to assist with marketing and communications with citizens. The costs for this position are allocated in various divisions.

#### Public Works - General Fund Operations

- Increased street maintenance program by \$150,000.
- (1) Property Acquisition Manager in Engineering to provide for more timely right-of-way acquisitions. The position will start in January.
- (1) Building Construction Coordinator/Plan Reviewer to oversee City-wide building construction projects.

#### Public Transportation

- (.50) Administrative Support Assistant to assist with Paratransit scheduling and customer services at Wabash bus station.
- (1) Vehicle Service Worker to assist with fueling and maintenance of buses as well as maintenance of bus stop areas.
- Replacement of destination signs on buses to allow more flexibility when routes change.
- Purchase vs. lease of (2) buses to provide University shuttle service.

#### Airport

- Additional funds set aside for attracting airline services.
- Contractual services added for landscaping and once-a-year deep cleaning custodial services.
- Increases in fuel costs and utility rates included.

#### Sanitary Sewer

- (1) Pre-Treatment Inspector to provide information to and to work with owners, managers, and employees of food service establishments to educate them with respect to the best management practices, specifications, regulations, standards, and codes related to fat, oil and grease education and management.
- Higher amount allocated for the significant maintenance replacement schedule which replaces equipment at the waste water treatment plant that has exceeded a 20 year life.
- Increased interest expense due to issuance of bonds authorized by the 2003 ballot issue.
- Funds added to update topographical maps.

#### Parking Utility

- Decrease due to funds budgeted in 2006 for an upgrade of the emergency telephone system in the 7th and Walnut parking garage.
- Decrease due to the purchase of equipment in 2006 for the relocation of the parking office to the Howard Building.
- Decrease due to funds budgeted in 2006 to upgrade security cameras in the 8th and Cherry Street parking garage.

#### Solid Waste Utility

- (2) Refuse Collector positions were added to handle growth in the number of residential customers.
- Refuse Collector I positions were upgraded due to a review of our pay classification plan.
- Administrative Support Assistant I positions were reclassified to Cashier positions due to a review of our pay classification plan.
- Increases in fuel costs. This utility is significantly impacted by rising fuel costs.
- Increases projected in vehicle maintenance costs. We have an aging fleet that is requiring more repairs. We are actively addressing this issue with an increased amount allocated to capital replacement in 2007.
- Significant increase in capital outlays which include both the replacement of two refuse collection vehicles as well as the addition of two collection vehicles to address growth in customer base.

**Storm Water Utility**

- Increased temporary help to assist with design and inspection of storm water projects.
- Funds added to update topographical maps.

**Custodial and Building Maintenance**

- Replacement of two vehicles and other equipment
- Increased utility expenses due to rate increases

**Fleet Operations**

- Vehicle Service Worker position upgraded due to pay classification review
- (1) Vehicle Maintenance Supervisor to meet supervisor staffing requirements.
- Significant increase reflected in fuel expenses from \$1.6 million to \$2.1 million
- Significant increase reflected in outside work expenses in an effort to handle job orders in a more timely manner.

<b>WATER AND ELECTRIC DEPARTMENT</b>					
	<b>Budget FY 2006</b>	<b>Adopted FY 2007</b>	<b>Increase/ (Decrease)</b>	<b>Percent Change</b>	<b>5 Year Avg. Inc.</b>
<b>Water &amp; Electric Department</b>					
Water Utility Fund	\$15,062,279	\$16,572,416	\$1,510,137	10.0%	8.4%
Electric Utility Fund	\$84,118,842	\$94,222,472	\$10,103,630	12.0%	8.5%
<b>TI. Water &amp; Electric Dept. Excluding CIP Projects</b>	<b>\$99,181,121</b>	<b>\$110,794,888</b>	<b>\$11,613,767</b>	<b>11.7%</b>	<b>8.5%</b>
<b>Railroad Fund Excluding CIP Projects</b>	<b>\$984,053</b>	<b>\$1,106,458</b>	<b>\$122,405</b>	<b>12.4%</b>	<b>14.8%</b>

**Water Utility**

- Addition of an evening crew (3 positions) to address after-hours problems and to complete work begun during the day shift. These positions will begin in March.
- Increased operating costs due to expansion of water treatment plant.
- Increase in contractual services to complete significant maintenance scheduled for lagoons, wells, and other assets.

**Electric Utility**

- (1) Engineering Specialist II to handle planning of the transmission and distribution system, and to address compliance issues for the Midwest Independent System Operator (MISO).
- (1) Plan Reviewer to provide more timely review of new development plans.
- (1) Energy Management Specialist II to expand conservation and demand side management programs.
- (1) Electric Meter Repair Worker and (1) Utility Service Worker II to continue implementation of the AMR (automated meter reading) program and to maintain the current level of service to the expanding customer base.
- Over \$5 million increase in the cost of purchased power.
- Significant increases in consulting and other contractual services for conservation program reviews and major maintenance of equipment.
- Approval of the August 2006 ballot issue authorized over \$15.5 million in capital projects.

**Railroad**

- Railroad Administrator position was added during 2006. This budget reflects a full year of costs for this position.
- Contractual services for the development of a landscaping right-of-way plan.
- Contractual services for on-track brush cutting.

ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	\$273,070	\$248,801	(\$24,269)	(8.9%)	7.8%
City Clerk	\$253,328	\$258,777	\$5,449	2.2%	6.4%
City Manager	\$880,591	\$1,050,152	\$169,561	19.3%	7.2%
Volunteer Services	\$0	\$191,156			
Finance	\$3,175,341	\$3,253,659	\$78,318	2.5%	4.7%
Human Resources	\$774,569	\$806,708	\$32,139	4.1%	4.3%
Law	\$916,068	\$912,745	(\$3,323)	(0.4%)	5.2%
<b>Total Administrative</b>	<b>\$6,272,967</b>	<b>\$6,721,998</b>	<b>\$449,031</b>	<b>7.2%</b>	<b>5.8%</b>
General City (Nondepartmental)	\$5,717,028	\$5,147,719	(\$569,309)	(10.0%)	6.7%

#### City Council

- The 2006 budget included \$50,000 for consultant to assist with search for City Manager.

#### City Clerk

- No significant changes.

#### City Manager

- In 2006, the City added a GIS Coordinator position for part of the year. The 2007 provides funding for this position for the entire year as well as additional software that is needed to enhance the City's utilization of GIS.
- Beginning in 2007, an Assistant City Manager position will be charged completely to this department.
- Without the addition of the GIS division and the change in allocation of the Assistant City Manager position, the department reflects a decrease over last year.

#### Volunteer Services

- This department has been moved out of the Contribution Fund and into the General Fund for accounting/management purposes.

#### Finance

- Reduced capital outlay due to one time purchase of check clearing equipment in 2006.
- Supplies and materials increased due to the purchase of a color printer to assist with the production of the Capital Improvement Plan.
- Custodial charges decrease due to lease of the Bank of America building which includes custodial services in the lease cost.
- Contractual services increased for maintenance of online vendor registration and bidding system installed in 2006.

#### Human Resources

- No significant changes in operations.
- Increase in custodial charges due to increased space in Howard Building.

#### Law Department

- Decrease in contractual services due to 2006 funding for several major law suits that continued into 2005.
- No significant changes in operations.

#### City General (Non-Departmental)

- Decreased due to lower amounts of subsidies and transfers required as Cultural Affairs and Volunteer Services operations are now included as General Fund departments.
- Funding to start the community visioning process and to establish appropriate community data forecasts.



OTHER DEPARTMENTS					
	Budget FY 2006	Adopted FY 2007	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Cultural Affairs Fund	\$382,239	\$0	(\$382,239)	(100.0%)	(18.1%)
Convention & Tourism Fund	\$1,645,082	\$1,687,679	\$42,597	2.6%	7.9%
Employee Benefit Fund	\$10,904,952	\$11,304,846	\$399,894	3.7%	9.7%
Self Insurance Reserve Fund	\$3,015,550	\$3,123,964	\$108,414	3.6%	(0.8%)
Information Technologies Fund	\$4,189,459	\$4,301,735	\$112,276	2.7%	5.1%
Public Communications Fund	\$996,315	\$1,396,105	\$399,790	40.1%	11.9%
Utility Customer Services Fund	\$1,599,249	\$1,894,818	\$295,569	18.5%	8.0%
Contributions Fund	\$220,374	\$19,316	(\$201,058)	(91.2%)	(11.2%)
<b>Total Other Funds</b>	<b>\$22,953,220</b>	<b>\$23,728,463</b>	<b>\$775,243</b>	<b>3.4%</b>	<b>5.9%</b>

#### **Cultural Affairs Fund**

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

#### **Convention & Tourism**

- Operations of Convention & Visitors Bureau increased 8.5%. Large increase in publishing and advertising.
- The amount budgeted for tourism development decreased \$55,000. The 2007 amount equals the revenues generated for the tourism fund. Budget for 2006 included appropriation of funds available from balance of previous year's collection.

#### **Employee Benefit Fund**

- Budget for medical claims, prescriptions increased only 2.1% based on plan changes implemented partway through FY 2006.
- Dental Claims decreased slightly.
- Insurance Premiums for stop-loss coverage increased 34%.

#### **Self Insurance Reserve Fund**

- Added new Safety Specialist position.
- Decreased contractual services for safety consultant activity that will be performed by new position.
- Budgeted 10% to 20% increase in various stop-loss insurance premiums.

#### **Information Technologies Fund**

- (1) Systems Analysis position added to enhance network security functions.
- Supplies and materials decreased due to a lower cost for replacement computer equipment.
- Includes funding for HTE planning and development software, and the first year of funding to replace old analog telephones city-wide over a two year period.

#### **Public Communications Fund**

- Substantial increase due to reorganization which added a Communication Director position during FY 2006, transferred City Cable Channel operations into the fund from the Electric fund, and moved a Neighborhood Response Specialist into this area from the Planning Department.
- Includes funding for citizen's survey to be completed in 2007.

#### **Utility Customer Services Fund**

- Budget proposes a department reorganization which creates Customer Service Representatives I and II positions, a Utility Accounts and Billing Supervisor to assist with the supervision of Customer Service Representatives and eliminates the Accounting Assistant position.
- Includes large increases in banking fees for the increased use of credit cards by our customers, as well as an increase in Bad Debt Expense to more accurately reflect the late fees not collected on terminated accounts.

#### **Contributions Fund**

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

## Capital Project Highlights - Major Projects Scheduled/Funded

### Streets and Sidewalks

- Scott Blvd: Brookview Terrace to Rollins
- Brown School Road: 763 to Providence
- Sidewalk/Pedway: Appropriates \$4 million of the non-motorized grant funds
- Annual Traffic Safety funds will be used to replace the incandescent traffic light bulbs with LEDs

### Parks and Recreation

- Youth Athletic Fields
- Phillips Development Phase I
- Douglas Park Improvements
- Auburn Hills Neighborhood Park
- Oakland Park Bathhouse Improvements
- Cosmo Rec Area - Antimi Ball fields and Improvements
- Cosmo Rec Area - Harris Shelter and Parking
- Cosmo/Fairview Tennis Complex Renovation

### Public Safety

- Refurbish Ladder Truck
- Refurbish Air Truck
- Replace Squad/Haz Mat Vehicle

### Other General Government

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

### Electric

#### Continued distribution system expansion

- Annual commercial expansion
- Annual distribution transformers and capacitors
- Annual new electric connections
- Annual residential expansion
- Annual substation feeders
- Annual underground conversion
- Undergrounding of Broadway
- Transmission Improvements

### Water

- Continued improvements to the NE Pressure Zone
- Well Supply Main

### Sewer

- County House Branch (Southwest Outfall) Enlargement Phase 2
- Hinkson Creek Siphon Elimination
- State Route 763 Sewer Relocation
- Bear Creek Outfall
- Upper Hinkson Creek

### Storm Water

- Brandon Road Culvert
- Digital Mapping Project
- Greenwood - Stewart
- Mill Creek Drainage Basin Phase II

### Parking

- Design for additional parking structure north of Broadway

### Transit

- Continued installation of benches and shelters
- Wabash Station Renovation
- Replace (4) Para-transit Vehicles
- (2) Additional Buses

### Airport

- Rehabilitation of Commercial Aircraft Parking Apron (95% federal grant funded)

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## City of Columbia, MO How to Use this Budget Document

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balances, and appropriations, which are the authority to spend money for specific purposes. The budget is prepared by the City Manager and adopted by the City Council after extensive public input.

The document begins with the budget message from the City Manager. The message summarizes the contents of the budget and provides an explanation of the rationale used by the City Manager during the budget development process. The City Manager also outlines the administration's work program for the upcoming year.

The budget document is prepared to provide information about the city, both financial and operational, from a variety of perspectives and degree of detail. The reader should first review the Table of Contents, General Information section, the Appendix, and then read the City Manager's transmittal letter and Budget-In-Brief. The Summary sections should then be reviewed. In the Operating Budgets Section, the specific department budgets provide the detailed information as to what purposes the city's resources will be utilized during the fiscal year. Finally, the Capital Project and Debt Service sections provide further information. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure.

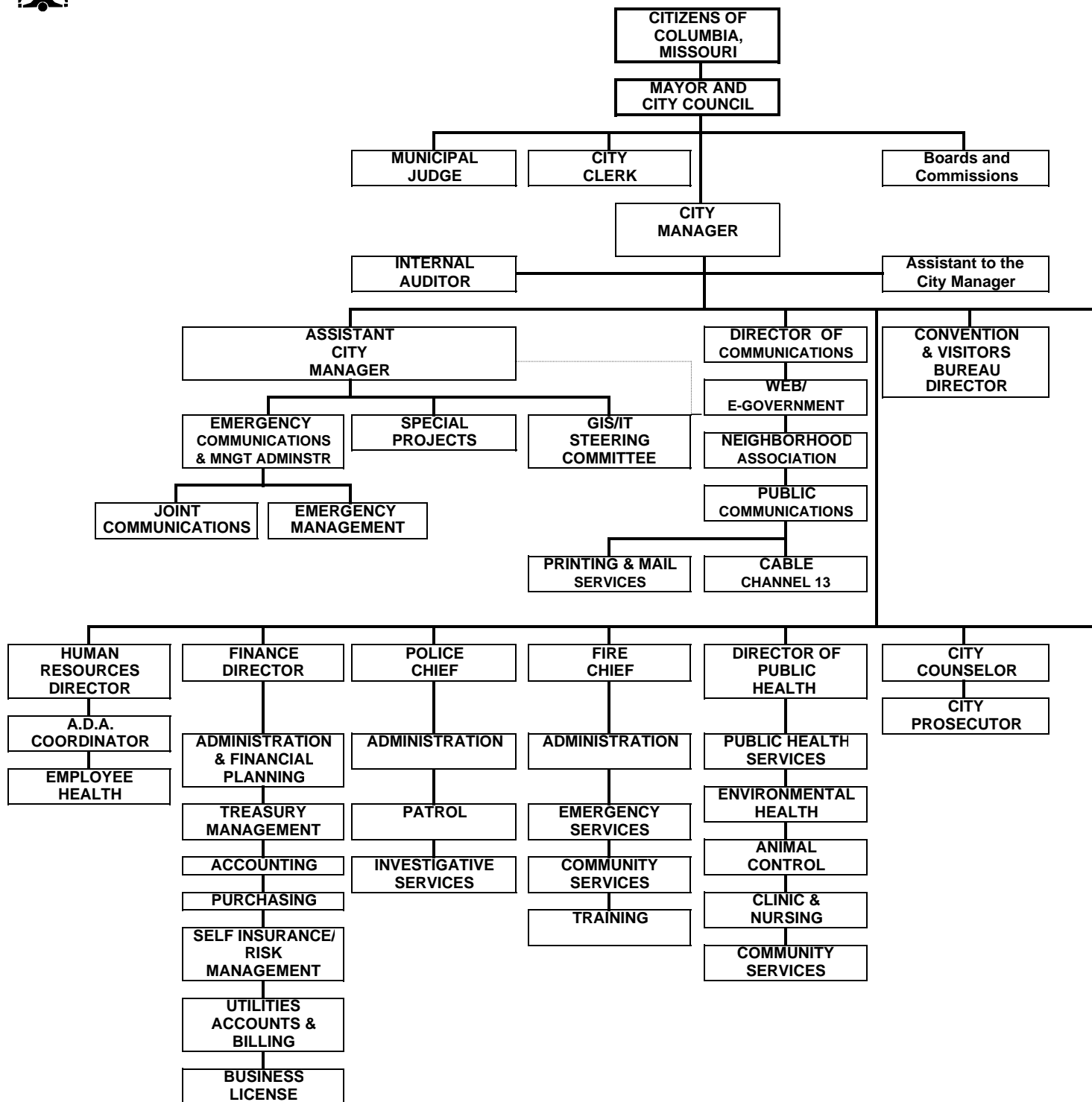
In separate sections, the following information is provided:

- **Budget Message** - Includes the Amendments to the City Manager's Budget Message, City Manager's Budget Message and the Ordinance Adopting the Budget.
- **Budget-In-Brief** – Provides an overview of the Budget at a glance. Highlights all the noteworthy changes that will take place in the upcoming budget year along with any changes in personnel, fees, capital projects and operating budgets
- **General Information** - How To Use This Budget Document, Organizational Chart, Demographic Statistics, Assessed Values of Taxable Property, Budget Calendar Process, Types of Funds Budgeted, Notes and Comments, Fiscal and Budget Policies, and City Manager's Priorities.
- **Expenditure Summaries** - Includes Overall Budget Summary, Graphs, and various types of expenditure summaries
- **Revenue Summaries** - Includes Overall Revenue Summary and other types of revenue summaries.
- **Fund Statements** - Summary of Operating Statement for All Funds, Revenue, Expense, and Operating Position Statements for each fund, Summary of Total Revenues and Total Expenses by Fund.
- **Operating Budgets** - The departmental budgets, which are subdivided into divisions to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources. Department Description, Objectives, Highlights/Significant Changes, Comparative Data, and Performance Measurements are also included in this section. Organizational charts are also located in this section.
- **Capital Projects** – Five-year Capital Improvement Program for the City and Operating impact of capital projects.
- **Debt Service** - Information on all outstanding debt and debt service requirements.
- **Appendix** - Community Development Block Grant, Personnel Position Summary Information, and a Glossary.

The organizational structure is reflected in the departmental budgets, which are subdivided into divisional budgets. The financial structure is reflected in the reporting of expenditures and revenues by fund. A fund is a self-balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds.

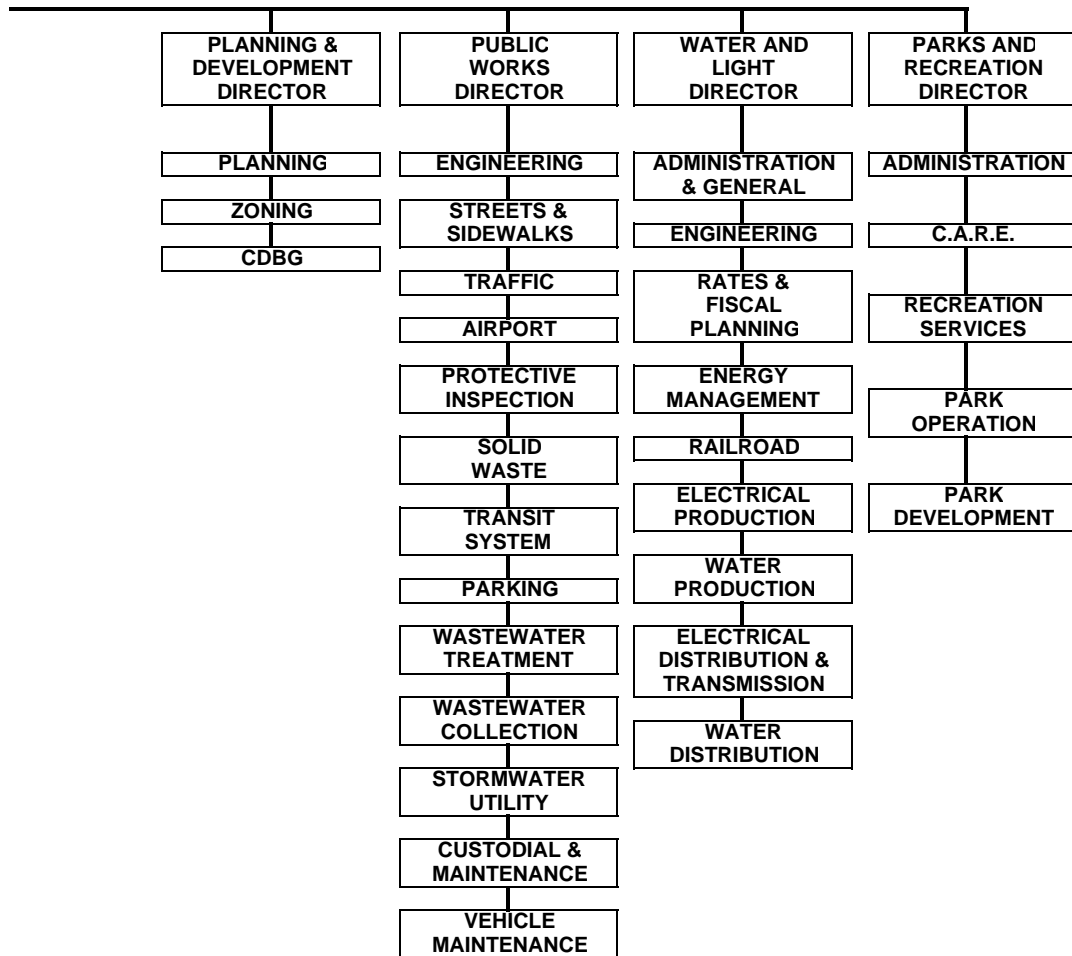
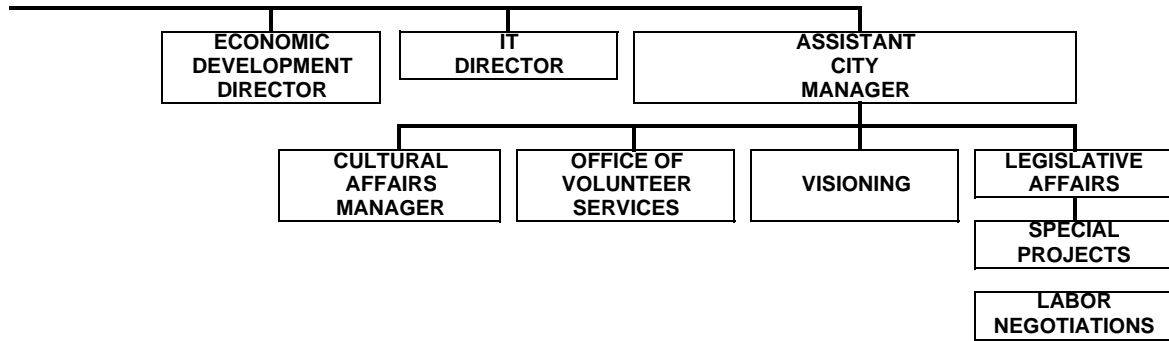


# FUNCTIONAL ORGANIZATIONAL CHART



Approved \_\_\_\_\_  
date

\_\_\_\_\_  
City Manager





**Columbia Website Address: [www.gocolumbiamo.com](http://www.gocolumbiamo.com)**

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

**City Clerk 573-874-7208**

Records and maintains all City records.  
*City Clerk: Sheela Amin*

**City Manager 573-874-7214**

Responsible for the general administration of the City of Columbia and all of its functions.  
*City Manager: Bill Watkins*

**Community Services 573-874-7488**

Assesses the community's social service needs.  
*Manager: Steve Hollis*

**Convention & Visitor's 573-875-1231**

Promotes Columbia as a tour destination.  
*Director: Lorah Steiner*

**Cultural Affairs 573-874-6386**

Enhances the vitality of the City through creative expression.  
*Manager: Marie Hunter*

**Economic Development 573-442-8303**

Supports and facilitates the growth of City's economy.  
*Director: Bernard Andrews*

**Finance 573-874-7111**

Administers, directs, and coordinates all financial services for the City of Columbia.  
*Director: Lori Fleming*

**Fire 573-874-7393**

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

**Health 573-874-7347**

Assists to prevent disease and injury by promoting better health in the community.  
*Director: Stephanie Browning*

**Human Resources 573-874-7235**

Coordinates all personnel issues regarding employment and benefits.  
*Director: Margrace Buckler*

**Information Technologies 573-874-7284**

Provides administration and support of the City of Columbia's computer network.  
*Director: Robert Simms*

**Public Safety, Joint Comm. 573-874-6328  
and Office of Emergency Management**

Emergency contact for all citizens to all public safety entities.

*Director: Jim McNabb*

**573-874-7223**

**Law**

Manages all litigation and advises Council and all City-related personnel on legal matters.  
*City Counselor: Fred Boeckmann*

**573-874-7231**

**Municipal Court**

Processes violations of laws and City ordinances.  
*Judge: Robert Aulgur*

**573-874-7465**

**Parks and Recreation**

Oversees and maintains park lands and a variety of sports and leisure programs.  
*Director: Mike Hood*

**573-874-7239**

**Planning**

Provides planning, economic and community development support to the City of Columbia.  
*Director: Timothy Teddy*

**573-874-7404**

**Police**

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

**573-874-7660**

**Public Communications**

Promotes the City of Columbia's public affairs.  
*Director: Toni Messina*

**573-874-7253**

**Public Works**

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*

**573-874-7499**

**Volunteer Services**

Manages donations made to the City in the form of volunteer time, cash, property and land.  
*Coordinator: Leigh Nutter*

**573-874-7316**

**Water and Light**

Provides safe and dependable drinking water and electricity and operates COLT railroad  
*Director: Dan Dasho*



# CITY OF COLUMBIA, MISSOURI DEMOGRAPHIC STATISTICS



Columbia – Is located in between  
Kansas City and St. Louis

## History of Columbia:

Osage and Missouri Indians roamed parts of Missouri prior to Lewis and Clark's expedition which took place in the early 1800's.

The settlement currently named Columbia was called Smithton. However, due to a lack of water supply, the founders moved the settlement east across the Flat Branch and renamed it Columbia in 1821. The City of Columbia was incorporated in 1892 and became a charter city in 1949. Columbia is a growing city and currently takes up 60.395 square miles of land.

## Government:

The City of Columbia has a council/manager form of government. The mayor and 6 council members are elected by the citizens of Columbia and serve as non-paid members for 3 years with staggered terms of service. The City Manager reports to the Mayor and is considered the chief administrator. Department heads for all municipal functions report to the City Manager.

## Culture and Recreation:

Columbia has big city entertainment and a great appreciation for all the arts ranging from international opera and ballet companies to modern music superstars. For the sports minded person there are many fun activities and ways to keep in shape.

### Recreation: (Parks and Recreation 874-7460)

Athletic and Health Clubs .....	10
Athletic Fields (w/ lights & irrigation).....	25
Community Activity and Recreation Center (ARC).....	1
Number of Pools	
(Private & Public) .....	7
Golf Courses (Municipal) .....	2
Golf Courses (College) .....	1
Golf Courses (Private) .....	5
Frisbee Golf Course.....	1
Parks (Total Acres 2,400).....	40
Bowling Alleys.....	2
State Parks .....	4
Roller Rinks .....	1
Roller Hockey Facilities .....	2
Skate Park .....	1
Soccer Fields .....	27
Tennis Courts .....	25
Volleyball Courts.....	22

### Cultural Arts: (Cultural Affairs 874-7512)

Movie Theaters .....	(25 Screens)
Performing Arts Companies .....	13
Museums/Art Galleries .....	29
Festivals.....	2

## 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 .....	1,189
Hotels/Motels .....	34
Hotel/Motel Rooms .....	3,574
Churches .....	99
Restaurants .....	204
Shopping Centers .....	19
Shopping Malls .....	1

### Communications:

Newspapers.....	5
Radio Stations (w/in 50 miles) .....	40
TV Stations .....	4
Cable TV/Satellite .....	2

## Education:

Columbia Public Schools have national reputations. They have earned the highest possible rating in Missouri and continue to receive national honors both from the students and teachers alike. The school district graduates one of the highest percentages of Merit Scholars in the country. Columbia also prides itself with having two private colleges and one university from which to receive extended education.

<b>Total Public School Enrollment:</b> .....	16,382
Elementary Schools.....	20
Middle Schools .....	3
Junior High Schools.....	3
Senior High Schools .....	4
Vocational Schools .....	1
Non-Public Schools .....	11
Stephens College Enrollment .....	826
Columbia College Enrollment (day, evening & ext).....	11,739
Univ. Of Missouri-Columbia Enrollment .....	27,930





### Libraries:

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

### City Streets: (Public Works 874-6230)

Paved (miles) .....	399
Unimproved (miles) .....	26

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

Sewers (miles) .....	607
----------------------	-----

### Fire Protection: (874-7391)

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

### Police Protection: (874-7506)

Number of stations .....	1
Number of sub-stations .....	5
Total number of employees .....	183
Number of Sworn Positions .....	149
Number of vehicles .....	107

### Parking: (Public Works 874-7751)

Unmetered Off-Street	
On-Street Meters.....	1,701
Off-Street Meters.....	436
Permit Spaces (lots/garages).....	1,377
Hourly Garage Spaces.....	314

### Airport: (Public Works 442-9770)

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

**City Employees (FTE for FY 2007):**..... 1,219.75

**Local Economy:** The cost of living for the City of Columbia is generally 5%-6% below the national average. For the fourth quarter in 2005 Columbia was at 91.6%. Columbia area has an average household income per capita of \$32,068. According to the Bureau of Labor Statistics (BLS) the unemployment rate for the City of Columbia for the month of May 2006 was 2.9%.

### Top 5 Employers in Columbia – Full-time FTE's:

(According to REDI Fact Book 2006)

University of Missouri .....	7,642
University Hospital & Clinics .....	3,551
Columbia Public Schools .....	2,030
Boone Hospital Center .....	1,334
City of Columbia .....	1,187

### Sales Tax:

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

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

### Climate:

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

### Utilities:

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

Electricity .....	Water & Light Department (874-7380)
Recycling.....	Public Works Department (874-6280)
Trash Collection .....	Public Works (874-6291)
Water.....	Water & Light Department (874-7380)
Sewer .....	Public Works (445-9427 or 874-6287)

### Office of Volunteer Services: (874-7499)

There are many ways and opportunities for citizens to get involved with the community. Columbia has numerous events throughout the year that require hundreds of volunteer hours in order for the events to be successful. There are several departments within the City of Columbia that rely on the efforts of volunteer staff. In FY 2005, volunteers contributed more than 43,000 hours at a value of more than \$775,000.

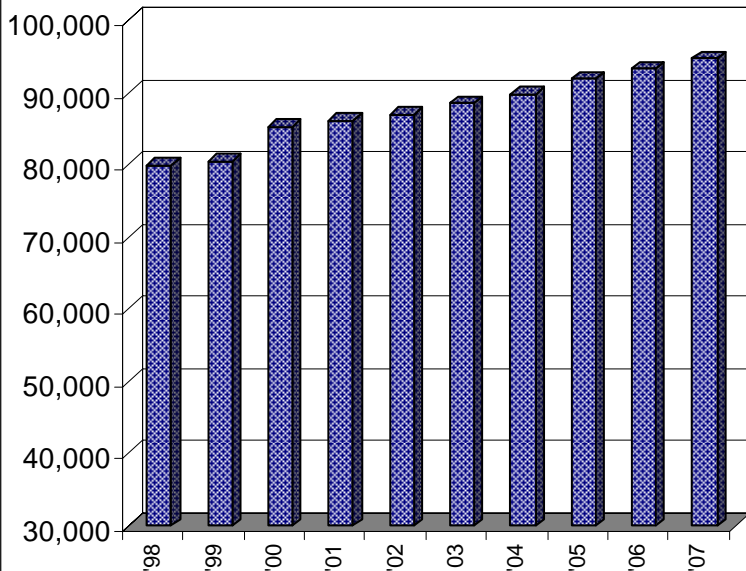
Annual Unemployment Rates for Columbia	
Year	Rate
2001	1.8%
2002	2.2%
2003	2.3%
2004	2.6%
2005	3.9%



# CITY OF COLUMBIA, MISSOURI DEMOGRAPHIC STATISTICS



## City of Columbia Population\*\*



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

1998	79,860		2003	88,423
1999	80,500		2004	89,803
2000*	85,292		2005	91,814
2001	86,081		2006	93,219
2002	87,003		2007	94,645

\* 2000 is a revised census number

\*\* Revised population numbers based on estimates from the Missouri Census Data Center. The estimates for 2006 and 2007 are based on the average five year growth rate of 1.53%.

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

Principle Taxpayers	Type of Business	Assessed Value	Percent of
			Total Assessed Valuation
Columbia Foods	Manufacturer	\$ 16,172,404	1.39%
Minn. Mining & Manufacturing (3M)	Office Products	\$ 11,824,531	1.02%
State Farm Insurance Company	Insurance	\$ 11,323,902	0.97%
Shelter Mutual Insurance Company	Insurance	\$ 9,081,121	0.78%
Columbia Mall Limited Partnership	Property/Developer	\$ 8,520,254	0.73%
Broadway Crossings II	Property/Developer	\$ 7,381,873	0.63%
The Kroenke Group	Property/Developer	\$ 6,650,848	0.57%
The Gates Corporation	Manufacturer	\$ 7,898,417	0.68%
Spicer Axle, Inc.	Manufacturer	\$ 7,551,096	0.65%
Sapp Emery & Sons Inc.	Property/Developer	\$ 6,748,026	0.58%
<b>Total</b>		<b>\$ 93,152,472</b>	<b>8.00%</b>















### Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Total Assessed Value
1987	\$1,338,551	\$334,817,817	\$37,783,190	\$372,601,007
1988	1,715,408	357,247,628	48,645,944	405,893,572
1989	1,990,592	339,117,887	48,953,208	418,071,095
1990	1,812,921	383,390,609	61,141,940	444,532,549
1991	1,887,977	411,766,611	83,468,559	495,235,170
1992	1,938,774	423,932,131	82,670,584	508,541,489
1993	1,770,555	434,873,990	93,568,896	530,213,441
1994	2,050,474	470,848,862	105,520,334	578,419,670
1995	2,310,679	488,789,899	118,940,751	610,041,329
1996	3,282,682	511,620,136	128,312,503	643,215,321
1997	4,519,144	538,800,795	153,771,094	697,091,033
1998	5,101,533	657,617,565	164,951,921	827,671,019
1999	4,755,062	688,923,971	176,474,738	870,153,771
2000	5,518,830	714,842,106	190,394,191	910,755,127
2001	5,072,034	739,345,179	204,214,788	948,632,001
2002	6,486,794	805,530,799	211,324,296	1,020,341,889
2003	6,486,398	854,784,262	206,788,704	1,068,059,364
2004	6,967,420	891,032,480	217,649,475	1,115,649,375
2005	6,625,558	938,654,305	219,486,364	1,164,766,227
2006	6,488,268	1,122,375,072	242,354,182	1,371,217,522
2007 Prelim	6,123,442	1,208,710,221	251,256,488	1,466,090,151

### Property Tax Rates (Per \$100 Assessed Value)

	General Fund	G.O. Bond Fund	Total Fund
1987	\$0.22	\$0.32	\$0.54
1988	0.22	0.32	0.54
1989	0.22	0.32	0.54
1990	0.22	0.32	0.54
1991	0.22	0.32	0.54
1992	0.22	0.32	0.54
1993	0.22	0.32	0.54
1994	0.22	0.32	0.54
1995	0.22	0.26	0.48
1996	0.22	0.26	0.48
1997	0.22	0.26	0.48
1998	0.20	0.21	0.41
1999	0.20	0.21	0.41
2000	0.23	0.18	0.41
2001	0.31	0.10	0.41
2002	0.41	0.00	0.41
2003	0.41	0.00	0.41
2004	0.41	0.00	0.41
2005	0.41	0.00	0.41
2006	0.41	0.00	0.41
2007	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.								
Intragovernmental Charges Calculated								
Departments Compile Comparative Data								
Financial Forecasts Prepared								
Budget Information Delivered To Departments								
Departments Prepare & Submit Budget Requests								
Council Retreat & Budget Information meetings held with Council to Set Guidelines								
City Manager Meets With Depts. & Reviews Requests								
Performance Measurements Updated By Departments								
City Manager's Annual Budget Document Prepared & Delivered								
Public Hearings/Department Work sessions Held								
City Council Adopts The Budget								
Appropriation Files Set Up for New Fiscal Year								
Annual Adopted Budget Document Prepared								

# Discussion of the various components of the Budget Process

Preparation for the budget process begins as soon as the books are closed for the previous fiscal year. At this time the Finance Department begins looking at past year trends and current projections to begin forecasting for the upcoming budget year.

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

**Computer Inventory Process** – During the month of January budget staff works in conjunction with the Information Technologies Department to inventory, on a yearly basis, computer related equipment in each department's possession. This inventory provides input to the IT Steering committee to assist with making decisions on minimum standards for computers, printers and monitors for the upcoming budget year, determining a replacement schedule and allocated intragovernmental charges.

**Equipment Replacement Process** - The budget staff provides reports to the various departments that own rolling stock to determine which pieces need to be replaced. The need is based on year purchased, mileage, usage etc. Then departments prioritize those items needing replacement in the next fiscal year.

**Optimistic and Conservative Forecasting** - Budget staff reviews historical information in conjunction with the latest current year financial statement to prepare a set of forecasts. Assumptions are developed in a model which forecasts general government revenues and expenditures over the next three years. Both optimistic and conservative forecasts are prepared. These forecasts are presented to and reviewed with the City Manager so that general budget guidelines for the next year may be developed. This generally takes place beginning in March-April and is continually reviewed until the budget is adopted.

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

**Capital Improvement Program Process** – From January - April capital projects and improvements are identified and discussed between departments and management. Possible funding sources are identified. A preliminary document is prepared listing all project requests and location maps to better identify the project. A detailed discussion occurs at the Council retreat. Priority projects are identified based on citizen, council and staff input. The City Manager and Finance staff determines appropriate funding sources for the projects to be funded in the next year. A final CIP document is prepared after the budget is adopted.

**Budget Instruction Process** - In late April, guidelines are established by the City Manager and provided to the various City departments along with budget instructions.

Department access to the budgeting system is also provided at this time. Departments are responsible for preparing estimates budgets for the current year and projections for the next year as well as submission of supplemental requests. Actual inputting of data concludes in mid-May for all the departments.

**Budget Guidelines** – Prior to establishing guidelines for the upcoming budget year, the City Manager reviews forecasts (see Optimistic and Conservative Forecasting) with the Finance Director. Based upon this review, budget guidelines are established. For FY 2007 a 2.0% increase was used as a general guideline for operating costs, and any increases above this amount required additional justification. The City Manager also requests that departments be prepared to change the operating cost increase to 1.0% if current trends warrant the change. Merit and COLA projections are not established until much later in the budget process. This enables the City Manager and finance staff to monitor actual revenues near the end of the current fiscal year. The City has established expenditures levels for supplemental requests for each department. Supplemental requests (capital items, supplies over \$1,000 and computers) 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 Manager 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:**

**Cultural Affairs Fund** – This department has been placed in the general fund starting in FY 2007.

**Convention and Tourism Fund** - used to account for the four percent tax levied on the gross daily rental receipts due from or paid by transient guests at hotels or motels. The revenues are used by the City for the purpose of promoting convention and tourism in the City of Columbia.

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

**Parks Sales Tax Fund** - used to account for the Local Parks Sales Tax approved by the voters in November 2000. These funds must be used for parks purposes.

**Transportation Sales Tax Fund** - used to account for City-enacted sales tax and expenditures for transportation purposes which include financial support of the public mass transportation system, construction and maintenance of streets, roads, bridges and airports to the extent of tax revenues.

**Public Improvement Fund** - used to account for and disburse monies the City receives from the City sales tax. A portion of the tax is allocated for a wide range of public improvements to the City which includes streets, sidewalks and parks.

**Special Road District Tax Fund** - used to account for the road and bridge tax revenues. These revenues are used to improve, maintain, construct and repair certain streets and roads within the city limits.

**Community Development Block Grant Fund (CDBG)** - used to account for all federal monies received by the City and disbursed on Community Development Grant projects.

### **DEBT SERVICE FUNDS:**

These funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond principal and interest from special assessment levies when the government is obligated in some manner for the payment.

### **CAPITAL PROJECT FUNDS:**

Capital project funds are established to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements.

### **EXPENDABLE TRUST FUND:**

**Contributions Fund** - This fund is used to account for all gifts, bequests, or other funds derived from property which may have been purchased or held in trust by or for the City of Columbia Missouri.

## ***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; Columbia On-line Information Network, 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 Manager, upon the recommendation of a department head, transfers any unencumbered appropriation from one classification of expenditure to another in the department. These transfers must be reported to the council at the next scheduled meeting. An increase in appropriation occurs when the City Manager, upon the recommendation of a department head, prepares an ordinance to be adopted by the City Council. Ordinances are required to be read at two council meetings and provide for an opportunity for public comment. Increases to appropriations must identify the

necessary funding source from which the appropriation will come.

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

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

The current budget document contains detailed information concerning the dollar commitments and personnel resources required to support the varied activities and services of the City of Columbia. The budgeted revenue and expenditure numbers appearing in this document include Appropriations, Transfers, and additional Revenues approved by the City Council from the start of the previous fiscal year until the first of June in the present year.

Following these notes and comments are the Summary sections, which provide a combined and broad overview of the City's operating funds. Next, the "Operating Budgets" section provides the reader more detailed information about individual departments. The Department Summary (colored pages) present the total operating budget for each department regardless of funding source. For example, if a department has both General Fund operations (Public Works-Streets) and Enterprise operations (Sanitary Sewer Utility), the operating costs of both activities will be presented on the colored summary page in order to present a total operating picture of the department. Department Description, Department Objectives, Highlights/Significant Changes, Comparative Data, and Performance Measurement information is also included on these pages. The white pages contain the budget detail for the divisions within the departments.

### The Department Summary, on colored pages, contains the following sections:

- **Department Description** - A brief description of the department and the major divisions contained in the department. This will also include any purposes set forth by the department.
- **Department Objectives** - These include both the short-term and long-term goals/objectives set forth by the departments.
- **Department Highlights/Significant Changes** - This outlines the planning emphasis as well as any significant or operations changes for the coming year.
- **Organizational Charts** - These charts represent the authorized personnel in each department/division and exhibit the reporting hierarchy of each of those positions.
- **Authorized Personnel** – The Authorized Personnel presents the type and number of full-time and permanent part-time positions required in each department or division. The job code associated with these positions appears next to the position description.
- **Comparative Data** - Provides employees per 1,000 population and other comparative information between the City of Columbia and up to five other cities of comparable size and activities.
- **Performance Measurements/Service Indicators** - Provides performance information for the actual previous fiscal year, budgeted/estimated current fiscal year, and projected future fiscal year for each department.

The final section of the budget document is the Appendix. This section contains those activities, which are non-departmental in character such as the Community Development Block Grant. This section also includes the Personnel Position Summary information and a Glossary.



## Fiscal and Budget Policies

The City of Columbia has a council-manager form of government. All powers of the City are vested in an elective Council, which enacts legislation, adopts budgets, determines policies, and appoints the City Manager.

The City Manager is the chief executive and administrative officer of the City and is responsible to the Council for the proper administration of all the City's affairs. The City Manager keeps the Council advised of the financial condition of the City and makes recommendations concerning its future needs.

The fiscal year of the City begins on the first day of October and ends on the last day of September each year. The fiscal year constitutes the budget and accounting year.

### REVENUE POLICY

- The City will endeavor to maintain a diversified and stable revenue base to minimize the effects of economic fluctuations as well as eliminate an over dependence on any single revenue source.
- The City will project and update revenues annually. These revenue forecasts will be presented to the City Council prior to the beginning of the budget process.
- Departments submit their revenue estimates for the current year and projected revenue for the next year to the Finance Department.
- Revenue trends are to be examined monthly and incorporated into annual revenue forecasts.
- Revenue sources are not utilized by the City while legal action is pending.
- Monthly reports comparing actual to budgeted revenues will be prepared by the Finance Department and presented to the City Manager.
- Cash investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio.
- User fees and rates will be examined annually and adjusted as necessary to cover the costs of providing the services.
- The City will follow a policy of collecting, on a timely basis, all fees, charges, taxes, and other revenues properly due the City. The City will follow an aggressive policy of collecting all delinquencies due the City.

### BUDGET POLICY

- Between 120 and 180 days prior to the adoption of the budget, the City Manager shall prepare and submit to the Council a statement of the policy recommendations for programs and priorities which, in the opinion of the City Manager, will be of benefit to the city.
- The City Manager shall submit a budget to Council at least 60 days prior to the beginning of each budget year.
- Expenditures proposed in the budget for each department, office, or agency shall be itemized by character, object, function, activity, and fund.
- In no event shall the total amount of the proposed expenditures exceed the estimated income of the City.
- The City Council shall hold public hearings on the budget as submitted, at which all interested persons shall be given an opportunity to be heard.
- The City Council shall adopt the budget, by majority vote, no later than the last Monday of the month preceding the first month of the budget year. If the City Council does not take final action by this date, the budget will be considered effective as it was submitted.
- The budget shall be on record in the City Clerk's office and open to public inspection. In addition, a copy of the budget is available for the citizens of Columbia to view at the Columbia Public Library. The budget is also available for viewing and/or printing on the City's website at [www.gocolumbiamo.com](http://www.gocolumbiamo.com)
- A detailed listing of the budget calendar is found on page 9.
- The City will annually submit documentation to obtain the Government Finance Officials Association (GFOA) Distinguished Budget Presentation Award.
- After adoption of the budget, the budget can be amended via ordinance or resolution. The City Manager can submit ordinances and resolutions to the Council to increase expenditures or revenues. When the Council approves the ordinance or resolution, additional appropriations are made in the appropriate department.

- At the request of the City Manager and within the last six months of the fiscal year, the Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office department or agency to another. No transfer shall be made of specified fixed appropriations.
- All appropriations shall lapse at the end of the budget year to the extent that they shall not have been expended or lawfully encumbered.

#### **CAPITAL IMPROVEMENTS POLICY**

- The City develops a five-year program for capital improvements and updates it annually for budgeting purposes. A Capital Improvement Plan (CIP) document is prepared which lists all project requests that go beyond the five year budget guideline.
- Estimated costs and potential funding sources for each capital improvement project proposal are identified before the document is submitted to the City Council for approval.
- The capital improvement program will be included in the Annual Budget. The Annual Budget will implement the first year of the capital improvement program.

#### **FIXED ASSET POLICY**

- The following fixed asset policy shall be in force commencing with fiscal year 2000. This policy is consistent with Government Financial Officers Association Recommended Practices and should be reviewed periodically and compared to recommended practices of the GFOA or other nationally recognized government finance organization.
- Fixed assets should be capitalized only if they have an estimated life of more than one year following the date of acquisition and have a purchase cost of \$5,000 or more. Items which cost less than \$5,000 and/or have a life of one year or less will be expensed upon acquisition
- Purchase cost of a fixed asset includes freight, installation charges, carrying cases, adaptors and other items which are connected to the fixed asset and necessary for its operation or use.
- Fixed assets' capitalization threshold should be applied to individual fixed assets rather than to groups of fixed assets.

- A small tag with a fixed asset number will be issued by the Finance Department for all items that can be reasonably tagged (physically). Said tag will be affixed to the fixed asset until such time it is declared surplus property and properly disposed through the Purchasing Agent as required by City ordinance.
- Departments will notify the Finance Department of any change in location or loss of a fixed asset.
- Departments should exercise control over their non-capitalized fixed assets by establishing and maintaining adequate control procedures at the departmental level.

#### **ACCOUNTING POLICY**

- An independent financial audit shall be made of all accounts of the City government at least annually and more frequently if deemed necessary by the City Council.
- The General Fund, Special Revenue, Debt Service, General Capital Projects, and Expendable Trust Funds will be accounted for under the modified accrual basis of accounting.
- Enterprise Funds, Internal Service Funds, and Non-Expendable Trust Funds will be accounted for under the accrual basis of accounting.
- Full disclosure will be provided in the financial statements and bond representations.
- The City will annually submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.
- The Annual Financial Report will be prepared in accordance with revised GASB standards.

#### **PURCHASING POLICY**

- The Purchasing Division shall have responsibility for and authority to contract for, purchase, store and distribute all supplies, materials and equipment required for the operation and maintenance of offices, departments or agencies of the City.
- It shall be the policy of the City to encourage competitive business practices through public bidding or requests for proposals wherever possible and feasible.
- In evaluating bids and awarding contracts, the head of the Purchasing Division is authorized to give preference to recycled and environmentally preferable products according to prescribed guidelines.

## **DEBT POLICY**

- The City may issue general obligation bonds, revenue bonds, special obligation bonds, and short-term notes and leases.
- The City may issue refunding bonds for the purpose of refunding, extending or unifying the whole or any part of its valid outstanding revenue bonds.
- The City will limit long-term debt to only those capital projects that cannot be financed from current revenue or other available sources.
- The City will follow a policy of full disclosure on every financial report and bond prospectus.
- When the City finances capital projects by issuing bonds, it will repay the bonds within a period not to exceed the expected useful life of the projects.
- The City's policy shall be to manage its budget and financial affairs in such a way so as to ensure continued high bond ratings.
- No bonds shall be issued without the assent of the requisite number of qualified electors of the City voting thereon.

## **RESERVE POLICY**

- The City calculates an unreserved, undesignated fund balance equal to 16% of expenditures for the adopted budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining what is considered an investment grade bond rating capacity.
- Self-Insurance Reserves shall be maintained at a level to protect the City against incurred and reported losses as well as those incurred but not reported and future losses within the retention.
- A contingency reserve account will be appropriated annually in the General Fund to provide for unanticipated expenditures of a nonrecurring nature and/or to meet unexpected increases in costs.
- At the direction of the Council and the oversight of the City Manager, the General Fund portion of the budget is to be balanced. Expenditures must equal revenues with the use of appropriated fund balance. The use of fund balance cannot reduce the ending projected balance below the Council's established guidelines of 16% of expenditures.

## **ENTERPRISE FUND POLICY**

- Enterprise funds will be used to account for the acquisition, operation, and maintenance of City facilities and services which are intended to be entirely or predominately self-supporting from user charges or for which periodic net income measurement is desirable.
- The Water and Electric department will pay into the General Fund of the City annually an amount substantially equivalent to that sum which would be paid in taxes if the water and electric utilities were privately owned.
- Enterprise funds are required to establish rates that generate revenues sufficient to cover the cost of operations including debt expense and capital needs. In accordance with the City Charter, operating costs must include any intragovernmental charges. Rate calculations also take into consideration any approved subsidies from General Government Funds.

## **INTERNAL SERVICE FUND POLICY**

- Internal service funds will be used to account for the provision of goods and services by one department of the City to the other departments.
- Internal service funds are to be self-supporting from user charges to the respective user departments.
- Internal service funds are to only recover the complete cost of operations without producing any significant amount of profit in excess of the fund's requirement. In computing revenue requirements for rate setting purposes, the rate base should include such items as debt expense, interest expense, operating expense, prorated reserves (for lease/purchase arrangements) and depreciation expense or estimated capital outlay, either of which are usually financed 100% internally through rates.
- If a large fund balance has occurred in excess of reasonable revenue requirements, rates should be adjusted in the next fiscal year based on a four-year average of net income/loss. This allows the City to maintain appropriate levels of retained earnings without large swings in the rates charged out to departments in any given year.

**State of the City of Columbia, Missouri**  
**Presented by City Manager William H. Watkins**  
**June 21, 2006**

To Mayor Hindman and members of the City Council:

It is an honor to discuss the well-being of Columbia with you. As required by our City Charter, the City Manager has a yearly duty to submit to the Council a statement of recommendations which will be of benefit to the City and to let you know about the state of affairs in the community. For me, this is more than a legal requirement. It's an opportunity to share my perspective on the City's progress and its possibilities. It's an opportunity to share ideas for new initiatives that we'll be discussing with the City Council at its annual retreat later this week.

I also want to use this forum to thank a man who did so much to lay a strong foundation for this community...former City Manager Ray Beck. Ray was an excellent steward of this asset we call "Columbia." His work was all about making our town a "full-service city," one that is virtually unmatched in Missouri or the Midwest.

Our current condition and the attainment of last year's accomplishments are due, in large part, to Ray's steady direction. I am pleased to report that Columbia has a growing population, a vibrant economy and a strong fiscal position.

No one can replicate Ray's work or step into his shoes. But my goal for Columbia is to keep adding value to our asset...this place where we make our homes, raise our children and build our lives. My belief is that Columbia is poised to take flight, if we share a common vision. And my hope is that citizens and their government will be proud champions for Columbia and its future.

The central city, including downtown and surrounding neighborhoods, contains our genesis...our original public asset. The place where we're standing today is part of the Columbia established in 1826, after settlers decided that Smithton was not a healthy place. You don't neglect your roots, and you don't diminish your asset.

I see a center City where unique businesses thrive in a lively downtown...where the public and private sectors make long-term capital commitments...where new investment reaches into older neighborhoods. City government has the capacity to add value here, and I will urge the Mayor and City Council to aggressively pursue this course.

Over the last few months, I've often posed this rhetorical question: "What does Columbia want to be when it grows up?" Anyone who has helped a son or daughter take flight knows the challenge of finding the answer. When poised for change, both communities and individuals need critical information.

We need to examine our aspirations...Do they make sense for us? We need to look at ourselves in context...What's happening in the world around us, and how do we compare? We don't live in a vacuum. We need facts that help lead us to reasoned choices.

And we need support from others. I see a Columbia where an inclusive community visioning process creates a public consensus of what is important to us. Other communities have shown that a broad-based, shared vision helps answer the question about grown-up aspirations. It can generate a set of core values that marks Columbia as a very special place.

You could say that I am one of Columbia's official champions. And I'm not just saying this because of my position. It would be impossible, after living here and working for the City for so many years, not to feel an immense pride in what we have. Let me take a moment to thank the Mayor and Council members, our City employees, the volunteers who serve on City boards and commissions and all those who give their best every day. You are the people who make things work.

I see a Columbia where everyone wants to be a champion for the community...where open communication leads to mutual credibility and trust between citizens and their government. Where, even though people may disagree with some of government's decisions, they still choose to support Columbia's cause because they know that the process is fair. I will continue to make a personal commitment to improving the connections between citizens and government and among those who work within City Hall.

\* \* \*

Fiscal Year 2007 starts next October 1, but we are in the final stages of preparing the budget, our blueprint for action, which the Council will begin publicly reviewing in just a few weeks. Let me speak briefly about my priorities and initiatives for the next fiscal year. Because they add exceptional value to community assets, they deserve special emphasis.

#### Asset: Community Visioning and Planning

For me, Stephen Covey's perspective on management and leadership sums up the link between visioning and planning. Covey said that:

"Management is efficiency in climbing the ladder of success; Leadership determines whether the ladder is leaning against the right wall."

It makes no sense to quickly get up the ladder if it doesn't take us where we need to go.

It's important to have solid data on population projections, income and education levels, age distribution and housing needs. Our vision may be driven by hopes, but planning and implementation must be driven by data. We owe citizens a planning process that points to "the right wall" with accurate facts and reasonable forecasts. In the upcoming year, we'll prepare that data.

#### Asset: Energy

Columbia will continue to add renewable energy sources, most probably including landfill gas and wind, to its energy portfolio. It is urgent, however, that the City does whatever it can to assure that its electric system remains safe and reliable and that it maintains some level of independence from volatile energy markets. Our ability to enter into cost-efficient partnerships and contracts is critical to serving homes, businesses and institutions. During the upcoming year, we need to complete our community dialog as to the best way to accomplish this.

#### Asset: Basic Infrastructure

Citizens want better roads and traffic flow. Voters approved initiatives to improve water, public safety, streets and sidewalks. Their message is clear, but sometimes our response is not. The City will redouble its efforts to strengthen a coordinated planning process aimed at bringing these threads together.

#### Asset: Central City and Downtown

We have two exceptional opportunities before us. The first is a major renovation of City Hall. The Daniel Boone Building has been a downtown landmark since it was built in 1917. This building, now the focus of our local city government, needs to continue to be a prominent landmark we are proud of. I strongly believe that local government has a stewardship responsibility to maintain this and all of our buildings in sound condition.

If we proceed, this investment will add significant value to the downtown area; will provide safe, decent working conditions for City employees in a central, accessible location; and will take care of our office space needs for many years. Office space is a cost of doing business, and we can and should accomplish this without asking for a tax increase.

The second opportunity is particularly exciting and initiates a joint planning partnership involving the City, the University of Missouri and Stephens College. This planning partnership will coordinate public and private development in a corridor between Providence Road and College Avenue.

For the first time, these entities will coordinate work to keep the boundaries we share vibrant and to provide locations for special opportunities. A new, joint non-profit development corporation can allow the partnership to implement projects and take advantage of state incentives. We can complete our planning efforts this year and be better prepared for new initiatives next year.

#### Asset: City Employees

Our workforce is City government's greatest asset. Our employees are committed to public service but, even with that level of excellence, we must add value to meet future challenges.

In a relatively short time, I think we'll see a significant number of long-tenured, high-experience employees leave our workplace. This trend already has begun. The City must develop strategies to attract a new generation of workers, with a very different set of expectations, into public service.

While preparing for this shift, we must develop an organization that instills internal coordination as a public service value. Faulty communication and inefficiency are what citizens dislike most about bureaucracies. This year, we must initiate a workforce planning and development program.

#### Asset: Local Environment

Citizens treasure Columbia's natural areas and expect development to be balanced by reasonable preservation. I think we need to assess and catalogue the natural treasures we have, to identify the stable and vulnerable areas and to make this part of the City's regular planning process. We should begin this work in 2007.

And we treasure our parks, but our recreation fields are at capacity. Columbia needs a new, regional park to accommodate sports and family uses – a “Cosmo” park for the next generations. Park development on this scale takes a long time, and we need to start work now if we want to add exceptional value and another jewel to our environmental assets.

#### Asset: Our Local Economy

Last, but arguably most important, we must insure our local economy remains vibrant and robust, both short- and long-term. We should continue our support of Discovery Ridge and the University's business incubator. We should maintain a business climate where new, 21<sup>st</sup> Century jobs for all our residents can come and grow.

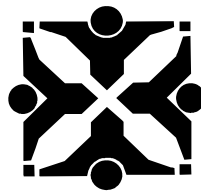
\* \* \*

When I think of Columbia, I like to recall the words of naturalist John Muir. He said, “When one tugs at a single thing in nature, he finds it attached to the rest of the world,” He was so right.

Geographically, Columbia is in the middle of things. It's a major crossroads attached to the rest of the world through learning, transportation, culture and the economy. I believe that what makes Columbia particularly special is that we are a community of optimists, attached to each other...neighbor-to-neighbor...interest-to-interest.

We also are strongly attached to our history and our tradition, but we're feeling the tug of the future. As your City Manager, it is my honor to serve you at this time of decision. My door is open to you at any time.

# Expenditure Summaries



*City of Columbia*  
*Columbia, Missouri*

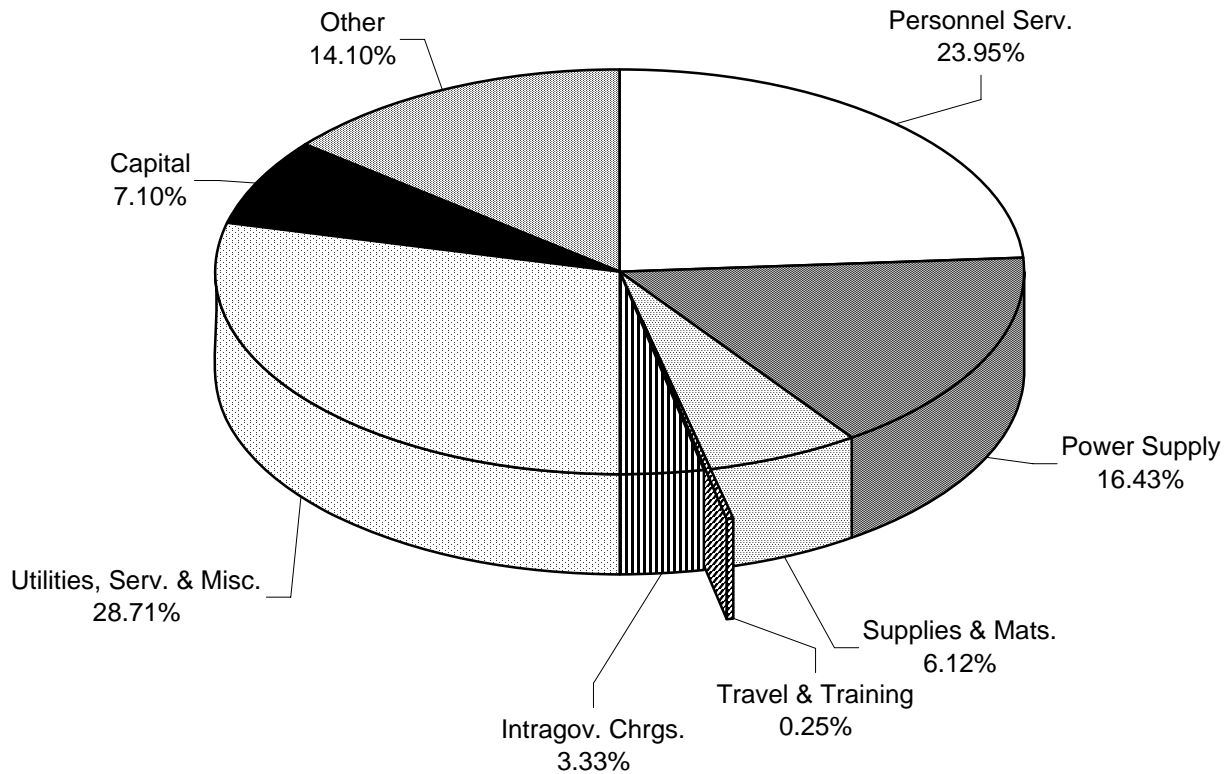


## OVERALL EXPENDITURES:

- ✦ **Personnel Services:** 6.1% increase includes the addition of 27.5 permanent positions as well as a personnel package for existing employees of a 4% or 50 cent across the board, fund the first phase of the reclassification review, but does not include funding for a merit increase. Overall pension increases of 9.6% are fully funded. Health insurance premiums increased 12.5%.
- ✦ **Power Supply:** includes the cost the power plant must pay to purchase power.
- ✦ **Supplies and Materials:** Increase of 7.3% primarily fuel, parts, construction materials and chemicals. Offset in part by decreases in communication equipment, instruments & apparatus, and computer/electronic items.
- ✦ **Travel and Training:** Increase of 7.5%. Amount had not increased for a number of years previous to FY 2007. Regulatory guidelines have increased the required training as well as health contracts.
- ✦ **Intragovernmental Charges:** These are charges for services between city departments. FY 2007 shows an increase of 13.9%. Two new fees have been added in FY 2007 for Print Shop and City Cable Channel. Self Insurance fees increased 25%. Previous years charges have been reduced due to the availability of accumulated 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.
- ✦ **Utilities, Services & Miscellaneous:** FY 2007 shows an increase of 4.6%. Increases in maintenance contracts, PILOT, utilities and consulting fees comprise the largest portion of this change.
- ✦ **Capital:** This category accounts for all items over \$5,000 and includes vehicles, equipment, buildings, etc. FY 2007 shows an increase of 134.6%. Capital tends to fluctuate from year to year. Most of the increase is due to capital items in the Electric utility Capital Improvement Plan that have been authorized by voters in August 2006.
- ✦ **Other:** This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2007 shows a decrease of 6.4%. A majority of the decrease is due to fewer transfers required for debt and capital improvement needs.
- ✦ **Operating Expenses:** include those expenses which are directly related to the fund's primary service activity. FY 2007 shows an 8.5% increase. The increase in Power Supply is responsible for a major portion of the change. Other increases in Utilities, Services & Misc. for maintenance/service contracts for utilities and an increase in the amount budgeted for street maintenance also contribute to this change.
- ✦ **Non-Operating Expenses:** include those expenses incurred that are not directly related to the fund's primary service activities such as interest expense, depreciation, subsidies, and transfers. FY 2007 shows a 8.6% decrease. A majority of the decrease is due to fewer transfers required for debt and capital improvement needs.
- ✦ **Debt Service:** includes those expenses incurred in the payment of long-term debt. FY 2007 shows a 25.5% increase. Debt payments increased for the Water and Electric Fund 2006 Special Obligation Bonds issued to finance projects funded with the August 2006 and November 2005 ballot issues respectively.
- ✦ **Capital Additions:** includes those expenses for items that cost over \$5,000 each (our fixed asset limit) and include the replacement of fleet vehicles and other equipment. FY 2007 shows a 3.7% decrease. Most of this decrease is due to reductions in the Water & Electric Fund to building improvements and additions.
- ✦ **Capital Improvement Plan:** FY 2007 shows a 26.1% increase. The Capital Improvements Sales Tax and Parks Sales Tax ballot issue passed in November provided funding for a number of projects especially in the Street & Sidewalk area. Funding for public building expansion and renovation projects is also included. Due to the passing of the August 2006 ballot issue, a number of projects in the Electric Utility will be funded.

# Overall Budget Summary

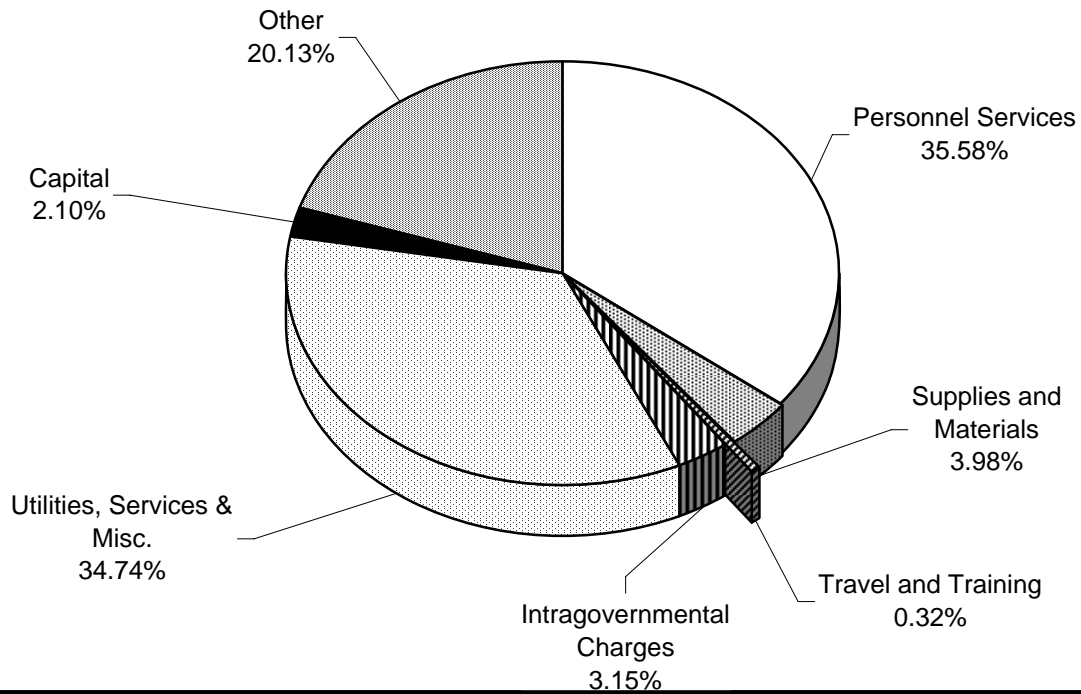
## FY 2007



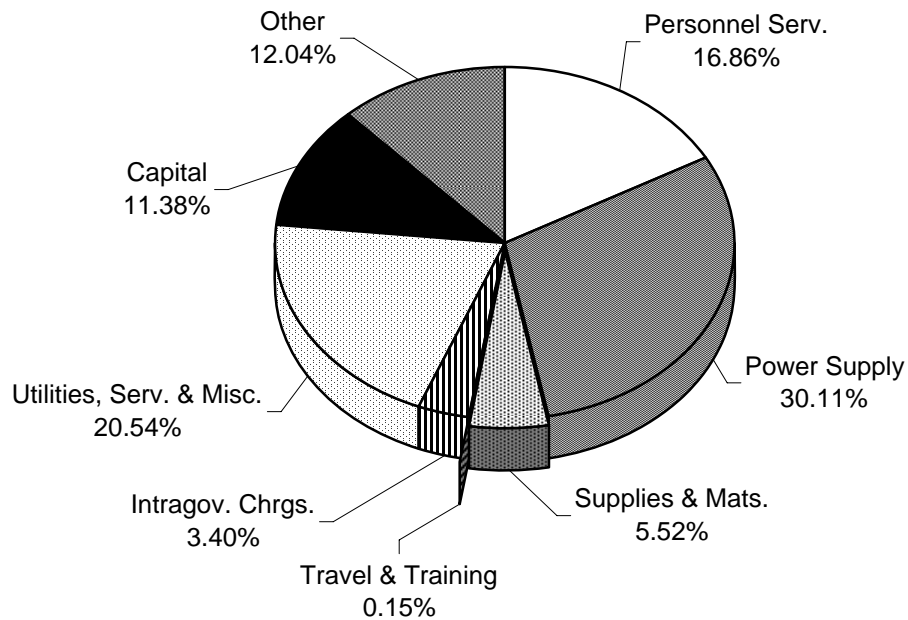
### Overall Budget Summary

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 71,122,971	\$ 77,908,359	\$ 76,226,977	\$ 82,651,070	6.1%
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200	10.4%
Supplies and Materials	17,499,608	19,693,815	20,224,256	21,122,055	7.3%
Travel and Training	509,289	817,727	785,325	879,295	7.5%
Intragovernmental Charges	9,215,208	10,081,297	10,080,903	11,481,623	13.9%
Utilities, Services & Misc.	65,366,733	94,628,816	90,610,248	99,078,681	4.7%
Capital	14,543,488	10,450,201	13,096,911	24,516,809	134.6%
Other	49,851,792	51,999,861	58,275,924	48,677,557	(6.4%)
Total Appropriations	<b>278,558,983</b>	<b>316,938,476</b>	<b>326,302,544</b>	<b>345,109,290</b>	<b>8.9%</b>
<b>Summary :</b>					
Operating Expenses	181,626,487	196,465,451	199,513,039	213,169,670	8.5%
Non-Operating Expenses	51,898,436	53,227,945	54,193,305	48,659,336	(8.6%)
Debt Service	6,859,533	8,271,633	13,737,221	10,382,121	25.5%
Capital Additions	5,966,612	5,193,151	5,078,683	5,001,809	(3.7%)
TI Excluding Cap Impr. Plan	<b>246,351,068</b>	<b>263,158,180</b>	<b>272,522,248</b>	<b>277,212,936</b>	<b>5.3%</b>
Capital Improvement Plan	32,207,915	53,780,296	53,780,296	67,896,354	26.2%
Total Appropriations	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>	<b>8.9%</b>

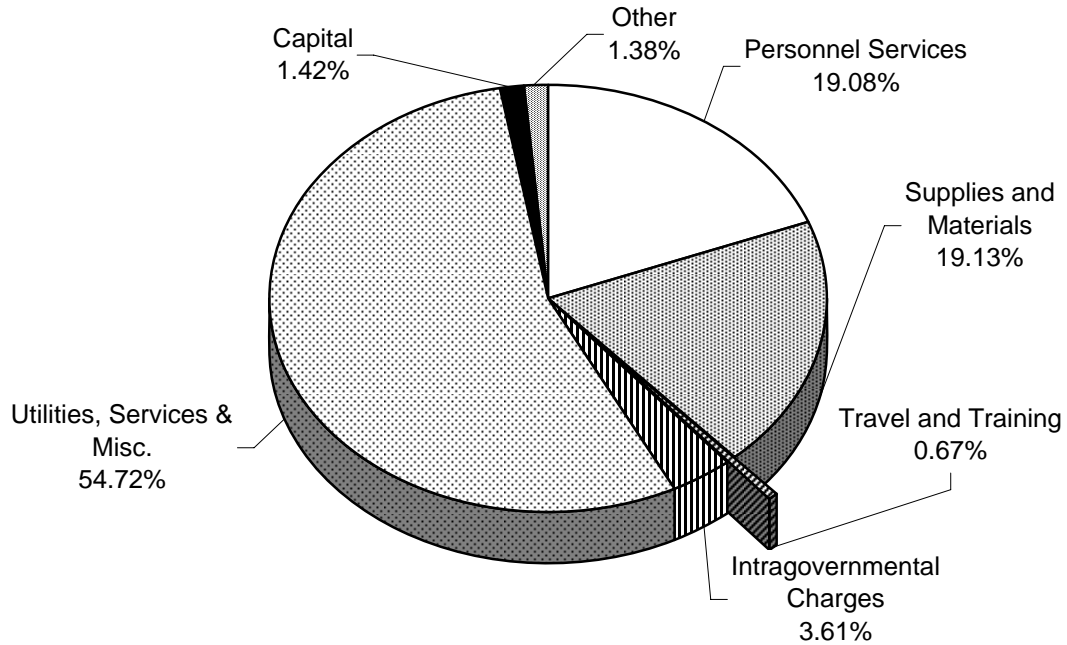
## Expenditures - Gov. Fund Type FY 2007



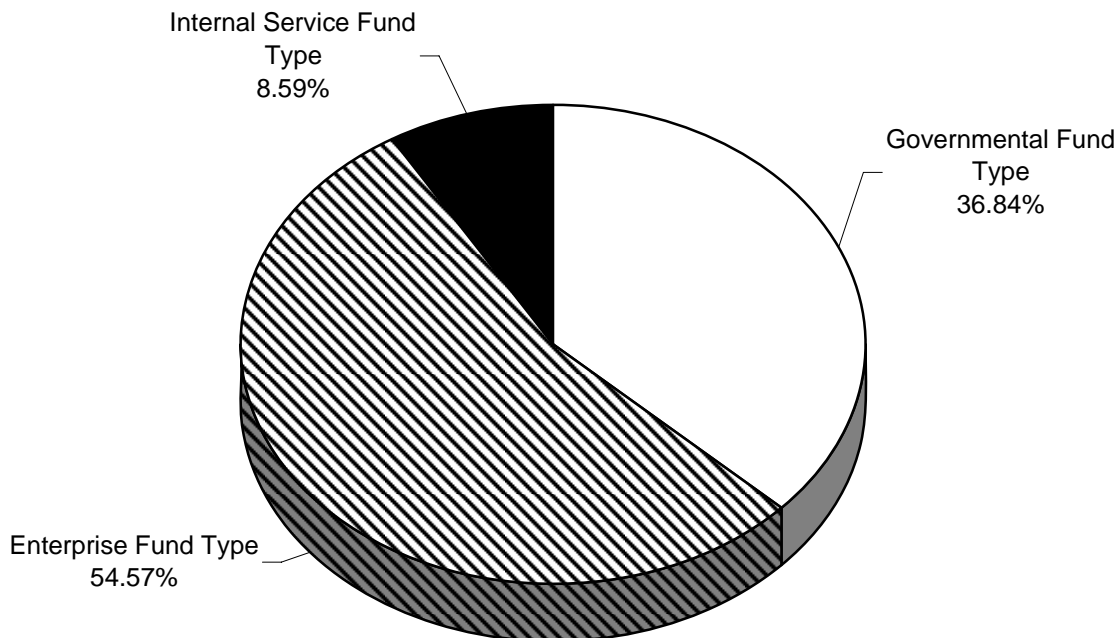
## Expenditures - Enterprise Fund Type FY 2007



## Expenditures - Internal Service Funds FY 2007



## Overall Expenditures by Fund Type FY 2007



### Governmental Fund Type

**Personnel Services 5.4% Increase:** Includes the addition of 9.5 permanent positions and a personnel package for existing employees of 4% or 50 cent across the board, funding of first phase of reclassification review and increase in pension costs.

**Supplies and Material 8.7% Decrease:** Communication equipment and instruments & apparatus was purchased with grant funding in 2006.

**Intragovernmental Charges 18% Increase:** Includes increase in Self Insurance Charge and two new fees for print shop and city cable channel.

**Utilities, Services & Misc. 56.3% Increase:** Due to General Government capital projects authorized by the for November 2005 ballot and public building expansion. Increased funding for street maintenance contracts by \$150,000.

**Capital and Capital Additions Decreased 9.7% and 4.2%:** Funding for fire trucks decreased due to refurbishing trucks. Homeland Security grant purchased capital addition items in 2006.

**Other/Non Operating Decreased 18.3% and 22.1%:** Fewer transfers needed to support capital plan and debt repayments.

**Debt Service 21.7% Increase:** Debt payment on 2006 Special Obligation Bonds authorized by the November 2005 ballot are higher than the debt retired for Stephen's Lake and Activity & Recreation Center.

**Capital Improvement Plan 78.5% Increase:** Due to implementation of November 2005 ballot and public building expansion projects

### Enterprise Fund Type

**Personnel Services 5.7% Increase:** Includes 15.45 permanent positions as well as personnel package for existing employees of 4% or 50 cent across the board, and funding of first phase of reclassification review.

**Power Supply 10.4% Increase:** Anticipated increased costs with existing contracts with the various suppliers of purchased power.

**Travel and Training 12.8% Increase:** due to increases for personnel to meet regulatory requirements.

**Intragovernmental Charges 10.7% Increase:** Includes increase in Self Insurance Charge and two new fees for print shop and city cable channel. Increase in Utility Billing charges to reflect increased cost of new features and collection efforts.

**Utilities, Services & Misc. 24.1% Decrease:** Reflects decrease in Capital Improvement Plan in Transit, Parking and Solid Waste.

**Capital 203.4% Increase:** Reflects increase in Capital Improvement Plan due to passing the August 2006 Electric ballot issue.

**Debt Service 27.5% increase:** Due to the increase in debt payments for the Electric Ballot issue that passed in August 2006.

### Internal Service Fund Type

**Personnel Services 14.6% Increase:** Included addition of 3 permanent position as well as personnel package for existing employees of 4% or 50 cent across the board, funding of first phase of reclassification review.

**Supplies and Materials 25.2% Increase:** Includes increases for fuel, parts and outside work in fleet operations.

**Travel and Training 10.8% Increase:** due to increases for personnel to meet regulatory requirements.

**Intragovernmental Charges 18.9% Increase:** Includes increase in Self Insurance Charge and two new fees for print shop and city cable channel. Transfer of city cable channel activities to Internal Service Funds increases percentage change.

**Capital/Capital Additions 3.4% Decrease:** Reduced expenditures for communications equipment and software.

**Other and Non-Operating Decreased 10.4% and 13.6%:** Decrease in operating transfers related to reorganization of city cable channel to Public Communication Fund.

# Financial Summary - Expenditures By Fund Type

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>Governmental Fund Type</b>					
Personnel Services	\$ 39,228,479	\$ 42,917,505	\$ 41,768,089	\$ 45,238,562	5.4%
Supplies and Materials	5,008,447	5,543,253	5,348,300	5,060,245	(8.7%)
Travel and Training	296,080	396,602	374,220	407,900	2.8%
Intragovernmental Charges	3,082,986	3,396,223	3,393,785	4,005,931	18.0%
Utilities, Services & Misc.	17,721,531	28,208,336	27,980,842	44,167,528	56.6%
Capital	3,174,753	2,950,583	2,924,883	2,664,335	(9.7%)
Other	27,856,715	31,323,597	36,451,591	25,589,933	(18.3%)
<b>Total Appropriations</b>	<b>96,368,991</b>	<b>114,736,099</b>	<b>118,241,710</b>	<b>127,134,434</b>	<b>10.8%</b>
<b>Summary</b>					
Operating	55,530,863	62,006,954	60,410,601	64,710,666	4.4%
Non Operating	26,305,100	28,580,014	28,217,076	22,251,933	(22.1%)
Debt Service	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
Capital Additions	1,911,700	1,774,583	1,748,883	1,699,335	(4.2%)
Capital Improvement Plan	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
<b>Total Appropriations</b>	<b>96,368,991</b>	<b>114,736,099</b>	<b>118,241,710</b>	<b>127,134,434</b>	<b>10.8%</b>
<b>Enterprise Fund Type</b>					
Personnel Services	27,532,322	30,052,548	29,571,711	31,755,201	5.7%
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200	10.4%
Supplies and Materials	8,010,517	9,620,008	9,784,683	10,390,181	8.0%
Travel and Training	137,037	242,607	251,398	273,566	12.8%
Intragovernmental Charges	5,325,830	5,784,907	5,786,566	6,405,016	10.7%
Utilities, Services & Misc.	30,794,498	50,941,059	48,004,250	38,683,669	(24.1%)
Capital	10,742,847	7,063,941	9,763,985	21,431,487	203.4%
Other	21,511,874	20,220,843	21,331,617	22,679,438	12.2%
<b>Total Appropriations</b>	<b>154,504,819</b>	<b>175,284,313</b>	<b>181,496,210</b>	<b>188,320,758</b>	<b>7.4%</b>
<b>Summary</b>					
Operating	99,538,947	108,449,031	113,456,073	119,634,079	10.3%
Non Operating	25,092,497	24,180,223	25,471,226	26,003,352	7.5%
Debt Service	5,329,281	5,522,177	5,497,163	7,038,986	27.5%
Capital Additions	3,429,024	2,982,891	2,921,757	2,881,487	(3.4%)
Capital Improvement Plan	21,115,070	34,149,991	34,149,991	32,762,854	(4.1%)
<b>Total Appropriations</b>	<b>154,504,819</b>	<b>175,284,313</b>	<b>181,496,210</b>	<b>188,320,758</b>	<b>7.4%</b>
<b>Internal Service Fund Type</b>					
Personnel Services	4,362,170	4,938,306	4,887,177	5,657,307	14.6%
Supplies and Materials	4,480,644	4,530,554	5,091,273	5,671,629	25.2%
Travel and Training	76,172	178,518	159,707	197,829	10.8%
Intragovernmental Charges	806,392	900,167	900,552	1,070,676	18.9%
Utilities, Services & Misc.	16,850,704	15,479,421	14,625,156	16,227,484	4.8%
Capital	625,888	435,677	408,043	420,987	(3.4%)
Other	483,203	455,421	492,716	408,186	(10.4%)
<b>Total Appropriations</b>	<b>27,685,173</b>	<b>26,918,064</b>	<b>26,564,624</b>	<b>29,654,098</b>	<b>10.2%</b>
<b>Summary</b>					
Operating	26,556,677	26,009,466	25,646,365	28,824,925	10.8%
Non Operating	500,839	467,708	505,003	404,051	(13.6%)
Debt Service	0	5,213	5,213	4,135	(20.7%)
Capital Additions	625,888	435,677	408,043	420,987	(3.4%)
Capital Improvement Plan	1,769	0	0	0	0.0%
<b>Total Appropriations</b>	<b>27,685,173</b>	<b>26,918,064</b>	<b>26,564,624</b>	<b>29,654,098</b>	<b>10.2%</b>
<b>Total All Funds</b>	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>	<b>8.9%</b>

# Financial Summary - Expenditures By Department Funding Source

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
CITY GENERAL (GF)	\$ 5,193,369	\$ 5,717,028	\$ 5,708,157	\$ 5,147,719	(10.0%)
CITY COUNCIL (GF)	168,532	273,070	278,986	248,801	(8.9%)
CITY CLERK (GF)	208,415	253,328	252,978	258,777	2.2%
CITY MANAGER (GF)	762,069	880,591	880,105	1,050,152	19.3%
VOLUNTEER SERVICES (GF)	0	0	0	191,156	
FINANCE					
General Fund Operations (GF)	2,777,060	3,175,341	3,031,176	3,253,659	2.5%
Utility Customer Services Fund (ISF)	1,504,680	1,599,249	1,732,971	1,894,818	18.5%
Self Insurance Reserve Fund (ISF)	4,216,868	3,015,550	3,006,350	3,123,964	3.6%
HUMAN RESOURCES (GF)	668,630	774,569	767,391	806,708	4.1%
LAW DEPARTMENT (GF)	857,294	916,068	893,882	912,745	(0.4%)
MUNICIPAL COURT (GF)	568,531	692,656	681,248	691,070	(0.2%)
POLICE DEPARTMENT (GF)	15,138,821	16,500,376	16,112,771	16,925,377	2.6%
FIRE DEPARTMENT (GF)	10,594,659	11,983,508	11,657,652	12,691,666	5.9%
JCIC - EMERGENCY MGMT (GF)	2,292,701	2,468,660	2,390,654	2,525,935	2.3%
HEALTH DEPARTMENT (GF)	4,368,755	5,237,865	5,052,718	5,213,987	(0.5%)
COMMUNITY SERVICES (GF)	1,098,112	1,347,715	1,338,616	1,339,824	(0.6%)
PLANNING					
General Fund Operations (GF)	616,073	794,880	791,961	835,735	5.1%
CDBG Fund (SRF)	1,560,967	363,094	363,094	346,812	(4.5%)
ECONOMIC DEVELOPMENT (GF)	326,276	348,431	345,994	366,290	5.1%
CULTURAL AFFAIRS (GF)	0	0	0	372,130	
PARKS & RECREATION					
General Fund Operations (GF)	3,782,565	4,234,499	4,166,767	4,642,055	9.6%
Recreation Services Fund (EF)	6,677,237	7,110,332	6,820,133	7,539,772	6.0%
PUBLIC WORKS					
General Fund Operations (GF)	8,513,987	9,239,872	8,902,318	9,697,551	5.0%
Public Transportation Fund (EF)	3,786,060	7,468,132	7,284,110	6,168,537	(17.4%)
Regional Airport Fund (EF)	3,063,014	2,131,680	2,176,204	3,051,905	43.2%
Sanitary Sewer Utility Fund (EF)	11,078,931	15,844,474	16,004,812	16,731,516	5.6%
Parking Facilities Fund (EF)	1,869,447	3,370,918	3,433,256	2,286,099	(32.2%)
Solid Waste Utility Fund (EF)	12,714,670	16,632,582	16,654,384	15,159,297	(8.9%)
Storm Water Utility Fund (EF)	2,363,555	2,603,971	2,744,588	2,585,789	(0.7%)
Custodial & Building Maint. Fund (ISF)	839,602	1,097,869	1,040,771	1,184,796	7.9%
Fleet Operations Fund (ISF)	5,089,269	5,114,670	5,759,267	6,447,834	26.1%
WATER & ELECTRIC					
Railroad Utility Fund (EF)	1,651,094	1,454,753	1,453,941	1,408,458	(3.2%)
Water Utility Fund (EF)	19,453,699	24,448,629	24,810,853	20,993,913	(14.1%)
Electric Utility Fund (EF)	\$ 91,847,112	\$ 94,218,842	\$ 100,113,929	\$ 112,395,472	19.3%

# Financial Summary - Expenditures By Department Funding Source (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
CULTURAL AFFAIRS FD (SRF)	\$ 345,561	\$ 382,239	\$ 366,002	\$ 0	(100.0%)
CONV. & TOURISM FUND (SRF)	1,677,167	1,645,082	1,631,059	1,687,679	2.6%
EMPLOYEE BENEFIT FD (ISF)	11,258,846	10,904,952	10,027,456	11,304,846	3.7%
INFORMATION TECH. FD (ISF)	3,981,322	4,189,459	4,011,562	4,301,735	2.7%
PUBLIC COMM. FUND (ISF)	794,586	996,315	986,247	1,396,105	40.1%
CONTRIBUTIONS FD (TF)	317,835	220,374	213,664	19,316	(91.2%)
CAPITAL 1/4 CNT SALES TX FD (SRF)	3,745,587	6,248,100	6,248,100	3,040,875	(51.3%)
PARKS SALES TAX FD (SRF)	2,930,147	4,397,111	4,034,173	3,886,710	(11.6%)
TRANSP. SALES TAX FD (SRF)	9,131,067	11,917,500	11,917,500	8,459,000	(29.0%)
PUBLIC IMPROV. FD (SRF)	3,395,058	1,346,169	1,346,169	1,666,780	23.8%
SPECIAL ROAD DIST. TX FD (SRF)	2,708,425	1,003,425	1,003,425	2,383,425	137.5%
CAPITAL PROJECTS FUND (CIP)	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
DEBT SERVICE FUNDS (DSF)	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
<b>TOTAL</b>	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>	<b>8.9%</b>
<b>TOTAL BY FUNDING SOURCE &amp; FUND TYPE:</b>					
General Fund (GF)	\$ 57,935,849	\$ 64,838,457	\$ 63,253,374	\$ 67,171,337	3.6%
Special Revenue Funds (SRF)	25,493,979	27,302,720	26,909,522	21,471,281	(21.4%)
Debt Service Fund (DSF)	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
Trust Funds (TF)	317,835	220,374	213,664	19,316	(91.2%)
Capital Projects Fund (CIP)	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>96,368,991</b>	<b>114,736,099</b>	<b>118,241,710</b>	<b>127,134,434</b>	<b>10.8%</b>
<b>TL ENTERPRISE FUNDS (EF)</b>	<b>154,504,819</b>	<b>175,284,313</b>	<b>181,496,210</b>	<b>188,320,758</b>	<b>7.4%</b>
<b>TL INTERNAL SERVICE FDS (ISF)</b>	<b>27,685,173</b>	<b>26,918,064</b>	<b>26,564,624</b>	<b>29,654,098</b>	<b>10.2%</b>
<b>TOTAL FOR ALL FUNDS</b>	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>	<b>8.9%</b>



# Financial Summary - Expenditures By Department and Category

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>CITY GENERAL (NON-DPTMTL):</b>					
Operating Expenses	\$ 1,510,356	\$ 2,336,550	\$ 2,327,679	\$ 2,318,827	(0.8%)
Non-Operating Expenses	3,683,013	3,380,478	3,380,478	2,828,892	(16.3%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>5,193,369</b>	<b>5,717,028</b>	<b>5,708,157</b>	<b>5,147,719</b>	<b>(10.0%)</b>
<b>CITY COUNCIL:</b>					
Operating Expenses	168,532	273,070	278,986	248,801	(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	
<b>Total Expenses</b>	<b>168,532</b>	<b>273,070</b>	<b>278,986</b>	<b>248,801</b>	<b>(8.9%)</b>
<b>CITY CLERK:</b>					
Operating Expenses	208,415	253,328	252,978	258,777	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>208,415</b>	<b>253,328</b>	<b>252,978</b>	<b>258,777</b>	<b>2.2%</b>
<b>CITY MANAGER:</b>					
Operating Expenses	762,069	880,591	880,105	999,832	13.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	50,320	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>762,069</b>	<b>880,591</b>	<b>880,105</b>	<b>1,050,152</b>	<b>19.3%</b>
<b>VOLUNTEER SERVICES:</b>					
Operating Expenses	0	0	0	191,156	
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	
<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>191,156</b>	
<b>FINANCE DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	2,777,060	3,155,341	3,016,176	3,253,659	3.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	20,000	15,000	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>2,777,060</b>	<b>3,175,341</b>	<b>3,031,176</b>	<b>3,253,659</b>	<b>2.5%</b>
<b>Utility Customer Services Fund:</b>					
Operating Expenses	1,467,418	1,558,171	1,702,538	1,869,511	20.0%
Non-Operating Expenses	37,262	41,078	30,433	25,307	(38.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,504,680</b>	<b>\$ 1,599,249</b>	<b>\$ 1,732,971</b>	<b>\$ 1,894,818</b>	<b>18.5%</b>

# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>Self Insurance Reserve Fund:</b>					
Operating Expenses	\$ 4,191,618	\$ 3,009,694	\$ 3,000,494	\$ 3,117,964	3.6%
Non-Operating Expenses	7,250	5,856	5,856	6,000	2.5%
Debt Service	0	0	0	0	
Capital Additions	18,000	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>4,216,868</b>	<b>3,015,550</b>	<b>3,006,350</b>	<b>3,123,964</b>	<b>3.6%</b>
<b>HUMAN RESOURCES:</b>					
Operating Expenses	668,630	774,569	767,391	806,708	4.1%
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	
<b>Total Expenses</b>	<b>668,630</b>	<b>774,569</b>	<b>767,391</b>	<b>806,708</b>	<b>4.1%</b>
<b>LAW DEPARTMENT:</b>					
Operating Expenses	857,294	916,068	893,882	907,745	(0.9%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	5,000	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>857,294</b>	<b>916,068</b>	<b>893,882</b>	<b>912,745</b>	<b>(0.4%)</b>
<b>MUNICIPAL COURT:</b>					
Operating Expenses	568,531	657,656	646,248	661,070	0.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	35,000	35,000	30,000	(14.3%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>568,531</b>	<b>692,656</b>	<b>681,248</b>	<b>691,070</b>	<b>(0.2%)</b>
<b>POLICE DEPARTMENT:</b>					
Operating Expenses	14,510,947	15,861,939	15,490,282	16,251,067	2.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	627,874	638,437	622,489	674,310	5.6%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>15,138,821</b>	<b>16,500,376</b>	<b>16,112,771</b>	<b>16,925,377</b>	<b>2.6%</b>
<b>FIRE DEPARTMENT:</b>					
Operating Expenses	10,427,154	11,886,508	11,560,652	12,633,166	6.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	167,505	97,000	97,000	58,500	(39.7%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>10,594,659</b>	<b>11,983,508</b>	<b>11,657,652</b>	<b>12,691,666</b>	<b>5.9%</b>
<b>PSJC/EMERG. MGMT:</b>					
Operating Expenses	2,168,222	2,458,713	2,380,707	2,505,935	1.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	124,479	9,947	9,947	20,000	101.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,292,701</b>	<b>\$ 2,468,660</b>	<b>\$ 2,390,654</b>	<b>\$ 2,525,935</b>	<b>2.3%</b>

# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>HEALTH DEPARTMENT:</b>					
Operating Expenses	\$ 4,360,608	\$ 5,200,115	\$ 5,015,016	\$ 5,213,987	0.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	8,147	37,750	37,702	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>4,368,755</b>	<b>5,237,865</b>	<b>5,052,718</b>	<b>5,213,987</b>	<b>(0.5%)</b>
<b>COMMUNITY SERVICES:</b>					
Operating Expenses	1,098,112	1,347,715	1,338,616	1,339,824	(0.6%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,098,112</b>	<b>1,347,715</b>	<b>1,338,616</b>	<b>1,339,824</b>	<b>(0.6%)</b>
<b>PLANNING DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	607,123	794,880	791,961	835,735	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	8,950	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>616,073</b>	<b>794,880</b>	<b>791,961</b>	<b>835,735</b>	<b>5.1%</b>
<b>CDBG Fund:</b>					
Operating Expenses	1,036,303	337,625	337,625	323,312	(4.2%)
Non-Operating Expenses	524,664	25,469	25,469	23,500	(7.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,560,967</b>	<b>363,094</b>	<b>363,094</b>	<b>346,812</b>	<b>(4.5%)</b>
<b>ECONOMIC DEVELOPMENT:</b>					
Operating Expenses	326,276	348,431	345,994	366,290	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	
<b>Total Expenses</b>	<b>326,276</b>	<b>348,431</b>	<b>345,994</b>	<b>366,290</b>	<b>5.1%</b>
<b>CULTURAL AFFAIRS:</b>					
Operating Expenses	0	0	0	372,130	
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	
<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>372,130</b>	
<b>PARKS &amp; RECREATION DEPT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	3,522,845	3,992,999	3,926,238	4,245,655	6.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	259,720	241,500	240,529	396,400	64.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,782,565</b>	<b>\$ 4,234,499</b>	<b>\$ 4,166,767</b>	<b>\$ 4,642,055</b>	<b>9.6%</b>

# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>Recreation Services Fund:</b>					
Operating Expenses	\$ 5,441,287	\$ 6,322,983	\$ 6,056,640	\$ 6,619,172	4.7%
Non-Operating Expenses	765,607	658,534	633,823	624,600	(5.2%)
Debt Service	89,906	80,815	81,670	35,000	(56.7%)
Capital Additions	50,994	48,000	48,000	61,000	27.1%
Capital Projects	329,443	0	0	200,000	
<b>Total Expenses</b>	<b>6,677,237</b>	<b>7,110,332</b>	<b>6,820,133</b>	<b>7,539,772</b>	<b>6.0%</b>
<b>PUBLIC WORKS DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	7,798,962	8,515,316	8,181,495	9,232,746	8.4%
Non-Operating Expenses	0	29,607	29,607	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	715,025	694,949	691,216	464,805	(33.1%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>8,513,987</b>	<b>9,239,872</b>	<b>8,902,318</b>	<b>9,697,551</b>	<b>5.0%</b>
<b>Public Transportation Fund:</b>					
Operating Expenses	3,126,557	3,800,725	3,610,517	4,108,676	8.1%
Non-Operating Expenses	463,707	445,023	451,159	442,529	(0.6%)
Debt Service	0	3,475	3,525	3,525	1.4%
Capital Additions	66,258	30,000	30,000	146,400	388.0%
Capital Projects	129,538	3,188,909	3,188,909	1,467,407	(54.0%)
<b>Total Expenses</b>	<b>3,786,060</b>	<b>7,468,132</b>	<b>7,284,110</b>	<b>6,168,537</b>	<b>(17.4%)</b>
<b>Regional Airport Fund:</b>					
Operating Expenses	1,268,579	1,463,732	1,467,790	1,556,955	6.4%
Non-Operating Expenses	553,664	542,698	589,480	583,000	7.4%
Debt Service	4,726	1,950	1,950	1,950	0.0%
Capital Additions	24,796	20,000	13,684	0	(100.0%)
Capital Projects	1,211,249	103,300	103,300	910,000	780.9%
<b>Total Expenses</b>	<b>3,063,014</b>	<b>2,131,680</b>	<b>2,176,204</b>	<b>3,051,905</b>	<b>43.2%</b>
<b>Sanitary Sewer Utility Fund:</b>					
Operating Expenses	5,753,394	6,466,299	6,258,425	6,730,595	4.1%
Non-Operating Expenses	2,653,681	2,621,271	2,752,010	2,704,052	3.2%
Debt Service	911,328	950,133	1,188,047	1,257,719	32.4%
Capital Additions	324,405	307,361	306,920	291,000	(5.3%)
Capital Projects	1,436,123	5,499,410	5,499,410	5,748,150	4.5%
<b>Total Expenses</b>	<b>11,078,931</b>	<b>15,844,474</b>	<b>16,004,812</b>	<b>16,731,516</b>	<b>5.6%</b>
<b>Parking Facilities Fund:</b>					
Operating Expenses	710,366	764,160	756,396	746,037	(2.4%)
Non-Operating Expenses	628,005	625,697	720,995	619,900	(0.9%)
Debt Service	422,651	398,630	373,434	275,962	(30.8%)
Capital Additions	0	74,231	74,231	44,200	(40.5%)
Capital Projects	108,425	1,508,200	1,508,200	600,000	(60.2%)
<b>Total Expenses</b>	<b>1,869,447</b>	<b>3,370,918</b>	<b>3,433,256</b>	<b>2,286,099</b>	<b>(32.2%)</b>
<b>Solid Waste Utility Fund:</b>					
Operating Expenses	9,651,527	10,861,655	10,911,831	11,693,109	7.7%
Non-Operating Expenses	1,787,162	1,693,274	1,708,847	1,833,629	8.3%
Debt Service	363,934	349,323	367,034	371,059	6.2%
Capital Additions	836,411	983,330	921,672	1,261,500	28.3%
Capital Projects	75,636	2,745,000	2,745,000	0	(100.0%)
<b>Total Expenses</b>	<b>\$ 12,714,670</b>	<b>\$ 16,632,582</b>	<b>\$ 16,654,384</b>	<b>\$ 15,159,297</b>	<b>(8.9%)</b>

# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>Storm Water Utility Fund:</b>					
Operating Expenses	\$ 954,467	\$ 1,110,344	\$ 1,050,012	\$ 1,271,602	14.5%
Non-Operating Expenses	331,191	321,105	522,454	344,000	7.1%
Debt Service	0	0	0	0	
Capital Additions	191,475	24,400	24,000	29,387	20.4%
Capital Projects	886,422	1,148,122	1,148,122	940,800	(18.1%)
<b>Total Expenses</b>	<b>2,363,555</b>	<b>2,603,971</b>	<b>2,744,588</b>	<b>2,585,789</b>	<b>(0.7%)</b>
<b>Custodial &amp; Bldg. Maint. Fund:</b>					
Operating Expenses	826,950	1,081,176	1,024,790	1,134,046	4.9%
Non-Operating Expenses	12,652	9,693	9,693	4,750	(51.0%)
Debt Service	0	0	0	0	
Capital Additions	0	7,000	6,288	46,000	557.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>839,602</b>	<b>1,097,869</b>	<b>1,040,771</b>	<b>1,184,796</b>	<b>7.9%</b>
<b>Fleet Operations Fund:</b>					
Operating Expenses	4,993,180	5,035,728	5,650,085	6,332,675	25.8%
Non-Operating Expenses	40,009	33,229	63,469	52,694	58.6%
Debt Service	0	5,213	5,213	4,135	(20.7%)
Capital Additions	54,311	40,500	40,500	58,330	44.0%
Capital Projects	1,769	0	0	0	
<b>Total Expenses</b>	<b>5,089,269</b>	<b>5,114,670</b>	<b>5,759,267</b>	<b>6,447,834</b>	<b>26.1%</b>
<b>WATER &amp; ELECTRIC DEPT:</b>					
<b>Railroad Fund:</b>					
Operating Expenses	580,615	711,522	676,756	806,109	13.3%
Non-Operating Expenses	257,116	236,712	277,833	275,000	16.2%
Debt Service	31,830	35,000	28,652	25,349	(27.6%)
Capital Additions	28,205	819	0	0	(100.0%)
Capital Projects	753,328	470,700	470,700	302,000	(35.8%)
<b>Total Expenses</b>	<b>1,651,094</b>	<b>1,454,753</b>	<b>1,453,941</b>	<b>1,408,458</b>	<b>(3.2%)</b>
<b>Water Utility Fund:</b>					
Operating Expenses	7,514,644	8,742,950	8,956,543	9,976,394	14.1%
Non-Operating Expenses	3,894,340	3,846,478	3,995,109	4,177,100	8.6%
Debt Service	2,029,672	2,202,851	2,202,851	2,118,422	(3.8%)
Capital Additions	127,989	270,000	270,000	300,500	11.3%
Capital Projects	5,887,054	9,386,350	9,386,350	4,421,497	(52.9%)
<b>Total Expenses</b>	<b>19,453,699</b>	<b>24,448,629</b>	<b>24,810,853</b>	<b>20,993,913</b>	<b>(14.1%)</b>
<b>Electric Utility Fund:</b>					
Operating Expenses	64,537,511	68,204,661	73,711,163	76,125,430	11.6%
Non-Operating Expenses	13,758,024	13,189,431	13,819,516	14,399,542	9.2%
Debt Service	1,475,234	1,500,000	1,250,000	2,950,000	96.7%
Capital Additions	1,778,491	1,224,750	1,233,250	747,500	(39.0%)
Capital Projects	10,297,852	10,100,000	10,100,000	18,173,000	79.9%
<b>Total Expenses</b>	<b>91,847,112</b>	<b>94,218,842</b>	<b>100,113,929</b>	<b>112,395,472</b>	<b>19.3%</b>
<b>CULTURAL AFFAIRS FUND:</b>					
Operating Expenses	342,936	380,955	364,718	0	(100.0%)
Non-Operating Expenses	2,625	1,284	1,284	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 345,561</b>	<b>\$ 382,239</b>	<b>\$ 366,002</b>	<b>\$ 0</b>	<b>(100.0%)</b>

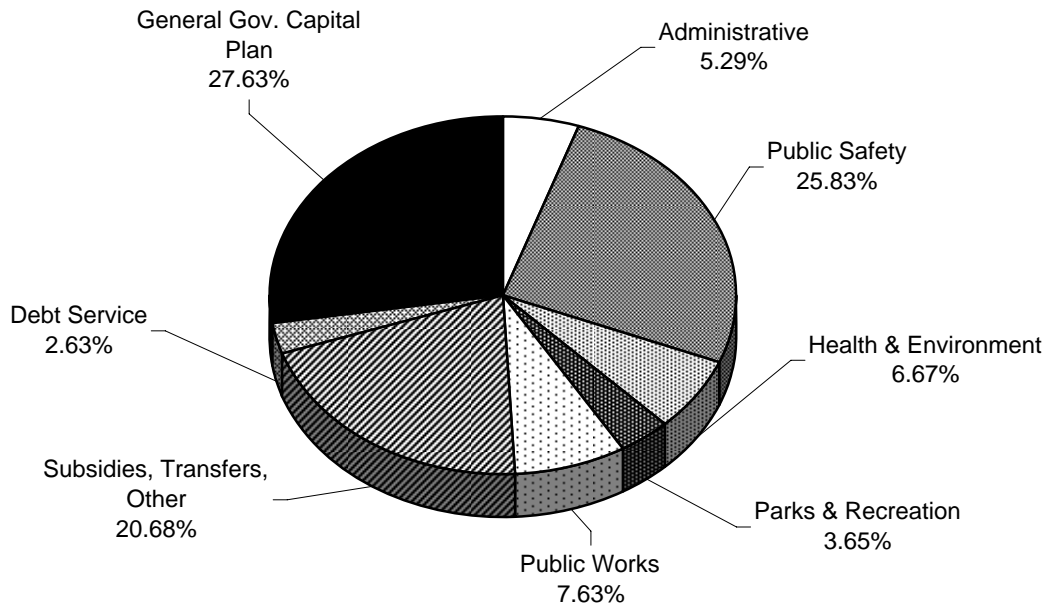
# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>CONVENTION &amp; TOURISM FUND</b>					
Operating Expenses	\$ 1,621,410	\$ 1,406,136	\$ 1,392,113	\$ 1,687,679	20.0%
Non-Operating Expenses	55,757	238,946	238,946	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,677,167</b>	<b>1,645,082</b>	<b>1,631,059</b>	<b>1,687,679</b>	<b>2.6%</b>
<b>EMPLOYEE BENEFIT FUND:</b>					
Operating Expenses	11,256,221	10,903,666	10,026,170	11,304,846	3.7%
Non-Operating Expenses	2,625	1,286	1,286	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>11,258,846</b>	<b>10,904,952</b>	<b>10,027,456</b>	<b>11,304,846</b>	<b>3.7%</b>
<b>INFORMATION TECHNOLOGIES FUND:</b>					
Operating Expenses	3,169,211	3,591,284	3,440,309	3,752,178	4.5%
Non-Operating Expenses	287,595	263,998	263,998	278,500	5.5%
Debt Service	0	0	0	0	
Capital Additions	524,516	334,177	307,255	271,057	(18.9%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>3,981,322</b>	<b>4,189,459</b>	<b>4,011,562</b>	<b>4,301,735</b>	<b>2.7%</b>
<b>PUBLIC COMM. FUND:</b>					
Operating Expenses	652,079	829,747	801,979	1,313,705	58.3%
Non-Operating Expenses	113,446	112,568	130,268	36,800	(67.3%)
Debt Service	0	0	0	0	
Capital Additions	29,061	54,000	54,000	45,600	(15.6%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>794,586</b>	<b>996,315</b>	<b>986,247</b>	<b>1,396,105</b>	<b>40.1%</b>
<b>CONTRIBUTIONS FUND:</b>					
Operating Expenses	154,233	180,887	174,177	19,316	(89.3%)
Non-Operating Expenses	163,602	39,487	39,487	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>317,835</b>	<b>220,374</b>	<b>213,664</b>	<b>19,316</b>	<b>(91.2%)</b>
<b>99 1/4 CENT SALES TAX FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,745,587	6,248,100	6,248,100	3,040,875	(51.3%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>3,745,587</b>	<b>6,248,100</b>	<b>6,248,100</b>	<b>3,040,875</b>	<b>(51.3%)</b>
<b>PARKS SALES TAX FUND:</b>					
Operating Expenses	1,287	1,393	1,393	1,710	22.8%
Non-Operating Expenses	2,928,860	4,395,718	4,032,780	3,885,000	(11.6%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,930,147</b>	<b>\$ 4,397,111</b>	<b>\$ 4,034,173</b>	<b>\$ 3,886,710</b>	<b>(11.6%)</b>

# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>TRANSPTN. SALES TAX FUND:</b>					
Operating Expenses	\$ 0	\$ 0	\$ 0	0	
Non-Operating Expenses	9,131,067	11,917,500	11,917,500	8,459,000	(29.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>9,131,067</b>	<b>11,917,500</b>	<b>11,917,500</b>	<b>8,459,000</b>	<b>(29.0%)</b>
<b>PUBLIC IMPROVEMENT FUND:</b>					
Operating Expenses	33,558	46,169	46,169	35,539	(23.0%)
Non-Operating Expenses	3,361,500	1,300,000	1,300,000	1,631,241	25.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>3,395,058</b>	<b>1,346,169</b>	<b>1,346,169</b>	<b>1,666,780</b>	<b>23.8%</b>
<b>SPECIAL ROAD DIST. TAX FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	2,708,425	1,003,425	1,003,425	2,383,425	137.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>2,708,425</b>	<b>1,003,425</b>	<b>1,003,425</b>	<b>2,383,425</b>	<b>137.5%</b>
<b>CAPITAL PROJECTS (CIP):</b>					
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	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
<b>Total Expenses</b>	<b>11,091,076</b>	<b>19,630,305</b>	<b>19,630,305</b>	<b>35,133,500</b>	<b>79.0%</b>
<b>DEBT SERVICE FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,530,252</b>	<b>2,744,243</b>	<b>8,234,845</b>	<b>3,339,000</b>	<b>21.7%</b>
<b>TOTAL FOR ALL FUNDS:</b>					
<b>OPERATING EXPENSES</b>	<b>181,626,487</b>	<b>196,465,451</b>	<b>199,513,039</b>	<b>213,169,670</b>	<b>8.5%</b>
<b>NON-OPERATING EXPENSES</b>	<b>51,898,436</b>	<b>53,227,945</b>	<b>54,193,305</b>	<b>48,659,336</b>	<b>(8.6%)</b>
<b>DEBT SERVICE</b>	<b>6,859,533</b>	<b>8,271,633</b>	<b>13,737,221</b>	<b>10,382,121</b>	<b>25.5%</b>
<b>CAPITAL ADDITIONS</b>	<b>5,966,612</b>	<b>5,193,151</b>	<b>5,078,683</b>	<b>5,001,809</b>	<b>(3.7%)</b>
<b>CAPITAL PROJECTS</b>	<b>32,207,915</b>	<b>53,780,296</b>	<b>53,780,296</b>	<b>67,896,354</b>	<b>26.2%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>	<b>8.9%</b>

# General Government Expenditures By Function FY 2007



General Government Expenditures By Function

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Administrative	\$ 5,442,000	\$ 6,272,967	\$ 6,104,518	\$ 6,721,998	7.2%
Public Safety	28,594,712	31,645,200	30,842,325	32,834,048	3.8%
Health & Environment	7,970,183	8,091,985	7,892,383	8,474,778	4.7%
Parks & Recreation	3,782,565	4,234,499	4,166,767	4,642,055	9.6%
Public Works	8,513,987	9,239,872	8,902,318	9,697,551	5.0%
Subsidies/Transfers & Other	29,444,216	32,877,028	32,468,249	26,291,504	(20.0%)
Debt Service	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
General Gov. Capital Plan	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
<b>Total Appropriations</b>	<b>\$ 96,368,991</b>	<b>\$ 114,736,099</b>	<b>\$ 118,241,710</b>	<b>\$ 127,134,434</b>	<b>10.8%</b>

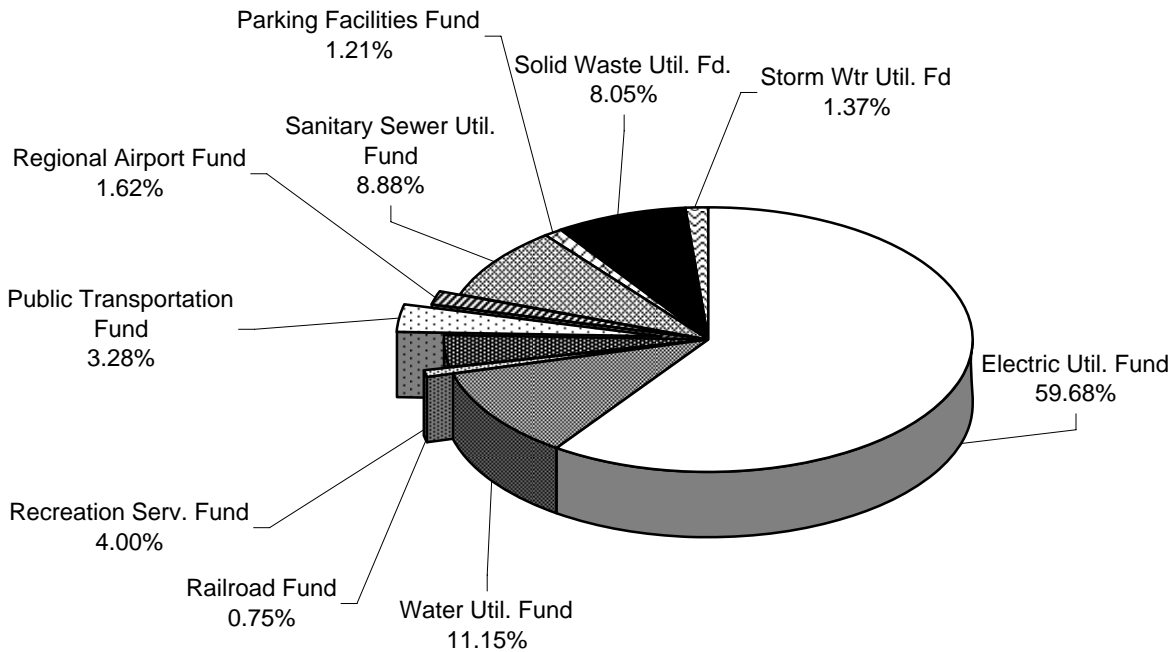
✦ **Subsidies/Transfers & Other:** includes City General, Convention & Tourism Fund, Transportation Sales Tax Fund, Capital Improvement Sales Tax Fund, Parks Sales Tax Fund, Public Improvement Fund and Special Road District Tax Fund. The FY 2007 transfers include a decrease in transfers into the Capital Projects Fund, Employee Benefit Fund and various transfers for debt. Stephen's Lake COPs and Special Obligation Bonds for the Activity and Recreation Center were paid off in 2006.

✦ **Administrative:** includes City Council, City Clerk & Elections, City Manager, Finance (general fund), Human Resources Volunteer Services and Law Department. Volunteer Services was moved from the Special Revenues Funds into the General Fund in FY 2007.

✦ **General Government Capital Plan:** includes funding implementation of capital plan funded with the November 2005 ballot for Public Safety, Transportation and Parks. Also includes funding for public building expansion/renovation projects.



## Enterprise Fund Expenses By Fund FY 2007



### Enterprise Fund Expenses By Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Electric Utility Fund	\$ 91,847,112	\$ 94,218,842	\$ 100,113,929	\$ 112,395,472	19.3%
Water Utility Fund	19,453,699	24,448,629	24,810,853	20,993,913	(14.1%)
Railroad Fund	1,651,094	1,454,753	1,453,941	1,408,458	(3.2%)
Recreation Services Fund	6,677,237	7,110,332	6,820,133	7,539,772	6.0%
Public Transportation Fund	3,786,060	7,468,132	7,284,110	6,168,537	(17.4%)
Regional Airport Fund	3,063,014	2,131,680	2,176,204	3,051,905	43.2%
Sanitary Sewer Utility Fund	11,078,931	15,844,474	16,004,812	16,731,516	5.6%
Parking Facilities Fund	1,869,447	3,370,918	3,433,256	2,286,099	(32.2%)
Solid Waste Utility Fund	12,714,670	16,632,582	16,654,384	15,159,297	(8.9%)
Storm Water Utility Fund	2,363,555	2,603,971	2,744,588	2,585,789	(0.7%)
<b>Total</b>	<b>\$ 154,504,819</b>	<b>\$ 175,284,313</b>	<b>\$ 181,496,210</b>	<b>\$ 188,320,758</b>	<b>7.4%</b>

✦ **Water Utility Fund, Railroad Fund, Public Transportation, Parking, Solid Waste and Storm Water**  
all have decreases due to the decrease in capital projects.

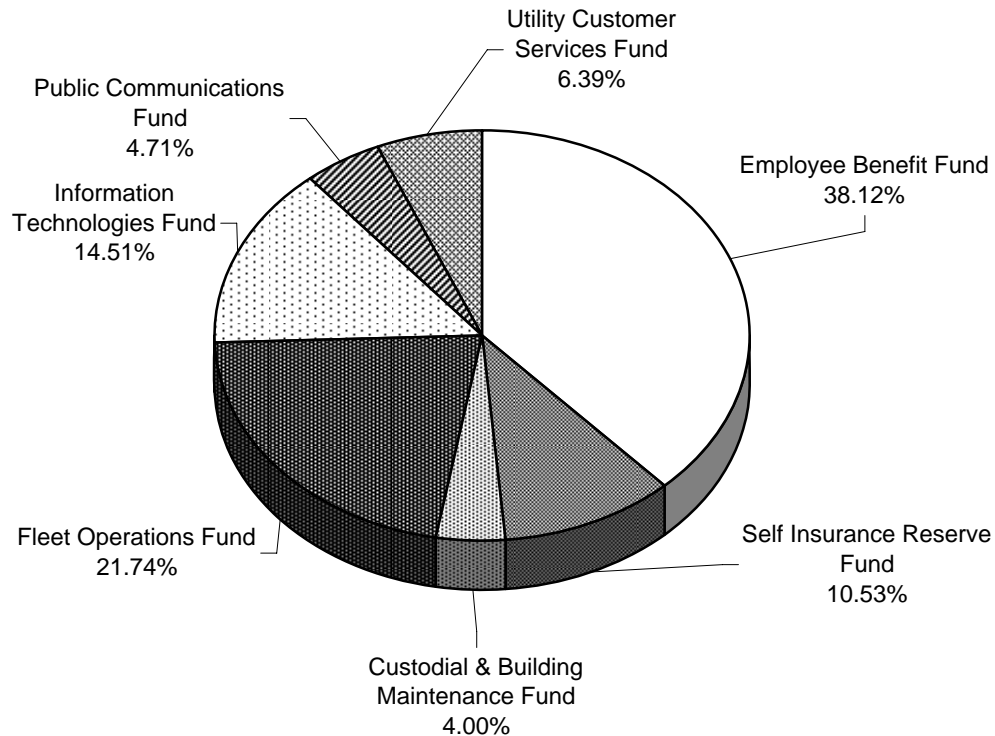
✦ **Regional Airport Fund**: increase due to capital project for rehabilitation of commercial hanger parking area.

✦ **Electric Fund**: increase due to passing of the August 2006 Electric ballot issue.

✦ **Sanitary Sewer**: increased due to issuing new bonds in FY 2006 for sewer improvements.

✦ **Recreation Services Fund**: increases in capital were offset by the decrease in debt services.

## Internal Service Fund Expenses By Fund FY 2007



### Internal Service Fund Expenses By Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Employee Benefit Fund	\$ 11,258,846	\$ 10,904,952	\$ 10,027,456	\$ 11,304,846	3.7%
Self Insurance Reserve Fd	4,216,868	3,015,550	3,006,350	3,123,964	3.6%
Custodial & Bldg Maint. Fd	839,602	1,097,869	1,040,771	1,184,796	7.9%
Fleet Operations Fund	5,089,269	5,114,670	5,759,267	6,447,834	26.1%
Information Technologies Fund	3,981,322	4,189,459	4,011,562	4,301,735	2.7%
Public Communications Fd	794,586	996,315	986,247	1,396,105	40.1%
Utility Customer Serv. Fd	1,504,680	1,599,249	1,732,971	1,894,818	18.5%
<b>Total</b>	<b>\$ 27,685,173</b>	<b>\$ 26,918,064</b>	<b>\$ 26,564,624</b>	<b>\$ 29,654,098</b>	<b>10.2%</b>

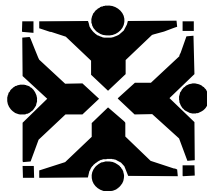
✦ **Fleet Operations Fund:** the increase reflects projected increased fuel costs, parts and outside work.

✦ **Public Communications Fund:** increase reflects the addition of Director of Communication and reorganization of the city's cable channel operations from Water and Electric into the Public Communications Fund.

✦ **Utility Customer Services Fund and Information Technologies Fund:** maintenance contracts for new call out features of the billing system, financial service fees for credit card payment and collection agency fee.

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# Overall Revenue Summaries

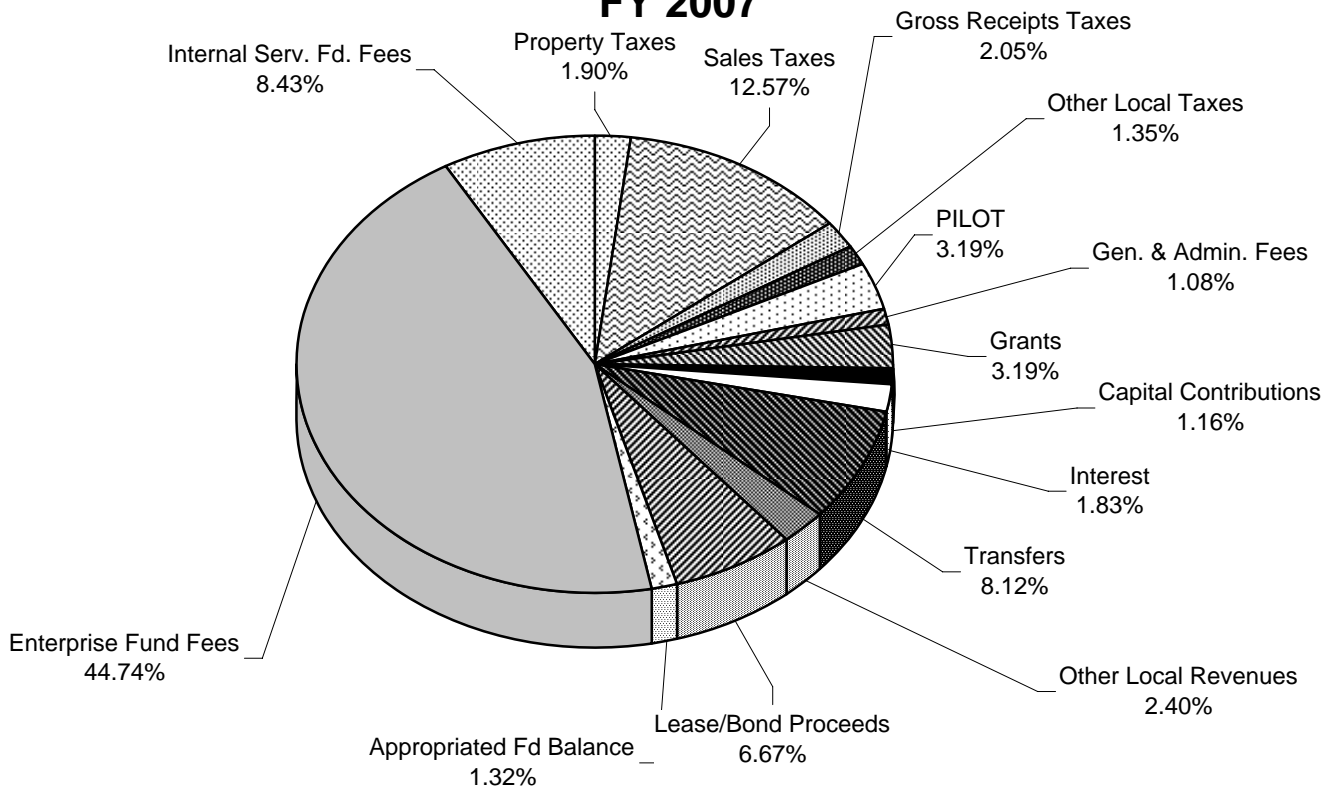


*City of Columbia*  
*Columbia, Missouri*

## OVERALL REVENUES:

- ✦ **Property Taxes:** The growth in Property Taxes is shown to be 5.0% over Estimated FY 2006. The growth of assessed valuation of real property for new construction is projected to be 5%, which is the same as in 2006 prior to reassessment. Similar growth is projected for personal property. The General Fund rate will remain at \$0.41 per \$100 assessed value as it has since 2002. There is no G.O. Bond levy.
- ✦ **Sales Taxes:** The growth in Sales Taxes is projected at 4.6% The growth rate in FY 2005 and year to date in FY 2006 has been between 5% and 6%. City staff continues to be cautiously optimistic about the increase currently experienced in sales taxes. At this time, staff is limiting growth for projections for FY 2007 due to the possibility of a slight cooling in the construction and entertainment sectors.
- ✦ **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 6.5% over Estimated FY 2006 based upon recent growth trends, and the proposed rate increases in the Electric and Water Utilities.
- ✦ **General and Administrative Fees:** (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we added an additional component to this fee calculation which collects from some of our other city-owned utilities (Sewer, Solid Waste, and Storm Water) a payment-in-lieu-of-taxes equal to the amount they would pay in property taxes. G&A Fees are projecting a 2.5% increase over Estimated FY 2006.
- ✦ **Grants:** The 39.5% increase is due primarily to capital grants. The City has received a multi year grant for non motorized transportation project of which \$4 million is reflected in FY 2007.
- ✦ **Capital Contributions:** The increase of 55.1% reflects the increased for new capital grant funds in Transit for additional buses and to replace 4 paratransit vehicles.
- ✦ **Transfers:** These include both subsidies and transfers between funds. FY 2007 reflects a 11.4% increase. This is primarily due to a larger number of transfers going into the Capital Projects Fund to fund General Government capital projects.
- ✦ **Other Local Revenues:** include Licenses and Permits, Fines, Governmental Fees and Charges, and Miscellaneous Revenues such as Auction Revenues from the sale of surplus equipment and revenue from the sale of SO2 allowances in Electric. For FY 2007, Other Local Revenues are showing a decrease of 8.4%. This decrease is primarily due to no SO2 allowances budgeted to be sold in FY 2007
- ✦ **Lease/Bond Proceeds:** The large percentage increase is for Special Obligation Bonds/Certificates of Participation to fund the renovation and expansion of the downtown city buildings and offices.
- ✦ **Appropriated Fund Balance:** Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2005 and estimated FY 2006, the appropriated fund balance is higher for the General Fund in FY 2007. The use of Capital Fund balance for street projects is also increased for FY 2007.
- ✦ **Enterprise Fund Fees:** These are fees charged to users for utility and other types of services. The 7.8% increase for FY 2007 reflects a growing number of customers as well as rate increases proposed in Water, Electric Solid Waste and Sewer.
- ✦ **Internal Service Fund Fees:** These are fees charged for providing services to other city departments. The 12.6% increase reflects new charges for the print shop and the cable channel, increases in self insurance fees and increases in charges for custodial and building maintenance after a number of years of drawing down on accumulated fund balance.

