

**CITY OF COLUMBIA, MISSOURI**  
COUNCIL-MANAGER FORM OF GOVERNMENT

**Annual Budget**  
**Fiscal Year Ended September 30, 2009**

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**The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbia, Missouri for its annual budget for the fiscal year beginning October 1, 2007.**

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

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

**This is the 12th consecutive year the City of Columbia has received this award.**

**City of Columbia  
Adopted Budget**

**FY 2009  
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## CERTIFICATION

The undersigned hereby certify that the attached document is a true copy of the annual budget of the City of Columbia, Missouri for the Fiscal Year beginning on October 1, 2008 and ending on September 30, 2009, as finally adopted by the City Council on September 15, 2008.

IN WITNESS WHEREOF, I have executed this certification on this 17<sup>th</sup> day of September, 2008.

---

City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this 17<sup>th</sup> day of September, 2008.

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Sheela Amin, City Clerk

**FY 2009 Budget Amendments**  
**Thursday September 25, 2008 2:45 PM**

**Reallocation Fund:**

**Funds Moved Into Reallocation Fund:**

Move funds from Council Reserve to Reallocation Fund	\$125,000
Planning - Eliminate Regional Planning Commission membership	\$25,000
Eliminate Historical Preservation Revolving Fund request	\$25,000
Reduce Street Lighting costs	\$100,000
Reduce Recreation Services Operating Subsidy from the General Fund (\$52,000)	
Reduce number of acres fertilized at Nickell and LOW Golf courses by 1/2	\$6,500
Close lake for swimming at Pirate's Landing (Twin Lakes)	\$17,000
Reduce all outdoor aquatic facility hours by one hour	\$19,500
Reduce program promotion funds	\$9,000
City Council - Discontinue membership in Sister Cities International	\$700
City Manager - Reduce Miscellaneous Contractual account	\$2,700
Finance - Reduce printing accounts - fewer annual documents will be printed	\$7,700
Cultural Affairs - Reduce Festival of the Arts budget	\$1,100
Parks and Recreation (\$14,100)	
Eliminate large stump grinding in the parks, except for hazard or construction obstruction stumps	\$7,500
Remove port-a-pots at MKT Forum, MKT Scott, CCRA Nickell, and Cosmo-Bethel <i>(new restrooms being built and will be open year round)</i>	\$4,000
Eliminate support for Cosmo-Bethel Park winter trout fishing program	\$2,600
Public Works - Reduce Safety Cleanup program temporary help	\$27,800
City General - Reduce Grant writing assistance and reserve	\$7,250
Health - cut credit cards and 2 contraceptive options	\$14,050
Fire - OT cut	\$17,500
City Council - reduce Retreat costs	\$1,000
Law - Misc. contractual	\$1,400
Economic Development - reduce travel & training	\$1,000
<b>Total Additions</b>	<b>\$423,300</b>

**Funds Reallocated to:**

**Planning:**

Growth management & modernizing zoning codes	(\$125,000)
--	-------------

**Environmental Stewardship:**

Sustainability Director/Miscellaneous Contractual	(\$50,000)
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**Health and Safety:**

NRT Expansion (1.00 FTE Environmental Health Spec)	(\$60,000)
--	------------

**Economic Opportunity:**

Increase CARE program back to revised FY 2008 level (25 youth)	(\$27,000)
--	------------

**Recreation:**

Restore Limited Paquin Tower Program & 1.00 FTE Rec. Spec. (full for 6 months/part rest of yr)	(\$72,000)
Re-open Lake of the Woods Pool	(\$13,400)
Increase Recreation scholarships	(\$20,000)

**Other:**

Start Community Foundation	(\$40,000)
Lower 30-day unlimited full and half fare pass increases	(\$12,500)

**Total Subtractions**

**(\$419,900)**

**Balance Remaining**

**\$3,400**

**Council Reserve:**

Beginning Amount	\$175,000
Amount Shifted to Reallocation Fund	(\$125,000)
Increase Municipal Judge from 0.90 FTE to 1.00 FTE	(\$10,500)
<b>Balance Remaining</b>	<b>\$39,500</b>

**FY 2009 Budget Amendments**  
**Wednesday October 08, 2008 10:22 AM**

**Other Funds:**

**Convention & Visitor's Fund**

Appropriated Fund Balance for Flightview software & promotion	
Appropriated Fund Balance	\$50,000
Expenses	\$50,000
<b>Net Change</b>	<b>\$0</b>

**Public Transportation Fund**

Operating Subsidy from General Fund - to eliminate bus fare increase	\$12,500
Reduce 30-day unlimited Full Fare fast pass from \$40 to \$35	(\$5,000)
Reduce 30-day unlimited Half Full Fare fast pass from \$20 to \$15	(\$7,500)
<b>Net Change</b>	<b>\$0</b>

**Public Communications Fund**

Postpone citizen survey for one year	(\$25,000)
<b>Total Expenditure Change</b>	<b>(\$25,000)</b>

**Staff Administrative Requests:**

**General Fund - Health Department**

Increase County Nuisance Abatement amount	\$5,000
Revenue from County for increased Nuisance Abatement	\$5,000
<b>Net Change</b>	<b>\$0</b>

**Convention & Visitors Bureau**

Reduce Transfers - Blind Boone funds already transferred in a previous fiscal year	(\$225,000)
Increase Miscellaneous Contractual - Blind Boone funds were taken out previously	\$225,000
<b>Net Change</b>	<b>\$0</b>

**Public Transportation Fund**

Change University contract to provide additional transportation services for off-site housing:	
Revenues	\$59,552
Expenses	\$59,552
<b>Net Change</b>	<b>\$0</b>

**Capital Projects Fund**

Reduce Revenue - Blind Boone funds already transferred in a previous fiscal year	(\$225,000)
<b>Total Revenue Change</b>	<b>(\$225,000)</b>

Streets and Sidewalks CIP:

Project C00149 - Scott Blvd (TT) - Brookview Ter - Rollins	
change County Reimbursement amount for 2009 from \$642,000 to \$642,600	
Revenues	\$600
Expenses	\$600
<b>Net Change</b>	<b>\$0</b>

**CDBG Changes:**

see page 533 for Council Adopted CDBG changes

**Operating Budget Changes:**

<b>City Manager</b> - Reduce Miscellaneous Contractual account	(\$2,700)
<b>Finance</b> - Reduce printing accounts - fewer annual documents will be printed	(\$7,700)
<b>Police</b> - Reduce annual uniform replacement and business card printing	(\$25,800)
- increase Overtime	\$25,800
<b>Fire</b> - Reduce overtime in emergency services	(\$17,500)
<b>Cultural Affairs</b> - Reduce Festival of the Arts budget	(\$1,100)
<b>Public Works</b> - Reduce Safety Cleanup program temporary help	(\$27,800)
<b>Municipal Court</b> - Increase Municipal Judge from 0.90 FTE to 1.00 FTE	\$10,500
<b>City Council</b> - Discontinue membership in Sister Cities International	(\$700)
<b>City Manager</b> - Sustainability Director / Contractual Services	\$50,000

**FY 2009 Budget Amendments**  
**Thursday September 25, 2008 2:49 PM**

**Operating Budget Changes (continued):**

**Volunteer Services** - Start Community Foundation \$40,000

**Public Health and Human Services:**

NRT Expansion (1.00 FTE Environmental Health Spec) \$60,000

**Planning:**

Planning - Eliminate Regional Planning Commission membership (\$25,000)

Growth management & modernizing zoning codes \$125,000

**Parks and Recreation:**

Parks and Recreation (\$14,100)

Eliminate large stump grinding in the parks, except for hazard or construction obstruction stumps (\$7,500)

Remove port-a-pots at MKT Forum, MKT Scott, CCRA Nickell, and Cosmo-Bethel (\$4,000)

*(new restrooms being built and will be open year round)*

Eliminate support for Cosmo-Bethel Park winter trout fishing program (\$2,600)

Increase CARE program back to revised FY 2008 level (25 youth) \$27,000

**City General**

Move funds from Council Reserve to Reallocation Fund (\$125,000)

Eliminate Historical Preservation Revolving Fund request (\$25,000)

City General - Reduce Grant writing assistance and reserve (\$7,250)

Reduce Street Lighting costs (\$100,000)

Reduce Recreation Services Operating Subsidy from the General Fund (\$52,000)

Reduce number of acres fertilized at Nickell and LOW Golf courses by 1/2 (\$6,500)

Close lake for swimming at Pirate's Landing (Twin Lakes) (\$17,000)

Reduce all outdoor aquatic facility hours by one hour (\$19,500)

Reduce program promotion funds (\$9,000)

Increase Recreation Services Oper. Subsidy for Paquin Tower \$72,000

Increase Recreation Services Oper. Subsidy for Lake of the Woods Pool \$13,400

Increase Recreation Services Oper. Subsidy for Recreation Scholarships \$20,000

Operating Subsidy to Transit Fund to eliminate bus fare increase \$12,500

**Total General Fund Changes**

**\$24,550**

**Recreation Services Fund:**

Reduce Operating Subsidy from the General Fund

Reduce number of acres fertilized at Nickell and LOW Golf courses by 1/2 (\$6,500)

Close lake for swimming at Pirate's Landing (Twin Lakes) (\$17,000)

Reduce all outdoor aquatic facility hours by one hour (\$19,500)

Reduce program promotion funds (\$9,000)

Reduce number of acres fertilized at Nickell and LOW Golf Courses by 1/2 (\$6,500)

Close lake at Pirates Landing for swimming (\$17,000)

Reduce outdoor aquatic facility hours by one hour (\$19,500)

Reduce program promotion funds (\$9,000)

Increase Operating Subsidy from the General Fund - Paquin Tower Program \$72,000

Restore Limited Paquin Tower Program & 1.00 FTE Rec. Spec. (full for 6 months/part rest of yr) \$76,000 \$4,000

Increase Operating Subsidy from the General Fund - Lake of the Woods Pool \$13,400

Re-open Lake of the Woods Pool \$24,600 \$11,200

Increase Operating Subsidy from the General Fund - Recreation Scholarships \$20,000

Increase Recreation scholarships \$20,000

**Net Change:**

**\$0**

July 30, 2008

Honorable Mayor and City Council  
City of Columbia, Missouri

It is an honor to transmit the City Manager's FY 2009 budget proposal for your consideration. As required by our Charter, the document provides a complete financial plan for the City of Columbia for the period starting October 1, 2008 and ending September 30, 2009. It also officially launches the community decision-making process that allocates public resources for the benefit of citizens.

In my budget message delivered a year ago, I spoke of the factors affecting our local economy and the City's need to respond accordingly. Now, I'm reminded of something that Will Rogers said in the 1930's:

"Last year we said, 'Things can't go on like this,' and they didn't. They got worse."

If you've bought gas or groceries lately...if you have a house sitting on the market...or a development plan that's starting to gather dust, you know what I'm talking about. Every family, every business and every level of government is taking action to get through the coming year. It's now my belief that these challenges will continue through 2010.

This belief is the foundation of my FY 2009 budget proposal. Citizens are making choices, and so must local government. I truly wish I could say that all these recommendations will provide short-term relief for citizens. As City Manager, however, it's my duty to suggest a balanced set of choices aimed at managing costs and making investments for the long-term, public good.

The City's fiscal position is stable and its fiscal foundations are sound. We are continually alert to changes, and new information has arrived just since I delivered my State of the City remarks in June.

- Between January and June this year, we issued 712 residential and commercial building permits, compared to 941 during the same period in 2007 and 2,785 in 2006.
- The value of all building permits issued between January and June this year is about \$97.5 million dollars. That compares to almost \$105.8 million for the same period in 2007 and about \$197 million in 2006.
- Real growth in sales tax revenue generally is on the decline; and

- It will come as no surprise to learn that the Consumer Price Index for urban areas has been on the rise all year long. Prices, overall, are five percent higher than they were in 2007. Energy prices, in particular, jumped 4.4% this past May and another 6.6% from May to June.

At the risk of sounding like an admirer of graffiti, I would say that this economic writing on the wall sends clear messages: We must do better with what we have. We must be honest with citizens. We must acknowledge that if City government adds a new service or a new program, some other established service will suffer.

### **FY 2009 Revenue and Expenditure Summary**

Overall, we project total City revenues to be 7.6% percent lower in FY 2009 than they are in FY 2008. We estimate that sales tax revenue will grow by one percent. Gross receipts taxes should grow by a little more than eight percent, primarily due to our tax settlement with wireless communication companies and to utility rate increases. We will see a significant reduction in grants and capital funds, particularly as we spend down those resources for GetAbout Columbia projects, such as trails, sidewalks and bikeways.

We expect our overall expenses in all funds to be about one percent higher than they were in FY 2008. This is the lowest total budget growth projected since 2003, when we expected spending to increase by less than one-half of one percent.

Internal service expenses – the administrative costs incurred when one City department provides service to another – will go up by 11 percent. This is connected, in part, with expansions in our vehicle maintenance budget and with our document imaging initiative. Both these actions have a high potential to save money over the next 3 – 5 years.

Expenses in the enterprise funds – the resources that support all of our City utilities – will rise by almost 16 percent. These increases are largely associated with the higher cost of our electric power purchases and with the sewer ballot issue approved by voters last April.

The dip comes in general government funds...an overall decrease of about 19 percent. That's the budget that supports services such as public safety, public health, the City Council and Clerk, Municipal Court and other functions traditionally associated with local government. There is more flexibility within this fund group, but we can't use enterprise or internal service revenues to subsidize these services.

The General Fund is part of that group, and it supports both operating expenses and the cost of equipment. Operating costs will grow by 0.9 of one percent. Expenses for major equipment and vehicles will plummet by one-third.

## **Choices: Long-Term Investments for the Public Good**

In my State of the City remarks, I said that a better economy and a re-focused commitment of government resources will help create “the tide that lifts all boats.” This strategy acknowledges the connections between jobs, income and the challenges that lead to the need for social supports and public safety services. The FY 2009 budget proposes to follow that course.

To renew the City’s leadership role in our regional economic development partnership (or REDI), I propose restructuring that organization and using freed-up resources to hire an executive director with special skills in attracting high-tech employers. Two current REDI positions will be eliminated and a new Assistant Director position created, for a net loss of one FTE. My expectation is that this leaner organization will work strategically with the University of Missouri and other partners to fully exploit the new job potential at Discovery Ridge.

City leadership also must support existing businesses, whether they’re in danger of shrinking or if they’re facing expansion opportunities. One way we can do this is to reduce the amount of wasteful time that the business community spends in our permitting process. I am committed to opening up the “black box” of government decision-making and adopting an efficient, one-stop approach to issuing business and development permits. I propose creating a new Business Ombudsman position, budgeted in the City Manager’s office, with the expectation that we will break down bureaucratic silos and nurture a creative business environment without cutting corners or sacrificing safety. This position is budgeted for the second half of FY 2009.

The planned outcome of these proposals is a stronger employment base that creates and retains jobs for all types of workers, regardless of education or skill level. As I noted earlier, however, paid work...or the lack of it...affects not only families that are experiencing the pain, but the whole community. Our health department has an outstanding record, and last year, the City alone put \$900,000 into local social service programs.

The same amount is included in the FY 2009 budget, but we’ve got to work smarter and officially stretch our view beyond the horizon of public health.

Therefore, I recommend changing the health agency’s name from the Department of Health to the Department of Public Health and Human Services. Although its budget will remain about the same as it was in FY 2008, I recommend funding an electronic Community Issues Management System, developed at the University of Missouri’s flagship campus, to greatly improve our ability to put resources where they can make the biggest impact.

At this time there are only four other cities in the nation using this system, and I want Columbia to be the fifth. With the support of a grant from the Missouri Foundation for Health, we will partner with the University, the United Way and other key human service partners.

As a community, we continue to focus on public safety both as a deterrent and a response to local issues. When our new police chief comes on board early next year, his or her first major duty will be completing a strategic plan to guide future decisions. Right now, though, we must address some immediate public safety needs.

The FY 2009 budget includes full funding for a four-person Street Crimes Unit in the Police Department that will concentrate on discouraging career criminals and others involved in violent crimes. We will replace 11 patrol cars, nine detective vehicles and two motorcycles in the coming year. We'll replace one vehicle with a hybrid to start reducing our energy use, and we'll fund operating costs for the police training facility. This represents most, but not all, of the Police equipment scheduled for replacement.

The public safety recommendations also include two firefighters required to open Fire Station No. 9 at the intersection of Providence and Blueridge roads and a new software system that will help the Fire and Police departments work more efficiently with our Joint Communications staff.

Taken together, these investments really help the community, long-term, by helping people.

### **Choices: Managing Costs and Services in FY 2009**

There is a lot of information in our budget document...maybe too much to handle at one time. So, I want to mention a few points that will leave you with knowledge and a better sense of how the City of Columbia will manage costs and services in the next fiscal year.

The cost of energy is taking a terrific toll in most departments. Fuel cost increases, alone, are expected to reach close to \$1.8 million. It will cost an additional \$9.1 million to purchase electricity to meet the community's energy needs. We'll see additional costs everywhere a petroleum-based product is involved, including public transit, employee mileage reimbursements, highway materials, trash bags and even energy surcharges on invoices.

In all honesty, this is why I can't do more for our City workforce, and I wish I could. We made a reasonable start last fiscal year with a small across-the-board increase and a modest pay-for-performance incentive. The good news is that no one will have a smaller paycheck than last year, but this year's personnel package reflects more our good-faith effort to keep things moving than it does the true worth of our people.

In brief, the FY 2009 budget includes:

- A \$0.25 per hour across-the-board increase for all employees and the potential for another two percent increase to recognize those whose work exceeds expectations;
- Continued funding for employee health screenings every two years, full payment for active employee health insurance premiums and a continuing subsidy to help cover their dependents;
- In line with our continuing position reviews and surveys, adjustments and reclassifications affecting 330 employees;
- Full funding for pension requirements; and

- A health insurance premium subsidy for retirees at last year's level.

To offset these very modest enhancements, we are increasing health care service deductibles and prescription drug co-payments.

Personally, I have always tried to avoid layoffs, but this year's budget put the question squarely on the plate. The General Fund is especially vulnerable because of its dependence on sales tax revenue. In addition to the positions lost at REDI, we will lose an employee on our legal staff due to retirement.

We'll also lose two positions associated with our enterprise funds. One is a Transportation Supervisor in our Public Works Department, and another is the Recreation Specialist who manages recreation services at Paquin Tower.

This will not be a popular decision because those recreation services will be eliminated along with the staff member. We also will eliminate swimming at the Lake of the Woods pool. Together, these actions will save about \$100,000...money that we'll use to pay higher utility costs and to maintain existing recreation program facilities.

Altogether, I propose adding 24 new, full-time equivalent positions, with most of them paid by funds other than the General Fund. Hiring is scheduled so that the budget impact is a little more than 21 FTE in FY 2009. These are necessary positions, but they don't keep up with population growth.

Finally, as requested by the City Council, I am recommending that its reserve fund be increased from last year's \$75,000 to \$175,000. Council members have the discretion to use this resource for purposes they collectively believe will benefit Columbia citizens.

### **Community Fiscal Impact**

As in the past, it will not be necessary to raise any City taxes in FY 2009, but the budget proposes fee and user charge increases in the following areas:

- Animal control, food inspection, food handling, immunizations and tests for tuberculosis and sexually transmitted disease;
- Rezoning requests;
- Water and sewer connections;
- Adult sports fees, field rentals, aquatics, golf, life enrichment activities and the ARC;
- Bus and paratransit fares;
- Parking garage permits; and
- Solid waste fees for commercial users.

All City utility customers can expect rate increases for water, sewer and electric services. Commercial customers also will see increases in refuse rates. The average monthly increase for a residential customer is projected at \$7.55. That said, Columbia's rates remain very competitive with surrounding communities and with public and private providers in other parts of the state.

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

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

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

Our sound financial planning and monitoring systems give us adequate time, during this continuing economic transition, to avoid extreme adjustments. We've already shown that, if needed, we can change our spending patterns to match available revenues.

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

More details are included in the "Budget in Brief" that follows and which is a part of my budget message. You also will find the complete budget document posted on the City's website at [www.GoColumbiaMo.com](http://www.GoColumbiaMo.com); at City Hall; at the Daniel Boone Regional Library; and at the libraries at the University of Missouri, Stephens College and Columbia College. I look forward to discussing this proposal with the citizens of Columbia in the weeks ahead.

Sincerely,

Bill Watkins  
City Manager

## BUDGET IN BRIEF

### Overall Expense Highlights

OPERATING EXPENSES				
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
General Government Funds	\$72,587,727	\$72,889,319	\$301,592	0.4%
Enterprise Funds	\$136,204,920	\$150,151,575	\$13,946,655	10.2%
Internal Service Funds	\$30,711,105	\$33,837,482	\$3,126,377	10.2%
Total Operating Expenses	\$239,503,752	\$256,878,376	\$17,374,624	7.3%
General Fund Oper. Expenses	\$69,970,241	\$70,563,142	\$592,901	0.8%

- General Government Funds reflect increases in personnel services and intragovernmental charges. However, much of these increases have been offset by a decrease in contractual services due to Non-Motorized Grant activity. A net increase of 11.35 FTE permanent positions were added, however some will be added mid year to lessen the budget impact. Intragovernmental charges for self insurance, custodial, maintenance, and information technology all increased as the use of accumulated balances to support operations is reduced.
- Enterprise Funds reflect a significant increase in power supply costs (approximately \$9.1 million) which account for most of this change. The addition of 7.85 FTE permanent positions resulted in a 5.2% increase in personnel costs when added to the changes in the personnel package. Increases in fuel costs (approximately \$1.2 million) account for a significant increase in materials and supplies.
- Internal Service Funds increase is primarily due to the addition of 3 positions to transition to 24 hour operations at Fleet Operations. Staff believes this will reduce cost to departments by reducing the amount of work sent to outside garages. An increase of 6.80 FTE permanent positions were added to internal service fund operations.

CAPITAL ADDITIONS (Items Over \$5,000 - Rolling Stock Replacement, Major Equip, Etc.)				
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
General Government Funds	\$2,330,261	\$1,543,543	(\$786,718)	(33.8%)
Enterprise Funds	\$3,929,890	\$2,224,920	(\$1,704,970)	(43.4%)
Internal Service Funds	\$358,385	\$502,248	\$143,863	40.1%
Total Capital Additions	\$6,618,536	\$4,270,711	(\$2,491,688)	(37.6%)
General Fund	\$2,330,261	\$1,543,543	(\$786,718)	(33.8%)

- Significant reductions in the amount of fleet replacement were necessary due to budget constraints. Fiscal year 2008 capital additions for General Government included \$2 million in mid-year appropriations from a settlement with wireless companies for taxes on the service they provided.
- Decreased appropriation for Enterprise Funds capital additions are for equipment in Solid Waste and Airport operations due to budget constraints.
- Internal Service Funds reflect an increase due to significant items required for changing to a 24-hour operation in fleet as well as additional funding for equipment in the Information Technologies Fund.

CAPITAL PROJECTS				
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
General Government Funds	\$57,966,141	\$23,879,650	(\$34,086,491)	(58.8%)
Enterprise Funds	\$24,218,212	\$41,488,284	\$17,270,072	71.3%
Total Capital Projects	\$82,184,353	\$65,367,934	(\$16,816,419)	(20.5%)

- Decrease in General Government Funds due to the large appropriation of bond proceeds for the municipal building project in 2008.
- Increase in Enterprise Funds attributed to the Sewer Ballot projects, primarily the Waste Water Treatment Plant upgrade and expansion.

TOTAL BUDGETED EXPENSES				
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
General Government Funds	\$162,913,989	\$131,639,393	(\$31,274,596)	(19.2%)
Enterprise Funds	\$199,287,464	\$230,948,704	\$31,661,240	15.9%
Internal Service Funds	\$31,477,598	\$34,909,629	\$3,432,031	10.9%
<b>Total Expenses</b>	<b>\$393,679,051</b>	<b>\$397,497,726</b>	<b>\$3,818,675</b>	<b>1.0%</b>
General Fund Total Expenses	\$75,100,205	\$74,933,880	(\$166,325)	(0.2%)

- Large decrease in General Government Funds attributed to Capital Improvement Plan and Capital Additions.
- Increases in operation (primarily purchased power and fuel costs) and Capital Improvement Plan.
- Operational increases in most Internal Service Funds account for the overall increase.

## Personnel Package

The overall increase in personnel services is 4.9%.

- 0.25 cents/hour across-the-board increase
- 2% performance recognition scheduled for this year with continuation of the new performance review system. All employees will be eligible for performance recognition pay; however, individual amounts will vary depending upon performance.
- Position reviews were completed on grades 12-16 (475 employees) and adjustments made accordingly to 29 classifications (36 employees).
- Salary survey was conducted for 91 classifications and resulted in 48 classifications (275 employees) recommended for pay grade upgrades.
- Sixteen other department reclassification/reorganization requests were reviewed and 9 were approved (impacting 19 employees).
- Continued funding for employee health screenings on a two year rotation.
- Full funding of pension requirements.
- Increased tuition reimbursement from \$600 to \$1,200.
- 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 increases were limited to 4% by recommending plan changes that include:
  - \* Changing the deductible from \$500 to \$750
  - \* Changing Rx co pays from \$10/\$20/\$35 to \$10/\$25/\$40/\$100 - new 4th tier is for specialty drugs; no change to generic co pay
  - \* Dental annual maximum increased from \$1,000 to \$1,500
  - \* No change to office visit co pays or coinsurance
- Health insurance premium rates for retirees will decrease slightly due to the change in deductibles. Subsidies remain at a fixed rate as set by Council Resolution. The budget includes fully funding the required contribution for the post-employment liability.

### 26.00 FTE New Positions Added

Public Safety (6 positions)	Public Works (Net 11.75 Positions)
(4) Police Officers - Street Crimes Unit (2) Firefighters (7 months)	(1) Rate Analyst - Split across various funds (1) Engineering Aide III - Engineering (Inspector - 6 months) (1) Equipment Operator I - Streets (Temp to Permanent) (1) Plan Reviewer - Protective Inspection (9 months) <b>(1) Reduction of a Transportation Supervisor - Transit</b>
Health and Environment (Net increase 1.25 positions)	(1) Airport Superintendent - Airport (1) WWTP Operator I - Sewer (1) Public Works Supervisor I - Sewer (1) Parking Meter Repair Assistant - Parking (1.75) Custodians - Custodial and Building Maintenance (1) Vehicle Maintenance Supervisor I - Fleet (2) Vehicle Mechanics - Fleet
(.75) Temp to Perm Position Human Rights Spec. (1) Environmental Health Specialist (.50) Temp to Perm Position - ASA I <b>(1) Reduction of an Econ. Dev. Marketing Spec.</b> <b>(1) Reduction of a Sr. Econ. Development Spec.</b> (1) Asst. Economic Development Director	Administrative and Other (Net 2 positions)
Water and Electric (4 positions)	(1) Business Ombudsmen - City Manager (6 months) (1) Procurement Officer - Finance (9 months) (1) Human Resources Coordinator - Employee Benefit Fund <b>(1) Reduction of Assistant City Counselor III</b>
(1) Recip. Engine O & M Technician (1) Communication Technician Supervisor (1) Communication Technician (1) Water Distribution Supervisor II	
Information Technology (1 position)	
(1) Business Analyst (6 months)	

- The City will be adding certain positions during the year as noted above. The effect of adding these positions is equivalent to funding 23.16 full-time positions.

## Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
General Government Funds	\$168,094,756	\$128,743,473	(\$39,351,283)	(23.4%)
Enterprise Funds	\$176,699,480	\$184,182,513	\$7,483,033	4.2%
Internal Service Funds	\$29,834,652	\$33,001,290	\$3,166,638	10.6%
<b>Total Revenues</b>	<b>\$374,628,888</b>	<b>\$345,927,276</b>	<b>(\$28,701,612)</b>	<b>(7.7%)</b>
General Fund	\$76,965,823	\$74,933,880	(\$2,031,943)	(2.6%)

- General Government Funds decrease in capital improvement plan funding includes \$22 million in bond proceeds and grant funding for non-motorized transportation projects. Most tax revenues only show a modest 1% to 3% growth.
- Enterprise Fund increases reflect utility rate increases of 15% for sewer, 5% for electric and 5.5% for water. The monthly impact on the average customer will be approximately \$7.55/month.
- Internal Service Funds increase is due to Self Insurance Fees increasing 15% and Custodial & Maintenance Fees increasing 16%.
- General Fund change reflects only modest growth in property taxes, sales taxes and P.I.L.O.T. Decreased in Non Motorized Grant funds and miscellaneous revenues are also projected for fiscal year 2009. A one-time settlement payment to the City was included in miscellaneous revenues for fiscal year 2008.

MAJOR REVENUE SOURCES				
	Estimated FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change
Sales Taxes	\$39,088,150	\$39,478,500	\$390,350	1.0%
Gross Receipts Taxes	\$9,040,000	\$9,783,500	\$743,500	8.2%
Grants & Capital Contributions	\$31,493,809	\$14,073,648	(\$17,420,161)	(55.3%)

- Projected growth in Sales Taxes is 1.0%. Estimated growth for FY 2008 is 0.88%. Staff continues to monitor sales taxes by major taxpayers each month to determine economic trends.
- Gross Receipts Taxes increased by 8.2% primarily due to the increased amount of Telephone Gross Receipts Tax base that now includes wireless service per settlement agreements reached with major service providers.
- Reduction in Grants and Capital Contributions due to a reduction in the funding from the Non-Motorized Grant.

## Tax Rate Changes

There are no proposed City tax increases for FY 2009.

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

## Utility Rate Changes - Average Monthly Customer Impact\*

- Refuse Rate (No residential rate increase)
- Sewer (15% Rate Increase)
- Water (5.5% Rate Increase)
- Electric (5% Rate Increase)

### Average Monthly Customer Impact

\$1.83
\$1.85
\$3.87
\$7.55

## Monthly Utility Rate Comparisons

Water Residential Rate Comparison <i>Based on average usage of 7 ccf</i>	
Consolidated # 1 (Boone County)	\$36.68
St. Joseph, MO	\$31.31
Jefferson City, MO	\$28.43
Water Dist. # 9 (Boone County)	\$25.02
<b>Columbia, MO (FY 09)</b>	<b>\$20.79</b>
Sedalia, MO	\$19.12
St. Louis Co., MO	\$19.10
City of Fulton, MO	\$16.74
Independence, MO	\$14.95

Electric Residential Rate Comparison Residential Charges for 822 kWh		
Utility name	Summer	Non-Summer
Empire Utilities MO	\$83.34	\$77.04
Boone Electric	\$81.86	\$81.86
Kansas City Power & Light	\$81.79	\$67.07
<b>Columbia W&amp;L (FY 09)*</b>	<b>\$80.69</b>	<b>\$79.43</b>
Independence MO	\$78.09	\$72.37
Springfield IL	\$73.45	\$61.53
Ameren UE	\$72.35	\$52.12
Springfield MO	\$66.09	\$62.80

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

Sewer Residential Rate Comparison <i>Based on average usage of 7 ccf</i>	
Boone County Regional Swr Dist.	\$31.56
Des Moines, IA	\$25.13
St. Louis, MO	\$23.86
Kansas City, MO	\$22.95
Independence, MO	\$22.90
Fulton, MO	\$19.70
Jefferson City, MO	\$18.19
Norman, OK	\$15.85
Springfield, MO	\$15.37
<b>Columbia, MO (FY 09)</b>	<b>\$14.08</b>
Cedar Rapids, IA	\$13.45
Sedalia, MO	\$12.67

Refuse Residential Rate Comparison	
Denton, TX *	\$19.00 - \$21.75
Veolia (Superior/Onyx) Columbia, MO +	\$20.27
Allied Waste (Mid State) Jeff City, MO +	\$14.67
College Station, TX ++	\$14.40 - \$24.50
Lubbock, TX +	\$14.65
<b>Columbia, MO (FY 09)</b>	<b>\$14.42</b>
Waco, TX **	\$14.20
Fulton, MO ^	\$12.00

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

+ No recycling or yard waste options available.

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

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

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

## Fees and User Charge Changes

### Public Health and Human Services:

- **Animal Control:**

\$5 increase for Impounding and Daily Boarding Fees

- **Environmental Health:**

\$10 increase for Food Service Inspection Fees of businesses with gross volume receipts <=\$750,000 and \$20 for over \$750,000

Create a Food Establishment Plan Review Fee of \$100 for low risk, \$150 for medium risk, and \$300 for high risk businesses

\$5 increase for Food Handler or Food Manager Card

- **Personal Health:**

\$5 increase for adult and child immunization administration fees

\$5 increase for TB Test

Establish a STD Visit fee of \$20 for out of county residents

### Planning

- Rezoning processing fees have been increased from \$200 to \$300

### Water Connection Fees:

- Water connection fees will be increased 20% for each meter size. The 5/8 meter connection fee will increase from \$500 to \$600.
- The tap fee will remain the same, however, the customer will be responsible for preparing and restoring the site.
- The meter box and appurtenances fee will be changed to eliminate any subsidizing of the installation by the water utility.
- A 3/4 inch meter fee will be established at \$210. Previously, customers were just charged the 5/8 inch fee of \$188.

### Recreation Services:

- **Sports Fees:**

Adult sport fees have been increased by \$5/game

Field rental fees have been increased by \$5/game or \$50/day (Last increase FY 2001)

- **Aquatics:**

Aquatic daily rental rates have been increased by \$12 - \$30, depending on the location (Last increase FY 2004)

- **Golf:**

Family Annual Golf pass increased by \$100 and additional family member increased by \$50 (Last increase FY 2007)

9 Hole Cart Fee increased by \$0.50 and 18 Hole Cart Fee increased by \$1.00 (Last increase FY 2007)

- **Life Enrichment:**

Riechmann Facility Rentals increased \$25 for weekdays and \$50 for weekends/holidays

- **ARC:**

5% increase in fees

### Public Transportation:

- Full fare and half-fare increases of \$0.50 and \$0.25, respectively
- Paratransit fare increase of \$1.00
- 30-Day Unlimited full fare increased from \$20.00 to \$35.00
- 30-Day Unlimited half fare increased from \$10.00 to \$15.00

### Sewer Connection Fees:

- Sewer connection fees will increase from \$600 to \$700

### Parking Fees:

- \$5/month increase for parking garage permits

### Solid Waste Commercial Fees:

- A 20% commercial rate increase is proposed as a part of a three-year plan to move toward recovering the cost of providing the service.

## Department Budget Highlights

PUBLIC SAFETY DEPARTMENTS					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	\$18,296,569	\$19,097,944	\$801,375	4.4%	5.9%
Fire	\$13,480,754	\$14,231,131	\$750,377	5.6%	6.6%
Municipal Court	\$698,840	\$722,156	\$23,316	3.3%	4.0%
Emer. Mgmt & Communications	\$2,705,174	\$2,719,236	\$14,062	0.5%	4.1%
<b>Total Public Safety</b>	<b>\$35,181,337</b>	<b>\$36,770,467</b>	<b>\$1,589,130</b>	<b>4.5%</b>	<b>6.0%</b>

### Police Department

- Add (4) police officers. These officers will be utilized to create the Street Crimes Unit. This unit will work closely with the Narcotics Unit and the Major Crimes Unit related to violent crime.
- Increase in Supplies & Materials of almost 17% caused by the increase in fuel costs of over \$195,000
- Includes funding for the replacement of 11 patrol cars, 9 detective vehicles and 2 traffic division motorcycles. Also includes replacing a vehicle with a Ford Escape Hybrid as a pilot project to determine ways to reduce fuel consumption.
- Costs included for operating the Police Training Facility which will open during FY 2009.

### Fire Department

- Add (2) firefighters to complete staffing for a new fire station. They are authorized for hire for seven months.
- Reorganization resulted in the reclass of a Fire Fighter to a Division Chief.
- Significant increase in Self Insurance Fees based on claims experience

### Municipal Court

- No significant changes

### Emergency Management and Communications

- No major changes in the operating budget for Public Safety Joint Communications (PSJC).
- Capital plan funds a Computer Aided Dispatch Interface Upgrade and Police & Fire ProQA Priority Dispatch System which will provide for more efficient operations.

HEALTH AND ENVIRONMENT					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Health & Human Services	\$7,120,494	\$7,229,462	\$108,968	1.5%	3.9%
Planning	\$1,341,223	\$1,517,687	\$176,464	13.2%	8.3%
Economic Development	\$384,970	\$381,737	(\$3,233)	(0.8%)	3.9%
Cultural Affairs	\$428,908	\$424,186	(\$4,722)	(1.1%)	4.5%
<b>Total Health and Environment</b>	<b>\$9,275,595</b>	<b>\$9,553,072</b>	<b>\$277,477</b>	<b>3.0%</b>	<b>4.5%</b>

### Public Health and Human Services

- Increase in FTEs by converting long term non-benefited employees to permanent positions with benefits. These positions include a 0.50 ASA II in Clinic and Nursing and a 0.75 Human Rights Specialist. Additional FTE added in Environmental Health to expand NRT efforts.
- Changed the name of the department to Public Health and Human Services and included the Community Services division which has previously been shown separately. This is in conjunction with the efforts to strengthen collaboration efforts around key health and social services issues using the new Community Issues Management System.
- The City will be the 5th city in the nation to purchase into the Community Issues Management (CIM) Collaborative system to obtain a mechanism to better identify, analyze, and prioritize issues that impact health and human service provision.
- Increased service related fees to offset increasing operational costs.
- No increase in social service funding is included for fiscal year 2009 due to budget constraints.

### Planning Department

- Increases reflect costs associated with implementation of process and procedure report for items including mailings for planned districts and concept reviews.
- Included \$50,000 in funding for a consultant to start an update of the Comprehensive Master Plan.
- Included \$125,000 in funding for growth management and modernizing zoning codes.

### Economic Development

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

## Cultural Affairs

- Continue to utilize reserve funds for art contracts, however unrestricted General Funds remained at fiscal year 2008 level.

PARKS & RECREATION DEPARTMENT					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	\$4,936,660	\$4,905,473	(\$31,187)	(0.6%)	5.9%
Recreation Services Fund	\$7,535,300	\$7,774,176	\$238,876	3.2%	3.3%
<b>Total Excluding CIP Projects</b>	<b>\$12,471,960</b>	<b>\$12,679,649</b>	<b>\$207,689</b>	<b>1.7%</b>	<b>4.3%</b>

### Parks and Recreation General Fund Operations

- Increase in Supplies & Materials due to increase fuel costs (\$65,720).
- Decrease in capital equipment budget (\$200,000) due to budget constraints.
- Increase in intragovernmental charges for Self Insurance Fees and Information Technology Fees.

### Recreation Services Fund

- Utility costs increased due to proposed rate increases and the addition of Atkins baseball complex and the Stephens Lake Activity Center.
- Contractual Services increased due to increased costs of operation at Hickman Pool.
- Increase fees at the ARC by 5% for the first time since it opened in December, 2002; various adult sport fees; golf cart fees; and various facility rental fees.

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	\$13,406,576	\$11,092,189	(\$2,314,387)	(17.3%)	7.4%
Public Transportation Fund	\$5,089,765	\$5,686,317	\$596,552	11.7%	9.5%
Airport Fund	\$2,430,261	\$2,429,155	(\$1,106)	(0.0%)	5.6%
Sanitary Sewer Utility Fund	\$12,125,700	\$12,983,041	\$857,341	7.1%	5.7%
Parking Utility Fund	\$1,697,589	\$1,522,737	(\$174,852)	(10.3%)	(2.5%)
Solid Waste Utility Fund	\$16,187,458	\$16,225,232	\$37,774	0.2%	6.4%
Storm Water Utility Fund	\$1,919,510	\$1,904,292	(\$15,218)	(0.8%)	10.2%
Custodial / Maintenance Fund	\$1,179,965	\$1,347,202	\$167,237	14.2%	3.6%
Fleet Operations Fund	\$6,591,986	\$8,368,982	\$1,776,996	27.0%	17.3%
<b>Total Public Works Dept. Excluding CIP Projects</b>	<b>\$60,628,810</b>	<b>\$61,559,147</b>	<b>\$930,337</b>	<b>1.5%</b>	<b>7.3%</b>

### Public Works - Overall

- Adds (1) Rate analyst split across various funds to increase monitoring of various utility accounts and provide financial management support to the department in the form of collecting, compiling, analyzing and reporting information.
- Adds (1) Engineering Aide III for six months to assist with the large number of street projects programmed in the Capital Improvement Plan.
- Adds (1) Equipment Operator I in Streets Division for the Safety/Cleanup Crew to assist with cleanup and mowing. This converts a temporary position to a full-time benefited position.
- Adds (1) Plan Reviewer for nine months to handle the increase in commercial construction and provide a benefit to contractors and the public with quicker plan review.

### Public Works - General Fund Operations

- Includes \$50,000 for consulting services to begin updating the City's construction standards
- Reduces the operating budget of the Non Motorized Grant Division by over \$2.3 million. Grant funds appropriated in fiscal year 2008 will be carried forward to be spent in fiscal year 2009 but do not need to be re-appropriated.
- Includes a total of \$1 million for contractual street maintenance work to maintain the overall streets during 2009.
- Continues adding permanent radar signs in school zones with the addition of speed display boards at Grant School on Garth Ave.
- Decrease in capital additions by over \$450,000 due to budget constraints. The City was able to replace much of the equipment that deferred in the original 2008 budget with a mid year appropriation of funds received from the wireless settlement; however, we are still approximately \$2.7 million behind in equipment replacement.

### **Public Transportation**

- Reduce (1) Transportation Supervisor in an effort to control costs and streamline our operation.
- Increase fares from \$0.50 to a \$1 for full fare riders and \$0.25 to \$0.50 for half fare riders.
- Increase Paratransit fares from \$1 to \$2.
- Increase in fuel costs of over \$385,000 increased Supplies and Material budget by over 39%.
- Even with the fare increases, we will not be able to increase revenues to cover the increase in fuel costs.

### **Airport**

- Added (1) Airport Superintendent to assist the Airport Manager in planning and supervising the overall activities at the Airport including safety and facility maintenance and inspects operations to ensure compliance with standards set forth by the FAA.
- Includes over \$20,000 to replace (36) sign panels, taxiway bravo asphalt repair and chimney repair in boiler.
- Increase contractual services by \$25,000 for major maintenance crack sealing done every 4 - 5 years.
- Increase Intragovernmental Charges for self insurance due to litigation.
- Capital Plan for Airport includes use of transportation sales tax for 5 projects for both structural and cosmetic upgrades to the facilities.

### **Sanitary Sewer**

- Added (1) Waste Water Treatment Plant Operator I as recommended by Black & Veatch staffing analysis.
- Added (1) Supervisor to allow operation of a third routine sewer cleaning crew to meet EPA cleaning guidelines.
- Supplies & materials increase of almost 10% due to fuel costs and increase funding for tools and safety equipment.
- Includes rate increase of 15% necessary to support ballot issues passed by voters in April 2008.

### **Parking Utility**

- Added (1) Parking Meter Repair Assistant position to convert temporary employee to permanent benefited position.
- Decrease in supplies & materials due to the security cameras that were budgeted in fiscal year 2008.

### **Solid Waste Utility**

- Includes a commercial rate increase of 20%. This is part of a three year plan to move toward recovering the cost of providing the service.
- Increase in supplies & material for cost of fuel (over \$610,000)
- Due to legislation changes which allow yard waste to be deposited in our bioreactor landfill, we will now be able to provide co-collection of residential trash and yard waste and will eliminate the need for separate yard waste bags.
- As of December, 2008, we will discontinue the current bag delivery method and implement a voucher system. Residents will be sent vouchers and can come pick up bags as they need them.
- Savings from the elimination of yard waste bags and fewer bags being requested through the voucher system are estimated at \$200,000.
- Decreased capital equipment purchases by approximately \$570,000 due to financial constraints. Deferred capital replacements is estimated at \$1.5 million.

### **Storm Water Utility**

- Decrease capital equipment funding due to financial constraints.
- No new Capital Improvement Projects could be funded due to financial constraints. During 2009 the priority will be to develop a funding plan.

### **Custodial and Building Maintenance**

- Added (1.75) custodians to provide service to Wabash and increase service at the Grissum Building. In addition, one custodial has been moved from the departments at the Grissum Building into the Custodial Fund in an effort to consolidate our custodial staff.

### **Fleet Operations**

- Added (3) positions to provide services 24 hours, 5 days a week. This will greatly reduce the amount of work that is being sent to outside vendors at will result in a cost savings for the departments.
- Increase in labor rate charged to departments from \$46 to \$50/hour.

WATER AND ELECTRIC DEPARTMENT					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Water & Electric Department					
Water Utility Fund	\$17,711,344	\$18,171,455	\$460,111	2.6%	8.3%
Electric Utility Fund	\$109,187,009	\$121,633,538	\$12,446,529	11.4%	11.5%
<b>Tl. Water &amp; Electric Dept. Excluding CIP Projects</b>	<b>\$126,898,353</b>	<b>\$139,804,993</b>	<b>\$12,906,640</b>	<b>10.2%</b>	<b>11.0%</b>
<b>Railroad Fund Excluding CIP Projects</b>	<b>\$1,185,316</b>	<b>\$1,130,477</b>	<b>(\$54,839)</b>	<b>-4.6%</b>	<b>9.5%</b>

#### Water Utility

- Includes a 5.5% rate increase. Of that amount, 3.5% is to address debt service requirements of the bond issue and 2% is for operations.
- Includes (1) Water Distribution Supervisor II to help maintain the continued expansion of the distribution system.

#### Electric Utility

- Includes a 5% rate increase. Of that amount, 1% is to address debt service requirements of the electric bond issue passed by voters in August, 2006. The remaining 4% is to cover part of the increased cost of purchased power.
- Adds (1) Reciprocating Engine O & M Technician to be responsible for the operation and maintenance of nine distributed generators and the landfill gas generator.
- Adds (1) Communication Technician Supervisor and (1) Communication Technician to be responsible for maintenance of the fiber optic system.
- Over \$9.1 million increase in the cost of purchased power due to changes in contracts.
- Capital outlay is down \$506,239 due to budget constraints.

#### Railroad

- No significant changes to the operations budget.

ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	\$252,800	\$258,889	\$6,089	2.4%	5.7%
City Clerk	\$266,421	\$272,208	\$5,787	2.2%	6.6%
City Manager	\$1,042,994	\$1,137,687	\$94,693	9.1%	8.9%
Volunteer Services	\$211,247	\$269,669	\$58,422	27.7%	
Finance	\$3,408,686	\$3,479,337	\$70,651	2.1%	5.0%
Human Resources	\$923,319	\$983,957	\$60,638	6.6%	7.7%
Law	\$1,011,085	\$971,769	(\$39,316)	(3.9%)	5.1%
<b>Total Administrative</b>	<b>\$7,116,552</b>	<b>\$7,373,516</b>	<b>\$256,964</b>	<b>3.6%</b>	<b>6.8%</b>
General City (Nondepartmental)	\$5,556,032	\$5,623,937	\$67,905	1.2%	5.2%

#### City Council

- Additional funds (\$10,250) have been added in travel and training to allow our seven member council members to attend national conferences, to better enable themselves to address issues facing Columbia.

#### City Clerk

- No significant changes.

#### City Manager

- Adds (1) Business Ombudsman to be a direct liaison with existing businesses and to transform our permitting process into a welcoming, coordinated, highly efficient, one-stop shop.
- Adds funds for a Sustainability Director to manage and administer a comprehensive city-wide energy management program.

#### Volunteer Services

- Includes funding for a Neighborhood Leadership Program, a Keys to the City Awareness Fair, and a Meetings 101. The goal of each is to share with citizens how to navigate local government, understand the development process, and make information and decision makers more accessible to the public.
- Added \$40,000 to establish a community foundation.

**Finance**

- Adds (1) Procurement Officer in Purchasing to address the increased workload resulting from Purchasing taking on the responsibility of bidding out Public Improvement Projects that were previously bid out by the Departments.

**Human Resources**

- No significant changes. The FY 2009 budget reflects a full year's cost of the position added in FY 2008.

**Law Department**

- Deletes (1) Assistant City Counselor III through retirement of a long-time employee.
- No significant changes in operations.

**City General (Non-Departmental)**

- Significant increase in payment to Boone County Fire District per terms of the Fire Territorial Agreement.
- Includes funding of \$100,000 contingency and \$42,900 left to allocate in Council Reserve.

OTHER DEPARTMENTS					
	Budget FY 2008	Adopted FY 2009	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Convention & Tourism Fund	\$2,197,901	\$1,852,312	(\$345,589)	(15.7%)	6.2%
Employee Benefit Fund	\$11,779,985	\$12,260,349	\$480,364	4.1%	9.1%
Self Insurance Reserve Fund	\$3,809,805	\$4,191,178	\$381,373	10.0%	8.8%
Information Technologies Fund	\$4,445,084	\$4,699,745	\$254,661	5.7%	5.6%
Public Communications Fund	\$1,679,844	\$1,852,508	\$172,664	10.3%	16.4%
Utility Customer Services Fund	\$1,990,929	\$2,189,665	\$198,736	10.0%	10.2%
Contributions Fund	\$53,582	\$12,155	(\$41,427)	(77.3%)	(32.9%)
<b>Total Other Funds</b>	<b>\$25,957,130</b>	<b>\$27,057,912</b>	<b>\$1,100,782</b>	<b>4.2%</b>	<b>8.1%</b>

**Convention & Tourism**

- Operations of Convention & Visitors Bureau increased 2%. No significant changes in operations.
- In FY 2008 undesignated accumulated fund balance was used for the Walton Building renovation, causing the 2009 amount to show a decrease.
- Added \$50,000 to be used for Flightview software and promotions which will allow airline passengers to track the status of flights in real time.

**Employee Benefit Fund**

- Adds (1) Human Resources Coordinator to analyze and manage health and wellness plans data, work with the City's benefits consultant and prepare management reports.
- Health insurance premiums for active employee dependent coverage and retirees increases are budgeted at 4%.

**Self Insurance Reserve Fund**

- Increase budget to better reflect actual expenses in claims and administration costs.

**Information Technologies Fund**

- Adds (1) Business Analyst to work with departments to document imaging, records management/retention, and workflow changes.

**Public Communications Fund**

- Includes \$200,000 funding for an agreement with CAT (Columbia Access Television) for operation of the public access channel. This is the second year of a six year agreement.

**Utility Customer Services Fund**

- Includes a lease payment of over \$93,000 for the office space in the newly renovated Daniel Boone Building.
- Includes increases in mailing costs and bank fees for accepting credit card payments.

**Contributions Fund**

- No significant changes.

## Capital Project Highlights - Major Projects Scheduled/Funded

### Streets and Sidewalks

- Maguire - N to Stadium - includes two new bridges, streets and storm water improvements
- Mexico Gravel Rd - Vandiver to PP - Reconstruct existing 2 lanes with sidewalks on both sides
- Providence Road - Vandiver to Blue Ridge - includes bridge over Bear Creek construct 2 lanes
- Scott Blvd - Brookview Ter to Rollins - also included intersection at Vawter School Rd
- 740 Corridor east to I-70 - Right of Way acquisition
- Continue to construct intersection improvements as well as 8 GetAbout projects funded with Non Motorize Grant

### Parks and Recreation

- Cascades Neighborhood Park Development
- Continue improvements at Douglass Park including a spray ground as well as baseball field improvements
- Rock Quarry Park - Construct tennis courts and basketball court(s)
- Vanderveen Neighborhood Park Development
- Scheduled neighborhood park construction at Grasslands and Lake of the Woods South/Eastport neighborhoods
- Hominy Branch Trail extension from Stephens Park to Woodridge Park
- Continue to construct 6 GetAbout trail projects funded with Non Motorized Grant

### Public Safety

- Additional funding to complete Fire Station #9 as well as the replacement of a pumper per the 2005 ballot schedule
- Various hardware and software upgrades to improve the dispatching for City/County safety personnel

### Other General Government

- Funding for furnishing for public building expansion and renovation projects
- Work with Special Business District to fund a portion of the downtown beautification and safety to include a pilot camera project

### Electric

#### Continued distribution system expansion approved by voters in August of 2006

- Annual commercial expansion
- Annual distribution transformers and capacitors
- Annual new electric connections
- Annual residential expansion
- Annual substation feeders
- Annual underground conversion
- Annual street light additions
- Undergrounding of Business Loop 70 - Phase 3

### Water

- Annual new service connections
- Will require approval of a ballot issue to fund over \$8 million in system improvements in 2009. Future ballot projects are not included as an appropriation.

### Sewer

- Annual sewer main and manhole rehabilitation
- Clear Creek pump station upgrade Phase I
- Hinkson Creek Siphon Elimination
- Waste Water Treatment Plant - design/begin construction
- North Grindstone Outfall Extension Phase II
- Numerous Sewer District projects to eliminate private common collectors

### Storm Water

- No new projects due to fiscal constraints

### Solid Waste

- Add a maintenance bay & Fueling Station at the Landfill Operations Center
- Construct Vehicle Storage Building at the Grissum Building

### Parking

- Construct parking garage at 5th and Walnut

### Transit

- Replace (2) paratransit vans
- Replace Bluebird Bus
- Retrofit all transit vehicles with GPS technology to remotely track fleet location

### Airport

- Continue Master Plan update
- Various structural and cosmetic upgrades to the terminal and other facilities

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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.

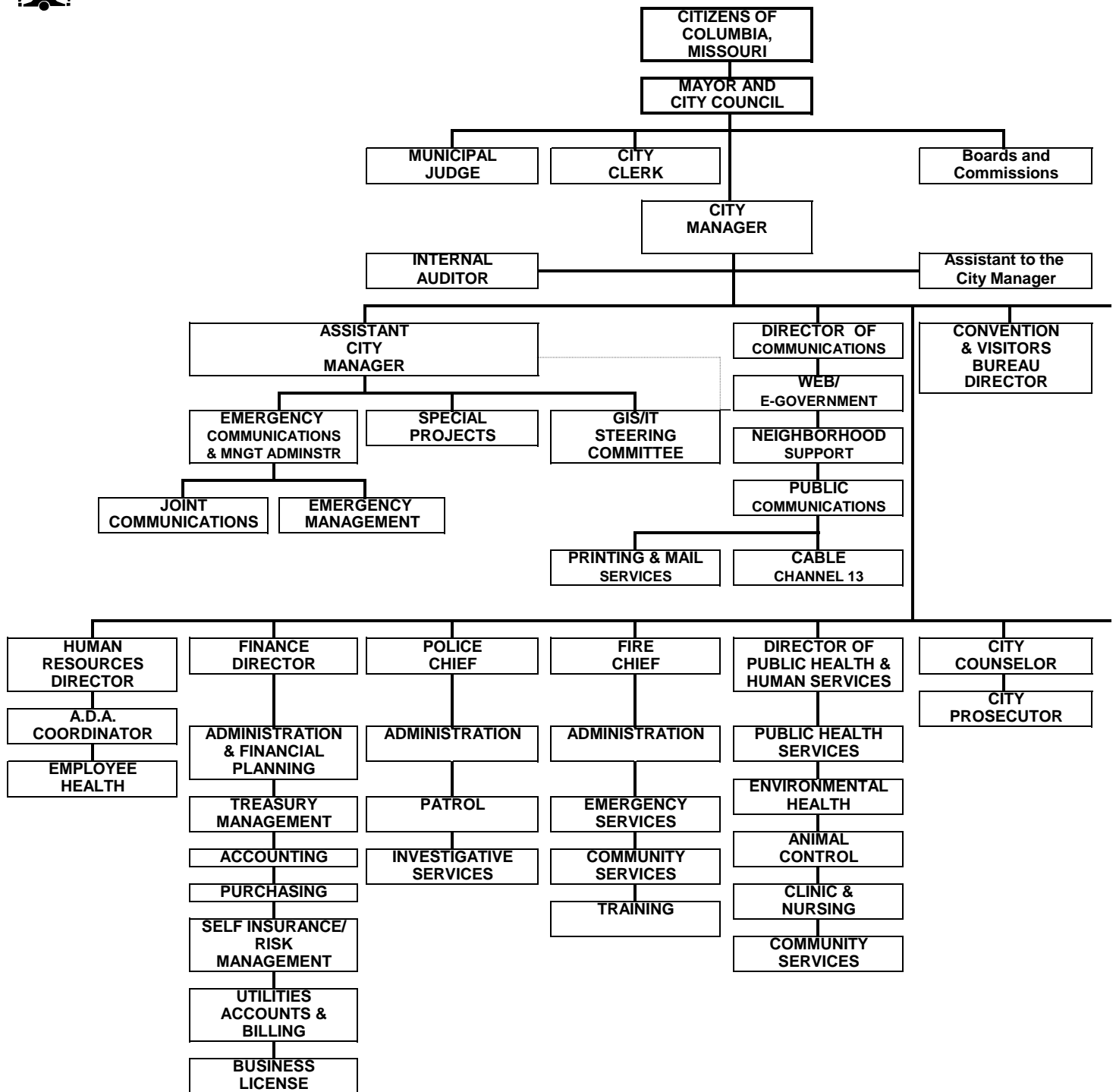
In separate sections, the following information is provided:

- **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.

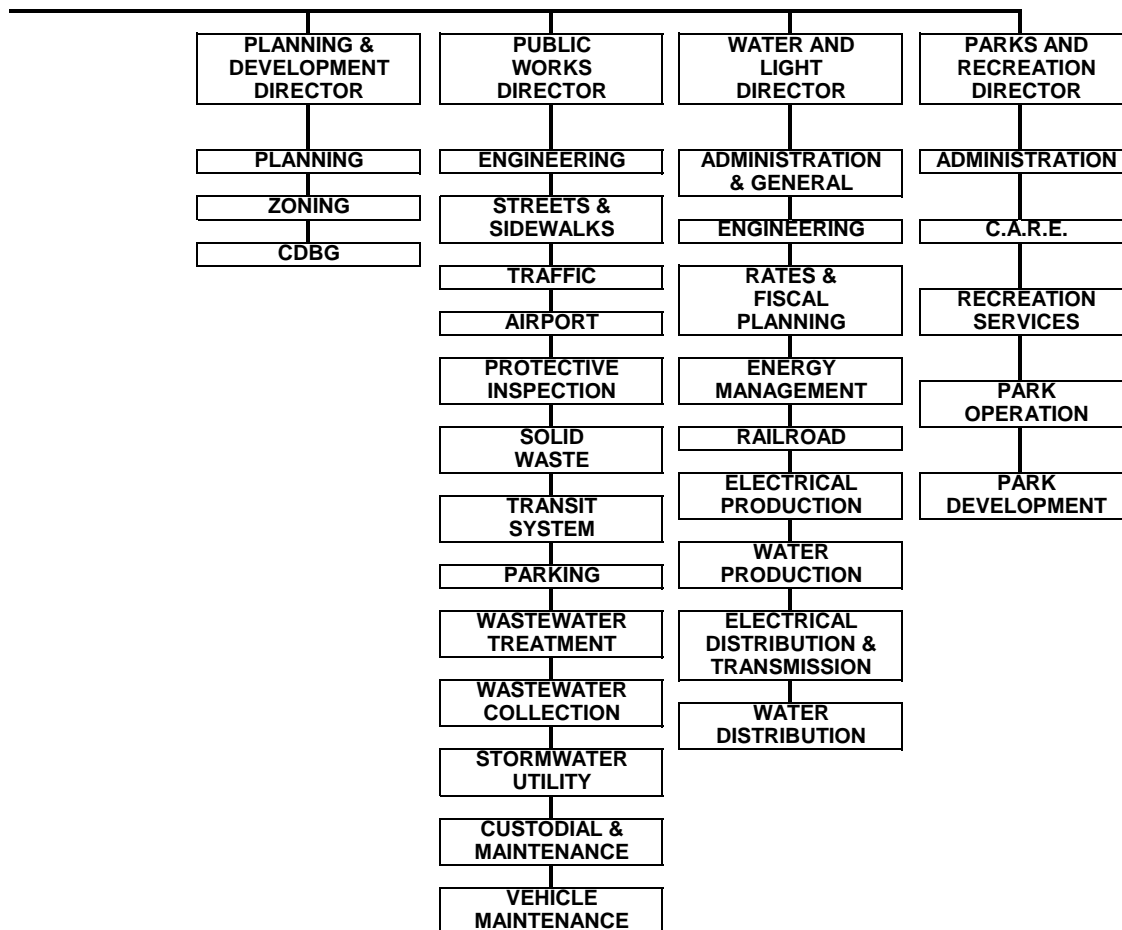
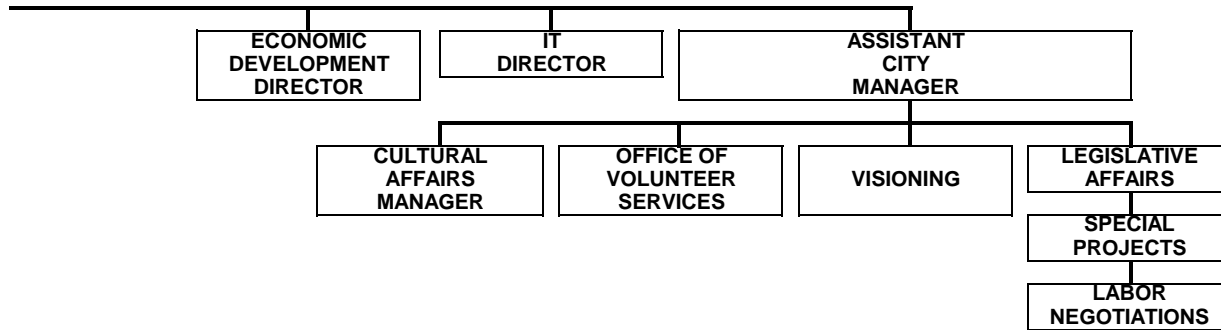


# FUNCTIONAL ORGANIZATIONAL CHART



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*

**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: Vacant*

**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*

**Public Health & Human Services 573-874-7347**

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

**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*

**Law 573-874-7223**

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

**Municipal Court 573-874-7231**

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

**Parks and Recreation 573-874-7465**

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

**Planning 573-874-7239**

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

**Police 573-874-7404**

Serves as the law enforcement  
agency for the City of Columbia.  
*Police Chief: Current Acting Chief Tom Dresner*

**Public Communications 573-874-7660**

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

**Public Works 573-874-7253**

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

**Volunteer Services 573-874-7499**

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

**Water and Light 573-874-7316**

Provides safe and dependable drinking  
water and electricity and operates COLT railroad  
*Director: J. Kraig Kahler*



## CITY OF COLUMBIA, MISSOURI DEMOGRAPHIC STATISTICS

Columbia is in the  
center of Boone  
County



### History of Columbia:

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

The settlement currently named Columbia was called Smithton. However, due to a lack of water supply, the founders moved the settlement east across the Flat Branch and renamed it Columbia in 1821. The City of Columbia was incorporated in 1892 and became a charter city in 1949. Columbia is a growing city and currently takes up 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 contemporary music superstars. For the sports minded person there are many fun activities and ways to keep in shape.

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

Athletic and Health Clubs .....	13
Athletic Fields (w/ lights & irrigation) .....	25
Community Activity and Recreation Center (ARC) .....	1
Number of Pools (Private & Public) .....	9
Golf Courses (Municipal) .....	2
Golf Courses (College) .....	1
Golf Courses (Private) .....	5
Frisbee Golf Course .....	2
Parks (Total Acres 2,800) .....	65
Bowling Alleys .....	2
State Parks .....	4
Roller Rinks .....	1
Roller Hockey Facilities .....	2
Skate Park .....	1
Soccer Fields .....	19
Tennis Courts .....	21
Trails (miles) .....	37
Volleyball Courts .....	19

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

Movie Theaters .....	(25 Screens)
Performing Arts Organizations/Companies .....	15*
Visual Art Venues, Museums & Galleries .....	20*
Arts Festivals .....	11*

*\*Estimated Numbers*

### Community:

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

#### Community Facilities:

Hospitals .....	8
Hospital beds .....	1,213
Hotels/Motels .....	35
Hotel/Motel Rooms .....	3,487
Churches .....	143
Restaurants .....	253
Shopping Centers .....	15
Shopping Malls .....	1

#### Communications:

Print Media .....	10
Boone County Radio Stations .....	11
TV Stations .....	4
Cable TV/Satellite .....	3

### Education:

Columbia Public Schools have national reputations. They have earned the highest possible rating in Missouri and continue to receive national honors both from the students and teachers alike. The school district graduates one of the highest percentages of Merit Scholars in the country.

Columbia also prides itself with having two private colleges and one university from which to receive extended education.

#### Total Public School (Number) & Enrollment: (30) 16,648

Elementary Schools .....	(19) 7,536
Middle Schools .....	(3) 2,434
Junior High Schools .....	(3) 2,614
Senior High Schools .....	(3) 4,007
Vocational Schools .....	1
Non-Public Schools .....	11
Stephens College Enrollment .....	1,050
Columbia College Enrollment (day, evening & ext) ..	12,955
Univ. Of Missouri-Columbia Enrollment .....	28,268



# CITY OF COLUMBIA, MISSOURI DEMOGRAPHIC STATISTICS



## Libraries:

Ellis Library .....	3.1 million volumes
Daniel Boone Library .....	1.5 million volumes
Columbia College .....	130,000 volumes

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

Paved (miles) .....	450.67
Unimproved (miles) .....	9.7

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

Sewers (miles) .....	637
----------------------	-----

## Fire Protection: (874-7391)

Number of Stations .....	8
Total number of employees .....	138
Number Fire Fighters/Engineer/Lieuts./Capts .....	123
Number of vehicles .....	34
Number of hydrants .....	5,436

## Police Protection: (874-7506)

Number of stations .....	1
Number of sub-stations .....	7
Total number of employees .....	185
Number of Sworn Positions .....	153
Number of vehicles .....	103

## 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 .....	278

## Airport: (Public Works 442-9770)

Airport Facilities .....	1
Airlines: Mesaba (Northwest Airlines) .....	1

**City Employees (FTE for FY 2009):** ..... 1,275.45

**Local Economy:** The cost of living for the City of Columbia is generally 5%-6% below the national average. For the first quarter in 2008 Columbia was at 91.8%. Columbia area has a median household income of \$37,051. According to the Bureau of Labor Statistics (BLS) the unemployment rate for the City of Columbia for the month of April 2008 was 3.3%.

<http://www.bls.gov/lau/lamtrk06.htm>

**Unemployment Rate for 2007 for Columbia was 3.6%**

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

(MERIC)

University of Missouri .....	8,188
University Hospital & Clinics .....	4,046
Columbia Public Schools .....	2,413
Boone Hospital Center .....	1,657
City of Columbia (FY 2008) .....	1,242

## 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)

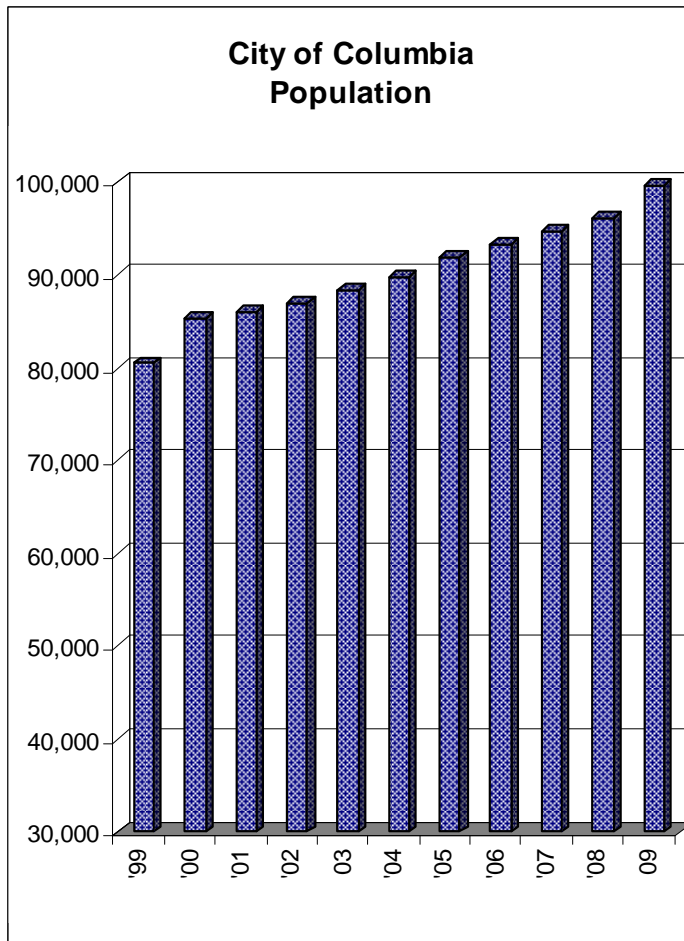
There are many ways and opportunities for citizens to get involved with the community. Columbia has numerous events throughout the year that require hundreds of volunteer hours in order for the events to be successful.

There are several departments within the City of Columbia that rely on the efforts of volunteer staff. In FY 2007, volunteers contributed more than 40,000 hours at a value of more than \$752,000.

Annual Unemployment Rates for Columbia	
Year	Rate
2003	2.0%
2004	2.5%
2005	3.0%
2006	2.9%
2007	3.6%



## CITY OF COLUMBIA, MISSOURI DEMOGRAPHIC STATISTICS



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

### Populations

2000	85,292	2005	91,814
2001	86,081	2006	93,219
2002	87,003	2007	94,645
2003	88,423	2008	96,093
2004	89,803	2009	99,619

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.

Taxpayer	Type of Business	Percentage of Total Assessed	
		Assessed Valuation	Assessed Valuation
The Kronke Group	Property/Developer	\$10,215,695	0.69%
Boone Electric Coop	Utility	\$9,911,936	0.67%
Columbia Mall Limited Partnership	Property/Developer	\$8,520,254	0.58%
State Farm Mutal Automobile Ins Company	Insurance	\$7,913,247	0.54%
Boone Crossing	Property/Developer	\$7,864,177	0.53%
Grindstone Plaza Development	Property/Developer	\$5,740,711	0.39%
Shelter Mutual Insurance Co.	Insurance	\$5,461,706	0.37%
AB Chance	Manufacturer	\$4,431,741	0.30%
Rayman Columbia Center Trust	Property/Developer	\$4,343,968	0.29%
Broadway Fairview Venture	Property/Developer	\$4,126,263	2.80%
<b>Total</b>		<b>\$68,529,698</b>	<b>4.68%</b>

### Assessed Values of Taxable Property

Fiscal Year	State Assessed Value	Real Property	Personal Property	Total Assessed Value
1989	1,990,592	339,117,887	48,953,208	418,071,095
1990	1,812,921	383,390,609	61,141,940	444,532,549
1991	1,887,977	411,766,611	83,468,559	495,235,170
1992	1,938,774	423,932,131	82,670,584	508,541,489
1993	1,770,555	434,873,990	93,568,896	530,213,441
1994	2,050,474	470,848,862	105,520,334	578,419,670
1995	2,310,679	488,789,899	118,940,751	610,041,329
1996	3,282,682	511,620,136	128,312,503	643,215,321
1997	4,519,144	538,800,795	153,771,094	697,091,033
1998	5,101,533	657,617,565	164,951,921	827,671,019
1999	4,755,062	688,923,971	176,474,738	870,153,771
2000	5,518,830	714,842,106	190,394,191	910,755,127
2001	5,072,034	739,345,179	204,214,788	948,632,001
2002	6,486,794	805,530,799	211,324,296	1,020,341,889
2003	6,486,398	854,784,262	206,788,704	1,068,059,364
2004	6,967,420	891,032,480	217,649,475	1,115,649,375
2005	6,625,558	938,654,305	219,486,364	1,164,766,227
2006	6,488,268	1,122,375,072	242,354,182	1,371,217,522
2007	6,122,350	1,207,930,492	260,021,334	1,474,074,176
2008	5,843,391	1,292,414,862	273,363,667	1,571,621,920
2009 Prelim	5,523,540	1,348,187,501	268,825,351	1,622,536,392

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

	General Fund	G.O. Bond Fund	Total Fund
1989	0.22	0.32	0.54
1990	0.22	0.32	0.54
1991	0.22	0.32	0.54
1992	0.22	0.32	0.54
1993	0.22	0.32	0.54
1994	0.22	0.32	0.54
1995	0.22	0.26	0.48
1996	0.22	0.26	0.48
1997	0.22	0.26	0.48
1998	0.20	0.21	0.41
1999	0.20	0.21	0.41
2000	0.23	0.18	0.41
2001	0.31	0.10	0.41
2002	0.41	0.00	0.41
2003	0.41	0.00	0.41
2004	0.41	0.00	0.41
2005	0.41	0.00	0.41
2006	0.41	0.00	0.41
2007	0.41	0.00	0.41
2008	0.41	0.00	0.41
2009	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 2009 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 ATB 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 \$5,000 and computers) are reviewed and compared to the established department level and adjustments are made where appropriate. Personnel issues are decided upon late in the budget process based on citizen requests/concerns and department need.

**Council Retreat** - Fiscal and capital improvement issues start to merge with City policy in May and June. The City 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 was placed in the general fund starting in FY 2007.

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

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

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

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

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

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

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

### **DEBT SERVICE FUNDS:**

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

### **CAPITAL PROJECT FUNDS:**

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

### **EXPENDABLE TRUST FUND:**

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

## ***Enterprise Funds***

**Railroad Fund** - used to account for revenues and expenses resulting from the operation of a railroad branch line which runs from a Norfolk and Southern main line in Centralia, Missouri to the City of Columbia.

**Water Utility Fund** - used to account for the billing and collection of charges for water service for most City residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

**Electric Utility Fund** - used to account for the billing and collection of charges for electric service for most City residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

**Recreation Services Fund** - used to account for revenues and expenses for various recreational services provided by the Parks and Recreation Department for which participants are charged fees.

**Public Transportation Fund** - used to account for all expenses and revenues resulting from the provision of public transportation services by Columbia Transit.

**Regional Airport Fund** - used to account for all expenses incurred and revenues received by operations at the Columbia Regional Airport.

**Sanitary Sewer Utility Fund** - used to account for the provision of sanitary sewer services to the residents of the city and a limited number of customers outside the city limits. All activities necessary to provide such services are accounted for in this fund.

**Parking Facilities Fund** - used to account for revenues and expenses resulting from the operation and maintenance of city parking lots, municipal garages, and parking meters.

**Solid Waste Collection Fund** - used to account for the provision of solid waste collection and operation of the landfill and materials recovery facility.

**Storm Water Utility Fund** - used to account for storm water funding, implementation of storm water management projects and maintenance to existing drainage facilities.

## ***Internal Service Funds***

**Employee Benefit Fund** - used to account for the City of Columbia's self-insurance program for health, disability, life insurance and other employee benefits for covered city employees.

**Information Technologies Fund** - used to account for the provision of electronic data processing information services used by other city departments.

**Self-Insurance Reserve Fund** - used to account for the reserves established and held in trust for the Special Obligation Bonds (which were paid off in 2002) issued for the City's self insurance program and to account for the payment of property and casualty losses and uninsured workers' compensation claims.

**Custodial and Maintenance Services Fund** - used to account for the provision of custodial services and building maintenance used by other City departments.

**Fleet Operations Fund** - used to account for operating a maintenance facility for automotive equipment, and for fuel used by some City departments.

**Public Communications Fund** - used to account for the provision of printing press, copying, interdepartmental mail and postage services to other City departments; a telephone information system; cable television operations and web communications.

**Utility Customer Services Fund** - used to account for utility accounts receivable billing and customer services provided by the Finance Department to the Water and Electric, Sanitary Sewer, Solid Waste and Storm Water utilities.

## Notes and Comments

The City of Columbia is considered to be a full-service city. Thus, the budget may be larger when compared to cities with a similar population. The City of Columbia submits budgets for seven types of funds: General Fund; Enterprise Funds; Internal Service Funds; Special Revenue Funds; Trust Funds; Debt Service Funds; and Capital Projects Fund. A description of the fund types is shown in the glossary as well as in the General Information Section, pages 11-12.

**Basis of Accounting** – Governmental Funds use the modified accrual basis of accounting. Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred.

**Basis of Budgeting** - General Fund, Special Revenue, Debt Service, Capital Projects, and Expendable Trust Funds are recognized on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. This basis measures resources available to the City. Proprietary Funds are budgeted on a full accrual basis except for capital expenditures, which must be included in total appropriations.

**Budget Amendments** – There are two means of amending the adopted budget, a transfer of funds and an increase in appropriations. A transfer of funds occurs when the City 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 proceeding the first month of the budget year. If the City Council does not take final action by this date, the budget will be considered effective as it was submitted.
- The budget shall be on record in the City Clerk's office and open to public inspection. In addition, a copy of the budget is available for the citizens of Columbia to view at the Columbia Public Library. The budget is also available for viewing and/or printing on the City's website at [www.gocolumbiamo.com](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:  
Manager's Programs and Priorities for FY 2009  
Presented by City Manager Bill Watkins  
June 4, 2008

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

As required by our City Charter, the City Manager has a yearly duty to submit to the Council a statement of recommendations which he or she believes will be of benefit to the City and to let you, the citizens, know his or her opinion of the state of affairs in the community. This traditionally occurs immediately before the City Council's annual retreat.

Retreat is a time to discuss ideas for new approaches to community issues. This year, as last, retreat will be held at the Lodge of the Four Seasons and will start at 6:30 p.m. on Thursday, June 5 and end around noon on Saturday, June 7. The retreat is an open, public meeting. The news media and other observers are welcome to, and usually do, attend.

Two years ago in my first address, I described my personal hopes and goals for our community. Last year I said that, despite some economic clouds on our immediate horizon, I remained "bullish" on Columbia. I still am, and I want to share my perspective with you.

The southern view from my office in the Daniel Boone Building is dominated by the University of Missouri's Jesse Hall. It's a constant reminder of one of our community's most significant and promising economic forces.

As I look west, I see Broadway as a line that, in many ways, defines very distinct experiences in Columbia. The families who live in these neighborhoods have a lot in common, but economic and other forces have not always been kind to those living north of Broadway in the central city.

If I take my eyes off the horizon and look in the area immediately around the Daniel Boone Building, I see part of the small business and commercial engine that not only creates jobs but also leaves lasting impressions of unique and friendly service. People want to do business here.

What ties all these scenes together, for better or worse, are the threads of the economy.

- At a global level, we are subject to many forces we can't control, and we're competing for resources and attention like everyone else.
- Nationally and regionally, if we're engaged in the right partnerships, I believe that Columbia can project a louder, more credible voice.

But the local level is where we lay the foundation and exert leadership. That's what I want to discuss today.

In the upcoming year, our City government financial position – which continues to be sound – does not lend itself to increased revenues.

I've told Council that this can't be the year for new initiatives or major increases in existing programs. We must focus on using existing resources more intelligently.

It's my belief that a better economy and a re-focused commitment of government resources will help create "the tide that lifts all boats." City government can't do this alone. We must creatively use the full range of both our resources and other community resources.

I believe that a coordinated and planned approach will increase the number of jobs created in Columbia, improve the likelihood of success for all families and move us closer to the vision identified by our citizens who dared to imagine the future for our community during our visioning process.

To improve our potential to attract and retain a diverse set of employers, I propose re-directing and increasing the City's financial support for targeted economic development activity and taking a greater leadership role to bring new jobs to the region. I ask our REDI partners, the County, the Chamber of Commerce and the University to do the same.

Over the last 20 years, our regional economic development partnership (known as REDI) has worked hard to market Columbia and Boone County to employment prospects. We've had some success, but the playing field has changed worldwide, particularly in the last 5 – 10 years.

- Manufacturing jobs, along with their relatively good wages and benefit packages, are drying up in America and morphing into opportunities for workers in developing nations.
- The low value of the American dollar overseas increases the price of imported products that come into this country.
- Energy prices are at historic highs, affecting production and transportation of goods and the consumer's interest in making purchases.
- Basic food costs are increasing as farmers command higher prices selling grain to energy producers, again hitting consumers and the food industry where it hurts.

Luckily for us, the University of Missouri has formally added economic development to its research mission. Its interest in creating commercial ventures and products for the open market is a bold shift in thinking. I am convinced that it will lead to long-term benefits for the University and for those of us who live here.

But the University's action has not happened in isolation. Other universities, such as those in the "research triangle" in North Carolina, have a longer history with this approach, and they have seen big dividends in their regions. They are active, respected players in this competitive economic environment.

Although REDI is a partnership organization, it also is a part of City government. Therefore, I recommend that we take a leadership role to restructure REDI and re-direct its efforts from

emphasizing traditional business recruitment to greater support for its partnership with the University.

There is a need to identify the commercial strengths of University research, find companies that want to be associated with these ventures and then convince them that Columbia is the place to locate.

This re-direction will require new staff skills and funds to support a competitive, technology-savvy and strategically sound marketing effort.

One selling point that we lack, however, is a supply of large, “shovel-ready” industrial sites with utilities and roads already in place. Large employers quickly lose interest when communities don’t provide this kind of accommodation for location.

REDI staff recently issued a report that shows the number of businesses that chose not to locate in Columbia because shovel-ready sites meeting their needs weren’t available.

Again, it’s not something that City government can do alone. But it can – and I believe must - assume a greater leadership role in assembling and creatively using a wide range of community resources to secure these sites.

We also need to do a better job helping existing businesses, especially as they try to grow and innovate. I recommend that the City take the lead with our REDI partnership to establish a business services ombudsman in the City Manager’s office.

In addition to being the City’s direct liaison with existing businesses in danger of shrinking or, on the other hand, facing expansion opportunities, the ombudsman would work to transform our permitting process into a welcoming, coordinated, highly efficient, one-stop shop.

For many years, the business community has perceived our review and inspection processes as a black box. After receiving required Council approval, a permit application comes to City Hall...it’s reviewed and massaged by several City departments...and weeks or months later, a decision is rendered:

“Go;”  
“No go;” or  
“We need more information.”

In my opinion, that’s a waste of time, money and opportunity that could have been spent securing capital and creating jobs.

My intent is to break down government silos created when we don’t talk to each other or coordinate our work. I believe we can nurture a creative business environment without cutting corners or sacrificing safety.

A well-rounded economy has opportunities for everyone, and that’s a goal on which we can all agree. But good fortune is not a 24/7 thing.

Consider what the “Boone County Indicators,” developed from government data sources, tell us about our community...

- In 2006, more than 26,100 households were living at or below the poverty level
- That year, the federal poverty guideline was \$9,800 for an individual and \$20,000 for a family of four
- Between 2005 – 2006, the number of jobs in Boone County decreased from 80,272 to 77,546, about a 3.4% drop
- In that same period, the average weekly wage of a newly employed person dropped almost 8%, from \$607 per week to \$559.
- The Central Missouri Food Bank’s client load increased 28% between 2005 – 2006, to more than 20,400 families and individuals
- In Columbia, almost one-third of public school students were eligible for free or reduced-cost lunches

Although we may not see it every day, the truth is, our neighbors and friends are hurting. If they’re not in stable employment situations, they’re looking for help...some times in very quiet ways, impacting every resident and business indirectly.

I believe that City government has a leadership role to celebrate with families in the best of times and help them in the worst. Therefore, I propose making a significant effort and investment to improve our ability to efficiently address health and human services issues.

Citizens should be proud of the Columbia/Boone County Health Department and the dedicated men and women who work there. They do their best to prevent and solve public health problems and often are on the front lines responding to complaints and emergencies.

Our Health Department also partners with other health and social service agencies to identify local needs and target financial resources to local programs. It has a history of coordinating its work with Boone County, the United Way, Columbia’s health care providers and others.

Last year the City alone put \$900,000 into social service programs. This not include the CARE program administered by our Parks and Recreation Department.

Thousands of citizens have been helped using this approach but, as we’ve seen with our traditional economic development strategies, the world has changed around us.

The demand for social supports has increased dramatically; the available resources, not so much. We literally must “work smarter” to see real, long-term results. And we must acknowledge that our mission extends beyond matters of public health.

I recommend changing our health agency’s name to “the Department of Health and Social Services.” Instead of focusing on individual social programs, the department and its partners will focus on people.

We will do that with data...those numbers that represent the issues and daily challenges in every household.

Our goal next year is to continue working with the University, the County, United Way and our other partners.

We will complete an assessment of local needs; implement a new community-wide information system being developed at the University; map our available assets and services; and identify best practices that could or are already working here or elsewhere. The numbers should tell us where our resources can make the biggest impact.

Certainly, one area that's commanded wide attention this year is the crime spike that's affected families, businesses and individuals.

Citizens must feel safe and secure. Therefore, I will be directing the Columbia Police Department to further strengthen our community's approach to all law enforcement issues and to come up with a strategic plan with our partners to get us there.

Normally, I would place this responsibility on the shoulders of Chief Randy Boehm. Many of you know, however, that he is retiring at the end of this month to start a new career with University Hospital and Clinics.

So, this assignment will rest with the new police chief and his or her staff. We are starting a recruiting process to find the best match for Columbia but, realistically, it will be late this year before a new chief is on board.

As I have said in the past, my core values are good planning, good coordination and good communication. Therefore, I suggest that strategic plans and – once again – partnerships are the places to start. Simply put, the Columbia Police Department by itself cannot be the sole response to the crime issue.

The Police plan, in my opinion, must assess our community's public safety environment, collect reliable data, identify assets and resources and focus on people and issues. If this sounds a lot like my approach to Health and Human Services, there's a reason.

An individual or family facing intense pressure can be a convergence point for many of the needs addressed by our social and public service agencies.

I suggest that the Columbia/Boone County justice, government and education communities come together this summer to consider better coordinating all aspects of our justice system.

Can we create public safety indicators that highlight trends and guide our decision making? Can we act collaboratively to prevent crime and mitigate its effects? I believe that we can and must.

I will be happy to convene the meeting.

And let me add that effective law enforcement, like other services, comes at a cost. Plans can guide our decisions, but implementation usually requires more resources for people, equipment and support.

One area where we need to add more resources is law enforcement. Our challenge, as always, is using public dollars as efficiently and effectively as possible.

Last year was extremely tight, financially, and I don't see much relief for FY 2009. The economic conditions that reduced growth in local sales tax revenue are still with us. They're aggravated by high prices that increase the cost of doing public business.

The ideas I've proposed today re-direct and re-focus our public investments more than they create new programs with additional administrative costs.

They reflect my core administrative values and my judgment about where to use public resources...your tax dollars...to get the greatest long-term public benefit.

And they also are grounded in the community vision developed by citizen volunteers over the last two years. If you're interested in the full text of our vision plan please visit the City's website at [www.GoColumbiaMo.com](http://www.GoColumbiaMo.com).

Let me assure you that visioning already is guiding and influencing local decision making, and the City Council will further discuss implementation at its retreat. In fact, it's the first topic on the agenda.

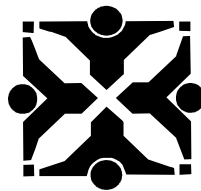
I believe that the proposals I've shared with you are consistent with the vision statements expressed for Community Facilities and Services; Economic Development; and Health and Social Services.

My understanding of the roots of those statements is this...

- Citizens value a safe and secure community along with equitable treatment for all
- Good jobs, caring and compassion help even the playing field for all families;
- And, as always, you treasure Columbia's high quality of life.

I do, too, and I look forward to discussing these matters with the City Council over the next few days. Thank you for your attention and for making Columbia the treasured place that it is.

# Expenditure Summaries



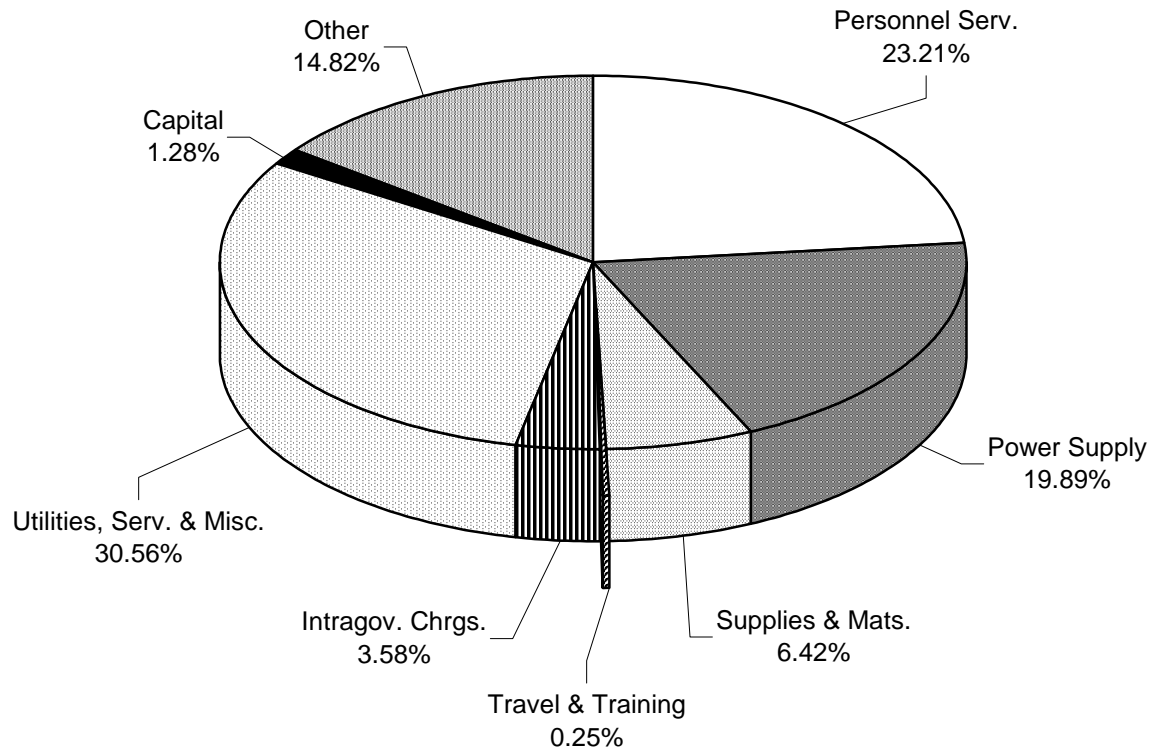
*City of Columbia*  
*Columbia, Missouri*

## OVERALL EXPENDITURES

- ✦ **Personnel Services:** Increase of 4.9% includes a net addition of 26.00 permanent positions as well as a personnel package for existing employees of a \$0.25/hr. across the board increase, 2% performance review, and funding for the third phase of the reclassification review. Overall pension increases of 3.2% are fully funded. Health insurance premiums increased 3.7%. Full funding for the required contribution for post-employment benefits liability as defined by GASB 45 is included.
- ✦ **Power Supply:** Includes substantial increase in cost the City must pay for purchased power for full year of a new contract.
- ✦ **Supplies and Materials:** Increase of 13.3% (\$1.8 million) primarily due to the substantial projected increase in fuel costs.
- ✦ **Travel and Training:** Increase of 7.3% in travel and training for city professionals to meet training requirements and to allow council members funding for various conferences for professional development.
- ✦ **Intragovernmental Charges:** These are charges for services between City departments. FY 2009 shows an increase of 10.0%. Many of these funds have utilized fund balance in previous years. Staff re-worked methodology on many of the internal charges. The intent was to allocate charges more accurately based on utilization of the service. Increases are required in the current year to ensure fees recover cost of service.
- ✦ **Utilities, Services & Miscellaneous:** FY 2009 shows a decrease of 1.9%. Increases in electric rates, Payment-In-Lieu-of-Taxes (PILOT), insurance premiums and damage claims are offset by decreases in capital projects and contracts funded with the Non-Motorized Grant.
- ✦ **Capital:** This category accounts for all items over \$5,000 and includes vehicles, equipment, buildings, etc. FY 2009 shows a decrease of 76.2%. Capital tends to fluctuate from year to year. Due to budget constraints, there is a reduction in the number of autos and trucks to be purchased. In addition, there are decreases in capital purchases for Water and Electric utilities' Capital Improvement Plan. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2009.
- ✦ **Other:** This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2009 shows an increase of 8.8%. A majority of the increase is due to increases in depreciation, bond redemptions and special obligation note redemptions.
- ✦ **Operating Expenses:** This category includes those expenses which are directly related to the fund's primary service activity. FY 2009 shows a 7.3% increase. The increase in Power Supply is responsible for a major portion (3.8%) of the increase.
- ✦ **Non-Operating Expenses:** This category includes those expenses incurred that are not directly related to the fund's primary service activities and include items such as interest expense, depreciation, subsidies, and transfers. FY 2009 shows a 6.4% increase. A majority of the increase is due to increases in depreciation, transfers of special revenues to support the Capital Improvement Plan and debt service payments, as well as an increase in PILOT paid by the Electric and Water utilities.
- ✦ **Debt Service:** This category includes those expenses incurred for the payment of long-term debt. FY 2009 shows an 19.0% increase. Debt payments increased for the Special Obligation Bonds issued for Water and Electric and the Downtown Government Center improvements and revenue bonds issued for Sanitary Sewer Utility.
- ✦ **Capital Additions:** This category includes those expenses for items that cost over \$5,000 each (our fixed asset limit) and include the replacement of fleet vehicles and other equipment. FY 2009 shows an 35.5% decrease. Most of this decrease is due to budget constraints that resulted in fewer vehicles and trucks being replaced in the General Fund and Solid Waste Fund. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2009.
- ✦ **Capital Improvement Plan:** FY 2009 shows a 20.5% decrease. A large portion of the decrease is due to the 2008 funding of the non-motorized grant projects and the appropriation of Downtown Government Center bond proceeds.

# Overall Budget Summary

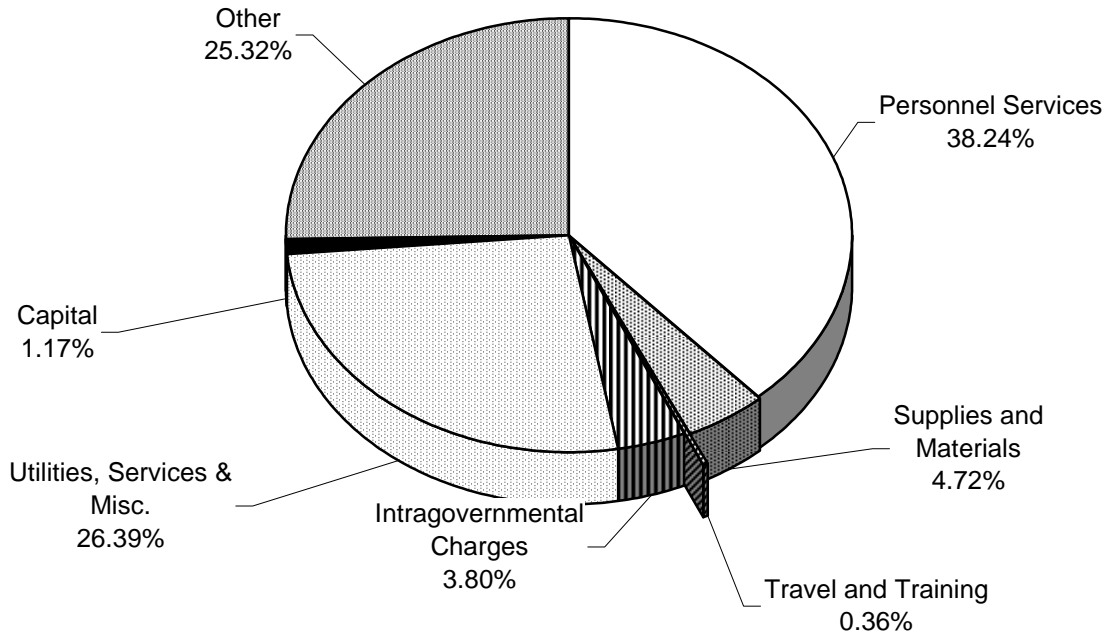
## FY 2009



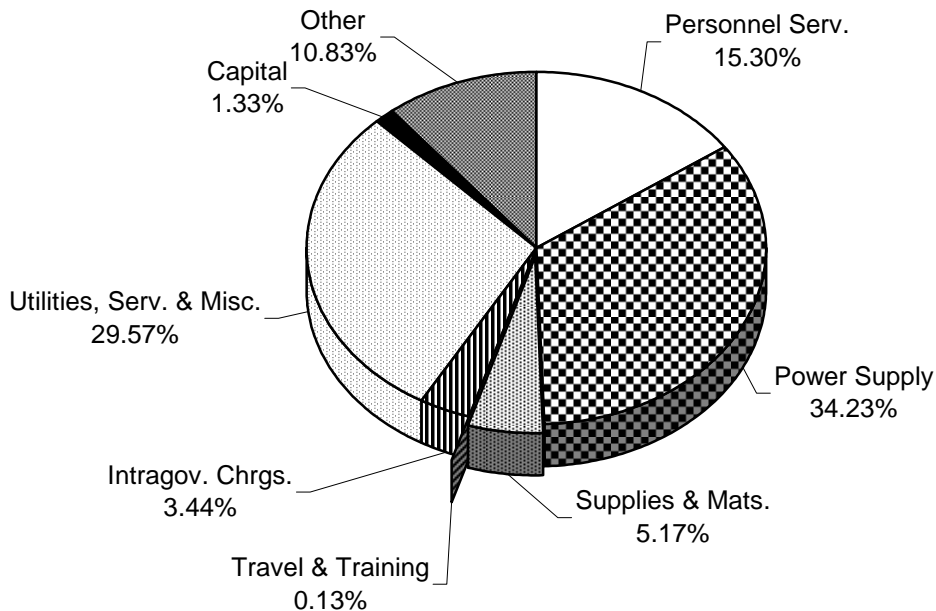
### Overall Budget Summary

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 81,154,121	\$ 87,913,333	\$ 85,694,333	\$ 92,250,456	4.9%
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200	13.1%
Supplies and Materials	22,505,558	22,516,037	22,484,583	25,501,844	13.3%
Travel and Training	645,856	910,759	842,897	977,592	7.3%
Intragovernmental Charges	11,464,404	12,945,755	12,942,571	14,240,369	10.0%
Utilities, Services & Misc.	88,986,421	123,821,684	124,633,908	121,463,257	(1.9%)
Capital	27,441,384	21,495,483	19,143,860	5,106,302	(76.2%)
Other	55,578,698	54,157,000	55,210,923	58,910,706	8.8%
Total Appropriations	<u>344,302,901</u>	<u>393,679,051</u>	<u>389,315,075</u>	<u>397,497,726</u>	<u>1.0%</u>
<b>Summary :</b>					
Operating Expenses	211,055,497	239,503,752	232,632,943	256,878,376	7.3%
Non-Operating Expenses	51,647,302	54,144,135	54,337,006	57,613,820	6.4%
Debt Service	14,156,938	11,228,275	11,790,399	13,366,885	19.0%
Capital Additions	4,623,508	6,618,536	6,475,215	4,270,711	(35.5%)
TI Excluding Cap Impr. Plan	<u>281,483,245</u>	<u>311,494,698</u>	<u>305,235,563</u>	<u>332,129,792</u>	<u>6.6%</u>
Capital Improvement Plan	62,819,656	82,184,353	84,079,512	65,367,934	(20.5%)
Total Appropriations	<u>\$ 344,302,901</u>	<u>\$ 393,679,051</u>	<u>\$ 389,315,075</u>	<u>\$ 397,497,726</u>	<u>1.0%</u>

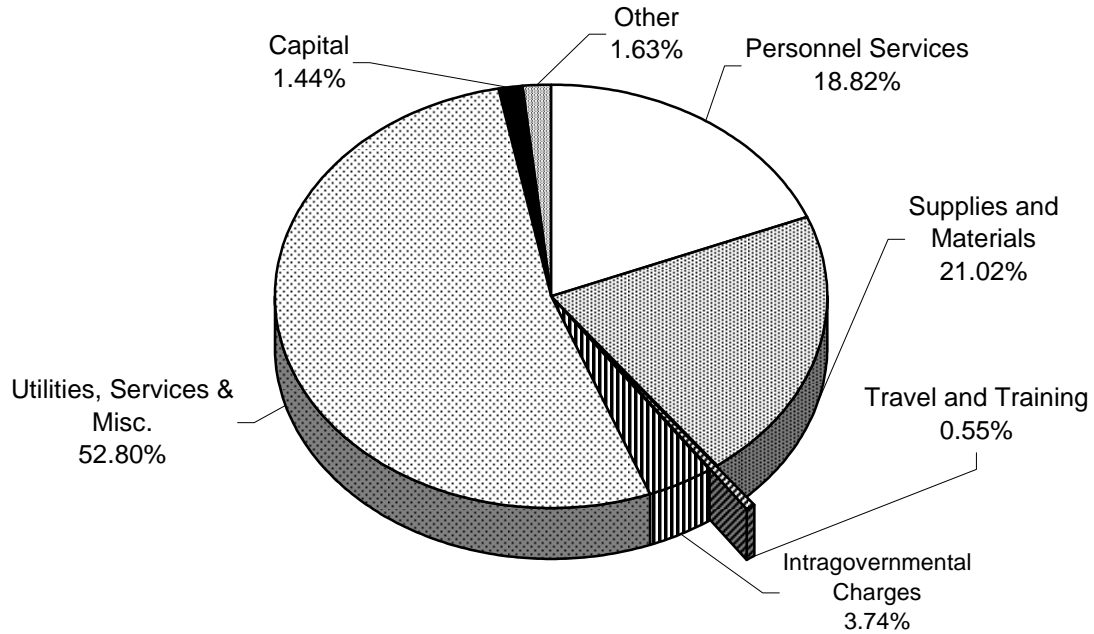
## Expenditures - Gov. Fund Type FY 2009



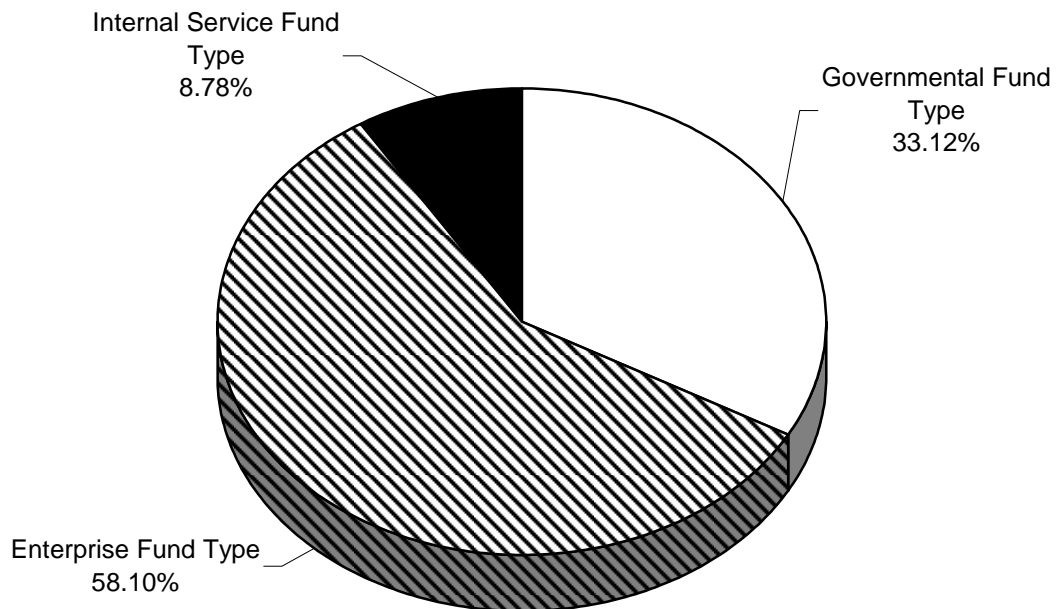
## Expenditures - Enterprise Fund Type FY 2009



## Expenditures - Internal Service Funds FY 2009



## Overall Expenditures by Fund Type FY 2009



## Governmental Fund Type

**Personnel Services 4.1% Increase:** Includes a net increase of 11.61 permanent positions , a personnel package for existing employees of \$0.25/hr across the board and 2% performance pay increases, funding for year three of the four year reclassification review and a 3.7% increase in employee health insurance premium costs.

**Supplies and Material 5.0% Increase:** Primarily due to the increase in fuel costs (\$566,740)

**Intragovernmental Charges 9.6% Increase:** Includes increases in Self Insurance, Building Maintenance and Information Technology Support fees.

**Utilities, Services & Misc. 51.2% Decrease:** Decreases in funding for streets, parks and recreation and downtown improvements. Non-motorized grant and the downtown improvement projects were funded in FY 2008.

**Capital and Capital Additions Decreased 33.8%:** Due to budget constraints, there is a reduction in the number of autos and trucks being purchased. The City will not be able to adhere to its replacement policy for vehicles and other equipment in 2009.

**Other/Non Operating Increased 11.0% and 8.5%:** A majority of the increase is due to increases in depreciation, transfers of special revenues to support the Capital Improvement Plan and debt service payments.

**Debt Service 25.8% Increase:** Debt payments on 2008 Special Obligation Bonds for the Downtown Government Center improvements.

**Capital Improvement Plan 58.8% Decrease:** Capital projects and funding for those projects fluctuate from year to year. The decrease is due to a change in the projects that are being funded in FY 2009 versus those projects funded in FY 2008.

## Enterprise Fund Type

**Personnel Services 5.2% Increase:** Includes a net increase of 6.79 permanent positions as well as personnel package for existing employees of \$0.25/hr across the board, 2% performance increase, funding of the third phase of reclassification review and a 3.7% increase in employee health insurance premium costs.

**Power Supply 13.1% Increase:** increase costs in purchased power and coal due to full year of new contract.

**Travel and Training 8.0% Increase:** Increase in professional training requirements for engineers and other professionals.

**Intragovernmental Charges 11.2% Increase:** Includes increases in Self Insurance Charges, Information Services Support Fees, Building Maintenance and Utility Accounts and Billing Charges.

**Utilities, Services & Misc. 94.6% Increase:** Reflects increases in the Capital Improvement Plan in Sewer based on April 2008 ballot issue.

**Capital 83.7% Decrease:** Reflects decreases in the amount of funding for the purchase of vehicle and equipment over the \$5,000 asset threshold. Equipment replacement plans were modified due to budget constraints.

**Debt Service 14.8% Increase:** Interest on outstanding debt increased due to debt issued in 2008 to support ballot projects in Sewer and Electric.

## Internal Service Fund Type

**Personnel Services 10.2% Increase:** Includes an addition of 7.60 permanent position as well as personnel package for existing employees of \$0.25/hr across the board, 2% performance pay increase, funding of the third phase of reclassification review and a 3.7% increase in employee health insurance premium costs.

**Supplies and Materials 25.1% Increase:** Major increase for the purchase of fuel.

**Travel and Training 14.9% Increase:** Information Technology training in the area of computer support and GIS.

**Intragovernmental Charges 4.6% Increase:** Includes increase in Self Insurance Charges, Information Technology support and Building Maintenance. Custodial charges were added to Fleet for the first time in FY 2009. Custodial staff was re-assigned to the Custodial Fund and is now responsible for maintaining the Grissum Building.

**Capital/Capital Additions 40.1% Increase:** Increase in computer equipment software purchases and phone equipment.

**Other 39.6% Increase and Non-Operating 40.2% Increase:** Addition of lease payments for newly renovated office space.

# Financial Summary - Expenditures By Fund Type

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>Governmental Fund Type</b>					
Personnel Services	\$ 44,863,181	\$ 48,350,746	\$ 47,054,840	\$ 50,337,448	4.1%
Supplies and Materials	5,839,200	5,919,908	5,778,005	6,215,415	5.0%
Travel and Training	357,949	455,522	421,341	474,362	4.1%
Intragovernmental Charges	4,011,761	4,563,274	4,560,018	4,999,839	9.6%
Utilities, Services & Misc.	24,586,366	71,265,418	70,442,790	34,742,905	(51.2%)
Capital	10,063,378	2,330,261	2,326,421	1,543,543	(33.8%)
Other	32,342,317	30,028,860	30,908,444	33,325,881	11.0%
<b>Total Appropriations</b>	<b>122,064,152</b>	<b>162,913,989</b>	<b>161,491,859</b>	<b>131,639,393</b>	<b>(19.2%)</b>
<b>Summary</b>					
Operating	65,110,143	72,587,727	70,666,090	72,889,319	0.4%
Non Operating	24,980,400	25,698,789	25,695,621	27,877,975	8.5%
Debt Service	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
Capital Additions	1,404,365	2,330,261	2,326,421	1,543,543	(33.8%)
Capital Improvement Plan	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
<b>Total Appropriations</b>	<b>122,064,152</b>	<b>162,913,989</b>	<b>161,491,859</b>	<b>131,639,393</b>	<b>(19.2%)</b>
<b>Enterprise Fund Type</b>					
Personnel Services	30,860,062	33,603,350	32,851,602	35,343,710	5.2%
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200	13.1%
Supplies and Materials	10,921,242	10,729,466	10,800,576	11,948,830	11.4%
Travel and Training	210,698	288,443	300,180	311,535	8.0%
Intragovernmental Charges	6,405,421	7,133,898	7,134,915	7,934,541	11.2%
Utilities, Services & Misc.	45,757,701	35,086,438	37,543,721	68,287,451	94.6%
Capital	16,850,331	18,806,837	16,463,172	3,060,511	(83.7%)
Other	22,796,319	23,720,032	23,901,023	25,014,926	5.5%
<b>Total Appropriations</b>	<b>190,328,233</b>	<b>199,287,464</b>	<b>197,357,189</b>	<b>230,948,704</b>	<b>15.9%</b>
<b>Summary</b>					
Operating	115,008,603	136,204,920	132,256,549	150,151,575	10.2%
Non Operating	26,224,947	28,040,256	28,242,947	29,167,808	4.0%
Debt Service	7,036,371	6,894,186	7,122,758	7,916,117	14.8%
Capital Additions	2,691,468	3,929,890	3,794,527	2,224,920	(43.4%)
Capital Improvement Plan	39,366,844	24,218,212	25,940,408	41,488,284	71.3%
<b>Total Appropriations</b>	<b>190,328,233</b>	<b>199,287,464</b>	<b>197,357,189</b>	<b>230,948,704</b>	<b>15.9%</b>
<b>Internal Service Fund Type</b>					
Personnel Services	5,430,878	5,959,237	5,787,891	6,569,298	10.2%
Supplies and Materials	5,745,116	5,866,663	5,906,002	7,337,599	25.1%
Travel and Training	77,209	166,794	121,376	191,695	14.9%
Intragovernmental Charges	1,047,222	1,248,583	1,247,638	1,305,989	4.6%
Utilities, Services & Misc.	18,642,354	17,469,828	16,647,397	18,432,901	5.5%
Capital	527,675	358,385	354,267	502,248	40.1%
Other	440,062	408,108	401,456	569,899	39.6%
<b>Total Appropriations</b>	<b>31,910,516</b>	<b>31,477,598</b>	<b>30,466,027</b>	<b>34,909,629</b>	<b>10.9%</b>
<b>Summary</b>					
Operating	30,936,751	30,711,105	29,710,304	33,837,482	10.2%
Non Operating	441,955	405,090	398,438	568,037	40.2%
Debt Service	4,135	3,018	3,018	1,862	(38.3%)
Capital Additions	527,675	358,385	354,267	502,248	40.1%
Capital Improvement Plan	0	0	0	0	0.0%
<b>Total Appropriations</b>	<b>31,910,516</b>	<b>31,477,598</b>	<b>30,466,027</b>	<b>34,909,629</b>	<b>10.9%</b>
<b>Total All Funds</b>	<b>\$ 344,302,901</b>	<b>\$ 393,679,051</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>	<b>1.0%</b>

# Financial Summary - Expenditures By Department Funding Source

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
CITY GENERAL (GF)	\$ 5,352,772	\$ 5,556,032	\$ 5,497,200	\$ 5,623,937	1.2%
CITY COUNCIL (GF)	218,006	252,800	251,383	258,889	2.4%
CITY CLERK (GF)	222,444	266,421	266,404	272,208	2.2%
CITY MANAGER (GF)	984,651	1,042,994	1,005,484	1,137,687	9.1%
VOLUNTEER SERVICES (GF)	185,778	211,247	210,556	269,669	27.7%
<b>FINANCE</b>					
General Fund Operations (GF)	3,078,028	3,408,686	3,240,439	3,479,337	2.1%
Utility Customer Services Fund (ISF)	1,863,502	1,990,929	2,006,789	2,189,665	10.0%
Self Insurance Reserve Fund (ISF)	4,476,024	3,809,805	3,715,941	4,191,178	10.0%
HUMAN RESOURCES (GF)	773,344	923,319	918,543	983,957	6.6%
LAW DEPARTMENT (GF)	903,209	1,011,085	996,949	971,769	(3.9%)
MUNICIPAL COURT (GF)	682,203	698,840	698,243	722,156	3.3%
POLICE DEPARTMENT (GF)	17,101,045	18,296,569	18,092,906	19,097,944	4.4%
FIRE DEPARTMENT (GF)	12,460,527	13,480,754	12,902,988	14,231,131	5.6%
JCIC - EMERGENCY MGMT (GF)	2,552,621	2,705,174	2,674,396	2,719,236	0.5%
PUBLIC HEALTH & HUMAN SERVICES (GF)	6,762,299	7,120,494	6,874,180	7,229,462	1.5%
<b>PLANNING</b>					
General Fund Operations (GF)	694,381	968,676	923,362	1,132,913	17.0%
CDBG Fund (SRF)	1,410,965	372,547	370,786	384,774	3.3%
ECONOMIC DEVELOPMENT (GF)	355,168	384,970	369,126	381,737	(0.8%)
CULTURAL AFFAIRS (GF)	369,288	428,908	424,899	424,186	(1.1%)
<b>PARKS &amp; RECREATION</b>					
General Fund Operations (GF)	4,377,743	4,936,660	4,889,771	4,905,473	(0.6%)
Recreation Services Fund (EF)	6,728,419	7,536,850	7,292,205	7,774,176	3.1%
<b>PUBLIC WORKS</b>					
General Fund Operations (GF)	9,360,172	13,406,576	13,043,181	11,092,189	(17.3%)
Public Transportation Fund (EF)	8,255,738	5,724,850	5,679,268	6,521,908	13.9%
Regional Airport Fund (EF)	3,321,679	4,553,901	4,451,815	4,033,655	(11.4%)
Sanitary Sewer Utility Fund (EF)	14,259,779	15,292,675	15,280,304	40,110,534	162.3%
Parking Facilities Fund (EF)	1,467,742	1,697,589	1,561,693	1,522,737	(10.3%)
Solid Waste Utility Fund (EF)	16,097,969	16,307,458	15,720,127	16,630,232	2.0%
Storm Water Utility Fund (EF)	2,124,820	2,592,510	2,530,084	1,904,292	(26.5%)
Custodial & Building Maint. Fund (ISF)	1,010,816	1,179,965	971,989	1,347,202	14.2%
Fleet Operations Fund (ISF)	6,671,461	6,591,986	6,628,255	8,368,982	27.0%
<b>WATER &amp; ELECTRIC</b>					
Railroad Utility Fund (EF)	1,491,073	1,694,073	1,559,716	1,380,477	(18.5%)
Water Utility Fund (EF)	25,900,958	20,617,273	20,076,067	19,246,455	(6.6%)
Electric Utility Fund (EF)	\$ 110,680,056	\$ 123,270,285	\$ 123,205,910	\$ 131,824,238	6.9%

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
CONV. & TOURISM FUND (SRF)	1,833,008	2,197,901	2,098,380	1,852,312	(15.7%)
EMPLOYEE BENEFIT FD (ISF)	12,699,576	11,779,985	11,148,597	12,260,349	4.1%
INFORMATION TECH. FD (ISF)	3,940,951	4,445,084	4,362,584	4,699,745	5.7%
PUBLIC COMM. FUND (ISF)	1,248,186	1,679,844	1,631,872	1,852,508	10.3%
CONTRIBUTIONS FD (TF)	234,233	53,582	51,414	12,155	(77.3%)
CAPITAL 1/4 CNT SALES TX FD (SRF)	3,040,875	5,022,750	5,017,750	4,435,625	(11.7%)
PARKS SALES TAX FD (SRF)	7,864,943	5,044,797	5,044,797	4,590,551	(9.0%)
TRANSP. SALES TAX FD (SRF)	8,290,000	9,438,600	9,438,600	9,419,368	(0.2%)
PUBLIC IMPROV. FD (SRF)	1,373,780	1,927,970	1,927,970	2,413,247	25.2%
SPECIAL ROAD DIST. TX FD (SRF)	1,013,425	1,458,425	1,458,425	4,268,925	192.7%
CAPITAL PROJECTS FUND (CIP)	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
DEBT SERVICE FUNDS (DSF)	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
<b>TOTAL</b>	<b>\$ 344,302,901</b>	<b>\$ 393,679,051</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>	<b>1.0%</b>
<b>TOTAL BY FUNDING SOURCE &amp; FUND TYPE:</b>					
General Fund (GF)	\$ 66,433,679	\$ 75,100,205	\$ 73,280,010	\$ 74,933,880	(0.2%)
Special Revenue Funds (SRF)	24,826,996	25,462,990	25,356,708	27,364,802	7.5%
Debt Service Fund (DSF)	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
Trust Funds (TF)	234,233	53,582	51,414	12,155	(77.3%)
Capital Projects Fund (CIP)	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
<b>TOTAL GOVERNMENTAL FUNDS</b>	<b>122,064,152</b>	<b>162,913,989</b>	<b>161,491,859</b>	<b>131,639,393</b>	<b>(19.2%)</b>
<b>TL ENTERPRISE FUNDS (EF)</b>	190,328,233	199,287,464	197,357,189	230,948,704	15.9%
<b>TL INTERNAL SERVICE FDS (ISF)</b>	31,910,516	31,477,598	30,466,027	34,909,629	10.9%
<b>TOTAL FOR ALL FUNDS</b>	<b>\$ 344,302,901</b>	<b>\$ 393,679,051</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>	<b>1.0%</b>

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

# Financial Summary - Expenditures By Department and Category

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>CITY GENERAL (NON-DPTMTL):</b>					
Operating Expenses	\$ 2,511,103	\$ 2,756,329	\$ 2,697,497	\$ 2,796,742	1.5%
Non-Operating Expenses	2,841,669	2,799,703	2,799,703	2,827,195	1.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>5,352,772</b>	<b>5,556,032</b>	<b>5,497,200</b>	<b>5,623,937</b>	<b>1.2%</b>
<b>CITY COUNCIL:</b>					
Operating Expenses	218,006	252,800	251,383	258,889	2.4%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>218,006</b>	<b>252,800</b>	<b>251,383</b>	<b>258,889</b>	<b>2.4%</b>
<b>CITY CLERK:</b>					
Operating Expenses	222,444	266,421	266,404	272,208	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>222,444</b>	<b>266,421</b>	<b>266,404</b>	<b>272,208</b>	<b>2.2%</b>
<b>CITY MANAGER:</b>					
Operating Expenses	978,009	1,042,994	1,005,484	1,137,687	9.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	6,642	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>984,651</b>	<b>1,042,994</b>	<b>1,005,484</b>	<b>1,137,687</b>	<b>9.1%</b>
<b>VOLUNTEER SERVICES:</b>					
Operating Expenses	185,778	211,247	210,556	269,669	27.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>185,778</b>	<b>211,247</b>	<b>210,556</b>	<b>269,669</b>	<b>27.7%</b>
<b>FINANCE DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	3,078,028	3,408,686	3,240,439	3,479,337	2.1%
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>3,078,028</b>	<b>3,408,686</b>	<b>3,240,439</b>	<b>3,479,337</b>	<b>2.1%</b>
<b>Utility Customer Services Fund:</b>					
Operating Expenses	1,840,281	1,970,049	1,994,219	2,082,631	5.7%
Non-Operating Expenses	23,221	20,880	12,570	107,034	412.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,863,502</b>	<b>\$ 1,990,929</b>	<b>\$ 2,006,789</b>	<b>\$ 2,189,665</b>	<b>10.0%</b>

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>Self Insurance Reserve Fund:</b>					
Operating Expenses	\$ 4,470,024	\$ 3,803,805	\$ 3,714,941	\$ 4,191,178	10.2%
Non-Operating Expenses	6,000	6,000	1,000	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>4,476,024</b>	<b>3,809,805</b>	<b>3,715,941</b>	<b>4,191,178</b>	<b>10.0%</b>
<b>HUMAN RESOURCES:</b>					
Operating Expenses	773,344	923,319	918,543	983,957	6.6%
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>773,344</b>	<b>923,319</b>	<b>918,543</b>	<b>983,957</b>	<b>6.6%</b>
<b>LAW DEPARTMENT:</b>					
Operating Expenses	903,209	1,011,085	996,949	971,769	(3.9%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>903,209</b>	<b>1,011,085</b>	<b>996,949</b>	<b>971,769</b>	<b>(3.9%)</b>
<b>MUNICIPAL COURT:</b>					
Operating Expenses	639,052	698,840	698,243	722,156	3.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	43,151	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>682,203</b>	<b>698,840</b>	<b>698,243</b>	<b>722,156</b>	<b>3.3%</b>
<b>POLICE DEPARTMENT:</b>					
Operating Expenses	16,450,798	17,659,641	17,440,612	18,538,970	5.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	650,247	636,928	652,294	558,974	(12.2%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>17,101,045</b>	<b>18,296,569</b>	<b>18,092,906</b>	<b>19,097,944</b>	<b>4.4%</b>
<b>FIRE DEPARTMENT:</b>					
Operating Expenses	12,313,224	13,470,630	12,894,774	14,164,336	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	147,303	10,124	8,214	66,795	559.8%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>12,460,527</b>	<b>13,480,754</b>	<b>12,902,988</b>	<b>14,231,131</b>	<b>5.6%</b>
<b>PSJC/EMERG. MGMT:</b>					
Operating Expenses	2,536,072	2,646,772	2,616,601	2,719,236	2.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,549	58,402	57,795	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,552,621</b>	<b>\$ 2,705,174</b>	<b>\$ 2,674,396</b>	<b>\$ 2,719,236</b>	<b>0.5%</b>

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>PUBLIC HEALTH &amp; HUMAN SERVICES DEPARTMENT:</b>					
Operating Expenses	\$ 6,747,038	\$ 7,071,201	\$ 6,841,530	\$ 7,229,462	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	15,261	49,293	32,650	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>6,762,299</b>	<b>7,120,494</b>	<b>6,874,180</b>	<b>7,229,462</b>	<b>1.5%</b>
<b>PLANNING DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	694,381	968,676	923,362	1,132,913	17.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>694,381</b>	<b>968,676</b>	<b>923,362</b>	<b>1,132,913</b>	<b>17.0%</b>
<b>CDBG Fund:</b>					
Operating Expenses	1,065,922	372,547	370,786	384,774	3.3%
Non-Operating Expenses	345,043	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>1,410,965</b>	<b>372,547</b>	<b>370,786</b>	<b>384,774</b>	<b>3.3%</b>
<b>ECONOMIC DEVELOPMENT:</b>					
Operating Expenses	355,168	384,970	369,126	381,737	(0.8%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>355,168</b>	<b>384,970</b>	<b>369,126</b>	<b>381,737</b>	<b>(0.8%)</b>
<b>CULTURAL AFFAIRS:</b>					
Operating Expenses	369,288	428,908	424,899	424,186	(1.1%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>369,288</b>	<b>428,908</b>	<b>424,899</b>	<b>424,186</b>	<b>(1.1%)</b>
<b>PARKS &amp; RECREATION DEPT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	4,073,300	4,555,309	4,508,471	4,724,218	3.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	304,443	381,351	381,300	181,255	(52.5%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,377,743</b>	<b>\$ 4,936,660</b>	<b>\$ 4,889,771</b>	<b>\$ 4,905,473</b>	<b>(0.6%)</b>

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>Recreation Services Fund:</b>					
Operating Expenses	\$ 5,770,023	\$ 6,812,550	\$ 6,580,555	\$ 7,000,028	2.8%
Non-Operating Expenses	636,071	640,600	630,000	662,000	3.3%
Debt Service	28,497	33,000	33,000	33,000	0.0%
Capital Additions	60,965	49,150	48,650	79,148	61.0%
Capital Projects	232,863	1,550	0	0	(100.0%)
<b>Total Expenses</b>	<b>6,728,419</b>	<b>7,536,850</b>	<b>7,292,205</b>	<b>7,774,176</b>	<b>3.1%</b>
<b>PUBLIC WORKS DEPARTMENT:</b>					
<b>General Fund Operations:</b>					
Operating Expenses	9,139,403	12,212,413	11,849,013	10,355,670	(15.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	220,769	1,194,163	1,194,168	736,519	(38.3%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>9,360,172</b>	<b>13,406,576</b>	<b>13,043,181</b>	<b>11,092,189</b>	<b>(17.3%)</b>
<b>Public Transportation Fund:</b>					
Operating Expenses	4,030,619	4,535,180	4,445,666	5,136,414	13.3%
Non-Operating Expenses	690,645	537,573	581,484	548,662	2.1%
Debt Service	2,757	2,012	2,012	1,241	(38.3%)
Capital Additions	74,485	15,000	15,000	0	(100.0%)
Capital Projects	3,457,232	635,085	635,106	835,591	31.6%
<b>Total Expenses</b>	<b>8,255,738</b>	<b>5,724,850</b>	<b>5,679,268</b>	<b>6,521,908</b>	<b>13.9%</b>
<b>Regional Airport Fund:</b>					
Operating Expenses	1,486,873	1,699,601	1,671,142	1,925,155	13.3%
Non-Operating Expenses	577,367	588,000	514,500	504,000	(14.3%)
Debt Service	86	0	0	0	
Capital Additions	5,513	142,660	142,533	0	(100.0%)
Capital Projects	1,251,840	2,123,640	2,123,640	1,604,500	(24.4%)
<b>Total Expenses</b>	<b>3,321,679</b>	<b>4,553,901</b>	<b>4,451,815</b>	<b>4,033,655</b>	<b>(11.4%)</b>
<b>Sanitary Sewer Utility Fund:</b>					
Operating Expenses	6,395,635	7,663,030	7,489,697	8,241,314	7.5%
Non-Operating Expenses	2,841,926	2,789,499	3,001,073	3,002,999	7.7%
Debt Service	1,173,189	1,202,016	1,308,894	1,256,850	4.6%
Capital Additions	187,208	471,155	349,789	481,878	2.3%
Capital Projects	3,661,821	3,166,975	3,130,851	27,127,493	756.6%
<b>Total Expenses</b>	<b>14,259,779</b>	<b>15,292,675</b>	<b>15,280,304</b>	<b>40,110,534</b>	<b>162.3%</b>
<b>Parking Facilities Fund:</b>					
Operating Expenses	695,501	912,727	865,569	850,865	(6.8%)
Non-Operating Expenses	383,107	384,900	282,496	322,824	(16.1%)
Debt Service	283,813	256,962	271,146	305,000	18.7%
Capital Additions	84,544	143,000	142,482	44,048	(69.2%)
Capital Projects	20,777	0	0	0	
<b>Total Expenses</b>	<b>1,467,742</b>	<b>1,697,589</b>	<b>1,561,693</b>	<b>1,522,737</b>	<b>(10.3%)</b>
<b>Solid Waste Utility Fund:</b>					
Operating Expenses	10,876,844	12,454,245	12,316,427	13,309,957	6.9%
Non-Operating Expenses	1,224,893	1,857,624	1,408,125	1,631,824	(12.2%)
Debt Service	332,877	350,008	350,000	328,451	(6.2%)
Capital Additions	974,815	1,525,581	1,525,575	955,000	(37.4%)
Capital Projects	2,688,540	120,000	120,000	405,000	237.5%
<b>Total Expenses</b>	<b>\$ 16,097,969</b>	<b>\$ 16,307,458</b>	<b>\$ 15,720,127</b>	<b>\$ 16,630,232</b>	<b>2.0%</b>

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>Storm Water Utility Fund:</b>					
Operating Expenses	\$ 1,042,345	\$ 1,343,855	\$ 1,262,476	\$ 1,465,446	9.0%
Non-Operating Expenses	391,515	390,000	414,822	425,000	9.0%
Debt Service	0	0	0	0	
Capital Additions	29,140	185,655	185,655	13,846	(92.5%)
Capital Projects	661,820	673,000	667,131	0	(100.0%)
<b>Total Expenses</b>	<b>2,124,820</b>	<b>2,592,510</b>	<b>2,530,084</b>	<b>1,904,292</b>	<b>(26.5%)</b>
<b>Custodial &amp; Bldg. Maint. Fund:</b>					
Operating Expenses	906,688	1,167,765	955,749	1,336,402	14.4%
Non-Operating Expenses	10,308	6,200	10,758	10,800	74.2%
Debt Service	0	0	0	0	
Capital Additions	93,820	6,000	5,482	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,010,816</b>	<b>1,179,965</b>	<b>971,989</b>	<b>1,347,202</b>	<b>14.2%</b>
<b>Fleet Operations Fund:</b>					
Operating Expenses	6,559,452	6,498,729	6,536,598	8,181,663	25.9%
Non-Operating Expenses	61,086	55,510	57,510	57,667	3.9%
Debt Service	4,135	3,018	3,018	1,862	(38.3%)
Capital Additions	46,788	34,729	31,129	127,790	268.0%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>6,671,461</b>	<b>6,591,986</b>	<b>6,628,255</b>	<b>8,368,982</b>	<b>27.0%</b>
<b>WATER &amp; ELECTRIC DEPT:</b>					
<b>Railroad Fund:</b>					
Operating Expenses	655,586	814,816	690,257	799,477	(1.9%)
Non-Operating Expenses	273,176	280,500	294,587	300,000	7.0%
Debt Service	25,349	40,000	38,000	31,000	(22.5%)
Capital Additions	0	50,000	49,372	0	(100.0%)
Capital Projects	536,962	508,757	487,500	250,000	(50.9%)
<b>Total Expenses</b>	<b>1,491,073</b>	<b>1,694,073</b>	<b>1,559,716</b>	<b>1,380,477</b>	<b>(18.5%)</b>
<b>Water Utility Fund:</b>					
Operating Expenses	9,330,355	10,000,128	10,050,631	11,043,142	10.4%
Non-Operating Expenses	4,492,604	5,356,060	4,845,860	5,082,738	(5.1%)
Debt Service	2,104,598	2,019,706	2,019,706	1,900,575	(5.9%)
Capital Additions	142,776	335,450	335,100	145,000	(56.8%)
Capital Projects	9,830,625	2,905,929	2,824,770	1,075,000	(63.0%)
<b>Total Expenses</b>	<b>25,900,958</b>	<b>20,617,273</b>	<b>20,076,067</b>	<b>19,246,455</b>	<b>(6.6%)</b>
<b>Electric Utility Fund:</b>					
Operating Expenses	74,724,822	89,968,788	86,884,129	100,379,777	11.6%
Non-Operating Expenses	14,713,643	15,215,500	16,270,000	16,687,761	9.7%
Debt Service	3,085,205	2,990,482	3,100,000	4,060,000	35.8%
Capital Additions	1,132,022	1,012,239	1,000,371	506,000	(50.0%)
Capital Projects	17,024,364	14,083,276	15,951,410	10,190,700	(27.6%)
<b>Total Expenses</b>	<b>110,680,056</b>	<b>123,270,285</b>	<b>123,205,910</b>	<b>131,824,238</b>	<b>6.9%</b>

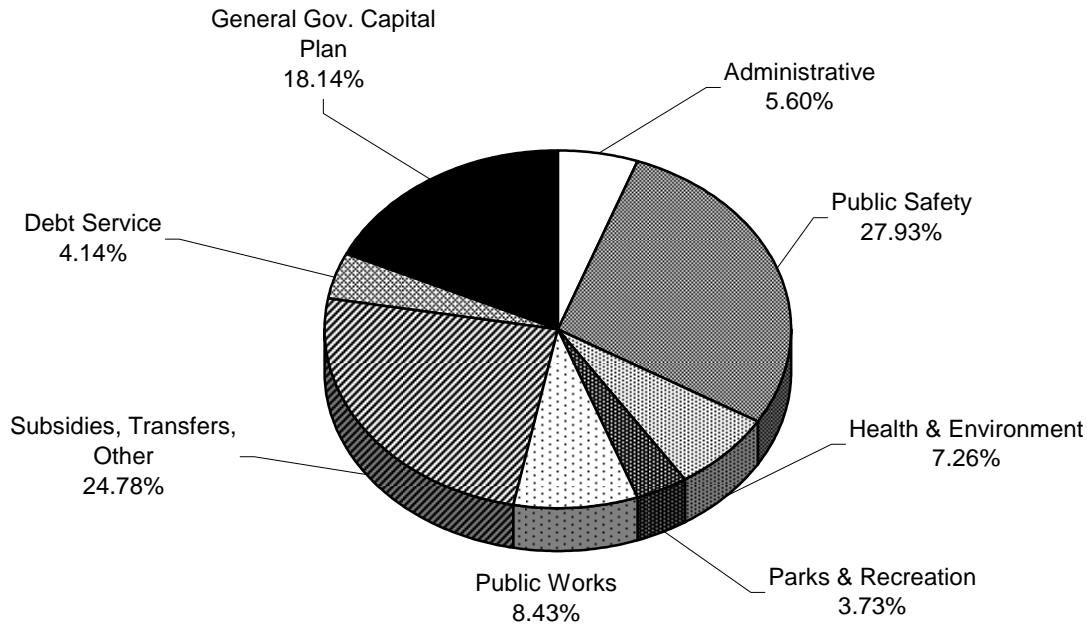
# Financial Summary - Expenditures By Department and Category (Continued)

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>CONVENTION &amp; TOURISM FUND</b>					
Operating Expenses	\$ 1,810,608	\$ 2,167,901	\$ 2,068,380	\$ 1,822,312	(15.9%)
Non-Operating Expenses	22,400	30,000	30,000	30,000	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>1,833,008</b>	<b>2,197,901</b>	<b>2,098,380</b>	<b>1,852,312</b>	<b>(15.7%)</b>
<b>EMPLOYEE BENEFIT FUND:</b>					
Operating Expenses	12,699,576	11,779,985	11,148,597	12,238,433	3.9%
Non-Operating Expenses	0	0	0	21,916	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>12,699,576</b>	<b>11,779,985</b>	<b>11,148,597</b>	<b>12,260,349</b>	<b>4.1%</b>
<b>INFORMATION TECHNOLOGIES FUND:</b>					
Operating Expenses	3,303,289	4,005,135	3,913,135	4,110,372	2.6%
Non-Operating Expenses	307,015	278,500	288,000	343,020	23.2%
Debt Service	0	0	0	0	
Capital Additions	330,647	161,449	161,449	246,353	52.6%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>3,940,951</b>	<b>4,445,084</b>	<b>4,362,584</b>	<b>4,699,745</b>	<b>5.7%</b>
<b>PUBLIC COMM. FUND:</b>					
Operating Expenses	1,157,441	1,485,637	1,447,065	1,696,803	14.2%
Non-Operating Expenses	34,325	38,000	28,600	27,600	(27.4%)
Debt Service	0	0	0	0	
Capital Additions	56,420	156,207	156,207	128,105	(18.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,248,186</b>	<b>1,679,844</b>	<b>1,631,872</b>	<b>1,852,508</b>	<b>10.3%</b>
<b>CONTRIBUTIONS FUND:</b>					
Operating Expenses	8,719	12,495	8,495	12,155	(2.7%)
Non-Operating Expenses	225,514	41,087	42,919	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>234,233</b>	<b>53,582</b>	<b>51,414</b>	<b>12,155</b>	<b>(77.3%)</b>
<b>99 1/4 CENT SALES TAX FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,040,875	5,022,750	5,017,750	4,435,625	(11.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>3,040,875</b>	<b>5,022,750</b>	<b>5,017,750</b>	<b>4,435,625</b>	<b>(11.7%)</b>
<b>PARKS SALES TAX FUND:</b>					
Operating Expenses	1,710	1,801	1,801	989	(45.1%)
Non-Operating Expenses	7,863,233	5,042,996	5,042,996	4,589,562	(9.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 7,864,943</b>	<b>\$ 5,044,797</b>	<b>\$ 5,044,797</b>	<b>\$ 4,590,551</b>	<b>(9.0%)</b>

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

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>TRANSPTN. SALES TAX FUND:</b>					
Operating Expenses	\$ 0	\$ 0	\$ 0	0	
Non-Operating Expenses	8,290,000	9,438,600	9,438,600	9,419,368	(0.2%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>8,290,000</b>	<b>9,438,600</b>	<b>9,438,600</b>	<b>9,419,368</b>	<b>(0.2%)</b>
<b>PUBLIC IMPROVEMENT FUND:</b>					
Operating Expenses	35,539	62,742	62,742	105,947	68.9%
Non-Operating Expenses	1,338,241	1,865,228	1,865,228	2,307,300	23.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,373,780</b>	<b>1,927,970</b>	<b>1,927,970</b>	<b>2,413,247</b>	<b>25.2%</b>
<b>SPECIAL ROAD DIST. TAX FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,013,425	1,458,425	1,458,425	4,268,925	192.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>1,013,425</b>	<b>1,458,425</b>	<b>1,458,425</b>	<b>4,268,925</b>	<b>192.7%</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	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
<b>Total Expenses</b>	<b>23,452,812</b>	<b>57,966,141</b>	<b>58,139,104</b>	<b>23,879,650</b>	<b>(58.8%)</b>
<b>DEBT SERVICE FUND:</b>					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>7,116,432</b>	<b>4,331,071</b>	<b>4,664,623</b>	<b>5,448,906</b>	<b>25.8%</b>
<b>TOTAL FOR ALL FUNDS:</b>					
<b>OPERATING EXPENSES</b>	<b>211,055,497</b>	<b>239,503,752</b>	<b>232,632,943</b>	<b>256,878,376</b>	<b>7.3%</b>
<b>NON-OPERATING EXPENSES</b>	<b>51,647,302</b>	<b>54,144,135</b>	<b>54,337,006</b>	<b>57,613,820</b>	<b>6.4%</b>
<b>DEBT SERVICE</b>	<b>14,156,938</b>	<b>11,228,275</b>	<b>11,790,399</b>	<b>13,366,885</b>	<b>19.0%</b>
<b>CAPITAL ADDITIONS</b>	<b>4,623,508</b>	<b>6,618,536</b>	<b>6,475,215</b>	<b>4,270,711</b>	<b>(35.5%)</b>
<b>CAPITAL PROJECTS</b>	<b>62,819,656</b>	<b>82,184,353</b>	<b>84,079,512</b>	<b>65,367,934</b>	<b>(20.5%)</b>
<b>TOTAL EXPENSES</b>	<b>\$ 344,302,901</b>	<b>\$ 393,679,051</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>	<b>1.0%</b>

# General Government Expenditures By Function FY 2009



## General Government Expenditures By Function

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Administrative	\$ 6,365,460	\$ 7,116,552	\$ 6,889,758	\$ 7,373,516	3.6%
Public Safety	32,796,396	35,181,337	34,368,533	36,770,467	4.5%
Health & Environment	9,592,101	9,275,595	8,962,353	9,553,072	3.0%
Parks & Recreation	4,377,743	4,936,660	4,889,771	4,905,473	(0.6%)
Public Works	9,360,172	13,406,576	13,043,181	11,092,189	(17.3%)
Subsidies/Transfers & Other	29,003,036	30,700,057	30,534,536	32,616,120	6.2%
Debt Service	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
General Gov. Capital Plan	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
<b>Total Appropriations</b>	<b>\$ 122,064,152</b>	<b>\$ 162,913,989</b>	<b>\$ 161,491,859</b>	<b>\$ 131,639,393</b>	<b>(19.2%)</b>

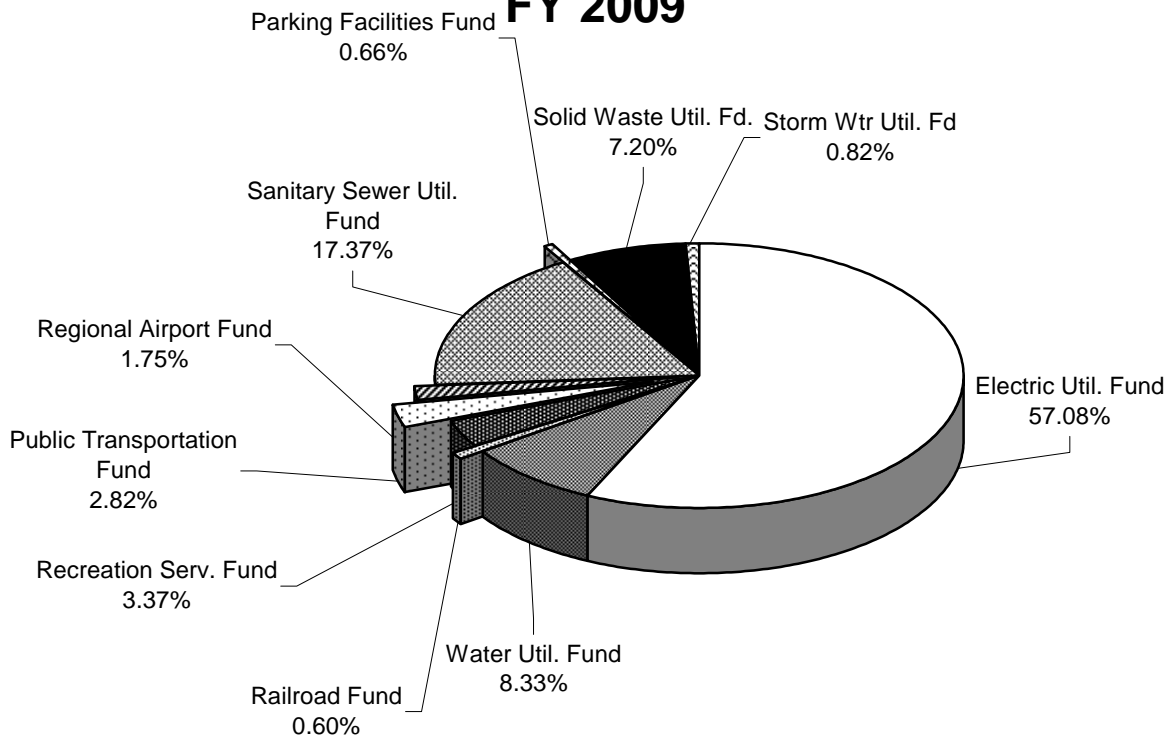
✦ **Debt Services:** Includes payments on the revenue and special obligation bonds to fund capital improvements for the Downtown Government Center improvements, Parks Acquisition Note and 2005 Ballot projects.

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

✦ **General Government Capital Plan:** Decrease is mainly due to the funding of Non-Motorized grant projects that occurred in the FY 2008 budget.

# Enterprise Fund Expenses By Fund

**FY 2009**



## Enterprise Fund Expenses By Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Electric Utility Fund	\$ 110,680,056	\$ 123,270,285	\$ 123,205,910	\$ 131,824,238	6.9%
Water Utility Fund	25,900,958	20,617,273	20,076,067	19,246,455	(6.6%)
Railroad Fund	1,491,073	1,694,073	1,559,716	1,380,477	(18.5%)
Recreation Services Fund	6,728,419	7,536,850	7,292,205	7,774,176	3.1%
Public Transportation Fund	8,255,738	5,724,850	5,679,268	6,521,908	13.9%
Regional Airport Fund	3,321,679	4,553,901	4,451,815	4,033,655	(11.4%)
Sanitary Sewer Utility Fund	14,259,779	15,292,675	15,280,304	40,110,534	162.3%
Parking Facilities Fund	1,467,742	1,697,589	1,561,693	1,522,737	(10.3%)
Solid Waste Utility Fund	16,097,969	16,307,458	15,720,127	16,630,232	2.0%
Storm Water Utility Fund	2,124,820	2,592,510	2,530,084	1,904,292	(26.5%)
<b>Total</b>	<b>\$ 190,328,233</b>	<b>\$ 199,287,464</b>	<b>\$ 197,357,189</b>	<b>\$ 230,948,704</b>	<b>15.9%</b>

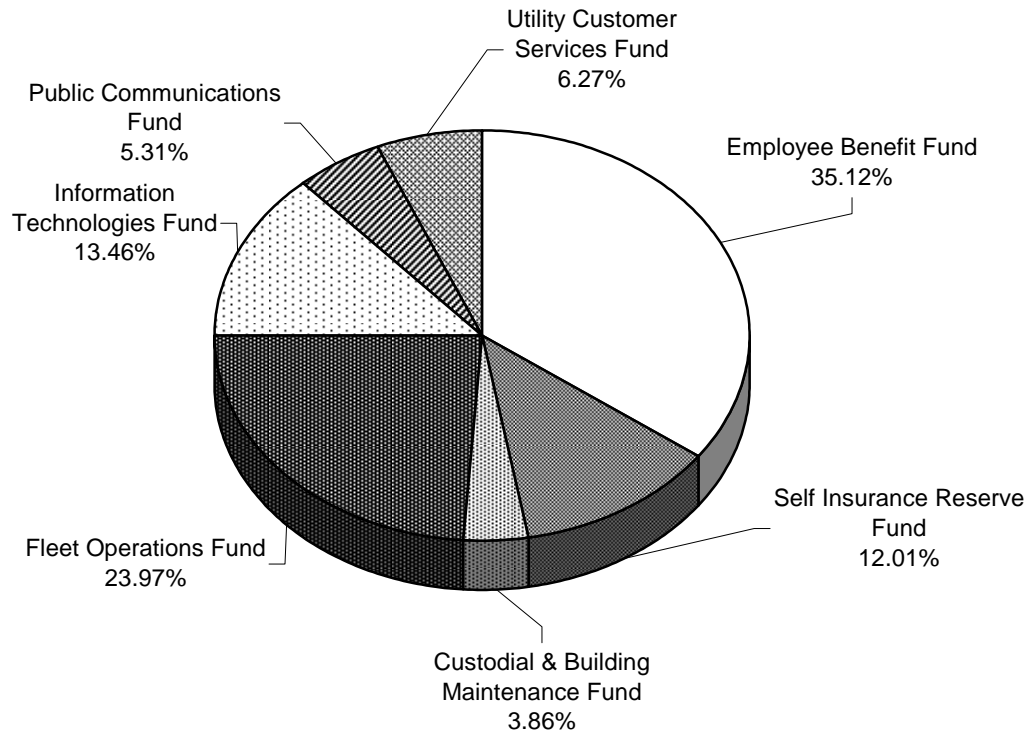
✦ **Water Utility Fund, Railroad Fund, Regional Airport Fund, Parking, and Storm Water:** Decreases are due to a decrease in the amount of new funding for capital projects.

✦ **Electric Utility Fund:** increase due to capital projects supported by bonds for improvements to the electrical system and an increase to purchased power.

✦ **Public Transportation Fund:** Includes increased funding for the purchase of additional buses.

✦ **Sanitary Sewer:** Includes increased funding for capital projects approved in the April 2008 ballot..

## Internal Service Fund Expenses By Fund FY 2009



### Internal Service Fund Expenses By Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Employee Benefit Fund	\$ 12,699,576	\$ 11,779,985	\$ 11,148,597	12,260,349	4.1%
Self Insurance Reserve Fd	4,476,024	3,809,805	3,715,941	4,191,178	10.0%
Custodial & Bldg Maint. Fd	1,010,816	1,179,965	971,989	1,347,202	14.2%
Fleet Operations Fund	6,671,461	6,591,986	6,628,255	8,368,982	27.0%
Information Technologies Fund	3,940,951	4,445,084	4,362,584	4,699,745	5.7%
Public Communications Fd	1,248,186	1,679,844	1,631,872	1,852,508	10.3%
Utility Customer Serv. Fd	1,863,502	1,990,929	2,006,789	2,189,665	10.0%
<b>Total</b>	<b>\$ 31,910,516</b>	<b>\$ 31,477,598</b>	<b>\$ 30,466,027</b>	<b>\$ 34,909,629</b>	<b>10.9%</b>

✦ **Employee Benefit Fund:** Includes plan changes to increase deductible to \$750 in addition to other minor changes.

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

✦ **Custodial & Bldg Maint. Fund:** Reflects additional personnel and re-assignment of custodial staff in other funds to take on additional buildings to maintain.

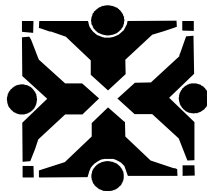
✦ **Fleet Operations Fund:** Increase is due to additional shift being added as well as anticipated increase costs to purchase fuel.

✦ **Public Communications Fund:** Increase reflects a capital equipment purchase to upgrade City Channel capabilities.

✦ **Utility Customer Services Fund:** Increase reflects the increase cost of accepting credit cards, increase in postage and lease payment made for the newly renovated office space.

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# Overall Revenue Summaries

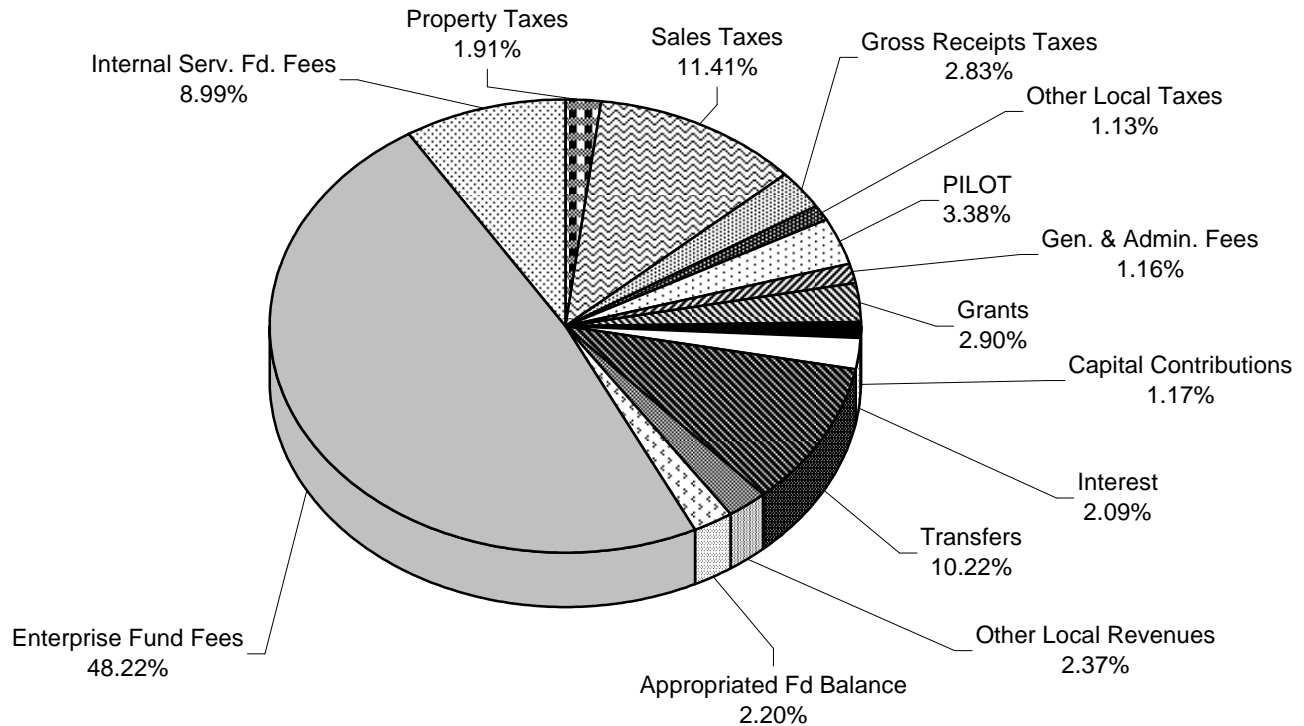


*City of Columbia*  
*Columbia, Missouri*

## OVERALL REVENUES

- ✦ **Property Taxes:** The growth in Property Taxes is projected to be 1.9% over Estimated FY 2008. The growth of assessed valuation of real property for new construction is projected to be 2.0%, which reflects a recent decline in the number of building permits issued. The General Fund rate will remain at \$0.41 per \$100 assessed value as it has since 2002. There is no G.O. Bond levy.
  
- ✦ **Sales Taxes:** The growth in Sales Taxes is projected at 1.0% over Estimated FY 2008. This reflects a continued decline in growth that has been experienced since FY 2007. Estimated growth for FY 2008 has been revised to 0.88%. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, however home improvement/construction and dining and entertainment sectors continue to decline.
  
- ✦ **Gross Receipts Taxes:** Increased 8.2% over estimate based on a settlement being reached that requires wireless carriers to pay the same type of "business license tax" on wireless communications as they do for land line services.
  
- ✦ **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 4.8% over Estimated FY 2008 based upon recent slow downs in growth trends along with 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. For FY 2009 there was a change in the way charges are computed. They are based on an account of actions performed for the various enterprise and internal service funds (i.e.. Bids, purchase orders issued, investments, payroll functions etc.). We maintained the additional component 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 12.5% increase over Estimated FY 2008.
  
- ✦ **Grants:** The 61.9% decrease is due primarily to Non-Motorized Transportation Grant. The City has received a multi-year grant for non-motorized transportation projects which were reflected in the FY 2008 budget.
  
- ✦ **Capital Contributions:** The decrease of 22.1% reflects the change in federal capital grants for Railroad and Transit.
  
- ✦ **Transfers:** These include both subsidies and transfers between funds. FY 2009 reflects a 2.8% decrease over estimated FY 2008. A majority of the decrease is due to a reduction in transfers of special revenues to support the Capital Improvement Plan.
  
- ✦ **Other Local Revenues:** Includes Licenses and Permits, Fines, Governmental Fees and Charges, and Miscellaneous Revenues such as Auction Revenues from the sale of surplus equipment and revenue from the sale of SO2 allowances in Electric. For FY 2009, Other Local Revenues reflect a decrease 38.9% over Estimated FY 2008. Minimum sale of SO2 allowances are budgeted in FY 2009. Money received from the wireless communications settlement for back taxes was reflected in miscellaneous revenue in FY 2008 however, future budget amounts are reflected in gross receipt tax.
  
- ✦ **Lease/Bond Proceeds:** No new bonding authority is requested for FY 2009 unless the Water ballot is passed.
  
- ✦ **Appropriated Fund Balance:** Although careful analysis and a close watchful eye on expenditures and revenues for FY 2007 and Estimated FY 2008 has occurred, the appropriated fund balance available for the General Fund has increased over the FY 2008 amount. The Capital Improvement Plan requires the increased use of capital fund balance for FY 2009, which adds to the 16.6% increase.
  
- ✦ **Enterprise Fund Fees:** These are fees charged to users for utility and other types of services. The 7.1% increase for FY 2009 reflects a moderate growth in the number of customers as well as rate increases proposed in Water (5.5%), Electric (5%), Solid Waste (No residential rate increase) and Sewer (15%).
  
- ✦ **Internal Service Fund Fees:** These are fees charged for providing services to other City departments. The 10.7% increase reflects increases in Self Insurance Fees and increases in charges for custodial and building maintenance after a number of years of drawing down accumulated fund balance.

## Overall Revenue Summary FY 2009



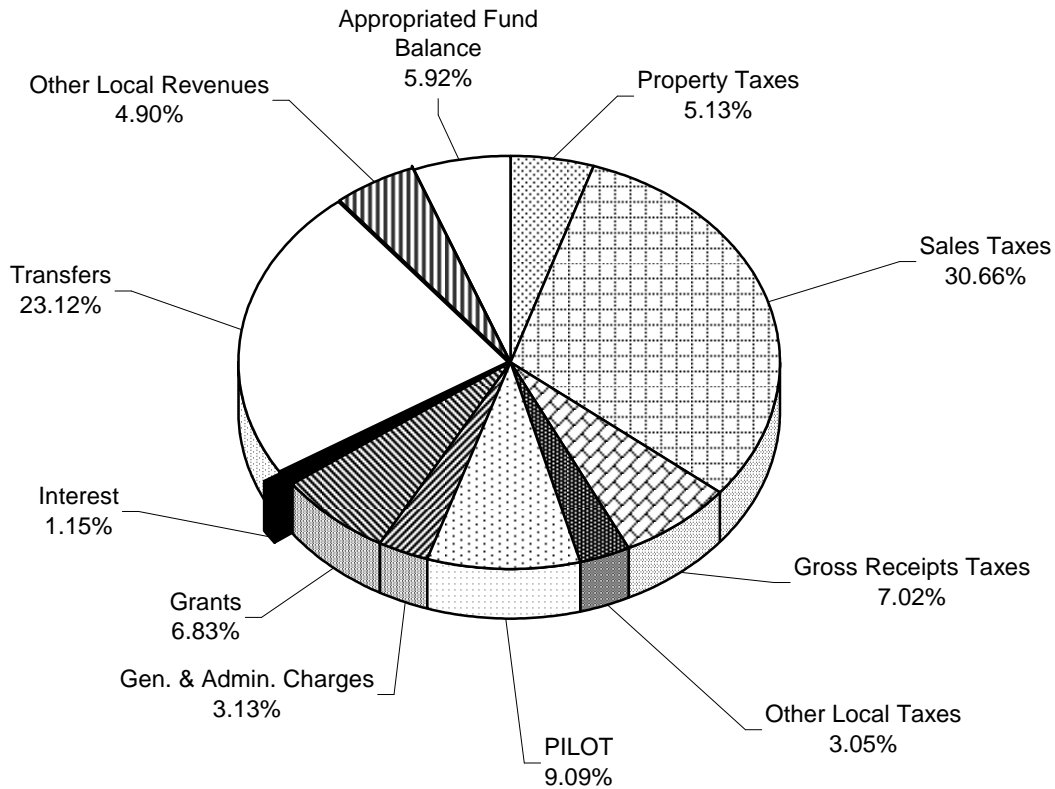
### All Funds Revenue By Category

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
Property Taxes	\$ 6,168,905	\$ 6,268,200	\$ 6,484,005	6,609,000	1.9%
Sales Taxes	38,745,372	40,457,610	39,088,150	39,478,500	1.0%
Gross Receipts Taxes	7,165,082	7,713,000	9,040,000	9,783,500	8.2%
Other Local Taxes	4,296,580	4,066,225	3,953,000	3,923,000	(0.8%)
PILOT	10,309,306	10,647,750	11,170,000	11,705,000	4.8%
Gen. & Admin. Charges	3,353,142	3,576,754	3,576,754	4,025,046	12.5%
Grants	11,068,983	24,198,539	26,305,149	10,033,557	(61.9%)
Capital Contributions	10,361,964	5,256,740	5,188,660	4,040,091	(22.1%)
Interest	12,658,929	6,176,722	7,467,903	7,234,000	(3.1%)
Transfers	29,537,377	35,888,450	36,389,957	35,358,071	(2.8%)
Other Local Revenues	13,262,919	9,246,654	13,411,488	8,194,911	(38.9%)
Lease/Bond Proceeds	3,740,000	22,100,000	22,100,000	0	(100.0%)
Appropriated Fund Balance	3,773,196	6,533,205	6,533,205	7,619,980	16.6%
Enterprise Fund Fees	148,127,539	152,168,692	155,813,280	166,808,984	7.1%
Internal Service Fund Fees	26,442,051	27,880,371	28,107,337	31,113,636	10.7%
<b>Total</b>	<b>\$ 329,011,345</b>	<b>\$ 362,178,912</b>	<b>\$ 374,628,888</b>	<b>\$ 345,927,276</b>	<b>(7.7%)</b>

# Financial Summary - FY 2009 Revenue Summary By Category and Funding Source

	General Government	Enterprise	Internal Service	FY 2009 Total
<b>TAXES:</b>				
Property Taxes	\$ 6,609,000	\$ 0	\$ 0	\$ 6,609,000
Sales Tax	39,478,500	0	0	39,478,500
Gross Receipts Taxes	9,033,500	0	750,000	9,783,500
Other Local Taxes	3,923,000	0	0	3,923,000
<b>TOTAL TAXES</b>	<b>59,044,000</b>	<b>0</b>	<b>750,000</b>	<b>59,794,000</b>
<b>INTRAGOVERNMENTAL REVENUES:</b>				
PILOT	11,705,000	0	0	11,705,000
Gen. & Admin. Fees	4,025,046	0	0	4,025,046
<b>TOTAL INTRAGOVERNMENTAL REV.</b>	<b>15,730,046</b>	<b>0</b>	<b>0</b>	<b>15,730,046</b>
<b>INTERGOVERNMENTAL REVENUES (Grant Revenue)</b>	<b>8,796,622</b>	<b>1,236,935</b>	<b>0</b>	<b>10,033,557</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>0</b>	<b>4,040,091</b>	<b>0</b>	<b>4,040,091</b>
<b>INVESTMENT REVENUE</b>	<b>1,480,000</b>	<b>5,174,000</b>	<b>580,000</b>	<b>7,234,000</b>
<b>OPERATING TRANSFERS</b>	<b>29,761,686</b>	<b>5,201,385</b>	<b>395,000</b>	<b>35,358,071</b>
<b>OTHER LOCAL REVENUE</b>	<b>6,311,139</b>	<b>1,564,172</b>	<b>319,600</b>	<b>8,194,911</b>
<b>LEASE/BOND PROCEEDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>APPROPRIATED FUND BALANCE</b>	<b>7,619,980</b>	<b>0</b>	<b>0</b>	<b>7,619,980</b>
<b>ENTERPRISE FUND FEES:</b>				
Railroad Utility Fees	0	1,090,750	0	1,090,750
Water Utility Fees	0	18,172,838	0	18,172,838
Electric Utility Fees	0	113,301,637	0	113,301,637
Recreation Fees	0	4,371,013	0	4,371,013
Public Transportation Fees	0	1,438,012	0	1,438,012
Airport Utility Fees	0	436,013	0	436,013
Sanitary Sewer Fees	0	10,671,952	0	10,671,952
Parking Fees	0	1,632,869	0	1,632,869
Solid Waste Utility Fees	0	14,391,400	0	14,391,400
Storm Water Utility Fees	0	1,302,500	0	1,302,500
<b>TOTAL ENTERPRISE FUND FEES</b>	<b>0</b>	<b>166,808,984</b>	<b>0</b>	<b>166,808,984</b>
<b>INTERNAL SERVICE FEES:</b>				
Locator Fees	0	156,946	0	156,946
Health Insurance Fees	0	0	12,106,878	12,106,878
Self Insurance Fees	0	0	3,303,865	3,303,865
Custodial & Bldg Maintenance Fees	0	0	1,090,759	1,090,759
Fleet Maintenance Fees	0	0	8,135,610	8,135,610
Information Technologies Fees	0	0	3,991,435	3,991,435
Print Shop & Mailroom Fees	0	0	838,349	838,349
Utility Customer Services Billing Fees	0	0	1,489,794	1,489,794
<b>TOTAL INTERNAL SERVICE FUND FEES</b>	<b>0</b>	<b>156,946</b>	<b>30,956,690</b>	<b>31,113,636</b>
<b>TOTAL REVENUES AND OTHER SOURCES</b>	<b>\$ 128,743,473</b>	<b>\$ 184,182,513</b>	<b>\$ 33,001,290</b>	<b>\$ 345,927,276</b>

## General Government Revenues FY 2009



### General Government Revenues

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
Property Taxes	\$ 6,168,905	\$ 6,268,200	\$ 6,484,005	\$ 6,609,000	1.9%
Sales Taxes	38,745,372	40,457,610	39,088,150	39,478,500	1.0%
Gross Receipts Taxes	6,560,538	7,213,000	8,480,000	9,033,500	6.5%
Other Local Taxes	4,296,580	4,066,225	3,953,000	3,923,000	(0.8%)
PILOT	10,309,306	10,647,750	11,170,000	11,705,000	4.8%
Gen. & Admin. Charges	3,353,142	3,576,754	3,576,754	4,025,046	12.5%
Grants	9,421,674	23,008,423	24,831,031	8,796,622	(64.6%)
Interest	5,321,044	1,245,000	1,452,184	1,480,000	1.9%
Transfers	24,580,126	30,918,571	30,913,571	29,761,686	(3.7%)
Other Local Revenues	6,701,631	7,202,807	9,512,856	6,311,139	(33.7%)
Lease/Bond Proceeds	3,740,000	22,100,000	22,100,000	0	(100.0%)
Appropriated Fund Balance	3,773,196	6,533,205	6,533,205	7,619,980	16.6%
<b>Total</b>	<b>\$ 122,971,514</b>	<b>\$ 163,237,545</b>	<b>\$ 168,094,756</b>	<b>\$ 128,743,473</b>	<b>(23.4%)</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 2008 to Adopted FY 2009.

✦ **Property Taxes:** The growth in Property Taxes is projected to be 1.9% over Estimated FY 2008. The growth of assessed valuation of real property for new construction is projected to be 2.0%, which reflects a recent decline in the number of building permits issued. The General Fund rate will remain at \$0.41 per \$100 assessed value as it has since 2002. There is no G.O. Bond levy.

✦ **Sales Taxes:** A 1% general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's General Fund receives 95.9% of the 1% gross receipts received from the State, and the General Fund percentage has remained the same since FY 2001. The other 4.1% of the 1% received goes to the Public Improvement Fund. The FY 2009 General Fund Sales Tax growth in Sales Taxes is projected at 1.0%. This reflects the continued decline in growth that has been experienced since FY 2007. Estimated growth for FY 2008 has been revised to 0.75%. Staff is closely monitoring sales tax receipts to determine if further adjustments will be necessary. General retail sales remain steady, however the current trend indicates the home improvement/construction and dining and entertainment sectors continue to decline.

✦ **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 2009 amount is projected at a slight decrease under Estimated FY 2008 (0.8%), which is \$120,496 below FY 2007 levels and reflects decreased gallons sold due to the continued increase in gas prices.

◇ **Cigarette Tax** of 10 cents per package is collected on each package by the wholesaler. The FY 2009 amount is projected at a slight decrease below Estimated FY 2008 (1.5%). This is below the FY 2007 amount by \$18,131.

◇ **Motor Vehicle Tax** includes 1 1/2 cents per \$1.00 vehicle cost and \$12.50 of the license plate fee. The FY 2009 amount is projected at the same amount as Estimated FY 2008.

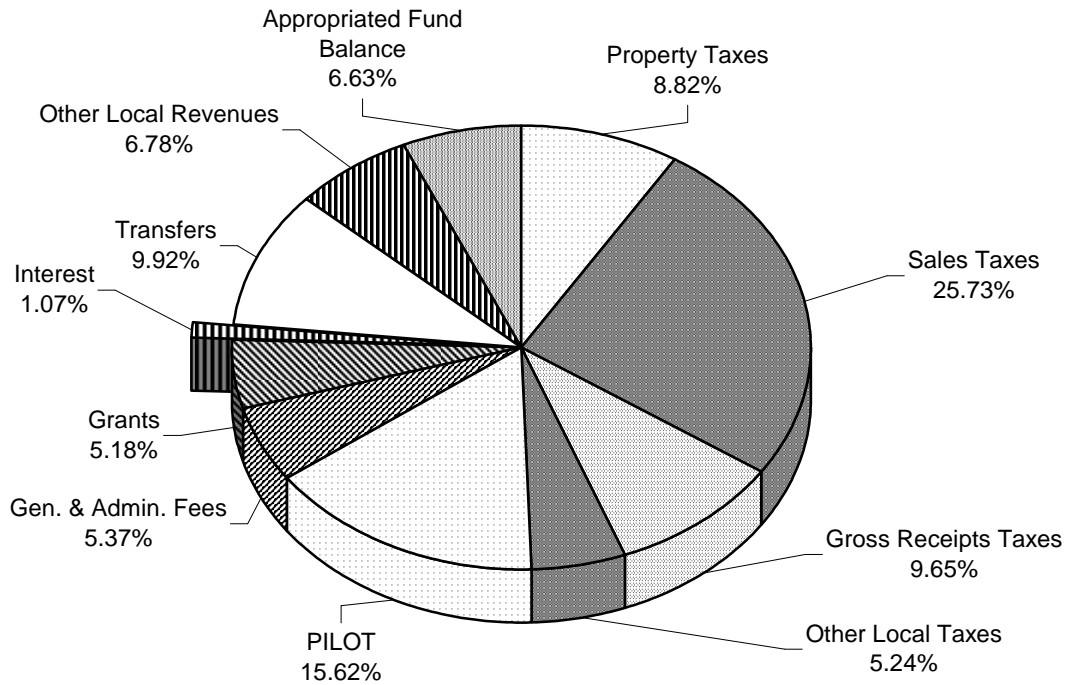
✦ **PILOT:** (Payment-In-Lieu-Of-Taxes) The Water and Electric Fund pays the General Fund annually an amount substantially equivalent to the gross receipts taxes and property taxes which would be paid if the utilities were owned privately. PILOT payments are projected to grow at 4.8% over Estimated FY 2008 based upon modest growth trends and projected rate increases in the Electric Utility and Water Utility.

✦ **General and Administrative Fees:** (G&A) The City charges proportionately for all services performed by General Fund departments for enterprise, internal services, and other City funds. For FY 2009 there was a change in the way charges are computed. They are based on an account of actions performed for the various enterprise and internal service funds (i.e., Bids, purchase orders issued, investments, payroll functions etc.). The fee does still include a payment-in-lieu-of-taxes from some of our other City-owned utilities (Sewer, Solid Waste, and Storm Water) equal to the amount they would pay in property taxes. G&A Fees are projecting a 12.5% increase over Estimated FY 2008.

✦ **Grants:** A decrease of 40.8% over Estimated FY 2008 is due to the Non-Motorized Transportation Grant funding that was budgeted in FY 2008. Formula changes to the cost sharing of Public Safety Joint Communication operation resulted in a slight decrease in County funding.

✦ **Appropriated Fund Balance:** Although careful analysis and a close watchful eye on expenditures and revenues for FY 2007 and Estimated FY 2008 has occurred, the appropriated fund balance available for the General Fund has increased over the FY 2008 amount by 47.3%. This use of fund balance will maintain the General Fund Balance at the 16% of expenditures required by Council resolution.

## General Fund Revenues FY 2009



### General Fund Revenues

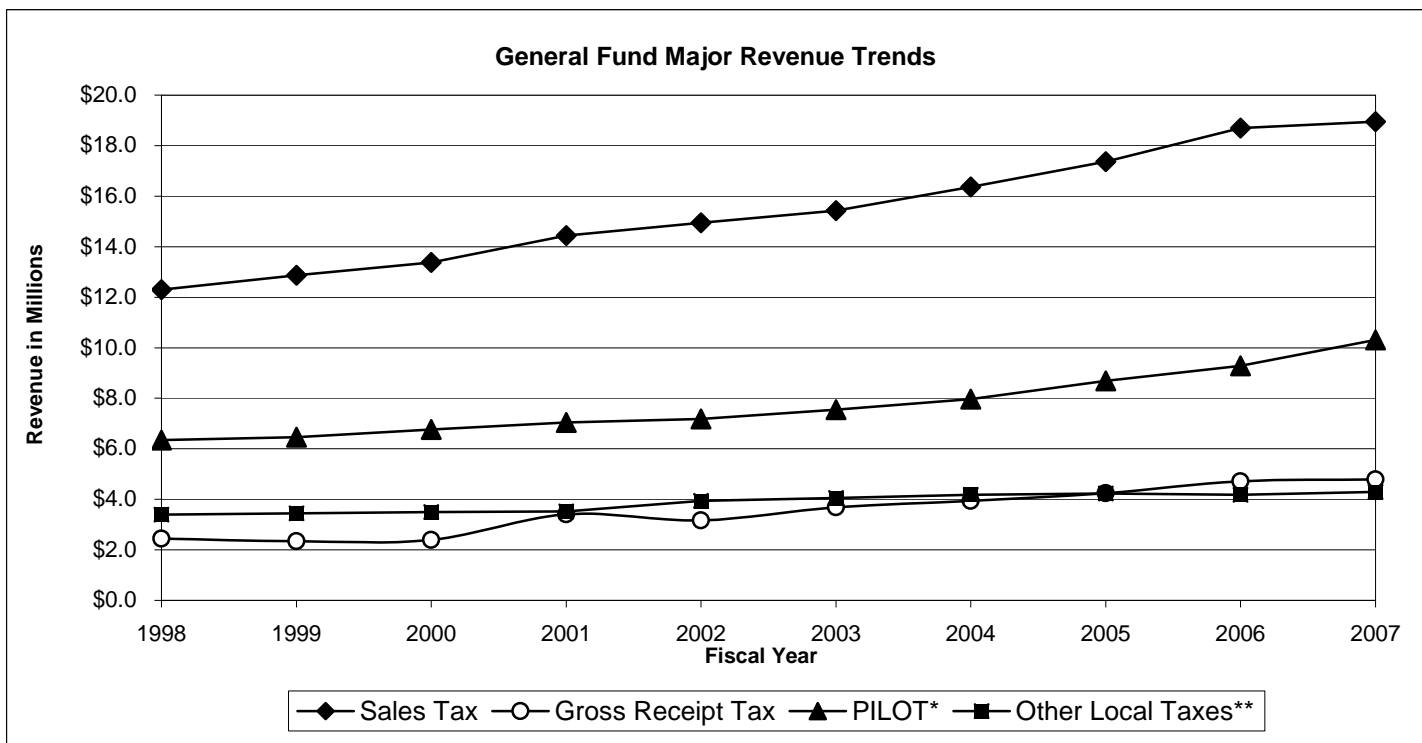
	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
Property Taxes	\$ 6,168,905	\$ 6,268,200	\$ 6,484,005	\$ 6,609,000	1.9%
Sales Taxes	18,947,028	19,742,625	19,090,000	19,281,000	1.0%
Gross Receipts Taxes	4,789,100	5,280,000	6,680,000	7,233,500	8.3%
Other Local Taxes	4,296,580	4,066,225	3,953,000	3,923,000	(0.8%)
PILOT	10,309,306	10,647,750	11,170,000	11,705,000	4.8%
Gen. & Admin. Fees	3,353,142	3,576,754	3,576,754	4,025,046	12.5%
Grants	4,521,170	4,729,720	6,552,368	3,879,522	(40.8%)
Interest	1,066,281	750,000	896,000	800,000	(10.7%)
Transfers	7,679,050	7,382,779	7,377,779	7,430,743	0.7%
Other Local Revenues	5,790,233	5,237,228	7,812,712	5,077,889	(35.0%)
Appropriated Fund Balance	3,773,196	3,373,205	3,373,205	4,969,180	47.3%
<b>Total</b>	<b>\$ 70,693,991</b>	<b>\$ 71,054,486</b>	<b>\$ 76,965,823</b>	<b>\$ 74,933,880</b>	<b>(2.6%)</b>

# Financial Summaries - General Fund Revenue Detail

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
<b>TAXES:</b>					
<b>PROPERTY TAXES:</b>					
Real Estate	\$ 4,925,841	\$ 5,098,200	\$ 5,266,750	\$ 5,372,000	2.0%
Personal Property	1,041,782	1,015,000	1,055,600	1,075,000	1.8%
Other	201,282	155,000	161,655	162,000	0.2%
<b>Total Property Taxes</b>	<b>6,168,905</b>	<b>6,268,200</b>	<b>6,484,005</b>	<b>6,609,000</b>	<b>1.9%</b>
<b>SALES TAX</b>	<b>18,947,028</b>	<b>19,742,625</b>	<b>19,090,000</b>	<b>19,281,000</b>	<b>1.0%</b>
<b>GROSS RECEIPTS TAX:</b>					
Telephone	1,193,660	1,200,000	2,555,000	2,916,000	14.1%
Natural Gas	2,982,279	3,195,000	3,200,000	3,435,000	7.3%
Electric	613,161	635,000	675,000	695,000	3.0%
CATV	0	250,000	250,000	187,500	(25.0%)
<b>Total Gross Receipts Tax</b>	<b>4,789,100</b>	<b>5,280,000</b>	<b>6,680,000</b>	<b>7,233,500</b>	<b>8.3%</b>
<b>OTHER LOCAL TAXES:</b>					
Cigarette Tax	666,131	645,000	658,000	648,000	(1.5%)
Gasoline Tax	2,470,496	2,350,000	2,370,000	2,350,000	(0.8%)
Motor Vehicle Tax	1,159,953	1,071,225	925,000	925,000	0.0%
<b>Total Other Local Taxes</b>	<b>4,296,580</b>	<b>4,066,225</b>	<b>3,953,000</b>	<b>3,923,000</b>	<b>(0.8%)</b>
<b>TOTAL TAXES</b>	<b>34,201,613</b>	<b>35,357,050</b>	<b>36,207,005</b>	<b>37,046,500</b>	<b>2.3%</b>
<b>INTRAGOVERNMENTAL REVENUES:</b>					
<b>PILOT:</b>					
PILOT - Electric	8,053,224	8,472,000	8,795,000	9,235,000	5.0%
PILOT - Water	2,256,082	2,175,750	2,375,000	2,470,000	4.0%
<b>Total PILOT</b>	<b>10,309,306</b>	<b>10,647,750</b>	<b>11,170,000</b>	<b>11,705,000</b>	<b>4.8%</b>
Gen. & Admin. Revenue	3,353,142	3,576,754	3,576,754	4,025,046	12.5%
<b>TOTAL INTRAGOV. REV.</b>	<b>13,662,448</b>	<b>14,224,504</b>	<b>14,746,754</b>	<b>15,730,046</b>	<b>6.7%</b>
<b>INTERGOVERNMENTAL REVENUES:</b>					
Federal / State Revenues	2,393,224	2,617,586	4,433,748	1,868,678	(57.9%)
County Revenues	2,127,946	2,112,134	2,118,620	2,010,844	(5.1%)
<b>TOTAL INTERGOV. REV.</b>	<b>4,521,170</b>	<b>4,729,720</b>	<b>6,552,368</b>	<b>3,879,522</b>	<b>(40.8%)</b>
<b>INTEREST &amp; INVESTMENT REVENUE:</b>					
Investment Earnings & Interest	1,066,281	750,000	896,000	800,000	(10.7%)
<b>TOTAL INV. INCOME</b>	<b>1,066,281</b>	<b>750,000</b>	<b>896,000</b>	<b>800,000</b>	<b>(10.7%)</b>
<b>OPERATING TRANSFERS:</b>					
One-Quarter Cent Sales Tax	0	5,000	0	0	
Parks Sales Tax	1,030,000	1,030,000	1,030,000	1,045,000	1.5%
Transportation Sales Tax	5,740,000	6,062,200	6,062,200	6,142,500	1.3%
Public Improvement Fund	309,241	105,228	105,228	110,000	4.5%
Special Road District Tax	113,425	113,425	113,425	113,425	0.0%
Special Business District	7,500	7,500	7,500	7,500	0.0%
Convention & Visitors Fund	7,400	15,000	15,000	0	(100.0%)
Capital Projects Fund	30,863	0	0	0	
Water Fund	12,500	0	0	0	
Electric Fund	12,500	0	0	0	
Public Transportation	200,000	0	0	0	
Contributions Fund	53,867	32,556	32,556	0	(100.0%)
CDBG Fund	0	0	0	0	
Utility Customer Services Fund	16,297	11,870	11,870	12,318	3.8%
92 G.O. Fund	145,457	0	0	0	
<b>TOTAL OPER. TRANSF.</b>	<b>\$ 7,679,050</b>	<b>\$ 7,382,779</b>	<b>\$ 7,377,779</b>	<b>\$ 7,430,743</b>	<b>0.7%</b>

# Financial Summaries - General Fund Revenue Detail (Continued)

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
<b>OTHER LOCAL REVENUE:</b>					
<b>LICENSES &amp; PERMITS:</b>					
Business License	\$ 640,400	\$ 592,100	\$ 612,000	\$ 623,700	1.9%
Liquor License	137,368	131,000	133,000	138,000	3.8%
Animal License	34,345	34,000	34,000	34,600	1.8%
<b>TOTAL LIC. &amp; PERMITS</b>	<b>812,113</b>	<b>757,100</b>	<b>779,000</b>	<b>796,300</b>	<b>2.2%</b>
<b>FINES:</b>					
Corporation Court Fines	1,059,407	1,046,000	1,015,000	1,040,000	2.5%
Uniform Ticket Fines	111,684	147,000	147,000	148,000	0.7%
Meter Fines	196,856	190,000	230,000	235,000	2.2%
Alarm Violations	19,500	13,500	13,500	13,500	0.0%
<b>TOTAL FINES</b>	<b>1,387,447</b>	<b>1,396,500</b>	<b>1,405,500</b>	<b>1,436,500</b>	<b>2.2%</b>
<b>FEES:</b>					
Construction Fees	854,454	826,600	642,095	714,100	11.2%
Street Maintenance Fees	323,467	365,000	125,000	65,000	(48.0%)
Animal Control Fees	16,095	16,700	18,000	22,000	22.2%
Health Fees	435,814	434,450	417,000	457,380	9.7%
Other Fees	264,273	260,040	250,345	264,637	5.7%
<b>TOTAL FEES</b>	<b>1,894,103</b>	<b>1,902,790</b>	<b>1,452,440</b>	<b>1,523,117</b>	<b>4.9%</b>
<b>MISC. REVENUES</b>	<b>1,696,570</b>	<b>1,180,838</b>	<b>4,175,772</b>	<b>1,321,972</b>	<b>(68.3%)</b>
<b>TOTAL OTR LOCAL REV.</b>	<b>5,790,233</b>	<b>5,237,228</b>	<b>7,812,712</b>	<b>5,077,889</b>	<b>(35.0%)</b>
<b>APPROP. FD BAL.</b>	<b>3,773,196</b>	<b>3,373,205</b>	<b>3,373,205</b>	<b>4,969,180</b>	<b>47.3%</b>
<b>TL REV. &amp; OTR SOURCES</b>	<b>\$ 70,693,991</b>	<b>\$ 71,054,486</b>	<b>\$ 76,965,823</b>	<b>\$ 74,933,880</b>	<b>(2.6%)</b>



\* PILOT - Payment in Lieu of Taxes

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

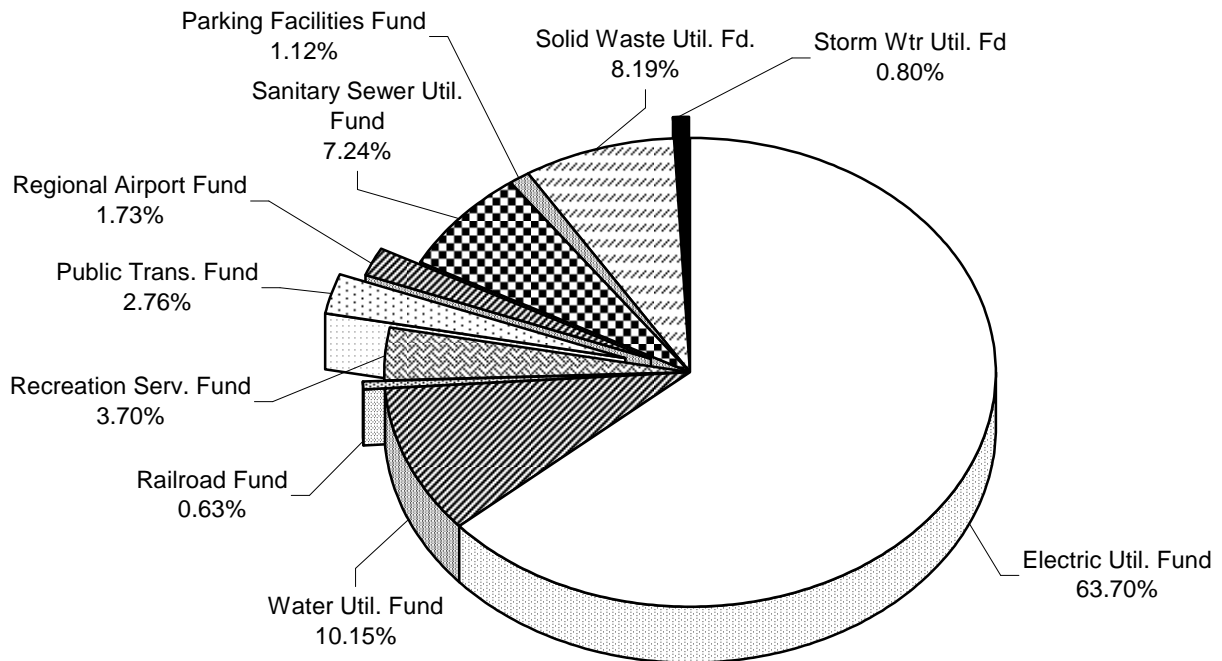
## ENTERPRISE FUND REVENUES

The City of Columbia has ten enterprise funds that are projected to generate a total of \$184,182,513 in revenues for FY 2009. 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 2008 to Adopted FY 2009.