## Overall Revenue Summary FY 2007



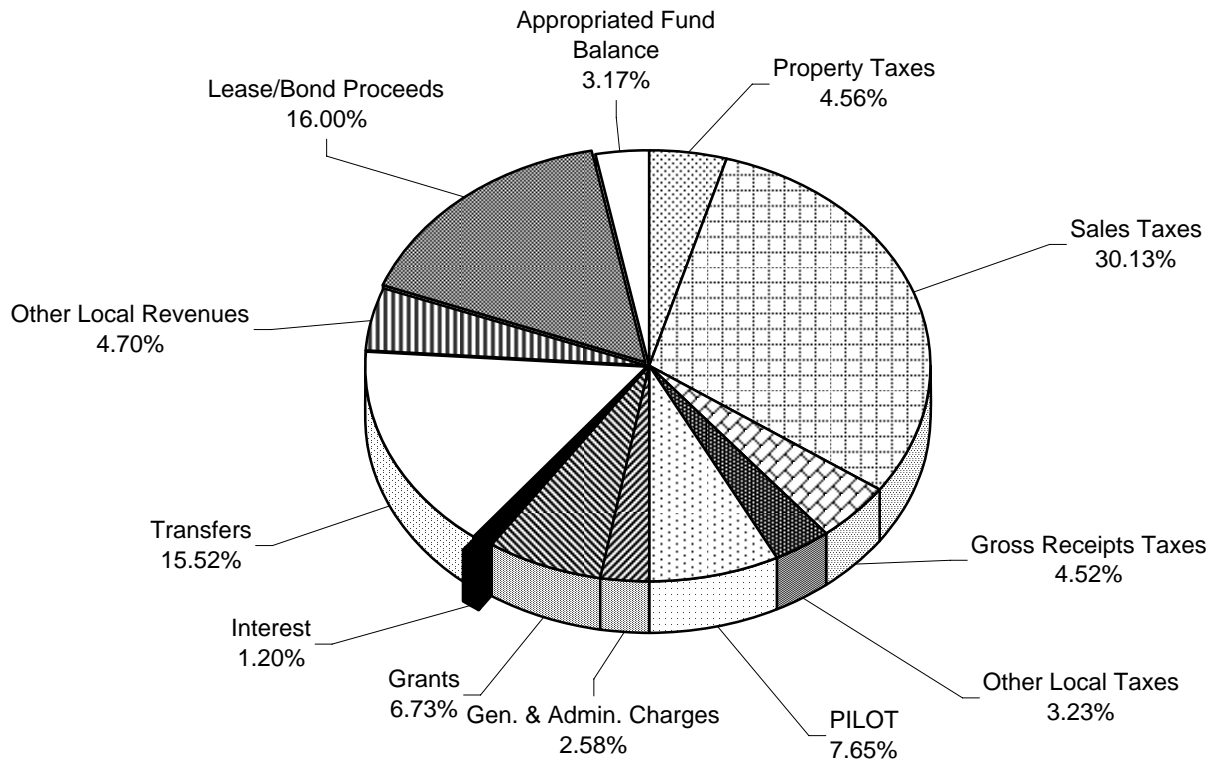
### All Funds Revenue By Category

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
Property Taxes	\$ 4,791,262	\$ 5,254,175	\$ 5,656,000	\$ 5,939,000	5.0%
Sales Taxes	35,593,421	33,077,926	37,476,600	39,208,000	4.6%
Gross Receipts Taxes	5,762,919	5,626,828	5,731,530	6,381,730	11.3%
Other Local Taxes	4,230,168	4,245,000	4,187,000	4,204,000	0.4%
PILOT	8,694,081	9,359,625	9,350,000	9,960,000	6.5%
Gen. & Admin. Charges	3,093,319	3,270,654	3,270,654	3,353,141	2.5%
Grants	7,034,320	6,720,307	7,122,012	9,934,922	39.5%
Capital Contributions	9,363,939	3,609,663	2,334,658	3,619,909	55.1%
Interest	5,274,390	4,756,200	5,599,313	5,722,837	2.2%
Transfers	28,013,373	21,099,064	22,730,894	25,324,986	11.4%
Other Local Revenues	14,337,909	6,846,891	8,172,691	7,482,539	(8.4%)
Lease/Bond Proceeds	0	542,500	542,500	20,812,500	3736.4%
Appropriated Fund Balance	14,986,251	4,529,695	4,529,695	4,131,196	(8.8%)
Enterprise Fund Fees	121,184,682	126,632,435	129,457,870	139,525,420	7.8%
Internal Service Fund Fees	21,126,075	23,378,809	23,341,493	26,284,004	12.6%
<b>Total</b>	<b>\$ 283,486,109</b>	<b>\$ 258,949,772</b>	<b>\$ 269,502,910</b>	<b>\$ 311,884,184</b>	<b>15.7%</b>

# Financial Summary - FY 2007 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2007 Total
<b>TAXES:</b>				
Property Taxes	\$ 5,939,000	\$ 0	\$ 0	\$ 5,939,000
Sales Tax	39,208,000	0	0	39,208,000
Gross Receipts Taxes	5,881,730	0	500,000	6,381,730
Other Local Taxes	4,204,000	0	0	4,204,000
<b>TOTAL TAXES</b>	<b>55,232,730</b>	<b>0</b>	<b>500,000</b>	<b>55,732,730</b>
<b>INTRAGOVERNMENTAL REVENUES:</b>				
PILOT	9,960,000	0	0	9,960,000
Gen. & Admin. Fees	3,353,141	0	0	3,353,141
<b>TOTAL INTRAGOVERNMENTAL REV.</b>	<b>13,313,141</b>	<b>0</b>	<b>0</b>	<b>13,313,141</b>
<b>INTERGOVERNMENTAL REVENUES (Grant Revenue)</b>	<b>8,763,385</b>	<b>1,171,537</b>	<b>0</b>	<b>9,934,922</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>0</b>	<b>3,619,909</b>	<b>0</b>	<b>3,619,909</b>
<b>INVESTMENT REVENUE</b>	<b>1,560,000</b>	<b>3,662,837</b>	<b>500,000</b>	<b>5,722,837</b>
<b>OPERATING TRANSFERS</b>	<b>20,194,826</b>	<b>5,084,760</b>	<b>45,400</b>	<b>25,324,986</b>
<b>OTHER LOCAL REVENUE:</b>	<b>6,110,289</b>	<b>1,124,350</b>	<b>247,900</b>	<b>7,482,539</b>
<b>LEASE/BOND PROCEEDS</b>	<b>20,812,500</b>	<b>0</b>	<b>0</b>	<b>20,812,500</b>
<b>APPROPRIATED FUND BALANCE</b>	<b>4,131,196</b>	<b>0</b>	<b>0</b>	<b>4,131,196</b>
<b>ENTERPRISE FUND FEES:</b>				
Railroad Utility Fees	0	797,898	0	797,898
Water Utility Fees	0	15,743,500	0	15,743,500
Electric Utility Fees	0	92,951,000	0	92,951,000
Recreation Fees	0	4,179,168	0	4,179,168
Public Transportation Fees	0	1,104,230	0	1,104,230
Airport Utility Fees	0	539,248	0	539,248
Sanitary Sewer Fees	0	8,800,330	0	8,800,330
Parking Fees	0	1,647,125	0	1,647,125
Solid Waste Utility Fees	0	12,333,421	0	12,333,421
Storm Water Utility Fees	0	1,429,500	0	1,429,500
<b>TOTAL ENTERPRISE FUND FEES</b>	<b>0</b>	<b>139,525,420</b>	<b>0</b>	<b>139,525,420</b>
<b>INTERNAL SERVICE FEES:</b>				
Locator Fees	0	140,779	0	140,779
Health Insurance Fees	0	0	11,281,190	11,281,190
Self Insurance Fees	0	0	2,498,220	2,498,220
Custodial & Bldg Maintenance Fees	0	0	843,311	843,311
Fleet Maintenance Fees	0	0	6,120,658	6,120,658
Information Technologies Fees	0	0	3,327,086	3,327,086
Print Shop & Mailroom Fees	0	0	801,819	801,819
Utility Customer Services Billing Fees	0	0	1,270,941	1,270,941
<b>TOTAL INTERNAL SERVICE FUND FEES</b>	<b>0</b>	<b>140,779</b>	<b>26,143,225</b>	<b>26,284,004</b>
<b>TOTAL REVENUES AND OTHER SOURCES</b>	<b>\$ 130,118,067</b>	<b>\$ 154,329,592</b>	<b>\$ 27,436,525</b>	<b>\$ 311,884,184</b>

## General Government Revenues FY 2007



### General Government Revenues

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
Property Taxes	\$ 4,791,262	\$ 5,254,175	\$ 5,656,000	\$ 5,939,000	5.0%
Sales Taxes	35,593,421	33,077,926	37,476,600	39,208,000	4.6%
Gross Receipts Taxes	5,762,919	5,626,828	5,731,530	5,881,730	2.6%
Other Local Taxes	4,230,168	4,245,000	4,187,000	4,204,000	0.4%
PILOT	8,694,081	9,359,625	9,350,000	9,960,000	6.5%
Gen. & Admin. Charges	3,093,319	3,270,654	3,270,654	3,353,141	2.5%
Grants	6,084,775	5,513,779	5,553,916	8,763,385	57.8%
Interest	1,995,719	1,063,000	1,159,039	1,560,000	34.6%
Transfers	18,422,128	15,438,478	16,975,192	20,194,826	19.0%
Other Local Revenues	6,442,676	5,741,491	6,260,738	6,110,289	(2.4%)
Lease/Bond Proceeds	0	542,500	542,500	20,812,500	3736.4%
Appropriated Fund Balance	14,986,251	4,529,695	4,529,695	4,131,196	(8.8%)
<b>Total</b>	<b>\$ 110,096,719</b>	<b>\$ 93,663,151</b>	<b>\$ 100,692,864</b>	<b>\$ 130,118,067</b>	<b>29.2%</b>



## 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 2006 to Adopted FY 2007.

✦ **Property Taxes:** The growth in Property Taxes is shown to be 5.0% over Estimated FY 2006. The growth of assessed valuation of real property for new construction is projected to be 5%, which is the same as in 2006. The General Fund rate will remain at \$0.41 per \$100 assessed value as it has since 2002. There is no G.O. Bond levy.

✦ **Sales Taxes:** A 1% general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's General Fund receives 95.9% of the 1% gross receipts received from the State, and the General Fund percentage has remained the same since FY 2001. The other 4.1% of the 1% received goes to the Public Improvement Fund. The FY 2007 General Fund Sales Tax is shown to increase 4.6% over Estimated FY 2006. The actual growth rate from FY 2004 to FY 2005 was 6.16%. The current trend in the growth rate has indicated strong sustained growth due to major retail development opening over the past year. City staff continues to be cautiously optimistic about the increases we are currently experiencing in sales taxes. At this time, the projected estimated increase reflects new projections based on the current trend.

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

◇ **Gasoline Tax** provides for the construction and maintenance of highways. The rate is 17 cents per gallon. The FY 2007 amount is projected to remain the same as the Estimated FY 2006 amount of \$2,400,000, which is approximately the same as the FY 2005 actual revenues.

◇ **Cigarette Tax** of 10 cents per package is collected on each package by the wholesaler. The FY 2007 amount is projected at a 1% growth rate from Estimated FY 2006. This is approximately the same as the Actual FY 2005.

◇ **Motor Vehicle Tax** includes 1 1/2 cents per \$1.00 vehicle cost and \$12.50 of the license plate fee. The FY 2007 amount is projected at a slightly higher amount than Estimated FY 2006. This amount is higher than the FY 2005 actual amount.

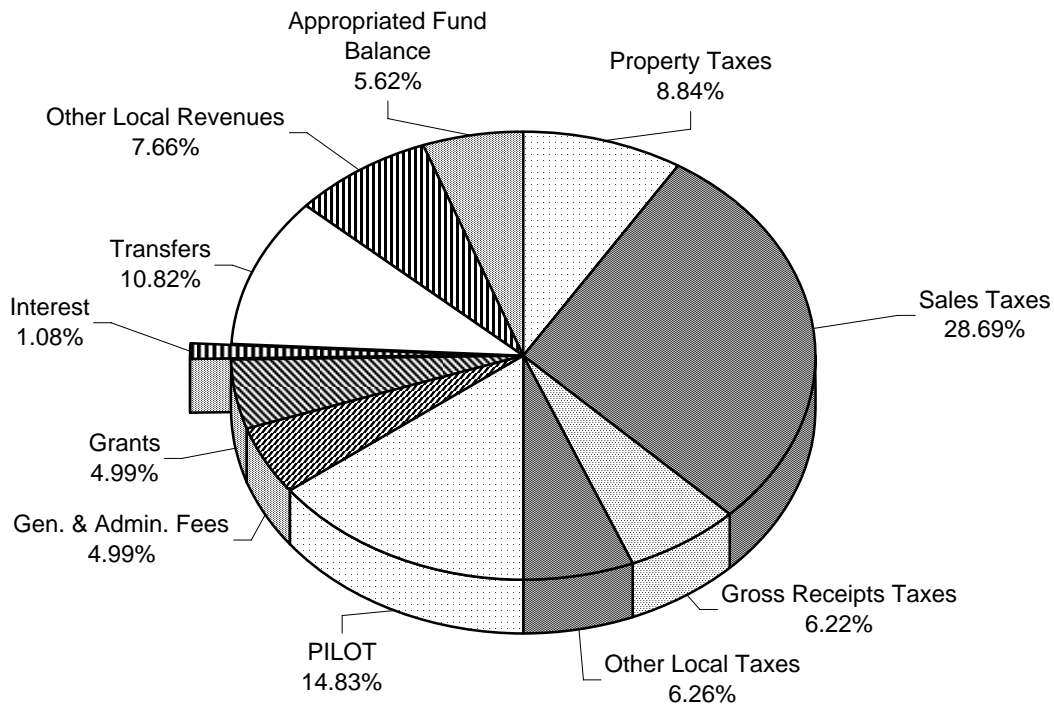
✦ **PILOT:** (Payment-In-Lieu-Of-Taxes) The Water and Electric Fund pays the General Fund annually an amount substantially equivalent to the 7% gross receipts taxes and property taxes which would be paid if the utilities were owned privately. PILOT payments are projected to grow at 6.5% over Estimated FY 2006 based upon recent growth trends, and projected rate increases in the Electric Utility and Water Utility.

✦ **General and Administrative (G&A) Fees:** The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. The charges are computed on the basis of an estimated allocation of time the various City departments contribute for servicing these funds. Beginning in FY 2001, we added an additional component to this fee calculation which collects from some of our other city-owned utilities (Sewer, Solid Waste, and Storm Water) a payment-in-lieu-of-taxes equal to the amount they would pay in property taxes. G&A Fees are projecting a 2.5% increase over Estimated FY 2006.

✦ **Grants:** Grants are shown to decrease by 12.0% from Estimated FY 2006 due to the reduction in state and federal grants and specifically the Public Safety due to reductions in Homeland Security Grants.

✦ **Appropriated Fund Balance:** Due to careful analysis and a close watchful eye on expenditures and revenues for FY 2005 and estimated FY 2006, the appropriated fund balance is slightly higher for FY 2007. This use of fund balance will maintain the General Fund Balance at the 16% of expenditures required by Council resolution.

## General Fund Revenues FY 2007



### General Fund Revenues

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
Property Taxes	\$ 4,790,935	\$ 5,254,175	\$ 5,656,000	\$ 5,939,000	5.0%
Sales Taxes	17,368,625	18,115,075	18,420,000	19,269,000	4.6%
Gross Receipts Taxes	4,248,592	4,060,115	4,070,815	4,181,400	2.7%
Other Local Taxes	4,230,168	4,245,000	4,187,000	4,204,000	0.4%
PILOT	8,694,081	9,359,625	9,350,000	9,960,000	6.5%
Gen. & Admin. Fees	3,093,319	3,270,654	3,270,654	3,353,141	2.5%
Grants	3,290,519	3,653,709	3,810,140	3,353,385	(12.0%)
Interest	509,712	500,000	600,000	725,000	20.8%
Transfers	5,482,308	6,223,107	6,223,107	7,270,826	16.8%
Other Local Revenues	5,080,581	5,106,948	5,189,674	5,142,389	(0.9%)
Appropriated Fund Balance	4,128,270	3,972,195	3,972,195	3,773,196	(5.0%)
<b>Total</b>	<b>\$ 60,917,110</b>	<b>\$ 63,760,603</b>	<b>\$ 64,749,585</b>	<b>\$ 67,171,337</b>	<b>3.7%</b>

# Financial Summaries - General Fund Revenue Detail

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
<b>TAXES:</b>					
<b>PROPERTY TAXES:</b>					
Real Estate	\$ 3,820,032	\$ 4,171,500	\$ 4,580,000	\$ 4,854,800	6.0%
Personal Property	811,516	927,675	910,000	929,200	2.1%
Other	159,387	155,000	166,000	155,000	(6.6%)
<b>Total Property Taxes</b>	<b>4,790,935</b>	<b>5,254,175</b>	<b>5,656,000</b>	<b>5,939,000</b>	<b>5.0%</b>
<b>SALES TAX</b>	<b>17,368,625</b>	<b>18,115,075</b>	<b>18,420,000</b>	<b>19,269,000</b>	<b>4.6%</b>
<b>GROSS RECEIPTS TAX:</b>					
Telephone	1,158,894	1,010,000	840,000	1,010,000	20.2%
Natural Gas	2,557,595	2,525,000	2,700,000	2,727,000	1.0%
Electric	441,288	434,300	440,000	444,400	1.0%
CATV	90,815	90,815	90,815	0	(100.0%)
<b>Total Gross Receipts Tax</b>	<b>4,248,592</b>	<b>4,060,115</b>	<b>4,070,815</b>	<b>4,181,400</b>	<b>2.7%</b>
<b>OTHER LOCAL TAXES:</b>					
Cigarette Tax	697,996	690,000	692,000	699,000	1.0%
Gasoline Tax	2,469,274	2,460,000	2,400,000	2,400,000	0.0%
Motor Vehicle Tax	1,062,898	1,095,000	1,095,000	1,105,000	0.9%
<b>Total Other Local Taxes</b>	<b>4,230,168</b>	<b>4,245,000</b>	<b>4,187,000</b>	<b>4,204,000</b>	<b>0.4%</b>
<b>TOTAL TAXES</b>	<b>30,638,320</b>	<b>31,674,365</b>	<b>32,333,815</b>	<b>33,593,400</b>	<b>3.9%</b>
<b>INTRAGOVERNMENTAL REVENUES:</b>					
<b>PILOT:</b>					
PILOT - Electric	6,655,110	7,155,875	7,450,000	7,945,000	6.6%
PILOT - Water	2,038,971	2,203,750	1,900,000	2,015,000	6.1%
<b>Total PILOT</b>	<b>8,694,081</b>	<b>9,359,625</b>	<b>9,350,000</b>	<b>9,960,000</b>	<b>6.5%</b>
Gen. & Admin. Revenue	3,093,319	3,270,654	3,270,654	3,353,141	2.5%
<b>TOTAL INTRAGOV. REV.</b>	<b>11,787,400</b>	<b>12,630,279</b>	<b>12,620,654</b>	<b>13,313,141</b>	<b>5.5%</b>
<b>INTERGOVERNMENTAL REVENUES:</b>					
Federal / State Revenues	1,570,009	1,782,842	1,766,085	1,369,431	(22.5%)
County Revenues	1,720,510	1,870,867	2,044,055	1,983,954	(2.9%)
<b>TOTAL INTERGOV. REV.</b>	<b>3,290,519</b>	<b>3,653,709</b>	<b>3,810,140</b>	<b>3,353,385</b>	<b>(12.0%)</b>
<b>INTEREST &amp; INVESTMENT REVENUE:</b>					
Investment Earnings & Interest	509,712	500,000	600,000	725,000	20.8%
<b>TOTAL INV. INCOME</b>	<b>509,712</b>	<b>500,000</b>	<b>600,000</b>	<b>725,000</b>	<b>20.8%</b>
<b>OPERATING TRANSFERS:</b>					
Parks Sales Tax	253,380	511,505	511,505	1,030,000	101.4%
Transportation Sales Tax	4,808,097	5,324,380	5,324,380	5,740,000	7.8%
Public Improvement Fund	230,000	230,000	230,000	309,241	34.5%
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%
Capital Projects Fund	0	0	0	30,863	
Contributions Fund	32,664	0	0	0	
CDBG Fund	20,945	20,000	20,000	23,500	17.5%
Utility Customer Services Fund	16,297	16,297	16,297	16,297	0.0%
<b>TOTAL OPER. TRANSF.</b>	<b>\$ 5,482,308</b>	<b>\$ 6,223,107</b>	<b>\$ 6,223,107</b>	<b>\$ 7,270,826</b>	<b>16.8%</b>

# Financial Summaries - General Fund Revenue Detail (Continued)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
<b>OTHER LOCAL REVENUE:</b>					
<b>LICENSES &amp; PERMITS:</b>					
Business License	\$ 588,809	\$ 546,200	\$ 556,600	\$ 572,300	2.8%
Liquor License	122,905	119,200	120,000	121,000	0.8%
Animal License	34,605	28,500	29,000	29,000	0.0%
<b>TOTAL LIC. &amp; PERMITS</b>	<b>746,319</b>	<b>693,900</b>	<b>705,600</b>	<b>722,300</b>	<b>2.4%</b>
<b>FINES:</b>					
Corporation Court Fines	1,084,183	1,146,000	1,026,000	1,127,000	9.8%
Uniform Ticket Fines	119,594	140,000	125,000	145,000	16.0%
Meter Fines	207,515	240,000	200,000	175,000	(12.5%)
Alarm Violations	12,700	16,500	13,500	13,500	0.0%
<b>TOTAL FINES</b>	<b>1,423,992</b>	<b>1,542,500</b>	<b>1,364,500</b>	<b>1,460,500</b>	<b>7.0%</b>
<b>FEES:</b>					
Construction Fees	1,122,377	781,080	1,039,239	795,020	(23.5%)
Street Maintenance Fees	357,327	365,000	365,000	365,000	0.0%
Animal Control Fees	17,683	13,500	16,500	16,500	0.0%
Health Fees	367,018	315,667	413,800	431,950	4.4%
Other Fees	251,958	266,060	210,212	232,431	10.6%
<b>TOTAL FEES</b>	<b>2,116,363</b>	<b>1,741,307</b>	<b>2,044,751</b>	<b>1,840,901</b>	<b>(10.0%)</b>
<b>MISC. REVENUES</b>	<b>793,907</b>	<b>1,129,241</b>	<b>1,074,823</b>	<b>1,118,688</b>	<b>4.1%</b>
<b>TOTAL OTR LOCAL REV.</b>	<b>5,080,581</b>	<b>5,106,948</b>	<b>5,189,674</b>	<b>5,142,389</b>	<b>(0.9%)</b>
<b>APPROP. FD BAL.</b>	<b>4,128,270</b>	<b>3,972,195</b>	<b>3,972,195</b>	<b>3,773,196</b>	<b>(5.0%)</b>
<b>TL REV. &amp; OTR SOURCES</b>	<b>\$ 60,917,110</b>	<b>\$ 63,760,603</b>	<b>\$ 64,749,585</b>	<b>\$ 67,171,337</b>	<b>3.7%</b>

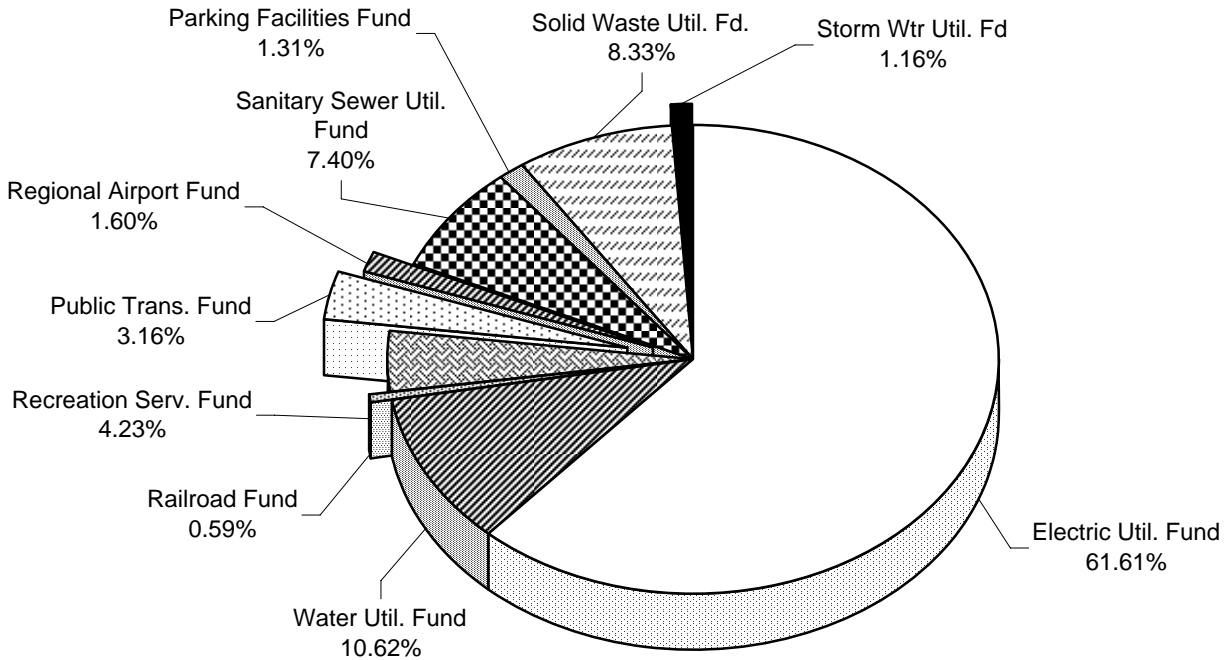
## ENTERPRISE FUND REVENUES:

The City of Columbia has ten enterprise funds that are projected to generate a total of \$154,329,592 in revenues for FY 2007. 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 2006 to Adopted FY 2007.

- ✦ **Electric Fund:** The sale of electricity is a major revenue source for this fund. There are approximately 42,500 customers that receive electricity from the city. The growth rate in new customers is over 3.5% 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%). An 8% rate increase is included for FY 2007 to continue to provide funds for the increasing cost of purchased power, provide funding for needed capital projects and debt payments. A new service fee of \$250 per meter is proposed for FY 2007.
- ✦ **Water Fund:** The sale of water is the major revenue source for this fund. There are approximately 42,000 customers that receive water from the City. The growth rate in new customers is about 3.5% per year. A 9% increase in revenue from the rate change is included to address debt service requirements and to meet the capital requirements of the fund. A decrease in investment revenues due to smaller capital balances is the reason overall growth is below 9%.
- ✦ **Railroad Fund:** Increased steel prices has caused a decrease in rail traffic. New management at the rail terminal facility and internal staffing changes will work to increase traffic.
- ✦ **Recreation Services Fund:** This fund provides various recreational services for which participants are charged fees. These fees are expected to recover only a portion of the cost of providing the activity. The remaining revenue comes in the form of subsidies and transfers from the General Fund and the Parks Sales Tax Fund.
- ✦ **Public Transportation Fund:** Revenues have been increased slightly due to additional FTA grants. Local match for these capital projects will come from accumulated balances in the fund. The amount of the Transportation Sales Tax subsidy has been reduced for FY 2007 but is anticipated to increase again in future years.
- ✦ **Regional Airport Fund:** Revenues were received from the FAA grants and the amount of the Transportation Sales Tax subsidy has increased from FY 2006. Commissions and Passenger Facility Charges are down due to decreased activity.
- ✦ **Sanitary Sewer Fund:** Sewer charges are the major revenue source for this fund. There are approximately 38,000 sewer utility customers. A 3.0% rate increase is included for FY 2007 to pay for the 2003 voter approved ballot issue revenue bonds used to fund capital improvements and operating increases.
- ✦ **Parking Fund:** Parking fees are charged to users of the City's garages, surface lots, and metered parking. Revenues have decreased due to the sale of land in 2006.
- ✦ **Solid Waste Utility Fund:** There are about 38,000 Solid Waste utility accounts served by the City. An increase of \$1.75 in the residential rate per month is included. This would bring the average residential rate to \$12.94. This is still below most rates in comparable cities. Landfill fees, which are \$32.50/ton, amount to 18% of total revenues.
- ✦ **Storm Water Fund:** Storm water fees paid by utility customers as well as development charges are the major revenue sources for this fund. FY 2007 revenues reflect a slight increase due to transfers in from other funds to reimburse this fund for the cost of re-flying topographical maps.

## Enterprise Fund Revenues By Fund FY 2007



### Enterprise Fund Revenues By Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
Electric Utility Fund	\$ 84,846,074	\$ 85,894,125	\$ 88,033,235	\$ 95,082,279	8.0%
Water Utility Fund	17,052,135	15,117,350	15,542,176	16,388,500	5.4%
Railroad Fund	2,075,660	1,084,236	881,267	903,898	2.6%
Recreation Services Fund	8,690,663	6,332,652	6,422,302	6,522,178	1.6%
Public Transportation Fund	3,404,481	4,079,209	4,559,252	4,879,639	7.0%
Regional Airport Fund	2,432,551	2,545,109	1,657,889	2,463,248	48.6%
Sanitary Sewer Utility Fund	14,566,496	10,734,900	11,142,501	11,412,930	2.4%
Parking Facilities Utility Fund	2,001,928	2,036,736	2,234,347	2,022,125	(9.5%)
Solid Waste Utility Fund	11,757,977	11,508,035	11,995,274	12,860,980	7.2%
Storm Water Utility Fund	2,021,930	1,584,801	1,730,929	1,793,815	3.6%
<b>Total</b>	<b>\$ 148,849,895</b>	<b>\$ 140,917,153</b>	<b>\$ 144,199,172</b>	<b>\$ 154,329,592</b>	<b>7.0%</b>

## INTERNAL SERVICE FUND REVENUES:

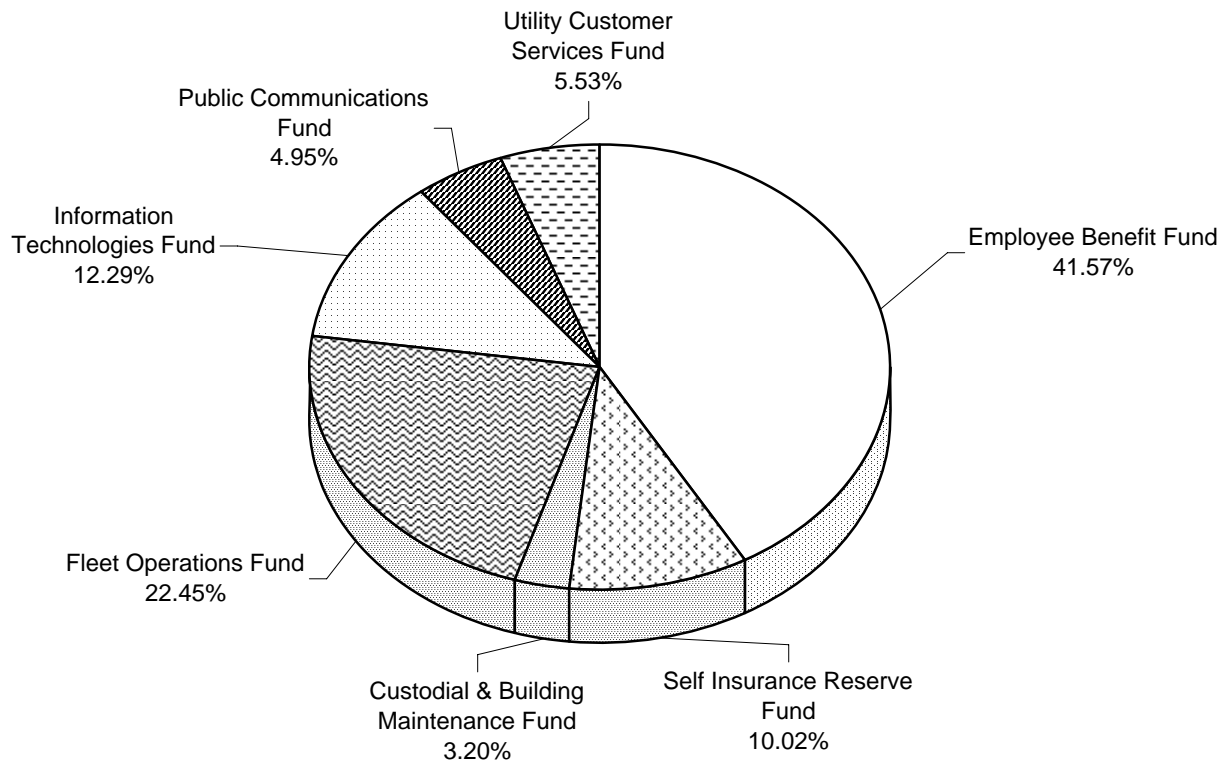
The City of Columbia has seven internal service funds that generate a total of \$27,436,525 in revenues. In the past the City has adjusted a number of the fees charged by these departments to allow for the use of amounts that have accumulated from net income. Many of these funds are now charging fees for the full amount of the cost of the services they provide. This results in higher rates of increases than may have been charged in the past. Several funds will still have a planned use of fund balance in FY 2007.

Below are revenue highlights for these funds.

- ✦ **Employee Benefit Fund**: This fund is used to account for the City of Columbia's self insurance program for health, disability, and life insurance for covered City employees. In addition, charges for Employee Health/Wellness (which consists of physicals, drug testing, Hepatitis B shots, etc.), employee recognition and post employment health benefits are included in this fund. In FY 2007 the fund shows a 11.8% increase which includes an increased number of participants as well as the proposed health insurance rate increase. The City's is restructuring the way it calculates premiums for retirees to reduce the post employment benefit liability over the next 5 years.
- ✦ **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 23.6% increase in FY 2007 revenues over Estimated FY 2006 is due to the increased amount collected from the other departments to pay for the ever increasing premiums paid by this fund.
- ✦ **Custodial and Building Maintenance Services Fund**: This fund provides janitorial and building maintenance services to the other city departments. FY 2007 revenues reflect an 8.3% increase. This fund has continued to increase its fund balance over the past few years. As mentioned above, we reduced the amount to be recovered resulting in a planned use of fund balance and an ending fund balance that would be at a level allowed by our internal service fund policy.
- ✦ **Fleet Maintenance Fund**: This fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. This rate is proposed to remain the same at \$42 for FY 2007. This fund also provides a fueling station for many of the departments. A 6.9% increase in total revenues is projected due to increased fleet activities and the rising cost of fuel.
- ✦ **Information Technologies Fund**: This fund provides computer services to the other city departments including the support and administration of the AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LAN), telecommunications (PBX), personal computers, and workstations. Fees are assessed based upon each department's usage of the AS 400 and the number of computer workstations for all departments. The revenues for FY 2007 reflects a 2.7% increase over FY 2006.
- ✦ **Public Communications Fund**: This fund provides public communications, web communications/electronic government, printing services, and mail services. FY 2007 revenues reflect a 45.3% increase to fund the restructuring of this office. All cable franchise fees are proposed to be deposited in this fund. Prior to FY 2007 a portion of those fees were diverted to the General Fund. Two new fees for print shop and city cable channel were also implemented in FY 2007.
- ✦ **Utility Customer Services Fund**: This fund charges various City departments for billing the following types of utilities: waster, electric, sanitary sewer, solid waste, and storm water. FY 2007 revenues reflect an 8.2% increase.

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

## Internal Service Fund Revenues By Fund FY 2007



### Internal Service Revenues By Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Estimated FY 2006
Employee Benefit	\$ 11,181,068	\$ 10,943,594	\$ 10,198,300	\$ 11,406,590	11.8%
Self Insurance	1,994,913	2,148,375	2,223,375	2,748,220	23.6%
Custodial & Bldg Maint.	720,268	810,436	810,636	878,311	8.3%
Fleet Maintenance	5,247,168	4,992,744	5,761,241	6,158,558	6.9%
Information Technologies	3,226,708	3,338,630	3,282,798	3,372,086	2.7%
Public Communications	781,237	814,962	933,797	1,356,819	45.3%
Utility Customer Services	1,388,133	1,320,727	1,400,727	1,515,941	8.2%
<b>Total</b>	<b>\$ 24,539,495</b>	<b>\$ 24,369,468</b>	<b>\$ 24,610,874</b>	<b>\$ 27,436,525</b>	<b>11.5%</b>



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# Summary - FY 2007 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)	Estimated Ending Balance
<b>Governmental Funds:</b>					
General Fund **	\$14,516,409	\$63,398,141	\$67,171,337	(\$3,773,196) ^	\$10,743,213
Capital Quarter Cent Sales Tax	\$705,025	\$4,836,000	\$3,040,875	\$1,795,125	\$2,500,150
Transportation Sales Tax Fund	\$3,660	\$9,647,000	\$8,459,000	\$1,188,000	\$1,191,660
Parks Sales Tax Fund	\$3,437,299	\$4,851,000	\$3,886,710	\$964,290	\$4,401,589
Public Improvement Fund	\$2,640,921	\$1,815,000	\$1,666,780	\$148,220	\$2,789,141
Special Road District Tax Fund	\$2,154,666	\$1,250,000	\$2,383,425	(\$1,133,425) ^	\$1,021,241
Cultural Affairs Fund	\$159,839	\$0	\$0	\$0	\$159,839
Convention & Tourism Fund	\$1,161,910	\$1,763,230	\$1,687,679	\$75,551	\$1,237,461
Debt Service Funds (Combined)	\$2,397,514	\$3,738,000	\$3,339,000	\$399,000	\$2,796,514
Capital Projects Fund	\$20,191,127	\$34,658,500	\$35,133,500	(\$475,000) ^	\$19,716,127
Contributions Fund	\$668,911	\$30,000	\$19,316	\$10,684	\$679,595
<b>Total Govt. Funds****</b>	<b>\$48,037,281</b>	<b>\$125,986,871</b>	<b>\$126,787,622</b>	<b>(\$800,751)</b>	<b>\$47,236,530</b>
<b>Enterprise Funds:</b>					
Railroad Fund	\$1,507,535	\$903,898	\$1,106,458	(\$202,560) ~	\$1,304,975
Water & Electric Funds (Combined) ***	\$126,618,961	\$111,470,779	\$109,743,688	\$1,727,091	\$128,346,052
Recreation Services Fund	\$13,191,989	\$6,522,178	\$7,277,272	(\$755,094) ^	\$12,436,895
Public Transportation Fund	\$4,035,479	\$4,879,639	\$4,554,730	\$324,909	\$4,360,388
Airport Fund	\$3,021,102	\$2,463,248	\$2,141,905	\$321,343	\$3,342,445
Sanitary Sewer Utility Fund	\$40,548,526	\$11,412,930	\$10,689,966	\$722,964	\$41,271,490
Parking Utility Fund	\$9,527,718	\$2,022,125	\$1,641,899	\$380,226	\$9,907,944
Solid Waste Utility Fund	\$5,689,900	\$12,860,980	\$13,894,497	(\$1,033,517) ~	\$4,656,383
Storm Water Utility Fund	\$8,523,397	\$1,793,815	\$1,615,602	\$178,213	\$8,701,610
<b>Total Enterprise Funds</b>	<b>\$212,664,607</b>	<b>\$154,329,592</b>	<b>\$152,666,017</b>	<b>\$1,663,575</b>	<b>\$214,328,182</b>
<b>Internal Service Funds:</b>					
Employee Benefit Fund	\$593,729	\$11,406,590	\$11,304,846	\$101,744	\$695,473
Self Insurance Reserve Fund	\$3,977,541	\$2,748,220	\$3,123,964	(\$375,744) ^	\$3,601,797
Custodial / Maintenance Fund	\$255,529	\$878,311	\$1,138,796	(\$260,485) ^	(\$4,956)
Fleet Operations Fund	\$651,552	\$6,158,558	\$6,388,504	(\$229,946) ^	\$421,606
Information Technologies Fund	\$849,327	\$3,372,086	\$4,030,678	(\$658,592) ^	\$190,735
Public Communications Fund	\$1,406,004	\$1,356,819	\$1,350,505	\$6,314	\$1,412,318
Utility Customer Services Fund	\$944,006	\$1,515,941	\$1,894,818	(\$378,877) ^	\$565,129
<b>Total Internal Service Funds</b>	<b>\$8,677,688</b>	<b>\$27,436,525</b>	<b>\$29,232,111</b>	<b>(\$1,795,586)</b>	<b>\$6,882,102</b>
<b>Total All Funds</b>	<b>\$269,379,576</b>	<b>\$307,752,988</b>	<b>\$308,685,750</b>	<b>(\$932,762)</b>	<b>\$268,446,814</b>

^ 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	\$16,388,500	\$16,268,716	\$119,784
Electric Utility Fund	\$95,082,279	\$93,474,972	\$1,607,307

\*\*\*\*Does not include CDBG Revenues or Expenses

# Summary - FY 2007 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^
<b>Governmental Funds:</b>					
General Fund **	(\$8,218,576)	\$4,445,380	\$0	(\$3,773,196)	(\$3,773,196)
Capital Quarter Cent Sales Tax	\$4,836,000	(\$3,040,875)	\$0	\$1,795,125	\$1,795,125
Transportation Sales Tax Fund	\$9,647,000	(\$8,459,000)	\$0	\$1,188,000	\$1,188,000
Parks Sales Tax Fund	\$4,849,290	(\$3,885,000)	\$0	\$964,290	\$964,290
Public Improvement Fund	\$1,779,461	(\$1,631,241)	\$0	\$148,220	\$148,220
Special Road District Tax Fund	\$1,250,000	(\$2,383,425)	\$0	(\$1,133,425)	(\$1,133,425)
Cultural Affairs Fund	\$0	\$0	\$0	\$0	\$0
Convention & Tourism Fund	\$75,551	\$0	\$0	\$75,551	\$75,551
Debt Service Funds (Combined)	(\$2,939,000)	\$3,338,000	\$0	\$399,000	\$399,000
Capital Projects Fund	(\$30,873,500)	\$30,398,500	\$0	(\$475,000)	(\$475,000)
Contributions Fund	\$10,684	\$0	\$0	\$10,684	\$10,684
<b>Total Govt. Funds****</b>	<b>(\$19,583,090)</b>	<b>\$18,782,339</b>	<b>\$0</b>	<b>(\$800,751)</b>	<b>(\$800,751)</b>
<b>Enterprise Funds:</b>					
Railroad Fund	(\$8,211)	\$97,000	(\$16,349)	\$72,440	\$72,440
Water & Electric Funds (Combined) ***	\$22,733,455	(\$81,500)	(\$12,674,864)	\$9,977,091	\$9,977,091
Recreation Services Fund	(\$2,440,004)	\$2,262,510	(\$10,100)	(\$187,594)	(\$187,594)
Public Transportation Fund	(\$3,004,446)	\$1,377,471	\$1,172,975	(\$454,000)	\$744,909
Airport Fund	(\$1,017,707)	\$1,169,000	\$12,050	\$163,343	\$904,343
Sanitary Sewer Utility Fund	\$2,069,735	(\$30,232)	(\$347,119)	\$1,692,384	\$3,292,384
Parking Utility Fund	\$901,088	\$75,000	\$17,138	\$993,226	\$993,226
Solid Waste Utility Fund	\$640,312	(\$20,929)	\$73,000	\$692,383	\$692,383
Storm Water Utility Fund	\$157,898	\$81,250	\$203,065	\$442,213	\$522,213
<b>Total Enterprise Funds</b>	<b>\$20,032,120</b>	<b>\$4,929,570</b>	<b>(\$11,570,204)</b>	<b>\$13,391,486</b>	<b>\$17,011,395</b>
<b>Internal Service Funds:</b>					
Employee Benefit Fund	(\$13,656)	\$45,400	\$70,000	\$101,744	\$101,744
Self Insurance Reserve Fund	(\$619,744)	\$0	\$250,000	(\$369,744)	(\$369,744)
Custodial / Maintenance Fund	(\$290,735)	\$0	\$35,000	(\$255,735)	(\$255,735)
Fleet Operations Fund	(\$212,017)	(\$31,394)	\$33,765	(\$209,646)	(\$209,646)
Information Technologies Fund	(\$425,092)	\$0	\$45,000	(\$380,092)	(\$380,092)
Public Communications Fund	(\$11,886)	\$0	\$55,000	\$43,114	\$43,114
Utility Customer Services Fund	(\$598,570)	(\$16,297)	\$245,000	(\$369,867)	(\$369,867)
<b>Total Internal Service Funds</b>	<b>(\$2,171,700)</b>	<b>(\$2,291)</b>	<b>\$733,765</b>	<b>(\$1,440,226)</b>	<b>(\$1,440,226)</b>
<b>Total All Funds</b>	<b>(\$1,722,670)</b>	<b>\$23,709,618</b>	<b>(\$10,836,439)</b>	<b>\$11,150,509</b>	<b>\$14,770,418</b>
* 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	\$5,767,106	(\$2,500)	(\$3,694,822)	\$2,069,784	2,069,784
Electric Utility Fund	\$16,966,349	(\$79,000)	(\$8,980,042)	\$7,907,307	7,907,307
****Does not include CDBG Revenues or Expenses					
^ Includes Transfers and Subsidies and Capital Contributions					

## General Fund Summary

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Taxes	\$ 30,638,320	\$ 31,674,365	\$ 32,333,815	\$ 33,593,400
Other Local Revenue	4,286,674	3,977,707	4,114,851	4,023,701
Intragovernmental Revenue	11,787,400	12,630,279	12,620,654	13,313,141
Grant Revenue	3,290,519	3,653,709	3,810,140	3,353,385
Interest and Investment Revenue	509,712	500,000	600,000	725,000
Miscellaneous Revenue	793,901	1,129,241	1,074,823	1,118,688
<b>Total Revenues</b>	<b>51,306,526</b>	<b>53,565,301</b>	<b>54,554,283</b>	<b>56,127,315</b>
<b>EXPENDITURES:</b>				
Personnel Services	38,313,982	41,906,692	40,773,269	44,516,187
Supplies & Materials	4,214,531	5,420,025	5,230,265	4,987,150
Travel & Training	285,887	377,852	358,088	392,880
Intragovernmental Charges	2,899,301	3,195,608	3,193,145	3,855,299
Utilities, Services & Other Misc.*	6,627,435	8,753,612	8,539,639	8,891,594
Capital Additions	1,911,700	1,774,583	1,748,883	1,699,335
Interest & Lease Payment	0	29,607	29,607	3,446
<b>Total Expenditures</b>	<b>54,252,836</b>	<b>61,457,979</b>	<b>59,872,896</b>	<b>64,345,891</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(2,946,310)</b>	<b>(7,892,678)</b>	<b>(5,318,613)</b>	<b>(8,218,576)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	5,482,308	6,223,107	6,223,107	7,270,826
Operating Transfers To Other Funds	(3,683,013)	(3,380,478)	(3,380,478)	(2,825,446)
<b>Total Otr. Financing Sources (Uses)</b>	<b>1,799,295</b>	<b>2,842,629</b>	<b>2,842,629</b>	<b>4,445,380</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>(1,147,015)</b>	<b>(5,050,049)</b>	<b>(2,475,984)</b>	<b>(3,773,196) ^</b>
Fund Balance - Beginning of Year	18,139,408	14,051,452	16,992,393	14,516,409
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 16,992,393</b>	<b>\$ 9,001,403</b>	<b>\$ 14,516,409</b>	<b>\$ 10,743,213</b>

\* Includes contingency of \$100,000 and Council Reserve of \$41,500.

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

## Expenditures and Fund Balance

	Expenditures	Adjusted Fund Balance *	Fund Balance As a Percent Of Expenditures
1996	\$ 36,233,997	\$ 9,985,694	28%
1997	38,578,207	10,898,938	28%
1998	38,570,715	9,864,802	26%
1999	40,270,078	9,712,113	24%
2000	41,975,779	9,592,424	23%
2001	44,601,765	11,940,602	27%
2002	48,626,769	13,024,849	27%
2003	49,723,710	15,077,548	30%
2004	52,905,363	16,277,385	31%
2005	57,935,849	15,494,288	27%
2006 Est	63,253,374	14,516,409	23%
2007 Adopted	\$ 67,171,337	\$ 10,743,213	16%

## Capital Quarter Cent Sales Tax Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Sales Taxes	\$ 4,371,729	\$ 1,850,000	\$ 4,565,000	\$ 4,776,000
Investment Revenue	35,798	50,000	50,000	60,000
<b>Total Revenues</b>	<b>4,407,527</b>	<b>1,900,000</b>	<b>4,615,000</b>	<b>4,836,000</b>
<b>EXPENDITURES:</b>				
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
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>4,407,527</b>	<b>1,900,000</b>	<b>4,615,000</b>	<b>4,836,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(3,745,587)	(6,248,100)	(6,248,100)	(3,040,875)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(3,745,587)</b>	<b>(6,248,100)</b>	<b>(6,248,100)</b>	<b>(3,040,875)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>661,940</b>	<b>(4,348,100)</b>	<b>(1,633,100)</b>	<b>1,795,125</b>
Fund Balance, Beg. of Year	1,676,185	2,252,598	2,338,125	705,025
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,338,125</b>	<b>\$ (2,095,502)</b>	<b>\$ 705,025</b>	<b>\$ 2,500,150</b>

## Parks Sales Tax Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Sales Taxes	\$ 4,366,793	\$ 3,481,251	\$ 4,565,000	\$ 4,776,000
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	46,010	45,000	100,000	75,000
<b>Total Revenues</b>	<b>4,412,803</b>	<b>3,526,251</b>	<b>4,665,000</b>	<b>4,851,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	1,287	1,393	1,393	1,710
Utilities, Services & Misc.	0	0	0	0
Interest Expense	0	0	0	0
<b>Total Expenditures</b>	<b>1,287</b>	<b>1,393</b>	<b>1,393</b>	<b>1,710</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>4,411,516</b>	<b>3,524,858</b>	<b>4,663,607</b>	<b>4,849,290</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	2,586	0
Operating Transfers To Other Funds	(2,928,860)	(4,395,718)	(4,032,780)	(3,885,000)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(2,928,860)</b>	<b>(4,395,718)</b>	<b>(4,030,194)</b>	<b>(3,885,000)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,482,656</b>	<b>(870,860)</b>	<b>633,413</b>	<b>964,290</b>
Fund Balance, Beg. of Year	1,321,230	2,708,083	2,803,886	3,437,299
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,803,886</b>	<b>\$ 1,837,223</b>	<b>\$ 3,437,299</b>	<b>\$ 4,401,589</b>

## Transportation Sales Tax Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Sales Taxes	\$ 8,743,716	\$ 8,881,600	\$ 9,146,600	\$ 9,572,000
Investment Revenue	65,794	75,000	75,000	75,000
<b>Total Revenues</b>	<b>8,809,510</b>	<b>8,956,600</b>	<b>9,221,600</b>	<b>9,647,000</b>
<b>EXPENDITURES:</b>				
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
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>8,809,510</b>	<b>8,956,600</b>	<b>9,221,600</b>	<b>9,647,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(9,131,067)	(11,917,500)	(11,917,500)	(8,459,000)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(9,131,067)</b>	<b>(11,917,500)</b>	<b>(11,917,500)</b>	<b>(8,459,000)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(321,557)</b>	<b>(2,960,900)</b>	<b>(2,695,900)</b>	<b>1,188,000</b>
Fund Balance, Beg. of Year	3,021,117	2,495,050	2,699,560	3,660
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,699,560</b>	<b>\$ (465,850)</b>	<b>\$ 3,660</b>	<b>\$ 1,191,660</b>

## Public Improvement Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Sales Tax	\$ 742,558	\$ 750,000	\$ 780,000	\$ 815,000
Development Fees	543,214	485,000	600,000	900,000
Investment Revenue	87,162	130,000	120,000	100,000
<b>Total Revenues</b>	<b>1,372,934</b>	<b>1,365,000</b>	<b>1,500,000</b>	<b>1,815,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	33,558	46,169	46,169	35,539
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
<b>Total Expenditures</b>	<b>33,558</b>	<b>46,169</b>	<b>46,169</b>	<b>35,539</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,339,376</b>	<b>1,318,831</b>	<b>1,453,831</b>	<b>1,779,461</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	909	0
Operating Transfers To Other Funds	(3,361,500)	(1,300,000)	(1,300,000)	(1,631,241)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(3,361,500)</b>	<b>(1,300,000)</b>	<b>(1,299,091)</b>	<b>(1,631,241)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(2,022,124)</b>	<b>18,831</b>	<b>154,740</b>	<b>148,220</b>
Fund Balance, Beg. of Year	4,508,305	3,142,247	2,486,181	2,640,921
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,486,181</b>	<b>\$ 3,161,078</b>	<b>\$ 2,640,921</b>	<b>\$ 2,789,141</b>



## Cultural Affairs Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Festival and Other Event Revenue	\$ 33,402	\$ 28,650	\$ 30,085	\$ 0
Grant Revenue	27,055	26,220	26,220	0
Investment Revenue	4,165	3,000	100	0
Other Miscellaneous Revenues	19,842	20,863	6,605	0
<b>Total Revenues</b>	<b>84,464</b>	<b>78,733</b>	<b>63,010</b>	<b>0</b>
<b>EXPENDITURES:</b>				
Personnel Services	151,268	168,358	168,358	0
Supplies & Materials	19,436	22,023	18,601	0
Travel & Training	1,612	4,700	2,700	0
Intragovernmental Charges	34,970	38,245	38,245	0
Utilities Services & Other Misc.	135,650	147,629	136,814	0
Capital Additions	0	0	0	0
<b>Total Expenditures</b>	<b>342,936</b>	<b>380,955</b>	<b>364,718</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(258,472)</b>	<b>(302,222)</b>	<b>(301,708)</b>	<b>0</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Fds.	310,580	300,000	300,000	0
Operating Transfers To Other Fds.	(2,625)	(1,284)	(1,284)	0
<b>Total Otr. Financing Sources (Uses)</b>	<b>307,955</b>	<b>298,716</b>	<b>298,716</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>49,483</b>	<b>(3,506)</b>	<b>(2,992)</b>	<b>0</b>
Fund Balance Beg. of Year	113,348	136,058	162,831	159,839
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 162,831</b>	<b>\$ 132,552</b>	<b>\$ 159,839</b>	<b>\$ 159,839</b>

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

## Special Road District Tax Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
County Revenues	\$ 1,238,934	\$ 1,200,000	\$ 1,250,000	\$ 1,200,000
Investment Revenue	19,401	25,000	50,000	50,000
<b>Total Revenues</b>	<b>1,258,335</b>	<b>1,225,000</b>	<b>1,300,000</b>	<b>1,250,000</b>
<b>EXPENDITURES:</b>				
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
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,258,335</b>	<b>1,225,000</b>	<b>1,300,000</b>	<b>1,250,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(2,708,425)	(1,003,425)	(1,003,425)	(2,383,425)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(2,708,425)</b>	<b>(1,003,425)</b>	<b>(1,003,425)</b>	<b>(2,383,425)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(1,450,090)</b>	<b>221,575</b>	<b>296,575</b>	<b>(1,133,425) ^</b>
Fund Balance, Beg. of Year	3,308,181	1,824,756	1,858,091	2,154,666
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 1,858,091</b>	<b>\$ 2,046,331</b>	<b>\$ 2,154,666</b>	<b>\$ 1,021,241</b>

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

## Convention and Tourism Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Hotel/Motel Tax	\$ 1,514,327	\$ 1,566,713	\$ 1,660,715	\$ 1,700,330
Grant Revenue	0	0	0	0
Investment Revenue	29,059	40,000	45,000	45,000
Restructure of Financing	0	0	0	0
Other Miscellaneous Revenues	18,430	17,900	17,900	17,900
<b>Total Revenues</b>	<b>1,561,816</b>	<b>1,624,613</b>	<b>1,723,615</b>	<b>1,763,230</b>
<b>EXPENDITURES:</b>				
Personnel Services	424,063	464,880	450,629	475,768
Supplies & Materials	55,214	62,615	64,594	60,865
Travel & Training	6,967	9,000	8,932	11,420
Intragovernmental Charges	56,152	59,509	59,509	69,828
Utilities, Services & Other Misc.	1,079,014	810,132	808,449	1,069,798
Capital Additions	0	0	0	0
Interest & Lease Payment	152	0	0	0
<b>Total Expenditures</b>	<b>1,621,562</b>	<b>1,406,136</b>	<b>1,392,113</b>	<b>1,687,679</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(59,746)</b>	<b>218,477</b>	<b>331,502</b>	<b>75,551</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers To Other Funds	(55,605)	(238,946)	(238,946)	0
<b>Total Otr. Financing Sources (Uses)</b>	<b>(55,605)</b>	<b>(238,946)</b>	<b>(238,946)</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(115,351)</b>	<b>(20,469)</b>	<b>92,556</b>	<b>75,551</b>
Fund Balance, Beg. of Year	1,184,705	1,286,272	1,069,354	1,161,910
<b>FUND BALANCE, END OF YEAR*</b>	<b>\$ 1,069,354</b>	<b>\$ 1,265,803</b>	<b>\$ 1,161,910</b>	<b>\$ 1,237,461</b>
* Amount of Restricted Tourism Funds	\$ 634,757	\$ 698,472	\$ 555,000	\$ 486,627

## Debt Service Funds (combined)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Property Taxes	\$ 327	\$ 0	\$ 0	\$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	178,786	180,000	83,003	400,000
<b>Total Revenues</b>	<b>179,113</b>	<b>180,000</b>	<b>83,003</b>	<b>400,000</b>
<b>EXPENDITURES:</b>				
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.	2,750	660	330	1,000
Capital	0	0	0	0
Other	1,527,502	2,743,583	8,234,515	3,338,000
<b>Total Expenditures</b>	<b>1,530,252</b>	<b>2,744,243</b>	<b>8,234,845</b>	<b>3,339,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(1,351,139)</b>	<b>(2,564,243)</b>	<b>(8,151,842)</b>	<b>(2,939,000)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfer From Other Funds	2,777,503	2,743,583	3,496,802	3,338,000
Operating Transfer To Other Funds	0	0	0	0
<b>Total Other Financing Sources (Uses):</b>	<b>2,777,503</b>	<b>2,743,583</b>	<b>3,496,802</b>	<b>3,338,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>1,426,364</b>	<b>179,340</b>	<b>(4,655,040)</b>	<b>399,000</b>
Fund Balance as Restated	5,626,190	5,805,855	7,052,554	2,397,514
Equity Transfer to Other Funds	0	0	0	0
<b>FUND BALANCE END OF PERIOD</b>	<b>\$ 7,052,554</b>	<b>\$ 5,985,195</b>	<b>\$ 2,397,514</b>	<b>\$ 2,796,514</b>

## Capital Projects Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Sales Taxes	\$ 0	\$ 0	\$ 0	\$ 0
Grant Revenues	1,528,267	633,850	467,556	4,210,000
Investment Revenue	1,001,733	0	0	0
Miscellaneous Revenue	543,002	50,000	384,594	50,000
<b>Total Revenues</b>	<b>3,073,002</b>	<b>683,850</b>	<b>852,150</b>	<b>4,260,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	327	0	0	0
Supplies & Materials	683,495	0	0	0
Travel & Training	118	0	0	0
Intragovernmental Charges	6,750	0	0	0
Utilities, Services & Misc.	9,113,220	18,454,305	18,454,305	34,168,500
Capital	1,263,053	1,176,000	1,176,000	965,000
Other	0	0	0	0
<b>Total Expenditures</b>	<b>11,066,963</b>	<b>19,630,305</b>	<b>19,630,305</b>	<b>35,133,500</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(7,993,961)</b>	<b>(18,946,455)</b>	<b>(18,778,155)</b>	<b>(30,873,500)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Fds.	9,683,720	6,000,463	6,780,463	9,586,000
Operating Transfers To Other Funds	(24,113)	0	0	0
Lease/Bond Proceeds	0	542,500	542,500	20,812,500
<b>Total Otr. Financing Sources/ (Uses)</b>	<b>9,659,607</b>	<b>6,542,963</b>	<b>7,322,963</b>	<b>30,398,500</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,665,646</b>	<b>(12,403,492)</b>	<b>(11,455,192)</b>	<b>(475,000) ^</b>
Fund Balance, Beg. of Year	29,980,673	27,647,476	31,646,319	20,191,127
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 31,646,319</b>	<b>\$ 15,243,984</b>	<b>\$ 20,191,127</b>	<b>\$ 19,716,127</b>

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

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## Contributions Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>REVENUES:</b>				
Grant Revenue	\$ 0	\$ 0	\$ 0	0
Investment Revenue	18,099	15,000	35,936	30,000
Other Miscellaneous Revenues	204,205	32,130	31,880	0
<b>Total Revenues</b>	<b>222,304</b>	<b>47,130</b>	<b>67,816</b>	<b>30,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	104,208	114,075	113,975	0
Supplies & Materials	25,634	31,710	27,960	5,100
Travel & Training	144	1,550	1,000	0
Intragovernmental Charges	19,188	21,097	21,122	7,716
Utilities, Services & Other Misc.	5,059	12,455	10,120	6,500
Capital Additions	0	0	0	0
<b>Total Expenditures</b>	<b>154,233</b>	<b>180,887</b>	<b>174,177</b>	<b>19,316</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>68,071</b>	<b>(133,757)</b>	<b>(106,361)</b>	<b>10,684</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Fds.	168,017	171,325	171,325	0
Operating Transfers To Other Funds	(163,602)	(39,487)	(39,487)	0
<b>Total Otr. Financing Sources (Uses)</b>	<b>4,415</b>	<b>131,838</b>	<b>131,838</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>72,486</b>	<b>(1,919)</b>	<b>25,477</b>	<b>10,684</b>
Fund Balance, Beg. of Year As Restated	570,948	532,638	643,434	668,911
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 643,434</b>	<b>\$ 530,719</b>	<b>\$ 668,911</b>	<b>\$ 679,595</b>

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

## Railroad Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Switching Fees	\$ 826,523	\$ 926,636	\$ 715,066	\$ 784,773
User Charges	20,806	12,500	14,010	13,125
<b>Total Operating Revenues</b>	<b>847,329</b>	<b>939,136</b>	<b>729,076</b>	<b>797,898</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	244,736	292,685	287,677	382,631
Supplies & Materials	87,234	114,971	114,658	102,775
Travel & Training	789	5,100	4,470	5,190
Intragovernmental Charges	48,152	53,975	53,975	70,462
Utilities, Services & Other Misc.	199,704	244,791	215,976	245,051
<b>Total Operating Expenses</b>	<b>580,615</b>	<b>711,522</b>	<b>676,756</b>	<b>806,109</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>266,714</b>	<b>227,614</b>	<b>52,320</b>	<b>(8,211)</b>
Depreciation	(253,616)	(235,000)	(276,121)	(275,000)
<b>OPERATING INCOME</b>	<b>13,098</b>	<b>(7,386)</b>	<b>(223,801)</b>	<b>(283,211)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	23,363	6,000	6,000	7,000
Misc. Non-Operating Revenue	4,265	5,000	2,050	2,000
<b>Total Non-Operating Revenues</b>	<b>27,628</b>	<b>11,000</b>	<b>8,050</b>	<b>9,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	31,830	35,000	28,652	25,349
<b>Total Non-Operating Expenses</b>	<b>31,830</b>	<b>35,000</b>	<b>28,652</b>	<b>25,349</b>
<b>OPERATING TRANSFERS</b>				
Operating Transfers From Other Funds	1,077,031	134,100	144,141	97,000
Operating Transfers To Other Funds	(3,500)	(1,712)	(1,712)	0
	<b>1,073,531</b>	<b>132,388</b>	<b>142,429</b>	<b>97,000</b>
Capital Contribution	123,672	0	0	0
<b>NET INCOME (LOSS)</b>	<b>1,206,099</b>	<b>101,002</b>	<b>(101,974)</b>	<b>(202,560)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>1,206,099</b>	<b>101,002</b>	<b>(101,974)</b>	<b>(202,560) ^</b>
Retained Earnings, Beg. of Year	403,410	517,264	1,609,509	1,507,535
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 1,609,509</b>	<b>\$ 618,266</b>	<b>\$ 1,507,535</b>	<b>\$ 1,304,975</b>

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



## Railroad Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 1,206,099	\$ 101,002	\$ (101,974)	\$ (202,560)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	253,616	235,000	276,121	275,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,459,715</b>	<b>336,002</b>	<b>174,147</b>	<b>72,440</b>
<b>OTHER SOURCES:</b>				
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	484,800	82,300	0	180,000
<b>Total Other Sources</b>	<b>484,800</b>	<b>82,300</b>	<b>0</b>	<b>180,000</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	1,798,225	471,519	470,700	302,000
Increase (Dec) in Restricted Assets	(54,759)	0	(44,723)	0
Reductions in Loans Payable	104,208	103,200	107,511	123,966
<b>Total Uses</b>	<b>1,847,674</b>	<b>574,719</b>	<b>533,488</b>	<b>425,966</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>96,841</b>	<b>(156,417)</b>	<b>(359,341)</b>	<b>(173,526)</b>
Working Capital Beginning of Year	198,962	272,786	295,803	(63,538)
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 295,803</b>	<b>\$ 116,369</b>	<b>\$ (63,538)</b>	<b>\$ (237,064)</b>

## Water and Electric Fund (Combined)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 92,127,894	\$ 97,917,125	\$ 100,171,163	\$ 108,835,279
<b>Total Operating Revenues</b>	<b>92,127,894</b>	<b>97,917,125</b>	<b>100,171,163</b>	<b>108,835,279</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	11,554,038	13,055,945	12,511,950	13,770,783
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200
Supplies & Materials	2,771,107	3,238,450	3,429,785	3,578,166
Travel & Training	102,500	166,848	179,501	177,626
Intragovernmental Charges	2,310,173	2,588,362	2,588,273	2,934,836
Utilities, Services & Other Misc.	4,864,443	6,539,606	6,956,197	8,938,213
<b>Total Operating Expenses</b>	<b>72,052,155</b>	<b>76,947,611</b>	<b>82,667,706</b>	<b>86,101,824</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>20,075,739</b>	<b>20,969,514</b>	<b>17,503,457</b>	<b>22,733,455</b>
P.I.L.O.T.	(8,694,081)	(9,299,000)	(9,327,000)	(10,165,000)
Depreciation	(7,631,416)	(7,513,000)	(8,130,000)	(8,250,000)
<b>OPERATING INCOME</b>	<b>3,750,242</b>	<b>4,157,514</b>	<b>46,457</b>	<b>4,318,455</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	1,488,102	1,802,000	2,095,109	1,585,000
Misc. Non-Operating Revenue	5,686,053	732,000	1,234,139	1,050,500
<b>Total Non-Operating Revenues</b>	<b>7,174,155</b>	<b>2,534,000</b>	<b>3,329,248</b>	<b>2,635,500</b>
<b>NON-OPERATING EXPENSES:</b>				
Bond Interest	3,504,906	3,702,851	3,452,851	5,068,422
Bank & Paying Agent Fees	2,743	5,500	3,000	6,400
Loss on Disposal Assets	3,303	0	11,309	0
Amortization	61,300	66,638	70,200	70,542
<b>Total Non-Operating Expenses</b>	<b>3,572,252</b>	<b>3,774,989</b>	<b>3,537,360</b>	<b>5,145,364</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	100,000	100,000	75,000	0
Operating Transfers To Other Funds	(1,259,521)	(151,771)	(273,116)	(81,500)
<b>Total Operating Transfers</b>	<b>(1,159,521)</b>	<b>(51,771)</b>	<b>(198,116)</b>	<b>(81,500)</b>
Capital Contribution	2,496,160	460,350	0	0
<b>NET INCOME (LOSS)</b>	<b>8,688,784</b>	<b>3,325,104</b>	<b>(359,771)</b>	<b>1,727,091</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>8,688,784</b>	<b>3,325,104</b>	<b>(359,771)</b>	<b>1,727,091</b>
Retained Earnings, Beg. of Year	118,289,948	121,436,369	126,978,732	126,618,961
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 126,978,732</b>	<b>\$ 124,761,473</b>	<b>\$ 126,618,961</b>	<b>\$ 128,346,052</b>

## Water and Electric Fund (Combined)

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 8,688,784	\$ 3,325,104	\$ (359,771)	\$ 1,727,091
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	7,631,416	7,513,000	8,130,000	8,250,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>16,320,200</b>	<b>10,838,104</b>	<b>7,770,229</b>	<b>9,977,091</b>
<b>OTHER SOURCES:</b>				
Bond & Note Proceeds	30,630,000	0	39,944,009	0
Repayment of Loan - Railroad	104,208	103,200	107,511	123,966
<b>Total Other Sources</b>	<b>30,734,208</b>	<b>103,200</b>	<b>40,051,520</b>	<b>123,966</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reductions	23,332,856	575,000	575,000	3,595,000
Acquisition of Fixed Assets	19,570,875	20,981,100	20,989,600	8,092,497
Increase (Dec) in Restricted Assets	(463,181)	(3,266,000)	31,355,916	(410,743)
Increase (Dec) in Other Assets	136,719	(169,808)	371,334	(66,841)
Loan to Railroad	484,800	82,300	0	180,000
<b>Total Uses</b>	<b>43,062,069</b>	<b>18,202,592</b>	<b>53,291,850</b>	<b>11,389,913</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>3,992,339</b>	<b>(7,261,288)</b>	<b>(5,470,101)</b>	<b>(1,288,856)</b>
Working Capital Beginning of Year	19,692,076	18,524,703	23,684,415	18,214,314
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 23,684,415</b>	<b>\$ 11,263,415</b>	<b>\$ 18,214,314</b>	<b>\$ 16,925,458</b>

## Water Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 13,742,661	\$ 13,800,000	\$ 14,342,000	\$ 15,743,500
<b>Total Operating Revenues</b>	<b>13,742,661</b>	<b>13,800,000</b>	<b>14,342,000</b>	<b>15,743,500</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	3,427,455	4,162,997	3,864,612	4,445,053
Supplies & Materials	1,234,965	1,164,867	1,340,260	1,427,710
Travel & Training	17,864	18,626	19,101	22,376
Intragovernmental Charges	841,897	921,272	921,182	1,025,360
Utilities, Services & Other Misc.	1,992,463	2,475,188	2,811,388	3,055,895
<b>Total Operating Expenses</b>	<b>7,514,644</b>	<b>8,742,950</b>	<b>8,956,543</b>	<b>9,976,394</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>6,228,017</b>	<b>5,057,050</b>	<b>5,385,457</b>	<b>5,767,106</b>
P.I.L.O.T.	(2,038,971)	(2,053,000)	(2,077,000)	(2,180,000)
Depreciation	(1,752,185)	(1,720,000)	(1,830,000)	(1,950,000)
<b>OPERATING INCOME</b>	<b>2,436,861</b>	<b>1,284,050</b>	<b>1,478,457</b>	<b>1,637,106</b>
<b>NON-OPERATING REVENUES:</b>				
Revenue From Other Gov't Units	0	0	0	0
Investment Revenue	706,397	762,000	1,035,109	525,000
Misc. Non-Operating Revenue	143,352	95,000	165,067	120,000
<b>Total Non-Operating Revenues</b>	<b>849,749</b>	<b>857,000</b>	<b>1,200,176</b>	<b>645,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Bond Interest	2,029,672	2,202,851	2,202,851	2,118,422
Bank & Paying Agent Fees	1,416	500	1,600	1,400
Loss on Disposal Assets	167	0	9,609	0
Other Miscellaneous Expenses	0	0	0	0
Amortization	32,263	36,694	39,900	40,000
<b>Total Non-Operating Expenses</b>	<b>2,063,518</b>	<b>2,240,045</b>	<b>2,253,960</b>	<b>2,159,822</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(69,338)	(36,284)	(37,000)	(2,500)
<b>Total Operating Transfers</b>	<b>(69,338)</b>	<b>(36,284)</b>	<b>(37,000)</b>	<b>(2,500)</b>
<b>Capital Contribution</b>	<b>2,459,725</b>	<b>460,350</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 3,613,479</b>	<b>\$ 325,071</b>	<b>\$ 387,673</b>	<b>\$ 119,784</b>

## Electric Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 78,258,807	\$ 83,984,250	\$ 85,696,288	\$ 92,951,000
Locator Service Fees	126,426	132,875	132,875	140,779
<b>Total Operating Revenues</b>	<b>78,385,233</b>	<b>84,117,125</b>	<b>85,829,163</b>	<b>93,091,779</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	8,126,583	8,892,948	8,647,338	9,325,730
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200
Supplies & Materials	1,536,142	2,073,583	2,089,525	2,150,456
Travel & Training	84,636	148,222	160,400	155,250
Intragovernmental Charges	1,468,276	1,667,090	1,667,091	1,909,476
Utilities, Services & Other Misc.	2,871,980	4,064,418	4,144,809	5,882,318
<b>Total Operating Expenses</b>	<b>64,537,511</b>	<b>68,204,661</b>	<b>73,711,163</b>	<b>76,125,430</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>13,847,722</b>	<b>15,912,464</b>	<b>12,118,000</b>	<b>16,966,349</b>
P.I.L.O.T.	(6,655,110)	(7,246,000)	(7,250,000)	(7,985,000)
Depreciation	(5,879,231)	(5,793,000)	(6,300,000)	(6,300,000)
<b>OPERATING INCOME</b>	<b>1,313,381</b>	<b>2,873,464</b>	<b>(1,432,000)</b>	<b>2,681,349</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	781,705	1,040,000	1,060,000	1,060,000
Misc. Non-Operating Revenue	5,542,701	637,000	1,069,072	930,500
<b>Total Non-Operating Revenues</b>	<b>6,324,406</b>	<b>1,677,000</b>	<b>2,129,072</b>	<b>1,990,500</b>
<b>NON-OPERATING EXPENSES:</b>				
Bank & Paying Agent Fees	1,327	5,000	1,400	5,000
Amortization	29,037	29,944	30,300	30,542
Loss on Disposal Assets	3,136	0	1,700	0
Bond Interest	1,475,234	1,500,000	1,250,000	2,950,000
<b>Total Non-Operating Expenses</b>	<b>1,508,734</b>	<b>1,534,944</b>	<b>1,283,400</b>	<b>2,985,542</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	100,000	100,000	75,000	0
Operating Transfers To Other Funds	(1,190,183)	(115,487)	(236,116)	(79,000)
<b>Total Operating Transfers</b>	<b>(1,090,183)</b>	<b>(15,487)</b>	<b>(161,116)</b>	<b>(79,000)</b>
<b>Capital Contribution</b>	<b>36,435</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 5,075,305</b>	<b>\$ 3,000,033</b>	<b>\$ (747,444)</b>	<b>\$ 1,607,307</b>

## Recreation Services Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Activity Fees	\$ 2,857,434	\$ 2,872,300	\$ 2,909,200	\$ 2,998,689
User Fees	126,822	135,000	141,000	139,000
Golf Improvement User Fee	114,044	115,000	115,000	148,979
Capital User Fee	61,634	55,000	58,000	58,000
Rentals	361,920	377,000	392,500	398,950
Sales	416,555	438,000	434,550	434,550
Other Misc. Operating Revenues	1,805	1,000	1,400	1,000
<b>Total Operating Revenues</b>	<b>3,940,214</b>	<b>3,993,300</b>	<b>4,051,650</b>	<b>4,179,168</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	3,241,613	3,653,672	3,513,372	3,738,180
Supplies & Materials	790,676	1,042,231	958,814	1,056,311
Travel & Training	9,627	13,641	10,606	15,981
Intragovernmental Charges	447,194	466,290	466,403	529,767
Utilities, Services & Other Misc.	952,177	1,147,149	1,107,445	1,278,933
<b>Total Operating Expenses</b>	<b>5,441,287</b>	<b>6,322,983</b>	<b>6,056,640</b>	<b>6,619,172</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(1,501,073)</b>	<b>(2,329,683)</b>	<b>(2,004,990)</b>	<b>(2,440,004)</b>
Depreciation	(582,687)	(595,900)	(568,000)	(567,500)
<b>OPERATING INCOME</b>	<b>(2,083,760)</b>	<b>(2,925,583)</b>	<b>(2,572,990)</b>	<b>(3,007,504)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	57,452	50,000	75,000	75,000
Rev. From Other Govt. Units	0	0	6,000	5,500
Misc. Non-Operating Revenue	9,818	4,000	4,300	0
<b>Total Non-Operating Revenues</b>	<b>67,270</b>	<b>54,000</b>	<b>85,300</b>	<b>80,500</b>
<b>NON-OPERATING EXPENSES:</b>				
Bank & Paying Agent Fees	43,439	40,000	40,000	45,000
Amortization	108,419	7,440	10,629	10,600
Interest Expense	89,906	80,815	81,670	35,000
<b>Total Non-Operating Expenses</b>	<b>241,764</b>	<b>128,255</b>	<b>132,299</b>	<b>90,600</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	4,683,179	2,285,352	2,285,352	2,262,510
Operating Transfers To Other Funds	(31,062)	(15,194)	(15,194)	0
	<b>4,652,117</b>	<b>2,270,158</b>	<b>2,270,158</b>	<b>2,262,510</b>
Capital Contribution	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>2,393,863</b>	<b>(729,680)</b>	<b>(349,831)</b>	<b>(755,094)</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>2,393,863</b>	<b>(729,680)</b>	<b>(349,831)</b>	<b>(755,094) ^</b>
Retained Earnings, Beg. of Year	11,147,957	10,663,174	13,541,820	13,191,989
Equity Transfer	0	0	0	0
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 13,541,820</b>	<b>\$ 9,933,494</b>	<b>\$ 13,191,989</b>	<b>\$ 12,436,895</b>

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

## Recreation Services Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 2,393,863	\$ (729,680)	\$ (349,831)	\$ (755,094)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	582,687	595,900	568,000	567,500
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>2,976,550</b>	<b>(133,780)</b>	<b>218,169</b>	<b>(187,594)</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	2,498,000	2,498,000	0
Bond Proceeds/Loan from				
Designated Loan Fund	0	0	0	0
99 Quarter Cent Sales Tax/Park Sales Tax	0	100,000	100,000	0
<b>Total Other Sources</b>	<b>0</b>	<b>2,598,000</b>	<b>2,598,000</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	380,439	48,000	48,000	261,000
Reduction of LT Debt	2,522,557	2,549,138	2,549,138	103,785
Increase (Dec) in Restricted Assets (User/Improvement Fees)	(112,231)	172,718	172,718	172,718
Increase (Dec) in Other Assets	(108,421)	(7,441)	(10,629)	0
<b>Total Uses</b>	<b>2,682,344</b>	<b>2,762,415</b>	<b>2,759,227</b>	<b>537,503</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>294,206</b>	<b>(298,195)</b>	<b>56,942</b>	<b>(725,097)</b>
Working Capital Beginning of Year	1,226,225	867,366	1,520,431	1,577,373
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 1,520,431</b>	<b>\$ 569,171</b>	<b>\$ 1,577,373</b>	<b>\$ 852,276</b>

## Public Transportation Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Fares	\$ 157,439	\$ 158,135	\$ 159,000	\$ 162,000
School Passes	11,765	11,500	9,900	9,900
Special	3,008	2,500	2,500	2,500
Paratransit	23,978	23,000	22,000	23,500
University Shuttle	583,136	723,000	723,000	906,330
<b>Total Operating Revenues</b>	<b>779,326</b>	<b>918,135</b>	<b>916,400</b>	<b>1,104,230</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	1,835,880	2,167,518	2,063,484	2,432,416
Supplies & Materials	674,648	826,846	809,216	881,246
Travel & Training	2,763	6,075	4,750	6,075
Intragovernmental Charges	328,186	350,208	350,309	383,866
Utilities Services & Other Misc.	285,080	450,078	382,758	405,073
<b>Total Operating Expenses</b>	<b>3,126,557</b>	<b>3,800,725</b>	<b>3,610,517</b>	<b>4,108,676</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(2,347,231)</b>	<b>(2,882,590)</b>	<b>(2,694,117)</b>	<b>(3,004,446)</b>
Depreciation	(422,403)	(430,000)	(410,000)	(420,000)
<b>OPERATING INCOME</b>	<b>(2,769,634)</b>	<b>(3,312,590)</b>	<b>(3,104,117)</b>	<b>(3,424,446)</b>
<b>NON-OPERATING REVENUES:</b>				
Revenue From Other Gov't Units	833,769	1,050,000	1,405,183	1,050,000
Investment Revenue	84,370	61,200	92,947	126,500
Misc. Non-Operating Revenue	2,378	0	584	0
<b>Total Non-Operating Revenues</b>	<b>920,517</b>	<b>1,111,200</b>	<b>1,498,714</b>	<b>1,176,500</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal Assets	13,216	0	0	0
Interest Expense	0	3,475	3,525	3,525
<b>Total Non-Operating Expenses</b>	<b>13,216</b>	<b>3,475</b>	<b>3,525</b>	<b>3,525</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	1,600,000	1,600,000	1,600,000	1,400,000
Operating Transfers To Other Funds	(28,088)	(15,023)	(41,159)	(22,529)
<b>Total Operating Transfers</b>	<b>1,571,912</b>	<b>1,584,977</b>	<b>1,558,841</b>	<b>1,377,471</b>
Capital Contribution	104,638	449,874	544,138	1,198,909
<b>NET INCOME (LOSS)</b>	<b>(185,783)</b>	<b>(170,014)</b>	<b>494,051</b>	<b>324,909</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(185,783)</b>	<b>(170,014)</b>	<b>494,051</b>	<b>324,909</b>
Retained Earnings Beg. of Year	3,727,211	6,243,227	3,541,428	4,035,479
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 3,541,428</b>	<b>\$ 6,073,213</b>	<b>\$ 4,035,479</b>	<b>\$ 4,360,388</b>



## Public Transportation Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (185,783)	\$ (170,014)	\$ 494,051	\$ 324,909
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	422,403	430,000	410,000	420,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>236,620</b>	<b>259,986</b>	<b>904,051</b>	<b>744,909</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	182,578	532,204	680,173	1,613,807
Inc (Dec) in Other Assets	0	0	0	0
Increase (Dec) in Restricted Assets	512,944	0	0	0
<b>Total Uses</b>	<b>695,522</b>	<b>532,204</b>	<b>680,173</b>	<b>1,613,807</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(458,902)</b>	<b>(272,218)</b>	<b>223,878</b>	<b>(868,898)</b>
Working Capital Beginning of Year	2,631,569	2,025,319	2,172,667	2,396,545
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 2,172,667</b>	<b>\$ 1,753,101</b>	<b>\$ 2,396,545</b>	<b>\$ 1,527,647</b>

## Regional Airport Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Commissions	\$ 122,916	\$ 135,564	\$ 124,364	\$ 94,000
Rentals	235,421	232,874	230,319	233,830
Landing Fees	129,831	124,164	124,100	124,100
Law Enforcement Fees	17,803	18,468	13,500	16,200
Passenger Facility Charge	82,223	81,600	59,265	71,118
<b>Total Operating Revenues</b>	<b>588,194</b>	<b>592,670</b>	<b>551,548</b>	<b>539,248</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	846,688	897,595	905,677	927,923
Supplies & Materials	108,449	167,753	167,316	180,981
Travel & Training	4,332	18,448	19,670	33,448
Intragovernmental Charges	140,504	144,114	144,114	153,594
Utilities, Services & Other Misc.	168,606	235,822	231,013	261,009
<b>Total Operating Expenses</b>	<b>1,268,579</b>	<b>1,463,732</b>	<b>1,467,790</b>	<b>1,556,955</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(680,385)</b>	<b>(871,062)</b>	<b>(916,242)</b>	<b>(1,017,707)</b>
Depreciation	(539,664)	(535,850)	(582,632)	(583,000)
<b>OPERATING INCOME</b>	<b>(1,220,049)</b>	<b>(1,406,912)</b>	<b>(1,498,874)</b>	<b>(1,600,707)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	8,961	13,000	15,000	14,000
Misc. Non-Operating Revenue	11,820	5,000	8,321	0
<b>Total Non-Operating Revenues</b>	<b>20,781</b>	<b>18,000</b>	<b>23,321</b>	<b>14,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	4,726	1,950	1,950	1,950
<b>Total Non-Operating Expenses</b>	<b>4,726</b>	<b>1,950</b>	<b>1,950</b>	<b>1,950</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Fds.	820,970	869,000	869,000	1,169,000
Operating Transfers To Other Funds	(14,000)	(6,848)	(6,848)	0
<b>Total Operating Transfers</b>	<b>806,970</b>	<b>862,152</b>	<b>862,152</b>	<b>1,169,000</b>
Capital Contribution	1,002,606	1,065,439	214,020	741,000
<b>NET INCOME (LOSS)</b>	<b>605,582</b>	<b>536,729</b>	<b>(401,331)</b>	<b>321,343</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>605,582</b>	<b>536,729</b>	<b>(401,331)</b>	<b>321,343</b>
Retained Earnings, Beg. of Year	2,816,851	3,373,490	3,422,433	3,021,102
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 3,422,433</b>	<b>\$ 3,910,219</b>	<b>\$ 3,021,102</b>	<b>\$ 3,342,445</b>

## Regional Airport Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 605,582	\$ 536,729	\$ (401,331)	\$ 321,343
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	539,664	535,850	582,632	583,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,145,246</b>	<b>1,072,579</b>	<b>181,301</b>	<b>904,343</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	1,242,650	125,800	116,984	910,000
Increase (Dec) in Restricted Assets	(2,152)	0	0	0
Increase (Dec) in Other Assets	0	0	0	0
<b>Total Uses</b>	<b>1,240,498</b>	<b>125,800</b>	<b>116,984</b>	<b>910,000</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(95,252)</b>	<b>946,779</b>	<b>64,317</b>	<b>(5,657)</b>
Working Capital Beginning of Year	136,765	1,013,391	41,513	105,830
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 41,513</b>	<b>\$ 1,960,170</b>	<b>\$ 105,830</b>	<b>\$ 100,173</b>

## Sanitary Sewer Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Sewer Charges	\$ 6,841,726	\$ 6,800,000	\$ 6,895,000	\$ 7,101,850
M.U. Sewer Charges	560,576	565,600	566,000	582,980
Sharecropping	9,447	5,000	3,500	5,000
BCRSD Wholesale Revenue	180,715	187,600	189,000	195,000
Sewer Connection Fees	688,855	550,000	800,000	750,000
Other Misc. Operating Revenues	314,376	199,200	164,324	165,500
<b>Total Operating Revenues</b>	<b>8,595,695</b>	<b>8,307,400</b>	<b>8,617,824</b>	<b>8,800,330</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	2,911,573	3,197,673	3,046,492	3,313,556
Supplies & Materials	645,281	737,187	716,665	791,215
Travel & Training	5,901	9,215	9,111	10,145
Intragovernmental Charges	837,057	889,828	889,862	922,872
Utilities, Services & Other Misc.	1,353,582	1,632,396	1,596,295	1,692,807
<b>Total Operating Expenses</b>	<b>5,753,394</b>	<b>6,466,299</b>	<b>6,258,425</b>	<b>6,730,595</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>2,842,301</b>	<b>1,841,101</b>	<b>2,359,399</b>	<b>2,069,735</b>
Depreciation	(2,472,558)	(2,495,200)	(2,579,626)	(2,569,420)
<b>OPERATING INCOME</b>	<b>369,743</b>	<b>(654,099)</b>	<b>(220,227)</b>	<b>(499,685)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	783,223	850,000	898,188	1,000,000
Misc. Non-Operating Revenue	24,552	20,000	126,489	12,600
<b>Total Non-Operating Revenues</b>	<b>807,775</b>	<b>870,000</b>	<b>1,024,677</b>	<b>1,012,600</b>
<b>NON-OPERATING EXPENSES:</b>				
Bank & Paying Agent Fees	60,840	70,000	70,000	70,000
Amortization	29,573	32,000	32,000	32,000
Loss on Disposal Assets	1,500	0	18,833	0
Interest Expense	911,328	950,133	1,188,047	1,257,719
<b>Total Non-Operating Expenses</b>	<b>1,003,241</b>	<b>1,052,133</b>	<b>1,308,880</b>	<b>1,359,719</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(89,210)	(24,071)	(51,551)	(30,232)
<b>Total Operating Transfers</b>	<b>(89,210)</b>	<b>(24,071)</b>	<b>(51,551)</b>	<b>(30,232)</b>
Capital Contribution	5,163,026	1,557,500	1,500,000	1,600,000
<b>NET INCOME (LOSS)</b>	<b>5,248,093</b>	<b>697,197</b>	<b>944,019</b>	<b>722,964</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>5,248,093</b>	<b>697,197</b>	<b>944,019</b>	<b>722,964</b>
Retained Earnings, Beg. of Year	34,356,414	35,502,090	39,604,507	40,548,526
Equity Transfer	0	0	0	0
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 39,604,507</b>	<b>\$ 36,199,287</b>	<b>\$ 40,548,526</b>	<b>\$ 41,271,490</b>

## Sanitary Sewer Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 5,248,093	\$ 697,197	\$ 944,019	\$ 722,964
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	2,472,558	2,495,200	2,579,626	2,569,420
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>7,720,651</b>	<b>3,192,397</b>	<b>3,523,645</b>	<b>3,292,384</b>
<b>OTHER SOURCES:</b>				
County (BCRSD) Contributions	0	382,500	382,500	0
Federal Contributions	0	0	0	0
Bond Proceeds	0	2,875,650	8,380,000	4,513,150
<b>Total Other Sources</b>	<b>0</b>	<b>3,258,150</b>	<b>8,762,500</b>	<b>4,513,150</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reductions	1,266,772	1,280,000	1,280,000	1,565,000
Acquisition of Fixed Assets	6,994,865	3,959,516	5,806,330	6,039,150
Increase (Dec) in Restricted Assets	(1,530,657)	0	2,956,170	0
Increase (Decrease) in Other Assets	(29,573)	(30,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
<b>Total Uses</b>	<b>6,701,407</b>	<b>5,209,516</b>	<b>10,012,500</b>	<b>7,574,150</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>1,019,244</b>	<b>1,241,031</b>	<b>2,273,645</b>	<b>231,384</b>
Working Capital Beginning of Year	3,247,541	5,671,871	4,266,785	6,540,430
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 4,266,785</b>	<b>\$ 6,912,902</b>	<b>\$ 6,540,430</b>	<b>\$ 6,771,814</b>

## Parking Facilities Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Meters	\$ 853,756	\$ 837,500	\$ 831,803	\$ 842,000
Garages	511,797	528,800	523,800	520,898
Reserved Lot Fees	255,992	251,000	251,000	263,347
Loading Zone Fees	2,413	2,600	2,413	2,080
Police & Fire Lot Maintenance	17,731	18,836	19,958	18,800
Other Misc. Operating Revenues	45	0	35	0
<b>Total Operating Revenues</b>	<b>1,641,734</b>	<b>1,638,736</b>	<b>1,629,009</b>	<b>1,647,125</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	356,720	372,937	351,682	386,378
Supplies & Materials	101,513	99,142	98,905	70,490
Travel & Training	0	300	300	300
Intragovernmental Charges	101,940	113,013	113,013	86,910
Utilities, Services & Other Misc.	150,193	178,768	192,496	201,959
<b>Total Operating Expenses</b>	<b>710,366</b>	<b>764,160</b>	<b>756,396</b>	<b>746,037</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>931,368</b>	<b>874,576</b>	<b>872,613</b>	<b>901,088</b>
Depreciation	(605,161)	(605,000)	(609,662)	(613,000)
<b>OPERATING INCOME</b>	<b>326,207</b>	<b>269,576</b>	<b>262,951</b>	<b>288,088</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	181,165	225,000	229,839	300,000
Misc. Non-Operating Revenue	5,029	1,000	203,499	0
<b>Total Non-Operating Revenues</b>	<b>186,194</b>	<b>226,000</b>	<b>433,338</b>	<b>300,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Bank & Paying Agent Fees	1,151	1,500	1,890	1,500
Amortization	16,793	16,800	12,988	5,400
Loss on Disposal Assets	0	0	93,659	0
Interest Expense	422,651	398,630	373,434	275,962
<b>Total Non-Operating Expenses</b>	<b>440,595</b>	<b>416,930</b>	<b>481,971</b>	<b>282,862</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	174,000	172,000	172,000	75,000
Operating Transfers To Other Funds	(4,900)	(2,397)	(2,796)	0
<b>Total Operating Transfers</b>	<b>169,100</b>	<b>169,603</b>	<b>169,204</b>	<b>75,000</b>
Capital Contribution	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>240,906</b>	<b>248,249</b>	<b>383,522</b>	<b>380,226</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>240,906</b>	<b>248,249</b>	<b>383,522</b>	<b>380,226</b>
Retained Earnings, Beg. of Year	8,903,290	9,183,168	9,144,196	9,527,718
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 9,144,196</b>	<b>\$ 9,431,417</b>	<b>\$ 9,527,718</b>	<b>\$ 9,907,944</b>

## Parking Facilities Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 240,906	\$ 248,249	\$ 383,522	\$ 380,226
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	605,161	605,000	609,662	613,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>846,067</b>	<b>853,249</b>	<b>993,184</b>	<b>993,226</b>
<b>OTHER SOURCES:</b>				
Bond & Note Proceeds	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reduction	417,162	425,000	425,000	460,000
Acquisition of Fixed Assets	108,425	1,582,431	1,582,431	644,200
Increase (Dec) in Restricted Assets	(88,517)	0	0	0
Increase (Dec) In Other Assets	(16,794)	(16,793)	(16,793)	(16,793)
<b>Total Uses</b>	<b>420,276</b>	<b>1,990,638</b>	<b>1,990,638</b>	<b>1,087,407</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>425,791</b>	<b>(1,137,389)</b>	<b>(997,454)</b>	<b>(94,181)</b>
Working Capital Beginning of Year	3,440,935	3,826,006	3,866,726	2,869,272
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 3,866,726</b>	<b>\$ 2,688,617</b>	<b>\$ 2,869,272</b>	<b>\$ 2,775,091</b>

## Solid Waste Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Commercial Charges	\$ 1,861,313	\$ 1,805,450	\$ 1,848,614	\$ 1,893,142
Residential Charges	5,050,827	5,002,000	5,175,326	5,950,688
Roll-Off Service Charges	1,403,562	1,400,000	1,400,000	1,400,000
Landfill Fees	1,956,415	1,904,683	2,011,583	2,064,463
University Fees	366,237	354,000	354,000	358,000
Recycling	626,496	601,375	575,720	601,595
Other Misc. Operating Revenues	21,915	61,800	58,832	65,533
<b>Total Operating Revenues</b>	<b>11,286,765</b>	<b>11,129,308</b>	<b>11,424,075</b>	<b>12,333,421</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	4,186,070	4,533,812	4,388,888	4,845,849
Supplies & Materials	2,624,450	3,266,578	3,382,644	3,562,873
Travel & Training	9,565	19,630	19,605	21,436
Intragovernmental Charges	986,430	1,035,443	1,036,943	1,142,341
Utilities, Services & Other Misc.	1,845,012	2,006,192	2,083,751	2,120,610
<b>Total Operating Expenses</b>	<b>9,651,527</b>	<b>10,861,655</b>	<b>10,911,831</b>	<b>11,693,109</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>1,635,238</b>	<b>267,653</b>	<b>512,244</b>	<b>640,312</b>
Depreciation	(1,626,027)	(1,586,153)	(1,587,916)	(1,725,900)
<b>OPERATING INCOME</b>	<b>9,211</b>	<b>(1,318,500)</b>	<b>(1,075,672)</b>	<b>(1,085,588)</b>
<b>NON-OPERATING REVENUES:</b>				
Misc. Non-Operating Revenue	50,734	56,000	27,750	26,000
Revenue From Other Gov't Units	69,811	122,727	123,112	81,222
Investment Revenue	230,167	200,000	420,337	420,337
<b>Total Non-Operating Revenues</b>	<b>350,712</b>	<b>378,727</b>	<b>571,199</b>	<b>527,559</b>
<b>NON-OPERATING EXPENSES:</b>				
Bank & Paying Agent Fees	557	557	800	0
Amortization	8,461	8,500	8,736	8,500
Loss on Disposal Assets	84,523	65,000	65,000	75,000
Interest Expense	363,934	349,323	367,034	371,059
<b>Total Non-Operating Expenses</b>	<b>457,475</b>	<b>423,380</b>	<b>441,570</b>	<b>454,559</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	5,500	0	0	0
Operating Transfers To Other Funds	(67,594)	(33,064)	(46,395)	(20,929)
<b>Total Operating Transfers</b>	<b>(62,094)</b>	<b>(33,064)</b>	<b>(46,395)</b>	<b>(20,929)</b>
Capital Contribution	115,000	0	0	0
<b>NET INCOME (LOSS)</b>	<b>(44,646)</b>	<b>(1,396,217)</b>	<b>(992,438)</b>	<b>(1,033,517)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(44,646)</b>	<b>(1,396,217)</b>	<b>(992,438)</b>	<b>(1,033,517)</b> ~
Retained Earnings, Beg. of Year	6,726,984	6,094,824	6,682,338	5,689,900
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 6,682,338</b>	<b>\$ 4,698,607</b>	<b>\$ 5,689,900</b>	<b>\$ 4,656,383</b>

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



## Solid Waste Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (44,646)	\$ (1,396,217)	\$ (992,438)	\$ (1,033,517)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	1,626,027	1,586,153	1,587,916	1,725,900
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,581,381</b>	<b>189,936</b>	<b>595,478</b>	<b>692,383</b>
<b>OTHER SOURCES:</b>				
Increase in Obligations under GASB 18 Requirement	138,152	150,000	150,000	150,000
Bond & Note Proceeds	0	0	2,000,000	0
Municipal Contributions	0	0	0	0
<b>Total Other Sources</b>	<b>138,152</b>	<b>150,000</b>	<b>2,150,000</b>	<b>150,000</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reduction	417,400	420,000	420,000	515,000
Acquisition of Fixed Assets	832,826	3,659,405	3,666,672	1,261,500
Reduction in Other Liabilities	0	0	0	0
Increase (Dec) in Restricted Assets	883,105	(150,000)	(895,000)	(150,000)
Increase (Dec) in Other Assets	(8,461)	(8,461)	(8,461)	(8,461)
<b>Total Uses</b>	<b>2,124,870</b>	<b>3,920,944</b>	<b>3,183,211</b>	<b>1,618,039</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(405,337)</b>	<b>(3,581,008)</b>	<b>(437,733)</b>	<b>(775,656)</b>
Working Capital Beginning of Year	3,579,155	2,958,538	3,173,818	2,736,085
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 3,173,818</b>	<b>\$ (622,470)</b>	<b>\$ 2,736,085</b>	<b>\$ 1,960,429</b>

## Storm Water Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
User Charges	\$ 1,503,957	\$ 1,329,500	\$ 1,500,000	\$ 1,429,500
<b>Total Operating Revenues</b>	<b>1,503,957</b>	<b>1,329,500</b>	<b>1,500,000</b>	<b>1,429,500</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	599,598	665,711	624,179	722,342
Supplies & Materials	79,656	126,850	106,680	166,124
Travel & Training	1,560	3,350	3,385	3,365
Intragovernmental Charges	126,194	143,674	143,674	180,368
Utilities, Services & Other Misc.	147,459	170,759	172,094	199,403
<b>Total Operating Expenses</b>	<b>954,467</b>	<b>1,110,344</b>	<b>1,050,012</b>	<b>1,271,602</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>549,490</b>	<b>219,156</b>	<b>449,988</b>	<b>157,898</b>
Depreciation	(318,826)	(316,641)	(344,928)	(344,000)
<b>OPERATING INCOME</b>	<b>230,664</b>	<b>(97,485)</b>	<b>105,060</b>	<b>(186,102)</b>
<b>NON-OPERATING REVENUES:</b>				
Rev. from other governmental units	16,037	33,801	33,801	34,815
Investment Revenue	90,646	95,000	100,628	135,000
Misc. Non-Operating Revenue	82,677	50,000	20,000	33,250
<b>Total Non-Operating Revenues</b>	<b>189,360</b>	<b>178,801</b>	<b>154,429</b>	<b>203,065</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss On Disposal Assets	4,551	0	5,281	0
<b>Total Non-Operating Expenses</b>	<b>4,551</b>	<b>0</b>	<b>5,281</b>	<b>0</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Fds.	130,000	0	0	81,250
Operating Transfers To Other Funds	(7,814)	(4,464)	(172,245)	0
<b>Total Operating Transfers</b>	<b>122,186</b>	<b>(4,464)</b>	<b>(172,245)</b>	<b>81,250</b>
Capital Contribution	198,613	76,500	76,500	80,000
<b>NET INCOME (LOSS)</b>	<b>736,272</b>	<b>153,352</b>	<b>158,463</b>	<b>178,213</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>736,272</b>	<b>153,352</b>	<b>158,463</b>	<b>178,213</b>
Retained Earnings, Beg. of Year	7,628,662	8,049,814	8,364,934	8,523,397
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 8,364,934</b>	<b>\$ 8,203,166</b>	<b>\$ 8,523,397</b>	<b>\$ 8,701,610</b>

## Storm Water Utility Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 736,272	\$ 153,352	\$ 158,463	\$ 178,213
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	318,826	316,641	344,928	344,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,055,098</b>	<b>469,993</b>	<b>503,391</b>	<b>522,213</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	1,015,667	1,159,520	1,172,122	970,187
Increase/(Decrease) in Restricted Assets	(278,913)	0	0	0
Equity Transfer	0	0	0	0
<b>Total Uses</b>	<b>736,754</b>	<b>1,159,520</b>	<b>1,172,122</b>	<b>970,187</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>318,344</b>	<b>(689,527)</b>	<b>(668,731)</b>	<b>(447,974)</b>
Working Capital Beginning of Year	1,071,255	971,955	1,389,599	720,868
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 1,389,599</b>	<b>\$ 282,428</b>	<b>\$ 720,868</b>	<b>\$ 272,894</b>

## Employee Benefit Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Fees & Services Charges	\$ 8,454,859	\$ 10,373,460	\$ 9,625,940	\$ 11,281,190
Misc. Operating Revenue	1,698,866	10,000	0	10,000
<b>Total Operating Revenues</b>	<b>10,153,725</b>	<b>10,383,460</b>	<b>9,625,940</b>	<b>11,291,190</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	210,010	305,378	295,569	316,616
Supplies & Materials	22,281	57,910	54,185	58,907
Travel & Training	641	7,772	3,815	7,772
Intragovernmental Charges	41,982	44,770	44,775	50,698
Utilities, Services & Other Misc.	10,981,307	10,487,836	9,627,826	10,870,853
<b>Total Operating Expenses</b>	<b>11,256,221</b>	<b>10,903,666</b>	<b>10,026,170</b>	<b>11,304,846</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(1,102,496)</b>	<b>(520,206)</b>	<b>(400,230)</b>	<b>(13,656)</b>
Depreciation	0	0	0	0
<b>OPERATING INCOME</b>	<b>(1,102,496)</b>	<b>(520,206)</b>	<b>(400,230)</b>	<b>(13,656)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	26,778	60,000	72,226	70,000
<b>Total Non-Operating Revenues</b>	<b>26,778</b>	<b>60,000</b>	<b>72,226</b>	<b>70,000</b>
<b>OPERATING TRANSFERS:</b>				
Transfers From Other Funds	1,000,565	500,134	500,134	45,400
Transfers To Other Funds	(2,625)	(1,286)	(1,286)	0
<b>NET INCOME (LOSS)</b>	<b>(77,778)</b>	<b>38,642</b>	<b>170,844</b>	<b>101,744</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(77,778)</b>	<b>38,642</b>	<b>170,844</b>	<b>101,744</b>
Retained Earnings, Beg. of Year				
As Restated	500,663	(166,691)	422,885	593,729
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 422,885</b>	<b>\$ (128,049)</b>	<b>\$ 593,729</b>	<b>\$ 695,473</b>

## Self Insurance Reserve Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
User Charges	\$ 1,825,032	\$ 1,998,375	\$ 1,998,375	\$ 2,498,220
<b>Total Operating Revenues</b>	<u>1,825,032</u>	<u>1,998,375</u>	<u>1,998,375</u>	<u>2,498,220</u>
<b>OPERATING EXPENSES:</b>				
Personnel Services	114,288	137,073	137,073	188,037
Supplies & Materials	3,635	3,425	4,225	3,925
Travel & Training	3,196	6,020	6,020	6,620
Intragovernmental Charges	25,323	26,217	26,217	31,923
Utilities, Services & Other Misc.	4,045,176	2,836,959	2,826,959	2,887,459
<b>Total Operating Expenses</b>	<u>4,191,618</u>	<u>3,009,694</u>	<u>3,000,494</u>	<u>3,117,964</u>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<u>(2,366,586)</u>	<u>(1,011,319)</u>	<u>(1,002,119)</u>	<u>(619,744)</u>
Depreciation	(5,500)	(5,000)	(5,000)	(6,000)
<b>OPERATING INCOME</b>	<u>(2,372,086)</u>	<u>(1,016,319)</u>	<u>(1,007,119)</u>	<u>(625,744)</u>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	169,881	150,000	225,000	250,000
<b>Total Non-Operating Revenues</b>	<u>169,881</u>	<u>150,000</u>	<u>225,000</u>	<u>250,000</u>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	0	0	0	0
Amortization	0	0	0	0
Bond Interest	0	0	0	0
<b>Total Non-Operating Expenses</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<u>(1,750)</u>	<u>(856)</u>	<u>(856)</u>	<u>0</u>
<b>NET INCOME (LOSS)</b>	<u>(2,203,955)</u>	<u>(867,175)</u>	<u>(782,975)</u>	<u>(375,744)</u>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<u>(2,203,955)</u>	<u>(867,175)</u>	<u>(782,975)</u>	<u>(375,744)</u> ^
Retained Earnings, Beg. of Year	6,964,471	5,244,837	4,760,516	3,977,541
<b>RETAINED EARNINGS END OF YEAR</b>	<u>\$ 4,760,516</u>	<u>\$ 4,377,662</u>	<u>\$ 3,977,541</u>	<u>\$ 3,601,797</u>

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

## Custodial and Building Maintenance Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Custodial User Charges	\$ 217,874	\$ 257,091	\$ 257,091	\$ 287,942
Bldg. Maint. User Charges	474,305	518,345	517,545	555,369
<b>Total Operating Revenues</b>	<b>692,179</b>	<b>775,436</b>	<b>774,636</b>	<b>843,311</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	449,029	512,275	485,013	526,527
Supplies & Materials	82,462	137,251	137,112	152,986
Travel & Training	0	1,900	1,900	1,900
Intragovernmental Charges	60,903	71,208	71,208	76,180
Utilities, Services & Other Misc.	234,556	358,542	329,557	376,453
<b>Total Operating Expenses</b>	<b>826,950</b>	<b>1,081,176</b>	<b>1,024,790</b>	<b>1,134,046</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(134,771)</b>	<b>(305,740)</b>	<b>(250,154)</b>	<b>(290,735)</b>
Depreciation	(4,777)	(5,200)	(5,200)	(4,750)
<b>OPERATING INCOME</b>	<b>(139,548)</b>	<b>(310,940)</b>	<b>(255,354)</b>	<b>(295,485)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	25,970	35,000	36,000	35,000
Misc. Non-Operating Revenue	2,119	0	0	0
<b>Total Non-Operating Revenues</b>	<b>28,089</b>	<b>35,000</b>	<b>36,000</b>	<b>35,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Fixed Assets	0	0	0	0
Interest Expense	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING TRANSFERS</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(7,875)	(4,493)	(4,493)	0
<b>NET INCOME (LOSS)</b>	<b>(119,334)</b>	<b>(280,433)</b>	<b>(223,847)</b>	<b>(260,485)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(119,334)</b>	<b>(280,433)</b>	<b>(223,847)</b>	<b>(260,485) ^</b>
Retained Earnings, Beg. of Year	598,710	365,338	479,376	255,529
Equity Transfer	0	0	0	0
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 479,376</b>	<b>\$ 84,905</b>	<b>\$ 255,529</b>	<b>\$ (4,956)</b>

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

## Custodial and Building Maintenance Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (119,334)	\$ (280,433)	\$ (223,847)	\$ (260,485)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	4,777	5,200	5,200	4,750
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>(114,557)</b>	<b>(275,233)</b>	<b>(218,647)</b>	<b>(255,735)</b>
<b>OTHER SOURCES:</b>				
Municipal Contribution	0	0	0	0
	0	0	0	0
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	1,961	7,000	6,288	46,000
Equity Transfer	0	0	0	0
<b>Total Uses</b>	<b>1,961</b>	<b>7,000</b>	<b>6,288</b>	<b>46,000</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(116,518)</b>	<b>(282,233)</b>	<b>(224,935)</b>	<b>(301,735)</b>
Working Capital Beginning of Year	907,566	679,394	791,048	566,113
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 791,048</b>	<b>\$ 397,161</b>	<b>\$ 566,113</b>	<b>\$ 264,378</b>

## Fleet Operations Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
User Charges	\$ 5,185,497	\$ 4,964,344	\$ 5,709,320	\$ 6,120,658
<b>Total Operating Revenues</b>	<b>5,185,497</b>	<b>4,964,344</b>	<b>5,709,320</b>	<b>6,120,658</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	1,216,157	1,355,261	1,372,252	1,472,824
Supplies & Materials	3,464,512	3,307,690	3,906,340	4,462,820
Travel & Training	2,978	5,873	4,500	5,873
Intragovernmental Charges	253,573	299,028	298,983	321,010
Utilities, Services & Other Misc.	55,960	67,876	68,010	70,148
<b>Total Operating Expenses</b>	<b>4,993,180</b>	<b>5,035,728</b>	<b>5,650,085</b>	<b>6,332,675</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>192,317</b>	<b>(71,384)</b>	<b>59,235</b>	<b>(212,017)</b>
Depreciation	(19,971)	(23,000)	(23,000)	(20,300)
<b>OPERATING INCOME</b>	<b>172,346</b>	<b>(94,384)</b>	<b>36,235</b>	<b>(232,317)</b>
<b>NON-OPERATING REVENUES:</b>				
Revenue From Other Gov. Units	29,928	0	0	0
Investment Revenue	5,070	6,000	19,000	0
Misc. Non-Operating Revenue	26,673	22,400	32,921	37,900
<b>Total Non-Operating Revenues</b>	<b>61,671</b>	<b>28,400</b>	<b>51,921</b>	<b>37,900</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss of Disposal Assets	0	0	0	0
Interest Expense	0	5,213	5,213	4,135
Debt Service Principal	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>5,213</b>	<b>5,213</b>	<b>4,135</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(20,038)</b>	<b>(10,229)</b>	<b>(40,469)</b>	<b>(31,394)</b>
Capital Contributions	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>213,979</b>	<b>(81,426)</b>	<b>42,474</b>	<b>(229,946)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>213,979</b>	<b>(81,426)</b>	<b>42,474</b>	<b>(229,946) ^</b>
Retained Earnings, Beg. of Year	395,099	724,375	609,078	651,552
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 609,078</b>	<b>\$ 642,949</b>	<b>\$ 651,552</b>	<b>\$ 421,606</b>

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



## Fleet Operations Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 213,979	\$ (81,426)	\$ 42,474	\$ (229,946)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	19,971	23,000	23,000	20,300
Loss on Disposal of Fixed Assets	0	0	0	0
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>233,950</b>	<b>(58,426)</b>	<b>65,474</b>	<b>(209,646)</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
Increase/Decrease in Other Liabilities	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	56,078	40,500	40,500	58,330
Repayment of Loan	0	0	0	0
<b>Total Uses</b>	<b>56,078</b>	<b>40,500</b>	<b>40,500</b>	<b>58,330</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>177,872</b>	<b>(98,926)</b>	<b>24,974</b>	<b>(267,976)</b>
Working Capital Beginning of Year	389,604	667,236	567,476	592,450
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 567,476</b>	<b>\$ 568,310</b>	<b>\$ 592,450</b>	<b>\$ 324,474</b>

## Information Technologies Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
User Charges	\$ 3,000,680	\$ 3,288,630	\$ 3,235,898	\$ 3,327,086
<b>Total Operating Revenues</b>	<b>3,000,680</b>	<b>3,288,630</b>	<b>3,235,898</b>	<b>3,327,086</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	1,611,520	1,755,052	1,752,175	1,898,054
Supplies & Materials	448,726	496,863	465,994	417,894
Travel & Training	53,822	129,728	123,297	147,389
Intragovernmental Charges	114,608	127,256	127,656	139,761
Utilities, Services & Other Misc.	940,535	1,082,385	971,187	1,149,080
<b>Total Operating Expenses</b>	<b>3,169,211</b>	<b>3,591,284</b>	<b>3,440,309</b>	<b>3,752,178</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(168,531)</b>	<b>(302,654)</b>	<b>(204,411)</b>	<b>(425,092)</b>
Depreciation	(250,971)	(237,000)	(237,000)	(278,500)
<b>OPERATING INCOME</b>	<b>(419,502)</b>	<b>(539,654)</b>	<b>(441,411)</b>	<b>(703,592)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	33,688	50,000	45,000	45,000
Misc. Non-Operating Revenue	32,116	0	1,900	0
<b>Total Non-Operating Revenues</b>	<b>65,804</b>	<b>50,000</b>	<b>46,900</b>	<b>45,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	0	0	0	0
Amortization	0	0	0	0
Loss On Disposal Assets	17,636	17,500	17,500	0
Capital Lease Payment	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>17,636</b>	<b>17,500</b>	<b>17,500</b>	<b>0</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(18,988)</b>	<b>(9,498)</b>	<b>(9,498)</b>	<b>0</b>
<b>Capital Contributions</b>	<b>160,224</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>(230,098)</b>	<b>(516,652)</b>	<b>(421,509)</b>	<b>(658,592)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(230,098)</b>	<b>(516,652)</b>	<b>(421,509)</b>	<b>(658,592) ^</b>
Retained Earnings, Beg. of Year	1,500,934	1,241,441	1,270,836	849,327
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 1,270,836</b>	<b>\$ 724,789</b>	<b>\$ 849,327</b>	<b>\$ 190,735</b>

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

## Information Technologies Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (230,098)	\$ (516,652)	\$ (421,509)	\$ (658,592)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	250,971	237,000	237,000	278,500
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<u>20,873</u>	<u>(279,652)</u>	<u>(184,509)</u>	<u>(380,092)</u>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
Financing Proceeds	0	0	0	0
<b>Total Other Sources</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
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	506,879	124,991	307,255	271,057
<b>Total Uses</b>	<u>506,879</u>	<u>124,991</u>	<u>307,255</u>	<u>271,057</u>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<u>(486,006)</u>	<u>(404,643)</u>	<u>(491,764)</u>	<u>(651,149)</u>
Working Capital Beginning of Year	1,422,531	996,052	936,525	444,761
<b>WORKING CAPITAL END OF YEAR</b>	<u>\$ 936,525</u>	<u>\$ 591,409</u>	<u>\$ 444,761</u>	<u>\$ (206,388)</u>

## Public Communications Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
Gross Receipts Tax	\$ 0	\$ 0	\$ 0	\$ 500,000
User Charges	744,265	769,962	763,722	801,819
<b>Total Operating Revenues</b>	<b>744,265</b>	<b>769,962</b>	<b>763,722</b>	<b>1,301,819</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	302,288	370,923	346,598	724,455
Supplies & Materials	216,078	231,105	226,887	262,545
Travel & Training	982	9,675	9,675	10,725
Intragovernmental Charges	56,281	71,531	71,531	148,078
Utilities, Services & Other Misc.	76,450	146,513	147,288	167,902
<b>Total Operating Expenses</b>	<b>652,079</b>	<b>829,747</b>	<b>801,979</b>	<b>1,313,705</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>92,186</b>	<b>(59,785)</b>	<b>(38,257)</b>	<b>(11,886)</b>
Depreciation	(8,196)	(10,000)	(27,700)	(36,800)
<b>OPERATING INCOME</b>	<b>83,990</b>	<b>(69,785)</b>	<b>(65,957)</b>	<b>(48,686)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	36,946	45,000	60,000	55,000
Misc. Non-Operating Revenue	26	0	0	0
<b>Total Non-Operating Revenues</b>	<b>36,972</b>	<b>45,000</b>	<b>60,000</b>	<b>55,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss On Disposal Assets	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING TRANSFERS FROM OTHER FUNDS</b>	<b>0</b>	<b>0</b>	<b>110,075</b>	<b>0</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(105,250)</b>	<b>(102,568)</b>	<b>(102,568)</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>15,712</b>	<b>(127,353)</b>	<b>1,550</b>	<b>6,314</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>15,712</b>	<b>(127,353)</b>	<b>1,550</b>	<b>6,314</b>
Retained Earnings, Beg. of Year	1,388,742	1,342,212	1,404,454	1,406,004
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 1,404,454</b>	<b>\$ 1,214,859</b>	<b>\$ 1,406,004</b>	<b>\$ 1,412,318</b>

## Public Communications Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 15,712	\$ (127,353)	\$ 1,550	\$ 6,314
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	8,196	10,000	27,700	36,800
Loss on Disposal of Fixed Assets	0	0	0	0
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>23,908</b>	<b>(117,353)</b>	<b>29,250</b>	<b>43,114</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	29,061	54,000	54,000	45,600
<b>Total Uses</b>	<b>29,061</b>	<b>54,000</b>	<b>54,000</b>	<b>45,600</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(5,153)</b>	<b>(171,353)</b>	<b>(24,750)</b>	<b>(2,486)</b>
Working Capital Beginning of Year	1,332,891	1,171,361	1,327,738	1,302,988
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 1,327,738</b>	<b>\$ 1,000,008</b>	<b>\$ 1,302,988</b>	<b>\$ 1,300,502</b>

## Utility Customer Services Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>OPERATING REVENUES:</b>				
User Charges	\$ 1,097,137	\$ 1,075,727	\$ 1,100,727	\$ 1,270,941
<b>Total Operating Revenues</b>	<b>1,097,137</b>	<b>1,075,727</b>	<b>1,100,727</b>	<b>1,270,941</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	458,878	502,344	498,497	530,794
Supplies & Materials	242,950	296,310	296,530	312,552
Travel & Training	14,553	17,550	10,500	17,550
Intragovernmental Charges	253,722	260,157	260,182	303,026
Utilities, Services & Other Misc.	497,315	481,810	636,829	705,589
<b>Total Operating Expenses</b>	<b>1,467,418</b>	<b>1,558,171</b>	<b>1,702,538</b>	<b>1,869,511</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(370,281)</b>	<b>(482,444)</b>	<b>(601,811)</b>	<b>(598,570)</b>
Depreciation	(10,465)	(11,508)	(9,000)	(9,010)
<b>OPERATING INCOME</b>	<b>(380,746)</b>	<b>(493,952)</b>	<b>(610,811)</b>	<b>(607,580)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	32,889	45,000	50,000	45,000
Misc. Non-Operating Revenues	258,107	200,000	250,000	200,000
<b>Total Non-Operating Revenues</b>	<b>290,996</b>	<b>245,000</b>	<b>300,000</b>	<b>245,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Assets	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(26,797)</b>	<b>(29,570)</b>	<b>(21,433)</b>	<b>(16,297)</b>
Capital Contributions	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>(116,547)</b>	<b>(278,522)</b>	<b>(332,244)</b>	<b>(378,877)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO RETAINED EARNINGS</b>	<b>(116,547)</b>	<b>(278,522)</b>	<b>(332,244)</b>	<b>(378,877) ^</b>
Retained Earnings, Beg. of Year	1,392,797	1,096,614	1,276,250	944,006
<b>RETAINED EARNINGS END OF YEAR</b>	<b>\$ 1,276,250</b>	<b>\$ 818,092</b>	<b>\$ 944,006</b>	<b>\$ 565,129</b>

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

## Utility Customer Services Fund

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (116,547)	\$ (278,522)	\$ (332,244)	\$ (378,877)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	10,465	11,508	9,000	9,010
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<u>(106,082)</u>	<u>(267,014)</u>	<u>(323,244)</u>	<u>(369,867)</u>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
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
<b>Total Uses</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<u>(106,082)</u>	<u>(267,014)</u>	<u>(323,244)</u>	<u>(369,867)</u>
Working Capital Beginning of Year	1,345,247	1,060,572	1,239,165	915,921
<b>WORKING CAPITAL END OF YEAR</b>	<u>\$ 1,239,165</u>	<u>\$ 793,558</u>	<u>\$ 915,921</u>	<u>\$ 546,054</u>

# Summary of Total Revenues by Fund

Fund	Revenues:	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
110	General Fund	\$ 60,917,104	\$ 63,760,603	\$ 64,749,585	\$ 67,171,337
219	Capital Quarter Cent Sales Tax Fund	4,407,527	1,900,000	4,615,000	4,836,000
220	Parks Sales Tax Fund	4,412,803	3,526,251	4,667,586	4,851,000
221	Transportation Sales Tax Fund	8,809,510	8,956,600	9,221,600	9,647,000
222	Public Improvement Fund	1,372,934	1,365,000	1,500,909	1,815,000
226	Cultural Affairs Fund	395,044	378,733	363,010	0
227	Special Road District Tax Fund	1,258,335	1,225,000	1,300,000	1,250,000
229	Convention & Tourism Fund	1,561,816	1,624,613	1,723,615	1,763,230
3xx	Debt Service Funds (combined)	2,956,616	2,923,583	3,579,805	3,738,000
440	Capital Projects Fund	23,614,703	7,784,313	8,732,613	35,016,500
753	Contributions Fund	390,321	218,455	239,141	30,000
	<b>Total Govt. Funds</b>	<b>110,096,713</b>	<b>93,663,151</b>	<b>100,692,864</b>	<b>130,118,067</b>
<b>Fund</b>	<b>Enterprise Funds:</b>				
503	Railroad Fund	2,075,660	1,084,236	881,267	903,898
550	Water Utility Fund	17,052,135	15,117,350	15,542,176	16,388,500
551	Electric Utility Fund	84,846,074	85,894,125	88,033,235	95,082,279
552	Recreation Services Fund	8,690,663	6,332,652	6,422,302	6,522,178
553	Public Transportation Fund	3,404,481	4,079,209	4,559,252	4,879,639
554	Airport Fund	2,432,551	2,545,109	1,657,889	2,463,248
555	Sanitary Sewer Utility Fund	14,566,496	10,734,900	11,142,501	11,412,930
556	Parking Utility Fund	2,001,928	2,036,736	2,234,347	2,022,125
557	Solid Waste Utility Fund	11,757,977	11,508,035	11,995,274	12,860,980
558	Storm Water Utility Fund	2,021,930	1,584,801	1,730,929	1,793,815
	<b>Total Enterprise Funds</b>	<b>148,849,895</b>	<b>140,917,153</b>	<b>144,199,172</b>	<b>154,329,592</b>
<b>Fund</b>	<b>Internal Service Funds:</b>				
659	Employee Benefit Fund	11,181,068	10,943,594	10,198,300	11,406,590
669	Self Insurance Reserve Fund	1,994,913	2,148,375	2,223,375	2,748,220
671	Custodial / Maintenance Fund	720,268	810,436	810,636	878,311
672	Fleet Operations Fund	5,247,168	4,992,744	5,761,241	6,158,558
674	Information Technologies Fund	3,226,708	3,338,630	3,282,798	3,372,086
675	Public Communications Fund	781,237	814,962	933,797	1,356,819
676	Utility Customer Services Fund	1,388,133	1,320,727	1,400,727	1,515,941
	<b>Total Internal Service Funds</b>	<b>24,539,495</b>	<b>24,369,468</b>	<b>24,610,874</b>	<b>27,436,525</b>
	<b>TOTAL CITY REVENUES</b>	<b>\$ 283,486,103</b>	<b>\$ 258,949,772</b>	<b>\$ 269,502,910</b>	<b>\$ 311,884,184</b>



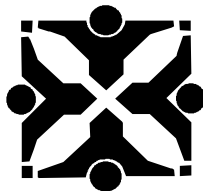
# Summary of Total Expenditures by Fund

Fund	Expenditures / Expenses: *	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007
110	General Fund	\$ 57,935,849	\$ 64,838,457	\$ 63,253,374	\$ 67,171,337
219	Capital Quarter Cent Sales Tax Fund	3,745,587	6,248,100	6,248,100	3,040,875
220	Parks Sales Tax Fund	2,930,147	4,397,111	4,034,173	3,886,710
221	Transportation Sales Tax Fund	9,131,067	11,917,500	11,917,500	8,459,000
222	Public Improvement Fund	3,395,058	1,346,169	1,346,169	1,666,780
226	Cultural Affairs Fund	345,561	382,239	366,002	0
227	Special Road District Tax Fund	2,708,425	1,003,425	1,003,425	2,383,425
229	Convention & Tourism Fund	1,677,167	1,645,082	1,631,059	1,687,679
266	CDBG	1,560,967	363,094	363,094	346,812
3xx	Debt Service Funds (combined)	1,530,252	2,744,243	8,234,845	3,339,000
440	Capital Projects Fund	11,091,076	19,630,305	19,630,305	35,133,500
753	Contributions Fund	317,835	220,374	213,664	19,316
	<b>Total Govt. Funds</b>	<b>96,368,991</b>	<b>114,736,099</b>	<b>118,241,710</b>	<b>127,134,434</b>
<b>Fund</b>	<b>Enterprise Funds:</b>				
503	Railroad Fund	1,651,094	1,454,753	1,453,941	1,408,458
550	Water Utility Fund	19,453,699	24,448,629	24,810,853	20,993,913
551	Electric Utility Fund	91,847,112	94,218,842	100,113,929	112,395,472
552	Recreation Services Fund	6,677,237	7,110,332	6,820,133	7,539,772
553	Public Transportation Fund	3,786,060	7,468,132	7,284,110	6,168,537
554	Airport Fund	3,063,014	2,131,680	2,176,204	3,051,905
555	Sanitary Sewer Utility Fund	11,078,931	15,844,474	16,004,812	16,731,516
556	Parking Utility Fund	1,869,447	3,370,918	3,433,256	2,286,099
557	Solid Waste Utility Fund	12,714,670	16,632,582	16,654,384	15,159,297
558	Storm Water Utility Fund	2,363,555	2,603,971	2,744,588	2,585,789
	<b>Total Enterprise Funds</b>	<b>154,504,819</b>	<b>175,284,313</b>	<b>181,496,210</b>	<b>188,320,758</b>
<b>Fund</b>	<b>Internal Service Funds:</b>				
659	Employee Benefit Fund	11,258,846	10,904,952	10,027,456	11,304,846
669	Self Insurance Reserve Fund	4,216,868	3,015,550	3,006,350	3,123,964
671	Custodial / Maintenance Fund	839,602	1,097,869	1,040,771	1,184,796
672	Fleet Operations Fund	5,089,269	5,114,670	5,759,267	6,447,834
674	Information Technologies Fund	3,981,322	4,189,459	4,011,562	4,301,735
675	Public Communications Fund	794,586	996,315	986,247	1,396,105
676	Utility Customer Services Fund	1,504,680	1,599,249	1,732,971	1,894,818
	<b>Total Internal Service Funds</b>	<b>27,685,173</b>	<b>26,918,064</b>	<b>26,564,624</b>	<b>29,654,098</b>
	<b>TOTAL CITY EXPENDITURES</b>	<b>\$ 278,558,983</b>	<b>\$ 316,938,476</b>	<b>\$ 326,302,544</b>	<b>\$ 345,109,290</b>

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

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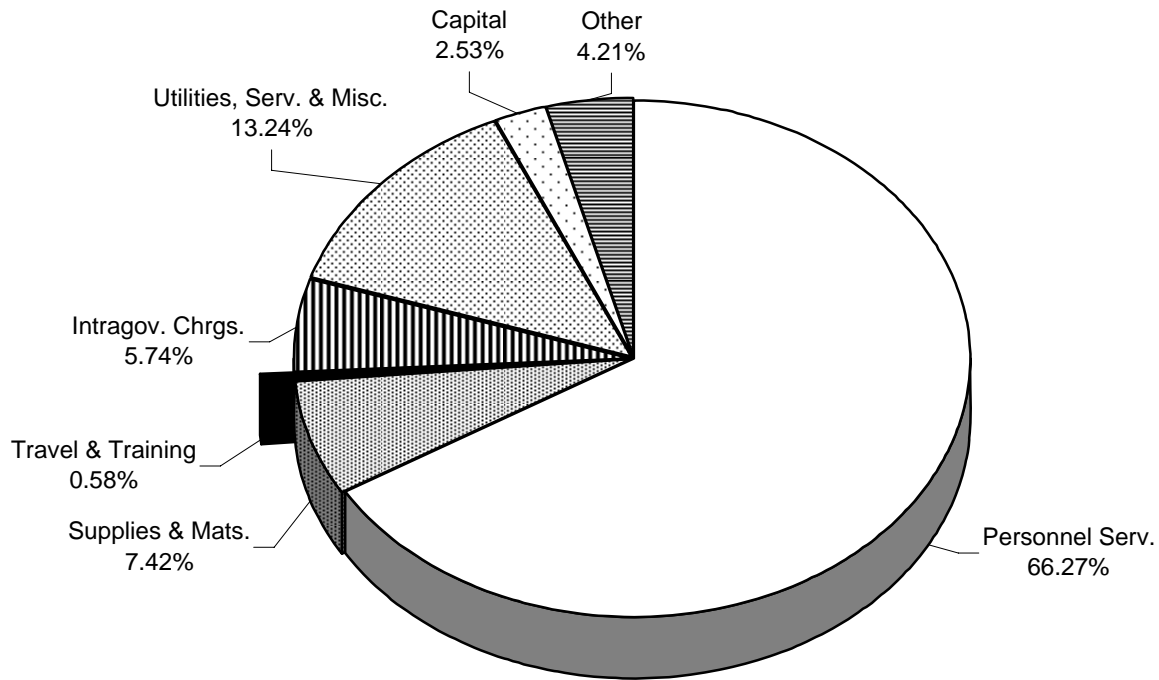
# General Fund Summary



*City of Columbia*  
*Columbia, Missouri*

# General Fund Summary

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 38,313,982	\$ 41,906,692	\$ 40,773,269	\$ 44,516,187	6.2%
Supplies & Materials	4,214,531	5,420,025	5,230,265	4,987,150	(8.0%)
Travel & Training	285,887	377,852	358,088	392,880	4.0%
Intragovernmental Charges	2,899,301	3,195,608	3,193,145	3,855,299	20.6%
Utilities, Services & Misc.	6,627,435	8,753,612	8,539,639	8,891,594	1.6%
Capital	1,911,700	1,774,583	1,748,883	1,699,335	(4.2%)
Other	3,683,013	3,410,085	3,410,085	2,828,892	(17.0%)
<b>Total</b>	<b>57,935,849</b>	<b>64,838,457</b>	<b>63,253,374</b>	<b>67,171,337</b>	<b>3.6%</b>
Summary					
Operating Expenses	52,341,136	59,653,789	58,094,406	62,643,110	5.0%
Non-Operating Expenses	3,683,013	3,410,085	3,410,085	2,828,892	(17.0%)
Debt Service	0	0	0	0	
Capital Additions	1,911,700	1,774,583	1,748,883	1,699,335	(4.2%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 57,935,849</b>	<b>\$ 64,838,457</b>	<b>\$ 63,253,374</b>	<b>\$ 67,171,337</b>	<b>3.6%</b>

## 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

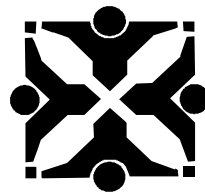
	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
General City (Nondepartmental)	\$ 5,193,369	\$ 5,717,028	\$ 5,708,157	\$ 5,147,719	(10.0%)
City Council	168,532	273,070	278,986	248,801	(8.9%)
City Clerk	208,415	253,328	252,978	258,777	2.2%
City Manager	762,069	880,591	880,105	1,050,152	19.3%
Volunteer Services	0	0	0	191,156	
Finance	2,777,060	3,175,341	3,031,176	3,253,659	2.5%
Human Resources	668,630	774,569	767,391	806,708	4.1%
Law	857,294	916,068	893,882	912,745	(0.4%)
Municipal Court	568,531	692,656	681,248	691,070	(0.2%)
Police	15,138,821	16,500,376	16,112,771	16,925,377	2.6%
Fire	10,594,659	11,983,508	11,657,652	12,691,666	5.9%
Emergency Mgmt & Com.	2,292,701	2,468,660	2,390,654	2,525,935	2.3%
Health	4,368,755	5,237,865	5,052,718	5,213,987	(0.5%)
Community Services	1,098,112	1,347,715	1,338,616	1,339,824	(0.6%)
Planning	616,073	794,880	791,961	835,735	5.1%
Economic Development	326,276	348,431	345,994	366,290	5.1%
Cultural Affairs	0	0	0	372,130	
Parks & Recreation	3,782,565	4,234,499	4,166,767	4,642,055	9.6%
Public Works	8,513,987	9,239,872	8,902,318	9,697,551	5.0%
<b>TOTAL DEPTMNTL</b>	<b>\$ 57,935,849</b>	<b>\$ 64,838,457</b>	<b>\$ 63,253,374</b>	<b>\$ 67,171,337</b>	<b>3.6%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
City Clerk	2.00	2.00	2.00	2.00	
City Manager	6.60	6.60	7.60	8.00	0.40
Volunteer Services	0.00	0.00	0.00	2.25	2.25
Finance	35.25	36.25	36.25	36.25	
Human Resources	8.00	8.00	8.00	8.00	
Law	9.00	9.00	9.00	9.00	
Municipal Court	8.90	8.90	8.90	8.90	
Police	178.00	181.00	181.00	183.00	2.00
Fire	129.00	132.00	132.00	135.00	3.00
PSJC & Emer. Mgmt	30.75	32.75	32.75	32.75	
Health	58.30	58.40	57.75	58.85	1.10
Community Services	2.20	2.20	2.20	1.90	(0.30)
Planning	7.30	7.40	7.90	7.90	
Economic Development	4.00	4.00	4.00	4.00	
Cultural Affairs	0.00	0.00	0.00	2.75	2.75
Parks & Recreation	40.50	41.50	41.50	42.50	1.00
Public Works	85.23	86.73	87.73	90.11	2.38
<b>Total Personnel</b>	<b>605.03</b>	<b>616.73</b>	<b>618.58</b>	<b>633.16</b>	<b>14.58</b>
Permanent Full-Time	593.23	605.43	607.23	622.51	15.28
Permanent Part-Time	11.80	11.30	11.35	10.65	(0.70)
<b>Total Permanent</b>	<b>605.03</b>	<b>616.73</b>	<b>618.58</b>	<b>633.16</b>	<b>14.58</b>

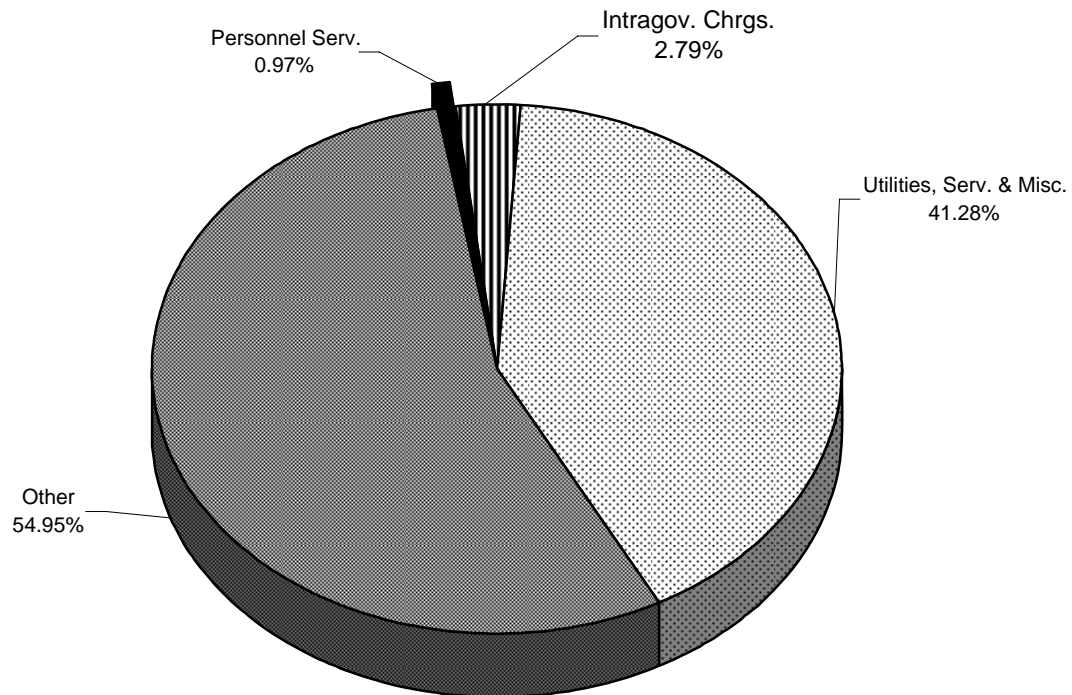
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# City General - Non Departmental Expenditures



*City of Columbia*  
*Columbia, Missouri*

# City General FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 8,103	\$ 50,000	\$ 50,000	\$ 50,000	0.0%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	143,727	
Utilities, Services & Misc.	1,502,253	2,286,550	2,277,679	2,125,100	(7.1%)
Capital	0	0	0	0	
Other	3,683,013	3,380,478	3,380,478	2,828,892	(16.3%)
<b>Total</b>	<b>5,193,369</b>	<b>5,717,028</b>	<b>5,708,157</b>	<b>5,147,719</b>	<b>(10.0%)</b>
Summary					
Operating Expenses	1,510,356	2,336,550	2,327,679	2,318,827	(0.8%)
Non-Operating Expenses	3,683,013	3,380,478	3,380,478	2,828,892	(16.3%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 5,193,369</b>	<b>\$ 5,717,028</b>	<b>\$ 5,708,157</b>	<b>\$ 5,147,719</b>	<b>(10.0%)</b>



**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The subsidy to Recreation Services has remained constant over the previous listed budget years. There is no subsidy amount for Cultural Affairs or Contributions for FY 2007 - these funds are now listed in the General Fund. The following amounts have been set aside for specific purposes: Council Reserve - \$41,500, Contingency - \$100,000, Grant Reserve and Coordinating - \$86,000, Visioning - \$150,000 and Forecasting - \$50,000, Designated Loan Fund payment for Grissum Significant Maintenance - \$26,161, and shared costs for the Health Facility - \$35,000.

The council can still spend the \$41,500 Council Reserve and still maintain a 16% fund balance.

**SUBSIDIES, TRANSFERS, AND OTHER (DETAIL)**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
<b>SUBSIDIES:</b>					
Recreation Services	\$ 1,635,510	\$ 1,652,682	\$ 1,652,682	\$ 1,652,510	(0.0%)
Cultural Affairs	300,000	300,000	300,000	0	(100.0%)
Contributions Trust Fund	168,017	173,480	173,480	0	(100.0%)
<b>Total Subsidies</b>	<b>2,103,527</b>	<b>2,126,162</b>	<b>2,126,162</b>	<b>1,652,510</b>	<b>(22.3%)</b>
<b>TRANSFERS:</b>					
Parking Facilities Utility	172,000	172,000	172,000	75,000	(56.4%)
Storm Water Utility	50,000	0	0	31,250	
Employee Benefit Fund	520,083	259,419	259,419	25,900	(90.0%)
Special Business District	17,500	17,500	17,500	17,500	0.0%
COPS Public Bldg/Fire DSF	99,903	99,903	99,903	0	(100.0%)
2006B S.O. Bond Fund	0	0	0	297,125	
Capital Projects Fund	720,000	705,494	705,494	700,000	(0.8%)
Designated Loan Fund	0	0	0	26,161	
<b>Total Subsidies &amp; Transfers</b>	<b>3,683,013</b>	<b>3,380,478</b>	<b>3,380,478</b>	<b>2,825,446</b>	<b>(16.4%)</b>
<b>OTHER:</b>					
Health Facility - Condo Assoc.	32,860	25,550	25,550	35,000	37.0%
Consulting Fees	0	25,000	25,000	25,000	0.0%
Street Lighting	1,136,569	1,171,800	1,180,000	1,262,600	7.7%
Miscellaneous Nonprogrammed	336,094	823,421	806,350	658,173	(20.1%)
Council Reserve	4,833	40,779	40,779	41,500	1.8%
Contingency	0	100,000	100,000	100,000	0.0%
General Government Reserve	0	150,000	150,000	200,000	33.3%
<b>Total</b>	<b>\$ 5,193,369</b>	<b>\$ 5,717,028</b>	<b>\$ 5,708,157</b>	<b>\$ 5,147,719</b>	<b>(10.0%)</b>

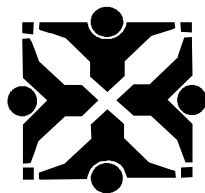
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
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There are no personnel assigned to this budget.

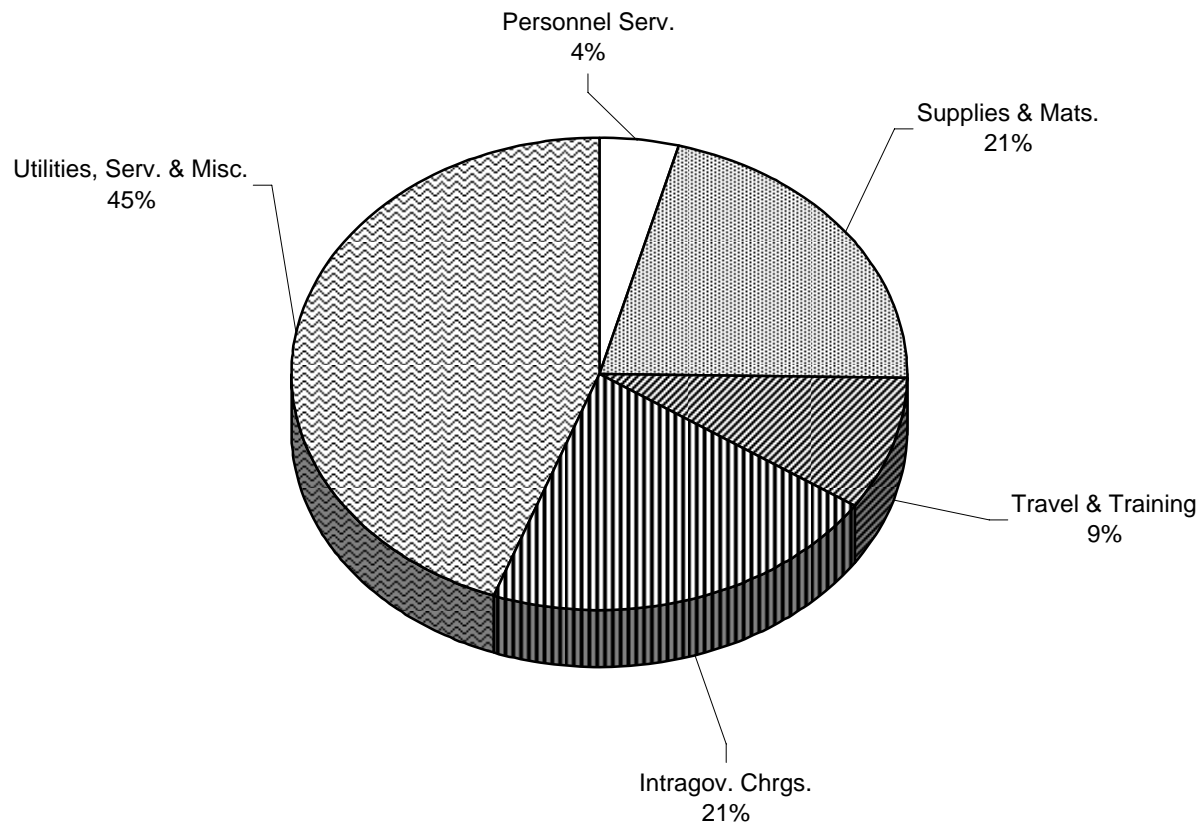
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# City Council



*City of Columbia*  
*Columbia, Missouri*

# City Council FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 5,418	\$ 10,083	\$ 10,536	\$ 10,082	(0.0%)
Supplies & Materials	45,792	51,968	50,935	53,077	2.1%
Travel & Training	11,093	20,670	27,166	22,565	9.2%
Intragovernmental Charges	33,794	39,383	39,383	52,461	33.2%
Utilities, Services & Misc.	72,435	150,966	150,966	110,616	(26.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>168,532</b>	<b>273,070</b>	<b>278,986</b>	<b>248,801</b>	<b>(8.9%)</b>
Summary					
Operating Expenses	168,532	273,070	278,986	248,801	(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	
<b>Total Expenses</b>	<b>\$ 168,532</b>	<b>\$ 273,070</b>	<b>\$ 278,986</b>	<b>\$ 248,801</b>	<b>(8.9%)</b>

**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**AUTHORIZED PERSONNEL**

**Actual  
FY 2005**

**Budget  
FY 2006**

**Estimated  
FY 2006**

**Adopted  
FY 2007**

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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**DESCRIPTION**

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

**HIGHLIGHTS/SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 5,418	\$ 10,083	\$ 10,536	\$ 10,082	(0.0%)
Supplies and Materials	37,025	33,486	33,451	34,245	2.3%
Travel and Training	9,414	13,105	20,166	15,000	14.5%
Intragovernmental Charges	32,791	38,427	38,427	47,705	24.1%
Utilities, Services, & Misc.	69,770	117,030	117,030	76,680	(34.5%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 154,418</b>	<b>\$ 212,131</b>	<b>\$ 219,610</b>	<b>183,712</b>	<b>-13.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

**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**

In FY 2007 Intragovernmental Charges for Web Design and Print Shop increased significantly due to an increase in the amount being recovered, creating a new charge for print shop and changing the methodology being used to recover costs.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	8,767	18,482	17,484	18,832	1.9%
Travel and Training	1,679	7,565	7,000	7,565	0.0%
Intragovernmental Charges	1,003	956	956	4,756	397.5%
Utilities, Services, & Misc.	2,665	33,936	33,936	33,936	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 14,114</b>	<b>\$ 60,939</b>	<b>\$ 59,376</b>	<b>65,089</b>	<b>6.8%</b>

**ACTIVITY LEVEL EXPENDITURES**

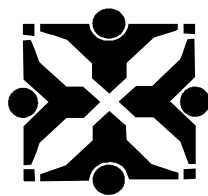
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Board of Adjustment	\$ 1,486	\$ 5,610	\$ 5,610	5,660	0.9%
Airport Advisory Board	1,155	1,100	1,100	1,400	27.3%
Sister Cities	0	10,600	10,600	10,600	0.0%
Planning and Zoning	1,970	2,803	2,803	2,803	0.0%
Parks and Recreation Commission	1,226	4,270	4,262	4,270	0.0%
Bike Commission	56	1,190	1,190	1,190	0.0%
Other Boards	0	7,786	6,231	7,786	0.0%
Historic Preservation	3,295	10,901	10,901	10,901	0.0%
Mayor's Council on Physical Fitness	3,527	6,448	6,448	6,448	0.0%
Bike, Walk, and Wheel Commission	0	5,000	5,000	5,000	0.0%
Commissions - General	0	2,975	2,975	2,975	0.0%
Disabilities	396	1,300	1,300	1,300	0.0%
Web Design	864	852	852	2,203	158.6%
Council Delivery/Print Shop Charge	139	104	104	2,553	2354.8%
<b>Total</b>	<b>\$ 14,114</b>	<b>\$ 60,939</b>	<b>\$ 59,376</b>	<b>65,089</b>	<b>6.8%</b>

**D PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					



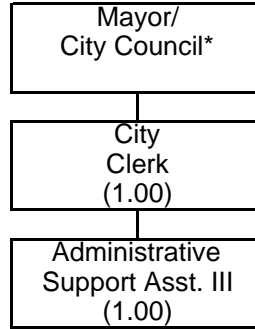
# City Clerk and Elections



*City of Columbia*  
*Columbia, Missouri*



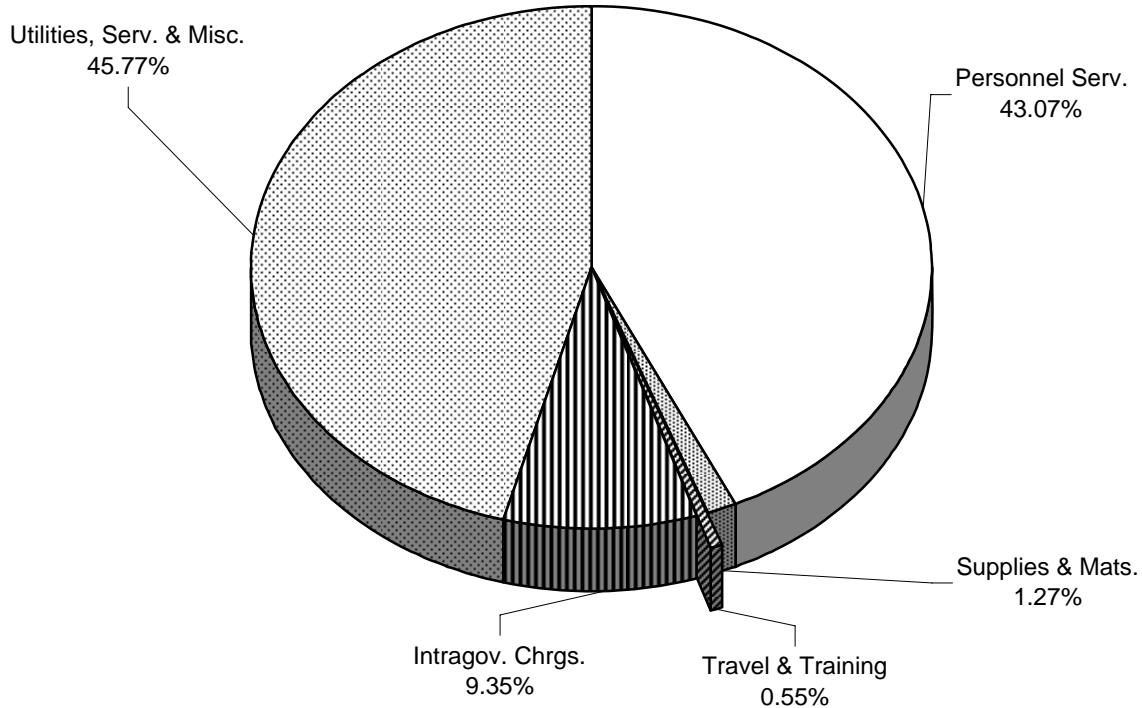
**City of Columbia - City Clerk**  
2.00 FTE Positions



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

# City Clerk and Elections

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 107,813	\$ 114,355	\$ 114,955	\$ 111,457	(2.5%)
Supplies & Materials	2,618	4,271	3,871	3,275	(23.3%)
Travel & Training	452	1,425	1,075	1,425	0.0%
Intragovernmental Charges	15,691	17,077	17,077	24,190	41.7%
Utilities, Services & Misc.	81,841	116,200	116,000	118,430	1.9%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>208,415</b>	<b>253,328</b>	<b>252,978</b>	<b>258,777</b>	<b>2.2%</b>
Summary					
Operating Expenses	208,415	253,328	252,978	258,777	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 208,415</b>	<b>\$ 253,328</b>	<b>\$ 252,978</b>	<b>\$ 258,777</b>	<b>2.2%</b>

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**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT OBJECTIVES**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
City Clerk - General	2.00	2.00	2.00	2.00	
City Clerk - Elections	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
Permanent Full-Time	2.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	

**PERFORMANCE MEASUREMENT/SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
Council Meetings	26	26	26
Proclamations	55	55	55
Board of Adjustment Applications Processed	38	40	40

## COMPARATIVE DATA

	Columbia, MO	Indepen- dence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
<b>Population</b>	<b>94,645</b>	<b>109,373</b>	<b>71,609</b>	<b>62,043</b>	<b>25,262</b>
Number of Employees	2	6.5	3.5	4	3
Employees Per 1,000 Population	0.021	0.059	0.049	0.064	0.119
Number of Ordinances and Resolutions/Year	790	391	440	371	107

**DESCRIPTION**

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

**HIGHLIGHTS/SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 107,813	\$ 114,355	\$ 114,955	\$ 111,457	(2.5%)
Supplies and Materials	2,618	4,271	3,871	3,275	(23.3%)
Travel and Training	452	1,425	1,075	1,425	0.0%
Intragovernmental Charges	15,691	17,077	17,077	24,190	41.7%
Utilities, Services, & Misc.	1,224	6,200	6,000	6,230	0.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 127,798</b>	<b>\$ 143,328</b>	<b>\$ 142,978</b>	<b>\$ 146,577</b>	<b>2.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8803 - City Clerk	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
Permanent Full-Time	2.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	

**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**

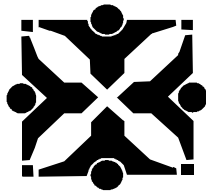
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	80,617	110,000	110,000	112,200	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 80,617</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 112,200</b>	<b>2.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					



# City Manager

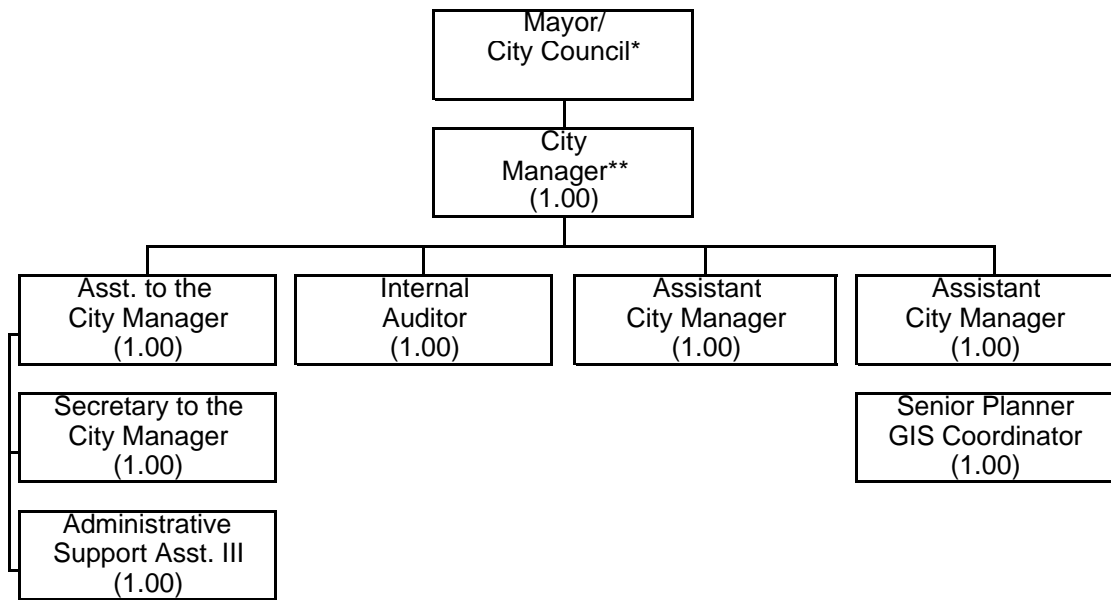


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - City Manager

8.00 FTE Positions

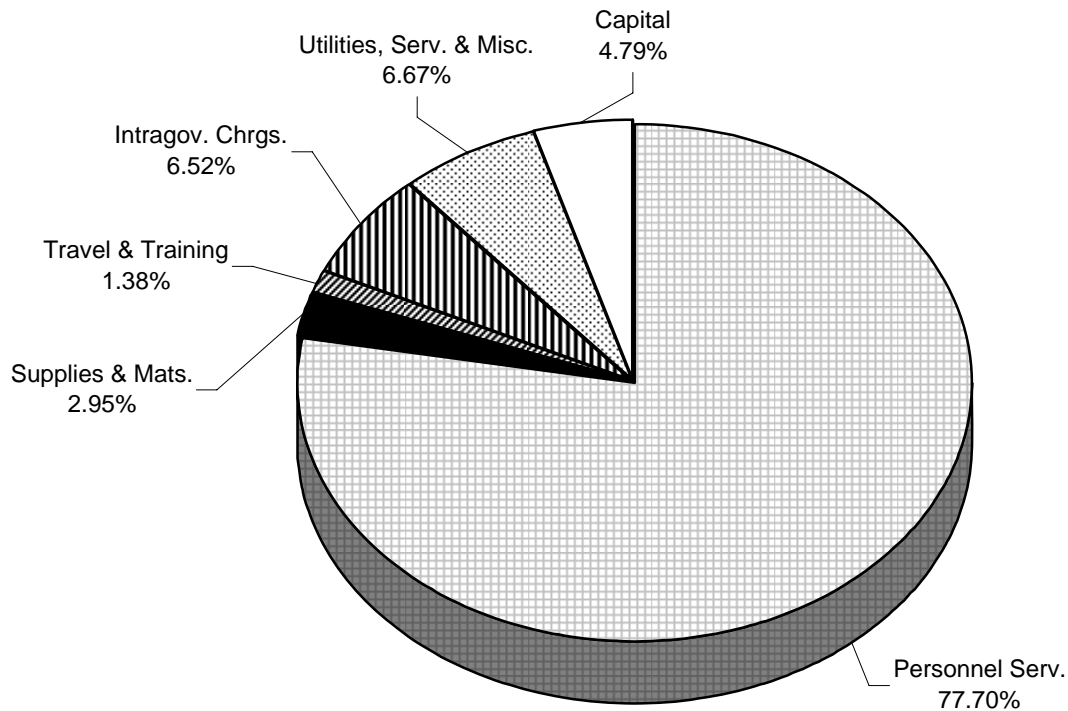


\* Positions not included in City Manager's FTE count.

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

# City Manager

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 660,680	\$ 731,932	\$ 755,374	\$ 815,943	11.5%
Supplies & Materials	12,937	21,265	18,901	30,930	45.5%
Travel & Training	5,180	10,475	8,200	14,475	38.2%
Intragovernmental Charges	48,247	54,980	54,980	68,445	24.5%
Utilities, Services & Misc.	35,025	61,939	42,650	70,039	13.1%
Capital	0	0	0	50,320	
Other	0	0	0	0	
<b>Total</b>	<b>762,069</b>	<b>880,591</b>	<b>880,105</b>	<b>1,050,152</b>	<b>19.3%</b>
Summary					
Operating Expenses	762,069	880,591	880,105	999,832	13.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	50,320	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 762,069</b>	<b>\$ 880,591</b>	<b>\$ 880,105</b>	<b>\$ 1,050,152</b>	<b>19.3%</b>

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## DEPARTMENT DESCRIPTION

The City Manager's Office is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, and 5-year capital improvements plan, preparation of Council agendas and special staff reports, and program coordination and development. The City Manager is directly responsible to the City Council for the proper administration of all the City affairs as well as implementation of policies and programs adopted by the Council. The City Manager attends all Council meetings and Council work sessions. The City Manager appoints all officers and employees of the City except for the City Clerk and Municipal Judge. City Counselor is appointed subject to approval of Council. Appointment of subordinates is generally delegated to the the appropriate Department Director.

## DEPARTMENT OBJECTIVES

(1) Provide effective and efficient delivery of services to residents; (2) Enhance communication with City Council and citizens; (3) Provide necessary written and verbal information to assist the City Council in setting policy for the needs of the citizens; (4) Provide timely responses to Council and citizens inquiries; (5) Prepare and monitor annual operating and capital budget and keep the Council advised of the financial conditions of the city; (6) Implement policies authorized by the City Council; and (7) Exercise direction over all municipal day-to-day operations of the city.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2007 Goal: Planning for the Future** - The significant changes in this year's budget include the addition of a GIS Sr. Planner. The Assistant City Manager position is no longer split in community services and information technologies, it is fully funded by the City Manager's Office.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
9998 - City Manager	1.00	1.00	1.00	1.00	
9911 - Assistant to City Manager	1.00	1.00	1.00	1.00	
9901 - Assistant City Manager*	1.60	1.60	1.60	2.00	0.40
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
4103 - Sr. Planner - GIS Coord.	0.00	0.00	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	
<b>Total Personnel</b>	<b>6.60</b>	<b>6.60</b>	<b>7.60</b>	<b>8.00</b>	<b>0.40</b>
Permanent Full-Time	6.60	6.60	7.60	8.00	0.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>6.60</b>	<b>6.60</b>	<b>7.60</b>	<b>8.00</b>	<b>0.40</b>

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

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

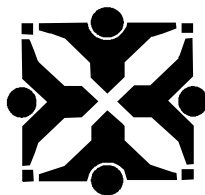
	Actual FY 2005	Budget FY 2006	Estimated FY 2007
Council Issues Processed: Resolutions/Staff Report	287	270	295
Ordinances/Staff Report	503	455	500
Agenda Reports	100	110	120
City Manager Press Conferences	27	27	27

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen- dence, MO	Boulder, CO	Lawrence, KS
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>53,482</b>	<b>109,373</b>	<b>90,388</b>	<b>83,094</b>
Number of Employees	7	5	4	7	22	7
Employees Per 1,000 Population	0.074	0.033	0.076	0.059	0.238	0.084
Total Annual Budget (Including Capital Improvements)*	277,555,419	238,265,000	156,385,414	218,696,587	200,100,000	126,126,489

\* Columbia is a "full service city." While some cities have separate administrative boards, such as Springfield, which has a Board that administers water, electric, transit, etc., Columbia is under the direction of one body of elected officials.

# Volunteer Services

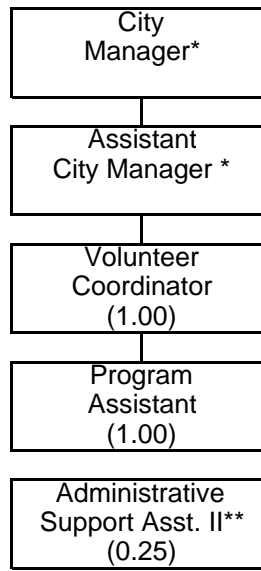


*City of Columbia*  
*Columbia, Missouri*



## City of Columbia - Volunteer Services

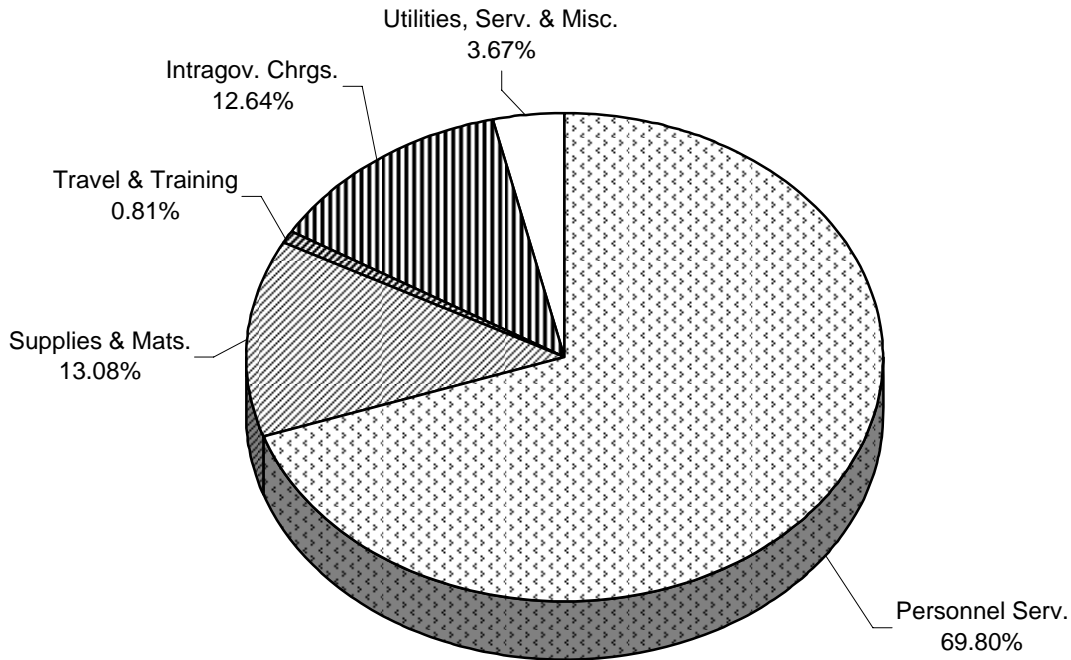
2.25 FTE Positions



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



# Volunteer Services FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 0	\$ 0	\$ 0	133,430	
Supplies & Materials	0	0	0	25,010	
Travel & Training	0	0	0	1,550	
Intragovernmental Charges	0	0	0	24,159	
Utilities, Services & Misc.	0	0	0	7,007	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>191,156</b>	
Summary					
Operating Expenses	0	0	0	191,156	
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	
<b>Total Expenses</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>191,156</b>	

**DESCRIPTION**

This office coordinates the promotion of volunteer opportunities within City Government. Advised by a Volunteer Working Group made up of city staff from a variety of departments, the office recruits volunteers, matches them with projects that compliment their interest and experience, and tracks their volunteer hours. The office also works on volunteer recognition activities and public relations events to promote volunteerism for City government.

In addition to general volunteer coordination, the Office of Volunteer Services coordinates a number of specific programs including the Park Patrol, the Adopt a Spot Beautification program, Cleanup Columbia, Youth in Action, and TreeKeepers, a program conducted in conjunction with the Parks & Recreation Department.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

During fiscal year 2005, over 43,000 volunteer hours were reported at a value of over \$775,000 not including hours contributed by boards and commissions. Highlights during 2005 include the graduation of a ninth TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the 10th city-wide "Cleanup Columbia" including sponsorship by local media and businesses.

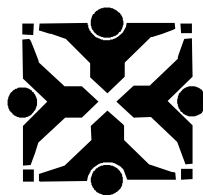
The Adopt a Spot beautification continued with 76 projects throughout the community. The Office sponsored it's fifth year of Youth In Action, a summer volunteer program for youth ages 12-15. OVS also works with the Office of Emergency Management to plan to handle volunteers who respond in the event of a disaster. In FY06 the office worked with a number of departments to create the Neighborhood Pride Program that encourages residents to walk in their neighborhood, pick up litter and keep an eye out for code violations and suspicious activities.

**FY 2007 Goal: Planning for the Future** - In FY 2007, a portion of volunteer services (excluding the contributions section) was moved from the special funds category into the general fund.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Proposed FY 2007</b>	<b>Position Changes</b>
4620 - Volunteer Coordinator	0.00	0.00	0.00	1.00	1.00
4615 - Program Assistant	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Supp. Asst. III	0.00	0.00	0.00	0.25	0.25
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.25</b>	<b>2.25</b>
Permanent Full-Time	0.00	0.00	0.00	2.25	2.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.25</b>	<b>2.25</b>

# Finance Department

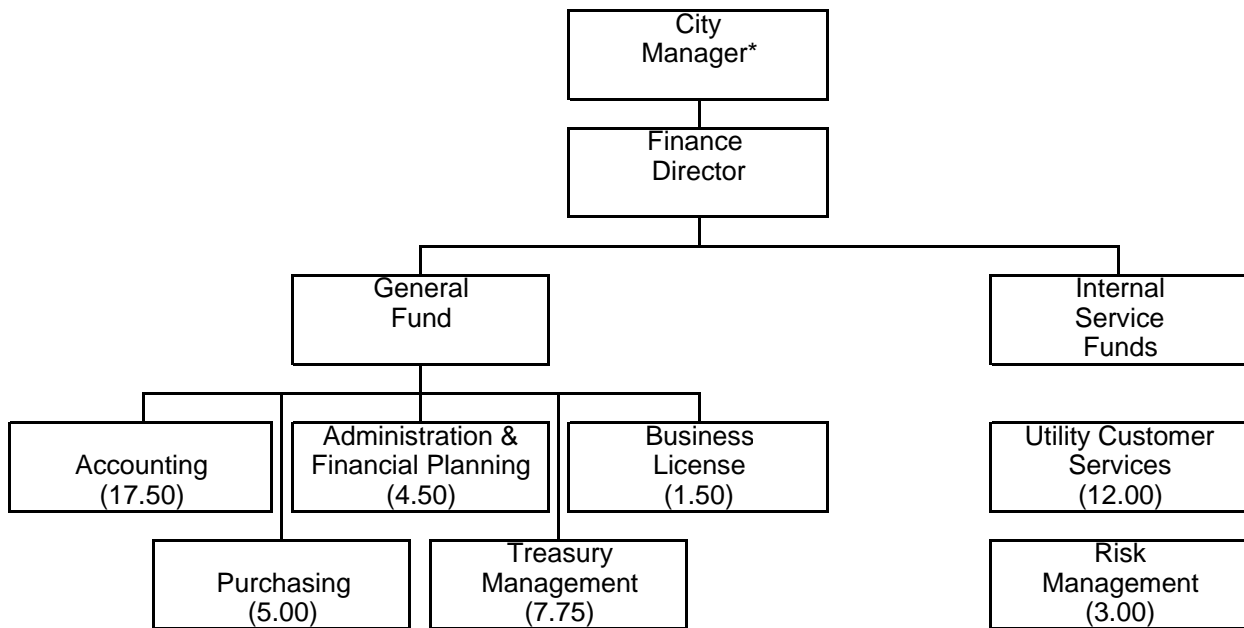


*City of Columbia*  
*Columbia, Missouri*



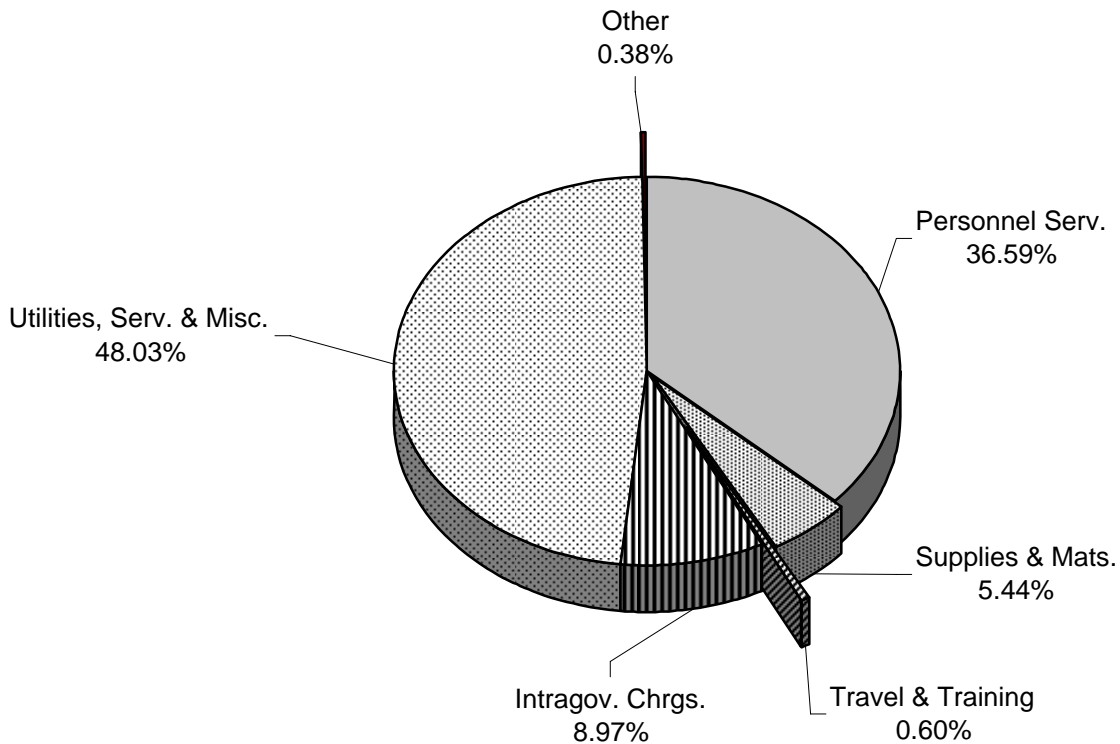
# City of Columbia - Finance Department

51.25 FTE Positions



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

## Finance Department - Summary FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 2,568,079	\$ 2,854,316	\$ 2,736,357	\$ 3,026,643	6.0%
Supplies & Materials	355,036	427,041	419,789	449,864	5.3%
Travel & Training	40,206	48,767	41,691	49,337	1.2%
Intragovernmental Charges	697,312	728,859	728,884	741,945	1.8%
Utilities, Services & Misc.	4,775,463	3,664,223	3,792,487	3,973,345	8.4%
Capital	18,000	20,000	15,000	0	(100.0%)
Other	44,512	46,934	36,289	31,307	(33.3%)
<b>Total</b>	<b>8,498,608</b>	<b>7,790,140</b>	<b>7,770,497</b>	<b>8,272,441</b>	<b>6.2%</b>
Summary					
Operating Expenses	8,436,096	7,723,206	7,719,208	8,241,134	6.7%
Non-Operating Expenses	44,512	46,934	36,289	31,307	(33.3%)
Debt Service	0	0	0	0	
Capital Additions	18,000	20,000	15,000	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 8,498,608</b>	<b>\$ 7,790,140</b>	<b>\$ 7,770,497</b>	<b>\$ 8,272,441</b>	<b>6.2%</b>

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## FINANCE DEPARTMENT - SUMMARY

### DEPARTMENT DESCRIPTION

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

### DEPARTMENT OBJECTIVES

**General Finance Activities:** The Finance Department will provide the support necessary to allow the City to conduct business in an efficient and effective manner. This includes performing the day to day processing activity, providing accurate and timely management information, external financial reports that adhere to professional standards, and managing the city's capital needs through investing and borrowing activities. In addition, the Finance Department is responsible for ensuring the City adheres to all federal, state and local requirements that relate to purchasing, budgeting, and related activities.

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

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

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

### DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

#### FY 2007 Goals: Planning for the Future and Improved Coordination

During FY 2007 the Finance Department will continue to monitor and evaluate the City's financial condition and internal controls. A major review of policies and procedures will be conducted with the implementation of an accounting pronouncements required by the Governmental Accounting Standards Board (GASB). The department staff will continue to work towards enhancing its e-government presence on the City's website and telephone based services. Increasing number of Transportation Development Districts (TDD) will continue to increase workloads. Finance will continue to work with the Planning Department to enhance the Capital Improvements Plan (CIP) process.

### AUTHORIZED PERSONNEL

	<u>Actual FY 2005</u>	<u>Budget FY 2006</u>	<u>Estimated FY 2006</u>	<u>Adopted FY 2007</u>	<u>Position Changes</u>
General Fund Operations	35.25	36.25	36.25	36.25	
Utility Customer Services Fund	12.00	12.00	12.00	12.00	
Self-Insurance Reserve Fund	2.00	2.00	2.00	3.00	1.00
<b>Total Personnel</b>	<b>49.25</b>	<b>50.25</b>	<b>50.25</b>	<b>51.25</b>	<b>1.00</b>
Permanent Full-Time	48.00	49.00	49.00	50.00	1.00
Permanent Part-Time	1.25	1.25	1.25	1.25	
<b>Total Permanent</b>	<b>49.25</b>	<b>50.25</b>	<b>50.25</b>	<b>51.25</b>	<b>1.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
No. of Accts. Payable Checks Written	27,158	27,151	23,634
No. of Formal and Informal Bids	500	600	550
No. of Annual Supply and Service Contracts	261	265	280
New Business License Applications Processed	751	800	850
No. of Other Licenses and Permits Processed	3,650	3,700	3,750
Portfolio Size	\$242 Million	\$248 Million	\$252 Million
Total Portfolio Return	0.08	0.08	0.085
Amount Utility Accounts Written Off	\$230,660	\$287,935	\$287,935
Percent Uncollected	0.32	0.32	0.32
New Utility Account Services	20,000	20,000	20,000
Number of Claims Processed:			
Property & Liability	50	70	70
Worker's Compensation	185	200	200

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>217,400</b>	<b>113,326</b>	<b>53,482</b>	<b>107,142</b>
Number of Employees	49.25	53	197	89.75	38.75	35
Employees Per 1,000 Population	0.520	0.354	0.906	0.792	0.725	0.327
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	3,400	18-19,000	10,000	11,000	3,500	3,000
Dollar Value of Purchase Orders Issued/Year	58 Million	28-30 Million	80-120 Mill.	33-35 Million	22-24 Million	32-35 Million
No. of Business Licenses Issued	4,627	12,525	---	448*	---	6,013
No. of Liquor Licenses Issued	416	381	---	147**	148	---
Investment Portfolio (Book Value)	\$230 Million	\$346 Million	\$210 Million	\$231 Million	\$76 Million	\$588 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Yes	Yes
No. of Utility Accounts	55,928	0	102,000	45,295	23,500	80,945
No. of Utility Staff Employees	11		37	32	5.75	20

\*food establishments only

\*\*beer and wine only



**DESCRIPTION**

The Finance Department is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, and utility customer services. With the exception of Utility Customer Services and Self Insurance, which are budgeted in other funds, all Finance Divisions are budgeted and accounted for in the General Fund.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Emphasis for FY 2007 will continue to be on the enhancement of the CIP process and document which is a joint effort by the Finance, Planning and City Manager's offices. The Finance Department will continue to assist with tracking projects, monitoring of cash flows, and determining the necessary short and long term debt programs that will fund the Plan. The department will be working with other City staff to develop a financing strategy, and assist in the preparation of capital ballot issues for Electric, Sewer and Water utilities. An increasing number of Transportation Development Districts (TDD) will continue to increase workloads. Staff will continue to work to improve reporting and customer service, with emphasis on providing information through the internet, increasing the City's internet capabilities, and utilizing other technology that permits more efficient performance of the City's functions. The department will also assist as requested with any community visioning efforts.

**BUDGET DETAIL**

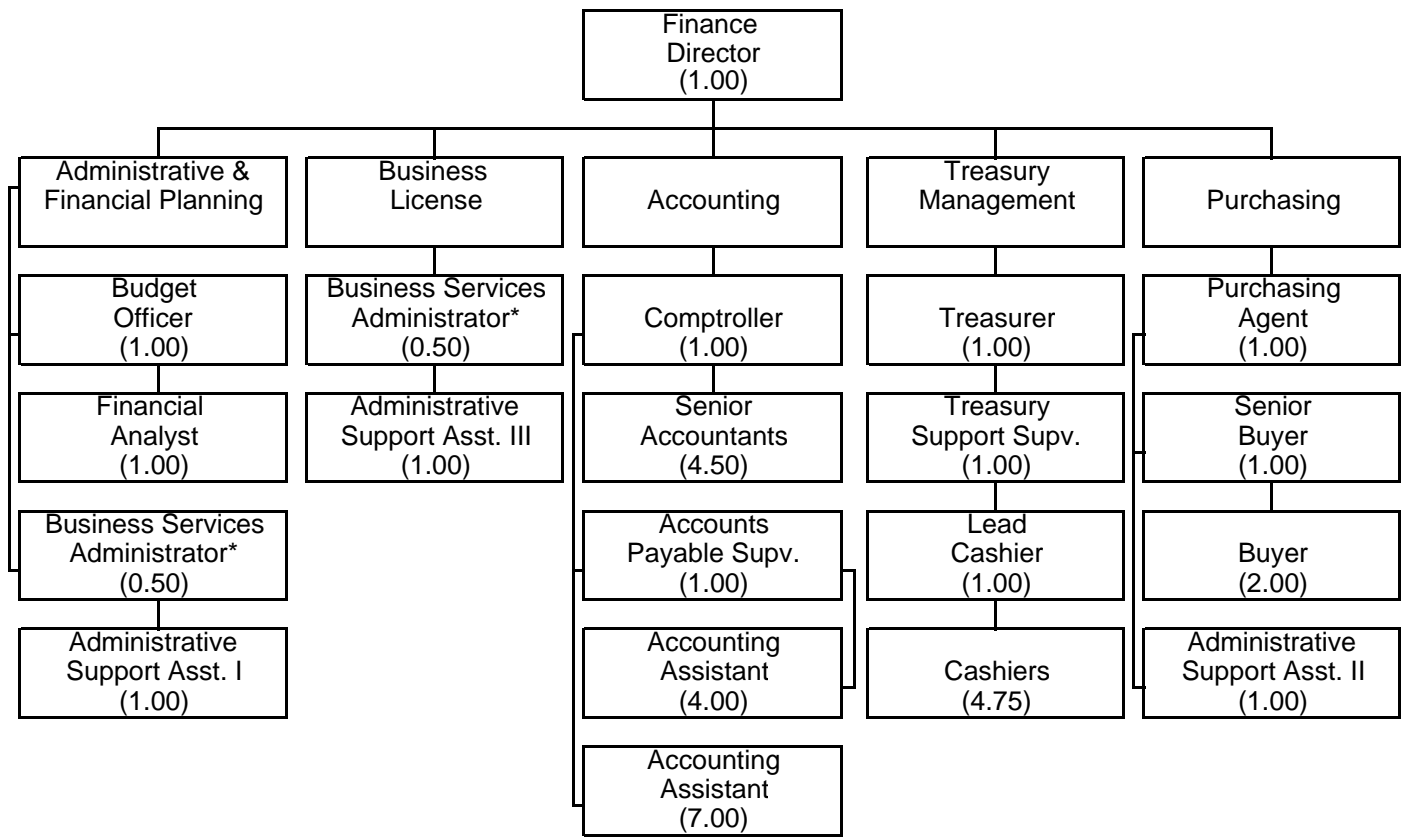
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,994,913	\$ 2,214,899	\$ 2,100,787	\$ 2,307,812	4.2%
Supplies & Materials	108,451	127,306	119,034	133,387	4.8%
Travel & Training	22,457	25,197	25,171	25,167	(0.1%)
Intragovernmental Charges	418,267	442,485	442,485	406,996	(8.0%)
Utilities, Services & Misc.	232,972	345,454	328,699	380,297	10.1%
Capital	0	20,000	15,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>2,777,060</b>	<b>3,175,341</b>	<b>3,031,176</b>	<b>3,253,659</b>	<b>2.5%</b>
Summary					
Operating Expenses	2,777,060	3,155,341	3,016,176	3,253,659	3.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	20,000	15,000	0	-100.0%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,777,060</b>	<b>\$ 3,175,341</b>	<b>\$ 3,031,176</b>	<b>\$ 3,253,659</b>	<b>2.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Administration & Financial Planning	4.50	4.50	4.50	4.50	
Accounting	16.50	17.50	17.50	17.50	
Treasury Management	7.75	7.75	7.75	7.75	
Purchasing	5.00	5.00	5.00	5.00	
Business License	1.50	1.50	1.50	1.50	
<b>Total Personnel</b>	<b>35.25</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	
Permanent Full-Time	34.00	35.00	35.00	35.00	
Permanent Part-Time	1.25	1.25	1.25	1.25	
<b>Total Permanent</b>	<b>35.25</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	



**City of Columbia - Finance Department General Fund**  
36.25 FTE Positions



\* Position split between Business License & Administration.

**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 Planning Department and City Manager's Office to enhance and improve the Capital Improvements Plan process and document. Emphasis will be to improve all financial activities of the City by overseeing the utilization of enhanced functions offered by use of the internet; perform the tasks of researching the City's financial status for the sale of debt; and continue updating the City's manuals and monitoring reports to enable better evaluation of its financial condition. Staff will continue to review pertinent sections of the City Code of Ordinances to identify areas of improvement in an effort to provide customer service to the citizens of Columbia in the most effective and efficient manner. Staff will work with the City's financial advisor and rating agencies to structure and issue debt that is necessary to finance the capital plans of the major utilities including electric, sewer and water.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 372,465	\$ 446,375	\$ 400,929	\$ 430,964	(3.5%)
Supplies and Materials	24,909	36,099	33,458	38,600	6.9%
Travel and Training	2,854	5,170	4,200	5,100	(1.4%)
Intragovernmental Charges	65,897	77,571	77,571	56,514	(27.1%)
Utilities, Services, & Misc.	132,702	234,279	236,124	254,074	8.4%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 598,827</b>	<b>\$ 799,494</b>	<b>\$ 752,282</b>	<b>\$ 785,252</b>	<b>(1.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
6800 - Director of Finance	1.00	1.00	1.00	1.00	
6605 - Budget Officer	1.00	1.00	1.00	1.00	
6505 - Business Services Admin.	0.50	0.50	0.50	0.50	
6204 - Financial Analyst	1.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	
Permanent Full-Time	4.50	4.50	4.50	4.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	

**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 2007 the Accounting Staff is expecting an increase in workload due to processing transactions for Transportation Development Districts (TDD). Additionally, we will be focusing on processing CDBG loans and Home Energy Loans with the Miscellaneous Receivable system. Staff will continue to train and work with H.T. E. on the upgrade to Naviline (automated financial management system) implemented in FY 2006 and improve its effectiveness.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 899,278	\$ 972,948	\$ 916,592	\$ 1,043,074	7.2%
Supplies and Materials	37,184	47,750	42,263	48,550	1.7%
Travel and Training	6,458	6,100	6,844	6,100	0.0%
Intragovernmental Charges	185,355	175,564	175,564	176,787	0.7%
Utilities, Services, & Misc.	27,278	39,140	21,400	41,700	6.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,155,553</b>	<b>\$ 1,241,502</b>	<b>\$ 1,162,663</b>	<b>\$ 1,316,211</b>	<b>6.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
6205 - Comptroller	1.00	1.00	1.00	1.00	
6203 - Senior Accountant	4.50	4.50	4.50	4.50	
1204 - Accounts Payable Supervisor	1.00	1.00	1.00	1.00	
1203 - Accounting Assistant	10.00	11.00	11.00	11.00	
<b>Total Personnel</b>	<b>16.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	
Permanent Full-Time	16.00	17.00	17.00	17.00	
Permanent Part-Time	0.50	0.50	0.50	0.50	
<b>Total Permanent</b>	<b>16.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	

**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**

Changing technologies require continual effort to capitalize on the enhancements available.

**Improved efficiencies in electronic payment processing and reconciliation over the past year include:**

- 1) faster and more direct decentralized deposit of cash receipts by remote site cashiers,
- 2) online reconciliation of daily deposits,
- 3) direct upload conversion of an additional third-party online payment processor,
- 4) conversion of additional payees to electronic payment methods,
- 5) movement of funds for Transportation Development Districts through electronic processes, and
- 6) significant reduction of paper and related expense through increased use of electronic media.

**Other major changes include:**

- 1) reduced security risk through same day sweep deposit of large cash balances,
- 2) increased accuracy of cash receipts by utility function accomplished through procedural change in account adjustments,
- 3) development of online policy and procedure manual, and
- 4) staff training and development related to customer service and software applications.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 348,224	\$ 404,697	\$ 405,197	\$ 417,873	3.3%
Supplies and Materials	16,776	12,460	14,090	16,780	34.7%
Travel and Training	5,671	5,500	5,500	5,500	0.0%
Intragovernmental Charges	81,362	93,429	93,429	101,570	8.7%
Utilities, Services, & Misc.	53,573	51,520	51,520	51,983	0.9%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 505,606</b>	<b>\$ 567,606</b>	<b>\$ 569,736</b>	<b>\$ 593,706</b>	<b>4.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
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	
<b>Total Personnel</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>	

**DESCRIPTION**

The Purchasing Division provides centralized control over the procurement of materials, equipment, and services for all departments, offices, and agencies of the City. Purchasing is responsible for setting standards and specifications for items to be purchased; for advertising and tabulation of bids; assisting departments in obtaining contracts for services; preparation and issuance of purchase orders, materials management, and fixed asset inventory; and supervising the transfer or disposal of all surplus materials, supplies, and equipment.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Planning emphasis for FY 2007 will be on the continued consolidation of materials and services and standardization of specifications. Policies and procedures will be closely examined to ensure that commodities and services are obtained by the most efficient, effective and economical means possible. Purchasing will administer over 250 annual contracts, process an estimated 3,900 purchase orders, 1,500 change orders, 290 formal bids and 180 informal bids at a value of approximately \$39 million. With implementation of the Procurement Card system having been completed, a travel card system will be proposed for employees who must travel frequently as a part of their official duties and for other employees who incur travel expenses frequently. During FY 2006, the online vendor registration process originally begun in FY 2004 was replaced with one hosted by IonWave Technologies, Inc which includes an on-line bid process that will reduce costs in materials and handling of the bid process even more significantly. Electronic distribution to and receipt of formal bids from registered vendors will begin full scale in September or October 2006. On-going training continues this fiscal year for Naviline (automated financial management system) which went "go-live" the beginning of FY 2006. Training will be offered to H.T.E. users for upcoming Version 5.0.1 due in FY 2007.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 289,709	\$ 300,077	\$ 288,075	\$ 321,445	7.1%
Supplies and Materials	17,789	16,700	14,450	14,960	(10.4%)
Travel and Training	6,733	6,950	6,950	6,990	0.6%
Intragovernmental Charges	61,748	70,670	70,670	44,084	(37.6%)
Utilities, Services, & Misc.	16,443	15,125	14,200	27,170	79.6%
Capital	0	20,000	15,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 392,422</b>	<b>\$ 429,522</b>	<b>\$ 409,345</b>	<b>\$ 414,649</b>	<b>(3.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6307 - Senior Buyer	1.00	1.00	1.00	1.00	
6305 - Buyer	2.00	2.00	2.00	2.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

**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 2007 will be to continue extensive monitoring and enforcement of all provisions of the City Code of Ordinances pertaining to business and alcoholic beverage licenses, hotel/motel license taxes, cigarette taxes and all other licenses and permits required by City ordinance. Additional planning emphasis will be placed on revising the existing licensing ordinances to provide a more efficient and effective licensing process.

**BUDGET DETAIL**

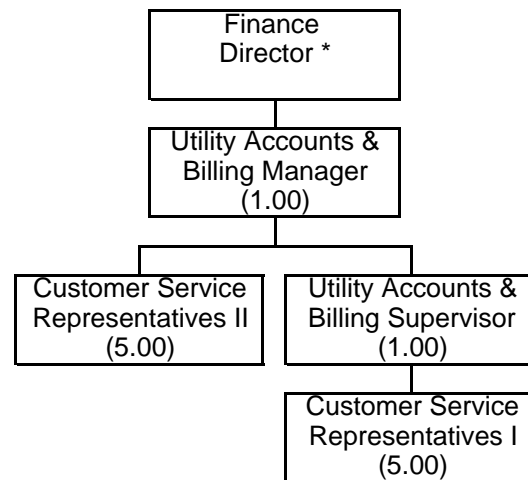
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 85,237	\$ 90,802	\$ 89,994	\$ 94,456	4.0%
Supplies and Materials	11,793	14,297	14,773	14,497	1.4%
Travel and Training	741	1,477	1,677	1,477	0.0%
Intragovernmental Charges	23,905	25,251	25,251	28,041	11.0%
Utilities, Services, & Misc.	2,976	5,390	5,455	5,370	(0.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 124,652</b>	<b>\$ 137,217</b>	<b>\$ 137,150</b>	<b>\$ 143,841</b>	<b>4.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
6505 - Business Services Admin.	0.50	0.50	0.50	0.50	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
Permanent Full-Time	1.50	1.50	1.50	1.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	



**City of Columbia - Finance Department Utility Customer Services**  
**12.00 FTE Positions**



\* Position not included in Utility Customer Service's FTE count.



**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**

Recommend to Finance Director opportunities for process improvement to ensure quality customer service  
 Re-engineer entire shut-off process  
 Coordinate with Water and Light, management of student rush  
 Produce Customer Service Booklet to explain to customers applicable City Ordinance and Finance Department Policy and Procedures that effect their Utility Account  
 Upgrade UCS phones to call center quality  
 Re-organization and Re-classification of UCS  
 Reorganization creates a Manager and Supervisor and two levels of customer service  
 Re-classification will allow recruitment and retention of quality employees  
 Develop department goals and mission statement with staff  
 Develop, with Public Works and Water and Light, policies and procedures for new construction process

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 458,878	\$ 502,344	\$ 498,497	\$ 530,794	5.7%
Supplies & Materials	242,950	296,310	296,530	312,552	5.5%
Travel & Training	14,553	17,550	10,500	17,550	0.0%
Intragovernmental Charges	253,722	260,157	260,182	303,026	16.5%
Utilities, Services & Misc.	497,315	481,810	636,829	705,589	46.4%
Capital	0	0	0	0	
Other	37,262	41,078	30,433	25,307	(38.4%)
<b>Total</b>	<b>1,504,680</b>	<b>1,599,249</b>	<b>1,732,971</b>	<b>1,894,818</b>	<b>18.5%</b>
Summary					
Operating Expenses	1,467,418	1,558,171	1,702,538	1,869,511	20.0%
Non-Operating Expenses	37,262	41,078	30,433	25,307	(38.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,504,680</b>	<b>\$ 1,599,249</b>	<b>\$ 1,732,971</b>	<b>\$ 1,894,818</b>	<b>18.5%</b>

**AUTHORIZED PERSONNEL**

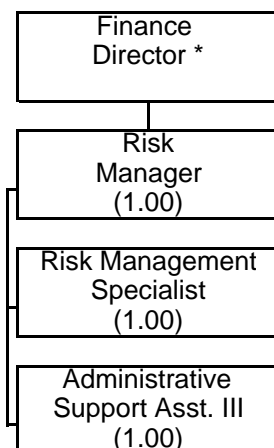
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
1220 - Utility Accts & Billing Mngr	0.00	0.00	0.00	1.00	1.00
1215 - Utility Accts & Billing Supv	0.00	0.00	0.00	1.00	1.00
1214 - Utility Accts & Billing Supv	1.00	1.00	1.00	0.00	(1.00)
1213 - Customer Service Rep II	0.00	0.00	0.00	5.00	5.00
1212 - Customer Service Rep	9.00	9.00	9.00	0.00	(9.00)
1211 - Customer Service Rep I	0.00	0.00	0.00	5.00	5.00
1203 - Accounting Assistant	2.00	2.00	2.00	0.00	(2.00)
<b>Total Personnel</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	
Permanent Full-Time	12.00	12.00	12.00	12.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	

Utility Customer Services division was reorganized in FY 2007.



# City of Columbia - Finance Department Self-Insurance Fund

3.00 FTE Positions



\* Position not included in Self-Insurance's FTE count.

**DESCRIPTION**

The Self-Insurance Reserve Fund accounts for the transactions and reserves associated with the City's Self-Insurance Program. This program provides coverage for the City's workers' compensation, and property and casualty claims. Claims administration is managed by the City Finance Department.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The Risk Management division continues to emphasize loss prevention and claims administration in an effort to minimize the frequency and severity of claims. The Risk Manager, with the City's Executive Safety Committee, identify employee safety training needs, work to improve City wide safety programs and strengthen claim policies and procedures. Employee Safety training during FY06 included Employees on Patrol (Hazard Recognition), First Aid, and Driver Safety.

Risk Management added a full-time Safety employee to increase the City's loss control efforts during FY07.

Risk Management continuously reviews the City's self-insurance and commercial insurance coverages to maintain the best protection at the most economical cost.

**BUDGET DETAIL**

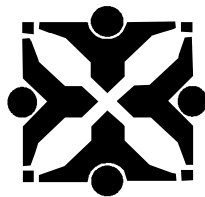
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 114,288	\$ 137,073	\$ 137,073	\$ 188,037	37.2%
Supplies & Materials	3,635	3,425	4,225	3,925	14.6%
Travel & Training	3,196	6,020	6,020	6,620	10.0%
Intragovernmental Charges	25,323	26,217	26,217	31,923	21.8%
Utilities, Services & Misc.	4,045,176	2,836,959	2,826,959	2,887,459	1.8%
Capital	18,000	0	0	0	
Other	7,250	5,856	5,856	6,000	2.5%
<b>Total</b>	<b>4,216,868</b>	<b>3,015,550</b>	<b>3,006,350</b>	<b>3,123,964</b>	<b>3.6%</b>
Summary					
Operating Expenses	4,191,618	3,009,694	3,000,494	3,117,964	3.6%
Non-Operating Expenses	7,250	5,856	5,856	6,000	2.5%
Debt Service	0	0	0	0	
Capital Additions	18,000	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,216,868</b>	<b>\$ 3,015,550</b>	<b>\$ 3,006,350</b>	<b>\$ 3,123,964</b>	<b>3.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
6600 - Risk Manager	1.00	1.00	1.00	1.00	
6595 - Risk Management Spec.	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>1.00</b>
Permanent Full-Time	2.00	2.00	2.00	3.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>1.00</b>

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# Human Resources

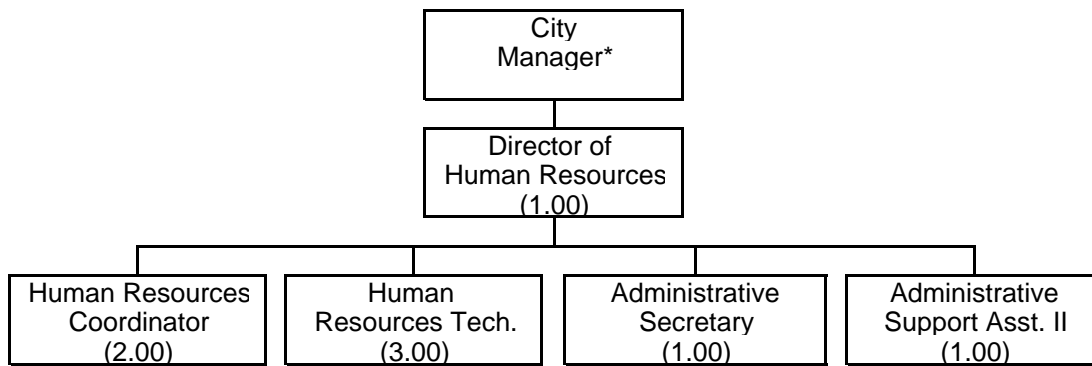


*City of Columbia*  
*Columbia, Missouri*



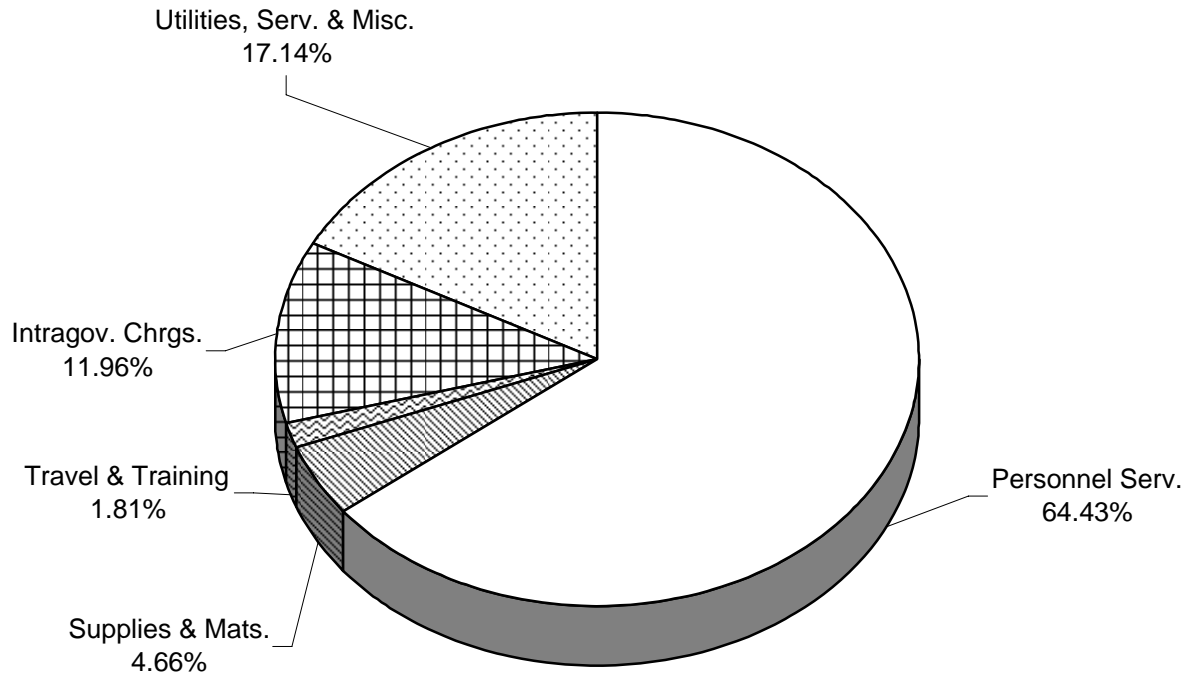
# City of Columbia - Human Resources

8.00 FTE Positions



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

# Human Resources Department FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 463,945	\$ 493,848	\$ 494,131	\$ 519,742	5.2%
Supplies & Materials	13,574	36,032	30,338	37,567	4.3%
Travel & Training	3,336	14,630	13,593	14,630	0.0%
Intragovernmental Charges	67,491	72,660	72,660	96,474	32.8%
Utilities, Services & Misc.	120,284	157,399	156,669	138,295	(12.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>668,630</b>	<b>774,569</b>	<b>767,391</b>	<b>806,708</b>	<b>4.1%</b>
Summary					
Operating Expenses	668,630	774,569	767,391	806,708	4.1%
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	
<b>Total Expenses</b>	<b>\$ 668,630</b>	<b>\$ 774,569</b>	<b>\$ 767,391</b>	<b>\$ 806,708</b>	<b>4.1%</b>

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## DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for coordinating the efforts of all City departments in the recruitment, selection, hiring, evaluation, promotion, training and development of a diverse staff of qualified and dedicated employees to serve the citizens of Columbia. General pay and benefits administration, employee health and wellness programs, and drug and alcohol testing are also the responsibility of the Department.

## DEPARTMENT OBJECTIVES

Assist all departments in recruitment and selection of qualified individuals to staff City positions. Provide employees evaluation, training and development opportunities that will increase retention, provide upward mobility and create high morale, and that are designed to reduce turnover in a labor market with a low unemployment rate. Provide accurate management information on compensation and benefit issues, and recommend strategies for pay and benefit plans that provide appropriate overall compensation to employees and control costs to the City. Manage the Employee Benefit Fund and the insurance and benefit programs funded in that budget. Those programs include health, dental and prescription drug insurance, life insurance, long term disability insurance and employee recognition. Provide employee health and wellness programs for City employees. Administer drug and alcohol testing for new and federally-mandated employees. Assist all departments in complying with federal, state and local employment laws, policies and procedures.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The Human Resources Department has implemented the first year of a new system to review and maintain the City job classification and pay plans. A comprehensive salary study was also conducted in FY 2006. New hire background checks have been expanded to include temporary employees. The new employee orientation program has been broadened and now includes programming specifically for temporary employees. Recruitment, selection and retention efforts will continue to be priorities, and a workforce planning program will be developed. Program emphasis will be placed on areas addressed in the action plan prepared in response to the 2006 Employee Survey, including a pay and benefit strategy, training, performance appraisal and rewards. An on-line employment application will be available by 2007. Development of a supervisory training curriculum will be a priority in 2007. A review of City overtime policies and practices is planned. Employee education and information sessions on benefit plans will be developed. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2007.

The City's self-funded health insurance plan continues to experience double digit percentage increases in claim costs. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored. The impact of OPEB/GASB 45 on retiree health plan participation has been evaluated in an actuarial study, and the City will begin working on a plan to reduce/eliminate this new liability. Appropriate medical plan changes and options will be implemented. Continued participation in the Medicare Part D prescription drug benefit provider subsidy program is planned. Pharmacy benefit management services for the prescription drug benefit will be rebid for 2007.

Employee Health and Wellness Division programs will continue emphasis on safety, illness prevention and disease management programs for City employees. Access to health screening services for all employees was added in FY 2005. Over 450 employees have participated in this program to date. Drug and alcohol testing for new and federally-mandated employees is a function of this program. AED devices have been installed in all City work locations. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees were recertified in 2006. AED units were added to all Water and Light Department line trucks.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	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	
1402 - Human Resources Technician	3.00	3.00	3.00	3.00	
1101 - Administrative Secretary	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	0.00	0.00	0.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	

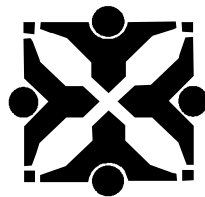
## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
Applications Processed	3,582	3,600	3,650
Permanent Position Selection Processes	128	150	175
Permanent Position Selection Process Activity (Interviews and Tests)	2,062	2,150	2,200
Affirmative Action Job Announcements Mailed	3,684	3,700	3,750
Job Vacancy Ads Placed	530	550	575
Background Checks		400	500
Employee Mailings	6,200	7,000	7,200
Benefit Changes Processed	374	400	425
Personnel Requisitions Processed	2,315	2,350	2,375
Performance Evaluations Processed	1,474	1,500	1,550
Employee Meetings/Training	298	325	350
Bargaining Unit Activity	9	10	15
Employee Health Contacts	8,467	8,500	8,600

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>104,162</b>	<b>53,482</b>
Number of Employees	8.00	15.00	7.00	7.00
Employees Per 1,000 Population	0.08	0.10	0.07	0.13
Number of Permanent City Employees	1,191.95	1,637.00	722.00	476.00
HR Staff Ratios Per City Employee	0.67	0.92	0.97	1.47
<b>HR Staff Ratio Per City Employee:</b>				
Nat'l Data - all employers	1.00			
Nat'l Data - education & government	0.80			
Source: Bureau of National Affairs				

# Law Department

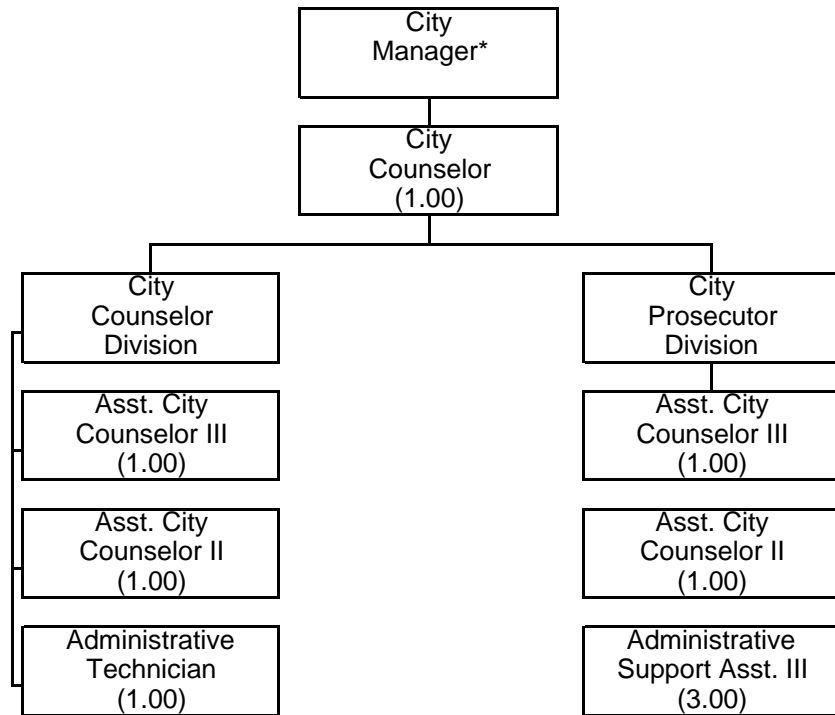


*City of Columbia*  
*Columbia, Missouri*



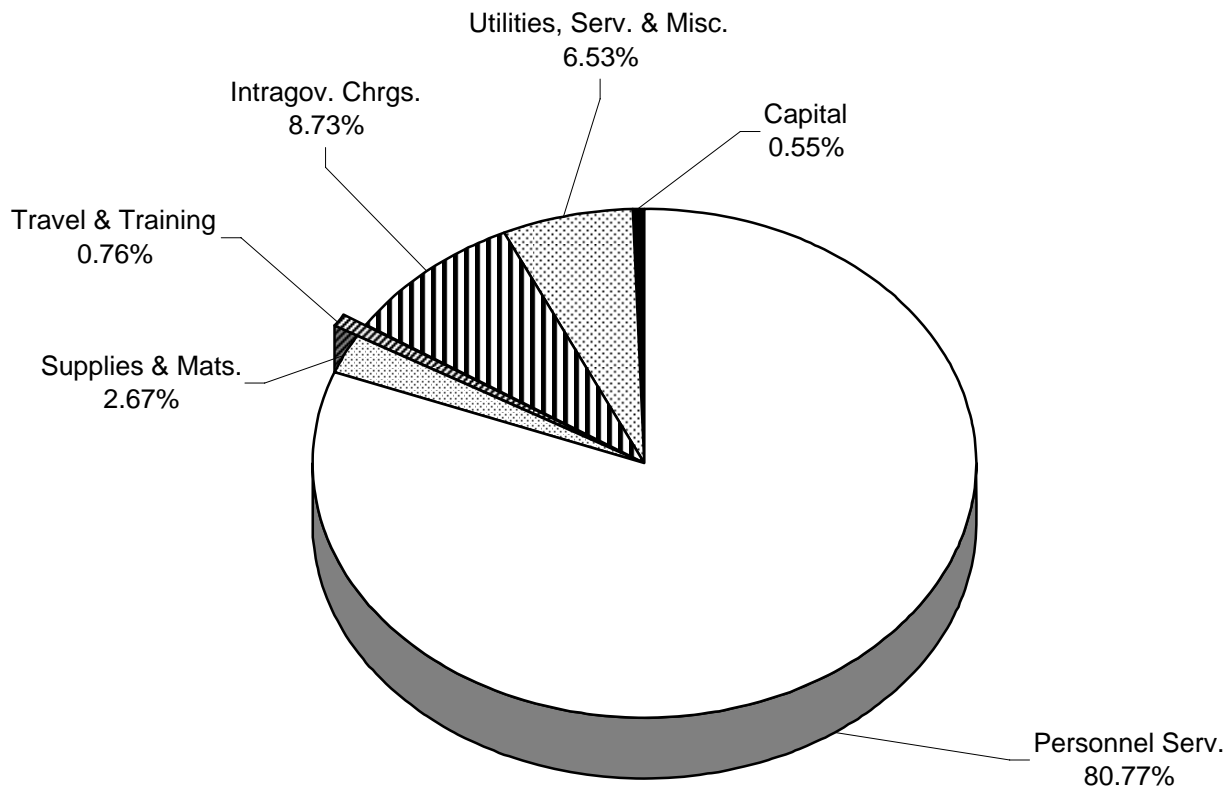
# City of Columbia - Law Department

9.00 FTE Positions



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

## Law Department FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 674,707	\$ 719,602	\$ 698,677	\$ 737,205	2.4%
Supplies & Materials	17,913	29,692	29,686	24,381	(17.9%)
Travel & Training	3,274	6,780	6,780	6,913	2.0%
Intragovernmental Charges	56,865	62,381	62,582	79,662	27.7%
Utilities, Services & Misc.	104,535	97,613	96,157	59,584	(39.0%)
Capital	0	0	0	5,000	
Other	0	0	0	0	
<b>Total</b>	<b>857,294</b>	<b>916,068</b>	<b>893,882</b>	<b>912,745</b>	<b>(0.4%)</b>
Summary					
Operating Expenses	857,294	916,068	893,882	907,745	(0.9%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	5,000	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 857,294</b>	<b>\$ 916,068</b>	<b>\$ 893,882</b>	<b>\$ 912,745</b>	<b>(0.4%)</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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

## AUTHORIZED PERSONNEL

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
City Counselor	4.00	4.00	4.00	4.00	
City Prosecutor	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	9.00	9.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
<b>City Counselor:</b>			
Ordinances Drafted	503	450	450
Resolutions Drafted	287	270	270
In-House Circuit Court Cases Pending	22	20	20
<b>City Prosecutor:</b>			
Municipal Court Files Received	15,474	20,000	20,000

COMPARATIVE DATA					
	Columbia, MO	Springfield, MO	Indepen- dence, MO	St. Charles, MO	Lee's Summit, MO
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>109,373</b>	<b>62,043</b>	<b>84,818</b>
No. of City Attorneys	5.5	11	4.5	2	5.75
City Attorneys Per 1,000 Pop.	0.058	0.073	0.041	0.032	0.068



**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**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 383,206	\$ 393,843	\$ 393,843	\$ 409,456	4.0%
Supplies and Materials	10,542	16,254	16,251	16,279	0.2%
Travel and Training	1,881	3,880	3,880	3,956	2.0%
Intragovernmental Charges	29,729	30,750	30,751	37,064	20.5%
Utilities, Services, & Misc.	97,557	83,452	81,996	44,394	(46.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 522,915</b>	<b>\$ 528,179</b>	<b>\$ 526,721</b>	<b>\$ 511,149</b>	<b>(3.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3410 - City Counselor	1.00	1.00	1.00	1.00	
3303 - Assistant City Counselor III	1.00	1.00	1.00	1.00	
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	0.00	0.00	0.00	1.00	1.00
1101 - Administrative Secretary	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

Administrative secretary reclassified to an Administrative Technician.

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

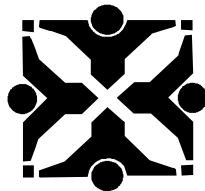
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 291,501	\$ 325,759	\$ 304,834	\$ 327,749	0.6%
Supplies and Materials	7,371	13,438	13,435	8,102	(39.7%)
Travel and Training	1,393	2,900	2,900	2,957	2.0%
Intragovernmental Charges	27,136	31,631	31,831	42,598	34.7%
Utilities, Services, & Misc.	6,978	14,161	14,161	15,190	7.3%
Capital	0	0	0	5,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 334,379</b>	<b>\$ 387,889</b>	<b>\$ 367,161</b>	<b>\$ 401,596</b>	<b>3.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3303 - Assistant City Counselor III	1.00	1.00	1.00	1.00	
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	3.00	2.00
1002 - Admin. Support Assistant II	2.00	2.00	2.00	0.00	(2.00)
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

(2) Administrative Support Assistant II's were reclassified to Administrative Support Assistant III's.

# Municipal Court

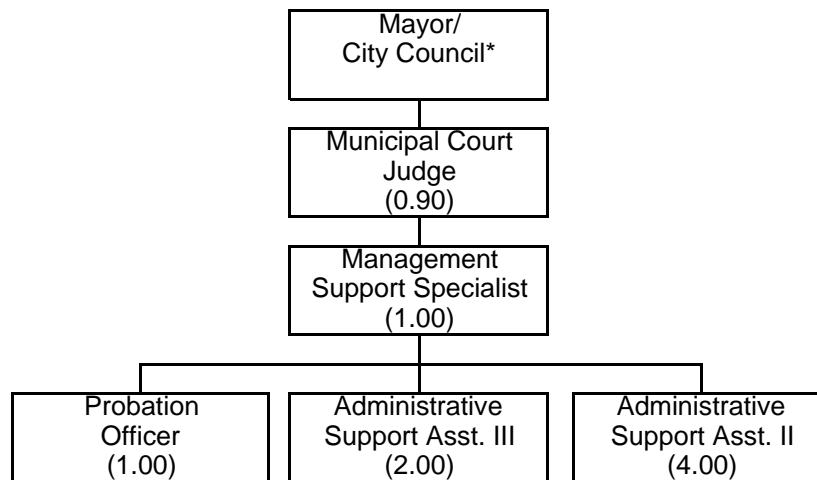


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Municipal Court

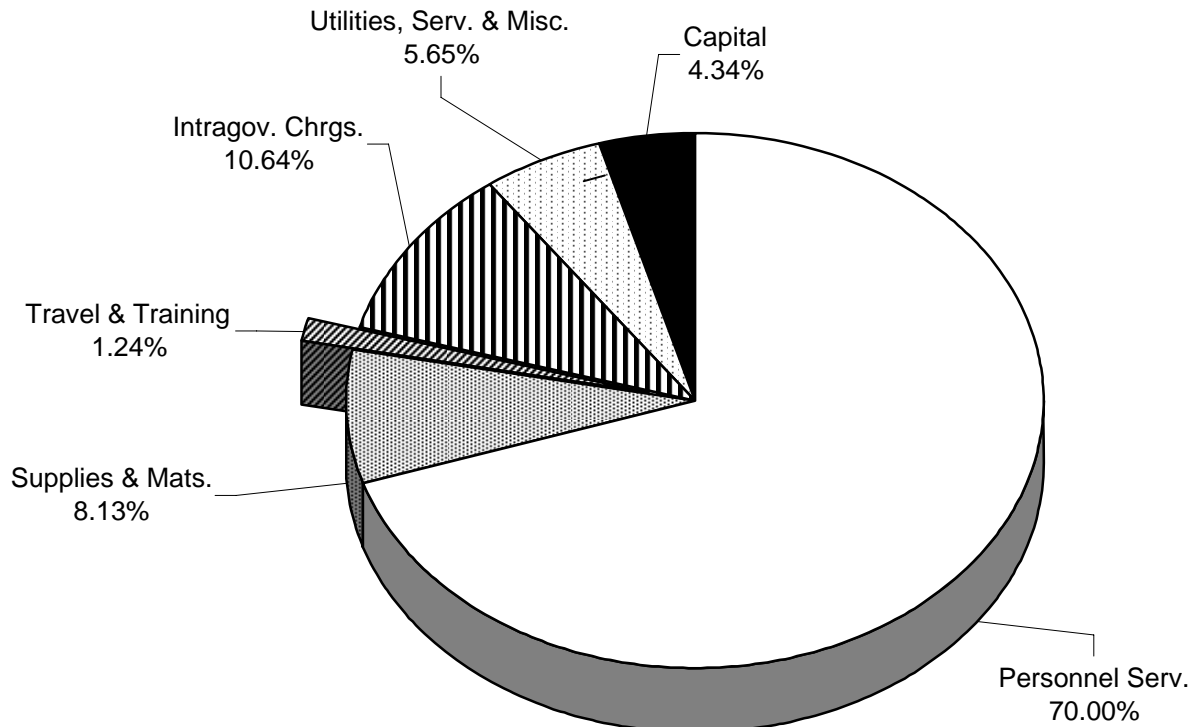
8.90 FTE Positions



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

# Municipal Court

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 429,953	\$ 462,709	\$ 461,057	\$ 483,757	4.5%
Supplies & Materials	31,876	78,030	66,200	56,196	(28.0%)
Travel & Training	4,464	5,568	5,568	8,551	53.6%
Intragovernmental Charges	71,741	79,674	79,774	73,542	(7.7%)
Utilities, Services & Misc.	30,497	31,675	33,649	39,024	23.2%
Capital	0	35,000	35,000	30,000	(14.3%)
Other	0	0	0	0	
<b>Total</b>	<b>568,531</b>	<b>692,656</b>	<b>681,248</b>	<b>691,070</b>	<b>(0.2%)</b>
Summary					
Operating Expenses	568,531	657,656	646,248	661,070	0.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	35,000	35,000	30,000	(14.3%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 568,531</b>	<b>\$ 692,656</b>	<b>\$ 681,248</b>	<b>\$ 691,070</b>	<b>(0.2%)</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2007 Goals: Planning for the Future and Improved Coordination**

The budget for FY2007 includes funds for upgrading the parking ticket processing software.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
General Court Operations	4.90	4.90	4.90	4.90	
Traffic Violations Bureau	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
<b>Total Permanent</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Traffic:</b>			
Cases Filed	10,736	13,000	13,000
Cases Disposed	10,887	12,000	12,000
<b>Ordinance:</b>			
Cases Filed	3,155	4,000	4,000
Cases Disposed	3,466	3,800	3,800
Parking Tickets	59,488	62,000	60,000

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

## COMPARATIVE DATA

	Columbia, MO	Joplin, MO	Lee's Summit MO
<b>Population</b>	<b>94,645</b>	<b>47,780</b>	<b>84,818</b>
Number of Employees	8.90	8.00	10.50
Employees Per 1,000 Population	0.094	0.167	0.124
Cases Filed-2003 (Includes Traffic & Ordinances)	13,891	26748*	18,180*
Parking Tickets	59,488	*	*
Cash Bonds Posted	\$237,114	\$192,053	\$726,976
Surety Bonds Posted	\$378,914	\$1,763,582	\$819,450
* incorporated in court files			



**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 2007.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 271,240	\$ 312,854	\$ 311,375	\$ 326,301	4.3%
Supplies and Materials	31,623	77,222	65,392	55,372	(28.3%)
Travel and Training	4,464	5,568	5,568	8,551	53.6%
Intragovernmental Charges	60,756	66,533	66,633	60,463	(9.1%)
Utilities, Services, & Misc.	30,497	31,000	33,649	39,024	25.9%
Capital	0	35,000	35,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 398,580</b>	<b>\$ 528,177</b>	<b>\$ 517,617</b>	<b>\$ 489,711</b>	<b>(7.3%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4203 - Mngt Support Specialist*	0.00	0.00	0.00	1.00	1.00
3412 - Probation Officer	1.00	1.00	1.00	1.00	
3401 - Municipal Judge	0.90	0.90	0.90	0.90	
1004 - Admin. Support Supervisor*	1.00	1.00	1.00	0.00	(1.00)
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.90	0.90	0.90	0.90	
<b>Total Permanent</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	<b>4.90</b>	

Administrative Support Supervisor was reclassified to Management Support Specialist.

**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**

The budget for FY2007 includes funds for upgrading the parking ticket processing software - HSF, Inc.

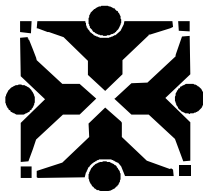
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 158,713	\$ 149,855	\$ 149,682	\$ 157,456	5.1%
Supplies and Materials	253	808	808	824	2.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	10,985	13,141	13,141	13,079	(0.5%)
Utilities, Services, & Misc.	0	675	0	0	(100.0%)
Capital	0	0	0	30,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 169,951</b>	<b>\$ 164,479</b>	<b>\$ 163,631</b>	<b>\$ 201,359</b>	<b>22.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
1002 - Admin. Support Assistant II	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

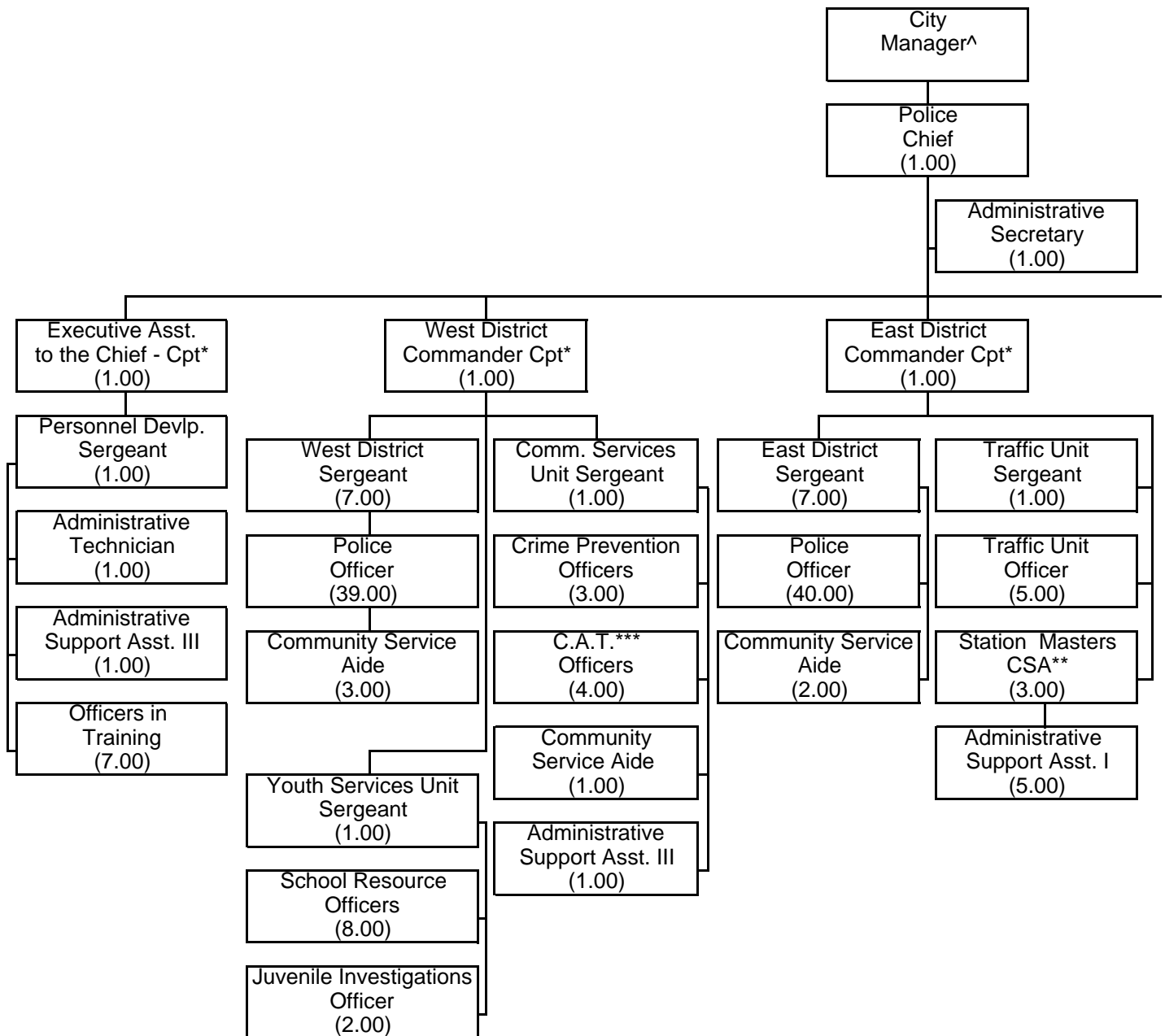
# Police Department



*City of Columbia*  
*Columbia, Missouri*



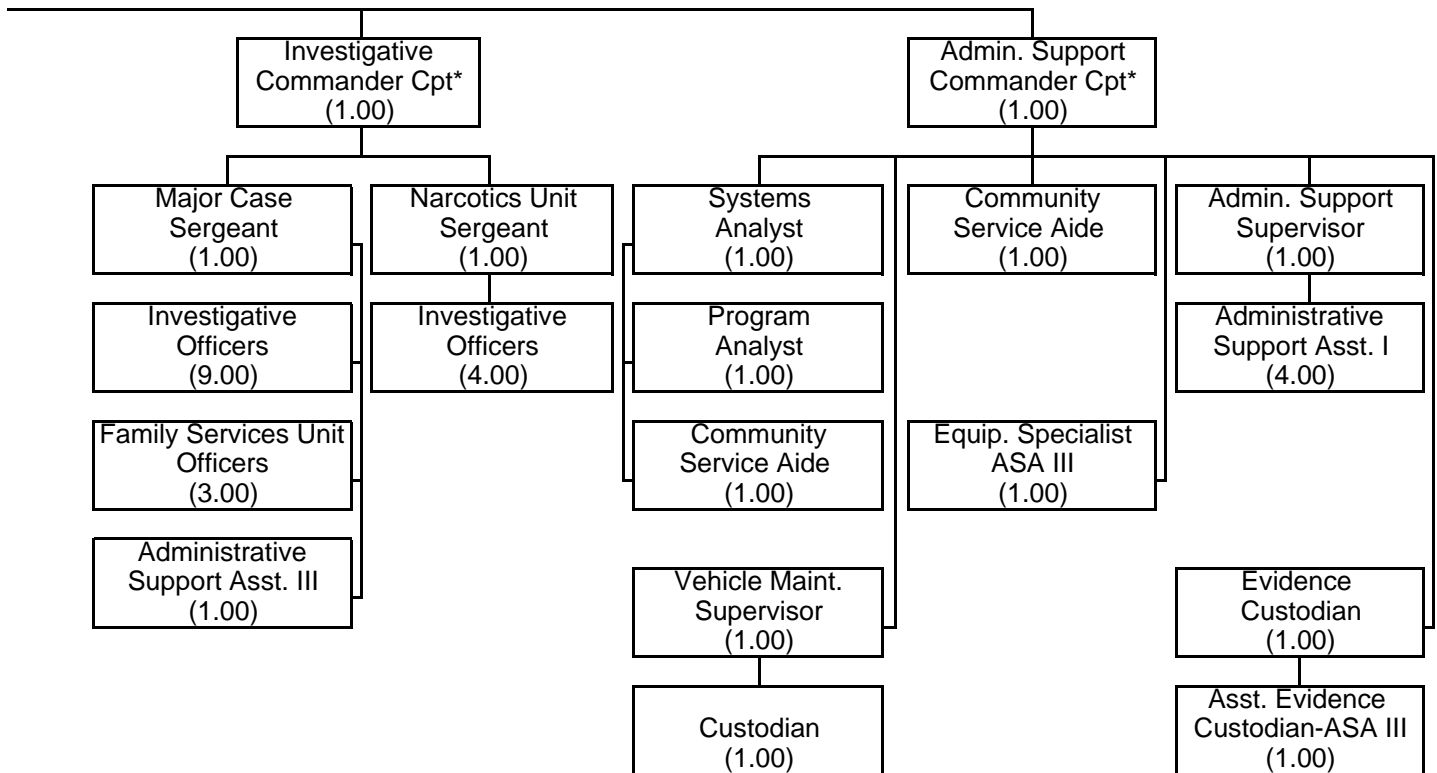
**City of Columbia - Police Department**  
183.00 FTE Positions



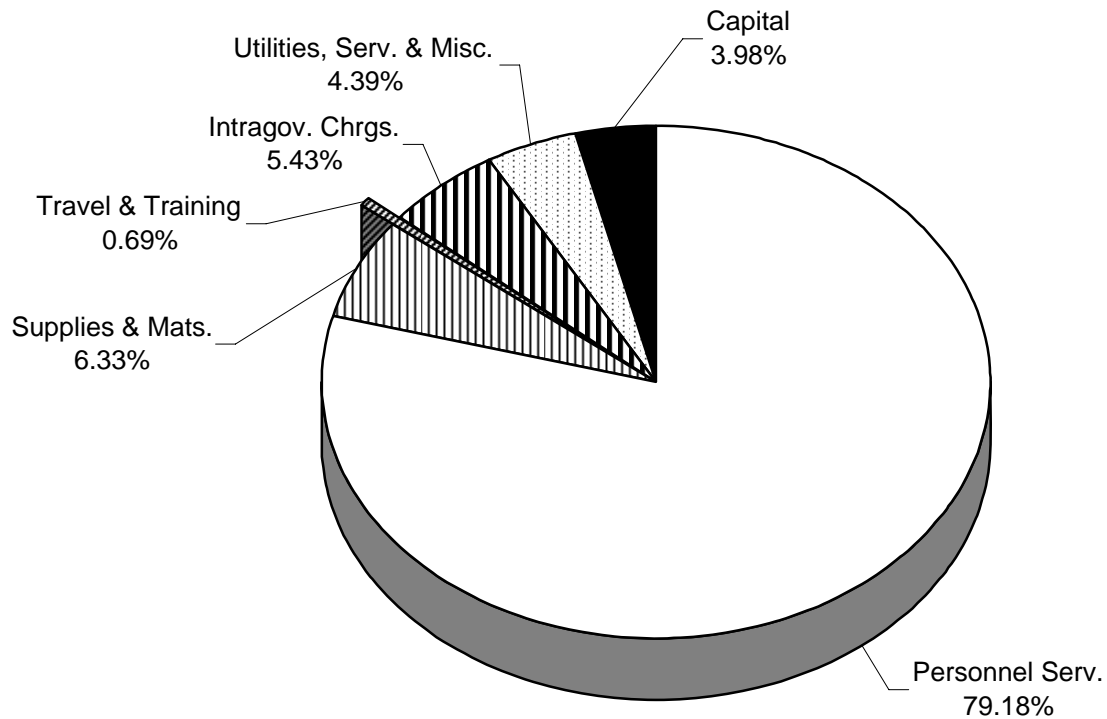
^ Position not included in Police Department's FTE Count.  
\* Cpt - Captain  
\*\* CSA - Community Service Aide  
\*\*\* CAT - Community Action Team



**City of Columbia - Police Department**  
183.00 FTE Positions



# Police Department FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 12,091,820	\$ 13,021,854	\$ 12,821,854	\$ 13,401,387	2.9%
Supplies & Materials	1,115,502	1,265,621	1,214,206	1,070,670	(15.4%)
Travel & Training	115,744	116,762	111,502	116,762	0.0%
Intragovernmental Charges	597,466	719,521	720,096	919,474	27.8%
Utilities, Services & Misc.	590,415	738,181	622,624	742,774	0.6%
Capital	627,874	638,437	622,489	674,310	5.6%
Other	0	0	0	0	
<b>Total</b>	<b>15,138,821</b>	<b>16,500,376</b>	<b>16,112,771</b>	<b>16,925,377</b>	<b>2.6%</b>
Summary					
Operating Expenses	14,510,947	15,861,939	15,490,282	16,251,067	2.5%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	627,874	638,437	622,489	674,310	5.6%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 15,138,821</b>	<b>\$ 16,500,376</b>	<b>\$ 16,112,771</b>	<b>\$ 16,925,377</b>	<b>2.6%</b>

## 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

**FY 2007 Goals: Planning for the Future and Improved Communications and Coordination**

During FY 2006, the Police Department continued to implement our strategic plan. We added three police officers to our uniformed patrol division. This allowed us to enhance our efforts to cover our geographic beats in patrol. It also allowed us to expand our fourth squad unit in the central city to seven day a week staffing.

In addition, we equipped over half of our marked fleet with digital in-car video. This new technology will enhance our ability to record traffic stops.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration	4.00	4.00	4.00	4.00	
Operations	158.00	160.00	160.00	162.00	2.00
Services	16.00	17.00	17.00	17.00	
<b>Total Personnel</b>	<b>178.00</b>	<b>181.00</b>	<b>181.00</b>	<b>183.00</b>	<b>2.00</b>
Permanent Full-Time	178.00	181.00	181.00	183.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>178.00</b>	<b>181.00</b>	<b>181.00</b>	<b>183.00</b>	<b>2.00</b>
Sworn Officer Positions	144.00	147.00	147.00	149.00	2.00
Civilian Positions	34.00	34.00	34.00	34.00	
<b>Total Positions</b>	<b>178.00</b>	<b>181.00</b>	<b>181.00</b>	<b>183.00</b>	<b>2.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Operations/Crime Prevention:</b>			
Adult Program Hours/Contacts	2,556/19,640	2200/18000	2,500/19,000
Youth-Program Hours/Contacts	3,950/45,632	3,800/40,000	4,000/45,000
Media Contact Hours	61	100	75
Volunteer Hours	3,583	3,500	3,500
<b>Operations - Patrol:</b>			
Calls for Service	63,234	63,000	63,300
Traffic Accidents Investigated	2,972	3,300	3,000
Moving Violations Issued	10,089	13,000	11,000
Warning Tickets Issued	6,448	9,000	7,000
D.W.I Arrests	559	700	600
Total Arrest Charges	13,194	15,000	13,500
Incident Cases Issued	15,085	17,000	16,000
Part I Crimes Reported	3,545	4,500	3,600

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Records Bureau:</b>			
Arrest Reports Processed	8,788	10,000	9,000
Incident Reports Processed	22,318	25,000	23,000
Traffic Summons Processed	10,089	13,000	11,000
Accident Reports Processed	3,673	4,000	3,800

COMPARATIVE DATA  
SWORN OFFICERS PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Indepen- dence, MO	Norman OK	Springfield, MO	National Figures (2)
<b>Population</b>	<b>94,645</b>	<b>90,388</b>	<b>109,373</b>	<b>104,162</b>	<b>149,738</b>	---
Number of Officers	147	158	194	120	359	---
Officers Per 1,000 Population	1.55	1.75	1.77	1.15	2.40	2.50
Operating Budget Per Capita	\$168.09	\$228.40	\$156.31	\$139.87	\$169.48	---
Crime Index (1)	3,446	3,953	9,301	3,468	13,110	3,982

	Columbia, MO	National Figures (2)
Percentage Clearance Rates: National 2001		
Murder	100%	63%
Rape	32%	42%
Robbery	45%	26%
Assault	76%	56%
Burglary	32%	13%
Larceny	29%	18%
Auto Theft	23%	13%
* National/Local		

- (1) Crime Index - The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to law enforcement. The national statistics for offenses are derived from the 2004 Uniform Crime Report. Figures for Columbia are actual 2005.
- (2) From the 2004 Uniform Crime Report, published by the U.S. Department of Justice.

COMPARATIVE DATA  
FULL TIME EMPLOYEES PER THOUSAND POPULATION

	Columbia, MO	Boulder, CO	Indepen- dence, MO	Norman OK	Springfield, MO	National Figures (2)
<b>Population</b>	<b>94,645</b>	<b>90,388</b>	<b>109,373</b>	<b>104,162</b>	<b>149,738</b>	---
Number of Employees	181	248	273	170	444	---
Employees Per 1,000 Population	1.91	2.74	2.50	1.63	2.97	3.40
Operating Budget Per Capita	\$159.70	\$228.40	\$156.31	\$139.87	\$169.48	---
Crime Index (1)	3,446	3,953	9,301	3,468	13,110	3,982



**DESCRIPTION**

The Administration Division is responsible for the general administration of the department. The areas of responsibility for the office of the Chief of Police include setting policy, establishing goals and providing direction for and overall management of the department. The Executive Assistant to the Chief is responsible for planning, projects, grant acquisition, staff inspections and Internal Affairs.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

FY 2007 Administration's goals are to provide the best possible delivery of police services within our budgeted resources by continuing the implementation of community policing.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 360,981	\$ 369,408	\$ 370,005	\$ 385,340	4.3%
Supplies and Materials	21,357	24,267	20,900	22,961	(5.4%)
Travel and Training	3,709	3,893	3,491	3,893	0.0%
Intragovernmental Charges	17,756	18,276	18,276	24,092	31.8%
Utilities, Services, & Misc.	8,040	14,948	10,556	14,961	0.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 411,843</b>	<b>\$ 430,792</b>	<b>\$ 423,228</b>	<b>\$ 451,247</b>	<b>4.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3007 - Police Chief	1.00	1.00	1.00	1.00	
3004 - Police Captain	1.00	1.00	1.00	1.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Calls for service in 2005 were 63,248, up from 61,956 in 2004. Also during 2005, there were 3,545 FBI Uniform Crime Report Part 1 crimes reported, which is up from 3,444 in 2004. Columbia Police Department clearance rate for 2005 was 34 percent, up from 2004, and compares to a national clearance rate of 16.5 percent for 2004. (Latest year national data available.)

The addition of two patrol officers will assist with the growth issues in the community which include increased population, increased calls for service, and expanding geographic area. One will be assigned to Central City. The other officer will be assigned to the East Campus area.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 10,801,820	\$ 11,654,214	\$ 11,448,258	\$ 11,988,472	2.9%
Supplies and Materials	929,639	1,052,479	1,006,047	987,863	(6.1%)
Travel and Training	72,423	76,184	73,738	73,184	(3.9%)
Intragovernmental Charges	497,315	607,855	608,330	800,900	31.8%
Utilities, Services, & Misc.	358,357	412,408	368,258	402,460	(2.4%)
Capital	501,216	602,018	586,070	579,000	(3.8%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 13,160,770</b>	<b>\$ 14,405,158</b>	<b>\$ 14,090,701</b>	<b>\$ 14,831,879</b>	<b>3.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3011 - Community Service Aide	10.00	10.00	10.00	10.00	
3004 - Police Captain	3.00	3.00	3.00	3.00	
3002 - Police Sergeant	19.00	19.00	19.00	19.00	
3001 - Police Officer	118.00	121.00	121.00	123.00	2.00
1003 - Admin. Support Assistant III	3.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>158.00</b>	<b>160.00</b>	<b>160.00</b>	<b>162.00</b>	<b>2.00</b>
Permanent Full-Time	158.00	160.00	160.00	162.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>158.00</b>	<b>160.00</b>	<b>160.00</b>	<b>162.00</b>	<b>2.00</b>

**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**

No significant changes in the administrative and support services budget for FY 2007.

**BUDGET DETAIL**

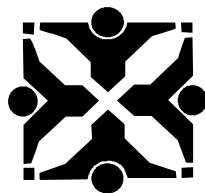
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 929,019	\$ 998,232	\$ 1,003,591	\$ 1,027,575	2.9%
Supplies and Materials	164,506	188,875	187,259	59,846	(68.3%)
Travel and Training	39,612	36,685	34,273	39,685	8.2%
Intragovernmental Charges	82,395	93,390	93,490	94,482	1.2%
Utilities, Services, & Misc.	224,018	310,825	243,810	325,353	4.7%
Capital	126,658	36,419	36,419	95,310	161.7%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,566,208</b>	<b>\$ 1,664,426</b>	<b>\$ 1,598,842</b>	<b>\$ 1,642,251</b>	<b>(1.3%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7922 - Systems Analyst	1.00	1.00	1.00	1.00	
7911 - Programmer/Analyst	1.00	1.00	1.00	1.00	
3014 - Evidence Custodian	1.00	1.00	1.00	1.00	
3011 - Community Service Aide	2.00	2.00	2.00	2.00	
3004 - Police Captain	1.00	1.00	1.00	1.00	
3002 - Police Sergeant	1.00	1.00	1.00	1.00	
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00	
2001 - Custodian	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	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	1.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	
Permanent Full-Time	16.00	17.00	17.00	17.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	

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# Fire Department

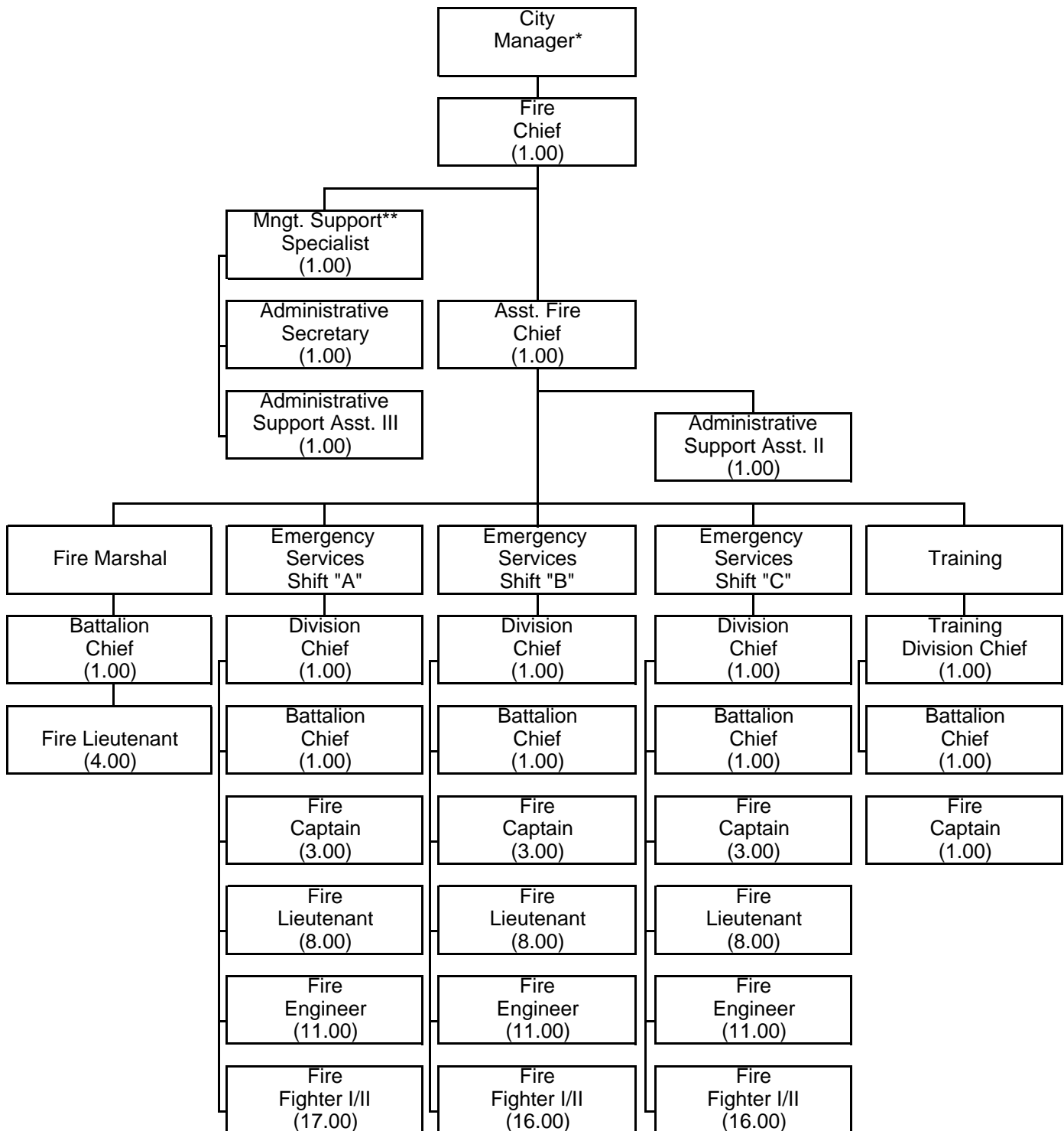


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Fire Department

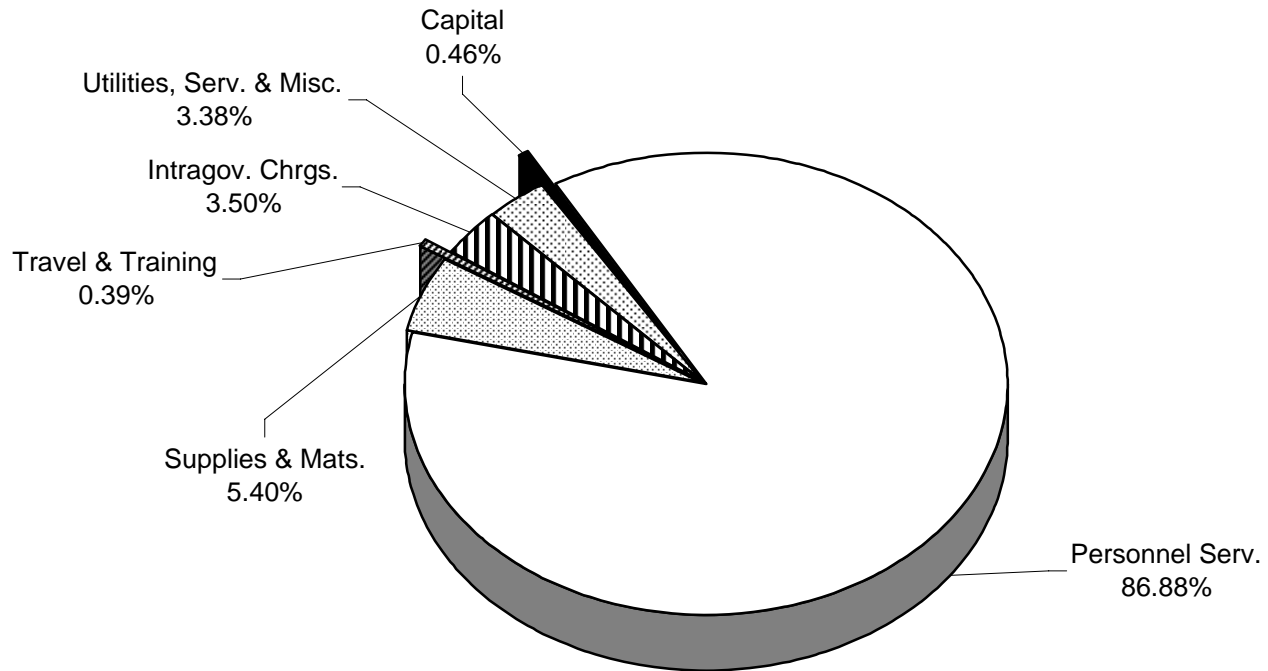
135.00 FTE Positions



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

\*\* Mngt - Management

# Fire Department FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 9,109,388	\$ 10,020,245	\$ 9,744,778	\$ 11,026,566	10.0%
Supplies & Materials	590,510	1,023,896	997,113	685,409	(33.1%)
Travel & Training	38,325	48,867	49,062	48,867	0.0%
Intragovernmental Charges	342,981	362,025	357,679	443,914	22.6%
Utilities, Services & Misc.	345,950	431,475	412,020	428,410	(0.7%)
Capital	167,505	97,000	97,000	58,500	(39.7%)
Other	0	0	0	0	
<b>Total</b>	<b>10,594,659</b>	<b>11,983,508</b>	<b>11,657,652</b>	<b>12,691,666</b>	<b>5.9%</b>
Summary					
Operating Expenses	10,427,154	11,886,508	11,560,652	12,633,166	6.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	167,505	97,000	97,000	58,500	(39.7%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 10,594,659</b>	<b>\$ 11,983,508</b>	<b>\$ 11,657,652</b>	<b>\$ 12,691,666</b>	<b>5.9%</b>

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## DEPARTMENT DESCRIPTION

The Fire Department is charged with the protection of lives and property from fire, explosion, hazardous materials and other natural or man-made disasters, or any situation that threatens the well-being of our customers. By also providing emergency medical, public fire education, fire investigation and code enforcement services to the public, the Department takes an active role in improving the overall safety of our customers.