- ✦ **Electric Fund:** The sale of electricity is a major revenue source for this fund. There are approximately 44,700 customers that receive electricity from the City. The growth rate in new customers has slowed to just over 3% per year. The major sources of electric revenue are as follows: Residential Sales (36%), Commercial and Industrial Sales (54%), and Sales to Public Authorities (10%). A 5% rate increase is included for FY 2009 to continue to provide funds for the increasing cost of purchased power and to provide funding for needed capital projects and debt payments.
- ✦ **Water Fund:** The sale of water is the major revenue source for this fund. There are approximately 44,000 customers that receive water from the City. The growth rate in new customers has slowed to just under 2.3% per year. A 5.5% increase in revenue from the rate change is included to address debt service requirements and to meet the capital requirements of the fund.
- ✦ **Railroad Fund:** Increased steel prices continue to effect rail traffic, however traffic flow is projected to stabilize in FY 2009. A capital charge continues to be placed on coal deliveries for CIP funding. This charge is targeted to rail bed improvements. These are the CIP projects that replace tie, rails, and improve the rail line surface.
- ✦ **Recreation Services Fund:** This fund provides various recreational services for which participants are charged fees. These fees are expected to recover only a portion of the cost of providing the activity. The remaining revenue comes in the form of subsidies and transfers from the General Fund and the Parks Sales Tax Fund. Fee increases included in FY 2009 for adult sports, field and facility rentals, golf passes and cart rentals, and ARC user fees.
- ✦ **Public Transportation Fund:** Revenues have decreased overall due to a decrease in federal grants. This decrease is partially offset by an increase in fares for ridership. Fares will increase from \$0.50 to \$1 for full fare and from \$0.25 to \$0.50 for half fare riders. Paratransit fares will increase from \$1.00 to \$2.00. Transportation Sales Tax subsidy has been increased for FY 2009 to match funds for an automated vehicle locator (GPS) and the replacement of a bluebird bus and 2 paratransit vans.
- ✦ **Regional Airport Fund:** Revenues reflect an increase of 46.8% in FAA grants to support the CIP future expansion of the Airport's Cargo Apron with taxiway. 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 42,000 sewer utility customers. A 15% rate increase is included for FY 2009 to pay for the 2008 voter approved ballot issue revenue bonds used to fund capital improvements and operating increases.
- ✦ **Parking Fund:** Parking fees are charged to users of the City's garages, surface lots, and metered parking. Fee increases of approximately \$5/month are reflected in FY 2009. Decrease in revenues is due to a gain on the sale of property at 10th and Elm in FY 2008.
- ✦ **Solid Waste Utility Fund:** There are about 40,000 Solid Waste utility accounts served by the City. There are no projected increase for residential customers, however, there is a 20% rate increase included for commercial customers. Landfill fees, which are \$32.50/ton, amount to 18% of total revenues.
- ✦ **Storm Water Fund:** Storm water fees paid by utility customers as well as development charges are the major revenue sources for this fund.

## Enterprise Fund Revenues By Fund FY 2009



### Enterprise Fund Revenues By Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
Electric Utility Fund	\$ 107,223,901	\$ 105,057,210	\$ 112,964,137	\$ 117,318,583	3.9%
Water Utility Fund	18,625,204	17,898,340	17,137,160	18,694,838	9.1%
Railroad Fund	1,243,091	1,367,400	1,268,244	1,154,750	(8.9%)
Recreation Services Fund	6,377,404	6,692,132	6,326,092	6,806,648	7.6%
Public Transportation Fund	6,730,861	6,754,522	6,993,252	5,079,475	(27.4%)
Regional Airport Fund	3,377,193	2,201,835	2,166,090	3,180,763	46.8%
Sanitary Sewer Utility Fund	14,568,354	11,777,000	11,793,718	13,335,452	13.1%
Parking Facilities Utility Fund	2,054,636	2,066,693	2,256,254	2,057,869	(8.8%)
Solid Waste Utility Fund	13,806,590	14,109,075	14,377,728	15,084,700	4.9%
Storm Water Utility Fund	1,788,393	1,591,859	1,416,805	1,469,435	3.7%
<b>Total</b>	<b>\$ 175,795,627</b>	<b>\$ 169,516,066</b>	<b>\$ 176,699,480</b>	<b>\$ 184,182,513</b>	<b>4.2%</b>

## INTERNAL SERVICE FUND REVENUES

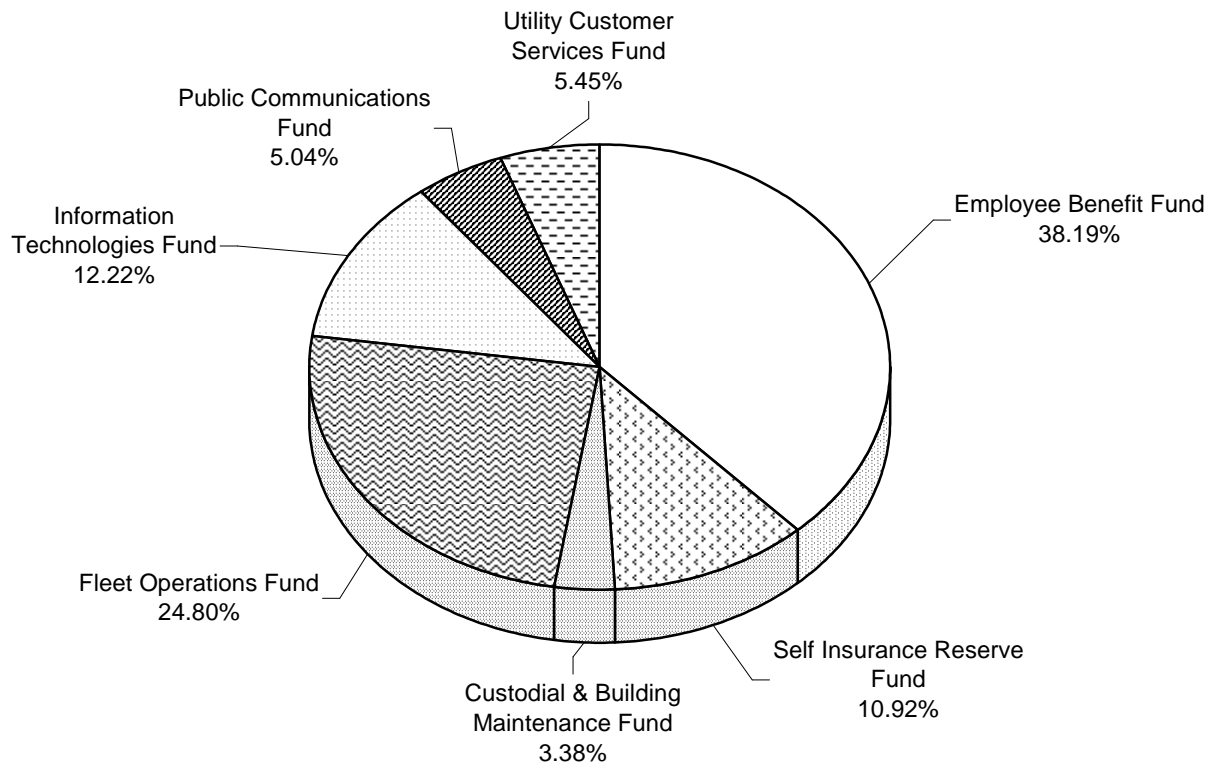
The City of Columbia has seven internal service funds that are projected to generate a total of \$33,001,290 in revenues. In the past the City has adjusted a number of the fees charged by these departments to allow for the use of amounts that have accumulated from net income. Many of these funds are 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 2009.

Below are revenue highlights of changes experienced from Estimated FY 2008 to Adopted FY 2009.

- ✦ **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 2009 the fund shows a 9.0% increase which includes the proposed health insurance rate increase as well as changes to the prescription plan and an increase to the dental annual maximum from \$1,000 to \$1,500.
- ✦ **Self Insurance Reserve Fund:** This fund is used to account for the reserves established and held in trust for the City's self insurance program, and to account for the payment of property and casualty losses, and uninsured workers' compensation claims. The 13.6% increase in FY 2009 revenues over Estimated FY 2008 is due to the increased amount collected from the other departments to pay for the ever increasing claims paid by this fund.
- ✦ **Custodial and Building Maintenance Services Fund:** This fund provides janitorial and building maintenance services to the other City departments. FY 2009 revenues reflect an 16.0% increase. This also includes adding custodial service to the Grissum and Wabash buildings. This fund has utilized its fund balance over the past few years. Rates need to increase more than the cost of service for the next two years to recover cost and maintain appropriate levels of reserves as indicated in the City's internal service fund policy.
- ✦ **Fleet Maintenance Fund:** This fund provides equipment maintenance and repair operation for Public Works and other user departments. Departments are charged a shop labor rate. An additional shift has been added to increase operations to 24 hours to help minimize the amount of outside labor work. This fund also provides a fueling station for many of the departments. A 15.2% 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 2009 reflect a 2.1% increase over FY 2008 due primarily to a decrease in computer replacement fees. This fund has utilized its fund balance over the past few years. Rates do not need to increase as much due to a prudent use of fund balance over the past few years and working to keep expenditures to a minimum.
- ✦ **Public Communications Fund:** This fund provides public communications, web communications/electronic government, printing and mail services, cable broadcast and neighborhood relations services. FY 2009 revenues reflect substantial fee increase of 17.2%. This provides a more accurate picture of recouping costs of service and less utilization of accumulated fund balance.
- ✦ **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 2009 revenues reflect a 8.0% 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 2009

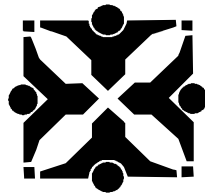


### Internal Service Revenues By Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Estimated FY 2008
Employee Benefit	\$ 13,035,733	\$ 11,817,655	\$ 11,560,289	\$ 12,601,878	9.0%
Self Insurance	3,203,420	3,172,938	3,172,938	3,603,865	13.6%
Custodial & Bldg Maint.	880,453	983,033	961,553	1,115,759	16.0%
Fleet Maintenance	6,628,085	6,531,313	7,104,885	8,185,210	15.2%
Information Technologies	3,401,434	3,954,128	3,949,128	4,031,435	2.1%
Public Communications	1,485,047	1,369,812	1,419,437	1,663,349	17.2%
Utility Customer Services	1,610,032	1,596,422	1,666,422	1,799,794	8.0%
<b>Total</b>	<b>\$ 30,244,204</b>	<b>\$ 29,425,301</b>	<b>\$ 29,834,652</b>	<b>\$ 33,001,290</b>	<b>10.6%</b>

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# Summary, Trends and Fund Statements



*City of Columbia*  
*Columbia, Missouri*

## General Government Fund Balance

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

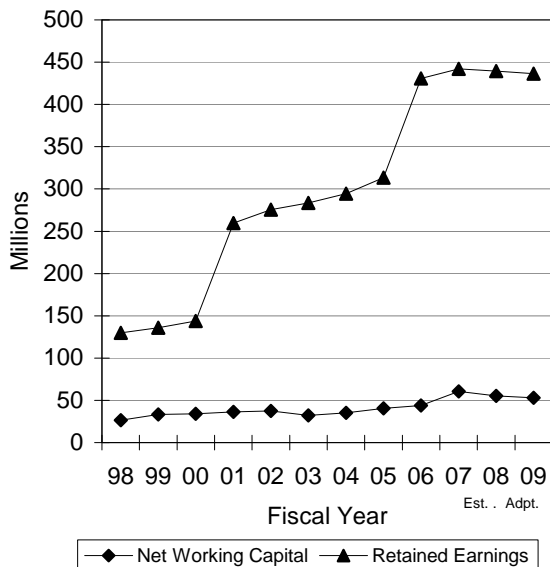
Special Revenue Funds - The budgets for the City's Special Revenue Funds can vary greatly from year to year. By nature these funds are restricted for special use and will often allow a portion of these funds to accumulate until such time as sufficient resources are available for projects, typically capital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

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

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

General Fund				
Fiscal Year	Revenues	Expenditures	Unreserved, Undesignated Fund Balance	Fund Balance as a % of Expenditures
1996	\$38,794,027	\$36,233,996	\$8,361,444	23.08%
1997	\$41,207,631	\$38,578,207	\$8,560,657	22.19%
1998	\$43,532,800	\$40,870,715	\$7,486,178	18.32%
1999	\$43,416,652	\$42,469,418	\$7,673,988	18.07%
2000	\$43,891,836	\$41,975,779	\$8,539,921	20.34%
2001	\$48,665,665	\$44,601,765	\$10,274,719	23.04%
2002	\$51,593,618	\$48,626,769	\$10,429,820	21.45%
2003	\$54,210,002	\$49,723,710	\$11,489,854	23.11%
2004	\$58,238,591	\$52,905,356	\$12,149,155	22.96%
2005	\$60,917,104	\$57,935,849	\$12,149,155	20.97%
2006	\$66,716,295	\$61,530,716	\$16,726,768	27.18%
2007	\$70,693,991	\$66,433,679	\$14,616,020	22.00%
2008	\$76,965,823	\$73,280,010	\$16,957,043	23.14%
2009 adopted	\$74,946,380	\$74,933,880	\$11,987,863	16%

## Net Working Capital and Retained Earnings/Net Assets Enterprise Funds



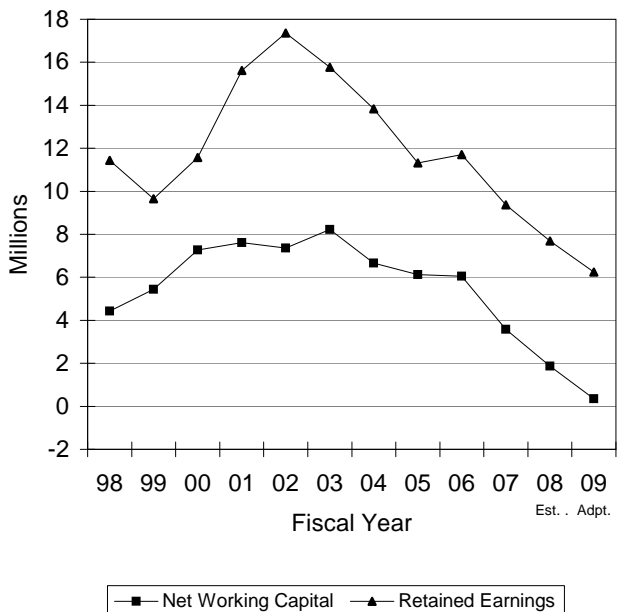
## Enterprise Funds

User charges/rates are set in the City's Enterprise Funds to recuperate the costs of providing service and provide sufficient funds for the capital needs of the enterprise. The City also attempts to avoid significant rate increases in any given year. Periodically major changes in the cost of operations or major capital expansion will require large rate increases to cover these costs. The City has taken the approach where sufficient balances exist, to phase in these increases over a period of several years to minimize the effects on our citizens. The noticeably large increase in retained earnings from 2000 to 2001 was due to changes in accounting standards and financial reporting due to GASB 34 which required the City to include contributions in Net Assets. The City also adjusted its capitalization threshold during this time frame. In 2007 the city engaged an independent consultant to perform a cost of service study and to review rate structures for Water, Electric, Sewer and Solid Waste.

## Internal Service Funds

User charges/rates are set in the City's Internal Service Funds to recuperate the costs of providing service and provide sufficient funds for the capital needs of the operations. It has been typical for these funds to accumulate retained earnings over the years due to the fact that they are able to operate without expending their entire budget. When an internal service fund has accumulated excess retained earnings, the City will adjust the rates. This allows the City to maintain appropriate levels of retained earnings without large swings in the rates charged out to departments in any given year. The noticeably large increase in retained earnings from 2000 to 2001 was due to changes in accounting standards and financial reporting due to GASB 34 which required the City to include contributions in Net Assets. The City also adjusted its capitalization threshold during this time frame. The City continues to set minimal rate increases in order to spend down balances in the internal service funds.

## Net Working Capital and Retained Earnings/Net Assets Internal Service Funds



# General Government Funds

## Financial Summary of Estimated Sources and Uses

	General Fund			Special Revenue Funds		
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
<b>Financial Sources</b>						
Property Taxes	\$ 6,168,905	\$ 6,484,005	\$ 6,609,000	\$ 0	\$ 0	\$ 0
Sales Taxes	18,947,028	19,090,000	19,281,000	19,798,344	19,998,150	20,197,500
Gross Receipts Taxes	4,789,100	6,680,000	7,233,500	1,771,438	1,800,000	1,800,000
Other Local Taxes	4,296,580	3,953,000	3,923,000	0	0	0
PILOT	10,309,306	11,170,000	11,705,000	0	0	0
Gen. & Admin. Charges	3,353,142	3,576,754	4,025,046	0	0	0
Grants	4,521,170	6,552,368	3,879,522	1,498,042	1,200,000	1,400,000
Interest	1,066,281	896,000	800,000	637,878	406,184	320,000
Other Local Revenues	5,790,233	7,812,712	5,077,889	659,804	543,352	489,500
Internal Service Fund Fees	0	0	0	0	0	0
Enterprise Fund Fees	0	0	0	0	0	0
	<u>\$ 59,241,745</u>	<u>\$ 66,214,839</u>	<u>\$ 62,533,957</u>	<u>\$ 24,365,506</u>	<u>\$ 23,947,686</u>	<u>\$ 24,207,000</u>
Other Funding Sources/Transfers	7,679,050	7,377,779	7,430,743	251,802	546,221	0
<b>Total Financial Sources: Less Appropriated Fund Balance</b>	<u>\$ 66,920,795</u>	<u>\$ 73,592,618</u>	<u>\$ 69,964,700</u>	<u>\$ 24,617,308</u>	<u>\$ 24,493,907</u>	<u>\$ 24,207,000</u>
<b>Expenditures</b>						
Operating Expenses	62,187,645	68,153,886	70,563,142	2,922,498	2,512,204	2,326,177
Non-Operating Expenses	2,841,669	2,799,703	2,827,195	22,138,731	22,895,918	25,050,780
Debt Service	0	0	0	0	0	0
Capital Additions	1,404,365	2,326,421	1,543,543	0	0	0
Capital Projects	0	0	0	0	0	0
<b>Total Estimated Expenditures Uses</b>	<u>\$ 66,433,679</u>	<u>\$ 73,280,010</u>	<u>\$ 74,933,880</u>	<u>\$ 25,061,229</u>	<u>\$ 25,408,122</u>	<u>\$ 27,376,957</u>
<b>Increase in Capital Assets</b>	N/A	N/A	N/A	N/A	N/A	N/A
<b>Appropriated or Planned Net Increase (Decrease) in Fund Balances</b>	<u>487,116</u>	<u>312,608</u>	<u>(4,969,180)</u>	<u>(443,921)</u>	<u>(914,215)</u>	<u>(3,169,957)</u>

**General Government Funds**

**Financial Summary of Estimated Sources and Uses**

Debt Service Funds			Capital Projects			Total Governmental Funds		
Actual FY 2007	Estimated FY 2008	Adopted FY 2009	Actual FY 2007	Estimated FY 2008	Adopted FY 2009	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 6,168,905	\$ 6,484,005	\$ 6,609,000
0	0	0	0	0	0	38,745,372	39,088,150	39,478,500
0	0	0	0	0	0	6,560,538	8,480,000	9,033,500
0	0	0	0	0	0	4,296,580	3,953,000	3,923,000
0	0	0	0	0	0	10,309,306	11,170,000	11,705,000
0	0	0	0	0	0	3,353,142	3,576,754	4,025,046
0	0	0	3,402,462	17,078,663	3,517,100	9,421,674	24,831,031	8,796,622
194,552	150,000	360,000	3,422,333	0	0	5,321,044	1,452,184	1,480,000
0	0	0	251,594	1,156,792	743,750	6,701,631	9,512,856	6,311,139
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
\$ 194,552	\$ 150,000	\$ 360,000	\$ 7,076,389	\$ 18,235,455	\$ 4,260,850	\$ 90,878,192	\$ 108,547,980	\$ 91,361,807
3,376,233	4,330,071	5,447,943	13,273,041	40,759,500	16,883,000	24,580,126	53,013,571	29,761,686
<u>3,570,785</u>	<u>4,480,071</u>	<u>5,807,943</u>	<u>20,349,430</u>	<u>58,994,955</u>	<u>21,143,850</u>	<u>115,458,318</u>	<u>161,561,551</u>	<u>121,123,493</u>
0	0	0	0	0	0	65,110,143	70,666,090	72,889,319
0	0	0	0	0	0	24,980,400	25,695,621	27,877,975
7,116,432	4,664,623	5,448,906	0	0	0	7,116,432	4,664,623	5,448,906
0	0	0	0	0	0	1,404,365	2,326,421	1,543,543
0	0	0	23,452,812	58,139,104	23,879,650	23,452,812	58,139,104	23,879,650
<u>\$ 7,116,432</u>	<u>\$ 4,664,623</u>	<u>\$ 5,448,906</u>	<u>\$ 23,452,812</u>	<u>\$ 58,139,104</u>	<u>\$ 23,879,650</u>	<u>\$ 122,064,152</u>	<u>\$ 161,491,859</u>	<u>\$ 131,639,393</u>
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<u>(3,545,647)</u>	<u>(184,552)</u>	<u>359,037</u>	<u>(3,103,382)</u>	<u>855,851</u>	<u>(2,735,800)</u>	<u>(6,605,834)</u>	<u>69,692</u>	<u>(10,515,900)</u>

# Enterprise and Internal Service Funds

## Financial Summary of Estimated Sources and Uses

	Enterprise Funds			Internal Service Funds		
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
<b>Financial Sources</b>						
Property Taxes	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales Taxes	0	0	0	0	0	0
Gross Receipts Taxes	0	0	0	604,544	560,000	750,000
Other Local Taxes	0	0	0	0	0	0
PILOT	0	0	0	0	0	0
Gen. & Admin. Charges	0	0	0	0	0	0
Grants	1,647,309	1,474,118	1,236,935	0	0	0
Interest	6,642,391	5,432,119	5,174,000	695,494	583,600	580,000
Other Local Revenues	3,974,057	3,563,747	1,564,172	2,587,231	334,885	319,600
Internal Service Fund Fees	140,778	146,170	156,946	26,301,273	27,961,167	30,956,690
Enterprise Fund Fees	148,127,539	155,813,280	166,808,984	0	0	0
	<b>\$ 160,532,074</b>	<b>\$ 166,429,434</b>	<b>\$ 174,941,037</b>	<b>\$ 30,188,542</b>	<b>\$ 29,439,652</b>	<b>\$ 32,606,290</b>
Other Financing Sources/Transfers	15,263,553	10,270,046	9,241,476	55,662	395,000	395,000
<b>Total Financial Sources: Less Appropriated Fund Balance</b>	<b>\$ 175,795,627</b>	<b>\$ 176,699,480</b>	<b>\$ 184,182,513</b>	<b>\$ 30,244,204</b>	<b>\$ 29,834,652</b>	<b>\$ 33,001,290</b>
<b>Expenditures</b>						
Operating Expenses	\$ 115,008,603	\$ 132,256,549	\$ 150,151,575	\$ 30,936,751	\$ 29,710,304	\$ 33,837,482
Non-Operating Expenses	26,224,947	28,242,947	29,167,808	441,955	398,438	568,037
Debt Service	7,036,371	7,122,758	7,916,117	4,135	3,018	1,862
Capital Additions	2,691,468	3,794,527	2,224,920	527,675	354,267	502,248
Capital Projects	39,366,844	25,940,408	41,488,284	0	0	0
<b>Total Estimated Expenditures Uses</b>	<b>\$ 190,328,233</b>	<b>\$ 197,357,189</b>	<b>\$ 230,948,704</b>	<b>\$ 31,910,516</b>	<b>\$ 30,466,027</b>	<b>\$ 34,909,629</b>
<b>Increase in Capital Assets</b>	42,058,312	29,734,935	43,713,204	527,675	354,267	502,248
<b>Planned Net Increase (Decrease) in Retained Earnings</b>	<b>27,525,706</b>	<b>9,077,226</b>	<b>(3,052,987)</b>	<b>(1,138,637)</b>	<b>(277,108)</b>	<b>(1,406,091)</b>

## Overall Summary Total - All Funds Combined

### Financial Summary of Estimated Sources and Uses

Overall Summary Total			
	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
<b>Financial Sources</b>			
Property Taxes	\$ 6,168,905	\$ 6,484,005	\$ 6,609,000
Sales Taxes	38,745,372	39,088,150	39,478,500
Gross Receipts Taxes	7,165,082	9,040,000	9,783,500
Other Local Taxes	4,296,580	3,953,000	3,923,000
PILOT	10,309,306	11,170,000	11,705,000
Gen. & Admin. Charges	3,353,142	3,576,754	4,025,046
Grants	11,068,983	26,305,149	10,033,557
Interest	12,658,929	7,467,903	7,234,000
Other Local Revenues	13,262,919	13,411,488	8,194,911
Internal Service Fund Fees	26,442,051	28,107,337	31,113,636
Enterprise Fund Fees	148,127,539	155,813,280	166,808,984
	<b>\$ 281,598,808</b>	<b>\$ 304,417,066</b>	<b>\$ 298,909,134</b>
Other Financing Sources/Transfers	39,899,341	63,678,617	39,398,162
<b>Total Financial Sources: Less Appropriated Fund Balance</b>	<b>\$ 321,498,149</b>	<b>\$ 368,095,683</b>	<b>\$ 338,307,296</b>
<b>Expenditures</b>			
Operating Expenses	211,055,497	232,632,943	256,878,376
Non-Operating Expenses	51,647,302	54,337,006	57,613,820
Debt Service	14,156,938	11,790,399	13,366,885
Capital Additions	4,623,508	6,475,215	4,270,711
Capital Projects	62,819,656	84,079,512	65,367,934
<b>Total Estimated Expenditures Uses</b>	<b>\$ 344,302,901</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>
<b>Increase in Capital Assets</b>	42,585,987	90,554,727	44,215,452
<b>Planned Net Increase/(Decrease) in Fund Balances/Retained Earnings</b>	<b>19,781,235</b>	<b>69,335,335</b>	<b>(14,974,978)</b>

# Summary - FY 2009 Operating Statements For All Funds

	Estimated Beginning Balance	Revenues	Expenses *	Net Income/ (Loss)	Estimated Ending Balance
<b>Governmental Funds:</b>					
General Fund **	\$16,957,043	\$69,964,700	\$74,933,880	(\$4,969,180) ^	\$11,987,863
Capital Quarter Cent Sales Tax	\$2,451,486	\$4,903,000	\$4,435,625	\$467,375	\$2,918,861
Transportation Sales Tax Fund	\$1,567,959	\$9,710,000	\$9,419,368	\$290,632	\$1,858,591
Parks Sales Tax Fund	\$394,030	\$4,848,000	\$4,590,551	\$257,449	\$651,479
Public Improvement Fund	\$2,209,712	\$1,376,500	\$2,413,247	(\$1,036,747) ^	\$1,172,965
Special Road District Tax Fund	\$4,132,514	\$1,475,000	\$4,268,925	(\$2,793,925) ^	\$1,338,589
Convention & Tourism Fund	\$859,296	\$1,859,500	\$1,852,312	\$7,188	\$866,484
Debt Service Funds (Combined)	\$2,892,113	\$5,807,943	\$5,448,906	\$359,037	\$3,251,150
Capital Projects Fund	\$51,786,848	\$21,143,850	\$23,879,650	(\$2,735,800) ^	\$49,051,048
Contributions Fund	\$773,587	\$35,000	\$12,155	\$22,845	\$796,432
<b>Total Govt. Funds****</b>	<b>\$84,024,588</b>	<b>\$121,123,493</b>	<b>\$131,254,619</b>	<b>(\$10,131,126)</b>	<b>\$73,893,462</b>
<b>Enterprise Funds:</b>					
Railroad Fund	\$5,180,001	\$1,154,750	\$1,130,477	\$24,273	\$5,204,274
Water & Electric Funds (Combined) ***	\$161,638,201	\$136,013,421	\$139,153,993	(\$3,140,572) ~	\$158,497,629
Recreation Services Fund	\$17,100,153	\$6,806,648	\$7,695,028	(\$888,380) +	\$16,211,773
Public Transportation Fund	\$10,939,290	\$5,079,475	\$5,686,317	(\$606,842) +	\$10,332,448
Airport Fund	\$14,787,113	\$3,180,763	\$2,429,155	\$751,608	\$15,538,721
Sanitary Sewer Utility Fund	\$125,532,273	\$13,335,452	\$12,501,163	\$834,289	\$126,366,562
Parking Utility Fund	\$11,429,144	\$2,057,869	\$1,478,689	\$579,180	\$12,008,324
Solid Waste Utility Fund	\$10,024,486	\$15,084,700	\$15,270,232	(\$185,532) ~	\$9,838,954
Storm Water Utility Fund	\$10,055,243	\$1,469,435	\$1,890,446	(\$421,011) +	\$9,634,232
<b>Total Enterprise Funds</b>	<b>\$366,685,904</b>	<b>\$184,182,513</b>	<b>\$187,235,500</b>	<b>(\$3,052,987)</b>	<b>\$363,632,917</b>
<b>Internal Service Funds:</b>					
Employee Benefit Fund	\$1,451,168	\$12,601,878	\$12,260,349	\$341,529	\$1,792,697
Self Insurance Reserve Fund	\$2,152,204	\$3,603,865	\$4,191,178	(\$587,313) +	\$1,564,891
Custodial / Maintenance Fund	\$689,609	\$1,115,759	\$1,347,202	(\$231,443) +	\$458,166
Fleet Operations Fund	\$1,471,783	\$8,185,210	\$8,241,192	(\$55,982) +	\$1,415,801
Information Technologies Fund	\$1,107,792	\$4,031,435	\$4,453,392	(\$421,957) +	\$685,835
Public Communications Fund	\$1,825,995	\$1,663,349	\$1,724,403	(\$61,054) +	\$1,764,941
Utility Customer Services Fund	\$491,548	\$1,799,794	\$2,189,665	(\$389,871) +	\$101,677
<b>Total Internal Service Funds</b>	<b>\$9,190,099</b>	<b>\$33,001,290</b>	<b>\$34,407,381</b>	<b>(\$1,406,091)</b>	<b>\$7,784,008</b>
<b>Total All Funds</b>	<b>\$459,900,591</b>	<b>\$338,307,296</b>	<b>\$352,897,500</b>	<b>(\$14,590,204)</b>	<b>\$445,310,387</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	\$18,694,838	\$18,026,455	\$668,383
Electric Utility Fund	\$117,318,583	\$121,127,538	(\$3,808,955)

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

# Summary - FY 2009 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 **	(\$9,574,280)	\$4,605,100	\$0	(\$4,969,180)	(\$4,969,180)
Capital Quarter Cent Sales Tax	\$4,903,000	(\$4,435,625)	\$0	\$467,375	\$467,375
Transportation Sales Tax Fund	\$9,710,000	(\$9,419,368)	\$0	\$290,632	\$290,632
Parks Sales Tax Fund	\$4,847,011	(\$4,589,562)	\$0	\$257,449	\$257,449
Public Improvement Fund	\$1,270,553	(\$2,307,300)	\$0	(\$1,036,747)	(\$1,036,747)
Special Road District Tax Fund	\$1,475,000	(\$4,268,925)	\$0	(\$2,793,925)	(\$2,793,925)
Convention & Tourism Fund	\$37,188	(\$30,000)	\$0	\$7,188	\$7,188
Debt Service Funds (Combined)	(\$5,088,906)	\$5,447,943	\$0	\$359,037	\$359,037
Capital Projects Fund	(\$19,618,800)	\$16,883,000	\$0	(\$2,735,800)	(\$2,735,800)
Contributions Fund	\$22,845	\$0	\$0	\$22,845	\$22,845
<b>Total Govt. Funds****</b>	<b>(\$12,016,389)</b>	<b>\$1,885,263</b>	<b>\$0</b>	<b>(\$10,131,126)</b>	<b>(\$10,131,126)</b>
<b>Enterprise Funds:</b>					
Railroad Fund	\$291,273	\$50,000	(\$17,000)	\$324,273	\$324,273
Water & Electric Funds (Combined) ***	\$20,208,502	(\$50,000)	(\$13,599,074)	\$6,559,428	\$6,559,428
Recreation Services Fund	(\$2,629,015)	\$2,343,635	\$9,000	(\$276,380)	(\$276,380)
Public Transportation Fund	(\$3,698,402)	\$1,590,056	\$1,192,131	(\$916,215)	(\$80,624)
Airport Fund	(\$1,489,142)	\$1,120,250	\$20,000	(\$348,892)	\$1,255,608
Sanitary Sewer Utility Fund	\$2,430,638	(\$5,611)	(\$298,350)	\$2,126,677	\$3,726,677
Parking Utility Fund	\$782,004	\$38,076	\$39,100	\$859,180	\$859,180
Solid Waste Utility Fund	\$1,081,443	(\$22,444)	\$325,549	\$1,384,548	\$1,384,548
Storm Water Utility Fund	(\$162,946)	\$0	\$166,935	\$3,989	\$3,989
<b>Total Enterprise Funds</b>	<b>\$16,814,355</b>	<b>\$5,063,962</b>	<b>(\$12,161,709)</b>	<b>\$9,716,608</b>	<b>\$13,756,699</b>
<b>Internal Service Funds:</b>					
Employee Benefit Fund	(\$121,555)	\$373,084	\$90,000	\$341,529	\$341,529
Self Insurance Reserve Fund	(\$887,313)	\$0	\$300,000	(\$587,313)	(\$587,313)
Custodial / Maintenance Fund	(\$245,643)	\$0	\$25,000	(\$220,643)	(\$220,643)
Fleet Operations Fund	(\$46,053)	(\$33,667)	\$47,738	(\$31,982)	(\$31,982)
Information Technologies Fund	(\$118,937)	\$0	\$40,000	(\$78,937)	(\$78,937)
Public Communications Fund	(\$108,454)	\$0	\$75,000	(\$33,454)	(\$33,454)
Utility Customer Services Fund	(\$592,837)	(\$106,034)	\$310,000	(\$388,871)	(\$388,871)
<b>Total Internal Service Funds</b>	<b>(\$2,120,792)</b>	<b>\$233,383</b>	<b>\$887,738</b>	<b>(\$999,671)</b>	<b>(\$999,671)</b>
<b>Total All Funds</b>	<b>\$2,677,174</b>	<b>\$7,182,608</b>	<b>(\$11,273,971)</b>	<b>(\$1,414,189)</b>	<b>\$2,625,902</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	\$7,129,696	\$0	(\$3,861,313)	\$3,268,383	3,268,383
Electric Utility Fund	\$13,078,806	(\$50,000)	(\$9,737,761)	\$3,291,045	3,291,045

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

^ Includes Transfers and Subsidies and Capital Contributions

## General Fund Summary

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Taxes	\$ 34,201,613	\$ 35,357,050	\$ 36,207,005	\$ 37,046,500
Other Local Revenue	4,093,663	4,056,390	3,636,940	3,755,917
Intragovernmental Revenue	13,662,448	14,224,504	14,746,754	15,730,046
Grant Revenue	4,521,170	4,729,720	6,552,368	3,879,522
Interest and Investment Revenue	1,066,281	750,000	896,000	800,000
Miscellaneous Revenue	1,696,570	1,180,838	4,175,772	1,321,972
<b>Total Revenues</b>	<b>59,241,745</b>	<b>60,298,502</b>	<b>66,214,839</b>	<b>62,533,957</b>
<b>EXPENDITURES:</b>				
Personnel Services	44,097,293	46,981,074	45,793,119	48,827,965
Supplies & Materials	5,193,041	5,843,478	5,711,500	6,143,898
Travel & Training	348,081	442,197	408,641	460,990
Intragovernmental Charges	3,855,132	4,384,021	4,380,921	4,764,283
Utilities, Services & Other Misc.*	8,694,098	12,319,471	11,859,705	10,366,006
Capital Additions	1,404,365	2,330,261	2,326,421	1,543,543
Interest & Lease Payment	3,446	2,515	2,515	1,552
<b>Total Expenditures</b>	<b>63,595,456</b>	<b>72,303,017</b>	<b>70,482,822</b>	<b>72,108,237</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(4,353,711)</b>	<b>(12,004,515)</b>	<b>(4,267,983)</b>	<b>(9,574,280)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	7,679,050	7,382,779	7,377,779	7,430,743
Operating Transfers To Other Funds	(2,838,223)	(2,797,188)	(2,797,188)	(2,825,643)
<b>Total Otr. Financing Sources (Uses)</b>	<b>4,840,827</b>	<b>4,585,591</b>	<b>4,580,591</b>	<b>4,605,100</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>487,116</b>	<b>(7,418,924)</b>	<b>312,608</b>	<b>(4,969,180) ^</b>
Fund Balance - Beginning of Year	16,726,768	14,605,503	16,644,435	16,957,043
Adj. for Unrealized Gains & Reserves for Encumbrances	569,449			
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 16,644,435</b>	<b>\$ 7,186,579</b>	<b>\$ 16,957,043</b>	<b>\$ 11,987,863</b>

\* Includes contingency of \$100,000 and Council Reserve of \$42,900.

^ 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
1998	\$ 38,570,715	\$ 9,864,802	26%
1999	40,270,078	9,712,113	24%
2000	41,975,779	9,592,424	23%
2001	44,601,765	11,940,602	27%
2002	48,626,769	13,024,849	27%
2003	49,723,710	15,077,548	30%
2004	52,905,363	16,277,385	31%
2005	57,935,849	15,494,288	27%
2006	61,530,716	16,760,474	27%
2007	66,433,679	16,644,435	25%
2008 Est.	73,280,010	16,957,043	23%
2009 Adopted	\$ 74,933,880	\$ 11,987,863	16%

## Capital Quarter Cent Sales Tax Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Sales Taxes	\$ 4,747,346	\$ 4,960,000	\$ 4,795,000	\$ 4,843,000
Investment Revenue	69,360	15,000	75,000	60,000
<b>Total Revenues</b>	<b>4,816,706</b>	<b>4,975,000</b>	<b>4,870,000</b>	<b>4,903,000</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>4,816,706</b>	<b>4,975,000</b>	<b>4,870,000</b>	<b>4,903,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(3,040,875)	(5,022,750)	(5,017,750)	(4,435,625)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(3,040,875)</b>	<b>(5,022,750)</b>	<b>(5,017,750)</b>	<b>(4,435,625)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,775,831</b>	<b>(47,750)</b>	<b>(147,750)</b>	<b>467,375</b>
Fund Balance, Beg. of Year	823,405	2,637,277	2,599,236	2,451,486
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,599,236</b>	<b>\$ 2,589,527</b>	<b>\$ 2,451,486</b>	<b>\$ 2,918,861</b>
Percent Change in Fund Equity	215.67%		(5.68%)	19.06%

## Parks Sales Tax Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Sales Taxes	\$ 4,745,782	\$ 4,960,000	4,795,000	\$ 4,843,000
Investment Revenue	161,656	75,000	15,000	5,000
<b>Total Revenues</b>	<b>4,907,438</b>	<b>5,035,000</b>	<b>4,810,000</b>	<b>4,848,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	1,710	1,801	1,801	989
Utilities, Services & Misc.	0	0	0	0
Interest Expense	0	0	0	0
<b>Total Expenditures</b>	<b>1,710</b>	<b>1,801</b>	<b>1,801</b>	<b>989</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>4,905,728</b>	<b>5,033,199</b>	<b>4,808,199</b>	<b>4,847,011</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(7,863,233)	(5,042,996)	(5,042,996)	(4,589,562)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(7,863,233)</b>	<b>(5,042,996)</b>	<b>(5,042,996)</b>	<b>(4,589,562)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(2,957,505)</b>	<b>(9,797)</b>	<b>(234,797)</b>	<b>257,449</b>
Fund Balance, Beg. of Year	3,586,332	4,640,372	628,827	394,030
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 628,827</b>	<b>\$ 4,630,575</b>	<b>\$ 394,030</b>	<b>\$ 651,479</b>
Percent Change in Fund Equity	(82.47%)		(37.34%)	65.34%

## Transportation Sales Tax Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Sales Taxes	\$ 9,495,176	\$ 9,950,850	\$ 9,590,000	\$ 9,685,000
Grant Revenue	0	0	0	0
Investment Revenue	28,481	25,000	47,000	25,000
<b>Total Revenues</b>	<b>9,523,657</b>	<b>9,975,850</b>	<b>9,637,000</b>	<b>9,710,000</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>9,523,657</b>	<b>9,975,850</b>	<b>9,637,000</b>	<b>9,710,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	251,802	0	0	0
Operating Transfers To Other Funds	(8,709,000)	(9,438,600)	(9,438,600)	(9,419,368)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(8,457,198)</b>	<b>(9,438,600)</b>	<b>(9,438,600)</b>	<b>(9,419,368)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,066,459</b>	<b>537,250</b>	<b>198,400</b>	<b>290,632</b>
Fund Balance, Beg. of Year	303,100	1,486,100	1,369,559	1,567,959
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 1,369,559</b>	<b>\$ 2,023,350</b>	<b>\$ 1,567,959</b>	<b>\$ 1,858,591</b>
Percent Change in Fund Equity	351.85%		14.49%	18.54%

## Public Improvement Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Sales Tax	\$ 810,040	\$ 844,135	\$ 818,150	\$ 826,500
Development Fees	485,742	750,000	475,000	475,000
Investment Revenue	149,799	100,000	82,000	75,000
<b>Total Revenues</b>	<b>1,445,581</b>	<b>1,694,135</b>	<b>1,375,150</b>	<b>1,376,500</b>
<b>EXPENDITURES:</b>				
Personnel Services	0	0	0	0
Supplies & Materials	0	0	0	0
Travel & Training	0	0	0	0
Intragovernmental Charges	35,539	62,742	62,742	105,947
Utilities, Services & Misc.	0	0	0	0
Capital	0	0	0	0
<b>Total Expenditures</b>	<b>35,539</b>	<b>62,742</b>	<b>62,742</b>	<b>105,947</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>1,410,042</b>	<b>1,631,393</b>	<b>1,312,408</b>	<b>1,270,553</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	7,721	7,721	0
Operating Transfers To Other Funds	(1,385,241)	(1,865,228)	(1,865,228)	(2,307,300)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(1,385,241)</b>	<b>(1,857,507)</b>	<b>(1,857,507)</b>	<b>(2,307,300)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>24,801</b>	<b>(226,114)</b>	<b>(545,099)</b>	<b>(1,036,747) ^</b>
Fund Balance, Beg. of Year	2,730,010	2,440,730	2,754,811	2,209,712
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 2,754,811</b>	<b>\$ 2,214,616</b>	<b>\$ 2,209,712</b>	<b>\$ 1,172,965</b>
Percent Change in Fund Equity	0.91%		(19.79%)	(46.92%)

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

## Cultural Affairs Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Festival and Other Event Revenue	\$ 0	\$ 0	\$ 0	\$ 0
Grant Revenue	0	0	0	0
Investment Revenue	0	0	0	0
Other Miscellaneous Revenues	0	0	0	0
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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 & Other Misc.	0	0	0	0
Capital Additions	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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Fds.	0	0	0	0
Operating Transfers To Other Fds.	(145,456)	0	0	0
<b>Total Otr. Financing Sources (Uses)</b>	<b>(145,456)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>(145,456)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fund Balance Beg. of Year	145,456	0	0	0
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

in FY 2007, this department moved to the General Fund.

## Special Road District Tax Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
County Revenues	\$ 1,498,042	\$ 1,200,000	\$ 1,200,000	\$ 1,400,000
Investment Revenue	117,938	50,000	100,000	75,000
<b>Total Revenues</b>	<b>1,615,980</b>	<b>1,250,000</b>	<b>1,300,000</b>	<b>1,475,000</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>1,615,980</b>	<b>1,250,000</b>	<b>1,300,000</b>	<b>1,475,000</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Funds	0	538,500	538,500	0
Operating Transfers To Other Funds	(1,013,425)	(1,458,425)	(1,458,425)	(4,268,925)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(1,013,425)</b>	<b>(919,925)</b>	<b>(919,925)</b>	<b>(4,268,925)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>602,555</b>	<b>330,075</b>	<b>380,075</b>	<b>(2,793,925) ^</b>
Fund Balance, Beg. of Year	3,149,884	843,820	3,752,439	4,132,514
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 3,752,439</b>	<b>\$ 1,173,895</b>	<b>\$ 4,132,514</b>	<b>\$ 1,338,589</b>
Percent Change in Fund Equity	19.13%		10.13%	(67.61%)

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

## Convention and Tourism Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Hotel/Motel Tax	\$ 1,771,438	\$ 1,933,000	\$ 1,800,000	\$ 1,800,000
Grant Revenue	0	0	0	0
Investment Revenue	67,970	45,000	55,000	45,000
Restructure of Financing	0	0	0	0
Other Miscellaneous Revenues	52,381	17,700	15,200	14,500
<b>Total Revenues</b>	<b>1,891,789</b>	<b>1,995,700</b>	<b>1,870,200</b>	<b>1,859,500</b>
<b>EXPENDITURES:</b>				
Personnel Services	454,389	527,040	523,041	610,671
Supplies & Materials	50,171	60,925	52,500	54,300
Travel & Training	7,607	9,725	9,100	9,700
Intragovernmental Charges	69,828	77,107	76,951	89,526
Utilities, Services & Other Misc.	1,228,613	1,493,104	1,406,788	1,058,115
Capital Additions	0	0	0	0
Interest & Lease Payment	0	0	0	0
<b>Total Expenditures</b>	<b>1,810,608</b>	<b>2,167,901</b>	<b>2,068,380</b>	<b>1,822,312</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>81,181</b>	<b>(172,201)</b>	<b>(198,180)</b>	<b>37,188</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers To Other Funds	(22,400)	(30,000)	(30,000)	(30,000)
<b>Total Otr. Financing Sources (Uses)</b>	<b>(22,400)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>58,781</b>	<b>(202,201)</b>	<b>(228,180)</b>	<b>7,188</b>
Fund Balance, Beg. of Year	1,028,695	995,113	1,087,476	859,296
<b>FUND BALANCE, END OF YEAR*</b>	<b>\$ 1,087,476</b>	<b>\$ 792,912</b>	<b>\$ 859,296</b>	<b>\$ 866,484</b>
Percent Change in Fund Equity	5.71%		(20.98%)	0.84%
* Amount of Restricted Tourism Funds	\$ 357,323	\$ 486,627	\$ 307,861	\$ 307,861

## Debt Service Funds (combined)

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Property Taxes	\$ 0	\$ 0	\$ 0	\$ 0
Lease/Bond Proceeds	0	0	0	0
Investment Revenue	194,552	150,000	150,000	360,000
<b>Total Revenues</b>	<b>194,552</b>	<b>150,000</b>	<b>150,000</b>	<b>360,000</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.	37,180	1,000	1,000	1,000
Capital	0	0	0	0
Other	3,376,232	4,330,071	4,663,623	5,447,906
<b>Total Expenditures</b>	<b>3,413,412</b>	<b>4,331,071</b>	<b>4,664,623</b>	<b>5,448,906</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(3,218,860)</b>	<b>(4,181,071)</b>	<b>(4,514,623)</b>	<b>(5,088,906)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Lease/Bond Proceeds	3,740,000	0	0	0
Payment to Refunded Bond Escrow Agent	0	0	0	0
Operating Transfer From Other Funds	3,376,233	4,330,071	4,330,071	5,447,943
Operating Transfer To Other Funds	(3,703,020)	0	0	0
<b>Total Other Financing Sources (Uses):</b>	<b>3,413,213</b>	<b>4,330,071</b>	<b>4,330,071</b>	<b>5,447,943</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>194,353</b>	<b>149,000</b>	<b>(184,552)</b>	<b>359,037</b>
Fund Balance as Restated	2,882,312	3,032,312	3,076,665	2,892,113
<b>FUND BALANCE END OF PERIOD</b>	<b>\$ 3,076,665</b>	<b>\$ 3,181,312</b>	<b>\$ 2,892,113</b>	<b>\$ 3,251,150</b>
Percent Change in Fund Equity	6.74%		(6.00%)	12.41%

## Capital Projects Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Sales Taxes	\$ 0	\$ 0	\$ 0	\$ 0
Grant Revenues	3,402,462	17,078,703	17,078,663	3,517,100
Investment Revenue	3,422,333	0	0	0
Miscellaneous Revenue	251,594	1,156,792	1,156,792	743,750
<b>Total Revenues</b>	<b>7,076,389</b>	<b>18,235,495</b>	<b>18,235,455</b>	<b>4,260,850</b>
<b>EXPENDITURES:</b>				
Personnel Services	38,474	551,622	453,616	601,118
Supplies & Materials	587,321	0	0	0
Travel & Training	2,014	0	0	0
Intragovernmental Charges	5,997	0	0	0
Utilities, Services & Misc.	13,877,328	57,414,519	57,136,288	23,278,532
Capital	8,659,013	0	0	0
Other	0	0	0	0
<b>Total Expenditures</b>	<b>23,170,147</b>	<b>57,966,141</b>	<b>57,589,904</b>	<b>23,879,650</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(16,093,758)</b>	<b>(39,730,646)</b>	<b>(39,354,449)</b>	<b>(19,618,800)</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Lease/Bond Proceeds	0	22,100,000	22,100,000	0
Operating Transfers From Other Fds.	13,273,041	18,659,500	18,659,500	16,883,000
Operating Transfers To Other Funds	(649,505)	0	(549,200)	0
<b>Total Otr. Financing Sources/ (Uses)</b>	<b>12,623,536</b>	<b>40,759,500</b>	<b>40,210,300</b>	<b>16,883,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(3,470,222)</b>	<b>1,028,854</b>	<b>855,851</b>	<b>(2,735,800) ^</b>
Fund Balance, Beg. of Year	54,401,219	82,732,635	50,930,997	51,786,848
<b>FUND BALANCE END OF YEAR</b>	<b>\$ 50,930,997</b>	<b>\$ 83,761,489</b>	<b>\$ 51,786,848</b>	<b>\$ 49,051,048</b>
Percent Change in Fund Equity	(6.38%)		1.68%	(5.28%)

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

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## Contributions Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>REVENUES:</b>				
Grant Revenue	\$ 0	\$ 0	\$ 0	0
Investment Revenue	42,674	35,000	32,184	35,000
Other Miscellaneous Revenues	121,681	41,087	53,152	0
<b>Total Revenues</b>	<b>164,355</b>	<b>76,087</b>	<b>85,336</b>	<b>35,000</b>
<b>EXPENDITURES:</b>				
Personnel Services	0	0	0	0
Supplies & Materials	649	5,100	3,600	5,100
Travel & Training	0	0	0	0
Intragovernmental Charges	7,716	895	895	555
Utilities, Services & Other Misc.	354	6,500	4,000	6,500
Capital Additions	0	0	0	0
<b>Total Expenditures</b>	<b>8,719</b>	<b>12,495</b>	<b>8,495</b>	<b>12,155</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>155,636</b>	<b>63,592</b>	<b>76,841</b>	<b>22,845</b>
<b>OTHER FINANCING SOURCES (USES):</b>				
Operating Transfers From Other Fds.	0	0	0	0
Operating Transfers To Other Funds	(225,514)	(41,087)	(42,919)	0
<b>Total Otr. Financing Sources (Uses)</b>	<b>(225,514)</b>	<b>(41,087)</b>	<b>(42,919)</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUES &amp; OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES</b>	<b>(69,878)</b>	<b>22,505</b>	<b>33,922</b>	<b>22,845</b>
Fund Balance, Beg. of Year As Restated	809,543	828,728	739,665	773,587
<b>FUND BALANCE, END OF YEAR</b>	<b>\$ 739,665</b>	<b>\$ 851,233</b>	<b>\$ 773,587</b>	<b>\$ 796,432</b>
Percent Change in Fund Equity	(8.63%)		4.59%	2.95%

In 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 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Switching Fees	\$ 941,334	\$ 932,900	\$ 800,000	\$ 815,000
User Charges	101,036	265,500	267,750	275,750
<b>Total Operating Revenues</b>	<b>1,042,370</b>	<b>1,198,400</b>	<b>1,067,750</b>	<b>1,090,750</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	257,720	396,510	266,397	379,991
Supplies & Materials	108,691	101,671	107,786	104,892
Travel & Training	4,062	6,507	6,542	6,660
Intragovernmental Charges	70,462	85,693	85,693	72,150
Utilities, Services & Other Misc.	214,651	224,435	223,839	235,784
<b>Total Operating Expenses</b>	<b>655,586</b>	<b>814,816</b>	<b>690,257</b>	<b>799,477</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>386,784</b>	<b>383,584</b>	<b>377,493</b>	<b>291,273</b>
Depreciation	(273,176)	(280,500)	(290,040)	(300,000)
<b>OPERATING INCOME</b>	<b>113,608</b>	<b>103,084</b>	<b>87,453</b>	<b>(8,727)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	24,435	12,000	14,000	14,000
Misc. Non-Operating Revenue	4,457	27,000	27,000	0
<b>Total Non-Operating Revenues</b>	<b>28,892</b>	<b>39,000</b>	<b>41,000</b>	<b>14,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	25,349	40,000	38,000	31,000
Loss on Disposal of Fixed Assets	0	0	1,172	0
<b>Total Non-Operating Expenses</b>	<b>25,349</b>	<b>40,000</b>	<b>39,172</b>	<b>31,000</b>
<b>OPERATING TRANSFERS</b>				
Operating Transfers From Other Funds	64,829	50,000	159,494	50,000
Operating Transfers To Other Funds	0	0	(3,375)	0
	<b>64,829</b>	<b>50,000</b>	<b>156,119</b>	<b>50,000</b>
Capital Contribution	107,000	80,000	0	0
<b>NET INCOME (LOSS)</b>	<b>288,980</b>	<b>232,084</b>	<b>245,400</b>	<b>24,273</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>288,980</b>	<b>232,084</b>	<b>245,400</b>	<b>24,273</b>
Fund Equity, Beg. of Year	4,645,621	4,853,204	4,934,601	5,180,001
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 4,934,601</b>	<b>\$ 5,085,288</b>	<b>\$ 5,180,001</b>	<b>\$ 5,204,274</b>
Percent Change in Fund Equity	6.22%		4.97%	0.47%

## Railroad Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 288,980	\$ 232,084	\$ 245,400	\$ 24,273
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	273,176	280,500	290,040	300,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>562,156</b>	<b>512,584</b>	<b>535,440</b>	<b>324,273</b>
<b>OTHER SOURCES:</b>				
Bond and Note Proceeds	0	0	0	0
Loan from Electric Utility	180,000	0	0	0
<b>Total Other Sources</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	536,962	558,757	536,872	250,000
Increase (Dec) in Restricted Assets	(77,042)	0	(42,501)	0
Reductions in Loans Payable	123,830	125,179	46,802	48,520
<b>Total Uses</b>	<b>583,750</b>	<b>683,936</b>	<b>541,173</b>	<b>298,520</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>158,406</b>	<b>(171,352)</b>	<b>(5,733)</b>	<b>25,753</b>
Working Capital Beginning of Year	188,737	490,005	347,143	341,410
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 347,143</b>	<b>\$ 318,653</b>	<b>\$ 341,410</b>	<b>\$ 367,163</b>

## Water and Electric Fund (Combined)

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 116,758,098	\$ 119,489,550	\$ 123,814,257	\$ 131,631,421
<b>Total Operating Revenues</b>	<b>116,758,098</b>	<b>119,489,550</b>	<b>123,814,257</b>	<b>131,631,421</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	13,550,405	14,858,893	14,258,570	16,310,880
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200
Supplies & Materials	3,903,338	3,592,631	3,510,477	3,729,719
Travel & Training	158,173	200,773	214,052	219,069
Intragovernmental Charges	2,939,461	3,201,645	3,202,246	3,441,687
Utilities, Services & Other Misc.	6,977,341	8,195,974	7,387,415	8,674,364
<b>Total Operating Expenses</b>	<b>84,055,177</b>	<b>99,968,916</b>	<b>96,934,760</b>	<b>111,422,919</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>32,702,921</b>	<b>19,520,634</b>	<b>26,879,497</b>	<b>20,208,502</b>
P.I.L.O.T.	(10,309,306)	(11,001,660)	(11,306,660)	(11,897,099)
Depreciation	(8,680,523)	(9,400,000)	(9,640,000)	(9,700,000)
<b>OPERATING INCOME</b>	<b>13,713,092</b>	<b>(881,026)</b>	<b>5,932,837</b>	<b>(1,388,597)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	3,912,379	2,295,000	3,142,052	3,050,000
Misc. Non-Operating Revenue	3,549,245	1,171,000	3,141,613	1,332,000
<b>Total Non-Operating Revenues</b>	<b>7,461,624</b>	<b>3,466,000</b>	<b>6,283,665</b>	<b>4,382,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Bond Interest	5,189,803	5,010,188	5,119,706	5,960,575
Bank & Paying Agent Fees	2,370	6,400	2,200	3,400
Loss on Disposal Assets	15,240	9,500	25,000	16,000
Amortization	89,108	104,000	92,000	104,000
<b>Total Non-Operating Expenses</b>	<b>5,296,521</b>	<b>5,130,088</b>	<b>5,238,906</b>	<b>6,083,975</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	3,375	0
Operating Transfers To Other Funds	(109,700)	(50,000)	(50,000)	(50,000)
<b>Total Operating Transfers</b>	<b>(109,700)</b>	<b>(50,000)</b>	<b>(46,625)</b>	<b>(50,000)</b>
Capital Contribution	1,629,383	0	0	0
<b>NET INCOME (LOSS)</b>	<b>17,397,878</b>	<b>(2,595,114)</b>	<b>6,930,971</b>	<b>(3,140,572)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>17,397,878</b>	<b>(2,595,114)</b>	<b>6,930,971</b>	<b>(3,140,572) ~</b>
Fund Equity, Beg. of Year	137,309,352	126,618,961	154,707,230	161,638,201
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 154,707,230</b>	<b>\$ 124,023,847</b>	<b>\$ 161,638,201</b>	<b>\$ 158,497,629</b>
Percent Change in Fund Equity	12.67%		4.48%	(1.94%)

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

## Water and Electric Fund (Combined)

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 17,397,878	\$ (2,595,114)	\$ 6,930,971	\$ (3,140,572)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	8,680,523	9,400,000	9,640,000	9,700,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>26,078,401</b>	<b>6,804,886</b>	<b>16,570,971</b>	<b>6,559,428</b>
<b>OTHER SOURCES:</b>				
Bond & Note Proceeds	0	0	0	0
Repayment of Loan - Railroad	123,830	125,179	46,802	48,520
Long-Term Loan	0	0	0	0
<b>Total Other Sources</b>	<b>123,830</b>	<b>125,179</b>	<b>46,802</b>	<b>48,520</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reductions	3,595,000	3,755,000	3,755,000	3,875,000
Long-Term Loan	570,375	570,375	589,426	609,113
Acquisition of Fixed Assets	28,129,787	18,336,894	20,111,651	11,916,700
Increase (Dec) in Restricted Assets	(20,045,537)	(1,459,078)	(3,370,974)	(10,594,424)
Increase (Dec) in Other Assets	(33,855)	(218,622)	(348,639)	(348,977)
Loan to Railroad	180,000	0	0	0
<b>Total Uses</b>	<b>12,395,770</b>	<b>20,984,569</b>	<b>20,736,464</b>	<b>5,457,412</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>13,806,461</b>	<b>(14,054,504)</b>	<b>(4,118,691)</b>	<b>1,150,536</b>
Working Capital Beginning of Year	25,717,353	41,125,905	39,523,814	35,405,123
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 39,523,814</b>	<b>\$ 27,071,401</b>	<b>\$ 35,405,123</b>	<b>\$ 36,555,659</b>

## Water Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 16,007,978	\$ 17,037,340	\$ 16,612,000	\$ 18,172,838
<b>Total Operating Revenues</b>	<b>16,007,978</b>	<b>17,037,340</b>	<b>16,612,000</b>	<b>18,172,838</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	4,148,405	4,613,826	4,442,836	5,108,958
Supplies & Materials	1,578,525	1,420,695	1,525,619	1,534,770
Travel & Training	18,159	27,064	29,912	27,464
Intragovernmental Charges	1,025,360	1,194,790	1,194,791	1,303,648
Utilities, Services & Other Misc.	2,559,906	2,743,753	2,857,473	3,068,302
<b>Total Operating Expenses</b>	<b>9,330,355</b>	<b>10,000,128</b>	<b>10,050,631</b>	<b>11,043,142</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>6,677,623</b>	<b>7,037,212</b>	<b>6,561,369</b>	<b>7,129,696</b>
P.I.L.O.T.	(2,256,082)	(2,306,660)	(2,306,660)	(2,433,338)
Depreciation	(2,174,848)	(3,000,000)	(2,500,000)	(2,600,000)
<b>OPERATING INCOME</b>	<b>2,246,693</b>	<b>1,730,552</b>	<b>1,754,709</b>	<b>2,096,358</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	809,801	735,000	367,052	360,000
Revenue From Other Gov't Units	0	0	0	0
Misc. Non-Operating Revenue	178,042	126,000	158,108	162,000
<b>Total Non-Operating Revenues</b>	<b>987,843</b>	<b>861,000</b>	<b>525,160</b>	<b>522,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Bond Interest	2,104,598	2,019,706	2,019,706	1,900,575
Bank & Paying Agent Fees	1,537	1,400	1,200	1,400
Other Miscellaneous Expenses	0	0	0	0
Loss on Disposal Assets	5,254	6,000	0	6,000
Amortization	36,683	42,000	38,000	42,000
<b>Total Non-Operating Expenses</b>	<b>2,148,072</b>	<b>2,069,106</b>	<b>2,058,906</b>	<b>1,949,975</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(18,200)	0	0	0
<b>Total Operating Transfers</b>	<b>(18,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Contribution</b>	<b>1,629,383</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 2,697,647</b>	<b>\$ 522,446</b>	<b>\$ 220,963</b>	<b>\$ 668,383</b>

## Electric Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Fees and Service Charges	\$ 100,609,342	\$ 102,306,040	\$ 107,056,087	\$ 113,301,637
Locator Service Fees	140,778	146,170	146,170	156,946
<b>Total Operating Revenues</b>	<b>100,750,120</b>	<b>102,452,210</b>	<b>107,202,257</b>	<b>113,458,583</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	9,402,000	10,245,067	9,815,734	11,201,922
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200
Supplies & Materials	2,324,813	2,171,936	1,984,858	2,194,949
Travel & Training	140,014	173,709	184,140	191,605
Intragovernmental Charges	1,914,101	2,006,855	2,007,455	2,138,039
Utilities, Services & Other Misc.	4,417,435	5,452,221	4,529,942	5,606,062
<b>Total Operating Expenses</b>	<b>74,724,822</b>	<b>89,968,788</b>	<b>86,884,129</b>	<b>100,379,777</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>26,025,298</b>	<b>12,483,422</b>	<b>20,318,128</b>	<b>13,078,806</b>
P.I.L.O.T.	(8,053,224)	(8,695,000)	(9,000,000)	(9,463,761)
Depreciation	(6,505,675)	(6,400,000)	(7,140,000)	(7,100,000)
<b>OPERATING INCOME</b>	<b>11,466,399</b>	<b>(2,611,578)</b>	<b>4,178,128</b>	<b>(3,484,955)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	3,102,578	1,560,000	2,775,000	2,690,000
Misc. Non-Operating Revenue	3,371,203	1,045,000	2,983,505	1,170,000
<b>Total Non-Operating Revenues</b>	<b>6,473,781</b>	<b>2,605,000</b>	<b>5,758,505</b>	<b>3,860,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Bond Interest	3,085,205	2,990,482	3,100,000	4,060,000
Bank & Paying Agent Fees	833	5,000	1,000	2,000
Loss on Disposal Assets	9,986	3,500	25,000	10,000
Amortization	52,425	62,000	54,000	62,000
<b>Total Non-Operating Expenses</b>	<b>3,148,449</b>	<b>3,060,982</b>	<b>3,180,000</b>	<b>4,134,000</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	3,375	0
Operating Transfers To Other Funds	(91,500)	(50,000)	(50,000)	(50,000)
<b>Total Operating Transfers</b>	<b>(91,500)</b>	<b>(50,000)</b>	<b>(46,625)</b>	<b>(50,000)</b>
<b>Capital Contribution</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>\$ 14,700,231</b>	<b>\$ (3,117,560)</b>	<b>\$ 6,710,008</b>	<b>\$ (3,808,955)</b>

## Recreation Services Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Activity Fees	\$ 2,848,413	\$ 2,966,869	\$ 2,810,500	\$ 3,113,333
User Fees	123,830	141,300	125,800	142,410
Golf Improvement User Fee	145,950	149,000	139,000	149,000
Capital User Fee	52,914	60,000	57,000	57,000
Rentals	429,651	427,000	415,200	477,470
Sales	398,115	432,300	387,200	430,300
Other Misc. Operating Revenues	(46,087)	1,500	1,293	1,500
<b>Total Operating Revenues</b>	<b>3,952,786</b>	<b>4,177,969</b>	<b>3,935,993</b>	<b>4,371,013</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	3,423,264	3,835,138	3,721,824	3,864,738
Supplies & Materials	855,125	1,042,899	990,765	1,081,129
Travel & Training	9,619	15,637	12,562	15,713
Intragovernmental Charges	529,767	584,261	584,677	611,460
Utilities, Services & Other Misc.	952,248	1,334,615	1,270,727	1,426,988
<b>Total Operating Expenses</b>	<b>5,770,023</b>	<b>6,812,550</b>	<b>6,580,555</b>	<b>7,000,028</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(1,817,237)</b>	<b>(2,634,581)</b>	<b>(2,644,562)</b>	<b>(2,629,015)</b>
Depreciation	(571,206)	(580,000)	(580,000)	(612,000)
<b>OPERATING INCOME</b>	<b>(2,388,443)</b>	<b>(3,214,581)</b>	<b>(3,224,562)</b>	<b>(3,241,015)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	136,798	90,000	90,000	90,000
Rev. From Other Govt. Units	0	0	0	0
Misc. Non-Operating Revenue	9,310	126,995	4,293	2,000
<b>Total Non-Operating Revenues</b>	<b>146,108</b>	<b>216,995</b>	<b>94,293</b>	<b>92,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	28,497	33,000	33,000	33,000
Bank & Paying Agent Fees	46,380	50,000	50,000	50,000
Loss on Disposal of Assets	16,985	0	0	0
Amortization	0	10,600	0	0
<b>Total Non-Operating Expenses</b>	<b>91,862</b>	<b>93,600</b>	<b>83,000</b>	<b>83,000</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	2,278,510	2,297,168	2,295,806	2,343,635
Operating Transfers To Other Funds	(1,500)	0	0	0
	<b>2,277,010</b>	<b>2,297,168</b>	<b>2,295,806</b>	<b>2,343,635</b>
Capital Contribution	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>(57,187)</b>	<b>(794,018)</b>	<b>(917,463)</b>	<b>(888,380)</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>(57,187)</b>	<b>(794,018)</b>	<b>(917,463)</b>	<b>(888,380) +</b>
Fund Equity, Beg. of Year	18,074,803	17,585,420	18,017,616	17,100,153
Equity Transfer	0	0	0	0
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 18,017,616</b>	<b>\$ 16,791,402</b>	<b>\$ 17,100,153</b>	<b>\$ 16,211,773</b>
Percent Change in Fund Equity	(0.32%)		(5.09%)	(5.20%)

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

## Recreation Services Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (57,187)	\$ (794,018)	\$ (917,463)	\$ (888,380)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	571,206	580,000	580,000	612,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>514,019</b>	<b>(214,018)</b>	<b>(337,463)</b>	<b>(276,380)</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
Bond Proceeds/Loan from				
Designated Loan Fund	0	0	0	0
99 Quarter Cent Sales Tax/Park Sales Tax	0	0	0	0
<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	276,842	387,850	48,650	79,148
Reduction of LT Debt	0	108,650	108,650	113,744
Increase (Dec) in Restricted Assets (User/Improvement Fees)	(52,508)	218,018	189,518	216,128
Increase (Dec) in Other Assets	0	0	0	0
<b>Total Uses</b>	<b>224,334</b>	<b>714,518</b>	<b>346,818</b>	<b>409,020</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>289,685</b>	<b>(928,536)</b>	<b>(684,281)</b>	<b>(685,400)</b>
Working Capital Beginning of Year	1,843,250	1,221,324	2,132,935	1,448,654
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 2,132,935</b>	<b>\$ 292,788</b>	<b>\$ 1,448,654</b>	<b>\$ 763,254</b>

## Public Transportation Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Fares	\$ 181,823	\$ 187,500	\$ 186,500	\$ 322,130
School Passes	11,550	9,000	9,600	14,500
Special	40,809	53,100	16,544	3,500
Paratransit	23,583	74,000	75,000	116,000
University Shuttle	914,330	922,330	922,330	981,882
<b>Total Operating Revenues</b>	<b>1,172,095</b>	<b>1,245,930</b>	<b>1,209,974</b>	<b>1,438,012</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	2,245,296	2,551,459	2,408,341	2,567,124
Supplies & Materials	1,040,820	1,053,613	1,143,625	1,502,405
Travel & Training	2,986	6,161	6,161	6,161
Intragovernmental Charges	381,065	463,317	463,317	590,224
Utilities Services & Other Misc.	360,452	460,630	424,222	470,500
<b>Total Operating Expenses</b>	<b>4,030,619</b>	<b>4,535,180</b>	<b>4,445,666</b>	<b>5,136,414</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(2,858,524)</b>	<b>(3,289,250)</b>	<b>(3,235,692)</b>	<b>(3,698,402)</b>
Depreciation	(461,392)	(515,900)	(560,000)	(526,218)
<b>OPERATING INCOME</b>	<b>(3,319,916)</b>	<b>(3,805,150)</b>	<b>(3,795,692)</b>	<b>(4,224,620)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	140,865	126,500	99,900	80,000
Revenue From Other Gov't Units	1,240,975	1,050,000	1,338,259	1,100,000
Misc. Non-Operating Revenue	18,052	352	13,379	13,372
<b>Total Non-Operating Revenues</b>	<b>1,399,892</b>	<b>1,176,852</b>	<b>1,451,538</b>	<b>1,193,372</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	2,757	2,012	2,012	1,241
Loss on Disposal Assets	6,724	0	0	0
<b>Total Non-Operating Expenses</b>	<b>9,481</b>	<b>2,012</b>	<b>2,012</b>	<b>1,241</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	1,401,000	1,400,000	1,400,000	1,612,500
Operating Transfers To Other Funds	(222,529)	(21,673)	(21,484)	(22,444)
<b>Total Operating Transfers</b>	<b>1,178,471</b>	<b>1,378,327</b>	<b>1,378,516</b>	<b>1,590,056</b>
Capital Contribution	2,757,874	2,931,740	2,931,740	835,591
<b>NET INCOME (LOSS)</b>	<b>2,006,840</b>	<b>1,679,757</b>	<b>1,964,090</b>	<b>(606,842)</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>2,006,840</b>	<b>1,679,757</b>	<b>1,964,090</b>	<b>(606,842) +</b>
Fund Equity Beg. of Year	6,968,360	7,304,457	8,975,200	10,939,290
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 8,975,200</b>	<b>\$ 8,984,214</b>	<b>\$ 10,939,290</b>	<b>\$ 10,332,448</b>
Percent Change in Fund Equity	28.80%		21.88%	(5.55%)

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

## Public Transportation Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 2,006,840	\$ 1,679,757	\$ 1,964,090	\$ (606,842)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	461,392	515,900	560,000	526,218
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>2,468,232</b>	<b>2,195,657</b>	<b>2,524,090</b>	<b>(80,624)</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	3,524,993	2,950,425	2,950,425	835,591
Inc (Dec) in Other Assets	0	0	0	0
Increase (Dec) in Restricted Assets	(413,004)	0	0	0
<b>Total Uses</b>	<b>3,111,989</b>	<b>2,950,425</b>	<b>2,950,425</b>	<b>835,591</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(643,757)</b>	<b>(754,768)</b>	<b>(426,335)</b>	<b>(916,215)</b>
Working Capital Beginning of Year	2,572,291	1,727,151	1,928,534	1,502,199
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 1,928,534</b>	<b>\$ 972,383</b>	<b>\$ 1,502,199</b>	<b>\$ 585,984</b>

## Regional Airport Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Commissions	\$ 90,754	\$ 108,000	\$ 86,360	\$ 108,000
Rentals	216,908	160,251	150,349	162,701
Landing Fees	104,865	110,100	93,400	107,100
Law Enforcement Fees	8,562	7,650	7,650	10,800
Passenger Facility Charge	40,965	33,584	25,000	47,412
<b>Total Operating Revenues</b>	<b>462,054</b>	<b>419,585</b>	<b>362,759</b>	<b>436,013</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	929,131	974,277	962,915	1,074,112
Supplies & Materials	147,218	179,265	179,568	213,760
Travel & Training	14,524	23,446	23,446	18,730
Intragovernmental Charges	153,594	170,863	170,863	216,504
Utilities, Services & Other Misc.	242,406	351,750	334,350	402,049
<b>Total Operating Expenses</b>	<b>1,486,873</b>	<b>1,699,601</b>	<b>1,671,142</b>	<b>1,925,155</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(1,024,819)</b>	<b>(1,280,016)</b>	<b>(1,308,383)</b>	<b>(1,489,142)</b>
Depreciation	(577,367)	(588,000)	(510,000)	(504,000)
<b>OPERATING INCOME</b>	<b>(1,602,186)</b>	<b>(1,868,016)</b>	<b>(1,818,383)</b>	<b>(1,993,142)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	37,490	14,000	31,600	20,000
Revenue from Other Gov't Units	7,717	0	0	0
Misc. Non-Operating Revenue	6,425	3,000	6,481	0
<b>Total Non-Operating Revenues</b>	<b>51,632</b>	<b>17,000</b>	<b>38,081</b>	<b>20,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	86	0	0	0
Loss on Disposal Assets	0	0	4,500	0
<b>Total Non-Operating Expenses</b>	<b>86</b>	<b>0</b>	<b>4,500</b>	<b>0</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Fds.	1,000,000	1,120,250	1,120,250	1,120,250
Operating Transfers To Other Funds	0	0	0	0
<b>Total Operating Transfers</b>	<b>1,000,000</b>	<b>1,120,250</b>	<b>1,120,250</b>	<b>1,120,250</b>
Capital Contribution	1,863,507	645,000	645,000	1,604,500
<b>NET INCOME (LOSS)</b>	<b>1,312,867</b>	<b>(85,766)</b>	<b>(19,552)</b>	<b>751,608</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>1,312,867</b>	<b>(85,766)</b>	<b>(19,552)</b>	<b>751,608</b>
Fund Equity, Beg. of Year	13,493,798	15,634,952	14,806,665	14,787,113
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 14,806,665</b>	<b>\$ 15,549,186</b>	<b>\$ 14,787,113</b>	<b>\$ 15,538,721</b>
Percent Change in Fund Equity	9.73%		(0.13%)	5.08%

## Regional Airport Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 1,312,867	\$ (85,766)	\$ (19,552)	\$ 751,608
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	577,367	588,000	510,000	504,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,890,234</b>	<b>502,234</b>	<b>490,448</b>	<b>1,255,608</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	1,257,351	847,000	787,533	1,604,500
Increase (Dec) in Restricted Assets	567,891	0	0	0
Increase (Dec) in Other Assets	0	0	0	0
<b>Total Uses</b>	<b>1,825,242</b>	<b>847,000</b>	<b>787,533</b>	<b>1,604,500</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>64,992</b>	<b>(344,766)</b>	<b>(297,085)</b>	<b>(348,892)</b>
Working Capital Beginning of Year	122,555	548,249	187,547	(109,538)
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 187,547</b>	<b>\$ 203,483</b>	<b>\$ (109,538)</b>	<b>\$ (458,430)</b>

## Sanitary Sewer Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Sewer Charges	\$ 7,293,855	\$ 7,528,000	\$ 7,660,000	\$ 8,806,471
M.U. Sewer Charges	590,125	600,000	629,000	786,038
Sharecropping	2,240	5,000	5,700	5,700
BCRSD Wholesale Revenue	219,319	206,000	250,000	272,435
Sewer Connection Fees	737,984	800,000	325,000	650,000
Other Misc. Operating Revenues	180,378	152,600	147,023	151,308
<b>Total Operating Revenues</b>	<b>9,023,901</b>	<b>9,291,600</b>	<b>9,016,723</b>	<b>10,671,952</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	3,128,554	3,430,880	3,272,562	3,611,334
Supplies & Materials	749,772	741,011	745,951	814,295
Travel & Training	6,450	10,274	9,496	16,240
Intragovernmental Charges	922,872	999,300	999,300	1,126,719
Utilities, Services & Other Misc.	1,587,987	2,481,565	2,462,388	2,672,726
<b>Total Operating Expenses</b>	<b>6,395,635</b>	<b>7,663,030</b>	<b>7,489,697</b>	<b>8,241,314</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>2,628,266</b>	<b>1,628,570</b>	<b>1,527,026</b>	<b>2,430,638</b>
Depreciation	(2,696,800)	(2,682,080)	(2,892,562)	(2,892,388)
<b>OPERATING INCOME</b>	<b>(68,534)</b>	<b>(1,053,510)</b>	<b>(1,365,536)</b>	<b>(461,750)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	1,289,960	875,000	1,155,000	1,050,000
Misc. Non-Operating Revenue	274,733	10,400	10,075	13,500
<b>Total Non-Operating Revenues</b>	<b>1,564,693</b>	<b>885,400</b>	<b>1,165,075</b>	<b>1,063,500</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	1,173,189	1,202,016	1,308,894	1,256,850
Bank & Paying Agent Fees	64,713	70,000	70,000	72,000
Loss on Disposal Assets	13,319	0	0	0
Amortization	34,461	32,000	33,139	33,000
<b>Total Non-Operating Expenses</b>	<b>1,285,682</b>	<b>1,304,016</b>	<b>1,412,033</b>	<b>1,361,850</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	0	0	0
Operating Transfers To Other Funds	(32,633)	(5,419)	(5,372)	(5,611)
<b>Total Operating Transfers</b>	<b>(32,633)</b>	<b>(5,419)</b>	<b>(5,372)</b>	<b>(5,611)</b>
Capital Contribution	3,979,760	1,600,000	1,611,920	1,600,000
<b>NET INCOME (LOSS)</b>	<b>4,157,604</b>	<b>122,455</b>	<b>(5,946)</b>	<b>834,289</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>4,157,604</b>	<b>122,455</b>	<b>(5,946)</b>	<b>834,289</b>
Fund Equity, Beg. of Year	121,380,615	121,941,008	125,538,219	125,532,273
Equity Transfer	0	0	0	0
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 125,538,219</b>	<b>\$ 122,063,463</b>	<b>\$ 125,532,273</b>	<b>\$ 126,366,562</b>
Percent Change in Fund Equity	3.43%		(0.00%)	0.66%

## Sanitary Sewer Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 4,157,604	\$ 122,455	\$ (5,946)	\$ 834,289
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	2,696,800	2,682,080	2,892,562	2,892,388
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>6,854,404</b>	<b>2,804,535</b>	<b>2,886,616</b>	<b>3,726,677</b>
<b>OTHER SOURCES:</b>				
County (BCRSD) Contributions	0	0	0	0
Federal Contributions	0	0	0	0
Bond Proceeds	944,723	3,762,000	1,800,000	25,662,493
<b>Total Other Sources</b>	<b>944,723</b>	<b>3,762,000</b>	<b>1,800,000</b>	<b>25,662,493</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reductions	1,655,588	1,640,000	1,640,000	1,765,000
Acquisition of Fixed Assets	7,516,644	7,862,500	3,480,640	27,609,371
Increase (Dec) in Restricted Assets	(1,959,682)	(3,625,000)	1,330,851	1,465,000
Increase (Decrease) in Other Assets	(8,095)	(30,000)	(30,000)	(30,000)
Equity Transfer	0	0	0	0
<b>Total Uses</b>	<b>7,204,455</b>	<b>5,847,500</b>	<b>6,421,491</b>	<b>30,809,371</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>594,672</b>	<b>719,035</b>	<b>(1,734,875)</b>	<b>(1,420,201)</b>
Working Capital Beginning of Year	4,814,223	6,278,834	5,408,895	3,674,020
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 5,408,895</b>	<b>\$ 6,997,869</b>	<b>\$ 3,674,020</b>	<b>\$ 2,253,819</b>

## Parking Facilities Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Meters	\$ 763,910	\$ 847,000	\$ 769,320	\$ 780,820
Garages	515,521	532,083	535,680	582,260
Reserved Lot Fees	259,605	241,928	237,122	253,225
Loading Zone Fees	4,250	4,000	4,800	4,000
City Ramp	18,804	16,682	17,965	12,564
Other Misc. Operating Revenues	20	0	50	0
<b>Total Operating Revenues</b>	<b>1,562,110</b>	<b>1,641,693</b>	<b>1,564,937</b>	<b>1,632,869</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	372,554	397,170	355,103	412,949
Supplies & Materials	61,000	167,660	168,891	72,737
Travel & Training	0	300	300	300
Intragovernmental Charges	85,622	103,125	103,125	116,130
Utilities, Services & Other Misc.	176,325	244,472	238,150	248,749
<b>Total Operating Expenses</b>	<b>695,501</b>	<b>912,727</b>	<b>865,569</b>	<b>850,865</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>866,609</b>	<b>728,966</b>	<b>699,368</b>	<b>782,004</b>
Depreciation	(377,637)	(378,000)	(275,596)	(280,000)
<b>OPERATING INCOME</b>	<b>488,972</b>	<b>350,966</b>	<b>423,772</b>	<b>502,004</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	411,526	350,000	357,265	350,000
Misc. Non-Operating Revenue	5,000	0	259,052	0
<b>Total Non-Operating Revenues</b>	<b>416,526</b>	<b>350,000</b>	<b>616,317</b>	<b>350,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	283,813	256,962	271,146	305,000
Bank & Paying Agent Fees	96	1,500	1,500	500
Loss on Disposal Assets	0	0	0	0
Amortization	5,374	5,400	5,400	5,400
<b>Total Non-Operating Expenses</b>	<b>289,283</b>	<b>263,862</b>	<b>278,046</b>	<b>310,900</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	76,000	75,000	75,000	75,000
Operating Transfers To Other Funds	0	0	0	(36,924)
<b>Total Operating Transfers</b>	<b>76,000</b>	<b>75,000</b>	<b>75,000</b>	<b>38,076</b>
Capital Contribution	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>692,215</b>	<b>512,104</b>	<b>837,043</b>	<b>579,180</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>692,215</b>	<b>512,104</b>	<b>837,043</b>	<b>579,180</b>
Fund Equity, Beg. of Year	9,899,886	10,486,998	10,592,101	11,429,144
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 10,592,101</b>	<b>\$ 10,999,102</b>	<b>\$ 11,429,144</b>	<b>\$ 12,008,324</b>
Percent Change in Fund Equity	6.99%		7.90%	5.07%

## Parking Facilities Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 692,215	\$ 512,104	\$ 837,043	\$ 579,180
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	377,637	378,000	275,596	280,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>1,069,852</b>	<b>890,104</b>	<b>1,112,639</b>	<b>859,180</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	479,083	490,000	490,000	515,000
Acquisition of Fixed Assets	105,322	143,000	142,482	44,048
Increase (Dec) in Restricted Assets	(15,389)	0	0	0
Increase (Dec) In Other Assets	(5,374)	(16,793)	(5,374)	(5,374)
<b>Total Uses</b>	<b>563,642</b>	<b>616,207</b>	<b>627,108</b>	<b>553,674</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>506,210</b>	<b>273,897</b>	<b>485,531</b>	<b>305,506</b>
Working Capital Beginning of Year	3,949,285	3,879,989	4,455,495	4,941,026
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 4,455,495</b>	<b>\$ 4,153,886</b>	<b>\$ 4,941,026</b>	<b>\$ 5,246,532</b>

## Solid Waste Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Commercial Charges	\$ 1,924,981	\$ 1,911,610	\$ 1,920,376	\$ 2,406,100
Residential Charges	6,278,011	6,989,000	7,123,190	7,336,900
Roll-Off Service Charges	1,401,766	1,395,000	1,350,000	1,379,900
Landfill Fees	2,268,586	2,105,709	2,125,943	2,168,000
University Fees	367,115	371,346	371,346	425,400
Recycling	568,533	613,612	792,784	651,600
Other Misc. Operating Revenues	111,168	58,858	52,618	23,500
<b>Total Operating Revenues</b>	<b>12,920,160</b>	<b>13,445,135</b>	<b>13,736,257</b>	<b>14,391,400</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	4,545,160	5,137,275	4,921,117	5,225,369
Supplies & Materials	3,539,303	3,671,596	3,778,413	4,247,783
Travel & Training	10,816	21,980	24,116	25,297
Intragovernmental Charges	1,142,210	1,317,278	1,317,278	1,513,753
Utilities, Services & Other Misc.	1,639,355	2,306,116	2,275,503	2,297,755
<b>Total Operating Expenses</b>	<b>10,876,844</b>	<b>12,454,245</b>	<b>12,316,427</b>	<b>13,309,957</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>2,043,316</b>	<b>990,890</b>	<b>1,419,830</b>	<b>1,081,443</b>
Depreciation	(1,170,783)	(1,752,100)	(1,373,518)	(1,570,080)
<b>OPERATING INCOME</b>	<b>872,533</b>	<b>(761,210)</b>	<b>46,312</b>	<b>(488,637)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	545,535	492,222	422,302	400,000
Revenue From Other Gov't Units	249,233	104,257	100,000	100,000
Misc. Non-Operating Revenue	91,662	40,000	91,708	193,300
<b>Total Non-Operating Revenues</b>	<b>886,430</b>	<b>636,479</b>	<b>614,010</b>	<b>693,300</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	332,877	350,008	350,000	328,451
Bank & Paying Agent Fees	332	350	322	0
Loss on Disposal Assets	20,265	75,000	3,328	30,000
Amortization	9,284	8,500	9,283	9,300
<b>Total Non-Operating Expenses</b>	<b>362,758</b>	<b>433,858</b>	<b>362,933</b>	<b>367,751</b>
<b>OPERATING TRANSFERS:</b>				
Operating Transfers From Other Funds	0	27,461	27,461	0
Operating Transfers To Other Funds	(24,229)	(21,674)	(21,674)	(22,444)
<b>Total Operating Transfers</b>	<b>(24,229)</b>	<b>5,787</b>	<b>5,787</b>	<b>(22,444)</b>
Capital Contribution	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>1,371,976</b>	<b>(552,802)</b>	<b>303,176</b>	<b>(185,532)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>1,371,976</b>	<b>(552,802)</b>	<b>303,176</b>	<b>(185,532)</b>
Fund Equity, Beg. of Year	8,349,334	8,029,943	9,721,310	10,024,486
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 9,721,310</b>	<b>\$ 7,477,141</b>	<b>\$ 10,024,486</b>	<b>\$ 9,838,954</b>
Percent Change in Fund Equity	16.43%		3.12%	(1.85%)

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

## Solid Waste Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 1,371,976	\$ (552,802)	\$ 303,176	\$ (185,532)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	1,170,783	1,752,100	1,373,518	1,570,080
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>2,542,759</b>	<b>1,199,298</b>	<b>1,676,694</b>	<b>1,384,548</b>
<b>OTHER SOURCES:</b>				
Increase in Obligations under				
GASB 18 Requirement	0	150,000	0	0
Bond & Note Proceeds	0	0	0	0
Municipal Contributions	0	0	0	0
<b>Total Other Sources</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Bond Retirement/Lease Reduction	529,099	525,000	525,000	540,000
Acquisition of Fixed Assets	3,648,975	1,584,000	1,645,575	1,360,000
Reduction in Other Liabilities	76,066	0	0	0
Increase (Dec) in Restricted Assets	(2,920,612)	(150,000)	(150,000)	(150,000)
Increase (Dec) in Other Assets	(9,284)	(8,461)	(9,284)	(9,284)
<b>Total Uses</b>	<b>1,324,244</b>	<b>1,950,539</b>	<b>2,011,291</b>	<b>1,740,716</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>1,218,515</b>	<b>(601,241)</b>	<b>(334,597)</b>	<b>(356,168)</b>
Working Capital Beginning of Year	3,774,345	3,310,325	4,992,860	4,658,263
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 4,992,860</b>	<b>\$ 2,709,084</b>	<b>\$ 4,658,263</b>	<b>\$ 4,302,095</b>

## Storm Water Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 1,374,743	\$ 1,405,000	\$ 1,250,800	\$ 1,302,500
<b>Total Operating Revenues</b>	<b>1,374,743</b>	<b>1,405,000</b>	<b>1,250,800</b>	<b>1,302,500</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	713,039	751,529	697,072	827,770
Supplies & Materials	96,517	179,120	175,079	182,110
Travel & Training	1,577	3,365	3,505	3,365
Intragovernmental Charges	180,368	208,416	208,416	245,914
Utilities, Services & Other Misc.	50,844	201,425	178,404	206,287
<b>Total Operating Expenses</b>	<b>1,042,345</b>	<b>1,343,855</b>	<b>1,262,476</b>	<b>1,465,446</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>332,398</b>	<b>61,145</b>	<b>(11,676)</b>	<b>(162,946)</b>
Depreciation	(391,515)	(390,000)	(414,822)	(425,000)
<b>OPERATING INCOME</b>	<b>(59,117)</b>	<b>(328,855)</b>	<b>(426,498)</b>	<b>(587,946)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	143,403	120,000	120,000	120,000
Rev. from other governmental units	149,384	35,859	35,859	36,935
Misc. Non-Operating Revenue	15,173	31,000	10,146	10,000
<b>Total Non-Operating Revenues</b>	<b>307,960</b>	<b>186,859</b>	<b>166,005</b>	<b>166,935</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:</b>				
Operating Transfers From Other Fds.	81,250	0	0	0
Operating Transfers To Other Funds	0	0	0	0
<b>Total Operating Transfers</b>	<b>81,250</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Contribution	24,440	0	0	0
<b>NET INCOME (LOSS)</b>	<b>354,533</b>	<b>(141,996)</b>	<b>(260,493)</b>	<b>(421,011)</b>
Amortization of Contributions	0	0	0	0
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>354,533</b>	<b>(141,996)</b>	<b>(260,493)</b>	<b>(421,011) +</b>
Fund Equity, Beg. of Year	9,961,203	10,249,280	10,315,736	10,055,243
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 10,315,736</b>	<b>\$ 10,107,284</b>	<b>\$ 10,055,243</b>	<b>\$ 9,634,232</b>
Percent Change in Fund Equity	3.56%		(2.53%)	(4.19%)

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

## Storm Water Utility Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 354,533	\$ (141,996)	\$ (260,493)	\$ (421,011)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	391,515	390,000	414,822	425,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>746,048</b>	<b>248,004</b>	<b>154,329</b>	<b>3,989</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	690,961	863,000	852,786	13,846
Increase/(Decrease) in Restricted Assets	334,746	0	0	0
Equity Transfer	0	0	0	0
<b>Total Uses</b>	<b>1,025,707</b>	<b>863,000</b>	<b>852,786</b>	<b>13,846</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(279,659)</b>	<b>(614,996)</b>	<b>(698,457)</b>	<b>(9,857)</b>
Working Capital Beginning of Year	988,190	2,081,187	708,531	10,074
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 708,531</b>	<b>\$ 1,466,191</b>	<b>\$ 10,074</b>	<b>\$ 217</b>