## DEPARTMENT OBJECTIVES

(1) Deliver emergency services within acceptable time/distance criteria, (2) Reach our customers with fire safety and emergency medical education programs, (3) Maintain budget integrity through prudent fiscal management, (4) Support operating divisions with sufficient staff, (5) Train fire/rescue personnel to required performance standards, (6) Continue capital improvement programs, (7) Review new construction plans for fire & life safety, (8) Conduct fire inspections on a regular basis, and (9) Provide central supply and support facility.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

The goal of continuing high quality service to the customers of the Fire Department will be aided by the budget. Growth of the City and population supports two new fire stations by 2015, which calls for increased levels of fire companies and supporting personnel.

Our focus on security has broadened with the establishment of the Columbia/Boone County Homeland Security group. With grants from the State Emergency Management Agency (SEMA), we continue to add bomb squad and other equipment to the Weapons of Mass Destruction (WMD) component of our Hazardous Materials unit.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration	5.00	5.00	5.00	5.00	
Emergency Services	117.00	119.00	118.00	121.00	3.00
Departmental Services	2.00	2.00	3.00	3.00	
Fire Marshal's Division	5.00	6.00	6.00	6.00	
<b>Total Personnel</b>	<b>129.00</b>	<b>132.00</b>	<b>132.00</b>	<b>135.00</b>	<b>3.00</b>
Permanent Full-Time	129.00	132.00	132.00	135.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>129.00</b>	<b>132.00</b>	<b>132.00</b>	<b>135.00</b>	<b>3.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Emergency Services:</b>			
Summary of Incidents:			
Fire Calls (All Types)	490	430	500
Rescue Calls	4,997	4,580	5,000
Hazardous Calls	445	475	450
Service Calls	168	150	170
Good Intent Calls	892	500	900
False Alarms	856	845	900
Other	3	200	10
Total All Incidents	7,851	7,180	7,930
<b>Goal for Response Time:</b>			
4.5 Minutes on 80% of Emergency Calls	50%	50%	50%
Estimated Dollar Loss	\$2,858,019	\$2,000,000	\$2,500,000

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Fire Marshals Division:</b>			
Investigations	137	200	150
Inspections & Permits	1,960	2,400	2,000
Code Review/Research/Consultation	845	1,000	1,000
Public Education Presentations	131	400	200
<b>Service Division:</b>			
Total Contact Hours *:			
SORT Team Training	1,969	1,000	2,000
Emerg Medical Svcs Training	5,980	2,500	5,000
Code Enforcement Training	372	500	500
Other Operations Training	396	800	400
Firefighter Competency Tr./Drill	5,580	5,000	6,000
Other Local Training	408	1,000	400
* Total contact hours = (No. of training sessions X No. of personnel trained X 3 hours average class duration)			

## COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Decatur, IL	Sioux City, IA	Lawton, OK
<b>Population</b>	<b>94,645</b>	<b>71,609</b>	<b>76,535</b>	<b>82,728</b>	<b>85,175</b>
Number of Employees	132	134	113	113	125
Employees Per 1,000 Population	1.39	1.87	1.48	1.37	1.47
Area in Square Miles	60.60	65.00	55.00	57.00	61.00
Operating Budget Per Capita	\$123.83	\$143.10	\$120.38	\$137.73	\$108.00
Total Incidents Per 1,000 Pop.	86.78	93.18	103.86	71.13	73.00

**DESCRIPTION**

This Division of the Fire Department is responsible for the efficient organization and performance of the entire department. Along with preparing the budget, procurements, payroll, records, reports, and grant applications, this division plans and implements the departmental goals, objectives, policies, and procedures.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

Work continues on an extensive self-assessment process, patterned after a nationally recognized accreditation program and focused on strengthening the basis of the City's ISO rating. The federal government's mandate for 2007 compliance with the National Incident Management System (NIMS) has created significant staff time commitments.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 418,677	\$ 438,124	\$ 439,340	\$ 468,914	7.0%
Supplies and Materials	13,275	12,389	10,925	12,653	2.1%
Travel and Training	4,758	7,996	7,996	7,996	0.0%
Intragovernmental Charges	23,019	24,431	24,503	34,758	42.3%
Utilities, Services, & Misc.	26,062	41,062	38,511	29,012	(29.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 485,791</b>	<b>\$ 524,002</b>	<b>\$ 521,275</b>	<b>\$ 553,333</b>	<b>5.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4203 - Mgmt Support Specialist	1.00	1.00	1.00	1.00	
3110 - Assistant Fire Chief	1.00	1.00	1.00	1.00	
3108 - Fire Chief	1.00	1.00	1.00	1.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

**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**

We continue to augment our Special Operations Response Team (SORT) equipment for rescue and hazardous materials incidents, including bomb squad equipment to be shared with the Police Department. Safety and upkeep issues continue to be addressed at the physical facilities as reflected in this year's Supplemental requests.

The public expects quick resolution to fire and/or EMS emergencies. Quicker response expectations dictate station location, apparatus condition and flexibility, and sufficient personnel to safely manage these emergency situations. Hence, land acquisitions budgeted for future fire stations are planned in accordance with the updated station location plan.

**FY 2007 Goals: Planning for the Future**

In FY 2007 the addition of three Fire Fighters will continue to prepare the department for future staffing needs of additional fire stations.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 8,039,698	\$ 8,816,481	\$ 8,604,603	\$ 9,611,808	9.0%
Supplies and Materials	506,272	916,938	902,110	571,152	(37.7%)
Travel and Training	11,137	12,419	12,614	12,419	0.0%
Intragovernmental Charges	267,570	278,606	274,265	345,731	24.1%
Utilities, Services, & Misc.	262,727	321,274	295,454	322,847	0.5%
Capital	87,240	97,000	97,000	58,500	(39.7%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 9,174,644</b>	<b>\$ 10,442,718</b>	<b>\$ 10,186,046</b>	<b>\$ 10,922,457</b>	<b>4.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3107 - Battalion Chief	0.00	3.00	3.00	3.00	
3106 - Fire Division Chief	3.00	3.00	3.00	3.00	
3105 - Fire Captain	12.00	9.00	9.00	9.00	
3104 - Fire Lieutenant	24.00	24.00	24.00	24.00	
3103 - Fire Engineer	33.00	33.00	33.00	33.00	
3102/3101 Fire Fighter II/I	45.00	47.00	46.00	49.00	3.00
<b>Total Personnel</b>	<b>117.00</b>	<b>119.00</b>	<b>118.00</b>	<b>121.00</b>	<b>3.00</b>
Permanent Full-Time	117.00	119.00	118.00	121.00	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>117.00</b>	<b>119.00</b>	<b>118.00</b>	<b>121.00</b>	<b>3.00</b>

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

A position (1.00 FTE) was moved into this division in support of increasing recruit and continuing education demands as well as Homeland Security and NIMS mandates. 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.

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 197,667	\$ 253,560	\$ 226,171	\$ 362,329	42.9%
Supplies and Materials	23,978	34,114	24,380	35,287	3.4%
Travel and Training	13,117	15,690	15,690	15,690	0.0%
Intragovernmental Charges	14,208	14,524	14,444	16,157	11.2%
Utilities, Services, & Misc.	23,202	34,831	28,380	38,167	9.6%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 272,172</b>	<b>\$ 352,719</b>	<b>\$ 309,065</b>	<b>\$ 467,630</b>	<b>32.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3107 - Battalion Chief	0.00	1.00	1.00	1.00	
3106 - Fire Division Chief	1.00	1.00	1.00	1.00	
3105 - Fire Captain	1.00	0.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
Permanent Full-Time	2.00	2.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	

**DESCRIPTION**

This Division is responsible for coordinating the Department's efforts to improve the safety and well being of our customers and community with an emphasis on "fire prevention through education". The major duties include public fire safety education, fire code enforcement and fire inspections, fire investigation, research and development, and related records and reports.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Division goals are to continue providing public safety education programs and department presence to reduce accidents and injuries. The Knox Box, child safety seat and bike helmet programs have been appreciated by the public. The division continues to help the public understand and comply with the International Fire Code.

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 453,346	\$ 512,080	\$ 474,664	\$ 583,515	13.9%
Supplies and Materials	46,985	60,455	59,698	66,317	9.7%
Travel and Training	9,313	12,762	12,762	12,762	0.0%
Intragovernmental Charges	38,184	44,464	44,467	47,268	6.3%
Utilities, Services, & Misc.	33,959	34,308	49,675	38,384	11.9%
Capital	80,265	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 662,052</b>	<b>\$ 664,069</b>	<b>\$ 641,266</b>	<b>\$ 748,246</b>	<b>12.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3107 - Battalion Chief	0.00	1.00	1.00	1.00	
3104 - Fire Lieutenant	4.00	4.00	4.00	4.00	
1002 - Admin. Support Asst. II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
Permanent Full-Time	5.00	6.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	

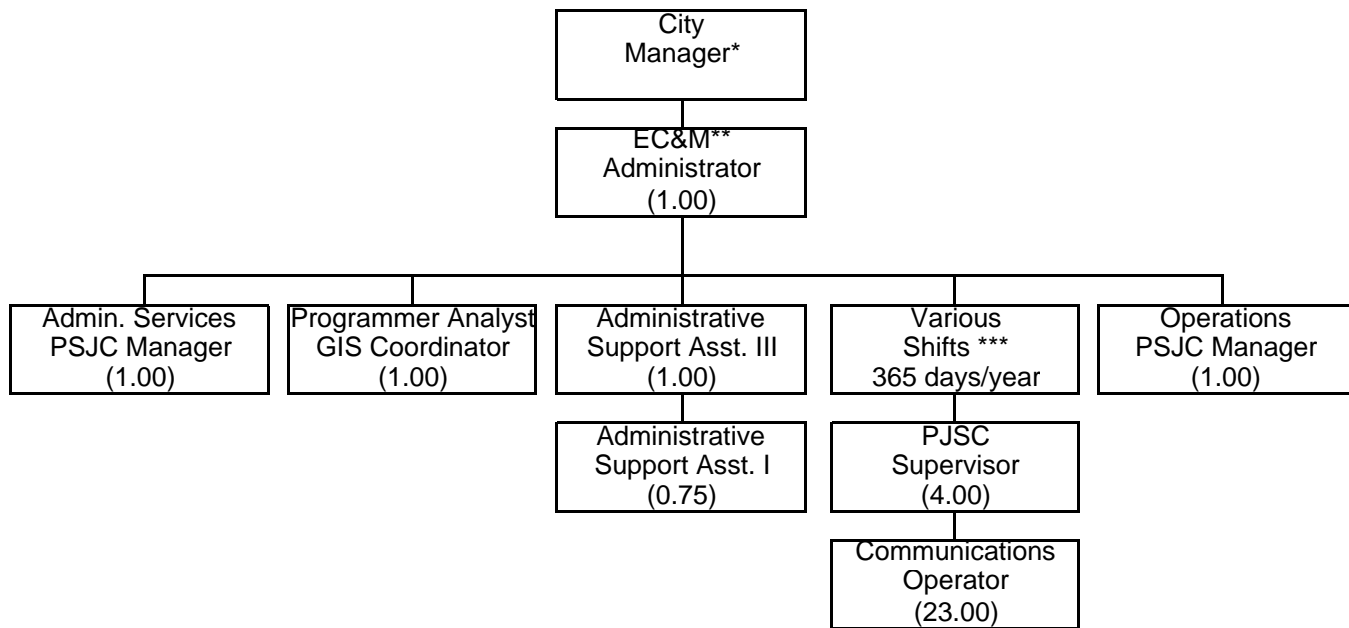
# Public Safety Joint Communications (PSJC) and Emergency Management



*City of Columbia*  
*Columbia, Missouri*



**City of Columbia - PSJC & Emergency Management**  
32.75 FTE Positions



\* Position not included in JCIC's FTE count.

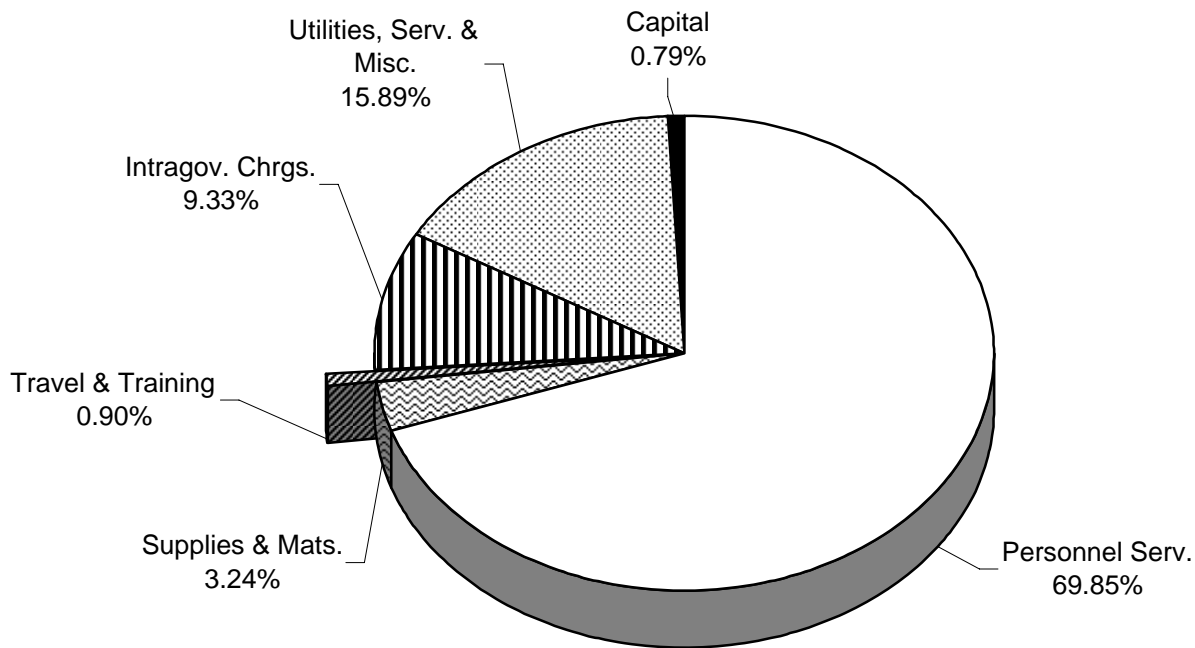
\*\* EC&M - Emergency Communications and Management

\*\*\* Shifts:  
Day 7:00 am - 3:00 pm  
Evening 3:00 pm - 11:00 pm  
Midnight 11:00 pm - 7:00 am  
Relief Days/Evenings varied



# PSJC & Emergency Management

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 1,509,438	\$ 1,711,282	\$ 1,619,124	\$ 1,764,258	3.1%
Supplies & Materials	82,875	119,826	116,710	81,794	(31.7%)
Travel & Training	21,969	22,600	23,120	22,800	0.9%
Intragovernmental Charges	183,118	218,307	218,307	235,595	7.9%
Utilities, Services & Misc.	370,822	386,698	403,446	401,488	3.8%
Capital	124,479	9,947	9,947	20,000	101.1%
Other	0	0	0	0	
<b>Total</b>	<b>2,292,701</b>	<b>2,468,660</b>	<b>2,390,654</b>	<b>2,525,935</b>	<b>2.3%</b>
Summary					
Operating Expenses	2,168,222	2,458,713	2,380,707	2,505,935	1.9%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	124,479	9,947	9,947	20,000	101.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,292,701</b>	<b>\$ 2,468,660</b>	<b>\$ 2,390,654</b>	<b>\$ 2,525,935</b>	<b>2.3%</b>

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**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT OBJECTIVES**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

Public Safety Joint Communications (PSJC) continues to grow, expand and modernize its center, remain on the cutting edge of technology and provide a positive example to the communications community. Your Office of Emergency Management is growing and developing to be prepared for modern day disasters by being a responsive City/County organization. We completed and have online web site pages for each office.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
PSJC	29.15	31.15	31.15	31.15	
Emergency Management	1.60	1.60	1.60	1.60	
<b>Total Personnel</b>	<b>30.75</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	
Permanent Full-Time	30.00	32.00	32.00	32.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>30.75</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
Total 911 Calls	62,629	66,500	67,000
Total MULES Inquiries	2,428,627	2,500,000	2,600,000
Total Radio Transmissions "Mainlaw"	916,388	925,000	931,000
Total Radio Transmissions Services	273,381	275,012	287,050
Total Radio Transmissions "BCSD 2"	213,538	215,231	217,425
Total Radio Transmissions "CFD"	151,992	154,000	155,000
Total Radio Transmissions "BCFPD"	109,816	111,799	115,328
Total Radio Transmissions "Ambulance"	81,987	83,450	84,230

Hours of CEU's/Training	0	0	0
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NOTE: Performance measurements/Service indicators are tabulated on a calendar year basis.

\*estimated due to incomplete data

## COMPARATIVE DATA

	Columbia, MO*	Douglas Co CO	Bloomington IN	Topeka, KS	Ft. Wayne, IN	Peoria, IL
<b>Population of Service Area</b>	<b>176,457</b>	<b>250,000</b>	<b>150,500</b>	<b>175,328</b>	<b>250,000</b>	<b>185,000</b>
Number of Full Time Employees	32.75	35	25	51	55	39
Optimum Staffing	5/7	5	5	9/10	10/12	6
Annual 9-1-1 Calls	66,500	69,887	51,726	110,000	115,870	108,010
Incoming 9-1-1 Phone Lines	42	10	10	14	14	12
Law Enforcement Service Calls	212,115	110,197	78,950	250,000	149,248	196,231
Fire Service Calls	13,858	21,310	7,050	21,000	15,556	15,702
Emergency Medical Service Calls	15,575	12,786	8,600	12,850	7,606	12,106
<b>Total Calls</b>	<b>241,548</b>	<b>144,293</b>	<b>94,600</b>	<b>283,850</b>	<b>172,410</b>	<b>224,039</b>

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

**DESCRIPTION**

Emergency response begins with a telephone call to the 9-1-1 center. Joint Communications answers all the emergency calls in Boone County. The Center responds to these calls by dispatching appropriate police, fire, ambulance or other emergency responders from three different fire response areas, three ambulance services and five law enforcement agencies and other emergency services as needed. These would include public works, road and bridge, water and light, Ameren U. E., Century Tel, Boone Electric, and Consolidated Water Districts, etc.

**DEPARTMENT OBJECTIVES**

Evaluate staff retention issue and continue to enhance our training and hiring process. Continue to reach towards Medical Priority Dispatch System (MPDS) accreditation Continue upgrade to our Public Safety Joint Communications radio portion of the radio infrastructure system. We will continue to implement additional structured call taking methods. To always maintain and retain the highest quality of personnel, training and equipment. Enhance our mobile communications system by replacing our trailer with a self contained mobile unit. Implement county wide radio protocol usage system. Implement automatic vehicle locator monitoring of public safety vehicles.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Continue to enhance components of the Computer Aided Dispatch (CAD) System. Continued active call reviews and working towards accreditation for medical priority dispatching. Completed the acquisition of a communications tower in the Rocheport area as part of our continued improvement of the county wide radio system and infrastructure enhancement project. Completed the software upgrade to the Orbacom Radio System. Completed Fire and EMS protocols for user agencies. Implemented a reverse notification system. Enhanced the 911 Sentinel telephone system. Formulated a county wide addressing committee and completed the PSJC Master Plan.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,409,662	\$ 1,607,732	\$ 1,517,547	\$ 1,656,934	3.1%
Supplies and Materials	70,553	99,440	97,496	62,965	(36.7%)
Travel and Training	18,391	19,100	19,125	19,300	1.0%
Intragovernmental Charges	176,327	207,864	207,864	223,146	7.4%
Utilities, Services, and Misc.	334,218	330,932	350,180	341,744	3.3%
Capital	115,999	9,947	9,947	20,000	101.1%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 2,125,150</b>	<b>\$ 2,275,015</b>	<b>\$ 2,202,159</b>	<b>\$ 2,324,089</b>	<b>2.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7911 - Programmer Analyst (GIS)	0.80	0.80	0.80	0.80	
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	1.45	1.45	1.45	1.45	
7007 - PSJC Supervisor	4.00	4.00	4.00	4.00	
7001/7003/7005 Comm. Operators	20.85	22.85	22.85	22.85	
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80	
1001 - Admin. Support Assistant I	0.75	0.75	0.75	0.75	
<b>Total Personnel</b>	<b>29.15</b>	<b>31.15</b>	<b>31.15</b>	<b>31.15</b>	
Permanent Full-Time	28.40	30.40	30.40	30.40	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>29.15</b>	<b>31.15</b>	<b>31.15</b>	<b>31.15</b>	

**DESCRIPTION**

Emergency Management is a separate function from the 911 operations. The Office of Emergency Management is responsible for the mitigation, preparedness, response and recovery of any disaster natural or man made. Our organization is responsible for County wide events. The key element of Emergency Management is to coordinate, organize and manage all the different groups, agencies and jurisdictions involved when a true disaster occurs. A disaster is defined by the Federal Emergency Management Administration as an "event which goes beyond the needs and capabilities of local resources".

**DEPARTMENT OBJECTIVES**

We intend to concentrate on involving the community and general public in awareness programs to make "Emergency Management" a part of the local vocabulary. We will continue to implement an outdoor warning siren replacement program. We will continue to participate in grant programs. We will continue to update and upgrade the equipment, supplies and facilities at the EOC. Continue to integrate City/County organizations in preparation for an area wide disaster. Maintain a perpetual exercise and training program, including annual updates of the Emergency Operation Plan. Develop a community based training, education and information program. We will continue to develop a business education and training model for the local business community. We will continue to meet with the local Homeland Security work group in order to be prepared should the need arise for all Public Safety groups to respond.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Accomplished the passage of a Public Safety Bond. Successfully completed a two-way reporting system for outdoor warning sirens. Completed the reorganization of the Community Organizations Active in Disaster Group. Continue the warning siren replacement program.

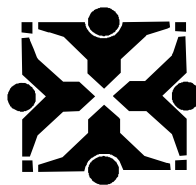
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 99,776	\$ 103,550	\$ 101,577	\$ 107,324	3.6%
Supplies and Materials	12,322	20,386	19,214	18,829	(7.6%)
Travel and Training	3,578	3,500	3,995	3,500	0.0%
Intragovernmental Charges	6,791	10,443	10,443	12,449	19.2%
Utilities, Services, & Misc.	36,604	55,766	53,266	59,744	7.1%
Capital	8,480	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 167,551</b>	<b>\$ 193,645</b>	<b>\$ 188,495</b>	<b>\$ 201,846</b>	<b>4.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7911 - Programmer Analyst (GIS)	0.20	0.20	0.20	0.20	
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	0.55	0.55	0.55	0.55	
7001/7003/7005 Comm. Operators	0.15	0.15	0.15	0.15	
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20	
<b>Total Personnel</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	
Permanent Full-Time	1.60	1.60	1.60	1.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	<b>1.60</b>	

# Health Department

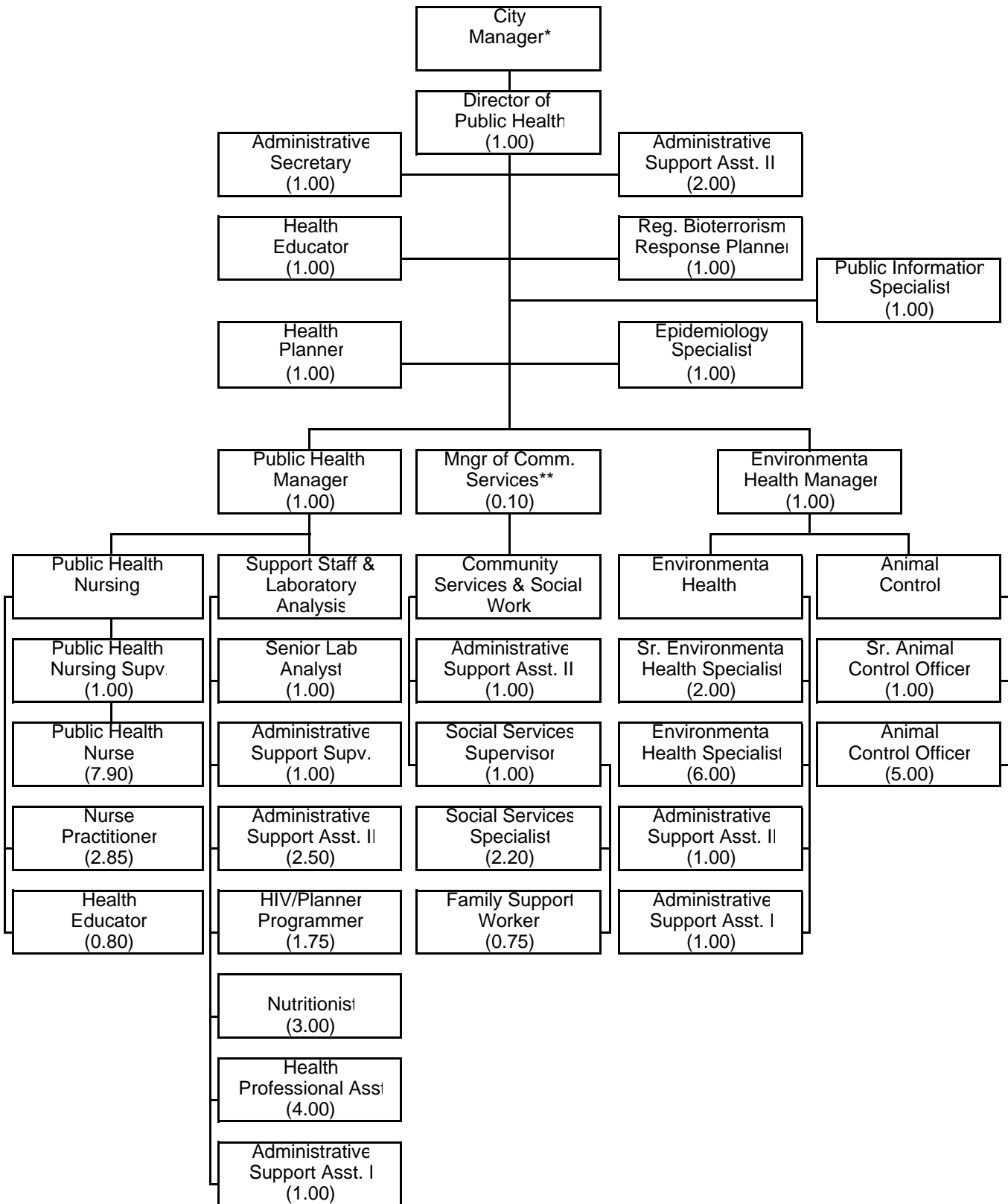


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Health Department

58.85 FTE Positions

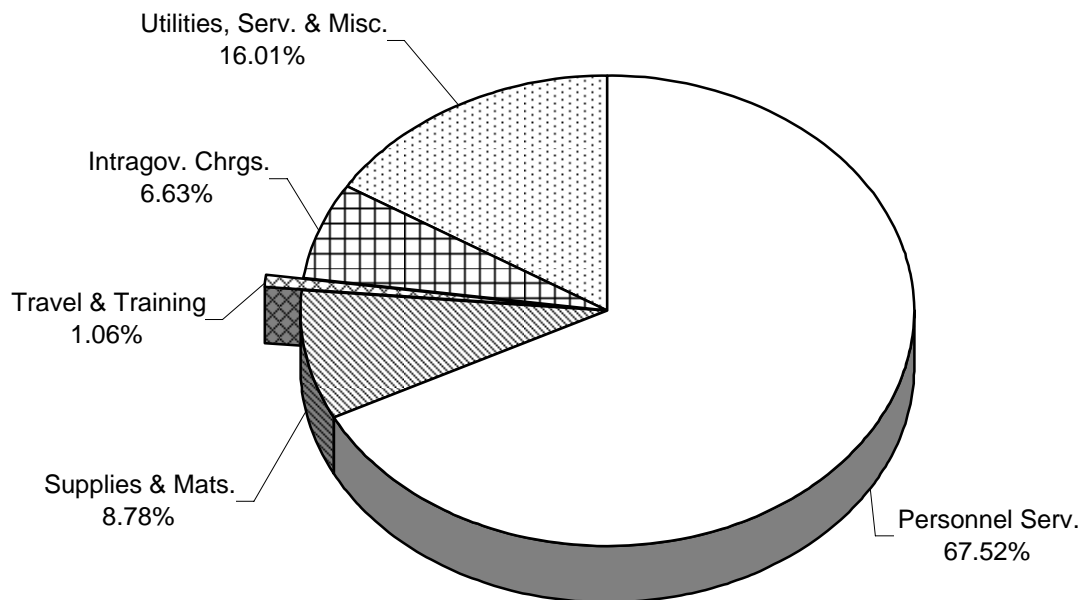


\* Position is not included in the Health Department's FTE count.

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



## Health Department FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 3,141,121	\$ 3,415,679	\$ 3,319,684	\$ 3,520,353	3.1%
Supplies & Materials	334,075	477,728	450,840	457,932	(4.1%)
Travel & Training	35,016	60,030	44,970	55,037	(8.3%)
Intragovernmental Charges	343,126	318,956	319,831	345,714	8.4%
Utilities, Services & Misc	507,270	927,722	879,691	834,951	(10.0%)
Capital	8,147	37,750	37,702	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>4,368,755</b>	<b>5,237,865</b>	<b>5,052,718</b>	<b>5,213,987</b>	<b>(0.5%)</b>
Summary					
Operating Expenses	4,360,608	5,200,115	5,015,016	5,213,987	0.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	8,147	37,750	37,702	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,368,755</b>	<b>\$ 5,237,865</b>	<b>\$ 5,052,718</b>	<b>\$ 5,213,987</b>	<b>-0.5%</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

**Administration:** Responsible for the management of the department including assessment, assurance, planning, organizing, and evaluating the operations of the Personal Health, WIC, Environmental Health and Animal Control and the Office of Community Services divisions.

**Personal Health:** Responsible for provision of personal and public health services for citizens of Columbia and Boone County. Provides childhood and adult immunization services, as well as investigation and follow up of reportable communicable diseases (including but not limited to Tuberculosis, vaccine preventable diseases, food borne illnesses, sexually transmitted diseases and communicable diseases in day cares and schools). Serves as lead agency for regional HIV testing, counseling and outreach education to 33 counties in central Missouri; conduct family planning services, sexually transmitted disease screening, surveillance and treatment clinics, pregnancy testing and referrals, utility and medication assistance for eligible individuals. Assesses families with potential or identified incidents of child abuse or neglect and conducts home visits for frail elderly and high risk maternal/child client.

**WIC Program:** Responsible for providing nutrition education and supplemental food packages to women, infants and children under age five who meet medical and income requirements. This program serves clients who are pregnant or breast-feeding, low birth weight or premature or demonstrate a medical or nutritional risk factor.

**Environmental Health:** Responsible for providing county-wide environmental health programs including: food sanitation inspections in restaurants, grocery stores, food warehouses, and food delivery; laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes; food handlers education; public health nuisance control including sewage disposal, weeds, mosquito breeding areas, rubble accumulations, rodent infestation etc.; coordination of mosquito control activities; and enforcement of City's anti-smoking ordinance. The division also inspects day care homes and centers under contract with the State Health Department.

**Animal Control:** Responsible for enforcing the Columbia and Boone County animal control ordinance. Animal control services include the impoundment of dogs running at large, assisting in locating lost animals, investigating animal bite cases and rabies control.

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2006, the Office of Community Services became a new division of the Health Department. This move has facilitated the coordination of health and social services in the city and county. Also in FY 2006, the Health Department initiated a planning process to coordinate community based planning in response to pandemic and avian influenza.

During FY 2007, program emphasis will continue to be placed on

- 1) activities that prevent the spread of communicable diseases
- 2) continued capacity building to respond to public health emergencies with an emphasis on pandemic influenza planning and community preparedness
- 3) assuring healthy and safe environments
- 4) reducing the burden of chronic diseases by promoting healthy lifestyles
- 5) assuring that city and county funded social services programs are effective, efficient, and continue to meet identified community needs;
- 6) supporting local collaborative projects focusing on early childhood, senior issues, maternal child health, and meeting basic needs.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration	8.55	8.55	7.75	9.00	1.25
Animal Control	6.07	6.07	6.07	6.07	
Environmental Health	11.23	11.23	11.23	10.98	(0.25)
Clinic and Nursing	20.95	20.95	20.95	21.75	0.80
Social Services	4.50	4.60	4.75	4.05	(0.70)
Women, Infants, and Children (WIC)	7.00	7.00	7.00	7.00	
<b>Total Personnel</b>	<b>58.30</b>	<b>58.40</b>	<b>57.75</b>	<b>58.85</b>	<b>1.10</b>
Permanent Full-Time	49.90	50.00	49.30	51.10	1.80
Permanent Part-Time	8.40	8.40	8.45	7.75	(0.70)
<b>Total Permanent</b>	<b>58.30</b>	<b>58.40</b>	<b>57.75</b>	<b>58.85</b>	<b>1.10</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Administration:</b>			
Certificates of Live Birth*	3,619	3,400	3,600
Death Certificates*	1,656	1,600	1,650
Certificates of Birth (Computer Generated)*	8,804	6,100	9,600
Certificates of Death (Computer Generated)*	1,063	1,000	1,100
<b>Personal Health Services:</b>			
Pregnancy Tests	675	700	700
Immunizations	14,873	21,000	21,000
WIC Visits	21,184	21,184	21,184
Family Planning Clinic Visit:	527	750	800
Tuberculosis Tests	2,673	2,800	2,800
STD Visits	2,131	2,500	2,800
Utility Assistance Interview:	705	750	750
Home Nursing Visits	80	80	80
Blood Pressure Screenings	1,507	1,700	1,700
HIV Visits	2,777	3,000	3,000
<b>Environmental Health Services:</b>			
Restaurant Inspections	2,726	2,700	2,800
New Construction Inspections/Plan Review:	550	550	600
Itinerant Food Inspections	75	80	90
Weed Inspections	4,490	4,500	6,800
Other Nuisance Inspections	6,826	6,100	6,100
Hotel/Motel Inspections	67	54	55
Swimming Pool Inspections	907	935	955
Smoking Complaint Investigations	10	10	10
Continuing Education (Hours)	875	950	1,000
Food Handlers Training (Hours)	215	325	325
Liquid Waste	70	50	50
Solid Waste	2	20	20
County Sewage	1,360	1,360	1,300
Mosquito Control/West Nile Virus Activity (Hours)	916	750	750
<b>Animal Control:</b>			
Bite Investigations	170	250	250
Dogs/Cats Impounded	1,138	1,120	1,120
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	3,591	4,000	4,000
Dead Animal Pick-Up	371	500	500
No. of Summons Issued	467	460	460
*Calendar Year			

## COMPARATIVE DATA - PERSONAL HEALTH SERVICES

	Boone County (Columbia, MO	Cole County (Jeff City, MO	Greene County (Spring- field, MO	Buchanan County, (St. Joseph) MO	Cape Girardeau County, MO	Jefferson County, MO
<b>Population (County)</b>	<b>146,527</b>	<b>73,281</b>	<b>255,018</b>	<b>84,448</b>	<b>72,154</b>	<b>220,052</b>
<b>Population (City)</b>	<b>94,645</b>	<b>37,844</b>	<b>149,738</b>	<b>71,609</b>	<b>36,451</b>	<b>--</b>
No. of RNs	9	11	10	12	8	15
RNs Per 1,000 County Pop.	0.06	0.15	0.04	0.14	0.11	0.07
No. of Annual Immunizations Per 1,000 Pop.	85	61	85	62	136	93
No. of STD visits/1,000 Pop.	15.00	6.00	8.50	24	4	9
No. of WIC Visits / 1,000 Pop.	178	300	295.00	240	243	N/A

## COMPARATIVE DATA - ENVIRONMENTAL HEALTH

	Boone County (Columbia, MO	Lancaster County (Lincoln, NE	Lawrence*, KS	Boulder County, CO	Indepen- dence,** MO	Greene County Springfield, MO
<b>Environmental Health: Population</b>	<b>146,527</b>	<b>270,578</b>	<b>83,094</b>	<b>284,205</b>	<b>109,373</b>	<b>255,018</b>
City Only:						
Number of Employees	10.95	37.75	4	31	16.50	24
Employees Per 1,000 Pop.	0.075	0.140	0.048	0.109	0.151	0.094
No. of Dollars Spent Per Capita	5.19	11.68	2.59	10.55	9.50	5.23
No. of Food Service Facilities	744	1,236	507	***1441	601	1,609

\*Lawrence, Kansas does not include food inspection responsibility. (Inspections are done by a separate agency).

\*\* Independence does not conduct nuisance investigations

\*\*\*Boulder does not conduct daycare food service inspection:

## COMPARATIVE DATA - ANIMAL CONTROL

	Boone County (Columbia, MO	Lancaster County (Lincoln, NE	Lawrence*, KS	Boulder* County, CO	Indepen- dence, MO	*Greene County (Springfield) MO
<b>Animal Control: Population</b>	<b>146,527</b>	<b>270,578</b>	<b>83,094</b>	<b>284,205</b>	<b>109,373</b>	<b>149,738</b>
Number of AC Officers	6.12	18	3	5	10.50	9 +
Employees Per 1,000 Pop.	0.042	0.067	0.036	0.018	0.096	0.060
No. of Dollars Spent Per Capita	2.69	6.35	1.426	**	5.40	2.53
No. of Bite Cases/1,000 Pop.	0.760	2.18	0.360	1.48	1.27	1.30

\* City Only

\*\* Included in Sheriff's Department budge

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**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2007 Goals: Improved Coordination and Communication**

The Administration Division continues to focus on public health emergency preparedness with special emphasis in 2006 and 2007 on community planning for pandemic influenza. The division has strengthened collaboration with outside organizations to identify and meet critical health needs and to develop innovative programs that improve the health of residents. Currently staff is working on joint collaboration projects such as active living and healthy eating, increasing health literacy, and preventing chronic diseases. One full-time Administrative Support Assistant III has been added to the division to meet the demands associated with the increased volume of birth certificates issued to residents due to changes in state rules related to proof of identity.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 533,863	\$ 567,147	\$ 555,224	\$ 578,585	2.0%
Supplies and Materials	32,081	74,064	72,585	70,229	(5.2%)
Travel and Training	7,536	9,870	9,870	9,831	(0.4%)
Intragovernmental Charges	64,242	45,771	45,996	53,974	17.9%
Utilities, Services, & Misc	71,277	193,790	177,880	203,917	5.2%
Capital	8,147	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 717,146</b>	<b>\$ 890,642</b>	<b>\$ 861,555</b>	<b>\$ 916,536</b>	<b>2.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7700 - Dir. of Pub Health/Adm Serv	1.00	1.00	1.00	1.00	
7320 - Project Coordinator	0.80	0.80	0.00	0.00	
7306 - Health Planner	1.00	1.00	1.00	1.00	
7305 - Epidemiology Specialist	1.00	1.00	1.00	1.00	
7304 - Reg. Bioterrorism Resp. Planner	1.00	1.00	1.00	1.00	
7303 - Health Educator	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	1.00	1.00	1.00	1.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant II	0.75	0.75	0.75	2.00	1.25
<b>Total Personnel</b>	<b>8.55</b>	<b>8.55</b>	<b>7.75</b>	<b>9.00</b>	<b>1.25</b>
Permanent Full-Time	7.75	7.75	6.95	9.00	2.05
Permanent Part-Time	0.80	0.80	0.80	0.00	(0.80)
<b>Total Permanent</b>	<b>8.55</b>	<b>8.55</b>	<b>7.75</b>	<b>9.00</b>	<b>1.25</b>

**DESCRIPTION**

The Animal Control Division enforces the animal control ordinances for the City of Columbia and Boone County. Animal Control services include the impoundment of dogs running at large, assisting in locating lost animals, and investigating animal bite cases. Animal Control responds to emergency situations 24 hours a day, seven days per week. Animal Control current is staffed from 7:00 a.m. to 9:00 p.m., seven days per week.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

FY 2007 budget has no significant changes from FY 2006

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 269,253	\$ 285,229	\$ 285,338	\$ 299,416	5.0%
Supplies and Materials	20,457	25,778	23,058	24,831	(3.7%)
Travel and Training	2,744	1,968	2,258	3,768	91.5%
Intragovernmental Charges	13,925	9,014	9,014	13,237	46.8%
Utilities, Services, & Misc	85,745	94,445	94,195	100,941	6.9%
Capital	0	21,500	21,500	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 392,124</b>	<b>\$ 437,934</b>	<b>\$ 435,363</b>	<b>\$ 442,193</b>	<b>1.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7205 - Environmental Health Mngt	0.07	0.07	0.07	0.07	
7105 - Sr. Animal Control Officer	1.00	1.00	1.00	1.00	
7101 - Animal Control Officer	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>6.07</b>	<b>6.07</b>	<b>6.07</b>	<b>6.07</b>	
Permanent Full-Time	6.07	6.07	6.07	6.07	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>6.07</b>	<b>6.07</b>	<b>6.07</b>	<b>6.07</b>	
City Animal Control Officers	4.00	4.00	4.00	4.00	
County Animal Control Officers	2.00	2.00	2.00	2.00	
	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	

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 sanitation inspections restaurants, grocery stores, food warehouses, and food delivery vehicles, laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes, food handler education, public health nuisance control including sewage disposal, administration of the Boone County Waste Water Permit Program, weeds, mosquito breeding areas, rubble accumulations, rodent infestations, and coordination of mosquito control activities. Additionally this division enforces the City's anti-smoking ordinance. The Health Department performs inspections of licensed day care homes and centers under contract with the State Department of Health.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Two temporary seasonal workers are used for weed abatement. One temporary employee is used to assist with mosquito control efforts. Enforcement of the public nuisance ordinance, including abatement, continues to be a priority.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 573,928	\$ 630,555	\$ 627,902	\$ 648,755	2.9%
Supplies and Materials	21,017	24,216	23,265	24,625	1.7%
Travel and Training	5,734	7,780	7,780	7,780	0.0%
Intragovernmental Charges	64,341	79,935	79,935	83,830	4.9%
Utilities, Services, & Misc	73,181	91,454	91,760	96,826	5.9%
Capital	0	16,250	16,202	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 738,201</b>	<b>\$ 850,190</b>	<b>\$ 846,844</b>	<b>\$ 861,816</b>	<b>1.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7205 - Environmental Health Mgr	0.93	0.93	0.93	0.93	
7203 - Sr. Environ. Health Spec.	2.00	2.00	2.00	2.00	
7201 - Environmental Health Spec	6.00	6.00	6.00	6.00	
5133 - Senior Laboratory Analyst	0.05	0.05	0.05	0.05	
1003 - Admin. Support Assistant II	0.25	0.25	0.25	0.00	(0.25)
1002 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
1001 - Admin. Support Assistant	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>11.23</b>	<b>11.23</b>	<b>11.23</b>	<b>10.98</b>	<b>(0.25)</b>
Permanent Full-Time	11.23	11.23	11.23	10.98	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>11.23</b>	<b>11.23</b>	<b>11.23</b>	<b>10.98</b>	<b>(0.25)</b>
City Funded Positions	8.63	8.63	8.63	8.38	(0.25)
County Funded Env. Health Spec	2.60	2.60	2.60	2.60	
	<b>11.23</b>	<b>11.23</b>	<b>11.23</b>	<b>10.98</b>	<b>(0.25)</b>

Note: Costs of these positions are reimbursed by Boone County

## DESCRIPTION

Responsible for providing personal and public health services for citizens of Columbia and Boone County. The division provides the following services: family planning and well woman's clinics; sexually transmitted disease clinics; coordination and provision of regional HIV testing and counseling services, HIV outreach and education programming, and assistance to 33 central Missouri county health agencies; childhood and adult immunization including school based immunization clinics for school age children in elementary and secondary schools throughout Columbia and Boone County; chronic disease screening for hypertension and diabetes both in Columbia and monthly rural health screening clinics throughout Boone County; screening and investigation of reportable communicable diseases and lead poisoning; educational services to child care facilities throughout the county; tuberculosis screening, treatment and surveillance; limited home visitation for frail elderly individuals; children with unmet needs; services to families with potential or identified incidents of child abuse and neglect; pregnancy testing; prenatal case management and referral of pregnant women to prenatal services; medical social services include assisting eligible individuals in applying for Medicaid programs for prenatal women and children; coordination of utility medication and dental assistance programs, and referral to other medical/service and social service providers in addition to community focused health education and outreach services

## HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

During FY 2007, the division will focus on improving adult and childhood immunization rates by partnering with private physicians to improve their ability to access the statewide immunization database. The department continues to focus on minority health disparities related to language barriers, chronic disease prevalence, lack of access to health screening and health education services and improving health literacy.

**FY 2007 Goal** - To improve the health of the community through targeted community based interventions to provide health education and health screenings to at-risk populations

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 1,259,801	\$ 1,349,136	\$ 1,303,843	\$ 1,389,298	3.0%
Supplies and Materials	229,078	305,131	285,349	264,145	(13.4%)
Travel and Training	13,997	26,293	18,250	20,539	(21.9%)
Intragovernmental Charges	138,747	128,283	128,783	123,709	(3.6%)
Utilities, Services, & Misc	254,820	474,713	472,066	385,782	(18.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,896,443</b>	<b>\$ 2,283,556</b>	<b>\$ 2,208,291</b>	<b>\$ 2,183,473</b>	<b>(4.4%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
7600 - Public Health Manager	1.00	1.00	1.00	1.00	
7507 - Public Health Nursing Supv	1.00	1.00	1.00	1.00	
7506 - Nurse Practitioner	2.85	2.85	2.85	2.85	
7503 - Public Health Nurse	7.90	7.90	7.90	7.90	
7502 - Employee Hlth/Wellness Nurse	0.00	0.00	0.00	0.00	
7403 - Nutritionist	1.00	1.00	1.00	1.00	
7402 - Occupational Hlth Specialis	0.00	0.00	0.00	0.00	
7350 - HIV Planner/Programmer	1.75	1.75	1.75	1.75	
7303 - Health Educator	0.00	0.00	0.00	0.80	0.80
5133 - Senior Laboratory Analysi	0.95	0.95	0.95	0.95	
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	1.00	1.00
1002 - Admin. Support Assistant II	1.50	3.50	3.50	2.50	(1.00)
1001 - Admin. Support Assistant I	2.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>20.95</b>	<b>20.95</b>	<b>20.95</b>	<b>21.75</b>	<b>0.80</b>
Permanent Full-Time	16.85	16.95	16.95	17.75	0.80
Permanent Part-Time	4.10	4.00	4.00	4.00	
<b>Total Permanent</b>	<b>20.95</b>	<b>20.95</b>	<b>20.95</b>	<b>21.75</b>	<b>0.80</b>

(1) .80 FTE Social Service Specialist was reclassified to a Health Educator

(1) Administrative Support Assistant II was reclassified to an Administrative Support Assistant I

**DESCRIPTION**

Direct social services are provided in order to better achieve the goals of public health. These services include but are not limited to: information and referral, prenatal case management, eligibility determination, and medication assistance.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The social services unit moved from the Clinic & Nursing Division into the new Community Services Division in FY2007. This move will provide a more direct link between the social services provided by the City and those purchased by the City.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 220,942	\$ 274,079	\$ 237,711	\$ 280,422	2.3%
Supplies and Materials	14,300	23,851	22,500	48,720	104.3%
Travel and Training	339	8,465	2,100	7,465	(11.8%)
Intragovernmental Charges	360	327	327	12,296	3660.2%
Utilities, Services, & Misc	11,700	59,322	29,772	30,589	(48.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 247,641</b>	<b>\$ 366,044</b>	<b>\$ 292,410</b>	<b>\$ 379,492</b>	<b>3.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist	2.75	2.85	3.00	2.20	(0.80)
7300 - Family Support Worker	0.75	0.75	0.75	0.75	
4616 - Manager of Community Services	0.00	0.00	0.00	0.10	0.10
<b>Total Personnel</b>	<b>4.50</b>	<b>4.60</b>	<b>4.75</b>	<b>4.05</b>	<b>(0.70)</b>
Permanent Full-Time	1.00	1.00	1.10	0.30	(0.80)
Permanent Part-Time	3.50	3.60	3.65	3.75	0.10
<b>Total Permanent</b>	<b>4.50</b>	<b>4.60</b>	<b>4.75</b>	<b>4.05</b>	<b>-0.70</b>

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

**DESCRIPTION**

The WIC program provides nutrition education and vouchers for supplemental food to prenatal, breast-feeding, an 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 the nutrition mission, WIC is actively involved with other community efforts including evaluation of immunization record referral to the Medicaid for Children program, referrals to community based health care providers, and voter registration. The Columbia/Boone County WIC program has successfully provided services for the past 27 years.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The WIC program continues to identify ways to increase staff efficiency, improve customer service and increase participation of eligible women and children in the WIC program. This year, the program will begin using a computer based scheduling and appointment reminder/recall system to increase participation. Working with the Missouri Department of Health and Senior Services, the WIC program continues to advance the use of technology to streamline the certification and voucher process. The program continues to provide services to groups with special needs including offering a monthly Spanish language WIC clinic and utilizing various interpreter services for individuals who are non-English proficient or hearing impaired. Services are provided at the Worley Street location as well as at the Blind Boone Center and Hallsville satellite locations. This division continues to increase the number of participants served and will continue to work toward meeting the expanding needs of the community. Program priority is the continued expansion of the breastfeeding peer counselor program to provide additional community based services regarding parenting and breastfeeding.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 283,334	\$ 309,533	\$ 309,666	\$ 323,877	4.6%
Supplies and Materials	17,142	24,688	24,083	25,382	2.8%
Travel and Training	4,666	5,654	4,712	5,654	0.0%
Intragovernmental Charges	61,511	55,626	55,776	58,668	5.5%
Utilities, Services, & Misc	10,547	13,998	14,018	16,896	20.7%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 377,200</b>	<b>\$ 409,499</b>	<b>\$ 408,255</b>	<b>\$ 430,477</b>	<b>5.1%</b>

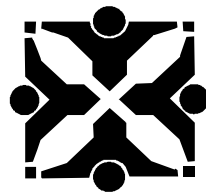
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7451 - Health Professional Asst	0.00	0.00	0.00	4.00	4.00
7403 - Nutritionist	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant	5.00	5.00	5.00	1.00	(4.00)
<b>Total Personnel</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	

(4) Administrative Support Assistant I's were reclassified to Health Professional Assistant:

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# Community Services

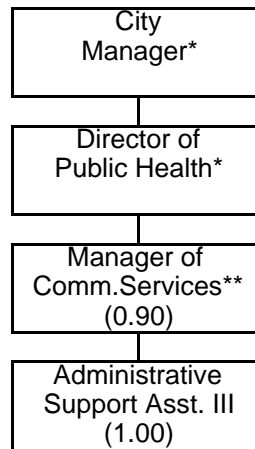


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Community Services

1.90 FTE Positions



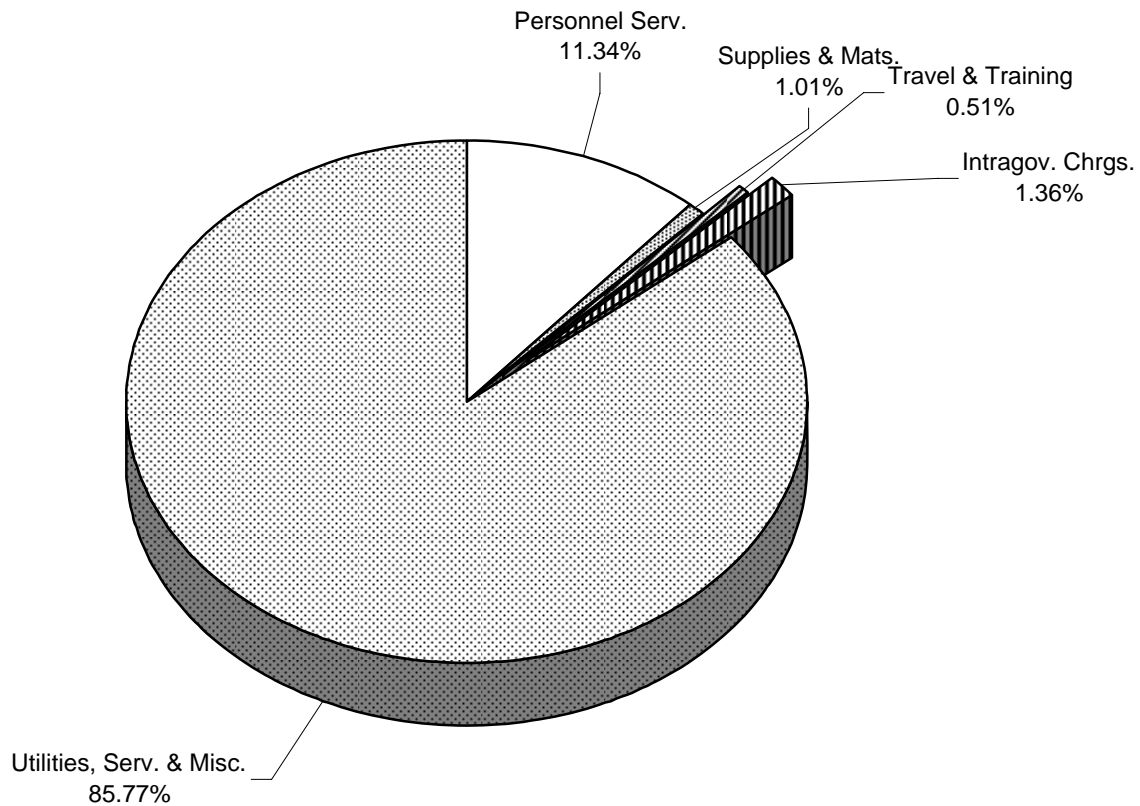
\* Position not included in Community Service's FTE count.

\*\* Position split 90% in Community Services and 10% in Social Services in the Health Dept.



# Community Services

FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 180,932	\$ 193,194	\$ 187,473	\$ 151,984	(21.3%)
Supplies & Materials	10,142	12,531	12,041	13,483	7.6%
Travel & Training	3,339	6,875	6,132	6,875	0.0%
Intragovernmental Charges	22,725	24,965	24,965	18,285	(26.8%)
Utilities, Services & Misc.	880,974	1,110,150	1,108,005	1,149,197	3.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>1,098,112</b>	<b>1,347,715</b>	<b>1,338,616</b>	<b>1,339,824</b>	<b>(0.6%)</b>
Summary					
Operating Expenses	1,098,112	1,347,715	1,338,616	1,339,824	(0.6%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,098,112</b>	<b>\$ 1,347,715</b>	<b>\$ 1,338,616</b>	<b>\$ 1,339,824</b>	<b>(0.6%)</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2007 Goals: Improved Coordination and Communication and Planning for the Future**

During FY 2006, the Office of Community Services became a new division of the Health Department. This move has facilitated better coordination of health and social services in the city and county.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
OCS Support	2.20	2.20	2.20	1.90	
Emergency Shelter Grant	0.00	0.00	0.00	0.00	
Social Assistance	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>1.90</b>	<b>-0.30</b>
Permanent Full-Time	2.20	2.20	2.20	1.90	-0.30
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>1.90</b>	<b>-0.30</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
<b>Boone County Community Services Advisory Commission</b>			
Commission Meetings	14	14	13
Social Service Program Proposals Reviewed and Summarized	58	60	60
City Social Service Contracts Prepared and Administered	46	48	48
County Social Service Contracts Prepared and Administered	19	19	19
Senior/Disabled Care Vendor Contracts Administrated	6	6	6
Social Service Programs Evaluated	10	10	10
<b>Human Rights Commission</b>			
Commission Meetings	12	12	12
Human Rights Complaint Inquiries/Contacts	420	420	420
Human Rights Complaints Filed	18	18	18
Community Study Circles Action Team Meetings	8	10	10
Annual "Let's Talk, Columbia!" Community Study Circle Participants	27	35	45
Monthly "Community Circle" Education Program Participants	300	300	300
Special Group Study Circles [# of Study Circles / # of Participants]	5 [126]	5 [75]	5 [75]
High School Study Circles [# of Study Circles / # of Participants]	3 [25]	4 [35]	4 [35]
Human Rights Enhancement Contracts Prepared & Administrated	8	8	
Partners In Education-Hickman Multicultural Committee Meetings	5	9	9
<b>Substance Abuse Advisory Commission</b>			
Commission Meetings	10	10	11
Substance Abuse Web Links Page Developed & Maintained	1	1	1
<b>Columbia Values Diversity Celebration</b>			
Celebration Planning Meetings	7	7	6
Celebration Attendance: Number of People Registered	1203	1200	1200
Number of Community Sponsors Supporting the Celebration	61	61	61
<b>Grant Submission and Administration</b>			
Emergency Shelter Grant (ESG) Submitted and Received	1	1	1
ESG Agency Sub-Contracts Prepared and Administered	3	3	3
HUD Continuum of Care Plan and Funding Application Submitted	1	1	1
<b>Community Collaboration Meetings</b>			
Boone Early Childhood Partners Advisory Board Meetings	4	4	4
Columbia-Boone County Basic Needs Coalition Meetings	12	12	12
Youth Coalition Committee	6	6	12
Boone Indicators	12	4	4
Healthcare Access Committee	**	**	6
Long-Term Recovery Committee	**	**	10
Community Organizations Active in Disaster (COAD)	**	**	4

\*\* New programs started in FY 2007

## SOCIAL ASSISTANCE COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
<b>Population (Pop.)</b>	<b>94,645</b>	<b>53,482</b>	<b>90,388</b>	<b>83,094</b>	<b>71,609</b>
Number of Employees	1.2	0.4	1.25	0.0	1.0
Employees Per 1,000 Population (1)	0.013	0.007	0.014	0.000	0.014
<b>City Social Service Funding:</b>					
Total Agency/Program Funding (2)	\$868,650	\$841,841	\$2,500,532	\$879,149	\$400,000
Per Capita (City Level) (1)	\$9.69	\$16.11	\$27.66	\$10.58	\$5.59
<b>United Way Funding:</b>					
Total Agency Allocations (2)	\$2,141,908	\$712,000	\$1,100,000	\$1,250,000	\$3,265,000
Per Capita (County Level) (3)	\$14.94	\$8.90	\$3.92	\$12.15	\$38.45
<b>City Population Below Poverty: (4)</b>					
Families: Number [Percent]	1,658 [9.4%]	683 [7.6%]	1,084 [6.4%]	1,157 [7.3%]	1,686 [9.1%]
Individuals: Number [Percent]	14,670 [19.2%]	8,507 [20.4%]	15,095 [17.4%]	13,650 [18.9%]	9,022 [13.0%]
<b>Co. Population Below Poverty: (4)</b>	Boone Co.	Story Co.	Boulder Co.	Douglas Co.	Buchanan Co.
Families: Number [Percent]	2,391 [7.6%]	933 [5.5%]	3,190 [4.6%]	3,169 [6.7%]	1,888 [8.5%]
Individuals: Number [Percent]	18,366 [14.5%]	9,921 [14.1%]	26,818 [9.5%]	9,410 [10.1%]	9,978 [12.2%]

1) Source: U.S. Bureau of Census, 2004 population estimates

2) For Fiscal Year 2006

3) Source: U.S. Bureau of Census, 2005 population estimate

4) Source: U.S. Bureau of Census, Census 2000

## NOTES:

**Columbia, MO** The City of Columbia's social service funding comes from the general fund. Up to 15-20% of Community Development Block Grant funds are also available to social service agencies for capital improvement projects. These funds are allocated for capital projects as "no interest loans" payable upon the sale of the property or other asset.

**Ames, IA** Ames' social service funding comes from a one cent "local options sales tax" of which 40% goes to the Community Betterment Fund to fund social services. These funds are administered by the Assistant City Manager (.1 FTE) with the support of two administrative assistants (.1 FTE each) and one accounting technician (.1 FTE). No social service funding from city CDBG funds. The Ames City Council, United Way of Story County, Story County Department of Human Services, Story County Board of Supervisors, and the student government at Iowa State University coordinate their funding through the "ASSET" or Analysis of Social Services and Evaluation Team. Agency allocations do not reflect United Way donor designations for specific agencies.

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

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

**St. Joseph, MO** St. Joseph's social service funding comes from CDBG funds (19.8% of the total) in the form of direct grants. These funds are administered through the Department of Planning and Community Development which includes the following divisions and staff: division head-1, social services-1, neighborhood services-1, neighborhood revitalization-1, housing rehabilitation-3, and historic preservation-1.

## HUMAN RIGHTS COMMISSION COMPARATIVE DATA

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
<b>Population</b>	<b>94,645</b>	<b>53,482</b>	<b>90,388</b>	<b>83,094</b>	<b>71,609</b>
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	1.125	.2 FTE	1.5 FTE	5 FTE	N/A
Employees-Staff/1,000 Population (2)	0.012	0.004	0.017	0.060	N/A
Human Rights Funding (1)	\$46,345	3,000	\$41,649	\$304,168	N/A
Human Rights Funding Per Capita (2)	\$0.49	\$0.06	\$0.46	\$3.71	N/A

**NOTES:**

**Columbia, MO** The Human Rights Commission is staffed by the Manager of the Office of Community Services (.3 FTE) and the City Attorney (.03 FTE) to provide administrative and legal support. An Administrative Assistant (.5 FTE) and an Assistant Human Rights Investigator internship position (.375 FTE) is also funded through the Office of Community Services. This intern assists the Human Rights Investigator/Educator in the investigation of complaints of discrimination. Funding for this support is included in the respective budgets of these departments. The Commission's budget includes funding for a part-time (.75 FTE) Human Rights Investigator/Community Educator. The Commission's budget supports the investigation of complaints of discrimination as well as funding for the annual "Let's Talk, Columbia!" Community Study Circles Program and monthly "Community Circle" meetings. The Commission also provides funding for community organizations conducting human rights and cultural diversity educational programs.

**Ames, IA** The Human Rights Commission is staffed by the Assistant City Manager (.2 FTE). The City Attorney also provides legal consultation. A seven (7) member commission investigates complaints of discrimination paired with a community volunteer. The Commission conducts administrative hearings on complaints. The Commission helps to sponsor FACES (Families of Ames Celebrate Ethnicities), an annual community cultural celebration. The Commission has a small budget but is able to request additional funds from the City Council when the need arises, up to \$4,500.

**Boulder, CO** The Office of Human Rights has 1.5 FTE direct staff with an office budget of \$167,286. For FY2005, the Human Relations Commission, which is separate from the Office of Human Rights, has a budget of \$41,649 which includes funding for grants to the community for cultural celebrations and educational programs.

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

**St. Joseph, MO** The Human Rights Commission was disbanded in 1990 following the "Yellow Freight" decision by the Missouri Supreme Court. All complaints of discrimination are now referred to the Missouri Commission on Human Rights.

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The Office of Community Services will provide staff assistance to the Boone County Community Services Advisory Commission in its annual social service allocation process. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.

During FY2006, a \$75,000 Emergency Shelter Grant was received to provide additional services to homeless families and individuals at three local shelters in Columbia. The same level of funding has been secured for FY2007.

The .25 FTE "Continuum of Care Coordinator" will work with the Office of Community Services and the Columbia- Boone County Basic Needs Coalition to coordinate and provide housing as well as supportive services including substance abuse treatment, mental health services and employment services to the homeless. In FY2007, the Continuum of Care plan will be updated and a funding application will be submitted to the Department of Housing and Urban Development.

The Commission on Human Rights will continue its community outreach and education efforts by conducting its annual "LET'S TALK, COLUMBIA!" Community Study Circles Program through facilitated discussion groups on diversity. Monthly "Community Circle" programs provide additional opportunities for regular community dialogue on a variety of human rights and cultural diversity topics. In addition, the commission is working with other community organizations and businesses to plan and implement additional study circle programs. The Commission also sponsors the human rights enhancement program which provides matching funds for local human rights educational activities. The commission also helps to sponsor and support the Columbia Values Diversity Celebration which is administered through the Office of Community Services.

The Substance Abuse Advisory Commission will continue its information gathering and community coordination efforts by working with other organizations to coordinate substance abuse prevention activities in our community and make recommendations to the City Council on policies to reduce substance abuse in Columbia. The commission has developed and maintains a web page of links to resources on substance abuse related topics for youth, parents, educators, policy makers and the general public.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 180,932	\$ 193,194	\$ 187,473	\$ 151,984	(21.3%)
Supplies and Materials	10,142	12,531	12,041	13,483	7.6%
Travel and Training	3,339	6,875	6,132	6,875	0.0%
Intragovernmental Charges	22,725	24,965	24,965	18,285	(26.8%)
Utilities, Services, & Misc.	68,387	166,500	164,355	168,174	1.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 285,525</b>	<b>\$ 404,065</b>	<b>\$ 394,966</b>	<b>\$ 358,801</b>	<b>(11.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
9901 - Assistant City Manager	0.20	0.20	0.20	0.00	-0.20
4616 - Mgr of Community Services	1.00	1.00	1.00	0.90	-0.10
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>1.90</b>	<b>-0.30</b>
Permanent Full-Time	2.20	2.20	2.20	1.90	-0.30
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>1.90</b>	<b>-0.30</b>

**DESCRIPTION**

Each year the City of Columbia, through the Office of Community Services, submits an Emergency Shelter Grant application to the State of Missouri, Department of Social Services for funding to provide emergency shelter services to the homeless as well as services designed to prevent homelessness. The City of Columbia uses these funds to subcontract with three local agencies to provide additional services to homeless families and individuals as well as those persons most at-risk of becoming homeless in our community.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Populations being served with Emergency Shelter Grant funds include homeless families and individuals, battered and abused women, and U.S. military veterans. In 2006, the City of Columbia received a grant of \$75,000 to serve the homeless. It is anticipated that a grant of a similar amount will also be secured in 2006. The most significant trend is the increased focus of federal funding to reduce and eliminate "chronic homelessness" by targeting resources to assist "unaccompanied homeless individuals with a disabling condition who have either been continuously homeless for a year or more OR have had at least four episodes of homelessness in the past three years."

**FY 2007 Goal - Planning for the Future**

Continued support of the Emergency Shelter Grant funds is projected to provide emergency and transitional shelter combined with community support services to an estimated 783 individuals in 2006. It is anticipated that a similar number of individuals will be served by these sub-grantee agencies in 2007.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
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.	43,571	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 43,571</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>0.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					



**DESCRIPTION**

The Boone County Community Services Advisory Commission is charged with the responsibility of making recommendations to the City Council and the Boone County Commission for the appropriation of social service funding to local agencies providing services to the most needy citizens in our community. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The City Council has budgeted \$886,023 in social assistance funding for FY2007. This funding represents a 2% increase in social assistance funding over the base budget of \$868,650 for FY2006. This funding increase reflects the City Council's commitment to be responsive to the social service needs of specific populations and individuals in our community who have significant risk-factors and barriers to self-sufficiency. For FY2007, the Boone County Community Services Advisory Commission has recommended funding assistance for 33 organizations providing a total of 50 different program services. An additional \$20,000 was allocated by the City Council for the Youth Empowerment Social Services contract.

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

**BUDGET DETAIL**

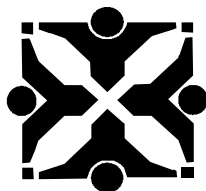
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	769,016	868,650	868,650	906,023	4.3%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 769,016</b>	<b>\$ 868,650</b>	<b>\$ 868,650</b>	<b>\$ 906,023</b>	<b>4.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

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# Planning and Development

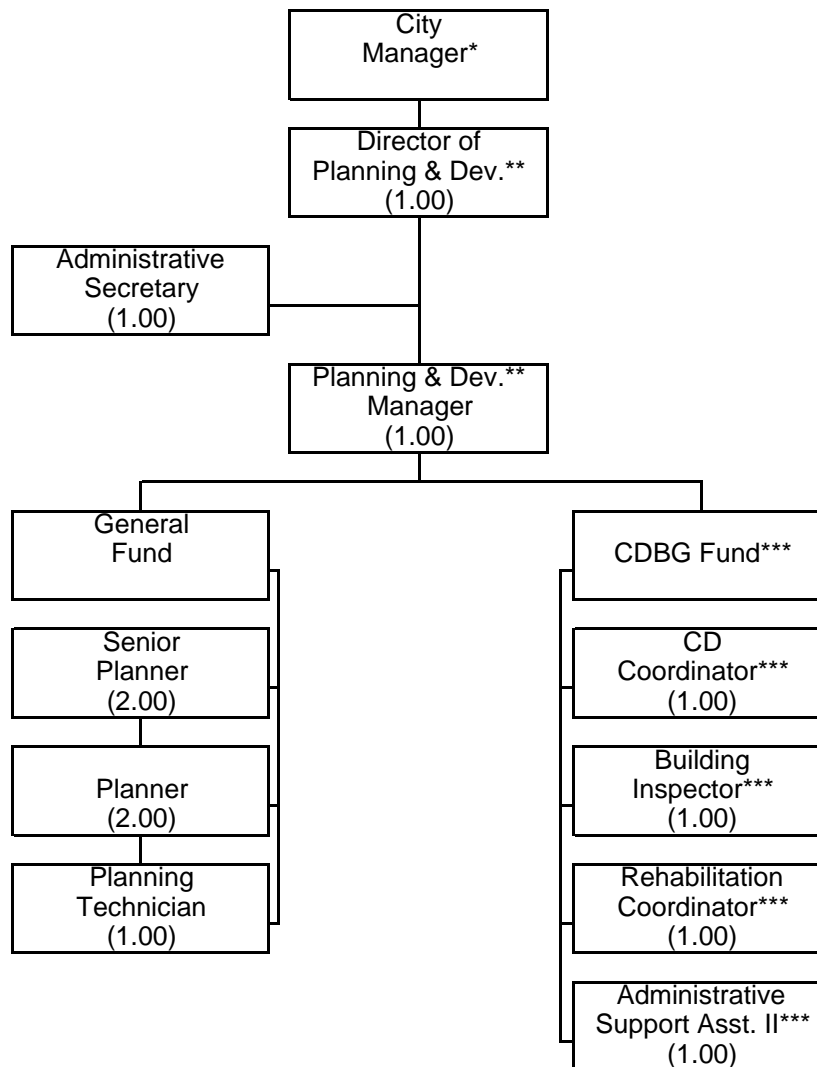


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Planning Department

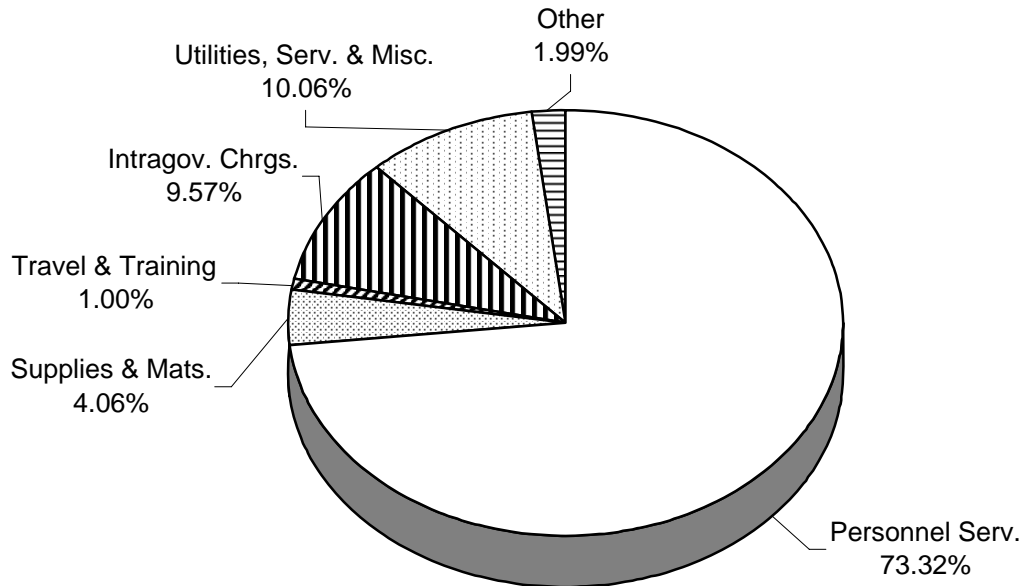
12.00 FTE Positions



- \* Position not included in Planning Department's FTE count.
- \*\* A portion of these positions are budgeted in the CDBG Fund.
- \*\*\* CDBG - Community Development Block Grant  
CD - Community Development  
100% of these positions are budgeted in the CDBG Fund

# Planning & Development - Summary

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 677,259	\$ 815,864	\$ 815,033	\$ 867,013	6.3%
Supplies & Materials	49,694	39,633	38,633	48,047	21.2%
Travel & Training	5,394	11,100	11,100	11,800	6.3%
Intragovernmental Charges	89,216	95,465	95,515	113,200	18.6%
Utilities, Services & Misc.	821,863	170,443	169,305	118,987	(30.2%)
Capital	8,950	0	0	0	
Other	524,664	25,469	25,469	23,500	(7.7%)
<b>Total</b>	<b>2,177,040</b>	<b>1,157,974</b>	<b>1,155,055</b>	<b>1,182,547</b>	<b>2.1%</b>
Summary					
Operating Expenses	1,643,426	1,132,505	1,129,586	1,159,047	2.3%
Non-Operating Expenses	524,664	25,469	25,469	23,500	(7.7%)
Debt Service	0	0	0	0	
Capital Additions	8,950	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,177,040</b>	<b>\$ 1,157,974</b>	<b>\$ 1,155,055</b>	<b>\$ 1,182,547</b>	<b>2.1%</b>

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**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT OBJECTIVES**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**
**FY 2007 Goal: Planning for the Future**

During FY 2007 the Department will implement several procedural changes in the zoning, plan and subdivision review processes; it will complete the sidewalk Master Plan;; engage in the collection and analysis of social/economic/ environmental data to assist the community-wide visioning exercise; it will update the CATSO 2025 Transportation Plan; assist the Affordable Housing Policy Committee in development of a Housing Plan; and fully implement the "One Roof" system of housing and community development records management.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
General Fund Operations	7.30	7.40	7.90	7.90	
Community Development	4.70	4.60	4.10	4.10	
<b>Total Personnel</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	
Permanent Full-Time	12.00	12.00	12.00	12.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Expected FY 2006 *</b>	<b>Estimated FY 2007</b>
No. of Rezoning Cases	72	75	75	78
No. of Subdivision Plats	108	110	110	112
No. of Planned Districts	46	50	50	55
No. of Voluntary Annexations	34	35	35	45
No. of Miscellaneous Cases*			44	45
No. of Work Sessions/Commission Meetings Staffed***	73	81	98	100
No. of NRT House Inspections/Visits	2,100	2,250	2,500	2,550
No. of Neighborhood Meetings	55	55	55	55
No. of Emergency Home Repair	25	27	28	28
Time to Process Emergency Repairs under \$500**	72 hours	72 hours	72 hours	72 hours
Time to Process Emergency Repairs over \$500	4 weeks	4 weeks	4 weeks	3 weeks**
No. of Home Ownership Assistance Grants	25	27	30	30
No. of Owner Occupied Rehabs	18	20	16	17
No. of Code Deficiency Abatement	6	8	11	7
HOME Grant Amount	\$649,276	\$700,000	\$609,114	\$600,000
CDBG Grant Amount	\$958,000	\$950,000	\$862,364	\$850,000

\*Miscellaneous Cases included, vacation of easements, variances, overlay districts, annexation agreements,

\*\*Time to Process Emergency Repairs over \$500 is expected to be reduced with the new "One Roof" Software that has been purchased.

\*\*\*Meetings staffed include the Historic Preservation Commission, Bicycle & Pedestrian Commission, Planning & Zoning Commission & subcommittees, CATSO Technical Committee, CATSO Coordinating Committee, Community Development Commission & subcommittees, Loan & Grant Committee, "work team" meetings of the Planning & Zoning Commission are not included.

**COMPARATIVE DATA**

	<b>Columbia, MO</b>	<b>Springfield, MO</b>	<b>St. Joseph, MO</b>	<b>Ames, IA</b>	<b>Lawrence, KS</b>	<b>Iowa City, IA</b>
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>71,609</b>	<b>53,482</b>	<b>83,094</b>	<b>63,306</b>
Number of Employees	12.0	27.0	9.0	14.0	17.5	18.5
Employees Per 1,000 Population	0.127	0.180	0.126	0.262	0.211	0.292



**DESCRIPTION**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 442,628	\$ 552,364	\$ 553,175	\$ 620,406	12.3%
Supplies & Materials	39,557	32,753	31,753	40,917	24.9%
Travel & Training	4,042	7,600	7,600	8,200	7.9%
Intragovernmental Charges	57,436	61,263	61,313	77,361	26.3%
Utilities, Services & Misc.	63,460	140,900	138,120	88,851	(36.9%)
Capital	8,950	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>616,073</b>	<b>794,880</b>	<b>791,961</b>	<b>835,735</b>	<b>5.1%</b>
Summary					
Operating Expenses	607,123	794,880	791,961	835,735	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	8,950	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 616,073</b>	<b>\$ 794,880</b>	<b>\$ 791,961</b>	<b>\$ 835,735</b>	<b>5.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Planning	7.00	7.10	7.60	7.60	
Economic Planning	0.30	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>7.30</b>	<b>7.40</b>	<b>7.90</b>	<b>7.90</b>	
Permanent Full-Time	7.30	7.40	7.90	7.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.30</b>	<b>7.40</b>	<b>7.90</b>	<b>7.90</b>	

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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 development of annual and multi-year Capital Improvement Programs (CIP). The Division also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, the Columbia Area Transportation Study Organization and various ad-hoc committees and task forces.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The Division will design a number of procedural changes to carry out the recommendations of the Process and Procedures Stakeholder Group; complete an outdoor lighting ordinance; review policy on the zoning of annexed land; complete the sidewalk Master Plan; update the CATSO Transportation Plan and assist several long-range planning efforts (community wide visioning; Downtown-University planning; Non-Motorized Transportation Pilot Program) as directed.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 441,405	\$ 513,394	\$ 514,220	\$ 583,764	13.7%
Supplies and Materials	39,448	32,231	31,231	40,392	25.3%
Travel and Training	4,042	7,000	7,000	7,600	8.6%
Intragovernmental Charges	57,412	61,233	61,283	77,322	26.3%
Utilities, Services, & Misc.	48,361	110,900	113,120	58,851	(46.9%)
Capital	8,950	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 599,618</b>	<b>\$ 724,758</b>	<b>\$ 726,854</b>	<b>\$ 767,929</b>	<b>6.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4106 - Planning and Dev. Manager	0.00	0.00	1.00	1.00	
4105 - Dir. of Planning & Dev.	0.50	0.60	0.60	0.60	
4104 - Neighborhood Specialist*	0.50	0.50	0.00	0.00	
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 Secretary	0.00	1.00	1.00	1.00	
1003 - Admin. Supp. Assistant III	1.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>7.10</b>	<b>7.60</b>	<b>7.60</b>	
Permanent Full-Time	7.00	7.10	7.60	7.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.10</b>	<b>7.60</b>	<b>7.60</b>	

\* Moved to the Office of Communications

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Efforts will focus on graphic and statistical information as needed to assist in the development of marketing and proposal packages. FY 2007 projects include development of enhanced zoning and annexation information, and Transportation Development Districts (TDDs).

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,223	\$ 38,970	\$ 38,955	\$ 36,642	(6.0%)
Supplies and Materials	109	522	522	525	0.6%
Travel and Training	0	600	600	600	0.0%
Intragovernmental Charges	24	30	30	39	30.0%
Utilities, Services, & Misc.	15,099	30,000	25,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 16,455</b>	<b>\$ 70,122</b>	<b>\$ 65,107</b>	<b>\$ 67,806</b>	<b>(3.3%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4105 - Dir. of Planning & Dev.	0.30	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	
Permanent Full-Time	0.30	0.30	0.30	0.30	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 234,631	\$ 263,500	\$ 261,858	\$ 246,607	(6.4%)
Supplies & Materials	10,137	6,880	6,880	7,130	3.6%
Travel & Training	1,352	3,500	3,500	3,600	2.9%
Intragovernmental Charges	31,780	34,202	34,202	35,839	4.8%
Utilities, Services & Misc.	758,403	29,543	31,185	30,136	2.0%
Capital	0	0	0	0	
Other	524,664	25,469	25,469	23,500	(7.7%)
<b>Total</b>	<b>1,560,967</b>	<b>363,094</b>	<b>363,094</b>	<b>346,812</b>	<b>(4.5%)</b>
Summary					
Operating Expenses	1,036,303	337,625	337,625	323,312	(4.2%)
Non-Operating Expenses	524,664	25,469	25,469	23,500	(7.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,560,967</b>	<b>\$ 363,094</b>	<b>\$ 363,094</b>	<b>\$ 346,812</b>	<b>(4.5%)</b>

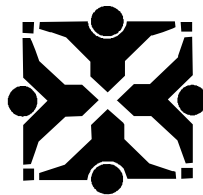
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4105 - Dir. of Planning & Dev.	0.20	0.10	0.10	0.10	
4104 - Neighborhood Specialist*	0.50	0.50	0.00	0.00	
3975 - Community Development Coord.	1.00	1.00	1.00	1.00	
3950 - Rehabilitation Coordinator	1.00	1.00	1.00	1.00	
3202 - Building Inspector	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.70</b>	<b>4.60</b>	<b>4.10</b>	<b>4.10</b>	
Permanent Full-Time	4.70	4.60	4.10	4.10	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.70</b>	<b>4.60</b>	<b>4.10</b>	<b>4.10</b>	

\* Moved to the Office of Communications

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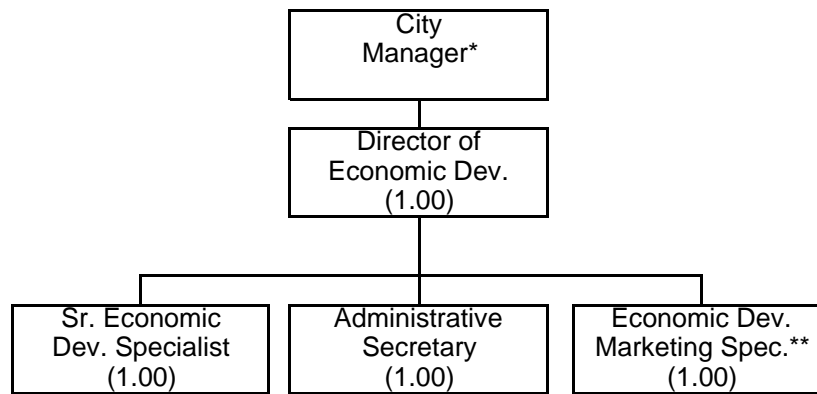
# Department of Economic Development



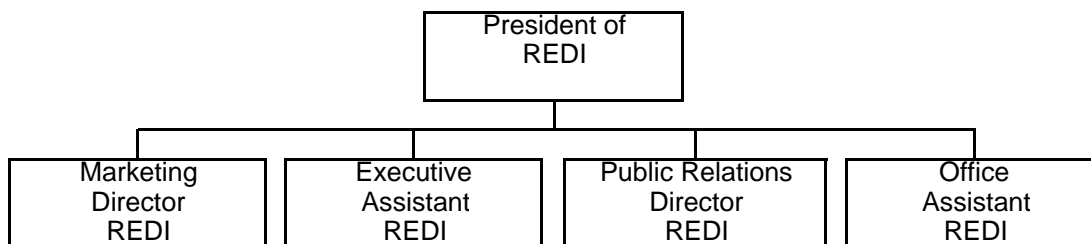
*City of Columbia*  
*Columbia, Missouri*



**City of Columbia - Economic Development**  
4.00 FTE Positions



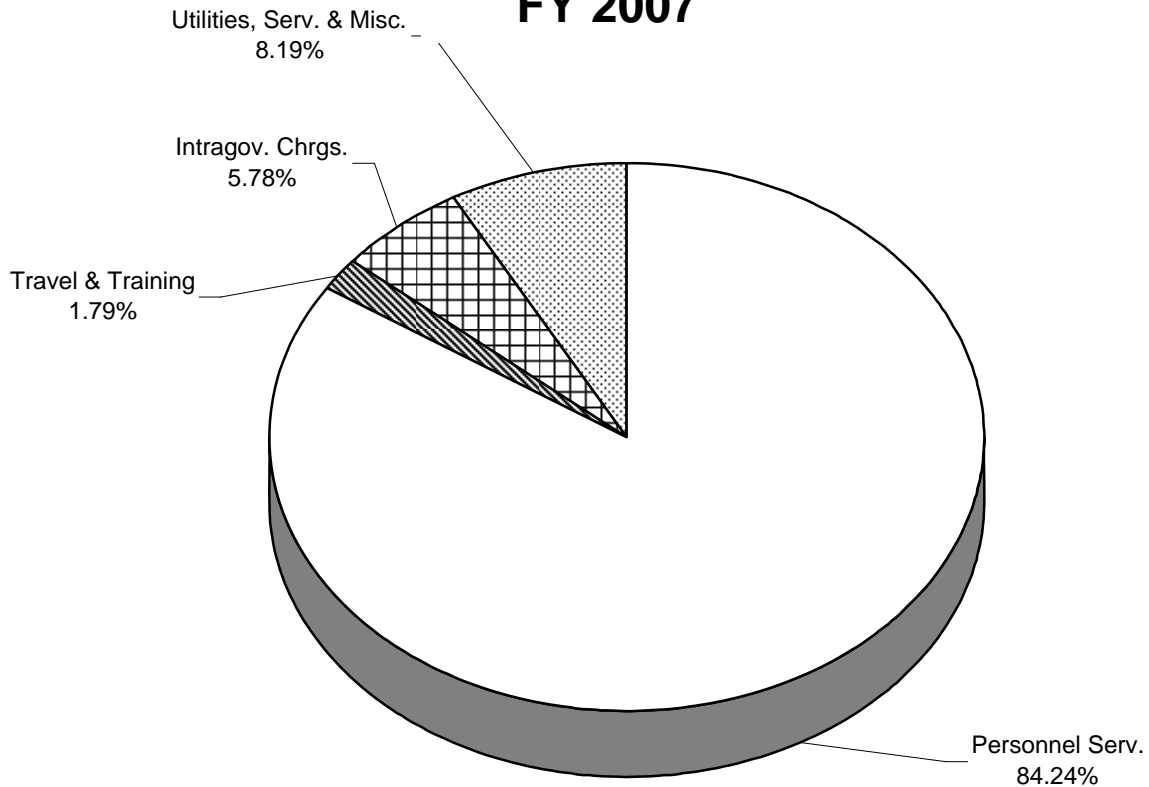
**These positions serve additionally for REDI  
(Regional Economic Development Incorporated)**



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



# Department of Economic Development FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 277,642	\$ 294,244	\$ 291,777	\$ 308,563	4.9%
Supplies & Materials	0	0	0	0	
Travel & Training	3,265	6,593	6,593	6,543	(0.8%)
Intragovernmental Charges	15,369	17,594	17,624	21,184	20.4%
Utilities, Services & Misc.	30,000	30,000	30,000	30,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>326,276</b>	<b>348,431</b>	<b>345,994</b>	<b>366,290</b>	<b>5.1%</b>
Summary					
Operating Expenses	326,276	348,431	345,994	366,290	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	
<b>Total Expenses</b>	<b>\$ 326,276</b>	<b>\$ 348,431</b>	<b>\$ 345,994</b>	<b>\$ 366,290</b>	<b>5.1%</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

The staff's goal is to promote positive economic growth while maintaining Columbia's exceptional quality of life. The department and REDI promote specific activities designed to improve the area's business climate and promote Columbia as a business destination. Promotional and marketing activities include personal contacts, direct mail campaigns, web marketing campaigns, and trade shows, in addition to producing current, relevant reports on the economic indicators of the community. The department continues its public relations program to promote Columbia's strong business climate and exceptional quality of life through placement of positive articles in regional and national media. An additional emphasis has also been placed on life sciences and technology development through collaborative efforts between the business community and University of Missouri.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
8900 - Director of Economic Dev.	1.00	1.00	1.00	1.00	
4402 - Economic Dev. Marketing Spec	1.00	1.00	1.00	1.00	
4401 - Sr. Economic Dev. Specialist	1.00	1.00	1.00	1.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Expenditure Summary:</b>			
Personnel Expenditures	\$277,642	\$294,244	\$308,563
Other Expenditures	\$48,634	\$54,187	\$57,727
Total Expenditures	\$326,276	\$348,431	\$366,290

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Lead Generation:</b>			
Community Presentations - Number of presentations/Number in attendance	10/500	10/500	10/500
Presentation Materials Sent	4,500	4,500	5,000
Targeted Marketing Efforts - Number of mail campaigns/Number of recipients	10/2,000	10/4,000	3/5,000
Inquiries Received	1,000	1,000	1,000
Job Fairs - Number of Fairs/Number in attendance	1/350	1/300	2/500
Trade Shows/Marketing Events	6	4	4
Web Site Hits	15,000	15,000	13,000
Community Committee Meetings	150	100	100

**Performance Measurements Explanations:**

**Community Presentations** - Presentations given by dept. staff/People attended in the Columbia/Boone County area.

**Presentation Materials Sent** - Retail, Office, Manuf. or Study Results Material delivered to clients; electronically/mail. Includes community marketing materials provided to local realtors and Columbia Chamber of Commerce.

**Targeted Marketing Efforts** - Contacts made either electronically or via mail designed for a specific audience.

**Inquiries Received** - All unsolicited contacts to Dept.; in person, via the Internet, telephone, e-mail or postal service.

**Job Fairs** - Attendees at job fairs coordinated or assisted by the Department/Estimates of job seekers attending.

**Trade Shows/Marketing Events** - Shows attended and events hosted or co-hosted by the Department.

**Web Site Hits** - Number of times the site is visited. Requests from the site are counted under "Inquiries Received." Web Site refers to columbiaredi.com. All publications and information are available on line.

**Community Committee Meetings** - Meetings attended by Department staff to promote Economic Development initiatives. This includes, but is not limited to: BooneWorks, Mid-Missouri Regional Planning Commission; Missouri Economic Development Council; the Life Sciences Business Coalition; Mid-MO Bio; and the Chamber of Commerce's Manufacturing Council.

## COMPARATIVE DATA

	Columbia, MO	Lincoln, NE	Lawrence, KS	St. Joseph, MO	Springfield, MO	Joplin, MO
<b>MSA:</b>						
MSA population (1)	146,626	278,201	102,914	105,194	328,000	48,000
Number of Employees	4.5	10.0	3.5	5.0	14.0	3.0
Employees Per 1,000 Population	0.031	0.036	0.034	0.048	0.043	0.063
<b>City Only:</b>						
City Population (1)	94,645	243,733	83,094	71,609	149,738	47,780
Number of Employees	3.0	2.0	0.0	1.0	6.0	1.0
Annual Expenditures(2) (3)	\$274,950	\$955,000	\$124,300	\$135,000	\$500,000	\$150,000
City's Per Capita Investment	\$1.875	\$3.433	\$1.21	\$1.283	\$1.524	\$3.125
<b>Total Community:</b>						
Total Investment(4) (5)	\$449,000	\$2,600,000	\$594,516	\$780,000	\$750,000	\$330,000
Total Per Capita Investment	\$3.062	\$9.346	\$5.777	\$7.415	\$2.287	\$6.875

1) Columbia number is 2006 projection

2) St. Joseph contracts with the Chamber for economic development functions

3) Dollars represent FY06 budget year

4) City of Columbia's investment is expressed as a net investment. Lawrence, KS includes \$20,000 for the Small Business Development Center from the City

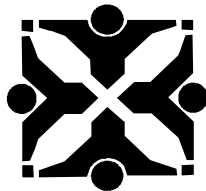
5) Springfield's City Annual Expenditure includes \$83,000 CDBG funds

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

Total investment for Lawrence, KS includes \$40,000 for the Small Business Development Center

7) Total investment for St. Joseph includes \$204,000 for Community Development

# Cultural Affairs

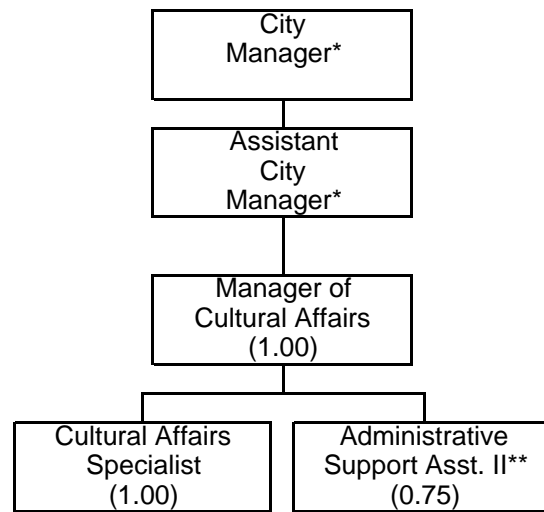


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Cultural Affairs

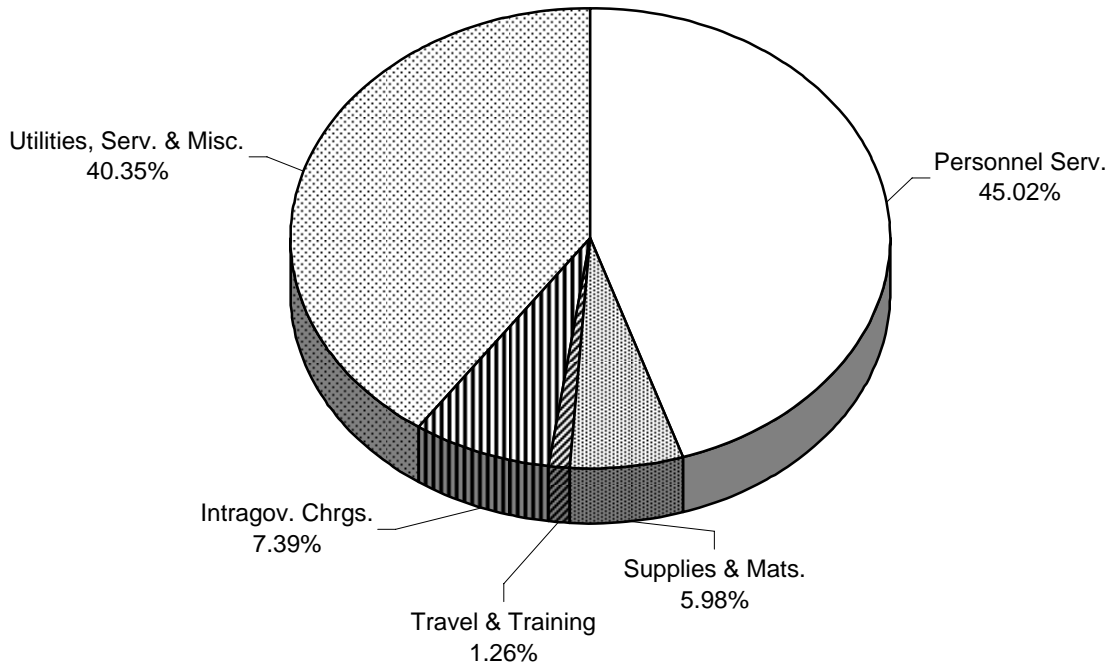
2.75 FTE Positions



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

# Cultural Affairs

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 0	\$ 0	0	167,542	
Supplies & Materials	0	0	0	22,244	
Travel & Training	0	0	0	4,700	
Intragovernmental Charges	0	0	0	27,508	
Utilities, Services & Misc.	0	0	0	150,136	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>372,130</b>	
Summary					
Operating Expenses	0	0	0	372,130	
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	
<b>Total Expenses</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0</b>	<b>372,130</b>	

In FY 2007 Cultural Affairs moved from a special revenues fund into the general fund.

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## DEPARTMENT DESCRIPTION

The Office of Cultural Affairs' (OCA) mission is to enhance the vitality of the city and the quality of life for all citizens by creating an environment wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage. The OCA strives to enhance the artistic, management and marketing capabilities of local artists and arts organizations; increase public and private resources for the arts; develop a broader audience for the arts; and encourage cooperation, partnerships and collaborations within the city's diverse cultural heritage.

## DEPARTMENT OBJECTIVE

- ▶ To continue to implement the following general goals: promote the arts and life-long learning; market the arts; integrate business and the arts; advocate public art policies; and ensure managerial, fiscal and human resources to achieve all programs and services.
- ▶ To raise awareness of accessibility to, participation in and support for Columbia's rich array of artists and cultural offerings.
- ▶ To place new works of public art in Columbia with the goals of enhancing the public environment and civic pride while maintaining works currently owned by the City.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- ▶ The OCA's Community Arts Program grant ranked in the top five statewide in the Missouri Arts Council's grant evaluation. Funds will be used for programs and services such as the Arts Express newsletter, the Artists' Registry, the Columbia Festival of the Arts and general technical assistance to local arts organizations.
- ▶ Growth in the Columbia Festival of the Arts continues to be limited due to state budget cuts (Missouri Arts Council). Despite that, interest from visual and performing artists is strong which will insure a quality event. Continuing efforts to market the event to out-of-town visitors will be a focus.
- ▶ An update of the OCA's long-range Cultural Plan was finalized in 2005 and approved by City Council in 2006.
- ▶ The Percent for Art project at the Wabash Station is underway utilizing two local artists.
- ▶ Requests from local arts organizations for arts funding totaled \$142,470, an increase of \$15,290 from FY 06. A formula for determining funding levels was used again this year in an effort to allocate funds in the most equitable way. The Commission will continue to assess all funding policies.
- ▶ Greater participation in the CARE Gallery (a collaboration with P&R) will continue. Securing outside funding sources like FY05 and '06 grants from the Missouri Arts Council's Arts Education program will continue as an emphasis. The OCA's FY07 grant ranked in the top two statewide.
- ▶ Restoration of the Martin Luther King, Jr. Memorial, a collaboration with P&R and the Office of Volunteer Services. The re-dedication of the Memorial is set for August 28, 2006.
- ▶ Collaborations with downtown arts efforts include continued support of the Twilight Festivals, the Gallery Crawl and the Missouri Theatre Center of the Arts as well as participation on the Avenue of the Columns committee.
- ▶ Ongoing opportunities for local arts organizations and their volunteers and event planners to interact include the regularly scheduled Arts Roundtable meetings and the Cultural Tourism Collaborative.
- ▶ Attempts to secure new funding sources will continue given anticipated and ongoing cuts at the Missouri Arts Council.
- ▶ The Arts Express newsletter will continue with a bi-monthly mailing schedule in an effort to cut printing and postage costs. Subscription to the online version will continue to be emphasized in an effort to cut costs as well.
- ▶ Conservation of historic murals at the Howard Buildings and the Statue of Liberty replica at the Gentry Building were completed in FY06; the Statue of Liberty replica will be re-installed in late 2006 or early 2007. Educational efforts related to both will occur in the coming year.
- ▶ Coordination with Parks and Recreation regarding installation of large scale works of art for Flat Branch Park phase II will occur in late 2006 or early 2007.
- ▶ Continued enhancements to the OCA web site will include additional on-line forms for the arts organization funding process, more listings in the Artists' Registry, and an expanded section on the Columbia Festival of the Arts.
- ▶ Sometime in late 2006, the OCA offices will move to the Gentry Building, once its renovation is complete.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
4625 - Manager of Cultural Affairs	0.00	0.00	0.00	1.00	1.00
4624 - Cultural Affairs Specialist	0.00	0.00	0.00	1.00	1.00
1002 - Admin Support Assistant II	0.00	0.00	0.00	0.75	0.75
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.75</b>	<b>2.75</b>
Permanent Full-Time	0.00	0.00	0.00	2.75	2.75
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.75</b>	<b>2.75</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Programs:</b>			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: \$1,000+/under \$500	**14/5	**16/12	2
Percent for Art Projects	2	2	2
Public Art Programming	5	5	5
Programs not listed above	N/A	N/A	N/A
<b>Services:</b>			
Artists' Registry	100	100	100
Arts Administrators Roundtable	***4	4	4
Arts Express Newsletter	23000	12,000*	12,000
C.A.R.E. Gallery (collaboration with Parks and Recreation)	100	****N/A	****N/A
Cultural Tourism Collaborative	12	15	15
Gallery Crawl (collaboration with Downtown Business Associations)	6	6	6
Marketing Initiatives	2	1#	1
Partners in Education Programming	25+	30+	30+
Workshops & Technical Assistance	10	10	10
	300	325	350

\*In Jan. '04 Arts Express became a bi-monthly newsletter to save postage & printing; in previous yrs. it was monthly.

\*\*A policy, begun in '04, requires agencies to combine education and presentation proposals in one application.

\*\*\*Roundtable meetings are scheduled quarterly rather than monthly.

\*\*\*\*CARD is now handled entirely by the Missouri Association of Community Arts Agencies.

#The Downtown Columbia Association eliminated the fall event to focus solely on the spring Crawl.

## COMPARATIVE DATA

	Columbia, MO	Ames IA	Boulder CO	Lawrence KS	Springfield MO
<b>Population</b>	<b>94,645</b>		<b>90,388</b>	<b>83,094</b>	<b>149,738</b>
Number of Full-Time (FT) Employees	2	<b>No</b>	1	0	4
Number of Part-Time (PT) Employees	3	<b>Response</b>	2	1	2
FT Employees Per 1,000 Population	0.021	<b>for</b>	0.011	0.000	0.027
Art Center(s)	no	<b>FY 2007</b>	yes	no	yes
Festival(s)/Budget(s)	1/\$42,000		n/a	n/a	2/\$150,000
Funding to Local Arts Agencies & Amount Awarded in Last FY	yes \$83,408		yes \$166,000	yes \$5,500	yes \$5,000
Funding from Tourism and/or CVB	yes		yes	no	yes
Online Artists' Registry	yes		yes	no	no
Percent for Art/Public Art Program	yes		yes	yes	yes
Total Budget	\$372,130		\$450,828	\$23,000	\$500,000

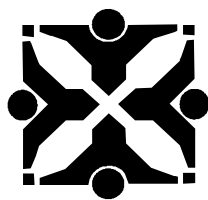
**Columbia** - Cultural Affairs is a designated city department; local arts agency funding is dedicated city dollars; (2) of the (3) temporary positions of fully funded by grants; percent for art program is funded fully by city dollars but is not reflected in the total budget amount; the city does not maintain an art center

**Boulder** - Cultural Affairs department is a designated city department; local arts agency funding is dedicated city dollars; public art program exists but is not formalized

**Lawrence** - no designated Cultural Affairs department exists though programming is funded by the city, including local art agency funding; part-time work is completed by a management analyst who reports to the city manager; percent for art program is funded by city dollars but is not reflected in the total budget amount listed; total budget does not include employee salaries

**Springfield** - no Cultural Affairs department exists within city government; information listed is based on a 501c3 arts agency that receives some city support; local arts agency funding is provided thru a re-granting of state and private foundation dollars; public art programming is informal and is funded by donations

# Parks and Recreation

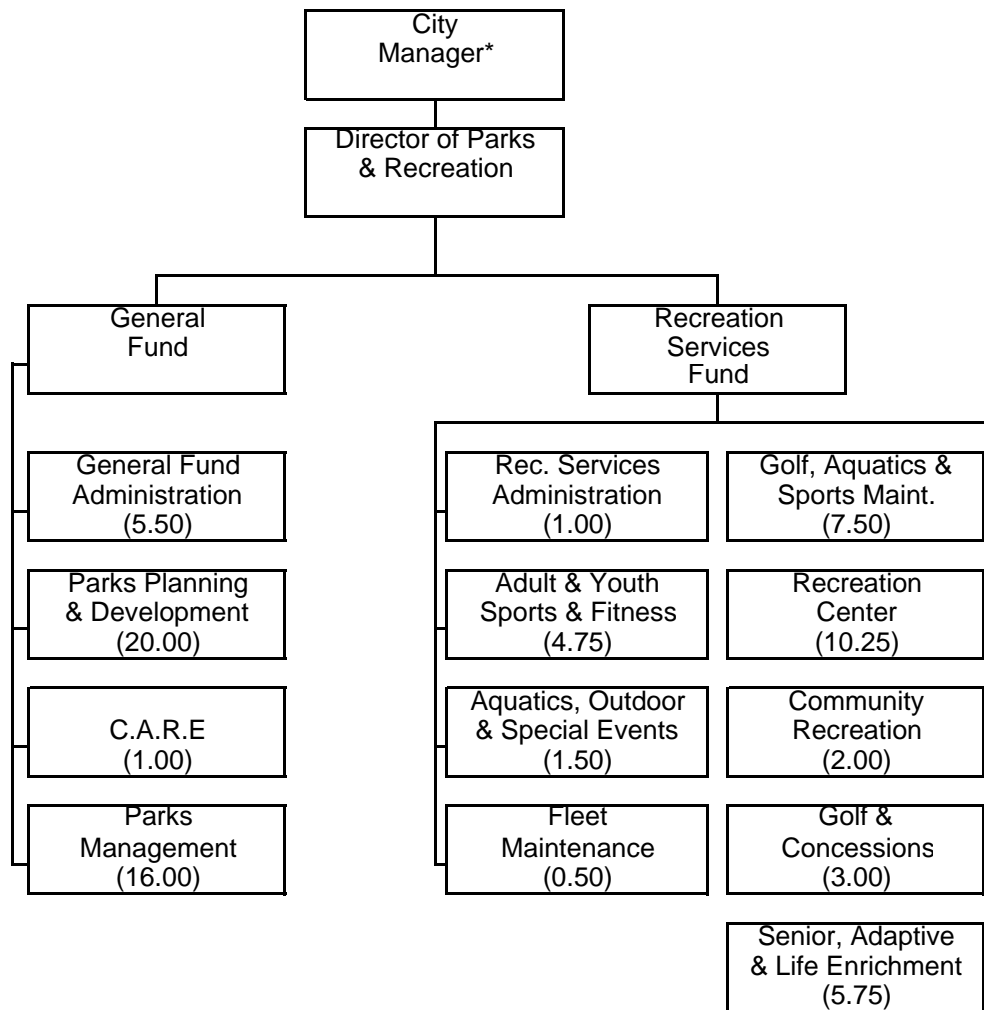


*City of Columbia*  
*Columbia, Missouri*



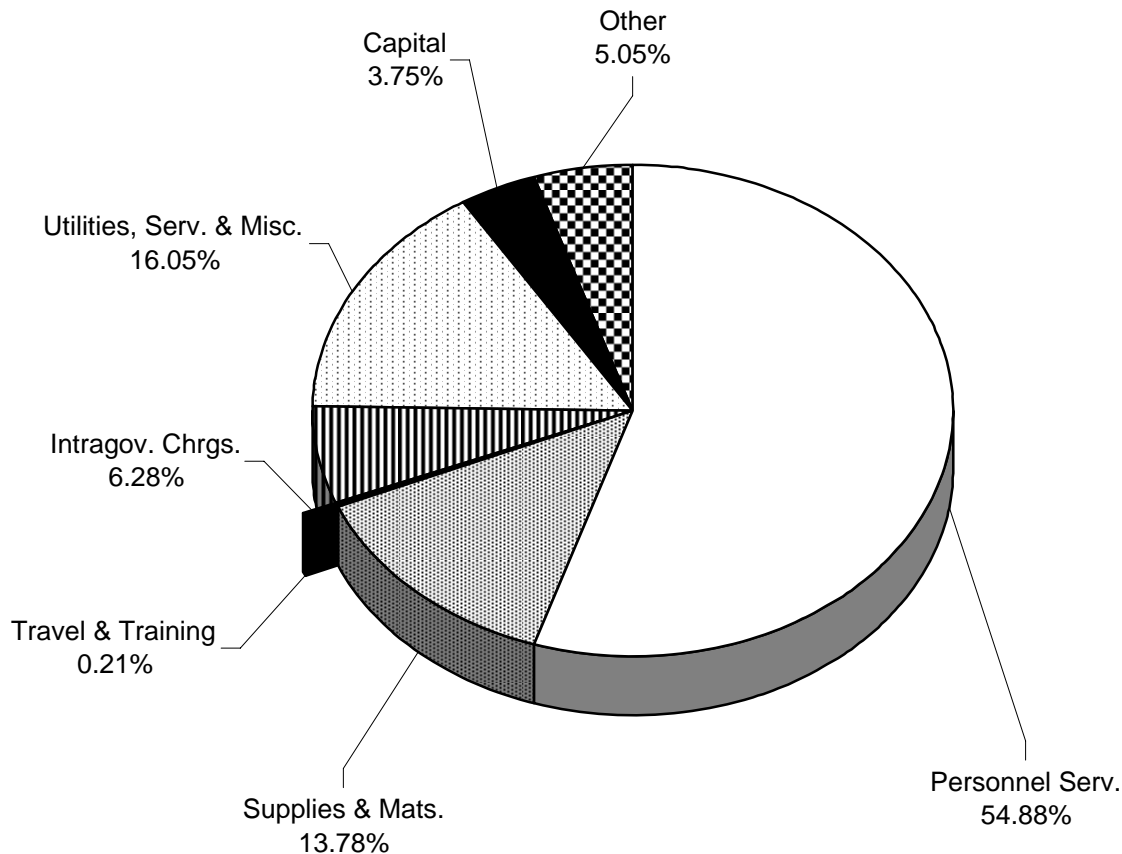
# City of Columbia - Parks and Recreation Department

78.75 FTE Positions



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

## Parks & Recreation Dept - Summary FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 5,775,034	\$ 6,457,006	\$ 6,284,554	\$ 6,685,018	3.5%
Supplies & Materials	1,386,130	1,603,569	1,509,285	1,678,914	4.7%
Travel & Training	14,772	23,051	19,182	25,391	10.2%
Intragovernmental Charges	619,019	663,869	663,589	764,935	15.2%
Utilities, Services & Misc.	1,542,059	1,608,487	1,546,268	1,955,569	21.6%
Capital	310,714	289,500	288,529	457,400	58.0%
Other	812,074	699,349	675,493	614,600	(12.1%)
<b>Total</b>	<b>10,459,802</b>	<b>11,344,831</b>	<b>10,986,900</b>	<b>12,181,827</b>	<b>7.4%</b>
Summary					
Operating Expenses	8,964,132	10,315,982	9,982,878	10,864,827	5.3%
Non-Operating Expenses	765,607	658,534	633,823	624,600	(5.2%)
Debt Service	89,906	80,815	81,670	35,000	(56.7%)
Capital Additions	310,714	289,500	288,529	457,400	58.0%
Capital Projects	329,443	0	0	200,000	
<b>Total Expenses</b>	<b>\$ 10,459,802</b>	<b>\$ 11,344,831</b>	<b>\$ 10,986,900</b>	<b>\$ 12,181,827</b>	<b>7.4%</b>

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**DEPARTMENT DESCRIPTION**

The Columbia Parks and Recreation Department oversees approximately 2,400 acres of park land and maintains 66 parks and recreation facilities. A wide array of sports, recreation activities, lessons, and special events are available for citizens of all ages. Open space, parks, and trails provide opportunities to enjoy the natural beauty of Columbia. The Department is organized into two divisions: Park Services and Recreation Services. The summer youth employment program, Career Awareness and Related Experience (CARE), is also administered by the Parks and Recreation Department.

**DEPARTMENT OBJECTIVES**

The Columbia Parks and Recreation Department is committed to delivering effective, courteous, and responsible leisure services, and to maintaining, preserving, and developing the natural resources entrusted to us. We strive to provide all citizens with a variety of high quality leisure opportunities. In delivery of these services, all participants are to be treated with fairness, dignity, and respect. To achieve these objectives, Park and Recreation staff constantly pursue excellence while attempting to provide the best possible services within resource limits placed upon the Department.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The General Fund component of this budget contains Department Administration, a portion of the Park Services Division's two principle programs, Park Management and Operations and Park Planning and Development, and the C.A.R.E. Program. The Recreation Services Fund includes funding for all recreation activities and the operation of support facilities for those activities. Revenues generated from recreation activities and facilities are deposited in the Recreation Service Fund. Recreation activity fees are used for operations while the facility user fee, golf improvement fee and recreation center improvement fee are appropriated by the City Council for capital projects. Funding is budgeted in the Recreation Services portion of the budget for the operation of the Activity and Recreation Center (ARC).

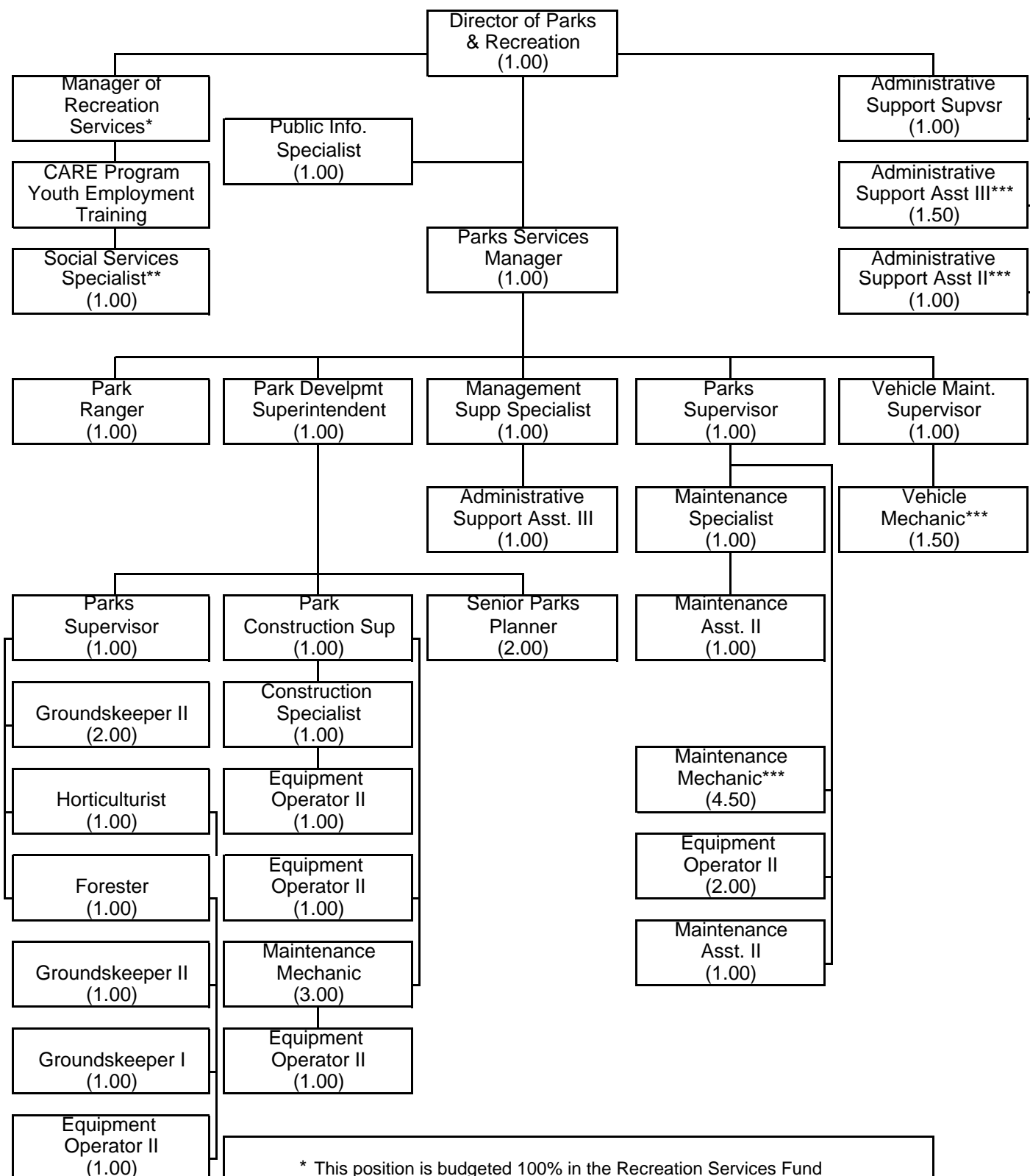
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
General Fund Operations	40.50	41.50	41.50	42.50	1.00
Recreation Services Fund	35.50	36.25	36.25	36.25	
<b>Total Personnel</b>	<b>76.00</b>	<b>77.75</b>	<b>77.75</b>	<b>78.75</b>	<b>1.00</b>
Permanent Full-Time	76.00	77.00	77.00	78.00	1.00
Permanent Part-Time	0.00	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>76.00</b>	<b>77.75</b>	<b>77.75</b>	<b>78.75</b>	<b>1.00</b>



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

42.50 FTE Positions



\* This position is budgeted 100% in the Recreation Services Fund

\*\* This position is budgeted in the General Fund

\*\*\* A portion of this position is in the Recreation Services Fund and in the General Fund



**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

This year's budget provides for the same quality of service as in previous years. Significant increases are related to anticipated higher fuel and utility costs. One new position, an administrative support supervisor, is being proposed for the administration division of the department.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 2,533,421	\$ 2,803,334	\$ 2,771,182	\$ 2,946,838	5.1%
Supplies & Materials	495,081	561,338	550,471	622,603	10.9%
Travel & Training	5,145	9,410	8,576	9,410	0.0%
Intragovernmental Charges	171,825	197,579	197,186	235,168	19.0%
Utilities, Services & Misc.	317,373	421,338	398,823	431,636	2.4%
Capital	259,720	241,500	240,529	396,400	64.1%
Other	0	0	0	0	
<b>Total</b>	<b>3,782,565</b>	<b>4,234,499</b>	<b>4,166,767</b>	<b>4,642,055</b>	<b>9.6%</b>
Summary					
Operating Expenses	3,522,845	3,992,999	3,926,238	4,245,655	6.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	259,720	241,500	240,529	396,400	64.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,782,565</b>	<b>\$ 4,234,499</b>	<b>\$ 4,166,767</b>	<b>\$ 4,642,055</b>	<b>9.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Administration	4.50	4.50	4.50	5.50	1.00
Parks Planning & Development	19.00	20.00	20.00	20.00	
C.A.R.E.	1.00	1.00	1.00	1.00	
Parks Management	16.00	16.00	16.00	16.00	
<b>Total Personnel</b>	<b>40.50</b>	<b>41.50</b>	<b>41.50</b>	<b>42.50</b>	<b>1.00</b>
Permanent Full-Time	40.50	41.50	41.50	42.50	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>40.50</b>	<b>41.50</b>	<b>41.50</b>	<b>42.50</b>	<b>1.00</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
<b>Park Management &amp; Operations:</b>			
No. of Hours Spent Mowing Parks	7,477	8,450	8,700
No. of Hours Spent Mowing Athletic/Golf:	7,722	8,550	8,550
No. of Athletic Fields Maintained	47	47	47
Pounds of Trash Collected	341,520	340,000	350,000
Pounds of Construction Debris	957,580	500,000	500,000
<sup>1</sup> No. of Shelter Reservations During Year	1,340	1,400	1,425

\*Summer 2005 was a near drought year which decreased hours spent mowing

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Park Planning &amp; Development:</b>			
No. of Projects Budgeted	13	12	12
No. of Projects Completed	10	17	17
No. of Trees Planted	302	#435	420
Memorial/Heritage Trees Maintained	466	496	530
Downtown Trees Maintained	435	450	475
Forestry Volunteer Hrs (TreeKeepers, Scouts, Schools....)	1,450	1,165	1,200
No. of Hazardous and Dead Tree Removals	100	103	125
No. of Landscape Areas Maintained	62	66	72
Total Sq. Feet of Landscape Beds Maintained	375,000	399,473	419,275

#Includes approx 70 six foot "whips" planted at MKT/Rodeo Drive. All others are 2-inch ball/burlap trees.

## COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Woodlands TX
<b>Population</b>	<b>94,645</b>	<b>117,097</b>	<b>132,841</b>	<b>83,094</b>	<b>65,391</b>	<b>120,000</b>
Number of Employees	45	61.0	69	51	37	47
Employees Per 1,000 Population	0.48	0.52	0.52	0.61	0.57	0.39
<b>Park Planning &amp; Development:</b>						
Capital Improvement Budget (3 Year Average)	\$2,004,275	\$750,000	\$3,275,000	\$3,000,000	\$475,000	\$4,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	75%	25%	10%	8%	50%	25%
No. of Permanent Staff Assigned to Capital Projects	13.0	0	6	0	0	1
No. of Landscape and Forestry Employees	8	1	1	13	7	10
	Columbia, MO	Springfield IL	Ft. Collins CO	Dubuque IA	St. Joseph, MO	**Lawrence KS
<b>Population</b>	<b>94,645</b>	<b>117,097</b>	<b>132,841</b>	<b>57,381</b>	<b>71,609</b>	<b>83,094</b>
Number of Employees	45	84	69	27	46	51
Employees Per 1,000 Population	0.48	0.72	0.52	0.47	0.64	0.61
<b>Parks Management &amp; Operations:</b>						
Total Park Acres	2,400	1,304	630	1,400	1,500	(1) 3,206
Number of Maintenance Employees	24.0	66	41	17	15	31
Park Acres Per Staff	100.00	19.76	15.37	82.35	100.00	103.42
<b>Premiere Facilities:</b>						
Pools	5	2	3	2	3	1
Golf Courses (18 Hole)	2	1.5	2	1	1	1
(2) Athletic Fields	25	48	10	13	15	19
Rec/Nature Centers	1	3	1	0	2	6
Ice Rinks-indoor	0	0	2	1	1	0
Total Facilities	33	54.5	16	17	21	27

(1)30-40% of acreage is natural, open space and unmaintained.

(2) Athletic Fields include all athletic fields that have lights and/or irrigation systems.

Number of Employees does not include ranger or related law enforcement staff.

**DESCRIPTION**

The Administration Division consists of the Director, Public Information Specialist, Administrative Support Assistant III, and 1.50 FTE Administrative Support Assistant II. This division assists the public with reservations, registrations, and information. Support and assistance is provided to all other divisions within the Department to ensure the successful operation of all areas of the Parks and Recreation Program. Areas of support generally include budget and accounting, promotion and the establishment of Department policies and procedures.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2007 Goals: Improved Coordination and Communication**

One new position, an administrative support supervisor, is being proposed for this Division. This position will allow the division to maintain and improve services to both the general public and internal department staff.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 273,725	\$ 294,184	\$ 294,719	\$ 332,646	13.1%
Supplies and Materials	16,990	21,451	19,875	19,045	(11.2%)
Travel and Training	924	3,400	3,267	3,400	0.0%
Intragovernmental Charges	49,216	57,011	57,011	69,456	21.8%
Utilities, Services, & Misc.	40,953	47,300	46,611	55,215	16.7%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 381,808</b>	<b>\$ 423,346</b>	<b>\$ 421,483</b>	<b>\$ 479,762</b>	<b>13.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8970 - Dir. of Parks and Recreation	1.00	1.00	1.00	1.00	
4802 - Public Information Spec.	1.00	1.00	1.00	1.00	
1004 - Admin. Support Supervisor	0.00	0.00	0.00	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	
<b>Total Personnel</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>	<b>1.00</b>
Permanent Full-Time	4.50	4.50	4.50	5.50	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>	<b>1.00</b>

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**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**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,060,828	\$ 1,201,421	\$ 1,185,373	\$ 1,251,806	4.2%
Supplies and Materials	124,557	124,720	124,481	130,120	4.3%
Travel and Training	1,851	3,125	2,959	3,125	0.0%
Intragovernmental Charges	32,285	37,761	37,369	56,142	48.7%
Utilities, Services, & Misc.	53,876	67,356	64,217	64,746	(3.9%)
Capital	0	6,000	5,529	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,273,397</b>	<b>\$ 1,440,383</b>	<b>\$ 1,419,928</b>	<b>\$ 1,505,939</b>	<b>4.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
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	0.00	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	4.00	4.00	4.00	
2300 - Equipment Operator II	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	
Permanent Full-Time	19.00	20.00	20.00	20.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	

**DESCRIPTION**

This program targets economically, socially and academically disadvantaged youth ages 14 through 18 for career training. This is accomplished by providing educational resources to the trainee in the form of an intensive seven-day vocational training seminar, placement with a local employer for 205 hours of work experience, and coaching trainees on the job. Wages are provided by the City of Columbia. Supervision of trainees is provided by those agencies or businesses where they are employed.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

This budget contains funds to maintain the program at its current level including the seventh year of operation of the C.A.R.E. Gallery Program. This program provides career training to 180 - 200 disadvantaged youth annually. The C.A.R.E. Program will continue to offer tutoring and GED assistance to a number of youth during the school year.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 278,862	\$ 321,382	\$ 306,092	\$ 329,438	2.5%
Supplies and Materials	8,294	8,350	8,179	9,007	7.9%
Travel and Training	98	0	0	0	
Intragovernmental Charges	2,788	3,900	3,900	4,393	12.6%
Utilities, Services, & Misc.	28,636	56,387	49,332	43,397	(23.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 318,678</b>	<b>\$ 390,019</b>	<b>\$ 367,503</b>	<b>\$ 386,235</b>	<b>(1.0%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7301 - Social Services Specialist	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
Permanent Full-Time	1.00	1.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	

**DESCRIPTION**

In the General Fund, Parks Services Division, the Parks Management and Operations Program is responsible for the management, maintenance, and operation of parks, playgrounds, indoor and outdoor recreation facilities, grounds, and support areas. The management, maintenance and capital replacement of the Parks and Recreation Department's fleet is administered by program staff.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

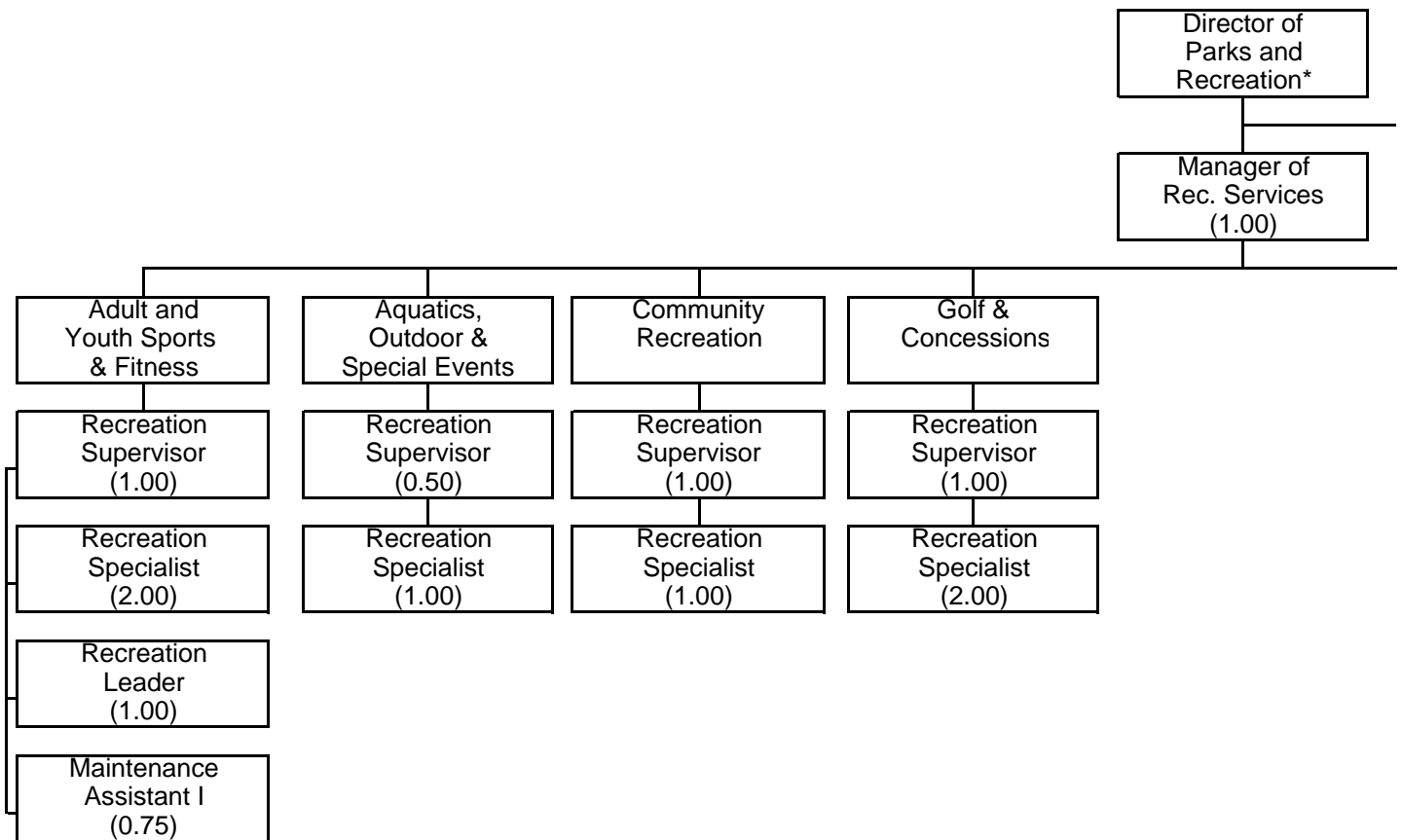
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 920,006	\$ 986,347	\$ 984,998	\$ 1,032,948	4.7%
Supplies and Materials	345,240	406,817	397,936	464,431	14.2%
Travel and Training	2,272	2,885	2,350	2,885	0.0%
Intragovernmental Charges	87,536	98,907	98,906	105,177	6.3%
Utilities, Services, & Misc.	193,908	250,295	238,663	268,278	7.2%
Capital	259,720	235,500	235,000	396,400	68.3%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,808,682</b>	<b>\$ 1,980,751</b>	<b>\$ 1,957,853</b>	<b>\$ 2,270,119</b>	<b>14.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8750 - Park Services Manager	1.00	1.00	1.00	1.00	
8690 - Park Ranger	1.00	1.00	1.00	1.00	
4203 - Management Support Specialist	1.00	1.00	1.00	1.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2404 - Maintenance Mechanic	3.50	3.50	3.50	3.50	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2402 - Maintenance Assistant II	2.00	2.00	2.00	2.00	
2300 - Equipment Operator II	2.00	2.00	2.00	2.00	
2108 - Vehicle Maintenance Supv. I	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic	1.50	1.50	1.50	1.50	
1003 - Admin. Support Assistant III	0.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	
Permanent Full-Time	16.00	16.00	16.00	16.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	



**City of Columbia - Recreation Services Fund**  
36.25 FTE Positions



\* Positions not included in Recreation Services's FTE count.

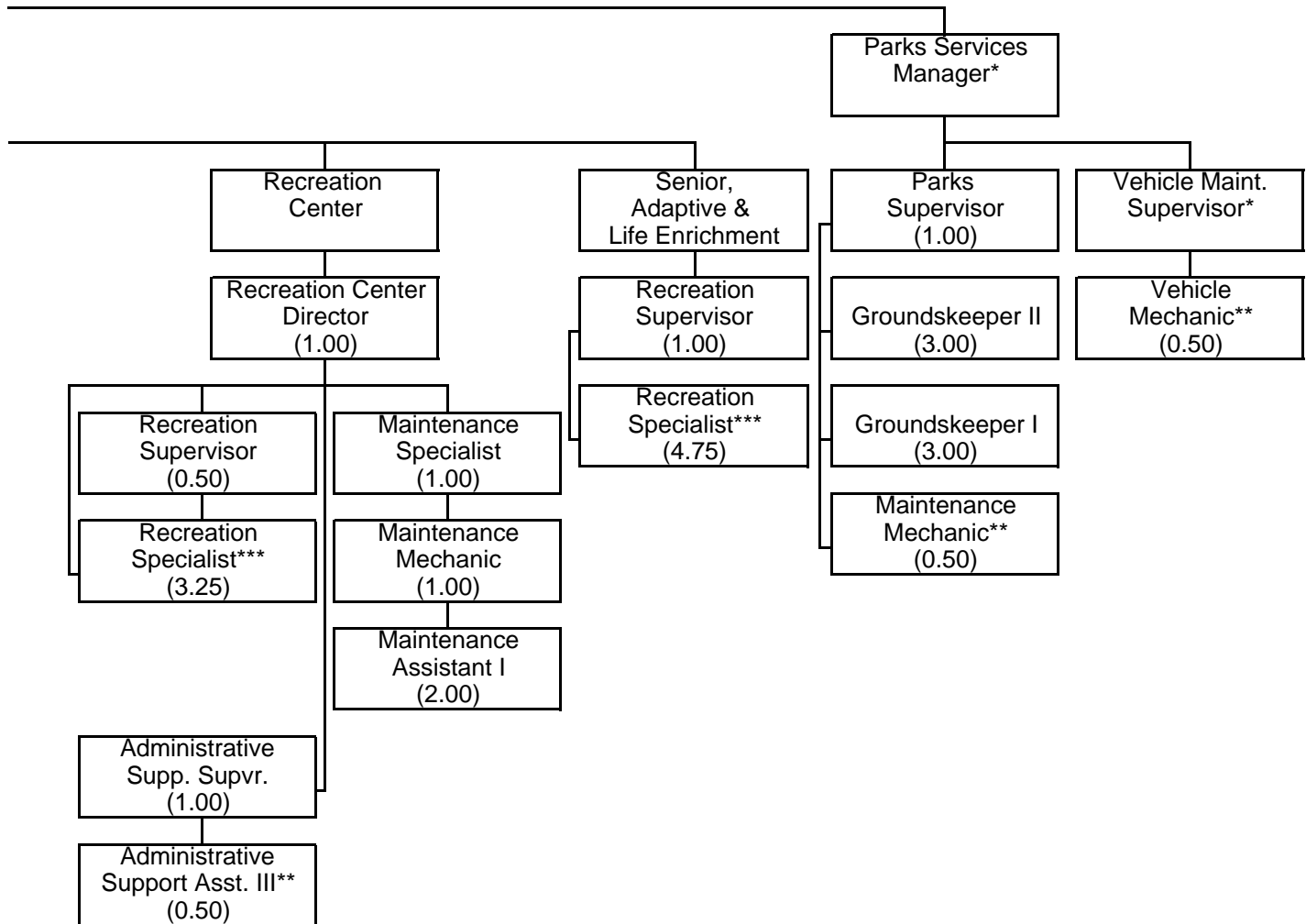
\*\* A portion of these positions are also budgeted in the General Fund.

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





**City of Columbia - Recreation Services Fund**  
36.25 FTE Positions



\* Positions not included in Recreation Services's FTE count.

\*\* A portion of these positions are also budgeted in the General Fund.

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

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**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 3,241,613	\$ 3,653,672	\$ 3,513,372	\$ 3,738,180	2.3%
Supplies & Materials	891,049	1,042,231	958,814	1,056,311	1.4%
Travel & Training	9,627	13,641	10,606	15,981	17.2%
Intragovernmental Charges	447,194	466,290	466,403	529,767	13.6%
Utilities, Services & Misc.	1,224,686	1,187,149	1,147,445	1,523,933	28.4%
Capital	50,994	48,000	48,000	61,000	27.1%
Other	812,074	699,349	675,493	614,600	(12.1%)
<b>Total</b>	<b>6,677,237</b>	<b>7,110,332</b>	<b>6,820,133</b>	<b>7,539,772</b>	<b>6.0%</b>
Summary					
Operating Expenses	5,441,287	6,322,983	6,056,640	6,619,172	4.7%
Non-Operating Expenses	765,607	658,534	633,823	624,600	(5.2%)
Debt Service	89,906	80,815	81,670	35,000	(56.7%)
Capital Additions	50,994	48,000	48,000	61,000	27.1%
Capital Projects	329,443	0	0	200,000	
<b>Total Expenses</b>	<b>\$ 6,677,237</b>	<b>\$ 7,110,332</b>	<b>\$ 6,820,133</b>	<b>\$ 7,539,772</b>	<b>6.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	17.25	18.00	18.00	18.00	
Recreation Center	10.25	10.25	10.25	10.25	
<b>Total Personnel</b>	<b>35.50</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	
Permanent Full-Time	35.50	35.50	35.50	35.50	
Permanent Part-Time	0.00	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>35.50</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	

## PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Sports (Youth &amp; Adult):</b>			
Annual Estimated Participants	123,590	124,000	125,000
Cost Per Participant	\$5.78	\$6.30	\$6.00
Revenue Per Participant	\$2.39	\$2.22	\$3.00
Percent of Program Subsidy	58.60%	64.80%	50.00%
<b>Aquatics/Outdoor/Travel:</b>			
Annual Estimated Participants	90,450	85,000	85,000
Cost Per Participant	\$6.10	\$8.64	\$7.50
Revenue Per Participant	\$3.26	\$4.53	\$3.75
Percent of Program Subsidy	46.50%	47.50%	50.00%
<b>Golf:</b>			
No. of Participants	67,710	69,000	69,000
Cost Per Participant	\$16.28	\$17.75	\$17.00
Revenue Per Participant	\$15.85	\$16.80	\$17.00
Percent of Program Subsidy	2.60%	5.30%	0.00%
<b>Senior Adults/Adaptive/Life Enrichment:</b>			
No. of Participants	152,363	153,000	153,000
Cost Per Participants	\$4.25	\$4.76	\$4.00
Revenue Per Participant	\$1.37	\$1.79	\$1.50
Percent of Program Subsidy	67.70%	62.40%	62.50%
<b>Community Recreation:</b>			
Annual Estimated Participants	69,223	71,000	71,000
Cost Per Participant	\$3.61	\$4.02	\$3.80
Revenue Per Participant	\$0.15	\$0.08	\$0.12
Percent of Program Subsidy	95.90%	98.00%	96.80%
<b>Activity &amp; Recreation Center:</b>			
Annual Estimated Participants	304,210	305,000	305,000
Cost Per Participant	\$4.80	\$5.50	\$5.20
Revenue Per Participant	\$5.36	\$4.73	\$5.20
Percent of Program Subsidy	-11.90%	13.90%	0.00%

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

## COMPARATIVE DATA

	Columbia, MO	Boulder, CO	Champaign, IL	Iowa City, IA	Springfield, MO	Topeka KS
<b>Population</b>	<b>94,645</b>	<b>90,388</b>	<b>71,627</b>	<b>63,306</b>	<b>149,738</b>	<b>120,969</b>
Number of Employees	28.25	61.00	41.00	23.00	81.00	53.00
Employees Per 1,000 Population	0.298	0.675	0.572	0.363	0.541	0.438

**DESCRIPTION**

The Recreation Services Fund includes a portion of the Park Services Division expenses for the management, operation, and maintenance of the facilities that are operated and/or programmed by the Recreation Services Division. These areas include all aquatic facilities, athletic fields, golf courses, indoor recreation facilities, and special event support. A selected portion of the fleet replacement and maintenance operations are also included in the Recreation Services Fund.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

The operating budget has been based on maintaining existing services. Significant increases are related to anticipated higher fuel and utility costs.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 495,381	\$ 567,803	\$ 538,214	\$ 584,496	2.9%
Supplies & Materials	245,704	311,109	286,910	324,772	4.4%
Travel & Training	925	1,189	1,010	1,189	0.0%
Intragovernmental Charges	29,344	31,253	31,253	36,285	16.1%
Utilities, Services & Misc.	297,862	364,265	369,195	422,816	16.1%
Capital	50,994	48,000	48,000	61,000	27.1%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,120,210</b>	<b>\$ 1,323,619</b>	<b>\$ 1,274,582</b>	<b>\$ 1,430,558</b>	<b>8.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II	3.00	3.00	3.00	3.00	
2413 - Groundskeeper I	3.00	3.00	3.00	3.00	
2404 - Maintenance Mechanic	0.50	0.50	0.50	0.50	
2107 - Vehicle Mechanic	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	
Permanent Full-Time	8.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The operating budget has been based upon maintaining existing services. Funding is being proposed to conduct a study of the Division's fees, charges, and staffing policies and practices with the goal of developing an updated pricing policy and revenue recovery goals.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,756,350	\$ 2,030,392	\$ 1,945,023	\$ 2,071,212	2.0%
Supplies & Materials	409,477	526,529	477,884	515,754	(2.0%)
Travel & Training	4,641	5,202	4,296	7,642	46.9%
Intragovernmental Charges	331,698	339,776	339,889	399,595	17.6%
Utilities, Services & Misc.	458,860	515,949	477,640	558,431	8.2%
Capital	0	0	0	0	
Other	369,568	362,489	334,194	321,500	(11.3%)
<b>Total</b>	<b>\$ 3,330,594</b>	<b>\$ 3,780,337</b>	<b>\$ 3,578,926</b>	<b>\$ 3,874,134</b>	<b>2.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	5.50	5.50	5.50	5.50	
8520 - Recreation Specialist	8.75	8.75	8.75	9.75	1.00
8510 - Recreation Leader	2.00	2.00	2.00	1.00	(1.00)
2401 - Maintenance Asst. I	0.00	0.75	0.75	0.75	
<b>Total Personnel</b>	<b>17.25</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	
Permanent Full-Time	17.25	17.25	17.25	17.25	
Permanent Part-Time	0.00	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>17.25</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

This budget represents the fourth full fiscal year of operation for the ARC and maintains services at the current level of operation. This is the second year that a portion of the capital improvement fees collected by the ARC will be used to replace cardio equipment.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 989,882	\$ 1,055,477	\$ 1,030,135	\$ 1,082,472	2.6%
Supplies & Materials	135,495	204,593	194,020	215,785	5.5%
Travel & Training	4,061	7,250	5,300	7,150	(1.4%)
Intragovernmental Charges	86,152	95,261	95,261	93,887	(1.4%)
Utilities, Services & Misc.	238,894	306,935	300,610	342,686	11.6%
Capital	0	0	0	0	
Other	442,506	336,860	341,299	293,100	(13.0%)
<b>Total</b>	<b>\$ 1,896,990</b>	<b>\$ 2,006,376</b>	<b>\$ 1,966,625</b>	<b>\$ 2,035,080</b>	<b>1.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8610 - Recreation Center Director	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	0.50	0.50	0.50	0.50	
8520 - Recreation Specialist	3.25	3.25	3.25	3.25	
2404 - Maintenance Mechanic	1.00	1.00	1.00	1.00	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	2.00	2.00	2.00	2.00	
1004 - Admin Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin Support Assistant III	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	
Permanent Full-Time	10.25	10.25	10.25	10.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	

## MAJOR PROJECTS

The Department is proposing that \$200,000 in funding from the Recreation Services Fund be used for improvements to the Cosmo Park Antimi Baseball/Softball complex in FY 2007.

## FISCAL IMPACT

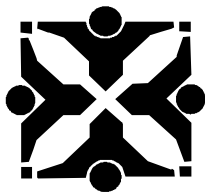
Funds will continue to accumulate from the recreation user fee and the capital improvements fees and will be available to provide funding for future capital projects.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	100,373	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	229,070	0	0	200,000	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 329,443</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>200,000</b>	



# Public Works Department

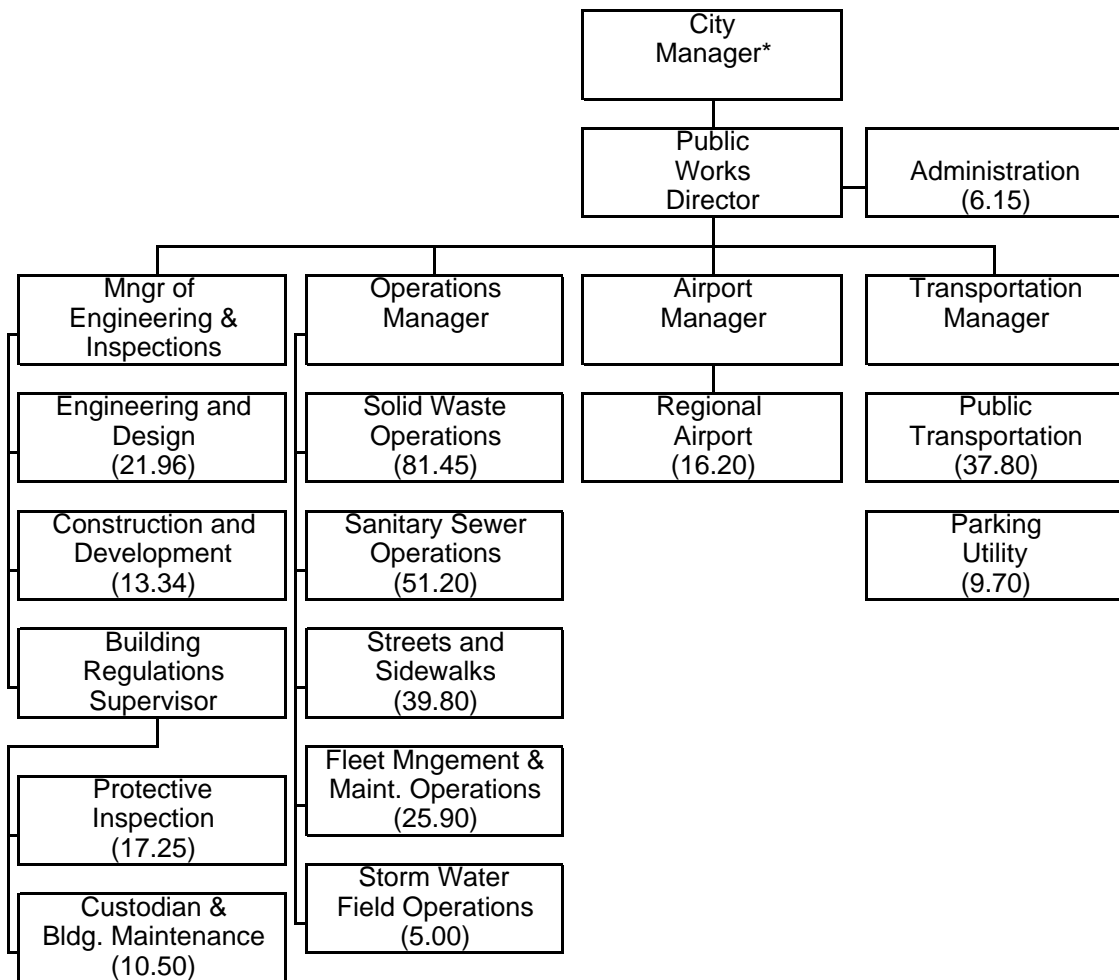


*City of Columbia*  
*Columbia, Missouri*



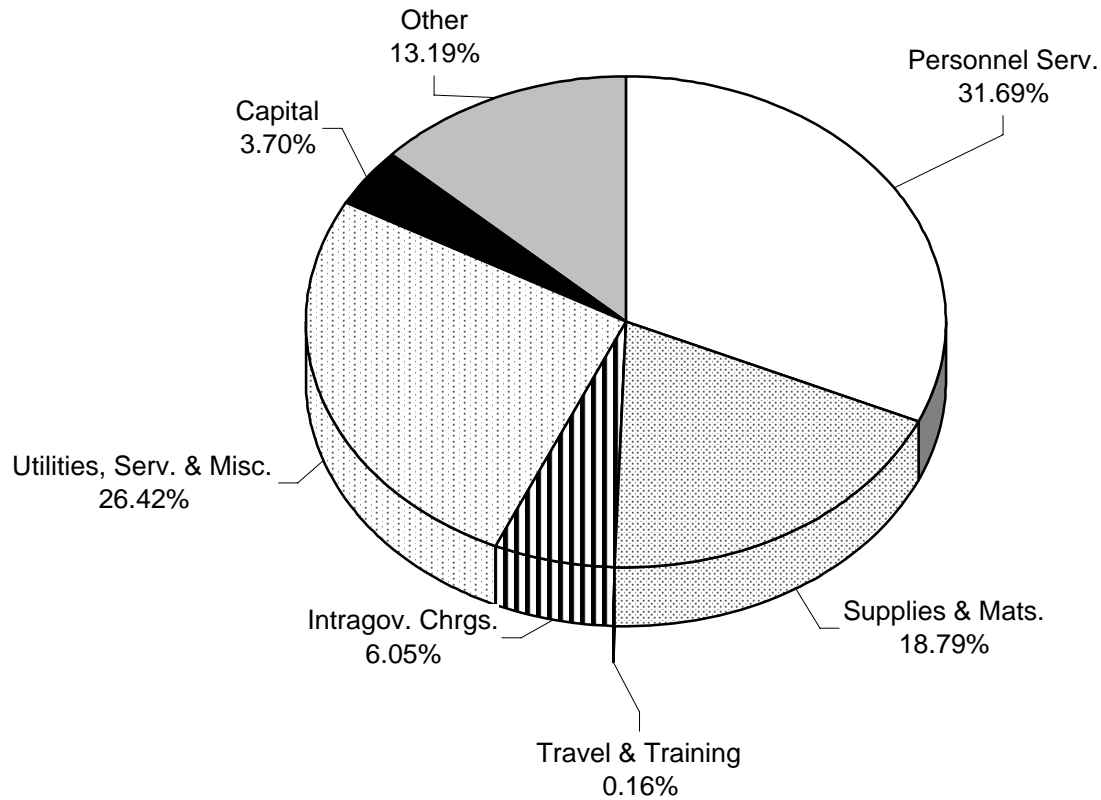
# City of Columbia - Public Works Department

336.25 FTE Positions



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

## Public Works Department - Summary FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 17,100,592	\$ 18,799,850	\$ 18,016,372	\$ 20,066,677	6.7%
Supplies & Materials	9,115,933	10,247,065	10,863,044	11,897,010	16.1%
Travel & Training	35,885	79,161	76,201	100,952	27.5%
Intragovernmental Charges	3,287,946	3,553,274	3,555,309	3,828,581	7.7%
Utilities, Services & Misc.	9,308,207	20,749,783	20,848,819	16,726,078	(19.4%)
Capital	2,463,600	2,181,771	2,108,511	2,341,622	7.3%
Other	8,006,372	7,893,264	8,531,454	8,352,404	5.8%
<b>Total</b>	<b>49,318,535</b>	<b>63,504,168</b>	<b>63,999,710</b>	<b>63,313,324</b>	<b>(0.3%)</b>
Summary					
Operating Expenses	35,083,982	39,099,135	38,911,341	42,806,441	9.5%
Non-Operating Expenses	6,470,071	6,321,597	6,847,714	6,584,554	4.2%
Debt Service	1,702,639	1,708,724	1,939,203	1,914,350	12.0%
Capital Additions	2,212,681	2,181,771	2,108,511	2,341,622	7.3%
Capital Projects	3,849,162	14,192,941	14,192,941	9,666,357	(31.9%)
<b>Total Expenses</b>	<b>\$ 49,318,535</b>	<b>\$ 63,504,168</b>	<b>\$ 63,999,710</b>	<b>\$ 63,313,324</b>	<b>(0.3%)</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Quality of life issues will continue to be a high priority for the Public Works Department. There will be continued emphasis placed on protection of water quality from storm water run off with the EPA Phase II Storm Water Regulations. In addition the Storm Water Management and Water Quality Design manual will be adopted by city council in FY2007. A couple of major roadway construction projects will be underway, Southampton from State Farm north to Grindstone Parkway and Chapel Hill beginning at Scott Boulevard and extending west and connecting to Gillespie Bridge Road just east of the bridge over the Perche Creek. Highlights of the coming year are to be the continued implementation of the 5 year street Capital Improvement Plan, continued work on various sewer districts throughout the city to eliminate private sewers, on-site septic tanks and lagoons, implementation of the 5 year sewer bond issue passed in November 2003, airline services with Mesa Air will begin in September 2006 and will provide 12 nonstop round trips to Kansas City and St. Louis per week for a two year period, produce a system that will recover energy from landfill methane gas and to start the construction for the bioreactor landfill. Staff will aggressively seek to supplement limited local resources with grants that are appropriate to the department's mission and will continue efforts to interactively communicate with the public in order to better understand and respond to the public's needs.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
General Fund Operations	\$ 8,513,987	\$ 9,239,872	\$ 8,902,318	\$ 9,697,551	5.0%
Public Transportation Fund	3,786,060	7,468,132	7,284,110	6,168,537	(17.4%)
Regional Airport Fund	3,063,014	2,131,680	2,176,204	3,051,905	43.2%
Sanitary Sewer Utility Fund	11,078,931	15,844,474	16,004,812	16,731,516	5.6%
Parking Facilities Fund	1,869,447	3,370,918	3,433,256	2,286,099	(32.2%)
Solid Waste Utility Fund	12,714,670	16,632,582	16,654,384	15,159,297	(8.9%)
Storm Water Utility Fund	2,363,555	2,603,971	2,744,588	2,585,789	(0.7%)
Custodial & Maint. Serv. Fund	839,602	1,097,869	1,040,771	1,184,796	7.9%
Fleet Operations Fund	5,089,269	5,114,670	5,759,267	6,447,834	26.1%
<b>Total Expense</b>	<b>\$ 49,318,535</b>	<b>\$ 63,504,168</b>	<b>\$ 63,999,710</b>	<b>\$ 63,313,324</b>	<b>(0.3%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
General Fund Operations	85.23	86.73	87.73	90.11	2.38
Public Transportation Fund	35.10	36.10	36.10	37.80	1.70
Regional Airport Fund	16.00	16.00	16.00	16.20	0.20
Sanitary Sewer Utility Fund	56.24	57.24	57.24	57.63	0.39
Parking Facilities Fund	5.60	5.60	5.60	5.70	0.10
Solid Waste Utility Fund	77.25	77.25	77.25	81.45	4.20
Storm Water Utility Fund	10.43	10.43	10.43	10.96	0.53
Custodial & Maintenance Serv. Fund	10.50	10.50	10.50	10.50	
Fleet Operations Fund	23.90	24.90	24.90	25.90	1.00
<b>Total Personnel</b>	<b>320.25</b>	<b>324.75</b>	<b>325.75</b>	<b>336.25</b>	<b>10.50</b>
Permanent Full-Time	310.00	315.00	316.00	326.00	10.00
Permanent Part-Time	10.25	9.75	9.75	10.25	0.50
<b>Total Permanent</b>	<b>320.25</b>	<b>324.75</b>	<b>325.75</b>	<b>336.25</b>	<b>10.50</b>

## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

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

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

**Parking Enforcement:** Create and assure parking turnover in the City's enforcement areas. Enforce the no parking regulations in hazardous locations. Generally, enforce all parking ordinances in the central business district.

**Protective Inspection:** Protection of the public by assuring compliance of all building, rental housing, zoning, sign, and subdivision codes through the city.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 4,682,060	\$ 5,097,068	\$ 4,778,705	\$ 5,438,862	6.7%
Supplies & Materials	1,313,628	1,577,768	1,538,166	1,628,275	3.2%
Travel & Training	8,786	14,370	12,980	18,410	28.1%
Intragovernmental Charges	453,159	506,758	507,203	561,440	10.8%
Utilities, Services & Misc.	1,341,329	1,319,352	1,344,441	1,585,759	20.2%
Capital	715,025	694,949	691,216	464,805	(33.1%)
Other	0	29,607	29,607	0	(100.0%)
<b>Total</b>	<b>8,513,987</b>	<b>9,239,872</b>	<b>8,902,318</b>	<b>9,697,551</b>	<b>5.0%</b>
Summary					
Operating Expenses	7,798,962	8,515,316	8,181,495	9,232,746	8.4%
Non-Operating Expenses	0	29,607	29,607	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	715,025	694,949	691,216	464,805	(33.1%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 8,513,987</b>	<b>\$ 9,239,872</b>	<b>\$ 8,902,318</b>	<b>\$ 9,697,551</b>	<b>5.0%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration & Engineering	26.18	26.68	27.68	29.06	1.38
Streets & Sidewalks	38.80	39.80	39.80	39.80	
Protective Inspection	16.25	16.25	16.25	17.25	1.00
Parking Enforcement	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>85.23</b>	<b>86.73</b>	<b>87.73</b>	<b>90.11</b>	<b>2.38</b>
Permanent Full-Time	84.73	86.73	87.73	90.11	2.38
Permanent Part-Time	0.50	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>85.23</b>	<b>86.73</b>	<b>87.73</b>	<b>90.11</b>	<b>2.38</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Engineering: (1)</b>			
Miles of Streets Constructed/Inspected in New Developments	20.62	7.00	10.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	35.05	10.00	15.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	0.60	2.50	2.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	2.48	2.25	3.00
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.54	5.00	5.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	2.90	1.50	2.00
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	6.52	2.50	3.00
No. of Site Plans, Construction Plans, & Plats Reviewed	2,776	1,500	2,500
No. of Excavation Permits Issued	1,767	1,200	1,500
No. of Flood Plain Development Permits Reviewed	45	50	50
<b>Streets:</b>			
Street Segments Resurfaced/Repaired	436	739	450
Service/Maintenance Cuts Repaired	275	319	315
Tons of Asphalt Used (2)	6,800	8,513	9,000
Snow Removal Hours	7,714	2,403	8,000
Tons of Salt & Cinders Used	3,666	1,082	4,600
Street Sweeping Miles/Tons	13,625/2175	11,172/1313	14,000/2000
Special Projects for Other Depts/Division Hours	375	385	400
<b>Traffic (Control Operations):</b>			
Signs Installed	316	439	400
Signs Replaced	1,380	1,430	1,450
Signing Hours	6,847	6,005	6,500
Striping (Miles of painting)			
Contracted striping	20	20	20
In-house striping	126	128	130
Other Painting (gallons of paint)	750	751	800
Signal Maintenance/Installation Hours	1,286	2,830	2,600
Traffic Studies Hours	265	172	200
<b>Parking Enforcement:</b>			
Parking Tickets:			
Expired Meter Tickets	39,149	47,500	47,500
Uniform Tickets	8,876	14,000	14,200
Warnings Issued	102	50	50
Overtime Enforcement:			
Ticket Issued	951	2,500	2,400
Vehicles Chalked	13,287	27,000	21,000
SCOFFLAW Enforcement: Tows or Boots	350	500	100
<b>Protective Inspection:</b>			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	11,768	5,100	9,000
No. of Rental Inspections	5,797	4,850	5,000
No. of Building Inspections	34,021	27,000	34,000
Code Enforcement & Dilapidated Bldgs.	226	500	230
No. of Neighborhood Response Team inspections	2,057	2,000	2,000
No. of Violations Referred for Prosecution	18	10	10

(1) Engineering Division measurements and indicators are based on a calendar year.

(2) Tons of asphalt does not include overlay.

## COMPARATIVE DATA - ADMIN/ENGINEERING

	Columbia, MO	Springfield, MO	Lawrence, KS	Norman, OK	Little Rock, AR	Boulder, CO
<b>Admin/Engineering:</b>						
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>83,094</b>	<b>104,162</b>	<b>184,777</b>	<b>90,388</b>
Number of Employees	40	43	10	X	52	15
Employees Per 1,000 Population	0.42	0.26	0.12	X	0.28	0.17
Operating Budget	\$3,061,012	\$3,232,658	\$786,401	X	\$4,672,808	\$4,221,590
<b>Capital Improvement Budget:</b>				X		
Streets/Sidewalks	\$3,770,500	\$34,809,869	\$6,750,000	X	\$18,269,000	\$3,178,000
Sanitary Sewers	\$4,012,450	\$26,381,800	\$8,753,500	X		\$2,125,000
Storm Water	\$667,186	\$12,001,500	\$446,000	X	\$3,187,000	\$2,785,000

X - Did not respond

**Springfield, MO:**

- 1) Street and Sanitary Sewer inspections are done by separate divisions.
- 2) Land disturbance and landscaping are reviewed and inspected by a separate division.
- 3) Seven administrative personnel in an administrative division (budget figures included) with Director of Public Works.
- 4) Updated 2006.

**Lawrence, KS:**

- 1) Street, Sanitary Sewer, and Storm Sewer design and ROW acquisition are contracted.
- 2) No landscaping or land disturbance activities are done.
- 3) Traffic is a separate division.
- 4) Street repair and overlay is funded outside of engineering department, but has been included in street and sidewalk CIP.
- 5) Updated 2006.

**Little Rock, AR:**

- 1) ROW acquisition and traffic engineering are handled by a separate division.
- 2) Street, storm water, and grant project design are done only if the designs are small, otherwise the designs are contracted. This applies also to land and design surveys.
- 3) Design review of sanitary sewers, land disturbance and landscaping are handled by another department.
- 4) Inspection of private development projects is only done in the ROW, and inspection of land disturbance and landscaping are handled by another department.
- 5) Sanitary sewer engineering is handled by another department
- 6) Updated 2006.

**Boulder, CO:**

- 1) Three main divisions: Utilities, Transportation, Development and Support Services.
- 2) Separate divisions do project management and inspection work.
- 3) Street, Storm Water & Sanitary Sewer Designs are contracted.
- 4) Updated 2006.



## COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, MO	Independence, MO	St. Charles, MO	Joplin, MO (2)	Ames, IA
<b>Street Division:</b>						
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>109,373</b>	<b>62,043</b>	<b>47,780</b>	<b>53,482</b>
Number of Employees	31.80	108.00	44.50	37.00	24.00	18.00
Employees Per 1,000 Population	0.34	0.72	0.41	0.60	0.50	0.34
No. of Seasonal Employees	8	15	0	0	9	0
Miles of Street (Centerline)	425	820	540	230	1,600	240
Employees per Centerline Mile	0.07	0.13	0.08	0.16	0.02	0.08
<b>Traffic Division:</b>						
No. of Signalized Intersections	37	135	DID	43	51	60
Number of Employees	7	29		4	3	9
No. of Seasonal Employees	3	4	NOT	0	2	2
Feet of Striping Maintenance	1,200,000	3,960,000		421,084	525,000	350,000
Employees/100,000 ft of striping	0.58	0.73	RESPOND	0.95	0.57	2.43
Sign Inventory	20,000	35,000		41,000	6,000	9,325
Employees/1,000 signs	0.35	0.83		0.10	0.50	0.91

(1) Springfield has 240 signals-they only maintain 135+20 flashers, MoDOT maintains the rest

(2) No traffic response for Independence, MO

## COMPARATIVE DATA - PARKING ENFORCEMENT

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN
<b>Parking Enforcement:</b>						
<b>Population</b>	<b>94,645</b>	<b>37,844</b>	<b>90,388</b>	<b>63,306</b>	<b>243,733</b>	<b>97,790</b>
Number of Employees	4	3	11	7	6	3
Employees Per 1,000 Population	0.042	0.079	0.122	0.111	0.025	0.031
No. of Parking Spaces	3,726	1,005	4,090	4,340	8,325	4,654
No. of Parking Spaces per Employee	932	335	372	620	1,388	1,551

Rochester, MN has 1462 Duncan EPMs accommodating coins or prepaid cash key.

Columbia, MO has 2137 POM parking meters using EZ Park Debit cards, plus 222 EZ Park spaces in garages.

## COMPARATIVE DATA - PROTECTIVE INSPECTION

	Columbia, MO	Springfield, MO	Ames, IA	St. Joseph, MO	Champaign, IL
<b>Protective Inspection:</b>					
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>53,482</b>	<b>71,609</b>	<b>71,627</b>
Number of Employees	16	22	9	7	10
Employees Per 1,000 Population	0.172	0.147	0.168	0.098	0.140
No. of Building Inspections	43,566	9,417	13,197	5,725	13,516

**NOTES:**

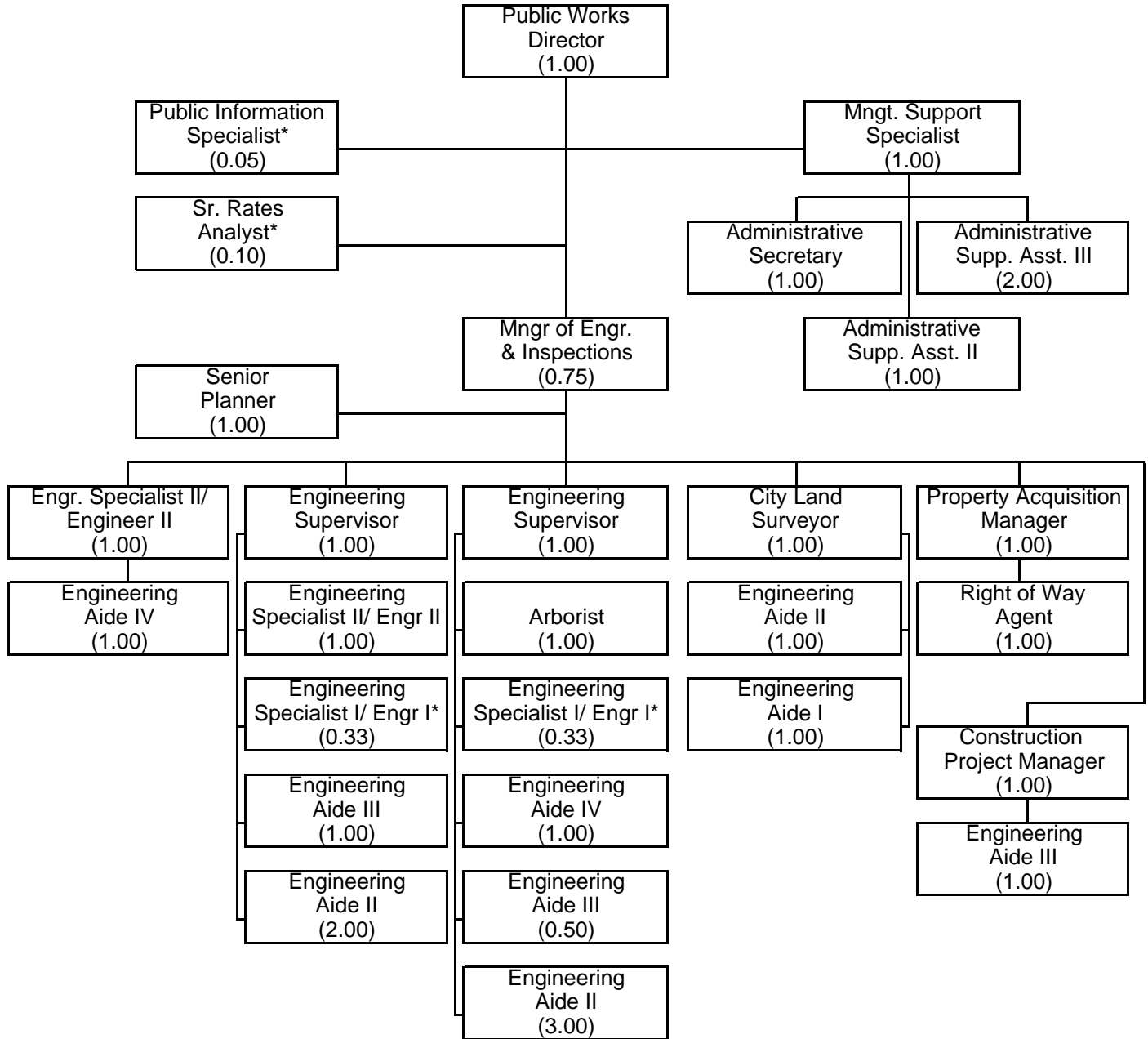
Number of inspections for Columbia includes zoning, signs, complaints, housing, business license, Neighborhood Response Team, housing and rental inspections.

- For all cities Number of Employees includes administrative, clerical and field inspectors.
- The City of Champaign and the City of St. Joseph do not have a Rental Inspection Program.
- Zoning enforcement at St. Joseph and Champaign is done by the Planning Department.
- Champaign's Planning Department inspects signs.
- Springfield's rental inspections are done by Health Department and the inspection numbers are approximated, current exact numbers were not available.



# City of Columbia - Public Works Administration & Engineering

29.06 FTE Positions



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

**DESCRIPTION**

The Administration section provides management of all divisions and functions of the Department including Engineering, Protective Inspection, Streets, Traffic, Transit, Regional Airport, Sanitary Sewer, Parking, Solid Waste, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition. The Engineering Division provides survey, design, contract administration and inspection of various public improvement projects, reviews of subdivision improvements, issuance of permits and inspection of all construction on public right-of-way.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Major roadways such as Blue Ridge Road from Garth to Rangeline, Green Meadows Road from Providence to Grindstone Parkway, and East Broadway from Brickton to Old 63 were constructed during this past year. Southampton Drive is currently out to bid with construction beginning in Fall 2006. This project extends an existing portion of Southampton near State Farm north to Grindstone Parkway. Chapel Hill is in final design and right of way negotiation, The project begins at Scott Boulevard and extends west and reconnects to Gillespie Bridge Road just east of the bridge over the Perche Creek. This project will likely start construction in late fall 2006.

In November 2005, the citizens of Columbia approved the extension of the 1/4 cent capital improvement sales tax in which design has been begun on the following projects: Providence Road from Vandiver to Blue Ridge, Brown School Road from Rangeline to Providence, Clark Lane from Ballenger to St. Charles and Scott Boulevard from Rollins to Brookview Terrace.

The Business Loop 70 sidewalk project is in final design and will be constructed in late summer 2006.

The City is going to receive \$4,000,000 from the Federal Non-motorized grant program, during FY 2006. This program will allocate funds to the city from FY06-FY09 and is currently underway and the initial projects will focus on intersection reconstruction to accommodate motorists, bicyclists, and pedestrians.

The addition of a Property Acquisition Manager will help with the increased volume of right-of-way acquisitions for the entire city particularly with the non-motorized federal grant that the City has received for the next four years. This position will also allow for acquisitions to be handled in a more timely manner.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,656,933	\$ 1,793,209	\$ 1,678,634	\$ 1,993,761	11.2%
Supplies and Materials	83,342	98,143	95,523	112,502	14.6%
Travel and Training	7,270	7,805	8,211	7,845	0.5%
Intragovernmental Charges	154,456	191,360	191,585	210,574	10.0%
Utilities, Services, & Misc.	55,405	80,387	80,607	83,631	4.0%
Capital	0	18,000	17,716	25,500	41.7%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,957,406</b>	<b>\$ 2,188,904</b>	<b>\$ 2,072,276</b>	<b>\$ 2,433,813</b>	<b>11.2%</b>

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## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
5901 - Director of Public Works	1.00	1.00	1.00	1.00	
5111/5099 - Eng. Specialist I/Engr. I	0.00	0.00	0.00	0.66	0.66
5110/5100 - Eng. Specialist II/Engr. II	0.00	0.00	0.00	2.00	2.00
5109 - Engineering Supervisor	0.00	0.00	0.00	2.00	2.00
5106 - Mngr of Engineering & Inspn	0.00	0.00	0.00	0.75	0.75
5105 - Supervising Engineer	2.00	2.00	2.00	0.00	(2.00)
5104 - Chief Engineer	0.75	0.75	0.75	0.00	(0.75)
5103 - Traffic Engineer	1.00	1.00	1.00	0.00	(1.00)
5102 - Civil Engineer II	1.00	1.00	1.00	0.00	(1.00)
5101 - Civil Engineer I	0.33	0.33	0.33	0.00	(0.33)
5023 - City Land Surveyor	1.00	1.00	1.00	1.00	
5015 - Property Acquisition Manager	0.00	0.00	0.00	1.00	1.00
5012 - Right-of-Way Agent	1.00	1.00	1.00	1.00	
5007 - Arborist	1.00	1.00	1.00	1.00	
5005 - Engineering Aide V	1.00	1.00	1.00	0.00	(1.00)
5004 - Engineering Aide IV	1.50	2.00	2.00	2.00	
5003 - Engineering Aide III	2.50	2.50	2.50	2.50	
5002 - Engineering Aide II	6.00	6.00	6.00	6.00	
5001 - Engineering Aide I	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.00	0.00	0.00	0.05	0.05
4502 - Sr. Rates Analyst	0.00	0.00	0.00	0.10	0.10
4203 - Management Support Spec.	1.00	1.00	1.00	1.00	
4201 - Financial Mgmt. Spec.	0.10	0.10	0.10	0.00	(0.10)
4103 - Senior Planner	0.00	0.00	1.00	1.00	
2408 - Construction Project Manager	0.00	0.00	0.00	1.00	1.00
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>26.18</b>	<b>26.68</b>	<b>27.68</b>	<b>29.06</b>	<b>1.38</b>
Permanent Full-Time	25.68	26.68	27.68	29.06	1.38
Permanent Part-Time	0.50	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>26.18</b>	<b>26.68</b>	<b>27.68</b>	<b>29.06</b>	<b>1.38</b>

All Civil Engineer II and I and Traffic Engineer titles changed to Engineering Specialists II and I/ Engineer I and II.

All Supervising Engineer titles changed to Engineering Supervisors.

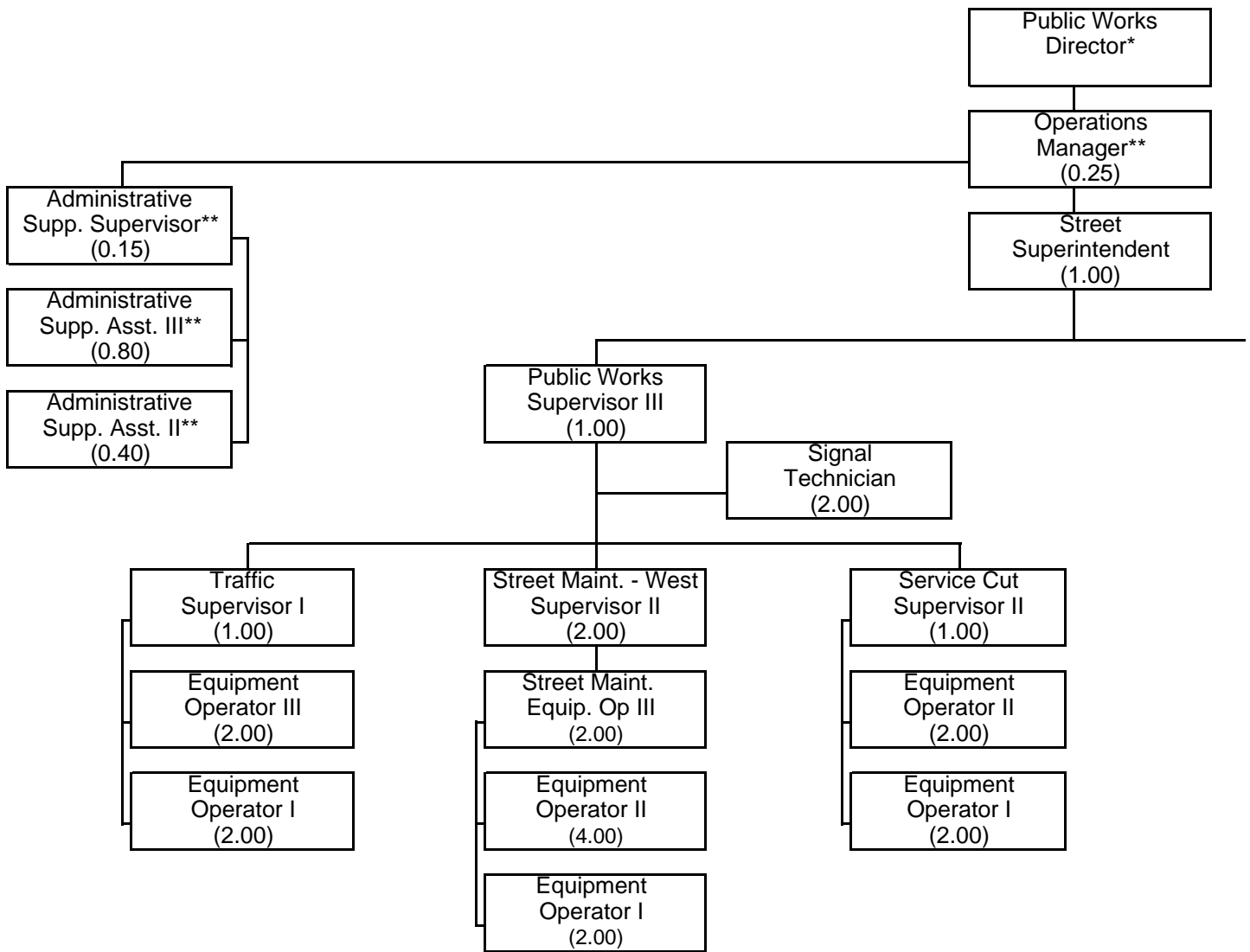
Chief Engineer reclassified to Manager of Engineering and Inspections.

Engineering Aide V reclassified to a Construction Project Manager.

Financial Management Specialist reclassified to a Senior Rates Analyst.



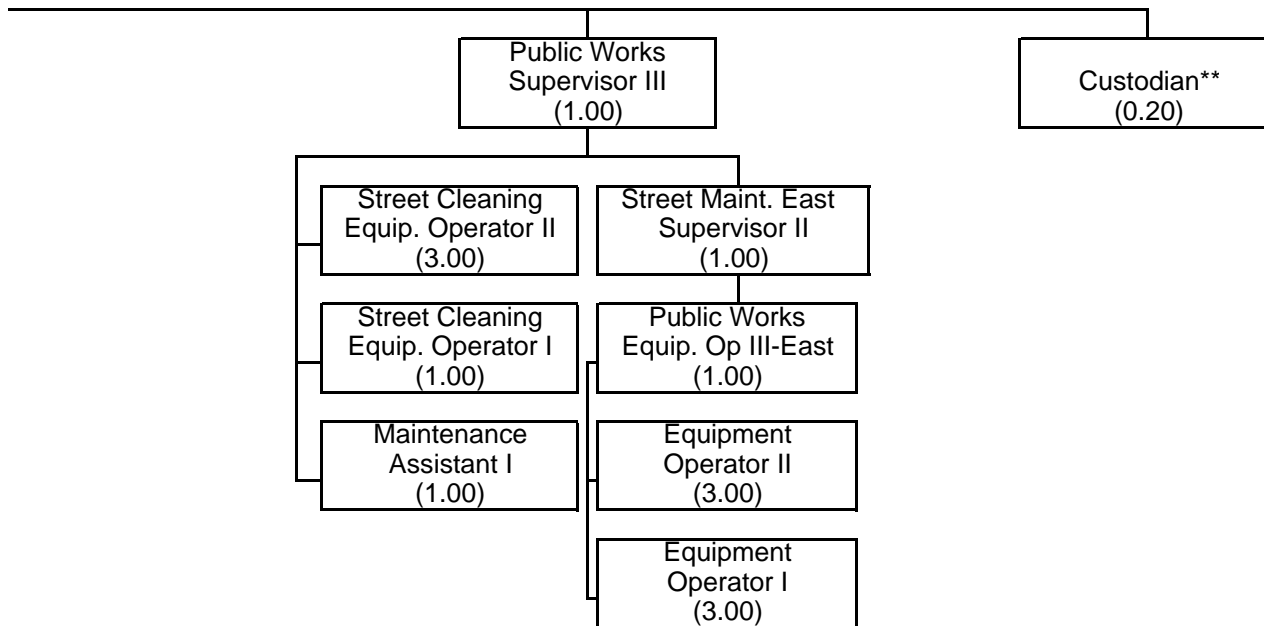
**City of Columbia - Public Works Streets Department**  
39.80 FTE Positions



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



**City of Columbia - Public Works Streets Department**  
39.80 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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**DESCRIPTION**

The Street Division provides maintenance of 26 miles of unimproved streets and 399 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. The Traffic Maintenance Division fabricates, installs and maintains approximately 20,000 traffic control and street names signs, paints 1,200,000 feet of pavement striping, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Continued emphases will be given to our normal street maintenance program, including asphalt overlay and seal coating of improved streets. A total \$850,000 will be available for contractual street maintenance work to maintain the overall streets during FY 2007. The Street Division now owns, operates and maintains a SQL server housing an asset management system that permits timely analysis of maintenance costs and infrastructure condition. Design is complete and construction will begin on the salt storage and loading facility. Construction will be complete in November 2006.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 2,035,229	\$ 2,217,689	\$ 2,109,064	\$ 2,306,128	4.0%
Supplies and Materials	1,187,262	1,417,058	1,390,538	1,460,352	3.1%
Travel and Training	117	3,253	1,995	3,253	0.0%
Intragovernmental Charges	158,928	148,917	149,087	164,721	10.6%
Utilities, Services, & Misc.	1,212,685	1,161,761	1,188,494	1,412,683	21.6%
Capital	631,480	646,449	643,000	439,305	(32.0%)
Other	0	29,607	29,607	0	(100.0%)
<b>Total</b>	<b>\$ 5,225,701</b>	<b>\$ 5,624,734</b>	<b>\$ 5,511,785</b>	<b>\$ 5,786,442</b>	<b>2.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5107 - Operations Manager	0.00	0.00	0.00	0.25	0.25
5104 - Chief Engineer	0.25	0.25	0.25	0.00	(0.25)
3033 - Traffic Signal Technician	1.00	2.00	2.00	2.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
2310 - Public Works Supervisor II-773	3.00	3.00	3.00	4.00	1.00
2308 - Streets Superintendent	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	2.00	2.00	2.00	2.00	
2306 - Public Works Supervisor II	1.00	1.00	1.00	0.00	(1.00)
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III-773	5.00	5.00	5.00	5.00	
2300 - Equipment Operator II-773	11.00	11.00	11.00	12.00	1.00
2299 - Equipment Operator I-733	11.00	11.00	11.00	10.00	(1.00)
2003 - Custodian	0.20	0.20	0.20	0.20	
1004 - Administrative Support Supv.	0.15	0.15	0.15	0.15	
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80	
1002 - Admin. Support Assistant II	0.40	0.40	0.40	0.40	
<b>Total Personnel</b>	<b>38.80</b>	<b>39.80</b>	<b>39.80</b>	<b>39.80</b>	
Permanent Full-Time	38.80	39.80	39.80	39.80	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>38.80</b>	<b>39.80</b>	<b>39.80</b>	<b>39.80</b>	

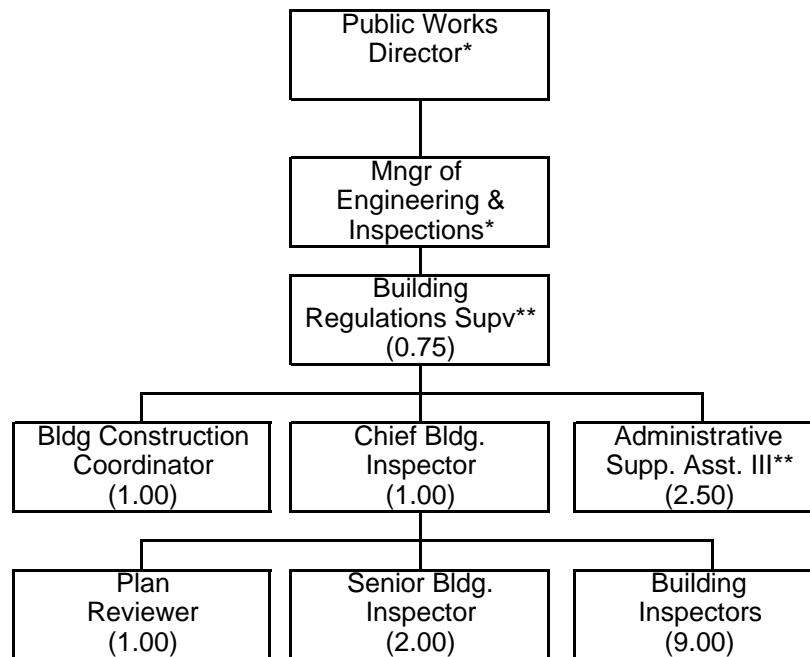
Chief Engineer title changed to Operations Manager.

(1) Equipment Operator I reclassified to an Equipment Operator II





**City of Columbia - Public Works Protective Inspection**  
17.25 FTE Positions



\* Position not included in division's FTE count

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

**DESCRIPTION**

Protective Inspection is responsible for administering the building, electrical, plumbing and mechanical, zoning, sign, subdivision, property maintenance and rental unit conservation ordinances. This Division also reviews plans and issues permits, including occupancy permits following appropriate inspections. Staff assistance is provided to the Building Construction Code Commission, trades licensing boards and appeal boards such as the Zoning Board of Adjustment and licensing boards. Staff is a member of and participates in Neighborhood Response Team planning and inspections. The division provides construction management services on selected City owned building capital improvement projects.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Inspection services will continue at current levels for new construction, building additions, building alterations and rental inspection. There will continue to be attention focused on eliminating open and dangerous buildings. We are aggressively seeking out open and other types of substandard structures through our increased involvement in NRT and intradivisional initiatives.

**FY 2007 Goals: Planning for the Future and Improved Coordination and Communication**

During FY 2007 the division will continue development and implementation of the "Online Building Inspection Service Software." The application software will allow customers to access and apply for building permits from the city website and will improve the City's service to the building community.

The addition of a Building Construction Coordinator will help with overseeing any City wide building construction projects and coordinating bidding and code enforcements.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 841,162	\$ 928,286	\$ 841,788	\$ 974,309	5.0%
Supplies and Materials	39,459	58,063	47,601	50,917	(12.3%)
Travel and Training	1,399	3,012	2,474	7,012	132.8%
Intragovernmental Charges	133,039	162,807	162,807	164,657	1.1%
Utilities, Services, & Misc.	69,390	71,547	69,343	83,103	16.2%
Capital	83,545	30,500	30,500	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,167,994</b>	<b>\$ 1,254,215</b>	<b>\$ 1,154,513</b>	<b>\$ 1,279,998</b>	<b>2.1%</b>

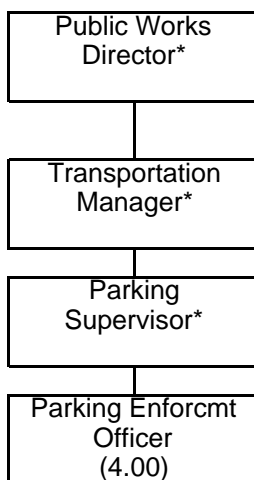
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4102 - Plan Reviewer	1.00	1.00	1.00	1.00	
3205 - Building Regulations Supv.	0.75	0.75	0.75	0.75	
3204 - Chief Building Inspector	1.00	1.00	1.00	1.00	
3203 - Senior Inspector	2.00	2.00	2.00	2.00	
3202 - Building Inspector	9.00	9.00	9.00	9.00	
2406 - Building Construction Coord.	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Support Assistant III	2.50	2.50	2.50	2.50	
<b>Total Personnel</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>	<b>17.25</b>	<b>1.00</b>
Permanent Full-Time	16.25	16.25	16.25	17.25	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.25</b>	<b>16.25</b>	<b>16.25</b>	<b>17.25</b>	<b>1.00</b>



# City of Columbia - Public Works Parking Enforcement

4.00 FTE Positions



\* Positions not included in Parking Enforcement's FTE count.

**DESCRIPTION**

The Parking Enforcement Division is responsible for administering the parking ordinances of the City via parking control enforcement in the central business district and the metered University streets. The Parking Enforcement Section is responsible for enforcing the parking and loading zone ordinances adopted by the City Council, which seek to ensure adequate parking for downtown employees, customers, and businesses. Works with the City Prosecutor's, office, affected businesses, and consumers in the identification and mitigation of problematic enforcement zones.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Emphasis will continue on enforcing parking ordinances to optimize parking in the downtown and university areas, thereby improving traffic flow and enhancing the economic viability of the central business district. Special emphasis will continue toward ensuring that the public is aware that the hours of operation for all parking meters, garages and lots is 8:00 am to 6:00 pm and that parking is enforced during those hours Monday through Saturday.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 148,736	\$ 157,884	\$ 149,219	\$ 164,664	4.3%
Supplies and Materials	3,565	4,504	4,504	4,504	0.0%
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	6,736	3,674	3,724	21,488	484.9%
Utilities, Services, & Misc.	3,849	5,657	5,997	6,342	12.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 162,886</b>	<b>\$ 172,019</b>	<b>\$ 163,744</b>	<b>\$ 197,298</b>	<b>14.7%</b>

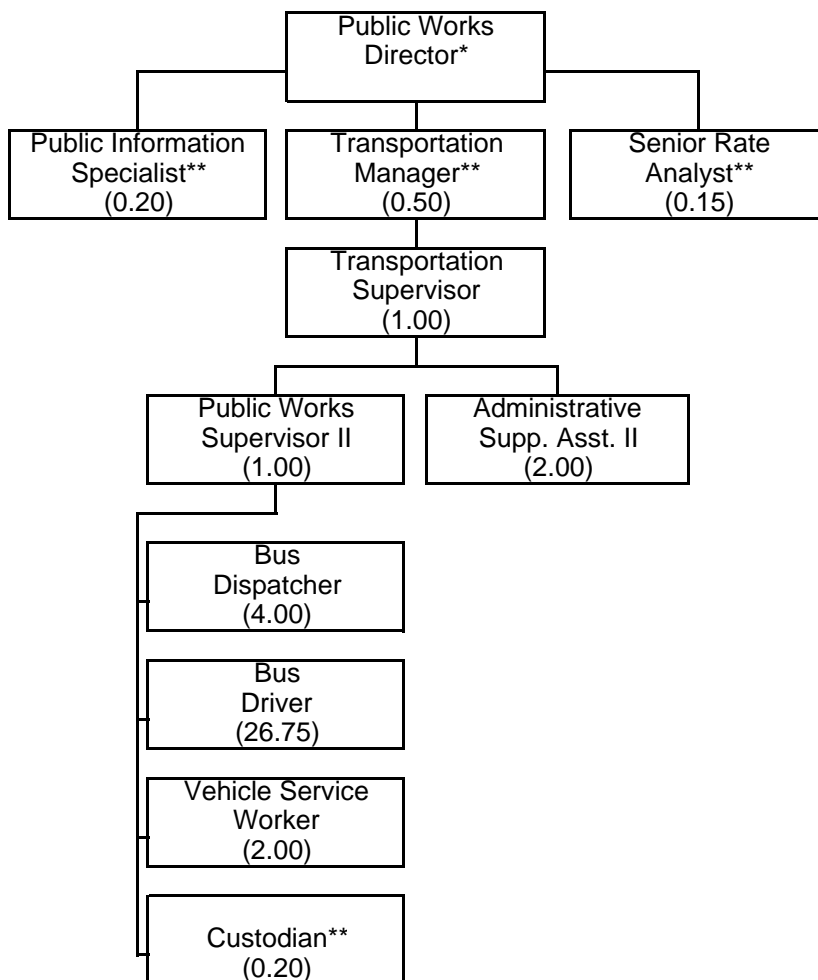
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3021 - Parking Enforcement Officer	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	



# City of Columbia - Public Works Transportation

37.80 FTE Positions



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

## 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 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 1,835,880	\$ 2,167,518	\$ 2,063,484	\$ 2,432,416	12.2%
Supplies & Materials	679,785	826,846	809,216	881,246	6.6%
Travel & Training	2,763	6,075	4,750	6,075	0.0%
Intragovernmental Charges	328,186	350,208	350,309	383,866	9.6%
Utilities, Services & Misc.	311,490	3,638,987	3,571,667	1,872,480	(48.5%)
Capital	177,465	30,000	30,000	146,400	388.0%
Other	450,491	448,498	454,684	446,054	(0.5%)
<b>Total</b>	<b>3,786,060</b>	<b>7,468,132</b>	<b>7,284,110</b>	<b>6,168,537</b>	<b>(17.4%)</b>
Summary					
Operating Expenses	3,126,557	3,800,725	3,610,517	4,108,676	8.1%
Non-Operating Expenses	463,707	445,023	451,159	442,529	(0.6%)
Debt Service	0	3,475	3,525	3,525	1.4%
Capital Additions	66,258	30,000	30,000	146,400	388.0%
Capital Projects	129,538	3,188,909	3,188,909	1,467,407	(54.0%)
<b>Total Expenses</b>	<b>\$ 3,786,060</b>	<b>\$ 7,468,132</b>	<b>\$ 7,284,110</b>	<b>\$ 6,168,537</b>	<b>(17.4%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Columbia Transit	22.14	21.14	21.14	26.42	5.28
Paratransit System	10.48	11.48	11.48	8.00	(3.48)
University Shuttle	2.48	3.48	3.48	3.38	(0.10)
<b>Total Personnel</b>	<b>35.10</b>	<b>36.10</b>	<b>36.10</b>	<b>37.80</b>	<b>1.70</b>
Permanent Full-Time	27.85	28.85	28.85	30.05	1.20
Permanent Part-Time	7.25	7.25	7.25	7.75	0.50
<b>Total Permanent</b>	<b>35.10</b>	<b>36.10</b>	<b>36.10</b>	<b>37.80</b>	<b>1.70</b>



## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated University FY 2006	Estimated Fixed Route FY 2006	Estimated FY 2007
<b>Fixed Routes:</b>					
Unlinked Passenger Trips	1,371,084	1,310,394	761,503	548,891	1,336,601
Total Actual Vehicle Miles (1)	517,732	495,714	74,357	421,357	495,714
Total Actual Vehicle Hours (2)	48,103	48,103	13,414	34,689	48,103
Total Actual Revenue Miles (3)	425,793	425,793	36,391	389,402	425,793
Total Actual Vehicle Revenue Hours (4)	45,748	45,748	12,666	33,082	45,748
Total Actual Scheduled Revenue Miles (5)	430,138	430,138	68,822	361,316	430,138
Number of Road calls	19	20	5	15	22
Fuel Consumptions (in Gallons)	136,967	137,000	24,660	112,340	137,000
Wheelchair Loadings	4,625	4,221	\$0.00	4,221	4,305
Lift Failures	0	0	0	0	0
Missed Routes	0	0	N/A	0	0
Average Cost/Revenue Mile	\$4.69	\$5.70	N/A	\$5.70	\$5.70
Average Cost Per Passenger	\$1.84	\$1.90	N/A	\$1.90	\$1.87
<b>ParaTransit:</b>					
Unlinked Passenger Trips (6)	21,632	26,600	N/A	N/A	26,068
Total Actual Vehicle Miles	101,991	162,271	N/A	N/A	154,157
Total Vehicle Hours	12,869	15,011	N/A	N/A	14,710
Total Actual Revenue Miles	96,891	126,882	N/A	N/A	124,344
Number of Road Calls	3	5	N/A	N/A	5
Fuel Consumption	28,083	28,585	N/A	N/A	28,585
Average Cost/Revenue Mile	\$6.00	\$4.35	N/A	N/A	\$4.30
Average Cost Per Passenger	\$27.72	\$21.95	N/A	N/A	\$21.95

(1) The miles that vehicles travel while in revenue service, plus deadhead miles (Grissum bldg. to route starting point).

(2) The hours that vehicles travel while in revenue service, plus deadhead hours (Grissum bldg. to route starting point).

(3) The miles that vehicles travel while in revenue service, excluding deadhead miles.

(4) The hours that vehicles travel while in revenue service, excluding deadhead hours.

(5) The vehicle revenue miles computed from the scheduled service.

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

## COMPARATIVE DATA

	Columbia, MO	St. Joseph, MO	Iowa City, IA	Springfield, MO	Fayetteville, AR	Ames, IA
<b>Population</b>	<b>94,645</b>	<b>71,609</b>	<b>63,306</b>	<b>149,738</b>	<b>69,067</b>	<b>53,482</b>
Number of Employees*	35	52	49	64	31	88
Employees Per 1,000 Population	0.371	0.726	0.766	0.427	0.449	1.651
Regular Route Fare	\$0.50	\$0.50	\$0.75	\$0.75	FREE	\$1.00
Trips Per Employee	15,853	7,692	33,190	25,781	45,452	48,077
Annual Ridership:						
Regular Route**	532,801	400,000	1,548,287	1,630,000	1,400,000	4,235,450
Demand Responsive	23,649	0	61,418	20,000	9,000	9,736
Operating Cost Per Passenger:						
Regular Route	\$1.84	\$9.24	\$2.06	\$3.99	\$1.19	\$0.94
Demand Responsive	\$21.00	\$0.00	\$14.15	\$25.00	\$26.90	\$12.06

\* Full Time Equivalents

\*\*\* Regular route only includes fixed route.

## DESCRIPTION

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

## HIGHLIGHTS / SIGNIFICANT CHANGES

Ridership has continued to show a steady increase. System efficiency continues to improve with added emphasis on customer service and policy enforcement. This has further enhanced Columbia Transit's pulse/timed system, optimizing travel throughout the city. Additionally, Columbia Transit implemented route enhancements (June 2004) throughout the system which have increased efficiencies and better aligned the route system with the changing community. Passengers now enjoy a transit system that operates on schedule as well as taking them to more popular destinations. An estimated ridership of 554,273 is anticipated in FY 2007.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 922,340	\$ 1,094,010	\$ 1,167,040	\$ 1,305,042	19.3%
Supplies and Materials	438,882	536,487	522,384	549,252	2.4%
Travel and Training	2,272	4,325	3,500	4,325	0.0%
Intragovernmental Charges	295,529	320,197	320,197	350,812	9.6%
Utilities, Services, & Misc.	176,475	277,534	211,341	285,611	2.9%
Capital	66,258	0	0	146,400	
Other	450,491	448,498	454,684	446,054	(0.5%)
<b>Total</b>	<b>\$ 2,352,247</b>	<b>\$ 2,681,051</b>	<b>\$ 2,679,146</b>	<b>\$ 3,087,496</b>	<b>15.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4802 - Public Information Specialist	0.00	0.00	0.00	0.20	0.20
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.15	0.15
4201 - Financial Mgmt Spec.	0.15	0.15	0.15	0.00	(0.15)
2505 - Transportation Supervisor	0.62	0.62	0.62	0.62	
2504 - Bus Dispatcher	1.80	1.80	1.80	2.00	0.20
2502 - Bus Driver	18.25	17.25	17.25	20.75	3.50
2306 - Public Works Supervisor II	0.62	0.62	0.62	0.62	
2102 - Vehicle Service Worker	0.00	0.00	0.00	1.00	1.00
2003 - Custodian	0.20	0.20	0.20	0.20	
1002 - Admin. Support Asst. II	0.00	0.00	0.00	0.38	0.38
<b>Total Personnel</b>	<b>22.14</b>	<b>21.14</b>	<b>21.14</b>	<b>26.42</b>	<b>5.28</b>
Permanent Full-Time	16.89	15.89	15.89	20.79	4.90
Permanent Part-Time	5.25	5.25	5.25	5.63	0.38
<b>Total Permanent</b>	<b>22.14</b>	<b>21.14</b>	<b>21.14</b>	<b>26.42</b>	<b>5.28</b>

**DESCRIPTION**

The Para-transit system provides service to persons with a disability that prevents them from riding the regular fixed route buses. This service is supplemental to the fixed route service and is required by the Americans with Disabilities Act (ADA).

**HIGHLIGHTS / SIGNIFICANT CHANGES**

This system provides "curb to curb" service and is demand responsive. Users of the system must be certified as ADA eligible. The system provides service to certified riders anywhere within the City; however, users inside the ADA para-transit service area have priority over users outside the ADA para-transit service area. Para-Transit service is provided by eight mini buses that are lift equipped. Columbia Transit replaced the two Paratransit Vans with two new Starcraft Cutaway Vans in 2006. In 2006 new scheduling software was installed. This software is designed to improve customer service and provide increased operational efficiencies. For FY2007, Columbia Transit estimates ridership to remain at approximately 25,000.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 430,199	\$ 538,551	\$ 394,584	\$ 431,493	(19.9%)
Supplies and Materials	91,684	94,243	89,767	104,959	11.4%
Travel and Training	491	1,500	1,000	1,500	0.0%
Intragovernmental Charges	26,213	19,192	19,293	19,205	0.1%
Utilities, Services, & Misc.	50,020	45,312	44,039	46,185	1.9%
Capital	0	30,000	30,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 598,607</b>	<b>\$ 728,798</b>	<b>\$ 578,683</b>	<b>\$ 603,342</b>	<b>(17.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25	
2504 - Bus Dispatcher	1.10	1.10	1.10	1.00	(0.10)
2502 - Bus Driver	7.50	8.50	8.50	5.00	(3.50)
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.13	
1002 - Admin. Support Assistant II	1.50	1.50	1.50	1.62	0.12
<b>Total Personnel</b>	<b>10.48</b>	<b>11.48</b>	<b>11.48</b>	<b>8.00</b>	<b>(3.48)</b>
Permanent Full-Time	8.48	9.48	9.48	5.88	(3.60)
Permanent Part-Time	2.00	2.00	2.00	2.12	0.12
<b>Total Permanent</b>	<b>10.48</b>	<b>11.48</b>	<b>11.48</b>	<b>8.00</b>	<b>(3.48)</b>

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

An amended contract for shuttle service with the University of Missouri began in August 2005. This contract increased the hours of operation and provides bus services from the central campus area to the Hearnese, Trowbridge, and Reactor Field parking lots for both University students and employees. The daytime shuttle service utilizes eight vehicles. In addition, to day and evening shuttle services, handicapped accessible service (similar to what the City provides for Paratransit services) are provided. Another new contract will be in place prior to the beginning of the 2006/2007 school year. We estimate ridership over 500,000 students.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 483,341	\$ 534,957	\$ 501,860	\$ 695,881	30.1%
Supplies and Materials	144,082	196,116	197,065	227,035	15.8%
Travel and Training	0	250	250	250	0.0%
Intragovernmental Charges	6,444	10,819	10,819	13,849	28.0%
Utilities, Services, & Misc.	71,801	127,232	127,378	73,277	(42.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 705,668</b>	<b>\$ 869,374</b>	<b>\$ 837,372</b>	<b>\$ 1,010,292</b>	<b>16.2%</b>

**D PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13	
2504 - Bus Dispatcher	0.10	1.10	1.10	1.00	(0.10)
2502 - Bus Driver	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	0.25	0.25	0.25	0.25	
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
	<b>2.48</b>	<b>3.48</b>	<b>3.48</b>	<b>3.38</b>	<b>-0.10</b>
Permanent Full-Time	2.48	3.48	3.48	3.38	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.48</b>	<b>3.48</b>	<b>3.48</b>	<b>3.38</b>	<b>-0.10</b>

## MAJOR PROJECTS

Columbia Transit continues to update its fleet and facilities by leveraging local funds with available FTA grants. Some of the upcoming projects will include refurbishing and expanding the Wabash Station operations center, upgrading approximately 22 GFI Fareboxes, and procuring five basic fareboxes.

## HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

**FY 2007 Goal - Planning for the Future**

Renovation and expansion of the Wabash Station will help to preserve our historic downtown City public buildings and make the Wabash station more appealing to customers/citizens. Construction is anticipated to begin in September 2006. Two 40 foot low floor transit buses will be purchased in FY 2007.

## 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.

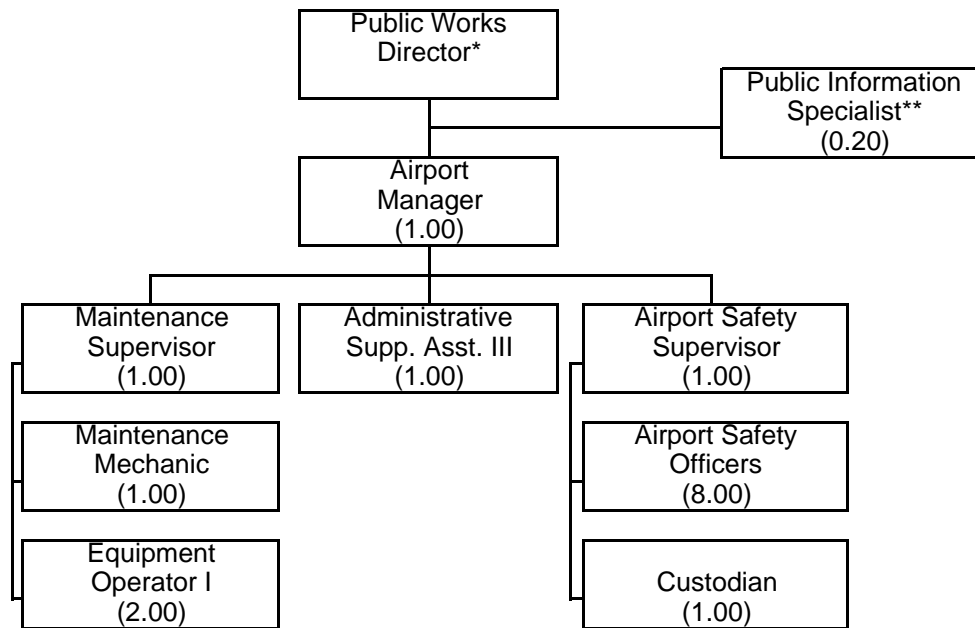
## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	5,137	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	13,194	3,188,909	3,188,909	1,467,407	(54.0%)
Capital	111,207	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 129,538</b>	<b>\$ 3,188,909</b>	<b>\$ 3,188,909</b>	<b>1,467,407</b>	<b>(54.0%)</b>



# City of Columbia - Public Works Regional Airport

16.20 FTE Positions



\* Position not included in Airport's FTE count.

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

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 846,688	\$ 897,595	\$ 905,677	\$ 927,923	3.4%
Supplies & Materials	108,449	167,753	167,316	180,981	7.9%
Travel & Training	4,332	18,448	19,670	33,448	81.3%
Intragovernmental Charges	140,504	144,114	144,114	153,594	6.6%
Utilities, Services & Misc.	1,379,855	339,122	334,313	1,171,009	245.3%
Capital	24,796	20,000	13,684	0	(100.0%)
Other	558,390	544,648	591,430	584,950	7.4%
<b>Total</b>	<b>3,063,014</b>	<b>2,131,680</b>	<b>2,176,204</b>	<b>3,051,905</b>	<b>43.2%</b>
Summary					
Operating Expenses	1,268,579	1,463,732	1,467,790	1,556,955	6.4%
Non-Operating Expenses	553,664	542,698	589,480	583,000	7.4%
Debt Service	4,726	1,950	1,950	1,950	0.0%
Capital Additions	24,796	20,000	13,684	0	(100.0%)
Capital Projects	1,211,249	103,300	103,300	910,000	780.9%
<b>Total Expenses</b>	<b>\$ 3,063,014</b>	<b>\$ 2,131,680</b>	<b>\$ 2,176,204</b>	<b>\$ 3,051,905</b>	<b>43.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration	2.00	2.00	2.00	2.20	0.20
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	
<b>Total Personnel</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.20</b>	<b>0.20</b>
Permanent Full-Time	16.00	16.00	16.00	16.20	0.20
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.20</b>	<b>0.20</b>



## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Airport Public Safety:</b>			
No. of Annual Airfield Operations	32,188	35,000	35,000
No. of Based Aircraft	65	65	65
Annual No. of Enplaned Passengers	19,957	20,000	20,000
Annual No. of Deplaned Passengers	19,383	20,000	20,000
<b>Airport Maintenance:</b>			
Sq. Yards of Pavement Surface	464,950	464,950	464,950
Hours of Snow Removal Activities	245	500	500
Tons of Sand/Chemical Deicing Utilized	207	250	250

## COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
<b>Population *</b>	<b>357,912</b>	<b>130,000</b>	<b>406,000</b>	<b>320,000</b>	<b>160,000</b>	<b>450,000</b>
Number of Employees	16	7	22	6	15	8
Employees Per 1,000 Population	0.045	0.054	0.054	0.019	0.094	0.018
No. of Annual Enplanements	19,957	6,700	40,922	13,337	29,755	10,418
No. of Carriers	1	1	1	1	2	1
Annual Ground Rent Rate	0.08/sq ft	0.10/sq ft	0.16/sq ft	0.10/sq ft	0.40/sq ft	0.067/sq ft
Landing Fee Per 1,000 #GLW	0.78	0.75	1.00	0.56	0.90	0.42

\* Populations shown are service area populations, not city populations.

**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**
**FY 2007 Goal: Planning for the Future**

Continued efforts to publicize the advantages of flying from Columbia, using the support of such organizations as the Mid Missouri Tourism Council, resulted in increased enplanement totals until February 2006 when Trans States (American Connections) announced they would no longer be providing commercial air service to Columbia Regional. The Department of Transportation subsequently requested proposals for Essential Air Services for COU, and effective September 2006 Mesa Air Group, Inc., on behalf of its subsidiary Air Midwest, Inc. (d/b/a US Airways Express), will begin providing 12 nonstop round trips to St. Louis and 12 nonstop round trips to Kansas City per week for a two year period.

Airport Administration will continue to work closely with MoDOT and with the FAA on all aspects of state and federal funding and continuous updating and reprioritizing of Airport Improvement Program (AIP) projects. Staff will be working on the retention and expansion of current tenants and marketing to acquire new tenants, either aviation or non-aviation related. The top priorities will continue to be maximizing use of existing commercial air service and obtaining additional air transportation to and from Columbia Regional Airport.

On November 1, 2002, airlines began collection of a \$4.50 passenger facility charge from each passenger enplaning in Columbia. The fee is used to fund City match requirements for capital projects. In June 2005, Enterprise Car Rental opened a counter at the Airport, joining the existing Hertz counter. In May 2006 Central Missouri Aviation began construction on a new hangar.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 132,299	\$ 137,213	\$ 113,346	\$ 145,230	5.8%
Supplies and Materials	4,722	8,021	8,021	8,214	2.4%
Travel and Training	2,616	4,190	4,190	19,190	358.0%
Intragovernmental Charges	121,712	123,620	123,620	129,924	5.1%
Utilities, Services, & Misc.	45,102	53,474	53,625	61,982	15.9%
Capital	0	0	0	0	
Other	558,390	544,648	591,430	584,950	7.4%
<b>Total</b>	<b>\$ 864,841</b>	<b>\$ 871,166</b>	<b>\$ 894,232</b>	<b>\$ 949,490</b>	<b>9.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4802 - Public Information Specialist	0.00	0.00	0.00	0.20	0.20
2557 - Airport Manager	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.20</b>	<b>0.20</b>
Permanent Full-Time	2.00	2.00	2.00	2.20	0.20
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.20</b>	<b>0.20</b>

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**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Airfield Maintenance has been able to maintain the operating areas of the airfield (runways, taxiways and aprons) in accordance with FAA standards, and has continued to maintain the 30-year old terminal buildings in good condition. During 2005, an FAA Airport Improvement Program project was completed that included rehabilitation of the most deteriorated panels on both runways and associated taxiways, repainting of all runway and taxiway markings, and completely inventorying and automating the database of all airfield pavement. During 2006, the FAA Airport Improvement Program funded 95/5 the replacement of a snow spreader truck which should be available for operation by winter of 2006.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 186,727	\$ 206,881	\$ 207,461	\$ 201,304	(2.7%)
Supplies and Materials	29,989	64,705	64,889	60,754	(6.1%)
Travel and Training	257	510	510	510	0.0%
Intragovernmental Charges	6,984	7,108	7,108	8,502	19.6%
Utilities, Services, & Misc.	38,731	60,471	60,471	63,721	5.4%
Capital	0	20,000	13,684	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 262,688</b>	<b>\$ 359,675</b>	<b>\$ 354,123</b>	<b>\$ 334,791</b>	<b>(6.9%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2404 - Maintenance Mechanic	1.00	1.00	1.00	1.00	
2400 - Maintenance Supervisor	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

**DESCRIPTION**

The duties of the Terminal Area personnel are to maintain all facilities and provide custodial services to ensure the terminal buildings and areas are clean, well maintained, neat and safe for the general public's use.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The terminal buildings are now over 30 years old and require constant attention to maintain both the buildings and adjacent areas in a manner which reflects credit on the City and the Airport. Continued efforts will be directed toward maintaining the high standards met in the past. A high priority for the future is to accomplish an environmental assessment and to begin a preliminary terminal upgrade study, major recommendations of the recently completed airport master plan update.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 44,875	\$ 52,690	\$ 53,056	\$ 52,982	0.6%
Supplies and Materials	42,346	53,394	53,394	57,435	7.6%
Travel and Training	0	0	0	0	
Intragovernmental Charges	636	632	632	780	23.4%
Utilities, Services, & Misc.	67,352	101,052	102,667	114,293	13.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 155,209</b>	<b>\$ 207,768</b>	<b>\$ 209,749</b>	<b>\$ 225,490</b>	<b>8.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2003 - Custodian	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
Permanent Full-Time	1.00	1.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	

**DESCRIPTION**

Airport Safety has three primary duties: to provide crash, fire and rescue services in the event of an aircraft fire; to provide traditional fire and law enforcement protection at the Airport facility in accordance with FAA and Transportation Security Administration (TSA) regulations, City ordinances, and State statutes; and to control Airport compliance with FAA's airport certification requirements.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Continued emphasis will be placed on training in fire, crash rescue and law enforcement techniques to ensure compliance with FAA and TSA requirements. Airport Safety Officers are triple qualified; they are commissioned City of Columbia Police Officers, Certified Aircraft Rescue Fire Fighters, and Certified Emergency Medical Technicians. FAA and TSA security regulations require great emphasis on Airport access security and continued attention to operational and safety matters. Current TSA requirements mandate increased presence of law enforcement personnel whenever airline passenger and baggage screening operations are being conducted in preparation for commercial flights, greatly increasing the demands on the Public Safety Office. In addition, national homeland security and counter- terrorism requirements have significantly increased Safety Office responsibilities in all areas of general airport and property security. Two new Airport Safety Officers were hired and are being trained to replace two that have retired.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 475,316	\$ 494,752	\$ 529,385	\$ 522,348	5.6%
Supplies and Materials	26,280	18,571	18,940	31,516	69.7%
Travel and Training	1,459	13,748	14,970	13,748	0.0%
Intragovernmental Charges	8,952	10,317	10,317	11,463	11.1%
Utilities, Services, & Misc.	12,929	8,995	8,995	9,046	0.6%
Capital	24,796	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 549,732</b>	<b>\$ 546,383</b>	<b>\$ 582,607</b>	<b>588,121</b>	<b>7.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2555 - Airport Safety Supervisor	1.00	1.00	1.00	1.00	
2550 - Airport Safety Officer	8.00	8.00	8.00	8.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	9.00	9.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

**DESCRIPTION**

With no personnel assigned primarily to this duty, all hands participate in snow removal efforts--Airport Maintenance, Airport Safety and the Airport terminal personnel. Airport Safety personnel on watch assist the custodians in snow removal efforts around the terminal and aircraft rescue, and fire fighting equipment building. Airport maintenance personnel operate the snow plows, runway sweeper, and snow blower.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Snow and freezing rain are a continual challenge for the maintenance staff to effectively deal with. Staff will continue to maintain its reputation as having the cleanest runways in the State.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 7,471	\$ 6,059	\$ 2,429	\$ 6,059	0.0%
Supplies and Materials	5,112	23,062	22,072	23,062	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	2,220	2,437	2,437	2,925	20.0%
Utilities, Services, & Misc.	4,492	11,830	5,255	11,967	1.2%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 19,295</b>	<b>\$ 43,388</b>	<b>\$ 32,193</b>	<b>\$ 44,013</b>	<b>1.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
There are no personnel assigned to this division.					

**MAJOR PROJECTS**

Funds have been included in the CIP to replace a portion of the CMA hangar roof over the area occupied by Columbia Avionics that has been leaking badly and is beyond repair. The other portion of the hangar's roof was replaced in 2001. Rehabilitation of the general aviation apron is planned during the 2007 construction season, with the FAA Airport Improvement Program funding 95%. Funds have also been budgeted for the purchase of approximately 200 acres just west of Airport Road at the intersection of Route H that has recently become available for City purchase. Purchase of the property will allow the City to ensure future development of the land is compatible with aviation related activities.

**FISCAL IMPACT**

The land acquisition project requires that the City provide the funds up front for the purchase. Application can then be made to the FAA for a grant to cover 95% of the actual cost of the land and administrative expenses. The apron rehabilitation, snow plow/spreader truck, and environmental assessment projects are eligible for FAA grant funding to cover 95% of the costs .

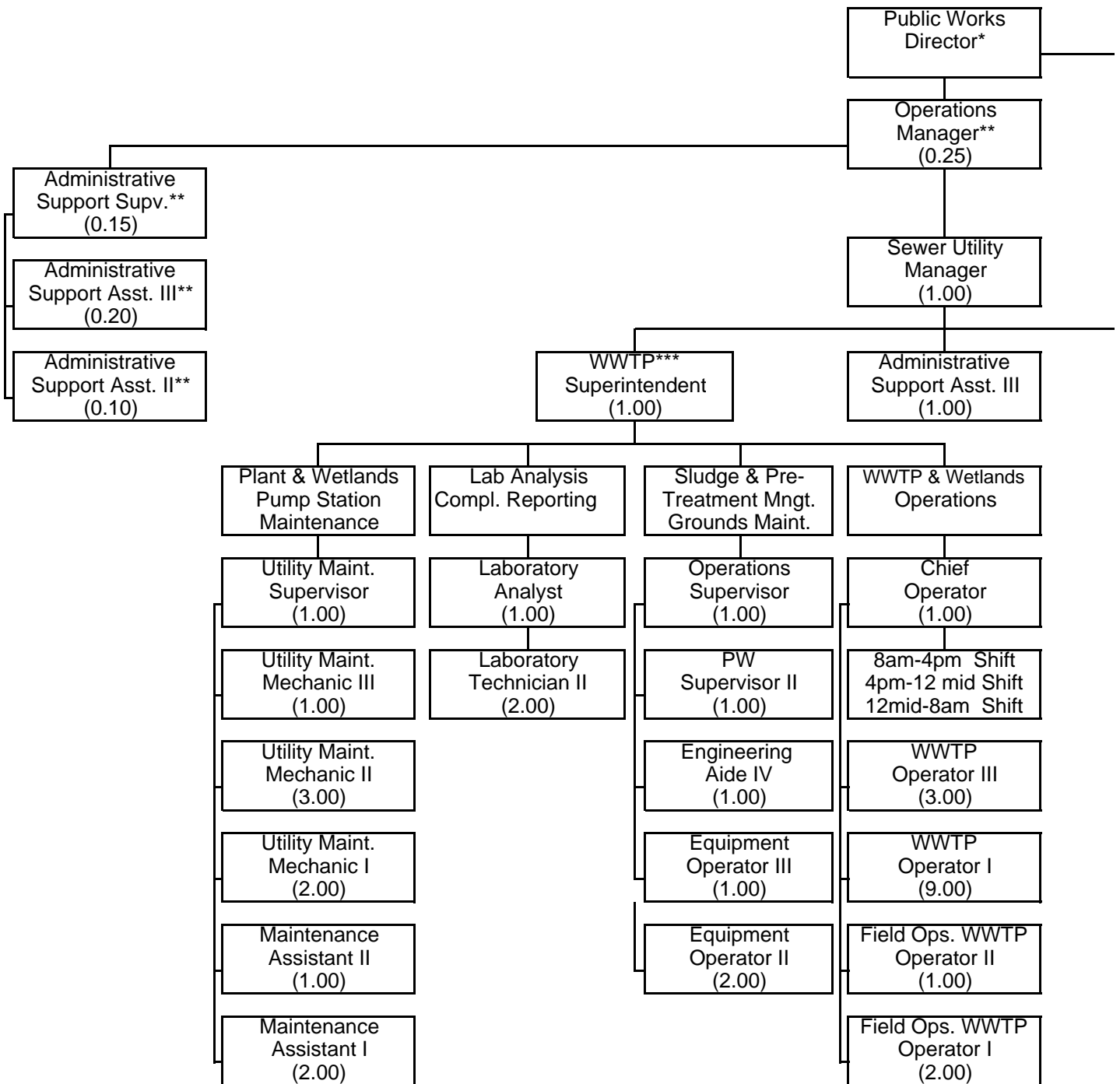
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
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.	1,211,249	103,300	103,300	910,000	780.9%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,211,249</b>	<b>\$ 103,300</b>	<b>\$ 103,300</b>	<b>\$ 910,000</b>	<b>780.9%</b>





**City of Columbia - Public Works Sewer Utility**  
57.63 FTE Positions



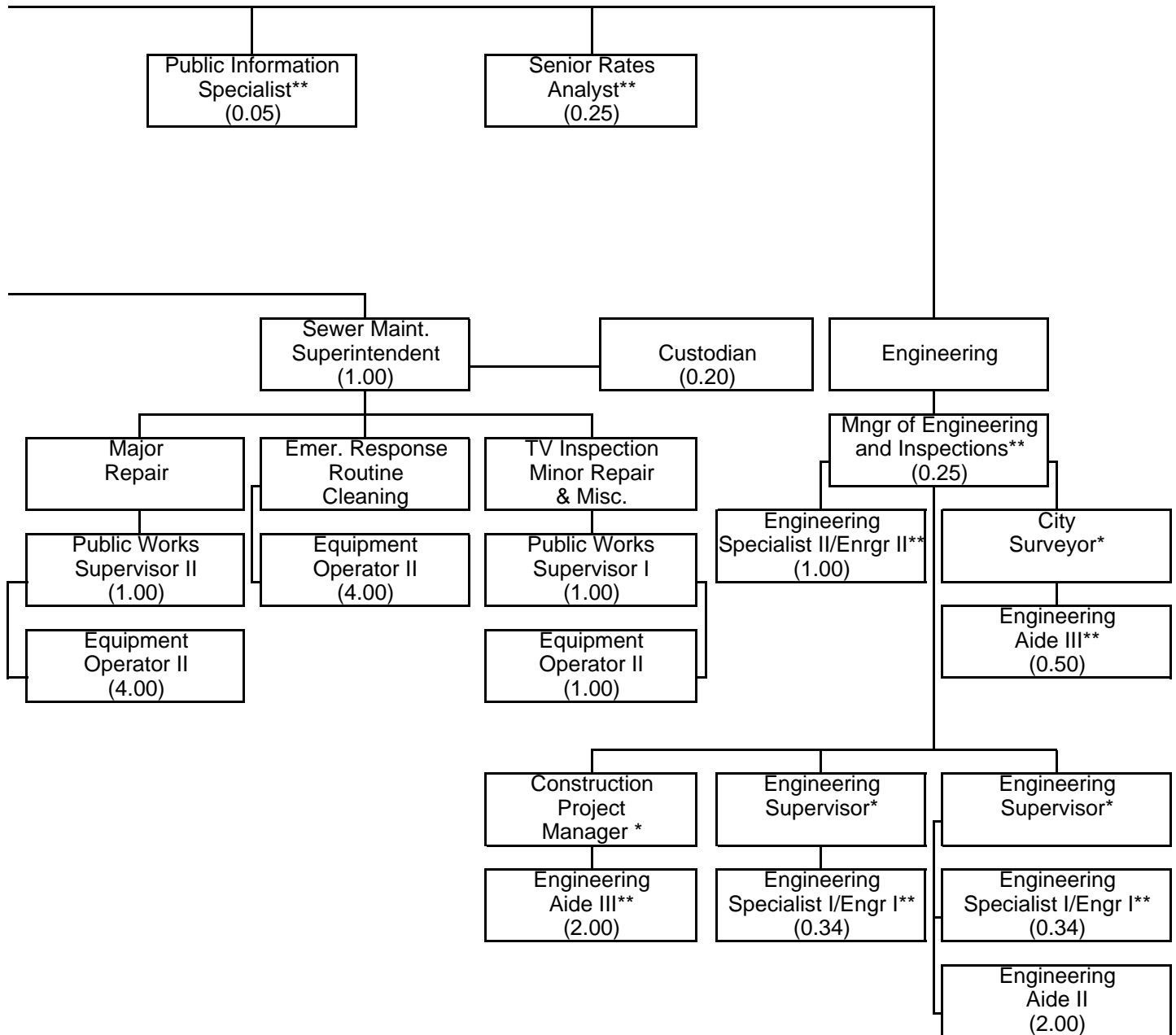
\* Positions not included in Sanitary Sewer's FTE count.

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

\*\*\* WWTP - Waste Water Treatment Plant



**City of Columbia - Public Works Sewer Utility**  
57.63 FTE Positions



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

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**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**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 2,911,573	\$ 3,197,673	\$ 3,046,492	\$ 3,313,556	3.6%
Supplies & Materials	651,143	737,187	716,665	791,215	7.3%
Travel & Training	5,901	9,215	9,111	10,145	10.1%
Intragovernmental Charges	837,057	889,828	889,862	922,872	3.7%
Utilities, Services & Misc.	2,807,606	7,201,806	7,184,538	7,510,957	4.3%
Capital	362,982	307,361	306,920	291,000	(5.3%)
Other	3,502,669	3,501,404	3,851,224	3,891,771	11.1%
<b>Total</b>	<b>11,078,931</b>	<b>15,844,474</b>	<b>16,004,812</b>	<b>16,731,516</b>	<b>5.6%</b>
Summary					
Operating Expenses	5,753,394	6,466,299	6,258,425	6,730,595	4.1%
Non-Operating Expenses	2,653,681	2,621,271	2,752,010	2,704,052	3.2%
Debt Service	911,328	950,133	1,188,047	1,257,719	32.4%
Capital Additions	324,405	307,361	306,920	291,000	(5.3%)
Capital Projects	1,436,123	5,499,410	5,499,410	5,748,150	4.5%
<b>Total Expenses</b>	<b>\$ 11,078,931</b>	<b>\$ 15,844,474</b>	<b>\$ 16,004,812</b>	<b>\$ 16,731,516</b>	<b>5.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Administration	4.65	4.65	4.65	4.70	0.05
Engineering	7.09	7.09	7.09	6.43	(0.66)
Treatment Plant/Field O & M	32.00	33.00	33.00	34.00	1.00
Line Maintenance	12.50	12.50	12.50	12.50	
<b>Total Personnel</b>	<b>56.24</b>	<b>57.24</b>	<b>57.24</b>	<b>57.63</b>	<b>0.39</b>
Permanent Full-Time	56.24	57.24	57.24	57.63	0.39
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>56.24</b>	<b>57.24</b>	<b>57.24</b>	<b>57.63</b>	<b>0.39</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
Collection System - Total Length (miles)	524	607*	637
Sewer Line Cleaned (linear feet)	814,553	850,000	875,000
Cleaning Cost	\$0.29	\$0.30	\$0.32
Sewer Line Televised (linear feet)	162,123	150,000	160,000
Televising Cost	\$0.69/ft	\$0.72/ft	\$0.76/ft
Sewer Line Replaced (linear feet)	1,102	1,200	1,300
Replacement Cost In Street	\$172/ft	\$180/ft	\$189/ft
Replacement Cost Off Street	\$65/ft	\$70/ft	\$74/ft
Public Sewer Stoppages	25	26	28
Cost Per Response (All Calls)	\$52.94	\$55.00	\$58.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	15.834	16	16.20
O&M Plant & Wetlands Cost Per 1,000 Gallons	\$0.428	\$0.476	\$0.484
Sludge Injected for a Fiscal Year			
Million Gallons	12.8**	14**	14**
Dry Tons	3,061	2,800	2,800
Cost Per Dry Ton	\$150	\$150	\$150

\*Correction by Engineering

\*\* Contractual Assistance

## COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Boulder, CO
<b>Population *</b>	<b>94,645</b>	<b>104,162</b>	<b>121,014</b>	<b>83,094</b>	<b>90,388</b>
Number of Employees	56.24	47.50	38.50	37.00	56.51
Employees Per 1,000 Population	0.594	0.456	0.318	0.445	0.625
No. of Utility Accounts	37,461	30,505	26,665	31,000	27,228
Employees Per 1,000 Utility Accts	1.50	1.56	1.49	1.19	2.08
Total Utility Budget (Less Depreciation & Capital Items)	\$8,058,797	\$8,453,403	\$5,103,676	\$5,930,006	\$8,099,501

\* Populations for Columbia, MO; Norman, OK; Lawrence, KS; and Boulder, CO do not include university housing.

**DESCRIPTION**

Guidance for the overall Utility operation and maintenance functions is provided by the Administration Section.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The average daily flow for FY 2007 is expected to be about 16 million gallons per day. Black & Veatch Consulting Engineers master plan for the Sewer Utility was under evaluation in CY 2006. The master plan provides recommendations for the future expansion of the Columbia Regional Wastewater Treatment Plant and evaluated the City's sewer collection system. The master plan included an electronic sewer map and sewer system model. The model will allow staff to identify sewer lines that lack the necessary capacity for current and future loading conditions. This will also be used to evaluate the impact of proposed developments and determine when gravity sewer improvements are necessary. Development in the Bear Creek watershed will require a sewer extension to eliminate the North Hampton Village Pump Station. This sewer will also provide additional sewer capacity of the undeveloped areas in the upper portion of the watershed. These sewers are anticipated to be under construction in early 2007. O&M management assistance to the Boone County Regional Sewer District under an agreement executed in August 1990 is expected to continue through FY 2007.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 305,744	\$ 313,868	\$ 306,509	\$ 335,086	6.8%
Supplies and Materials	10,070	16,781	16,116	17,857	6.4%
Travel and Training	382	1,500	1,500	1,500	0.0%
Intragovernmental Charges	585,821	612,170	612,170	698,087	14.0%
Utilities, Services, & Misc.	131,030	133,815	152,613	144,860	8.3%
Capital	16,556	0	0	0	
Other	2,415,038	2,430,335	2,690,665	2,717,930	11.8%
<b>Total</b>	<b>\$ 3,464,641</b>	<b>\$ 3,508,469</b>	<b>\$ 3,779,573</b>	<b>\$ 3,915,320</b>	<b>11.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5107 - Operations Manager	0.00	0.00	0.00	0.25	0.25
5104 - Chief Engineer	0.25	0.25	0.25	0.00	(0.25)
4802 - Public Information Specialist	0.00	0.00	0.00	0.05	0.05
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.25	0.25
4201 - Financial Mgmt Spec.	0.25	0.25	0.25	0.00	(0.25)
2606 - WWTP Superintendent	1.00	1.00	1.00	1.00	
2427 - Sewer Utility Manager	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
1004 - Admin. Support Supervisor	0.15	0.15	0.15	0.15	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>4.70</b>	<b>0.05</b>
Permanent Full-Time	4.65	4.65	4.65	4.70	0.05
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.65</b>	<b>4.65</b>	<b>4.65</b>	<b>4.70</b>	<b>0.05</b>

Chief Engineer title changed to Operations Manager.

Financial Management Specialist was reclassified to Senior Rate Analyst.

**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**

Sewer District 149-Edgewood Avenue and Sewer District 150-Mexico Gravel Road were completed in FY2006. Design work continues on various other sewer districts throughout the City to eliminate private sewers, on-site septic tanks and lagoons. The UMC South Campus Relief Sewer Phase 2, which provided additional sewer capacity for the southern portion of the UMC was completed in FY2006. The C-3 Trunk Sewer-Bristol Lake 80-acre point sewer was completed in FY2006. The building which will house the two new thickening centrifuges at the Columbia Regional Wastewater Treatment facility was started in FY2006. This project is anticipated to be completed in early FY 2007. South Grindstone Outfall Sewer Phase I, H-21 Relief (Hominy Branch Relief Sewer), EP-1 Trunk Sewer and EP-3 Trunk Sewer were started in FY2006 and are anticipated to be completed in early FY2007. Work continues on 80-acre point sewers as necessary. It is anticipated that approximately 15,000 linear feet of existing sanitary sewer are to be rehabilitated by no-dig methods during FY07.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 441,883	\$ 498,545	\$ 500,676	\$ 483,124	(3.1%)
Supplies and Materials	13,130	15,255	14,461	23,905	56.7%
Travel and Training	2,249	2,355	2,455	2,355	0.0%
Intragovernmental Charges	37,372	42,860	42,860	33,173	(22.6%)
Utilities, Services, & Misc.	14,472	29,708	29,708	31,071	4.6%
Capital	0	0	0	0	
Other	49,214	17,000	7,100	32,080	88.7%
<b>Total</b>	<b>\$ 558,320</b>	<b>\$ 605,723</b>	<b>\$ 597,260</b>	<b>\$ 605,708</b>	<b>(0.0%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5111/5099 - Eng. Spec. I/Engr. I	0.00	0.00	0.00	0.68	0.68
5110/5100 - Eng. Spec. II/Engr. II	0.00	0.00	0.00	1.00	1.00
5106 - Mngr of Engr & Inspections	0.00	0.00	0.00	0.25	0.25
5104 - Chief Engineer	0.25	0.25	0.25	0.00	(0.25)
5102 - Civil Engineer II	1.00	1.00	1.00	0.00	(1.00)
5101 - Civil Engineer I	1.34	1.34	1.34	0.00	(1.34)
5003 - Engineering Aide III	2.50	2.50	2.50	2.50	
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>7.09</b>	<b>7.09</b>	<b>7.09</b>	<b>6.43</b>	<b>(0.66)</b>
Permanent Full-Time	7.09	7.09	7.09	6.43	(0.66)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.09</b>	<b>7.09</b>	<b>7.09</b>	<b>6.43</b>	<b>(0.66)</b>

All Civil Engineer II and I titles changed to Engineering Specialists II and I.  
Chief Engineer reclassified to Manager of Engineering and Inspections.

**DESCRIPTION**

Operation of the Regional Wastewater Treatment Plant (WWTP) is provided on a three-shift, 24-hour per day basis each day of the year. Responsibility for adequate treatment of wastewater and wastewater biosolids (sludge) rests with the Plant Operations section. The Field Operations section is responsible for the operation of the Wetlands and the effluent pumping station located adjacent to the MDC Eagle Bluffs Wildlife Area and the wastewater treatment and spray irrigation system at the Columbia Regional Airport. The Plant Maintenance Section performs breakdown and preventative maintenance on Plant equipment and all field facilities, makes modifications and new installations as needed, and is responsible for care of buildings and provides routine operation of eighteen wastewater pumping stations located in the Columbia area. The Sludge Management Program is responsible for the ultimate disposal of the anaerobically digested biosolids by land application, and for annual reporting to MDNR, as well as grounds maintenance at the Regional WWTP, wetlands and field facilities. Industrial pretreatment management is also provided by this section. The Laboratory Section performs process control testing, MDNR monitoring and compliance reporting for the Regional WWTP and field sampling for the Sludge and Pretreatment Management Programs. Liaison with research organizations and tours of the wetlands are provided by the Lab Section.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

In CY 2006, the long term engineering facilities 20 year planning report to evaluate options to handle future wastewater collection and treatment needs was presented to council. The twenty year plan will provide a guideline to upgrade and expand the Wastewater Treatment Plant to serve the growing population of Columbia, address the requirements for increased wastewater treatment capacity and comply with any new Missouri operating permit standards. The plan also suggests methods to improve odor control at the wastewater plant. For the next few years, repairs will need to be continued at Wetland Treatment Unit I flood control berms.

The new sludge thickening facility will be completed in the fall of 2006. The project includes two new high capacity sludge thickening centrifuges and a new building where the centrifuges will be housed.

The significant maintenance replacement list continues to be the guideline for budgeting and scheduling replacement of Plant equipment that has exceeded its 20 year life. The purpose is to maintain high quality effluent from the treatment units at the mechanical plant to maximize the capabilities of the constructed wetlands.

In FY07, a Pretreatment Inspector position will be added to provide information to and to work with owners, managers, and employees of food service establishment, engineers, contractors, plumbers, civic group, private citizens and the like to educate them with respect to best management practices, specifications, regulations, standards, and codes related to fat, oil and grease (FOG) education and management.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,596,367	\$ 1,734,171	\$ 1,631,557	\$ 1,829,512	5.5%
Supplies and Materials	519,089	578,810	569,779	597,796	3.3%
Travel and Training	2,185	3,510	3,306	3,510	0.0%
Intragovernmental Charges	125,658	142,659	142,659	88,326	(38.1%)
Utilities, Services, & Misc.	1,223,415	1,446,403	1,448,840	1,521,390	5.2%
Capital	307,849	131,653	131,353	190,000	44.3%
Other	228,900	245,700	250,416	235,840	(4.0%)
<b>Total</b>	<b>\$ 4,003,463</b>	<b>\$ 4,282,906</b>	<b>\$ 4,177,910</b>	<b>\$ 4,466,374</b>	<b>4.3%</b>



## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
<b>SLUDGE MANAGEMENT:</b>					
5004 - Engineering Aide IV	0.00	0.00	0.00	1.00	1.00
2614 - Wastewater Operations Supv.	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II	2.00	2.00	2.00	2.00	
<b>FIELD OPERATIONS:</b>					
2602 - WWTP Operator II	1.00	1.00	1.00	1.00	
2601 - WWTP Operator I	2.00	2.00	2.00	2.00	
<b>WWT OPERATIONS:</b>					
2604 - WWTP Chief Operator	1.00	1.00	1.00	1.00	
2603 - WWTP Operator III	3.00	3.00	3.00	3.00	
2601 - WWTP Operator I	9.00	9.00	9.00	9.00	
<b>WWT MAINTENANCE:</b>					
2426 - Utility Maintenance Supv.	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic III	1.00	1.00	1.00	1.00	
2422 - Utility Maint. Mechanic I	2.00	2.00	2.00	2.00	
2421 - Utility Maint. Mechanic II	3.00	3.00	3.00	3.00	
2402 - Maintenance Assistant II	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	0.00	1.00	1.00	1.00	
<b>LABORATORY:</b>					
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00	
5032 - Laboratory Technician II	0.00	2.00	2.00	2.00	
5031 - Laboratory Technician	2.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>	<b>34.00</b>	<b>1.00</b>
Permanent Full-Time	32.00	33.00	33.00	34.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>32.00</b>	<b>33.00</b>	<b>33.00</b>	<b>34.00</b>	<b>1.00</b>

**DESCRIPTION**

The Sewer Maintenance Section is responsible for the maintenance of approximately 607 miles of sanitary sewer pipe. This involves routine cleaning of sanitary sewer pipe; routine internal television inspection of pipe; repair and/or replacement of pipe and manholes; and investigation of complaints and correction of problems identified.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The emphasis this year will be placed upon routinely cleaning and inspecting sanitary sewer mains at various environmentally sensitive locations throughout the system. The Sewer Maintenance section will continue inspecting, identifying and prioritizing existing sewers that will be rehabilitated by an annual maintenance contract utilizing trenchless technology methods.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 567,579	\$ 651,089	\$ 607,750	\$ 665,834	2.3%
Supplies and Materials	102,992	126,341	116,309	151,657	20.0%
Travel and Training	1,085	1,850	1,850	2,780	50.3%
Intragovernmental Charges	88,206	92,139	92,173	103,286	12.1%
Utilities, Services, & Misc.	47,005	92,470	53,967	65,486	(29.2%)
Capital	0	175,708	175,567	101,000	(42.5%)
Other	809,517	808,369	903,043	905,921	12.1%
<b>Total</b>	<b>\$ 1,616,384</b>	<b>\$ 1,947,966</b>	<b>\$ 1,950,659</b>	<b>\$ 1,995,964</b>	<b>2.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2430 - Sewer Maintenance Supt.	1.00	1.00	1.00	1.00	
2310 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2309 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II	6.00	6.00	6.00	9.00	3.00
2299 - Equipment Operator I	3.00	3.00	3.00	0.00	(3.00)
2003 - Custodian	0.20	0.20	0.20	0.20	
1003 - Admin. Support Assistant III	0.20	0.20	0.20	0.20	
1002 - Admin. Support Assistant II	0.10	0.10	0.10	0.10	
<b>Total Personnel</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	
Permanent Full-Time	12.50	12.50	12.50	12.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	

Equipment Operator I reclassified to Equipment Operator II.

**MAJOR PROJECTS**

Voters approved an 18.5 million dollar revenue bond issue in November 2003. Several improvement projects will be funded by the bond issue over the next five years. Projects include repair and rehabilitation of older sewers, upgrade of an existing City pump station, extending main sewer trunk lines to the 80 acre point in developing drainage basins, and relief sewers providing additional capacity in existing service areas and elimination of lagoons discharging into creeks flowing through the city.

**HIGHLIGHTS/GOALS****FY 2007 Goal: Planning for the Future**

The CIP projects that are anticipated to be constructed using the voter approved \$18.5 million dollars include the Bear Creek Outfall Sewer project, Southwest Outfall Relief Sewer project, State Route 763 Sewer Relocation project, Wetland Treatment Unit #2 Berm Repair project and 80 acre point trunk sewer extensions. It is also anticipated that design work will begin for the Clear Creek Pump Station Upgrade Project, the Upper Hinkson Outfall Relief Sewer project, as well as the preliminary design study for the expansion of the Columbia Regional Wastewater Treatment Facility. Work will also continue on several Sewer District projects that will extend City sewer to eliminate private common collector sewers and on-site systems. It is also anticipated that the sewer utility will complete another sewer main rehabilitation by "no-dig" methods project in FY2007. These capital investments in our sewer system will provide for much needed expansion and maintenance.

**FISCAL IMPACT**

To pay back the revenue bonds, rate increases of 3% in FY07 and 3% increases in FY08 will be implemented. Connection fees will also be increased 25% in FY 2007.

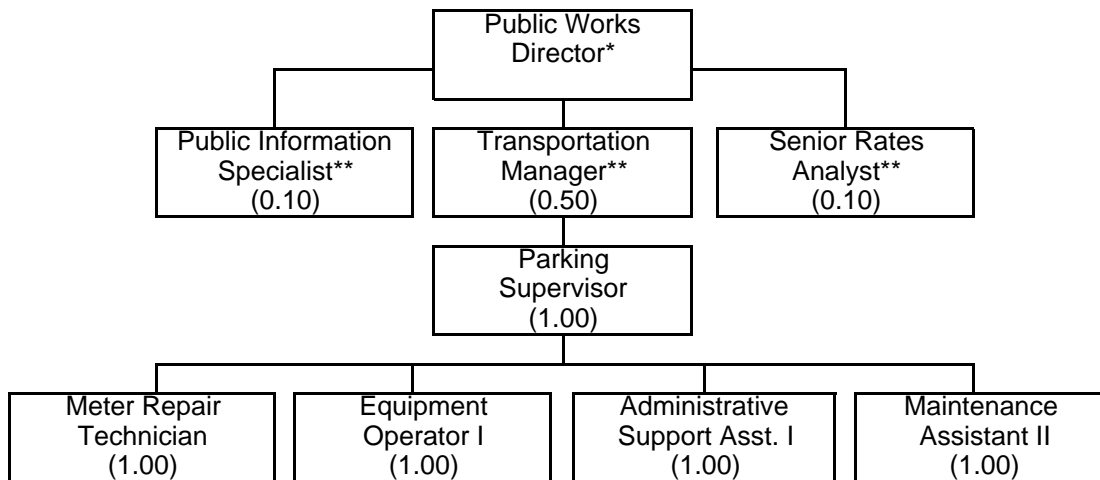
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	5,862	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,391,684	5,499,410	5,499,410	5,748,150	4.5%
Capital	38,577	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,436,123</b>	<b>\$ 5,499,410</b>	<b>\$ 5,499,410</b>	<b>\$ 5,748,150</b>	<b>4.5%</b>



# City of Columbia - Public Works Parking Facilities

5.70 FTE Positions



\* Positions not included in Parking's FTE count.

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

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**DEPARTMENT DESCRIPTION**

The Parking Utility operates, maintains and administers four parking facilities, 15 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection and data preparation of parking and parking facility studies, plus the installation and maintenance of the parking meters, gates, attendant buildings and other facilities.

**DEPARTMENT OBJECTIVES**

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

**APPROPRIATIONS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 356,720	\$ 372,937	\$ 351,682	\$ 386,378	3.6%
Supplies & Materials	106,123	99,142	98,905	70,490	(28.9%)
Travel & Training	0	300	300	300	0.0%
Intragovernmental Charges	101,940	113,013	113,013	86,910	(23.1%)
Utilities, Services & Misc.	177,819	1,688,468	1,796,245	803,459	(52.4%)
Capital	77,340	74,231	74,231	44,200	(40.5%)
Other	1,049,505	1,022,827	998,880	894,362	(12.6%)
<b>Total</b>	<b>1,869,447</b>	<b>3,370,918</b>	<b>3,433,256</b>	<b>2,286,099</b>	<b>(32.2%)</b>
Summary					
Operating Expenses	710,366	764,160	756,396	746,037	(2.4%)
Non-Operating Expenses	628,005	625,697	720,995	619,900	(0.9%)
Debt Service	422,651	398,630	373,434	275,962	(30.8%)
Capital Additions	0	74,231	74,231	44,200	(40.5%)
Capital Projects	108,425	1,508,200	1,508,200	600,000	(60.2%)
<b>Total Expenses</b>	<b>\$ 1,869,447</b>	<b>\$ 3,370,918</b>	<b>\$ 3,433,256</b>	<b>\$ 2,286,099</b>	<b>(32.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Parking Facilities	5.60	5.60	5.60	5.70	0.10
<b>Total Personnel</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.70</b>	<b>0.10</b>
Permanent Full-Time	4.60	4.60	4.60	4.70	0.10
Permanent Part-Time	1.00	1.00	1.00	1.00	
<b>Total Permanent</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.70</b>	<b>0.10</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Parking Inventory:</b>			
On-Street Meters	1,710	1,701	1,701
Surface Lots:			
Off-Street Meters	497	436	436
Permit Spaces	528	471	439
Parking Structures:			
Hourly Parking Spaces	315	314	314
Permit Spaces	937	938	938
<b>Parking Permits Issued:</b>			
Surface Lots	681	680	685
Parking Structures	745	900	950
<b>Revenue Collected:</b>			
On-Street Meters	629,226	665,100	670,000
Off-Street Meters	140,428	112,430	130,000
Meter Covers	76,078	40,000	42,000
<b>Parking Structures Metered Revenues:</b>			
Plaza	44,676	45,000	46,000
6th/Cherry	11,154	12,000	12,500
8th/Cherry	20,480	22,470	18,000
10th/Cherry	21,742	18,000	22,000
<b>Parking Structures Permit Revenues:</b>			
Plaza	176,411	172,332	176,000
6th/Cherry	125,262	142,346	142,000
8th/Cherry	87,427	89,000	94,000
10th/Cherry	67,115	73,332	76,000
<b>Meter Maintenance &amp; Repair:</b>			
Complaints Checked	1,863	2,000	2,000
Meters Requiring Work	962	1,200	1,100
Meters Replaced	192	380	350
Hours Worked	350	420	400

(1) Installed five Legend Pay On Foot machines in three structures during FY05.

(2) All parking meters converted to EZ-Park during FY06.

(3) FY05 Replaced five garage POF machines adding debit card and change for customer convenience.

(4) Deployed three Greenwald debit card dispensers in three locations for best customer convenience.

**COMPARATIVE DATA**

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN**
<b>Population</b>	<b>94,645</b>	<b>37,844</b>	<b>90,388</b>	<b>63,306</b>	<b>243,733</b>	<b>97,790</b>
Number of Employees	5.6	7.5	28.0	7.0	72.5	3.0
Employees Per 1,000 Population	0.059	0.198	0.310	0.111	0.297	0.031
<b>No. of Parking Spaces:</b>	<b>3,726</b>	<b>1,005</b>	<b>4,090</b>	<b>4,340</b>	<b>8,325</b>	<b>4,654</b>
On-Street	1,737	791	1,629	1,174	3,600	1,219
Off-Street	1,989	214	2,461	3,166	4,725	3,435
<b>No. of Parking Structures</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>5</b>

\*Lincoln, NE uses 8 parking structures and 3 lots downtown, with 13 lots located outside downtown area.