## Employee Benefit Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Fees & Services Charges	\$ 10,706,134	\$ 11,342,655	\$ 11,061,289	\$ 12,106,878
Misc. Operating Revenue	2,201,546	405,000	10,000	10,000
<b>Total Operating Revenues</b>	<b>12,907,680</b>	<b>11,747,655</b>	<b>11,071,289</b>	<b>12,116,878</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	231,655	326,448	288,607	398,492
Supplies & Materials	22,334	59,980	47,625	64,490
Travel & Training	474	7,925	6,785	8,075
Intragovernmental Charges	50,698	56,312	56,312	66,506
Utilities, Services & Other Misc.	12,394,415	11,329,320	10,749,268	11,700,870
<b>Total Operating Expenses</b>	<b>12,699,576</b>	<b>11,779,985</b>	<b>11,148,597</b>	<b>12,238,433</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>208,104</b>	<b>(32,330)</b>	<b>(77,308)</b>	<b>(121,555)</b>
Depreciation	0	0	0	0
<b>OPERATING INCOME</b>	<b>208,104</b>	<b>(32,330)</b>	<b>(77,308)</b>	<b>(121,555)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	77,316	70,000	94,000	90,000
Misc. Non-Operating Revenues	5,337	0	0	0
<b>Total Non-Operating Revenues</b>	<b>82,653</b>	<b>70,000</b>	<b>94,000</b>	<b>90,000</b>
<b>OPERATING TRANSFERS:</b>				
Transfers From Other Funds	45,400	0	395,000	395,000
Transfers To Other Funds	0	0	0	(21,916)
<b>NET INCOME (LOSS)</b>	<b>336,157</b>	<b>37,670</b>	<b>411,692</b>	<b>341,529</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>336,157</b>	<b>37,670</b>	<b>411,692</b>	<b>341,529</b>
Fund Equity, Beg. of Year As Restated	703,319	436,378	1,039,476	1,451,168
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 1,039,476</b>	<b>\$ 474,048</b>	<b>\$ 1,451,168</b>	<b>\$ 1,792,697</b>
Percent Change in Fund Equity	47.80%		39.61%	23.53%

## Self Insurance Reserve Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 2,828,610	\$ 2,872,938	\$ 2,872,938	\$ 3,303,865
<b>Total Operating Revenues</b>	<b>2,828,610</b>	<b>2,872,938</b>	<b>2,872,938</b>	<b>3,303,865</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	174,017	187,930	186,116	196,054
Supplies & Materials	2,924	4,295	4,295	11,715
Travel & Training	5,910	7,450	6,350	7,500
Intragovernmental Charges	31,923	41,220	41,220	42,797
Utilities, Services & Other Misc.	4,255,250	3,562,910	3,476,960	3,933,112
<b>Total Operating Expenses</b>	<b>4,470,024</b>	<b>3,803,805</b>	<b>3,714,941</b>	<b>4,191,178</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(1,641,414)</b>	<b>(930,867)</b>	<b>(842,003)</b>	<b>(887,313)</b>
Depreciation	(6,000)	(6,000)	(1,000)	0
<b>OPERATING INCOME</b>	<b>(1,647,414)</b>	<b>(936,867)</b>	<b>(843,003)</b>	<b>(887,313)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	374,810	300,000	300,000	300,000
Rev. From Other Govt. Units	0	0	0	0
<b>Total Non-Operating Revenues</b>	<b>374,810</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>(1,272,604)</b>	<b>(636,867)</b>	<b>(543,003)</b>	<b>(587,313)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>(1,272,604)</b>	<b>(636,867)</b>	<b>(543,003)</b>	<b>(587,313) +</b>
Fund Equity, Beg. of Year	3,967,811	3,127,919	2,695,207	2,152,204
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 2,695,207</b>	<b>\$ 2,491,052</b>	<b>\$ 2,152,204</b>	<b>\$ 1,564,891</b>
Percent Change in Fund Equity	(32.07%)		(20.15%)	(27.29%)

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

## Custodial and Building Maintenance Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
Custodial User Charges	\$ 288,963	\$ 331,131	\$ 331,131	\$ 470,096
Bldg. Maint. User Charges	553,589	621,902	602,922	620,663
<b>Total Operating Revenues</b>	<b>842,552</b>	<b>953,033</b>	<b>934,053</b>	<b>1,090,759</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	482,649	542,723	497,871	662,390
Supplies & Materials	104,212	143,842	108,931	184,067
Travel & Training	0	1,900	1,500	1,900
Intragovernmental Charges	76,180	82,511	82,511	77,000
Utilities, Services & Other Misc.	243,647	396,789	264,936	411,045
<b>Total Operating Expenses</b>	<b>906,688</b>	<b>1,167,765</b>	<b>955,749</b>	<b>1,336,402</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(64,136)</b>	<b>(214,732)</b>	<b>(21,696)</b>	<b>(245,643)</b>
Depreciation	(8,708)	(6,200)	(10,758)	(10,800)
<b>OPERATING INCOME</b>	<b>(72,844)</b>	<b>(220,932)</b>	<b>(32,454)</b>	<b>(256,443)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	35,900	30,000	27,000	25,000
Misc. Non-Operating Revenue	2,001	0	500	0
<b>Total Non-Operating Revenues</b>	<b>37,901</b>	<b>30,000</b>	<b>27,500</b>	<b>25,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Loss on Disposal of Fixed Assets	1,600	0	0	0
Interest Expense	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>1,600</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	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>(36,543)</b>	<b>(190,932)</b>	<b>(4,954)</b>	<b>(231,443)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>(36,543)</b>	<b>(190,932)</b>	<b>(4,954)</b>	<b>(231,443) +</b>
Fund Equity, Beg. of Year	731,106	566,967	694,563	689,609
Equity Transfer	0	0	0	0
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 694,563</b>	<b>\$ 376,035</b>	<b>\$ 689,609</b>	<b>\$ 458,166</b>
Percent Change in Fund Equity	(5.00%)		(0.71%)	(33.56%)

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

## Custodial and Building Maintenance Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (36,543)	\$ (190,932)	\$ (4,954)	\$ (231,443)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	8,708	6,200	10,758	10,800
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<u>(27,835)</u>	<u>(184,732)</u>	<u>5,804</u>	<u>(220,643)</u>
<b>OTHER SOURCES:</b>				
Municipal Contribution	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	92,221	6,000	5,482	0
Equity Transfer	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Uses</b>	<u>92,221</u>	<u>6,000</u>	<u>5,482</u>	<u>0</u>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<u>(120,056)</u>	<u>(190,732)</u>	<u>322</u>	<u>(220,643)</u>
Working Capital Beginning of Year	642,004	436,334	521,948	522,270
<b>WORKING CAPITAL END OF YEAR</b>	<u>\$ <u>521,948</u></u>	<u>\$ <u>245,602</u></u>	<u>\$ <u>522,270</u></u>	<u>\$ <u>301,627</u></u>

## Fleet Operations Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 6,535,915	\$ 6,485,213	\$ 7,038,000	\$ 8,135,610
<b>Total Operating Revenues</b>	<b>6,535,915</b>	<b>6,485,213</b>	<b>7,038,000</b>	<b>8,135,610</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	1,471,985	1,518,981	1,450,792	1,726,654
Supplies & Materials	4,724,760	4,511,132	4,636,753	5,957,216
Travel & Training	2,775	5,980	5,600	5,980
Intragovernmental Charges	308,365	376,898	375,753	413,390
Utilities, Services & Other Misc.	51,567	85,738	67,700	78,423
<b>Total Operating Expenses</b>	<b>6,559,452</b>	<b>6,498,729</b>	<b>6,536,598</b>	<b>8,181,663</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(23,537)</b>	<b>(13,516)</b>	<b>501,402</b>	<b>(46,053)</b>
Depreciation	(24,264)	(23,000)	(25,000)	(24,000)
<b>OPERATING INCOME</b>	<b>(47,801)</b>	<b>(36,516)</b>	<b>476,402</b>	<b>(70,053)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	24,063	17,000	17,600	15,000
Revenue From Other Gov. Units	0	0	0	0
Misc. Non-Operating Revenue	68,107	29,100	49,285	34,600
<b>Total Non-Operating Revenues</b>	<b>92,170</b>	<b>46,100</b>	<b>66,885</b>	<b>49,600</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	4,135	3,018	3,018	1,862
Loss of Disposal Assets	4,428	0	0	0
Debt Service Principal	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>8,563</b>	<b>3,018</b>	<b>3,018</b>	<b>1,862</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>(32,394)</b>	<b>(32,510)</b>	<b>(32,510)</b>	<b>(33,667)</b>
Capital Contributions	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>3,412</b>	<b>(25,944)</b>	<b>507,759</b>	<b>(55,982)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>3,412</b>	<b>(25,944)</b>	<b>507,759</b>	<b>(55,982) +</b>
Fund Equity, Beg. of Year	960,612	877,178	964,024	1,471,783
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 964,024</b>	<b>\$ 851,234</b>	<b>\$ 1,471,783</b>	<b>\$ 1,415,801</b>
Percent Change in Fund Equity	0.36%		52.67%	(3.80%)

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

## Fleet Operations Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 3,412	\$ (25,944)	\$ 507,759	\$ (55,982)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	24,264	23,000	25,000	24,000
Loss on Disposal of Fixed Assets	0	0	0	0
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>27,676</b>	<b>(2,944)</b>	<b>532,759</b>	<b>(31,982)</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	45,765	43,800	31,129	127,790
Repayment of Loan	0	0	0	0
<b>Total Uses</b>	<b>45,765</b>	<b>43,800</b>	<b>31,129</b>	<b>127,790</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(18,089)</b>	<b>(46,744)</b>	<b>501,630</b>	<b>(159,772)</b>
Working Capital Beginning of Year	615,418	488,116	597,329	1,098,959
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 597,329</b>	<b>\$ 441,372</b>	<b>\$ 1,098,959</b>	<b>\$ 939,187</b>

## Information Technologies Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 3,338,801	\$ 3,909,128	\$ 3,909,128	\$ 3,991,435
<b>Total Operating Revenues</b>	<b>3,338,801</b>	<b>3,909,128</b>	<b>3,909,128</b>	<b>3,991,435</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	1,852,157	2,000,897	2,000,345	2,140,514
Supplies & Materials	374,892	521,454	499,647	446,001
Travel & Training	51,224	133,229	95,081	143,980
Intragovernmental Charges	139,761	149,538	149,538	175,347
Utilities, Services & Other Misc.	885,255	1,200,017	1,168,524	1,204,530
<b>Total Operating Expenses</b>	<b>3,303,289</b>	<b>4,005,135</b>	<b>3,913,135</b>	<b>4,110,372</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>35,512</b>	<b>(96,007)</b>	<b>(4,007)</b>	<b>(118,937)</b>
Depreciation	(307,015)	(278,500)	(288,000)	(343,020)
<b>OPERATING INCOME</b>	<b>(271,503)</b>	<b>(374,507)</b>	<b>(292,007)</b>	<b>(461,957)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	52,951	45,000	40,000	40,000
Misc. Non-Operating Revenue	9,682	0	0	0
<b>Total Non-Operating Revenues</b>	<b>62,633</b>	<b>45,000</b>	<b>40,000</b>	<b>40,000</b>
<b>NON-OPERATING EXPENSES:</b>				
Interest Expense	0	0	0	0
Amortization	0	0	0	0
Loss On Disposal Assets	0	0	0	0
Capital Lease Payment	0	0	0	0
<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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Contributions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>(208,870)</b>	<b>(329,507)</b>	<b>(252,007)</b>	<b>(421,957)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>(208,870)</b>	<b>(329,507)</b>	<b>(252,007)</b>	<b>(421,957) +</b>
Fund Equity, Beg. of Year	1,568,669	1,067,104	1,359,799	1,107,792
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 1,359,799</b>	<b>\$ 737,597</b>	<b>\$ 1,107,792</b>	<b>\$ 685,835</b>
Percent Change in Fund Equity	(13.32%)		(18.53%)	(38.09%)

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

## Information Technologies Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (208,870)	\$ (329,507)	\$ (252,007)	\$ (421,957)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	307,015	278,500	288,000	343,020
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>98,145</b>	<b>(51,007)</b>	<b>35,993</b>	<b>(78,937)</b>
<b>OTHER SOURCES:</b>				
Municipal Contributions	0	0	0	0
Financing 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>				
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	337,431	172,787	161,449	246,353
<b>Total Uses</b>	<b>337,431</b>	<b>172,787</b>	<b>161,449</b>	<b>246,353</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(239,286)</b>	<b>(223,794)</b>	<b>(125,456)</b>	<b>(325,290)</b>
Working Capital Beginning of Year	889,123	340,072	649,837	524,381
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 649,837</b>	<b>\$ 116,278</b>	<b>\$ 524,381</b>	<b>\$ 199,091</b>

## Public Communications Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 786,913	\$ 814,812	\$ 789,337	\$ 838,349
Gross Receipts Tax	604,544	500,000	560,000	750,000
<b>Total Operating Revenues</b>	<b>1,391,457</b>	<b>1,314,812</b>	<b>1,349,337</b>	<b>1,588,349</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	672,556	786,473	775,888	833,102
Supplies & Materials	234,625	260,648	249,986	268,050
Travel & Training	2,553	7,760	4,360	6,710
Intragovernmental Charges	137,269	169,941	170,141	173,190
Utilities, Services & Other Misc.	110,438	260,815	246,690	415,751
<b>Total Operating Expenses</b>	<b>1,157,441</b>	<b>1,485,637</b>	<b>1,447,065</b>	<b>1,696,803</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>234,016</b>	<b>(170,825)</b>	<b>(97,728)</b>	<b>(108,454)</b>
Depreciation	(34,325)	(38,000)	(28,600)	(27,600)
<b>OPERATING INCOME</b>	<b>199,691</b>	<b>(208,825)</b>	<b>(126,328)</b>	<b>(136,054)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	83,175	55,000	70,000	75,000
Misc. Non-Operating Revenue	153	0	100	0
<b>Total Non-Operating Revenues</b>	<b>83,328</b>	<b>55,000</b>	<b>70,100</b>	<b>75,000</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>10,262</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING TRANSFERS TO OTHER FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCOME (LOSS)</b>	<b>293,281</b>	<b>(153,825)</b>	<b>(56,228)</b>	<b>(61,054)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>293,281</b>	<b>(153,825)</b>	<b>(56,228)</b>	<b>(61,054) +</b>
Fund Equity, Beg. of Year	1,588,942	1,594,597	1,882,223	1,825,995
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 1,882,223</b>	<b>\$ 1,440,772</b>	<b>\$ 1,825,995</b>	<b>\$ 1,764,941</b>
Percent Change in Fund Equity	18.46%		(2.99%)	(3.34%)

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

## Public Communications Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ 293,281	\$ (153,825)	\$ (56,228)	\$ (61,054)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	34,325	38,000	28,600	27,600
Loss on Disposal of Fixed Assets	0	0	0	0
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>327,606</b>	<b>(115,825)</b>	<b>(27,628)</b>	<b>(33,454)</b>
<b>FINANCIAL RESOURCES WERE USED FOR:</b>				
Acquisition of Fixed Assets	56,421	156,207	156,207	128,105
<b>Total Uses</b>	<b>56,421</b>	<b>156,207</b>	<b>156,207</b>	<b>128,105</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>271,185</b>	<b>(272,032)</b>	<b>(183,835)</b>	<b>(161,559)</b>
Working Capital Beginning of Year	1,429,598	1,427,653	1,700,783	1,516,948
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 1,700,783</b>	<b>\$ 1,155,621</b>	<b>\$ 1,516,948</b>	<b>\$ 1,355,389</b>

## Utility Customer Services Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>OPERATING REVENUES:</b>				
User Charges	\$ 1,262,348	\$ 1,356,422	\$ 1,356,422	\$ 1,489,794
<b>Total Operating Revenues</b>	<b>1,262,348</b>	<b>1,356,422</b>	<b>1,356,422</b>	<b>1,489,794</b>
<b>OPERATING EXPENSES:</b>				
Personnel Services	545,859	595,785	588,272	612,092
Supplies & Materials	281,369	365,312	358,765	406,060
Travel & Training	14,273	2,550	1,700	17,550
Intragovernmental Charges	303,026	372,163	372,163	357,759
Utilities, Services & Other Misc.	695,754	634,239	673,319	689,170
<b>Total Operating Expenses</b>	<b>1,840,281</b>	<b>1,970,049</b>	<b>1,994,219</b>	<b>2,082,631</b>
<b>OPERATING INCOME (LOSS) BEFORE DEPRECIATION</b>	<b>(577,933)</b>	<b>(613,627)</b>	<b>(637,797)</b>	<b>(592,837)</b>
Depreciation	(6,924)	(9,010)	(700)	(1,000)
<b>OPERATING INCOME</b>	<b>(584,857)</b>	<b>(622,637)</b>	<b>(638,497)</b>	<b>(593,837)</b>
<b>NON-OPERATING REVENUES:</b>				
Investment Revenue	47,279	40,000	35,000	35,000
Misc. Non-Operating Revenues	300,405	200,000	275,000	275,000
<b>Total Non-Operating Revenues</b>	<b>347,684</b>	<b>240,000</b>	<b>310,000</b>	<b>310,000</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>(16,297)</b>	<b>(11,870)</b>	<b>(11,870)</b>	<b>(106,034)</b>
Capital Contributions	0	0	0	0
<b>NET INCOME (LOSS)</b>	<b>(253,470)</b>	<b>(394,507)</b>	<b>(340,367)</b>	<b>(389,871)</b>
<b>NET INCOME/(LOSS) TRANSFERRED TO FUND EQUITY</b>	<b>(253,470)</b>	<b>(394,507)</b>	<b>(340,367)</b>	<b>(389,871) +</b>
Fund Equity, Beg. of Year	1,085,385	599,312	831,915	491,548
<b>FUND EQUITY END OF YEAR</b>	<b>\$ 831,915</b>	<b>\$ 204,805</b>	<b>\$ 491,548</b>	<b>\$ 101,677</b>
Percent Change in Fund Equity	(23.35%)		(40.91%)	(79.31%)

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

## Utility Customer Services Fund

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>STATEMENT OF CHANGE IN FINANCIAL POSITION</b>				
<b>FINANCIAL RESOURCES PROVIDED BY:</b>				
<b>OPERATIONS:</b>				
Net Income (Loss)	\$ (253,470)	\$ (394,507)	\$ (340,367)	\$ (389,871)
<b>EXPENSES NOT REQUIRING WORKING CAPITAL:</b>				
Depreciation	6,924	9,010	700	1,000
<b>TOTAL RESOURCES PROVIDED BY OPERATIONS</b>	<b>(246,546)</b>	<b>(385,497)</b>	<b>(339,667)</b>	<b>(388,871)</b>
<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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET INCREASE (DECREASE) IN WORKING CAPITAL</b>	<b>(246,546)</b>	<b>(385,497)</b>	<b>(339,667)</b>	<b>(388,871)</b>
Working Capital Beginning of Year	1,057,307	580,244	810,761	471,094
<b>WORKING CAPITAL END OF YEAR</b>	<b>\$ 810,761</b>	<b>\$ 194,747</b>	<b>\$ 471,094</b>	<b>\$ 82,223</b>

# Summary of Total Revenues by Fund

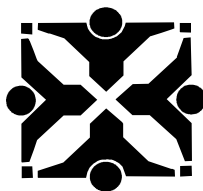
Fund		Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>General Government Revenues:</b>					
110	General Fund	\$ 66,920,795	\$ 67,681,281	\$ 73,592,618	\$ 69,964,700
219	Capital Quarter Cent Sales Tax Fund	4,816,706	4,975,000	4,870,000	4,903,000
220	Parks Sales Tax Fund	4,907,438	5,035,000	4,810,000	4,848,000
221	Transportation Sales Tax Fund	9,775,459	9,975,850	9,637,000	9,710,000
222	Public Improvement Fund	1,445,581	1,701,856	1,382,871	1,376,500
227	Special Road District Tax Fund	1,615,980	1,788,500	1,838,500	1,475,000
229	Convention & Tourism Fund	1,891,789	1,995,700	1,870,200	1,859,500
3xx	Debt Service Funds (combined)	7,310,785	4,480,071	4,480,071	5,807,943
440	Capital Projects Fund	20,349,430	58,994,995	58,994,955	21,143,850
753	Contributions Fund	164,355	76,087	85,336	35,000
	<b>Total Govt. Funds</b>	<b>119,198,318</b>	<b>159,864,340</b>	<b>164,721,551</b>	<b>123,774,293</b>
<b>Enterprise Fund Revenues:</b>					
503	Railroad Fund	1,243,091	1,367,400	1,268,244	1,154,750
550	Water Utility Fund	18,625,204	17,898,340	17,137,160	18,694,838
551	Electric Utility Fund	107,223,901	105,057,210	112,964,137	117,318,583
552	Recreation Services Fund	6,377,404	6,692,132	6,326,092	6,806,648
553	Public Transportation Fund	6,730,861	6,754,522	6,993,252	5,079,475
554	Airport Fund	3,377,193	2,201,835	2,166,090	3,180,763
555	Sanitary Sewer Utility Fund	14,568,354	11,777,000	11,793,718	13,335,452
556	Parking Utility Fund	2,054,636	2,066,693	2,256,254	2,057,869
557	Solid Waste Utility Fund	13,806,590	14,109,075	14,377,728	15,084,700
558	Storm Water Utility Fund	1,788,393	1,591,859	1,416,805	1,469,435
	<b>Total Enterprise Funds</b>	<b>175,795,627</b>	<b>169,516,066</b>	<b>176,699,480</b>	<b>184,182,513</b>
<b>Internal Service Fund Revenues:</b>					
659	Employee Benefit Fund	13,035,733	11,817,655	11,560,289	12,601,878
669	Self Insurance Reserve Fund	3,203,420	3,172,938	3,172,938	3,603,865
671	Custodial / Maintenance Fund	880,453	983,033	961,553	1,115,759
672	Fleet Operations Fund	6,628,085	6,531,313	7,104,885	8,185,210
674	Information Technologies Fund	3,401,434	3,954,128	3,949,128	4,031,435
675	Public Communications Fund	1,485,047	1,369,812	1,419,437	1,663,349
676	Utility Customer Services Fund	1,610,032	1,596,422	1,666,422	1,799,794
	<b>Total Internal Service Funds</b>	<b>30,244,204</b>	<b>29,425,301</b>	<b>29,834,652</b>	<b>33,001,290</b>
<b>TOTAL CITY REVENUES</b>		<b>\$ 325,238,149</b>	<b>\$ 358,805,707</b>	<b>\$ 371,255,683</b>	<b>\$ 340,958,096</b>
* Revenues do not include Appropriated Fund Balance.					

# Summary of Total Expenditures by Fund

Fund		Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009
<b>General Government Exp.:</b>					
110	General Fund	\$ 66,433,679	\$ 75,100,205	\$ 73,280,010	\$ 74,933,880
219	Capital Quarter Cent Sales Tax Fund	3,040,875	5,022,750	5,017,750	4,435,625
220	Parks Sales Tax Fund	7,864,943	5,044,797	5,044,797	4,590,551
221	Transportation Sales Tax Fund	8,290,000	9,438,600	9,438,600	9,419,368
222	Public Improvement Fund	1,373,780	1,927,970	1,927,970	2,413,247
227	Special Road District Tax Fund	1,013,425	1,458,425	1,458,425	4,268,925
229	Convention & Tourism Fund	1,833,008	2,197,901	2,098,380	1,852,312
266	CDBG	1,410,965	372,547	370,786	384,774
3xx	Debt Service Funds (combined)	7,116,432	4,331,071	4,664,623	5,448,906
440	Capital Projects Fund	23,452,812	57,966,141	58,139,104	23,879,650
753	Contributions Fund	234,233	53,582	51,414	12,155
	<b>Total Govt. Funds</b>	<b>122,064,152</b>	<b>162,913,989</b>	<b>161,491,859</b>	<b>131,639,393</b>
<b>Enterprise Fund Expenditures:*</b>					
503	Railroad Fund	1,491,073	1,694,073	1,559,716	1,380,477
550	Water Utility Fund	25,900,958	20,617,273	20,076,067	19,246,455
551	Electric Utility Fund	110,680,056	123,270,285	123,205,910	131,824,238
552	Recreation Services Fund	6,728,419	7,536,850	7,292,205	7,774,176
553	Public Transportation Fund	8,255,738	5,724,850	5,679,268	6,521,908
554	Airport Fund	3,321,679	4,553,901	4,451,815	4,033,655
555	Sanitary Sewer Utility Fund	14,259,779	15,292,675	15,280,304	40,110,534
556	Parking Utility Fund	1,467,742	1,697,589	1,561,693	1,522,737
557	Solid Waste Utility Fund	16,097,969	16,307,458	15,720,127	16,630,232
558	Storm Water Utility Fund	2,124,820	2,592,510	2,530,084	1,904,292
	<b>Total Enterprise Funds</b>	<b>190,328,233</b>	<b>199,287,464</b>	<b>197,357,189</b>	<b>230,948,704</b>
<b>Internal Service Fund Expenditures:*</b>					
659	Employee Benefit Fund	12,699,576	11,779,985	11,148,597	12,260,349
669	Self Insurance Reserve Fund	4,476,024	3,809,805	3,715,941	4,191,178
671	Custodial / Maintenance Fund	1,010,816	1,179,965	971,989	1,347,202
672	Fleet Operations Fund	6,671,461	6,591,986	6,628,255	8,368,982
674	Information Technologies Fund	3,940,951	4,445,084	4,362,584	4,699,745
675	Public Communications Fund	1,248,186	1,679,844	1,631,872	1,852,508
676	Utility Customer Services Fund	1,863,502	1,990,929	2,006,789	2,189,665
	<b>Total Internal Service Funds</b>	<b>31,910,516</b>	<b>31,477,598</b>	<b>30,466,027</b>	<b>34,909,629</b>
<b>TOTAL CITY EXPENDITURES</b>		<b>\$ 344,302,901</b>	<b>\$ 393,679,051</b>	<b>\$ 389,315,075</b>	<b>\$ 397,497,726</b>
* Includes CIP (Capital Improvement Plan) and Capital Additions for Enterprise and Internal Service Funds. Funding for many CIP Projects is from accumulated balances.					

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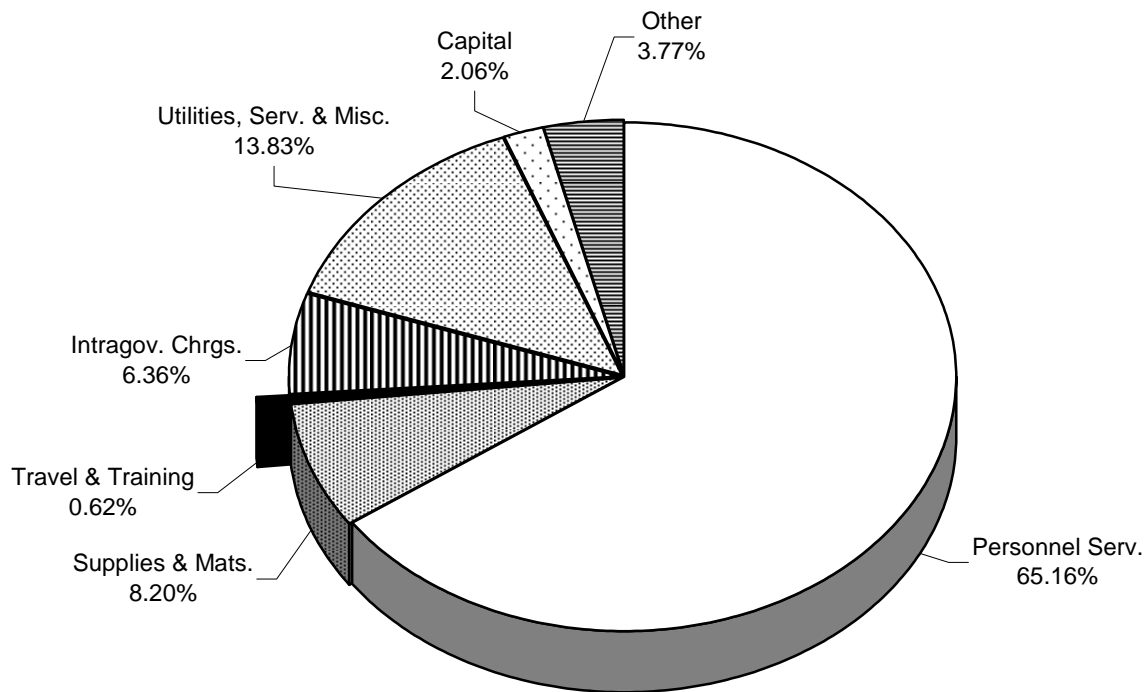
# General Fund Summary



*City of Columbia*  
*Columbia, Missouri*

# General Fund Summary

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 44,097,293	\$ 46,981,074	\$ 45,793,119	\$ 48,827,965	3.9%
Supplies & Materials	5,193,041	5,843,478	5,711,500	6,143,898	5.1%
Travel & Training	348,081	442,197	408,641	460,990	4.2%
Intragovernmental Charges	3,855,132	4,384,021	4,380,921	4,764,283	8.7%
Utilities, Services & Misc.	8,694,098	12,319,471	11,859,705	10,366,006	(15.9%)
Capital	1,404,365	2,330,261	2,326,421	1,543,543	(33.8%)
Other	2,841,669	2,799,703	2,799,703	2,827,195	1.0%
<b>Total</b>	<b>66,433,679</b>	<b>75,100,205</b>	<b>73,280,010</b>	<b>74,933,880</b>	<b>(0.2%)</b>
Summary					
Operating Expenses	62,187,645	69,970,241	68,153,886	70,563,142	0.8%
Non-Operating Expenses	2,841,669	2,799,703	2,799,703	2,827,195	1.0%
Debt Service	0	0	0	0	
Capital Additions	1,404,365	2,330,261	2,326,421	1,543,543	(33.8%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 66,433,679</b>	<b>\$ 75,100,205</b>	<b>\$ 73,280,010</b>	<b>\$ 74,933,880</b>	<b>(0.2%)</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

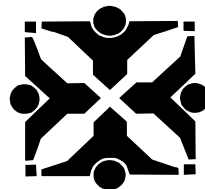
	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
General City (Nondepartmental)	\$ 5,352,772	\$ 5,556,032	\$ 5,497,200	\$ 5,623,937	1.2%
City Council	218,006	252,800	251,383	258,889	2.4%
City Clerk	222,444	266,421	266,404	272,208	2.2%
City Manager	984,651	1,042,994	1,005,484	1,137,687	9.1%
Volunteer Services	185,778	211,247	210,556	269,669	27.7%
Finance	3,078,028	3,408,686	3,240,439	3,479,337	2.1%
Human Resources	773,344	923,319	918,543	983,957	6.6%
Law	903,209	1,011,085	996,949	971,769	(3.9%)
Municipal Court	682,203	698,840	698,243	722,156	3.3%
Police	17,101,045	18,296,569	18,092,906	19,097,944	4.4%
Fire	12,460,527	13,480,754	12,902,988	14,231,131	5.6%
Emergency Mgmt & Com.	2,552,621	2,705,174	2,674,396	2,719,236	0.5%
Public Health & Human Services	6,762,299	7,120,494	6,874,180	7,229,462	1.5%
Planning	694,381	968,676	923,362	1,132,913	17.0%
Economic Development	355,168	384,970	369,126	381,737	(0.8%)
Cultural Affairs	369,288	428,908	424,899	424,186	(1.1%)
Parks & Recreation	4,377,743	4,936,660	4,889,771	4,905,473	(0.6%)
Public Works	9,360,172	13,406,576	13,043,181	11,092,189	(17.3%)
<b>TOTAL DEPTMNTL</b>	<b>\$ 66,433,679</b>	<b>\$ 75,100,205</b>	<b>\$ 73,280,010</b>	<b>\$ 74,933,880</b>	<b>(0.2%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
City Clerk	2.00	2.00	2.00	2.00	
City Manager	8.00	8.00	8.00	9.00	1.00
Volunteer Services	2.25	2.25	2.25	2.25	
Finance	36.25	36.25	37.25	38.25	1.00
Human Resources	8.00	9.00	9.00	9.00	
Law	9.00	10.00	10.00	9.00	(1.00)
Municipal Court	8.90	8.90	9.00	9.00	
Police	183.00	186.00	186.00	190.00	4.00
Fire	135.00	138.00	138.00	140.00	2.00
PSJC & Emer. Mgmt	32.75	32.75	32.75	32.75	
Public Health & Human Services	60.75	61.10	61.10	63.35	2.25
Planning	7.90	7.90	7.90	7.90	
Economic Development	4.00	4.00	4.00	3.00	(1.00)
Cultural Affairs	2.75	2.75	2.75	2.75	
Parks & Recreation	42.50	43.50	43.50	43.50	
Public Works	88.99	90.99	90.99	94.35	3.36
<b>Total Personnel</b>	<b>632.04</b>	<b>643.39</b>	<b>644.49</b>	<b>656.10</b>	<b>11.61</b>
Permanent Full-Time	620.59	634.39	636.39	646.75	10.36
Permanent Part-Time	11.45	9.00	8.10	9.35	1.25
<b>Total Permanent</b>	<b>632.04</b>	<b>643.39</b>	<b>644.49</b>	<b>656.10</b>	<b>11.61</b>

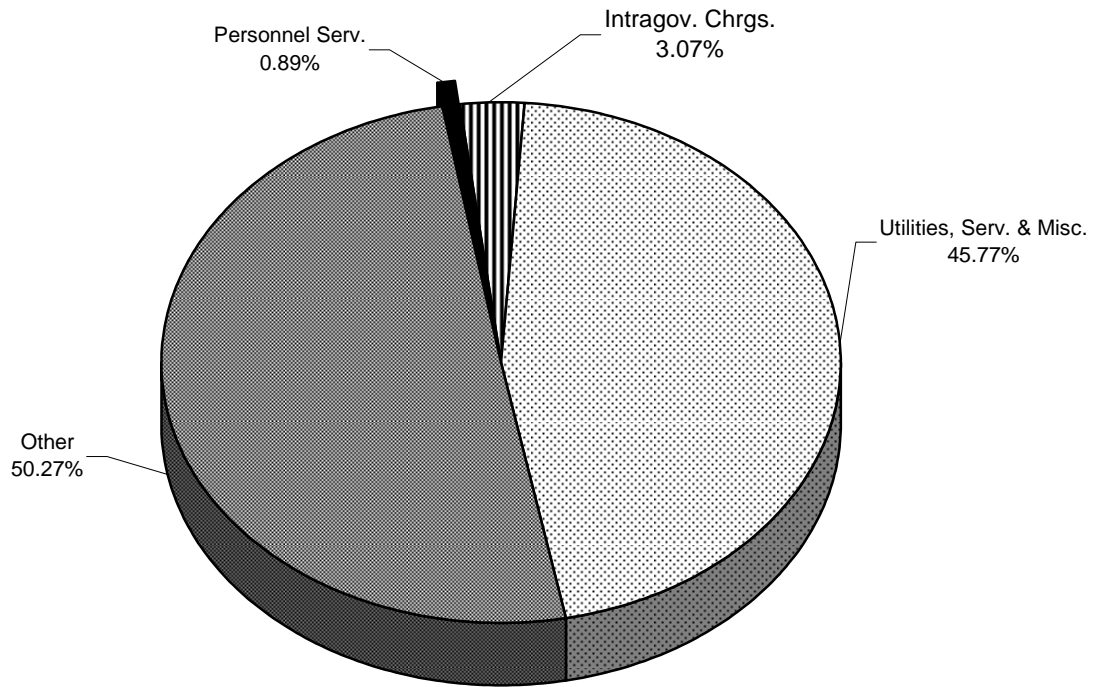
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# City General - Non Departmental Expenditures



*City of Columbia*  
*Columbia, Missouri*

# City General FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 0	\$ 50,000	\$ 0	\$ 50,000	0.0%
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	143,725	143,882	143,882	172,792	20.1%
Utilities, Services & Misc.	2,367,378	2,562,447	2,553,615	2,573,950	0.4%
Capital	0	0	0	0	
Other	2,841,669	2,799,703	2,799,703	2,827,195	1.0%
<b>Total</b>	<b>5,352,772</b>	<b>5,556,032</b>	<b>5,497,200</b>	<b>5,623,937</b>	<b>1.2%</b>
Summary					
Operating Expenses	2,511,103	2,756,329	2,697,497	2,796,742	1.5%
Non-Operating Expenses	2,841,669	2,799,703	2,799,703	2,827,195	1.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 5,352,772</b>	<b>\$ 5,556,032</b>	<b>\$ 5,497,200</b>	<b>\$ 5,623,937</b>	<b>1.2%</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 following amounts have been set aside for specific purposes: Council Reserve - \$42,900, Contingency - \$100,000, Grant Reserve and Coordinating - \$78,000, and shared costs for the Health Facility - \$30,000.

The council can still allocate the \$42,900 Council Reserve and still maintain a 16% fund balance.

There is a significant increase in the amount of the payment for the Boone County Fire District per terms of the Fire Territorial Agreement.

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

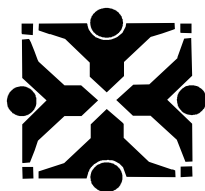
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
<b>SUBSIDIES:</b>					
Recreation Services	\$ 1,652,510	\$ 1,652,510	\$ 1,652,510	\$ 1,705,910	3.2%
Cultural Affairs	0	0	0	0	
Contributions Trust Fund	0	0	0	0	
<b>Total Subsidies</b>	<b>1,652,510</b>	<b>1,652,510</b>	<b>1,652,510</b>	<b>1,705,910</b>	<b>3.2%</b>
<b>TRANSFERS:</b>					
Parking Facilities Utility	75,000	75,000	75,000	75,000	0.0%
Storm Water Utility	31,250	0	0	0	
Employee Benefit Fund	25,900	0	0	0	
Special Business District	17,500	17,500	17,500	17,500	0.0%
COPS Public Bldg/Fire DSF	0	0	0	0	
2006B S.O. Bond Fund	297,125	297,625	297,625	297,625	0.0%
2008B S.O. Bond Fund	0	0	0	700,000	
Capital Projects Fund	702,515	700,000	700,000	0	(100.0%)
Public Communications	10,262	0	0	0	
Designated Loan Fund	26,161	27,092	27,092	29,608	9.3%
<b>Total Subsidies &amp; Transfers</b>	<b>2,838,223</b>	<b>2,769,727</b>	<b>2,769,727</b>	<b>2,825,643</b>	<b>2.0%</b>
<b>OTHER:</b>					
Health Facility - Condo Assoc.	26,008	35,000	35,000	30,000	(14.3%)
Consulting Fees	0	25,000	25,000	25,000	0.0%
Street Lighting	1,314,054	1,437,920	1,435,000	1,427,800	(0.7%)
Miscellaneous Nonprogrammed	1,166,987	919,470	848,558	1,097,594	19.4%
Council Reserve	7,500	18,915	33,915	42,900	126.8%
Contingency	0	100,000	100,000	100,000	0.0%
General Government Reserve	0	250,000	250,000	75,000	(70.0%)
<b>Total</b>	<b>\$ 5,352,772</b>	<b>\$ 5,556,032</b>	<b>\$ 5,497,200</b>	<b>\$ 5,623,937</b>	<b>1.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

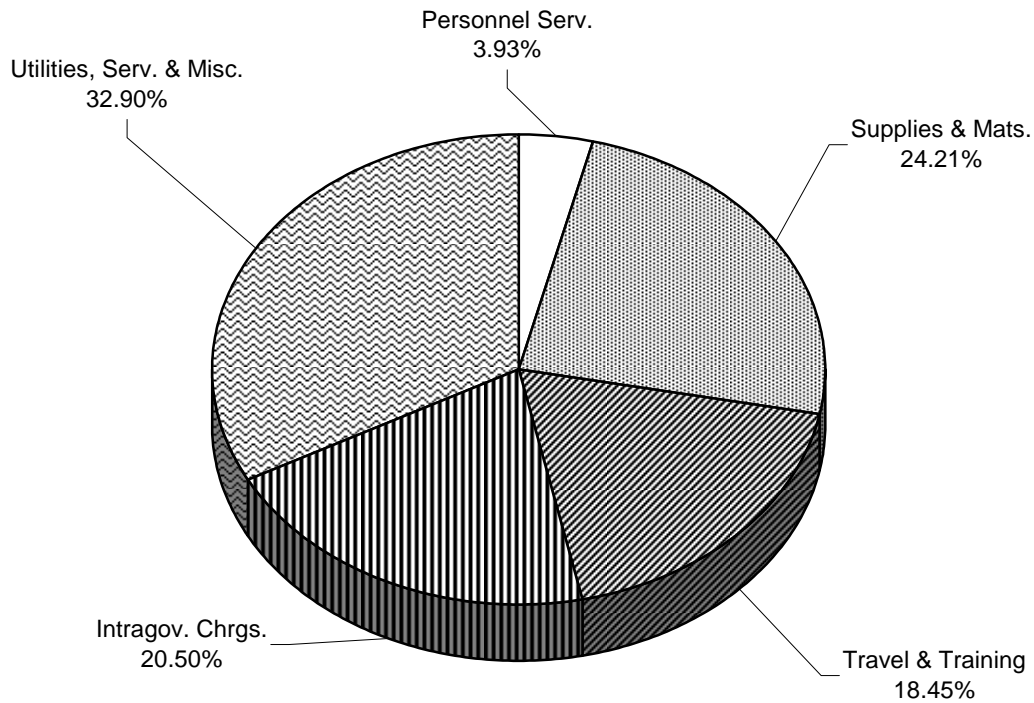
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# City Council



*City of Columbia*  
*Columbia, Missouri*

# City Council FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 4,491	\$ 10,190	\$ 10,190	\$ 10,183	(0.1%)
Supplies & Materials	49,146	58,541	58,541	62,689	7.1%
Travel & Training	21,343	37,413	37,413	47,763	27.7%
Intragovernmental Charges	52,461	59,914	59,914	53,078	(11.4%)
Utilities, Services & Misc.	90,565	86,742	85,325	85,176	(1.8%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>218,006</b>	<b>252,800</b>	<b>251,383</b>	<b>258,889</b>	<b>2.4%</b>
Summary					
Operating Expenses	218,006	252,800	251,383	258,889	2.4%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 218,006</b>	<b>\$ 252,800</b>	<b>\$ 251,383</b>	<b>\$ 258,889</b>	<b>2.4%</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**

During fiscal year 2008 the City Council has been working with the various boards and commissions to improve communication and provide an opportunity for the Council to be notified of policy or program issues that might need attention. Council requested and received a Program of Work from each commissions. They will meet with some of the commissions to discuss these plans and issues.

**AUTHORIZED PERSONNEL**

**Actual  
FY 2007**

**Budget  
FY 2008**

**Estimated  
FY 2008**

**Adopted  
FY 2009**

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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 4,491	\$ 10,190	\$ 10,190	\$ 10,183	(0.1%)
Supplies and Materials	34,902	40,916	40,916	41,742	2.0%
Travel and Training	17,520	30,250	30,250	40,500	33.9%
Intragovernmental Charges	47,705	53,836	53,836	45,723	(15.1%)
Utilities, Services, & Misc.	77,821	50,438	49,021	51,678	2.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 182,439</b>	<b>\$ 185,630</b>	<b>\$ 184,213</b>	<b>\$ 189,826</b>	<b>2.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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**

During fiscal year 2008 the City Council has been working with the various boards and commissions to improve communication and provide an opportunity for the Council to be notified of policy or program issues that might need attention. Council requested and received a Program of Work from each commissions. They will meet with some of the commissions to discuss these plans and issues.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	14,244	17,625	17,625	20,947	18.8%
Travel and Training	3,823	7,163	7,163	7,263	1.4%
Intragovernmental Charges	4,756	6,078	6,078	7,355	21.0%
Utilities, Services, & Misc.	12,744	36,304	36,304	33,498	(7.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 35,567</b>	<b>\$ 67,170</b>	<b>\$ 67,170</b>	<b>69,063</b>	<b>2.8%</b>

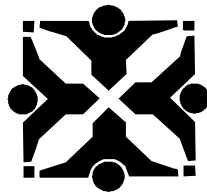
**ACTIVITY LEVEL EXPENDITURES**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Board of Adjustment	\$ 1,488	\$ 5,760	\$ 5,760	5,760	0.0%
Airport Advisory Board	1,618	1,600	1,600	1,600	0.0%
Sister Cities	693	10,800	10,800	10,100	(6.5%)
Planning and Zoning	4,740	2,803	2,803	2,803	0.0%
Parks and Recreation Commission	4,451	4,270	4,270	4,270	0.0%
Bike Commission	0	1,190	1,190	1,190	0.0%
Other Boards	398	8,020	8,020	8,020	0.0%
Historic Preservation	5,704	10,901	10,901	11,217	2.9%
Mayor's Council on Physical Fitness	6,429	6,448	6,448	6,448	0.0%
Bike, Walk, and Wheel Commission	5,000	5,000	5,000	5,000	0.0%
Commissions - General	46	3,000	3,000	4,000	33.3%
Disabilities	244	1,300	1,300	1,300	0.0%
Web Design	2,203	3,423	3,423	5,208	52.1%
Council Delivery/Print Shop Charge	2,553	2,655	2,655	2,147	(19.1%)
<b>Total</b>	<b>\$ 35,567</b>	<b>\$ 67,170</b>	<b>\$ 67,170</b>	<b>69,063</b>	<b>2.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

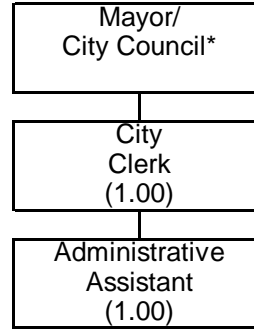
# City Clerk and Elections



*City of Columbia*  
*Columbia, Missouri*



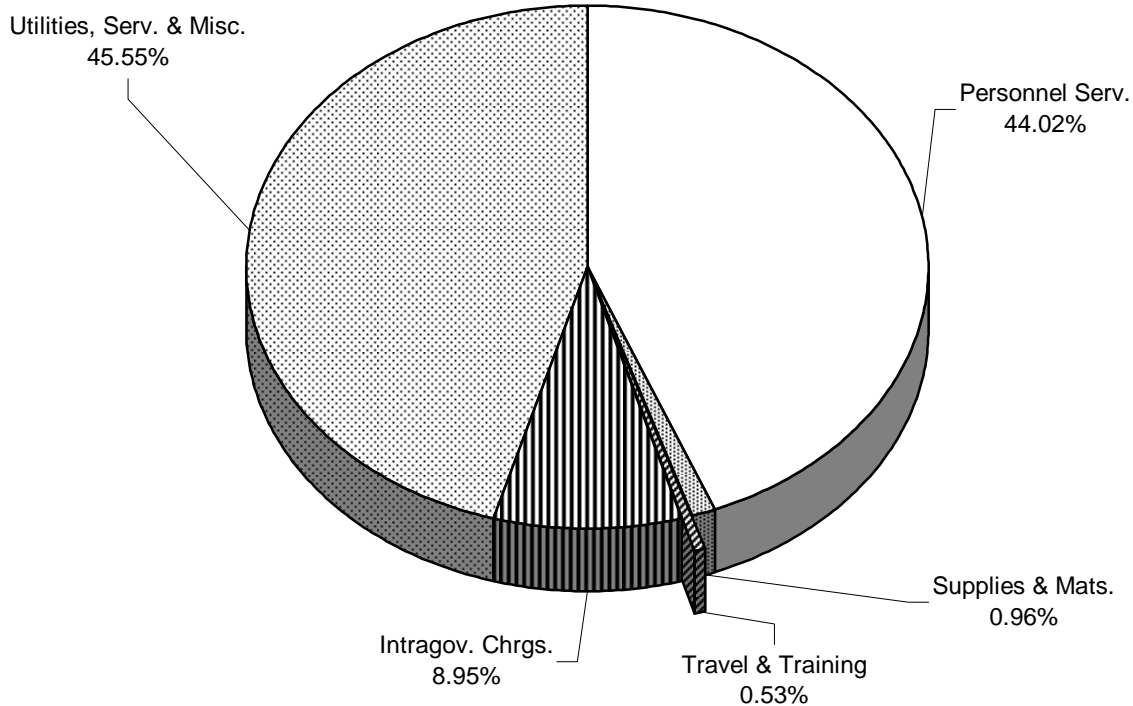
**City of Columbia - City Clerk**  
2.00 FTE Positions



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

# City Clerk and Elections

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 110,543	\$ 114,871	\$ 115,154	\$ 119,834	4.3%
Supplies & Materials	2,947	2,480	2,480	2,602	4.9%
Travel & Training	931	1,425	1,225	1,437	0.8%
Intragovernmental Charges	24,190	26,095	26,095	24,350	(6.7%)
Utilities, Services & Misc.	83,833	121,550	121,450	123,985	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>222,444</b>	<b>266,421</b>	<b>266,404</b>	<b>272,208</b>	<b>2.2%</b>
Summary					
Operating Expenses	222,444	266,421	266,404	272,208	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>\$ 222,444</b>	<b>\$ 266,421</b>	<b>\$ 266,404</b>	<b>\$ 272,208</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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
Council Meetings	26	26	26
Proclamations	39	50	45
Board of Adjustment Applications Processed	23	35	30

## COMPARATIVE DATA

	Columbia, MO	Indepen- dence, MO	St. Joseph, MO	St. Charles, MO	Hazelwood, MO
<b>Population</b>	<b>99,619</b>	<b>109,983</b>	<b>73,890</b>	<b>64,646</b>	<b>25,282</b>
Number of Employees	2	6.5	3.5	4	3
Employees Per 1,000 Population	0.020	0.059	0.047	0.062	0.119
Number of Ordinances and Resolutions/Year	742	420	404	358	110

**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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 110,543	\$ 114,871	\$ 115,154	\$ 119,834	4.3%
Supplies and Materials	2,947	2,480	2,480	2,602	4.9%
Travel and Training	931	1,425	1,225	1,437	0.8%
Intragovernmental Charges	24,190	26,095	26,095	24,350	(6.7%)
Utilities, Services, & Misc.	1,365	7,110	7,050	7,255	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 139,976</b>	<b>\$ 151,981</b>	<b>\$ 152,004</b>	<b>\$ 155,478</b>	<b>2.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
8803 - City Clerk	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	0.00	0.00	0.00	1.00	1.00
1003 - Admin. Supp. Assistant III	1.00	1.00	1.00	0.00	(1.00)
<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.

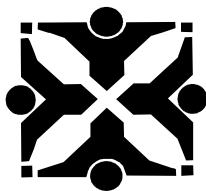
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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.	82,468	114,440	114,400	116,730	2.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 82,468</b>	<b>\$ 114,440</b>	<b>\$ 114,400</b>	<b>116,730</b>	<b>2.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

# City Manager

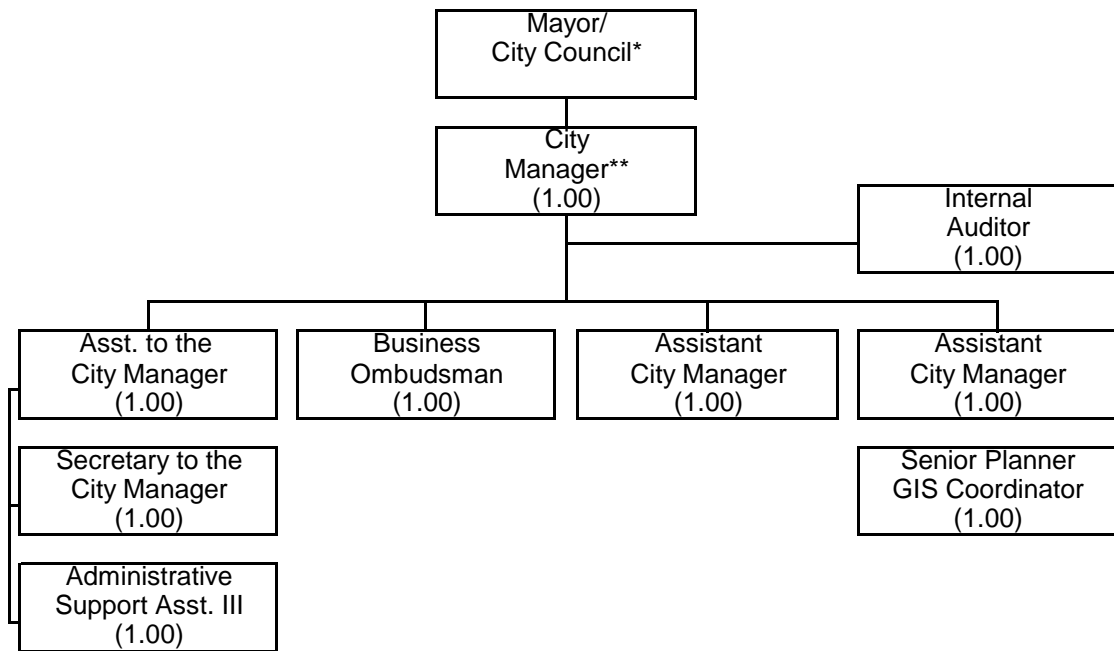


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - City Manager

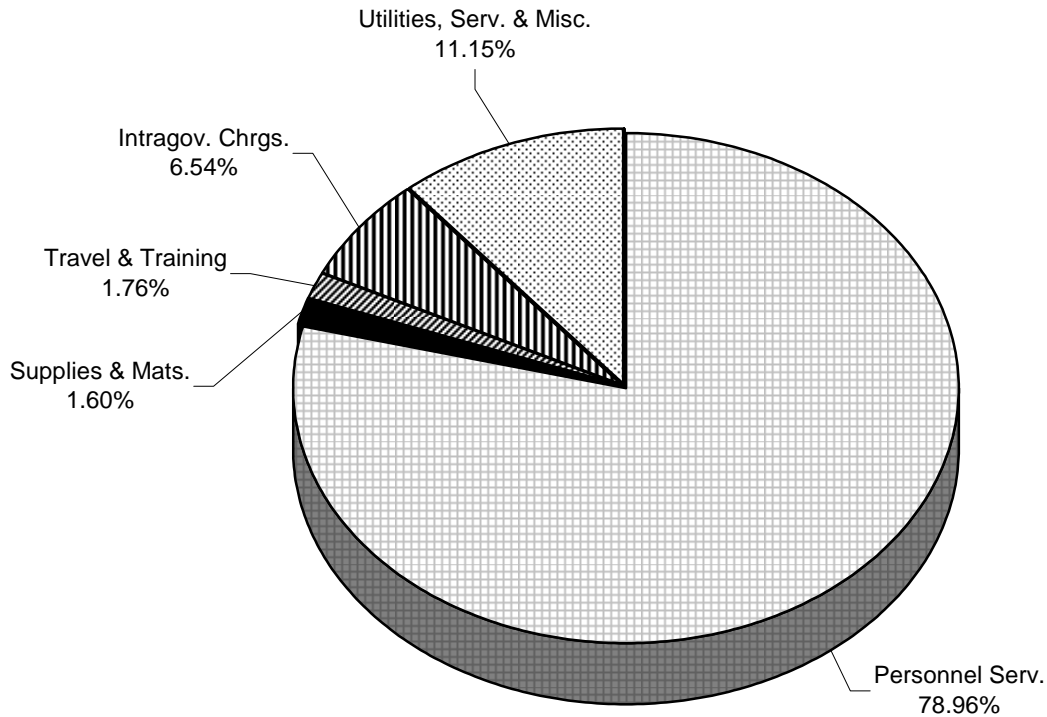
9.00 FTE Positions



\* 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 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 783,558	\$ 842,596	\$ 831,902	\$ 898,263	6.6%
Supplies & Materials	51,651	17,695	12,510	18,195	2.8%
Travel & Training	10,606	18,975	17,344	20,000	5.4%
Intragovernmental Charges	68,445	80,728	80,728	74,429	(7.8%)
Utilities, Services & Misc.	63,749	83,000	63,000	126,800	52.8%
Capital	6,642	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>984,651</b>	<b>1,042,994</b>	<b>1,005,484</b>	<b>1,137,687</b>	<b>9.1%</b>
Summary					
Operating Expenses	978,009	1,042,994	1,005,484	1,137,687	9.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	6,642	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 984,651</b>	<b>\$ 1,042,994</b>	<b>\$ 1,005,484</b>	<b>\$ 1,137,687</b>	<b>9.1%</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 appropriate Department Director.

## DEPARTMENT OBJECTIVES

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

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal - Long-Term Investment for the Public Good**

Restructured the reporting of the Internal Auditor's work plan to a committee that consists of the City Manager, City Attorney, and a member of the Finance Advisory Committee.

A new position was created and added to the City Manager's office with the expectation of reducing the bureaucratic silos that exist with the business and development permit process.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
9998 - City Manager	1.00	1.00	1.00	1.00	
9911 - Assistant to City Manager	1.00	1.00	1.00	1.00	
9901 - Assistant City Manager	2.00	2.00	2.00	2.00	
4630 - Business Ombudsman	0.00	0.00	0.00	1.00	1.00
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
4103 - Sr. Planner - GIS Coord.	1.00	1.00	1.00	1.00	
1102 - Secretary to City Manager	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>1.00</b>
Permanent Full-Time	8.00	8.00	8.00	9.00	1.00
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>9.00</b>	<b>1.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

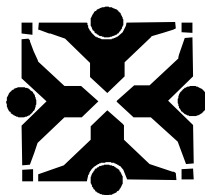
	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Council Issues Processed: Resolutions/Staff Report	292	310	330
Ordinances/Staff Report	425	440	455
Agenda Reports	194	215	240
City Manager Press Conferences	26	27	27

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Ames, IA	Indepen- dence, MO	Boulder, CO	Lawrence, KS
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>55,983</b>	<b>109,983</b>	<b>93,236</b>	<b>92,978</b>
Number of Employees	7	11	4	9	22	9
Employees Per 1,000 Population	0.070	0.071	0.071	0.082	0.231	0.097
Total Annual Budget (Including Capital Improvements)*	344,009,681	255,122,000	179,861,342	248,144,696	237,781,000	140,842,355

\* 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

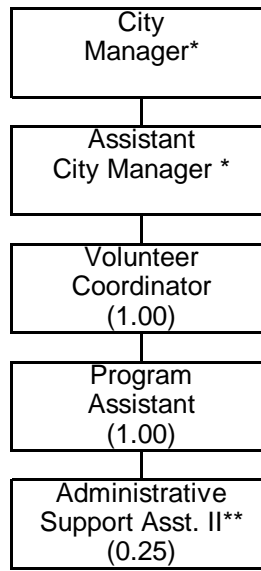


*City of Columbia*  
*Columbia, Missouri*



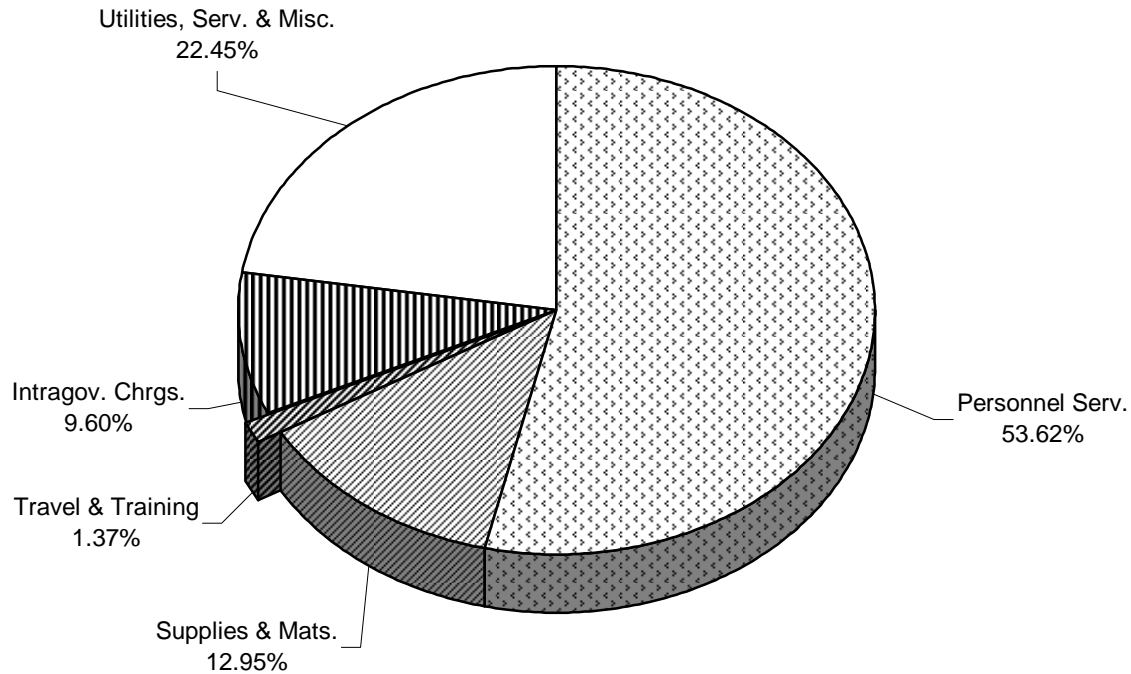
## City of Columbia - Volunteer Services

2.25 FTE Positions



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

# Volunteer Services FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 134,649	\$ 138,831	\$ 138,918	\$ 144,608	4.2%
Supplies & Materials	19,891	32,243	31,510	34,923	8.3%
Travel & Training	1,095	1,550	1,550	3,700	138.7%
Intragovernmental Charges	24,159	27,356	27,356	25,900	(5.3%)
Utilities, Services & Misc.	5,984	11,267	11,222	60,538	437.3%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>185,778</b>	<b>211,247</b>	<b>210,556</b>	<b>269,669</b>	<b>27.7%</b>
Summary					
Operating Expenses	185,778	211,247	210,556	269,669	27.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 185,778</b>	<b>\$ 211,247</b>	<b>\$ 210,556</b>	<b>\$ 269,669</b>	<b>27.7%</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Adopt-A-Spot Beautification Beds	79	88	93
Cleanup Columbia volunteers	937	1,500	1,600
Columbia Aquatic Restoration Project volunteers	22	30	35
Columbia Hospitality Corps volunteers	51	53	55
Park Patrol volunteers	69	70	72
TreeKeeper volunteers	67	70	72
Youth In Action volunteers	31	35	40
Number of new volunteer contacts	718	725	750
Contacts with E-mail newsletters	21,600	24,600	25,800
Volunteer hours (citywide)	40,076	40,000	40,000

## COMPARATIVE DATA

	Columbia, MO	Carlsbad, CA	Coral Springs, FL	Salem, OR
<b>Population:</b>	<b>99,619</b>	<b>101,430</b>	<b>129,751</b>	<b>152,836</b>
Number of Full-Time (FT) Employees	2	1	1	4
Number of Part-Time (PT) Employees	2	1	0	6+
FT Employees Per 1,000 Population	0.0201	0.0099	0.0077	0.0262
Hours of Volunteer Service	40,067	53,626	43,000	144,318
Hours Per 1,000 population	378	536	331	1,009
Approx. number of volunteers	>2,000**	1,155	*	5,000
Total Budget	\$209,747	\$273,997	\$139,793	\$420,000

Carlsbad, CA - includes volunteer efforts at the library and senior center

Salem, OR - includes volunteer efforts at the library and senior center as well as staff and expenses across several departments.

\* Coral Springs, FL has a monthly count; an annual total was not available.

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

**DESCRIPTION**

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

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

During fiscal year 2007, 40,067 volunteer hours were reported at a value of more than \$752,000 not including hours contributed by boards and commissions. Highlights during 2007 include the graduation of a eleventh TreeKeepers program, the continuation of the Park Patrol (a community policing program for Columbia's trails), a volunteer recognition in the spring, and the 12th city-wide "Cleanup Columbia" including sponsorship by local media and businesses.

The Adopt a Spot beautification continued with 88 projects throughout the community. The Office sponsored it's seventh 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, as well as conducted a Volunteer Reception Center drill on June 26, 2008. Volunteer Services served as the lead department in the city's participation in America In Bloom, a national program that will evaluate Columbia on volunteer activities, beautification, tidiness and environmental efforts. The office took on a new challenge in FY08 in tackling the graffiti issue by working with volunteer groups and community service on graffiti removal projects.

The office serves as a central point for those who wish to volunteer with the city and staff who can benefit from the help of volunteers. The office will work with approximately 350 new volunteer contacts in FY 2008.

**FY 2009 Goal - Long-term Investment for the Public Good**

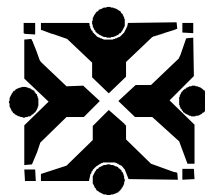
Includes funding for a Neighborhood Leadership program, a Keys to the City Awareness Fair, and a Meetings 101. The goal of each is to share with citizens how to navigate local government, understand the development process and make information and decision makers more accessible to the public. Includes \$40,000 funding to establish a community foundation.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4620 - Volunteer Coordinator	1.00	1.00	1.00	1.00	
4615 - Program Assistant	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.25	0.25	0.25	0.25	
<b>Total Personnel</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	
Permanent Full-Time	2.25	2.25	2.25	2.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	

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# Finance Department

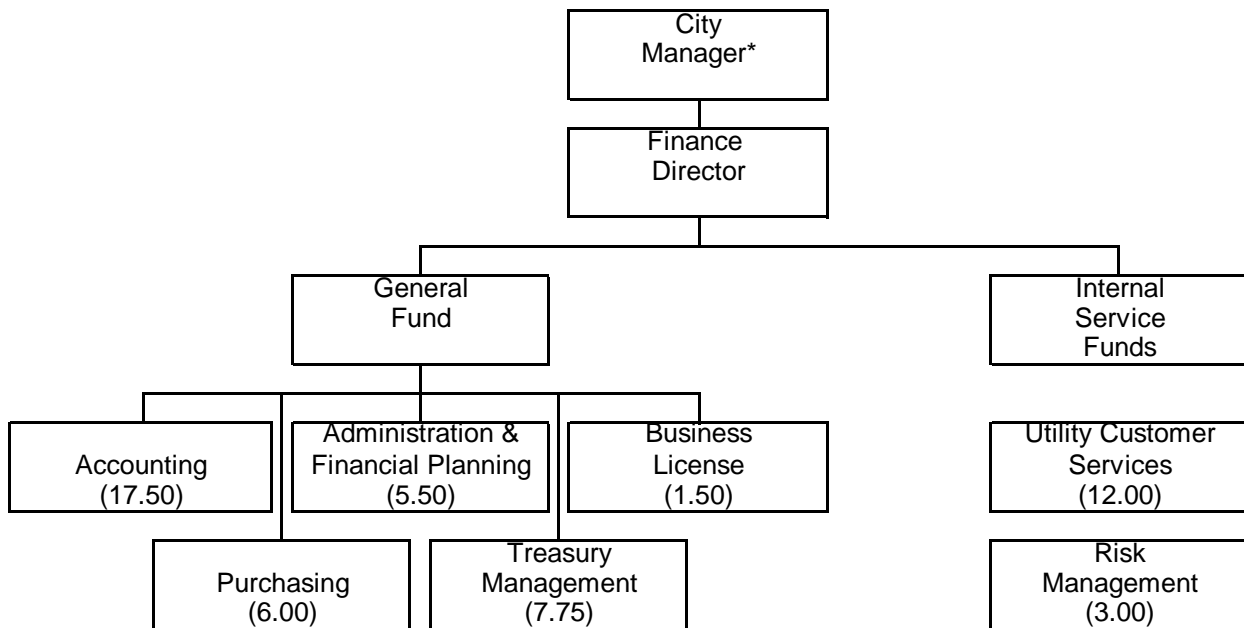


*City of Columbia*  
*Columbia, Missouri*



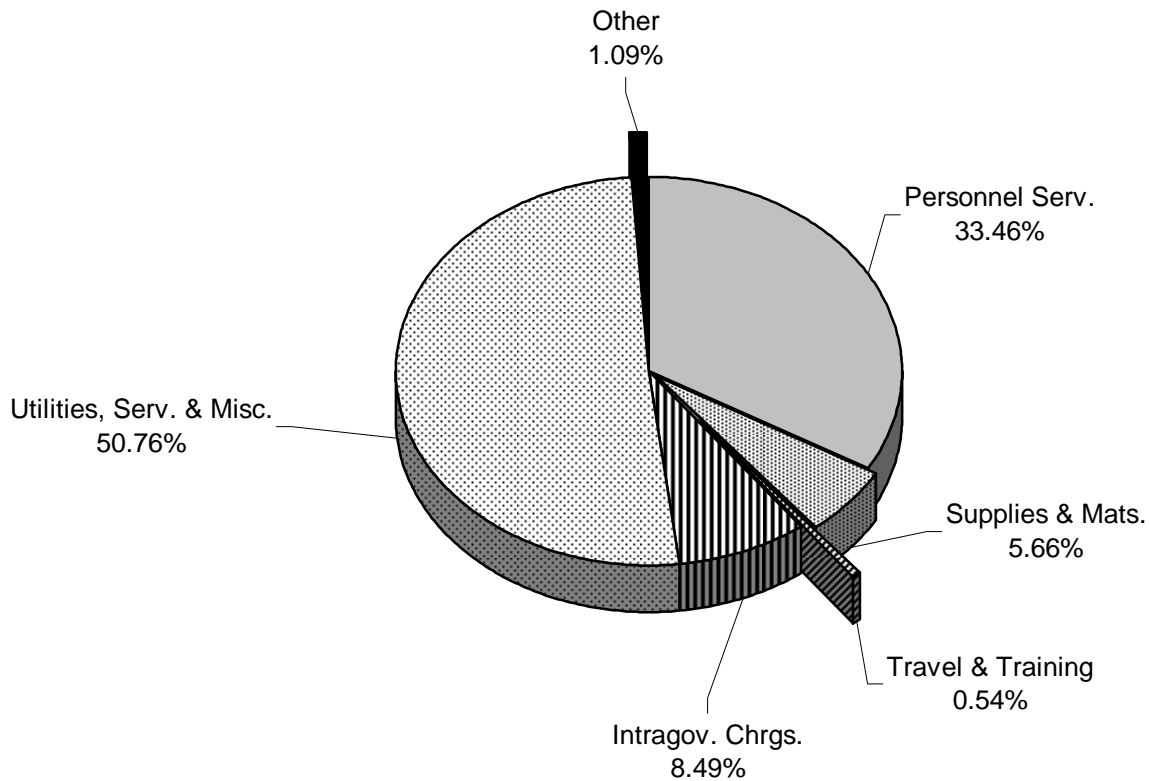
# City of Columbia - Finance Department

53.25 FTE Positions



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

## Finance Department - Summary FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 2,933,368	\$ 3,166,920	\$ 3,050,239	\$ 3,299,595	4.2%
Supplies & Materials	388,680	519,626	493,406	558,553	7.5%
Travel & Training	41,238	37,491	33,530	53,033	41.5%
Intragovernmental Charges	741,945	877,047	877,297	836,768	(4.6%)
Utilities, Services & Misc.	5,283,102	4,581,456	4,495,127	5,005,197	9.2%
Capital	0	0	0	0	
Other	29,221	26,880	13,570	107,034	298.2%
<b>Total</b>	<b>9,417,554</b>	<b>9,209,420</b>	<b>8,963,169</b>	<b>9,860,180</b>	<b>7.1%</b>
Summary					
Operating Expenses	9,388,333	9,182,540	8,949,599	9,753,146	6.2%
Non-Operating Expenses	29,221	26,880	13,570	107,034	298.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 9,417,554</b>	<b>\$ 9,209,420</b>	<b>\$ 8,963,169</b>	<b>\$ 9,860,180</b>	<b>7.1%</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

**Purchasing:** To provide easy accessibility to a variety of centralized purchasing options which consistently result in cost savings and meet the procurement needs of the using departments. To actively monitor and administer the ProCard to ensure all expenditures are within the limits and intent of the policy and a prudent use of taxpayer dollars.

**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 2009 Goals - Managing costs and services**

During FY 2009 the Finance Department will continue to monitor and evaluate the City's financial condition and internal controls. Staff will continue to review policies and procedures related to the implementation of an accounting pronouncements required by the Governmental Accounting Standards Board (GASB) as well as changes to auditing standards. The City Manager has requested staff work with the Finance Advisory Committee to review the revenue structure of the City and make recommendations for change. Major efforts to implement document imaging will be to find ways to improve work flow and reduce space required for files. This will be the first full year of operations with the new organizational structure. Staff will continue to coordinate the Capital Improvement Process.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
General Fund Operations	36.25	36.25	37.25	38.25	1.00
Utility Customer Services Fund	12.00	12.00	12.00	12.00	
Self-Insurance Reserve Fund	2.00	3.00	3.00	3.00	
<b>Total Personnel</b>	<b>50.25</b>	<b>51.25</b>	<b>52.25</b>	<b>53.25</b>	<b>1.00</b>
Permanent Full-Time	49.00	50.00	51.00	52.00	1.00
Permanent Part-Time	1.25	1.25	1.25	1.25	
<b>Total Permanent</b>	<b>50.25</b>	<b>51.25</b>	<b>52.25</b>	<b>53.25</b>	<b>1.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
No. of Accts. Payable Checks Written	27,158	27,151	23,634
No. of Formal and Informal Bids	600	620	680
No. of Annual Supply and Service Contracts	265	316	330
New Business License Applications Processed	1,190	1,125	1,250
No. of Other Licenses and Permits Processed	3,790	3,750	3,825
Portfolio Size	\$252 Million	\$290 Million	\$300 million
Total Portfolio Return	0.085	0.075	0.065
Amount Utility Accounts Written Off	\$230,660	\$287,935	\$287,935
Percent Uncollected	0.32	0.32	0.32
New Utility Account Services	20,000	20,000	20,000
Number of Claims Processed:			
Property & Liability	75	75	75
Worker's Compensation	189	200	200

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Utilities of Springfield, MO	Denton, TX	Ames, IA	Gainesville, FL
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>229,000</b>	<b>129,835</b>	<b>55,983</b>	<b>120,843</b>
Number of Employees	53.25	53	197	89.75	38.75	35
Employees Per 1,000 Population	0.535	0.340	0.860	0.691	0.692	0.290
No. of Acctg. Entities Managed	54	34	2	23	65	51
No. of Purchase Orders Issued/Year	3,240	1,066	984	8,640	1,910	193
Dollar Value of Purchase Orders Issued/Year	69.8M	61.4M	31.2M	25M	33.3M	36.2M
No. of Business Licenses Issued	5,223	11,070	---	456*	---	6,109
No. of Annual/Temporary Liquor Licenses Issued	471	405	---	153**	170	---
Investment Portfolio (Book Value)	\$310 Million	\$329 Million	\$779 Million	\$277 Million	\$108 Million	\$836 Million
Self Insure All Other Ins. Coverages	Yes	Yes	Yes	Yes	Yes	Yes
No. of Utility Accounts	58,553	0	102,000	49,142	24,950	95,000
No. of Utility Staff Employees	11		85	42	4.75	25

\*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**
**FY 2009 Goal - Community Fiscal Impact - monitoring economic condtions**

Emphasis for FY 2009 will be on the coordination with the Finance Advisory Committee in reviewing the City's revenue structure. Continued enhancement of the CIP process and document which is a joint effort by Finance and City Manager's offices. The Finance Department will continue to assist with tracking projects, monitoring of cash flows, and determining the necessary short and long term debt programs that will fund the Plan. The department will be working with other City staff to develop a financing strategy, and assist in the preparation of capital ballot issues for utilities, as well as the financing needs to support the Capital Improvement Plan. Staff will continue to implement document imaging to improve work flow and reduce space need for files. Staff will also is working with other city departments on a nuisance business ordinance to assist the community to address problem businesses. Close monitoring of the financial status will be especially important during these tight financial times. The department will also assist as requested with any community visioning efforts.

**BUDGET DETAIL**

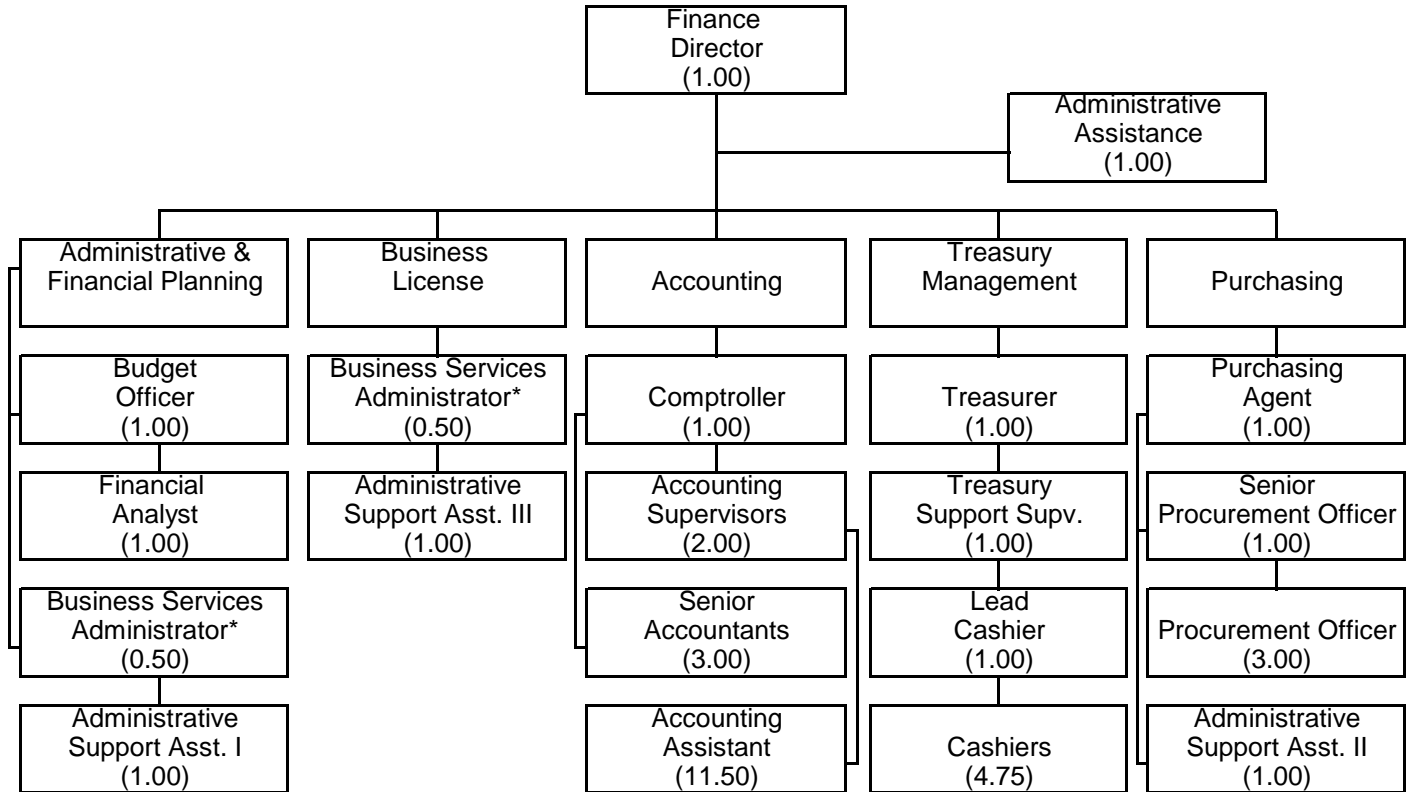
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 2,213,492	\$ 2,383,205	\$ 2,275,851	\$ 2,491,449	4.5%
Supplies & Materials	104,387	150,019	130,346	140,778	(6.2%)
Travel & Training	21,055	27,491	25,480	27,983	1.8%
Intragovernmental Charges	406,996	463,664	463,914	436,212	(5.9%)
Utilities, Services & Misc.	332,098	384,307	344,848	382,915	(0.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>3,078,028</b>	<b>3,408,686</b>	<b>3,240,439</b>	<b>3,479,337</b>	<b>2.1%</b>
Summary					
Operating Expenses	3,078,028	3,408,686	3,240,439	3,479,337	2.1%
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>\$ 3,078,028</b>	<b>\$ 3,408,686</b>	<b>\$ 3,240,439</b>	<b>\$ 3,479,337</b>	<b>2.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration & Financial Planning	4.50	4.50	5.50	5.50	
Accounting	17.50	17.50	17.50	17.50	
Treasury Management	7.75	7.75	7.75	7.75	
Purchasing	5.00	5.00	5.00	6.00	1.00
Business License	1.50	1.50	1.50	1.50	
<b>Total Personnel</b>	<b>36.25</b>	<b>36.25</b>	<b>37.25</b>	<b>38.25</b>	<b>1.00</b>
Permanent Full-Time	35.00	35.00	36.00	37.00	1.00
Permanent Part-Time	1.25	1.25	1.25	1.25	
<b>Total Permanent</b>	<b>36.25</b>	<b>36.25</b>	<b>37.25</b>	<b>38.25</b>	<b>1.00</b>



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

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 421,267	\$ 450,235	\$ 450,504	\$ 490,707	9.0%
Supplies and Materials	31,403	47,920	35,600	35,220	(26.5%)
Travel and Training	3,252	5,100	5,100	5,100	0.0%
Intragovernmental Charges	56,514	57,489	57,489	53,895	(6.3%)
Utilities, Services, & Misc.	212,205	262,795	220,685	245,235	(6.7%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 724,641</b>	<b>\$ 823,539</b>	<b>\$ 769,378</b>	<b>\$ 830,157</b>	<b>0.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	
1101 - Administrative Assistant	0.00	0.00	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>5.50</b>	<b>5.50</b>	
Permanent Full-Time	4.50	4.50	5.50	5.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>	<b>5.50</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 2009 the Accounting Staff is expecting to implement new procedures due to reorganizing staff. We have upgraded two Senior Accountant positions to Accounting Supervisor positions. We will also continue working to implement document imaging software for Accounts Payable invoices, and various accounting records.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 997,486	\$ 1,071,382	\$ 992,182	\$ 1,096,134	2.3%
Supplies and Materials	38,190	50,065	45,005	52,695	5.3%
Travel and Training	4,407	6,100	4,717	6,100	0.0%
Intragovernmental Charges	176,787	211,967	211,967	199,339	(6.0%)
Utilities, Services, & Misc.	36,428	38,700	26,018	36,700	(5.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,253,298</b>	<b>\$ 1,378,214</b>	<b>\$ 1,279,889</b>	<b>\$ 1,390,968</b>	<b>0.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
6205 - Comptroller	1.00	1.00	1.00	1.00	
6203 - Senior Accountant	4.50	4.50	3.00	3.00	
6201 - Accounting Supervisor	0.00	0.00	2.00	2.00	
1204 - Accounts Payable Supervisor	1.00	1.00	0.00	0.00	
1203 - Accounting Assistant	11.00	11.00	11.50	11.50	
<b>Total Personnel</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	
Permanent Full-Time	17.00	17.00	17.00	17.00	
Permanent Part-Time	0.50	0.50	0.50	0.50	
<b>Total Permanent</b>	<b>17.50</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**

During early FY 2008, Treasury Management physically relocated to the Daniel Boone Building, and transitioned to a new servicing bank. During the remainder of FY 2008, it is anticipated that a system will be implemented to convert check payments to electronic payments. Such a change will speed cash collections, enhance security, and improve workflow. Goals for FY 2009 include continued refinement of payment processing systems and procedures, improved communications with customers, and further staff development.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 386,729	\$ 431,450	\$ 411,391	\$ 423,629	(1.8%)
Supplies and Materials	10,315	23,230	24,170	22,820	(1.8%)
Travel and Training	1,890	5,500	5,490	5,800	5.5%
Intragovernmental Charges	101,570	122,287	122,362	110,043	(10.0%)
Utilities, Services, & Misc.	54,340	50,683	55,005	52,865	4.3%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 554,844</b>	<b>\$ 633,150</b>	<b>\$ 618,418</b>	<b>\$ 615,157</b>	<b>(2.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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 serves as a support and resource for all city departments by providing centralized procurement of materials, equipment, and services. Purchasing is responsible for setting standards, developing specifications and soliciting bids. The division manages the bid process makes recommendations for awards, monitors contract compliance and assist in the event of contract disputes. Purchasing also manages the disposal of surplus property, administrates the Purchasing Card and Travel Card

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Emphasis for FY 2009 will be three-fold. First priority is to maintain and improve response time to bid request. An additional staff person will be added in January. This will help a great deal with the work load which increased as a result of taking on public improvement projects previously bid out by departments. Existing staff will be trained to bid construction projects and the new staff will take over some of the less complicated procurements. Purchasing continues to look for time saving measures, cooperative contracting opportunities and any opportunity to increase productivity. New procurement methods such as online reverse auctions are planned for 2009. Second priority will be to continue to improve our vendor records, registration and participation in bidding. Third priority is to improve our relationships with our fellow city, county and state purchasing affiliates by increasing our outreach efforts through the Mid Missouri Public Purchasing Cooperative, which is our local cooperative, MAPP our state purchasing association and NIGP our National Purchasing Association. Through these efforts we will gain insight into cutting edge Purchasing techniques and technology and improve our awareness of purchasing opportunities available to us nation wide.

Purchasing will administer approximately 312 annual contracts, process an estimated 3,400 purchase orders, 176 formal bids and 373 informal bids at a value of approximately \$77 million.

With the continuation of Procurement Card system now in its 6th year and a travel card program just released as a Pilot, Accounts Payable will be taking the development lead with support from Purchasing as we move towards freeing the purchasing department from small dollar purchases. Additionally, these programs will assist employees who must travel frequently as a part of their official duties and make small purchases with ease.

During FY 2008, the Division made strong advances towards the majority of our bids being available on-line. The on-line bid system is now even more functional after the addition of Electronic Bonding starting June 15th. The Purchasing Division is strengthening our outreach effort by participating in the Ike Skelton Procurement Conference in Warrensburg Mo, A reverse Vendor Fair in Oct. in Kansas City and by holding an Open House for the local Cooperative, MMPPC, this summer. These efforts are all geared to improve vendor relations which leads to more competition and better value to the city as a whole.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 314,113	\$ 330,924	\$ 327,208	\$ 368,406	11.3%
Supplies and Materials	12,457	13,597	10,402	13,858	1.9%
Travel and Training	10,353	9,190	8,523	9,350	1.7%
Intragovernmental Charges	44,084	46,443	46,618	48,319	4.0%
Utilities, Services, & Misc.	23,922	26,910	27,000	27,340	1.6%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 404,929</b>	<b>\$ 427,064</b>	<b>\$ 419,751</b>	<b>\$ 467,273</b>	<b>9.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6307 - Senior Procurement Offc.	1.00	1.00	1.00	1.00	
6305 - Procurement Officer	2.00	2.00	2.00	3.00	1.00
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>6.00</b>	<b>1.00</b>
Permanent Full-Time	5.00	5.00	5.00	6.00	1.00
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>6.00</b>	<b>1.00</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 2009 will be to continue extensive monitoring and enforcement of the City Code of Ordinances as they pertain to business and alcoholic beverage licenses, hotel/motel license taxes, cigarette taxes and all other licenses and permits required by City ordinance. Additional planning emphasis will be placed on revising the existing business license regulations to provide a more efficient and effective licensing process, as well as expand efforts to bring all City businesses into compliance with the City Code with the development of a nuisance business ordinance.

**BUDGET DETAIL**

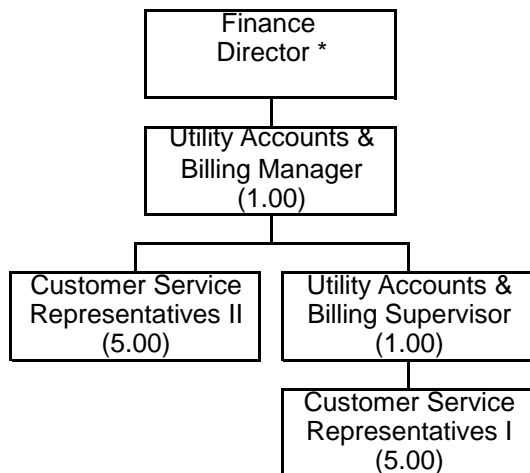
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 93,897	\$ 99,214	\$ 94,566	\$ 112,573	13.5%
Supplies and Materials	12,022	15,207	15,169	16,185	6.4%
Travel and Training	1,153	1,601	1,650	1,633	2.0%
Intragovernmental Charges	28,041	25,478	25,478	24,616	(3.4%)
Utilities, Services, & Misc.	5,203	5,219	16,140	20,775	298.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 140,316</b>	<b>\$ 146,719</b>	<b>\$ 153,003</b>	<b>\$ 175,782</b>	<b>19.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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

**FY 2009 Goal - Managing costs and services**

- \* Develop and Implement new automated measures of time spent on UCS processes
- \* Task Force with Public Works as needed to examine and improve work process
- \* Task Force with Water and Light and IT to examine audit process and develop a report to monitor billing errors
- \* Develop new training manual for student rush temporary employees
- \* Implement document imaging

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 545,859	\$ 595,785	\$ 588,272	\$ 612,092	2.7%
Supplies & Materials	281,369	365,312	358,765	406,060	11.2%
Travel & Training	14,273	2,550	1,700	17,550	588.2%
Intragovernmental Charges	303,026	372,163	372,163	357,759	(3.9%)
Utilities, Services & Misc.	695,754	634,239	673,319	689,170	8.7%
Capital	0	0	0	0	
Other	23,221	20,880	12,570	107,034	412.6%
<b>Total</b>	<b>1,863,502</b>	<b>1,990,929</b>	<b>2,006,789</b>	<b>2,189,665</b>	<b>10.0%</b>
Summary					
Operating Expenses	1,840,281	1,970,049	1,994,219	2,082,631	5.7%
Non-Operating Expenses	23,221	20,880	12,570	107,034	412.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,863,502</b>	<b>\$ 1,990,929</b>	<b>\$ 2,006,789</b>	<b>\$ 2,189,665</b>	<b>10.0%</b>

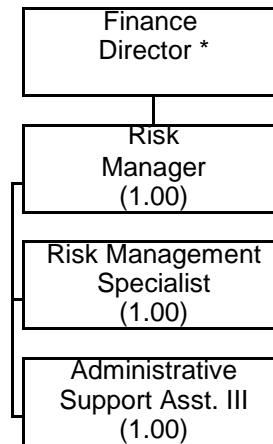
## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
1220 - Utility Accts & Billing Mngr	1.00	1.00	1.00	1.00	
1215 - Utility Accts & Billing Supv	1.00	1.00	1.00	1.00	
1214 - Utility Accts & Billing Supv	0.00	0.00	0.00	0.00	
1213 - Customer Service Rep II	5.00	5.00	5.00	5.00	
1211 - Customer Service Rep I	5.00	5.00	5.00	5.00	
<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>	



# 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. Risk Management Staff, with the City's Executive Safety Committee, identify employee safety training needs, work to improve City wide safety programs and strengthen claim policies and procedures. Employee Safety training during FY08 included Winter Weather Safety, Stretching Exercise and Injury Prevention, Fire Safety and Extinguisher Use, and Personal Safety. We estimate that 80% of City employees participate in one or more safety training sessions each year.

The division's full time safety specialist has allowed us to implement an accident investigation process on all worker's compensation injuries, provide department/division specific training such as Utility Truck Driver Safety and Flagger Safety for employees working on or near streets.

Risk Management continuously reviews the City's self-insurance and commercial insurance coverages to maintain the best protection at the most economical cost. During FY2009 Risk Management plans to complete quarterly claim reviews, medical cost analysis quarterly, and a semi-annual review of the City's insurance coverage.