\*\*Rochester, MN features AVI - Automatic Vehicle Identification for monthly parkers.(Republic Parking)

\*\* Rochester, MN parking contractor has 35 private employees working ramps and lots.

**DESCRIPTION**

The Parking Utility operates, maintains and administers four parking facilities, 15 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection and data preparation of parking and parking facility studies, plus the installation and maintenance of the parking meters, gates, attendant buildings and other facilities.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Working with the downtown business district, the Parking Utility works to ensure that the present and future parking needs in downtown Columbia are met. All meters in the business district and University campus have been converted for the EZ Park Card. The Parking Utility sells the reloadable EZ Park cards on the third floor of the City Daniel Boone Building, the City utility building, the "District" office and at Memorial Hall on the University campus. New pay on foot machines were installed in the 6th, 8th and 10th street garages and these machines use the EZ Park cards in addition to recharging them.

The three camera pilot project for security at 8th and Cherry garage was completed during FY 2006, by installing the remaining thirteen cameras and connecting to the LAN via fiber optics. Fiber optics to the garages was another project ongoing during FY2006, with the objective being able to monitor several digital events/activities in each garage.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 356,720	\$ 372,937	\$ 351,682	\$ 386,378	3.6%
Supplies and Materials	101,513	99,142	98,905	70,490	(28.9%)
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	101,940	113,013	113,013	86,910	(23.1%)
Utilities, Services, & Misc.	151,344	180,268	288,045	203,459	12.9%
Capital	0	74,231	74,231	44,200	(40.5%)
Other	1,049,505	1,022,827	998,880	894,362	(12.6%)
<b>Total</b>	<b>\$ 1,761,022</b>	<b>\$ 1,862,718</b>	<b>\$ 1,925,056</b>	<b>\$ 1,686,099</b>	<b>(9.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4802 - Public Information Specialist	0.00	0.00	0.00	0.10	0.10
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.10	0.10
4201 - Financial Mgmt Spec.	0.10	0.10	0.10	0.00	(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	
2402 - Maintenance Assistant II	0.00	0.00	0.00	1.00	1.00
2299 - Equipment Operator I	2.00	2.00	2.00	1.00	(1.00)
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.70</b>	<b>0.10</b>
Permanent Full-Time	4.60	4.60	4.60	4.70	0.10
Permanent Part-Time	1.00	1.00	1.00	1.00	
<b>Total Permanent</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.70</b>	<b>0.10</b>

Equipment Operator I reclassified to a Maintenance Assistant II.  
Financial Management Specialist reclassified to a Senior Rates Analyst.



**MAJOR PROJECTS**
**FY 2007 Goals: Planning for the Future and Improved Communications**

Major projects planned for FY 2006 and FY 2007 include the upgrade of the 911 system in the 7th & Walnut garage and the design of a new parking garage North of Broadway.

**FISCAL IMPACT**

\$600,000 funding for the design work on a new parking garage north of Broadway.

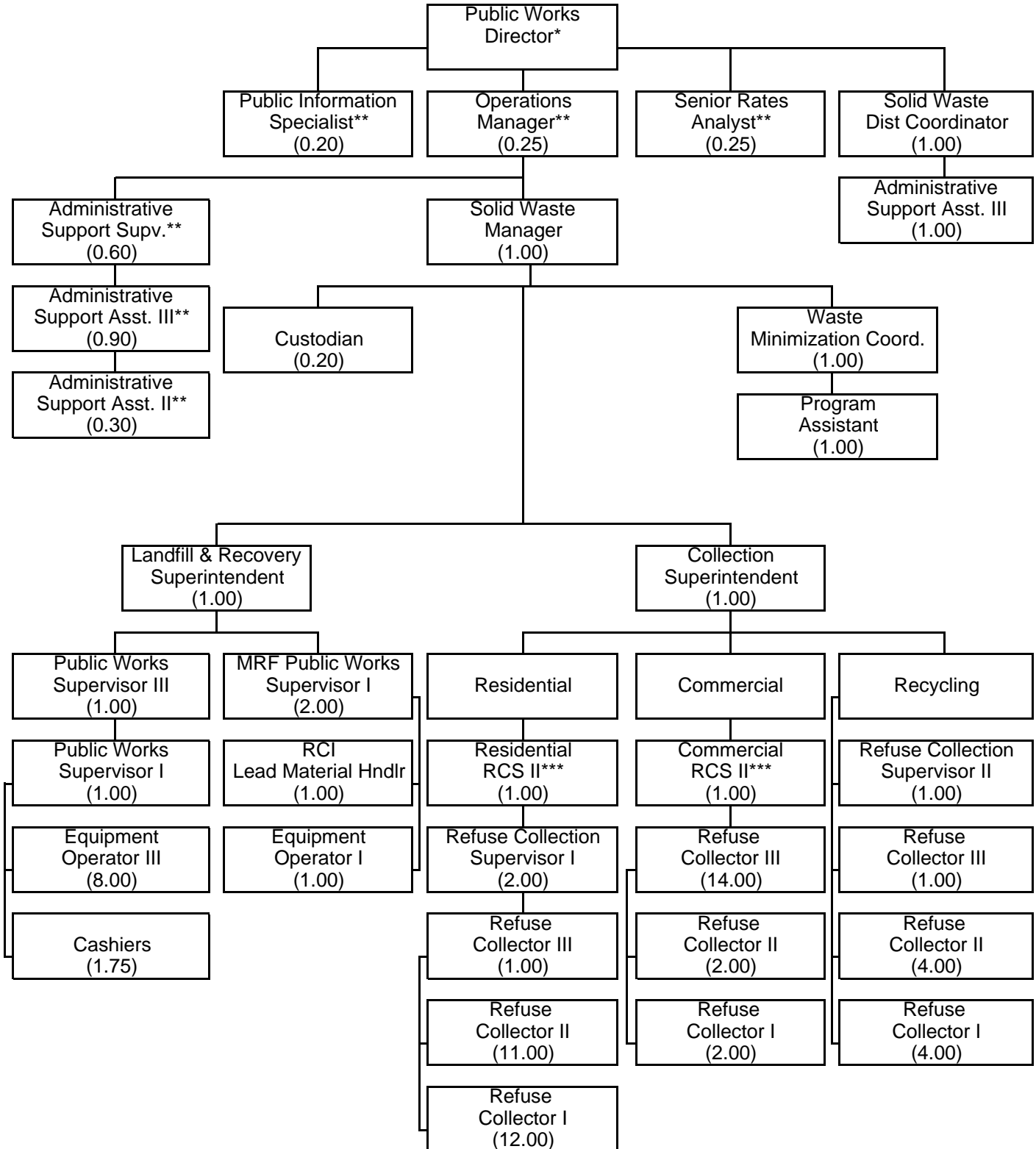
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies and Materials	4,610	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	26,475	1,508,200	1,508,200	600,000	(60.2%)
Capital	77,340	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 108,425</b>	<b>\$ 1,508,200</b>	<b>\$ 1,508,200</b>	<b>\$ 600,000</b>	<b>(60.2%)</b>



# City of Columbia - Public Works Solid Waste

81.45 FTE Positions



\* Positions not included in Solid Waste's FTE count.

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

\*\*\* RCS - Refuse Collection Supervisor

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**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 and public health.

**APPROPRIATIONS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 4,186,070	\$ 4,533,812	\$ 4,388,888	\$ 4,845,849	6.9%
Supplies & Materials	2,624,450	3,266,578	3,382,644	3,562,873	9.1%
Travel & Training	9,565	19,630	19,605	21,436	9.2%
Intragovernmental Charges	986,430	1,035,443	1,036,943	1,142,341	10.3%
Utilities, Services & Misc.	1,981,933	4,816,749	4,894,551	2,195,610	(54.4%)
Capital	860,206	983,330	921,672	1,261,500	28.3%
Other	2,066,016	1,977,040	2,010,081	2,129,688	7.7%
<b>Total</b>	<b>12,714,670</b>	<b>16,632,582</b>	<b>16,654,384</b>	<b>15,159,297</b>	<b>(8.9%)</b>
Summary					
Operating Expenses	9,651,527	10,861,655	10,911,831	11,693,109	7.7%
Non-Operating Expenses	1,787,162	1,693,274	1,708,847	1,833,629	8.3%
Debt Service	363,934	349,323	367,034	371,059	6.2%
Capital Additions	836,411	983,330	921,672	1,261,500	28.3%
Capital Projects	75,636	2,745,000	2,745,000	0	(100.0%)
<b>Total Expenses</b>	<b>\$ 12,714,670</b>	<b>\$ 16,632,582</b>	<b>\$ 16,654,384</b>	<b>\$ 15,159,297</b>	<b>(8.9%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Administration	5.50	5.50	5.50	6.70	1.20
Commercial	18.80	18.80	18.80	19.80	1.00
Residential	21.00	21.00	21.00	18.00	(3.00)
Landfill	12.50	12.25	12.25	12.25	
University	2.20	2.20	2.20	2.20	
Recycling	17.25	17.50	17.50	22.50	5.00
<b>Total Personnel</b>	<b>77.25</b>	<b>77.25</b>	<b>77.25</b>	<b>81.45</b>	<b>4.20</b>
Permanent Full-Time	76.50	76.50	76.50	80.70	4.20
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>77.25</b>	<b>77.25</b>	<b>77.25</b>	<b>81.45</b>	<b>4.20</b>

## COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR
<b>Population</b>	<b>94,645</b>	<b>104,162</b>	<b>121,014</b>	<b>83,094</b>	<b>82,178</b>
Number of Employees	77.25	50.00	45.00	96.00	75.00
Employees Per 1,000 Population	0.816	0.480	0.372	1.155	0.913
Number of Part Time Employees	10	0	7	3	0
No. of Utility Accounts	38,000	33,000	33,250	28,500	23,440
Avg. Residential Rate/Month	\$12.92 (1)	\$11.50	\$13.70	\$11.95	\$10.85
Disposal Tipping Fee/Ton	\$32.50	\$14.24	\$26.88	\$19.15	\$26.00
Out of County Disposal Fee	*		*		
(1) Rate change took effect 10/1/06					
*-These cities do not have an out of county disposal fee/ton					

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
Tons of Waste Collected:			
Residential	29,331	29,500	29,600
Commercial/Roll-Off	55,624	56,000	56,500
University	6,134	6,150	6,200
From Outside Hauler	74,139	76,000	78,000
Total Tons of Material Deposited at Landfill	165,228	167,650	170,300
Tons of Recyclables Collected Curbside	4,393	4,550	4,700
Tons of Recyclables Collected at Drop Offs	2,721	2,750	2,800
Tons of Recyclables Collected Apartments	124	130	135
Tons of Recyclables Collected Commercial Customers	1,083	850	1,000
Tons of Recyclables from Outside Hauler	89	100	100
Tons of Material Processed at Material Recovery Facility	8,410	8,380	8,735
Tons of Material Waste taken to Compost Facility	8,520	8,800	8,900
Number of Residential Units	36,645	37,050	38,754
Quantity of Black Trash Bags Delivered/Sold	2,522,810	2,600,000	2,640,000
Quantity of Blue Recycling Bags Delivered/Sold	1,566,168	1,600,000	1,610,000
Quantity of Clear Compost Bags Delivered/Sold	332,965	350,000	370,000
No. White Goods Collected Through Special Collection	3,109	3,200	3,200
State Landfill Fees Collected and Forwarded to State	341,659	346,667	358,822
Educational and Informational Presentations	150	170	180
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	141,764	142,000	142,500
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	3,301	3,300	3,350
Trash Out Early Violations	218	200	225

**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****FY 2007 Goals: Planning for the Future and Improved Coordination**

Current landfill cell #3 is nearing completion and a new cell (cell #4) must be constructed for use in 2007. This cell will be constructed as a bioreactor which means actively managing moisture and gas levels to accelerate decomposition providing better utilization of air space and higher gas production.

Partnering with Water and Light, landfill gas will be used to generate electricity in 2007 for converting the landfill's methane gas to electricity. Additional gas wells will be installed for regulatory compliance and increased recovery amounts.

Compost sales continue to grow, with plans to market bagged material along with the current bulk sales program.

Commercial recycling provided large generators with 5 compactors and a 30-yd open container purchased with grant funds from the Missouri Department of Natural Resources and the Mid Missouri Solid Waste Management District.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 366,536	\$ 397,909	\$ 395,248	\$ 495,645	24.6%
Supplies and Materials	21,062	23,671	22,562	23,610	(0.3%)
Travel and Training	3,850	6,420	6,365	7,670	19.5%
Intragovernmental Charges	669,053	698,684	698,684	769,356	10.1%
Utilities, Services, & Misc.	205,900	168,409	169,536	188,542	12.0%
Capital	0	0	0	0	
Other	443,707	394,640	425,883	407,508	3.3%
<b>Total</b>	<b>\$ 1,710,108</b>	<b>\$ 1,689,733</b>	<b>\$ 1,718,278</b>	<b>\$ 1,892,331</b>	<b>12.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5107 - Operations Manager	0.00	0.00	0.00	0.25	0.25
5104 - Chief Engineer	0.25	0.25	0.25	0.00	(0.25)
4802 - Public Information Specialist	0.00	0.00	0.00	0.20	0.20
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.25	0.25
4201 - Financial Mgmt Spec	0.25	0.25	0.25	0.00	(0.25)
2208 - Solid Waste District Coord.	1.00	1.00	1.00	1.00	
2206 - Collection Superintendent	1.00	1.00	1.00	1.00	
2205 - Solid Waste Manager	1.00	1.00	1.00	1.00	
2003 - Custodian	0.20	0.20	0.20	0.20	
1004 - Admin. Support Supervisor	0.60	0.60	0.60	0.60	
1003 - Admin. Support Assistant III	0.90	0.90	0.90	1.90	1.00
1002 - Admin. Support Assistant II	0.30	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>6.70</b>	<b>1.20</b>
Permanent Full-Time	5.50	5.50	5.50	6.70	1.20
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>6.70</b>	<b>1.20</b>

Chief Engineer title changed to Operations Manager.

Financial Management Specialist reclassified to a Senior Rates Analyst.

**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 make up the bulk of commercial accounts. Commercial revenues have not kept pace with expenses. Commercial accounts and route efficiencies will be the focus for our permanent commercial container service. Additional efforts will be made managing the non-residential recycling opportunities. There are no significant changes planned for commercial collection.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,014,426	\$ 1,082,237	\$ 1,120,298	\$ 1,157,825	7.0%
Supplies and Materials	691,422	803,270	818,225	923,193	14.9%
Travel and Training	0	2,021	2,021	2,021	0.0%
Intragovernmental Charges	88,508	82,546	83,046	97,349	17.9%
Utilities, Services, & Misc.	426,388	487,451	460,740	520,147	6.7%
Capital	226,370	286,520	286,520	282,000	(1.6%)
Other	195,525	199,400	201,352	205,200	2.9%
<b>Total</b>	<b>\$ 2,642,639</b>	<b>\$ 2,943,445</b>	<b>\$ 2,972,202</b>	<b>\$ 3,187,735</b>	<b>8.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2214 - Refuse Collector III	13.40	13.40	13.40	13.40	
2213 - Refuse Collector II	1.20	1.20	1.20	1.20	
2212 - Refuse Collector I	2.20	2.20	2.20	3.20	1.00
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>18.80</b>	<b>18.80</b>	<b>18.80</b>	<b>19.80</b>	<b>1.00</b>
Permanent Full-Time	18.80	18.80	18.80	19.80	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>18.80</b>	<b>18.80</b>	<b>18.80</b>	<b>19.80</b>	<b>1.00</b>

**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. A small scale day change was passed along to our customers and will be recommended again in the near future.

Due to the growth of the city two additional Refuse Collector positions will be added, along with an additional collection truck. With the age of the existing fleet a rate increase of \$1.75/mo is being proposed. This rate increase will help replace old, unreliable equipment, allow the division to continue adding employees and vehicles due to the extensive growth that has occurred throughout the city over the past 5-10 years.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 815,063	\$ 936,812	\$ 841,997	\$ 855,717	(8.7%)
Supplies and Materials	592,428	784,077	848,636	835,253	6.5%
Travel and Training	30	1,450	1,450	1,450	0.0%
Intragovernmental Charges	128,760	118,076	118,076	113,097	(4.2%)
Utilities, Services, & Misc.	210,880	216,032	249,023	225,445	4.4%
Capital	0	185,000	170,342	23,000	(87.6%)
Other	204,838	198,000	194,318	205,500	3.8%
<b>Total</b>	<b>\$ 1,951,999</b>	<b>\$ 2,439,447</b>	<b>\$ 2,423,842</b>	<b>\$ 2,259,462</b>	<b>(7.4%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	10.00	10.00	10.00	9.00	(1.00)
2212 - Refuse Collector I	8.00	8.00	8.00	6.00	(2.00)
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>18.00</b>	<b>(3.00)</b>
Permanent Full-Time	21.00	21.00	21.00	18.00	(3.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>18.00</b>	<b>(3.00)</b>



**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 2005 was 165,228, a 1.7% increase over FY04. Fiscal year 2006 tonnage is on pace to be quite a bit higher due to storm cleanup and repair.

Landfill gas will be converted to electricity at a facility to be constructed by the Water & Light Department during 2007.

Construction of cell 4 will proceed during 2007. It will be constructed for operation as a bioreactor, where liquids are added to the waste to accelerate decomposition, waste stabilization, and gas production.

A pilot project for shingle diversion began in June 2006 due to the large quantities the landfill was receiving from storm repair. The shingles will be recycled and processed into new asphalt products such as roads or shingles.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY04 was 8,174. 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. A bagger system for compost and glass was purchased with funding provided by the Mid Missouri Solid Waste District H. Application has been made to MoDNR to add manure to the compost operation.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 690,288	\$ 793,594	\$ 718,221	\$ 829,145	4.5%
Supplies and Materials	529,435	784,431	796,071	818,108	4.3%
Travel and Training	2,487	2,904	3,968	3,460	19.1%
Intragovernmental Charges	27,200	28,106	28,106	45,347	61.3%
Utilities, Services, & Misc.	762,685	861,140	875,161	894,391	3.9%
Capital	430,599	400,000	353,000	73,000	(81.8%)
Other	1,020,491	990,000	990,000	1,087,000	9.8%
<b>Total</b>	<b>\$ 3,463,185</b>	<b>\$ 3,860,175</b>	<b>\$ 3,764,527</b>	<b>\$ 3,750,451</b>	<b>(2.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2307 - Public Works Supervisor III	1.00	0.75	0.75	0.75	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	8.00	8.00	8.00	8.00	
2207 - Landfill Superintendent	0.75	0.75	0.75	0.75	
1201 - Cashier	0.00	0.00	0.00	1.75	1.75
1000 - Admin. Support Assistant I	1.75	1.75	1.75	0.00	(1.75)
<b>Total Personnel</b>	<b>12.50</b>	<b>12.25</b>	<b>12.25</b>	<b>12.25</b>	
Permanent Full-Time	11.75	11.50	11.50	11.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>12.50</b>	<b>12.25</b>	<b>12.25</b>	<b>12.25</b>	

Administrative Support Assistant I reclassified to Cashier.

**DESCRIPTION**

Contract collection of waste from all the facilities on the MU campus.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

City staff continues to work with university personnel to increase efficiencies in solid waste services on campus by placement of compactors in lieu of dumpsters.

The University placed an additional 60 sidewalk recycling containers bringing the total to 110.

The City has also been working closely with the University, MU Athletics and Sustain Mizzou on special event recycling. Beverage container recycling was available for football tailgaters during 6 home games with 12 tons of containers collected. Tailgate recycling at athletic events will continue in FY07. The City provided container recycling for campus events including the Mizzou Relay for Life and the Big Free concert.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 105,454	\$ 98,752	\$ 123,206	\$ 105,045	6.4%
Supplies and Materials	54,978	59,625	56,063	62,055	4.1%
Travel and Training	0	0	0	0	
Intragovernmental Charges	4,344	8,508	8,508	11,838	39.1%
Utilities, Services, & Misc.	31,853	35,529	34,469	35,862	0.9%
Capital	22,550	0	0	0	
Other	9,801	10,000	10,052	10,080	0.8%
<b>Total</b>	<b>\$ 228,980</b>	<b>\$ 212,414</b>	<b>\$ 232,298</b>	<b>\$ 224,880</b>	<b>5.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2214 - Refuse Collector III	0.60	0.60	0.60	0.60	
2213 - Refuse Collector II	0.80	0.80	0.80	0.80	
2212 - Refuse Collector I	0.80	0.80	0.80	0.80	
<b>Total Personnel</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	
Permanent Full-Time	2.20	2.20	2.20	2.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	

**DESCRIPTION**

This program includes weekly collection of commingled recyclables from residential units, daily collection of commingled recyclables from 7 drop-off locations (including the University of Missouri site), 9 apartment drop-off containers rotated among 28 apartment complexes, bi-monthly (April through November) collection of household hazardous waste, and weekly collection of major appliances and yard waste. The Public Works Volunteer Program utilizes over 2600 volunteers per year in waste reduction activities such as Adopt - A -Spot litter control, household hazardous waste greeters, mulch site aides, worm loan aides, composting workshop leaders, special cleanups, and various other waste reduction projects. The Material Recovery Facility (MRF) sorts and processes for marketing the incoming recyclables the city collects as well as recycling brought in by private haulers.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The Material Recovery Facility received 8,411 tons of recyclables during FY05. The facility processes material 78.5 hours per week, primarily with temporary labor. Sorted cardboard, newspaper, office paper, chipboard, aluminum, steel cans, and plastic bottles are baled and marketed. Glass is crushed and used as sand and 1/4" cullet in various projects.

A load leveler purchased with grant funds provided by the Mid Missouri Solid Waste Management District, was installed at the MRF to help with fiber processing.

Non-residential recycling program implemented in FY05 continues to expand, providing services to approximately 74 businesses. Two grants from the MO DNR and Mid MO SWMD will allow the City to provide compactors and a 30 yd. open top container to large quantity generators.

Convenience store beverage container recycling includes 37 locations with a total of 138 bins located throughout the City.

The household hazardous waste collection serviced 3301 cars in 2005, and collected 141,764 pounds of material.

The Volunteer Program continues to support the Adopt-A-Spot Litter Control program, with 96 active groups and 34 ongoing volunteers who donate at least 4 hours per month doing waste reduction activities.

The Volunteer Program educated elementary school children about recycling and waste reduction as a part of the University of Missouri Extension's E-Adventure blue program. Volunteers donated over 2600 hours.

A new costume for Mr. Bag-It was purchased with grant funds from the Mid Missouri Solid Waste Management District. The City also received 4 grants from the Mid Missouri Solid Waste Management District for the purchase of portable information kiosks, onboard truck weighing system, mini roll-off truck and a box truck with Tommy lift.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,194,303	\$ 1,224,508	\$ 1,189,918	\$ 1,402,472	14.5%
Supplies and Materials	735,125	811,504	841,087	900,654	11.0%
Travel and Training	3,198	6,835	5,801	6,835	0.0%
Intragovernmental Charges	68,565	99,523	100,523	105,354	5.9%
Utilities, Services, & Misc.	292,386	303,188	360,622	331,223	9.2%
Capital	156,892	111,810	111,810	883,500	690.2%
Other	191,654	185,000	188,476	214,400	15.9%
<b>Total</b>	<b>\$ 2,642,123</b>	<b>\$ 2,742,368</b>	<b>\$ 2,798,237</b>	<b>\$ 3,844,438</b>	<b>40.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
4533 - Waste Minimization Coord.	1.00	1.00	1.00	1.00	
4615 - Program Assistant	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	0.00	0.25	0.25	0.25	
2305 - Public Works Supervisor I	1.00	2.00	2.00	2.00	
2303 - Equipment Operator III	1.00	0.00	0.00	0.00	
2299 - Equipment Operator I	1.00	1.00	1.00	1.00	
2214 - Refuse Collector III	1.00	1.00	1.00	1.00	
2213 - Refuse Collector II	4.00	4.00	4.00	6.00	2.00
2212 - Refuse Collector I	6.00	6.00	6.00	9.00	3.00
2207 - Landfill Superintendent	0.25	0.25	0.25	0.25	
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>17.25</b>	<b>17.50</b>	<b>17.50</b>	<b>22.50</b>	<b>5.00</b>
Permanent Full-Time	17.25	17.50	17.50	22.50	5.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>17.25</b>	<b>17.50</b>	<b>17.50</b>	<b>22.50</b>	<b>5.00</b>

## MAJOR PROJECTS

The Landfill Gas To Energy project will be implemented during FY06 and FY07.

Landfill Cell 4 will be constructed in the FY07.

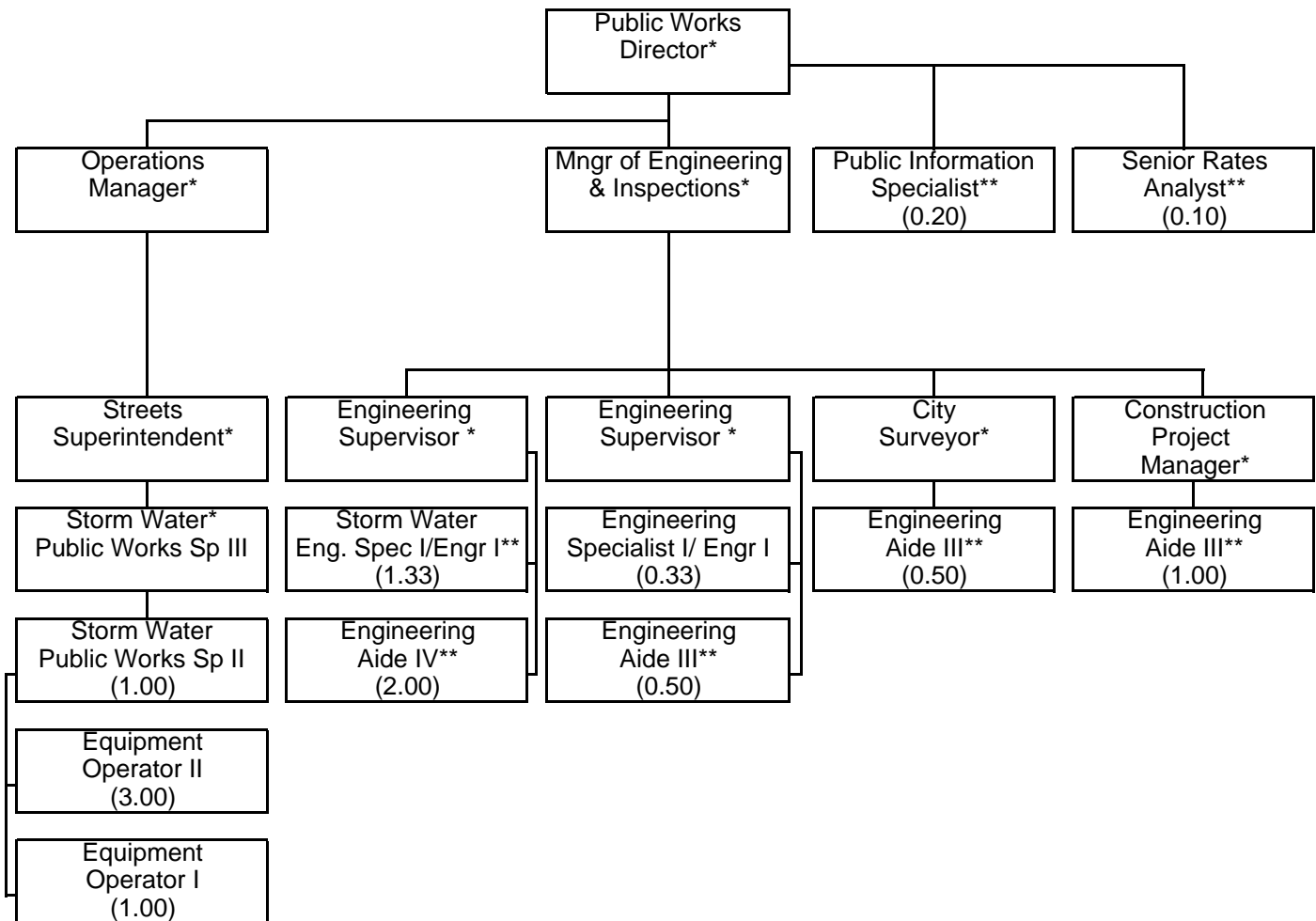
## FISCAL IMPACT

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	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.	51,841	2,745,000	2,745,000	0	(100.0%)
Capital	23,795	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 75,636</b>	<b>\$ 2,745,000</b>	<b>\$ 2,745,000</b>	<b>0</b>	<b>(100.0%)</b>



**City of Columbia - Public Works Storm Water Utility**  
10.96 FTE Positions



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

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## 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 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 616,415	\$ 665,711	\$ 624,179	\$ 722,342	8.5%
Supplies & Materials	85,381	126,850	106,680	166,124	31.0%
Travel & Training	1,560	3,350	3,385	3,365	0.4%
Intragovernmental Charges	126,194	143,674	143,674	180,368	25.5%
Utilities, Services & Misc.	1,015,890	1,318,881	1,325,497	1,140,203	(13.5%)
Capital	191,475	24,400	24,000	29,387	20.4%
Other	326,640	321,105	517,173	344,000	7.1%
<b>Total</b>	<b>2,363,555</b>	<b>2,603,971</b>	<b>2,744,588</b>	<b>2,585,789</b>	<b>(0.7%)</b>
Summary					
Operating Expenses	954,467	1,110,344	1,050,012	1,271,602	14.5%
Non-Operating Expenses	331,191	321,105	522,454	344,000	7.1%
Debt Service	0	0	0	0	
Capital Additions	191,475	24,400	24,000	29,387	20.4%
Capital Projects	886,422	1,148,122	1,148,122	940,800	(18.1%)
<b>Total Expenses</b>	<b>\$ 2,363,555</b>	<b>\$ 2,603,971</b>	<b>\$ 2,744,588</b>	<b>\$ 2,585,789</b>	<b>(0.7%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration/Engineering	5.43	5.43	5.43	5.96	0.53
Field Operations	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>10.43</b>	<b>10.43</b>	<b>10.43</b>	<b>10.96</b>	<b>0.53</b>
Permanent Full-Time	10.43	10.43	10.43	10.96	0.53
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>10.43</b>	<b>10.43</b>	<b>10.43</b>	<b>10.96</b>	<b>0.53</b>



## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
No. of Programmed Projects from Engineering Division	5	4	5
No. of Feet of Drainage Improvement	295.5	350	350
No. of Unscheduled Projects Completed	10	10	10
No. of Problem Investigations	62	175	140
No. of Inlets Rebuilt/Repaired	14	20	18

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO (2)	Indepen- dence, MO (1)	Joplin, MO	Ames, IA
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>109,373</b>	<b>47,780</b>	<b>53,482</b>
Number of Employees	5	7	14	6	2.5
Employees Per 1,000 Population	0.053	0.047	0.128	0.126	0.047
Drainage Area Served (sq. mi.)	59	80	78	35	25
Budget (thousands)	1,100	600	1,471	1,900	351
(1) Independence # of employees - 13 FTE - 1 Contract Storm Water Manager					
(2) Springfield # of employees - 6 FTE - 1 Contract Storm Water Manager					

**DESCRIPTION**

The purpose of the Storm Water Utility is to assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water run off, and establish requirements for construction of storm water management facilities in newly developed areas.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Public Works continues to work through the design and construction of a long list of capital improvement projects. Storm Water Management projects such as Paris and Ann Drainage, Woodside-Nazarene Drainage, Concordia Drainage, Rock Quarry Road Culverts and the second phase of Maryland/Richmond/Kentucky (near Stadium and Providence) were constructed this past fiscal year. Projects currently under construction include West Boulevard Mary Gene drainage and Greenwood/Stewart Phase I. Projects currently in final design include Brandon Road Culvert, Maupin/Edgewood, Rutledge/Weymeyer, Middlebush Culvert Replacement and the Flat Branch RCB access project. Projects in preliminary design include Quail Drive, Vandiver/Sylvan, Greenwood Stewart Phase II.

The City continues to provide assistance to citizens with storm water concerns such as: structure flooding, street flooding and erosion problems. In calendar year 2005, the City responded to 235 calls for help. Advice on yard grading, maintenance and alternative storm water management practices is provided. Some concerns indicate the need for maintenance by the City or the scheduling of a Capital Improvement Project.

The City also continues to provide education and outreach on storm water quality issues in accordance with the EPA Phase II Storm Water Permit. The City now provides office space for the Boone County education and outreach coordinator and both the City and County work closely in order to maximize the effectiveness of both.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 340,048	\$ 402,387	\$ 374,373	\$ 457,411	13.7%
Supplies and Materials	17,230	13,390	20,710	21,559	61.0%
Travel and Training	1,560	2,285	2,835	2,300	0.7%
Intragovernmental Charges	117,386	136,648	136,648	173,039	26.6%
Utilities, Services, & Misc.	98,199	48,444	54,086	48,859	0.9%
Capital	0	0	0	0	
Other	7,814	4,464	172,245	0	(100.0%)
<b>Total</b>	<b>\$ 582,237</b>	<b>\$ 607,618</b>	<b>\$ 760,897</b>	<b>\$ 703,168</b>	<b>15.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5111/5099 - Eng. Spec I/Engr. I	0.00	0.00	0.00	1.66	1.66
5101 - Civil Engineer I	1.33	1.33	1.33	0.00	(1.33)
5004 - Engineering Aide IV	2.00	2.00	2.00	2.00	
5003 - Engineering Aide III	2.00	2.00	2.00	2.00	
5002 - Engineering Aide II*	0.00	0.00	0.00	0.00	
4802 - Public Information Specialist	0.00	0.00	0.00	0.20	0.20
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.10	0.10
4201 - Financial Mgmt Spec.	0.10	0.10	0.10	0.00	(0.10)
<b>Total Personnel</b>	<b>5.43</b>	<b>5.43</b>	<b>5.43</b>	<b>5.96</b>	<b>0.53</b>
Permanent Full-Time	5.43	5.43	5.43	5.96	0.53
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.43</b>	<b>5.43</b>	<b>5.43</b>	<b>5.96</b>	<b>0.53</b>

All Civil Engineer II and I titles changed to Engineering Specialists II and I.  
Financial Management Specialist reclassified to a Senior Rates Analyst.

## 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 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 259,550	\$ 263,324	\$ 249,806	\$ 264,931	0.6%
Supplies and Materials	62,426	113,460	85,970	144,565	27.4%
Travel and Training	0	1,065	550	1,065	0.0%
Intragovernmental Charges	8,808	7,026	7,026	7,329	4.3%
Utilities, Services, & Misc.	53,811	122,315	123,289	150,544	23.1%
Capital	191,475	24,400	24,000	29,387	20.4%
Other	318,826	316,641	344,928	344,000	8.6%
<b>Total</b>	<b>\$ 894,896</b>	<b>\$ 848,231</b>	<b>\$ 835,569</b>	<b>\$ 941,821</b>	<b>11.0%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
2310 - Public Works Supervisor II	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II	3.00	3.00	3.00	3.00	
2299 - Equipment Operator I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	5.00	5.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	

**MAJOR PROJECTS**

Work will be underway on storm drainage improvements in the Maupin/Edgewood, Rutledge/Weymeyer, Quail Drive Vandiver/Sylvan, and Phase II of Greenwood/Stewart areas. In addition, culvert replacements will be underway at Brandon Road and the Middlebush area.

**FISCAL IMPACT**

None

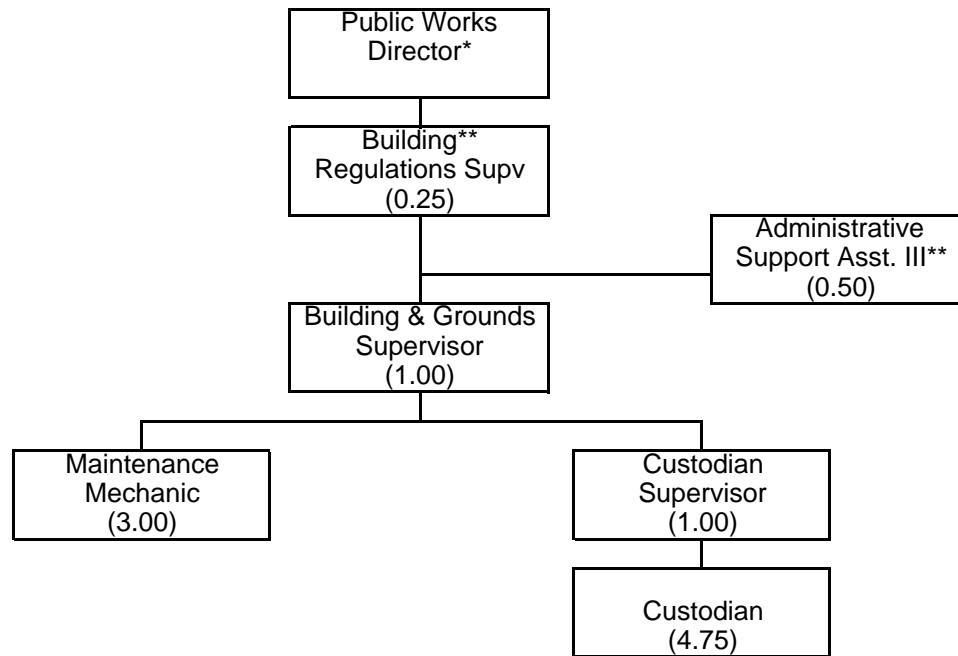
**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 16,817	\$ 0	\$ 0	\$ 0	
Supplies and Materials	5,725	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	863,880	1,148,122	1,148,122	940,800	(18.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 886,422</b>	<b>\$ 1,148,122</b>	<b>\$ 1,148,122</b>	<b>\$ 940,800</b>	<b>(18.1%)</b>

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**City of Columbia - Public Works Custodial & Building Maint.**  
10.50 FTE Positions



\* Position not included in Custodial and Building Maintenance's FTE count.  
\*\* Positions are budgeted in various Public Works divisions and/or funds

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## DEPARTMENT DESCRIPTION

Custodial and Maintenance Services Fund provides custodial services to the City Hall Building, Howard Building, Gentry Building, Gates Building and City Hall Annex. Building maintenance for these facilities as well as all fire stations, Grissum Building, Walton Building, Fire and Police Building and other City facilities is provided.

## HIGHLIGHTS / SIGNIFICANT CHANGES

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

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 449,029	\$ 512,275	\$ 485,013	\$ 526,527	2.8%
Supplies & Materials	82,462	137,251	137,112	152,986	11.5%
Travel & Training	0	1,900	1,900	1,900	0.0%
Intragovernmental Charges	60,903	71,208	71,208	76,180	7.0%
Utilities, Services & Misc.	234,556	358,542	329,557	376,453	5.0%
Capital	0	7,000	6,288	46,000	557.1%
Other	12,652	9,693	9,693	4,750	(51.0%)
<b>Total</b>	<b>839,602</b>	<b>1,097,869</b>	<b>1,040,771</b>	<b>1,184,796</b>	<b>7.9%</b>
Summary					
Operating Expenses	826,950	1,081,176	1,024,790	1,134,046	4.9%
Non-Operating Expenses	12,652	9,693	9,693	4,750	(51.0%)
Debt Service	0	0	0	0	
Capital Additions	0	7,000	6,288	46,000	557.1%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 839,602</b>	<b>\$ 1,097,869</b>	<b>\$ 1,040,771</b>	<b>\$ 1,184,796</b>	<b>7.9%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Building Maintenance	4.70	4.70	4.70	4.70	
Custodial Services	5.80	5.80	5.80	5.80	
<b>Total Personnel</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	
Permanent Full-Time	9.75	9.75	9.75	9.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	



## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Custodial:</b>			
Cost/Square Foot	2.52	3.73	3.67
No. Square Feet/Hours Worked	2,691	2,473	2,252
<b>Maintenance:</b>			
Cost/Square Foot	1.86	3.37	2.48
No. Square Feet/Hours Worked	8,868	9,262	8,065

## COMPARATIVE DATA

NOTE: Comparative Data was not available for the Custodial & Maintenance Services Fund.

**Custodial & Maintenance Services Fund -  
Building Maintenance**

671-6710

**DESCRIPTION**

This section provides general maintenance on the buildings previously mentioned including all electrical, plumbing, heating, air conditioning and structural maintenance as required.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

**Goals: Improved Communication and Coordination**

The HTE software system for managing work orders and maintenance activities continues to be improved during FY 2007. This system allows for better tracking of work orders for more efficient use of resources. When possible the maintenance crew provides remodeling/repairs/renovation services to it's customers along with numerous routine maintenance duties.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 223,048	\$ 254,835	\$ 236,389	\$ 263,701	3.5%
Supplies and Materials	71,559	102,553	102,162	110,116	7.4%
Travel and Training	0	1,900	1,900	1,900	0.0%
Intragovernmental Charges	32,197	39,236	39,236	41,611	6.1%
Utilities, Services, & Misc.	225,605	347,471	319,607	365,208	5.1%
Capital	0	7,000	6,288	46,000	557.1%
Other	12,652	9,693	9,693	4,750	(51.0%)
<b>Total</b>	<b>\$ 565,061</b>	<b>\$ 762,688</b>	<b>\$ 715,275</b>	<b>\$ 833,286</b>	<b>9.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
3205 - Bldg. Regulations Supervisor	0.25	0.25	0.25	0.25	
2407 - Building & Grounds Supervisor	0.95	0.95	0.95	0.95	
2404 - Maintenance Mechanic	3.00	3.00	3.00	3.00	
1003 - Admin. Suppt. Asst. III	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	
Permanent Full-Time	4.70	4.70	4.70	4.70	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	

**Custodial & Maintenance Services Fund -  
Custodial Services**

671-6720

**DESCRIPTION**

This section provides custodial services in the buildings previously noted as well as snow removal services at the City Hall, City Hall Annex, Gentry and Howard Buildings. In addition, the custodians will provide security for the Daniel Boone Building during evening meetings.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Custodial services is provided for five downtown public buildings in addition to security for the Daniel Boone Building during evening meetings. Special emphasis will continue for the Health Clinic area.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 225,981	\$ 257,440	\$ 248,624	\$ 262,826	2.1%
Supplies and Materials	10,903	34,698	34,950	42,870	23.6%
Travel and Training	0	0	0	0	
Intragovernmental Charges	28,706	31,972	31,972	34,569	8.1%
Utilities, Services, & Misc.	8,951	11,071	9,950	11,245	1.6%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 274,541</b>	<b>\$ 335,181</b>	<b>\$ 325,496</b>	<b>\$ 351,510</b>	<b>4.9%</b>

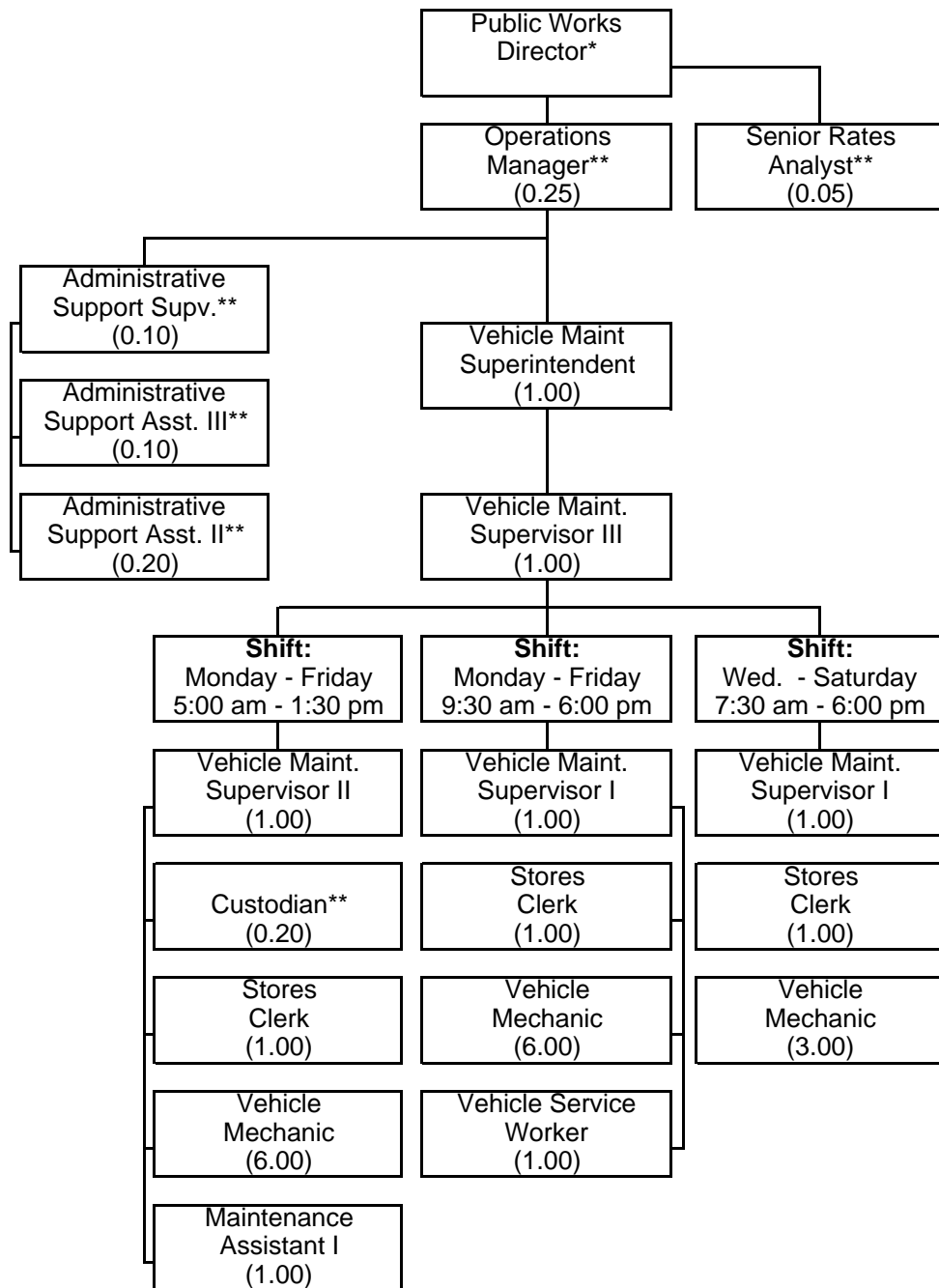
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2407 - Building & Grounds Supervisor	0.05	0.05	0.05	0.05	
2003 - Custodian	4.75	4.75	4.75	4.75	
2002 - Custodian Supervisor	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	
Permanent Full-Time	5.05	5.05	5.05	5.05	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	



# City of Columbia - Public Works Fleet Operations

25.90 FTE Positions



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

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## 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 comply with EPA mandated requirements to reduce particulate emissions by 90% for all heavy-duty diesel engines beginning in January 2007. The division will begin with converting all diesel supplies to Ultra Low Sulfur Diesel (ULSD) followed by the additions of the new 2007 diesel engines as they are procured in City vehicles and equipment. The City will continue to use Biodeisel fuel in the fleet fueling system as allowed by budgetary considerations.

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 1,216,157	\$ 1,355,261	\$ 1,372,252	\$ 1,472,824	8.7%
Supplies & Materials	3,464,512	3,307,690	3,906,340	4,462,820	34.9%
Travel & Training	2,978	5,873	4,500	5,873	0.0%
Intragovernmental Charges	253,573	299,028	298,983	321,010	7.4%
Utilities, Services & Misc.	57,729	67,876	68,010	70,148	3.3%
Capital	54,311	40,500	40,500	58,330	44.0%
Other	40,009	38,442	68,682	56,829	47.8%
<b>Total</b>	<b>5,089,269</b>	<b>5,114,670</b>	<b>5,759,267</b>	<b>6,447,834</b>	<b>26.1%</b>
Summary					
Operating Expenses	4,993,180	5,035,728	5,650,085	6,332,675	25.8%
Non-Operating Expenses	40,009	33,229	63,469	52,694	58.6%
Debt Service	0	5,213	5,213	4,135	(20.7%)
Capital Additions	54,311	40,500	40,500	58,330	44.0%
Capital Projects	1,769	0	0	0	
<b>Total Expenses</b>	<b>\$ 5,089,269</b>	<b>\$ 5,114,670</b>	<b>\$ 5,759,267</b>	<b>\$ 6,447,834</b>	<b>26.1%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
6100 - Stores Clerk	3.00	3.00	3.00	3.00	
5107 - Operations Manager	0.00	0.00	0.00	0.25	0.25
5104 - Chief Engineer	0.25	0.25	0.25	0.00	(0.25)
4502 - Senior Rates Analyst	0.00	0.00	0.00	0.05	0.05
4201 - Financial Mgmt Spec	0.05	0.05	0.05	0.00	(0.05)
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic	14.00	15.00	15.00	15.00	
2106 - Vehicle Maint. Supt.	1.00	1.00	1.00	1.00	
2105 - Vehicle Maint. Supervisor II	1.00	1.00	1.00	1.00	
2104 - Vehicle Maint. Supervisor I	1.00	1.00	1.00	2.00	1.00
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
2003 - Custodian	0.20	0.20	0.20	0.20	
1004 - Administrative Support Supv.	0.10	0.10	0.10	0.10	
1003 - Admin. Suppt. Asst. III	0.10	0.10	0.10	0.10	
1002 - Admin. Suppt. Asst. II-Data Entry	0.20	0.20	0.20	0.20	
<b>Total Personnel</b>	<b>23.90</b>	<b>24.90</b>	<b>24.90</b>	<b>25.90</b>	<b>1.00</b>
Permanent Full-Time	23.90	24.90	24.90	25.90	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>23.90</b>	<b>24.90</b>	<b>24.90</b>	<b>25.90</b>	<b>1.00</b>

Chief Engineer title changed to Operations Manager

Financial Management Specialist reclassified to a Senior Rates Analyst.

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
No. of Billable Employees	15.0	16.0	16.0
Billable Hours	31,200	33,280	33,280
Hours Actually Billed	26,912	28,000	28,000
Avg. Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations			
Police Department	22	20	22
Street	42	44	44
Fire Department	56	58	58
Sewer	22	22	22
Solid Waste	165	172	184
Transit	139	146	148
Outside Work (OWA's)	\$714,028	\$500,000	\$750,000
Backlog (Number of items waiting for repair per day)	60	58	62
Gasoline Sold (Gallons)	286,350	284,000	288,000
Diesel Sold (Gallons)	467,230	460,000	475,000

## COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
<b>Population</b>	<b>94,645</b>	<b>36,451</b>	<b>71,609</b>	<b>37,329</b>	<b>53,482</b>	<b>83,094</b>
Number of Employees	12.00 (1)	11.00	8.00	9.00	10.00	14.00
Employees Per 1,000 Population	0.13	0.30	0.11	0.24	0.19	0.17
No. of Vehicles/Equip. Maintained	622(1)	380	232(3,8)	163	271(5,8)	632
Shop Labor Rate	\$42.00	\$55.00	N/A (4)	Mechanic's Wage (2)	\$50.00+(6)	\$50.00 (7)
Parts Inventory Value	300,000 (1)	\$130,000	\$210,000	\$40,000	\$40,000	\$152,000

- 1) Numbers have been altered to reflect less the Transit Bus System statistics relative to Columbia only. None of the other cities in the above comparison have a city owned/operated bus system.
- 2) Labor rate is supplemented by appropriated tax dollars. All overhead expenses (insurance, utilities, etc.) are not paid via the labor rate.
- 3) This Public Works vehicle maintenance organization does not support Fire Department nor Police.
- 4) No labor rate used. Maintenance totally supported by appropriated tax dollars.
- 5) This Public Works vehicle maintenance organization does not support Solid Waste nor Police.
- 6) Overhead expenses are averaged out and assessed monthly per vehicle in addition to labor rate. (assessment equals \$250 to \$1,800 per vehicle)
- 7) Labor rate increases if mechanics work overtime (\$65 an hour) or if a service call is required (\$70 an hour).
- 8) City does not have a City owned/operated Solid Waste/Mixed Refuse Department.

## MAJOR PROJECTS

Convert diesel fuel stocks to Ultra Low Sulfur Diesel.

Initiate mechanic training program to ensure mechanics are prepared to work on vehicles equipped with new 2007 low emission engines.

## FISCAL IMPACT

Fuel prices are projected to continue to increase and will be further impacted by new Ultra Low Sulfur Diesel.

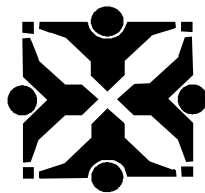
## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	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.	1,769	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,769</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	



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# Railroad Fund

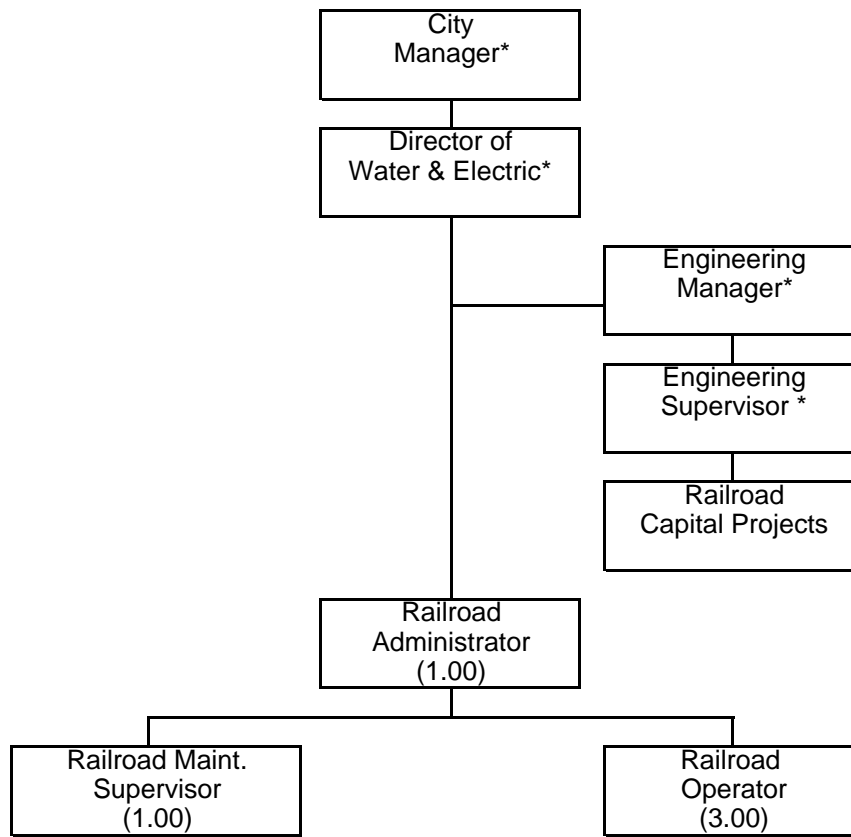


*City of Columbia*  
*Columbia, Missouri*



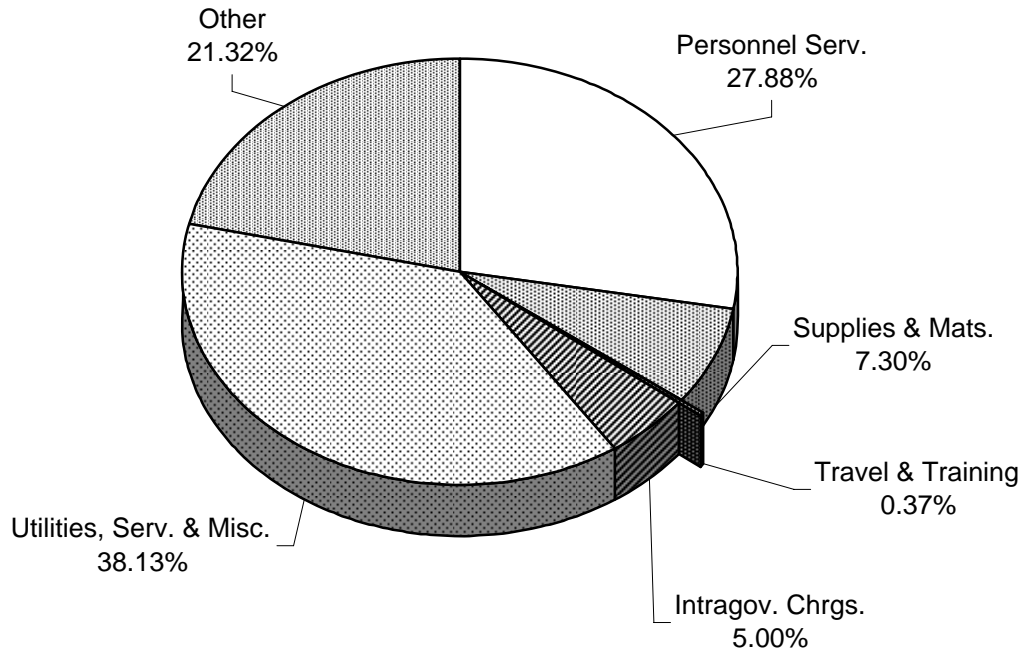
# City of Columbia - Water & Electric Railroad

5.00 FTE Positions



\* Postions not included in Railroad's FTE count

# Railroad Fund FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 247,929	\$ 302,685	\$ 297,677	\$ 392,631	29.7%
Supplies & Materials	87,234	114,971	114,658	102,775	(10.6%)
Travel & Training	789	5,100	4,470	5,190	1.8%
Intragovernmental Charges	48,152	53,975	53,975	70,462	30.5%
Utilities, Services & Misc.	205,652	244,791	215,976	537,051	119.4%
Capital	772,392	461,519	460,700	0	(100.0%)
Other	288,946	271,712	306,485	300,349	10.5%
<b>Total</b>	<b>1,651,094</b>	<b>1,454,753</b>	<b>1,453,941</b>	<b>1,408,458</b>	<b>(3.2%)</b>
Summary					
Operating Expenses	580,615	711,522	676,756	806,109	13.3%
Non-Operating Expenses	257,116	236,712	277,833	275,000	16.2%
Debt Service	31,830	35,000	28,652	25,349	(27.6%)
Capital Additions	28,205	819	0	0	(100.0%)
Capital Projects	753,328	470,700	470,700	302,000	(35.8%)
<b>Total Expenses</b>	<b>\$ 1,651,094</b>	<b>\$ 1,454,753</b>	<b>\$ 1,453,941</b>	<b>\$ 1,408,458</b>	<b>(3.2%)</b>

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**DEPARTMENT DESCRIPTION**

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

**DEPARTMENT OBJECTIVES**

To provide the customers of the Columbia Terminal Railroad with safe, reliable, and efficient rail service.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

Rail traffic has fluctuated due to changes in commodity prices. Traffic is projected to stabilize and grow in FY 2007.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Railroad Fund Operations	4.00	4.00	5.00	5.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	4.00	4.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2007</b>
Carloads	2,606	3,426	2,325
No. of Customers	20	15	18
No. of Commodities Carried	11	9	11
Revenue Tons	217,381	277,909	196,444
Revenue Ton - Miles	3,740,777	4,678,457	3,442,244
Gross Tons	393,442	508,365	350,285
Gross Ton - Miles	6,733,303	8,518,047	6,106,755
Miles of Main Track	21.34	21.34	21.34
Miles of Secondary Track	3.12	3.17	3.17
No. of Locomotives	2	2	2
No. of Employees	4	4	4
No. of Public Highway - Rail Crossings	39	39	39
No. of Private Crossings	23	23	23
No. of Public Crossings with Active Devices	13	13	13
No. of Highway - Rail Crossing Accidents	2	0	0

## COMPARATIVE DATA

NOTE: Comparative Data not available.

**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**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 244,736	\$ 292,685	\$ 287,677	\$ 382,631	30.7%
Supplies and Materials	87,234	114,971	114,658	102,775	(10.6%)
Travel and Training	789	5,100	4,470	5,190	1.8%
Intragovernmental Charges	48,152	53,975	53,975	70,462	30.5%
Utilities, Services, & Misc.	199,704	244,791	215,976	245,051	0.1%
Capital	28,205	819	0	0	(100.0%)
Other	288,946	271,712	306,485	300,349	10.5%
<b>Total</b>	<b>\$ 897,766</b>	<b>\$ 984,053</b>	<b>\$ 983,241</b>	<b>\$ 1,106,458</b>	<b>12.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
2629 - Railroad Maintenance Supv.	1.00	1.00	1.00	1.00	
2626 - Railroad Operator	3.00	3.00	3.00	3.00	
2620 - Railroad Administrator	0.00	0.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	
Permanent Full-Time	4.00	4.00	5.00	5.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	



**MAJOR PROJECTS**

All projects are outlined in the CIP document.

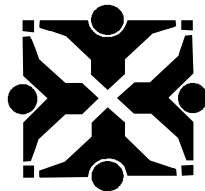
**FISCAL IMPACT**

CIP funding of \$75,000 will come from enterprise revenues. Due to the limitations of available cash, projects are targeted that will insure safe operation of the railroad. With an increase in traffic, additional CIP funding will be requested.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 3,193	\$ 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.	5,948	0	0	292,000	
Capital	744,187	460,700	460,700	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 753,328</b>	<b>\$ 470,700</b>	<b>\$ 470,700</b>	<b>\$ 302,000</b>	<b>(35.8%)</b>

# Water & Electric Utility Fund

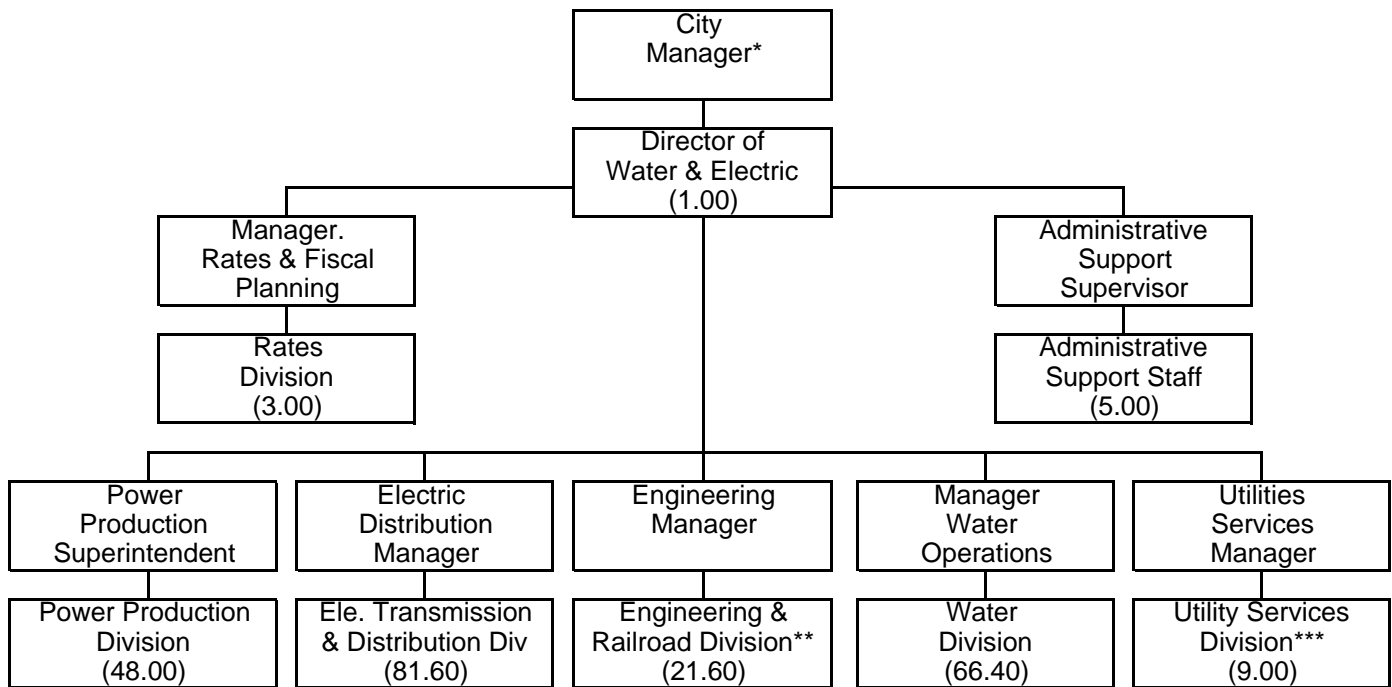


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Water and Electric Department

235.60 FTE Positions

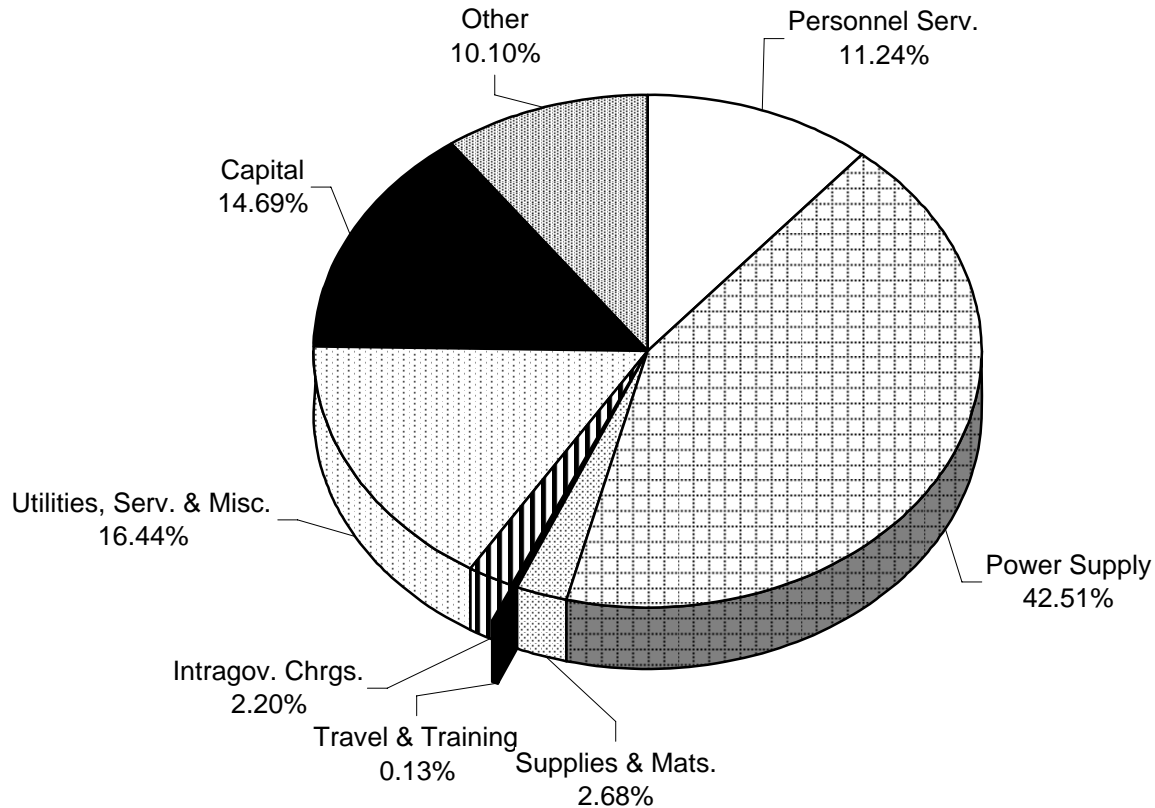


\* Position not included in Water & Electric's FTE count.

\*\* Railroad FTE counts are recorded in the Railroad section.

\*\*\* A portion of Utility Services's & Power Production FTE's are budgeted in Transmission and Distribution (3.0 FTE's)

## Water & Electric Utility Fund - Summary FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 13,289,434	\$ 14,260,945	\$ 14,380,260	\$ 14,995,926	5.2%
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200	10.4%
Supplies & Materials	2,776,903	3,238,450	3,429,785	3,578,166	10.5%
Travel & Training	102,500	166,848	179,501	177,626	6.5%
Intragovernmental Charges	2,310,173	2,588,362	2,588,273	2,934,836	13.4%
Utilities, Services & Misc.	21,689,567	30,505,106	27,534,018	21,928,967	(28.1%)
Capital	8,225,197	5,115,100	7,884,778	19,598,000	283.1%
Other	12,457,143	11,434,260	11,926,167	13,473,664	17.8%
<b>Total</b>	<b>\$ 111,300,811</b>	<b>\$ 118,667,471</b>	<b>\$ 124,924,782</b>	<b>\$ 133,389,385</b>	<b>12.4%</b>
Summary					
Operating Expenses	72,052,155	76,947,611	82,667,706	86,101,824	11.9%
Non-Operating Expenses	17,652,364	17,035,909	17,814,625	18,576,642	9.0%
Debt Service	3,504,906	3,702,851	3,452,851	5,068,422	36.9%
Capital Additions	1,906,480	1,494,750	1,503,250	1,048,000	(29.9%)
Capital Projects	16,184,906	19,486,350	19,486,350	22,594,497	16.0%
<b>Total Expenses</b>	<b>\$ 111,300,811</b>	<b>\$ 118,667,471</b>	<b>\$ 124,924,782</b>	<b>\$ 133,389,385</b>	<b>12.4%</b>

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## 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 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Water Utility	73.10	73.50	73.70	77.70	4.00
Electric Utility	153.00	155.60	153.90	157.90	4.00
<b>Total Personnel</b>	<b>226.10</b>	<b>229.10</b>	<b>227.60</b>	<b>235.60</b>	<b>8.00</b>
Permanent Full-Time	224.00	227.00	227.00	235.00	8.00
Permanent Part-Time	2.10	2.10	0.60	0.60	
<b>Total Permanent</b>	<b>226.10</b>	<b>229.10</b>	<b>227.60</b>	<b>235.60</b>	<b>8.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Water:</b>			
Fire hydrants installed	307	190	244
Services/meters installed	1,200	1,116	1,304
Total mains built (feet)	114,044	81,865	95,993
Developer built mains (feet)	110,752	61,044	81,338
<b>Electric:</b>			
New Distribution Transformers Installed	528	458	468
Electric Meters Installed	1,504	1,767	1,521
Overhead Lines Installed (Miles)	2.65	1.00	3.10
Underground Lines Installed (Miles)	29.61	13.00	17.50

COMPARATIVE DATA						
	Columbia, MO	Springfield, MO	Indepen- dence, MO	Denton, TX	Springfield, IL	Marshall, MO
<b>Population of Service Area</b>	<b>94,645</b>	<b>182,774</b>	<b>115,000</b>	<b>102,876</b>	<b>153,872</b>	<b>12,400</b>
<b>Water:</b>						
Number of Employees	73.50	94.00	92.00	73.50	97.00	22.00
Employees Per 1,000 Population	0.777	0.514	0.800	0.714	0.630	1.774
Number of Customers	42,000	76,796	48,120	27,583	51,103	4,944
Population Per Customer	2.25	2.38	2.39	3.73	3.01	2.51
Customers Per Employee	571	817	523	375	527	225
Miles of Water Mains	618.65	1,143.00	726.00	497.00	611.00	52
Customers/Mile of Water Main	67.89	67.19	66.28	55.50	83.64	95.08
Miles of Water Main/Employee	8	12	8	7	6	2
<b>Population of Service Area</b>	<b>94,645</b>	<b>241,106</b>	<b>115,000</b>	<b>101,543</b>	<b>134,105</b>	<b>12,400</b>
<b>Electric:</b>						
Number of Employees	155.60	296.00	212.00	110.00	373.00	41.00
Employees per 1,000 Population	1.644	1.228	1.843	1.083	2.781	3.306
Number of Customers	42,500	101,305	56,161	41,846	70,158	5,891
Population per Customer	2.23	2.38	2.05	2.43	1.91	2.10
Customers per Employee	273	342	265	380	188	144
Circuit Miles of Distribution Lines	713.81	1,924.00	744.50	625.08	1,112.96	116.00
Customers/Mile of Line	59.54	52.65	75.43	66.95	63.04	50.78
Miles of Line Per Employee	5	7	4	6	3	3

**DESCRIPTION**

The Water Utility is responsible for the supply of safe drinking water and fire protection service to the City, by providing production, treatment, and distribution systems. The utility operates a well field in the Missouri River bottoms, the McBaine Water Treatment Plant, the West Ash and South Pump Stations, elevated water towers, and a distribution system. The personnel test and set meters, install and maintain fire hydrants, operate a laboratory and water testing facility, perform all maintenance on towers, lines, leak repair, customer service calls, flush mains and service valves, and maintain a backflow prevention system. Crews do some extension of water mains; however, most are contracted due to the large amounts of machinery and personnel required. The Water Utility serves over 42,000 customers.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

A 9% revenue increase is included. Of that amount, 3.5% is to address debt service requirements of the water bond issue passed by voters in November 2003. The remaining 5.5% is to address the increased cost of materials and services used by the utility. The revenue increase will insure that the water utility funds all capital and debt requirements of the utility. This budget also includes appropriation of funds from the revenue bond election for construction of major water projects. Additional staff have been added to address the operation and maintenance needs of the expanding water utility.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 3,991,056	\$ 4,162,997	\$ 4,383,335	\$ 4,445,053	6.8%
Supplies & Materials	1,235,526	1,164,867	1,340,260	1,427,710	22.6%
Travel & Training	17,864	18,626	19,101	22,376	20.1%
Intragovernmental Charges	841,897	921,272	921,182	1,025,360	11.3%
Utilities, Services & Misc.	8,419,461	12,839,688	12,707,735	7,458,792	(41.9%)
Capital	1,064,437	1,345,350	1,329,489	2,500,500	85.9%
Other	3,883,458	3,995,829	4,109,751	4,114,122	3.0%
<b>Total</b>	<b>19,453,699</b>	<b>24,448,629</b>	<b>24,810,853</b>	<b>20,993,913</b>	<b>(14.1%)</b>
Summary					
Operating Expenses	7,514,644	8,742,950	8,956,543	9,976,394	14.1%
Non-Operating Expenses	3,894,340	3,846,478	3,995,109	4,177,100	8.6%
Debt Service	2,029,672	2,202,851	2,202,851	2,118,422	(3.8%)
Capital Additions	127,989	270,000	270,000	300,500	11.3%
Capital Projects	5,887,054	9,386,350	9,386,350	4,421,497	(52.9%)
<b>Total Expenses</b>	<b>\$ 19,453,699</b>	<b>\$ 24,448,629</b>	<b>\$ 24,810,853</b>	<b>\$ 20,993,913</b>	<b>(14.1%)</b>

**AUTHORIZED PERSONNEL**

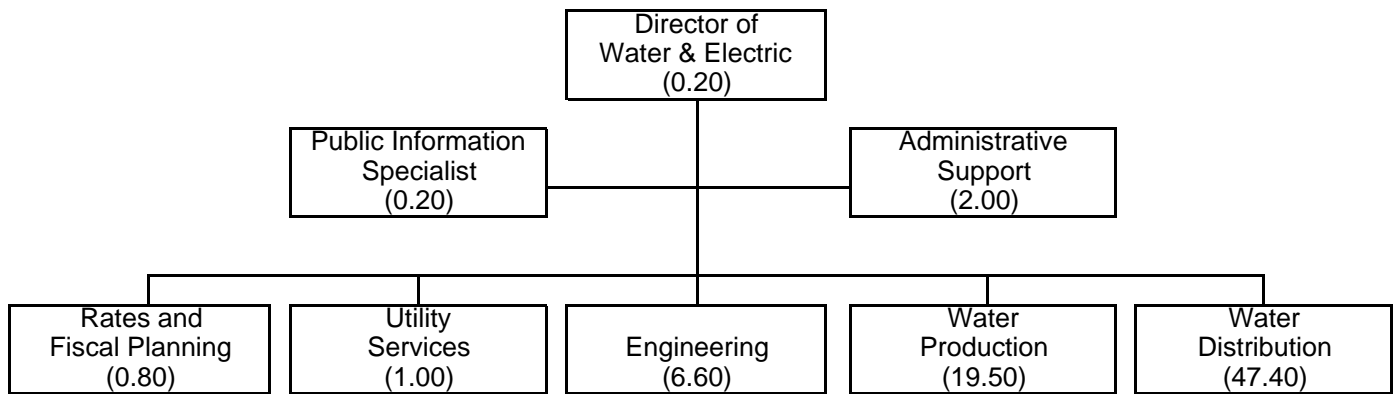
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Administration and General	10.20	10.60	10.80	10.80	
Production	19.50	19.50	19.50	19.50	
Distribution	43.40	43.40	43.40	47.40	4.00
<b>Total Personnel</b>	<b>73.10</b>	<b>73.50</b>	<b>73.70</b>	<b>77.70</b>	<b>4.00</b>
Permanent Full-Time	73.10	73.50	73.70	77.70	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>73.10</b>	<b>73.50</b>	<b>73.70</b>	<b>77.70</b>	<b>4.00</b>





# City of Columbia - Water and Electric (Water Summary)

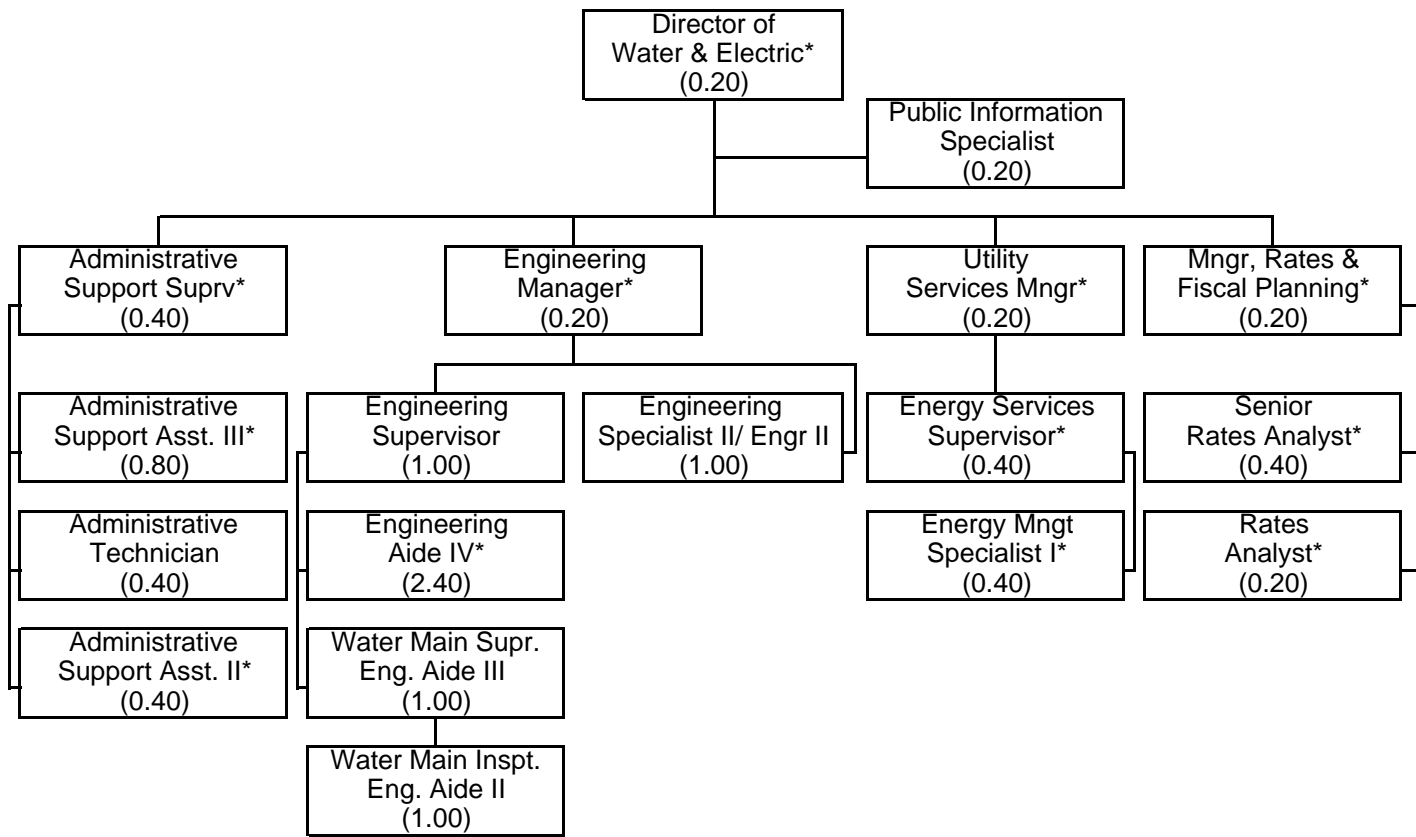
77.70 FTE Positions





# City of Columbia - Water Administration & General

10.80 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**

The budget includes funds for rental space to house the Administrative offices. In addition, the budget includes funds for normal operation and maintenance.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 561,223	\$ 741,622	\$ 655,974	\$ 799,720	7.8%
Supplies and Materials	24,630	26,686	19,496	39,860	49.4%
Travel and Training	4,074	4,714	4,714	6,464	37.1%
Intragovernmental Charges	715,024	774,661	774,661	856,311	10.5%
Utilities, Services, & Misc.	2,161,214	2,676,906	2,710,576	2,843,534	6.2%
Capital	0	0	0	0	
Other	3,883,458	3,995,829	4,109,751	4,114,122	3.0%
<b>Total</b>	<b>\$ 7,349,623</b>	<b>\$ 8,220,418</b>	<b>\$ 8,275,172</b>	<b>\$ 8,660,011</b>	<b>5.3%</b>

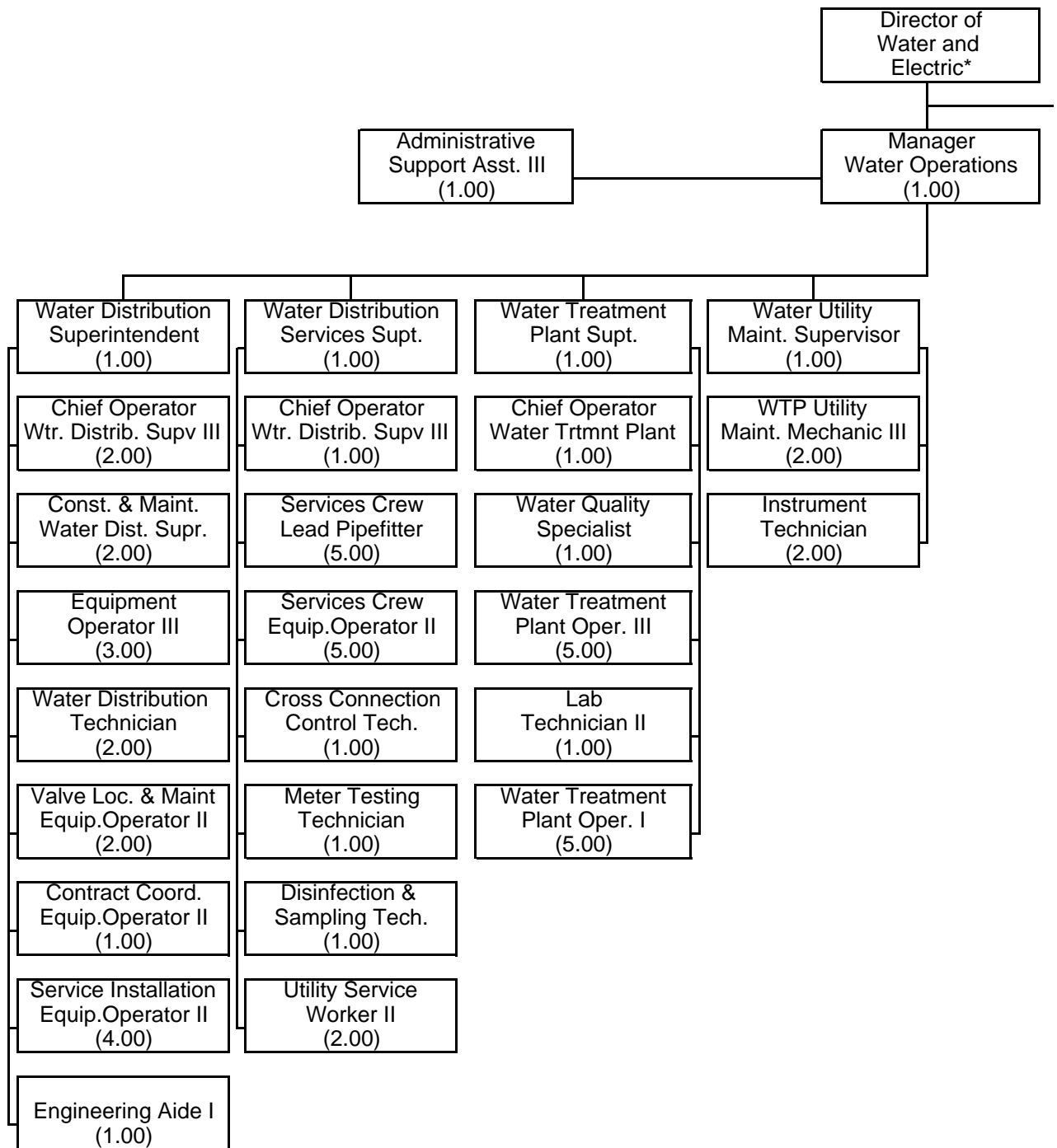
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5112 - Utility Engineer II	1.00	1.00	1.00	0.00	(1.00)
5110/5100 - Eng. Spec II/Engr. II	0.00	0.00	0.00	1.00	1.00
5109 - Engineering Supervisor	0.00	0.00	0.00	1.00	1.00
5108 - Engineering Manager	0.00	0.00	0.00	0.20	0.20
5105 - Supervising Engineer	1.00	1.00	1.00	0.00	(1.00)
5104 - Chief Engineer	0.20	0.20	0.20	0.00	(0.20)
5004 - Engineering Aide IV	2.00	2.40	2.40	2.40	
5003 - Engineering Aide III	1.00	1.00	1.00	1.00	
5002 - Engineering Aide II	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.00	0.00	0.20	0.20	
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20	
4513 - Energy Services Supervisor	0.00	0.40	0.40	0.40	
4512 - Energy Management Spec. II	0.40	0.00	0.00	0.00	
4511 - Energy Management Spec. I	0.40	0.40	0.40	0.40	
4503 - Mgr. Rates/Fiscal Planning	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.40	0.40	0.40	0.40	
4501 - Rate Analyst	0.20	0.20	0.20	0.20	
2990 - Director of Water and Light	0.20	0.20	0.20	0.20	
1400 - Administrative Technician	0.00	0.00	0.00	0.40	0.40
1004 - Administrative Support Supv.	0.40	0.40	0.40	0.40	
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80	
1002 - Admin. Support Assistant II	0.80	0.80	0.80	0.40	(0.40)
<b>Total Personnel</b>	<b>10.20</b>	<b>10.60</b>	<b>10.80</b>	<b>10.80</b>	
Permanent Full-Time	10.20	10.60	10.80	10.80	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>10.20</b>	<b>10.60</b>	<b>10.80</b>	<b>10.80</b>	

Administrative Support Assistant II reclassified to an Administrative Technician.  
 Utility Engineer II title changed to Engineering Specialist II.  
 Supervising Engineer title changed to Engineering Supervisor  
 Chief Engineer title changed to Engineering Manager



**City of Columbia - Water Production & Distribution**  
66.90 FTE Positions

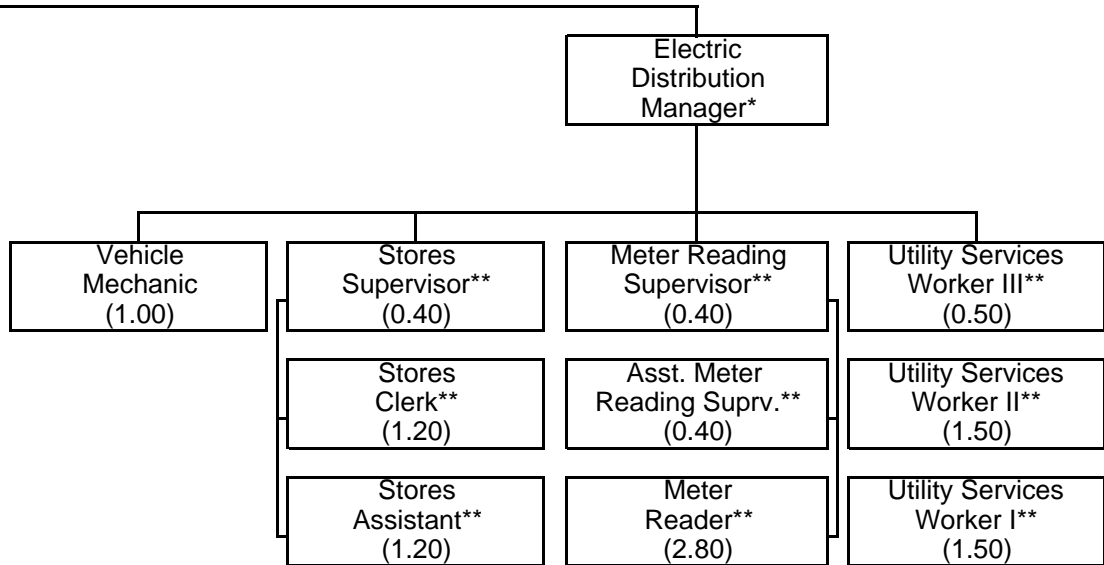


\* Position not included in Production or Distribution's FTE counts.  
\*\* Positions are budgeted in various Water and Electric divisions and supervised by the Electric Distribution Manager.



# City of Columbia - Water Production & Distribution

66.90 FTE Positions



\* Position not included in Production or Distribution's FTE counts.  
\*\* Positions are budgeted in various Water and Electric divisions and supervised by the Electric Distribution Manager.

**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**

An expansion to the water treatment plant has been completed. The budget includes additional funding for operation of the expanded treatment facilities.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,084,102	\$ 1,161,043	\$ 1,146,666	\$ 1,186,920	2.2%
Supplies and Materials	749,603	656,388	780,794	866,586	32.0%
Travel and Training	9,596	6,935	7,184	6,935	0.0%
Intragovernmental Charges	15,708	19,760	19,760	24,623	24.6%
Utilities, Services, & Misc.	1,271,340	1,360,545	1,618,511	1,866,981	37.2%
Capital	11,395	103,000	103,000	65,000	(36.9%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 3,141,744</b>	<b>\$ 3,307,671</b>	<b>\$ 3,675,915</b>	<b>\$ 4,017,045</b>	<b>21.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
5032 - Lab Technician II	1.00	1.00	1.00	1.00	
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50	
2660 - Water Plant Supt.	1.00	1.00	1.00	1.00	
2650 - Water Quality Specialist	1.00	1.00	1.00	1.00	
2645 - Wtr Trtmnt Plant Chief Oper.	1.00	1.00	1.00	1.00	
2643 - Wtr Treatment Plant Oper III	5.00	5.00	5.00	5.00	
2641 - Wtr Treatment Plant Oper I*	4.00	3.00	3.00	5.00	2.00
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic III	0.00	0.00	0.00	2.00	2.00
2423 - Utility Maint. Mechanic I	4.00	4.00	4.00	0.00	(4.00)
2324 - Instrument Technician*	1.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	
Permanent Full-Time	19.50	19.50	19.50	19.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	<b>19.50</b>	

(3) Utility Maintenance Mechanic I reclassified to Water Treatment Plant Operator I.

(1) Utility Maintenance Mechanic I reclassified to Utility Maintenance Mechanic III.

(1) Water Treatment Plant Operator I reclassified to Utility Maintenance Mechanic III.

**DESCRIPTION**

This division is responsible for providing the safe, reliable distribution of the supply of water for individual consumption as well as fire protection to the citizens of Columbia. This task is accomplished through the operation of the West Ash and South Pump Stations, elevated water towers, and the distribution systems. This division tests and sets meters, installs and maintains fire hydrants, maintains all towers, lines and service valves and responds to customer service calls. Although some water main extensions are done by this division, most are contracted due to the specialized machinery and personnel required.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The budget includes the addition of an evening crew made up of a Supervisor III, a Water Distribution Technician, and an Equipment Operator III. The evening crew is needed to address after-hours problems and to complete work begun during the day shift. Over-time expense will be reduced by having an evening crew. In addition, the budget includes funds for the normal operation and maintenance of the division.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,782,130	\$ 2,260,332	\$ 2,061,972	\$ 2,458,413	8.8%
Supplies and Materials	460,732	481,793	539,970	521,264	8.2%
Travel and Training	4,194	6,977	7,203	8,977	28.7%
Intragovernmental Charges	111,165	126,851	126,761	144,426	13.9%
Utilities, Services, & Misc.	600,463	491,237	570,510	526,780	7.2%
Capital	116,594	167,000	167,000	235,500	41.0%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 3,075,278</b>	<b>\$ 3,534,190</b>	<b>\$ 3,473,416</b>	<b>\$ 3,895,360</b>	<b>10.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
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	
5001 - Engineering Aide I*	0.00	1.00	1.00	1.00	
2883 - Utility Service Worker III*	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II	1.00	3.00	3.00	3.50	0.50
2881 - Utility Service Worker I	1.00	1.00	1.00	1.50	0.50
2877 - Meter Reading Supervisor	0.40	0.40	0.40	0.40	
2875 - Asst. Meter Reading Supv.	0.40	0.40	0.40	0.40	
2870 - Meter Reader	2.80	2.80	2.80	2.80	
2771 - Wtr. Distrib. Services Supt.	1.00	1.00	1.00	1.00	
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50	
2655 - Water Distribution Supt.	1.00	1.00	1.00	1.00	
2317 - Water Dist. Supervisor III	2.00	2.00	2.00	3.00	1.00
2315 - Wtr Distribution Supervisor I	2.00	2.00	2.00	2.00	
2312 - Wtr Distribution Technician*	3.00	4.00	4.00	5.00	1.00
2304 - Lead Pipe Fitter	4.00	5.00	5.00	5.00	
2302 - Equipment Operator II	17.00	12.00	12.00	12.00	
2298 - Equipment Operator III	2.00	2.00	2.00	3.00	1.00
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III**	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>43.40</b>	<b>43.40</b>	<b>43.40</b>	<b>47.40</b>	<b>4.00</b>
Permanent Full-Time	43.40	43.40	43.40	47.40	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>43.40</b>	<b>43.40</b>	<b>43.40</b>	<b>47.40</b>	<b>4.00</b>



**MAJOR PROJECTS**

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

**HIGHLIGHTS / GOALS****FY 2007 Goal: Planning for the Future**

The approval of over \$4 million in Water Projects includes the continued replacement of 4" mains with additional funding for improvements to the North East pressure zone. These capital investments in our water system will provide for much needed expansion and maintenance.

**FISCAL IMPACT**

This includes the major capital improvements that are outlined in the Capital Improvement Program (CIP). Projects identified in the bond issue ballot are scheduled as presented to the voters. As was presented to voters, six 3.5% rate increases will be necessary to cover debt service requirements of the full water bond issue. For FY 2007, the third 3.5% increase is reflected as part of the overall increase requested for the water utility.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 563,601	\$ 0	\$ 518,723	\$ 0	
Supplies and Materials	561	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	4,386,444	8,311,000	7,808,138	2,221,497	(73.3%)
Capital	936,448	1,075,350	1,059,489	2,200,000	104.6%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 5,887,054</b>	<b>\$ 9,386,350</b>	<b>\$ 9,386,350</b>	<b>\$ 4,421,497</b>	<b>(52.9%)</b>

## DESCRIPTION

The Electric Utility provides the citizens of Columbia with a safe, reliable and cost effective electric supply. The Department requires the Department to operate and maintain the electric generating and distribution system to serve approximately 42,400 customers.

## HIGHLIGHTS / SIGNIFICANT CHANGES

An 7% revenue increase is included to cover the increased cost of purchased power, the increase in the cost of construction materials, and to fund part of the CIP projects. A one-time fee for new service connections is being proposed to require new developments to pay part of the cost of system expansion. In addition, existing requirements of new developments are being clarified to insure a clear understanding of the responsibilities of the electric utility and parties involved in development.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 9,298,378	\$ 10,097,948	\$ 9,996,925	\$ 10,550,873	4.5%
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200	10.4%
Supplies & Materials	1,541,377	2,073,583	2,089,525	2,150,456	3.7%
Travel & Training	84,636	148,222	160,400	155,250	4.7%
Intragovernmental Charges	1,468,276	1,667,090	1,667,091	1,909,476	14.5%
Utilities, Services & Misc	13,270,106	17,665,418	14,826,283	14,470,175	(18.1%)
Capital	7,160,760	3,769,750	6,555,289	17,097,500	353.5%
Other	8,573,685	7,438,431	7,816,416	9,359,542	25.8%
<b>Total</b>	<b>91,847,112</b>	<b>94,218,842</b>	<b>100,113,929</b>	<b>112,395,472</b>	<b>19.3%</b>
Summary					
Operating Expenses	64,537,511	68,204,661	73,711,163	76,125,430	11.6%
Non-Operating Expenses	13,758,024	13,189,431	13,819,516	14,399,542	9.2%
Debt Service	1,475,234	1,500,000	1,250,000	2,950,000	96.7%
Capital Additions	1,778,491	1,224,750	1,233,250	747,500	(39.0%)
Capital Projects	10,297,852	10,100,000	10,100,000	18,173,000	79.9%
<b>Total Expenses</b>	<b>\$ 91,847,112</b>	<b>\$ 94,218,842</b>	<b>\$ 100,113,929</b>	<b>\$ 112,395,472</b>	<b>19.3%</b>

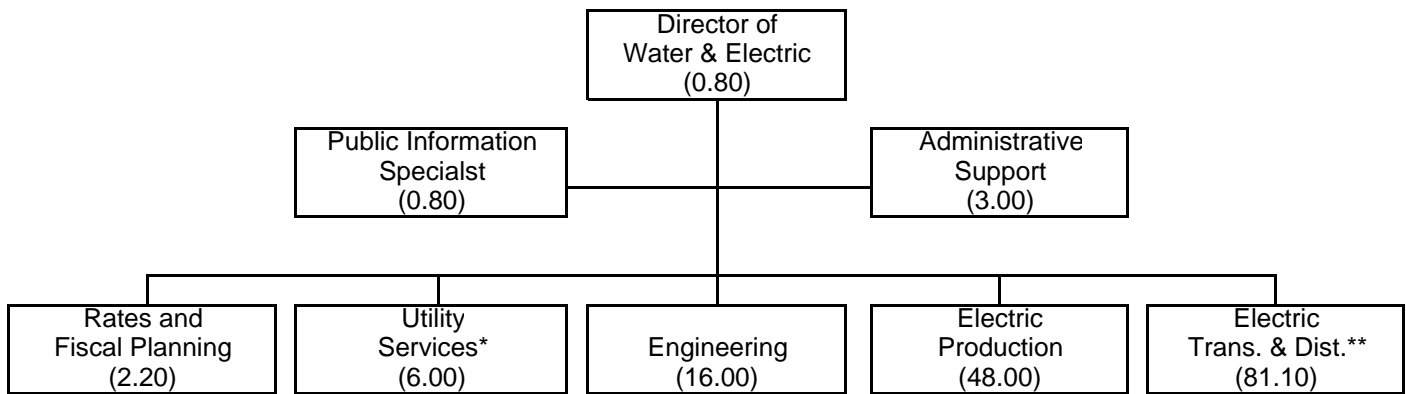
## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Administration and General	23.40	24.00	25.80	28.80	3.00
Production	46.00	48.00	48.00	48.00	
Transmission and Distribution	83.60	83.60	80.10	81.10	1.00
<b>Total Personnel</b>	<b>153.00</b>	<b>155.60</b>	<b>153.90</b>	<b>157.90</b>	<b>4.00</b>
Permanent Full-Time	150.90	153.50	153.30	157.30	4.00
Permanent Part-Time	2.10	2.10	0.60	0.60	
<b>Total Permanent</b>	<b>153.00</b>	<b>155.60</b>	<b>153.90</b>	<b>157.90</b>	<b>4.00</b>



# City of Columbia - Water and Electric (Electric Summary)

157.90 FTE Positions

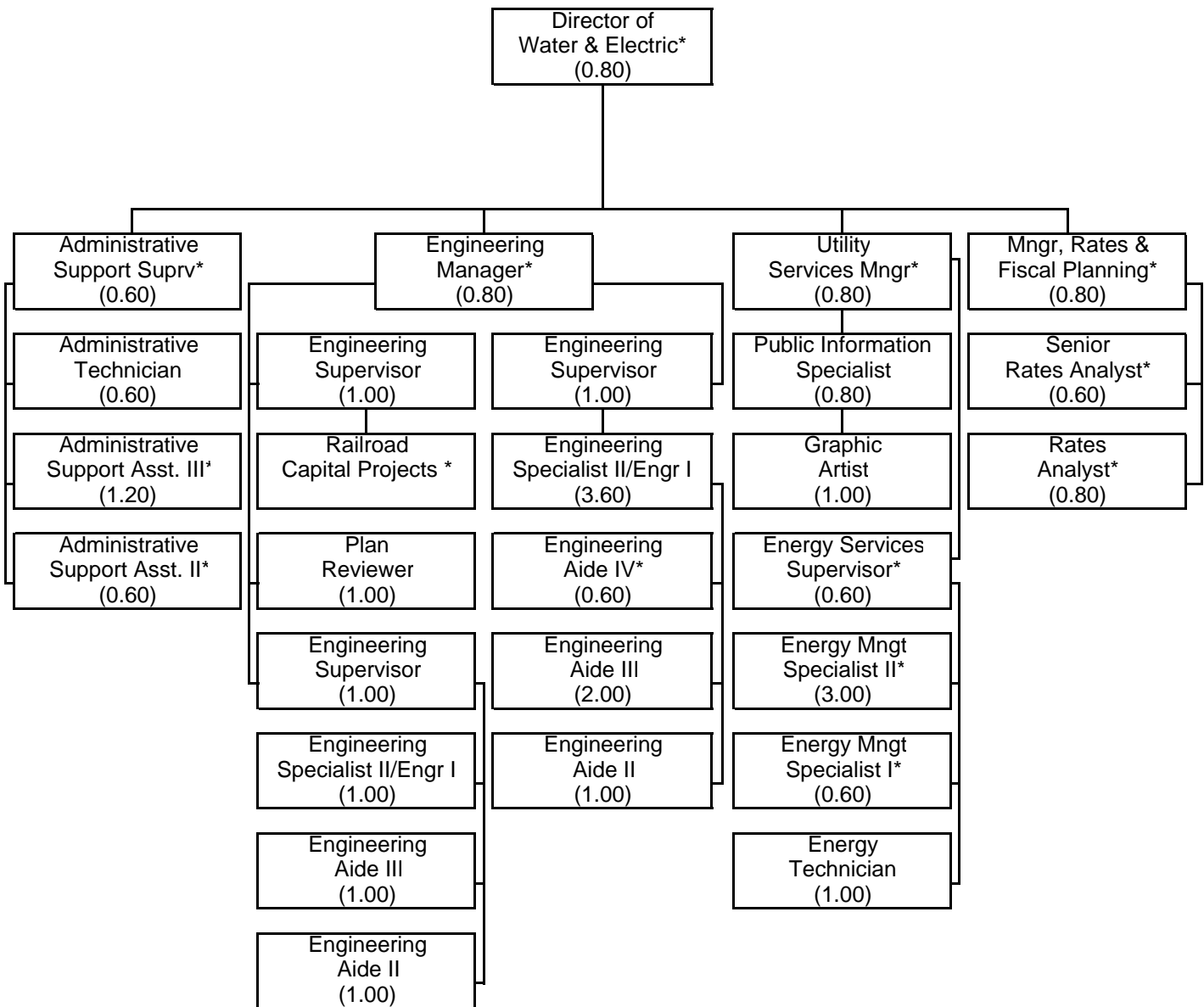


- \* A portion of Utility Services' FTE's are budgeted in Transmission and Distribution (3.5 FTE's)
- \*\* Trans. & Dist. - Transmission and Distribution



# City of Columbia - Electric Administration & General

28.80 FTE Positions



\* Positions are budgeted in various Water and Electric divisions.

**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 plan and field review of all contract work. This group also does long-range planning and coordinates the work of consultants. The Rates and Fiscal Planning Division functions somewhat as a corporate planning division. This group works on the development of computer models which will provide load forecasting, budget projections, revenue and production requirements, rate design and cost of service studies. Also included in Administration is the Utility Services Division that is responsible for conservation and demand management programs, and marketing in general.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2007 Goals: Planning for the Future and Improved Coordination and Communication**

Two positions are being requested in the Engineering Division. One is a new Engineering Specialist II position to handle planning of the transmission and distribution system, and to address compliance issues for the Midwest Independent System Operator (MISO). The other position is a Plan Reviewer to reduce the delays for new developments. An Energy Management Specialist II position is being requested by the Utility Services Division. This position is needed to expand conservation and demand side management programs. The budget includes funding for rental space to house the Administrative offices.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 1,569,669	\$ 1,740,792	\$ 1,713,372	\$ 2,121,138	21.8%
Power Supply	0	0	0	0	
Supplies and Materials	178,762	222,200	224,778	275,445	24.0%
Travel and Training	38,107	53,702	57,522	61,260	14.1%
Intragovernmental Charges	1,365,806	1,552,434	1,552,434	1,766,908	13.8%
Utilities, Services, & Misc	7,339,945	8,552,580	8,646,554	10,397,175	21.6%
Capital	58,335	105,150	113,650	82,000	(22.0%)
Other	8,573,685	7,438,431	7,816,416	9,359,542	25.8%
<b>Total</b>	<b>\$ 19,124,309</b>	<b>\$ 19,665,289</b>	<b>\$ 20,124,726</b>	<b>\$ 24,063,468</b>	<b>22.4%</b>

## AUTHORIZED PERSONNEL

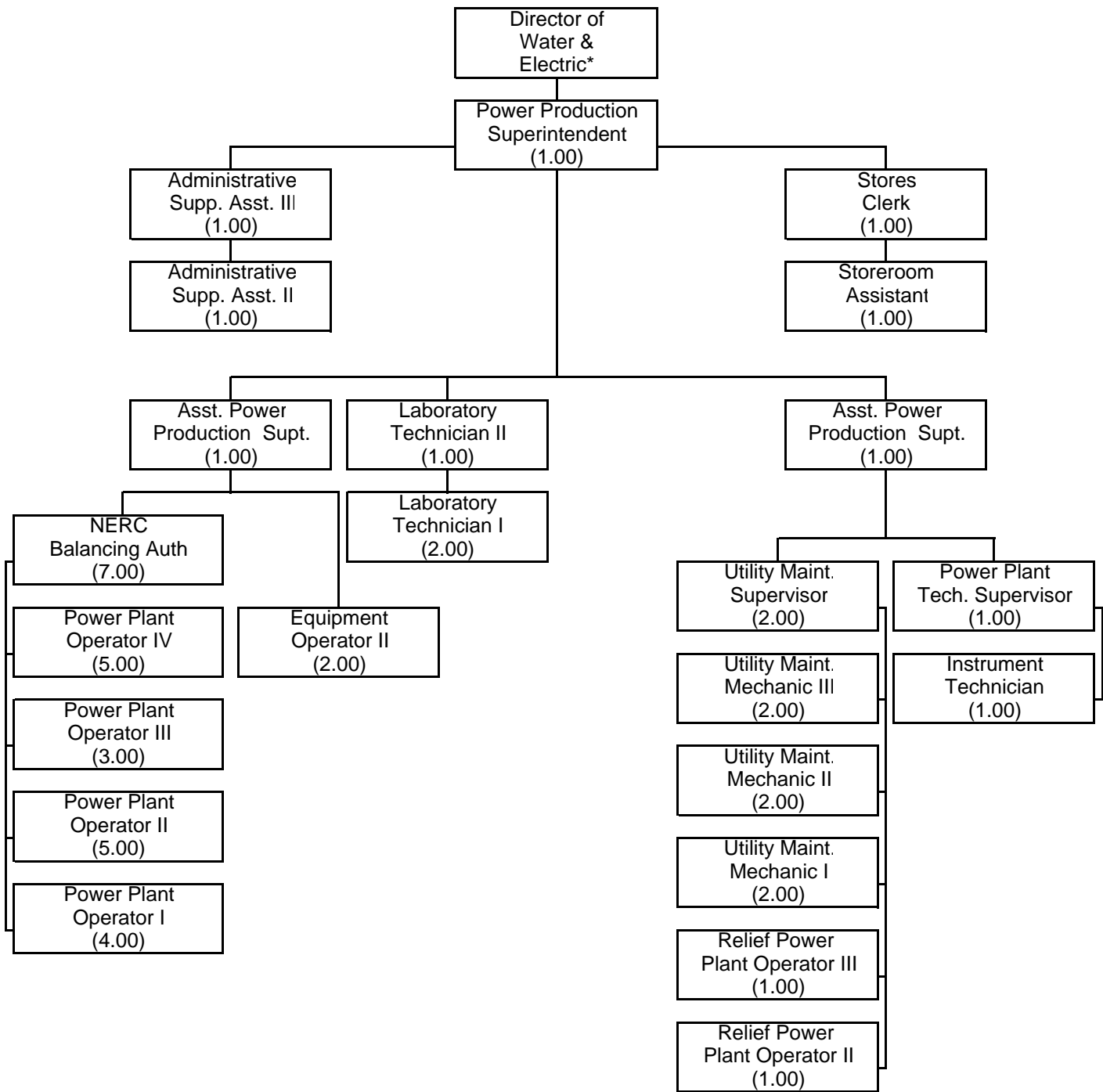
	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
9933 - Graphic Artist	0.00	0.00	1.00	1.00	
5112 - Utility Engineer I	2.60	2.60	2.60	0.00	(2.60)
5112 - Computer Engineer	1.00	1.00	1.00	0.00	(1.00)
5110/5100 - Eng. Spec II/Engr. II	0.00	0.00	0.00	4.60	4.60
5109 - Engineering Supervisor	0.00	0.00	0.00	3.00	3.00
5108 - Engineering Manager	0.00	0.00	0.00	0.80	0.80
5105 - Supervising Engineer	3.00	3.00	3.00	0.00	(3.00)
5104 - Chief Engineer	0.80	0.80	0.80	0.00	(0.80)
5004 - Engineering Aide IV	0.00	0.60	0.60	0.60	
5003 - Engineering Aide III	3.00	3.00	3.00	3.00	
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
4802 - Public Information Specialist	0.00	0.00	0.80	0.80	
4521 - Energy Technician	1.00	1.00	1.00	1.00	
4514 - Utilities Services Manager	0.80	0.80	0.80	0.80	
4513 - Energy Services Supervisor	0.00	0.60	0.60	0.60	
4512 - Energy Management Spec. II	2.60	2.00	2.00	3.00	1.00
4511 - Energy Management Spec. I	0.60	0.60	0.60	0.60	
4503 - Mgr. Rates/Fiscal Planning	0.80	0.80	0.80	0.80	
4502 - Senior Rate Analyst	0.60	0.60	0.60	0.60	
4501 - Rate Analyst	0.80	0.80	0.80	0.80	
4102 - Plan Reviewer	0.00	0.00	0.00	1.00	1.00
2990 - Director of Water and Light	0.80	0.80	0.80	0.80	
1400 - Administrative Technician	0.00	0.00	0.00	0.60	0.60
1004 - Administrative Support Supv.	0.60	0.60	0.60	0.60	
1003 - Admin. Support Assistant III	1.20	1.20	1.20	1.20	
1002 - Admin. Support Assistant II	1.20	1.20	1.20	0.60	(0.60)
<b>Total Personnel</b>	<b>23.40</b>	<b>24.00</b>	<b>25.80</b>	<b>28.80</b>	<b>3.00</b>
Permanent Full-Time	22.80	23.40	25.20	28.20	3.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
<b>Total Permanent</b>	<b>23.40</b>	<b>24.00</b>	<b>25.80</b>	<b>28.80</b>	<b>3.00</b>

(1.0) Administrative Support Assistant II reclassified to an Administrative Technician



# City of Columbia - Electric Production Power Plant

48.00 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

## 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 to operate an industrial water treatment system, operate the boilers and turbine, cooling tower, and other equipment. A central dispatch office is operated on a 24-hour basis. Dispatching personnel arrange for and schedule all power purchases via various interconnections operated with other utilities and maintain an integrated operation with them.

## HIGHLIGHTS / SIGNIFICANT CHANGES

Budget includes a \$5,117,200 increase in the cost of purchased power. The budget also includes funds for the normal operation and maintenance of the division.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 2,630,046	\$ 2,931,841	\$ 2,746,701	\$ 2,994,788	2.1%
Power Supply	50,449,894	51,358,400	57,002,000	56,702,200	10.4%
Supplies and Materials	543,109	583,569	565,272	616,118	5.6%
Travel and Training	12,094	58,530	66,082	58,530	0.0%
Intragovernmental Charges	27,168	29,208	29,208	35,629	22.0%
Utilities, Services, & Misc	540,486	981,940	923,176	1,623,852	65.4%
Capital	798,725	476,000	476,000	125,000	(73.7%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 55,001,522</b>	<b>\$ 56,419,488</b>	<b>\$ 61,808,439</b>	<b>\$ 62,156,117</b>	<b>10.2%</b>

## AUTHORIZED PERSONNEL

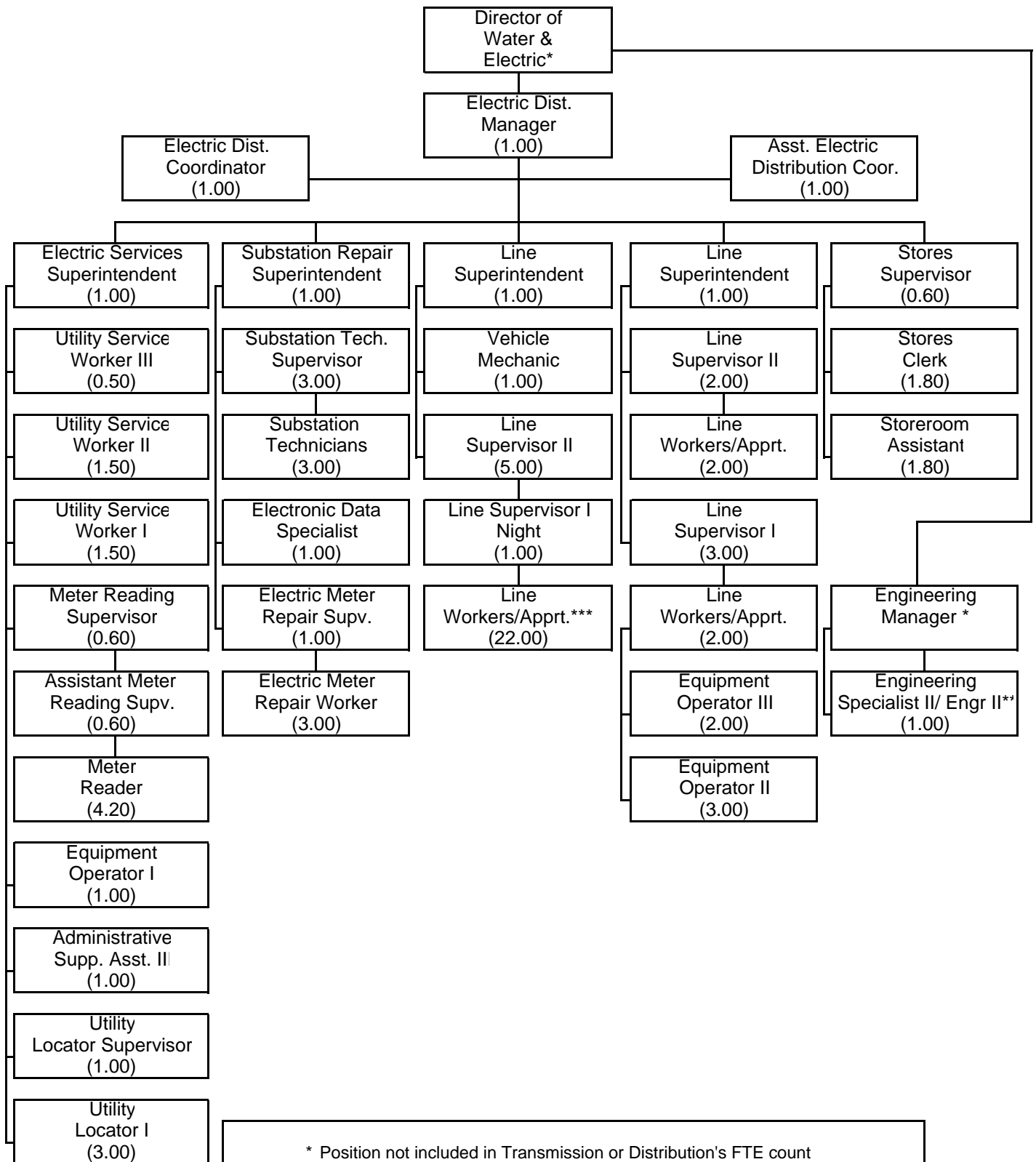
	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
6104 - Storeroom Assistant	1.00	1.00	1.00	1.00	
6100 - Stores Clerk	1.00	1.00	1.00	1.00	
5033 - Lab Technician II	1.00	1.00	1.00	1.00	
5031 - Lab Technician I	2.00	2.00	2.00	2.00	
2695 - Power Plant Operator IV	0.00	0.00	0.00	5.00	5.00
2640 - NERC Balancing Auth. Oprtr	0.00	7.00	7.00	7.00	
2639 - NERC Cert Power Plant Op. III	0.00	0.00	4.00	0.00	(4.00)
2637 - Power Plant Tech Supv.	1.00	1.00	1.00	1.00	
2636 - Power Production Supt.	1.00	1.00	1.00	1.00	
2635 - Asst. Power Production Supt.	2.00	2.00	2.00	2.00	
2634 - Power Plant Shift Supv.	4.00	4.00	0.00	0.00	
2633/2638 - Power Plant Oper. III	10.00	5.00	5.00	4.00	(1.00)
2632 - Power Plant Operator II	6.00	6.00	6.00	6.00	
2631 - Power Plant Operator I	4.00	4.00	4.00	4.00	
2429 - Utility Maint. Mechanic II	2.00	2.00	2.00	2.00	
2426 - Utility Maintenance Supv.	2.00	2.00	2.00	2.00	
2422 - Utility Maint. Mechanic	2.00	2.00	2.00	2.00	
2421 - Utility Maint. Mechanic I	2.00	2.00	2.00	2.00	
2324 - Instrument Technician	1.00	1.00	1.00	1.00	
2302 - Equipment Operator II	1.00	2.00	2.00	2.00	
2300 - Equipment Operator I	1.00	0.00	0.00	0.00	
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	
<b>Total Personnel</b>	<b>46.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>	
Permanent Full-Time	46.00	48.00	48.00	48.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>46.00</b>	<b>48.00</b>	<b>48.00</b>	<b>48.00</b>	





# City of Columbia - Electric Transmission & Distribution

81.10 FTE Positions



\* Position not included in Transmission or Distribution's FTE count  
\*\* Positions are budgeted in various Water and Electric divisions  
\*\*\* (3) FTE Apprentice Lineworkers added due to potential retirements

**DESCRIPTION**

This division handles all of the electrical system beyond the production facilities, as well as the general warehouse and building facilities for the distribution operation. This division is responsible for all line crews and electrical construction and maintenance of transmission lines, substations, distribution lines and fiber optic communication system. This division installs all underground lines, services, transformers and electric meters. The personnel install and maintain the City street lights. Meter testing is handled by this division as well as all customer turn-ons and turn-offs. A distribution dispatching center for water and electric crews is operated during normal working hours. Tree trimming and line clearance work is done by contractors, and inspection personnel are in this division. This division also operates the Water and Light garage and vehicle maintenance facilities, fueling stations and warehouse.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The budget includes a request for an Electric Meter Repair Worker and a Utility Service Worker. These positions are necessary to continue the implementation of the AMR (automated meter reading) program and to maintain the current level of service to the expanding customer base. In addition to these positions, the budget includes funds for the normal operation and maintenance of the division.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 3,926,868	\$ 4,220,315	\$ 4,187,265	\$ 4,209,804	(0.2%)
Power Supply	0	0	0	0	
Supplies and Materials	814,271	1,267,814	1,299,475	1,258,893	(0.7%)
Travel and Training	34,435	35,990	36,796	35,460	(1.5%)
Intragovernmental Charges	75,302	85,448	85,449	106,939	25.2%
Utilities, Services, & Misc	1,651,122	1,780,898	1,828,179	1,851,291	4.0%
Capital	921,431	643,600	643,600	540,500	(16.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 7,423,429</b>	<b>\$ 8,034,065</b>	<b>\$ 8,080,764</b>	<b>\$ 8,002,887</b>	<b>(0.4%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
6103 - Stores Supervisor	0.60	0.60	0.60	0.60	
6102 - Stores Clerk	1.80	1.80	1.80	1.80	
6101 - Storeroom Assistant	1.80	1.80	1.80	1.80	
5112 - Utility Engineer I	1.00	1.00	1.00	0.00	(1.00)
5110/5100 - Eng. Spec II/Engr. II	0.00	0.00	0.00	1.00	1.00
4512 - Energy Mgmt Specialist I	1.00	1.00	0.00	0.00	
4511 - Energy Mgmt Spec. I	2.50	2.50	0.00	0.00	
2883 - Utility Service Worker II	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker I	1.00	1.00	1.00	1.50	0.50
2881 - Utility Service Worker	2.00	2.00	2.00	1.50	(0.50)
2877 - Meter Reading Supervisor	0.60	0.60	0.60	0.60	
2875 - Asst. Meter Reading Supv.	0.60	0.60	0.60	0.60	
2870 - Meter Reader	4.20	4.20	4.20	4.20	
2860 - Electronic Data Specialist	1.00	1.00	1.00	1.00	
2855 - Electric Distr. Manager	1.00	1.00	1.00	1.00	
2851 - Electric Distr. Coordinator	1.00	1.00	1.00	1.00	
2850 - Asst. Elec. Distr. Coord.	1.00	1.00	1.00	1.00	
2803 - Electric Meter Repair Supv.	1.00	1.00	1.00	1.00	
2801 - Electric Meter Repair Worker	2.00	2.00	2.00	3.00	1.00
2770 - Elec. Services Suprintdent.	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 I	3.00	3.00	3.00	3.00	
2337 - Substation Repair Supt.	1.00	1.00	1.00	1.00	
2335 - Substation Technician Supv.	3.00	3.00	3.00	3.00	
2333/2334 Substn. Tech./App S.T.	3.00	3.00	3.00	3.00	
2302 - Equipment Operator II	5.00	3.00	3.00	3.00	
2301 - Equipment Operator I	1.00	1.00	1.00	1.00	
2298 - Equipment Operator III	0.00	2.00	2.00	2.00	
2103 - Vehicle Mechanic	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	0.00	0.00	0.00	1.00	1.00
1002 - Admin. Support Assistant II	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>83.60</b>	<b>83.60</b>	<b>80.10</b>	<b>81.10</b>	<b>1.00</b>
Permanent Full-Time	82.10	82.10	80.10	81.10	1.00
Permanent Part-Time	1.50	1.50	0.00	0.00	
<b>Total Permanent</b>	<b>83.60</b>	<b>83.60</b>	<b>80.10</b>	<b>81.10</b>	<b>1.00</b>

In FY 2005 - (3) FTE Apprentice Lineworkers were added for a limited time (4 years) due to potential retirements that may occur in the Lineworker position.

(1) Admin. Support Asst. II reclassified to an Administrative Support Assistant II

Utility Engineer II title changed to Engineering Specialist II/Engineer I

## MAJOR PROJECTS

This budget provides funds for the capital improvements in the Electric Utility

## HIGHLIGHTS / GOALS

**FY 2007 Goal: Planning for the Future**

With the passage of the August ballot issue, proposed projects will be funded and move forward as planned. Some of the projects are the expansion of the distribution system, the maintenance and conversion of underground power lines, new electric connections, additional substation capacity, and transmission maintenance. In addition, the transmission system capacity is being expanded. These capital investments in the electric system will provide for much needed expansion and maintenance.

## FISCAL IMPACT

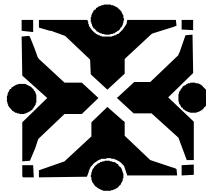
This includes the major capital improvements that are outlined in our Capital Improvement Program. The outcome of an electric bond issue election will determine what projects can be completed without additional rate changes.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 1,171,795	\$ 1,205,000	\$ 1,349,587	\$ 1,225,143	1.7%
Power Supply	0	0	0	0	
Supplies and Materials	5,235	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc	3,738,553	6,350,000	3,428,374	597,857	(90.6%)
Capital	5,382,269	2,545,000	5,322,039	16,350,000	542.4%
Other	0	0	0	0	
Total	\$ 10,297,852	\$ 10,100,000	\$ 10,100,000	\$ 18,173,000	79.9%

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# Cultural Affairs Fund



*City of Columbia*  
*Columbia, Missouri*

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## DEPARTMENT DESCRIPTION

The Office of Cultural Affairs' (OCA) mission is to enhance the vitality of the city and the quality of life for all citizens by creating an environment wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the City's multi-cultural heritage. The OCA strives to enhance the artistic, management and marketing capabilities of local artists and arts organizations; increase public and private resources for the arts; develop a broader audience for the arts; and encourage cooperation, partnerships and collaborations within the city's diverse cultural heritage.