**BUDGET DETAIL**

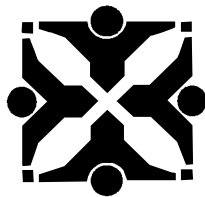
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 174,017	\$ 187,930	\$ 186,116	\$ 196,054	4.3%
Supplies & Materials	2,924	4,295	4,295	11,715	172.8%
Travel & Training	5,910	7,450	6,350	7,500	0.7%
Intragovernmental Charges	31,923	41,220	41,220	42,797	3.8%
Utilities, Services & Misc.	4,255,250	3,562,910	3,476,960	3,933,112	10.4%
Capital	0	0	0	0	
Other	6,000	6,000	1,000	0	(100.0%)
<b>Total</b>	<b>4,476,024</b>	<b>3,809,805</b>	<b>3,715,941</b>	<b>4,191,178</b>	<b>10.0%</b>
Summary					
Operating Expenses	4,470,024	3,803,805	3,714,941	4,191,178	10.2%
Non-Operating Expenses	6,000	6,000	1,000	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>\$ 4,476,024</b>	<b>\$ 3,809,805</b>	<b>\$ 3,715,941</b>	<b>\$ 4,191,178</b>	<b>10.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
6600 - Risk Manager	1.00	1.00	1.00	1.00	
6595 - Risk Management Spec.	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
Permanent Full-Time	2.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

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# Human Resources

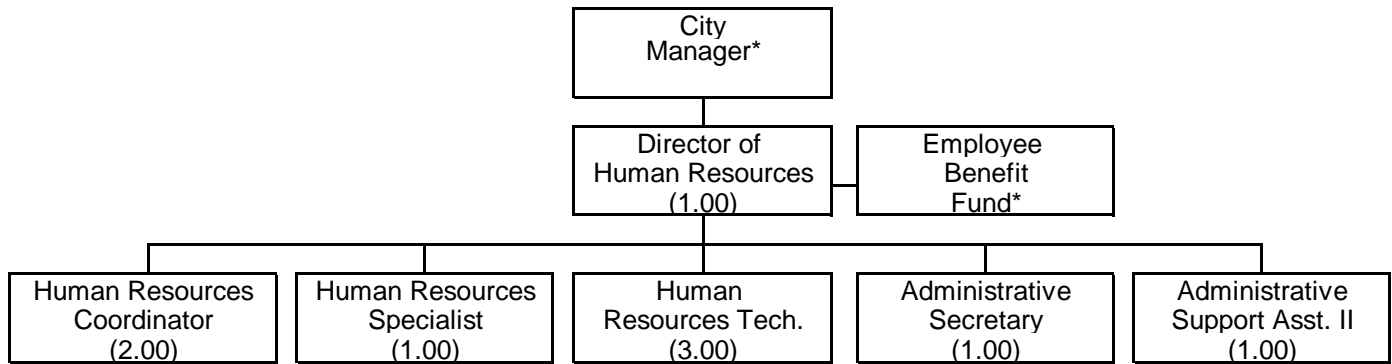


*City of Columbia*  
*Columbia, Missouri*



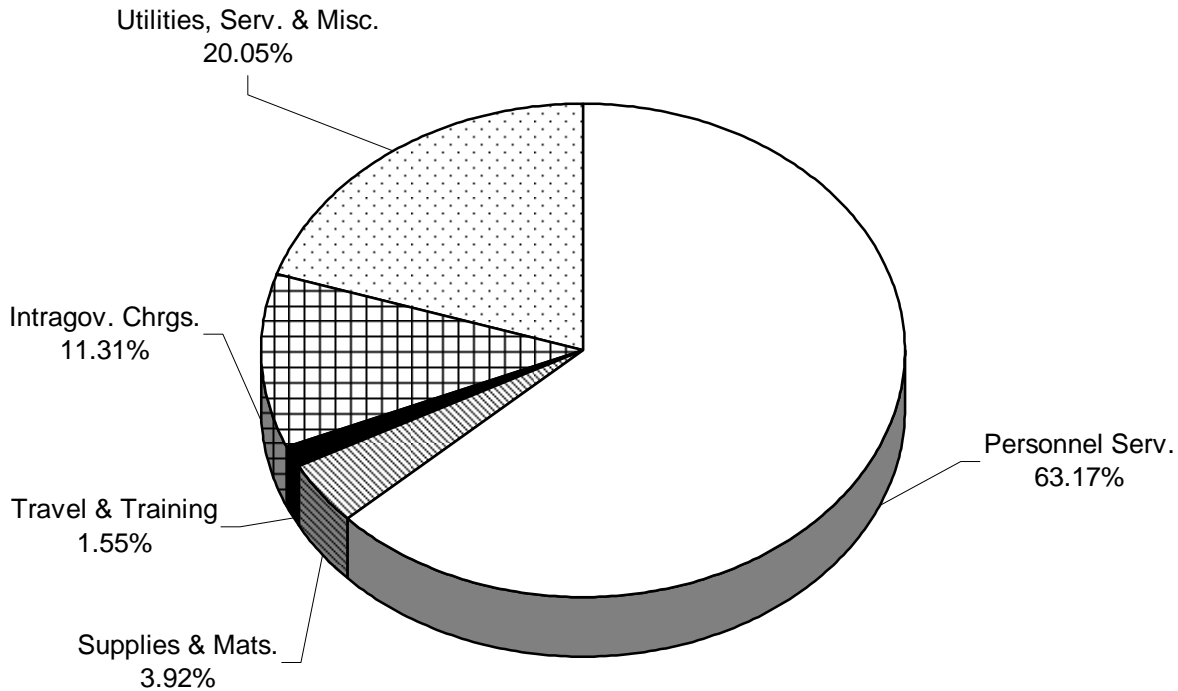
# City of Columbia - Human Resources

9.00 FTE Positions



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

# Human Resources Department FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 514,002	\$ 571,416	\$ 576,766	\$ 621,597	8.8%
Supplies & Materials	20,246	40,827	35,834	38,615	(5.4%)
Travel & Training	7,554	14,920	14,328	15,210	1.9%
Intragovernmental Charges	96,474	103,344	103,344	111,250	7.7%
Utilities, Services & Misc.	135,068	192,812	188,271	197,285	2.3%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>773,344</b>	<b>923,319</b>	<b>918,543</b>	<b>983,957</b>	<b>6.6%</b>
Summary					
Operating Expenses	773,344	923,319	918,543	983,957	6.6%
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>\$ 773,344</b>	<b>\$ 923,319</b>	<b>\$ 918,543</b>	<b>\$ 983,957</b>	<b>6.6%</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 third year of a new program to review and maintain the City job classification and pay plans. A comprehensive salary study was also conducted in January of 2008. Recruitment, selection and retention efforts will continue to be priorities, and a workforce planning program will be developed. Program emphasis is placed on areas addressed in the action plan prepared in response to the 2006 Employee Survey, including a pay and benefit strategy, training, implementation of a new performance appraisal system and rewards. The first year of a revised performance appraisal process and performance pay began in 2008. An on-line employment application will be available in 2009. Creation of a professional development and job training program, including a supervisory training curriculum, will be a priority in 2009. A review of City overtime policies and practices is planned. Employee education and information sessions on benefit plans will be expanded. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2009.

**FY 2009 Goals - Managing costs and services**

Research and develop framework for a City workforce development plan. Develop recommendations for the City compensation philosophy, including improving the classification and pay plans. Develop training programs for skills improvement, supervisor development and leadership enhancement.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
4604 - Dir. of Human Resources	1.00	1.00	1.00	1.00	
4603 - Human Resources Coord.	2.00	2.00	2.00	2.00	
4600 - Human Resources Specialist	0.00	1.00	1.00	1.00	
1402 - Human Resources Technician	3.00	3.00	3.00	3.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	8.00	9.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

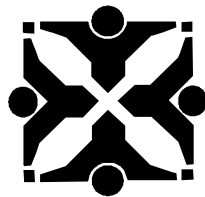
## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Applications Processed	3,941	3,700	4,200
Permanent Position Selection Processes	152	180	185
Permanent Position Selection Process Activity (Interviews and Tests)	1,801	2,300	2,200
Affirmative Action Job Announcements Mailed	4,859	3,800	5,100
Job Vacancy Ads Placed	585	650	700
Background Checks	776	800	850
Employee Mailings	13,034	7,200	11,000
Benefit Changes Processed	431	500	500
Personnel Requisitions Processed	2,846	2,500	3,100
Performance Evaluations Processed	1,407	1,600	1,600
Employee Meetings/Training	328	350	400
Bargaining Unit Activity	17	15	25
Employee Health Contacts	7,142	8,700	8,600

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Norman, OK	Ames, IA
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>110,216</b>	<b>55,983</b>
Number of Employees	9.00	16.00	7.00	8.00
Employees Per 1,000 Population	0.09	0.11	0.07	0.15
Number of Permanent City Employees	1,242	1,670	746	600
HR Staff Ratios Per City Employee	0.72	0.96	0.94	1.33
<b>HR Staff Ratio Per City Employee:</b>				
Nat'l Data - all employers	1.10			
Nat'l Data - education & government	1.00			
Source: Bureau of National Affairs				

# Law Department

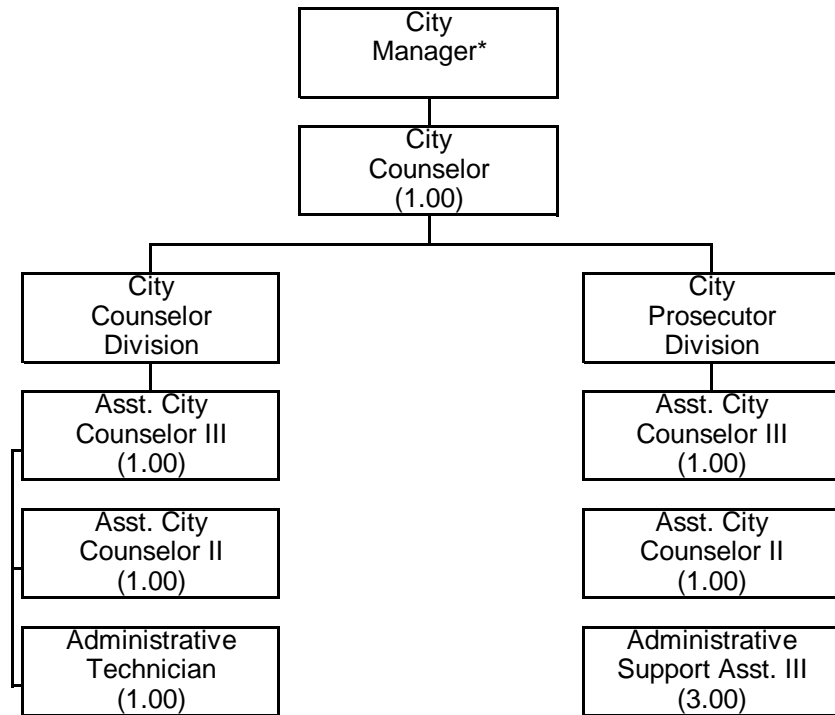


*City of Columbia*  
*Columbia, Missouri*



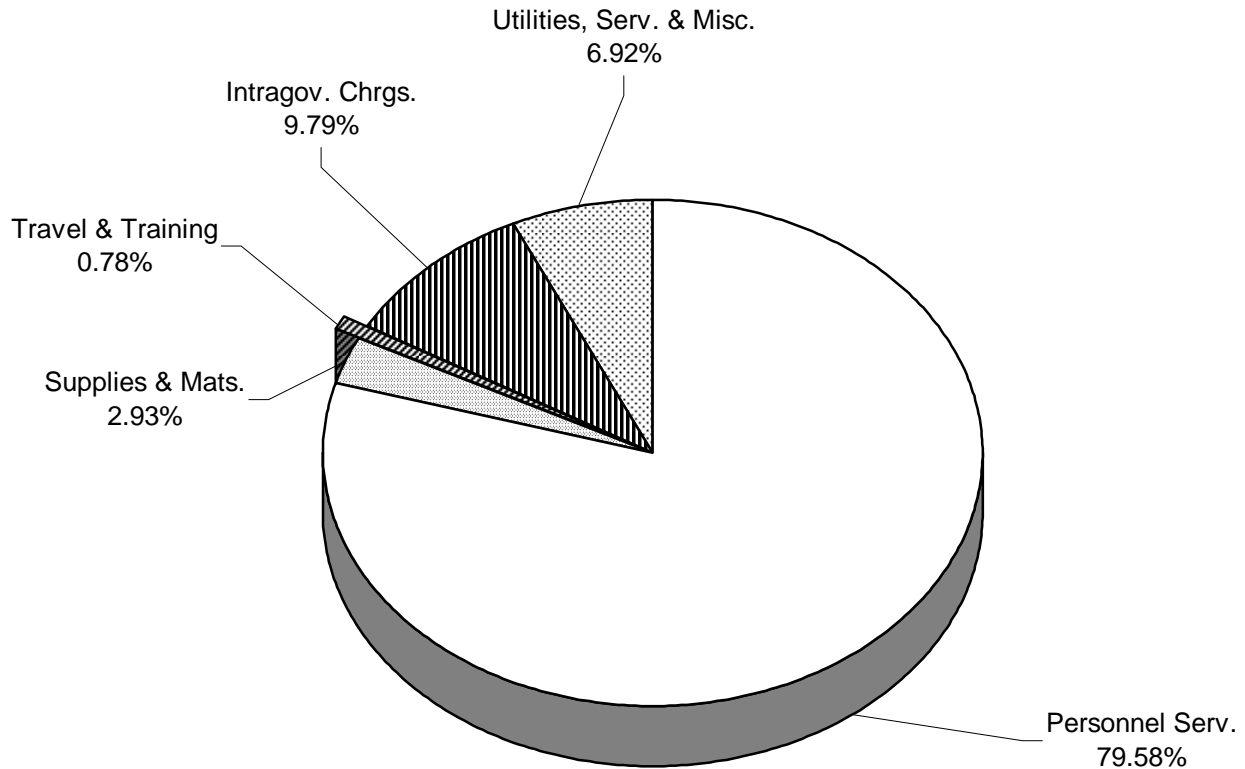
# City of Columbia - Law Department

9.00 FTE Positions



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

## Law Department FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 736,417	\$ 814,400	\$ 803,200	\$ 773,342	(5.0%)
Supplies & Materials	23,963	30,590	28,041	28,446	(7.0%)
Travel & Training	3,837	7,549	7,475	7,549	0.0%
Intragovernmental Charges	79,687	91,698	91,698	95,145	3.8%
Utilities, Services & Misc.	59,305	66,848	66,535	67,287	0.7%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>903,209</b>	<b>1,011,085</b>	<b>996,949</b>	<b>971,769</b>	<b>(3.9%)</b>
Summary					
Operating Expenses	903,209	1,011,085	996,949	971,769	(3.9%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 903,209</b>	<b>\$ 1,011,085</b>	<b>\$ 996,949</b>	<b>\$ 971,769</b>	<b>(3.9%)</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

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2008</u>	<u>Adopted FY 2009</u>	<u>Position Changes</u>
City Counselor	4.00	5.00	5.00	4.00	(1.00)
City Prosecutor	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>
Permanent Full-Time	9.00	10.00	10.00	9.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2009</u>
<b>City Counselor:</b>			
Ordinances Drafted	425	500	500
Resolutions Drafted	292	270	270
In-House Circuit Court Cases Pending	28	20	20
<b>City Prosecutor:</b>			
Municipal Court Files Received	16,473	17,000	35,000*

\*Projected increase based on implementation of Red Light cameras and CPD performance goals

COMPARATIVE DATA					
	Columbia, MO	Springfield, MO	Indepen- dence, MO	St. Charles, MO	Lee's Summit, MO
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>109,983</b>	<b>64,646</b>	<b>86,876</b>
No. of City Attorneys	6.5	11	4	2	6
City Attorneys Per 1,000 Pop.	0.065	0.071	0.036	0.031	0.069

**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****FY 2009 Goals - Managing costs and services**

One Assistant City Counselor III position is being eliminated by the retirement of a long-time employee. A position was added in FY 2008 to allow time for a new employee to be trained before the other employee retired.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 412,769	\$ 473,878	\$ 466,930	\$ 415,188	(12.4%)
Supplies and Materials	11,543	20,649	18,100	16,269	(21.2%)
Travel and Training	2,187	4,534	4,460	4,534	0.0%
Intragovernmental Charges	37,064	42,929	42,929	38,006	(11.5%)
Utilities, Services, & Misc.	43,674	51,109	50,751	50,633	(0.9%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 507,237</b>	<b>\$ 593,099</b>	<b>\$ 583,170</b>	<b>\$ 524,630</b>	<b>(11.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
3410 - City Counselor	1.00	1.00	1.00	1.00	
3303 - Assistant City Counselor III	1.00	2.00	2.00	1.00	(1.00)
3302 - Assistant City Counselor II	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1101 - Administrative Secretary	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>
Permanent Full-Time	4.00	5.00	5.00	4.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>(1.00)</b>

**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.

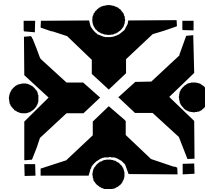
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 323,648	\$ 340,522	\$ 336,270	\$ 358,154	5.2%
Supplies and Materials	12,420	9,941	9,941	12,177	22.5%
Travel and Training	1,650	3,015	3,015	3,015	0.0%
Intragovernmental Charges	42,623	48,769	48,769	57,139	17.2%
Utilities, Services, & Misc.	15,631	15,739	15,784	16,654	5.8%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 395,972</b>	<b>\$ 417,986</b>	<b>\$ 413,779</b>	<b>\$ 447,139</b>	<b>7.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	3.00	3.00	3.00	3.00	
<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>	

# Municipal Court

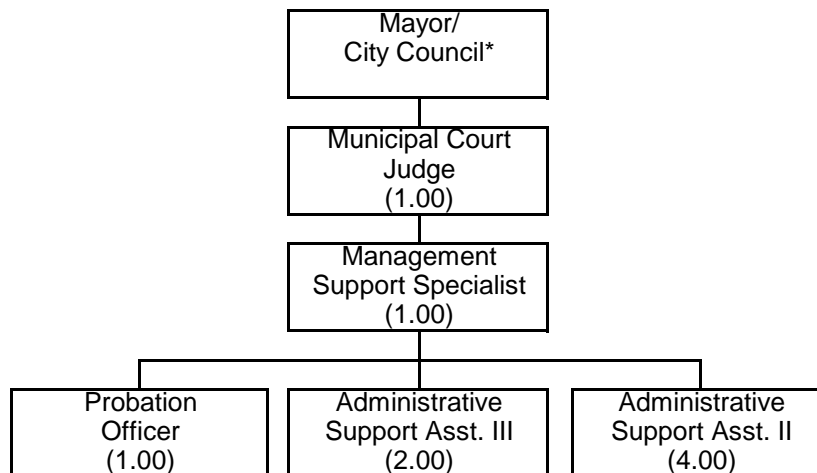


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Municipal Court

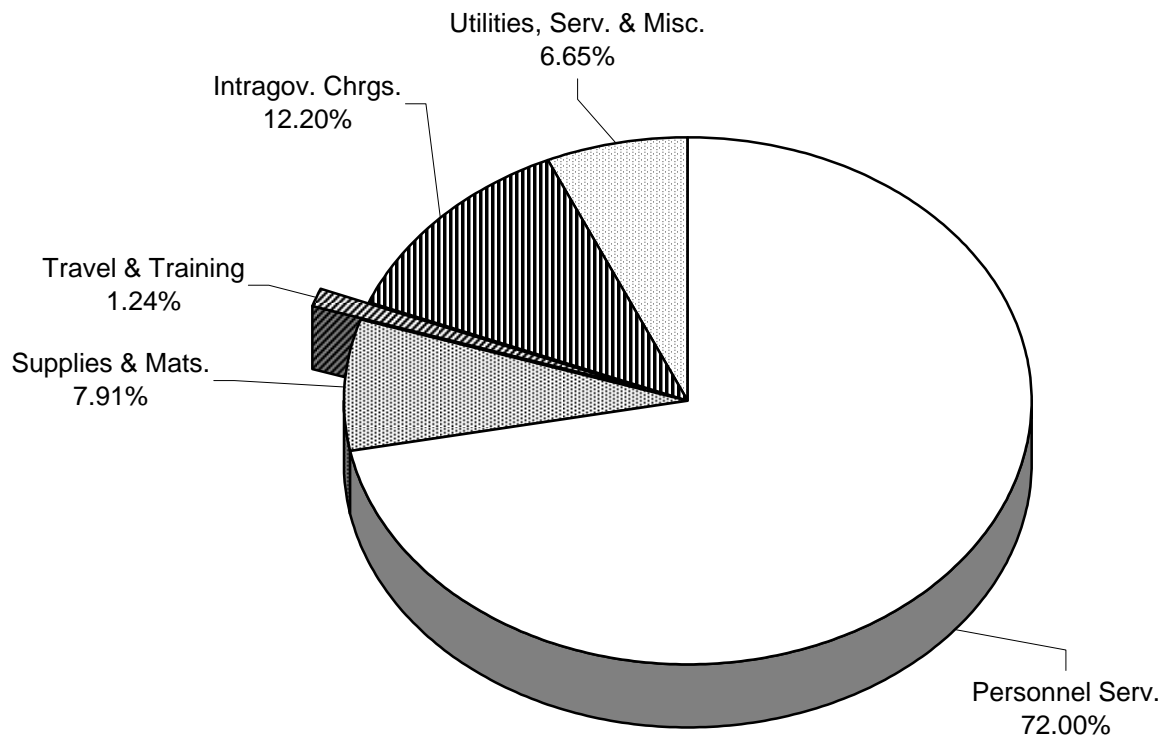
9.00 FTE Positions



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

# Municipal Court

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 486,799	\$ 506,177	\$ 503,120	\$ 519,958	2.7%
Supplies & Materials	35,795	61,814	63,679	57,115	(7.6%)
Travel & Training	9,231	8,635	8,767	8,936	3.5%
Intragovernmental Charges	73,542	78,139	78,139	88,112	12.8%
Utilities, Services & Misc.	33,685	44,075	44,538	48,035	9.0%
Capital	43,151	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>682,203</b>	<b>698,840</b>	<b>698,243</b>	<b>722,156</b>	<b>3.3%</b>
Summary					
Operating Expenses	639,052	698,840	698,243	722,156	3.3%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	43,151	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 682,203</b>	<b>\$ 698,840</b>	<b>\$ 698,243</b>	<b>\$ 722,156</b>	<b>3.3%</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**

No significant changes in the Municipal Court for FY 2009.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
General Court Operations	4.90	4.90	5.00	5.00	
Traffic Violations Bureau	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>8.90</b>	<b>8.90</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	8.00	8.00	9.00	9.00	
Permanent Part-Time	0.90	0.90	0.00	0.00	
<b>Total Permanent</b>	<b>8.90</b>	<b>8.90</b>	<b>9.00</b>	<b>9.00</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
<b>Traffic:</b>			
Cases Filed	11,822	13,000	13,000
Cases Disposed	9,934	12,000	10,000
<b>Ordinance:</b>			
Cases Filed	4,428	4,000	4,200
Cases Disposed	3,310	3,800	3,300
Parking Tickets	42,834	60,000	45,000

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

## COMPARATIVE DATA

	Columbia, MO	St. Joseph MO	Lee's Summit MO
<b>Population</b>	<b>99,619</b>	<b>73,890</b>	<b>86,876</b>
Number of Employees	8.90	7.00	10.50
Employees Per 1,000 Population	0.089	0.095	0.117
Cases Filed-2006 (Includes Traffic & Ordinances)	16,250	22,888	16,136
Parking Tickets	42,834	9,986	705
Cash Bonds Posted	\$210,202	\$554,955	\$831,243
Surety Bonds Posted	\$304,305	\$212,450	\$820,280

**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 in the Municipal Court in FY 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 328,254	\$ 341,867	\$ 337,275	\$ 353,696	3.5%
Supplies and Materials	35,015	60,990	62,815	56,275	(7.7%)
Travel and Training	9,231	8,635	8,767	8,936	3.5%
Intragovernmental Charges	60,463	61,765	61,765	71,030	15.0%
Utilities, Services, & Misc.	33,685	44,075	44,538	48,035	9.0%
Capital	21,056	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 487,704</b>	<b>\$ 517,332</b>	<b>\$ 515,160</b>	<b>\$ 537,972</b>	<b>4.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4203 - Mngt Support Specialist	1.00	1.00	1.00	1.00	
3412 - Probation Officer	1.00	1.00	1.00	1.00	
3401 - Municipal Judge	0.90	0.90	1.00	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>5.00</b>	<b>5.00</b>	
Permanent Full-Time	4.00	4.00	5.00	5.00	
Permanent Part-Time	0.90	0.90	0.00	0.00	
<b>Total Permanent</b>	<b>4.90</b>	<b>4.90</b>	<b>5.00</b>	<b>5.00</b>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

No significant changes for FY 2009.

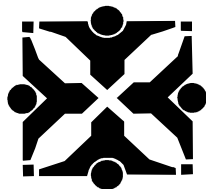
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 158,545	\$ 164,310	\$ 165,845	\$ 166,262	1.2%
Supplies and Materials	780	824	864	840	1.9%
Travel and Training	0	0	0	0	
Intragovernmental Charges	13,079	16,374	16,374	17,082	4.3%
Utilities, Services, & Misc.	0	0	0	0	
Capital	22,095	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 194,499</b>	<b>\$ 181,508</b>	<b>\$ 183,083</b>	<b>\$ 184,184</b>	<b>1.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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

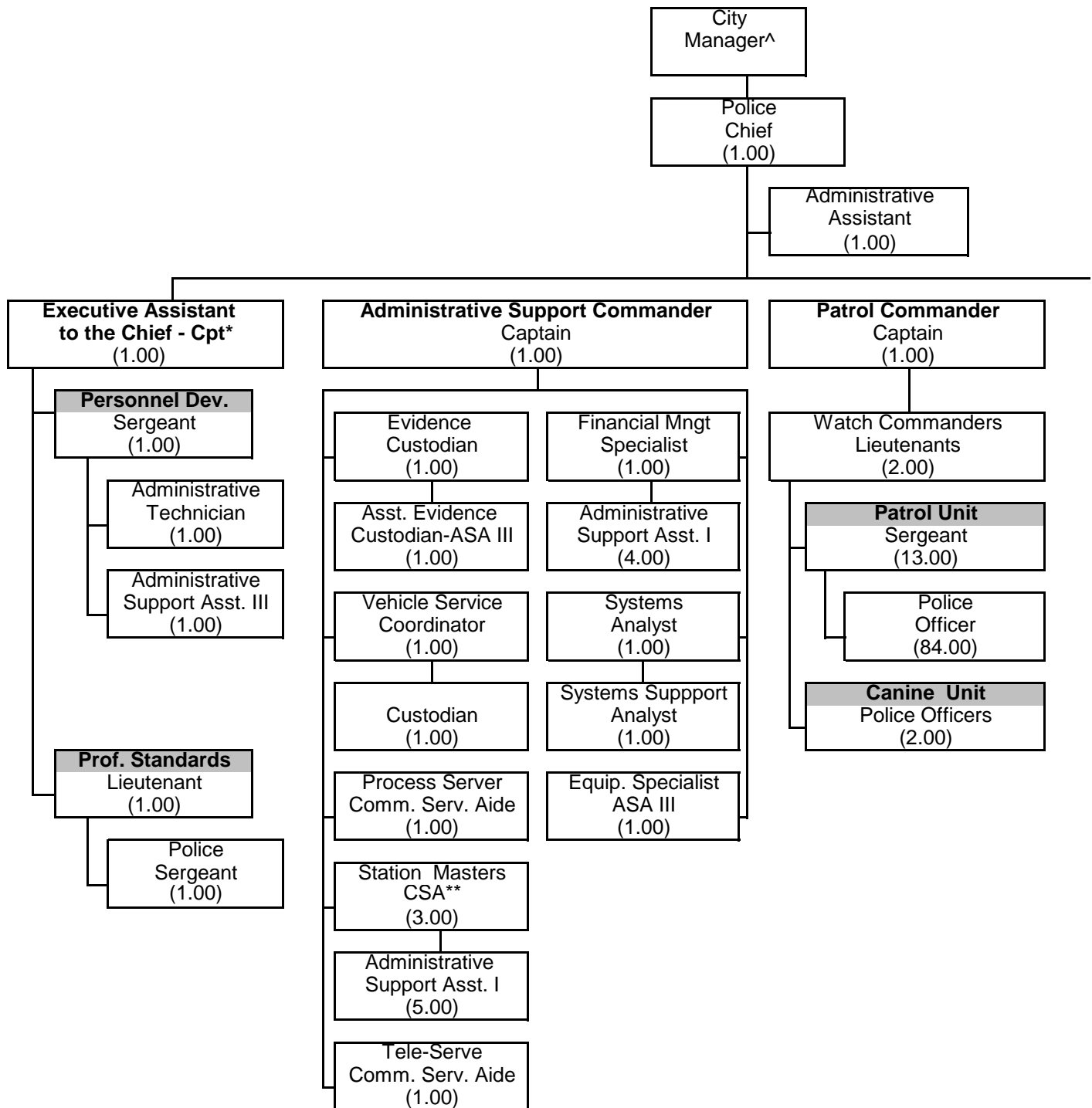


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Police Department

190.00 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**  
190.00 FTE Positions



**Community Operations Commander**  
Captain  
(1.00)

**Traffic Unit**

Sergeant  
(1.00)

Police  
Officer  
(5.00)

Community  
Service Aides  
(5.00)

**Community Services**

Sergeant  
(1.00)

Crime Prevention  
Police Officers  
(3.00)

C.A.T. \*\*\*  
Police Officers  
(4.00)

Media Specialist  
Comm. Serv. Aide  
(1.00)

Administrative  
Support Asst. III  
(1.00)

**Youth Services**

Sergeant  
(1.00)

School Resource  
Officers  
(8.00)

Juvenile Investigations  
Officer  
(2.00)

**Investigative Commander**  
Captain  
(1.00)

**Major Crimes**

Sergeant  
(1.00)

Investigative  
Police Officers  
(8.00)

Administrative  
Support Asst. III  
(1.00)

**Family Services**

Police Officers  
(3.00)

**Narcotics Unit**

Sergeant  
(1.00)

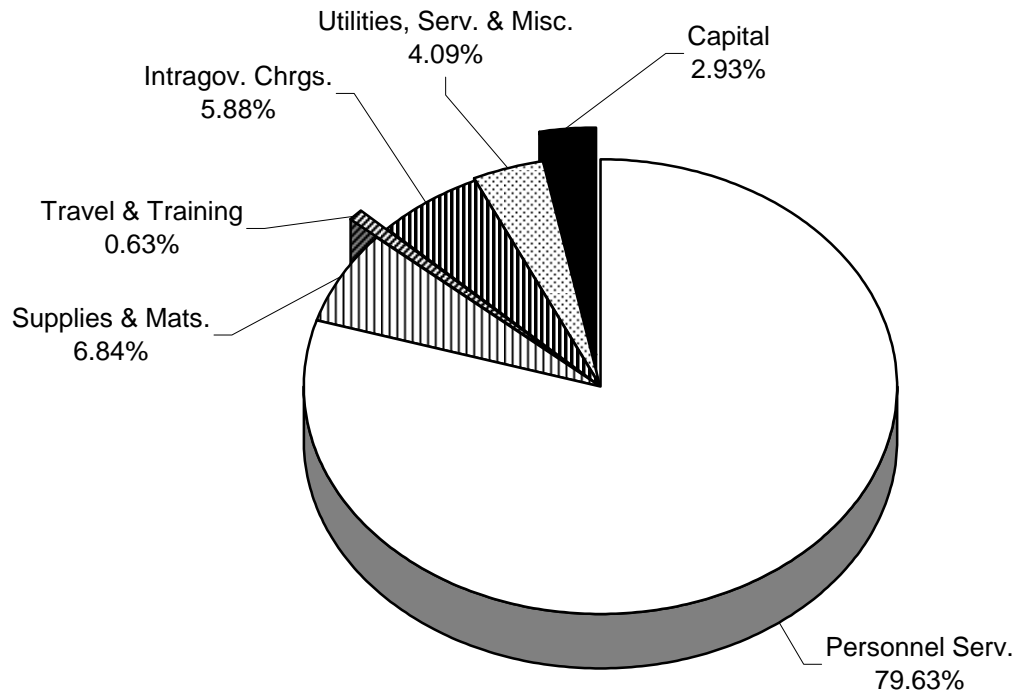
Police  
Officers  
(4.00)

**Street Crimes Unit**

Police Officer  
(4.00)

Crime Analyst  
Administrative Technician  
(1.00)

# Police Department FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 13,732,640	\$ 14,691,107	\$ 14,552,676	\$ 15,208,343	3.5%
Supplies & Materials	956,938	1,120,641	1,083,501	1,306,609	16.6%
Travel & Training	118,386	119,643	116,746	119,643	0.0%
Intragovernmental Charges	919,599	987,806	988,056	1,123,535	13.7%
Utilities, Services & Misc.	723,235	740,444	699,633	780,840	5.5%
Capital	650,247	636,928	652,294	558,974	(12.2%)
Other	0	0	0	0	
<b>Total</b>	<b>17,101,045</b>	<b>18,296,569</b>	<b>18,092,906</b>	<b>19,097,944</b>	<b>4.4%</b>
Summary					
Operating Expenses	16,450,798	17,659,641	17,440,612	18,538,970	5.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	650,247	636,928	652,294	558,974	(12.2%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 17,101,045</b>	<b>\$ 18,296,569</b>	<b>\$ 18,092,906</b>	<b>\$ 19,097,944</b>	<b>4.4%</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 2009 Goal - Long-term investments for the Public Good**

In FY 2009, we plan to create a four officer Street Crimes Unit. This unit will work closely with the Narcotics Unit and the Major Crimes Unit related to violent crime.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration	6.00	8.00	8.00	8.00	
Operations	162.00	155.00	155.00	159.00	4.00
Services	15.00	23.00	23.00	23.00	
<b>Total Personnel</b>	<b>183.00</b>	<b>186.00</b>	<b>186.00</b>	<b>190.00</b>	<b>4.00</b>
Permanent Full-Time	183.00	186.00	186.00	190.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>183.00</b>	<b>186.00</b>	<b>186.00</b>	<b>190.00</b>	<b>4.00</b>
Sworn Officer Positions	149.00	152.00	152.00	156.00	4.00
Civilian Positions	34.00	34.00	34.00	34.00	
<b>Total Positions</b>	<b>183.00</b>	<b>186.00</b>	<b>186.00</b>	<b>190.00</b>	<b>4.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Operations/Crime Prevention:</b>			
Adult Program Hours/Contacts	2,575/13,269	2,500/19,000	2,500/15,000
Youth-Program Hours/Contacts	1,944/45,000	4,500/50,000	2,000/45,000
Media Contact Hours	91	75	90
Volunteer Hours	2,338	3,500	2,500
<b>Operations - Patrol:</b>			
Calls for Service	66,109	63,500	66,500
Traffic Accidents Investigated	2,618	3,000	2,700
Moving Violations Issued	10,252	10,500	10,250
Warning Tickets Issued	8,606	6,800	8,500
D.W.I Arrests	372	500	400
Total Arrest Charges	12,783	13,500	13,000
Incident Cases Issued	15,333	15,500	15,500
Part I Crimes Reported	3,940	3,600	3,850

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Records Bureau:</b>			
Arrest Reports Processed	8,361	9,000	8,800
Incident Reports Processed	22,388	23,000	22,500
Traffic Summons Processed	10,252	11,000	10,500
Accident Reports Processed	3,371	3,800	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>99,619</b>	<b>93,236</b>	<b>109,983</b>	<b>110,216</b>	<b>155,710</b>	---
Number of Officers	152	163	194	129	321	---
Officers Per 1,000 Population	1.53	1.75	1.76	1.17	2.06	2.40
Operating Budget Per Capita	\$168.09	\$228.40	\$156.31	\$139.87	\$169.48	---
Crime Index (1)	3,542	3,245	8,421	3,793	14,162	3,808

	Columbia, MO	National Figures (2)
Percentage Clearance Rates: National 2005		
Murder	100%	61%
Rape	74%	41%
Robbery	42%	25%
Assault	73%	54%
Burglary	23%	13%
Larceny	25%	17%
Auto Theft	38%	13%
* National/Local		

(1) Crime Index - The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to law enforcement. The national statistics for offenses are derived from the 2006 Uniform Crime Report. Figures for Columbia are actual 2007.

(2) From the 2006 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>99,619</b>	<b>93,236</b>	<b>109,983</b>	<b>110,216</b>	<b>155,710</b>	---
Number of Employees	186	258	284	181	413	---
Employees Per 1,000 Population	1.94	2.77	2.58	1.64	2.65	3.40
Operating Budget Per Capita	\$159.70	\$228.40	\$156.31	\$139.87	\$169.48	---
Crime Index (1)	3,542	3,245	8,421	3,793	14,162	3,808

**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, training, recruitment and selection. In January 2008, we established a Professional Standards Unit to handle all internal affairs related issues. This unit consists of one Lieutenant and one Sergeant. This unit reports to the Executive Assistant.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goals - Long-term Investment for the Public Good**

In FY 2009, we plan to complete full implementation of the new early intervention system. This is a software based tracking of police officer conduct, that provides detailed information and tracking of the disciplinary history of every police officer and provides the Professional Standards Unit with early warning of potential problem employees.

We will also be opening the Police Training Facility. The Police Training Facility will be used for all types of police training, and will also be available for city wide trainings, meetings and other activities. It will house the department's firearms simulator as well as eventually a driving simulator that can be used by all city employees to enhance safe driving for all city owned vehicles. The main meeting room/classroom has space for 72 students, as well as a garage for the police department's specialty vehicles.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 561,056	\$ 751,246	\$ 716,192	\$ 804,447	7.1%
Supplies and Materials	29,178	44,586	42,602	48,134	8.0%
Travel and Training	36,721	39,801	40,200	39,801	0.0%
Intragovernmental Charges	27,093	34,239	34,239	37,936	10.8%
Utilities, Services, & Misc.	19,965	16,144	14,839	41,562	157.4%
Capital	0	15,902	15,440	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 674,013</b>	<b>\$ 901,918</b>	<b>\$ 863,512</b>	<b>\$ 971,880</b>	<b>7.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	
3003 - Police Lieutenant	0.00	1.00	1.00	1.00	
3002 - Police Sergeant	1.00	2.00	2.00	2.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	
Permanent Full-Time	6.00	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>6.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	

**DESCRIPTION**

In January 2008, we implemented the new organizational plan for patrol. We discontinued the East and West Districts. We now have one Patrol Division Commander. We have two Lieutenants that serve as Watch Commanders and report to the Patrol Division Commander.

This reorganization has greatly enhanced our communications both internally and externally. We also implemented a new 10 hour work schedule for patrol.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Calls for service in 2007 were 66,109 up from 63,780 in 2006. Also during 2007, there were 3,940 FBI Uniform Crime Report Part 1 crimes reported, which is up from 3,564 in 2006. Columbia Police Department clearance rate for 2007 was 63 percent, up from 2006, and compares to a national clearance rate of 44 percent for 2006. (Latest year national data available.)

**FY 2009 Goals - Managing Costs and Services**

In FY 2009, we plan to evaluate our reorganization and schedule changes to determine any needed additional changes.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 12,298,541	\$ 12,709,823	\$ 12,631,477	\$ 13,121,713	3.2%
Supplies and Materials	886,633	1,029,128	996,879	1,203,121	16.9%
Travel and Training	76,945	75,036	72,096	75,036	0.0%
Intragovernmental Charges	800,900	830,001	830,001	923,278	11.2%
Utilities, Services, & Misc.	411,373	397,588	402,756	414,237	4.2%
Capital	539,942	610,026	627,854	534,974	(12.3%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 15,014,334</b>	<b>\$ 15,651,602</b>	<b>\$ 15,561,063</b>	<b>\$ 16,272,359</b>	<b>4.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
3011 - Community Service Aide*	11.00	6.00	6.00	6.00	
3004 - Police Captain	3.00	3.00	3.00	3.00	
3003 - Police Lieutenant	0.00	2.00	2.00	2.00	
3002 - Police Sergeant	19.00	18.00	18.00	18.00	
3001 - Police Officer	123.00	123.00	123.00	127.00	4.00
1400 - Administrative Technician*	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	4.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>162.00</b>	<b>155.00</b>	<b>155.00</b>	<b>159.00</b>	<b>4.00</b>
Permanent Full-Time	162.00	155.00	155.00	159.00	4.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>162.00</b>	<b>155.00</b>	<b>155.00</b>	<b>159.00</b>	<b>4.00</b>

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

**DESCRIPTION**

The Administrative Support Division provides the following: Records management, secure storage and control, computer operations, equipment supply and maintenance, vehicles and building.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 873,043	\$ 1,230,038	\$ 1,205,007	\$ 1,282,183	4.2%
Supplies and Materials	41,127	46,927	44,020	55,354	18.0%
Travel and Training	4,720	4,806	4,450	4,806	0.0%
Intragovernmental Charges	91,606	123,566	123,816	162,321	31.4%
Utilities, Services, & Misc.	291,897	326,712	282,038	325,041	(0.5%)
Capital	110,305	11,000	9,000	24,000	118.2%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,412,698</b>	<b>\$ 1,743,049</b>	<b>\$ 1,668,331</b>	<b>\$ 1,853,705</b>	<b>6.3%</b>

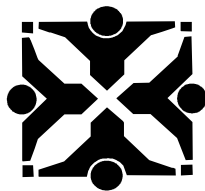
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7922 - Systems Analyst	1.00	1.00	1.00	1.00	
7911 - System Support Analyst	1.00	1.00	1.00	1.00	
4201 - Financial Mngt Specialist*	0.00	0.00	0.00	1.00	1.00
3014 - Evidence Custodian	1.00	1.00	1.00	1.00	
3011 - Community Service Aide	1.00	5.00	5.00	5.00	
3004 - Police Captain	1.00	1.00	1.00	1.00	
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00	
2001 - Custodian	1.00	1.00	1.00	1.00	
1004 - Admin. Support Supervisor*	1.00	1.00	1.00	0.00	(1.00)
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	5.00	9.00	9.00	9.00	
<b>Total Personnel</b>	<b>15.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	
Permanent Full-Time	15.00	23.00	23.00	23.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>15.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	

\* In FY 2009 the Administrative Support Supervisor was reclassified to a Financial Management Specialist.

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# Fire Department

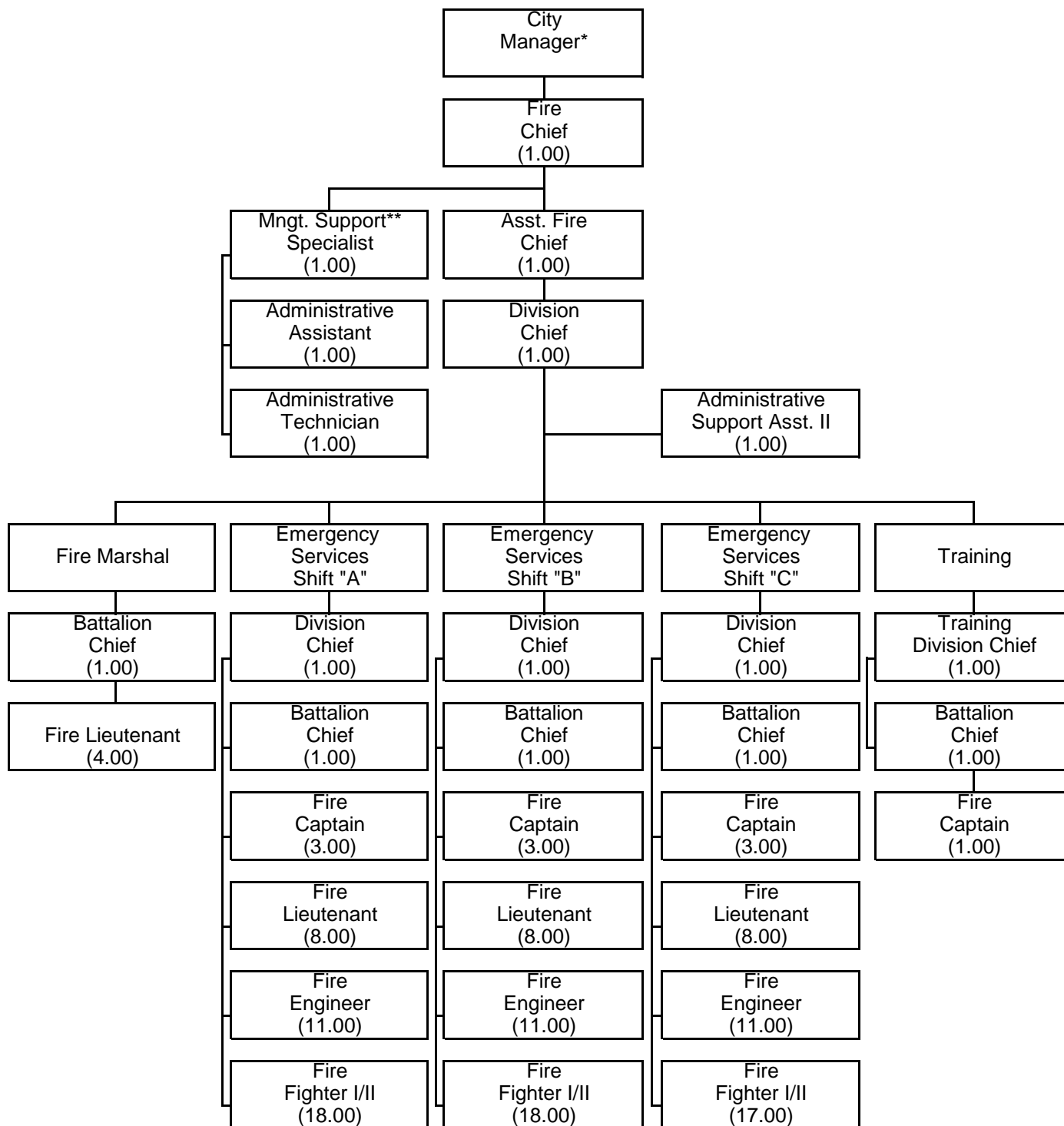


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Fire Department

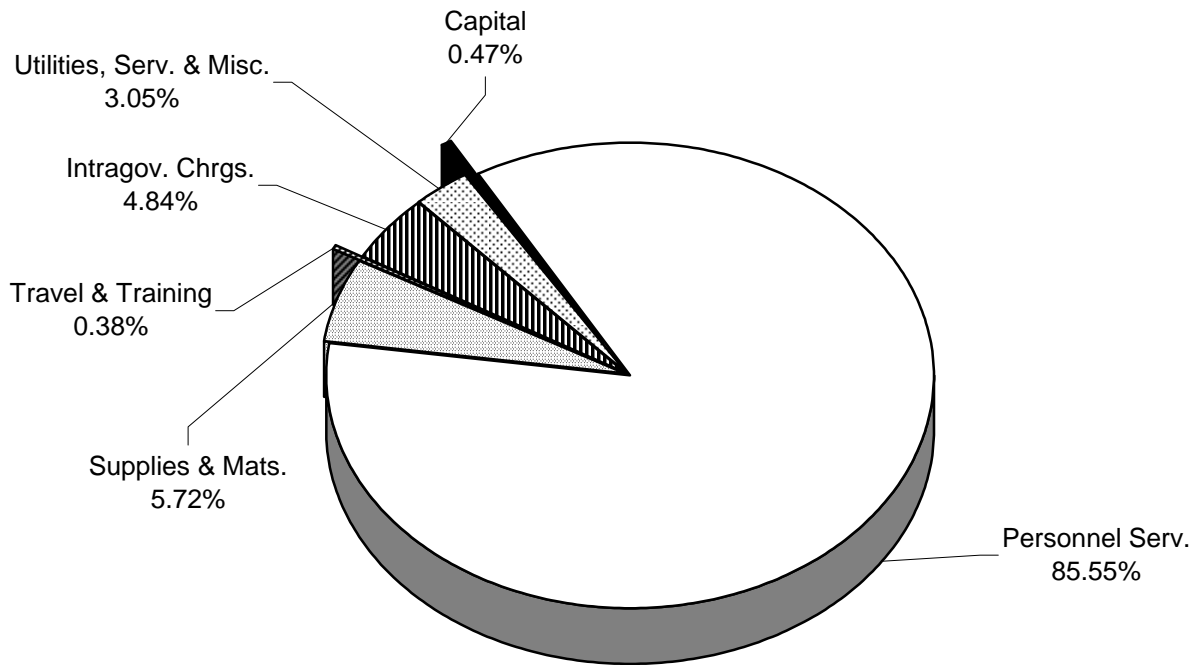
140.00 FTE Positions



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

\*\* Mngt - Management

# Fire Department FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 10,754,574	\$ 11,618,886	\$ 11,175,564	\$ 12,174,723	4.8%
Supplies & Materials	671,357	772,356	685,002	813,881	5.4%
Travel & Training	47,954	53,642	55,246	53,642	0.0%
Intragovernmental Charges	443,698	590,210	584,210	688,449	16.6%
Utilities, Services & Misc.	395,641	435,536	394,752	433,641	(0.4%)
Capital	147,303	10,124	8,214	66,795	559.8%
Other	0	0	0	0	
<b>Total</b>	<b>12,460,527</b>	<b>13,480,754</b>	<b>12,902,988</b>	<b>14,231,131</b>	<b>5.6%</b>
Summary					
Operating Expenses	12,313,224	13,470,630	12,894,774	14,164,336	5.1%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	147,303	10,124	8,214	66,795	559.8%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 12,460,527</b>	<b>\$ 13,480,754</b>	<b>\$ 12,902,988</b>	<b>\$ 14,231,131</b>	<b>5.6%</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 effective emergency and non-emergency services to minimize death, injury, property, and environmental loss to our community within acceptable time/distance criteria. (2) Provide a safe work environment for our personnel by continuing to train fire/rescue personnel to the required standards. (3) Provide excellent customer service to the citizens and visitors of Columbia by providing fire and life safety programs. (4) Provide a code enforcement program that includes fire inspections and review of construction plans. (5) Support operating divisions with sufficient staff and support. (6) Maintain fiscal responsibility and continue capital improvement programs.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

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

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

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration	5.00	5.00	5.00	6.00	1.00
Emergency Services	121.00	124.00	124.00	125.00	1.00
Departmental Services	3.00	3.00	3.00	3.00	
Fire Marshal's Division	6.00	6.00	6.00	6.00	
<b>Total Personnel</b>	<b>135.00</b>	<b>138.00</b>	<b>138.00</b>	<b>140.00</b>	<b>2.00</b>
Permanent Full-Time	135.00	138.00	138.00	140.00	2.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>135.00</b>	<b>138.00</b>	<b>138.00</b>	<b>140.00</b>	<b>2.00</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
<b>Emergency Services:</b>			
Summary of Incidents:			
Fire Calls (All Types)	365	425	400
Rescue Calls	5,581	5,700	5,700
Hazardous Calls	482	450	475
Service Calls	287	250	290
Good Intent Calls	1,155	1,100	1,200
False Alarms	1,059	950	1,000
Other	9	15	10
Total All Incidents	8,938	8,890	9,075
<b>Goal for Response Time:</b>			
4.5 Minutes on 80% of Emergency Calls	50%	50%	50%
Estimated Dollar Loss	\$2,500,000	\$2,500,000	\$2,500,000

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Fire Marshals Division:</b>			
Investigations	154	200	200
Inspections & Permits	1,864	2,500	2,000
Code Review/Research/Consultation	657	1,500	700
Public Education Presentations	229	400	300
<b>Service Division:</b>			
Total Contact Hours *:			
Special Operations Response Team (SORT) Training	1,500	1,500	1,500
Hazardous Device Unit Training	153	170	200
Emerg Medical Svcs Training	4,431	5,000	4,500
Code Enforcement Training	804	250	500
Other Operations Training	1,688	250	1,800
Firefighter Competency Tr./Drill	10,452	9,800	10,000
Other Local Training	334	1,000	500
* 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>99,619</b>	<b>73,890</b>	<b>75,286</b>	<b>82,037</b>	<b>91,233</b>
Number of Employees	138	134	116	113	125
Employees Per 1,000 Population	1.39	1.81	1.54	1.38	1.37
Area in Square Miles	62.24	65.00	55.00	57.00	61.00
Operating Budget Per Capita	\$134.81	\$136.61	\$182.63	\$133.35	\$108.00
Total Incidents Per 1,000 Pop.	89.76	106.88	105.21	67.98	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, with the goal of achieving and maintaining national accreditation status. Enhancing the City's ISO rating also has become a continuous and long term task. The additional Division Chief in Administration will provide focused attention to oversee and manage these activities.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 476,475	\$ 528,081	\$ 495,059	\$ 619,496	17.3%
Supplies and Materials	9,744	12,611	12,380	12,315	(2.3%)
Travel and Training	8,244	8,071	8,071	8,071	0.0%
Intragovernmental Charges	34,758	73,816	73,816	80,104	8.5%
Utilities, Services, & Misc.	24,345	34,800	31,322	35,335	1.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 553,566</b>	<b>\$ 657,379</b>	<b>\$ 620,648</b>	<b>\$ 755,321</b>	<b>14.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	
3106 - Fire Division Chief	0.00	0.00	0.00	1.00	1.00
1400 - Administrative Technician	0.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Supp. Assistant III	1.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>
Permanent Full-Time	5.00	5.00	5.00	6.00	1.00
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>6.00</b>	<b>1.00</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**

The need continues to augment our Special Operations Response Team (SORT) equipment for rescue/ hazardous materials incidents, including bomb squad equipment to be shared with the Mid Missouri Bomb Squad. Safety and upkeep issues at the physical facilities will be continue to be addressed to the extent possible with operational rather than supplemental funds. A pending federal grant, if awarded, will fund a project to retrofit several fire stations with fire sprinklers.

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 needed in accordance with the updated station location plan.

**FY 2009 Goals - Long-term investments for the Public Good**

Two Fire Fighters were added during FY 2009 which adds to the staffing of Fire Station 9, projected to open in 2009. However, a reorganization occurred which reclassified a fire fighter as a Division Chief needed in administration to oversee accreditation process.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 9,434,334	\$ 10,117,301	\$ 9,815,207	\$ 10,552,496	4.3%
Supplies and Materials	474,671	640,845	583,447	687,966	7.4%
Travel and Training	15,397	15,919	17,329	15,919	0.0%
Intragovernmental Charges	345,414	424,815	418,815	503,261	18.5%
Utilities, Services, & Misc.	303,024	315,790	296,098	324,659	2.8%
Capital	83,346	10,124	8,214	31,795	214.1%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 10,656,186</b>	<b>\$ 11,524,794</b>	<b>\$ 11,139,110</b>	<b>\$ 12,116,096</b>	<b>5.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
3107 - Battalion Chief	3.00	3.00	3.00	3.00	
3106 - Fire Division Chief	3.00	3.00	3.00	3.00	
3105 - Fire Captain	9.00	9.00	9.00	9.00	
3104 - Fire Lieutenant	24.00	24.00	24.00	24.00	
3103 - Fire Engineer	33.00	33.00	33.00	33.00	
3101/3102 Fire Fighter I/II	49.00	52.00	52.00	53.00	1.00
<b>Total Personnel</b>	<b>121.00</b>	<b>124.00</b>	<b>124.00</b>	<b>125.00</b>	<b>1.00</b>
Permanent Full-Time	121.00	124.00	124.00	125.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>121.00</b>	<b>124.00</b>	<b>124.00</b>	<b>125.00</b>	<b>1.00</b>

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

A future goal, perhaps grant-funded, involves distance-learning technology that will enable shifting the delivery of certain classroom sessions from the central Academy out to the individual fire stations. This shift will eventually result in fuel savings as well as increased availability of fire companies for incident response.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 320,734	\$ 366,109	\$ 332,429	\$ 376,350	2.8%
Supplies and Materials	31,247	34,533	23,031	35,834	3.8%
Travel and Training	14,761	15,690	15,884	15,690	0.0%
Intragovernmental Charges	16,258	27,925	27,925	34,692	24.2%
Utilities, Services, & Misc.	31,567	41,120	30,834	36,732	(10.7%)
Capital	32,383	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 446,950</b>	<b>\$ 485,377</b>	<b>\$ 430,103</b>	<b>\$ 499,298</b>	<b>2.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
3107 - Battalion Chief	1.00	1.00	1.00	1.00	
3106 - Fire Division Chief	1.00	1.00	1.00	1.00	
3105 - Fire Captain	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</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>	

**DESCRIPTION**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Division goals are to continue providing public safety education programs and department presence to reduce accidents and injuries. The Knox Box, child safety seat and bike helmet programs have been appreciated by the public. The division continues to help the public understand and comply with the International Fire Code. Each year, Columbia's citizens show their support for fire prevention through Share the Light and New Century contributions.

**FY 2009 Goal - Managing Costs and Services**

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

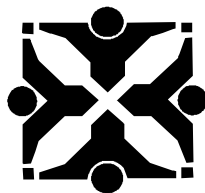
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 523,031	\$ 607,395	\$ 532,869	\$ 626,381	3.1%
Supplies and Materials	155,695	84,367	66,144	77,766	(7.8%)
Travel and Training	9,552	13,962	13,962	13,962	0.0%
Intragovernmental Charges	47,268	63,654	63,654	70,392	10.6%
Utilities, Services, & Misc.	36,705	43,826	36,498	36,915	(15.8%)
Capital	31,574	0	0	35,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 803,825</b>	<b>\$ 813,204</b>	<b>\$ 713,127</b>	<b>\$ 860,416</b>	<b>5.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
3107 - Battalion Chief	1.00	1.00	1.00	1.00	
3104 - Fire Lieutenant	4.00	4.00	4.00	4.00	
1002 - Admin. Support Asst. II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
Permanent Full-Time	6.00	6.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	

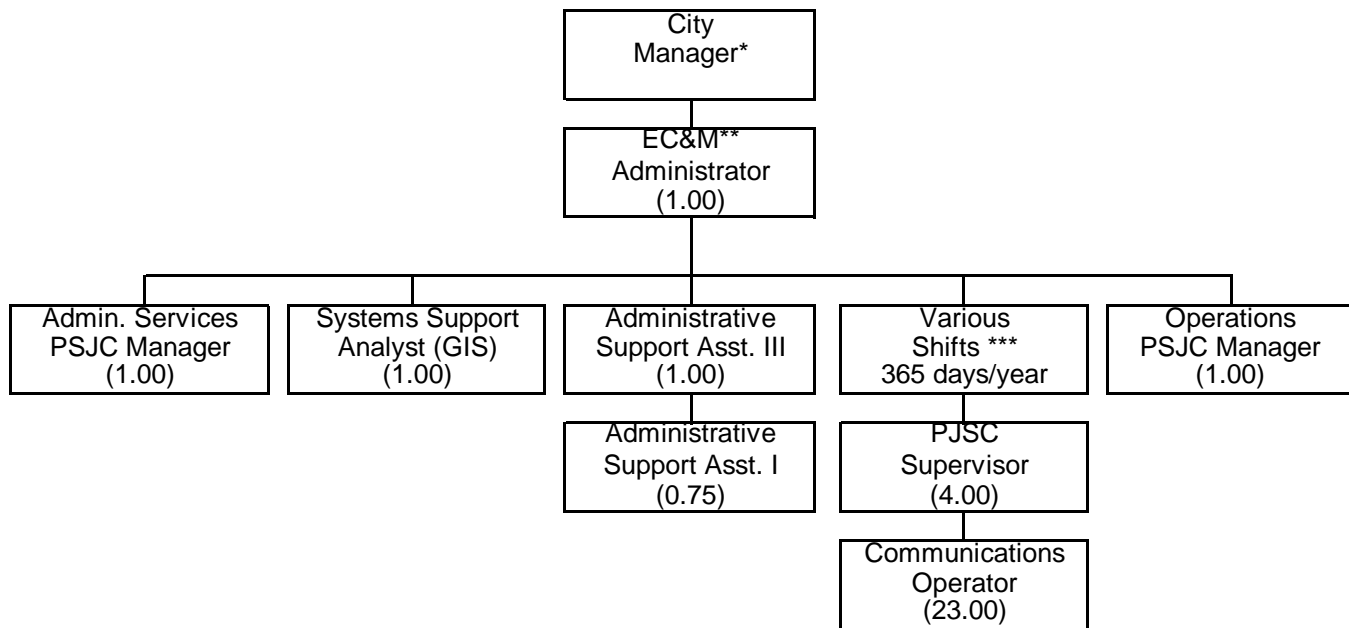
# Public Safety Joint Communications (PSJC) and Emergency Management



*City of Columbia*  
*Columbia, Missouri*



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



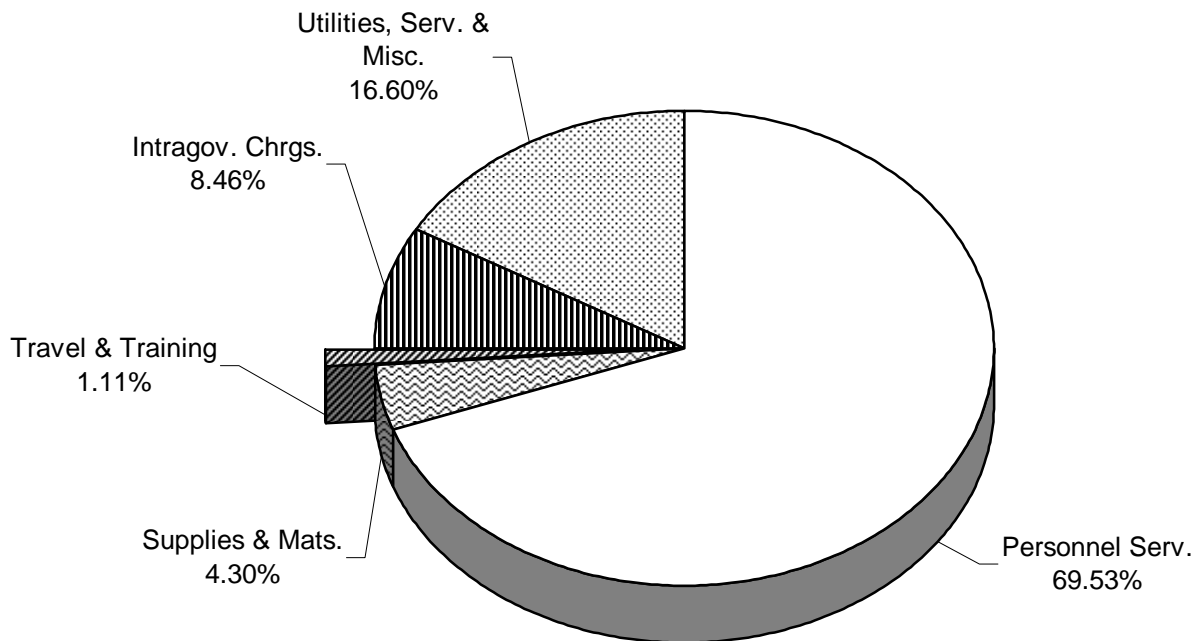
\* Position not included in JCIC's FTE count.

\*\* 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 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 1,801,615	\$ 1,807,607	\$ 1,833,366	\$ 1,890,710	4.6%
Supplies & Materials	58,109	152,939	143,458	116,857	(23.6%)
Travel & Training	21,146	24,300	22,642	30,150	24.1%
Intragovernmental Charges	235,883	206,289	206,489	230,155	11.6%
Utilities, Services & Misc.	419,319	455,637	410,646	451,364	(0.9%)
Capital	16,549	58,402	57,795	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>2,552,621</b>	<b>2,705,174</b>	<b>2,674,396</b>	<b>2,719,236</b>	<b>0.5%</b>
Summary					
Operating Expenses	2,536,072	2,646,772	2,616,601	2,719,236	2.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	16,549	58,402	57,795	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 2,552,621</b>	<b>\$ 2,705,174</b>	<b>\$ 2,674,396</b>	<b>\$ 2,719,236</b>	<b>0.5%</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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
PSJC	31.15	31.25	31.25	31.25	
Emergency Management	1.60	1.50	1.50	1.50	
<b>Total Personnel</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	
Permanent Full-Time	32.00	32.00	32.00	32.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	<b>32.75</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
Total 911 Calls	66,500	67,000	68,500
Total MULES Inquiries	2,500,000	2,600,000	2,700,000
Total Radio Transmissions "Mainlaw"	925,000	931,000	937,000
Total Radio Transmissions Services	275,012	287,050	300,000
Total Radio Transmissions "BCSD 2"	215,231	217,425	219,500
Total Radio Transmissions "CFD"	154,000	155,000	156,000
Total Radio Transmissions "BCFPD"	111,799	115,328	119,000
Total Radio Transmissions "Ambulance"	83,450	84,230	85,000
Hours of CEU's/Training	0	0	0

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>151,818</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**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

We have made great strides toward National EMD accreditation. We have acquired an old ambulance from Boone Hospital Center to use as a communications vehicle, replacing our trailer. Fire/EMS dispatching protocols have been completed. Addressing Standards Committee has been formed to further discussion on county-wide universal addressing. During FY 2009 we will purchase a Police and Fire Priority dispatcher for protocol and a graphic user interface presenting a more visually user friendly interface than the current text based system.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,695,645	\$ 1,702,492	\$ 1,728,729	\$ 1,784,666	4.8%
Supplies and Materials	40,091	101,977	99,629	101,463	(0.5%)
Travel and Training	17,552	19,300	17,642	22,150	14.8%
Intragovernmental Charges	223,434	188,044	188,244	189,027	0.5%
Utilities, Services, and Misc.	372,001	396,463	353,857	391,363	(1.3%)
Capital	16,549	13,855	13,568	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 2,365,272</b>	<b>\$ 2,422,131</b>	<b>\$ 2,401,669</b>	<b>\$ 2,488,669</b>	<b>2.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7911 - Systems Support Analyst (GIS)	0.80	0.75	0.75	0.80	0.05
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	1.45	1.50	1.50	1.45	(0.05)
7007 - PSJC Supervisor	4.00	4.00	4.00	4.00	
7001/7003/7005 Comm. Operators	22.85	22.95	22.95	22.95	
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>31.15</b>	<b>31.25</b>	<b>31.25</b>	<b>31.25</b>	
Permanent Full-Time	30.40	30.50	30.50	30.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>31.15</b>	<b>31.25</b>	<b>31.25</b>	<b>31.25</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**

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

**HIGHLIGHTS / SIGNIFICANT CHANGES**

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

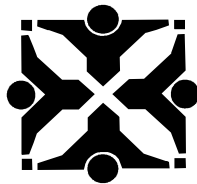
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 105,970	\$ 105,115	\$ 104,637	\$ 106,044	0.9%
Supplies and Materials	18,018	50,962	43,829	15,394	(69.8%)
Travel and Training	3,594	5,000	5,000	8,000	60.0%
Intragovernmental Charges	12,449	18,245	18,245	41,128	125.4%
Utilities, Services, & Misc.	47,318	59,174	56,789	60,001	1.4%
Capital	0	44,547	44,227	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 187,349</b>	<b>\$ 283,043</b>	<b>\$ 272,727</b>	<b>\$ 230,567</b>	<b>(18.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7911 - Systems Support Analyst (GIS)	0.20	0.25	0.25	0.20	(0.05)
7019 - Emergency Comm & Mngt. Admin.	0.50	0.50	0.50	0.50	
7015 - PSJC Manager	0.55	0.50	0.50	0.55	0.05
7001/7003/7005 Comm. Operators	0.15	0.05	0.05	0.05	
1003 - Admin. Support Asst III	0.20	0.20	0.20	0.20	
<b>Total Personnel</b>	<b>1.60</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
Permanent Full-Time	1.60	1.50	1.50	1.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.60</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	

# Public Health & Human Services Department

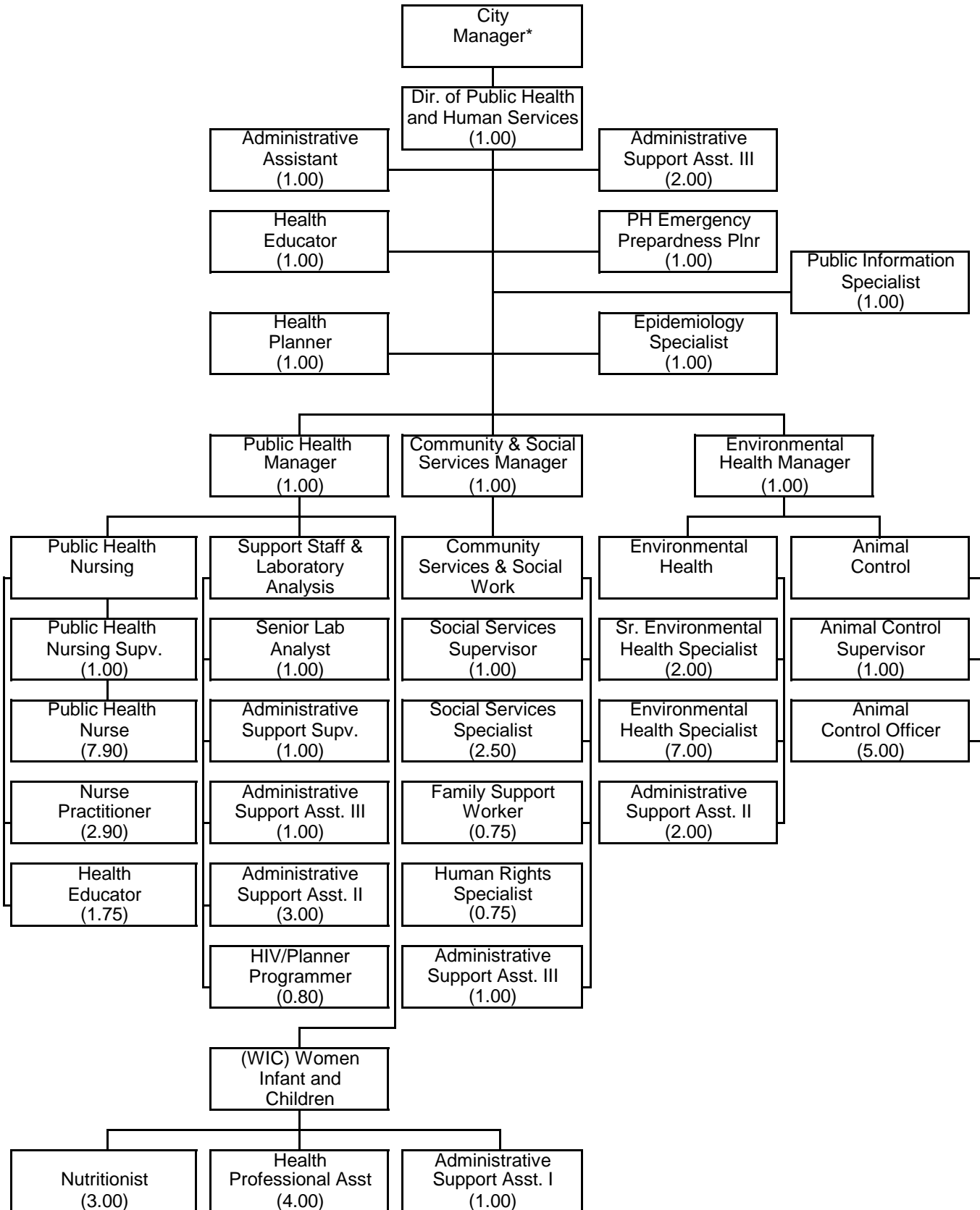


*City of Columbia*  
*Columbia, Missouri*



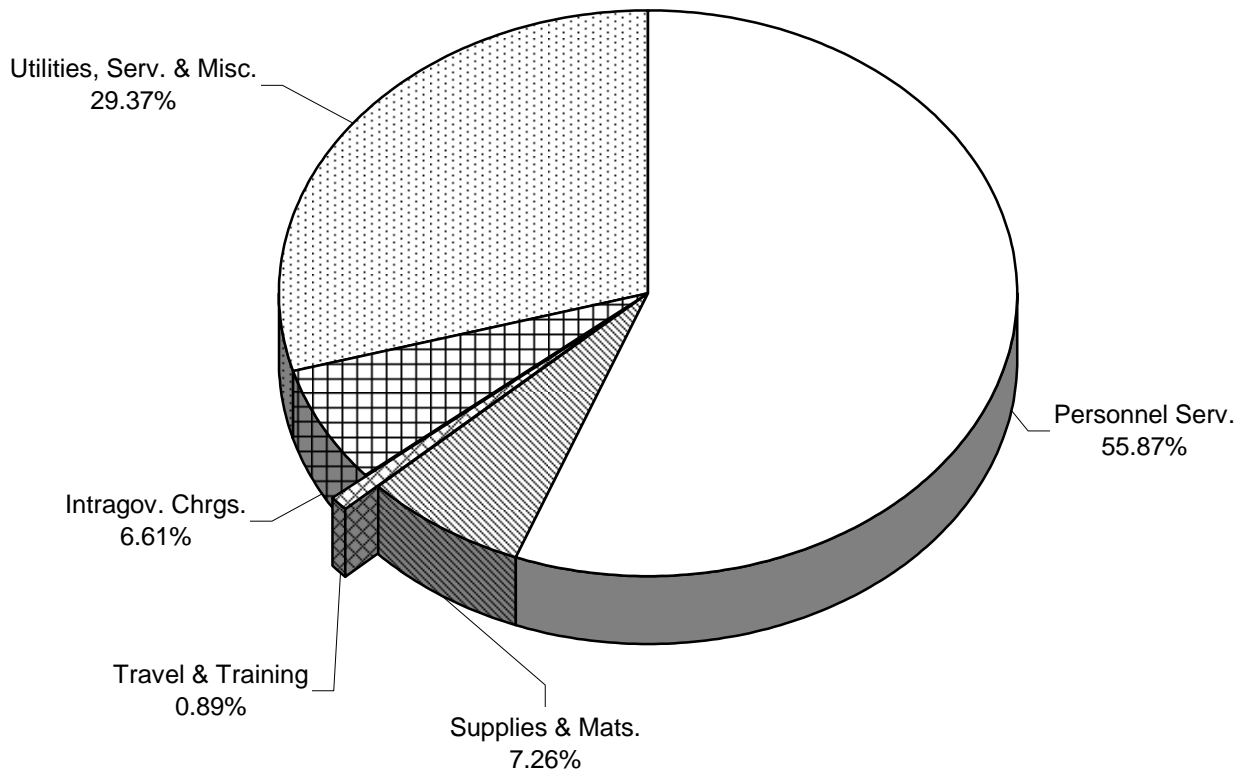
# City of Columbia - Public Health & Human Services Department

63.35 FTE Positions



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

## Public Health & Human Services Department FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 3,630,022	\$ 3,916,311	\$ 3,839,739	\$ 4,039,255	3.1%
Supplies & Materials	605,104	646,721	571,792	525,198	(18.8%)
Travel & Training	54,561	69,347	50,178	64,220	(7.4%)
Intragovernmental Charges	363,649	431,993	431,993	477,658	10.6%
Utilities, Services & Misc.	2,093,702	2,006,829	1,947,828	2,123,131	5.8%
Capital	15,261	49,293	32,650	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>6,762,299</b>	<b>7,120,494</b>	<b>6,874,180</b>	<b>7,229,462</b>	<b>1.5%</b>
Summary					
Operating Expenses	6,747,038	7,071,201	6,841,530	7,229,462	2.2%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	15,261	49,293	32,650	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 6,762,299</b>	<b>\$ 7,120,494</b>	<b>\$ 6,874,180</b>	<b>\$ 7,229,462</b>	<b>1.5%</b>

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## DEPARTMENT DESCRIPTION

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

## DEPARTMENT OBJECTIVES

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

**Clinic and Nursing:** Responsible for providing personal and public health services for citizens of Columbia and Boone County. This division provides the following services: Family planning and well woman's clinics: sexually transmitted disease clinics; coordination and provision of regional HIV testing and counseling services, HIV outreach and educational programming, and assistance to 33 central Missouri county health agencies; childhood and adult immunizations including school based immunization clinics for school age children in elementary and secondary schools throughout Columbia and Boone County; chronic disease screening for hypertension and diabetes through the WISE WOMAN program, monthly Rural Health clinics throughout Boone County and as Lead agency for 13 north central Missouri counties; screening and investigation of reportable communicable diseases and childhood lead poisoning; provision of educational services to child care providers; tuberculosis screening, treatment and surveillance; pregnancy testing and limited home visitation to frail elderly individuals.

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

**Environmental Health:** This division provides county-wide Environmental Health programs including food safety inspections in restaurants, grocery stores, food warehouses, and food delivery vehicles, laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes, food handler education, public health nuisance control including sewage disposal, administration of the Boone County Waste Water Permit Program, weeds, mosquito breeding areas, rubble accumulations, rodent infestations, and coordination of mosquito control activities. Additionally, this division enforces the City's anti-smoking ordinance. Environmental Health performs inspections of licensed day care homes and centers and performs lodging inspections under the authority of the Missouri Department of Health and Senior Services.

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

**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.

**Social Services:** Responsible for services including but not limited to: information and referral, prenatal case management, eligibility determination, medication assistance, pregnancy testing, assisting children, families, and adults apply for Medicaid/MC+ programs, coordination of the utility assistance program, emergency dental pain relief services, and coordination of the in-home health services program.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

During FY 2009, the Public Health & Human Services Department will:

- 1) Strengthen collaboration efforts around key health and social services issues using the new Community Issues Management system;
- 2) Assure healthy and safe environments;
- 3) Focus on STD prevention, WIC service integration, control of communicable diseases, and prevention of chronic diseases;
- 4) Continue the evaluation of city and county funded social services programs to improve effectiveness and efficiency in meeting identified community needs;
- 5) Increase service related fees to offset increasing operational cost;
- 6) Continue to improve public health infrastructure deficiencies through the use of Missouri Foundation for Health Infrastructure funding.
- 7) The Office of Community Services moved to the Public Health and Human Service's section in the Budget Document.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration	9.00	9.00	9.00	9.00	
Animal Control	6.07	6.07	6.07	6.07	
Environmental Health	10.98	10.98	10.98	11.98	1.00
Clinic and Nursing	21.75	21.80	21.80	22.30	0.50
Social Services	4.05	4.35	4.35	4.35	
Women, Infants, and Children (WIC)	7.00	7.00	7.00	7.00	
Community Services	1.90	1.90	1.90	2.65	0.75
<b>Total Personnel</b>	<b>60.75</b>	<b>61.10</b>	<b>61.10</b>	<b>63.35</b>	<b>2.25</b>
Permanent Full-Time	52.20	55.00	55.00	56.00	1.00
Permanent Part-Time	8.55	6.10	6.10	7.35	1.25
<b>Total Permanent</b>	<b>60.75</b>	<b>61.10</b>	<b>61.10</b>	<b>63.35</b>	<b>2.25</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Administration:</b>			
Certificates of Live Birth*	3,600	3,600	3,600
Death Certificates*	1,650	1,650	1,650
Certificates of Birth (Computer Generated)*	9,600	9,600	9,600
Certificates of Death (Computer Generated)*	1,100	1,100	1,100
<b>Personal Health Services:</b>			
Pregnancy Tests	726	800	800
Immunizations	15,673	16,000	16,000
WIC Visits	21,184	25,432	26,400
Family Planning Clinic Visits	1,189	1,200	1,200
Tuberculosis Tests	2,363	2,500	2,500
STD Visits	2,662	3,000	3,500
Home Nursing Visits**	312	350	350
Blood Pressure Screenings	1,401	1,500	1,500
HIV Visits	3,311	3,500	3,500
<b>Social Services</b>			
Puertas a Salud (P.A.L.S.) Families Served	39	25	25
In-Home Service	64	37	37
Dental Assistance Provided	144	144	144
Medication Assistance Provided	806	900	900
Pregnancy Test Consultations	585	575	575
Utility Assistance Provided	976	900	900
<b>Environmental Health Services:</b>			
Restaurant Inspections	2,305	2,300	2,300
New Construction Inspections/Plan Reviews	695	600	625
Itinerant Food Inspections	185	150	150
Weed Inspections	3,796	4,500	3,800
Other Nuisance Inspections	8,271	5,000	8,000
Hotel/Motel Inspections	63	63	63
Swimming Pool Inspections	985	985	985
Smoking Complaint Investigations	42	42	42
Continuing Education (Hours)	895	895	895
Food Handlers Training (Hours)	260	260	260
Liquid Waste	62	60	60
Solid Waste	11	11	11
County Sewage	670	650	600
Mosquito Control/West Nile Virus Activity (Hours)	805	800	800
<b>Animal Control:</b>			
Bite Investigations	156	160	160
Dogs/Cats Impounded	814	750	750
No. of Complaints (Barking, Yard Damage, Into Trash, Running Loose, Vicious Animals)	3,164	3,100	3,100
Dead Animal Pick-Up	380	380	380
No. of Summons Issued	419	410	420
*Calendar Year			
** Home Nursing Visits include Directly Observed Therapy for TB treatment			

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - COMMUNITY SERVICES

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Boone County Community Services Advisory Commission :</b>			
Commission Meetings	13	14	14
Social Service Program Proposals Reviewed and Summarized	56	51	53
City Social Service Contracts Prepared and Administered	48	43	45
County Social Service Contracts Prepared and Administered	17	16	16
In-Home Services Vendor Contracts Administrated	8	8	8
Social Service Programs Evaluated	48	44	46
Social Service Agencies Trained	30	29	30
<b>Human Rights Commission:</b>			
Commission Meetings	10	11	11
Human Rights Complaint Inquiries/Contacts	150	150	150
Human Rights Complaints Filed	11	10	10
Annual "Let's Talk, Columbia!" Community Study Circle Participants	21	100	50
Monthly "Community Study Circle" - # of Study Circles [# of Participants]	10 [380]	10 [350]	10 [350]
Special Events/Study Circles - # of Study Circles [# of Participants]	14 [200]	12 [96]	12 [100]
Human Rights Enhancement Proposals Reviewed & Summarized	12	10	10
Human Rights Enhancement Contracts Prepared & Administrated	9	8	8
<b>Substance Abuse Advisory Commission:</b>			
Commission Meetings	10	11	11
<b>Columbia Values Diversity Celebration :</b>			
Celebration Planning Meetings	5	5	5
Celebration Attendance: Number of People Registered	1,120	1,120	1,120
Number of Community Sponsors Supporting the Celebration	67	90	90
<b>Grant Submission and Administration:</b>			
Emergency Shelter Grant Program (ESGP) Submitted and Received	1	1	1
ESGP Proposals Reviewed and Summarized	3	3	3
ESGP Agency Sub-Contracts Prepared and Administered	3	3	3
Title V Grant Submitted and Received	N/A	1	1
Title V Sub-Contracts Prepared and Administered	N/A	3	1
<b>Community Collaboration Meetings:</b>			
Columbia-Boone County Basic Needs Coalition Meetings	12	12	12
Youth Coalition Committee	12	12	12
Boone County Indicators Coalition	4	4	4
Healthcare Access Committee	4	4	4
Senior Leadership	4	6	6
U.W. Early Childhood Task Force	4	4	4
Networking Early Childhood Team	6	12	12
Sr. Network	12	12	12
Boone County Related Agencies Assoc.	4	12	12

## COMPARATIVE DATA - PERSONAL HEALTH &amp; HUMAN SERVICES

	Boone County (Columbia, MO	Randolph County (Moberly) MO	Greene County (Spring- field,) MO	Buchanan County, (St. Joseph) MO	St. Charles County, MO	Jefferson County, MO
<b>Population (County)</b>	<b>157,782</b>	<b>14,817</b>	<b>271,294</b>	<b>86,607</b>	<b>364,746</b>	<b>221,678</b>
<b>Population (City)</b>	<b>99,619</b>	<b>25,865</b>	<b>155,710</b>	<b>73,890</b>	<b>64,646</b>	<b>--</b>
No. FTE Registered Nurse (RN) Staff	9	12	13	7	9.2	11
No. RN Staff / 1,000 Population	0.06	0.50	0.05	0.08	0.03	0.051
No. Annual Immunizations / 1,000 Pop.	72	52	87	59.8	26	60.5
No. Immunizations Given	10,602	1,270	22,086	5,145	8,900	13,073
No. FTE Nurse Practitioner (NP) Staff	2.8	1	0	0	1	1
No. NP staff / 1,000 Population	0.02	0.04	--	0	0	0.005
No. STD visits / 1,000 Population	17	18	9	19	6.25	7.5
Total No. Visits	2,456	448	2,458	1,667	2,117	1,619
No. WIC FTE Nutritionist Staff	2.5	1	6	3	3	*N/A
No. WIC Support Staff	5.5	2	6	4	4.2	--
No. WIC Staff/1,000 Population	0.05	0.13	0.05	0.08	0.01	--
WIC Annual Caseload	26,004	12,516	76,800	24,516	27,000	--
No. WIC Visits / 1,000 Population	175.4	524	301.4	285.07	80	--

\*Jefferson County Health Department does not operate the WIC Program

## COMPARATIVE DATA - ENVIRONMENTAL HEALTH

	Boone County (Columbia,) MO	Lancaster County (Lincoln,) NE	Lawrence, KS	St. Charles County, MO	Indepen- dence, MO	Greene County (Springfield), MO
<b>Environmental Health: Population</b>	<b>157,782</b>	<b>283,650</b>	<b>92,978</b>	<b>364,746</b>	<b>109,983</b>	<b>271,294</b>
City Only:						
Number of Employees	10.95	15.80	4	8	16.75	24
Employees Per 1,000 Pop.	0.072	0.057	0.035	0.023	0.146	0.085
No. of Dollars Spent Per Capita	6.02	4.45	2.61	1.255	9.87	4.97
No. of Food Service Facilities	810	1,300	430	1,253	609	1,564

## COMPARATIVE DATA - ANIMAL CONTROL

	Boone County (Columbia,) MO	*Lancaster County (Lincoln,) NE	*Lawrence, KS	St. Charles County, MO	*Indepen- dence, MO	*Greene County (Springfield) MO
<b>Animal Control: Population</b>	<b>157,782</b>	<b>283,650</b>	<b>92,978</b>	<b>364,746</b>	<b>109,983</b>	<b>155,710</b>
Number of AC Officers	6.12	15	3.5	21	11.5	9+
Employees Per 1,000 Pop.	0.039	0.061	0.039	0.132	0.100	0.058
No. of Dollars Spent Per Capita	3.12	6.20	2.27	7.40	6.35	3.54
No. of Bite Cases/1,000 Pop.	1.03	2.14	0.023	1.58	1.77	1.18

\*City Only

## COMPARATIVE DATA - SOCIAL ASSISTANCE

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
<b>Population (Pop.)</b>	<b>99,619</b>	<b>55,983</b>	<b>93,236</b>	<b>92,978</b>	<b>73,890</b>
Number of Employees	1.2	0.5	1.25	0.0	1.0
Employees Per 1,000 Population	0.012	0.009	0.013	0.000	0.014
<b>City Social Service Funding:</b>					
Total Agency/Program Funding	\$886,023	\$935,934	\$2,634,000	\$1,788,193	\$437,000
Per Capita (City Level)	\$9.38	\$18.15	\$28.25	\$20.18	\$6.01
<b>United Way Funding:</b>					
Total Agency Allocations	\$2,325,856	\$734,918	\$900,000	\$1,265,000	\$2,674,137
Per Capita (County Level)	\$19.14	\$9.17	\$3.19	\$11.25	\$31.48
<b>City Population Below Poverty: (2)</b>					
Families: Number [Percent]	2,206 [10.7%]	683 [7.6%]	1,243 [7.3%]	2,127 [12.5%]	2,173 [12.3%]
Individuals: Number [Percent]	17,301 [20.7%]	8,507 [20.4%]	18,243 [21.5%]	19,987 [24.1%]	9,921 [14.3%]
<b>Co. Population Below Poverty: (2)</b>					
Families: Number [Percent]	Boone Co. 2,589 [7.1%]	Story Co. 1242 [7.2%]	Boulder Co. 3,677 [5.5%]	Douglas Co. 2,137 [9.6%]	Buchanan Co. 2,335 [11.1%]
Individuals: Number [Percent]	20,291 [14.9%]	13,337 [18.6%]	31,308 [11.5%]	20,929 [19.8%]	10,551 [13.1%]

Source: U.S. Bureau of Census, 2006 population and poverty estimates

## 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 (.2 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.

**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.

**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 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, and housing rehabilitation-3.

## COMPARATIVE DATA - HUMAN RIGHTS COMMISSION

	Columbia, MO	Ames, IA	Boulder, CO	Lawrence KS	St. Joseph, MO
<b>Population</b>	<b>99,619</b>	<b>55,983</b>	<b>93,236</b>	<b>92,978</b>	<b>73,890</b>
Human Rights Commission	Yes	Yes	Yes	Yes	No
Number of Direct Employees	0.950	.2 FTE	1.5 FTE	4 FTE	N/A
Employees-Staff/1,000 Population	0.010	0.004	0.016	0.045	N/A
Human Rights Funding	\$48,005	\$5,100	\$198,392	\$290,468	N/A
Human Rights Funding Per Capita	\$0.51	\$0.09	\$1.95	\$3.28	N/A

Source: U.S. Bureau of Census, 2006 population estimates

## NOTES:

**Columbia, MO:** The Human Rights Commission is staffed by the Manager of the Office of Community Services (.1 FTE), the City Attorney (.03 FTE) to provide administrative and legal support, and an Administrative Assistant (.1 FTE). The budget also includes funding for a permanent (.75 FTE) Human Rights Investigator/Community Educator. This position is responsible for the investigation of complaints of discrimination as well as conducting the annual "Let's Talk, Columbia!" Community Study Circles Program and monthly "Community Circle" meetings. The Human Rights Commission also administers funding for community organizations conducting human rights and cultural diversity educational programs through the Human Rights Enhancement Program.

**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. The Human Relations Commission, which is separate from the Office of Human Rights, has a budget which includes funding for grants to the community for cultural celebrations and educational programs.

**Lawrence, KS:** The Human Relations Department has 4 FTE full-time staff persons and is charged with investigating complaints of discrimination and conducting community education and outreach. The department is "substantially equivalent" with the Kansas Commission on Human Rights, the Federal Department of Housing and Urban Development and the Equal Employment Opportunity Commission. Being "substantially equivalent" allows the department to receive payment from HUD and EEOC to investigate local complaints of discrimination. This designation also qualifies them for the HUD Fair Housing Assistance Program which provides grant funding for fair housing education, outreach and enforcement. In addition, the City of Lawrence budgets general funds for the department in order to conduct legal education and training programs for city employees and other local governmental and community agencies. The City of Lawrence also budgets for a variety of community education programs provided by the department.

**St. Joseph, MO:** The Human Rights Commission was disbanded in 1990 following the "Yellow Freight" decision by the Missouri Supreme Court. All complaints of discrimination are now referred to the Missouri Commission on Human Rights.

## 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 2009 Goals - Managing costs and services**

The Administration Division will continue to focus on strengthening collaboration with outside organizations on priority health, human services, and public health emergency planning issues. The major goal for 2009 will be the implementation of a Community Issues Management system to allow the policymakers to better identify key health and social service issues affecting the community, identify gaps in service, and focus on multi-agency coordination and utilization of resources to better address service needs.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 587,771	\$ 665,737	\$ 645,800	\$ 650,033	(2.4%)
Supplies and Materials	149,977	238,557	209,536	91,589	(61.6%)
Travel and Training	10,537	16,112	10,000	12,193	(24.3%)
Intragovernmental Charges	54,024	70,954	70,954	75,044	5.8%
Utilities, Services, & Misc.	191,934	230,150	223,301	325,062	41.2%
Capital	0	33,000	32,650	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 994,243</b>	<b>\$ 1,254,510</b>	<b>\$ 1,192,241</b>	<b>\$ 1,153,921</b>	<b>(8.0%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7700 - Dir. Public of Health & Human Srv	1.00	1.00	1.00	1.00	
7306 - Health Planner	1.00	1.00	1.00	1.00	
7305 - Epidemiology Specialist	1.00	1.00	1.00	1.00	
7304 - PH Emergency Preparedness Plnr	1.00	1.00	1.00	1.00	
7303 - Health Educator	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	8.20	9.00	9.00	9.00	
Permanent Part-Time	0.80	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

The Animal Control Division enforces the animal control ordinances for the City of Columbia and Boone County. Animal Control services include the impoundment of dogs running at large, assisting in locating lost animals, and investigating animal bite cases.

Animal Control responds to emergency situations 24 hours a day, seven days per week. Animal Control currently is staffed from 7:00 a.m. to 9:00 p.m., seven days per week.

## HIGHLIGHTS / SIGNIFICANT CHANGES

The FY 2009 budget has no significant changes from FY 2008. The division will continue to focus on tracking animal licenses and providing licensing related educational materials to local veterinarian clinics. The division will continue to coordinate with the Central Missouri Humane Society to identify possible solutions to the longstanding space issues related to the outdated facility.

## BUDGET DETAIL

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 292,911	\$ 306,962	\$ 302,801	\$ 316,552	3.1%
Supplies and Materials	18,481	25,994	24,964	32,845	26.4%
Travel and Training	1,553	3,843	3,183	3,906	1.6%
Intragovernmental Charges	12,637	14,856	14,856	21,725	46.2%
Utilities, Services, & Misc.	90,368	106,491	106,271	112,542	5.7%
Capital	15,261	16,293	0	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 431,211</b>	<b>\$ 474,439</b>	<b>\$ 452,075</b>	<b>\$ 487,570</b>	<b>2.8%</b>

## AUTHORIZED PERSONNEL

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7205 - Environmental Health Mngr	0.07	0.07	0.07	0.07	
7105 -Animal Control Supervisor	1.00	1.00	1.00	1.00	
7101 - Animal Control Officer	5.00	5.00	5.00	5.00	
<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 safety inspections in restaurants, grocery stores, food warehouses, and food delivery vehicles, laboratory analysis of drinking water, food products, milk products, and water used for recreational purposes, food handler education, public health nuisance control including sewage disposal, administration of the Boone County Waste Water Permit Program, weeds, mosquito breeding areas, rubble accumulations, rodent infestations, and coordination of mosquito control activities. Additionally, this division enforces the City's anti-smoking ordinance. Environmental Health performs inspections of licensed day care homes and centers and performs lodging inspections under the authority of the Missouri Department of Health and Senior Services.

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal - Managing Costs and Services:**

Food safety, mosquito control and enforcement of the public health nuisance ordinance, including abatement, will continue to be priorities in FY2009. Due to the significantly increased workload of the division, there will be significant focus on identifying ways to streamline work processes and maintain an efficient response to citizen complaints and issues using newer technologies. One full-time Environmental Health Specialist was added to the budget to support the Neighborhood Response Team expansion.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 619,386	\$ 677,744	\$ 672,759	\$ 745,838	10.0%
Supplies and Materials	23,524	26,525	26,504	28,108	6.0%
Travel and Training	8,347	7,925	8,600	8,021	1.2%
Intragovernmental Charges	83,830	91,122	91,122	89,751	(1.5%)
Utilities, Services, & Misc.	82,370	111,326	101,326	117,967	6.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 817,457</b>	<b>\$ 914,642</b>	<b>\$ 900,311</b>	<b>\$ 989,685</b>	<b>8.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7205 - Environmental Health Mgr.	0.93	0.93	0.93	0.93	
7203 - Sr. Environ. Health Spec.	2.00	2.00	2.00	2.00	
7201 - Environmental Health Spec.	6.00	6.00	6.00	7.00	1.00
5133 - Senior Laboratory Analyst	0.05	0.05	0.05	0.05	
1002 - Admin. Support Assistant II*	1.00	1.00	1.00	2.00	1.00
1001 - Admin. Support Assistant I*	1.00	1.00	1.00	0.00	(1.00)
<b>Total Personnel</b>	<b>10.98</b>	<b>10.98</b>	<b>10.98</b>	<b>11.98</b>	<b>1.00</b>
Permanent Full-Time	10.98	10.98	10.98	11.98	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>10.98</b>	<b>10.98</b>	<b>10.98</b>	<b>11.98</b>	<b>1.00</b>
City Funded Positions	8.38	8.38	8.38	9.38	1.00
**County Funded Env. Health Spec.	2.60	2.60	2.60	2.60	
	<b>10.98</b>	<b>10.98</b>	<b>10.98</b>	<b>11.98</b>	<b>1.00</b>

\* In FY 2009 an Administrative Support Assistant I was reclassified to an Administrative Support Assistant II.

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

## DESCRIPTION

Responsible for providing personal and public health services for citizens of Columbia and Boone County. This division provides the following services: family planning and well woman's clinics; sexually transmitted disease clinics; coordination and provision of regional HIV testing and counseling services, HIV outreach and educational programming, and assistance to 33 central Missouri county health agencies; childhood and adult immunizations including school based immunization clinics for school age children in elementary and secondary schools throughout Columbia and Boone County; chronic disease screening for hypertension and diabetes both in Columbia and in monthly rural health screening clinics throughout Boone County; screening and investigation of reportable communicable diseases and lead poisoning; educational services to child care facilities throughout the county; tuberculosis screening, treatment and surveillance; pregnancy testing and limited home visitation for frail elderly individuals.

## HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

**Highlights**

During 2008, the division focused on expanding the efforts to improve the quality of health of young children through nursing education programs targeting child care providers. The Lead Agency program focused on provider, agency and individual recognition and response to symptoms of heart attack and stroke. This division has responded to increasing rates of sexually transmitted diseases, working to reduce health disparities in minority populations related to acute and chronic diseases, immunizations and TB prevention, education and control. A (.50) half-time permanent Administrative Support Assistant II has been approved in the FY 2009 budget. Two family contraceptive options have been eliminated resulting in a cost savings of more than \$10,000 annually.

**FY 2009 Goals: Long-term Investments for the Public Good**

Expand cardiovascular risk assessment of women through the WISE WOMAN PROGRAM.

Explore strategies for the development of an interdisciplinary fall prevention program for community based elderly.

Expand sexually transmitted disease prevention program through coordinated health education and intervention program.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 1,430,305	\$ 1,494,344	\$ 1,482,197	\$ 1,523,970	2.0%
Supplies and Materials	351,993	274,006	243,500	287,760	5.0%
Travel and Training	24,026	21,420	17,895	21,512	0.4%
Intragovernmental Charges	123,709	147,653	147,653	157,862	6.9%
Utilities, Services, & Misc.	520,435	376,508	343,075	382,698	1.6%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 2,450,468</b>	<b>\$ 2,313,931</b>	<b>\$ 2,234,320</b>	<b>\$ 2,373,802</b>	<b>2.6%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	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	2.90	2.90	2.90	
7503 - Public Health Nurse	7.90	7.90	7.90	7.90	
7403 - Nutritionist	1.00	1.00	1.00	1.00	
7350 - HIV Planner/Programmer*	1.75	1.75	1.75	0.80	(0.95)
7303 - Health Educator*	0.80	0.80	0.80	1.75	0.95
5133 - Senior Laboratory Analyst	0.95	0.95	0.95	0.95	
1004 - Admin. Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	2.50	2.50	2.50	3.00	0.50
<b>Total Personnel</b>	<b>21.75</b>	<b>21.80</b>	<b>21.80</b>	<b>22.30</b>	<b>0.50</b>
Permanent Full-Time	16.95	16.95	16.95	16.95	
Permanent Part-Time	4.80	4.85	4.85	5.35	0.50
<b>Total Permanent</b>	<b>21.75</b>	<b>21.80</b>	<b>21.80</b>	<b>22.30</b>	<b>0.50</b>

\*FY 2009 a (.95) HIV Planner/Programmer was reclassified to a (.95) Health Educator.

## DESCRIPTION

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

## HIGHLIGHTS / SIGNIFICANT CHANGES

**Highlights**

Due to concerns about underutilization of funding, administration of the City/County funded in-home services program was taken back over by OCS in FY 2007 and removed from the State of Missouri Division of Aging. In FY 2008, social services staff further refined program policies and procedures and have maximized the delivery of services and the utilization of funds.

**FY 2009 Goals: Long-term Investments for the Public Good**

Expand prenatal case management services in order to reach the WIC population.

Explore strategies for increased access to dental care for un-insured and under-insured populations.

Assist in developing a plan for the implementation of an interdisciplinary senior fall prevention program.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 225,015	\$ 242,845	\$ 237,630	\$ 246,420	1.5%
Supplies and Materials	37,819	45,382	40,840	48,025	5.8%
Travel and Training	2,015	7,465	1,650	5,934	(20.5%)
Intragovernmental Charges	12,296	15,906	15,906	23,070	45.0%
Utilities, Services, & Misc.	33,044	35,898	33,000	36,425	1.5%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 310,189</b>	<b>\$ 347,496</b>	<b>\$ 329,026</b>	<b>\$ 359,874</b>	<b>3.6%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist	2.20	2.50	2.50	2.50	
7300 - Family Support Worker	0.75	0.75	0.75	0.75	
4616 - Mngr of Community Services*	0.10	0.10	0.10	0.10	
<b>Total Personnel</b>	<b>4.05</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	
Permanent Full-Time	1.10	3.10	3.10	3.10	
Permanent Part-Time	2.95	1.25	1.25	1.25	
<b>Total Permanent</b>	<b>4.05</b>	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	

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

## HIGHLIGHTS / SIGNIFICANT CHANGES

**Highlights**

The WIC program continues to grow with increased demand for services. Program staff works to identify ways to increase efficiency, improve customer service and increase approved caseload. This division, working with state staff, acts as a demonstration site for new technologies to streamline services related to certification, health education and provision of benefits to participants. Low english proficiency of clients is an on-going issue in the WIC division. Interpreter services for the hearing impaired or non-English proficient are utilized as well as the provision of a monthly Spanish language WIC clinic for the growing number of Spanish speaking participants. Services are provided at the Worley street location as well as at a satellite clinic in Hallsville. Increased demand for the breastfeeding peer counselor program and its provision of additional community based services regarding parenting and breastfeeding is an on-going need for coordination by nutrition staff.

**FY 2009 Goals - Managing cost and services**

Provide quality services while expanding caseload to meet community need. Identify ways to meet other health and social services related needs for program participants by coordinating department staff/services and possible provision of services by outside organizations within the WIC setting incorporating a one-stop shop concept.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 328,179	\$ 374,646	\$ 352,593	\$ 387,418	3.4%
Supplies and Materials	12,563	23,567	15,100	23,741	0.7%
Travel and Training	4,345	5,707	3,650	5,709	0.0%
Intragovernmental Charges	58,868	73,028	73,028	85,474	17.0%
Utilities, Services, & Misc.	24,956	16,996	15,470	17,170	1.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 428,911</b>	<b>\$ 493,944</b>	<b>\$ 459,841</b>	<b>\$ 519,512</b>	<b>5.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7451 - Health Professional Asst	4.00	4.00	4.00	4.00	
7403 - Nutritionist	2.00	2.00	2.00	2.00	
1001 - Admin. Support Assistant I	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**

The Community Services division provides staff support to the Human Rights Commission. The Human Rights Commission acts in an advisory capacity to the Columbia City Council on human rights issues. The Commission's two main functions include providing community educational programs and investigating complaints of discrimination. Educational efforts include the Human Rights Enhancement program which provides funding for local organizations to provide human rights related programming. Staff also facilitates the monthly Let's Talk Columbia study circles program which engages the community in dialogues on diversity. Investigations of complaints of discrimination are conducted by staff on behalf of the Human Rights Commission.

**HIGHLIGHTS / SIGNIFICANT CHANGES****Highlights:**

In response to recent community concerns about youth violence, the annual Let's Talk Columbia weekend of dialogue was centered around a multi-generational community approach to youth issues. From this event, an ongoing community response centered around a positive youth development framework has been developed and implemented. A (.75) permanent Human Rights Specialist has been added to the budget for FY 2009 to replace an existing temporary position.

**FY 2009 Goals: Managing costs and services**

Develop an access database to better manage data related community participation in the Let's Talk Columbia program. Develop an on-line database for human rights investigative services in order to better manage program data.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 146,455	\$ 154,033	\$ 145,959	\$ 169,024	9.7%
Supplies and Materials	10,747	12,690	11,348	13,130	3.5%
Travel and Training	3,738	6,875	5,200	6,945	1.0%
Intragovernmental Charges	18,285	18,474	18,474	24,732	33.9%
Utilities, Services, & Misc.	51,714	150,717	146,642	152,524	1.2%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 230,939</b>	<b>\$ 342,789</b>	<b>\$ 327,623</b>	<b>\$ 366,355</b>	<b>6.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7250 - Human Rights Specialist	0.00	0.00	0.00	0.75	0.75
4616 - Comm. & Social Serv Mngr	0.90	0.90	0.90	0.90	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>2.65</b>	<b>0.75</b>
Permanent Full-Time	1.90	1.90	1.90	1.90	
Permanent Part-Time	0.00	0.00	0.00	0.75	0.75
<b>Total Permanent</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>2.65</b>	<b>0.75</b>

**DESCRIPTION**

Each year the City of Columbia, through the Community Services division, submits an Emergency Shelter Grant application to the State of Missouri, Department of Social Services for funding to provide emergency shelter services to the homeless as well as services designed to prevent homelessness. The City of Columbia uses these funds to subcontract with local agencies to provide additional services to homeless families and individuals as well as those persons most at-risk of becoming homeless in our community. Populations being served with Emergency Shelter Grant funds include homeless families and individuals, battered and abused women, and U.S. military veterans.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS****Significant Changes**

The most significant trend continues to be an 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."

**Highlights**

The 2008 Emergency Shelter Grant Program (ESGP) grant was obtained by OCS staff in FY 2008. For the 2008 ESGP grant, the goal of increasing awareness of the RFP availability among agencies in order to create a more open and transparent process, and to create a local request for proposal (RFP) based on the State RFP, was achieved

**FY 2009 Goal - Community Fiscal Impact**

Obtain the 2009 ESGP grant and subcontract for services utilizing the local RFP process developed in FY 2008.

**BUDGET DETAIL**

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2008</u>	<u>Adopted FY 2009</u>	<u>Percent Change</u>
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.	68,877	75,000	75,000	75,000	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 68,877</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>75,000</b>	<b>0.0%</b>

**AUTHORIZED PERSONNEL**

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2008</u>	<u>Adopted FY 2009</u>	<u>Position Changes</u>
There are no personnel assigned to this budget.					

**DESCRIPTION**

The Boone County Community Services Advisory Commission (BCCSAC) is charged with the responsibility of making recommendations to the City Council and the Boone County Commission for the appropriation of social service funding to local agencies providing services to the most needy citizens in our community. The Commission uses a well developed process that includes monthly roundtable discussions on current social services issues; public hearings on social service needs; reviewing community needs assessments as well as other relevant studies and data; annual evaluations of City funded services; reviewing annual social service funding proposals; conducting agency hearings to review funding proposals; and preparing an annual social service funding plan for adoption and funding by the City Council and the Boone County Commission.

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

**HIGHLIGHTS / SIGNIFICANT CHANGES****Highlights**

This funding reflects the City Council's continued 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. However, no increase could be recommended for FY 2009 due to budget constraints. For FY 2009, the Boone County Community Services Advisory Commission has recommended funding assistance for 28 organizations providing a total of 44 different program services.

**Significant Changes**

On staff recommendation, the BCCSAC held a May work session at which all staff and commission concerns/comments regarding FY2009 social services funding proposals were documented and then sent to agencies for response prior to the agency hearings. This change in the process is intended to establish a clear, consistent, and equitable system of communication with the applicant agencies in order to gain accurate information about proposals in a timely manner.

**FY 2009 Goals: Managing costs and services and community fiscal impact**

Develop and implement an on-line reporting system for programs funded in FY 2009.

Develop an on-line application for the FY 2010 social services funding RFP.

**BUDGET DETAIL**

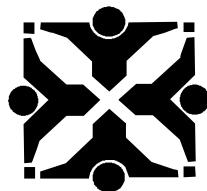
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	1,030,004	903,743	903,743	903,743	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,030,004</b>	<b>\$ 903,743</b>	<b>\$ 903,743</b>	<b>\$ 903,743</b>	<b>0.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
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There are no personnel assigned to this budget.

# Planning and Development

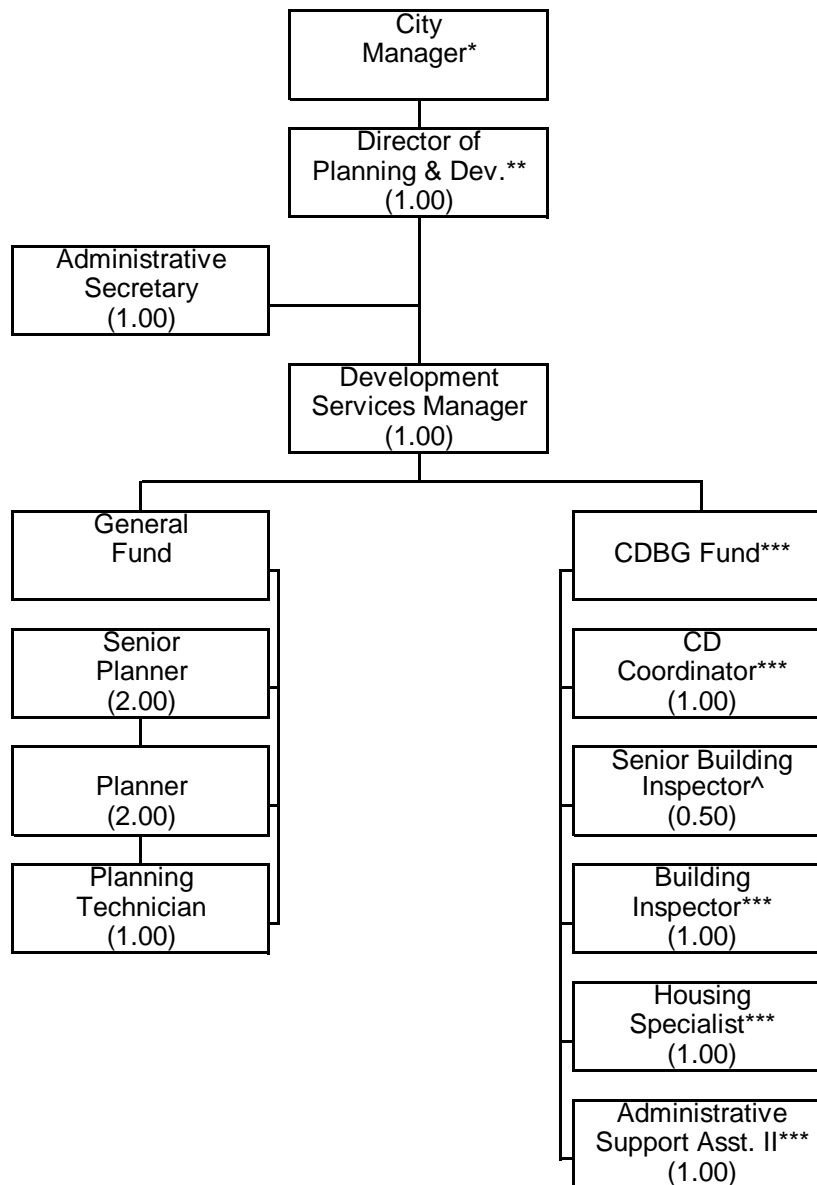


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Planning Department

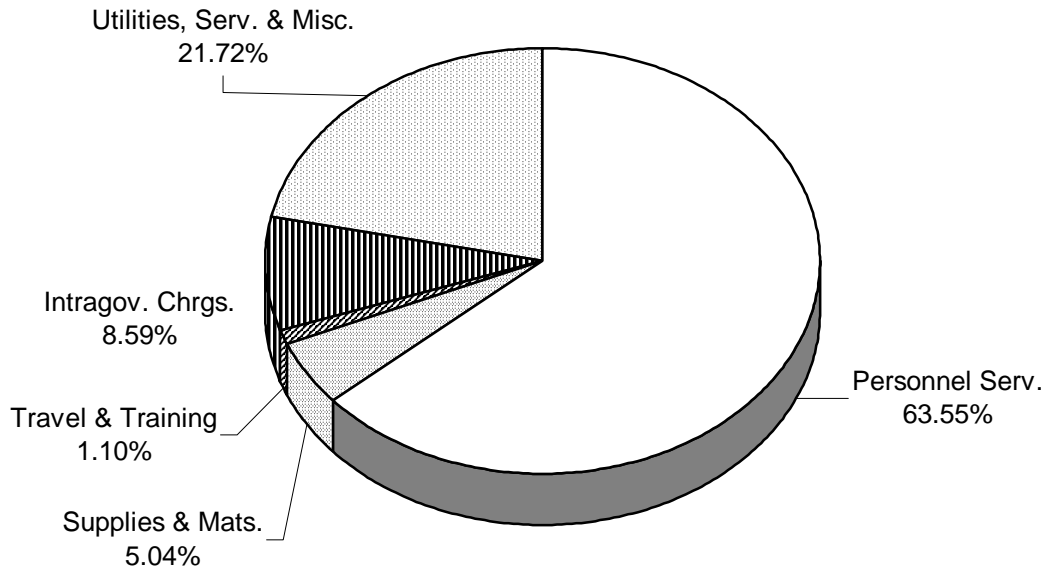
12.50 FTE Positions



- \* Position not included in Planning Department's FTE count.
- \*\* A portion of these positions are budgeted in the CDBG Fund.
- \*\*\* CDBG - Community Development Block Grant  
CD - Community Development  
100% of these positions are budgeted in the CDBG Fund
- ^ Position split 50% in CDBG Fund and 50% in Public Works Protective Inspection.

# Planning & Development - Summary

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 780,680	\$ 933,183	\$ 878,842	\$ 964,547	3.4%
Supplies & Materials	52,848	52,383	52,866	76,420	45.9%
Travel & Training	5,382	16,391	16,391	16,708	1.9%
Intragovernmental Charges	113,225	142,406	142,406	130,383	(8.4%)
Utilities, Services & Misc.	808,168	196,860	203,643	329,629	67.4%
Capital	0	0	0	0	
Other	345,043	0	0	0	
<b>Total</b>	<b>2,105,346</b>	<b>1,341,223</b>	<b>1,294,148</b>	<b>1,517,687</b>	<b>13.2%</b>
Summary					
Operating Expenses	1,760,303	1,341,223	1,294,148	1,517,687	13.2%
Non-Operating Expenses	345,043	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>\$ 2,105,346</b>	<b>\$ 1,341,223</b>	<b>\$ 1,294,148</b>	<b>\$ 1,517,687</b>	<b>13.2%</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 (CATSO) and various ad-hoc committees and task forces.

**DEPARTMENT OBJECTIVES**

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

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**
**FY 2009 Goal: Long-term investments for the Public Good**

During FY 2009 the Department will design and implement several improvements in the zoning, plan and subdivision review processes; implement the 2030 Transportation Plan; work to incorporate the Process and Procedures Stakeholders Report and Imagine Columbia's Future recommendations; complete amendments to the Major Roadway Plan element of the City Comprehensive Plan; implement recommendations in the Affordable Housing Policy Committee Report.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
General Fund Operations	7.90	7.90	7.90	7.90	
Community Development	4.10	4.60	4.60	4.60	
<b>Total Personnel</b>	<b>12.00</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	
Permanent Full-Time	12.00	12.50	12.50	12.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.00</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Expected FY 2008 *</b>	<b>Estimated FY 2009</b>
No. of Rezoning Cases	25	78	30	35
No. of Subdivision Plats	69	112	60	65
No. of Planned Districts	48	55	55	55
No. of Voluntary Annexations	11	45	20	10
No. of Miscellaneous Cases*	36	45	45	45
No. of Work Sessions/Commission Meetings Staffed**	98	100	100	120
CATSO Major Roadway Plan amendments	n/a	n/a	8	10
No. of Emergency Home Repair	21	28	28	20
No. of Home Ownership Assistance Grants	28	30	30	30
No. of Owner Occupied Rehabs	8	17	17	16
No. of Code Deficiency Abatement	8	7	7	7
HOME Grant Amount	\$609,114	\$600,000	\$586,510	\$590,000
CDBG Grant Amount	\$862,364	\$850,000	\$836,460	\$840,000

\*Miscellaneous Cases included, vacation of easements, variances, overlay districts, annexation agreements, and street name changes.

\*\*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>99,619</b>	<b>155,710</b>	<b>73,890</b>	<b>55,983</b>	<b>92,978</b>	<b>68,553</b>
Number of Employees	12.0	27.0	9.0	14.0	17.5	18.5
Employees Per 1,000 Population	0.120	0.173	0.122	0.250	0.188	0.270

**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 reviews of annual the and multi-year Capital Improvement Programs (CIP). The Division also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, the Columbia Area Transportation Study Organization (CATSO) and various ad-hoc committees and task forces.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 507,655	\$ 642,173	\$ 593,778	\$ 666,853	3.8%
Supplies & Materials	44,830	41,978	42,461	64,303	53.2%
Travel & Training	5,135	12,791	12,791	13,036	1.9%
Intragovernmental Charges	77,386	105,698	105,698	91,844	(13.1%)
Utilities, Services & Misc.	59,375	166,036	168,634	296,877	78.8%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>694,381</b>	<b>968,676</b>	<b>923,362</b>	<b>1,132,913</b>	<b>17.0%</b>
Summary					
Operating Expenses	694,381	968,676	923,362	1,132,913	17.0%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 694,381</b>	<b>\$ 968,676</b>	<b>\$ 923,362</b>	<b>\$ 1,132,913</b>	<b>17.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Planning	7.60	7.60	7.60	7.60	
Economic Planning	0.30	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>7.90</b>	<b>7.90</b>	<b>7.90</b>	<b>7.90</b>	
Permanent Full-Time	7.90	7.90	7.90	7.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.90</b>	<b>7.90</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 review of the annual and multi-year Capital Improvement Programs (CIP). The Division also provides staff services to the Planning and Zoning Commission, Bicycle and Pedestrian Commission, Historic Preservation Commission, the Columbia Area Transportation Study Organization (CATSO) and various ad-hoc committees and task forces.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal - Managing Costs and Services and Long-Term Investment for the Public Good:**

The Division will design a number of procedural changes to carry out the recommendations of the Process and Procedures Stakeholder Group and Imagine Columbia's Future; continue with implementation and organization of the new of the New HTE Planning & Engineering module for tracking of applications; review policy on the planned district zoning; update the Major Roadway Plan element of the City Comprehensive Plan and assist several long-range planning efforts (Downtown-University planning; Non-Motorized Transportation Pilot Program) as directed.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 475,557	\$ 603,083	\$ 554,691	\$ 627,365	4.0%
Supplies and Materials	44,337	41,275	41,758	63,600	54.1%
Travel and Training	4,730	12,191	12,191	12,436	2.0%
Intragovernmental Charges	77,347	105,654	105,654	91,791	(13.1%)
Utilities, Services, & Misc.	45,216	136,036	138,634	266,852	96.2%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 647,187</b>	<b>\$ 898,239</b>	<b>\$ 852,928</b>	<b>\$ 1,062,044</b>	<b>18.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4107 - Development Services Mngr	0.00	0.00	1.00	1.00	
4106 - Planning and Dev. Manager	1.00	1.00	0.00	0.00	
4105 - Dir. of Planning & Dev.	0.60	0.60	0.60	0.60	
4103 - Senior Planner	2.00	2.00	2.00	2.00	
4101 - Planner	2.00	2.00	2.00	2.00	
4100 - Planning Technician	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	
Permanent Full-Time	7.60	7.60	7.60	7.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	

**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****FY 2009 Goal: - Long-term Investment for the Public Good:**

Efforts will focus on graphic and statistical information as needed to assist in the development of marketing and proposal packages. FY 2009 projects include development of improvements to development services and coordination economic development with land use plan and transportation plan projects.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 32,098	\$ 39,090	\$ 39,087	\$ 39,488	1.0%
Supplies and Materials	493	703	703	703	0.0%
Travel and Training	405	600	600	600	0.0%
Intragovernmental Charges	39	44	44	53	20.5%
Utilities, Services, & Misc.	14,159	30,000	30,000	30,025	0.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 47,194</b>	<b>\$ 70,437</b>	<b>\$ 70,434</b>	<b>\$ 70,869</b>	<b>0.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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****FY 2009 Goal: Long-term investment for the Public Good:**

Considerable effort will be directed toward preparation of the Community Development Consolidated 5 year 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. Update the Analysis to impediments to Fair Housing Choice; and implementation of the recommendations for the Affordable Housing Policy Committee Report.

**BUDGET DETAIL**

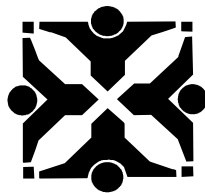
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 273,025	\$ 291,010	\$ 285,064	\$ 297,694	2.3%
Supplies & Materials	8,018	10,405	10,405	12,117	16.5%
Travel & Training	247	3,600	3,600	3,672	2.0%
Intragovernmental Charges	35,839	36,708	36,708	38,539	5.0%
Utilities, Services & Misc.	748,793	30,824	35,009	32,752	6.3%
Capital	0	0	0	0	
Other	345,043	0	0	0	
<b>Total</b>	<b>1,410,965</b>	<b>372,547</b>	<b>370,786</b>	<b>384,774</b>	<b>3.3%</b>
Summary					
Operating Expenses	1,065,922	372,547	370,786	384,774	3.3%
Non-Operating Expenses	345,043	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>\$ 1,410,965</b>	<b>\$ 372,547</b>	<b>\$ 370,786</b>	<b>\$ 384,774</b>	<b>3.3%</b>

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4105 - Dir. of Planning & Dev.	0.10	0.10	0.10	0.10	
3975 - Community Development Coord.	1.00	1.00	1.00	1.00	
3960 - Housing Specialist*	0.00	0.00	0.00	1.00	1.00
3950 - Rehabilitation Coordinator*	1.00	1.00	1.00	0.00	(1.00)
3203 - Senior Building Inspector	0.00	0.50	0.50	0.50	
3202 - Building Inspector	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.10</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	
Permanent Full-Time	4.10	4.60	4.60	4.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.10</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	

\*In FY 2009 the Rehabilitation Coordinator was reclassified to a Housing Specialist.

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# Department of Economic Development

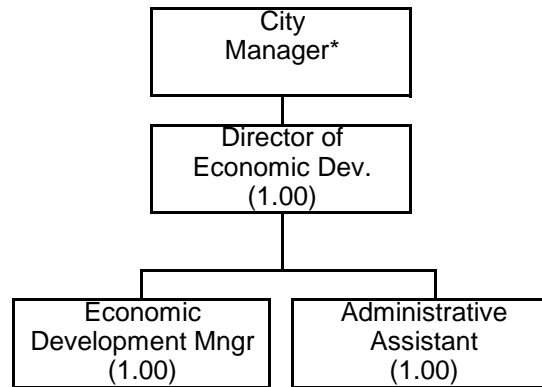


*City of Columbia*  
*Columbia, Missouri*

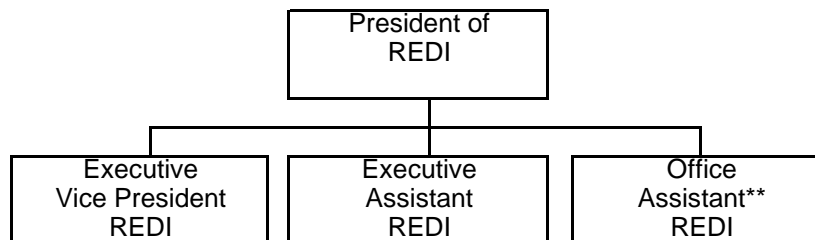


## City of Columbia - Economic Development

3.00 FTE Positions



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

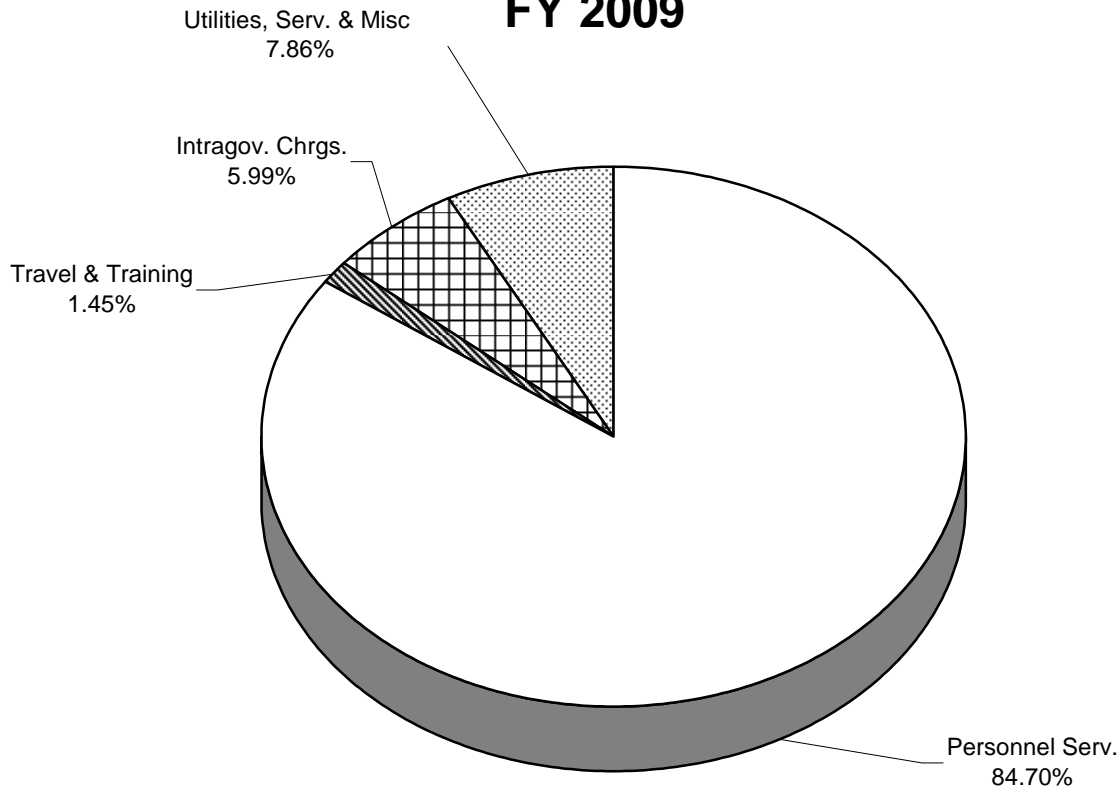


\* Position not included in Economic Development's FTE count.

\*\* 100% of this position funded by REDI.

# Department of Economic Development

**FY 2009**



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 302,632	\$ 324,645	\$ 315,344	\$ 323,341	(0.4%)
Supplies & Materials	0	0	0	0	
Travel & Training	1,352	6,543	0	5,543	(15.3%)
Intragovernmental Charges	21,184	23,782	23,782	22,853	(3.9%)
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>355,168</b>	<b>384,970</b>	<b>369,126</b>	<b>381,737</b>	<b>(0.8%)</b>
Summary					
Operating Expenses	355,168	384,970	369,126	381,737	(0.8%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 355,168</b>	<b>\$ 384,970</b>	<b>\$ 369,126</b>	<b>\$ 381,737</b>	<b>(0.8%)</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. (REDI), which provides other operating funds.

## DEPARTMENT OBJECTIVES

The staff's goal is to promote positive economic growth while maintaining Columbia's exceptional quality of life. The department and REDI promote specific activities designed to improve the area's business climate and promote Columbia as a business destination. Promotional and marketing activities include personal contacts, direct mail campaigns, web marketing campaigns, and trade shows, in addition to producing current, relevant reports on the economic indicators of the community. An additional emphasis has also been placed on life sciences and technology development through collaborative efforts between the business community and University of Missouri.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

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. Current marketing efforts include partnering with various Colleges at the University of Missouri on trade shows and events that highlight the specific strengths of MU.

In an effort to develop more shovel-ready industrial sites, the non-profit Columbia Area Jobs Foundation was established to receive gifts of property, and to lease and/or option property for industrial uses. REDI is also providing a portion of funding to support the CORE Partnership, a 12-county regional collaboration.

**FY 2009 Goal: Long-term investments for the Public Good**

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

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
8901 - Economic Development Mngr	0.00	0.00	0.00	1.00	1.00
8900 - Director of Economic Dev.	1.00	1.00	1.00	1.00	
4402 - Economic Dev. Marketing Spec	1.00	1.00	1.00	0.00	(1.00)
4401 - Sr. Economic Dev. Specialist	1.00	1.00	1.00	0.00	(1.00)
1101 - Administrative Assistant	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>3.00</b>	<b>(1.00)</b>
Permanent Full-Time	4.00	4.00	4.00	3.00	(1.00)
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>3.00</b>	<b>(1.00)</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Expenditure Summary:</b>			
Personnel Expenditures	\$302,632	\$324,645	\$323,341
Other Expenditures	\$52,536	\$60,325	\$58,396
<b>Total Expenditures</b>	<b>\$355,168</b>	<b>\$384,970</b>	<b>\$381,737</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Lead Generation:</b>			
Community Presentations - Number of presentations/Number in attendance	12/277	10/500	10/500
Presentation Materials Sent	4,772	5,000	5,000
Targeted Marketing Efforts - Number of mail campaigns/Number of recipients	12/5133	3/5,000	5/5000
Inquiries Received	1,107	1,000	1,000
Trade Shows/Marketing Events/Site Selector Visits	12	8	8
Web Site Unique Visitors	10,908	13,000	14,000
Community Committee Meetings	134	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.

**Trade Shows/Marketing Events/Site Selector Visits** - Shows attended and events hosted or co-hosted by the Department.

**Web Site Unique Visitors** - Number of times the site is visited. Requests from the site are counted under "Inquiries Received."

Web Site refers to columbiaredi.com. All publications and information are available on line.

**Community Committee Meetings** - Meetings attended by Department staff to promote Economic Development initiatives. This includes, but is not limited to: Mid-Missouri Regional Planning Commission; Missouri Economic Development Council; University of Missouri Economic Development Council.

## COMPARATIVE DATA

	Columbia, MO	Lincoln, NE	Lawrence, KS	St. Joseph, MO	Springfield, MO	Joplin, MO
<b>MSA:</b>						
MSA population	151,818	280,704	112,559	105,194	328,000	47,147
Number of Employees	4.5	8.0	1.5	5.0	17.0	2.0
Employees Per 1,000 Population	0.030	0.028	0.013	0.048	0.052	0.042
<b>City Only:</b>						
City Population (1)	99,619	245,926	89,110	71,878	149,535	48,227
Number of Employees (2)	3.0	2.0	0.0	1.0	9.0	1.0
Annual Expenditures (3) (4)	\$307,970	\$1,166,266	\$175,000	\$120,000	\$405,650	\$165,000
City's Per Capita Investment	\$2.029	\$4.155	\$1.55	\$1.141	\$1.237	\$3.500
<b>Total Community:</b>						
Total Investment (5) (6) (7)	\$510,000	\$2,750,000	\$549,200	\$780,000	\$547,150	\$425,000
Total Per Capita Investment	\$3.359	\$9.797	\$4.879	\$7.415	\$1.668	\$9.014

1) Columbia's number represents a 2009 projection

2) St. Joseph contracts with the Chamber for economic development functions

3) City of Columbia's investment is expressed as a net investment. Lawrence, KS includes \$20,000 for the Small Business Development Center from the City

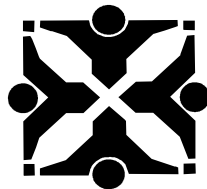
4) Lawrence, KS includes \$20,000 for the Small Business Development Center from the City

5) Investment for Columbia Community includes net City of Columbia Dept. of Economic Development and REDI

6) Total investment for Lawrence, KS includes \$40,000 for the Small Business Development Center

7) Total investment for St. Joseph includes \$204,000 for Community Development and \$120,000 from Buchanan County

# Cultural Affairs

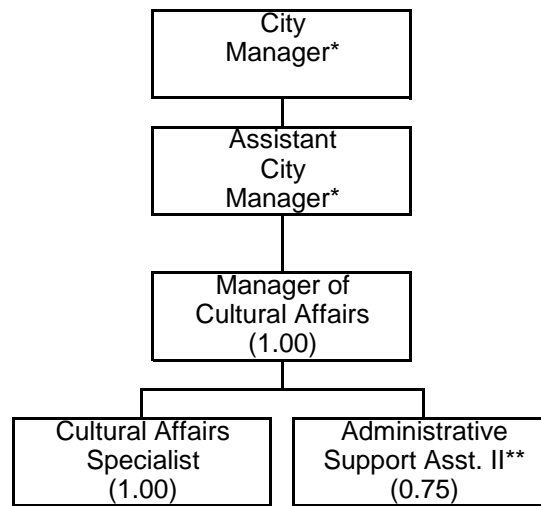


*City of Columbia*  
*Columbia, Missouri*



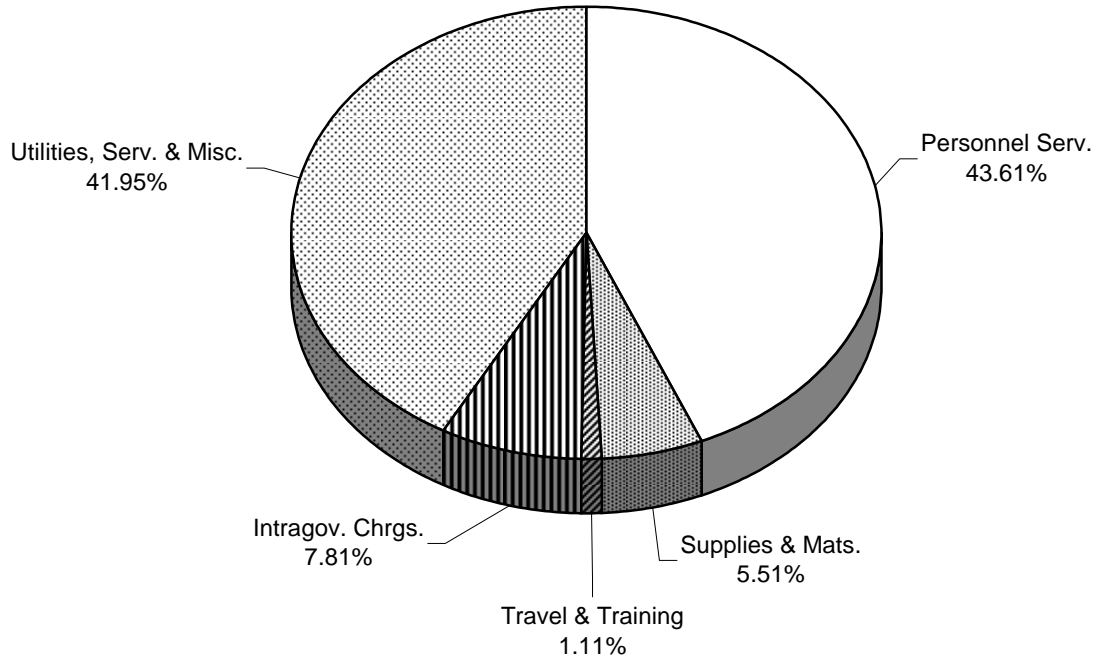
# City of Columbia - Cultural Affairs

2.75 FTE Positions



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

# Cultural Affairs FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 166,467	\$ 181,466	181,774	185,003	1.9%
Supplies & Materials	20,695	22,758	21,141	23,377	2.7%
Travel & Training	2,037	4,700	3,500	4,700	0.0%
Intragovernmental Charges	27,508	34,038	34,038	33,148	(2.6%)
Utilities, Services & Misc.	152,581	185,946	184,446	177,958	(4.3%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>369,288</b>	<b>428,908</b>	<b>424,899</b>	<b>424,186</b>	<b>(1.1%)</b>
Summary					
Operating Expenses	369,288	428,908	424,899	424,186	(1.1%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 369,288</b>	<b>\$ 428,908</b>	<b>424,899</b>	<b>424,186</b>	<b>(1.1%)</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 goal of enhancing the public environment and civic pride while maintaining works currently owned by the City.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

- ▶ Columbia was named a "Creative Community" by the Missouri Arts Council and the Governor at the annual state "Arts Awards" in 2007. Columbia is the first city in the state and one of just two to receive the distinction.
- ▶ The OCA's Community Arts Program grant ranked in the top five statewide in the Missouri Arts Council's grant evaluation. Funds received support programs and services such as the Arts Express newsletter, Artists' Registry, the Columbia Festival of the Arts and technical assistance to local arts organizations.
- ▶ The OCA's updated Cultural Plan, called "Creative Columbia," was approved by City Council in 2006. The next update will begin sometime in 2009 with a goal of it being completed and presented to City Council in 2010.
- ▶ Requests from local arts organizations for arts funding totaled \$150,967. A formula for determining funding levels continues to be employed in an effort to allocate funds in the most equitable way. The Commission on Cultural Affairs will continue to assess all funding policies.
- ▶ For the second year, a restricted account was used to augment the amount made available in the city's budgeting process. The FY 09 budget allows the dollars allocated to local arts groups to reach near the \$100,000 mark. (The restricted account was created from the OCA's fund balance at the time the department moved to the general fund.)
- ▶ Public art programming continues to be a major emphasis. In 2007, the Wabash Station Percent for Art project was dedicated; sculptures donated for Flat Branch Park were installed; and the City Hall Percent for Art project, the biggest project to date, got underway. Staff continues to coordinate maintenance efforts with several currently situated works, including the recently restored Martin Luther King, Jr. Memorial which was successfully cleaned for the first time since restoration work was completed in 2006.
- ▶ The restricted account for public art programming (established using a portion of the OCA's fund balance) was used to research collections management policies and procedures in anticipation of a new database for such being created to better track current projects and existing works.
- ▶ A major revision of the online Artists' Registry was completed. The new site is easier to navigate for participating artists/groups/organizations/businesses and is much easier for staff to manage.
- ▶ Community arts resources were expanded with the continued offering of the Public Art Guide, the new Gallery Guide (with funding from the CVB) and continued growth of the Arts Express newsletter mailing (hard copy and online). Plans for updating a Festival promotional piece are underway as is development of a Performing Arts Guide companion piece to the Gallery Guide.
- ▶ Collaborations with downtown arts efforts include support of Twilight Festivals, Missouri Theatre Center for the Arts and partial funding of quarterly "ArtRageous Fridays."
- ▶ Ongoing opportunities for event planners and local arts organizations and their volunteers to interact include regularly scheduled ArtsSuccess workshops and the Cultural Tourism Collaborative.
- ▶ The OCA's role in the summer CARE Gallery has minimized given P&R's increased staff time with and funding to it.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
4625 - Manager of Cultural Affairs	1.00	1.00	1.00	1.00	
4624 - Cultural Affairs Specialist	1.00	1.00	1.00	1.00	
1002 - Admin Support Assistant II	0.75	0.75	0.75	0.75	
<b>Total Personnel</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	
Permanent Full-Time	2.75	2.75	2.75	2.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Programs:</b>			
Columbia Festival of the Arts	1	1	1
Funding of Local Arts Agencies: \$1,000+/under \$500	18/10	16/10	20/10
Percent for Art Projects	2	3	7
Public Art Programming	5	7	9
Programs not listed above	N/A	1	1
<b>Services:</b>			
Art Guides (public art, galleries/museums, performing art)	2	3	3
Artists' Registry	50	60	75
ARTracious Fridays* (collaborative w/ the Downtown Business Assns.)	1	4	4
ARTsuccess** Meetings & Workshops	4	4	4
Arts Express Newsletter	12,000	13,500	14,000
C.A.R.E. Gallery (collaboration with Parks and Recreation)***	10	N/A	N/A
Cultural Planning	1	1	1
Cultural Tourism Collaborative	15	15	15
Marketing Initiatives	30+	40+	40+
Partners in Education Programming	30+	30+	35+
Technical Assistance****	100+	100+	100+

\*Formerly called the "Gallery Crawl"; new plans are for this event to be held quarterly, rather than annually.

\*\*Formerly called "Arts Roundtable."

\*\*\*Starting in FY08, P&R handled this program completely; the OCA continues to provide basic support as needed.

\*\*\*\*Examples include speaking engagements, one on one consultations and arranging consultant visits.

## COMPARATIVE DATA

	Columbia MO	Boulder CO	Providence RI*	Savannah GA	Tempe AZ*
<b>Population</b>	<b>99,619</b>	<b>93,236</b>	<b>172,130</b>	<b>129,997</b>	<b>178,941</b>
Number of Full-Time (FT) Employees	2	1	4	10	31.5
Number of Part-Time (PT) Employees	1	2	0	0	21
FT Employees Per 1,000 Population	0.020	0.011	0.023	0.077	0.176
Art Center(s)/number	no	yes/2	no	yes/1	yes/5+
Festival(s)/budget(s)	1/\$42,000	n/a	3/\$165,000	5/\$550,000	n/a
Funding to Local Arts Agencies & amount awarded in last FY	yes \$95,000	yes \$171,064	yes \$220,000	yes \$979,000	yes \$137,693
low/high range of requests	\$500/\$10,000	\$1,000/\$10,000	\$500/\$30,000	\$5,000/\$150,000	\$500/\$53,000
Funding from Tourism and/or CVB	yes	yes	yes	no	yes
Online Artists' Registry	yes	yes	yes	yes	yes
Percent for Art/Public Art Program	yes	yes	yes	yes	yes
designated maintenance fund(s)?	yes	no	no	n/a	no
Total Budget	\$424,186	\$486,334	\$506,268	\$1,804,000	\$4,363,854
includes state funding?	yes	no	no	yes	yes
includes federal funding?	no	no	no	no	no

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

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

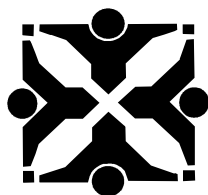
**Providence** - Department of Art, Culture & Tourism is a designated city department; local arts agency funding is dedicated city dollars; percent for art program was established by city ordinance in 1980 but is unfunded; festival budgets listed are the city's contribution only as all three events are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

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

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

\* - Information is from FY 2008 budget research

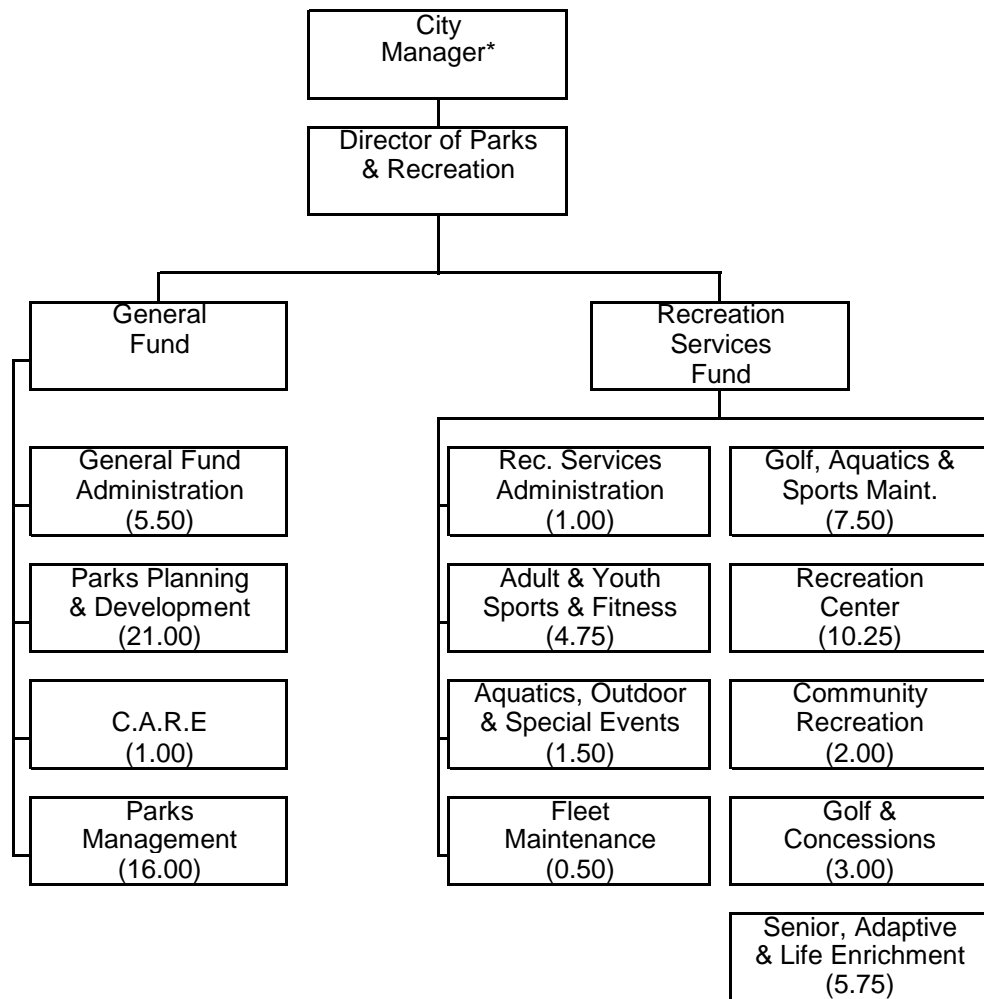
# Parks and Recreation



*City of Columbia*  
*Columbia, Missouri*

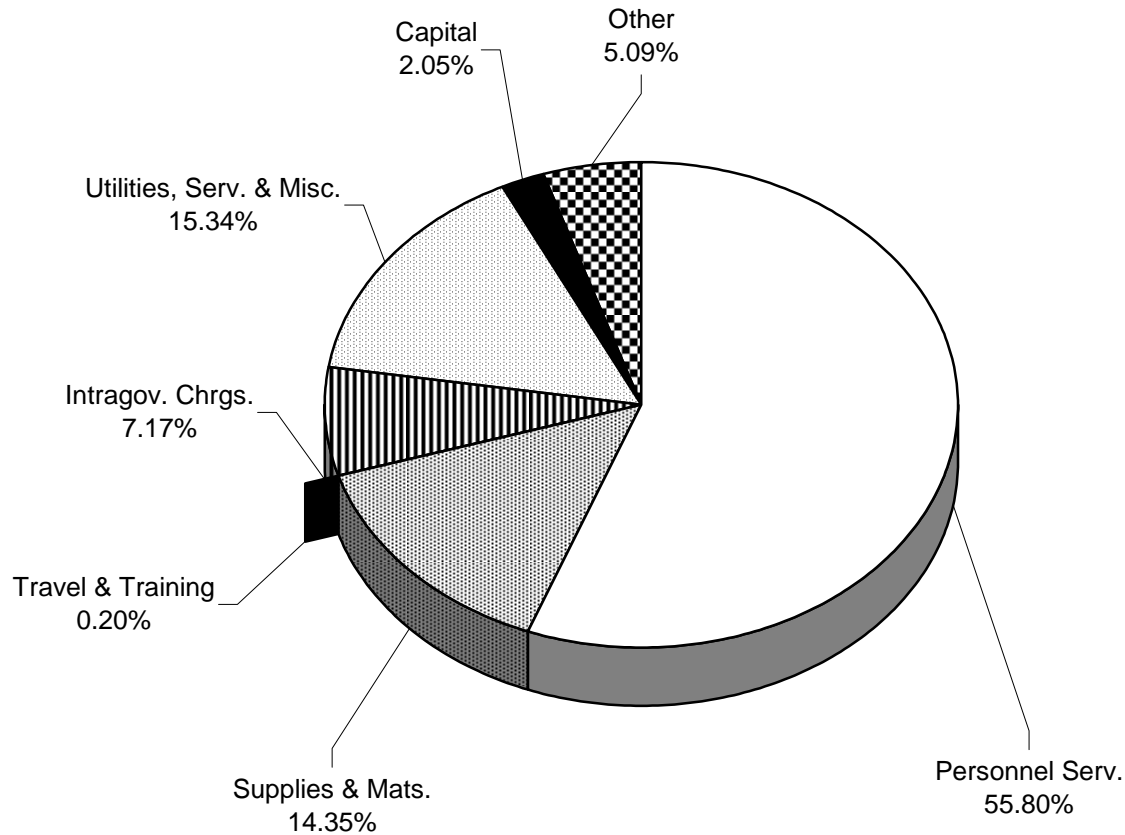


**City of Columbia - Parks and Recreation Department**  
79.75 FTE Positions



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

## Parks & Recreation Dept - Summary FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 6,325,163	\$ 6,984,030	\$ 6,847,782	\$ 7,075,796	1.3%
Supplies & Materials	1,550,199	1,710,365	1,648,090	1,818,973	6.3%
Travel & Training	18,353	25,047	21,642	25,123	0.3%
Intragovernmental Charges	764,973	847,448	847,864	909,390	7.3%
Utilities, Services & Misc.	1,480,863	1,852,519	1,773,648	1,944,964	5.0%
Capital	365,408	430,501	429,950	260,403	(39.5%)
Other	601,203	623,600	613,000	645,000	3.4%
<b>Total</b>	<b>11,106,162</b>	<b>12,473,510</b>	<b>12,181,976</b>	<b>12,679,649</b>	<b>1.7%</b>
Summary					
Operating Expenses	9,843,323	11,367,859	11,089,026	11,724,246	3.1%
Non-Operating Expenses	636,071	640,600	630,000	662,000	3.3%
Debt Service	28,497	33,000	33,000	33,000	0.0%
Capital Additions	365,408	430,501	429,950	260,403	(39.5%)
Capital Projects	232,863	1,550	0	0	(100.0%)
<b>Total Expenses</b>	<b>\$ 11,106,162</b>	<b>\$ 12,473,510</b>	<b>\$ 12,181,976</b>	<b>\$ 12,679,649</b>	<b>1.7%</b>

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**DEPARTMENT DESCRIPTION**

The Columbia Parks and Recreation Department oversees approximately 2,800 acres of park land and maintains 72 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).

**FY 2009 Goals - Managing Costs and Services and Community Fiscal Impact**

The FY 2009 budget includes the following significant changes: 1.) A reduction of the Paquin Towers recreation program after 6 months. 2.) Closing of the lake at Pirates Landing and a reduction of all outdoor aquatic facility hours by one hour for the 2009 summer swimming season. 3.) Elimination of the support for Cosmo-Bethel Park winter trout fishing program. 4) Elimination of large stump grinding in the parks, except for hazard or construction obstruction stumps. 5) Reduction in the number of golf course acres fertilized. 6) Reduction in the number of port-a-pots rented. 7) Reduction in recreation program promotions; and 8) An increase in Recreation scholarships.

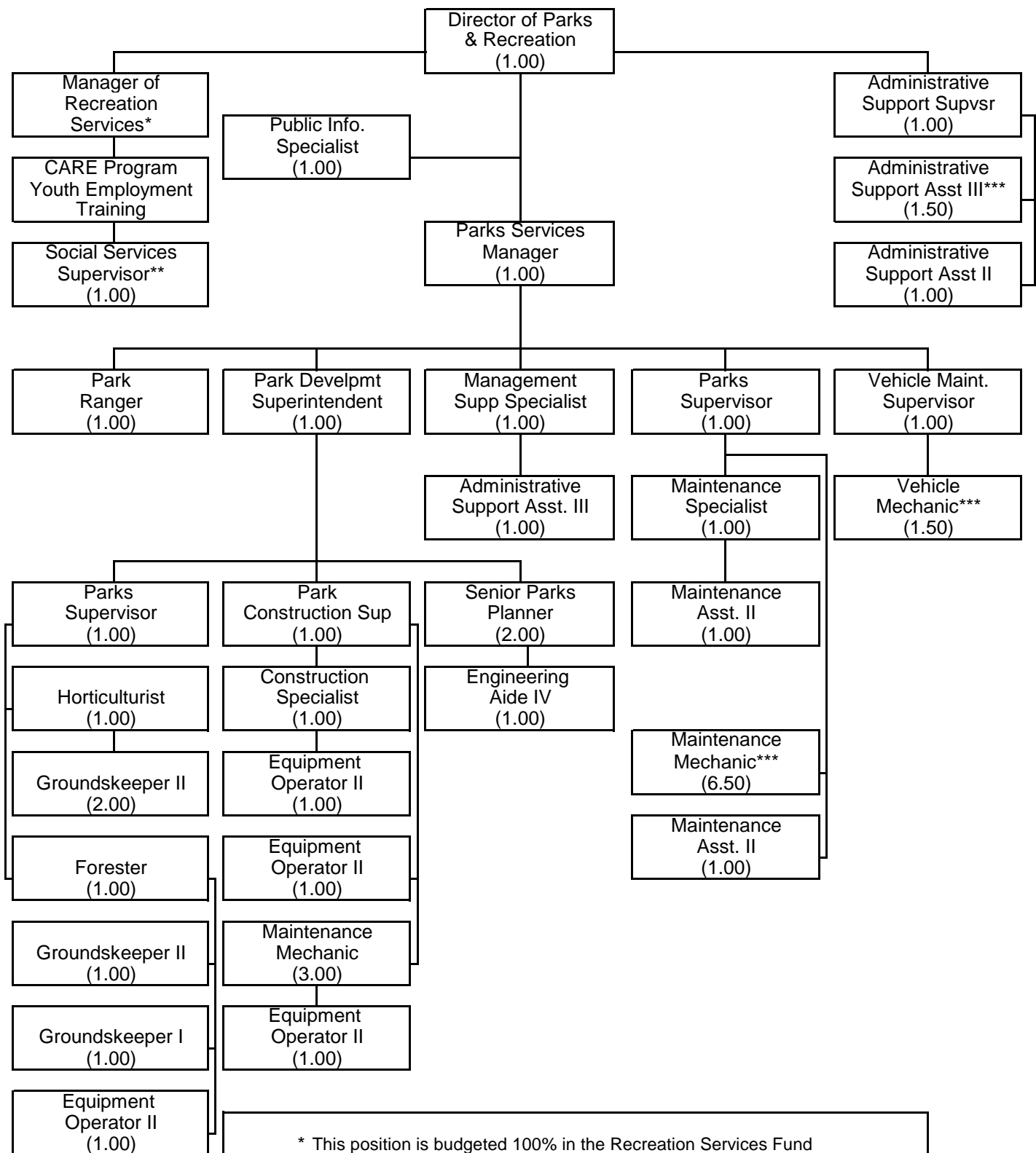
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
General Fund Operations	42.50	43.50	43.50	43.50	
Recreation Services Fund	36.25	36.25	36.25	36.25	
<b>Total Personnel</b>	<b>78.75</b>	<b>79.75</b>	<b>79.75</b>	<b>79.75</b>	
Permanent Full-Time	78.00	79.00	79.00	79.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>78.75</b>	<b>79.75</b>	<b>79.75</b>	<b>79.75</b>	



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

43.50 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**

Significant increases are related to anticipated higher fuel, utility, and construction costs. Personnel increase includes a full year of funding for a position that was added mid-year in FY 2008. Budget reductions include elimination of Cosmo-Bethel Park winter trout fishing program support in the amount of \$2,600; elimination of large stump grinding in the parks in the amount of \$7,500 (except for hazard or construction obstruction stumps); and reduction in the number of port-a-pots rented in the amount of \$4,000, due to the opening of new year-round restrooms.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 2,901,899	\$ 3,148,892	\$ 3,125,958	\$ 3,211,058	2.0%
Supplies & Materials	564,106	667,466	657,325	737,844	10.5%
Travel & Training	8,734	9,410	9,080	9,410	0.0%
Intragovernmental Charges	235,206	263,187	263,187	297,930	13.2%
Utilities, Services & Misc.	363,355	466,354	452,921	467,976	0.3%
Capital	304,443	381,351	381,300	181,255	(52.5%)
Other	0	0	0	0	
<b>Total</b>	<b>4,377,743</b>	<b>4,936,660</b>	<b>4,889,771</b>	<b>4,905,473</b>	<b>(0.6%)</b>
Summary					
Operating Expenses	4,073,300	4,555,309	4,508,471	4,724,218	3.7%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	304,443	381,351	381,300	181,255	(52.5%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,377,743</b>	<b>\$ 4,936,660</b>	<b>\$ 4,889,771</b>	<b>\$ 4,905,473</b>	<b>(0.6%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration	5.50	5.50	5.50	5.50	
Parks Planning & Development	20.00	21.00	21.00	21.00	
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>42.50</b>	<b>43.50</b>	<b>43.50</b>	<b>43.50</b>	
Permanent Full-Time	42.50	43.50	43.50	43.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>42.50</b>	<b>43.50</b>	<b>43.50</b>	<b>43.50</b>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
<b>Park Management &amp; Operations:</b>			
No. of Hours Spent Mowing Parks	7,320	7,500	7,750
No. of Hours Spent Mowing Athletic/Golf:	7,700	8,000	8,000
No. of Athletic Fields Maintained	46	48	48
Pounds of Trash Collected	416,500	425,000	450,000
<sup>1</sup> Pounds of Construction Debris	1,070,000	600,000	600,000
<sup>2</sup> No. of Shelter Reservations During Year	1,413	1,500	1,575

<sup>1</sup>FY07 construction includes the demolition of Flat Branch Park Phase II

<sup>2</sup>Harris shelter to be reserved full year in FY08 and Bethel North to begin FY09

<sup>3</sup>Includes American Legion baseball field

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS - Continued

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Park Planning &amp; Development:</b>			
No. of Projects Budgeted <sup>1</sup>	17	15	12
No. of Projects Completed <sup>1</sup>	13	15	12
No. of Trees Planted (Forestry & Horticulture)	505	420	420
Memorial/Heritage Trees Maintained	546	550	550
Downtown Trees Maintained (sidewalk/tree grates only)	360	360	360
Park Services Volunteer Hrs (TreeKeepers, Scouts, CARP, Schools....)	1,507	1,750	1,800
No. of Hazardous and Dead Tree Removals	220	120	120
No. of Landscape Areas Maintained	72	79	81
Total Sq. Feet of Landscape Beds Maintained	489,973	550,873	575,000

<sup>1</sup> Does not include non-motorized grant projects.

## COMPARATIVE DATA

	Columbia, MO	Springfield IL	Ft. Collins CO	Lawrence KS	Waterloo IA	Schaumburg IL
<b>Population</b>	<b>99,619</b>	<b>118,782</b>	<b>138,815</b>	<b>92,978</b>	<b>65,736</b>	<b>71,261</b>
Number of Employees	45	61	69	51	37	47
Employees Per 1,000 Population	0.45	0.51	0.50	0.55	0.56	0.66
<b>Park Planning &amp; Development:</b>						
Capital Improvement Budget (3 Year Average)	\$2,757,068	\$3,000,000	\$3,275,000	\$750,000	\$475,000	\$4,000,000
% Capital Improvement Projects Completed w/Force Acct Labor	75%	8%	10%	25%	50%	25%
No. of Permanent Staff Assigned to Capital Projects	13.0	0	6	0	0	1
Construction Staff	9.0		3			
Planners/Project Mgmt	4.0		3			
No. of Landscape and Forestry Employees	8	13	1	2	7	10
	Columbia, MO	Waco TX	Ft. Collins CO	Dubuque IA	St. Joseph, MO	**Lawrence KS
<b>Population</b>	<b>99,619</b>	<b>124,831</b>	<b>138,815</b>	<b>57,207</b>	<b>73,890</b>	<b>92,978</b>
Number of Employees	45	84	69	27	46	51
Employees Per 1,000 Population	0.45	0.67	0.50	0.47	0.62	0.55
<b>Parks Management &amp; Operations:</b>						
Total Park Acres	2,848	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	118.67	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.

Columbia CIP does not include non-motorized grant or Crane property purchase.

**DESCRIPTION**

The Administration Division consists of the Director, Public Information Specialist, Administrative Support Supervisor, 1.50 Administrative Support Assistant III, and 1.00 FTE Administrative Support Assistant II. This division assists the public with reservations, registrations, and information. Support and assistance is provided to all other divisions within the Department to ensure the successful operation of all areas of the Parks and Recreation Program. Areas of support include budget and accounting, promotion, and the establishment of Department policies and procedures.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal - Managing Costs and Services**

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

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 320,930	\$ 363,859	\$ 359,441	\$ 371,990	2.2%
Supplies and Materials	17,698	20,880	16,930	18,450	(11.6%)
Travel and Training	3,361	3,400	2,900	3,400	0.0%
Intragovernmental Charges	69,494	68,763	68,763	65,717	(4.4%)
Utilities, Services, & Misc.	49,894	57,290	54,550	61,360	7.1%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 461,377</b>	<b>\$ 514,192</b>	<b>\$ 502,584</b>	<b>\$ 520,917</b>	<b>1.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.50	1.50	1.50	1.50	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	
Permanent Full-Time	5.50	5.50	5.50	5.50	
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>5.50</b>	

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**DESCRIPTION**

This program targets economically, socially and academically disadvantaged youth ages 14 through 18 for career training. This is accomplished by providing educational resources to the trainee in the form of vocational training, placement with a local employer for 160 hours of work experience, and coaching trainees on the job. Wages are provided by the City of Columbia. Supervision of trainees is provided by those agencies or businesses where they are employed.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**
**FY 2009 Goal: Long-term Investment for the Public Good:**

This budget contains funds to maintain the program at the same level as the FY2008 revised budget including the eighth year of operation of the C.A.R.E. Gallery Program. This program provides career training to approximately 235 disadvantaged youth annually (35 options program participants and 200 summer employment program participants). The C.A.R.E. program will continue to offer tutoring and GED assistance to a number of youth through the school year (the Options program).

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 367,836	\$ 371,575	\$ 371,255	\$ 385,265	3.7%
Supplies and Materials	10,041	9,958	9,333	9,800	(1.6%)
Travel and Training	0	0	0	0	
Intragovernmental Charges	4,393	4,882	4,882	12,479	155.6%
Utilities, Services, & Misc.	40,563	52,733	47,908	46,351	(12.1%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 422,833</b>	<b>\$ 439,148</b>	<b>\$ 433,378</b>	<b>\$ 453,895</b>	<b>3.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7302 - Social Services Supervisor*	0.00	0.00	0.00	1.00	1.00
7301 - Social Services Specialist*	1.00	1.00	1.00	0.00	(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>	

\*In FY 2009 the Social Service Specialist position was reclassified to a Social Services Supervisor.

## DESCRIPTION

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

## HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

**FY 2009 Goal - Managing Costs and Services**

Significant increases are related to higher construction costs and utility rates. Personnel increase includes full year funding for position that was added mid-year in Fiscal Year 2008. The Forestry Program will eliminate large stump grinding contract services in the parks, except for hazard or construction obstruction stumps saving \$7,500.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 1,201,985	\$ 1,329,480	\$ 1,313,226	\$ 1,362,632	2.5%
Supplies and Materials	135,213	164,569	166,962	164,112	(0.3%)
Travel and Training	2,871	3,125	3,195	3,125	0.0%
Intragovernmental Charges	56,142	60,879	60,879	63,933	5.0%
Utilities, Services, & Misc.	46,817	74,352	72,840	66,932	(10.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,443,028</b>	<b>\$ 1,632,405</b>	<b>\$ 1,617,102</b>	<b>\$ 1,660,734</b>	<b>1.7%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
8710 - Parks Dev. Superintendent	1.00	1.00	1.00	1.00	
8700 - Senior Parks Planner	2.00	2.00	2.00	2.00	
5205 - Forester	1.00	1.00	1.00	1.00	
5203 - Horticulturist	1.00	1.00	1.00	1.00	
5004 - Engineering Aide IV	0.00	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>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	
Permanent Full-Time	20.00	21.00	21.00	21.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>20.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</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****FY 2009 Goal: Managing Costs and Services**

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 reductions include \$4,000 for eliminating port-a-pot rentals in four park locations due to the opening of new year-round restrooms and \$2,600 for the elimination of the Cosmo-Bethel Park winter trout fishing program support.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,011,148	\$ 1,083,978	\$ 1,082,036	\$ 1,091,171	0.7%
Supplies and Materials	401,154	472,059	464,100	545,482	15.6%
Travel and Training	2,502	2,885	2,985	2,885	0.0%
Intragovernmental Charges	105,177	128,663	128,663	155,801	21.1%
Utilities, Services, & Misc.	226,081	281,979	277,623	293,333	4.0%
Capital	304,443	381,351	381,300	181,255	(52.5%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 2,050,505</b>	<b>\$ 2,350,915</b>	<b>\$ 2,336,707</b>	<b>\$ 2,269,927</b>	<b>(3.4%)</b>

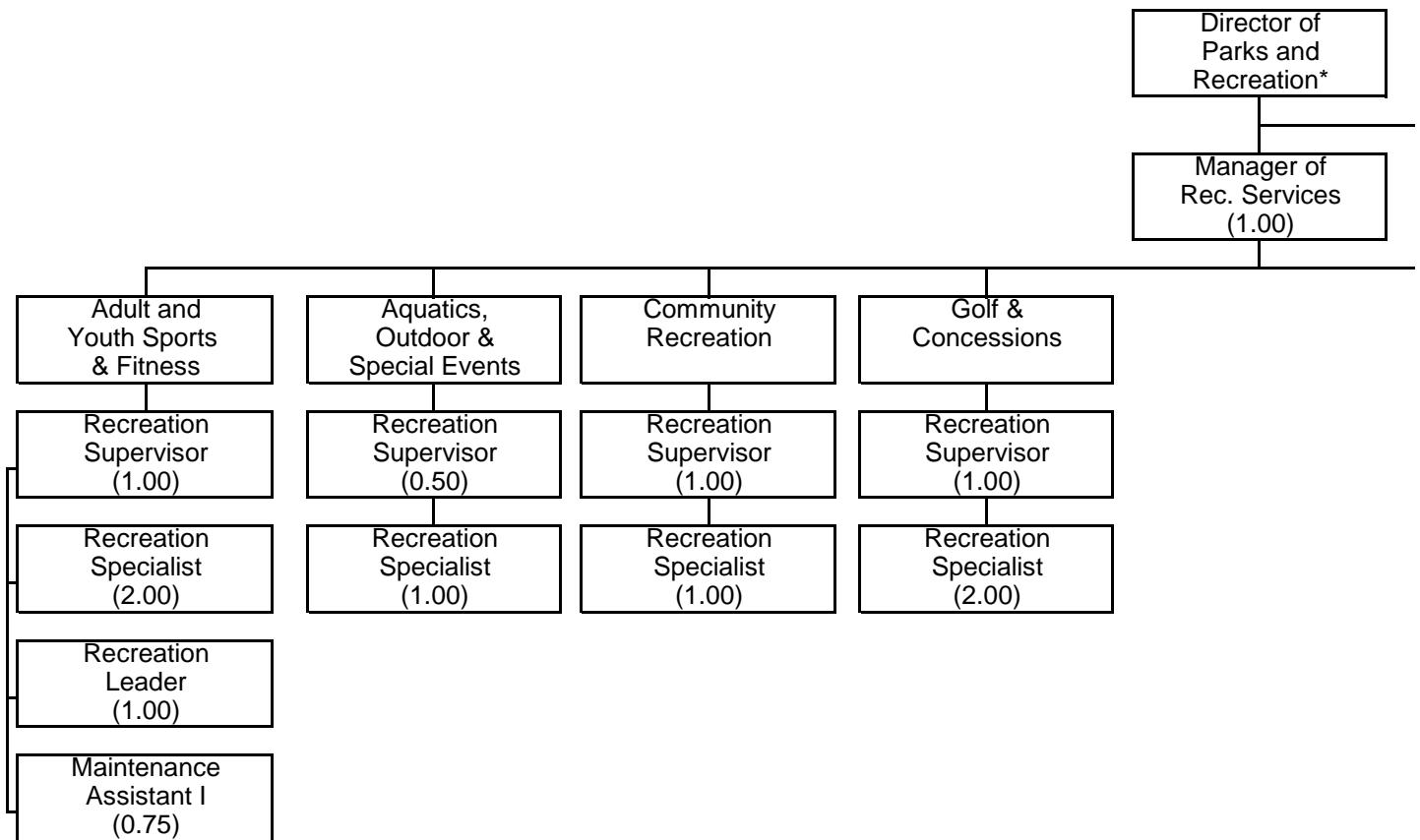
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	4.50	4.50	4.50	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2402 - Maintenance Assistant II	2.00	2.00	2.00	2.00	
2300 - Equipment Operator II	2.00	1.00	1.00	1.00	
2108 - Vehicle Maintenance Supv. I	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic	1.50	1.50	1.50	1.50	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<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.

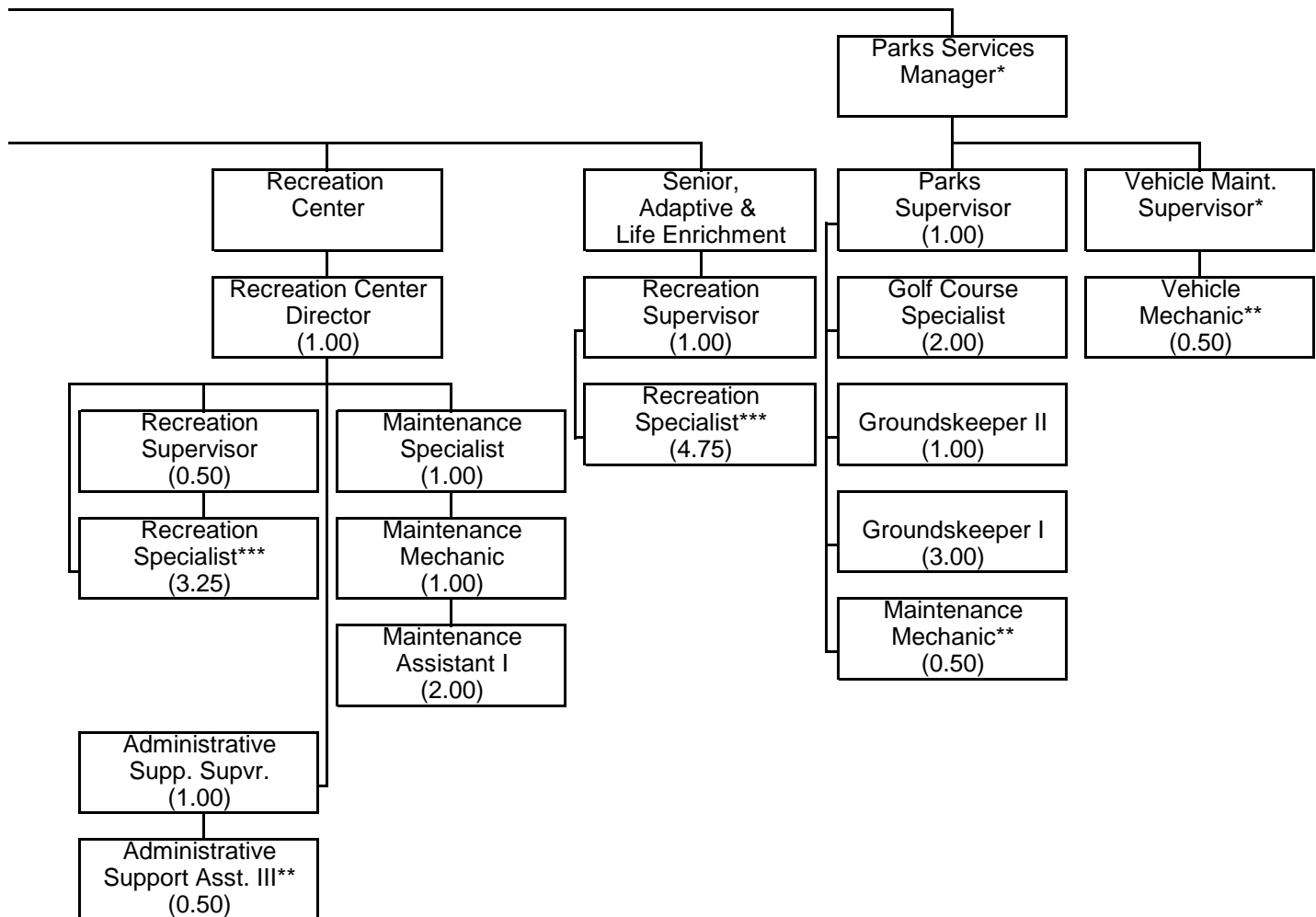
\*\* A portion of these positions are also budgeted in the General Fund.

\*\*\* (1) Recreation Specialist is split .25 ARC/.75 Adaptive 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 Adaptive 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/Life Enrichment/Special Events Programs; Special Olympics Adaptive; and the Activity and Recreation Center (ARC)

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal: Community Fiscal Impact and Managing Costs and Services**

The operating budget has been based on maintaining the majority of existing services and includes the costs for operation of the Activity & Recreation Center (ARC). The Paquin Towers recreation program has been funded for full operations for six months and reduced operations for six months (primarily a reduction in part-time staff), for a total program budget reduction of approximately \$12,000. Budget reductions also include \$17,000 for closing the lake at Pirates Landing; \$19,500 for reducing all outdoor aquatic facility hours by one hour (for the 2009 swimming season); \$9,000 reduction in program promotions; and \$6,500 for a reduction in the number of acres fertilized at the golf courses. Recreation scholarships increased by \$20,000. A limited amount of funds has been budgeted to replace capital equipment as per the City's replacement schedule.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 3,423,264	\$ 3,835,138	\$ 3,721,824	\$ 3,864,738	0.8%
Supplies & Materials	986,093	1,042,899	990,765	1,081,129	3.7%
Travel & Training	9,619	15,637	12,562	15,713	0.5%
Intragovernmental Charges	529,767	584,261	584,677	611,460	4.7%
Utilities, Services & Misc.	1,117,508	1,386,165	1,320,727	1,476,988	6.6%
Capital	60,965	49,150	48,650	79,148	61.0%
Other	601,203	623,600	613,000	645,000	3.4%
<b>Total</b>	<b>6,728,419</b>	<b>7,536,850</b>	<b>7,292,205</b>	<b>7,774,176</b>	<b>3.1%</b>
Summary					
Operating Expenses	5,770,023	6,812,550	6,580,555	7,000,028	2.8%
Non-Operating Expenses	636,071	640,600	630,000	662,000	3.3%
Debt Service	28,497	33,000	33,000	33,000	0.0%
Capital Additions	60,965	49,150	48,650	79,148	61.0%
Capital Projects	232,863	1,550	0	0	(100.0%)
<b>Total Expenses</b>	<b>\$ 6,728,419</b>	<b>\$ 7,536,850</b>	<b>\$ 7,292,205</b>	<b>\$ 7,774,176</b>	<b>3.1%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Parks and Maintenance	8.00	8.00	8.00	8.00	
Recreation	18.00	18.00	18.00	18.00	
Recreation Center	10.25	10.25	10.25	10.25	
<b>Total Personnel</b>	<b>36.25</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	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	<b>36.25</b>	

## PERFORMANCE MEASUREMENT / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Sports (Youth &amp; Adult):</b>			
Annual Estimated Participants	132,687	125,000	125,000
Cost Per Participant	\$6.04	\$6.87	\$6.20
Revenue Per Participant	\$2.13	\$2.38	\$3.10
Percent of Program Subsidy	64.75%	65.40%	50.00%
<b>Aquatics/Outdoor/Travel:</b>			
Annual Estimated Participants	87,387	85,000	85,000
Cost Per Participant	\$7.04	\$11.00	\$8.00
Revenue Per Participant	\$3.53	\$4.09	\$4.00
Percent of Program Subsidy	49.86%	62.85%	50.00%
<b>Golf:</b>			
No. of Participants	65,859	69,000	70,000
Cost Per Participant	\$16.94	\$20.15	\$18.50
Revenue Per Participant	\$16.46	\$18.69	\$18.50
Percent of Program Subsidy	2.83%	7.25%	0.00%
<b>Senior Adults/Adaptive/Life Enrichment:</b>			
No. of Participants	159,725	150,000	145,000
Cost Per Participants	\$4.26	\$5.55	\$4.25
Revenue Per Participant	\$1.57	\$1.67	\$1.60
Percent of Program Subsidy	63.30%	69.90%	62.40%
<b>Community Recreation:</b>			
Annual Estimated Participants	63,906	60,000	60,000
Cost Per Participant	\$4.33	\$5.83	\$4.25
Revenue Per Participant	\$0.28	\$0.13	\$0.20
Percent of Program Subsidy	93.69%	97.71%	95.30%
<b>Activity &amp; Recreation Center:</b>			
Annual Estimated Participants	320,948	305,000	305,000
Cost Per Participant	\$4.83	\$5.65	\$5.20
Revenue Per Participant	\$4.95	\$5.19	\$5.10
Percent of Program Subsidy	-2.42%	8.14%	1.92%

\*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>99,619</b>	<b>93,236</b>	<b>78,070</b>	<b>68,553</b>	<b>155,710</b>	<b>122,729</b>
Number of Employees	29.75	61.00	41.00	23.00	54.00	53.00
Employees Per 1,000 Population	0.299	0.654	0.525	0.336	0.347	0.432

## 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

**FY 2009 Goals: Managing Costs and Services and Community Fiscal Impact**

Significant increases are related to anticipated higher fuel and utility costs. As a budget reduction in the amount of \$6,500, the number of acres fertilized at Nickell and LOW Golf Courses will be reduced by half.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 540,498	\$ 590,427	\$ 589,337	\$ 592,503	0.4%
Supplies & Materials	290,989	340,823	345,885	363,482	6.6%
Travel & Training	305	1,189	1,095	1,189	0.0%
Intragovernmental Charges	36,285	51,166	51,166	54,288	6.1%
Utilities, Services & Misc.	300,555	458,775	443,771	516,716	12.6%
Capital	60,965	43,500	43,000	74,148	70.5%
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,229,597</b>	<b>\$ 1,485,880</b>	<b>\$ 1,474,254</b>	<b>\$ 1,602,326</b>	<b>7.8%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
2416 - Golf Course Specialist	0.00	2.00	2.00	2.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2414 - Groundskeeper II	3.00	1.00	1.00	1.00	
2413 - Groundskeeper I	3.00	3.00	3.00	3.00	
2404 - Maintenance Mechanic	0.50	0.50	0.50	0.50	
2107 - Vehicle Mechanic	0.50	0.50	0.50	0.50	
<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/Life Enrichment/Special Events Programs; and Special Olympics/Adaptive.

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal: Managing Costs and Services and Community Fiscal Impact**

Budget reductions include approximately \$12,000 in the Paquin Towers recreation program, \$9,000 reduction in recreation program promotions, \$19,500 for reducing all outdoor aquatic facility hours by one hour and \$17,000 for closing the lake at Pirates Landing for the 2009 swimming season. Recreation scholarships increased by \$20,000. Funding for all other programs are based upon maintaining existing services.

## DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 1,840,132	\$ 2,142,986	\$ 2,040,240	\$ 2,156,862	0.6%
Supplies & Materials	362,550	494,276	441,042	458,652	(7.2%)
Travel & Training	5,115	7,648	5,854	7,724	1.0%
Intragovernmental Charges	399,595	417,272	417,688	417,067	(0.0%)
Utilities, Services & Misc.	436,255	581,552	552,494	600,999	3.3%
Capital	0	5,650	5,650	5,000	(11.5%)
Other	318,016	323,000	323,000	357,000	10.5%
<b>Total</b>	<b>\$ 3,361,663</b>	<b>\$ 3,972,384</b>	<b>\$ 3,785,968</b>	<b>\$ 4,003,304</b>	<b>0.8%</b>

## PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
8600 - Recreation Services Manager	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	5.50	5.50	5.50	5.50	
8520 - Recreation Specialist	8.75	9.75	9.75	9.75	
8510 - Recreation Leader	2.00	1.00	1.00	1.00	
2401 - Maintenance Asst. I	0.75	0.75	0.75	0.75	
<b>Total Personnel</b>	<b>18.00</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	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>18.00</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

**FY 2009 Goals: Community Fiscal Impact - Cost of Providing Services**

This budget represents the sixth full fiscal year of operation for the ARC and maintains services at the current level of operation. This is the fourth year that a portion of the capital improvement fees collected by the ARC will be used to replace cardio equipment. User fees are proposed to increase by 5%. This is the first fee increase since the ARC opened in December of 2002.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 1,042,634	\$ 1,101,725	\$ 1,092,247	\$ 1,115,373	1.2%
Supplies & Materials	201,586	207,800	203,838	258,995	24.6%
Travel & Training	4,199	6,800	5,613	6,800	0.0%
Intragovernmental Charges	93,887	115,823	115,823	140,105	21.0%
Utilities, Services & Misc.	278,803	344,288	324,462	359,273	4.4%
Capital	0	0	0	0	
Other	283,187	300,600	290,000	288,000	(4.2%)
<b>Total</b>	<b>\$ 1,904,296</b>	<b>\$ 2,077,036</b>	<b>\$ 2,031,983</b>	<b>\$ 2,168,546</b>	<b>4.4%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
8610 - Recreation Center Director	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	0.50	0.50	0.50	0.50	
8520 - Recreation Specialist	3.25	3.25	3.25	3.25	
2404 - Maintenance Mechanic	1.00	1.00	1.00	1.00	
2403 - Maintenance Specialist	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	2.00	2.00	2.00	2.00	
1004 - Admin Support Supervisor	1.00	1.00	1.00	1.00	
1003 - Admin Support Assistant III	0.50	0.50	0.50	0.50	
<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 not proposing any capital improvement projects that utilize Recreation Services Fund.