## DEPARTMENT OBJECTIVE

- ▶ To continue to implement the following general goals: promote the arts and life-long learning; market the arts; integrate business and the arts; advocate public art policies; and ensure managerial, fiscal and human resources to achieve all programs and services.
- ▶ To raise awareness of accessibility to, participation in and support for Columbia's rich array of artists and cultural offerings.
- ▶ To place new works of public art in Columbia with the goals of enhancing the public environment and civic pride while maintaining works currently owned by the City.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- ▶ Beginning in FY 2007, Cultural Affairs will be included in the General Fund. It is now located in the Health and Environment Section of this budget document.

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 151,268	\$ 168,358	168,358	0	(100.0%)
Supplies & Materials	19,436	22,023	18,601	0	(100.0%)
Travel & Training	1,612	4,700	2,700	0	(100.0%)
Intragovernmental Charges	34,970	38,245	38,245	0	(100.0%)
Utilities, Services & Misc.	135,650	147,629	136,814	0	(100.0%)
Capital	0	0	0	0	
Other	2,625	1,284	1,284	0	(100.0%)
<b>Total</b>	<b>345,561</b>	<b>382,239</b>	<b>366,002</b>	<b>0</b>	<b>(100.0%)</b>
Summary					
Operating Expenses	342,936	380,955	364,718	0	(100.0%)
Non-Operating Expenses	2,625	1,284	1,284	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 345,561</b>	<b>\$ 382,239</b>	<b>366,002</b>	<b>0</b>	<b>(100.0%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
4625 - Manager of Cultural Affairs	1.00	1.00	1.00	0.00	(1.00)
4624 - Cultural Affairs Specialist	1.00	1.00	1.00	0.00	(1.00)
1002 - Admin Support Assistant II	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>(3.00)</b>
Permanent Full-Time	3.00	3.00	3.00	0.00	(3.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>(3.00)</b>

In FY 2007 Cultural Affairs moved from a special revenues fund into the general fund.



## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Programs:</b>			
Columbia Festival of the Arts	1	1	
Funding of Local Arts Agencies: \$1,000+/under \$500	**14/5	**16/12	
Percent for Art Projects	2	2	
Public Art Programming	5	5	
Programs not listed above	N/A	N/A	
<b>Services:</b>			
Artists' Registry	100	100	
Arts Administrators Roundtable	***4	4	
Arts Express Newsletter	23,000	12,000*	
Creative Artist Resource Directory (CARD)	100	****N/A	
C.A.R.E. Gallery (collaboration with Parks and Recreation)	12	15	
Cultural Tourism Collaborative	6	6	
Gallery Crawl (collaboration with Downtown Business Associations)	2	1#	
Marketing Initiatives	25+	30+	
Partners in Education Programming	10	10	
Workshops & Technical Assistance	300	325	

\*In Jan. '04 Arts Express became a bi-monthly newsletter to save postage & printing; in previous yrs. it was monthly.

\*\*A policy, begun in '04, requires agencies to combine education and presentation proposals in one application.

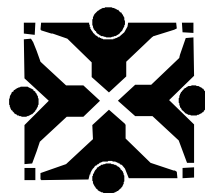
\*\*\*Roundtable meetings are scheduled quarterly rather than monthly.

\*\*\*\*CARD is now handled entirely by the Missouri Association of Community Arts Agencies.

#The Downtown Columbia Association eliminated the fall event to focus solely on the spring Crawl.

## COMPARATIVE DATA

# Convention and Tourism Fund

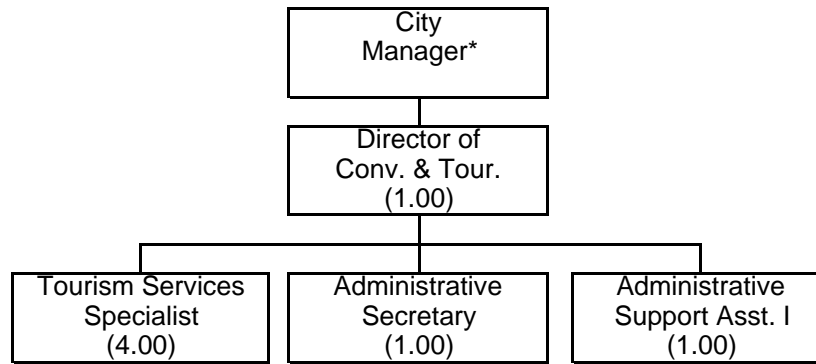


*City of Columbia*  
*Columbia, Missouri*



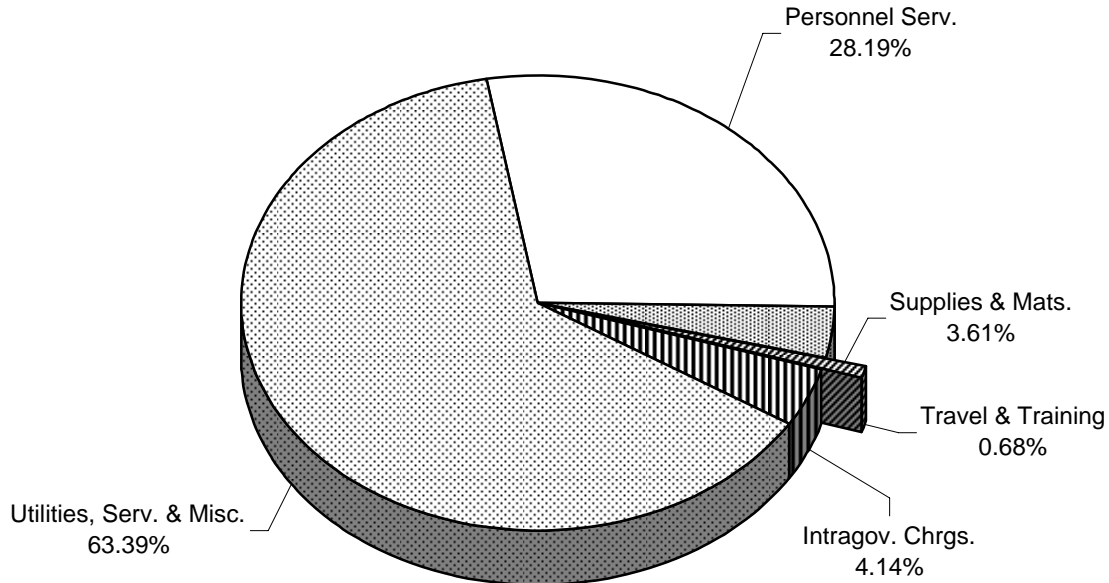
# City of Columbia - Convention and Tourism

7.00 FTE Positions



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

# Convention & Tourism Fund FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 424,063	\$ 464,880	\$ 450,629	\$ 475,768	2.3%
Supplies & Materials	55,214	62,615	64,594	60,865	(2.8%)
Travel & Training	6,967	9,000	8,932	11,420	26.9%
Intragovernmental Charges	56,152	59,509	59,509	69,828	17.3%
Utilities, Services & Misc.	1,079,014	810,132	808,449	1,069,798	32.1%
Capital	0	0	0	0	
Other	55,757	238,946	238,946	0	(100.0%)
<b>Total</b>	<b>1,677,167</b>	<b>1,645,082</b>	<b>1,631,059</b>	<b>1,687,679</b>	<b>2.6%</b>
Summary					
Operating Expenses	1,621,410	1,406,136	1,392,113	1,687,679	20.0%
Non-Operating Expenses	55,757	238,946	238,946	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,677,167</b>	<b>\$ 1,645,082</b>	<b>\$ 1,631,059</b>	<b>\$ 1,687,679</b>	<b>2.6%</b>

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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**

Gross Receipts tax revenue is anticipated to be up 8% over FY 05. This indicates that the market is holding up well under the recent influx of new rooms. Occupancy, however, is a concern. Current occupancy is hovering at 57%. More than 500 rooms have entered the market in the past year. Although demand is up, supply has outstripped it. We can anticipate some attrition in the market during the next few years. Some older hotels could close and some could change franchises due to declining revenues. Overall, the market is healthy and Columbia's economy is developing rapidly in almost every sector. Tourism has been up 2-6% and revenues have increased nearly 8%. However, revenue increases have come from room rate increases rather than occupancy. We will continue to utilize the web, advertising and promotions to focus on generating immediate hotel room bookings while concentrating on building future business through sports, convention and meeting solicitation. In such a fluid market, and with more new hotel rooms on the horizon, it is difficult to predict revenues for the 2007 fiscal year. However, we are reasonably confident that a 4-6% revenue increase is probable contingent on the health of the national economy and assuming no other major, negative, mitigating factors.

**Walton Building Expansion**

The Walton building was constructed in 1986. The building has served the CVB, Chamber and Regional Economic Development well. As Columbia has grown, the staff of each organization has grown as well. There has been no room for staff expansion for the past three years. A proposal for the expansion will be presented to Council later in 2006. If approved, construction would begin in 2007.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
Operations	7.00	7.00	7.00	7.00	
Tourism	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Convention Services:</b>			
No. of Meetings Serviced	197	190	190
No. of Convention Welcomes & Promotions	17	20	20
<b>Visitor Services:</b>			
No. of Inquiries	19,000	20,500*	23,000*
No. of Visitors to Walton Bldg. & Lake of the Woods Visitor Center	10,000	11,000	12,500
<b>Records Section:</b>			
Sales Leads Generated	55	65	80
Definite Bookings	36	44	50
Economic Impact	\$7,800,000	\$8,308,000	\$9,500,000
<b>Group Tours:**</b>			
No. of Group Tours Serviced	16	20	20
No. Leads Generated	84	42	45
No. of Proposals/Itineraries	92	70	60
Media/PR	50	79	80
Press Generation	10	17	25

\* Inquires from CVB website & Mid-MO Tourism Council website have significantly increased.

\*\*Group tour numbers are down because we have reduced the level of group tour marketing and have concentrated more on travel media. There is, however, a corresponding increase in the amount of press we have generated for Columbia in state, regional and national publications.

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	St. Joseph, MO	Joplin, MO	Lake Ozarks, MO
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>71,609</b>	<b>47,780</b>	<b>72,000 *</b>
Number of Employees	7	19.0	8.0	6.0	13
Employees Per 1,000 Population	0.0740	0.1269	0.1117	0.1256	0.1806
Advertising Budget	\$365,000	\$1,172,115	\$350,000	\$200,000	\$1,600,000
Number of Rooms	3,574	6,000	1,200	2,011	7,700

\*includes three-county area

**DESCRIPTION**

The Convention and Visitors Bureau has four primary responsibilities: 1) to promote Columbia as a destination for meetings and conventions; 2) to promote Columbia as an overnight and day-trip destination for leisure travelers and group tours; 3) to facilitate partnerships and cooperation among Columbia's tourism related businesses and associations and 4) to assure that Columbia is a "user friendly" destination for visitors through the provision of visitor brochures in tourism information centers and in businesses throughout Columbia.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The Convention & Visitors Bureau will continue its emphasis on building a destination image through continued development of our advertising and promotional campaign and our web site. The addition of a hospitality volunteer program, in partnership with the office of Volunteer Services last year, has been very successful and continues to grow. In 2003, the CVB also opened a visitor information center at the Lake of the Woods exit. We will continue to work to enhance operations at the center. A major focus for FY 2007 will be air service and continued support of the Mid Missouri Tourism Council's work in that area. Work continues in the area of Attraction Development, arts based tourism, and film industry Development. New in 06 is the Sports Development Fund (SDF). Part of the Tourism Development Fund, The SDF will provide funding for significant expansions of existing events and will give Columbia a competitive edge in the recruitment of new events.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 424,063	\$ 464,880	\$ 450,629	\$ 475,768	2.3%
Supplies and Materials	55,214	62,615	64,594	60,865	(2.8%)
Travel and Training	6,967	9,000	8,932	11,420	26.9%
Intragovernmental Charges	56,152	59,509	59,509	69,828	17.3%
Utilities, Services, & Misc.	475,342	565,275	563,592	644,798	14.1%
Capital	0	0	0	0	
Other	55,757	2,996	2,996	0	(100.0%)
<b>Total</b>	<b>\$ 1,073,495</b>	<b>\$ 1,164,275</b>	<b>\$ 1,150,252</b>	<b>\$ 1,262,679</b>	<b>8.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
8950 - Director Convention & Tourism*	1.00	1.00	1.00	1.00	
4300 - Tourism Services Specialist	4.00	4.00	4.00	4.00	
1101 - Administrative Secretary	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	



**DESCRIPTION**

In November, 1999, Columbia citizens passed a 2% increase in the hotel/motel tax. Of the 2%, one-half was designated for the enhancement or development of festivals, events and attractions. The Convention and Visitors Advisory Board was expanded to 12 members and charged with the development of guidelines for the Tourism Development program. The Board is also responsible for the review of applications and submission of funding recommendations to the City Council for final review and approval or amendment. The program is divided into three segments: Festivals and Events, Attractions and Sports. The Sports Development fund is new in 2006.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

- ▶ The Festival and Event program of the Tourism Development Fund is entering the seventh year of applications. The fund has provided enhancements to many area festivals and has enabled the development of several first-time events such as the 2004 "True/False Film Festival." Festivals and events often expose visitors to a destination for the first time and create a positive image of our community in the mind of the visitor which often leads to future visits for other leisure activities. In 2004, the CVB sponsored a seminar, for all interested festival/event applicants, on developing sponsorships and event partnerships. We continue to provide educational opportunities for applicants. In 2005, we contracted for professional surveys of every TDF event. After two years of surveys, we should begin to see trends. This will assist the Advisory Board with the assessment of TDF applications. The surveys will provide a baseline for comparison from year to year of each event in the areas of attendance growth, economic impact and overnight stays.
- ▶ The Attraction Development Fund has contributed significantly to the development of the city's attraction base. The CVB's short term goal has been to assist developing attractions, e.g.; Youzeum, Blind Boone Home, Nifong Park Historic Village, with emphasis on those attractions in the city's center. The long term goal is to foster the development of an attraction that on its merit alone would draw a significant number of visitors to our city.
- ▶ In 2005 we began an Arts Tourism initiative which is entering it's second full year. The program is being implemented with input and assistance from the Office of Cultural Affairs and local arts organizations. In the past 18 months we have seen increased ticket sales, new galleries under construction and a renewed interest in the arts. An expanding, vital arts community is critical to the success of an arts based tourism initiative.
- ▶ In 2005, the Missouri Film Office opened an office on the campus of the University of Missouri. With the success of the True/False Film Festival and the development of a film program at Stephens College and a summer filmmaker's bootcamp, Columbia is poised for significant future development in this area.
- ▶ Reliable commercial air service is critical to Columbia's economic development whether tourism or industrial. The CVB has worked closely with the Chamber, REDI, Score and the Mid Missouri Tourism Council on this issue for the past three years. We will continue to assist with marketing and promotional efforts to stabilize and eventually grow air service in our community.

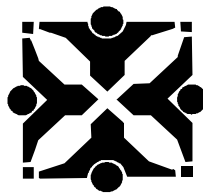
**BUDGET DETAIL**

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	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.	603,672	244,857	244,857	425,000	73.6%
Capital	0	0	0	0	
Other	0	235,950	235,950	0	(100.0%)
<b>Total</b>	<b>\$ 603,672</b>	<b>\$ 480,807</b>	<b>\$ 480,807</b>	<b>425,000</b>	<b>(11.6%)</b>

**AUTHORIZED PERSONNEL**

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
None	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
Permanent Full-Time	0.00	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

# Employee Benefit Fund

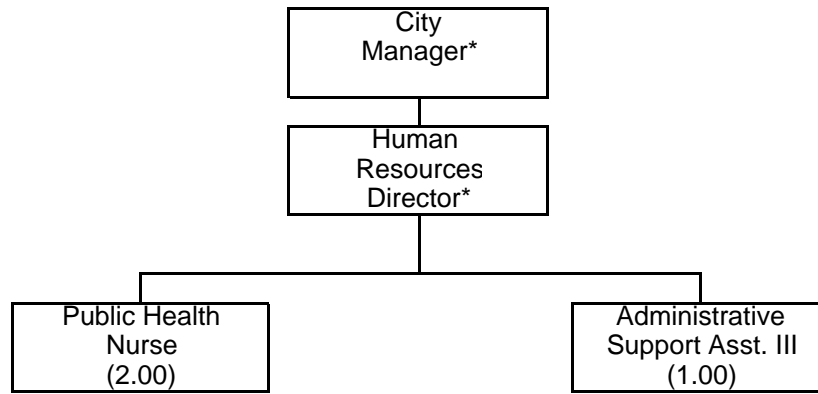


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Employee Benefit Fund

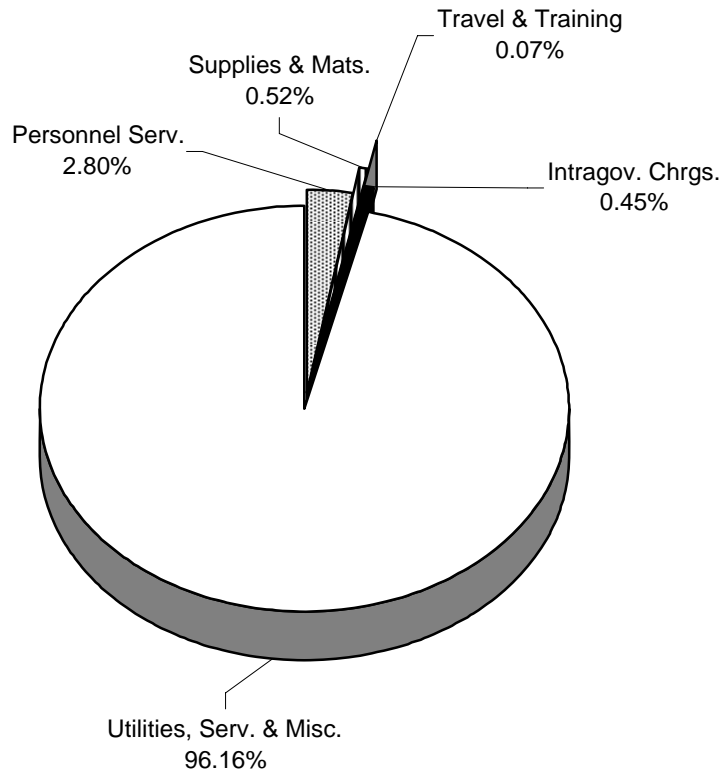
3.00 FTE Positions



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

# Employee Benefit Fund

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 210,010	\$ 305,378	\$ 295,569	\$ 316,616	3.7%
Supplies & Materials	22,281	57,910	54,185	58,907	1.7%
Travel & Training	641	7,772	3,815	7,772	0.0%
Intragovernmental Charges	41,982	44,770	44,775	50,698	13.2%
Utilities, Services & Misc.	10,981,307	10,487,836	9,627,826	10,870,853	3.7%
Capital	0	0	0	0	
Other	2,625	1,286	1,286	0	(100.0%)
<b>Total</b>	<b>11,258,846</b>	<b>10,904,952</b>	<b>10,027,456</b>	<b>11,304,846</b>	<b>3.7%</b>
Summary					
Operating Expenses	11,256,221	10,903,666	10,026,170	11,304,846	3.7%
Non-Operating Expenses	2,625	1,286	1,286	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 11,258,846</b>	<b>\$ 10,904,952</b>	<b>\$ 10,027,456</b>	<b>\$ 11,304,846</b>	<b>3.7%</b>

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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

**FY 2007 Goal: Planning for the Future**

The City's self-funded health insurance plan continues to experience double digit percentage increases in claim costs. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored. The impact of OPEB/GASB 45 on retiree health plan participation has been evaluated in an actuarial study, and the City will implement the first year of a 5 year plan to reduce/eliminate this new liability. Appropriate medical plan changes and options will be implemented. Continued participation in the Medicare Part D prescription drug benefit provider subsidy program is planned. Pharmacy benefit management services for the prescription drug benefit will be rebid for 2007.

Employee education and information sessions on benefit plans will be developed. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2007.

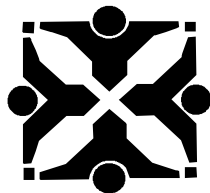
Employee Health and Wellness programs will continue emphasis on safety, illness prevention and disease management programs for City employees. Access to health screening services for all employees was added in FY 2005. Over 450 employees have participated in this program to date. Drug and alcohol testing for new and federally-mandated employees is a function of this program. AED devices have been installed in all City work locations. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees were recertified in 2006. AED units were added to all Water and Light Department line trucks. An Employee Health/Wellness fee is charged to all departments to cover the cost of the operation of this unit.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
7503 - Public Health Nurse	2.00	2.00	2.00	2.00	
1003 - Admin. Support Assistant III	0.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

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# Information Technologies Fund



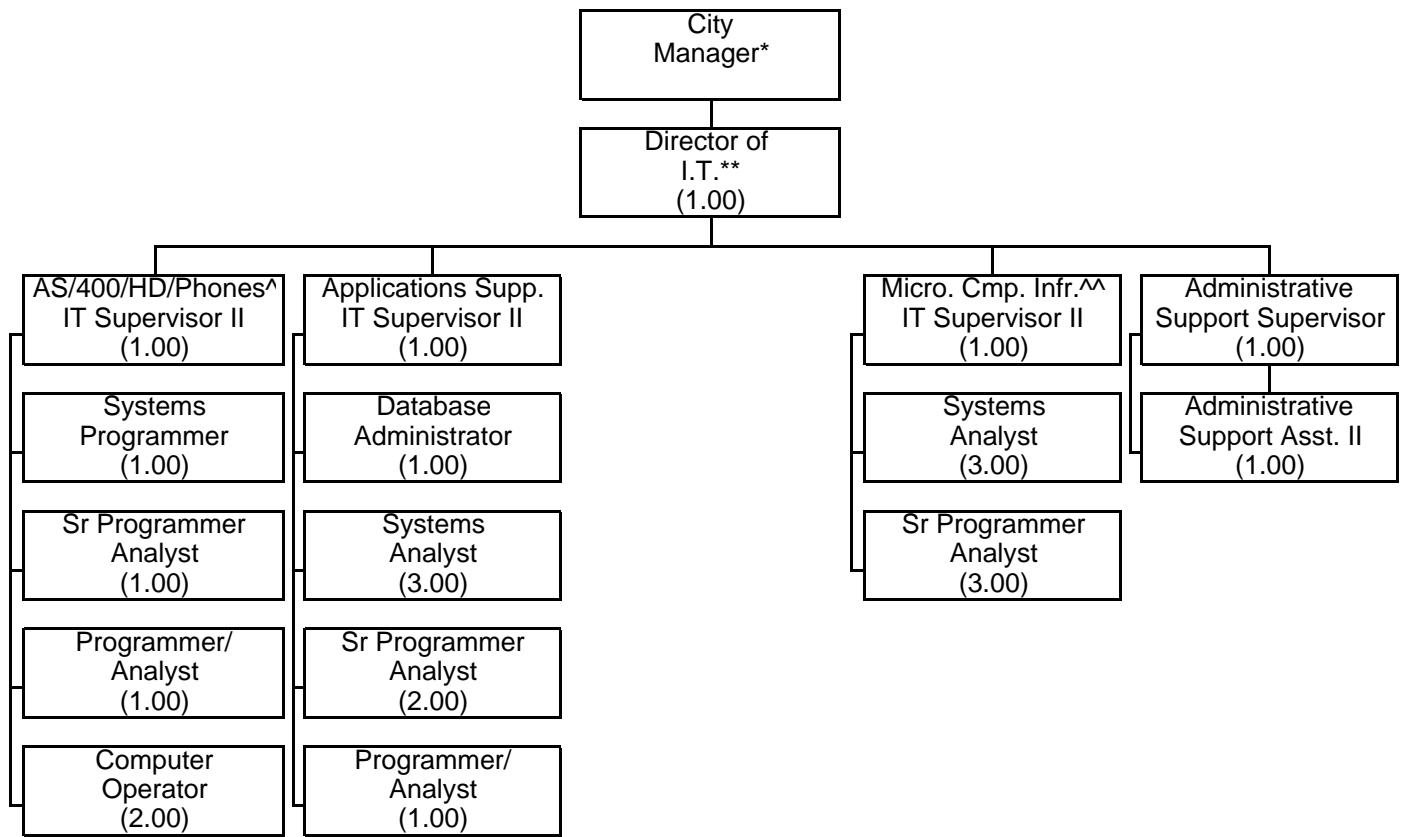
*City of Columbia*  
*Columbia, Missouri*





# City of Columbia - Information Technologies

24.00 FTE Positions



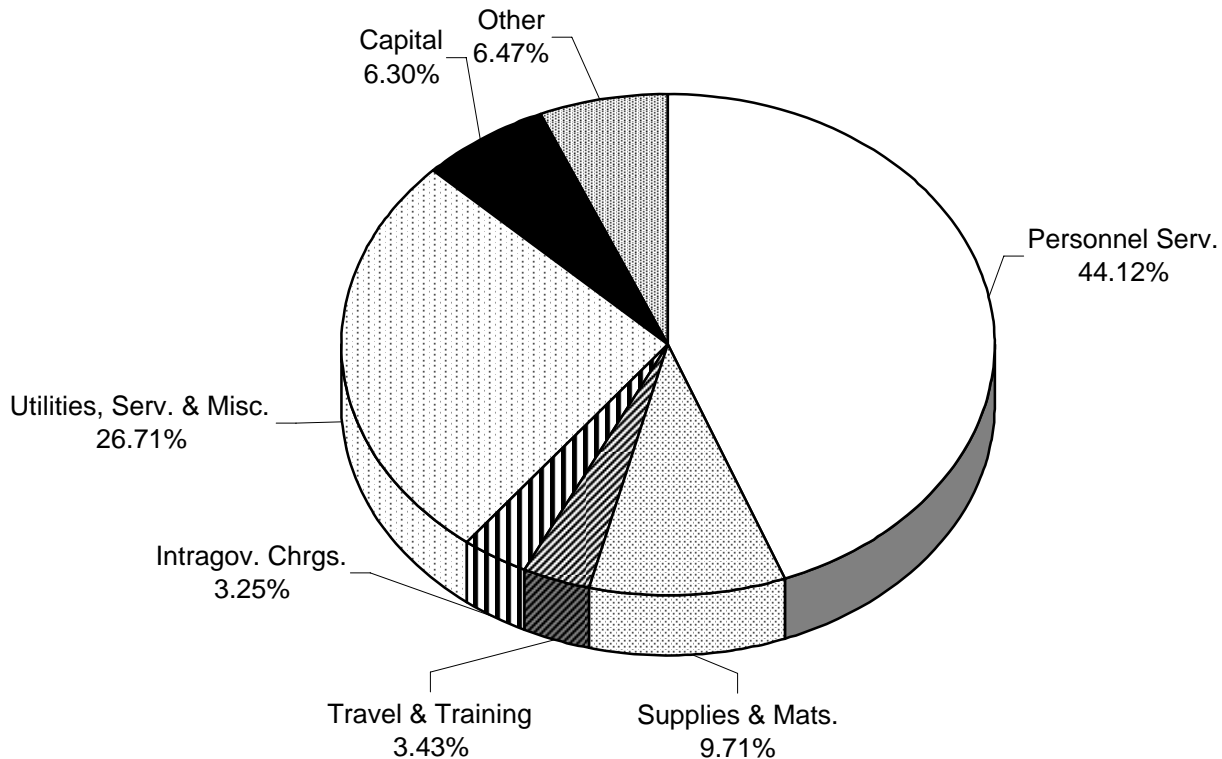
\* Position not included in Information Technologies's FTE count.

\*\* IT - Information Technologies

^ HD - Help Desk

^^ Micro. Cmp. Infr. - Micro Computer Infrastructure

# Information Technologies Fund FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 1,611,520	\$ 1,755,052	\$ 1,752,175	\$ 1,898,054	8.1%
Supplies & Materials	448,726	496,863	465,994	417,894	(15.9%)
Travel & Training	53,822	129,728	123,297	147,389	13.6%
Intragovernmental Charges	114,608	127,256	127,656	139,761	9.8%
Utilities, Services & Misc.	958,171	1,099,885	988,687	1,149,080	4.5%
Capital	524,516	334,177	307,255	271,057	(18.9%)
Other	269,959	246,498	246,498	278,500	13.0%
<b>Total</b>	<b>3,981,322</b>	<b>4,189,459</b>	<b>4,011,562</b>	<b>4,301,735</b>	<b>2.7%</b>
Summary					
Operating Expenses	3,169,211	3,591,284	3,440,309	3,752,178	4.5%
Non-Operating Expenses	287,595	263,998	263,998	278,500	5.5%
Debt Service	0	0	0	0	
Capital Additions	524,516	334,177	307,255	271,057	(18.9%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,981,322</b>	<b>\$ 4,189,459</b>	<b>\$ 4,011,562</b>	<b>\$ 4,301,735</b>	<b>2.7%</b>

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**DEPARTMENT DESCRIPTION**

Information Technologies (I.T.) is responsible for support and administration of an AS/400 midrange computer, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX) personal computers (PCS), and workstations throughout all City departments. I.T. provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. I.T. also works to improve the operational efficiencies of the City as a whole.

**DEPARTMENT OBJECTIVES**

Information Technologies will, within the framework of its existing resources, continue to provide the highest level of support possible to all user agencies. We will continue to identify and suggest new and better methods of providing services to our users at the lowest possible cost.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

Information Technologies replaced 13 servers and deployed over 160 PC's. A significant phone system upgrade allowed the City to enhance its VoIP usage. This upgrade also enabled converged communications. A document imaging system was chosen and will be implemented in fiscal year 2007. G.I.S. capabilities were expanded with the implementation of ArcSDE and ArcIMS servers.

The Information Technologies Department priorities include implementation of on-line building permits, document imaging and security upgrades.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
9901 - Assistant City Manager	0.20	0.20	0.20	0.00	(0.20)
7950 - Director of Information Technologies	1.00	1.00	1.00	1.00	
7926 - Information Technologies Sprv II	3.00	3.00	3.00	3.00	
7924 - Database Administrator	1.00	1.00	1.00	1.00	
7923 - Senior Programmer Analyst	3.00	4.00	4.00	6.00	2.00
7922 - Systems Analyst	4.00	5.00	5.00	6.00	1.00
7921 - Systems Programmer	1.00	1.00	1.00	1.00	
7911 - Programmer/Analyst	5.00	4.00	4.00	2.00	(2.00)
7910 - Computer Operator	2.00	2.00	2.00	2.00	
1004 - Administrative Support Supervisor	1.00	1.00	1.00	1.00	
1002 - Administrative Support Asst. II	0.00	0.00	0.00	1.00	1.00
1001 - Administrative Support Asst. I	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>22.20</b>	<b>23.20</b>	<b>23.20</b>	<b>24.00</b>	<b>0.80</b>
Permanent Full-Time	22.20	23.20	23.20	24.00	0.80
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>22.20</b>	<b>23.20</b>	<b>23.20</b>	<b>24.00</b>	<b>0.80</b>

(2) Programmer Analyst reclassified to Senior Programmer Analysts.

(1) Administrative Support Asst. I was reclassified to an Administrative Support Asst. II.

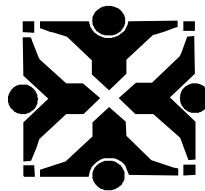
## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
Number of Production Programs	25,793	26,143	26,495
Number of Support Requests:			
a. Applications	1,288	1,317	1,356
b. HELP Desk Calls	6,574	6,448	6,500
Number of Hardware Supported			
a. PC's	801	868	918
Number of Users Supported			
a. AS/400	670	689	704
b. PC's	876	925	914
Number of Application Systems Supported			
a. AS/400	89	94	99
b. PC's	269	274	279

## COMPARATIVE DATA

	Columbia, MO	Ames, IA	Waco, TX	Stockton, CA	Berkeley, CA
<b>Population</b>	<b>94,645</b>	<b>53,482</b>	<b>121,226</b>	<b>309,340</b>	<b>99,954</b>
Number of Employees	22	9	15	42	20
Employees Per 1,000 Population	0.232	0.168	0.124	0.136	0.200
Capital Budget	271,057	214,352	1,972,495	1,177,363	2,584,745
Budget - Operating	3,752,178	1,238,837	455,643	6,128,534	3,990,903
Budget Dollar Per I.T Employee	\$170,554	\$137,649	\$30,376	\$145,917	\$199,545
Mainframe/AS/400 Applications	82	24	40	21	52
Micro Computer Networks/Servers	53	15	58	48	70
Micro Computers	868	305	1,047	1,200	900
Utility Accounts	50,411	17,450	30,000	47,657	32,500

# Public Communications Fund

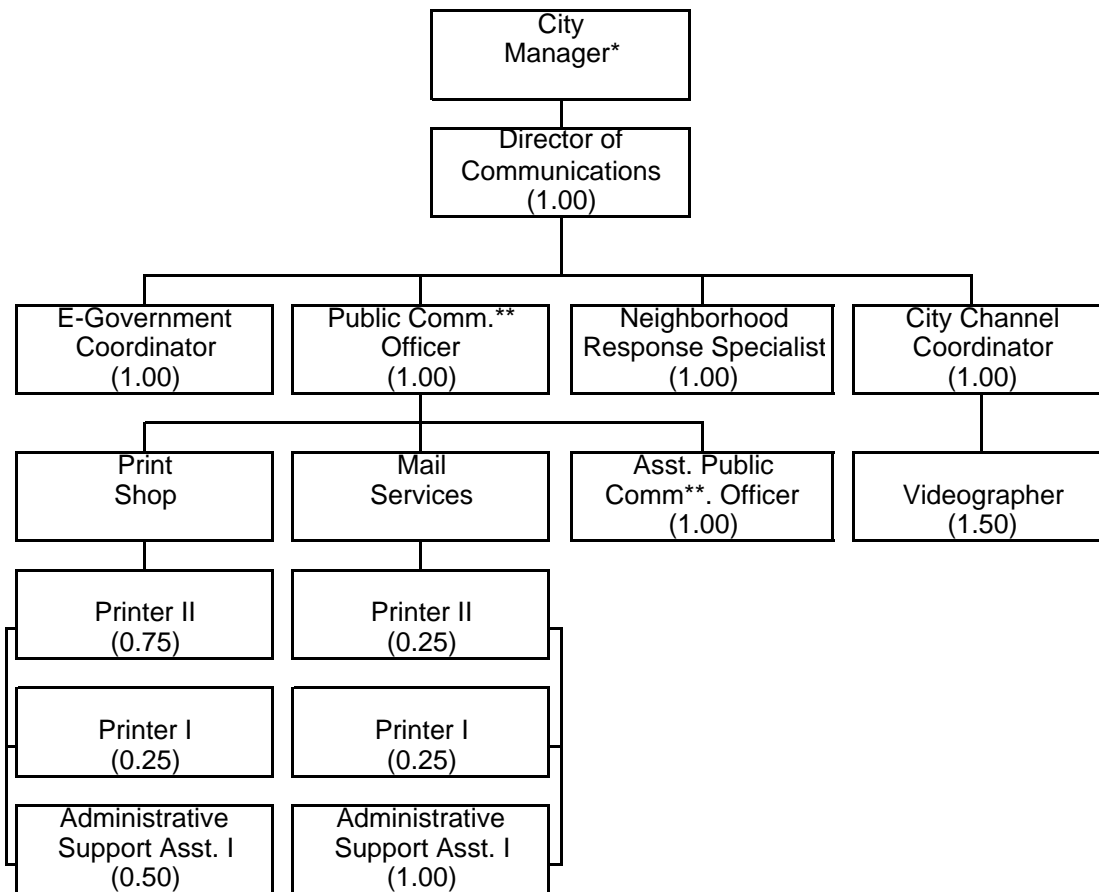


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Public Communications

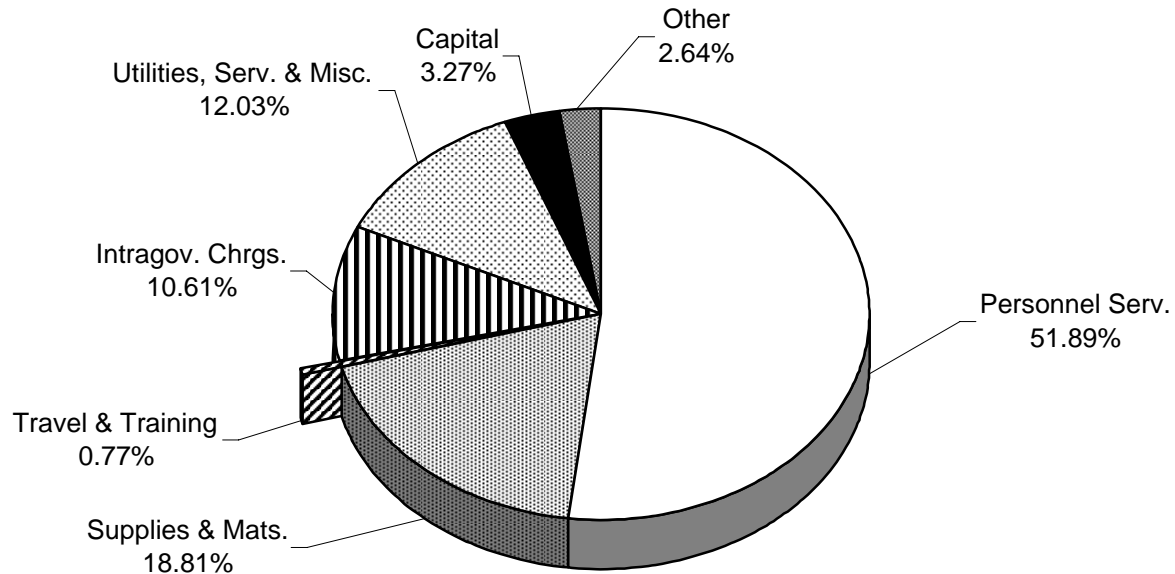
10.50 FTE Positions



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

# Public Communications Fund

## FY 2007



### APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 302,288	\$ 370,923	\$ 346,598	\$ 724,455	95.3%
Supplies & Materials	216,078	231,105	226,887	262,545	13.6%
Travel & Training	982	9,675	9,675	10,725	10.9%
Intragovernmental Charges	56,281	71,531	71,531	148,078	107.0%
Utilities, Services & Misc.	76,450	146,513	147,288	167,902	14.6%
Capital	29,061	54,000	54,000	45,600	(15.6%)
Other	113,446	112,568	130,268	36,800	(67.3%)
<b>Total</b>	<b>794,586</b>	<b>996,315</b>	<b>986,247</b>	<b>1,396,105</b>	<b>40.1%</b>
Summary					
Operating Expenses	652,079	829,747	801,979	1,313,705	58.3%
Non-Operating Expenses	113,446	112,568	130,268	36,800	(67.3%)
Debt Service	0	0	0	0	
Capital Additions	29,061	54,000	54,000	45,600	(15.6%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 794,586</b>	<b>\$ 996,315</b>	<b>\$ 986,247</b>	<b>\$ 1,396,105</b>	<b>40.1%</b>



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## DEPARTMENT DESCRIPTION

The Public Communications Office provides direct technical and consultation services for City agencies. It manages mail services and print, web-based and broadcast outlets that are used to communicate with employees, retirees, citizens, neighborhood associations, the business community, service providers, elected officials, special interest groups and others interested in City issues. The Communications Director supervises overall operations and reports to the City Manager.

## DEPARTMENT OBJECTIVES

To increase opportunities for citizens to communicate with City government; to improve the clarity and consistency of City communications internally and with external constituencies; to provide high-quality service that help all aspects of communication.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2007 Goal: Planning for the Future and Improved Communications and Coordination**

In FY 2006, the City Council approved the City Manager's recommendation to hire a Communications Director and consolidate several communications-oriented functions into one administrative unit. In addition to the new director and current staff members, the Public Communications Office will include a Neighborhood Response Specialist (transferred from the Planning Department) and Columbia Channel staff (transferred from Water and Light).

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Public Communications Office	2.00	2.00	4.00	4.00	
E-Government	1.00	1.00	1.00	1.00	
Print Shop	1.50	1.50	1.50	1.50	
Mail Room	1.50	1.50	1.50	1.50	
City Channel	0.00	0.00	2.50	2.50	
<b>Total Personnel</b>	<b>6.00</b>	<b>6.00</b>	<b>10.50</b>	<b>10.50</b>	
Permanent Full-Time	5.00	5.00	8.00	8.00	
Permanent Part-Time	1.00	1.00	2.50	2.50	
<b>Total Permanent</b>	<b>6.00</b>	<b>6.00</b>	<b>10.50</b>	<b>10.50</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2005	Budget FY 2006	Estimated FY 2007
<b>Public Communications Office:</b>			
Monthly Newsletters	12	12	12
Press Releases/Advisories	306	300	315
Community Line Accesses, telephone	9,408	9,500	10,000
Web	122,035	125,000	130,000
<b>Print Shop:</b>			
No. of Photocopy Jobs	1,585	1,552	1,580
No. Photocopy Impressions	1,665,050	1,715,001	1,900,500
Desk Top Publishing	360	370	380
<b>Mail Room:</b>			
Outbound Mail Pieces	258,200	225,000	225,000
Outbound Packages	575	590	600
<b>Electronic Gov't/Web</b>			
Number sessions	906,359	1,000,000	1,000,000
Number page views	3,773,867	4,000,000	4,000,000
Online services	2	3	3

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen- dence, MO	Ames, IA	Kirkwood, MO
<b>Population</b>	<b>94,645</b>	<b>149,738</b>	<b>109,373</b>	<b>53,482</b>	<b>27,031</b>
<b>Public Communications Office:</b>					
No. of Employees	2	15	2.5	2FT/4PT	1
No. of Press Releases	306	237		154	55
No. of Speaking Engagements	6	6	N/A	10	9
<b>Print Shop:</b>					
No. of Employees	2	3	1	1	N/A
No. of Photocopy Impressions, B/W	1,893,244	6,000,000	N/A	1,002,542	N/A
Color copies	77,868	75,000	N/A	N/A	N/A
<b>Mail Services:</b>					
Number of Employees	1	1	1	1	N/A
Outbound Mail	222,025	385,000	1,120,000	179,789	N/A
No. of Packages Handled	591	N/A	N/A	429	N/A
<b>E-Gov Services</b>					
Sessions	906,359	2,207,992	638,402	N/A	N/A
Page views	3,773,867	3,977,142	4,467,976	N/A	N/A
Online payment services	2	1	7	10	N/A
No. employees	1	2	2	1	1

N/A - Not Available

## DESCRIPTION

Public Communications Services helps coordinate dialogue and connections within City agencies and between City government and citizens. Consultation and direct assistance are available for media relations, special events, newsletters, speeches, graphic design needs, public presentations and other activities.

## HIGHLIGHTS / SIGNIFICANT CHANGES

Staff will produce 12 editions of CitySource newsletter, distributed with City utility bills, and 12 issues of the employee newsletter City Insider in FY 2007. Staff also will maintain the Community Line of pre-recorded information on City services and work with E-Government Services to redesign the City's website. Public Communications will work with the City Manager's office to assure that community visioning is a success.

## BUDGET DETAIL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 134,490	\$ 191,842	\$ 167,975	\$ 300,597	56.7%
Supplies and Materials	44,624	53,400	52,725	49,025	(8.2%)
Travel and Training	395	1,500	1,500	1,500	0.0%
Intragovernmental Charges	35,207	39,306	39,306	59,924	52.5%
Utilities, Services, & Misc.	37,725	83,020	83,795	85,770	3.3%
Capital	0	54,000	54,000	0	(100.0%)
Other	105,250	102,568	102,568	0	(100.0%)
<b>Total</b>	<b>\$ 357,691</b>	<b>\$ 525,636</b>	<b>\$ 501,869</b>	<b>\$ 496,816</b>	<b>(5.5%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
9920 - Director of Communications	0.00	0.00	1.00	1.00	
7811 - Asst. Public Communications Officer	1.00	1.00	1.00	1.00	
4104 - Neighborhood Response Specialist	0.00	0.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	2.00	2.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	

**DESCRIPTION**

E-Government Services is responsible for all facets of web communications and e-government. This includes strategic planning, training, monitoring, maintenance, and budgeting. The E-Government Coordinator serves as liaison for the Internet Citizens Advisory Group and Staff committee.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

"E-Gov" Services will complete a major redesign of the City's website in FY 2007. Changes are intended to improve the site's appearance and citizens' ease of use. Current on-line applications allow City utility customers to review account information and pay bills electronically with a credit card or E-Check. Work continues to keep the City website an effective communications outlet to keep citizens and government connected.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 56,657	\$ 60,367	\$ 59,121	\$ 62,971	4.3%
Supplies and Materials	2,355	5,730	5,730	4,750	(17.1%)
Travel and Training	587	8,000	8,000	8,000	0.0%
Intragovernmental Charges	1,800	2,731	2,731	2,850	4.4%
Utilities, Services, & Misc.	2,145	20,210	20,160	15,210	(24.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 63,544</b>	<b>\$ 97,038</b>	<b>\$ 95,742</b>	<b>\$ 93,781</b>	<b>(3.4%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
9941 - E-Government Coordinator	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
Permanent Full-Time	1.00	1.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	

**DESCRIPTION**

Print Services provides internal support including high-speed, black-and-white and color copy services and bindery, perforating, drilling, folding and inserter services. City agencies pay reasonable costs for these jobs.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Print Services continues to explore better methods to produce the highest-quality product, striving for accuracy and prompt completion of jobs. Print Services has increased worker safety in its work area by selling surplus equipment and clearing it from hallways.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 59,367	\$ 62,609	\$ 64,412	\$ 68,348	9.2%
Supplies and Materials	21,619	20,905	22,362	22,610	8.2%
Travel and Training	0	175	175	175	0.0%
Intragovernmental Charges	17,258	27,138	27,138	41,488	52.9%
Utilities, Services, & Misc.	29,662	35,790	35,790	37,300	4.2%
Capital	29,061	0	0	0	
Other	8,196	10,000	27,700	36,800	268.0%
<b>Total</b>	<b>\$ 165,163</b>	<b>\$ 156,617</b>	<b>\$ 177,577</b>	<b>\$ 206,721</b>	<b>32.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7810 - Printer I	0.25	0.25	0.25	0.25	
7809 - Printer II	0.75	0.75	0.75	0.75	
1001 - Admin. Support Assistant I	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
Permanent Full-Time	0.75	0.75	0.75	0.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	

**DESCRIPTION**

Mail Services provides pick-up and delivery of internal mail, US mail and UPS packages to all City agencies, at least twice daily. Mail Services also arranges special deliveries, when needed.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Mail Services uses a paragon mail processing system that sorts and posts mail of varying sizes and weights. Postage is refilled through "postage by phone." Staff continually monitors security of mail and packages to minimize the threat of potential hazards.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 51,774	\$ 56,105	\$ 55,090	\$ 59,316	5.7%
Supplies and Materials	147,480	151,070	146,070	146,070	(3.3%)
Travel and Training	0	0	0	50	
Intragovernmental Charges	2,016	2,356	2,356	2,669	13.3%
Utilities, Services, & Misc.	6,918	7,493	7,543	7,696	2.7%
Capital	0	0	0	17,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 208,188</b>	<b>\$ 217,024</b>	<b>\$ 211,059</b>	<b>\$ 232,801</b>	<b>7.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
7810 - Printer I	0.25	0.25	0.25	0.25	
7809 - Printer II	0.25	0.25	0.25	0.25	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
Permanent Full-Time	1.25	1.25	1.25	1.25	
Permanent Part-Time	0.25	0.25	0.25	0.25	
<b>Total Permanent</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	

**DESCRIPTION**

The City Channel broadcasts public-service oriented programming to persons who subscribe to cable television service in Columbia. Live and rebroadcast sessions include meetings of the City Council and other City boards; City Manager news conferences; special programs on City issues; and general-interest programming available from Missouri state agencies.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

To better coordinate the City's communication outlets and improve financial administration, the City Channel will transfer from the Water and Light Department to the Public Communications Department in FY 2007. City agencies will pay reasonable costs for program production services.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	0	0	233,223	
Supplies and Materials	0	0	0	40,090	
Travel and Training	0	0	0	1,000	
Intragovernmental Charges	0	0	0	41,147	
Utilities, Services, & Misc.	0	0	0	21,926	
Capital	0	0	0	28,600	
Other	0	0	0	0	
<b>Total</b>	\$ 0	\$ 0	\$ 0	<b>365,986</b>	

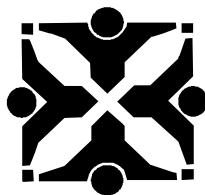
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
9932 - Videographer	0.00	0.00	1.50	1.50	
9931 - City Channel Coordinator	0.00	0.00	1.00	1.00	
<b>Total Personnel</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>2.50</b>	
Permanent Full-Time	0.00	0.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	1.50	1.50	
<b>Total Permanent</b>	<b>0.00</b>	<b>0.00</b>	<b>2.50</b>	<b>2.50</b>	



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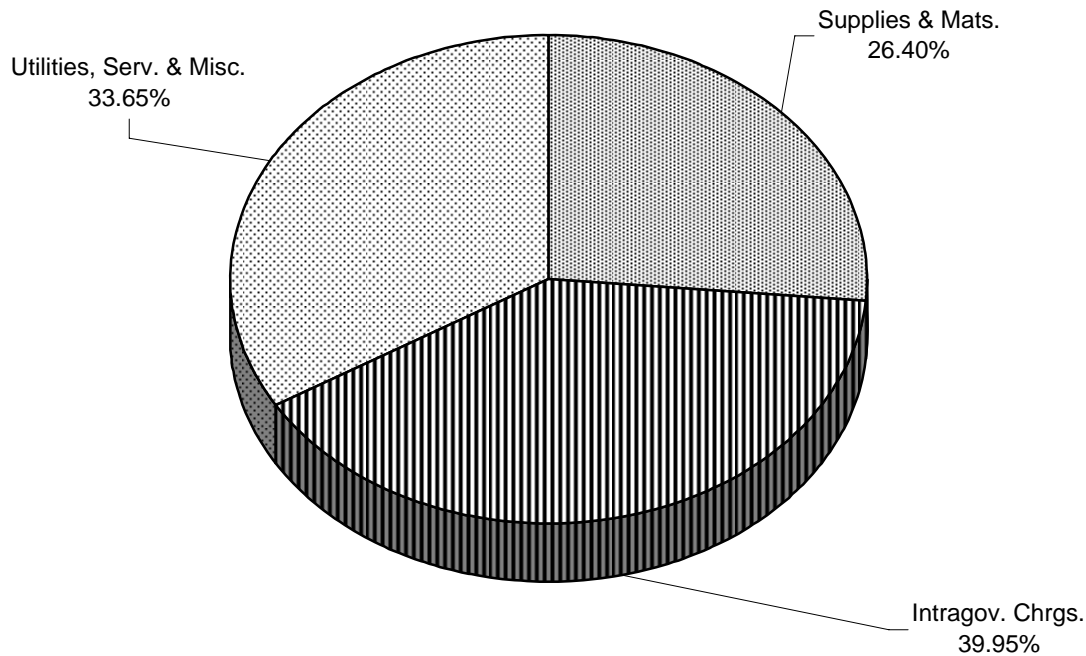
# Contributions Fund



*City of Columbia*  
*Columbia, Missouri*

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# Contributions Fund FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 104,208	\$ 114,075	\$ 113,975	\$ 0	(100.0%)
Supplies & Materials	25,634	31,710	27,960	5,100	(83.9%)
Travel & Training	144	1,550	1,000	0	(100.0%)
Intragovernmental Charges	19,188	21,097	21,122	7,716	(63.4%)
Utilities, Services & Misc.	5,059	12,455	10,120	6,500	(47.8%)
Capital	0	0	0	0	
Other	163,602	39,487	39,487	0	(100.0%)
<b>Total</b>	<b>317,835</b>	<b>220,374</b>	<b>213,664</b>	<b>19,316</b>	<b>(91.2%)</b>
Summary					
Operating Expenses	154,233	180,887	174,177	19,316	(89.3%)
Non-Operating Expenses	163,602	39,487	39,487	0	(100.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 317,835</b>	<b>\$ 220,374</b>	<b>\$ 213,664</b>	<b>\$ 19,316</b>	<b>(91.2%)</b>

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## DEPARTMENT DESCRIPTION

The Contributions Fund is a trust fund that was established to process donations and contributions given to the City. Donations include volunteer time, and gifts of cash, property and land. Proper procedures have been established to ensure funds and donations are expended for the purpose designated by the donor.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During fiscal year 2006, about 40,000 volunteer hours were reported at a value of over \$700,000 not including hours contributed by boards and commissions. Highlights during 2004 include the graduation of a seventh TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the ninth city-wide "Cleanup Columbia" including sponsorship by local media and businesses. The Adopt a Spot beautification continued with over 60 projects throughout the community. The Office sponsored it's fourth year of Youth In Action, a summer volunteer program for youth ages 12-15. The Office of Volunteer Services has received a grant from the State Emergency Management Agency to continue Citizen Corps, a federal program to promote volunteer opportunities in Neighborhood Watch, the Police Department, Community Emergency Response Teams (CERT) and Medical Reserve Corps. The Office also plays a leadership role with the Mid-Missouri COAD (Community Organizations Active in Disaster), an group that works on planning for volunteer and donations management in the event of a disaster, and has also helped organize the Columbia Volunteer Network, a group of volunteer coordinators from Columbia agencies who share ideas and cooperate on volunteer recruitment.

The Columbia Trust continued with the Share the Light program, publishing a newsletter promoting giving to the City and by publishing an annual report of gifts to the City of Columbia. The New Century Fund continued by holding a successful fundraising campaign for the Martin Luther King, Jr. Memorial Restoration, scholarships, and receiving other gifts and grants on behalf of the City.

## AUTHORIZED PERSONNEL

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
Office of Volunteer Services	2.00	2.00	2.00	0.00	-2.00
Trust	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>-2.00</b>
Permanent Full-Time	2.00	2.00	2.00	0.00	-2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>-2.00</b>

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**DESCRIPTION**

This office coordinates the promotion of volunteer opportunities within City Government. Advised by a Volunteer Working Group made up of city staff from a variety of departments, the office recruits volunteers, matches them with projects that compliment their interest and experience, and tracks their volunteer hours. The office also works on volunteer recognition activities and public relations events to promote volunteerism for City government.

In addition to general volunteer coordination, the Office of Volunteer Services coordinates a number of specific programs including the Park Patrol, the Adopt a Spot Beautification program, Cleanup Columbia, Youth in Action, and TreeKeepers, a program conducted in conjunction with the Parks & Recreation Department.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Beginning in FY 2007, the Office of Volunteer Services will be included in the General Fund. It is located behind the City Manager's budget in the Administrative Section of this budget document.

**BUDGET DETAIL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 104,208	\$ 114,075	\$ 113,975	\$ 0	(100.0%)
Supplies and Materials	23,530	26,610	23,860	0	(100.0%)
Travel and Training	144	1,550	1,000	0	(100.0%)
Intragovernmental Charges	19,008	20,955	20,980	0	(100.0%)
Utilities, Services, & Misc.	4,664	5,955	6,120	0	(100.0%)
Capital	0	0	0	0	
Other	1,750	856	856	0	(100.0%)
<b>Total</b>	<b>\$ 153,304</b>	<b>\$ 170,001</b>	<b>\$ 166,791</b>	<b>\$ 0</b>	<b>(100.0%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
4620 - Volunteer Coordinator	1.00	1.00	1.00	0.00	(1.00)
4615 - Program Assistant	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>(2.00)</b>
Permanent Full-Time	2.00	2.00	2.00	0.00	(2.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>(2.00)</b>



**DESCRIPTION**

The Columbia Trust was founded in May 1999 as a formal structure for the City to receive gifts of cash, land, and other items. Other programs under the umbrella of the Trust include the New Century Fund, Inc. and Share the Light.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

In Fiscal Year 2006, the Share the Light utility checkoff was continued, allowing utility customers to donate to a number of city programs including public art, public beautification, youth recreation scholarships, public health, the fire department, and the police department. To-date, nearly \$79,000 has been raised since Share the Light was created with \$57,410 appropriated to programs. The Columbia Trust uses the New Century Fund, Inc., a 501c3 organization, to receive gifts on behalf of the City.

Promotion of the Trust and opportunities to give to the City continue. A newsletter, annual report of giving, and information in the City Source and Columbia Channel have all been used as avenues to get information to the public about gifts and opportunities to make donations. Staff with the Office of Volunteer Services track donations to the city and prepare acknowledgements and thank you notes for the Columbia Trust, Share the Light and the New Century Fund, Inc. On August 28, 2006, the Martin Luther King, Jr. Memorial will be rededicated following restoration. Over \$83,000 for the project was raised by the New Century Fund.

**BUDGET DETAIL**

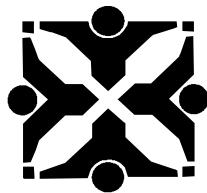
	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies and Materials	2,104	5,100	4,100	5,100	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	180	142	142	7,716	5333.8%
Utilities, Services, & Misc.	395	6,500	4,000	6,500	0.0%
Capital	0	0	0	0	
Other	161,852	38,631	38,631	0	(100.0%)
<b>Total</b>	<b>\$ 164,531</b>	<b>\$ 38,631</b>	<b>\$ 46,873</b>	<b>\$ 19,316</b>	<b>(50.0%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2005</b>	<b>Budget FY 2006</b>	<b>Estimated FY 2006</b>	<b>Adopted FY 2007</b>	<b>Position Changes</b>
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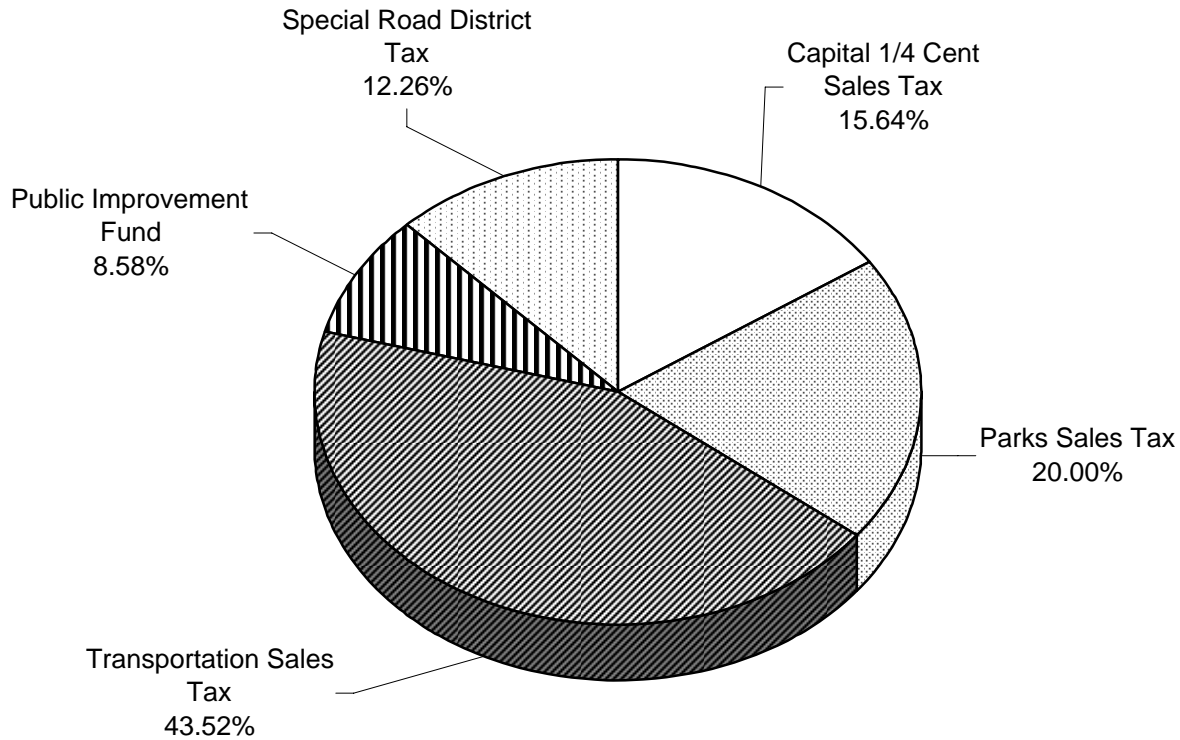
There are no personnel assigned to this budget.

# Other Special Revenue Funds



*City of Columbia*  
*Columbia, Missouri*

# Other Special Revenue Funds FY 2007



## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Capital 1/4 Cent Sales Tax	\$ 3,745,587	\$ 6,248,100	\$ 6,248,100	\$ 3,040,875	(51.3%)
Parks Sales Tax	2,930,147	4,397,111	4,034,173	3,886,710	(11.6%)
Transportation Sales Tax	9,131,067	11,917,500	11,917,500	8,459,000	(29.0%)
Public Improvement Fund	3,395,058	1,346,169	1,346,169	1,666,780	23.8%
Special Road District Tax	2,708,425	1,003,425	1,003,425	2,383,425	137.5%
<b>Total</b>	<b>21,910,284</b>	<b>24,912,305</b>	<b>24,549,367</b>	<b>19,436,790</b>	<b>(22.0%)</b>

## 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 Public 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 2007 CIP requires significant draw downs of fund balance in the Transportation Sales Tax and Special Road District Tax Funds. The Park Sales Tax Fund is accumulating over \$1.5 million that will be utilized to fund the Master Parks Plan in future capital improvement plans.

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	34,845	47,562	47,562	37,249	(21.7%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	21,875,439	24,864,743	24,501,805	19,399,541	(22.0%)
<b>Total</b>	<b>21,910,284</b>	<b>24,912,305</b>	<b>24,549,367</b>	<b>19,436,790</b>	<b>(22.0%)</b>
Summary					
Operating Expenses	34,845	47,562	47,562	37,249	(21.7%)
Non-Operating Expenses	21,875,439	24,864,743	24,501,805	19,399,541	(22.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 21,910,284</b>	<b>\$ 24,912,305</b>	<b>\$ 24,549,367</b>	<b>\$ 19,436,790</b>	<b>(22.0%)</b>

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## DEPARTMENT DESCRIPTION

On November 8, 2005, Columbia voters passed a five year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2006 to December 31, 2015. Projects approved include replacement fire trucks, two new fire stations, construction of a police training facility and emergency storm warning sirens. Transportation projects to improve major streets to relieve traffic congestion and sidewalk improvements were also approved.

## RESOURCES

	Adopted FY 2007
Capital 1/4 Cent Sales Tax Receipts	\$ 4,776,000
Investment Revenue	60,000
<b>Total Resources</b>	<b>4,836,000</b>

## EXPENDITURES

Debt Services	3,040,875
<b>Total Expenditures</b>	<b>3,040,875</b>
Revenues Over Expenditures	\$ 1,795,125

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
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	3,745,587	6,248,100	6,248,100	3,040,875	(51.3%)
<b>Total</b>	<b>3,745,587</b>	<b>6,248,100</b>	<b>6,248,100</b>	<b>3,040,875</b>	<b>(51.3%)</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,745,587	6,248,100	6,248,100	3,040,875	(51.3%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,745,587</b>	<b>\$ 6,248,100</b>	<b>\$ 6,248,100</b>	<b>\$ 3,040,875</b>	<b>(51.3%)</b>

## DESCRIPTION

In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of one-quarter of one percent (for five years), and one-eighth of one percent thereafter, on retail sales made in the City. The collection of this tax commenced on April 1, 2001. These funds must be used for parks purposes. In November 2005 voters approved an extension of the one-eighth of one percent sales tax that was to expire March 31, 2006. The extension is for an additional five years and is to fund renovation/improvements to existing parks, acquisition/development of parks and additional trails and greenbelts.

## RESOURCES

	Adopted FY 2007
FY 2007 Parks Sales Taxes Receipts	\$ 4,776,000
Investment Revenue	75,000
Total Resources	<u>4,851,000</u>

## EXPENDITURES

General Fund	1,030,000
Lease Debt Service	
Capital Projects	2,245,000
Recreation Services Fund	610,000
General & Administrative Fee	1,710
Total Expenditures	<u>3,886,710</u>
Revenues Over Expenditures	\$ <u><u>964,290</u></u>

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	1,287	1,393	1,393	1,710	22.8%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	2,928,860	4,395,718	4,032,780	3,885,000	(11.6%)
<b>Total</b>	<u>2,930,147</u>	<u>4,397,111</u>	<u>4,034,173</u>	<u>3,886,710</u>	<u>(11.6%)</u>
Summary					
Operating Expenses	1,287	1,393	1,393	1,710	22.8%
Non-Operating Expenses	2,928,860	4,395,718	4,032,780	3,885,000	(11.6%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 2,930,147</u>	<u>\$ 4,397,111</u>	<u>\$ 4,034,173</u>	<u>\$ 3,886,710</u>	<u>(11.6%)</u>

## 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 2007
FY 2007 Transportation Sales Taxes Receipts	\$ 9,572,000
Investment Revenue	75,000
Total Resources	<u>9,647,000</u>

## EXPENDITURES

Bus Subsidy	1,400,000
Airport Subsidy	1,000,000
Street and Sidewalk Related	5,740,000
CIP	319,000
Total Expenditures	<u>8,459,000</u>
Revenues Over Expenditures	\$ <u><u>1,188,000</u></u>

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
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	9,131,067	11,917,500	11,917,500	8,459,000	(29.0%)
<b>Total</b>	<u>9,131,067</u>	<u>11,917,500</u>	<u>11,917,500</u>	<u>8,459,000</u>	<u>(29.0%)</u>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	9,131,067	11,917,500	11,917,500	8,459,000	(29.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 9,131,067</u>	<u>\$ 11,917,500</u>	<u>\$ 11,917,500</u>	<u>8,459,000</u>	<u>(29.0%)</u>



## 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 2007 is 4.1%.

## RESOURCES

	Adopted FY 2007
FY 2007 Sales Taxes Receipts	\$ 815,000
Development Fees	900,000
Investment Revenue	100,000
Total Resources	<u>1,815,000</u>

## EXPENDITURES

General and Administrative Fees	35,539
Capital Projects - General Government	1,275,000
Capital Projects - Railroad	47,000
Engineering Transfer & Personnel to support capital program	309,241
Total Expenditures	<u>1,666,780</u>
Revenues Over Expenditures	\$ <u>148,220</u>

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	33,558	46,169	46,169	35,539	(23.0%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	3,361,500	1,300,000	1,300,000	1,631,241	25.5%
<b>Total</b>	<u>3,395,058</u>	<u>1,346,169</u>	<u>1,346,169</u>	<u>1,666,780</u>	<u>23.8%</u>
Summary					
Operating Expenses	33,558	46,169	46,169	35,539	(23.0%)
Non-Operating Expenses	3,361,500	1,300,000	1,300,000	1,631,241	25.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 3,395,058</u>	<u>\$ 1,346,169</u>	<u>\$ 1,346,169</u>	<u>\$ 1,666,780</u>	<u>23.8%</u>

## 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 2007
County Revenues	\$ 1,200,000
Investment Revenue	50,000
Total Resources	<u>1,250,000</u>

## EXPENDITURES

Capital Projects Transfer	2,270,000
General Fund Transfer	113,425
Total Expenditures	<u>2,383,425</u>
Revenues Under Expenditures	\$ <u><u>(1,133,425)</u></u>

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
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	2,708,425	1,003,425	1,003,425	2,383,425	137.5%
<b>Total</b>	<u>2,708,425</u>	<u>1,003,425</u>	<u>1,003,425</u>	<u>2,383,425</u>	<u>137.5%</u>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	2,708,425	1,003,425	1,003,425	2,383,425	137.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 2,708,425</u>	<u>\$ 1,003,425</u>	<u>\$ 1,003,425</u>	<u>\$ 2,383,425</u>	<u>137.5%</u>

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## CAPITAL PROJECTS SUMMARY

### DESCRIPTION

The City prepares a five year capital plan to address the capital needs of current and future years. The Capital Improvement Plan (CIP) is coordinated by the Planning Department. This plan contains two distinct sections: General Government and Enterprise. General government capital needs are funded primarily with Sales Taxes that are set aside, either by Council policy for general capital needs or voter referendum for specific projects. Enterprise capital projects are funded primarily through revenues generated by the enterprise.

### MAJOR CAPITAL PROJECTS

Our continued emphasis will be maintaining the facilities and infrastructure we have and to construct new infrastructure needed for a growing community. In November of 2005, Columbia voters passed several ballot initiatives that approved funding for public safety and transportation needs for ten years and parks funding for five years. The FY 2006 budget was amended to appropriate funds for the new police training facility, relocation of fire station #7, emergency warning sirens and fire equipment. This capital plan includes funding to move ahead with the renovation of the Daniel Boone Building in FY 2007 and expansion of public building space on the Daniel Boone Building Block in FY 2008.

An Electric Utility ballot initiative is scheduled for August 2006. Many of the projects identified as funded with "Future Bonds" will be funded with bonding prior to the budget passage in September. Ballot initiatives for Water and Sewer capital plans are anticipated in late 2007 or early 2008.

#### Major Projects Scheduled/Funded for FY 2007:

- ▶ Design and R.O.W. acquisition for Scott Blvd and Brown School Road projects
- ▶ Improvements to Louisville Drive connecting Millbrook Drive to Smith Drive
- ▶ Sidewalk/Pedway: Appropriates \$4 million of the non-motorized grant funds
- ▶ Parks and Recreation: Youth Athletic Fields
- ▶ City continues to work with Special Business District to fund a portion of the downtown beautification projects.
- ▶ Other General Government: Funding for public building expansion and renovation projects
- ▶ Electric: Distribution System Expansion approved by voters in August of 2006.
- ▶ Water: Continued improvements to the NE Pressure Zone
- ▶ Sewer: Upper Hinkson Creek approved by the ballot in 2003
- ▶ Storm Water: Mill Creek Drainage Basin Phase II
- ▶ Parking: Design for additional parking structure north of Broadway

### BUDGET CONSIDERATIONS

Major funding sources for the City's Capital Plan continues to be Capital, Parks Sales and Grant funds. The City continues to review rates in our enterprise funds to ensure funding is available for capital projects as well operations. Rate increases are proposed for FY 2007 in the Water Utility, Electric, Solid Waste and Sanitary Sewer. Revenue Bond Ballot issues will be placed on the ballot to fund projects Water and Sewer Utilities projects in 2007 or 2008.

### OPERATING IMPACT

City will need to lease additional space for Water and Electric operations until the Daniel Boone Building renovation and public building expansion projects are completed. Additional firefighters have been added to begin to meet the additional staffing needs of the new fire station to be added in 2008. Additional operating expenses can be anticipated in 2008 for the Police Training Facility. Staff is working with other agencies to enter into a cost sharing arrangement for the operation of this facility.

Parks & Recreation staffing needs will need to be evaluated in 2008 with the addition of youth athletic fields.

## CAPITAL PROJECTS FUNDING SOURCES

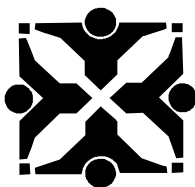
Abbreviations	Funding Source Descriptions
<b>Ballot - All Dates</b>	<u>Ballot</u> - Funds authorized by public vote via a ballot issue.
<b>Capital Improvements Sales Tax</b>	<u>Capital Improvements Sales Tax</u> - Funds generated from the 1/4 Cent Capital Improvement Sales tax issue voted on in 2005.
<b>CAP-FB</b>	<u>Capital Projects Fund Balance</u> - Monies made available through the closeout of old projects.
<b>CDBG</b>	<u>Community Development Block Grant</u> - Federal Entitlement Grant Program (annual) administered by U.S. Department of Housing and Urban Development, 100% grant requires no matching local funds.
<b>Contrib. From Utilities</b>	<u>Contributions from Utilities</u> - Funds transferred from City utility funds for projects from which they will benefit.
<b>Co rd tax reb</b>	<u>County Rebate Funds</u> - Funds received by Columbia from Boone County for maintenance/improvement to roads under City jurisdiction after annexations.
<b>Development fee</b>	<u>Development fee</u> - 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.
<b>Donations</b>	Monies or gifts donated from non-governmental entities.
<b>EU loans</b>	<u>Electric Utility Loans</u> - Funds provided for a project from the electric utility.
<b>Ent Rev</b>	<u>Enterprise Revenue</u> - Actual income to one of the City's utilities, such as sanitary sewers, water, etc.
<b>FAA Gr</b>	<u>Federal Aviation Administration (U.S.) Grant</u> - Competitive federal grant funds for local matching funds.
<b>FAL</b>	<u>Force Account Labor</u> - Labor for capital projects that is performed by City personnel and charged to the capital project.
<b>FTA</b>	<u>Federal Transit Administration Capital Grant</u> - Grant for transit related capital projects. 80% Federal; 20% Local funding.
<b>Gen Fd Transfer</b>	<u>General Fund Transfer</u> - Funds transferred from the General Fund.
<b>Gen Fd/PI</b>	<u>General Fund/Public Improvement</u> - Local funds generated through the sales tax.
<b>Non - Motorized Grant</b>	<u>Non-Motorized Grant</u> - (4) year federal grant received to be used for non-motorized transportation modes (Sidewalks, trails, bicycle paths etc.)
<b>Park Sales Tax</b>	Funds generated from the 2005 Local Parks Tax issue for the amount of one-quarter for five years and one-eighth thereafter.
<b>Prior Yr App (PYA)</b>	<u>Prior Year Appropriation</u> - Funds approved in previous years.
<b>Pub Bldg Bond Proc</b>	<u>Public Building Bond Proceeds</u> - Bond proceeds for the acquisition/improvement/development of public buildings.

## CAPITAL PROJECTS FUNDING SOURCES

Abbreviations	Funding Source Descriptions
RSR Fd	<u>Recreation Services Fund</u> - Funds generated from user fees paid by participants in programs involving capital facilities. User fee structure established by citizen election.
STP	<u>Federal Highway Administration Surface Transportation Program</u> - Replaces the old Federal Aid Urban Program - 20% local match.
STP Enh	<u>Federal Highway Administration Surface Transportation Enhancement Program</u> Enhancement program portion of STP program set aside for transportation enhancement projects. 80% federal; 20% local funding.
Tax Bill	<u>Tax Bills</u> - Charges, on a per lineal foot basis, assessed to property owners abutting new roads, or roads undergoing major improvements, for the improvements to their property. Charges based on benefit to property as determined by City Council.
Transp S Tax	<u>Transportation Sales Tax</u> - 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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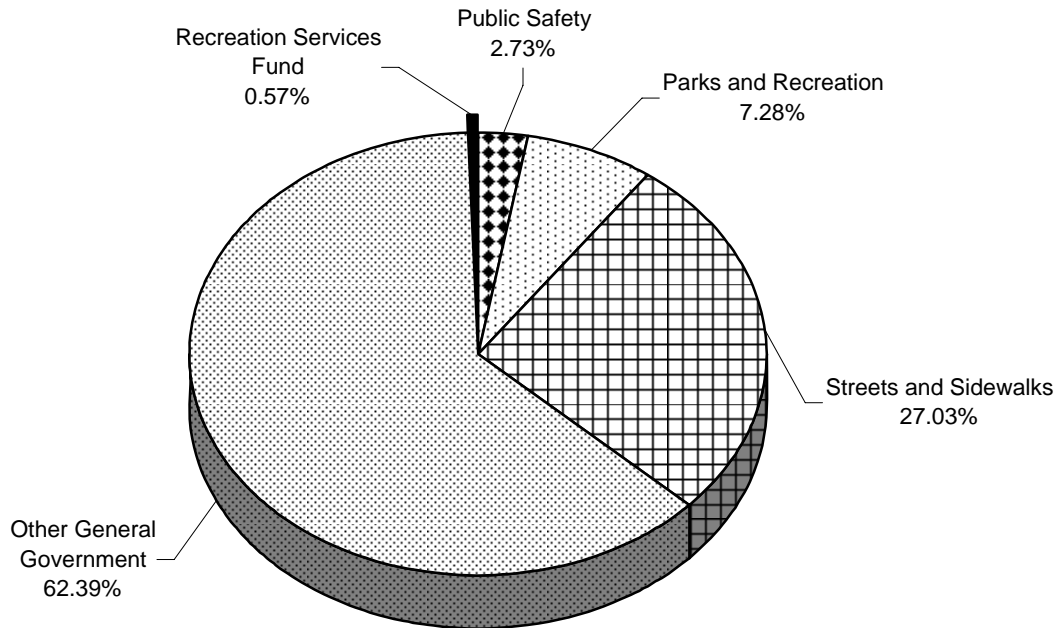
# Capital Projects - General Government



*City of Columbia*  
*Columbia, Missouri*



## General Government Capital Projects FY 2007



### GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
<b>Capital Project Expenditures</b>					
Public Safety	\$ 310,053	\$ 4,050,310	\$ 4,050,310	\$ 965,000	(76.2%)
Parks and Recreation	2,375,257	2,648,671	2,648,671	2,572,000	(2.9%)
Health	(111,107)	100,000	100,000		(100.0%)
Streets and Sidewalks	8,070,697	9,953,485	9,953,485	9,551,000	(4.0%)
Other General Government	446,176	2,877,839	2,877,839	22,045,500	666.0%
<b>Total</b>	<b>11,091,076</b>	<b>19,630,305</b>	<b>19,630,305</b>	<b>35,133,500</b>	<b>79.0%</b>
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Func	329,443			200,000	
<b>Total Current Year Appr.</b>	<b>\$ 11,420,519</b>	<b>\$ 19,630,305</b>	<b>\$ 19,630,305</b>	<b>\$ 35,333,500</b>	<b>80.0%</b>

# CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

## PURPOSE

This budget adopts the FY 2007 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 2007
<b>General Government Capital:</b>	
Capital Fund Balance	\$ 358,000
Capital Improvement Sales Tax - Bond Proceeds	4,546,000
Community Development Block Grant (CDBG)	396,000
County Road Tax Rebate	900,000
Development Fees	374,000
Force Account Labor (FAL)	117,000
General Fund Transfer	700,000
FY 2007 Sales Tax Allocation (1%)	275,000
Non-Motorized Grant	4,000,000
Parks Sales Tax (1/4%)	2,329,000
Public Building Bond Proceeds	20,812,500
STP - Surface Transportation Program - Grants: Federal Hwy Admin	126,000
Tax Bills - Miscellaneous Revenue	50,000
Transportation Sales Tax (½%)	150,000
	<b>35,133,500</b>
<b>Resources in Other Funds:</b>	
Recreational Services Fund (RSR)	200,000
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 35,333,500</b>

## EXPENDITURES

	Adopted FY 2007
Parks and Recreation	\$ 2,772,000
Public Safety	965,000
Streets and Sidewalks	9,551,000
Other General Government:	22,045,500
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$ 35,333,500</b>

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Percent Change
Personnel Services	\$ 327	\$	\$	\$	
Supplies & Materials	683,495				
Travel & Training	118				
Intragovernmental Charges	6,750				
Utilities, Services & Misc	9,113,220	18,454,305	18,454,305	34,168,500	85.2%
Capital	1,263,053	1,176,000	1,176,000	965,000	-17.9%
Other	24,113				
<b>Total</b>	<b>11,091,076</b>	<b>19,630,305</b>	<b>19,630,305</b>	<b>35,133,500</b>	<b>79.0%</b>
Summary					
Operating Expenses					
Non-Operating Expenses					
Debt Service					
Capital Additions					
Capital Projects	11,091,076	19,630,305	19,630,305	35,133,500	79.0%
<b>Total Expenses</b>	<b>\$ 11,091,076</b>	<b>\$ 19,630,305</b>	<b>\$ 19,630,305</b>	<b>\$ 35,133,500</b>	<b>79.0%</b>

# FY 2007 GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2007	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax
<b>Streets and Sidewalks</b>					
Annual City State Projects C40160	\$375,000		\$375,000		\$375,000
Annual Downtown Sidewalk Improvements C00171	\$300,000		\$300,000		\$250,000
Annual First Ward Sidewalks C00160	\$237,000		\$237,000		
Annual Landscaping C40163	\$75,000		\$75,000		
Annual Neighborhood Curb and Gutter Restoration C00235	\$50,000	\$50,000			
Annual Pedestrian - Bike and Traffic Safety C40159	\$75,000		\$75,000		
Annual Sidewalks/Pedways (New construction and reconstruction) C40162	\$100,000	\$100,000			
Annual Streets/Corridor Preservation C40158	\$250,000		\$250,000		\$250,000
Brown School Road: Hwy 763 to Providence C00210	\$500,000		\$500,000		\$500,000
Burnham/Rollins/Providence Intersection Improvements	\$100,000		\$100,000	\$100,000	
Hunt Avenue Phase I C00275	\$159,000		\$159,000		
Louisville Drive - Connect Millbrook Dr. to Smith Dr. C00240	\$1,580,000		\$1,580,000		\$1,206,000
Non-motorized Funding Grant C00271	\$4,000,000		\$4,000,000		
Scott Blvd - Vawter School Rd to KK (2 Lanes) Engineering Funds Only	\$900,000		\$900,000		
Scott Blvd (Route TT)- Brookview Terrace to Rollins C00149	\$1,000,000		\$1,000,000		\$1,000,000
Traffic Islands - Stadium and Broadway C00273	\$84,000	\$84,000			
<b>Total</b>	<b>\$9,785,000</b>	<b>\$234,000</b>	<b>\$9,551,000</b>	<b>\$100,000</b>	<b>\$3,581,000</b>
<b>Parks and Recreation</b>					
Annual City/School Park Improvement C00249	\$45,000		\$45,000		
Annual Neighborhood Park Acquisitions C40145	\$200,000		\$200,000		
Annual Park Improvement - Major Maint. Programs C00056	\$85,000		\$85,000		
Annual Park Roads & Parking Improvements C00242	\$100,000		\$100,000		
Auburn Hills Neighborhood Park Development C00276	\$135,000		\$135,000		
Cosmo Rec Area Antimi Ballfields Improvements C46065	\$240,000		\$240,000		
Cosmo Rec Area Harris Shelter and Parking C00277	\$140,000		\$140,000		
Cosmo/Fairview Tennis Complex Renovation C00263	\$100,000		\$100,000		
Douglass Pool/Park Improvements C00244	\$150,000		\$150,000		
Douglass Pool/Park Improvements C00244	\$12,000		\$12,000		
Greenbelt/Open Space/Trail Acquisition and Development C40113	\$100,000		\$100,000		
Hinkson Creek Trail - Grindstone to Stephens - Ph II C00281	\$210,000		\$210,000		
Hinkson Creek Trail - Grindstone to Stephens - Ph III C00284	\$40,000		\$40,000		
Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282	\$75,000		\$75,000		
MKT Trail Restrooms C00283	\$100,000		\$100,000		
Oakland Park Bathhouse Improvements C00278	\$90,000		\$90,000		
Philips Development - Phase I C00279	\$250,000		\$250,000		
Youth Athletic Field Development C00280	\$700,000		\$700,000		
<b>Total</b>	<b>\$2,772,000</b>	<b>\$0</b>	<b>\$2,772,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Safety</b>					
Refurbish #1486: 1991 Ladder Truck (17 Years Old) C00260	\$500,000		\$500,000		\$500,000
Refurbish #1554: 1993 Air Truck (14 Years Old) C00285	\$100,000		\$100,000		\$100,000
Rpl. #1494: 1991 Squad/Haz Mat (15 Years Old) C00248	\$365,000		\$365,000		\$365,000
<b>Total</b>	<b>\$965,000</b>	<b>\$0</b>	<b>\$965,000</b>	<b>\$0</b>	<b>\$965,000</b>
<b>Other General Government</b>					
Annual - Contingency C40138	\$100,000		\$100,000		
Annual - Downtown Special Projects C00140	\$100,000		\$100,000		
Daniel Boone Building Renovation C00252	\$700,000		\$700,000		
Daniel Boone Building Renovation C00252	\$5,300,000		\$5,300,000		
Municipal Office Space Expansion C00099	\$16,300,000	\$2,900,000	\$13,400,000		
Police Building Renovation - 3rd Floor C00288	\$258,000		\$258,000	\$258,000	
Pub Bldgs Major Maintenance/Renovation C00021	\$75,000		\$75,000		
Upgrade/Redundant Phone/IT Equipment Data Center C00287	\$2,112,500		\$2,112,500		
<b>Total</b>	<b>\$24,945,500</b>	<b>\$2,900,000</b>	<b>\$22,045,500</b>	<b>\$258,000</b>	<b>\$0</b>
<b>Total General Government CIP</b>	<b>\$38,467,500</b>	<b>\$3,134,000</b>	<b>\$35,333,500</b>	<b>\$358,000</b>	<b>\$4,546,000</b>

# FY 2007 GENERAL GOVERNMENT CIP FUNDING SOURCES

CDBG	County Rd Tax Rebate	Dev Fees	FAL	Gen Fd Transfer	Gen Fd/ PI	Non-Motor Grant	Parks Sales Tax	Pub Bldg Bond Proc	RSR	STP Enh/ STP	Tax Bill	Transp Sales Tax
											\$50,000	
\$237,000												\$75,000
												\$75,000
\$159,000		\$374,000				\$4,000,000						
	\$900,000											
\$396,000	\$900,000	\$374,000	\$0	\$0	\$0	\$4,000,000	\$0	\$0	\$0	\$0	\$50,000	\$150,000
							\$45,000					
							\$200,000					
							\$85,000					
							\$100,000					
			\$35,000				\$100,000					
			\$40,000						200,000			
			\$15,000				\$125,000					
							\$100,000					
							\$150,000					
			\$12,000									
							\$100,000					
							\$84,000			126,000		
							\$40,000					
							\$75,000					
							\$100,000					
			\$15,000				\$75,000					
							\$250,000					
							\$700,000					
\$0	\$0	\$0	\$117,000	\$0	\$0	\$0	\$2,329,000	\$0	200,000	126,000	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
					\$100,000							
					\$100,000							
				\$700,000								
								\$5,300,000				
								\$13,400,000				
					\$75,000							
								\$2,112,500				
\$0	\$0	\$0	\$0	\$700,000	\$275,000	\$0	\$0	\$20,812,500	\$0	\$0	\$0	\$0
\$396,000	\$900,000	\$374,000	\$117,000	\$700,000	\$275,000	\$4,000,000	\$2,329,000	\$20,812,500	200,000	126,000	\$50,000	\$150,000

## General Government

## Capital Projects Summary

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost
<b>Streets and Sidewalks Funding Source Summary</b>					
CAP FB	\$400,000	\$100,000	\$2,300,000	\$235,000	\$2,635,000
Cap Imp S Tax	\$575,000	\$3,581,000	\$7,357,500	\$14,963,000	25,901,500
CDBG	\$50,000	\$396,000	\$261,000	\$150,000	\$807,000
Co Rd Tax Reb	\$890,000	\$900,000	\$1,345,000	\$3,055,500	\$5,300,500
Development Fees		\$374,000	\$2,410,000	\$1,962,000	\$4,746,000
MoDOT BRM			\$300,000		\$300,000
Non-Motor Grant		\$4,000,000	\$6,000,000	\$12,500,000	22,500,000
STP			\$2,060,000	\$874,500	\$2,934,500
STP Enh			\$294,000		\$294,000
Tax Bill	\$50,000	\$50,000	\$50,000		\$100,000
Transp S Tax	\$1,485,000	\$150,000	\$150,000	\$690,000	\$990,000
<b>New Funding</b>	<b>\$3,450,000</b>	<b>\$9,551,000</b>	<b>\$22,527,500</b>	<b>\$34,430,000</b>	<b>\$66,508,500</b>
PYA Cap FB	\$195,455				
PYA Cap Imp S Tax	\$165,000		\$295,000	\$724,000	\$1,019,000
PYA Co rd tax	\$1,150,000				
PYA Transp S Tax		\$234,000	\$50,000	\$150,000	\$434,000
<b>Prior Year Funding</b>	<b>\$1,510,455</b>	<b>\$234,000</b>	<b>\$345,000</b>	<b>\$874,000</b>	<b>\$1,453,000</b>
Unfunded			\$654,000	\$1,000,000	\$1,654,000
<b>Unfunded</b>			<b>\$654,000</b>	<b>\$1,000,000</b>	<b>\$1,654,000</b>
<b>Total Streets and Sidewalks</b>	<b>\$4,960,455</b>	<b>\$9,785,000</b>	<b>\$23,526,500</b>	<b>\$36,304,000</b>	<b>\$69,615,500</b>

<b>Parks and Recreation Funding Source Summary</b>					
CDBG	\$99,000				
Donation				\$118,000	\$118,000
FAL		\$117,000	\$47,000	\$195,000	\$359,000
Grant	\$100,000		\$30,000		\$30,000
Park Sales Tax	\$870,000	\$2,329,000	\$6,375,000	\$6,360,000	15,064,000
RSR		\$200,000	\$85,000	\$320,000	\$605,000
STP Enh		\$126,000			\$126,000
<b>New Funding</b>	<b>\$1,069,000</b>	<b>\$2,772,000</b>	<b>\$6,537,000</b>	<b>\$6,993,000</b>	<b>\$16,302,000</b>
Unfunded			\$135,000	\$1,725,000	\$1,860,000
<b>Unfunded</b>			<b>\$135,000</b>	<b>\$1,725,000</b>	<b>\$1,860,000</b>
<b>Total Parks and Recreation</b>	<b>\$1,069,000</b>	<b>\$2,772,000</b>	<b>\$6,672,000</b>	<b>\$8,718,000</b>	<b>\$18,162,000</b>

<b>Public Safety Funding Source Summary</b>					
Cap Imp S Tax		\$965,000	\$2,160,000	\$2,101,000	\$5,226,000
<b>New Funding</b>		<b>\$965,000</b>	<b>\$2,160,000</b>	<b>\$2,101,000</b>	<b>\$5,226,000</b>
<b>Total Public Safety</b>		<b>\$965,000</b>	<b>\$2,160,000</b>	<b>\$2,101,000</b>	<b>\$5,226,000</b>

<b>Other General Government Funding Source Summary</b>					
CAP FB		\$258,000			\$258,000
Contrib from Utilities				\$275,450	\$275,450
Gen Fd Transfer	\$280,000	\$700,000			\$700,000
Gen Fd/PI	\$275,000	\$275,000	\$100,000	\$255,000	\$630,000
Pub Bldg Bond Proc		\$20,812,500			20,812,500
<b>New Funding</b>	<b>\$555,000</b>	<b>\$22,045,500</b>	<b>\$100,000</b>	<b>\$530,450</b>	<b>\$22,675,950</b>

## General Government

## Capital Projects Summary

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost
<b>Other General Government Funding Source Summary</b>					
PYA - various		\$2,900,000			\$2,900,000
PYA Gen Fd Transfer	\$578,322				
<b>Prior Year Funding</b>	<b>\$578,322</b>	<b>\$2,900,000</b>			<b>\$2,900,000</b>
Unfunded			\$500,000	\$300,000	\$800,000
<b>Unfunded</b>			<b>\$500,000</b>	<b>\$300,000</b>	<b>\$800,000</b>
<b>Total Other General Government</b>	<b>\$1,133,322</b>	<b>\$24,945,500</b>	<b>\$600,000</b>	<b>\$830,450</b>	<b>\$26,375,950</b>

<b>Overall Funding Source Summary</b>					
CAP FB	\$400,000	\$358,000	\$2,300,000	\$235,000	\$2,893,000
Cap Imp S Tax	\$575,000	\$4,546,000	\$9,517,500	\$17,064,000	31,127,500
CDBG	\$149,000	\$396,000	\$261,000	\$150,000	\$807,000
Co Rd Tax Reb	\$890,000	\$900,000	\$1,345,000	\$3,055,500	\$5,300,500
Contrib from Utilities				\$275,450	\$275,450
Development Fees		\$374,000	\$2,410,000	\$1,962,000	\$4,746,000
Donation				\$118,000	\$118,000
FAL		\$117,000	\$47,000	\$195,000	\$359,000
Gen Fd Transfer	\$280,000	\$700,000			\$700,000
Gen Fd/PI	\$275,000	\$275,000	\$100,000	\$255,000	\$630,000
Grant	\$100,000		\$30,000		\$30,000
MoDOT BRM			\$300,000		\$300,000
Non-Motor Grant		\$4,000,000	\$6,000,000	\$12,500,000	22,500,000
Park Sales Tax	\$870,000	\$2,329,000	\$6,375,000	\$6,360,000	15,064,000
Pub Bldg Bond Proc		\$20,812,500			20,812,500
RSR		\$200,000	\$85,000	\$320,000	\$605,000
STP			\$2,060,000	\$874,500	\$2,934,500
STP Enh		\$126,000	\$294,000		\$420,000
Tax Bill	\$50,000	\$50,000	\$50,000		\$100,000
Transp S Tax	\$1,485,000	\$150,000	\$150,000	\$690,000	\$990,000
<b>New Funding</b>	<b>\$5,074,000</b>	<b>\$35,333,500</b>	<b>\$31,324,500</b>	<b>\$44,054,450</b>	<b>\$110,712,450</b>
PYA - various		\$2,900,000			\$2,900,000
PYA Cap FB	\$195,455				
PYA Cap Imp S Tax	\$165,000		\$295,000	\$724,000	\$1,019,000
PYA Co rd tax	\$1,150,000				
PYA Gen Fd Transfer	\$578,322				
PYA Transp S Tax		\$234,000	\$50,000	\$150,000	\$434,000
<b>Prior Year Funding</b>	<b>\$2,088,777</b>	<b>\$3,134,000</b>	<b>\$345,000</b>	<b>\$874,000</b>	<b>\$4,353,000</b>
Unfunded			\$1,289,000	\$3,025,000	\$4,314,000
<b>Unfunded</b>			<b>\$1,289,000</b>	<b>\$3,025,000</b>	<b>\$4,314,000</b>
<b>Total</b>	<b>\$7,162,777</b>	<b>\$38,467,500</b>	<b>\$32,958,500</b>	<b>\$47,953,450</b>	<b>\$119,379,450</b>

# Streets and Sidewalks

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Streets</b>							
<b>1 Annual City State Projects C40160</b>							
Cap Imp S Tax	\$375,000	\$375,000		\$375,000	\$750,000		
<b>Total</b>	<b>\$375,000</b>	<b>\$375,000</b>		<b>\$375,000</b>	<b>\$750,000</b>		
<b>2 Annual City/County Projects C40161</b>							
Cap Imp S Tax			\$375,000	\$750,000	\$1,125,000		
<b>Total</b>			<b>\$375,000</b>	<b>\$750,000</b>	<b>\$1,125,000</b>		
<b>3 Annual Historic Brick Street Renovation C00234</b>							
PYA Transp S Tax			\$50,000	\$150,000	\$200,000		
<b>Total</b>			<b>\$50,000</b>	<b>\$150,000</b>	<b>\$200,000</b>		
<b>4 Annual Landscaping C40163</b>							
Transp S Tax	\$75,000	\$75,000	\$75,000	\$225,000	\$375,000		
<b>Total</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$375,000</b>		
<b>5 Annual Neighborhood Curb and Gutter Restoration C00235</b>							
PYA Transp S Tax		\$50,000			\$50,000		
<b>Total</b>		<b>\$50,000</b>			<b>\$50,000</b>		
<b>6 Annual Pedestrian - Bike and Traffic Safety C40159</b>							
Transp S Tax	\$75,000	\$75,000	\$75,000	\$225,000	\$375,000		
<b>Total</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$375,000</b>		
<b>7 Annual Streets/Corridor Preservation C40158</b>							
Cap Imp S Tax	\$100,000	\$250,000	\$250,000	\$1,580,000	\$2,080,000		
Development Fees				\$360,000	\$360,000		
Transp S Tax				\$240,000	\$240,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$2,180,000</b>	<b>\$2,680,000</b>		
<b>8 Brown School Road: Hwy 763 to Providence C00210</b>							
CAP FB			\$2,000,000		\$2,000,000	06	08
Cap Imp S Tax		\$500,000	\$1,075,000		\$1,575,000		
Co Rd Tax Reb	\$250,000		\$175,000		\$175,000		
Development Fees			\$500,000		\$500,000		
PYA Co rd tax	\$200,000						
<b>Total</b>	<b>\$450,000</b>	<b>\$500,000</b>	<b>\$3,750,000</b>		<b>\$4,250,000</b>		
<b>9 Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236</b>							
Cap Imp S Tax			\$2,160,000		\$2,160,000	06	08
Development Fees			\$1,080,000		\$1,080,000		
Transp S Tax	\$360,000						
<b>Total</b>	<b>\$360,000</b>		<b>\$3,240,000</b>		<b>\$3,240,000</b>		
<b>10 Highway 763 Widened - City's Contribution</b>							
CAP FB			\$300,000		\$300,000	07	08
Co Rd Tax Reb			\$700,000		\$700,000		
STP			\$1,000,000		\$1,000,000		
STP Enh			\$294,000		\$294,000		

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.

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Streets</b>							
<b>11 Highway 763 Widened - City's Contribution</b>						<b>07</b>	<b>08</b>
Total			<b>\$2,294,000</b>		<b>\$2,294,000</b>		
<b>11 Hunt Avenue Phase I C00275</b>						<b>07</b>	<b>08</b>
CDBG		\$159,000	\$211,000		\$370,000		
Unfunded			\$191,000		\$191,000		
Total		<b>\$159,000</b>	<b>\$402,000</b>		<b>\$561,000</b>		
<b>12 Louisville Drive - Connect Millbrook Dr. to Smith Dr. C00240</b>						<b>06</b>	<b>07</b>
Cap Imp S Tax		\$1,206,000			\$1,206,000		
Development Fees		\$374,000			\$374,000		
Transp S Tax	\$175,000						
Total	<b>\$175,000</b>	<b>\$1,580,000</b>			<b>\$1,580,000</b>		
<b>13 Providence Road--Vandiver to Blue Ridge (2 Lanes) C00239</b>						<b>06</b>	<b>08</b>
Cap Imp S Tax			\$900,000		\$900,000		
Development Fees			\$500,000		\$500,000		
STP			\$1,060,000		\$1,060,000		
Transp S Tax	\$400,000						
Total	<b>\$400,000</b>		<b>\$2,460,000</b>		<b>\$2,460,000</b>		
<b>14 Route K Bridge over Hinkson Creek</b>						<b>08</b>	<b>08</b>
MoDOT BRM			\$300,000		\$300,000		
Unfunded			\$225,000		\$225,000		
Total			<b>\$525,000</b>		<b>\$525,000</b>		
<b>15 Traffic Islands - Stadium and Broadway C00273</b>						<b>07</b>	<b>08</b>
PYA Transp S Tax		\$84,000			\$84,000		
Total		<b>\$84,000</b>			<b>\$84,000</b>		
<b>16 Vandiver Drive - Intersection Ramps East to Mexico Gravel Road (2 Lanes) C00211</b>						<b>06</b>	<b>08</b>
Cap Imp S Tax			\$2,100,000		\$2,100,000		
Co Rd Tax Reb			\$470,000		\$470,000		
Development Fees			\$330,000		\$330,000		
PYA Co rd tax	\$300,000						
Transp S Tax	\$400,000						
Total	<b>\$700,000</b>		<b>\$2,900,000</b>		<b>\$2,900,000</b>		
<b>17 Burnham/Rollins/Providence Intersection Improvements</b>						<b>07</b>	<b>10</b>
CAP FB		\$100,000			\$100,000		
Cap Imp S Tax				\$897,500	\$897,500		
Total		<b>\$100,000</b>		<b>\$897,500</b>	<b>\$997,500</b>		
<b>18 Grace Lane - Richland Road Southward 2,700 Ft (Engineering Funds Only)</b>						<b>08</b>	<b>11</b>
Cap Imp S Tax			\$360,000		\$360,000		
Total			<b>\$360,000</b>		<b>\$360,000</b>		
<b>19 I-70 Interchange Phase I: EIS/ROW</b>						<b>09</b>	<b>10</b>
Unfunded				\$1,000,000	\$1,000,000		
Total				<b>\$1,000,000</b>	<b>\$1,000,000</b>		

D = Year being designed; C = Year construction will begin.

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## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Streets</b>							
<b>20 Lemone Industrial Blvd - N to Stadium Blvd and Stadium Exit (2 Bridges) C00128</b>						<b>06</b>	<b>09</b>
CAP FB	\$400,000			\$235,000	\$235,000		
Cap Imp S Tax				\$7,168,000	\$7,168,000		
Co Rd Tax Reb				\$500,000	\$500,000		
Development Fees				\$597,000	\$597,000		
PYA Co rd tax	\$400,000						
<b>Total</b>	<b>\$800,000</b>			<b>\$8,500,000</b>	<b>\$8,500,000</b>		
<b>21 Mexico Gravel Road - Vandiver to Route PP (2 Lanes) C00241</b>						<b>06</b>	<b>09</b>
Cap Imp S Tax				\$925,000	\$925,000		
Co Rd Tax Reb	\$270,000			\$1,360,000	\$1,360,000		
Development Fees				\$145,000	\$145,000		
<b>Total</b>	<b>\$270,000</b>			<b>\$2,430,000</b>	<b>\$2,430,000</b>		
<b>22 Scott Blvd (Route TT)- Brookview Terrace to Rollins C00149</b>						<b>06</b>	<b>09</b>
Cap Imp S Tax		\$1,000,000		\$2,260,000	\$3,260,000		
Co Rd Tax Reb	\$370,000			\$1,195,500	\$1,195,500		
Development Fees				\$500,000	\$500,000		
PYA Cap FB	\$195,455						
PYA Co rd tax	\$250,000						
STP				\$874,500	\$874,500		
<b>Total</b>	<b>\$815,455</b>	<b>\$1,000,000</b>		<b>\$4,830,000</b>	<b>\$5,830,000</b>		
<b>23 Scott Blvd - Vawter School Rd to KK (2 Lanes) Engineering Funds Only</b>						<b>07</b>	<b>12</b>
Co Rd Tax Reb		\$900,000			\$900,000		
<b>Total</b>		<b>\$900,000</b>			<b>\$900,000</b>		
<b>24 Scott Blvd - Vawter School Rd to MKT (2 Lanes) Engineering Only C00274</b>						<b>10</b>	<b>15</b>
Development Fees				\$360,000	\$360,000		
<b>Total</b>				<b>\$360,000</b>	<b>\$360,000</b>		
<b>Sidewalks</b>							
<b>25 Annual Downtown Sidewalk Improvements C00171</b>							
Cap Imp S Tax	\$50,000	\$250,000	\$50,000	\$150,000	\$450,000		
Tax Bill	\$50,000	\$50,000	\$50,000		\$100,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$100,000</b>	<b>\$150,000</b>	<b>\$550,000</b>		
<b>26 Annual First Ward Sidewalks C00160</b>							
CDBG	\$50,000	\$237,000	\$50,000	\$150,000	\$437,000		
Unfunded			\$238,000		\$238,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$237,000</b>	<b>\$288,000</b>	<b>\$150,000</b>	<b>\$675,000</b>		
<b>27 Annual Sidewalks/Pedways (New construction and reconstruction) C40162</b>							
Cap Imp S Tax	\$50,000		\$87,500	\$857,500	\$945,000		
PYA Transp S Tax		\$100,000			\$100,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$87,500</b>	<b>\$857,500</b>	<b>\$1,045,000</b>		
<b>28 Business Loop 70 sidewalk - Candlelight Lodge to Cosmo Park C00272</b>						<b>07</b>	<b>08</b>
PYA Cap Imp S Tax			\$118,000		\$118,000		

D = Year being designed; C = Year construction will begin.

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## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Sidewalks</b>							
<b>29 Business Loop 70 sidewalk - Candlelight Lodge to Cosmo Park C00272</b>						<b>07</b>	<b>08</b>
Total			<b>\$118,000</b>		<b>\$118,000</b>		
<b>29 Non-motorized Funding Grant C00271</b>						<b>07</b>	<b>07</b>
Non-Motor Grant		\$4,000,000	\$6,000,000	\$12,500,000	\$22,500,000		
Total		<b>\$4,000,000</b>	<b>\$6,000,000</b>	<b>\$12,500,000</b>	<b>\$22,500,000</b>		
<b>30 Broadway and 5th - Intersection Improvements</b>						<b>09</b>	<b>10</b>
PYA Cap Imp S Tax				\$375,000	\$375,000		
Total				<b>\$375,000</b>	<b>\$375,000</b>		
<b>31 Broadway Sidewalks - McBaine to West Blvd, North Side C00068</b>						<b>08</b>	<b>09</b>
PYA Cap Imp S Tax	\$124,500		\$142,500		\$142,500		
Total	<b>\$124,500</b>		<b>\$142,500</b>		<b>\$142,500</b>		
<b>32 Fairview Road Sidewalks - School to North of Rollins</b>						<b>09</b>	<b>10</b>
PYA Cap Imp S Tax				\$219,000	\$219,000		
Total				<b>\$219,000</b>	<b>\$219,000</b>		
<b>33 Oakland Gravel Rd Sidewalks - Blue Ridge to Oakland Park C00157</b>						<b>08</b>	<b>09</b>
PYA Cap Imp S Tax	\$40,500		\$34,500		\$34,500		
Total	<b>\$40,500</b>		<b>\$34,500</b>		<b>\$34,500</b>		
<b>34 Texas Avenue Sidewalks - North side, Garth to Providence</b>						<b>09</b>	<b>10</b>
PYA Cap Imp S Tax				\$130,000	\$130,000		
Total				<b>\$130,000</b>	<b>\$130,000</b>		
<b>Total</b>	<b>\$4,960,455</b>	<b>\$9,785,000</b>	<b>\$23,526,500</b>	<b>\$36,304,000</b>	<b>\$69,615,500</b>		

Streets and Sidewalks Funding Source Summary					
CAP FB	\$400,000	\$100,000	\$2,300,000	\$235,000	\$2,635,000
Cap Imp S Tax	\$575,000	\$3,581,000	\$7,357,500	\$14,963,000	25,901,500
CDBG	\$50,000	\$396,000	\$261,000	\$150,000	\$807,000
Co Rd Tax Reb	\$890,000	\$900,000	\$1,345,000	\$3,055,500	\$5,300,500
Development Fees		\$374,000	\$2,410,000	\$1,962,000	\$4,746,000
MoDOT BRM			\$300,000		\$300,000
Non-Motor Grant		\$4,000,000	\$6,000,000	\$12,500,000	22,500,000
STP			\$2,060,000	\$874,500	\$2,934,500
STP Enh			\$294,000		\$294,000
Tax Bill	\$50,000	\$50,000	\$50,000		\$100,000
Transp S Tax	\$1,485,000	\$150,000	\$150,000	\$690,000	\$990,000
<b>New Funding</b>	<b>\$3,450,000</b>	<b>\$9,551,000</b>	<b>\$22,527,500</b>	<b>\$34,430,000</b>	<b>\$66,508,500</b>
PYA Cap FB	\$195,455				
PYA Cap Imp S Tax	\$165,000		\$295,000	\$724,000	\$1,019,000
PYA Co rd tax	\$1,150,000				
PYA Transp S Tax		\$234,000	\$50,000	\$150,000	\$434,000
<b>Prior Year Funding</b>	<b>\$1,510,455</b>	<b>\$234,000</b>	<b>\$345,000</b>	<b>\$874,000</b>	<b>\$1,453,000</b>
Unfunded			\$654,000	\$1,000,000	\$1,654,000

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.

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Streets and Sidewalks Funding Source Summary</b>							
<b>Unfunded</b>			<b>\$654,000</b>	<b>\$1,000,000</b>	<b>\$1,654,000</b>		
<b>Total Streets and Sidew</b>	<b>\$4,960,455</b>	<b>\$9,785,000</b>	<b>\$23,526,500</b>	<b>\$36,304,000</b>	<b>\$69,615,500</b>		

<b>Streets and Sidewalks Current Capital Projects</b>							
<b>Streets</b>							
1	740 East Extension Corridor Study C00223						
2	Adopt A Spot C00100						
3	Ballenger Lane @ Aztec C00121					05	06
4	Blue Ridge Road - Garth to Hwy 763 C00094					05	06
5	Chapel Hill Extension - Old Gillespie Bridge Rd to Scott Blvd C00202					05	06
6	Creasy Bear Cr/Obermiller C00254						
7	Donnelly Avenue C00147					04	05
8	East Broadway C00072					04	05
9	Gans Road--Interchange at 63 C00237					06	08
10	Garth Avenue - Thurman to Bear Creek and Bridge C00129					04	05
11	Hardin Street - Reconstruction C00238					06	07
12	Hope Place C00161					05	06
13	Landscaping Route AC C00183						
14	Paquin Street Traffic Calming C00153					05	05
15	Roadway Corridor Preservation C00010						
16	Route K - Scott Blvd Intersection C00214						
17	Southampton Drive - US Highway 163 to Route AC C00209					05	06
18	Traffic Islands - Old 63 and Broadway C00212					05	06
19	Traffic Islands - Stadium and Old 63 C00213					05	06
<b>Sidewalks</b>							
20	Annual Sidewalk Maintenance C00148						
21	Auburn Hills C00053					05	06
22	Business Loop 70 Sidewalks - Creasy Springs to Garth C00108					05	06
23	Business Loop 70 Sidewalks - Sexton to West Blvd. C00233					06	07
24	FY 05 Annual Sidewalks C00253						
25	Garth/Business Loop - Pedestrian Improvements C00159					05	06
26	Jefferson Commons Pedestrian Crossing C00158					04	06

<b>Streets and Sidewalks Operating Impact of Capital Projects</b>	
<b>Annual Streets/Corridor Preservation C40158</b>	
Approximately 20 miles of streets are added each year in which maintenance, signage and snow removal will occur.	
<b>Blue Ridge Road - Garth to Hwy 763 C00094</b>	
Approximately \$12,500/mile in annual maintenance (cleaning, traffic (signs, etc.), snow removal)	
<b>Chapel Hill Extension - Old Gillespie Bridge Rd to Scott Blvd C00202</b>	
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.	
<b>Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236</b>	

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Streets and Sidewalks Operating Impact of Capital Projects</b>							
<b>Clark Lane - Route PP to St. Charles Road (2 Lanes) C00236</b>							
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.							
<b>Donnelly Avenue C00147</b>							
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.							
<b>East Broadway C00072</b>							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$49,782 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately \$256,020 for additional road.							
<b>Hardin Street - Reconstruction C00238</b>							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately \$5.40/sq. yd. Reduction in Storm water labor and materials due to problem being fixed.							
<b>Hope Place C00161</b>							
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.							
<b>Hunt Avenue Phase I C00275</b>							
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.							
<b>Louisville Drive - Connect Millbrook Dr. to Smith Dr. C00240</b>							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$350 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately \$1,800 for additional road.							
<b>Providence Road--Vandiver to Blue Ridge (2 Lanes) C00239</b>							
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.							
<b>SouthHampton Drive - US Highway 163 to Route AC C00209</b>							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1,200 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately \$6,119 for additional road.							
<b>Vandiver Drive - Intersection Ramps East to Mexico Gravel Road (2 Lanes) C00211</b>							
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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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>1 Annual City/School Park Improvement C00249</b>							
Park Sales Tax		\$45,000	\$15,000	\$65,000	\$125,000		
<b>Total</b>		<b>\$45,000</b>	<b>\$15,000</b>	<b>\$65,000</b>	<b>\$125,000</b>		
<b>2 Annual Neighborhood Park Acquisitions C40145</b>							
Park Sales Tax		\$200,000	\$200,000	\$1,100,000	\$1,500,000		
<b>Total</b>		<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,100,000</b>	<b>\$1,500,000</b>		
<b>3 Annual Park Improvement - Major Maint. Programs C00056</b>							
Park Sales Tax		\$85,000	\$85,000	\$290,000	\$460,000		
<b>Total</b>		<b>\$85,000</b>	<b>\$85,000</b>	<b>\$290,000</b>	<b>\$460,000</b>		
<b>4 Annual Park Roads &amp; Parking Improvements C00242</b>							
Park Sales Tax		\$100,000	\$160,000	\$480,000	\$740,000		
<b>Total</b>		<b>\$100,000</b>	<b>\$160,000</b>	<b>\$480,000</b>	<b>\$740,000</b>		
<b>5 American Legion Park Renovation</b>							
Park Sales Tax			\$325,000		\$325,000	08	08
<b>Total</b>			<b>\$325,000</b>		<b>\$325,000</b>		
<b>6 Auburn Hills Neighborhood Park Development C00276</b>							
FAL		\$35,000			\$35,000		
Park Sales Tax		\$100,000			\$100,000		
<b>Total</b>		<b>\$135,000</b>			<b>\$135,000</b>	07	07
<b>7 Comprehensive Master Plan-Phase II</b>							
Unfunded			\$20,000		\$20,000		
<b>Total</b>			<b>\$20,000</b>		<b>\$20,000</b>		
<b>8 Cosmo Park Restrooms Improvements</b>							
Park Sales Tax			\$175,000		\$175,000	08	08
<b>Total</b>			<b>\$175,000</b>		<b>\$175,000</b>		
<b>9 Cosmo Rec Area Antimi Ballfields Improvements C46065</b>							
FAL		\$40,000			\$40,000		
RSR		\$200,000			\$200,000		
<b>Total</b>		<b>\$240,000</b>			<b>\$240,000</b>	06	07
<b>10 Cosmo Rec Area Harris Shelter and Parking C00277</b>							
FAL		\$15,000			\$15,000		
Park Sales Tax		\$125,000			\$125,000		
<b>Total</b>		<b>\$140,000</b>			<b>\$140,000</b>	07	07
<b>11 Cosmo/Fairview Tennis Complex Renovation C00263</b>							
Grant	\$100,000						
Park Sales Tax	\$550,000	\$100,000			\$100,000		
<b>Total</b>	<b>\$650,000</b>	<b>\$100,000</b>			<b>\$100,000</b>	06	07
<b>12 Cosmo-Bethel Four Court Tennis Complex</b>							
Grant			\$30,000		\$30,000	08	08

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>13 Cosmo-Bethel Four Court Tennis Complex</b>						<b>08</b>	<b>08</b>
Park Sales Tax			\$120,000		\$120,000		
<b>Total</b>			<b>\$150,000</b>		<b>\$150,000</b>		
<b>13 Cosmo-Bethel Shelter &amp; Restroom Replacement</b>						<b>07</b>	<b>08</b>
Park Sales Tax			\$255,000		\$255,000		
<b>Total</b>			<b>\$255,000</b>		<b>\$255,000</b>		
<b>14 Douglass Pool/Park Improvements C00244</b>						<b>07</b>	<b>07</b>
CDBG	\$99,000						
FAL		\$12,000			\$12,000		
Park Sales Tax	\$200,000	\$150,000			\$150,000		
<b>Total</b>	<b>\$299,000</b>	<b>\$162,000</b>			<b>\$162,000</b>		
<b>15 Grasslands Neighborhood Park Development</b>						<b>08</b>	<b>08</b>
FAL			\$35,000		\$35,000		
Park Sales Tax			\$100,000		\$100,000		
Unfunded				\$250,000	\$250,000		
<b>Total</b>			<b>\$135,000</b>	<b>\$250,000</b>	<b>\$385,000</b>		
<b>16 Lake of the Woods Golf Course New Restroom</b>						<b>08</b>	<b>08</b>
FAL			\$12,000		\$12,000		
RSR			\$85,000		\$85,000		
<b>Total</b>			<b>\$97,000</b>		<b>\$97,000</b>		
<b>17 Oakland Park Bathhouse Improvements C00278</b>						<b>07</b>	<b>07</b>
FAL		\$15,000			\$15,000		
Park Sales Tax		\$75,000			\$75,000		
<b>Total</b>		<b>\$90,000</b>			<b>\$90,000</b>		
<b>18 Oakland Park Improvements-Athletic Fields</b>						<b>08</b>	<b>08</b>
Unfunded			\$100,000		\$100,000		
<b>Total</b>			<b>\$100,000</b>		<b>\$100,000</b>		
<b>19 Oakland Pool Water Slide</b>						<b>08</b>	<b>08</b>
Park Sales Tax			\$150,000		\$150,000		
<b>Total</b>			<b>\$150,000</b>		<b>\$150,000</b>		
<b>20 Philips Development - Phase I C00279</b>						<b>07</b>	<b>07</b>
Park Sales Tax		\$250,000			\$250,000		
<b>Total</b>		<b>\$250,000</b>			<b>\$250,000</b>		
<b>21 South Regional Park Acquisition</b>							
Park Sales Tax			\$4,000,000		\$4,000,000		
<b>Total</b>			<b>\$4,000,000</b>		<b>\$4,000,000</b>		
<b>22 Youth Athletic Field Development C00280</b>						<b>07</b>	<b>08</b>
Park Sales Tax		\$700,000			\$700,000		
<b>Total</b>		<b>\$700,000</b>			<b>\$700,000</b>		
<b>23 Capen/Grindstone Trailhead Improvements</b>						<b>09</b>	<b>09</b>

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>24 Capen/Grindstone Trailhead Improvements</b>						<b>09</b>	<b>09</b>
Donation				\$118,000	\$118,000		
<b>Total</b>				<b>\$118,000</b>	<b>\$118,000</b>		
<b>24 Cascades Neighborhood Park Development</b>						<b>09</b>	<b>09</b>
FAL				\$35,000	\$35,000		
Park Sales Tax				\$110,000	\$110,000		
<b>Total</b>				<b>\$145,000</b>	<b>\$145,000</b>		
<b>25 Cosmo Rec Area Rainbow Softball Center Improvements</b>						<b>10</b>	<b>11</b>
FAL				\$10,000	\$10,000		
RSR				\$250,000	\$250,000		
<b>Total</b>				<b>\$260,000</b>	<b>\$260,000</b>		
<b>26 Cosmo Rec Area Soccer Improvements</b>						<b>10</b>	<b>10</b>
FAL				\$10,000	\$10,000		
RSR				\$70,000	\$70,000		
<b>Total</b>				<b>\$80,000</b>	<b>\$80,000</b>		
<b>27 Douglass Park Baseball Improvements</b>						<b>10</b>	<b>10</b>
Park Sales Tax				\$55,000	\$55,000		
<b>Total</b>				<b>\$55,000</b>	<b>\$55,000</b>		
<b>28 Douglass Park Spray Grounds</b>						<b>10</b>	<b>10</b>
FAL				\$20,000	\$20,000		
Park Sales Tax				\$75,000	\$75,000		
<b>Total</b>				<b>\$95,000</b>	<b>\$95,000</b>		
<b>29 Indian Hills Park Improvements</b>						<b>11</b>	<b>11</b>
Park Sales Tax				\$130,000	\$130,000		
<b>Total</b>				<b>\$130,000</b>	<b>\$130,000</b>		
<b>30 Kiwanis Park Restroom</b>						<b>09</b>	<b>09</b>
Park Sales Tax				\$115,000	\$115,000		
<b>Total</b>				<b>\$115,000</b>	<b>\$115,000</b>		
<b>31 Lake of the Woods South Neighborhood Park Development</b>						<b>09</b>	<b>09</b>
FAL				\$35,000	\$35,000		
Park Sales Tax				\$100,000	\$100,000		
<b>Total</b>				<b>\$135,000</b>	<b>\$135,000</b>		
<b>32 Lange Neighborhood Park Development</b>						<b>11</b>	<b>11</b>
FAL				\$35,000	\$35,000		
Park Sales Tax				\$110,000	\$110,000		
<b>Total</b>				<b>\$145,000</b>	<b>\$145,000</b>		
<b>33 Paquin Park Improvements-Phase II Basketball Court Lighting</b>						<b>08</b>	<b>08</b>
Unfunded			\$15,000		\$15,000		
<b>Total</b>			<b>\$15,000</b>		<b>\$15,000</b>		
<b>34 Paquin Park Improvements-Phase III - Renovate Raised Planter Boxes</b>						<b>10</b>	<b>10</b>

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>35 Paquin Park Improvements-Phase III - Renovate Raised Planter Boxes</b>						<b>10</b>	<b>10</b>
Park Sales Tax				\$30,000	\$30,000		
<b>Total</b>				<b>\$30,000</b>	<b>\$30,000</b>		
<b>35 Parks Management Center Renovation C00199</b>						<b>10</b>	<b>10</b>
Park Sales Tax	\$60,000			\$120,000	\$120,000		
<b>Total</b>	<b>\$60,000</b>			<b>\$120,000</b>	<b>\$120,000</b>		
<b>36 Rock Quarry Park Tennis/Basketball</b>						<b>09</b>	<b>09</b>
FAL				\$15,000	\$15,000		
Park Sales Tax				\$175,000	\$175,000		
<b>Total</b>				<b>\$190,000</b>	<b>\$190,000</b>		
<b>37 Russell Property Development - Phase I C00114</b>						<b>11</b>	<b>11</b>
Park Sales Tax	\$60,000			\$300,000	\$300,000		
<b>Total</b>	<b>\$60,000</b>			<b>\$300,000</b>	<b>\$300,000</b>		
<b>38 South Regional Park Planning</b>							
Unfunded				\$100,000	\$100,000		
<b>Total</b>				<b>\$100,000</b>	<b>\$100,000</b>		
<b>39 Vanderveen Neighborhood Park Dev.</b>						<b>09</b>	<b>09</b>
FAL				\$35,000	\$35,000		
Park Sales Tax				\$110,000	\$110,000		
<b>Total</b>				<b>\$145,000</b>	<b>\$145,000</b>		
<b>Greenbelt / Trails</b>							
<b>40 Greenbelt/Open Space/Trail Acquisition and Development C40113</b>							
Park Sales Tax		\$100,000	\$140,000	\$430,000	\$670,000		
<b>Total</b>		<b>\$100,000</b>	<b>\$140,000</b>	<b>\$430,000</b>	<b>\$670,000</b>		
<b>41 Hinkson Creek Trail - Grindstone to Stephens - Ph III C00284</b>						<b>07</b>	<b>10</b>
Park Sales Tax		\$40,000	\$400,000		\$440,000		
<b>Total</b>		<b>\$40,000</b>	<b>\$400,000</b>		<b>\$440,000</b>		
<b>42 Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282</b>						<b>07</b>	<b>10</b>
Park Sales Tax		\$75,000	\$250,000	\$995,000	\$1,320,000		
<b>Total</b>		<b>\$75,000</b>	<b>\$250,000</b>	<b>\$995,000</b>	<b>\$1,320,000</b>		
<b>43 MKT Trail Restrooms C00283</b>						<b>07</b>	<b>07</b>
Park Sales Tax		\$100,000			\$100,000		
<b>Total</b>		<b>\$100,000</b>			<b>\$100,000</b>		
<b>44 County House Trail - Twin Lakes to Cowan Dr.</b>						<b>09</b>	<b>11</b>
Unfunded				\$1,375,000	\$1,375,000		
<b>Total</b>				<b>\$1,375,000</b>	<b>\$1,375,000</b>		
<b>45 Hinkson Creek Trail - Grindstone to Stephens - Ph II C00281</b>							
Park Sales Tax		\$84,000			\$84,000		
STP Enh		\$126,000			\$126,000		

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## Parks and Recreation

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Greenbelt / Trails</b>							
<b>46 Hinkson Creek Trail - Grindstone to Stephens - Ph II C00281</b>							
Total		\$210,000			\$210,000		
<b>46 Scott's Branch - Ph I, Russell Property to Gillespie Bridge Road</b>							
Park Sales Tax				\$790,000	\$790,000	09	11
Total				\$790,000	\$790,000		
<b>47 Scott's Branch - Ph II, Gillespie Bridge Road to MKT Trail</b>							
Park Sales Tax				\$780,000	\$780,000	09	11
Total				\$780,000	\$780,000		
Total	\$1,069,000	\$2,772,000	\$6,672,000	\$8,718,000	\$18,162,000		

Parks and Recreation Funding Source Summary					
CDBG	\$99,000				
Donation				\$118,000	\$118,000
FAL		\$117,000	\$47,000	\$195,000	\$359,000
Grant	\$100,000		\$30,000		\$30,000
Park Sales Tax	\$870,000	\$2,329,000	\$6,375,000	\$6,360,000	15,064,000
RSR		\$200,000	\$85,000	\$320,000	\$605,000
STP Enh		\$126,000			\$126,000
<b>New Funding</b>	<b>\$1,069,000</b>	<b>\$2,772,000</b>	<b>\$6,537,000</b>	<b>\$6,993,000</b>	<b>\$16,302,000</b>
Unfunded			\$135,000	\$1,725,000	\$1,860,000
<b>Unfunded</b>			<b>\$135,000</b>	<b>\$1,725,000</b>	<b>\$1,860,000</b>
<b>Total Parks and Recreat</b>	<b>\$1,069,000</b>	<b>\$2,772,000</b>	<b>\$6,672,000</b>	<b>\$8,718,000</b>	<b>\$18,162,000</b>

Parks and Recreation Current Capital Projects			
<b>Parks Projects</b>			
1	Again Street Park Lighting C00194		06
2	ARC/West Jr. High Fence C00264	06	06
3	Armory Sports Center Improvements C00231	06	06
4	Basketball Court Renovations C00267	06	06
5	Bear Creek Park Shelter C00266		
6	City/School Shepard Blvd. C00249	06	06
7	Cliff Drive Park Improvements	06	06
8	Community Rec Center-ARC C46058		
9	Cosmo-Bethel Park - New Shelter C00218	05	06
10	Cosmo-Bethel Park - Playground Renovation C00187	05	06
11	Douglass Park Pool Improvements C00244	06	06
12	Downtown Improvements C40074		
13	Fairview Park Improvements - New Restroom C00215	05	06
14	Flat Branch Park - Phase II C00133	05	06
15	Garth Nature Area Improvements C00243	06	06
16	Gillespie Bridge Road Park Development C00185	05	06
17	Grasslands Park C00169		

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Current Capital Projects</b>							
<b>Parks Projects</b>							
18	Highpointe Park Improvements C00163					03	04
19	Mill Creek School Park Development C00216					06	07
20	MKT Parkway Improvements and Bridge C00034						
21	MLK Memorial Restoration C00067					04	05
22	Nifong Park Animal Pen C00225					05	05
23	Nifong Restroom and Buildings C00184					04	06
24	Paquin Park Renovations C00188						
25	Providence Road Underpass C00118					03	06
26	Rainbow Softball Center Improvements C46057						
27	Remote Control Track CCRA C00226					06	06
28	Rockbridge/Bethel Tennis C00015					01	01
29	Smith-Manhasset Neighborhood Park Development C00186					05	06
30	Stephens Lake Park Development--Phase I C00095						05
31	Valleyview Neighborhood Park C00132						
<b>Greenbelt / Trails</b>							
32	Hinkson Creek Trail Grindstone to Stephens - Ph I C00245					06	09

<b>Parks and Recreation Operating Impact of Capital Projects</b>	
<b>Again Street Park Lighting C00194</b>	\$250/year for utilities.
<b>American Legion Park Renovation</b>	No or minimal impact as facilities currently exist.
<b>Annual City/School Park Improvement C00249</b>	No impact as maintenance is conducted by School District.
<b>Annual Neighborhood Park Acquisitions C40145</b>	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.
<b>Annual Park Improvement - Major Maint. Programs C00056</b>	Will generally offset if funds are used for repairs and/or renovations on existing facilities.
<b>Annual Park Roads &amp; Parking Improvements C00242</b>	Minimal impact on operation. May save funds currently used for lot repairs.
<b>Armory Sports Center Improvements C00231</b>	No or minimal impact.
<b>Auburn Hills Neighborhood Park Development C00276</b>	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.
<b>City/School Shepard Blvd. C00249</b>	No impact as maintenance is conducted by School District.