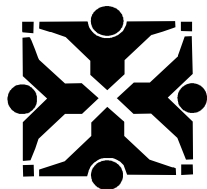
## FISCAL IMPACT

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 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	130,968	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	101,895	1,550	0	0	(100.0%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 232,863</b>	<b>\$ 1,550</b>	<b>\$ 0</b>	<b>0</b>	<b>(100.0%)</b>

# Public Works Department

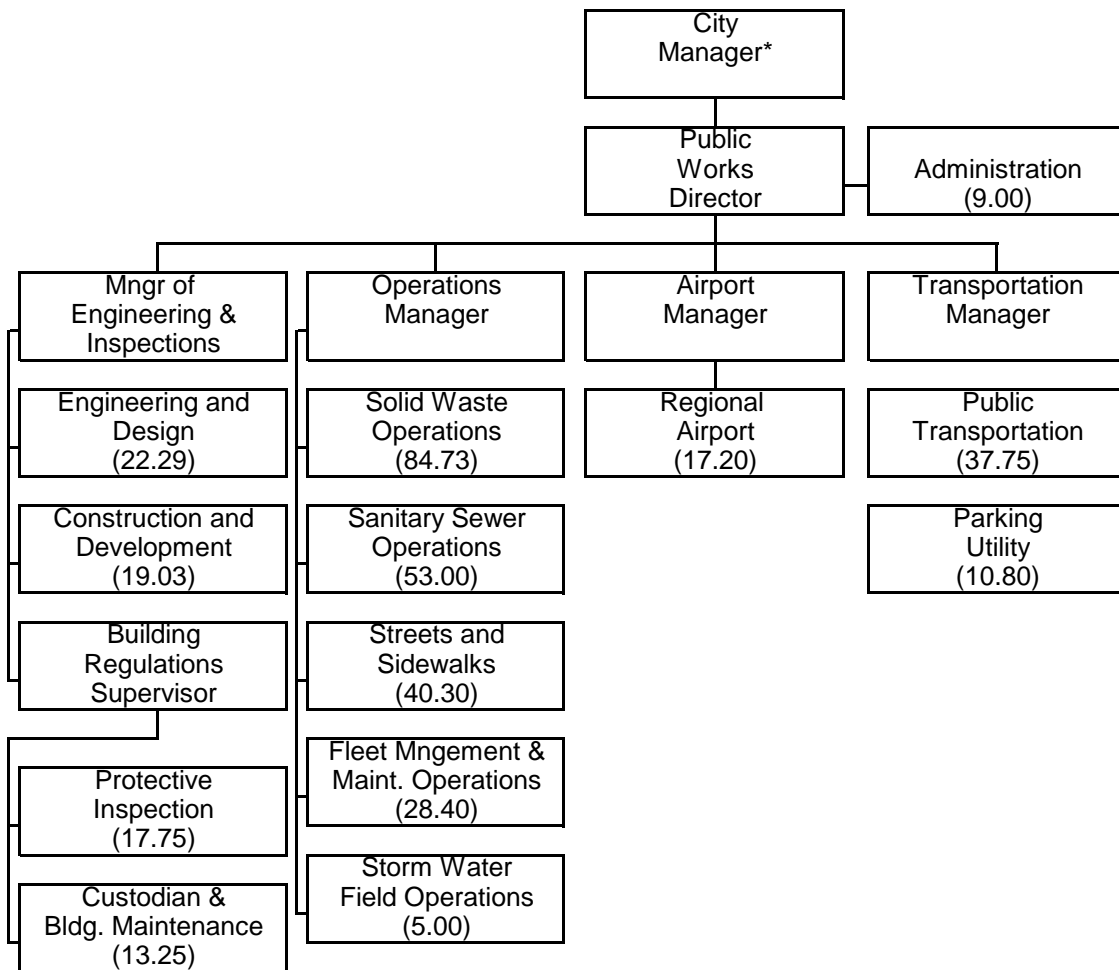


*City of Columbia*  
*Columbia, Missouri*



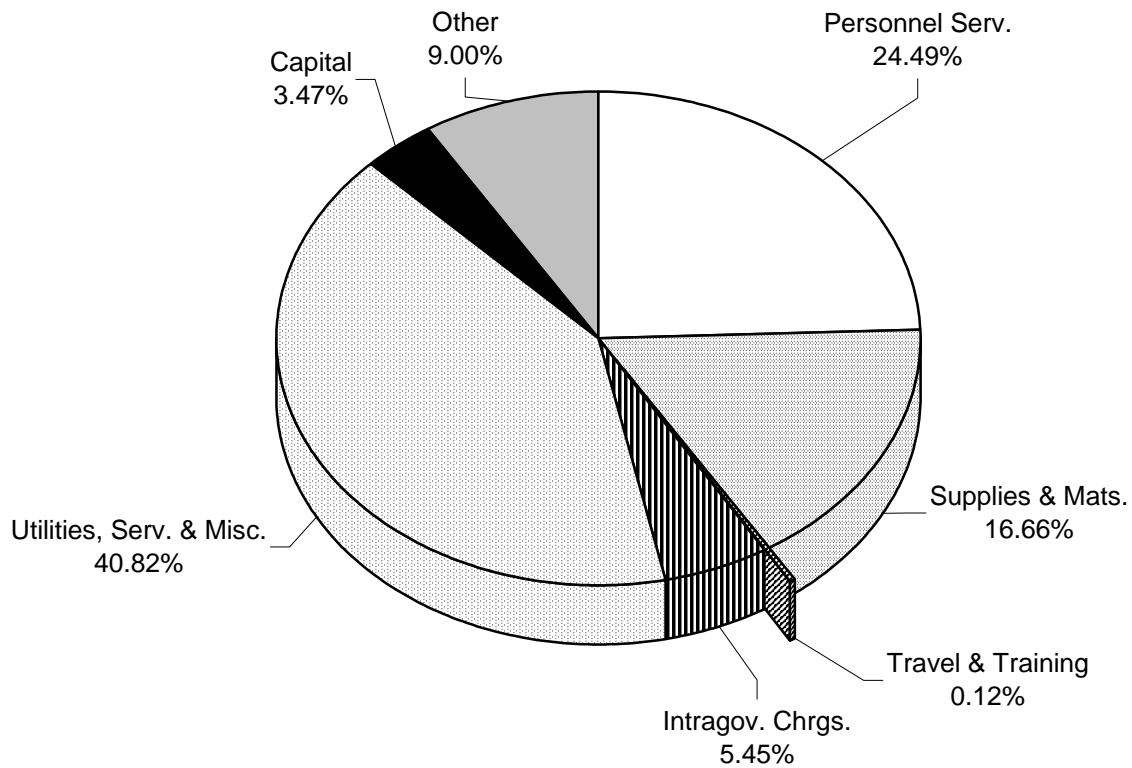
# City of Columbia - Public Works Department

358.50 FTE Positions



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

## Public Works Department - Summary FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services *	\$ 19,246,463	\$ 21,277,676	\$ 20,100,674	\$ 22,567,708	6.1%
Supplies & Materials	12,715,968	12,671,649	13,081,111	15,346,839	21.1%
Travel & Training	54,743	97,269	99,000	106,041	9.0%
Intragovernmental Charges	3,811,616	4,387,906	4,388,961	5,017,077	14.3%
Utilities, Services & Misc.	16,310,009	17,470,217	16,932,585	37,605,832	115.3%
Capital	2,572,893	3,717,943	3,591,813	3,194,672	(14.1%)
Other	7,896,958	8,276,472	8,126,188	8,294,680	0.2%
<b>Total</b>	<b>62,608,650</b>	<b>67,899,132</b>	<b>66,320,332</b>	<b>92,132,849</b>	<b>35.7%</b>
Summary					
Operating Expenses *	41,171,834	49,039,167	47,845,953	51,404,004	4.8%
Non-Operating Expenses	6,180,847	6,609,306	6,270,768	6,503,776	(1.6%)
Debt Service	1,796,857	1,814,016	1,935,070	1,893,404	4.4%
Capital Additions	1,717,082	3,717,943	3,591,813	2,359,081	(36.5%)
Capital Projects	11,742,030	6,718,700	6,676,728	29,972,584	346.1%
<b>Total Expenses</b>	<b>\$ 62,608,650</b>	<b>\$ 67,899,132</b>	<b>\$ 66,320,332</b>	<b>\$ 92,132,849</b>	<b>35.7%</b>

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

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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 Funds. Also, the Department is responsible for plans and specifications, contract management, and inspection of all public improvements made by the City of Columbia to ensure that the improvements are completed according to the specifications on a timely basis and in the most cost effective manner possible.

## DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES

Quality of life issues will continue to be a high priority for the Public Works Department. There will be continued emphasis placed on protection of water quality from storm water run off with the EPA Phase II Storm Water Regulations. A couple of major roadway construction projects will be underway in FY 2009: Providence from Vandiver to Blue Ridge, Vandiver Drive from US 63 to Mexico Gravel Road, Scott Boulevard from Smith/Rollins southward to Brookview Terrace Maguire Boulevard to Stadium Boulevard, Clark Lane from Ballenger to St. Charles Road and Mexico Gravel Road from Vandiver to Route PP.

Highlights of the coming year are to be the continued implementation of the five year street Capital Improvement Plan, continued work on various sewer districts throughout the city to eliminate private sewers, on-site septic tanks and lagoons, completion of the five year sewer bond issue passed in November 2003 and implementation of the April 2008 sewer bond with design of the Wastewater Treatment Plant rehabilitation, continue to work closely with MoDOT and the FAA on all aspects of state and federal funding and maximizing use of existing commercial air service and obtaining additional air transportation and work towards improving the one stop system in Protective Inspection. Design and construct a fifth garage in the downtown area at 5th & Walnut. Discontinue the bag delivery system in Solid Waste and implement the bag voucher system. 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 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
General Fund Operations	\$ 9,360,172	\$ 13,406,576	\$ 13,043,181	\$ 11,092,189	(17.3%)
Capital Projects Fund *	38,474	551,622	453,616	601,118	9.0%
Public Transportation Fund	8,255,738	5,724,850	5,679,268	6,521,908	13.9%
Regional Airport Fund	3,321,679	4,553,901	4,451,815	4,033,655	(11.4%)
Sanitary Sewer Utility Fund	14,259,779	15,292,675	15,280,304	40,110,534	162.3%
Parking Facilities Fund	1,467,742	1,697,589	1,561,693	1,522,737	(10.3%)
Solid Waste Utility Fund	16,097,969	16,307,458	15,720,127	16,630,232	2.0%
Storm Water Utility Fund	2,124,820	2,592,510	2,530,084	1,904,292	(26.5%)
Custodial & Maint. Serv. Fund	1,010,816	1,179,965	971,989	1,347,202	14.2%
Fleet Operations Fund	6,671,461	6,591,986	6,628,255	8,368,982	27.0%
<b>Total Expense</b>	<b>\$ 62,608,650</b>	<b>\$ 67,899,132</b>	<b>\$ 66,320,332</b>	<b>\$ 92,132,849</b>	<b>35.7%</b>

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

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
General Fund Operations	88.99	90.99	90.99	94.35	3.36
Public Transportation Fund	34.79	38.80	38.80	37.75	(1.05)
Regional Airport Fund	16.20	16.20	16.20	17.20	1.00
Sanitary Sewer Utility Fund	58.87	58.87	61.87	64.47	2.60
Parking Facilities Fund	5.70	5.70	5.70	6.80	1.10
Solid Waste Utility Fund	83.68	84.68	84.68	84.73	0.05
Storm Water Utility Fund	12.46	12.46	12.46	11.55	(0.91)
Custodial & Maintenance Serv. Fund	10.50	10.50	10.50	13.25	2.75
Fleet Operations Fund	25.90	25.55	25.55	28.40	2.85
<b>Total Personnel</b>	<b>337.09</b>	<b>343.75</b>	<b>346.75</b>	<b>358.50</b>	<b>11.75</b>
Permanent Full-Time	327.34	333.50	336.50	347.50	11.00
Permanent Part-Time	9.75	10.25	10.25	11.00	0.75
<b>Total Permanent</b>	<b>337.09</b>	<b>343.75</b>	<b>346.75</b>	<b>358.50</b>	<b>11.75</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 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 5,315,838	\$ 5,218,301	\$ 4,919,819	\$ 5,499,445	5.4%
Supplies & Materials	1,963,876	2,024,410	2,143,879	2,172,466	7.3%
Travel & Training	13,124	23,863	24,876	28,068	17.6%
Intragovernmental Charges	561,340	666,198	668,398	717,443	7.7%
Utilities, Services & Misc.	1,285,225	4,279,641	4,092,041	1,938,248	(54.7%)
Capital	220,769	1,194,163	1,194,168	736,519	(38.3%)
Other	0	0	0	0	
<b>Total</b>	<b>9,360,172</b>	<b>13,406,576</b>	<b>13,043,181</b>	<b>11,092,189</b>	<b>(17.3%)</b>
Summary					
Operating Expenses	9,139,403	12,212,413	11,849,013	10,355,670	(15.2%)
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	220,769	1,194,163	1,194,168	736,519	(38.3%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 9,360,172</b>	<b>\$ 13,406,576</b>	<b>\$ 13,043,181</b>	<b>\$ 11,092,189</b>	<b>(17.3%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration & Engineering	28.74	28.74	28.74	30.30	1.56
Non-Motorized Grant	0.00	2.00	2.00	2.00	
Streets & Sidewalks	39.50	39.50	39.50	40.30	0.80
Protective Inspection	16.75	16.75	16.75	17.75	1.00
Parking Enforcement	4.00	4.00	4.00	4.00	
<b>Total Personnel</b>	<b>88.99</b>	<b>90.99</b>	<b>90.99</b>	<b>94.35</b>	<b>3.36</b>
Permanent Full-Time	88.99	90.99	90.99	94.35	3.36
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>88.99</b>	<b>90.99</b>	<b>90.99</b>	<b>94.35</b>	<b>3.36</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Engineering: (1)</b>			
Miles of Streets Constructed/Inspected in New Developments	19.10	10.00	7.00
Miles of Sanitary Sewers Constructed/Inspected in New Developments	19.20	15.00	10.00
Miles of Sanitary Sewers Constructed/Inspection for BCRSD	2.00	2.00	0.00
Miles of Streets Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	2.00	3.00	3.00
Miles of Sanitary Sewers Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	0.00	5.00	3.00
Miles of Storm Sewer Constructed/Rebuilt by City Contract (Survey, design, contract admin, inspected)	0.50	2.00	2.00
Miles of Sidewalk Constructed/Rebuilt by City Contract (survey, design, contract admin., inspected)	7.70	3.00	10.00
No. of Site Plans, Construction Plans, & Plats Reviewed	2,667	2,500	2,500
No. of Excavation Permits Issued	239	1,500	500
No. of Flood Plain Development Permits Reviewed	14	50	20
<b>Streets:</b>			
Street Segments Resurfaced/Repaired	450	462	462
Service/Maintenance Cuts Repaired	342	317	317
Tons of Asphalt Used (2)	4,533	8,900	9,000
Snow Removal Hours	12,385	9,000	8,000
Tons of Salt & Cinders Used	11,405	4,500	4,500
Street Sweeping Miles/Tons	10045/1666.67	14000/2000	14000/2000
Special Projects for Other Depts/Division Hours	520	400	400
<b>Traffic (Control Operations):</b>			
Signs Installed	488	387	400
Signs Replaced	2,296	1,650	1,650
Signing Hours	5,271	6,500	5,200
Striping (Miles of painting)			
Contracted striping	5	20	20
In-house striping	104	130	150
Other Painting (gallons of paint)	800	800	1,100
Signal Maintenance/Installation Hours	2,699	2,500	2,600
Traffic Studies Hours	132	200	150
<b>Parking Enforcement:</b>			
Parking Tickets:			
Expired Meter Tickets	37,675	40,000	40,000
Uniform Tickets	6,099	7,000	7,000
Warnings Issued	96	50	50
Overtime Enforcement:			
Ticket Issued	994	950	950
Vehicles Chalked	16,557	21,000	18,000
SCOFFLAW Enforcement: Tows or Boots	283	150	250
<b>Protective Inspection:</b>			
No. of Permits Issued (Bldg., Elect., Plumb., Sign, ROW)	8,067	9,500	8,200
No. of Rental Inspections	3,193	4,500	3,200
No. of Building Inspections	29,408	34,250	29,500
Code Enforcement & Dilapidated Bldgs.	122	3,000	125
No. of Neighborhood Response Team inspections	1,777	1,900	1,800
No. of Violations Referred for Prosecution	12	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>99,619</b>	<b>155,710</b>	<b>92,978</b>	<b>110,216</b>	<b>188,715</b>	<b>93,236</b>
Number of Employees	37	DID	DID	DID	DID	DID
Employees Per 1,000 Population	0.37					
Operating Budget	\$2,746,144	NOT	NOT	NOT	NOT	NOT
<b>Capital Improvement Budget:</b>						
Streets/Sidewalks	\$22,342,750					
Sanitary Sewers	\$7,387,000	RESPOND	RESPOND	RESPOND	RESPOND	RESPOND
Storm Water	\$673,000					

**Springfield, MO:**

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

## COMPARATIVE DATA - STREET DIVISION

	Columbia, MO	Springfield, Mo (1)	Indepen- dence, MO (2)	St. Charles, MO (2)	Joplin, MO (2)	Ames, IA
<b>Street Division:</b>						
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>109,983</b>	<b>64,646</b>	<b>50,208</b>	<b>55,983</b>
Number of Employees	31.80	30.00	44.50	35.00	22.00	
Employees Per 1,000 Population	0.32	0.19	0.40	0.54	0.44	NOT
No. of Seasonal Employees	8	4	0	0	10	
Miles of Street (Centerline)	425	2,000	540	500	1,600	RESPOND
Employees per Centerline Mile	0.07	0.02	0.08	0.07	0.01	
<b>Traffic Division:</b>						
No. of Signalized Intersections	37	138	60.00	59.00	54.00	DID
Number of Employees	7	30	2.00	4.00	3.00	
No. of Seasonal Employees	3	3	0	0	2	NOT
Feet of Striping Maintenance	1,200,000	3,960,000	0	1,207,452	0	
Employees/100,000 ft of striping	0.58	0.76	0.00	0.33		RESPOND
Sign Inventory	20,000	35,000	DID NOT	DID NOT	9,000	
Employees/1,000 signs	0.35	0.86	RESPOND	RESPOND	0.33	

(1) Springfield has 240 signals-they only maintain 135+20 flashers, MoDOT maintains the rest

(2) No sign inventory response for Independence, MO, and St. Charles, MO. Ames, IA did not respond

## 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>99,619</b>	<b>40,835</b>	<b>93,236</b>	<b>68,553</b>	<b>256,042</b>	<b>103,516</b>
Number of Employees	4	3	10	7	60	4
Employees Per 1,000 Population	0.040	0.073	0.107	0.102	0.234	0.039
No. of Parking Spaces	3,881	1,639	3,790	4,259	7,000	4,932
No. of Parking Spaces per Employee	970	546	379	655	117	1,233

Columbia, MO has 2141 POM parking meters using EZ Park Debit cards, plus 212 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>99,619</b>	<b>155,710</b>	<b>55,983</b>	<b>73,890</b>	<b>78,070</b>
Number of Employees	17	22	DID	16	12
Employees Per 1,000 Population	0.168	0.141	NOT	0.217	0.154
No. of Building Inspections	29,408	9,417	RESPOND	4,782	11,494

**NOTES:**

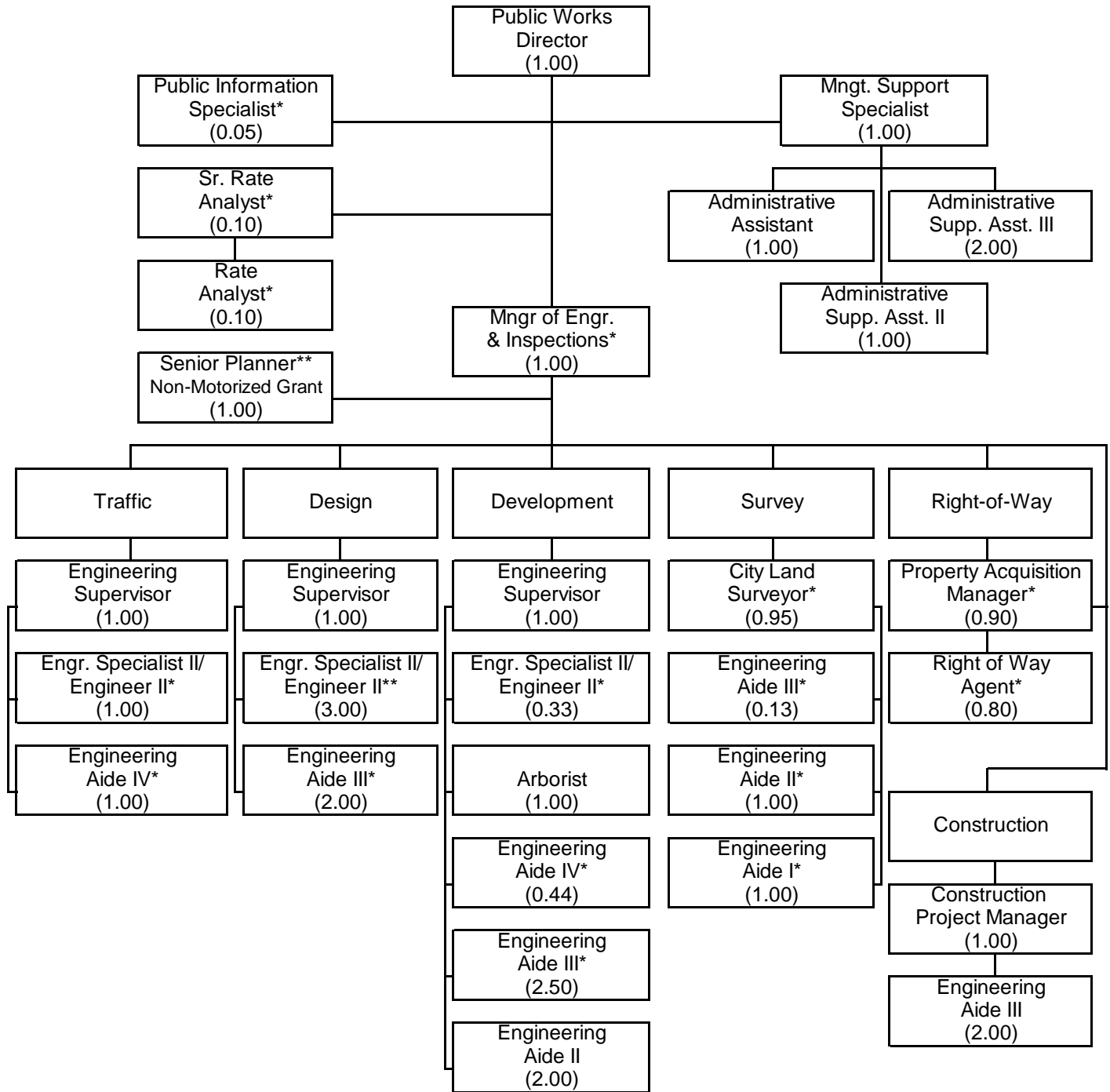
Number of inspections for Columbia includes zoning, signs, complaints, housing, business license, Neighborhood Response Team, housing and rental inspections.

- 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

32.30 FTE Positions



\* Positions are budgeted in various Public Works divisions/funds or CIP.  
\*\* (1) Engineer II and Senior Planner - Listed on the Non-Motorized Grant page

**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****FY 2009 Goal: Long-term Investment for the Public Good**

Recently opened major roadway improvements include Lenoir Street near the new ABC Labs building, Louisville Road to Smith Drive, signalized intersection of Scott Boulevard at Chapel Hill Road and the Chapel Hill Road extension from Scott Boulevard to Gillespie Bridge Road.

Major roadways under construction or out for bid include, the Gans Road interchange on US 63, including connecting Gans Road with Lenoir and the US 63 outer roads, Hwy 763 (Rangeline Road) from Big Bear Boulevard to Prathersville Road, and Brown School Road from Rangeline Road to Providence Road.

In November 2005, the citizens of Columbia approved the extension of the 1/4 cent capital improvement sales tax. Of the prioritized projects Louisville is open and Brown School is bidding summer 2008. The following projects are in right-of-way negotiations for bidding in 2008 and early 2009; Providence Road from Vandiver to Blue Ridge, Vandiver Drive from US 63 to Mexico Gravel Road, Scott Boulevard from Smith/Rollins southward to Brookview Terrace and Maguire Boulevard to Stadium Boulevard. Providence Road will be constructed in conjunction with a development agreement for the Blue Ridge Center commercial development. Clark Lane will be in construction with the Links Development contributing the box culvert and portions of the intersection upgrades at Route PP/Ballenger and St. Charles.

Design and right-of-way plans are underway for Clark Lane from Ballenger to St. Charles Road and Mexico Gravel Road from Vandiver to Route PP. These projects had public hearings in December 2007 and March 2008 respectively. Both are identified for construction in 2009.

The remaining sales tax projects are in various stages of design. Both Scott Boulevard from MKT to Vawter and Scott Boulevard from Vawter to Route KK have been surveyed and preliminary design has begun. An alignment study for Rolling Hills Road from Old Hawthorne to Richland Road has begun. The Burnam-Rollins-Providence intersection project is in the concept design and public involvement stage, a public hearing is expected in 2008.

An additional Engineering Aide III position will be added in the second half of FY09 as an additional construction inspector due to the planned number of Street CIP, GetAbout sidewalk and trail and proposed sewer projects. The current staffing level is not sufficient to provide an adequate level of proper and required inspection due to this volume of anticipated work.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,838,441	\$ 1,489,887	\$ 1,304,508	\$ 1,649,636	10.7%
Supplies and Materials	98,164	136,638	124,491	125,827	(7.9%)
Travel and Training	5,862	9,160	9,810	12,210	33.3%
Intragovernmental Charges	210,574	242,573	242,573	246,604	1.7%
Utilities, Services, & Misc.	76,192	100,331	96,749	163,449	62.9%
Capital	22,790	0	0	54,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 2,252,023</b>	<b>\$ 1,978,589</b>	<b>\$ 1,778,131</b>	<b>\$ 2,251,726</b>	<b>13.8%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	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	0.33	0.33
5110/5100 - Eng. Specialist II/Engr. II*	2.66	2.66	2.66	3.00	0.34
5109 - Engineering Supervisor	3.00	3.00	3.00	3.00	
5106 - Mngr of Engineering & Inspn*	0.75	0.75	0.75	1.00	0.25
5023 - City Land Surveyor*	1.00	1.00	1.00	0.95	(0.05)
5015 - Property Acquisition Manager*	1.00	1.00	1.00	0.90	(0.10)
5012 - Right-of-Way Agent	1.00	1.00	1.00	0.80	
5007 - Arborist	1.00	1.00	1.00	1.00	
5004 - Engineering Aide IV*	1.34	1.34	1.34	1.44	0.10
5003 - Engineering Aide III*	2.84	2.84	2.84	6.63	3.79
5002 - Engineering Aide II*	6.00	6.00	6.00	3.00	(3.00)
5001 - Engineering Aide I*	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.05	0.05	0.05	0.05	
4502 - Sr. Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.00	0.00	0.00	0.10	0.10
4203 - Management Support Spec.	1.00	1.00	1.00	1.00	
2408 - Construction Project Manager	1.00	1.00	1.00	1.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.00	2.00	2.00	2.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>28.74</b>	<b>28.74</b>	<b>28.74</b>	<b>30.30</b>	<b>1.56</b>
Permanent Full-Time	28.74	28.74	28.74	30.30	1.56
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>28.74</b>	<b>28.74</b>	<b>28.74</b>	<b>30.30</b>	<b>1.56</b>

\* A portion of these positions are budgeted in the Capital Improvements Fund.

\*In FY 2009 (2) Engineering Aide II's were reclassified to Engineering Aide III's.

**DESCRIPTION**

The Non-Motorized Grant Section is a pilot project mandated by federal legislation to develop a network of transportation facilities, including sidewalks, bicycle lanes, and pedestrian and bicycle trails with the purpose of demonstrating how much walking and bicycling can replace car trips.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goals: Long-term investments for the Public Good**

Major projects funded by this grant will be sidewalks and pedways, trails, intersections, promotion & education striping of bike lanes and routes, overpasses and bike racks.

The City will be receiving \$22,000,000 from the Federal Non-motorized grant program over a four year period, starting in FY 2006 to FY 2010. Currently the city is bidding three intersection projects; Stadium and Forum, Stadium and Providence, and Providence and Stewart Road. In the near future, the city will be moving forward with the bidding of three sidewalk projects; Leeway Drive (north side) from the elementary school to Brown Station Rd, Smiley Lane east of Derby Ridge to Bold Venture, and West Ash Street from West of Stadium to east of Heather Lane.

The City is currently underway with various projects to accommodate motorists, bicyclists and pedestrians.

**BUDGET DETAIL**

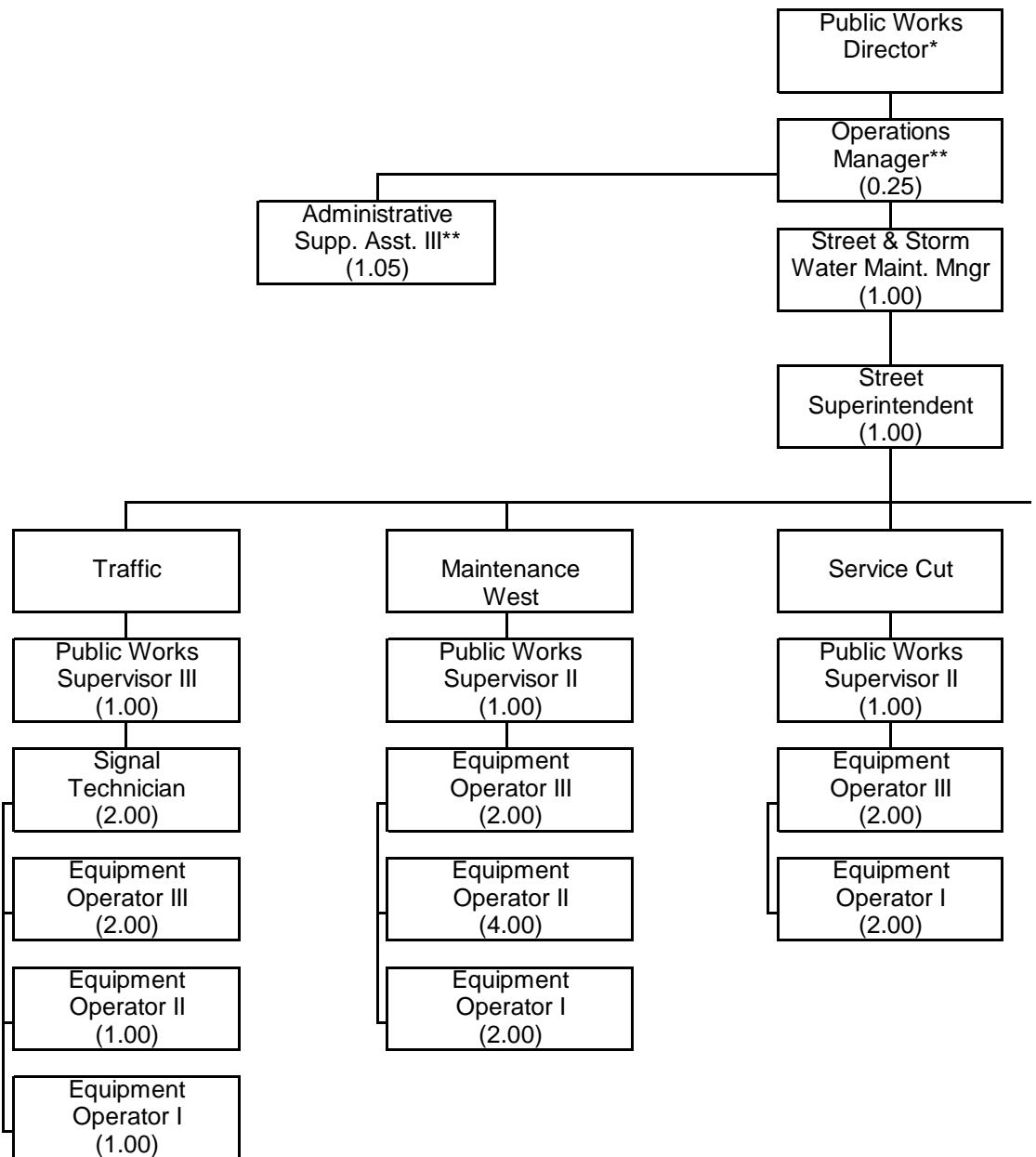
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 158,467	\$ 233,262	\$ 232,899	\$ 270,886	16.1%
Supplies and Materials	13,165	24,898	24,900	2,400	(90.4%)
Travel and Training	1,556	0	150	200	
Intragovernmental Charges	0	2,795	5,045	22,978	722.1%
Utilities, Services, & Misc.	15,524	2,404,849	2,402,810	9,348	(99.6%)
Capital	0	11,030	11,030	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 188,712</b>	<b>\$ 2,676,834</b>	<b>\$ 2,676,834</b>	<b>\$ 305,812</b>	<b>(88.6%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5110/5100 - Eng. Spec. II/Engr. II	0.00	1.00	1.00	1.00	
4103 - Senior Planner	0.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
Permanent Full-Time	0.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	



**City of Columbia - Public Works Streets Department**  
40.30 FTE Positions

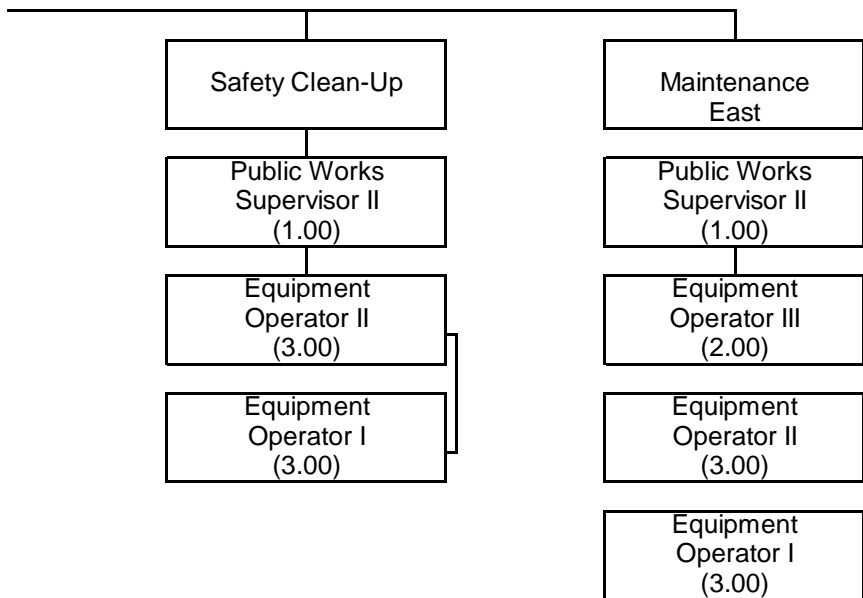


\* Position not included in Street Department's FTE count.

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



**City of Columbia - Public Works Streets Department**  
40.30 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 10 miles of unimproved streets and 451 miles of improved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. The Traffic Maintenance Division fabricates, installs and maintains approximately 20,000 traffic control and street names signs, paints 1,040,000 feet of pavement striping, paints curbs/crosswalks/symbols, and provides traffic signal maintenance.

## HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS

**FY 2009 Goals: Managing costs and services**

Continued emphasis will be given to our normal street maintenance program, including asphalt overlay and seal coating of improved streets. A total \$1,000,000 will be available for contractual street maintenance work to maintain the overall streets during FY 2009. The Street Division owns, operates and maintains an asset management system that permits timely analysis of maintenance costs and infrastructure condition.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 2,246,239	\$ 2,338,883	\$ 2,268,743	\$ 2,357,039	0.8%
Supplies and Materials	1,815,929	1,813,560	1,948,441	1,974,073	8.9%
Travel and Training	655	6,003	7,116	6,958	15.9%
Intragovernmental Charges	164,721	208,209	208,209	229,404	10.2%
Utilities, Services, & Misc.	1,147,497	1,674,565	1,510,666	1,675,990	0.1%
Capital	178,154	1,183,133	1,183,138	676,519	(42.8%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 5,553,195</b>	<b>\$ 7,224,353</b>	<b>\$ 7,126,313</b>	<b>\$ 6,919,983</b>	<b>(4.2%)</b>

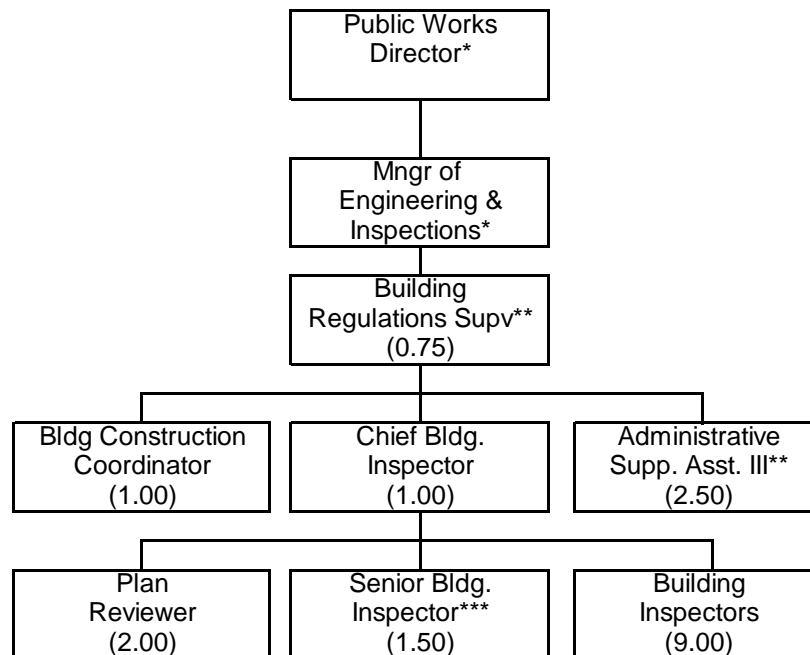
## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
5107 - Operations Manager	0.25	0.25	0.25	0.25	
3033 - Traffic Signal Technician	2.00	2.00	2.00	2.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	0.00	(1.00)
2311 -Street & Storm Water Maint Mngr	0.00	0.00	0.00	1.00	1.00
2310 - Public Works Supervisor II-773	4.00	4.00	4.00	4.00	
2308 - Streets Superintendent	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	2.00	2.00	2.00	1.00	(1.00)
2305 - Public Works Supervisor I	1.00	1.00	1.00	0.00	(1.00)
2303 - Equipment Operator III-773	7.00	7.00	7.00	8.00	1.00
2300 - Equipment Operator II-773*	10.00	10.00	10.00	11.00	1.00
2299 - Equipment Operator I-733	10.00	10.00	10.00	11.00	1.00
2003 - Custodian	0.20	0.20	0.20	0.00	(0.20)
1003 - Admin. Support Assistant III	1.05	1.05	1.05	1.05	
<b>Total Personnel</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>	<b>40.30</b>	<b>0.80</b>
Permanent Full-Time	39.50	39.50	39.50	40.30	0.80
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>39.50</b>	<b>39.50</b>	<b>39.50</b>	<b>40.30</b>	<b>0.80</b>

\*In FY 2009 the Street Division was reorganized.



**City of Columbia - Public Works Protective Inspection**  
17.75 FTE Positions



\* Position not included in division's FTE count

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

\*\*\* (1) Senior Building Inspector is split 50% in Protective Inspection and 50% in CDBG (Community Development Block Grant).

**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 (NRT) planning and inspections. The division provides construction management services on selected City owned building capital improvement projects.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS****FY 2009 Goal: Managing Cost and Services**

Inspection services will continue at current levels for new construction, building additions, building alterations, and rental inspections. 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 intra-divisional initiatives. Advancement and implementation of the Geographic Information System (GIS) has aided the entry and accessibility of data pertaining to the addressing of property and location of rental units as well as sharing information created by numerous other city divisions.

During FY 2009, the division will further refine the "Online Building Inspection Service." Allowing customers to access and apply for building permits, check on the review status of plans submitted and review inspection results has been a huge service to the building community. This division oversees the construction of city buildings and will oversee the construction of the new five story addition to the Daniel Boone Building and the renovation to the existing Daniel Boone building. The new Fire Station #7 is under construction and the new Fire Station #9 is being designed. There is also a design build process underway for the Police Department Training Facility.

An additional Plan Reviewer will be added to prepare for the eventual one stop system for plan review in FY 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 909,528	\$ 983,211	\$ 945,531	\$ 1,050,068	6.8%
Supplies and Materials	34,070	45,432	42,392	66,071	45.4%
Travel and Training	5,051	8,400	7,500	8,400	0.0%
Intragovernmental Charges	164,657	191,394	191,394	192,304	0.5%
Utilities, Services, & Misc.	41,877	94,004	76,973	84,418	(10.2%)
Capital	19,825	0	0	6,000	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,175,008</b>	<b>\$ 1,322,441</b>	<b>\$ 1,263,790</b>	<b>\$ 1,407,261</b>	<b>6.4%</b>

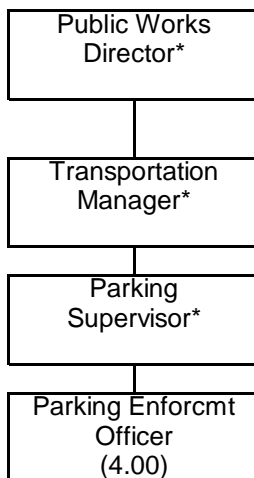
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4102 - Plan Reviewer	1.00	1.00	1.00	2.00	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	1.50	1.50	1.50	1.50	
3202 - Building Inspector	9.00	9.00	9.00	9.00	
2409 - Building Construction Coord.	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	2.50	2.50	2.50	2.50	
<b>Total Personnel</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>17.75</b>	<b>1.00</b>
Permanent Full-Time	16.75	16.75	16.75	17.75	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.75</b>	<b>16.75</b>	<b>16.75</b>	<b>17.75</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. This division works with the City Prosecutor's office, affected businesses, and consumers in the identification and mitigation of problematic enforcement zones.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Emphasis will continue on enforcing parking ordinances to optimize parking in the downtown and university areas, thereby improving traffic flow and enhancing the economic viability of the central business district. Special emphasis will continue toward ensuring that the public is aware that the hours of operation for all parking meters, garages and lots is 8:00 am to 6:00 pm and that parking is enforced during those hours Monday through Saturday.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 163,163	\$ 173,058	\$ 168,138	\$ 171,816	(0.7%)
Supplies and Materials	2,548	3,882	3,655	4,095	5.5%
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	21,388	21,227	21,177	26,153	23.2%
Utilities, Services, & Misc.	4,135	5,892	4,843	5,043	(14.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 191,234</b>	<b>\$ 204,359</b>	<b>\$ 198,113</b>	<b>\$ 207,407</b>	<b>1.5%</b>

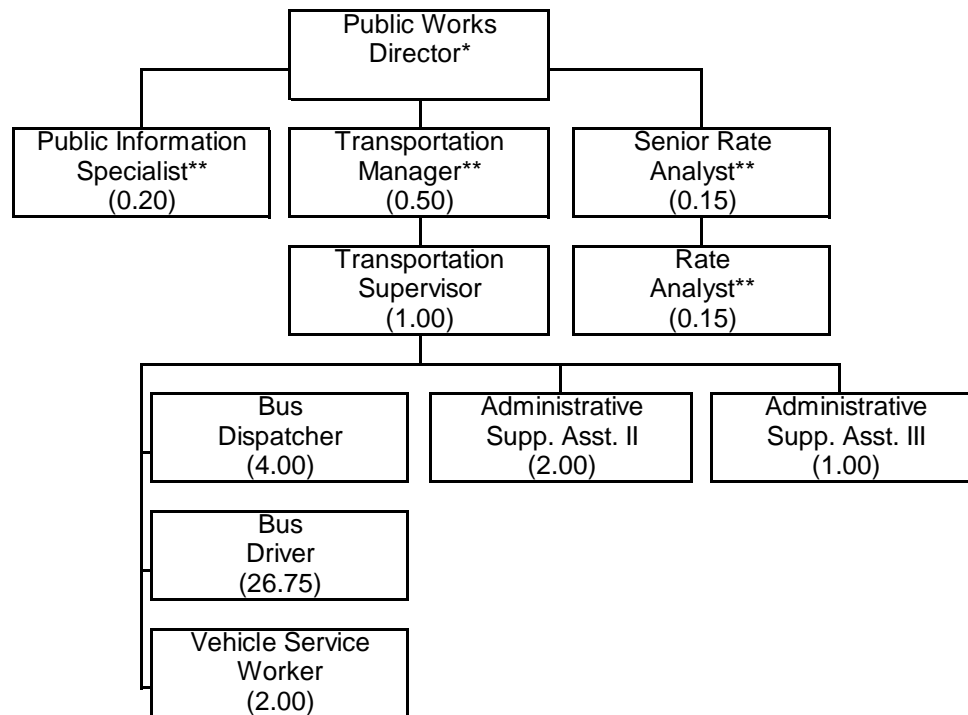
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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

37.75 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 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 2,245,296	\$ 2,551,459	\$ 2,408,341	\$ 2,567,124	0.6%
Supplies & Materials	1,114,748	1,053,613	1,143,646	1,502,405	42.6%
Travel & Training	5,477	6,161	6,161	6,161	0.0%
Intragovernmental Charges	381,065	463,317	463,317	590,224	27.4%
Utilities, Services & Misc.	3,086,805	1,095,715	1,059,307	470,500	(57.1%)
Capital	735,669	15,000	15,000	835,591	5470.6%
Other	686,678	539,585	583,496	549,903	1.9%
<b>Total</b>	<b>8,255,738</b>	<b>5,724,850</b>	<b>5,679,268</b>	<b>6,521,908</b>	<b>13.9%</b>
Summary					
Operating Expenses	4,030,619	4,535,180	4,445,666	5,136,414	13.3%
Non-Operating Expenses	690,645	537,573	581,484	548,662	2.1%
Debt Service	2,757	2,012	2,012	1,241	(38.3%)
Capital Additions	74,485	15,000	15,000	0	(100.0%)
Capital Projects	3,457,232	635,085	635,106	835,591	31.6%
<b>Total Expenses</b>	<b>\$ 8,255,738</b>	<b>\$ 5,724,850</b>	<b>\$ 5,679,268</b>	<b>\$ 6,521,908</b>	<b>13.9%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Columbia Transit	23.41	23.41	23.41	22.74	(0.67)
Paratransit System	8.00	11.88	11.88	11.75	(0.13)
University Shuttle	3.38	3.51	3.51	3.26	(0.25)
<b>Total Personnel</b>	<b>34.79</b>	<b>38.80</b>	<b>38.80</b>	<b>37.75</b>	<b>(1.05)</b>
Permanent Full-Time	27.54	31.05	31.05	30.00	(1.05)
Permanent Part-Time	7.25	7.75	7.75	7.75	
<b>Total Permanent</b>	<b>34.79</b>	<b>38.80</b>	<b>38.80</b>	<b>37.75</b>	<b>(1.05)</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated University FY 2008	Estimated Fixed Route FY 2008	Estimated FY 2009
<b>Fixed Routes:</b>					
Unlinked Passenger Trips	1,588,931	1,620,710	940,012	680,698	1,717,953
Total Actual Vehicle Miles (1)	755,870	755,870	87,566	668,304	756,870
Total Actual Vehicle Hours (2)	68,394	68,394	23,951	44,443	68,394
Total Actual Revenue Miles (3)	731,200	731,200	204,736	526,464	743,609
Total Actual Vehicle Revenue Hours (4)	66,154	66,154	25,200	40,954	66,154
Total Actual Scheduled Revenue Miles (5)	731,200	731,200	204,736	526,464	743,609
Number of Road calls	23	28	8	20	32
Fuel Consumptions (in Gallons)	168,333	173,383	52,015	121,368	189,000
Wheelchair Loadings	3,877	3,950	N/A	3,950	4,100
Lift Failures	0	0	0	0	0
Missed Routes	0	0	N/A	0	0
Average Cost/Revenue Mile	\$4.50	\$4.70	N/A	\$4.41	\$4.83
Average Cost Per Passenger	\$2.07	\$2.03	N/A	\$3.41	\$2.09
<b>ParaTransit:</b>					
Unlinked Passenger Trips (6)	22,444	26,048	2,007	N/A	36,472
Total Actual Vehicle Miles	113,324	138,922	8,400	N/A	184,153
Total Vehicle Hours	17,134	13,707	3,427	N/A	17,134
Total Actual Revenue Miles	103,718	126,686	8,148	N/A	168,543
Number of Road Calls	7	8	2	N/A	10
Fuel Consumption	22,530	23,431	5,858	N/A	36,612
Average Cost/Revenue Mile	\$7.30	\$7.30	N/A	N/A	\$7.30
Average Cost Per Passenger	\$33.73	\$37.80	N/A	N/A	\$33.73

(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>99,619</b>	<b>73,890</b>	<b>68,553</b>	<b>155,710</b>	<b>77,241</b>	<b>55,983</b>
Number of Employees*	39	52	51	53	37	
Employees Per 1,000 Population	0.389	0.704	0.744	0.340	0.473	No
Regular Route Fare	\$0.50	\$1.00	\$0.75	\$0.75	FREE	Data
Trips Per Employee	41,530	8,019	34,302	38,632	35,086	Received
Annual Ridership:						
Regular Route**	1,588,931	417,000	1,676,353	2,030,629	1,272,041	
Demand Responsive	22,444	0	73,063	16,867	8,607	
Operating Cost Per Passenger:						
Regular Route	\$2.07	\$9.14	\$2.42	\$3.08	\$1.40	
Demand Responsive	\$33.73	\$0.00	\$13.97	\$44.27	\$41.80	

\* 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

**FY 2009 Goals: Managing Costs and Services and Community Fiscal Impact - Cost of Providing Service**

Ridership continues to show a steady increase. System efficiency continues to improve with added emphasis on customer service and policy enforcement. This has further enhanced Columbia Transit (CT) pulse/timed system, optimizing travel throughout the city. With the completed refurbishment of the Wabash Station and a better aligned route system our passengers now enjoy a transit system that operates on schedule as well as taking them to more popular destinations. CT will work toward implementing the new Transit Master Plan which will offer better transportation opportunities that reach beyond the inner-city area while maintaining a high level of service in the heavily populated inner-city area. An estimated ridership of 680,698 is anticipated in FY 2009. Due to increased operating costs such as fuel, CT will raise fares in FY 2009. The half-fare will be increased from \$0.25 to \$0.50 and the full-fare will be increased from \$0.50 to \$1.00.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 1,059,904	\$ 1,236,307	\$ 1,089,932	\$ 1,222,781	(1.1%)
Supplies and Materials	674,034	629,082	678,045	882,773	40.3%
Travel and Training	2,550	4,411	4,411	4,411	0.0%
Intragovernmental Charges	348,011	424,164	424,164	536,511	26.5%
Utilities, Services, & Misc.	225,547	313,233	276,451	317,625	1.4%
Capital	74,485	15,000	15,000	0	(100.0%)
Other	686,678	539,585	583,496	549,903	1.9%
<b>Total</b>	<b>\$ 3,071,209</b>	<b>\$ 3,161,782</b>	<b>\$ 3,071,499</b>	<b>\$ 3,514,004</b>	<b>11.1%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rates Analyst	0.15	0.15	0.15	0.15	
4501 - Rate Analyst	0.00	0.00	0.00	0.15	0.15
2505 - Transportation Supervisor	0.62	0.62	0.62	0.62	
2504 - Bus Dispatcher	2.00	2.00	2.00	2.00	
2502 - Bus Driver	17.50	17.50	17.50	17.50	
2306 - Public Works Supervisor II	0.62	0.62	0.62	0.00	(0.62)
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
2003 - Custodian	0.20	0.20	0.20	0.00	
1003 - Admin. Support Asst. III	0.62	0.62	0.62	0.62	
<b>Total Personnel</b>	<b>23.41</b>	<b>23.41</b>	<b>23.41</b>	<b>22.74</b>	<b>(0.67)</b>
Permanent Full-Time	18.16	18.91	18.91	18.24	(0.67)
Permanent Part-Time	5.25	4.50	4.50	4.50	
<b>Total Permanent</b>	<b>23.41</b>	<b>23.41</b>	<b>23.41</b>	<b>22.74</b>	<b>(0.67)</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

**FY 2009 Goals: Managing Costs and Service and Community Fiscal Impact - Cost of Providing Service**

This system provides "curb to curb" service and is demand responsive. Users of the system must be certified as ADA eligible. The system provides service to certified riders anywhere within the City; however, users inside the ADA para-transit service area have priority over users outside the ADA para-transit service area. Para-Transit service is provided by eight mini buses that are lift equipped. Columbia Transit will replace two Paratransit Vans in 2008. Columbia Transit has implemented the new Medicaid/Non-Medical Transportation Program. CT will be able to be reimbursed for transportation we provide to our Paratransit clients that are also certified with the State of Missouri. For FY 2009, Columbia Transit estimates ridership to increase to approximately 36,472. Due to increasing operating costs such as fuel, the Para-Transit fares will increase from \$1.00 to \$2.00.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 591,492	\$ 590,886	\$ 639,410	\$ 601,366	1.8%
Supplies and Materials	101,476	114,651	130,762	158,458	38.2%
Travel and Training	0	1,500	1,500	1,500	0.0%
Intragovernmental Charges	19,205	21,822	21,822	32,650	49.6%
Utilities, Services, & Misc.	44,803	47,402	45,671	48,080	1.4%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 756,976</b>	<b>\$ 776,261</b>	<b>\$ 839,165</b>	<b>\$ 842,054</b>	<b>8.5%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
2505 - Transportation Supervisor	0.25	0.25	0.25	0.25	
2504 - Bus Dispatcher	1.00	1.00	1.00	1.00	
2502 - Bus Driver	5.00	8.25	8.25	8.25	
2306 - Public Works Supervisor II	0.13	0.13	0.13	0.00	(0.13)
1003 - Admin. Support Assistant III	0.00	0.25	0.25	0.25	
1002 - Admin. Support Assistant II	1.62	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>8.00</b>	<b>11.88</b>	<b>11.88</b>	<b>11.75</b>	<b>(0.13)</b>
Permanent Full-Time	6.00	8.63	8.63	8.50	(0.13)
Permanent Part-Time	2.00	3.25	3.25	3.25	
<b>Total Permanent</b>	<b>8.00</b>	<b>11.88</b>	<b>11.88</b>	<b>11.75</b>	<b>(0.13)</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 2006. This contract increased the hours of operation and provides bus services from the central campus area to the Hearnes, Trowbridge, and Reactor Field parking lots for both University students and employees. The daytime shuttle service utilizes eight vehicles. In addition to day and evening shuttle services, handicapped accessible service (similar to what the City provides for Paratransit services) are provided. Columbia Transit will continue to emphasize service to local apartment complexes that cater to MU students through the Gold Commuter Route. We estimate ridership over 310,000 in 2009. We estimate the University Shuttle ridership over 1,000,000 students in 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 593,900	\$ 724,266	\$ 678,999	\$ 742,977	2.6%
Supplies and Materials	265,310	309,880	334,818	461,174	48.8%
Travel and Training	436	250	250	250	0.0%
Intragovernmental Charges	13,849	17,331	17,331	21,063	21.5%
Utilities, Services, & Misc.	96,826	99,995	102,100	104,795	4.8%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 970,321</b>	<b>\$ 1,151,722</b>	<b>\$ 1,133,498</b>	<b>\$ 1,330,259</b>	<b>15.5%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2505 - Transportation Supervisor	0.13	0.13	0.13	0.13	
2504 - Bus Dispatcher	1.00	1.00	1.00	1.00	
2502 - Bus Driver	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	0.25	0.25	0.25	0.00	(0.25)
1003 - Admin. Support Assistant III	0.00	0.13	0.13	0.13	
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
	<b>3.38</b>	<b>3.51</b>	<b>3.51</b>	<b>3.26</b>	<b>(0.25)</b>
Permanent Full-Time	3.38	3.51	3.51	3.26	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>3.38</b>	<b>3.51</b>	<b>3.51</b>	<b>3.26</b>	<b>(0.25)</b>

**MAJOR PROJECTS**

Columbia Transit continues to update its fleet and facilities by appropriating local funds with available FTA grants. Some of the upcoming projects will include the purchase of 36 Automated Vehicle Locator (AVL) systems and replacing two Paratransit vans.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Purchase and install 36 Automated Vehicle Locator (AVL) systems across the fleet.  
Replace two Paratransit vans in FY 2009.

**FISCAL IMPACT****FY 2009 Goal: Long-term Investment for the Public Good**

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.

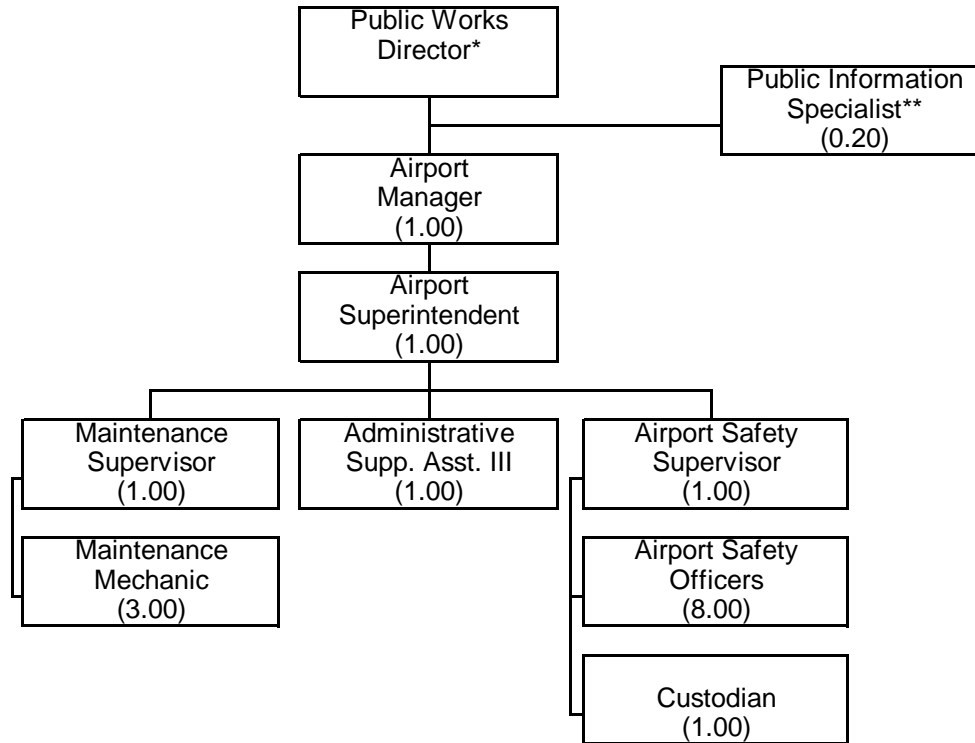
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	73,928	0	21	0	
Travel and Training	2,491	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,719,629	635,085	635,085	0	(100.0%)
Capital	661,184	0	0	835,591	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 3,457,232</b>	<b>\$ 635,085</b>	<b>\$ 635,106</b>	<b>835,591</b>	<b>31.6%</b>



# City of Columbia - Public Works Regional Airport

17.20 FTE Positions



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

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

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**DEPARTMENT DESCRIPTION**

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

**DEPARTMENT OBJECTIVES**

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

**APPROPRIATIONS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 929,131	\$ 974,277	\$ 962,915	\$ 1,074,112	10.2%
Supplies & Materials	147,218	179,265	179,568	213,760	19.2%
Travel & Training	14,524	23,446	23,446	18,730	(20.1%)
Intragovernmental Charges	153,594	170,863	170,863	216,504	26.7%
Utilities, Services & Misc.	1,426,373	2,475,390	2,462,490	2,006,549	(18.9%)
Capital	73,386	142,660	142,533	0	(100.0%)
Other	577,453	588,000	510,000	504,000	(14.3%)
<b>Total</b>	<b>3,321,679</b>	<b>4,553,901</b>	<b>4,451,815</b>	<b>4,033,655</b>	<b>(11.4%)</b>
Summary					
Operating Expenses	1,486,873	1,699,601	1,671,142	1,925,155	13.3%
Non-Operating Expenses	577,367	588,000	514,500	504,000	(14.3%)
Debt Service	86	0	0	0	
Capital Additions	5,513	142,660	142,533	0	(100.0%)
Capital Projects	1,251,840	2,123,640	2,123,640	1,604,500	(24.4%)
<b>Total Expenses</b>	<b>\$ 3,321,679</b>	<b>\$ 4,553,901</b>	<b>\$ 4,451,815</b>	<b>\$ 4,033,655</b>	<b>(11.4%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration	2.20	2.20	2.20	3.20	1.00
Airfield Areas	4.00	4.00	4.00	4.00	
Terminal Areas	1.00	1.00	1.00	1.00	
Public Safety	9.00	9.00	9.00	9.00	
Snow Removal	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>16.20</b>	<b>16.20</b>	<b>16.20</b>	<b>17.20</b>	<b>1.00</b>
Permanent Full-Time	16.20	16.20	16.20	17.20	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>16.20</b>	<b>16.20</b>	<b>16.20</b>	<b>17.20</b>	<b>1.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Airport Public Safety:</b>			
No. of Annual Airfield Operations	28,351	35,000	35,000
No. of Based Aircraft	53	50	50
Annual No. of Enplaned Passengers	9,090	10,000	10,000
Annual No. of Deplaned Passengers	8,892	10,000	10,000
<b>Airport Maintenance:</b>			
Sq. Yards of Pavement Surface	464,950	464,950	464,950
Hours of Snow Removal Activities	502	500	500
Tons of Sand/Chemical Deicing Utilized	342	250	250

## COMPARATIVE DATA

	Columbia, MO	Burlington, IA	Dubuque, IA	Mason City, IA	Tupelo, MS	Joplin, MO
<b>Population *</b>	<b>357,935</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	24	7	35	6
Employees Per 1,000 Population	0.045	0.054	0.059	0.022	0.219	0.013
No. of Annual Enplanements	9,090	1,705	46,369	11,602	28,449	15,731
No. of Carriers	1	1	1	1	2	1
Annual Ground Rent Rate	0.08/sq ft	0.10/sq ft	0.19/sq ft	0.10/sq ft	0.40/sq ft	0.067/sq ft
Landing Fee Per 1,000 #GLW	0.78	0.75	1.00	0.56	1.50	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 2009 Goals: Long-term Investments for the Public Good**

The top priorities will continue to be maximizing use of existing commercial service, obtaining additional commercial service to Columbia Regional, increasing cargo and general aviation operations, and looking for alternative revenue streams to support general operations. The loss of DHL/ABX flights in August 2008 impacted revenues and further reduces the number of operations through the facility. Mesaba Airlines, d/b/a Northwest Airlink through a DOT Essential Air Service contract, started operations on August 19, 2008 to replace the previous airline, Air Midwest. Flights on Northwest will be through Memphis International Airport, which is a change from the previous service provided through either St. Louis or Kansas City. Memphis gives travelers the opportunity to connect through a hub with increased availability to international flights.

Airport Administration will continue to work closely with the FAA and MoDOT Aviation on all aspects of state and federal funding and continuous updating of Airport Improvements Program (AIP) projects. Staff will also be working on the retention and expansion of current tenants and marketing to acquire new tenants, either aviation or non-aviation related.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 147,620	\$ 155,778	\$ 150,720	\$ 234,915	50.8%
Supplies and Materials	5,520	8,034	8,073	11,422	42.2%
Travel and Training	1,625	9,188	9,188	4,223	(54.0%)
Intragovernmental Charges	129,924	145,198	145,198	182,485	25.7%
Utilities, Services, & Misc.	84,724	114,608	115,668	113,805	(0.7%)
Capital	0	0	0	0	
Other	577,453	588,000	510,000	504,000	(14.3%)
<b>Total</b>	<b>\$ 946,866</b>	<b>\$ 1,020,806</b>	<b>\$ 938,847</b>	<b>\$ 1,050,850</b>	<b>2.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
2557 - Airport Manager	1.00	1.00	1.00	1.00	
2556 - Airport Superintendent	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>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>3.20</b>	<b>1.00</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>	

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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**
**FY 2009 Goal: Long-term Investment for the Public Good**

Airfield Maintenance has been able to maintain the operating areas of the airfield (runways, taxiways and aprons) in accordance with FAA standards. The rehabilitation of a portion of the General Aviation apron and a portion of the Commercial apron is underway and expected to be completed in the fall of 2008. An update to the existing Airport Master Plan is also underway, the focus of the Master Plan will be to determine the existing condition of the airfield pavements and to make recommendations as to what reconstruction is needed and what type of runway extension projects should be considered for the facility.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 202,492	\$ 216,619	\$ 210,862	\$ 218,788	1.0%
Supplies and Materials	54,940	68,358	71,015	89,392	30.8%
Travel and Training	0	510	510	510	0.0%
Intragovernmental Charges	8,502	9,708	9,708	11,909	22.7%
Utilities, Services, & Misc.	45,450	91,298	83,534	94,061	3.0%
Capital	5,513	16,660	16,660	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 316,897</b>	<b>\$ 403,153</b>	<b>\$ 392,289</b>	<b>\$ 414,660</b>	<b>2.9%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2404 - Maintenance Mechanic	1.00	3.00	3.00	3.00	
2400 - Maintenance Supervisor	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I	2.00	0.00	0.00	0.00	
<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**
**FY 2009 Goal: Long-Term Investment for the Public Good**

The terminal buildings are nearing 40 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. Some funds budgeted in FY 2008 for minor updates to the terminal included improvements to lobby lighting, the airline counter area, baggage room and sterile area.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 52,845	\$ 55,518	\$ 53,376	\$ 57,724	4.0%
Supplies and Materials	41,819	57,435	56,073	67,536	17.6%
Travel and Training	0	0	0	0	
Intragovernmental Charges	780	880	880	1,204	36.8%
Utilities, Services, & Misc.	76,606	120,981	117,448	167,858	38.7%
Capital	0	115,000	115,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 172,050</b>	<b>\$ 349,814</b>	<b>\$ 342,777</b>	<b>\$ 294,322</b>	<b>(15.9%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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 First Responders. FAA and TSA security regulations require great emphasis on Airport access security and continued attention to operational and safety matters. Current TSA requirements mandate increased presence of law enforcement personnel whenever airline passenger and baggage screening operations are being conducted in preparation for commercial flights, greatly increasing the demands on the Public Safety Office. In addition, national homeland security and counter-terrorism requirements have significantly increased Safety Office responsibilities in all areas of general airport and property security.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 510,034	\$ 536,002	\$ 534,802	\$ 552,169	3.0%
Supplies and Materials	20,069	19,376	19,095	19,348	(0.1%)
Travel and Training	12,899	13,748	13,748	13,997	1.8%
Intragovernmental Charges	11,463	11,717	11,717	15,913	35.8%
Utilities, Services, & Misc.	9,053	9,346	10,808	10,808	15.6%
Capital	0	11,000	10,873	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 563,518</b>	<b>\$ 601,189</b>	<b>\$ 601,043</b>	<b>\$ 612,235</b>	<b>1.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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**

The effect snow and freezing rain have on airfield operations are a continual challenge for the maintenance staff. The use of urea for ice melting purposes has significantly improved snow removal operations so that the airfield can be utilized more quickly after a winter weather event. Snow removal operations will continue to be monitored closely and modified as necessary to ensure continued safety with little to no impact on operations.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 16,140	\$ 10,360	\$ 13,155	\$ 10,516	1.5%
Supplies and Materials	24,870	26,062	25,312	26,062	0.0%
Travel and Training	0	0	0	0	
Intragovernmental Charges	2,925	3,360	3,360	4,993	48.6%
Utilities, Services, & Misc.	26,573	15,517	11,392	15,517	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 70,508</b>	<b>\$ 55,299</b>	<b>\$ 53,219</b>	<b>\$ 57,088</b>	<b>3.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
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There are no personnel assigned to this division.

**MAJOR PROJECTS**

Completion of the Airport Master Plan update will be a top priority in FY09. Funding and construction phasing of runway rehabilitation and extension projects will be the emphasis of the master plan. Completion of the rehabilitation of a portion of the General Aviation apron and a portion of the Commercial apron is also planned for fall of 2008. New projects funded in 2009 include repairs to Cargo apron and taxiway as well as a several upgrades to the facilities both cosmetic and structural.

**FISCAL IMPACT**

Funding for the FY 2009 projects will come from FAA grants and Transportation Sales Tax.

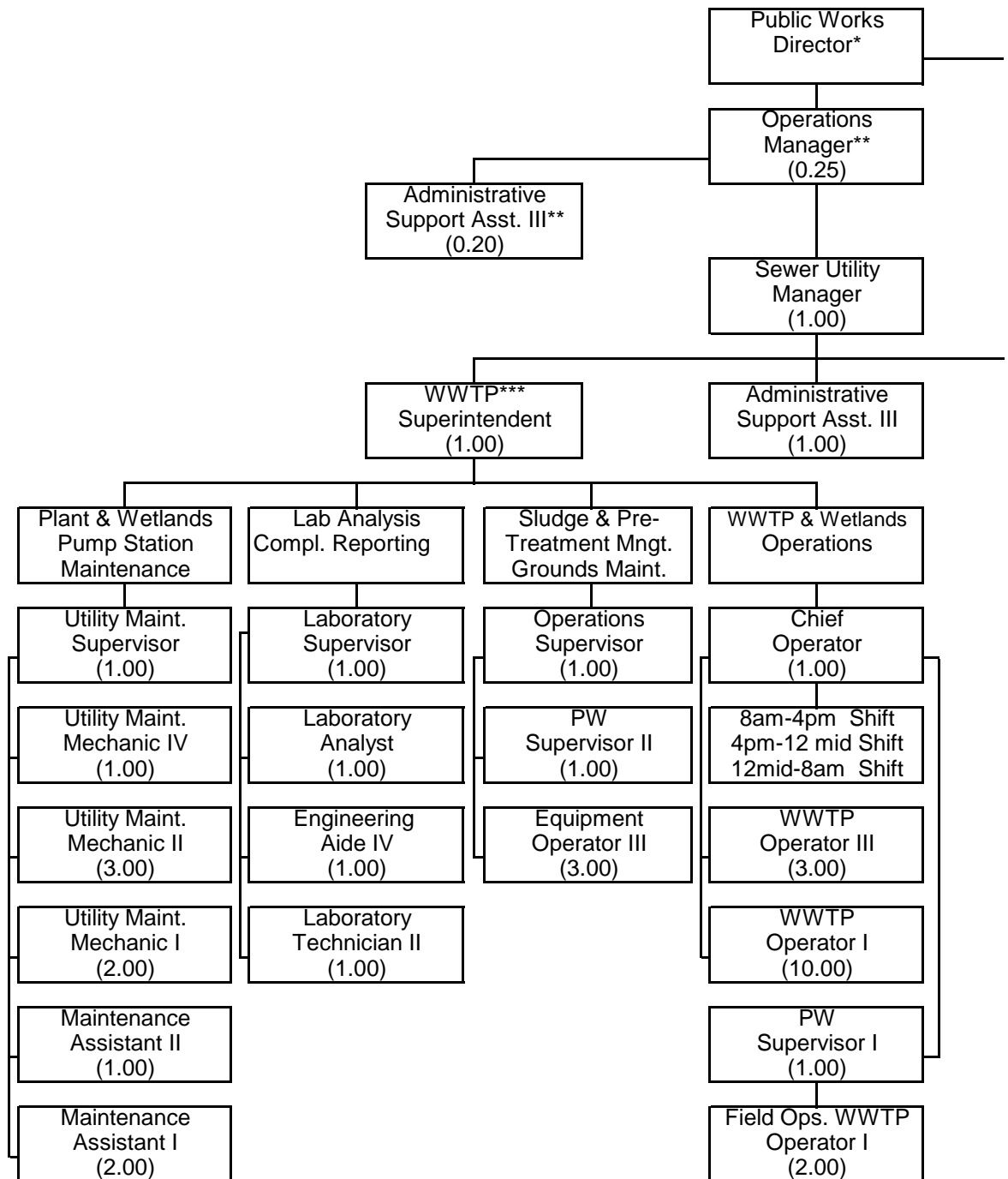
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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.	1,183,967	2,123,640	2,123,640	1,604,500	(24.4%)
Capital	67,873	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,251,840</b>	<b>\$ 2,123,640</b>	<b>\$ 2,123,640</b>	<b>\$ 1,604,500</b>	<b>(24.4%)</b>



# City of Columbia - Public Works Sewer Utility

64.47 FTE Positions



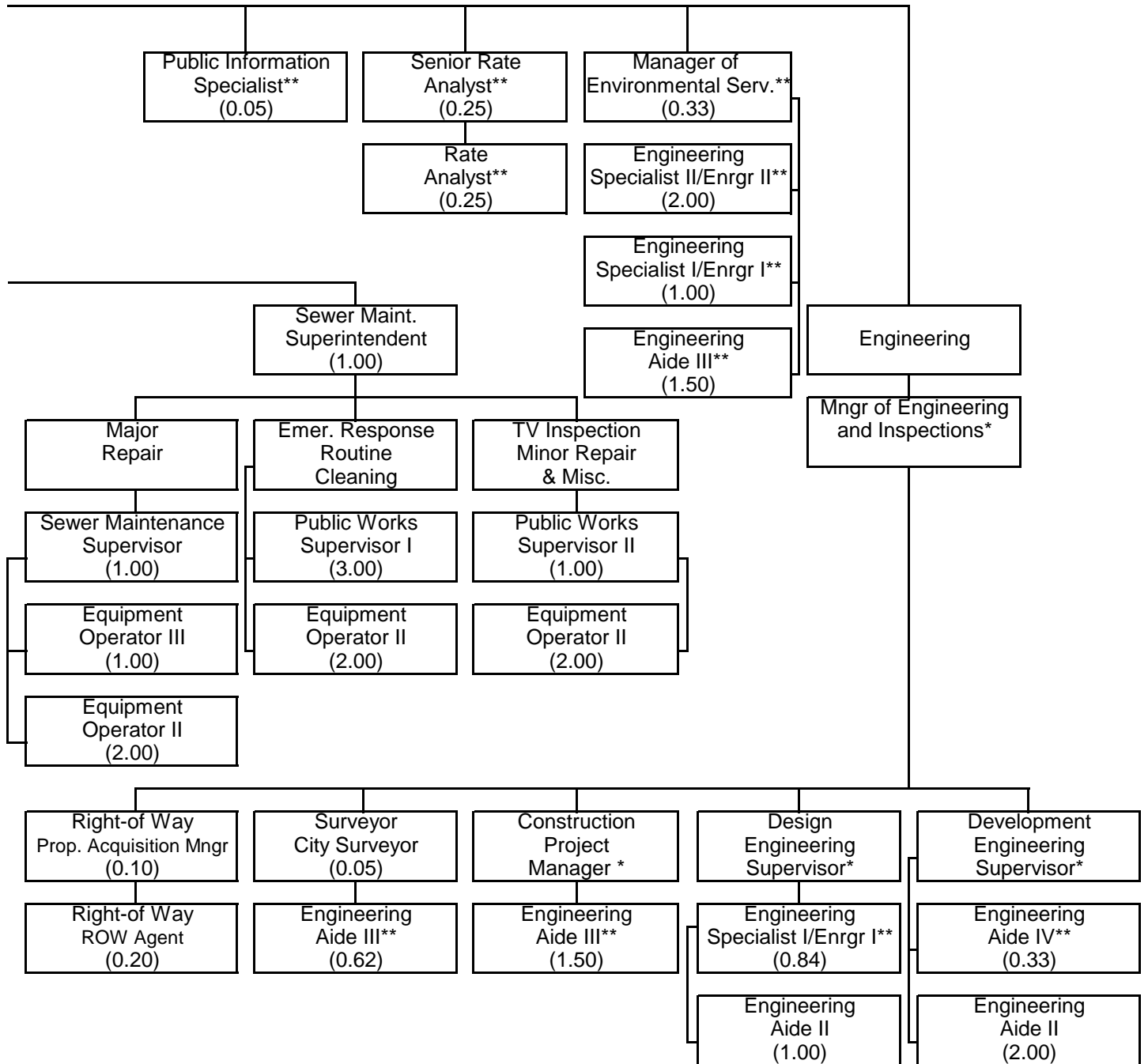
\* Positions not included in Sanitary Sewer's FTE count.

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

\*\*\* WWTP - Waste Water Treatment Plant



**City of Columbia - Public Works Sewer Utility**  
64.47 FTE Positions



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

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**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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 3,129,012	\$ 3,534,785	\$ 3,340,343	\$ 3,970,777	12.3%
Supplies & Materials	681,802	741,011	745,951	814,295	9.9%
Travel & Training	6,450	10,274	9,496	16,240	58.1%
Intragovernmental Charges	922,872	999,300	999,300	1,126,719	12.8%
Utilities, Services & Misc.	5,281,193	5,614,635	5,595,458	29,512,776	425.6%
Capital	301,367	471,155	349,789	481,878	2.3%
Other	3,937,083	3,921,515	4,239,967	4,187,849	6.8%
<b>Total</b>	<b>14,259,779</b>	<b>15,292,675</b>	<b>15,280,304</b>	<b>40,110,534</b>	<b>162.3%</b>
Summary					
Operating Expenses	6,395,635	7,663,030	7,489,697	8,241,314	7.5%
Non-Operating Expenses	2,841,926	2,789,499	3,001,073	3,002,999	7.7%
Debt Service	1,173,189	1,202,016	1,308,894	1,256,850	4.6%
Capital Additions	187,208	471,155	349,789	481,878	2.3%
Capital Projects	3,661,821	3,166,975	3,130,851	27,127,493	756.6%
<b>Total Expenses</b>	<b>\$ 14,259,779</b>	<b>\$ 15,292,675</b>	<b>\$ 15,280,304</b>	<b>\$ 40,110,534</b>	<b>162.3%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration	4.55	4.55	4.55	4.80	0.25
Engineering	7.92	7.92	10.92	11.47	0.55
Treatment Plant/Field O & M	34.00	34.00	34.00	35.00	1.00
Line Maintenance	12.40	12.40	12.40	13.20	0.80
<b>Total Personnel</b>	<b>58.87</b>	<b>58.87</b>	<b>61.87</b>	<b>64.47</b>	<b>2.60</b>
Permanent Full-Time	58.87	58.87	61.87	64.47	2.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>58.87</b>	<b>58.87</b>	<b>61.87</b>	<b>64.47</b>	<b>2.60</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Collection System - Total Length (miles)	637	669	682
Sewer Line Cleaned (linear feet)	648,435	875,000	875,000
Cleaning Cost	\$0.32/ft	\$0.33/ft	\$0.35/ft
Sewer Line Televised (linear feet)	147,044	155,000	150,000
Televising Cost	\$0.77/ft	\$0.77/ft	\$0.84/ft
Sewer Line Replaced (linear feet)	975	1,100	1,000
Replacement Cost In Street	\$128/ft	\$173/ft	\$140/ft
Replacement Cost Off Street	\$109/ft	\$132/ft	\$119/ft
Public Sewer Stoppages	20	28	30
Cost Per Response (All Calls)	\$51.00	\$46.00	\$56.00
Wastewater Treatment Plant Average Daily Flow (Million Gallons Per Day)			
Fiscal Year	16.20	16.40	16.50
O&M Plant & Wetlands Cost Per 1,000 Gallons	\$0.509	\$0.511	\$0.483
Sludge Injected for a Fiscal Year			
Million Gallons	14**	14**	14**
Dry Tons	2,800	2,800	2,800
Cost Per Dry Ton	\$150	\$150	\$150

\*\* Contractual Assistance

## COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Boulder, CO
<b>Population *</b>	<b>99,619</b>	<b>110,216</b>	<b>127,129</b>	<b>92,978</b>	<b>93,236</b>
Number of Employees	58.87	47.50	40.50	31.00	59.06
Employees Per 1,000 Population	0.591	0.431	0.319	0.333	0.633
No. of Utility Accounts	42,292	31,673	27,775	32,000	27,033
Employees Per 1,000 Utility Accts	1.39	1.50	1.49	0.97	2.18
Total Utility Budget (Less Depreciation & Capital Items)	\$8,468,120	\$8,308,306	\$6,651,503	\$3,749,861	\$9,795,280

\* 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****FY 2009 Goal: Long-term Investment for the Public Good**

The average daily flow received at the wastewater treatment plant for FY 2009 is expected to be about 16.4 million gallons per day. In FY 2008, the City hired Black & Veatch Consulting Engineers to provide preliminary design services for the Columbia Regional Wastewater Treatment Plant Improvement project. Final design work for the treatment plant improvement project is anticipated to begin in early FY 2009. Continued development in the Clear Creek Watershed coupled with aging pumping equipment requires that the Clear Creek Pump Station be replaced. Design work for this project continued in FY 2008 and construction of a new Clear Creek Pump Station is anticipated in FY 2009. The existing upper Hinkson Creek pumping station will be eliminated with the Upper Hinkson Creek Outfall Sewer Extension project that will be constructed along with the Vandiver Drive Extension Project. This project is anticipated to be constructed in FY 2009. Interconnections with the Boone County Regional Sewer District (BCRSD) to eliminate their wastewater treatment facilities that discharge to waterways that flow through the City of Columbia are expected to continue. In addition to working with the BCRSD for sewer interconnections, O&M management assistance to the Boone County Regional Sewer District under an agreement executed in August 1990 is expected to continue through FY 2009. At the beginning of FY 2009, over 2,200 BCRSD customers were wholesale treatment customers of the Sewer Utility. Several large BCRSD areas are expected to be intercepted and interconnected to the City sewer system in FY 2009. There will be a 15% rate increase in FY 09 based on the April 2008 ballot issue projects.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 335,275	\$ 340,198	\$ 333,664	\$ 375,073	10.3%
Supplies and Materials	10,848	16,029	12,252	20,937	30.6%
Travel and Training	1,092	1,520	800	1,520	0.0%
Intragovernmental Charges	698,087	734,384	734,384	814,588	10.9%
Utilities, Services, & Misc.	160,251	138,348	138,106	143,235	3.5%
Capital	0	20,000	17,560	0	(100.0%)
Other	2,633,107	2,660,013	2,765,233	2,713,304	2.0%
<b>Total</b>	<b>\$ 3,838,660</b>	<b>\$ 3,910,492</b>	<b>\$ 4,001,999</b>	<b>\$ 4,068,657</b>	<b>4.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5107 - Operations Manager	0.25	0.25	0.25	0.25	
4802 - Public Information Specialist	0.05	0.05	0.05	0.05	
4502 - Senior Rates Analyst	0.25	0.25	0.25	0.25	
4501 - Rates Analyst	0.00	0.00	0.00	0.25	0.25
2606 - WWTP Superintendent	1.00	1.00	1.00	1.00	
2427 - Sewer Utility Manager	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>	<b>4.80</b>	<b>0.25</b>
Permanent Full-Time	4.55	4.55	4.55	4.80	0.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>	<b>4.80</b>	<b>0.25</b>

**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****FY 2009 Goal: Long-term Investments for the Public Good and Managing Costs and Services**

Design work continues on various sewer districts throughout the City to eliminate private sewers, on-site septic tanks and lagoons. The Southeast Gateway Sewer (H-13A), Bear Creek Outfall Sewer Extension, Wetland Treatment Unit #2 Berm Repair, Bear Creek Stream Bank Stabilization-Love Joy Area and Sewer District 154 projects will be completed in FY 2008. Southwest Outfall Relief Sewer and H-21B Lake of the Woods Mobile Home Park Lagoon Interceptor projects began in FY 2008 and are anticipated to be completed in early FY2009. Work continues on 80-acre point sewers as necessary. Approximately 21,500 linear feet of existing sanitary sewer lines were rehabilitated by no-dig methods during FY 2008. City wide manhole inspection program moves into year two and approximately 2,500 manholes were inspected in FY 2008. The Conceptual Design Study for the Columbia Regional Wastewater Treatment Facility was completed in FY 2008 and Preliminary Design for the Columbia Regional Waste Water Treatment Facility Improvement Project was started. Design work for the Clear Creek Pump Station upgrade, Hinkson Creek Siphon Elimination, Bear Creek Stream Bank Stabilization-Creasy Springs Road Area and Upper Hinkson Outfall Sewer Extension Project continue in FY 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 431,486	\$ 512,732	\$ 462,168	\$ 496,087	(3.2%)
Supplies and Materials	19,306	23,770	31,409	18,085	(23.9%)
Travel and Training	1,591	2,665	2,600	7,325	174.9%
Intragovernmental Charges	33,173	43,594	43,594	51,844	18.9%
Utilities, Services, & Misc.	16,398	31,431	17,323	29,872	(5.0%)
Capital	0	40,000	39,350	23,000	(42.5%)
Other	32,051	7,080	7,000	10,044	41.9%
<b>Total</b>	<b>\$ 534,005</b>	<b>\$ 661,272</b>	<b>\$ 603,444</b>	<b>\$ 636,257</b>	<b>(3.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5122 - Mgr of Environmental Svc	0.33	0.33	0.33	0.33	
5111/5099 - Eng. Spec. I/Engr. I	0.50	0.50	1.50	1.84	0.34
5110/5100 - Eng. Spec. II/Engr. II*	1.68	1.68	2.68	2.00	(0.68)
5023 - City Land Surveyor	0.00	0.00	0.00	0.05	0.05
5015 - Property Acquisition Manager	0.00	0.00	0.00	0.10	0.10
5012 - Right-of-Way Agent	0.00	0.00	0.00	0.20	0.20
5106 - Mngr of Engr & Inspections	0.25	0.25	0.25	0.00	(0.25)
5004 - Engineering Aide IV*	0.33	0.33	0.33	0.33	
5003 - Engineering Aide III*	2.83	2.83	3.83	3.62	(0.21)
5002 - Engineering Aide II	2.00	2.00	2.00	3.00	1.00
<b>Total Personnel</b>	<b>7.92</b>	<b>7.92</b>	<b>10.92</b>	<b>11.47</b>	<b>0.55</b>
Permanent Full-Time	7.92	7.92	10.92	11.47	0.55
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.92</b>	<b>7.92</b>	<b>10.92</b>	<b>11.47</b>	<b>0.55</b>

\* A portion of these positions are budgeted in the Capital Improvements Fund.

**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****FY 2009 Long-term Investments for the Public Good**

In FY 2008, Black & Veatch Consulting Engineers completed the Conceptual Design for the upgrade of the Wastewater Treatment Plant based on the Wastewater System Planning report (Master Plan). The Conceptual Design is for the upgrade of the Wastewater Treatment Plant to serve the growing population of Columbia, address the requirements for more stringent wastewater treatment requirements to comply with Missouri operating permit standards. The design will also include methods to improve odor control at the wastewater plant. For the next few years, repairs will need to be continued at Wetland Treatment Unit 1 flood control berms.

The significant maintenance replacement list continues to be the guideline for budgeting and scheduling replacement of Plant equipment that has exceeded its 20 year life. The purpose is to maintain high quality effluent from the treatment units at the mechanical plant to maximize the capabilities of the constructed wetlands.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,720,280	\$ 1,870,807	\$ 1,817,330	\$ 1,961,529	4.8%
Supplies and Materials	577,863	563,289	567,062	587,914	4.4%
Travel and Training	1,937	4,239	4,246	5,515	30.1%
Intragovernmental Charges	88,326	100,682	100,682	113,281	12.5%
Utilities, Services, & Misc.	1,438,502	2,314,852	2,301,480	1,750,413	(24.4%)
Capital	103,375	187,000	141,622	158,878	(15.0%)
Other	243,908	246,500	231,472	229,780	(6.8%)
<b>Total</b>	<b>\$ 4,174,191</b>	<b>\$ 5,287,369</b>	<b>\$ 5,163,894</b>	<b>\$ 4,807,310</b>	<b>(9.1%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
<b>SLUDGE MANAGEMENT:</b>					
5004 - Engineering Aide IV	1.00	1.00	1.00	0.00	(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	3.00	3.00	3.00	3.00	
<b>FIELD OPERATIONS:</b>					
2601 - WWTP Operator I	2.00	2.00	2.00	2.00	
2309 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
<b>WWT OPERATIONS:</b>					
2604 - WWTP Chief Operator	1.00	1.00	1.00	1.00	
2602/2603 - WWTP Operator II/III	3.00	3.00	3.00	3.00	
2601 - WWTP Operator I	9.00	9.00	9.00	10.00	1.00
<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	0.00	(1.00)
2422 - Utility Maint. Mechanic I	2.00	2.00	2.00	2.00	
2421 - Utility Maint. Mechanic II	3.00	3.00	3.00	3.00	
2420 - Utility Maint. Mechanic IV	0.00	0.00	0.00	1.00	1.00
2402 - Maintenance Assistant II	1.00	1.00	1.00	1.00	
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
<b>LABORATORY:</b>					
5134 - Laboratory Supervisor	1.00	1.00	1.00	1.00	
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00	
5033 - Laboratory Technician II	1.00	1.00	1.00	1.00	
5004 - Engineering Aide IV	0.00	0.00	0.00	1.00	1.00
<b>Total Personnel</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>35.00</b>	<b>1.00</b>
Permanent Full-Time	34.00	34.00	34.00	35.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>35.00</b>	<b>1.00</b>

\*In FY 2009 a Utility Maint. Mechanic III was reclassified to an Utility Maint. Mechanic IV.

**DESCRIPTION**

The Sewer Maintenance Section is responsible for the maintenance of approximately 670 miles of sanitary sewer pipe. This involves routine cleaning of sanitary sewer pipe; routine internal television inspection of pipe; repair and/or replacement of pipe and manholes; and investigation of complaints and correction of problems identified.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal: Managing Costs and Services**

The emphasis this year will be to reduce the routine sewer cleaning frequency rate. At the present time sewers that are on the routine cleaning schedule are being cleaned at a frequency of every 44 months. The goal is to reduce the routine cleaning frequency to 36 months with the addition of a third sewer cleaning crew.

The Sewer Maintenance section will continue inspecting, identifying and prioritizing existing sewer that will be rehabilitated by an annual maintenance contract utilizing trenchless technology methods. The manhole inspection contract that was initiated in FY 2007 to identify sources of groundwater infiltration will continue. Emphases was placed upon the older parts of the sanitary sewer system in the Flat Branch and County House Branch areas.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 641,513	\$ 707,143	\$ 659,400	\$ 778,645	10.1%
Supplies and Materials	141,755	137,923	135,228	187,359	35.8%
Travel and Training	1,830	1,850	1,850	1,880	1.6%
Intragovernmental Charges	103,286	120,640	120,640	147,006	21.9%
Utilities, Services, & Misc.	50,868	66,934	75,479	821,206	1126.9%
Capital	83,833	224,155	151,257	300,000	33.8%
Other	1,028,017	1,007,922	1,236,262	1,234,721	22.5%
<b>Total</b>	<b>\$ 2,051,102</b>	<b>\$ 2,266,567</b>	<b>\$ 2,380,116</b>	<b>\$ 3,470,817</b>	<b>53.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2430 - Sewer Maintenance Supt.	1.00	1.00	1.00	1.00	
2428 - Sewer Maintenance Supv	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	2.00	2.00	2.00	3.00	1.00
2303 - Equipment Operator III	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II	6.00	6.00	6.00	6.00	
2003 - Custodian	0.20	0.20	0.20	0.00	(0.20)
1003 - Admin. Support Assistant III	0.20	0.20	0.20	0.20	
<b>Total Personnel</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>13.20</b>	<b>0.80</b>
Permanent Full-Time	12.40	12.40	12.40	13.20	0.80
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.40</b>	<b>12.40</b>	<b>12.40</b>	<b>13.20</b>	<b>0.80</b>

**MAJOR PROJECTS**

Voters approved a 77 million dollar revenue bond issue in April 2008. Several improvement projects will be funded by the bond issue over the next five years. Projects include improvements to the Columbia Regional Wastewater Treatment Facility, repair and rehabilitation of older sewers, economic development extension, extending main sewer trunk lines to the 100 acre point in developing drainage basins to elimination or prevent sewer discharges into creeks flowing through the city.

**HIGHLIGHTS/GOALS****FY 2009 Goals: Long-term Investments for the Public Good**

The CIP projects that are anticipated to be completed in FY 2009 include the Southwest Outfall relief sewer project, State Route 763 Sewer relocation project, Upper Hinkson Creek Outfall relief sewer project, Hinkson Creek Siphon Elimination project, Bear Creek Stream Bank stabilization project and 100 acre point trunk sewer extensions. It is anticipated that construction will begin for the Clear Creek Pump Station Upgrade project during FY 2009. It is anticipated that the design work for the Columbia Regional Wastewater Treatment Facility Improvement will continue in FY 2009. Work will also continue on several Sewer District projects that will extend City sewer to eliminate private common collector sewer and on-site systems. It is also anticipated that the sewer utility will complete another sewer main rehabilitation by "no-dig" methods project in FY 2009.

**FISCAL IMPACT**

In order to pay back the 2008 revenue bonds, a rate increase of 15% will be implemented in FY 2009.