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# Annual and 5 Year Capital Projects

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<b>Parks and Recreation Operating Impact of Capital Projects</b>							
<b>Community Rec Center-ARC C46058</b>							
Minimal- less than \$1,000 per year in litter and maintenance of add'l parking lot.							
<b>Comprehensive Master Plan-Phase II</b>							
No impact...may increase revenues.							
<b>Cosmo Park Restrooms Improvements</b>							
No impact. Replacing existing restrooms.							
<b>Cosmo Rec Area Antimi Ballfields Improvements C46065</b>							
This is a renovation project so impact is minimal and may be offset due to increase in revenues.							
<b>Cosmo Rec Area Harris Shelter and Parking C00277</b>							
Estimate approximate \$2,500-\$4,000 for operational impact. May be offset depending on number of shelter rentals.							
<b>Cosmo/Fairview Tennis Complex Renovation C00263</b>							
Estimate \$2500-\$3500 in annual maintenance costs.							
<b>Cosmo-Bethel Four Court Tennis Complex</b>							
Depends on location of tennis courts and maintenance responsibility. If located on park property, will require and additional \$2,500-\$5,000 for additional materials and supplies.							
<b>Cosmo-Bethel Park - New Shelter C00218</b>							
Estimate approx \$1,500 - \$2,500 total impact. There will be some additional revenue due to shelter rentals.							
<b>Cosmo-Bethel Park - Playground Renovation C00187</b>							
No impact to minimal. Playground currently exists and receives high levels of maintenance.							
<b>Cosmo-Bethel Shelter &amp; Restroom Replacement</b>							
Minimal. Facilities currently exist and receive on-going maintenance due to age.							
<b>Douglass Park Pool Improvements C00244</b>							
No impact, May save minimally due to renovation and replacement of existing problems.							
<b>Douglass Pool/Park Improvements C00244</b>							
No impact. May reduce in some areas such as maintenance on basketball courts but utilities may increase to offset.							
<b>Downtown Improvements C40074</b>							
No impact.							
<b>Fairview Park Improvements - New Restroom C00215</b>							
Estimate \$2500 for utilities and minor repairs/cleaning. Shelter rental revenues may increase due to restroom.							
<b>Flat Branch Park - Phase II C00133</b>							
\$3,000.00 - \$5,000.00 impact on horticulture for all landscaping activities. \$2,000.00 - \$4,000.00 impact on forestry for all tree related activities. \$4,000.00 - \$6,000.00 for general park maintenance activities.							
<b>Garth Nature Area Improvements C00243</b>							
Minimal work for initial phases. Grading work will assist with storm water/flooding control and help with mowing.							

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# Annual and 5 Year Capital Projects

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<b>Parks and Recreation Operating Impact of Capital Projects</b>							
<b>Gillespie Bridge Road Park Development C00185</b>							
Estimate \$8,000 to \$10,000 annually for a developed neighborhood park.							
<b>Grasslands Neighborhood Park Development</b>							
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.							
<b>Greenbelt/Open Space/Trail Acquisition and Development C40113</b>							
Estimate \$1000-\$2500 for trail maintenance pending location of trails and materials used.							
<b>Highpointe Park Improvements C00163</b>							
Estimate \$8,000 to \$10,000 annually for a developed neighborhood park.							
<b>Hinkson Creek Trail - Grindstone to Stephens - Ph III C00284</b>							
Estimate \$1500-\$2000 pending location of trail.							
<b>Hinkson Creek Trail Grindstone to Stephens - Ph I C00245</b>							
Estimate \$1500-\$2000 pending location of trail.							
<b>Hominy Branch Trail - Ph I, Stephens to Woodridge Park C00282</b>							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
<b>Lake of the Woods Golf Course New Restroom</b>							
Estimate approx \$1,500-\$2,500 for maintenance and utilities.							
<b>Mill Creek School Park Development C00216</b>							
No impact. Maintenance is performed by CPSD.							
<b>MKT Parkway Improvements and Bridge C00034</b>							
No impact.							
<b>MKT Trail Restrooms C00283</b>							
Potential break even cost. Save money on portable toilet rentals versus cleaning of restrooms.							
<b>MLK Memorial Restoration C00067</b>							
Estimate \$1500 - \$2500/year for addition of shelter (trash pickup/maintenance)							
<b>Nifong Restroom and Buildings C00184</b>							
No impact. Restroom replaced existing restroom. No addition of facilities							
<b>Oakland Park Bathhouse Improvements C00278</b>							
No impact.							
<b>Oakland Park Improvements-Athletic Fields</b>							
No impact.							
<b>Oakland Pool Water Slide</b>							
Estimate approximate \$5,000-\$7,500 due to utilities and maintenance. Possible partial offset with increase in revenues.							
<b>Philips Development - Phase I C00279</b>							

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.

## Parks and Recreation

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Operating Impact of Capital Projects</b>							
<b>Philips Development - Phase I C00279</b>							
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.							
<b>Providence Road Underpass C00118</b>							
Minimal. Addition of small amount of gravel trail. Estimate <\$500/year.							
<b>Smith-Manhasset Neighborhood Park Development C00186</b>							
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.							
<b>South Regional Park Acquisition</b>							
Significant. Depends on Regional Park Master Plan. Ranges of \$50,000 to \$200,000 per year.							
<b>Stephens Lake Park Development--Phase I C00095</b>							
Funds planned for as part of Park Sales Tax.							
<b>Youth Athletic Field Development C00280</b>							
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.

# Public Safety

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Fire</b>							
<b>1 Additional Fire Station 1-2 Years</b>						<b>07</b>	<b>08</b>
Cap Imp S Tax			\$1,600,000		\$1,600,000		
<b>Total</b>			<b>\$1,600,000</b>		<b>\$1,600,000</b>		
<b>2 Additional Pumper for Station</b>						<b>08</b>	<b>08</b>
Cap Imp S Tax			\$560,000		\$560,000		
<b>Total</b>			<b>\$560,000</b>		<b>\$560,000</b>		
<b>3 Refurbish #1486: 1991 Ladder Truck (17 Years Old) C00260</b>						<b>07</b>	<b>07</b>
Cap Imp S Tax		\$500,000			\$500,000		
<b>Total</b>		<b>\$500,000</b>			<b>\$500,000</b>		
<b>4 Refurbish #1554: 1993 Air Truck (14 Years Old) C00285</b>						<b>07</b>	<b>07</b>
Cap Imp S Tax		\$100,000			\$100,000		
<b>Total</b>		<b>\$100,000</b>			<b>\$100,000</b>		
<b>5 Rpl. #1494: 1991 Squad/Haz Mat (15 Years Old) C00248</b>						<b>07</b>	<b>07</b>
Cap Imp S Tax		\$365,000			\$365,000		
<b>Total</b>		<b>\$365,000</b>			<b>\$365,000</b>		
<b>6 Rpl. #32: 1997 Pumper Apparatus (12 Years Old)</b>						<b>09</b>	<b>09</b>
Cap Imp S Tax				\$575,000	\$575,000		
<b>Total</b>				<b>\$575,000</b>	<b>\$575,000</b>		
<b>7 Rpl. #33: 1997 Pumper Apparatus (13 Years Old)</b>						<b>11</b>	<b>11</b>
Cap Imp S Tax				\$575,000	\$575,000		
<b>Total</b>				<b>\$575,000</b>	<b>\$575,000</b>		
<b>8 Rpl. #35: 1997 Pumper Apparatus (12 Years old)</b>						<b>10</b>	<b>10</b>
Cap Imp S Tax				\$575,000	\$575,000		
<b>Total</b>				<b>\$575,000</b>	<b>\$575,000</b>		
<b>9 Rpl. 1996 Rescue Squad (15 Years Old)</b>						<b>11</b>	<b>11</b>
Cap Imp S Tax				\$376,000	\$376,000		
<b>Total</b>				<b>\$376,000</b>	<b>\$376,000</b>		
<b>Total</b>	<b>\$0</b>	<b>\$965,000</b>	<b>\$2,160,000</b>	<b>\$2,101,000</b>	<b>\$5,226,000</b>		

Public Safety Funding Source Summary				
Cap Imp S Tax	\$965,000	\$2,160,000	\$2,101,000	\$5,226,000
<b>New Funding</b>	<b>\$965,000</b>	<b>\$2,160,000</b>	<b>\$2,101,000</b>	<b>\$5,226,000</b>
<b>Total Public Safety</b>	<b>\$965,000</b>	<b>\$2,160,000</b>	<b>\$2,101,000</b>	<b>\$5,226,000</b>

Public Safety Current Capital Projects	
<b>PSJC</b>	
1	Replace Warning Sirens at various locations

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.

# Public Safety

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Public Safety Current Capital Projects</b>							
<b>PSJC</b>							
<b>Police</b>							
2 Columbia Police Training Facility						06	07
<b>Fire</b>							
3 Fire Apparatus Equipment							
4 Fire Station #1						06	06
5 Fire Station #2						06	06
6 Fire Station 1 Security System							
7 Replace Existing Fire Station 7						06	07
8 Rpl. #1319: 1988 Pumper Apparatus (18 Years Old)						06	06
9 Rpl. #1337: 1988 Pumper Apparatus (19 Years Old)						06	06
10 Special Response Vehicle						06	06

<b>Public Safety Operating Impact of Capital Projects</b>	
<b>Additional Fire Station 1-2 Years</b>	
\$800,000 annual cost of personnel and other operations in 2006 dollars.	
<b>Additional Pumper for Station</b>	
Additional fleet maintenance cost.	
<b>Columbia Police Training Facility</b>	
Facility to be fully operational in FY 2008. Operational costs such as utilities will not exceed \$15,000 for the year. Additional civilian staff may be requested in the FY 2008 budget. These costs may be offset by use of other public safety agencies.	
<b>Fire Apparatus Equipment</b>	
Provides source for equipment that would otherwise require Supplemental funds.	
<b>Fire Station 1 Security System</b>	
Efficiency and security improvements.	
<b>Special Response Vehicle</b>	
Leveraging the Fire Department's customer service performance record.	

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Other General Government

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual - Contingency C40138</b>							
Gen Fd/PI	\$100,000	\$100,000	\$100,000	\$100,000	\$300,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>		
<b>2 Annual - Downtown Special Projects C00140</b>							
Gen Fd/PI	\$175,000	\$100,000			\$100,000		
Unfunded			\$100,000	\$300,000	\$400,000		
<b>Total</b>	<b>\$175,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$500,000</b>		
<b>3 Daniel Boone Building Renovation C00252</b>							
Gen Fd Transfer	\$280,000	\$700,000			\$700,000		
Pub Bldg Bond Proc		\$5,300,000			\$5,300,000		
<b>Total</b>	<b>\$280,000</b>	<b>\$6,000,000</b>			<b>\$6,000,000</b>		
<b>4 Municipal Office Space Expansion C00099</b>							
Pub Bldg Bond Proc		\$13,400,000			\$13,400,000		
PYA - various		\$2,900,000			\$2,900,000		
PYA Gen Fd Transfer	\$578,322						
<b>Total</b>	<b>\$578,322</b>	<b>\$16,300,000</b>			<b>\$16,300,000</b>		
<b>5 Police Building Renovation - 3rd Floor C00288</b>							
CAP FB		\$258,000			\$258,000		
<b>Total</b>		<b>\$258,000</b>			<b>\$258,000</b>		
<b>6 Pub Bldgs Major Maintenance/Renovation C00021</b>							
Gen Fd/PI		\$75,000			\$75,000		
<b>Total</b>		<b>\$75,000</b>			<b>\$75,000</b>		
<b>7 Upgrade/Redundant Phone/IT Equipment Data Center C00287</b>							
Pub Bldg Bond Proc		\$2,112,500			\$2,112,500		
<b>Total</b>		<b>\$2,112,500</b>			<b>\$2,112,500</b>		
<b>8 Broadway Streetscape</b>							
Unfunded			\$400,000		\$400,000		
<b>Total</b>			<b>\$400,000</b>		<b>\$400,000</b>		
<b>9 Satellite Operations - Location in Southwest Columbia C00077</b>							
Contrib from Utilities				\$275,450	\$275,450		
Gen Fd/PI				\$155,000	\$155,000		
<b>Total</b>				<b>\$430,450</b>	<b>\$430,450</b>		
<b>Total</b>	<b>\$1,133,322</b>	<b>\$24,945,500</b>	<b>\$600,000</b>	<b>\$830,450</b>	<b>\$26,375,950</b>		

## Other General Government Funding Source Summary

CAP FB		\$258,000			\$258,000
Contrib from Utilities				\$275,450	\$275,450
Gen Fd Transfer	\$280,000	\$700,000			\$700,000
Gen Fd/PI	\$275,000	\$275,000	\$100,000	\$255,000	\$630,000
Pub Bldg Bond Proc		\$20,812,500			20,812,500

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.



## Other General Government

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Other General Government Funding Source Summary</b>							
<b>New Funding</b>	<b>\$555,000</b>	<b>\$22,045,500</b>	<b>\$100,000</b>	<b>\$530,450</b>	<b>\$22,675,950</b>		
PYA - various		\$2,900,000			\$2,900,000		
PYA Gen Fd Transfer	\$578,322						
<b>Prior Year Funding</b>	<b>\$578,322</b>	<b>\$2,900,000</b>			<b>\$2,900,000</b>		
Unfunded			\$500,000	\$300,000	\$800,000		
<b>Unfunded</b>			<b>\$500,000</b>	<b>\$300,000</b>	<b>\$800,000</b>		
<b>Total Other General Gov</b>	<b>\$1,133,322</b>	<b>\$24,945,500</b>	<b>\$600,000</b>	<b>\$830,450</b>	<b>\$26,375,950</b>		

### Other General Government Current Capital Projects

1	Blind Boone Home C00123			
2	City Office Space-Gentry Building C00219			
3	City Office Space-Howard Building C00220			
4	Eighth St. Plan Avenue of the Columns C00126			
5	Fleet Fuel Tank Upgrade C72001			
6	Furnishings Remodeled Buildings C00258			
7	Gentry - IT Services C00257			
8	Grissum Bldg Improvements C00251			06 06
9	Health Clinic Building C40151			
10	Howard - IT Services C00256			
11	Preliminary Project Studies C40140			
12	Salt Storage Building C00192			06 06
13	Sanford-Kimpton Building Generator C00250			06 06
14	Transitional Moving Expenses C00232			

### Other General Government Operating Impact of Capital Projects

#### Annual - Contingency C40138

#### Annual - Downtown Special Projects C00140

#### City Office Space-Gentry Building C00219

The use of energy efficient technologies should reduce operating costs.

#### City Office Space-Howard Building C00220

The use of energy efficient technologies should reduce operating costs.

#### Daniel Boone Building Renovation C00252

#### Municipal Office Space Expansion C00099

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.

# Other General Government

# Annual and 5 Year Capital Projects

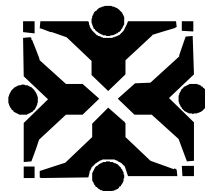
Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Other General Government Operating Impact of Capital Projects</b>							
<b>Municipal Office Space Expansion C00099</b>							
Will increase operating space and maintenance 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.							
<b>Police Building Renovation - 3rd Floor C00288</b>							
Will eliminate annual lease expense of \$23,000 and allow entire department to be in one building.							
<b>Preliminary Project Studies C40140</b>							
<b>Salt Storage Building C00192</b>							
Minimal cost to operate facility. Increase costs to street maintenance to change from using cinders to chemicals for snow and ice removal. The snow removal operating budget has been increased by \$25,000. The facility will not be completely filled in 2007,. We will phase this in.							
<b>Upgrade/Redundant Phone/IT Equipment Data Center C00287</b>							
During the construction and move to the new data center, there will be a significant amount of downtime as we stop, move and then start services in the new facility. Operating costs wil increase and be absorbed in the Information Technologies budget in 2009.							

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

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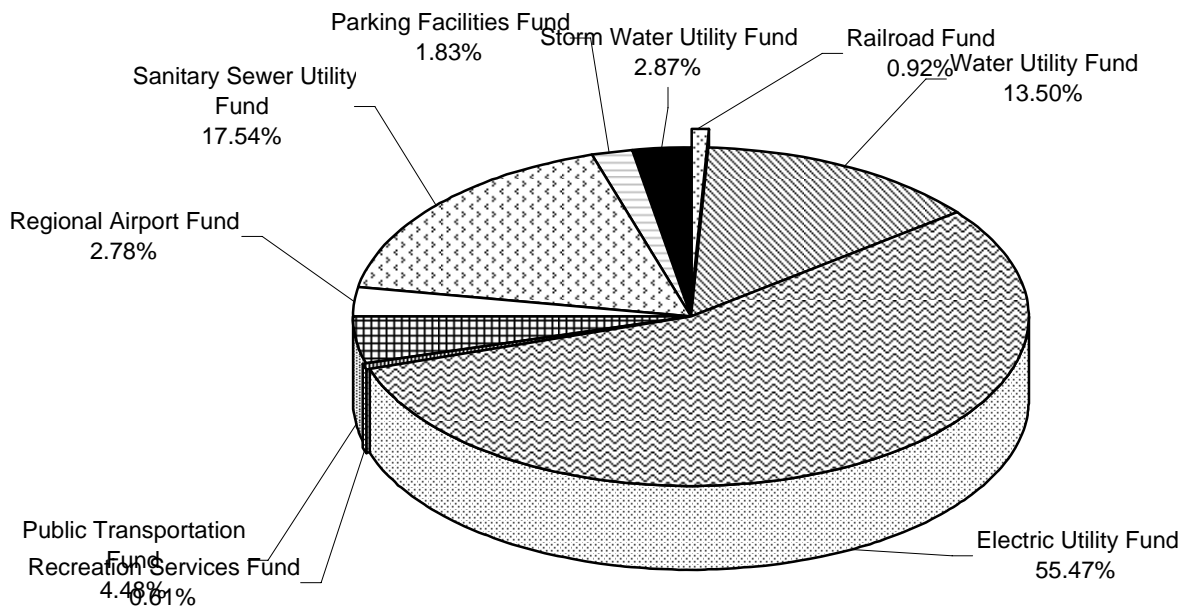
# Capital Projects - Enterprise Funds



*City of Columbia*  
*Columbia, Missouri*

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## Enterprise Fund Capital Projects FY 2007



### ENTERPRISE FUNDS CAPITAL PROJECT EXPENSES

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
Capital Project Expenditures					
Railroad Fund	\$ 753,328	\$ 470,700	\$ 470,700	\$ 302,000	(35.8%)
Water Utility Fund	5,887,054	9,386,350	9,386,350	4,421,497	(52.9%)
Electric Utility Fund	10,297,852	10,100,000	10,100,000	18,173,000	79.9%
Recreation Services Fund	329,443			200,000	
Public Transportation Fund	129,538	3,188,909	3,188,909	1,467,407	(54.0%)
Regional Airport Fund	1,211,249	103,300	103,300	910,000	780.9%
Sanitary Sewer Utility Fund	1,436,123	5,499,410	5,499,410	5,748,150	4.5%
Parking Facilities Fund	108,425	1,508,200	1,508,200	600,000	(60.2%)
Solid Waste Utility Fund	75,636	2,745,000	2,745,000		(100.0%)
Storm Water Utility Fund	886,422	1,148,122	1,148,122	940,800	(18.1%)
Fleet Operations Fund	1,769				
<b>Total</b>	<b>21,116,839</b>	<b>34,149,991</b>	<b>34,149,991</b>	<b>32,762,854</b>	<b>(4.1%)</b>
LESS:					
Projects Reflected in Gen. Gov. CIF					
Recreation Services Fund	329,443			200,000	
<b>Total Enterprise Fund CIP</b>	<b>20,787,396</b>	<b>34,149,991</b>	<b>34,149,991</b>	<b>32,562,854</b>	<b>(4.6%)</b>

## Enterprise Funds

## Capital Projects Summary

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost
<b>Electric Funding Source Summary</b>					
2006 Ballot	\$10,250,000	\$15,550,000	\$6,552,000	\$17,948,000	40,050,000
Ent Rev	\$5,150,000	\$2,623,000	\$4,106,000	\$13,414,400	20,143,400
<b>New Funding</b>	<b>\$15,400,000</b>	<b>\$18,173,000</b>	<b>\$10,658,000</b>	<b>\$31,362,400</b>	<b>\$60,193,400</b>
PYA Ent Rev	\$340,000				
<b>Prior Year Funding</b>	<b>\$340,000</b>				
Unfunded				\$21,400,000	21,400,000
<b>Unfunded</b>				<b>\$21,400,000</b>	<b>\$21,400,000</b>
<b>Total Electric</b>	<b>\$15,740,000</b>	<b>\$18,173,000</b>	<b>\$10,658,000</b>	<b>\$52,762,400</b>	<b>\$81,593,400</b>
<b>Water Funding Source Summary</b>					
2003 Ballot	\$4,066,000	\$3,621,497			\$3,621,497
Ent Rev	\$500,000	\$800,000	\$1,740,000	\$4,348,000	\$6,888,000
<b>New Funding</b>	<b>\$4,566,000</b>	<b>\$4,421,497</b>	<b>\$1,740,000</b>	<b>\$4,348,000</b>	<b>\$10,509,497</b>
Unfunded			\$6,330,000	\$9,422,000	15,752,000
<b>Unfunded</b>			<b>\$6,330,000</b>	<b>\$9,422,000</b>	<b>\$15,752,000</b>
<b>Total Water</b>	<b>\$4,566,000</b>	<b>\$4,421,497</b>	<b>\$8,070,000</b>	<b>\$13,770,000</b>	<b>\$26,261,497</b>
<b>Railroad Funding Source Summary</b>					
Ent Rev	\$317,100	\$75,000	\$401,500	\$1,277,400	\$1,753,900
EU Loan		\$180,000		\$525,000	\$705,000
Gen Fd/PI		\$47,000			\$47,000
<b>New Funding</b>	<b>\$317,100</b>	<b>\$302,000</b>	<b>\$401,500</b>	<b>\$1,802,400</b>	<b>\$2,505,900</b>
Unfunded			\$270,000	\$37,100	\$307,100
<b>Unfunded</b>			<b>\$270,000</b>	<b>\$37,100</b>	<b>\$307,100</b>
<b>Total Railroad</b>	<b>\$317,100</b>	<b>\$302,000</b>	<b>\$671,500</b>	<b>\$1,839,500</b>	<b>\$2,813,000</b>
<b>Sewer Funding Source Summary</b>					
2003 Ballot	\$2,533,150	\$4,513,150	\$2,450,000	\$3,462,000	10,425,150
Ent Rev	\$100,000	\$1,235,000	\$850,000	\$2,265,000	\$4,350,000
<b>New Funding</b>	<b>\$2,633,150</b>	<b>\$5,748,150</b>	<b>\$3,300,000</b>	<b>\$5,727,000</b>	<b>\$14,775,150</b>
Future Bond			\$1,700,000		\$1,700,000
<b>Future Bond</b>			<b>\$1,700,000</b>		<b>\$1,700,000</b>
Unfunded				\$1,850,000	\$1,850,000
<b>Unfunded</b>				<b>\$1,850,000</b>	<b>\$1,850,000</b>
<b>Total Sewer</b>	<b>\$2,633,150</b>	<b>\$5,748,150</b>	<b>\$5,000,000</b>	<b>\$7,577,000</b>	<b>\$18,325,150</b>
<b>Storm Water Funding Source Summary</b>					
Ent Rev	\$263,600	\$940,800	\$768,000	\$2,376,356	\$4,085,156
<b>New Funding</b>	<b>\$263,600</b>	<b>\$940,800</b>	<b>\$768,000</b>	<b>\$2,376,356</b>	<b>\$4,085,156</b>
<b>Total Storm Water</b>	<b>\$263,600</b>	<b>\$940,800</b>	<b>\$768,000</b>	<b>\$2,376,356</b>	<b>\$4,085,156</b>
<b>Solid Waste Funding Source Summary</b>					
Ent Rev				\$1,470,000	\$1,470,000
<b>New Funding</b>				<b>\$1,470,000</b>	<b>\$1,470,000</b>

## Enterprise Funds

## Capital Projects Summary

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost
<b>Solid Waste Funding Source Summary</b>					
<b>Total Solid Waste</b>				<b>\$1,470,000</b>	<b>\$1,470,000</b>
<b>Parking Funding Source Summary</b>					
Ent Rev		\$600,000			\$600,000
<b>New Funding</b>		<b>\$600,000</b>			<b>\$600,000</b>
Future Bond			\$4,600,000		\$4,600,000
<b>Future Bond</b>			<b>\$4,600,000</b>		<b>\$4,600,000</b>
<b>Total Parking</b>		<b>\$600,000</b>	<b>\$4,600,000</b>		<b>\$5,200,000</b>
<b>Transit Funding Source Summary</b>					
Ent Rev		\$268,498	\$17,700		\$286,198
FTA Grant		\$1,198,909	\$1,811,910	\$1,892,269	\$4,903,088
Transp S Tax			\$452,978	\$473,067	\$926,045
<b>New Funding</b>		<b>\$1,467,407</b>	<b>\$2,282,588</b>	<b>\$2,365,336</b>	<b>\$6,115,331</b>
<b>Total Transit</b>		<b>\$1,467,407</b>	<b>\$2,282,588</b>	<b>\$2,365,336</b>	<b>\$6,115,331</b>
<b>Airport Funding Source Summary</b>					
FAA Grant		\$741,000		\$6,157,356	\$6,898,356
Tax Bill				\$150,000	\$150,000
Transp S Tax	\$50,000	\$169,000	\$50,000	\$60,028	\$279,028
<b>New Funding</b>	<b>\$50,000</b>	<b>\$910,000</b>	<b>\$50,000</b>	<b>\$6,367,384</b>	<b>\$7,327,384</b>
PYA Transp S Tax				\$180,503	\$180,503
<b>Prior Year Funding</b>				<b>\$180,503</b>	<b>\$180,503</b>
Unfunded			\$1,400,000	\$274,171	\$1,674,171
<b>Unfunded</b>			<b>\$1,400,000</b>	<b>\$274,171</b>	<b>\$1,674,171</b>
<b>Total Airport</b>	<b>\$50,000</b>	<b>\$910,000</b>	<b>\$1,450,000</b>	<b>\$6,822,058</b>	<b>\$9,182,058</b>
<b>Overall Funding Source Summary</b>					
2003 Ballot	\$6,599,150	\$8,134,647	\$2,450,000	\$3,462,000	14,046,647
2006 Ballot	\$10,250,000	\$15,550,000	\$6,552,000	\$17,948,000	40,050,000
Ent Rev	\$6,330,700	\$6,542,298	\$7,883,200	\$25,151,156	39,576,654
EU Loan		\$180,000		\$525,000	\$705,000
FAA Grant		\$741,000		\$6,157,356	\$6,898,356
FTA Grant		\$1,198,909	\$1,811,910	\$1,892,269	\$4,903,088
Gen Fd/PI		\$47,000			\$47,000
Tax Bill				\$150,000	\$150,000
Transp S Tax	\$50,000	\$169,000	\$502,978	\$533,095	\$1,205,073
<b>New Funding</b>	<b>\$23,229,850</b>	<b>\$32,562,854</b>	<b>\$19,200,088</b>	<b>\$55,818,876</b>	<b>\$107,581,818</b>
PYA Ent Rev	\$340,000				
PYA Transp S Tax				\$180,503	\$180,503
<b>Prior Year Funding</b>	<b>\$340,000</b>			<b>\$180,503</b>	<b>\$180,503</b>
Future Bond			\$6,300,000		\$6,300,000
<b>Future Bond</b>			<b>\$6,300,000</b>		<b>\$6,300,000</b>
Unfunded			\$8,000,000	\$32,983,271	40,983,271
<b>Unfunded</b>			<b>\$8,000,000</b>	<b>\$32,983,271</b>	<b>\$40,983,271</b>
<b>Total</b>	<b>\$23,569,850</b>	<b>\$32,562,854</b>	<b>\$33,500,088</b>	<b>\$88,982,650</b>	<b>\$155,045,592</b>



# Electric

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual Commercial Expansion - EL0117</b>						<b>06</b>	<b>06</b>
2006 Ballot		\$1,000,000	\$1,000,000	\$1,700,000	\$3,700,000		
Ent Rev		\$350,000	\$350,000	\$1,540,000	\$2,240,000		
Unfunded				\$810,000	\$810,000		
<b>Total</b>		<b>\$1,350,000</b>	<b>\$1,350,000</b>	<b>\$4,050,000</b>	<b>\$6,750,000</b>		
<b>2 Annual Contingency - EL0009</b>							
2006 Ballot		\$1,348,000		\$1,242,400	\$2,590,400		
Ent Rev			\$418,000	\$400,000	\$818,000		
<b>Total</b>		<b>\$1,348,000</b>	<b>\$418,000</b>	<b>\$1,642,400</b>	<b>\$3,408,400</b>		
<b>3 Annual Distribution System Expansion - EL0022</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$1,700,000						
Ent Rev	\$2,800,000						
<b>Total</b>	<b>\$4,500,000</b>						
<b>4 Annual Distribution Transformers and Capacitors - EL0021</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$600,000	\$1,302,000	\$1,302,000	\$3,105,600	\$5,709,600		
Ent Rev	\$600,000	\$198,000	\$298,000	\$984,400	\$1,480,400		
Unfunded				\$960,000	\$960,000		
<b>Total</b>	<b>\$1,200,000</b>	<b>\$1,500,000</b>	<b>\$1,600,000</b>	<b>\$5,050,000</b>	<b>\$8,150,000</b>		
<b>5 Annual Fiber Optic Cable - EL0082</b>						<b>06</b>	<b>06</b>
Ent Rev	\$50,000	\$335,000	\$50,000	\$120,000	\$505,000		
Unfunded				\$30,000	\$30,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$335,000</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$535,000</b>		
<b>6 Annual Load Management - EL0049</b>						<b>06</b>	<b>06</b>
Ent Rev		\$90,000	\$90,000	\$270,000	\$450,000		
PYA Ent Rev	\$90,000						
<b>Total</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$270,000</b>	<b>\$450,000</b>		
<b>7 Annual Maintenance of Existing Underground System - EL0107</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$200,000	\$200,000	\$200,000	\$400,000	\$800,000		
Ent Rev				\$80,000	\$80,000		
Unfunded				\$120,000	\$120,000		
<b>Total</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$600,000</b>	<b>\$1,000,000</b>		
<b>8 Annual New Electric Connections - EL0053</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$250,000	\$600,000	\$600,000	\$1,200,000	\$2,400,000		
Ent Rev	\$700,000	\$400,000	\$450,000	\$1,530,000	\$2,380,000		
PYA Ent Rev	\$250,000						
Unfunded				\$720,000	\$720,000		
<b>Total</b>	<b>\$1,200,000</b>	<b>\$1,000,000</b>	<b>\$1,050,000</b>	<b>\$3,450,000</b>	<b>\$5,500,000</b>		
<b>9 Annual Residential Expansion - EL0116</b>						<b>06</b>	<b>06</b>
2006 Ballot		\$1,500,000	\$1,200,000	\$2,150,000	\$4,850,000		
Ent Rev		\$750,000	\$1,050,000	\$3,250,000	\$5,050,000		
Unfunded				\$1,350,000	\$1,350,000		
<b>Total</b>		<b>\$2,250,000</b>	<b>\$2,250,000</b>	<b>\$6,750,000</b>	<b>\$11,250,000</b>		
<b>10 Annual Street Light Additions - EL0052</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$200,000	\$200,000	\$200,000	\$400,000	\$800,000		

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.

# Electric

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>11 Annual Street Light Additions - EL0052</b>						<b>06</b>	<b>06</b>
Unfunded				\$200,000	\$200,000		
<b>Total</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$600,000</b>	<b>\$1,000,000</b>		
<b>11 Annual Substation Feeders - EL0115</b>						<b>06</b>	<b>06</b>
2006 Ballot		\$1,000,000	\$1,000,000	\$2,900,000	\$4,900,000		
Ent Rev			\$200,000	\$820,000	\$1,020,000		
Unfunded				\$1,080,000	\$1,080,000		
<b>Total</b>		<b>\$1,000,000</b>	<b>\$1,200,000</b>	<b>\$4,800,000</b>	<b>\$7,000,000</b>		
<b>12 Annual Transmission Maintenance - EL0101</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$250,000	\$250,000	\$250,000	\$500,000	\$1,000,000		
Ent Rev				\$100,000	\$100,000		
Unfunded				\$150,000	\$150,000		
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$750,000</b>	<b>\$1,250,000</b>		
<b>13 Annual Underground Conversion - EL0027</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$400,000	\$800,000	\$800,000	\$1,600,000	\$3,200,000		
Ent Rev	\$400,000			\$320,000	\$320,000		
Unfunded				\$480,000	\$480,000		
<b>Total</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$2,400,000</b>	<b>\$4,000,000</b>		
<b>14 Addition of 20 MVA Transformer at Blueridge Sub - EL0108</b>						<b>06</b>	<b>07</b>
2006 Ballot	\$1,250,000						
<b>Total</b>	<b>\$1,250,000</b>						
<b>15 Boiler #7 Rehabilitation - EL0104</b>						<b>08</b>	<b>08</b>
Ent Rev	\$500,000		\$1,200,000		\$1,200,000		
<b>Total</b>	<b>\$500,000</b>		<b>\$1,200,000</b>		<b>\$1,200,000</b>		
<b>16 Distributed Generator @ Northwest Location - EL0109</b>						<b>07</b>	<b>08</b>
2006 Ballot	\$900,000						
<b>Total</b>	<b>\$900,000</b>						
<b>17 Distributed Generator @ Southeast Location - EL0110</b>						<b>07</b>	<b>08</b>
2006 Ballot	\$1,100,000						
<b>Total</b>	<b>\$1,100,000</b>						
<b>18 Distribution Center/Yard - Consolidation &amp; Expansion - EL0106</b>						<b>06</b>	<b>06</b>
2006 Ballot	\$400,000						
Ent Rev	\$100,000	\$500,000			\$500,000		
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>			<b>\$500,000</b>		
<b>19 Landfill Gas Generator - EL0111</b>						<b>06</b>	<b>07</b>
2006 Ballot	\$3,000,000						
<b>Total</b>	<b>\$3,000,000</b>						
<b>20 Retirement of Hulen Substation - EL0105</b>						<b>07</b>	<b>07</b>
2006 Ballot		\$150,000			\$150,000		
<b>Total</b>		<b>\$150,000</b>			<b>\$150,000</b>		
<b>21 Transmission Improvements - EL0112</b>						<b>06</b>	<b>06</b>
2006 Ballot		\$5,000,000		\$2,750,000	\$7,750,000		

D = Year being designed; C = Year construction will begin.

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# Electric

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>22 Transmission Improvements - EL0112</b>						<b>06</b>	<b>06</b>
Total		\$5,000,000		\$2,750,000	\$7,750,000		
<b>22 Undergrounding of Broadway - EL0120</b>						<b>07</b>	<b>07</b>
2006 Ballot		\$2,200,000			\$2,200,000		
Total		\$2,200,000			\$2,200,000		
<b>23 Undergrounding of Business Loop 70 - EL0119</b>						<b>10</b>	<b>11</b>
Ent Rev				\$4,000,000	\$4,000,000		
Total				\$4,000,000	\$4,000,000		
<b>24 Option 1 Purchase of 36 MW - Columbia Energy Center - EL0113</b>							
Unfunded				\$15,500,000	\$15,500,000		
Total				\$15,500,000	\$15,500,000		
<b>Total</b>	<b>\$15,740,000</b>	<b>\$18,173,000</b>	<b>\$10,658,000</b>	<b>\$52,762,400</b>	<b>\$81,593,400</b>		

Electric Funding Source Summary					
2006 Ballot	\$10,250,000	\$15,550,000	\$6,552,000	\$17,948,000	40,050,000
Ent Rev	\$5,150,000	\$2,623,000	\$4,106,000	\$13,414,400	20,143,400
<b>New Funding</b>	<b>\$15,400,000</b>	<b>\$18,173,000</b>	<b>\$10,658,000</b>	<b>\$31,362,400</b>	<b>\$60,193,400</b>
PYA Ent Rev	\$340,000				
<b>Prior Year Funding</b>	<b>\$340,000</b>				
Unfunded				\$21,400,000	21,400,000
<b>Unfunded</b>				<b>\$21,400,000</b>	<b>\$21,400,000</b>
<b>Total Electric</b>	<b>\$15,740,000</b>	<b>\$18,173,000</b>	<b>\$10,658,000</b>	<b>\$52,762,400</b>	<b>\$81,593,400</b>

Electric Current Capital Projects			
1	Coal Bunkers & Machine Storage Shed - EL0100	05	nknc
2	Conversion of 2.4 KV Distribution Lines - EL0054	06	07
3	Distributed Generator @ Dana Corp. - EL0103		
4	Electric SCADA - EL0102		

Electric Operating Impact of Capital Projects	
<b>Addition of 20 MVA Transformer at Blueridge Sub - EL0108</b>	
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.	
<b>Annual Commercial Expansion - EL0117</b>	
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.	
<b>Annual Distribution Transformers and Capacitors - EL0021</b>	
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.	
<b>Annual Fiber Optic Cable - EL0082</b>	

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.

# Electric

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Electric Operating Impact of Capital Projects</b>							
<b>Annual Fiber Optic Cable - EL0082</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Load Management - EL0049</b>							
Growth in number of switches requires additional people to check and maintain. Installation reduces growth in system load, thereby reducing purchased power costs.							
<b>Annual Maintenance of Existing Underground System - EL0107</b>							
Work is performed because of numerous faults on a line. Replacing problem cable will reduce outages.							
<b>Annual New Electric Connections - EL0053</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Residential Expansion - EL0116</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Street Light Additions - EL0052</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Substation Feeders - EL0115</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Underground Conversion - EL0027</b>							
Long-term will reduce maintenance							
<b>Conversion of 2.4 KV Distribution Lines - EL0054</b>							
None.							
<b>Distributed Generator @ Northwest Location - EL0109</b>							
Additional \$14,000 per year in fuel cost, plus other O&M costs of a similar amount (\$14,000 per year). Meets capacity requirements which would have had to be purchased.							
<b>Distributed Generator @ Southeast Location - EL0110</b>							
Additional \$14,000 per year in fuel cost, plus other O&M costs of a similar amount (\$14,000 per year). Meets capacity requirements which would have had to be purchased.							
<b>Landfill Gas Generator - EL0111</b>							
This project will require a full time maintenance operator- estimated salary of \$40,000 per year plus overhead.							
<b>Transmission Improvements - EL0112</b>							
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.

# Water

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual Close Loops and Differential Payments - WT0123</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$100,000	\$100,000			\$100,000		
Ent Rev		\$150,000	\$100,000	\$300,000	\$550,000		
Unfunded			\$150,000	\$450,000	\$600,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$750,000</b>	<b>\$1,250,000</b>		
<b>2 Annual Fire Hydrants &amp; Valve Replacements - WT0127</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$250,000	\$250,000			\$250,000		
Ent Rev			\$100,000	\$300,000	\$400,000		
Unfunded			\$150,000	\$450,000	\$600,000		
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$750,000</b>	<b>\$1,250,000</b>		
<b>3 Annual Main Relocation for Streets &amp; Highways - WT0125</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$500,000	\$500,000			\$500,000		
Ent Rev			\$200,000	\$600,000	\$800,000		
Unfunded			\$300,000	\$900,000	\$1,200,000		
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$2,500,000</b>		
<b>4 Annual NE Pressure Zone Improvements - WT0110</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$1,266,000	\$1,143,000			\$1,143,000		
Ent Rev			\$780,000	\$1,468,000	\$2,248,000		
Unfunded			\$1,170,000	\$2,202,000	\$3,372,000		
<b>Total</b>	<b>\$1,266,000</b>	<b>\$1,143,000</b>	<b>\$1,950,000</b>	<b>\$3,670,000</b>	<b>\$6,763,000</b>		
<b>5 Annual New Service Connections - Install/Replace - WT0128</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$250,000	\$250,000			\$250,000		
Ent Rev	\$500,000	\$650,000	\$360,000	\$1,080,000	\$2,090,000		
Unfunded			\$540,000	\$1,620,000	\$2,160,000		
<b>Total</b>	<b>\$750,000</b>	<b>\$900,000</b>	<b>\$900,000</b>	<b>\$2,700,000</b>	<b>\$4,500,000</b>		
<b>6 Annual Water Main Replacements - WT0130</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$300,000	\$208,497			\$208,497		
Ent Rev			\$120,000	\$360,000	\$480,000		
Unfunded			\$180,000	\$540,000	\$720,000		
<b>Total</b>	<b>\$300,000</b>	<b>\$208,497</b>	<b>\$300,000</b>	<b>\$900,000</b>	<b>\$1,408,497</b>		
<b>7 12" Main on Providence from Texas-Blueridge - WT0135</b>						<b>08</b>	<b>09</b>
Unfunded			\$175,000		\$175,000		
<b>Total</b>			<b>\$175,000</b>		<b>\$175,000</b>		
<b>8 Broadway Main Replacement - WT0141</b>						<b>07</b>	<b>07</b>
Unfunded			\$730,000		\$730,000		
<b>Total</b>			<b>\$730,000</b>		<b>\$730,000</b>		
<b>9 Business Loop 70 Main Replacement - WT0131</b>						<b>07</b>	<b>07</b>
Ent Rev			\$80,000	\$240,000	\$320,000		
Unfunded			\$120,000	\$360,000	\$480,000		
<b>Total</b>			<b>\$200,000</b>	<b>\$600,000</b>	<b>\$800,000</b>		
<b>10 Drill Alluvial Well #16 - WT0134</b>						<b>08</b>	<b>09</b>
Unfunded			\$315,000		\$315,000		
<b>Total</b>			<b>\$315,000</b>		<b>\$315,000</b>		

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.

# Water

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>11 North Section of 24" East Transmission Main - WT0136</b>						<b>08</b>	<b>09</b>
Unfunded			\$2,500,000		\$2,500,000		
<b>Total</b>			<b>\$2,500,000</b>		<b>\$2,500,000</b>		
<b>12 Upgrade 4" Mains Downtown - WT0129</b>						<b>07</b>	<b>07</b>
2003 Ballot		\$270,000			\$270,000		
<b>Total</b>		<b>\$270,000</b>			<b>\$270,000</b>		
<b>13 Well Supply Main - WT0111</b>						<b>07</b>	<b>07</b>
2003 Ballot	\$1,400,000	\$900,000			\$900,000		
<b>Total</b>	<b>\$1,400,000</b>	<b>\$900,000</b>			<b>\$900,000</b>		
<b>14 ASR Conversion of Deep Well #6 - WT0140</b>						<b>10</b>	<b>11</b>
Unfunded				\$475,000	\$475,000		
<b>Total</b>				<b>\$475,000</b>	<b>\$475,000</b>		
<b>15 Drill Alluvial Wells #17 and #18 - WT0138</b>						<b>09</b>	<b>10</b>
Unfunded				\$725,000	\$725,000		
<b>Total</b>				<b>\$725,000</b>	<b>\$725,000</b>		
<b>16 Loop Closure of 16" Mains South of Nifong Blvd. - WT0139</b>						<b>10</b>	<b>11</b>
Unfunded				\$450,000	\$450,000		
<b>Total</b>				<b>\$450,000</b>	<b>\$450,000</b>		
<b>17 South Section of 24" East Transmission Main - WT0137</b>						<b>09</b>	<b>10</b>
Unfunded				\$1,250,000	\$1,250,000		
<b>Total</b>				<b>\$1,250,000</b>	<b>\$1,250,000</b>		
<b>Total</b>	<b>\$4,566,000</b>	<b>\$4,421,497</b>	<b>\$8,070,000</b>	<b>\$13,770,000</b>	<b>\$26,261,497</b>		

## Water Funding Source Summary

2003 Ballot	\$4,066,000	\$3,621,497			\$3,621,497
Ent Rev	\$500,000	\$800,000	\$1,740,000	\$4,348,000	\$6,888,000
<b>New Funding</b>	<b>\$4,566,000</b>	<b>\$4,421,497</b>	<b>\$1,740,000</b>	<b>\$4,348,000</b>	<b>\$10,509,497</b>
Unfunded			\$6,330,000	\$9,422,000	15,752,000
<b>Unfunded</b>			<b>\$6,330,000</b>	<b>\$9,422,000</b>	<b>\$15,752,000</b>
<b>Total Water</b>	<b>\$4,566,000</b>	<b>\$4,421,497</b>	<b>\$8,070,000</b>	<b>\$13,770,000</b>	<b>\$26,261,497</b>

## Water Current Capital Projects

1	12" Main on Oakland Gr Rd - WT0078	05	06
2	36" Transmission Main - WT0120	05	06
3	8 MGD Water Treatment Plant Addition - WT0109	05	06
4	8" Main on Holly - WT0079	05	06
5	Aquifer Storage Project #2 - WT0126	06	06
6	Dehumidify & Paint Pipes at W Ash Pump Strn. - WT0100	06	06
7	Drill Well #15 - WT0108	06	06
8	Green Line Main Extensions - WT0133	07	07
9	Highway Crossings - WT0119	06	06
10	Main Replacement - WT0010	05	06

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# Water

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Water Current Capital Projects</b>							
11	New Water SCADA - WT0124					06	06
12	Paint Inside of Walnut Tower - WT0112					05	06
13	Paint Prathersville Standpipe - WT0115					05	06
14	Paint Shepard Tower - Inside & Outside - WT0113					05	06
15	Route 763 Relocation - WT0132					07	07

<b>Water Operating Impact of Capital Projects</b>							
<b>8 MGD Water Treatment Plant Addition - WT0109</b>							
This project will impact operations in several ways. Chemical costs will increase. Initial impact estimated as \$50,000. Utilities will increase. Impact estimated at \$15,000. An addition FTE staff will be needed because of this project and the addition							
<b>Annual Close Loops and Differential Payments - WT0123</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Fire Hydrants &amp; Valve Replacements - WT0127</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Main Relocation for Streets &amp; Highways - WT0125</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual NE Pressure Zone Improvements - WT0110</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual New Service Connections - Install/Replace - WT0128</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Annual Water Main Replacements - WT0130</b>							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
<b>Aquifer Storage Project #2 - WT0126</b>							
Additional maintenance and testing requirements. Estimated at \$10,000 per year.							
<b>Business Loop 70 Main Replacement - WT0131</b>							
Should reduce need for response to main breaks.							
<b>Drill Alluvial Well #16 - WT0134</b>							
Incremental impact on operational costs. Additional well to maintain							
<b>Drill Well #15 - WT0108</b>							
Additional maintenance and testing requirements. Estimated at \$10,000 per year.							
<b>Green Line Main Extensions - WT0133</b>							
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.

**Water****Annual and 5 Year Capital Projects**

<b>Funding Source</b>	<b>Current Budget FY 06</b>	<b>Adopted Budget FY 07</b>	<b>Requested Budget FY 08</b>	<b>Priority Needs FY 09 - FY 11</b>	<b>Total 5 Yr. Cost</b>	<b>D</b>	<b>C</b>
<b>Water Operating Impact of Capital Projects</b>							
<b>Main Replacement - WT0010</b>							
None							
<b>Route 763 Relocation - WT0132</b>							
None							
<b>Well Supply Main - WT0111</b>							
None							

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.



# Railroad Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual Capital Maintenance - ER0045</b>						<b>06</b>	<b>06</b>
Ent Rev	\$54,000	\$50,000	\$58,000	\$184,500	\$292,500		
<b>Total</b>	<b>\$54,000</b>	<b>\$50,000</b>	<b>\$58,000</b>	<b>\$184,500</b>	<b>\$292,500</b>		
<b>2 Annual Rail Replacement Program - ER0014</b>						<b>06</b>	<b>06</b>
Ent Rev	\$54,600		\$58,000	\$184,500	\$242,500		
<b>Total</b>	<b>\$54,600</b>		<b>\$58,000</b>	<b>\$184,500</b>	<b>\$242,500</b>		
<b>3 Annual Roadway Program - ER0007</b>						<b>06</b>	<b>06</b>
Ent Rev	\$10,000		\$11,000	\$36,000	\$47,000		
<b>Total</b>	<b>\$10,000</b>		<b>\$11,000</b>	<b>\$36,000</b>	<b>\$47,000</b>		
<b>4 Annual Surfacing Program - ER0013</b>						<b>06</b>	<b>06</b>
Ent Rev	\$74,900		\$79,400	\$252,900	\$332,300		
<b>Total</b>	<b>\$74,900</b>		<b>\$79,400</b>	<b>\$252,900</b>	<b>\$332,300</b>		
<b>5 Annual Tie Program - ER0012</b>						<b>06</b>	<b>06</b>
Ent Rev	\$123,600	\$25,000	\$131,100	\$417,500	\$573,600		
<b>Total</b>	<b>\$123,600</b>	<b>\$25,000</b>	<b>\$131,100</b>	<b>\$417,500</b>	<b>\$573,600</b>		
<b>6 Fay Street Crossing - ER0031</b>						<b>06</b>	<b>07</b>
Gen Fd/PI		\$47,000			\$47,000		
<b>Total</b>		<b>\$47,000</b>			<b>\$47,000</b>		
<b>7 O'Rear Road Crossing - ER0023</b>						<b>08</b>	<b>08</b>
Ent Rev			\$31,000		\$31,000		
<b>Total</b>			<b>\$31,000</b>		<b>\$31,000</b>		
<b>8 Rail Terminal - ER0046</b>						<b>05</b>	<b>07</b>
EU Loan		\$180,000			\$180,000		
<b>Total</b>		<b>\$180,000</b>			<b>\$180,000</b>		
<b>9 Replace ETI Turnout - ER0041</b>						<b>08</b>	<b>08</b>
Ent Rev			\$33,000		\$33,000		
<b>Total</b>			<b>\$33,000</b>		<b>\$33,000</b>		
<b>10 US 63 Crossings - ER0056</b>						<b>07</b>	<b>07</b>
Unfunded			\$250,000		\$250,000		
<b>Total</b>			<b>\$250,000</b>		<b>\$250,000</b>		
<b>11 Wabash Walkway - ER0057</b>						<b>08</b>	
Unfunded			\$20,000		\$20,000		
<b>Total</b>			<b>\$20,000</b>		<b>\$20,000</b>		
<b>12 Wilkes Blvd. Crossing - ER0033</b>						<b>08</b>	<b>08</b>
Unfunded				\$37,100	\$37,100		
<b>Total</b>				<b>\$37,100</b>	<b>\$37,100</b>		
<b>13 Brown Station Drive South Crossing - ER0035</b>						<b>09</b>	<b>09</b>
Ent Rev				\$32,000	\$32,000		
<b>Total</b>				<b>\$32,000</b>	<b>\$32,000</b>		
<b>14 Brown Station Retaining Wall - ER0015</b>						<b>11</b>	<b>11</b>

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Railroad Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>15 Brown Station Retaining Wall - ER0015</b>						<b>11</b>	<b>11</b>
Ent Rev				\$35,000	\$35,000		
<b>Total</b>				<b>\$35,000</b>	<b>\$35,000</b>		
<b>15 Elm Street Crossing - ER0032</b>						<b>10</b>	<b>10</b>
Ent Rev				\$25,000	\$25,000		
<b>Total</b>				<b>\$25,000</b>	<b>\$25,000</b>		
<b>16 N Browns Station Drive Crossing - ER0024</b>						<b>09</b>	<b>09</b>
Ent Rev				\$32,000	\$32,000		
<b>Total</b>				<b>\$32,000</b>	<b>\$32,000</b>		
<b>17 Railroad Operations Center - ER0055</b>						<b>09</b>	<b>09</b>
EU Loan				\$525,000	\$525,000		
<b>Total</b>				<b>\$525,000</b>	<b>\$525,000</b>		
<b>18 Waco Road Crossing Surface - ER0051</b>						<b>09</b>	<b>09</b>
Ent Rev				\$53,000	\$53,000		
<b>Total</b>				<b>\$53,000</b>	<b>\$53,000</b>		
<b>19 Wright Drive Crossing - ER0034</b>						<b>10</b>	<b>10</b>
Ent Rev				\$25,000	\$25,000		
<b>Total</b>				<b>\$25,000</b>	<b>\$25,000</b>		
<b>Total</b>	<b>\$317,100</b>	<b>\$302,000</b>	<b>\$671,500</b>	<b>\$1,839,500</b>	<b>\$2,813,000</b>		

Railroad Funding Source Summary					
Ent Rev	\$317,100	\$75,000	\$401,500	\$1,277,400	\$1,753,900
EU Loan		\$180,000		\$525,000	\$705,000
Gen Fd/PI		\$47,000			\$47,000
<b>New Funding</b>	<b>\$317,100</b>	<b>\$302,000</b>	<b>\$401,500</b>	<b>\$1,802,400</b>	<b>\$2,505,900</b>
Unfunded			\$270,000	\$37,100	\$307,100
<b>Unfunded</b>			<b>\$270,000</b>	<b>\$37,100</b>	<b>\$307,100</b>
<b>Total Railroad</b>	<b>\$317,100</b>	<b>\$302,000</b>	<b>\$671,500</b>	<b>\$1,839,500</b>	<b>\$2,813,000</b>

Railroad Current Capital Projects			
1	COLT Railroad Corridor Project - ER0044	06	06
2	Extend Broad Bldg Spur - ER0050	05	07

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual 80-Acre Point Trunks Revolving Fund - C43111</b>							
2003 Ballot	\$350,000	\$500,000	\$500,000	\$700,000	\$1,700,000		
Unfunded				\$1,200,000	\$1,200,000		
<b>Total</b>	<b>\$350,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,900,000</b>	<b>\$2,900,000</b>		
<b>2 Annual Manhole Inspections</b>							
Ent Rev		\$225,000	\$225,000	\$675,000	\$1,125,000		
<b>Total</b>		<b>\$225,000</b>	<b>\$225,000</b>	<b>\$675,000</b>	<b>\$1,125,000</b>		
<b>3 Annual Private Common Collectors - C43112</b>							
2003 Ballot	\$150,000	\$300,000	\$300,000	\$300,000	\$900,000		
Unfunded				\$150,000	\$150,000		
<b>Total</b>	<b>\$150,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$450,000</b>	<b>\$1,050,000</b>		
<b>4 Annual Sewer Main and Manhole Rehab - C43100</b>							
2003 Ballot	\$500,000	\$500,000	\$500,000	\$1,000,000	\$2,000,000		
Unfunded				\$500,000	\$500,000		
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$2,500,000</b>		
<b>5 Annual Sewer System Improvements - C43183</b>							
Ent Rev	\$100,000	\$100,000	\$500,000	\$750,000	\$1,350,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$750,000</b>	<b>\$1,350,000</b>		
<b>6 Bear Creek Outfall Extension - C43176</b>							
2003 Ballot	\$767,000	\$767,000			\$767,000	05	07
<b>Total</b>	<b>\$767,000</b>	<b>\$767,000</b>			<b>\$767,000</b>		
<b>7 County House Branch (Southwest Outfall) Enlargement Phase 2 - C43177</b>							
2003 Ballot	\$766,150	\$766,150			\$766,150	05	07
<b>Total</b>	<b>\$766,150</b>	<b>\$766,150</b>			<b>\$766,150</b>		
<b>8 H-21 B Interceptor - C43188</b>							
2003 Ballot		\$85,000			\$85,000	07	08
Ent Rev			\$125,000		\$125,000		
<b>Total</b>		<b>\$85,000</b>	<b>\$125,000</b>		<b>\$210,000</b>		
<b>9 Hinkson Creek Siphon Elimination - C43189</b>							
Ent Rev		\$250,000			\$250,000	06	07
<b>Total</b>		<b>\$250,000</b>			<b>\$250,000</b>		
<b>10 State Route 763 Sewer Relocation - C43190</b>							
Ent Rev		\$410,000			\$410,000	06	07
<b>Total</b>		<b>\$410,000</b>			<b>\$410,000</b>		
<b>11 Upper Hinkson Creek - C43186</b>							
2003 Ballot		\$1,400,000			\$1,400,000	06	08
<b>Total</b>		<b>\$1,400,000</b>			<b>\$1,400,000</b>		
<b>12 Wetland Treatment Unit #2 Berm Repair - C43187</b>							
Ent Rev		\$250,000			\$250,000	06	07
<b>Total</b>		<b>\$250,000</b>			<b>\$250,000</b>		
<b>13 WWTP Prelim Design Study</b>							
						07	08

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>14 WWTP Prelim Design Study</b>						<b>07</b>	<b>08</b>
Future Bond			\$1,700,000		\$1,700,000		
<b>Total</b>			<b>\$1,700,000</b>		<b>\$1,700,000</b>		
<b>14 Clear Creek Pump Station Upgrade Phase I - C43191</b>						<b>06</b>	<b>09</b>
2003 Ballot		\$195,000	\$1,000,000		\$1,195,000		
<b>Total</b>		<b>\$195,000</b>	<b>\$1,000,000</b>		<b>\$1,195,000</b>		
<b>15 H-13A Trunk Sewer</b>						<b>09</b>	<b>10</b>
Ent Rev				\$750,000	\$750,000		
<b>Total</b>				<b>\$750,000</b>	<b>\$750,000</b>		
<b>16 Mill Creek Outfall Relief Sewer Phase I</b>						<b>08</b>	<b>09</b>
2003 Ballot			\$150,000	\$1,462,000	\$1,612,000		
<b>Total</b>			<b>\$150,000</b>	<b>\$1,462,000</b>	<b>\$1,612,000</b>		
<b>17 Stephens Park Sewer Relocation</b>						<b>10</b>	<b>11</b>
Ent Rev				\$90,000	\$90,000		
<b>Total</b>				<b>\$90,000</b>	<b>\$90,000</b>		
<b>Total</b>	<b>\$2,633,150</b>	<b>\$5,748,150</b>	<b>\$5,000,000</b>	<b>\$7,577,000</b>	<b>\$18,325,150</b>		

Sewer Funding Source Summary					
2003 Ballot	\$2,533,150	\$4,513,150	\$2,450,000	\$3,462,000	10,425,150
Ent Rev	\$100,000	\$1,235,000	\$850,000	\$2,265,000	\$4,350,000
<b>New Funding</b>	<b>\$2,633,150</b>	<b>\$5,748,150</b>	<b>\$3,300,000</b>	<b>\$5,727,000</b>	<b>\$14,775,150</b>
Future Bond			\$1,700,000		\$1,700,000
<b>Future Bond</b>			<b>\$1,700,000</b>		<b>\$1,700,000</b>
Unfunded				\$1,850,000	\$1,850,000
<b>Unfunded</b>				<b>\$1,850,000</b>	<b>\$1,850,000</b>
<b>Total Sewer</b>	<b>\$2,633,150</b>	<b>\$5,748,150</b>	<b>\$5,000,000</b>	<b>\$7,577,000</b>	<b>\$18,325,150</b>

Sewer Current Capital Projects			
1	C-3 Bristol Lake Trunk Sewer - C43179		
2	C-3 UMC S Farm Trunk - C43184	05	06
3	Capacity Analysis and System Mapping - C43145	05	
4	Centrifuge Replacement at WWTP - C43144	05	06
5	County House Branch - Phase I - C43154	05	07
6	EP-1 Trunk - Opal Smith - C43182		06
7	EP-3 Trunk Sewer - C43166	05	06
8	H-21 Enlargement - C43137	05	06
9	Hinkson Creek Streambank - C43156	06	07
10	Sewer District #141 GR Valley - C43142	05	05
11	Sewer District #142 - C43118	07	08
12	Sewer District #148 - C43171	05	07
13	Sewer District #149 - C43172	05	06
14	Sewer District #150 - C43148	05	06
15	Sewer District #154 - C43170	05	07
16	Sewer District #159 - C43164	06	08

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Sewer Current Capital Projects</b>							
17	Sewer District #161 (New Project)					06	08
18	Sewer District #162 (New Project)					06	07
19	South Grindstone Outfall - El Chaparral Lagoon Interceptor - Phase I - C43168					05	06
20	South Grindstone Outfall Extension Phase II & III - C43180					05	06
21	Southwest Outfall Relief - C43177					05	07
22	UMC Campus Relief - Sewer Phase I - C43165					05	06
23	UMC Campus Relief Sewer - Phase II - C43173					04	06
24	Upper Hinkson Outfall Relief - C43127					05	06

<b>Sewer Operating Impact of Capital Projects</b>							
<b>Bear Creek Outfall Extension - C43176</b>							
No impact- increase in maintenance costs for new sewer will be offset by decrease in maintenance costs by eliminating the pump station.							
<b>C-3 UMC S Farm Trunk - C43184</b>							
Add \$4,500/yr in tv inspections & cleaning							
<b>County House Branch - Phase I - C43154</b>							
Add \$1,000/yr to operate and maintain sewer							
<b>County House Branch (Southwest Outfall) Enlargement Phase 2 - C43177</b>							
Add \$6,000/yr to operate & maintain sewer							
<b>EP-1 Trunk - Opal Smith - C43182</b>							
Add \$1,500/yr for tv inspection and cleaning sewer							
<b>EP-3 Trunk Sewer - C43166</b>							
Add \$5,500/yr to operate and maintain sewer							
<b>Hinkson Creek Siphon Elimination - C43189</b>							
Project will not increase O/M costs.							
<b>Sewer District #141 GR Valley - C43142</b>							
Add \$250/yr for tv inspection and cleaning sewer							
<b>Sewer District #148 - C43171</b>							
Add \$1,200/yr for tv inspection and cleaning sewer							
<b>Sewer District #149 - C43172</b>							
Add \$1,200/yr for tv inspection and cleaning sewer							
<b>Sewer District #150 - C43148</b>							
Add \$4,000/yr for tv inspection & cleaning sewer							
<b>Sewer District #154 - C43170</b>							
Add \$7,000/yr for tv inspections and cleaning sewer							
<b>Sewer District #159 - C43164</b>							
Add \$2,000/yr for tv inspection and cleaning sewer							

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Sewer Operating Impact of Capital Projects</b>							
<b>Sewer District #161 (New Project)</b>							
Add \$7,000/yr for tv inspections and cleaning sewer							
<b>Sewer District #162 (New Project)</b>							
Add \$2,500/yr to tv inspections and sewer cleaning.							
<b>South Grindstone Outfall - El Chaparral Lagoon Interceptor - Phase I - C43168</b>							
Add \$6,000/yr to maintain and operate sewer.							
<b>South Grindstone Outfall Extension Phase II &amp; III - C43180</b>							
Add \$15,000/yr to maintain and operate sewer							
<b>Southwest Outfall Relief - C43177</b>							
Add \$1,000/yr to operate and maintain sewer							
<b>State Route 763 Sewer Relocation - C43190</b>							
No impact							
<b>UMC Campus Relief - Sewer Phase I - C43165</b>							
Add \$1,000/yr for tv inspection and cleaning sewer							
<b>UMC Campus Relief Sewer - Phase II - C43173</b>							
Add \$1,200/yr to operate and maintain sewer							
<b>Upper Hinkson Creek - C43186</b>							
Add \$8,000/yr to operate and maintain sewer.							
<b>Upper Hinkson Outfall Relief - C43127</b>							
Reduced operation costs by \$5,000/yr by eliminating the Upper Hinkson Airlift 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.

# Storm Water

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual Projects - C49017</b>							
Ent Rev	\$190,000	\$190,000	\$190,000	\$570,000	\$950,000		
<b>Total</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$570,000</b>	<b>\$950,000</b>		
<b>2 Brandon Road Culvert - C49068</b>						<b>06</b>	<b>07</b>
Ent Rev		\$121,400			\$121,400		
<b>Total</b>		<b>\$121,400</b>			<b>\$121,400</b>		
<b>3 Digital Mapping Project - C49043</b>						<b>07</b>	
Ent Rev		\$150,000			\$150,000		
<b>Total</b>		<b>\$150,000</b>			<b>\$150,000</b>		
<b>4 Greenwood-Stewart - C49069</b>						<b>06</b>	<b>07</b>
Ent Rev	\$73,600	\$146,400			\$146,400		
<b>Total</b>	<b>\$73,600</b>	<b>\$146,400</b>			<b>\$146,400</b>		
<b>5 Lawrence Place</b>						<b>08</b>	<b>08</b>
Ent Rev			\$90,000		\$90,000		
<b>Total</b>			<b>\$90,000</b>		<b>\$90,000</b>		
<b>6 Middlebush - C49039</b>						<b>06</b>	<b>07</b>
Ent Rev		\$90,000			\$90,000		
<b>Total</b>		<b>\$90,000</b>			<b>\$90,000</b>		
<b>7 Mill Creek Drainage Basin Phase II - C49080</b>						<b>06</b>	<b>07</b>
Ent Rev		\$164,000			\$164,000		
<b>Total</b>		<b>\$164,000</b>			<b>\$164,000</b>		
<b>8 Rangeline Street Smith Street - C49081</b>						<b>07</b>	<b>08</b>
Ent Rev		\$20,000	\$117,000		\$137,000		
<b>Total</b>		<b>\$20,000</b>	<b>\$117,000</b>		<b>\$137,000</b>		
<b>9 Royal Lytham - Fallwood</b>						<b>07</b>	<b>08</b>
Ent Rev			\$60,000		\$60,000		
<b>Total</b>			<b>\$60,000</b>		<b>\$60,000</b>		
<b>10 Rutledge - Weymeyer - C49040</b>						<b>06</b>	<b>07</b>
Ent Rev		\$59,000			\$59,000		
<b>Total</b>		<b>\$59,000</b>			<b>\$59,000</b>		
<b>11 Braemore Drainage</b>						<b>09</b>	<b>10</b>
Ent Rev				\$175,000	\$175,000		
<b>Total</b>				<b>\$175,000</b>	<b>\$175,000</b>		
<b>12 Bray/Longwell Drainage</b>						<b>09</b>	<b>10</b>
Ent Rev				\$101,000	\$101,000		
<b>Total</b>				<b>\$101,000</b>	<b>\$101,000</b>		
<b>13 Garth @ Oak Tower</b>						<b>09</b>	<b>09</b>
Ent Rev				\$356,856	\$356,856		
<b>Total</b>				<b>\$356,856</b>	<b>\$356,856</b>		
<b>14 Martinshire Drive</b>						<b>11</b>	<b>11</b>

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.

## Storm Water

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>15 Martinshire Drive</b>						<b>11</b>	<b>11</b>
Ent Rev				\$69,000	\$69,000		
<b>Total</b>				<b>\$69,000</b>	<b>\$69,000</b>		
<b>15 Quail Drive - C49067</b>						<b>06</b>	<b>08</b>
Ent Rev			\$311,000		\$311,000		
<b>Total</b>			<b>\$311,000</b>		<b>\$311,000</b>		
<b>16 Rustic Road RCB</b>						<b>09</b>	<b>09</b>
Ent Rev				\$105,000	\$105,000		
<b>Total</b>				<b>\$105,000</b>	<b>\$105,000</b>		
<b>17 Sappington Drainage</b>						<b>10</b>	<b>11</b>
Ent Rev				\$145,000	\$145,000		
<b>Total</b>				<b>\$145,000</b>	<b>\$145,000</b>		
<b>18 Sexton Road at Jackson</b>						<b>09</b>	<b>10</b>
Ent Rev				\$315,000	\$315,000		
<b>Total</b>				<b>\$315,000</b>	<b>\$315,000</b>		
<b>19 Sexton/McBaine Drainage</b>						<b>09</b>	<b>10</b>
Ent Rev				\$264,500	\$264,500		
<b>Total</b>				<b>\$264,500</b>	<b>\$264,500</b>		
<b>20 Vandiver/Sylvan Storm Drainage</b>						<b>10</b>	<b>11</b>
Ent Rev				\$275,000	\$275,000		
<b>Total</b>				<b>\$275,000</b>	<b>\$275,000</b>		
<b>Total</b>	<b>\$263,600</b>	<b>\$940,800</b>	<b>\$768,000</b>	<b>\$2,376,356</b>	<b>\$4,085,156</b>		

### Storm Water Funding Source Summary

Ent Rev	\$263,600	\$940,800	\$768,000	\$2,376,356	\$4,085,156
<b>New Funding</b>	<b>\$263,600</b>	<b>\$940,800</b>	<b>\$768,000</b>	<b>\$2,376,356</b>	<b>\$4,085,156</b>
<b>Total Storm Water</b>	<b>\$263,600</b>	<b>\$940,800</b>	<b>\$768,000</b>	<b>\$2,376,356</b>	<b>\$4,085,156</b>

### Storm Water Current Capital Projects

1	3510 Woodside Nazarene Church - C49031	05	06
2	Concordia/Wallther Drainage - C49073	05	06
3	Crestridge Culvert - C49023		
4	Flat Branch RCB - C49059	05	06
5	Grissum Building - C49058	05	
6	Harmony Branch Detention Basin - C49049	05	
7	Jake Lane Drainage - C49075		
8	Ludwick Blvd - C49054	04	07
9	Maryland Avenue - C49055	05	06
10	Maryland-Richmond Phase 2 - C49077	05	06
11	Maupin-Edgewood - C49056	05	06
12	Philips Property Plan Evaluation - C49061		
13	Replace Culverts Rock Quarry - C49041		
14	Richmond Ave Box Culvert - C49057	05	06

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.



## Storm Water

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Storm Water Current Capital Projects</b>							
15 West Blvd and Mary Jean - C49026						05	06
16 Westover Drainage - C49078							
17 Worley-Again Phase II - C49050						04	05

<b>Storm Water Operating Impact of Capital Projects</b>							
<b>3510 Woodside Nazarene Church - C49031</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Brandon Road Culvert - C49068</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Concordia/Wallther Drainage - C49073</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Crestridge Culvert - C49023</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Flat Branch RCB - C49059</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Greenwood-Stewart - C49069</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Harmony Branch Detention Basin - C49049</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Lawrence Place</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Ludwick Blvd - C49054</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Maryland-Richmond Phase 2 - C49077</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Maupin-Edgewood - C49056</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Middlebush - C49039</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Mill Creek Drainage Basin Phase II - C49080</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Rangeline Street Smith Street - C49081</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Replace Culverts Rock Quarry - C49041</b>							

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.

## Storm Water

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>Storm Water Operating Impact of Capital Projects</b>							
<b>Replace Culverts Rock Quarry - C49041</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Royal Lytham - Fallwood</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Rutledge - Weymeyer - C49040</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>West Blvd and Mary Jean - C49026</b>							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
<b>Westover Drainage - C49078</b>							
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.

## Solid Waste

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Add Maintenance Bay to Landfill Operations Center Building</b>						<b>10</b>	<b>10</b>
Ent Rev				\$200,000	\$200,000		
<b>Total</b>				<b>\$200,000</b>	<b>\$200,000</b>		
<b>2 Container Maintenance Building</b>						<b>09</b>	<b>09</b>
Ent Rev				\$350,000	\$350,000		
<b>Total</b>				<b>\$350,000</b>	<b>\$350,000</b>		
<b>3 Fueling Station for the Landfill</b>						<b>10</b>	<b>10</b>
Ent Rev				\$120,000	\$120,000		
<b>Total</b>				<b>\$120,000</b>	<b>\$120,000</b>		
<b>4 Household Hazardous Waste Building</b>						<b>09</b>	<b>09</b>
Ent Rev				\$350,000	\$350,000		
<b>Total</b>				<b>\$350,000</b>	<b>\$350,000</b>		
<b>5 Methane Gas Extraction Wells - C48031</b>						<b>09</b>	<b>10</b>
Ent Rev				\$450,000	\$450,000		
<b>Total</b>				<b>\$450,000</b>	<b>\$450,000</b>		
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,470,000</b>	<b>\$1,470,000</b>		

### Solid Waste Funding Source Summary

Ent Rev	\$1,470,000	\$1,470,000
<b>New Funding</b>	<b>\$1,470,000</b>	<b>\$1,470,000</b>
<b>Total Solid Waste</b>	<b>\$1,470,000</b>	<b>\$1,470,000</b>

### Solid Waste Current Capital Projects

1	Landfill Cell #4 - C48025	06	07
2	System to Recover Energy from Landfill Methane Gas - C48037	06	07
3	Waste Handling Systems - C48021		

### Solid Waste Operating Impact of Capital Projects

#### Landfill Cell #4 - C48025

An additional FTE will be needed when the cell reaches 30' of waste for monitoring moisture, gas, pH and stability since it will be operating as a bioreactor. (FY09)

#### Methane Gas Extraction Wells - C48031

An additional FTE employee to be added to handle increased monitoring of additional wells and handle HHW when that comes along.

## Parking

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Future Parking Garage - C45050</b>							
Ent Rev		\$600,000			\$600,000		
Future Bond			\$4,600,000		\$4,600,000		
<b>Total</b>		<b>\$600,000</b>	<b>\$4,600,000</b>		<b>\$5,200,000</b>		
<b>Total</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$4,600,000</b>	<b>\$0</b>	<b>\$5,200,000</b>		

Parking Funding Source Summary			
Ent Rev	\$600,000		\$600,000
<b>New Funding</b>	<b>\$600,000</b>		<b>\$600,000</b>
Future Bond		\$4,600,000	\$4,600,000
<b>Future Bond</b>		<b>\$4,600,000</b>	<b>\$4,600,000</b>
<b>Total Parking</b>	<b>\$600,000</b>	<b>\$4,600,000</b>	<b>\$5,200,000</b>

Parking Current Capital Projects			
1	911 System 7th & Walnut Upgrade - C45048		06
2	Add Floor to Plaza - @ 7th and Walnut (Est. 125 Add'l Spaces) - C45049	06	07
3	Landscaping Miller Lot - C45069		
4	Multi Space Falcon 8th & Cherry - C45044		05
5	Oil Water Sep 7th & Walnut - C45043	05	05
6	Replace two multi-space falcon - 6th & Cherry - C45047		05
7	Replace two multi-space falcon - C45046		05
8	Structural Inspection Three Garages - C45045	05	06

Parking Operating Impact of Capital Projects	
<b>Add Floor to Plaza - @ 7th and Walnut (Est. 125 Add'l Spaces) - C45049</b>	
Minimal impact. Lighting costs will increase \$600 annually after completion and maintenance and upkeep will absorb into present efforts without significant increase.	
<b>Future Parking Garage - C45050</b>	
Unknown until designed.	
<b>Landscaping Miller Lot - C45069</b>	
Unknown	
<b>Multi Space Falcon 8th &amp; Cherry - C45044</b>	
NA	
<b>Oil Water Sep 7th &amp; Walnut - C45043</b>	
NA	
<b>Replace two multi-space falcon - 6th &amp; Cherry - C45047</b>	
NA	
<b>Replace two multi-space falcon - C45046</b>	
NA	

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Transit

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 (18) Solar Lighting Systems for Shelters - C47026</b>							
Ent Rev		\$6,840			\$6,840		
FTA Grant		\$27,360			\$27,360		
<b>Total</b>		<b>\$34,200</b>			<b>\$34,200</b>		
<b>2 (2) New Additional 40' Buses - C47027</b>							
Ent Rev		\$138,000			\$138,000		
FTA Grant		\$552,000			\$552,000		
<b>Total</b>		<b>\$690,000</b>			<b>\$690,000</b>		
<b>3 (7) Solar Illuminated Holder w/Security Lighting for Bench/Shelter Locations - C47028</b>							
Ent Rev		\$7,152			\$7,152		
FTA Grant		\$28,500			\$28,500		
<b>Total</b>		<b>\$35,652</b>			<b>\$35,652</b>		
<b>4 Bench &amp; Shelter-Derby Ridge/Smiley</b>							
Ent Rev			\$17,700		\$17,700		07
<b>Total</b>			<b>\$17,700</b>		<b>\$17,700</b>		
<b>5 Benches and Shelters - C47029</b>							
Ent Rev		\$27,955			\$27,955		
FTA Grant		\$236,845			\$236,845		
<b>Total</b>		<b>\$264,800</b>			<b>\$264,800</b>		
<b>6 GFI Farebox Upgrade Repl. Electronic Motherboards - C47018</b>							
Ent Rev		\$32,551			\$32,551		
FTA Grant		\$130,204			\$130,204		
<b>Total</b>		<b>\$162,755</b>			<b>\$162,755</b>		
<b>7 Replace (4) Paratransit Vehicles - C47030</b>							
Ent Rev		\$56,000			\$56,000		
FTA Grant		\$224,000			\$224,000		
<b>Total</b>		<b>\$280,000</b>			<b>\$280,000</b>		
<b>8 Rpl. #374 &amp; #375 40' Transit Buses</b>							
FTA Grant			\$552,000		\$552,000		
Transp S Tax			\$138,000		\$138,000		
<b>Total</b>			<b>\$690,000</b>		<b>\$690,000</b>		
<b>9 Rpl. (5) 30' El Dorado Buses</b>							
FTA Grant			\$1,259,910		\$1,259,910		
Transp S Tax			\$314,978		\$314,978		
<b>Total</b>			<b>\$1,574,888</b>		<b>\$1,574,888</b>		
<b>10 Rpl. #1967 - 15 Passenger Van</b>							
FTA Grant				\$22,539	\$22,539		
Transp S Tax				\$5,635	\$5,635		
<b>Total</b>				<b>\$28,174</b>	<b>\$28,174</b>		
<b>11 Rpl. (2) Paratransit Vans #1937 &amp; 1938</b>							
FTA Grant				\$114,637	\$114,637		
Transp S Tax				\$28,659	\$28,659		

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.

# Transit Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>12 Rpl. (2) Paratransit Vans #1937 &amp; 1938</b>							
Total				<b>\$143,296</b>	<b>\$143,296</b>		
<b>12 Rpl. (4) Paratransit Vehicles</b>							
FTA Grant				\$243,200	\$243,200		
Transp S Tax				\$60,800	\$60,800		
Total				<b>\$304,000</b>	<b>\$304,000</b>		
<b>13 Rpl. (6) 30' New Flyer Buses #1892-1897</b>							
FTA Grant				\$1,511,893	\$1,511,893		
Transp S Tax				\$377,973	\$377,973		
Total				<b>\$1,889,866</b>	<b>\$1,889,866</b>		
Total	<b>\$0</b>	<b>\$1,467,407</b>	<b>\$2,282,588</b>	<b>\$2,365,336</b>	<b>\$6,115,331</b>		

Transit Funding Source Summary				
Ent Rev	\$268,498	\$17,700		\$286,198
FTA Grant	\$1,198,909	\$1,811,910	\$1,892,269	\$4,903,088
Transp S Tax		\$452,978	\$473,067	\$926,045
<b>New Funding</b>	<b>\$1,467,407</b>	<b>\$2,282,588</b>	<b>\$2,365,336</b>	<b>\$6,115,331</b>
<b>Total Transit</b>	<b>\$1,467,407</b>	<b>\$2,282,588</b>	<b>\$2,365,336</b>	<b>\$6,115,331</b>

Transit Current Capital Projects	
1	(17) GFI Farebox Upgrades for Card Swipes - C47018
2	(5) GFI Fareboxes w/cardswipe - C47021
3	(5) Video Surv - C47022
4	Redesign Wabash Station - C47003
5	Replace (2) Paratransit Vehicles - C47024
6	Ten Bus Shelters - C47004

Transit Operating Impact of Capital Projects	
<b>(18) Solar Lighting Systems for Shelters - C47026</b>	
None	
<b>(7) Solar Illuminated Holder w/Security Lighting for Bench/Shelter Locations - C47028</b>	
None	

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Airport

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>1 Annual General Improvements - C44008</b>							
Tax Bill				\$150,000	\$150,000		
Transp S Tax	\$50,000	\$50,000	\$50,000		\$100,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$250,000</b>		
<b>2 CMA FBO Hangar Roof Replacement - C44079</b>							
Transp S Tax		\$80,000			\$80,000		07
<b>Total</b>		<b>\$80,000</b>			<b>\$80,000</b>		
<b>3 Land Acquisition</b>							
Unfunded			\$1,400,000		\$1,400,000	NA	NA
<b>Total</b>			<b>\$1,400,000</b>		<b>\$1,400,000</b>		
<b>4 Rehabilitation of Commercial Aircraft Parking Apron - C44080</b>							
FAA Grant		\$741,000			\$741,000		07
Transp S Tax		\$39,000			\$39,000		07
<b>Total</b>		<b>\$780,000</b>			<b>\$780,000</b>		
<b>5 ARFF Relocation</b>							
FAA Grant				\$221,141	\$221,141		
Unfunded				\$11,639	\$11,639		
<b>Total</b>				<b>\$232,780</b>	<b>\$232,780</b>		
<b>6 Cargo Apron w/ Taxiway - C44067</b>							
FAA Grant				\$809,723	\$809,723		
PYA Transp S Tax				\$163,200	\$163,200		
<b>Total</b>				<b>\$972,923</b>	<b>\$972,923</b>		
<b>7 Land Purchase - Rwy Safety Areas</b>							
FAA Grant				\$166,250	\$166,250		NA
Unfunded				\$8,750	\$8,750		NA
<b>Total</b>				<b>\$175,000</b>	<b>\$175,000</b>		
<b>8 Parking Lot for FBO Hanger</b>							
Transp S Tax				\$55,208	\$55,208		
<b>Total</b>				<b>\$55,208</b>	<b>\$55,208</b>		
<b>9 Taxiway Extension - C44056</b>							
FAA Grant				\$43,380	\$43,380		
Transp S Tax				\$4,820	\$4,820		
<b>Total</b>				<b>\$48,200</b>	<b>\$48,200</b>		
<b>10 Terminal Building Renovation Study (Preliminary) - C44066</b>							
FAA Grant				\$95,000	\$95,000		
PYA Transp S Tax				\$17,303	\$17,303		
<b>Total</b>				<b>\$112,303</b>	<b>\$112,303</b>		
<b>11 Terminal Renovation Preliminary Design - C44066</b>							
FAA Grant				\$142,500	\$142,500		
Unfunded				\$7,500	\$7,500		
<b>Total</b>				<b>\$150,000</b>	<b>\$150,000</b>		
<b>12 Upgrade of Crosswind Runway</b>							

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.

# Airport

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 06	Adopted Budget FY 07	Requested Budget FY 08	Priority Needs FY 09 - FY 11	Total 5 Yr. Cost	D	C
<b>13 Upgrade of Crosswind Runway</b>							
FAA Grant				\$4,679,362	\$4,679,362		
Unfunded				\$246,282	\$246,282		
<b>Total</b>				<b>\$4,925,644</b>	<b>\$4,925,644</b>		
<b>Total</b>	<b>\$50,000</b>	<b>\$910,000</b>	<b>\$1,450,000</b>	<b>\$6,822,058</b>	<b>\$9,182,058</b>		

Airport Funding Source Summary					
FAA Grant		\$741,000		\$6,157,356	\$6,898,356
Tax Bill				\$150,000	\$150,000
Transp S Tax	\$50,000	\$169,000	\$50,000	\$60,028	\$279,028
<b>New Funding</b>	<b>\$50,000</b>	<b>\$910,000</b>	<b>\$50,000</b>	<b>\$6,367,384</b>	<b>\$7,327,384</b>
PYA Transp S Tax				\$180,503	\$180,503
<b>Prior Year Funding</b>				<b>\$180,503</b>	<b>\$180,503</b>
Unfunded			\$1,400,000	\$274,171	\$1,674,171
<b>Unfunded</b>			<b>\$1,400,000</b>	<b>\$274,171</b>	<b>\$1,674,171</b>
<b>Total Airport</b>	<b>\$50,000</b>	<b>\$910,000</b>	<b>\$1,450,000</b>	<b>\$6,822,058</b>	<b>\$9,182,058</b>

Airport Current Capital Projects					
1	Environmental Assessment - C44070				
2	Land Purchases West Side of Rwy 2-20 - C44075			06	06
3	Mill and Overlay General Aviation Apron and Taxiway A-4 - C44077			06	06
4	Rpl # 598 - Snow Removal Spreader Truck - C44078				06

Airport Operating Impact of Capital Projects	
<b>CMA FBO Hangar Roof Replacement - C44079</b>	
N/A	
<b>Land Acquisition</b>	
NA	
<b>Rpl # 598 - Snow Removal Spreader Truck - C44078</b>	
Approximately \$3,000 per year for fuel and maintenance.	

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.



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## GENERAL INFORMATION

The City is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. General Obligation Bonds are supported by a pledge of the City's full faith and credit. The applicable Missouri statutes are listed below. The computation of legal debt margin is on the following page. The City currently has no General Obligation debt outstanding.

The City is authorized to issue Revenue Bonds to finance capital improvements to its various utility operations such as the electric system, water system, sewer system and parking and airport facilities. These types of Revenue Bonds require a majority vote of the qualified electorate voting on the specific proposition. All Revenue Bonds issued by the City are payable out of the revenues derived from the operation of the facility that is financed from the proceeds of such bonds.

The City is authorized to issue Special Obligation Bonds. These bonds are special obligations of the City. The payment of the principal of and interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation, and the decision whether or not to appropriate such funds will be solely within the discretion of the then current City Council.

The City's stable financial condition as well as sound debt administration practices allow it to continue to enjoy favorable bond ratings of its General Obligation Bonds, Special Obligation Bonds, and Revenue Bonds. The City has consistently held a General Obligation Rating of AA and Revenue Bond rating of A1.

## MISSOURI STATUTES

Section 95.115 & 95.120 of the 1978 Missouri Revised Statutes permits any county or city, by vote of two-thirds of qualified electors voting thereon, to incur additional indebtedness for city purposes not to exceed 5 percent of the taxable tangible property therein, as shown by the last assessment. Section 95.125 and 95.130 of the 1978 Missouri Revised Statutes provides that any city may become indebted not exceeding in the aggregate an additional 10 percent for the purpose of acquiring right-of-ways, constructing, extending and improving streets and avenues and/or sanitary or storm sewer system and an additional 10 percent for purchasing or construction of waterworks, electric or other light plants provided the total general obligation indebtedness of the city does not exceed 20 percent of the assessed valuation.

## APPROPRIATIONS

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	% Change From Budget FY 2006
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.	2,750	660	330	1,000	51.5%
Capital	0	0	0	0	
Other	1,527,502	2,743,583	8,234,515	3,338,000	21.7%
<b>Total</b>	<b>1,530,252</b>	<b>2,744,243</b>	<b>8,234,845</b>	<b>3,339,000</b>	<b>21.7%</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	1,530,252	2,744,243	8,234,845	3,339,000	21.7%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,530,252</b>	<b>\$ 2,744,243</b>	<b>\$ 8,234,845</b>	<b>\$ 3,339,000</b>	<b>21.7%</b>

## COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value 2006* - Preliminary		\$ <u>1,466,090,151</u>
Constitutional Debt Limit**	(20% Assessed Value)	<u>293,218,030</u>
Total Bonded Debt		150,850,000
Less:		
Revenue Bonds	99,055,000	
Special Obligation Bonds	51,795,000	
Certificates of Participation	0	
		<u>150,850,000</u>
Total Amount of Debt Applicable to Debt Limit		<u>0</u>
Legal Debt Margin		\$ <u><u>293,218,030</u></u>

\* All tangible property

\*\* Section 95.115 of the 1978 Missouri Revised Statutes

## SUMMARY OF OUTSTANDING DEBT

As of 09/30/2006

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
<b>GENERAL OBLIGATION BONDS:</b>				
Paid off In FY 2003				\$ <u>0</u>
<b>REVENUE BONDS:</b>				
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/12	8,195,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	15,305,000
'03 Water & Elec Refunding Bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	8,800,000
'04 Water & Elec Imprvmnt Bond (03/30/04)	17,095,000	2.00% - 4.25%	10/01/28	17,095,000
'05 Wtr & Elc Ref. & Imprv Bond (05/17/05)	30,630,000	3.00% - 5.25%	10/01/29	30,630,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	430,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	2,735,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125%-6.00%	07/01/20	1,045,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	1,910,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	1,930,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	7,060,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	3,295,000
'04 San. Sewer Bonds Series B (05/28/04)	650,000	2.00% - 5.25%	01/01/25	625,000
<b>Total Revenue Bonds</b>				<u>99,055,000</u>
<b>SPECIAL OBLIGATION BONDS:</b>				
'01 Solid Waste Special Oblig. Bonds (11/13/01)	4,640,000	3.65% - 4.80%	02/01/21	3,910,000
'01Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,265,000
'06 Sewer Special Oblig. Bonds	8,380,000	4.00% - 5.00%	02/01/26	8,380,000
'06 Solid Waste Special Oblig. Bonds	2,000,000	4.00% - 5.00%	02/01/26	2,000,000
'06 Solid Waste S.O. Bonds (Ref. - 96 S.O.)	2,915,000	4.00% - 5.00%	02/01/16	2,915,000
'06 Parking S.O. Bonds (Ref. - 95 Rev.)	2,575,000	4.00% - 5.00%	02/01/21	2,575,000
'06 Parking S.O. Bonds (Ref. - 96 S.O.)	4,135,000	4.00% - 5.00%	02/01/16	4,135,000
06 Public Bldg Exp/Renv. (06/29/06) - GF portion	2,335,000	5.00% - 5.00%	02/01/16	2,335,000
06 Capital Improvements (06/29/06)	23,280,000	5.00% - 5.00%	02/01/16	23,280,000
<b>Total Special Obligation Bonds</b>				<u>51,795,000</u>
<b>TOTAL:</b>				\$ <u><u>150,850,000</u></u>

## GENERAL OBLIGATION BONDS

### GENERAL INFORMATION

General obligation bonds are supported by a pledge of the City's full faith and credit. The City paid the last of the General Obligation Debt off in FY 2003. There are currently no plans for issuing General Obligation Bonds for FY 2007.

## WATER AND ELECTRIC REVENUE BONDS

### GENERAL INFORMATION

#### **03/01/98 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.75% - 6.00%)**

Original Issue - \$28,295,000

Balance As of 09/30/2006 - \$8,195,000

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 09/30/2006 - \$15,305,000

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 09/30/2006 - \$8,800,000

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 09/30/2006 - \$17,095,000

Maturity Date - 10/1/2028

In March of 2004 the City issued \$17,095,000 in Water and Electric Improvement Bonds. The bonds are payable solely from, and secured by a pledge of the revenues of the Water and Electric system. The bonds were issued to provide funding for improvements to the Water Utility system.

#### **05/17/05 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.00% - 5.25%)**

Original Issue - \$30,630,000

Balance As of 09/30/2006 - \$30,630,000

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.

**WATER AND ELECTRIC REVENUE BONDS****DEBT SERVICE REQUIREMENTS**

<u>Fiscal Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2007	3,595,000	3,399,606	6,994,606
2008	3,755,000	3,244,750	6,999,750
2009	3,875,000	3,073,953	6,948,953
2010	4,020,000	2,905,270	6,925,270
2011	4,175,000	2,752,138	6,927,138
2012	4,330,000	2,585,069	6,915,069
2013	4,500,000	2,409,761	6,909,761
2014	3,710,000	2,250,929	5,960,929
2015	3,860,000	2,103,429	5,963,429
2016	4,010,000	1,944,020	5,954,020
2017	3,120,000	1,786,315	4,906,315
2018	3,280,000	1,630,878	4,910,878
2019	3,440,000	1,466,938	4,906,938
2020	3,610,000	1,296,957	4,906,957
2021	3,775,000	1,131,329	4,906,329
2022	3,955,000	956,904	4,911,904
2023	4,160,000	762,069	4,922,069
2024	2,450,000	607,323	3,057,323
2025	2,560,000	494,841	3,054,841
2026	2,685,000	375,953	3,060,953
2027	2,815,000	250,846	3,065,846
2028	1,765,000	149,133	1,914,133
2029	1,840,000	71,916	1,911,916
2030	740,000	16,187	756,187
<b>Total</b>	<b>\$ <u>80,025,000</u></b>	<b>\$ <u>37,666,514</u></b>	<b>\$ <u>117,691,514</u></b>

**GENERAL INFORMATION****06/01/92 Sanitary Sewerage System Series B (Interest rates: 4.25% - 6.55%)**

Original Issue - \$870,000  
Balance As of 09/30/2006 - \$430,000  
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 09/30/2006 - \$2,735,000  
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 09/30/2006 - \$1,045,000  
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 09/30/2006 - \$1,910,000  
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 09/30/2006 - \$1,930,000  
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 09/30/2006 - \$2,265,000  
Maturity Date - 2/1/2021

In November 2001, the City issued \$2,685,000 of Special Obligation Bonds in finance improvements to the sanitary sewer system of the City.

# SANITARY SEWER BONDS

## GENERAL INFORMATION

### 09/15/02 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: 2.00% - 4.00%)

Original Issue - \$7,940,000

Balance As of 09/30/2006 - \$7,060,000

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 09/30/2006 - \$3,295,000

Maturity Date - 1/1/2024

In 2003, the City participated in the State Revolving Loan Program to issue \$3,620,000 in bonds. Voters approved the issuance of these bonds in November of 1997.

### 05/28/04 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)

Original Issue - \$650,000

Balance As of 09/30/2006 - \$625,000

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 09/30/2006 - \$8,380,000

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.

## DEBT SERVICE REQUIREMENTS

### Sewer Revenue and Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements	
2007	\$ 1,565,000	\$ 1,257,030	\$ 2,822,030	maximum
2008	1,600,000	1,201,513	2,801,513	
2009	1,650,000	1,141,506	2,791,506	
2010	1,690,000	1,076,852	2,766,852	
2011	1,755,000	1,008,227	2,763,227	
2012	1,790,000	934,702	2,724,702	
2013	1,850,000	858,446	2,708,446	
2014	1,825,000	779,065	2,604,065	
2015	1,885,000	694,561	2,579,561	
2016	1,950,000	605,585	2,555,585	
2017	2,010,000	515,157	2,525,157	
2018	2,085,000	423,196	2,508,196	
2019	1,440,000	342,236	1,782,236	
2020	1,480,000	272,567	1,752,567	
2021	1,220,000	205,887	1,425,887	
2022	890,000	152,811	1,042,811	
2023	930,000	111,590	1,041,590	
2024	830,000	72,376	902,376	
2025	625,000	40,266	665,266	
2026	605,000	13,234	618,234	
<b>Total</b>	<b>\$ 29,675,000</b>	<b>\$ 11,706,807</b>	<b>\$ 41,381,807</b>	



# 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 09/30/2006 - \$3,910,000

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 09/30/2006 - \$2,000,000

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 09/30/2006 - \$2,915,000

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
2007	\$ 515,000	368,303	883,303
2008	525,000	347,996	872,996
2009	540,000	327,209	867,209
2010	560,000	305,255	865,255
2011	580,000	282,408	862,408
2012	615,000	258,676	873,676
2013	625,000	233,696	858,696
2014	655,000	207,035	862,035
2015	685,000	176,724	861,724
2016	720,000	143,081	863,081
2017	395,000	116,999	511,999
2018	410,000	99,038	509,038
2019	425,000	80,226	505,226
2020	450,000	60,278	510,278
2021	465,000	39,178	504,178
2022	120,000	25,856	145,856
2023	125,000	20,650	145,650
2024	130,000	15,231	145,231
2025	135,000	9,516	144,516
2026	150,000	3,281	153,281
<b>Total</b>	<b>\$ 8,825,000</b>	<b>\$ 3,120,636</b>	<b>\$ 11,945,636</b>

**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 09/30/2006 - \$2,575,000

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 09/30/2006 - \$4,135,000

Maturity Date - 2/1/2016

In February 2006, the city issued \$20,005,000 of Special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, \$4,135,000, was to currently refund the outstanding portion, \$4,365,000 of the City's Special Obligation Refunding and Capital Improvement Bonds, Series 1996 - parking portion.

**DEBT SERVICE REQUIREMENTS****Parking Special Obligation Bonds**

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2007	460,000	\$ 275,963	\$ 735,963
2008	490,000	256,962	746,962
2009	515,000	236,863	751,863
2010	530,000	215,300	745,300
2011	555,000	192,937	747,937
2012	570,000	170,438	740,438
2013	595,000	147,137	742,137
2014	615,000	122,169	737,169
2015	650,000	92,850	742,850
2016	685,000	59,475	744,475
2017	195,000	38,450	233,450
2018	200,000	30,550	230,550
2019	210,000	22,350	232,350
2020	215,000	13,716	228,716
2021	225,000	4,641	229,641
<b>Total</b>	<b>\$ <u>6,710,000</u></b>	<b>\$ <u>1,879,801</u></b>	<b>\$ <u>8,589,801</u></b>

**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 09/30/2006 - \$2,335,000

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**

<b>Year</b>	<b>Principal Requirements</b>	<b>Interest Requirements</b>	<b>Total Requirements</b>
2007	\$ 185,000	\$ 112,125	\$ 297,125
2008	195,000	102,625	297,625
2009	205,000	92,625	297,625
2010	215,000	82,125	297,125
2011	225,000	71,125	296,125
2012	235,000	59,625	294,625
2013	250,000	47,500	297,500
2014	260,000	34,750	294,750
2015	275,000	21,375	296,375
2016	290,000	7,250	297,250
<b>Total</b>	<b>\$ 2,335,000</b>	<b>\$ 631,125</b>	<b>\$ 2,966,125</b>

**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 09/30/2006 - \$23,280,000

Maturity Date - 2/1/2016

The City issued Special Obligation Bonds to finance a portion of the projects authorized by voters with the extension of the one-quarter cent Capital Improvement Sales Tax in November 2005. This tax was effective January 1, 2006 and will run through December 31, 2015. The projects funded with this bond include a number of road projects, fire station and equipment needs, emergency warning sirens and a police training facility.

**DEBT SERVICE REQUIREMENTS****Public Building Expansion**

<b>Year</b>	<b>Principal Requirements</b>	<b>Interest Requirements</b>	<b>Total Requirements</b>
2007	\$ 1,925,000	\$ 1,115,875	\$ 3,040,875
2008	2,000,000	1,017,750	3,017,750
2009	2,085,000	915,625	3,000,625
2010	2,160,000	809,500	2,969,500
2011	2,250,000	699,250	2,949,250
2012	2,345,000	584,375	2,929,375
2013	2,455,000	464,375	2,919,375
2014	2,570,000	338,750	2,908,750
2015	2,685,000	207,375	2,892,375
2016	2,805,000	70,125	2,875,125
<b>Total</b>	<b>\$ 23,280,000</b>	<b>\$ 6,223,000</b>	<b>\$ 29,503,000</b>

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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 200

In 2005 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 20-30% for Housing Programs, 45-50% for Public Improvements, 10-20% for Community Facilities, 0-5% for Community Services and 0-15% for Economic Development and 10-15% for Planning and Administration.

## RESOURCES

	Adopted FY 2007
Entitlement Amount Estimate	\$ 850,000
Total Resources	\$ 850,000

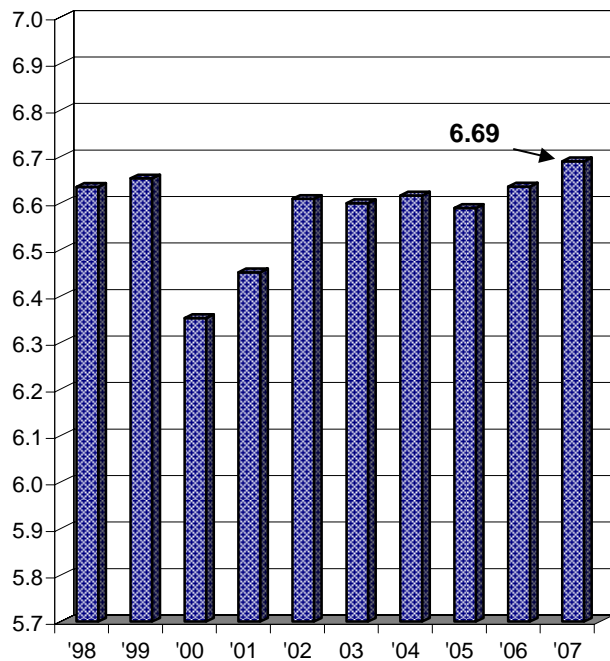
## EXPENDITURES

	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
<b>Housing Programs:</b>				
Housing Rehabilitation	25,000	18,000	18,000	18,000
Emergency Home Repair	25,000	0	0	0
Code Deficiency Abatement	25,000	25,000	25,000	25,000
Home Ownership Assistance	20,000	20,000	20,000	20,000
NRT Demolition	40,000	30,000	40,000	40,000
NRT Code Enforcement	25,000	25,000	25,000	25,000
Col. Housing Auth (Financial Educ. Classes)	10,000	10,000	10,000	10,000
Serv. for Indep. Living (Ridgeway Infrastructure)	78,000	78,000	78,000	78,000
Serv. Indep. Living-Home Accessibility	40,000	0	0	0
<b>Subtotal (Council Policy 20-30%)</b>	<b>288,000</b>	<b>206,000</b>	<b>216,000</b>	<b>216,000</b>
	20.1%	24.2%	25.4%	25.4%
<b>Public Improvements</b>				
Hunt Avenue Phase	220,000	75,000	159,000	159,000
Worley Sidewalk Phase	237,500	237,500	237,000	237,000
Worley sidewalk Phase I	237,500	75,000	0	0
COLT RR, Wilkes Crossing	37,100	0	0	0
Wabash Walkway Engineering	20,000	0	0	0
<b>Subtotal (Council Policy 45-50%)</b>	<b>752,100</b>	<b>387,500</b>	<b>396,000</b>	<b>396,000</b>
	52.4%	45.6%	46.6%	46.6%
<b>Community Facilities</b>				
Central Missouri Community Action (Demolition)	21,218	7,000	0	0
Missouri Symphony Society (Elevator)	125,000	68,500	50,000	50,000
Central Mo. Community Action (Head Start Access)	51,500	36,000	43,000	43,000
<b>Subtotal (Council Policy 10-20%)</b>	<b>197,718</b>	<b>111,500</b>	<b>93,000</b>	<b>93,000</b>
	13.8%	13.1%	10.9%	10.9%
<b>Community Services: (Council Policy 0-5%)</b>				
West Blvd Elem (Supportive Services)	20,000	20,000	20,000	20,000
<b>Subtotal (Council Policy 10-20%)</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
	1.4%	2.4%	2.4%	2.4%
<b>Economic Development</b>				
Reg. AIDS Interfaith Network (Employment Training)	52,052	0	0	0
<b>Subtotal (Council Policy 0-15%)</b>	<b>52,052</b>	<b>0</b>	<b>0</b>	<b>0</b>
	3.6%	0.0%	0.0%	0.0%
<b>Administration and Planning</b>				
Planning	85,000	85,000	85,000	85,000
Administration	40,000	40,000	40,000	40,000
<b>Subtotal (Council Policy 10-15%)</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
	8.7%	14.7%	14.7%	14.7%
<b>Total</b>	<b>1,434,870 \$</b>	<b>850,000 \$</b>	<b>850,000 \$</b>	<b>850,000</b>

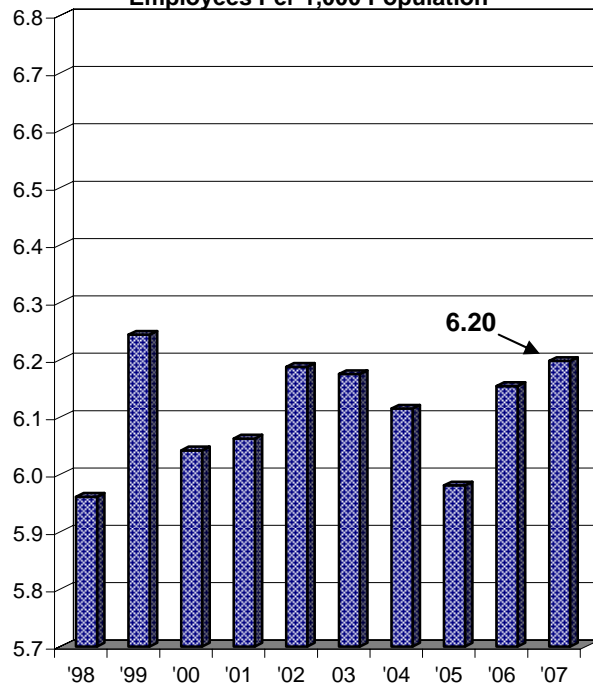
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# PERSONNEL SUMMARY INFORMATION

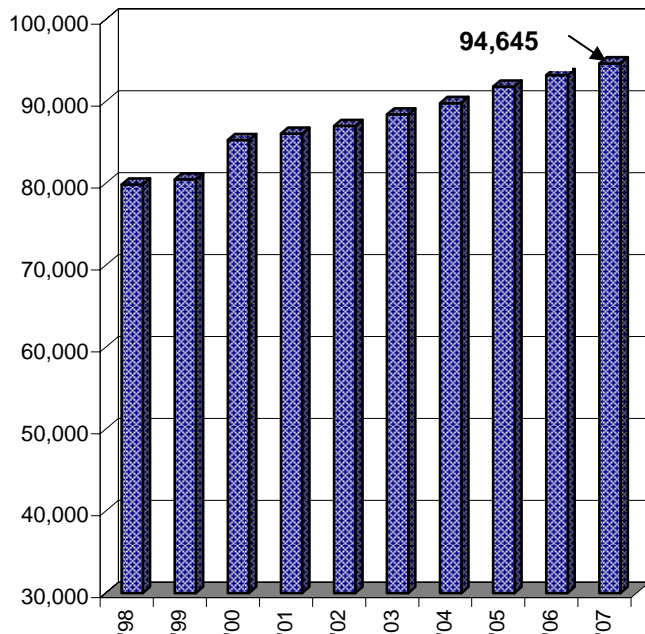
**General Fund Growth Rate\***  
**Employees Per 1,000 Population**



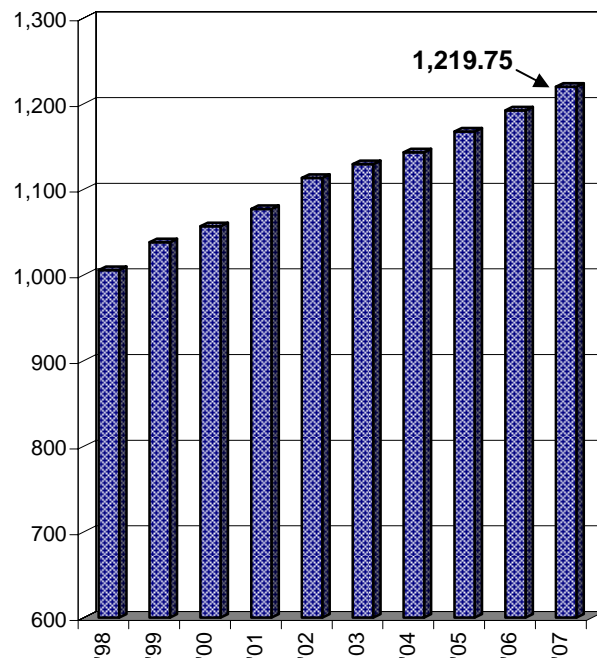
**Enterprise & Internal Serv. Fund**  
**Growth Rate \***  
**Employees Per 1,000 Population**



**City of Columbia**  
**Population\*\***



**Total Authorized**  
**Positions**



\* During the past 10 years it has been the City's practice to maintain a growth rate in total authorized similar to the growth rate in the City's population.

\*\* Revised population numbers based on estimates from the Missouri Census Data Center 1994-2005  
2006 and 2007 estimates based on average five year growth of 1.53%.



# Additional Positions Adopted FY 2007

Department - Division	Number of Positions	Position Added
<b>General Fund</b>		
Police - Patrol	2.00	(2) 1.00 FTE Police Officers (6 months)
Fire - Emergency Services	3.00	(3) 1.00 FTE Firefighter IIs (7 months)
Health - Administration	1.00	(1) 1.00 FTE ASA III - Birth/Death Records (6 months)
Parks & Rec - Administration	1.00	(1) 1.00 FTE Admin. Support Supv (6 months)
Public Works - Administration	0.05	(1) 1.00 FTE Public Information Specialist (5%)
Public Works - Engineering	1.00	(1) 1.00 FTE Property Acquisition Manager (9 months)
Public Works - Protective Inspection	1.00	(1) 1.00 FTE Plan Reviewer/Bldg Construction Coord.
	<b>9.05</b>	<b>NET GENERAL FUND POSITIONS ADDED</b>
	<b>1.46%</b>	

## Other Funds

Water - Transmission & Distribution	1.00	(1) 1.00 FTE Supervisor III - Evening Crew (6 months)
Water - Transmission & Distribution	1.00	(1) 1.00 FTE Water Distribution Tech-Evening Crew (6mths)
Water - Transmission & Distribution	1.00	(1) 1.00 FTE Equipment Oper. III -Evening Crew (6 months)
Water - Meter Reading	0.50	(1) 0.50 FTE Utility Serv. Worker II - Mobile Read Collector
Electric - Engineering	1.00	(1) 1.00 FTE Engineering Specialist II (Planning & MISO)
Electric - Engineering	1.00	(1) 1.00 FTE Plan Reviewer
Electric - Meter Testing & Maint	1.00	(1) 1.00 FTE Electric Meter Repair Worker
Electric - Utility Services	1.00	(1) 1.00 FTE Energy Management Specialist II
Electric - Meter Reading	0.50	(1) 0.50 FTE Utility Serv. Worker II - Mobile Read Collector
Transit - Columbia Transit	1.00	(1) 1.00 FTE Vehicle Service Worker
Transit - Columbia Transit	0.38	(1) 0.50 FTE ASA II (75%)
Transit - Columbia Transit	0.20	(1) 1.00 FTE Public Information Specialist (20%)
Transit - ParaTransit	0.12	(1) 0.50 FTE ASA II (25%)
Airport - Administration	0.20	(1) 1.00 FTE Public Information Specialist (20%)
Sewer - Sludge Mgmt & Grounds	1.00	(1) 1.00 FTE Engineering Aide IV
Sewer - Administration	0.05	(1) 1.00 FTE Public Information Specialist (5%)
Parking - Facilities	0.10	(1) 1.00 FTE Public Information Specialist (10%)
Solid Waste - Administration	0.20	(1) 1.00 FTE Public Information Specialist (20%)
Solid Waste - Recycling	1.00	(1) 1.00 FTE Refuse Collector I
Solid Waste - Recycling	1.00	(1) 1.00 FTE Refuse Collector II
Solid Waste - MRF	1.00	(1) 1.00 FTE Lead Material Handler
Solid Waste - Sol. Wst. Dist. Coord.	1.00	(1) 1.00 FTE ASA III
Storm Water - Engineering	0.20	(1) 1.00 FTE Public Information Specialist (20%)
Risk Management	1.00	(1) 1.00 FTE Risk Management/Safety Specialist
Information Technologies	1.00	(1) 1.00 FTE Systems Analyst
Fleet Operations	1.00	(1) 1.00 FTE Vehicle Maintenance Supervisor I
	<b>18.45</b>	<b>NET OTHER FUND POSITIONS ADDED</b>
	<b>3.91%</b>	
	<b>27.50</b>	<b>TOTAL NUMBER OF POSITIONS ADDED</b>
	<b>2.31%</b>	<b>FOR FY 2007</b>

# PERSONNEL POSITION SUMMARY

	Actual FY 2005	Budget FY 2006	Estimated FY 2006	Adopted FY 2007	Position Changes
<b>TOTAL PERSONNEL</b>					
<b>PERMANENT</b>					
<b>FULL-TIME POSITIONS:</b>					
City Clerk and Elections	2.00	2.00	2.00	2.00	
City Manager	6.60	6.60	7.60	8.00	0.40
Volunteer Services	0.00	0.00	0.00	2.25	2.25
Finance Department	48.00	49.00	49.00	50.00	1.00
Human Resources	8.00	8.00	8.00	8.00	
Law Department	9.00	9.00	9.00	9.00	
Municipal Court	8.00	8.00	8.00	8.00	
Police Department	178.00	181.00	181.00	183.00	2.00
Fire Department	129.00	132.00	132.00	135.00	3.00
Health Department	49.90	50.00	49.30	51.10	1.80
Community Services	2.20	2.20	2.20	1.90	(0.30)
Joint Communications/Emerg Mgt.	30.00	32.00	32.00	32.00	
Planning and Development	12.00	12.00	12.00	12.00	
Economic Development	4.00	4.00	4.00	4.00	
Cultural Affairs	0.00	0.00	0.00	2.75	2.75
Parks & Recreation	76.00	77.00	77.00	78.00	1.00
Public Works Department	310.00	315.00	316.00	326.00	10.00
Railroad Fund	4.00	4.00	5.00	5.00	
Water & Electric Utility Fund	224.00	227.00	227.00	235.00	8.00
Cultural Affairs Fund	3.00	3.00	3.00	0.00	(3.00)
Convention & Tourism Fund	7.00	7.00	7.00	7.00	
Employee Benefit Fund	3.00	3.00	3.00	3.00	
Information Services Fund	22.20	23.20	23.20	24.00	0.80
Public Communications Fund	5.00	5.00	8.00	8.00	
Contributions Fund	2.00	2.00	2.00	0.00	(2.00)
<b>Total Full-Time Perm.</b>	<b>1,142.90</b>	<b>1,162.00</b>	<b>1,167.30</b>	<b>1,195.00</b>	<b>27.70</b>
<b>PERMANENT PART-TIME POSITIONS</b>					
Finance Department	1.25	1.25	1.25	1.25	
Municipal Court	0.90	0.90	0.90	0.90	
Health Department	8.40	8.40	8.45	7.75	(0.70)
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	0.00	0.75	0.75	0.75	
Public Works	10.25	9.75	9.75	10.25	0.50
Water and Electric Utility Fund	2.10	2.10	0.60	0.60	
Information Services Fund	0.00	0.00	0.00	0.00	
Public Communications Fund	1.00	1.00	2.50	2.50	
<b>Total Perm. Part-Time Pos.</b>	<b>24.65</b>	<b>24.90</b>	<b>24.95</b>	<b>24.75</b>	<b>(0.20)</b>
<b>TOTAL PERSONNEL</b>	<b>1,167.55</b>	<b>1,186.90</b>	<b>1,192.25</b>	<b>1,219.75</b>	<b>27.50</b>
<b>Summary By Fund Type:</b>					
General Fund Positions	605.03	616.73	618.58	633.16	14.58
Enterprise Fund Positions	466.22	471.97	471.47	486.59	15.12
Internal Service Fund Positions	79.60	81.60	86.10	88.90	2.80
Special Revenue Fund Positions	14.70	14.60	14.10	11.10	(3.00)
Trust Fund Positions	2.00	2.00	2.00	0.00	(2.00)
<b>TOTAL PERSONNEL</b>	<b>1,167.55</b>	<b>1,186.90</b>	<b>1,192.25</b>	<b>1,219.75</b>	<b>27.50</b>

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## GLOSSARY

**Accrual Basis of Accounting** - Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period occurred.

**Account Number** - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, in such a manner that the number sequence used quickly reveals certain required information.

**Adopted Budget** - Refers to the budget amount as originally approved by the City Council at the beginning of the fiscal year.

**Anticipated Expenditures and Revenues** - The expenditures or revenues that are expected by the close of the budget year/fiscal year.

**Appropriation** - The legal authorizations made by the City Council (who approve department budgets) to the departments, offices and agencies of the City, allowing the departments to make expenditures and incur obligations for specific purposes within the amounts approved.

**Assessed Valuation** - This is the value of property set for tax purposes. The assessed value is set by the County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

**Budget** - The financial plan for the operation of the City for the fiscal year.

**Budgetary Control** - The control or management of a government or enterprise fund/entity in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital** - An asset item with a value of \$5,000 or more and is expected to have an estimated life of greater than one year.

**Capital Projects Fund** - Capital Projects Funds are established to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements.

**Debt Service Fund** - The debt service funds are used to account for the accumulation of resources and payment of general long-term debt principal and interest.

**Deficit** - An excess of the liabilities of a fund over its assets. Also, the excess of expenditures over revenues during the budget year.

**Department** - The Department is the primary unit in City operations. Each is managed by a department director. Departments are generally composed of divisions which share a common purpose or which perform similar duties.

**Depreciation** - The decrease in value of physical assets due to use and the passage of time. In accounting for depreciation, the cost of a fixed asset is prorated over the estimated service life of such an asset, and each year is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**Encumbrance** - Commitment for unperformed contracts for goods or services. An amount of money committed and set aside, but not yet expended, for the purpose of a specific good or service.

**Enterprise Funds** - These funds are used to account for resources committed to self-supporting activities of governmental units that render services to the general public on a user-charged basis. Budgeted enterprise funds include: Water Utility, Electric Utility, Sanitary Sewer Utility, Regional Airport, Public Transportation Solid Waste Collection, Parking Facilities, Recreation Services, Railroad, and Storm Water Utility.

## GLOSSARY

**Expendable Trust Fund** - A trust fund whose principal and earnings may be expended. The only expendable trust fund that is budgeted is the Contributions Fund.

**Expenditure** - An actual obligation incurred for goods or services received whether or not yet paid by a City check or by an interfund transfer for internal City bills.

**Fiscal Year** - The period used for the accounting year. The City of Columbia has a fiscal year of October 1st through the following September 30th.

**Fund** - A fund is a self balancing set of accounts designed to track specific revenues and the uses of those revenues.

**Fund Balance** - An accumulated excess of revenues over expenditures. Any amount left over after expenditures are subtracted from resources is then added to the beginning fund balance each year. Each fund begins and ends each year with a positive or negative fund balance. The exception to this is Enterprise Funds and Internal Service Funds which are accounted for in the same manner as private businesses and record retained earnings as opposed to a fund balance.

**Fund Type** - In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenues, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

**GAAP** - Generally Accepted Accounting Principals

**General Fund** - The fund used to account for all City activities not required to be accounted for elsewhere. The General Fund of a governmental unit is made up of the resources available for the purpose of carrying on the unit's operating activities. The General Fund includes the following departments: City Council, City Clerk and Elections, City Manager, Municipal Court, Human Resources, Law, Planning, Economic Development, Finance, Fire, Police, Health, Joint Communications, Emergency Management, Community Services, Divisions of Public Works (Administration and Engineering, Streets, Traffic, and Protective Inspection), and Divisions of Parks and Recreation (Administration, C.A.R.E. Program, and Parks).

**General Obligation Bonds** - Bonds backed by the full faith and credit of the City.

**Governmental/Trust Funds** - Includes the General Fund, Expendable Trust Funds, Non-Expendable Trust Funds, Special Revenue Funds, and Capital Project Fund.

**Legal Debt Margin** - The amount of additional debt the City may legally issue. It is currently 20% of the assessed value less general obligation debt currently outstanding.

**Intergovernmental Revenues** - Revenues from other governments in the form of grants, entitlement, shared revenues or payments in lieu of taxes.

**Internal Service Funds** - These funds are used to finance, administer, and account for the financing of goods and services provided by one department to other departments of the City on a cost reimbursement basis. Budgeted internal service funds are Fleet Operations, Custodial and Maintenance Services, Finance Utility Customer Service, Information 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.

## GLOSSARY

**Net Income** - The excess of revenues over expenses. Net income is calculated for Internal Service Funds and Enterprise Funds. Net income is not calculated for a governmental fund.

**Non-Expendable Trust Funds** - A trust fund whose principal must be preserved intact. Revenues earned on the principal may be expended.

**Non-Operating Expenses** - Expenses incurred by Enterprise and Internal Service Funds that are not directly related to the fund's primary service activities. Examples of non-operating expenses include Interest Expense, Loss on Disposal of Fixed Assets, and Miscellaneous Expenses

**Non-Operating Revenues** - Enterprise and Internal Service Fund revenues that are not directly related to the fund's primary service activities. Examples of non-operating revenues include Interest revenue, gain on disposal of fixed assets, and miscellaneous revenue.

**Operating Budget** - The annual budget and process which provide a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital projects which are determined by a separate, but interrelated process.

**Property Tax** - This refers to the property tax placed on property. The tax income is determined by multiplying the tax rate by each \$100 of assessed valuation.

**Proposed Budget** - The recommended City budget submitted by the City Manager to the City Council in late July each year.

**Revenue Bonds** - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition, these bonds may contain a mortgage on the enterprise fund's property.

**Revenues** - Money generated through taxes, charges, licenses and other sources to fund City operations

**Special Obligation Bonds** - Special obligations of the City. The payment of the principal of and the interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation.

**Special Revenue Funds** - These funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. Budgeted special revenue funds include: Convention and Tourism Fund, Transportation Sales Tax Fund, Community Development Block Grant Fund, Cultural Affairs Fund, Parks Sales Tax, Capital Impr. 1/4 Cent Tax, Special Road District Tax Fund, and Public Improvement Fund.

**Subsidy** - Legally authorized subsidy from a fund receiving revenue to the fund through which the resources are to be expended.

**Supplementals** - A list of requests by each department which include computers, all other equipment, vehicles, trucks (capital items) and personnel. Requests are listed in priority order and then reviewed and amended by the City Manager and the Department Director based on the budget year's spending limitations.

**Transfer** - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**Trust Funds** - These funds are used to account for assets held by the government in a trustee capacity. Trust Funds are composed of two main types, Non-Expendable and Expendable. The only Budgeted Trust Fund is the Contributions Fund.

**User Charges or Fees** - The payment of a charge or fee for direct receipt of a service by the party benefiting from the service.

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