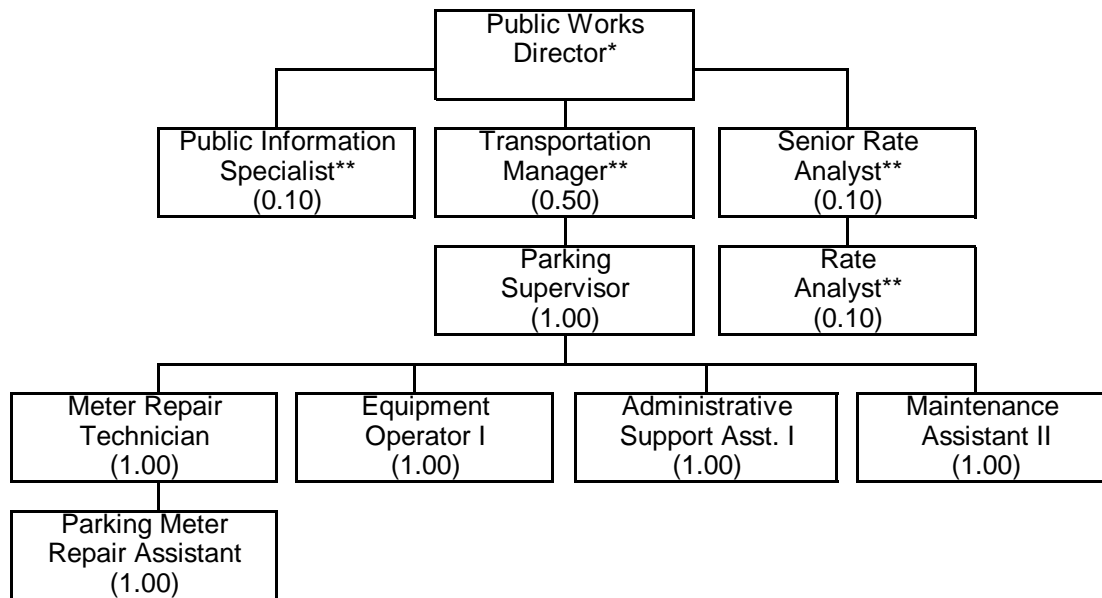
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 458	\$ 103,905	\$ 67,781	\$ 359,443	245.9%
Supplies and Materials	(67,970)	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	3,615,174	3,063,070	3,063,070	26,768,050	773.9%
Capital	114,159	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 3,661,821</b>	<b>\$ 3,166,975</b>	<b>\$ 3,130,851</b>	<b>\$ 27,127,493</b>	<b>756.6%</b>



# City of Columbia - Public Works Parking Facilities

6.80 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, 12 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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 372,554	\$ 397,170	\$ 355,103	\$ 412,949	4.0%
Supplies & Materials	61,000	167,660	168,891	72,737	(56.6%)
Travel & Training	0	300	300	300	0.0%
Intragovernmental Charges	85,622	103,125	103,125	116,130	12.6%
Utilities, Services & Misc.	197,198	245,972	239,650	249,249	1.3%
Capital	84,544	143,000	142,482	44,048	(69.2%)
Other	666,824	640,362	552,142	627,324	(2.0%)
<b>Total</b>	<b>1,467,742</b>	<b>1,697,589</b>	<b>1,561,693</b>	<b>1,522,737</b>	<b>(10.3%)</b>
Summary					
Operating Expenses	695,501	912,727	865,569	850,865	(6.8%)
Non-Operating Expenses	383,107	384,900	282,496	322,824	(16.1%)
Debt Service	283,813	256,962	271,146	305,000	18.7%
Capital Additions	84,544	143,000	142,482	44,048	(69.2%)
Capital Projects	20,777	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,467,742</b>	<b>\$ 1,697,589</b>	<b>\$ 1,561,693</b>	<b>\$ 1,522,737</b>	<b>(10.3%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Parking Facilities	5.70	5.70	5.70	6.80	1.10
<b>Total Personnel</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>	<b>6.80</b>	<b>1.10</b>
Permanent Full-Time	4.70	4.70	4.70	5.80	1.10
Permanent Part-Time	1.00	1.00	1.00	1.00	
<b>Total Permanent</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>	<b>6.80</b>	<b>1.10</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Parking Inventory:</b>			
On-Street Meters	1,701	1,709	1,699
Surface Lots:			
Off-Street Meters	436	428	372
Permit Spaces	439	439	439
Parking Structures:			
Hourly Parking Spaces	278	278	278
Permit Spaces	938	938	932
<b>Parking Permits Issued:</b>			
Surface Lots	685	685	685
Parking Structures	950	950	950
<b>Revenue Collected:</b>			
On-Street Meters	577,878	680,000	610,000
Off-Street Meters	45,814	49,000	51,000
Meter Covers	58,516	42,000	56,000
<b>Parking Structures Metered Revenues:</b>			
Plaza	38,280	40,000	41,000
6th/Cherry	12,903	13,000	13,500
8th/Cherry	23,705	24,000	24,500
10th/Cherry	21,037	22,000	23,000
<b>Parking Structures Permit Revenues:</b>			
Plaza	171,175	181,645	180,000
6th/Cherry	139,872	145,588	142,000
8th/Cherry	86,961	93,220	87,000
10th/Cherry	71,006	64,630	73,000
<b>Meter Maintenance &amp; Repair:</b>			
Complaints Checked	3,226	3,500	3,500
Meters Requiring Work	1,584	1,500	1,500
Meters Replaced	71	100	100
Hours Worked	314	375	375

**COMPARATIVE DATA**

	Columbia, MO	Jefferson City, MO	Boulder, CO	Iowa City, IA	Lincoln, NE	Rochester MN**
<b>Population</b>	<b>99,619</b>	<b>40,835</b>	<b>93,236</b>	<b>68,553</b>	<b>256,042</b>	<b>103,516</b>
Number of Employees	5.6	4.5	28.0	8.0	9.0	6.0
Employees Per 1,000 Population	0.056	0.110	0.300	0.117	0.035	0.058
No. of Parking Spaces:	3,735	1,639	3,652	4,259	7,000	4,932
On-Street	1,737	120	998	1,174	3,000	1,298
Off-Street	1,998	1,519	2,654	3,085	4,000	3,635
No. of Parking Structures	4	1	5	5	7	5

\* Jefferson City, MO is currently involved in locating a new garage to service a 1 year waiting list.

\*\*Rochester, MN features AVI - Automatic Vehicle Identification for monthly parkers.(Republic Parking)

\*\* Rochester, MN parking contractor has 31 private employees working ramps and lots with extensive camera coverage.

## DESCRIPTION

The Parking Utility operates, maintains and administers four parking facilities, 12 surface lots as well as on-street parking meters. It is responsible for the collection of income from the facilities, the collection and data preparation of parking and parking facility studies, plus the installation and maintenance of the parking meters, gates, attendant buildings and other facilities.

## HIGHLIGHTS / SIGNIFICANT CHANGES

Working with the downtown business district, the Parking Utility works to ensure that the present and future parking needs in downtown Columbia are met. All meters in the business district and University campus have been converted for the EZ Park Card. The Parking Utility sells the reloadable EZ Park cards on the third floor of the City Daniel Boone Building and Utility Accounts office, the Turner Garage on the University campus and the Boone County Government Center.

**FY 2009 Goal: Long-term investments for the Public Good**

Design and development has proceeded as planned on a new parking garage to be located at 5th & Walnut. Cameras have been installed in the 10th & Cherry garage, 6th & Cherry garage and the 7th & Walnut (Plaza) garage during FY 2008. These cameras will allow for the safety of our customers and our parking structures. In addition to the cameras in FY 2008, repairs to the Gentry building drive and the 7th & Walnut parking ramp will be done.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 372,554	\$ 397,170	\$ 355,103	\$ 412,949	4.0%
Supplies and Materials	61,000	167,660	168,891	72,737	(56.6%)
Travel and Training	0	300	300	300	0.0%
Intragovernmental Charges	85,622	103,125	103,125	116,130	12.6%
Utilities, Services, & Misc.	176,421	245,972	239,650	249,249	1.3%
Capital	84,544	143,000	142,482	44,048	(69.2%)
Other	666,824	640,362	552,142	627,324	(2.0%)
<b>Total</b>	<b>\$ 1,446,965</b>	<b>\$ 1,697,589</b>	<b>\$ 1,561,693</b>	<b>\$ 1,522,737</b>	<b>(10.3%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
4802 - Public Information Specialist	0.10	0.10	0.10	0.10	
4702 - Transportation Manager	0.50	0.50	0.50	0.50	
4502 - Senior Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.00	0.00	0.00	0.10	0.10
3032 - Meter Repair Technician	1.00	1.00	1.00	1.00	
3024 - Parking Supervisor	1.00	1.00	1.00	1.00	
3018 - Parking Meter Repair. Asst.	0.00	0.00	0.00	1.00	1.00
2402 - Maintenance Assistant II	1.00	1.00	1.00	1.00	
2299 - Equipment Operator I	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>5.70</b>	<b>5.70</b>	<b>5.70</b>	<b>6.80</b>	<b>1.10</b>
Permanent Full-Time	4.70	4.70	4.70	5.80	1.10
Permanent Part-Time	1.00	1.00	1.00	1.00	
<b>Total Permanent</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>	<b>6.80</b>	<b>1.10</b>

**MAJOR PROJECTS**

Major project planned for FY 2009 includes the design and development of a new parking garage at 5th & Walnut.

**FISCAL IMPACT**

No fiscal impact for FY 2009. The garage will be open in 2010.

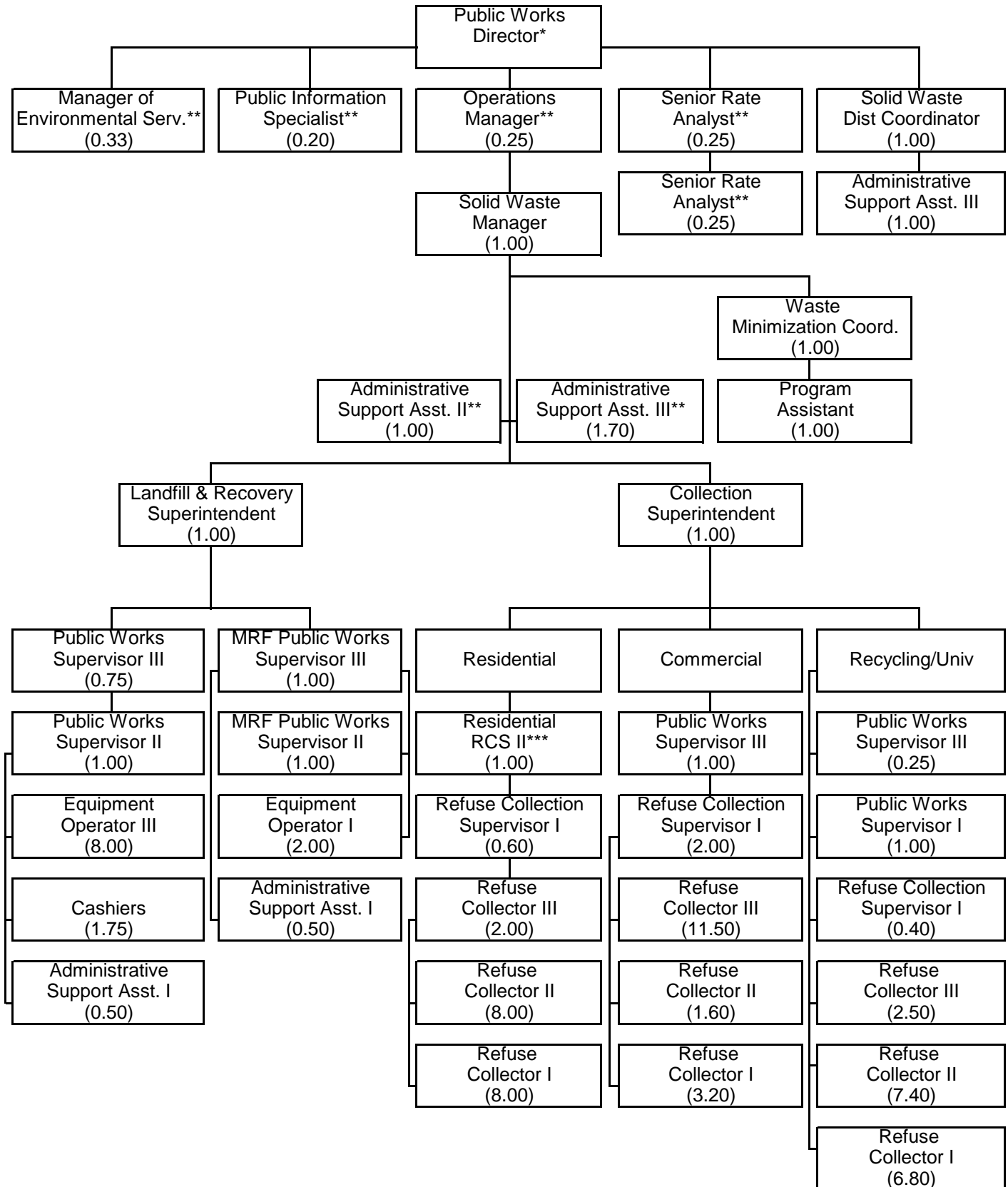
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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.	20,777	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 20,777</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	



# City of Columbia - Public Works Solid Waste

84.73 FTE Positions



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

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## DEPARTMENT DESCRIPTION

This utility is dedicated to the management of resources for the protection of public health. Human resources are managed to provide efficient refuse and recycling collection, material recovery, and disposal services utilizing sound engineering practices. Natural resources are managed through education, reuse and recycling for the protection of the environment.

## DEPARTMENT OBJECTIVES

To provide an efficient collection, material recovery, and disposal service while protecting the environment.

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 4,545,160	\$ 5,137,275	\$ 4,921,117	\$ 5,225,369	1.7%
Supplies & Materials	3,821,558	3,671,596	3,778,413	4,247,783	15.7%
Travel & Training	10,816	21,980	24,116	25,297	15.1%
Intragovernmental Charges	1,142,210	1,317,278	1,317,278	1,513,753	14.9%
Utilities, Services & Misc.	4,030,060	2,501,466	2,399,153	2,732,755	9.2%
Capital	980,261	1,525,581	1,525,575	955,000	(37.4%)
Other	1,567,904	2,132,282	1,754,475	1,930,275	(9.5%)
<b>Total</b>	<b>16,097,969</b>	<b>16,307,458</b>	<b>15,720,127</b>	<b>16,630,232</b>	<b>2.0%</b>
Summary					
Operating Expenses	10,876,844	12,454,245	12,316,427	13,309,957	6.9%
Non-Operating Expenses	1,224,893	1,857,624	1,408,125	1,631,824	(12.2%)
Debt Service	332,877	350,008	350,000	328,451	(6.2%)
Capital Additions	974,815	1,525,581	1,525,575	955,000	(37.4%)
Capital Projects	2,688,540	120,000	120,000	405,000	237.5%
<b>Total Expenses</b>	<b>\$ 16,097,969</b>	<b>\$ 16,307,458</b>	<b>\$ 15,720,127</b>	<b>\$ 16,630,232</b>	<b>2.0%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration	7.60	7.60	7.60	7.65	0.05
Commercial	19.30	19.30	19.30	19.30	
Residential	19.60	19.60	19.60	19.60	
Landfill	13.08	13.08	13.08	13.08	
University	2.20	3.20	3.20	3.20	
Recycling	21.90	21.90	21.90	21.90	
<b>Total Personnel</b>	<b>83.68</b>	<b>84.68</b>	<b>84.68</b>	<b>84.73</b>	<b>0.05</b>
Permanent Full-Time	82.93	83.93	83.93	83.98	0.05
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>83.68</b>	<b>84.68</b>	<b>84.68</b>	<b>84.73</b>	<b>0.05</b>

## COMPARATIVE DATA

	Columbia, MO	Norman, OK	Olathe, KS	Lawrence, KS	Fort Smith, AR
<b>Population</b>	<b>99,619</b>	<b>110,216</b>	<b>127,129</b>	<b>92,978</b>	<b>85,608</b>
Number of Employees	84.68	52.00	50.00	104.00	78.00
Employees Per 1,000 Population	0.850	0.520	0.393	1.119	0.911
Number of Part Time Employees	40	0	6	1	0
No. of Utility Accounts	40,405	35,775	35,000	33,000	25,198
Avg. Residential Rate/Month	\$14.42	\$11.50	\$15.00	\$12.68	\$14.38
Disposal Tipping Fee/Ton	\$32.50	\$15.36	\$39.00	\$19.15	\$27.17
Out of County Disposal Fee	*		*		

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

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Tons of Waste Collected:			
Residential	30,351	30,691	31,577
Commercial/Roll-Off	55,165	57,722	57,394
University	6,149	6,362	6,397
From Outside Hauler	85,187	105,903	88,629
Total Tons of Material Deposited at Landfill	176,852	176,000	84,000
Tons of Recyclables Collected Curbside	4,765	4,678	4,958
Tons of Recyclables Collected at Drop Offs	2,957	2,769	3,076
Tons of Recyclables Collected Apartments	145	143	151
Tons of Recyclables Collected Commercial Customers	750	790	780
Tons of Recyclables from Outside Hauler	163	116	170
Tons of Material Processed at Material Recovery Facility	8,800	8,976	9,135
Tons of Material Waste taken to Compost Facility	6,701	7,650	7,140
Number of Residential Units	39,981	41,200	41,392
Quantity of Black Trash Bags Delivered/Sold	2,745,311	2,752,698	2,860,217
Quantity of Blue Recycling Bags Delivered/Sold	1,799,749	1,671,548	1,878,944
Quantity of Clear Compost Bags Delivered/Sold	397,869	420,723	413,826
No. White Goods Collected Through Special Collection	1,644	2,800	1,700
State Landfill Fees Collected and Forwarded to State	365,695	408,939	380,475
Educational and Informational Presentations	52	155	75
Residential Hazardous Waste Collected/Disposed (lbs per calendar year)	134,323	130,000	140,000
No. of Vehicles Serviced at Hazardous Waste Facility(per calendar year)	3,465	3,350	3,525
Trash Out Early Violations	187	250	210

**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 2009 Goal: Long-Term Investment for the Public Good and Managing Costs and Services**

Disposal Cell #4 began operation Jan. '08 as a Subtitle D cell and began operation as a bioreactor in the summer of 2008.

Water & Light Dept. constructed a power plant using landfill gas for electrical generation. The plant became fully operational in the summer of 2008.

Burns and McDonnell completed cost of service rate study and rate increases have been modeled for the next ten years.

Solid Waste Master Plan was completed in fiscal year 2008 and will be adopted by council in 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 441,946	\$ 525,994	\$ 497,390	\$ 539,634	2.6%
Supplies and Materials	17,462	22,170	20,865	29,291	32.1%
Travel and Training	7,201	7,971	8,221	8,914	11.8%
Intragovernmental Charges	768,856	859,042	859,042	971,830	13.1%
Utilities, Services, & Misc.	158,917	193,137	131,765	151,633	(21.5%)
Capital	0	0	0	0	
Other	370,108	383,982	384,675	363,895	(5.2%)
<b>Total</b>	<b>\$ 1,764,490</b>	<b>\$ 1,992,296</b>	<b>\$ 1,901,958</b>	<b>\$ 2,065,197</b>	<b>3.7%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5107 - Operations Manager	0.25	0.25	0.25	0.25	
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.25	0.25	0.25	0.25	
4501 - Rate Analyst	0.00	0.00	0.00	0.25	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	0.00	(0.20)
1003 - Admin. Support Assistant III	2.70	2.70	2.70	2.70	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>7.65</b>	<b>0.05</b>
Permanent Full-Time	7.60	7.60	7.60	7.65	0.05
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.60</b>	<b>7.60</b>	<b>7.60</b>	<b>7.65</b>	<b>0.05</b>

**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****FY 2009 Goal: Managing Costs and Services**

Roll-off service is seeing increased competition from private companies. Front and rear loading containers for commercial accounts and route efficiencies will be the focus for our permanent commercial container recycling and trash services.

Commercial recycling will have equipment designed and dedicated for recycling which will improve efficiencies.

**FY 2009 Goal: Community Fiscal Impact**

Implement commercial rate increase over a 3 year period to move towards cost of service.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,119,991	\$ 1,167,371	\$ 1,139,936	\$ 1,170,617	0.3%
Supplies and Materials	914,361	920,030	963,896	1,192,607	29.6%
Travel and Training	239	2,060	1,960	2,060	0.0%
Intragovernmental Charges	97,968	117,807	117,807	161,264	36.9%
Utilities, Services, & Misc.	395,452	532,150	502,180	532,628	0.1%
Capital	307,208	139,000	139,000	230,000	65.5%
Other	205,658	205,200	205,200	208,700	1.7%
<b>Total</b>	<b>\$ 3,040,877</b>	<b>\$ 3,083,618</b>	<b>\$ 3,069,979</b>	<b>\$ 3,497,876</b>	<b>13.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2307 - Public Works Supervisor III*	0.00	0.00	0.00	1.00	1.00
2214 - Refuse Collector III	11.50	11.50	11.50	11.50	
2213 - Refuse Collector II	1.60	1.60	1.60	1.60	
2212 - Refuse Collector I	3.20	3.20	3.20	3.20	
2204 - Refuse Collection Supv. II*	1.00	1.00	1.00	0.00	(1.00)
2203 - Refuse Collection Supv. I	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	
Permanent Full-Time	19.30	19.30	19.30	19.30	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	

\* In FY 2009 (2) Refuse Collector Supervisor II's were reclassified to Public Works Supervisor III's.

**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****FY 2009 Goal: Managing Costs and Services**

Residential route efficiencies will be the focus this year. Maintaining a balance on the routes is a challenge with our current rate of growth. Collection day changes may need to be made for some of the residents to balance routes.

Legislation allowing yard waste to be deposited in a bioreactor landfill has passed. This allows the co-collection of residential trash and yard waste.

Discontinue bag delivery method by December 2008 and implement voucher system.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 855,620	\$ 937,938	\$ 846,553	\$ 960,809	2.4%
Supplies and Materials	814,695	853,508	831,633	963,572	12.9%
Travel and Training	70	1,467	1,467	1,467	0.0%
Intragovernmental Charges	113,097	132,952	132,952	144,089	8.4%
Utilities, Services, & Misc.	217,658	246,459	234,086	233,994	(5.1%)
Capital	429,272	449,000	449,000	460,000	2.4%
Other	191,647	179,000	200,000	200,000	11.7%
<b>Total</b>	<b>\$ 2,622,059</b>	<b>\$ 2,800,324</b>	<b>\$ 2,695,691</b>	<b>\$ 2,963,931</b>	<b>5.8%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2214 - Refuse Collector III	2.00	2.00	2.00	2.00	
2213 - Refuse Collector II	8.00	8.00	8.00	8.00	
2212 - Refuse Collector I	8.00	8.00	8.00	8.00	
2204 - Refuse Collection Supv. II	1.00	1.00	1.00	1.00	
2203 - Refuse Collection Supv. I	0.60	0.60	0.60	0.60	
<b>Total Personnel</b>	<b>19.60</b>	<b>19.60</b>	<b>19.60</b>	<b>19.60</b>	
Permanent Full-Time	19.60	19.60	19.60	19.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>19.60</b>	<b>19.60</b>	<b>19.60</b>	<b>19.60</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

**FY 2009 Goal: Long-Term Investment for the Public Good**

Total tons received at the landfill for fiscal year 2007 was 176,852.

Disposal Cell #4 began operation Jan. '08 as a Subtitle D cell and began operation as a bioreactor in the summer of 2008.

Water & Light Dept. constructed a power plant using landfill gas for electrical generation. The plant became fully operational in the summer of 2008.

Additional landfill gas wells were installed in Jan. of '08 to promote gas supply to the above project.

An equipment and vehicle fueling station is scheduled to be constructed in 2009.

The Scale House was replaced in 2008.

A small vehicle drop off area will be constructed to help eliminate traffic congestion within the Cell 4 disposal area.

The Compost Facility continues to operate at or near capacity. Annual tonnage for FY07 was 6,700. 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. Compost by the bag will sold in retail stores this year.

MDNR has approved the composting of animal waste for our compost facility.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 702,335	\$ 879,968	\$ 755,756	\$ 894,318	1.6%
Supplies and Materials	754,334	830,362	855,066	1,006,060	21.2%
Travel and Training	1,115	3,516	5,017	5,890	67.5%
Intragovernmental Charges	45,549	49,341	49,341	51,838	5.1%
Utilities, Services, & Misc.	488,409	996,565	988,429	991,183	(0.5%)
Capital	40,207	0	0	225,000	
Other	536,603	1,135,000	700,000	865,000	(23.8%)
<b>Total</b>	<b>\$ 2,568,552</b>	<b>\$ 3,894,752</b>	<b>\$ 3,353,609</b>	<b>\$ 4,039,289</b>	<b>3.7%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
5122 - Mgr of Environmental Srvs	0.33	0.33	0.33	0.33	
2307 - Public Works Supervisor III	0.75	0.75	0.75	0.75	
2306 - Public Works Supervisor II*	0.00	0.00	0.00	1.00	1.00
2305 - Public Works Supervisor I*	1.00	1.00	1.00	0.00	(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	1.75	1.75	1.75	1.75	
1001 - Admin. Support Assistant I	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>13.08</b>	<b>13.08</b>	<b>13.08</b>	<b>13.08</b>	
Permanent Full-Time	12.33	12.33	12.33	12.33	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>13.08</b>	<b>13.08</b>	<b>13.08</b>	<b>13.08</b>	

\*In FY 2009 a Public Works Supervisor I was reclassified to a Public Works Supervisor II.

**DESCRIPTION**

Contract collection of waste from all the facilities on the MU campus.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal: Managing Costs and Services**

City staff continues to work with university personnel to increase efficiencies in solid waste services on campus by placement of compactors in lieu of dumpsters.

The University placed additional sidewalk recycling containers bringing the total to 214. The City has also been working closely with the University, MU Athletics and Sustain Mizzou on special event recycling.

The City is also working with the University to provide collection containers for Tiger Treasures. Tiger Treasures is a new partnership with the University and the Salvation Army. This program sells the reusable materials residential students discard upon vacating the dorms. Sale proceeds as well as the remaining usable materials will be donated to the Salvation Army.

University waste removal contract ends December 31, 2009.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 114,895	\$ 162,238	\$ 120,821	\$ 162,584	0.2%
Supplies and Materials	50,939	64,205	77,586	81,928	27.6%
Travel and Training	0	0	0	0	
Intragovernmental Charges	11,838	14,427	14,427	14,902	3.3%
Utilities, Services, & Misc.	37,416	36,440	36,440	36,440	0.0%
Capital	0	0	0	0	
Other	11,071	11,600	11,600	10,560	(9.0%)
<b>Total</b>	<b>\$ 226,159</b>	<b>\$ 288,910</b>	<b>\$ 260,874</b>	<b>\$ 306,414</b>	<b>6.1%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2214 - Refuse Collector III	0.60	1.00	1.00	1.00	
2213 - Refuse Collector II	0.80	1.40	1.40	1.40	
2212 - Refuse Collector I	0.80	0.80	0.80	0.80	
<b>Total Personnel</b>	<b>2.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	
Permanent Full-Time	2.20	3.20	3.20	3.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	

**DESCRIPTION**

This program includes weekly collection of commingled recyclables from residential units, daily collection of commingled recyclables from 8 drop-off locations (including the University of Missouri and Columbia College sites), 9 apartment drop-off containers rotated among 28 apartment complexes, bi-monthly (April through November) collection of household hazardous waste, and weekly collection of major appliances, and yard waste. The Public Works Volunteer Program utilizes over 2,500 volunteer hours per year in waste reduction activities such as Adopt - A -Spot litter control, household hazardous waste greeters, mulch site aides, worm loan aides, composting workshop leaders, special cleanups, and various other waste reduction projects. The Material Recovery Facility (MRF) sorts and processes for marketing the incoming recyclables the city collects as well as recycling brought in by private haulers.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal: Managing Costs and Services and Long-term Investments for the Public Good.**

The Material Recovery Facility received 8,800 tons of recyclables during FY 2007. 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.

2,100 tons of recycled glasphalt was installed in front of the Material Recovery Facility and the Landfill operations Center. This road was constructed using recycled shingles and crushed glass.

Relocated the recycling drop off containers from Gray Oak Drive to State Farm Parkway. This drop off site is the first owned by the City.

Five new recycling trucks will be ordered this year. Recycling will begin dual stream pick-up from the curb, since we have obtained approval of our bioreactor permit.

Convenience store beverage container recycling includes 43 locations with a total of 151 bins located throughout the City.

Non-residential recycling program implemented in FY05 continues to expand, providing services to approximately 110 businesses. Grants from the MO DNR and Mid MO SWMD and the corresponding City match provided 3 balers and two 30 yd. open top containers to large quantity generators.

MMSWMD grant funds and the corresponding city match purchased 77 additional convenience store bins for the recycling of beverage containers.

An eddy current separator was purchased using \$45,000 in grant funds from the MMSWMD and \$24,000 in city funding. It was installed on the container sort line in the Material Recovery Facility in the Spring of 2008.

MMSWMD grant funds were also used to buy a reconditioned baler for the Joe Machens Ford dealership.

The Household Hazardous Waste collection serviced 3,465 cars in 2007 and collected 236,194 pounds of material.

The Volunteer Program continues to support the Adopt-A-Spot Litter Control program, with 100 active groups and 36 ongoing volunteers who donate at least 4 hours per month doing waste reduction activities. Volunteers donated over 4,500 hours in FY 2007.

Public Works Volunteers program sponsored 6 compost workshops with 61 attendees at the Capen Compost Demonstration site.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,310,373	\$ 1,463,766	\$ 1,560,661	\$ 1,497,407	2.3%
Supplies and Materials	987,512	981,321	1,029,367	974,325	(0.7%)
Travel and Training	2,191	6,966	7,451	6,966	0.0%
Intragovernmental Charges	104,902	143,709	143,709	169,830	18.2%
Utilities, Services, & Misc.	362,100	376,715	386,253	381,877	1.4%
Capital	198,128	937,581	937,575	40,000	(95.7%)
Other	222,086	217,500	253,000	282,120	29.7%
<b>Total</b>	<b>\$ 3,187,292</b>	<b>\$ 4,127,558</b>	<b>\$ 4,318,016</b>	<b>\$ 3,352,525</b>	<b>(18.8%)</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
4615 - Program Assistant	1.00	1.00	1.00	1.00	
4533 - Waste Minimization Coord.	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III*	0.25	0.25	0.25	1.25	1.00
2306 - Public Works Supervisor II**	0.00	0.00	0.00	1.00	1.00
2305 - Public Works Supervisor I**	2.00	2.00	2.00	1.00	(1.00)
2299 - Equipment Operator I*	1.00	1.00	1.00	2.00	1.00
2214 - Refuse Collector III	1.50	1.50	1.50	1.50	
2213 - Refuse Collector II	6.00	6.00	6.00	6.00	
2212 - Refuse Collector I*	7.00	7.00	7.00	6.00	(1.00)
2207 - Landfill Superintendent	0.25	0.25	0.25	0.25	
2204 - Refuse Collection Supv. II*	1.00	1.00	1.00	0.00	(1.00)
2203 - Refuse Collection Supv. I	0.40	0.40	0.40	0.40	
1001 - Admin Support Asst. I	0.50	0.50	0.50	0.50	
<b>Total Personnel</b>	<b>21.90</b>	<b>21.90</b>	<b>21.90</b>	<b>21.90</b>	
Permanent Full-Time	21.90	21.90	21.90	21.90	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>21.90</b>	<b>21.90</b>	<b>21.90</b>	<b>21.90</b>	
<p>* In FY 2009 (2) Refuse Collector Supervisor II's were reclassified to Public Works Supervisor III's. A Refuse Collector I was reclassified to an Equipment Operator I.</p> <p>**In FY 2009 a Public Works Supervisor I was reclassified to a Public Works Supervisor II.</p>					

## MAJOR PROJECTS

The Landfill Gas To Energy project became fully operational mid 2008. Cell 4 is now accepting waste as a Subtitle D disposal cell and became a bioreactor cell in the Summer of 2008.

***CIP projects scheduled for fiscal year 2009 are:***

\$200,000 for an additional bay for container maintenance at the landfill operation center

\$150,000 for refuse collection vehicle storage building

\$55,000 for vehicle refueling facility

## FISCAL IMPACT

Minimal impact on operations.

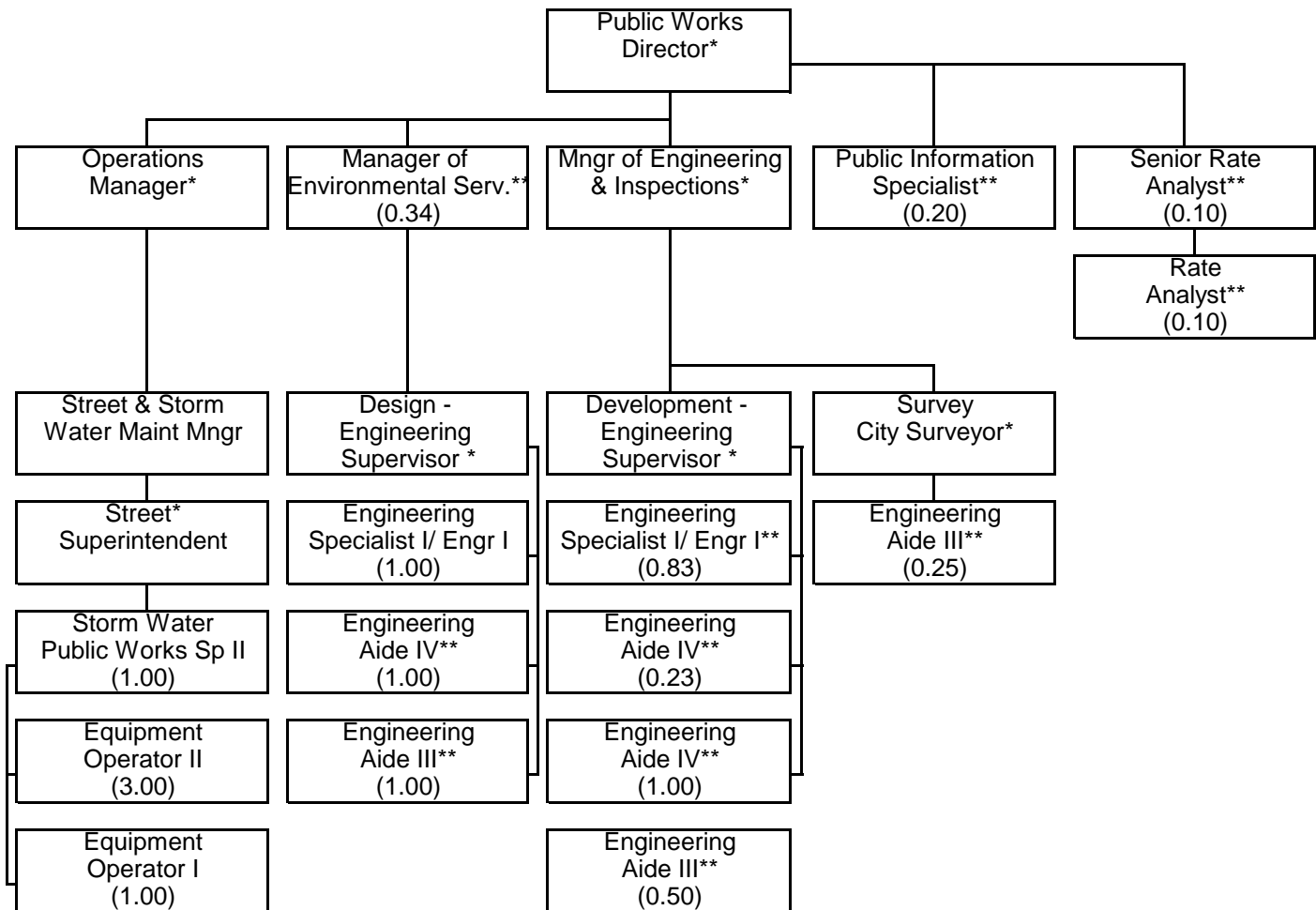
## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	282,255	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	2,370,108	120,000	120,000	405,000	237.5%
Capital	5,446	0	0	0	
Other	30,731	0	0	0	
<b>Total</b>	<b>\$ 2,688,540</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>405,000</b>	<b>237.5%</b>



# City of Columbia - Public Works Storm Water Utility

11.55 FTE Positions



\* Positions not included in Storm Water's FTE count.

\*\* Positions are budgeted in various Public Works divisions/funds or CIP.

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## 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

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 716,364	\$ 851,083	\$ 790,757	\$ 827,770	(2.7%)
Supplies & Materials	96,794	179,120	175,079	182,110	1.7%
Travel & Training	1,577	3,365	3,505	3,365	0.0%
Intragovernmental Charges	180,368	208,416	208,416	245,914	18.0%
Utilities, Services & Misc.	701,913	774,871	751,850	206,287	(73.4%)
Capital	36,289	185,655	185,655	13,846	(92.5%)
Other	391,515	390,000	414,822	425,000	9.0%
<b>Total</b>	<b>2,124,820</b>	<b>2,592,510</b>	<b>2,530,084</b>	<b>1,904,292</b>	<b>(26.5%)</b>
Summary					
Operating Expenses	1,042,345	1,343,855	1,262,476	1,465,446	9.0%
Non-Operating Expenses	391,515	390,000	414,822	425,000	9.0%
Debt Service	0	0	0	0	
Capital Additions	29,140	185,655	185,655	13,846	(92.5%)
Capital Projects	661,820	673,000	667,131	0	(100.0%)
<b>Total Expenses</b>	<b>\$ 2,124,820</b>	<b>\$ 2,592,510</b>	<b>\$ 2,530,084</b>	<b>\$ 1,904,292</b>	<b>(26.5%)</b>

## AUTHORIZED PERSONNEL

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Administration/Engineering	7.46	7.46	7.46	6.55	(0.91)
Field Operations	5.00	5.00	5.00	5.00	
<b>Total Personnel</b>	<b>12.46</b>	<b>12.46</b>	<b>12.46</b>	<b>11.55</b>	<b>(0.91)</b>
Permanent Full-Time	12.46	12.46	12.46	11.55	(0.91)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>12.46</b>	<b>12.46</b>	<b>12.46</b>	<b>11.55</b>	<b>(0.91)</b>

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
No. of Programmed Projects from Engineering Division	5	4	0
No. of Feet of Drainage Improvement	350	246	0
No. of Unscheduled Projects Completed	10	99	10
No. of Problem Investigations	140	193	120
No. of Inlets Rebuilt/Repaired	18	23	20

**COMPARATIVE DATA**

	<b>Columbia, MO</b>	<b>Springfield, MO (2)</b>	<b>Indepen- dence, MO (1)</b>	<b>Joplin, MO</b>	<b>Ames, IA</b>
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>109,983</b>	<b>50,208</b>	<b>55,983</b>
Number of Employees	5	7	13	4	2.5
Employees Per 1,000 Population	0.050	0.045	0.118	0.080	0.045
Drainage Area Served (sq. mi.)	59	80	78	50	25
Budget (thousands)	1,100	600	1,471	350	351

(1) Independence # of employees - 13 FTE - 1 Contract Storm Water Manager

(2) Springfield # of employees - 6 FTE - 1 Contract Storm Water Manager

\* Includes both maintenance and storm water permit activities

**DESCRIPTION**

The purpose of the Storm Water Utility is to assure the movement of emergency vehicles during storm periods, to protect the public from rapidly flowing water or flash floods, to minimize losses and property damage resulting from uncontrolled storm water run off, and establish requirements for construction of storm water management facilities in newly developed areas.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal: Long-term investments for the Public Good**

Projects currently in final design include Brandon Road Culvert, Maupin/Edgewood, Rutledge/Weymeyer, Middlebush Culvert replacement, Primrose Drainage and RCB access project. Projects in preliminary design include Quail Drive, Vandiver/Sylvan, Greenwood/Stewart Phase II.

The City continues to provide assistance to citizens with storm water concerns such as: structure flooding, street flooding, and erosion problems. In fiscal year 2007, the City responded to 113 calls for help, advice on yard grading, maintenance and alternative storm water management practices.

Some concerns indicate the need for maintenance by the City or the scheduling of a Capital Improvement Project. During FY 2009 the priority will be to develop a funding plan along with a maintenance plan.

The City also continues to provide education and outreach on storm water quality Phase II Storm water permit. The City now provides office space for the Boone County education and outreach coordinator and both the City and County work closely in order to maximize the effectiveness of both.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 449,126	\$ 477,636	\$ 424,271	\$ 543,331	13.8%
Supplies and Materials	20,592	21,021	19,703	14,208	(32.4%)
Travel and Training	1,256	2,300	2,440	2,300	0.0%
Intragovernmental Charges	173,039	196,677	196,677	234,055	19.0%
Utilities, Services, & Misc.	35,315	50,621	48,969	51,271	1.3%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 679,328</b>	<b>\$ 748,255</b>	<b>\$ 692,060</b>	<b>\$ 845,165</b>	<b>13.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5122 - Mgr of Environmental Svc	0.34	0.34	0.34	0.34	
5111/5099 - Eng. Specialist I/Engr. I	0.50	0.50	0.50	1.83	1.33
5110/5100 - Eng. Specialist II/Engr. II'	1.66	1.66	1.66	0.00	(1.66)
5004 - Engineering Aide IV	2.33	2.33	2.33	2.23	(0.10)
5003 - Engineering Aide III	2.33	2.33	2.33	1.75	(0.58)
4802 - Public Information Specialist	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.10	0.10	0.10	0.10	
4501 - Rate Analyst	0.00	0.00	0.00	0.10	0.10
<b>Total Personnel</b>	<b>7.46</b>	<b>7.46</b>	<b>7.46</b>	<b>6.55</b>	<b>(0.91)</b>
Permanent Full-Time	7.46	7.46	7.46	6.55	(0.91)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.46</b>	<b>7.46</b>	<b>7.46</b>	<b>6.55</b>	<b>(0.91)</b>

**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**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 263,913	\$ 273,893	\$ 272,801	\$ 284,439	3.9%
Supplies and Materials	75,925	158,099	155,376	167,902	6.2%
Travel and Training	321	1,065	1,065	1,065	0.0%
Intragovernmental Charges	7,329	11,739	11,739	11,859	1.0%
Utilities, Services, & Misc.	15,529	150,804	129,435	155,016	2.8%
Capital	29,140	185,655	185,655	13,846	(92.5%)
Other	391,515	390,000	414,822	425,000	9.0%
<b>Total</b>	<b>\$ 783,672</b>	<b>\$ 1,171,255</b>	<b>\$ 1,170,893</b>	<b>\$ 1,059,127</b>	<b>(9.6%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
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 Harvard Drainage, Lawrence Place, Mill Mill Creek Detention Study, Royal Lytham-Fallwood and Rustic Road RCB. No new projects are funded in FY 2009 due to budget constraints. During 2009 the priority will be to develop a funding plan.

**FISCAL IMPACT**

None

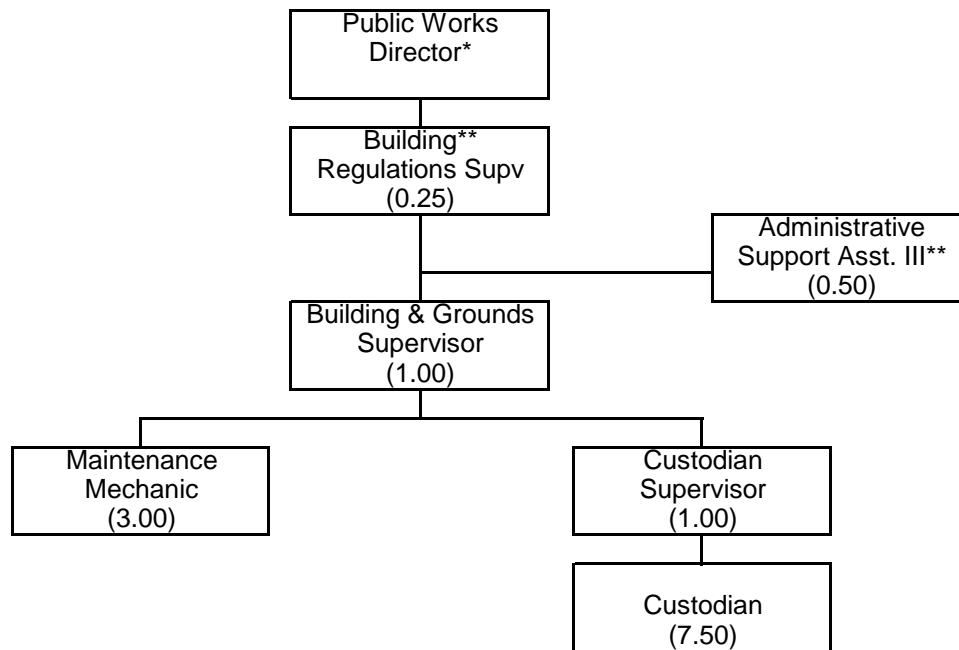
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 3,325	\$ 99,554	\$ 93,685	0	(100.0%)
Supplies and Materials	277	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	651,069	573,446	573,446	0	(100.0%)
Capital	7,149	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 661,820</b>	<b>\$ 673,000</b>	<b>\$ 667,131</b>	<b>0</b>	<b>(100.0%)</b>

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**City of Columbia - Public Works Custodial & Building Maint.**  
13.25 FTE Positions



\* Position not included in Custodial and Building Maintenance's FTE count.  
\*\* Positions are budgeted in various Public Works divisions and/or funds

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## DEPARTMENT DESCRIPTION

Custodial and Maintenance Services Fund provides custodial services to the City Hall Building, Howard Building, Gentry Building, Sanford Kimpton (Health) Building, Wabash and Grissum Building. Building maintenance for these facilities as well as all fire stations, Walton Building, police buildings and other City facilities is provided.

## HIGHLIGHTS / SIGNIFICANT CHANGES

To provide for functional, safe, healthful and clean facilities at the best cost and to preserve the facilities. Preventive maintenance and good housekeeping affects not only the life and maintenance costs of a facility, but also the morale and productivity of the occupants and users and the perceptions of the public.

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 482,649	\$ 542,723	\$ 497,871	\$ 662,390	22.0%
Supplies & Materials	104,212	143,842	108,931	184,067	28.0%
Travel & Training	0	1,900	1,500	1,900	0.0%
Intragovernmental Charges	76,180	82,511	82,511	77,000	(6.7%)
Utilities, Services & Misc.	245,247	396,789	264,936	411,045	3.6%
Capital	93,820	6,000	5,482	0	(100.0%)
Other	8,708	6,200	10,758	10,800	74.2%
<b>Total</b>	<b>1,010,816</b>	<b>1,179,965</b>	<b>971,989</b>	<b>1,347,202</b>	<b>14.2%</b>
Summary					
Operating Expenses	906,688	1,167,765	955,749	1,336,402	14.4%
Non-Operating Expenses	10,308	6,200	10,758	10,800	74.2%
Debt Service	0	0	0	0	
Capital Additions	93,820	6,000	5,482	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,010,816</b>	<b>\$ 1,179,965</b>	<b>\$ 971,989</b>	<b>\$ 1,347,202</b>	<b>14.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Building Maintenance	4.70	4.70	4.70	4.70	
Custodial Services	5.80	5.80	5.80	8.55	2.75
<b>Total Personnel</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>13.25</b>	<b>2.75</b>
Permanent Full-Time	9.75	9.75	9.75	11.75	2.00
Permanent Part-Time	0.75	0.75	0.75	1.50	0.75
<b>Total Permanent</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>13.25</b>	<b>2.75</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Custodial:</b>			
Cost/Square Foot	4.15	3.98	3.98
No. Hours Worked	8,400	7,500	7,500
Total Square Feet Cleaned	80,584	83,192	83,192
<b>Maintenance:</b>			
Cost/Square Foot	2.14	1.52	1.52
No. Hours Worked	8,065	7,600	7,600
Total Square Feet Maintained	216,318	217,161	217,161

## COMPARATIVE DATA

NOTE: Comparative Data was not available for the Custodial & Maintenance Services Fund.

**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**

**FY 2009 Goal: Managing Costs and Services**

Managing work orders and maintenance activities continues to be improved by not only advancements in the HTE system but also with improvements in the processing of requests. When possible the maintenance crews provide remodeling/repairs/renovation services to their customers along with numerous routine maintenance duties.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 248,593	\$ 275,375	\$ 259,533	\$ 281,153	2.1%
Supplies and Materials	69,607	107,432	73,705	110,985	3.3%
Travel and Training	0	1,900	1,500	1,900	0.0%
Intragovernmental Charges	41,611	44,328	44,328	43,917	(0.9%)
Utilities, Services, & Misc.	239,080	385,544	257,436	399,800	3.7%
Capital	93,820	6,000	5,482	0	(100.0%)
Other	8,708	6,200	10,758	10,800	74.2%
<b>Total</b>	<b>\$ 701,419</b>	<b>\$ 826,779</b>	<b>\$ 652,742</b>	<b>\$ 848,555</b>	<b>2.6%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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>	

**DESCRIPTION**

This section provides custodial services in the buildings previously noted as well as snow removal services at the City Hall, Gentry and Howard Buildings. In addition, the custodians will provide security for the Daniel Boone Building during evening meetings.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

**FY 2009 Goal: Managing Costs and Services**

Custodial services are provided for three downtown public buildings in addition to security for the Daniel Boone Building during evening meetings. Special emphasis will continue for the Health Clinic area.

With additional staff in FY 2009, two more city buildings will be cleaned. The Grissum Building, which houses Public Works operations and the Wabash Station.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 234,056	\$ 267,348	\$ 238,338	\$ 381,237	42.6%
Supplies and Materials	34,605	36,410	35,226	73,082	100.7%
Travel and Training	0	0	0	0	
Intragovernmental Charges	34,569	38,183	38,183	33,083	(13.4%)
Utilities, Services, & Misc.	6,167	11,245	7,500	11,245	0.0%
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 309,397</b>	<b>\$ 353,186</b>	<b>\$ 319,247</b>	<b>\$ 498,647</b>	<b>41.2%</b>

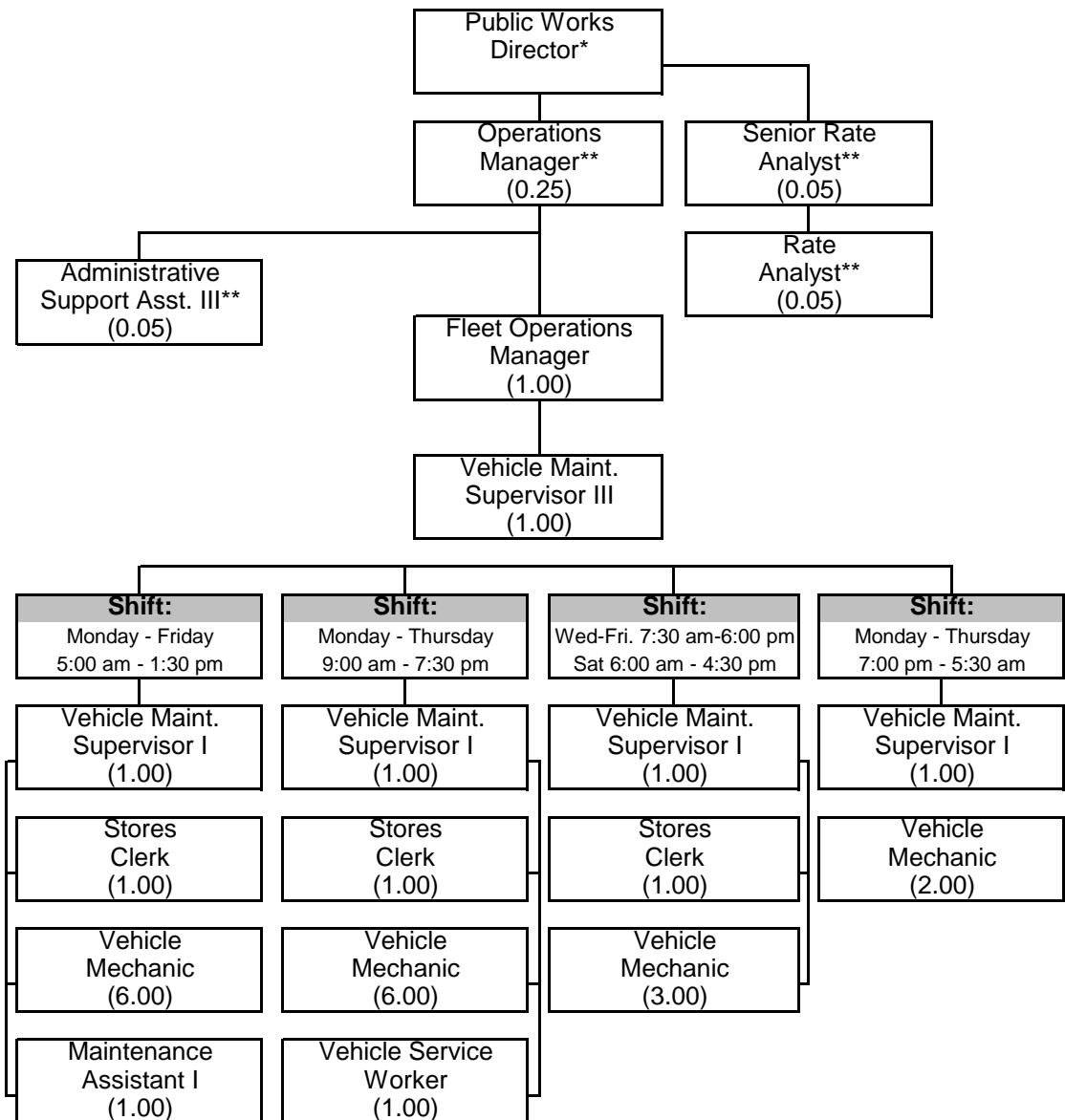
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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	7.50	2.75
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>8.55</b>	<b>2.75</b>
Permanent Full-Time	5.05	5.05	5.05	7.05	2.00
Permanent Part-Time	0.75	0.75	0.75	1.50	0.75
<b>Total Permanent</b>	<b>5.80</b>	<b>5.80</b>	<b>5.80</b>	<b>8.55</b>	<b>2.75</b>



# City of Columbia - Public Works Fleet Operations

28.40 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

**FY 2009 Goal: Managing costs and services**

The Fleet Operations Division will add personnel to transition to 24 hour operations. This will allow for a significant reduction in sending repairs to commercial vendors and allow for more timely completion of preventive maintenance services. The electronic gates and additional security cameras have been installed at the Grissum Building. This has significantly improved the safety and security of the primary Public Works operations facility.

## APPROPRIATIONS

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,471,985	\$ 1,518,981	\$ 1,450,792	\$ 1,726,654	13.7%
Supplies & Materials	4,724,760	4,511,132	4,636,753	5,957,216	32.1%
Travel & Training	2,775	5,980	5,600	5,980	0.0%
Intragovernmental Charges	308,365	376,898	375,753	413,390	9.7%
Utilities, Services & Misc.	55,995	85,738	67,700	78,423	(8.5%)
Capital	46,788	34,729	31,129	127,790	268.0%
Other	60,793	58,528	60,528	59,529	1.7%
<b>Total</b>	<b>6,671,461</b>	<b>6,591,986</b>	<b>6,628,255</b>	<b>8,368,982</b>	<b>27.0%</b>
Summary					
Operating Expenses	6,559,452	6,498,729	6,536,598	8,181,663	25.9%
Non-Operating Expenses	61,086	55,510	57,510	57,667	3.9%
Debt Service	4,135	3,018	3,018	1,862	(38.3%)
Capital Additions	46,788	34,729	31,129	127,790	268.0%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 6,671,461</b>	<b>\$ 6,591,986</b>	<b>\$ 6,628,255</b>	<b>\$ 8,368,982</b>	<b>27.0%</b>

## AUTHORIZED PERSONNEL

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
6100 - Stores Clerk	3.00	3.00	3.00	3.00	
5107 - Operations Manager	0.25	0.25	0.25	0.25	
4502 - Senior Rate Analyst	0.05	0.05	0.05	0.05	
4501 - Rate Analyst	0.00	0.00	0.00	0.05	0.05
2401 - Maintenance Assistant I	1.00	1.00	1.00	1.00	
2307 - Public Works Supervisor III	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic	15.00	15.00	15.00	17.00	2.00
2106 - Fleet Operations Manager	1.00	1.00	1.00	1.00	
2105 - Vehicle Maint. Supervisor II	1.00	1.00	1.00	0.00	(1.00)
2104 - Vehicle Maint. Supervisor I	2.00	2.00	2.00	4.00	2.00
2102 - Vehicle Service Worker	1.00	1.00	1.00	1.00	
2003 - Custodian	0.20	0.20	0.20	0.00	(0.20)
1004 - Administrative Support Supv.	0.10	0.00	0.00	0.00	
1003 - Admin. Suppt. Asst. III	0.10	0.05	0.05	0.05	
1002 - Admin. Suppt. Asst. II-Data Entry	0.20	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>25.90</b>	<b>25.55</b>	<b>25.55</b>	<b>28.40</b>	<b>2.85</b>
Permanent Full-Time	25.90	25.55	25.55	28.40	2.85
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>25.90</b>	<b>25.55</b>	<b>25.55</b>	<b>28.40</b>	<b>2.85</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
No. of Billable Employees	16.0	16.5	18.5(1)
Billable Hours	33,280	34,320	38,480(1)
Hours Actually Billed	28,701	28,830	28,860(1)
Estimated Average Annual Labor Hours Per Vehicle Services at Grissum/Fleet Operations			
Police Department	18	25	22
Street	28	46	30
Fire Department	33	58	40
Sewer	18	22	22
Solid Waste	144	184	140
Transit	118	152	135
Outside Work Expenditures (OWA)	\$957,625	\$750,000	\$615,000(1)
Backlog (Average Number of items waiting for repair per day)	62	64	50(1)
Gasoline Sold (Gallons)	275,338	280,000	280,000
Diesel Sold (Gallons)	538,200	500,000	550,000

(1) These numbers assume approval of the additional personnel and implementation of 24 hour operations.  
Full implementation of 24 hour operations will take some time to hire and train new personnel.

## COMPARATIVE DATA

	Columbia, MO(1)	Cape Girardeau, MO	St. Joseph, MO	University City, MO	Ames, IA	Lawrence, KS
<b>Population</b>	<b>99,619</b>	<b>37,699</b>	<b>73,890</b>	<b>36,299</b>	<b>55,983</b>	<b>92,978</b>
Number of Employees	14.00	9.00	8.00	6.00	10.00	16.00
Employees Per 1,000 Population	0.14	0.24	0.11	0.17	0.18	0.17
No. of Vehicles/Equip. Maintained	631(1)	400	232 (3,8)	171 (9)	271(5,8)	632
Shop Labor Rate	\$46.00	\$63.00	N/A (4)	\$24.72 (2)	\$51.50+(6)	\$50.00 (7)
Parts Inventory Value	300,000 (1)	\$130,000	\$210,000	\$40,000	\$40,000	\$175,000

- 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.
- Labor rate is supplemented by appropriated tax dollars. All overhead expenses (insurance, utilities, etc.) are not paid via the labor rate.
- This Public Works vehicle maintenance organization does not support Fire Department nor Police.
- No labor rate used. Maintenance totally supported by appropriated tax dollars.
- This Public Works vehicle maintenance organization does not support Solid Waste nor Police.
- Overhead expenses are averaged out and assessed monthly per vehicle in addition to labor rate. (assessment equals \$250 to \$1,800 per vehicle)
- Labor rate increases if mechanics work overtime (\$65 an hour) or if a service call is required (\$70 an hour).
- City does not have a City owned/operated Solid Waste/Mixed Refuse Department.
- This Public Works vehicle maintenance organization does not support a Public Transit (bus) operation.

## MAJOR PROJECTS

Move the unleaded fuel site inside the perimeter fence at the Grissum Building. Prepare to reorganize division with a goal of transitioning to 24 hour operations. Continue with facility and storm water improvements in and around the Grissum Building.

## FISCAL IMPACT

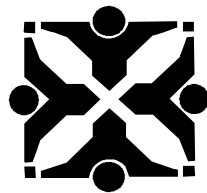
Fuel prices are projected to continue to increase. Adding additional personnel to transition to 24 hour operations will result in a reduction of commercial vendor repairs and a significant reduction in maintenance costs.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	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.	0	0	0	0	
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0</b>	

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# Railroad Fund

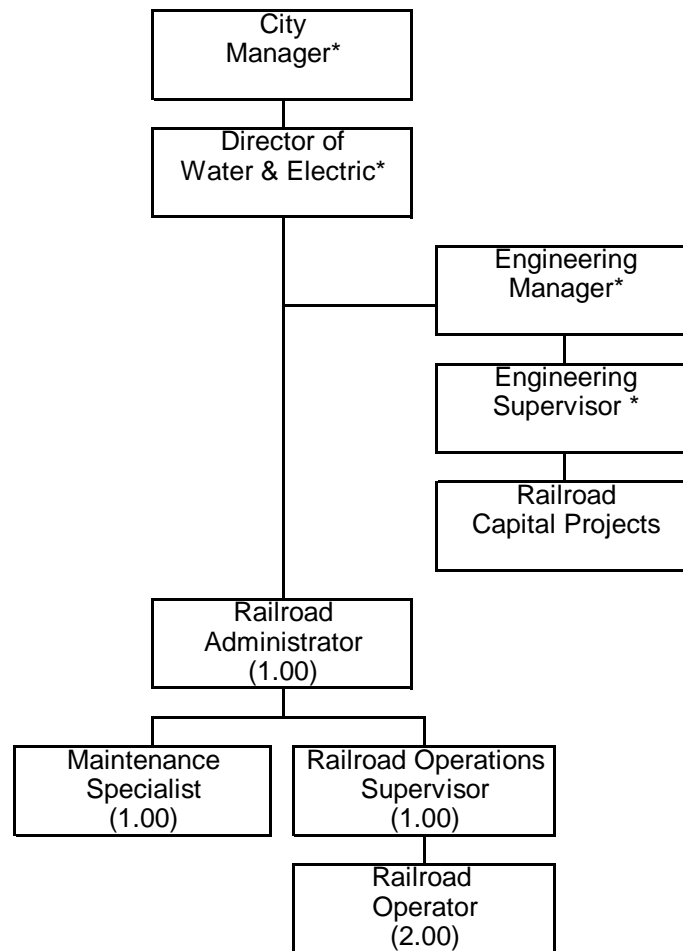


*City of Columbia*  
*Columbia, Missouri*



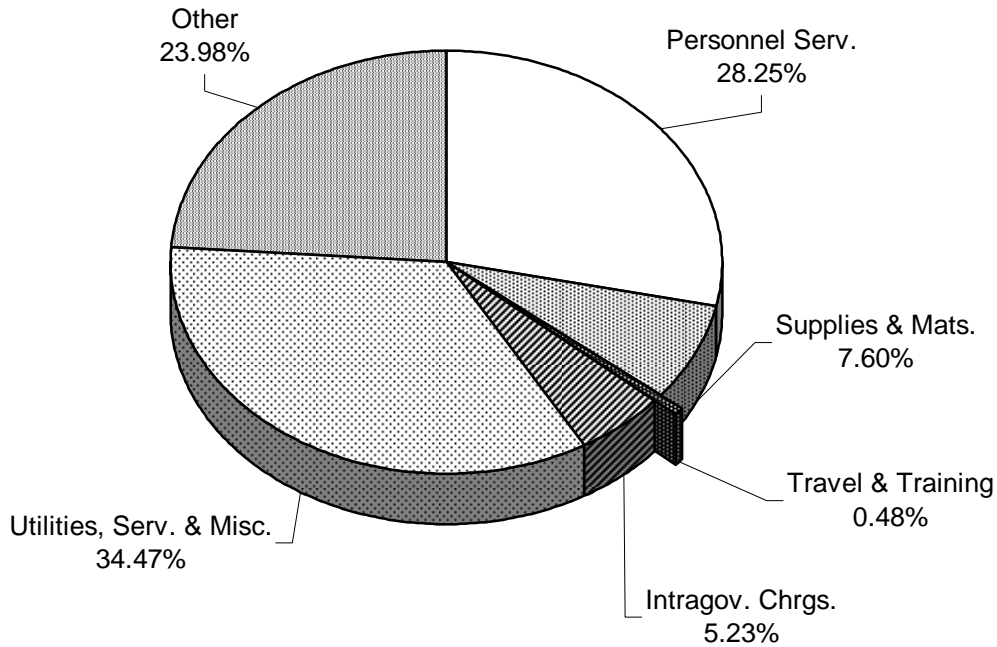
# City of Columbia - Railroad

5.00 FTE Positions



\* Positions not included in Railroad's FTE count

# Railroad Fund FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 258,626	\$ 406,510	\$ 267,397	\$ 389,991	(4.1%)
Supplies & Materials	108,691	101,671	107,786	104,892	3.2%
Travel & Training	4,062	6,507	6,542	6,660	2.4%
Intragovernmental Charges	70,462	85,693	85,693	72,150	(15.8%)
Utilities, Services & Misc.	249,636	573,192	260,011	475,784	(17.0%)
Capital	501,071	200,000	500,872	0	(100.0%)
Other	298,525	320,500	331,415	331,000	3.3%
<b>Total</b>	<b>1,491,073</b>	<b>1,694,073</b>	<b>1,559,716</b>	<b>1,380,477</b>	<b>(18.5%)</b>
Summary					
Operating Expenses	655,586	814,816	690,257	799,477	(1.9%)
Non-Operating Expenses	273,176	280,500	294,587	300,000	7.0%
Debt Service	25,349	40,000	38,000	31,000	(22.5%)
Capital Additions	0	50,000	49,372	0	(100.0%)
Capital Projects	536,962	508,757	487,500	250,000	(50.9%)
<b>Total Expenses</b>	<b>\$ 1,491,073</b>	<b>\$ 1,694,073</b>	<b>\$ 1,559,716</b>	<b>\$ 1,380,477</b>	<b>(18.5%)</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 in FY 2009.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Railroad Fund Operations	5.00	5.00	5.00	5.00	
<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>	

**PERFORMANCE MEASUREMENTS / SERVICE INDICATORS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2009</b>
Carloads	2,561	2,550	2,115
No. of Customers	21	19	14
No. of Commodities Carried	12	12	10
Revenue Tons	208,983	211,151	174,438
Revenue Ton - Miles	3,615,133	3,643,738	3,153,814
Gross Tons	376,824	379,838	312,705
Gross Ton - Miles	6,474,423	6,521,639	5,633,280
Miles of Main Track	21.34	21.34	21.34
Miles of Secondary Track	3.22	3.20	3.22
No. of Locomotives	2	2	2
No. of Employees	4	4	4
No. of Public Highway - Rail Crossings	39	39	38
No. of Private Crossings	23	23	23
No. of Public Crossings with Active Devices	13	13	14
No. of Highway - Rail Crossing Accidents	1	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 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 257,720	\$ 396,510	\$ 266,397	\$ 379,991	(4.2%)
Supplies and Materials	108,691	101,671	107,786	104,892	3.2%
Travel and Training	4,062	6,507	6,542	6,660	2.4%
Intragovernmental Charges	70,462	85,693	85,693	72,150	(15.8%)
Utilities, Services, & Misc.	214,651	224,435	225,011	235,784	5.1%
Capital	0	50,000	49,372	0	(100.0%)
Other	298,525	320,500	331,415	331,000	3.3%
<b>Total</b>	<b>\$ 954,111</b>	<b>\$ 1,185,316</b>	<b>\$ 1,072,216</b>	<b>\$ 1,130,477</b>	<b>(4.6%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
2629 - Railroad Maintenance Supv.	1.00	0.00	0.00	0.00	
2628 - Railroad Operations Supv.	0.00	1.00	1.00	1.00	
2626 - Railroad Operator	3.00	2.00	2.00	2.00	
2620 - Railroad Administrator	1.00	1.00	1.00	1.00	
2410 - Maintenance Specialist	0.00	0.00	0.00	1.00	1.00
2403 - Maintenance Specialist - 773	0.00	1.00	1.00	0.00	(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**

All projects are outlined in the CIP document.

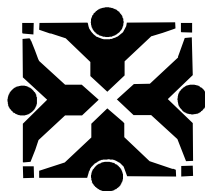
**FISCAL IMPACT**

CIP funding comes from a capital charge on coal deliveries and targets rail bed improvements. These are the CIP projects that replace tie, rails, and improve the rail line surface.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 906	\$ 10,000	\$ 1,000	\$ 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.	34,985	348,757	35,000	240,000	(31.2%)
Capital	501,071	150,000	451,500	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 536,962</b>	<b>\$ 508,757</b>	<b>\$ 487,500</b>	<b>\$ 250,000</b>	<b>(50.9%)</b>

# Water & Electric Utility Fund

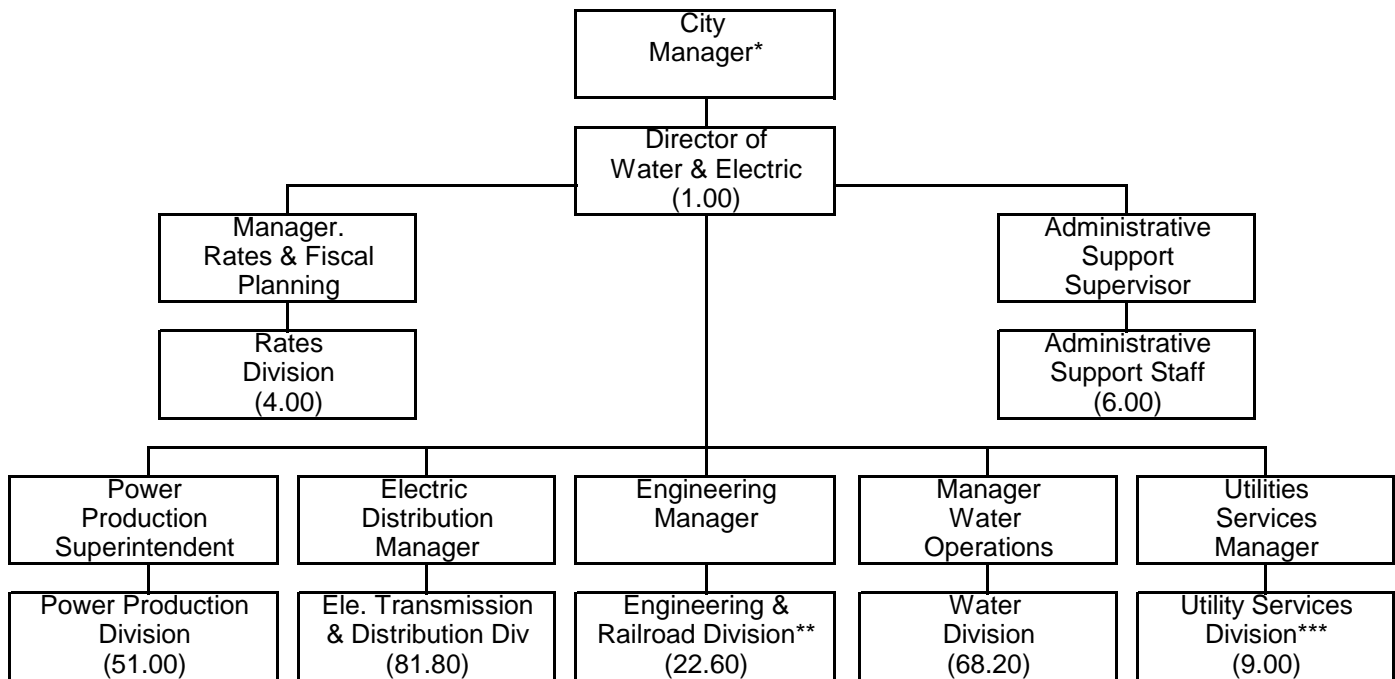


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Water and Electric Department

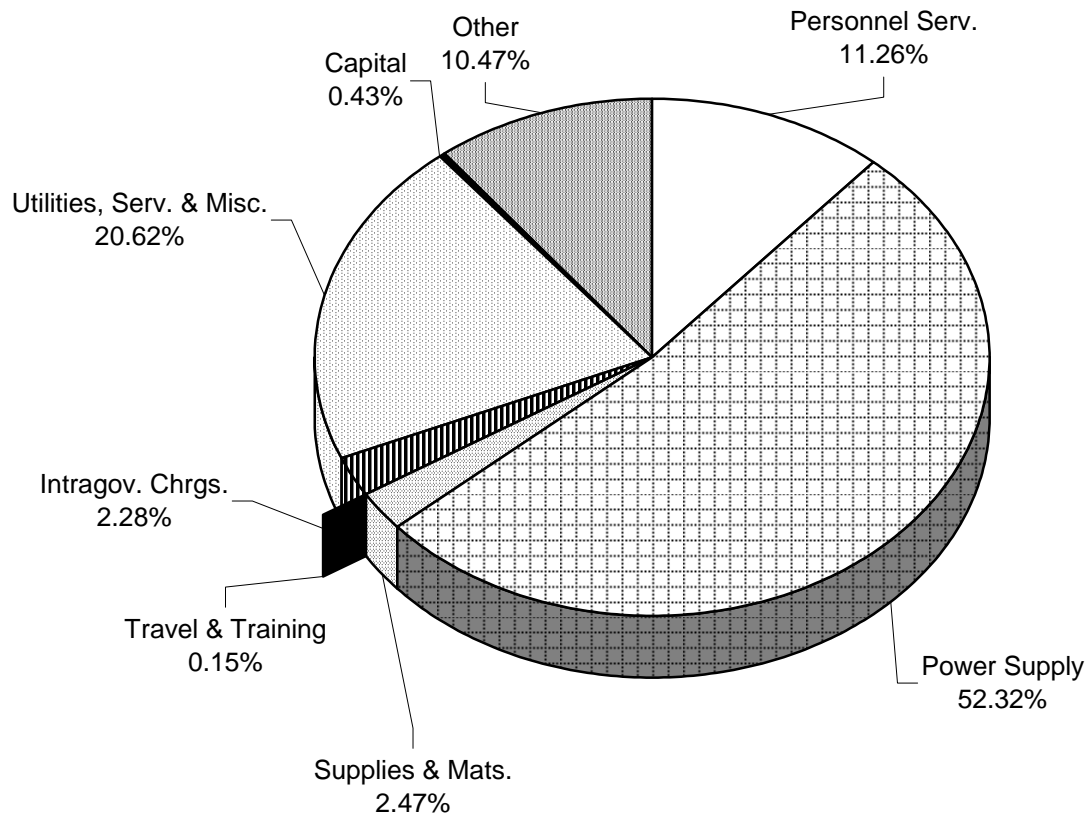
243.60 FTE Positions



\* Position not included in Water & Electric's FTE count.

\*\* Railroad FTE counts are recorded in the Railroad section.

## Water & Electric Utility Fund - Summary FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 15,240,655	\$ 15,915,653	\$ 16,083,805	\$ 17,010,880	6.9%
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200	13.1%
Supplies & Materials	3,903,338	3,592,631	3,510,477	3,729,719	3.8%
Travel & Training	158,173	200,773	214,052	219,069	9.1%
Intragovernmental Charges	2,939,461	3,201,645	3,202,246	3,441,687	7.5%
Utilities, Services & Misc.	29,667,015	20,419,032	23,455,075	31,156,563	52.6%
Capital	14,076,779	16,074,636	13,552,616	651,000	(96.0%)
Other	14,069,134	14,564,188	14,901,706	15,814,575	8.6%
<b>Total</b>	<b>\$ 136,581,014</b>	<b>\$ 143,887,558</b>	<b>\$ 143,281,977</b>	<b>\$ 151,070,693</b>	<b>5.0%</b>
Summary					
Operating Expenses	84,055,177	99,968,916	96,934,760	111,422,919	11.5%
Non-Operating Expenses	19,206,247	20,571,560	21,115,860	21,770,499	5.8%
Debt Service	5,189,803	5,010,188	5,119,706	5,960,575	19.0%
Capital Additions	1,274,798	1,347,689	1,335,471	651,000	(51.7%)
Capital Projects	26,854,989	16,989,205	18,776,180	11,265,700	(33.7%)
<b>Total Expenses</b>	<b>\$ 136,581,014</b>	<b>\$ 143,887,558</b>	<b>\$ 143,281,977</b>	<b>\$ 151,070,693</b>	<b>5.0%</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

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2008</u>	<u>Adopted FY 2009</u>	<u>Position Changes</u>
Water Utility	79.00	79.00	79.00	80.20	1.20
Electric Utility	159.60	159.60	160.60	163.40	2.80
<b>Total Personnel</b>	<b>238.60</b>	<b>238.60</b>	<b>239.60</b>	<b>243.60</b>	<b>4.00</b>
Permanent Full-Time	238.00	238.00	239.00	243.00	4.00
Permanent Part-Time	0.60	0.60	0.60	0.60	
<b>Total Permanent</b>	<b>238.60</b>	<b>238.60</b>	<b>239.60</b>	<b>243.60</b>	<b>4.00</b>

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	<u>Actual FY 2007</u>	<u>Budget FY 2008</u>	<u>Estimated FY 2009</u>
<b>Water:</b>			
Fire hydrants installed	187	271	198
Services/meters installed	974	1,227	1,032
Total mains built (feet)	70,036	97,516	74,238
Developer built mains (feet)	35,778	92,544	37,924
<b>Electric:</b>			
New Distribution Transformers Installed	318	540	337
Electric Meters Installed	1,579	1,833	1,689
Overhead Lines Installed (Miles)	0.00	0.03	0.02
Underground Lines Installed (Miles)	11.26	31.40	11.93

<b>COMPARATIVE DATA</b>						
	<b>Columbia, MO</b>	<b>Springfield, MO*</b>	<b>Indepen- dence, MO**</b>	<b>Denton, TX</b>	<b>Springfield, IL</b>	<b>Marshall, MO</b>
<b>Population of Service Area</b>	<b>99,619</b>	<b>178,482</b>	<b>115,000</b>	<b>108,168</b>	<b>156,826</b>	<b>12,400</b>
<b>Water:</b>						
Number of Employees	79.00	130.25	95.00	75.00	91.00	20.00
Employees Per 1,000 Population	0.793	0.730	0.826	0.693	0.580	1.613
Number of Customers	43,673	79,257	48,200	28,802	51,284	4,938
Population Per Customer	2.28	2.25	2.39	3.76	3.06	2.51
Customers Per Employee	553	608	507	384	564	247
Miles of Water Mains	648.70	1,169.00	728.00	522.00	636.00	103
Customers/Mile of Water Main	67.32	67.80	66.21	55.18	80.64	47.94
Miles of Water Main/Employee	8	9	8	7	7	5
<b>Population of Service Area</b>	<b>99,619</b>	<b>229,000</b>	<b>115,000</b>	<b>108,168</b>	<b>136,164</b>	<b>12,400</b>
<b>Electric:</b>						
Number of Employees	159.60	398.70	213.00	112.00	373.00	45.00
Employees per 1,000 Population	1.602	1.741	1.852	1.035	2.739	3.629
Number of Customers	44,417	105,802	56,443	43,044	69,927	5,907
Population per Customer	2.24	2.16	2.04	2.51	1.95	2.10
Customers per Employee	278	265	265	384	187	131
Circuit Miles of Distribution Lines	751.64	1,971.00	757.70	641.13	1,126.27	124.00
Customers/Mile of Line	59.09	53.68	74.49	67.14	62.09	47.64
Miles of Line Per Employee	5	5	4	6	3	3
*City adjusted method of calculating Population of Service areas, and figures are lower than last year.						
**Community did not participate in our survey; figures are from prior year						

## DESCRIPTION

The Water Utility is responsible for the supply of safe drinking water and fire protection service to the City, by providing production, treatment, and distribution systems. The utility operates a well field in the Missouri River bottoms, the McBaine Water Treatment Plant, the Hillsdale, West Ash and South Pump Stations, elevated water towers, and a distribution system. The personnel test and set meters, install and maintain fire hydrants, operate a laboratory and water testing facility, perform all maintenance on towers, lines, leak repair, customer service calls, flush mains and service valves, and maintain a backflow prevention system. Crews do some extension of water mains; however, most are contracted due to the large amounts of machinery and personnel required. The Water Utility serves over 44,000 customers.

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goals: Managing Cost and Services and Community Fiscal Impact**

A 5.5% 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 2% is to address the increased cost of materials and services used by the utility.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 4,752,021	\$ 4,720,586	\$ 4,990,606	\$ 5,108,958	8.2%
Supplies & Materials	1,578,525	1,420,695	1,525,619	1,534,770	8.0%
Travel & Training	18,159	27,064	29,912	27,464	1.5%
Intragovernmental Charges	1,025,360	1,194,790	1,194,791	1,303,648	9.1%
Utilities, Services & Misc.	12,787,135	6,152,813	6,260,333	6,584,040	7.0%
Capital	1,405,429	2,039,619	1,517,100	145,000	(92.9%)
Other	4,334,329	5,061,706	4,557,706	4,542,575	(10.3%)
<b>Total</b>	<b>25,900,958</b>	<b>20,617,273</b>	<b>20,076,067</b>	<b>19,246,455</b>	<b>(6.6%)</b>
Summary					
Operating Expenses	9,330,355	10,000,128	10,050,631	11,043,142	10.4%
Non-Operating Expenses	4,492,604	5,356,060	4,845,860	5,082,738	(5.1%)
Debt Service	2,104,598	2,019,706	2,019,706	1,900,575	(5.9%)
Capital Additions	142,776	335,450	335,100	145,000	(56.8%)
Capital Projects	9,830,625	2,905,929	2,824,770	1,075,000	(63.0%)
<b>Total Expenses</b>	<b>\$ 25,900,958</b>	<b>\$ 20,617,273</b>	<b>\$ 20,076,067</b>	<b>\$ 19,246,455</b>	<b>(6.6%)</b>

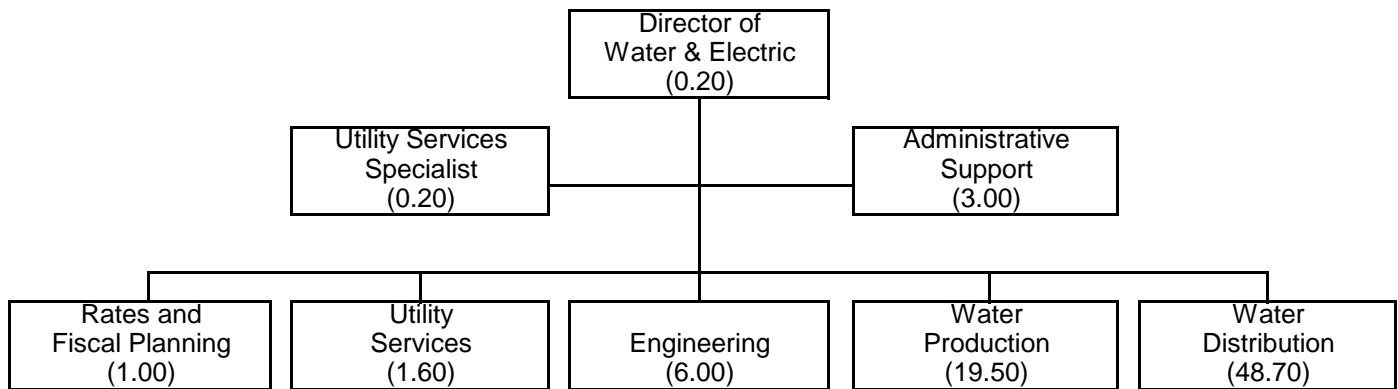
## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration and General	11.80	11.80	11.80	12.00	0.20
Production	19.50	19.50	19.50	19.50	
Distribution	47.70	47.70	47.70	48.70	1.00
<b>Total Personnel</b>	<b>79.00</b>	<b>79.00</b>	<b>79.00</b>	<b>80.20</b>	<b>1.20</b>
Permanent Full-Time	79.00	79.00	79.00	80.20	1.20
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>79.00</b>	<b>79.00</b>	<b>79.00</b>	<b>80.20</b>	<b>1.20</b>



# City of Columbia - Water and Electric (Water Summary)

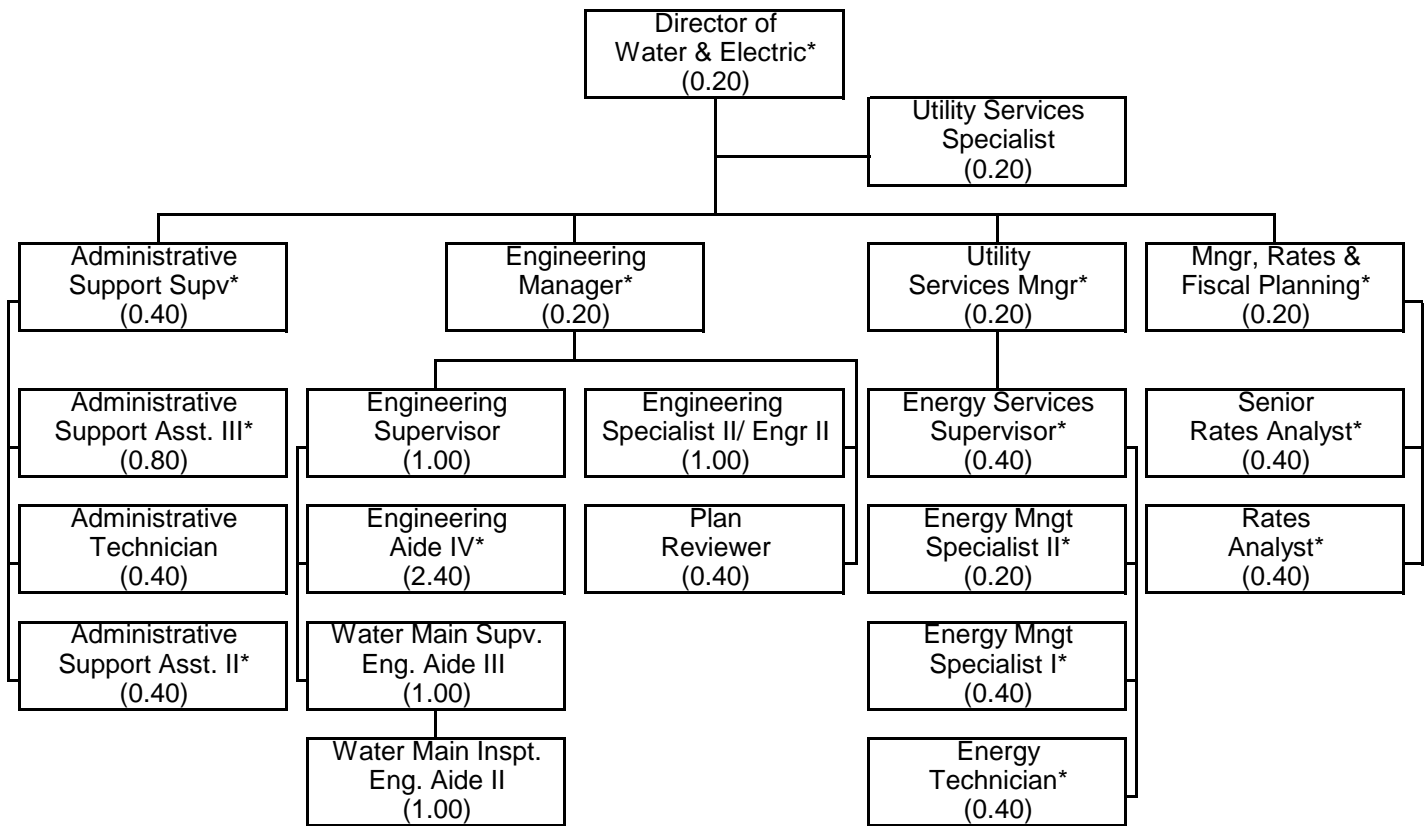
80.20 FTE Positions





# City of Columbia - Water Administration & General

12.00 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, which has relocated to 105 E. Ash. In addition, the budget includes funds for normal operation and maintenance.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 733,981	\$ 876,350	\$ 811,271	\$ 942,848	7.6%
Supplies and Materials	24,909	25,380	38,928	27,244	7.3%
Travel and Training	1,998	6,464	6,464	6,864	6.2%
Intragovernmental Charges	856,311	984,597	984,598	1,123,370	14.1%
Utilities, Services, & Misc.	2,419,048	2,475,046	2,469,326	2,902,789	17.3%
Capital	0	37,750	37,400	31,000	(17.9%)
Other	4,334,329	5,061,706	4,557,706	4,542,575	(10.3%)
<b>Total</b>	<b>\$ 8,370,576</b>	<b>\$ 9,467,293</b>	<b>\$ 8,905,693</b>	<b>\$ 9,576,690</b>	<b>1.2%</b>

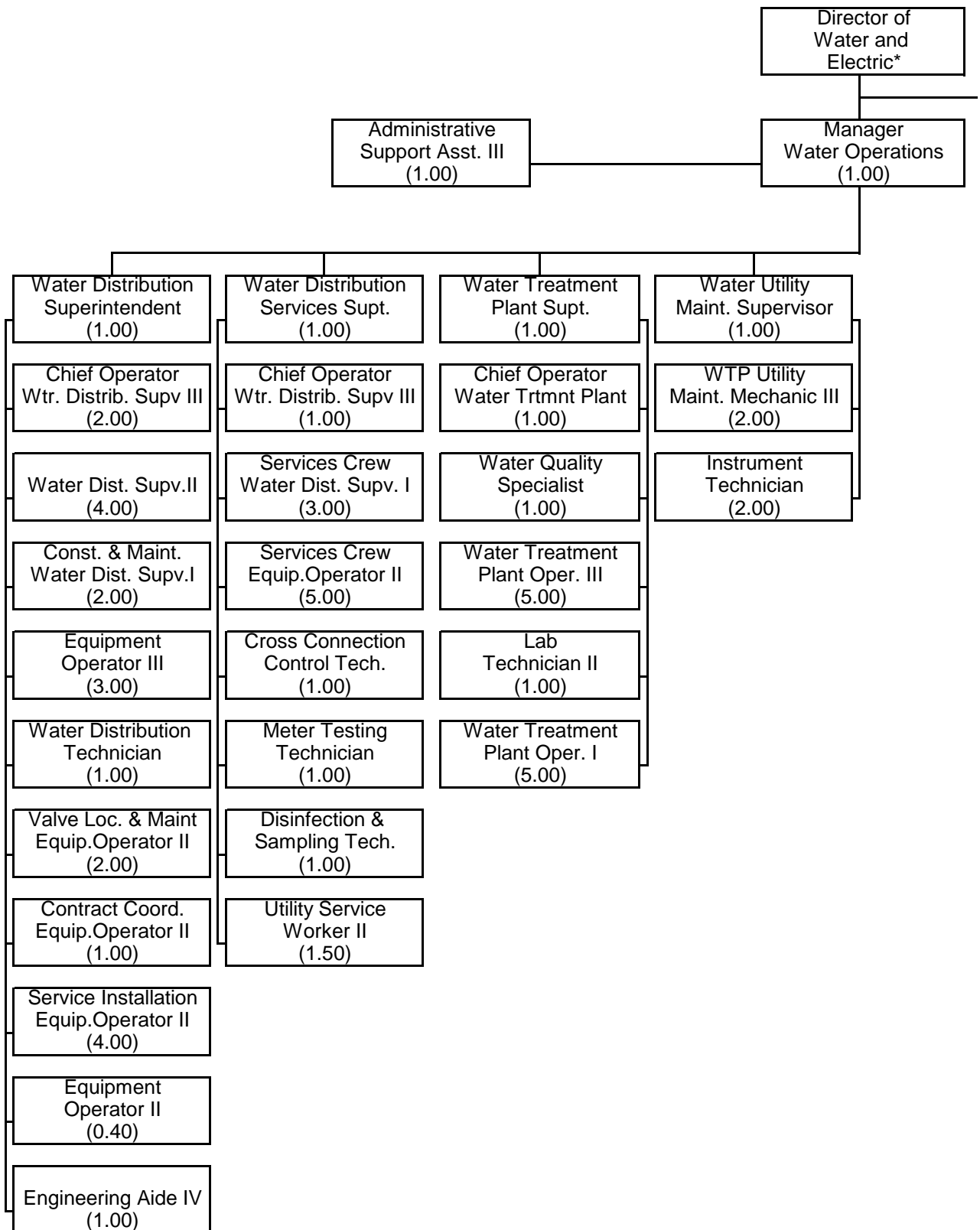
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5110/5100 - Eng. Spec II/Engr. II	1.00	1.00	1.00	1.00	
5109 - Engineering Supervisor	1.00	1.00	1.00	1.00	
5108 - Engineering Manager	0.20	0.20	0.20	0.20	
5004 - Engineering Aide IV	2.40	2.40	2.40	2.40	
5003 - Engineering Aide III	1.00	1.00	1.00	1.00	
5002 - Engineering Aide II	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist	0.20	0.00	0.00	0.00	
4800 - Utility Services Specialist	0.00	0.20	0.20	0.20	
4521 - Energy Technician	0.40	0.40	0.40	0.40	
4514 - Utilities Services Manager	0.20	0.20	0.20	0.20	
4513 - Energy Services Supervisor	0.40	0.40	0.40	0.40	
4512 - Energy Management Spec. II	0.20	0.20	0.20	0.20	
4511 - Energy Management Spec. I	0.40	0.40	0.40	0.40	
4503 - Mgr. Rates/Fiscal Planning	0.20	0.20	0.20	0.20	
4502 - Senior Rate Analyst	0.40	0.40	0.40	0.40	
4501 - Rate Analyst	0.20	0.20	0.20	0.40	0.20
4102 - Plan Reviewer	0.40	0.40	0.40	0.40	
2990 - Director of Water and Light	0.20	0.20	0.20	0.20	
1400 - Administrative Technician	0.40	0.40	0.40	0.40	
1004 - Administrative Support Supv.	0.40	0.40	0.40	0.40	
1003 - Admin. Support Assistant III	0.80	0.80	0.80	0.80	
1002 - Admin. Support Assistant II	0.40	0.40	0.40	0.40	
<b>Total Personnel</b>	<b>11.80</b>	<b>11.80</b>	<b>11.80</b>	<b>12.00</b>	<b>0.20</b>
Permanent Full-Time	11.80	11.80	11.80	12.00	0.20
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>11.80</b>	<b>11.80</b>	<b>11.80</b>	<b>12.00</b>	<b>0.20</b>



# City of Columbia - Water Production & Distribution

68.20 FTE Positions



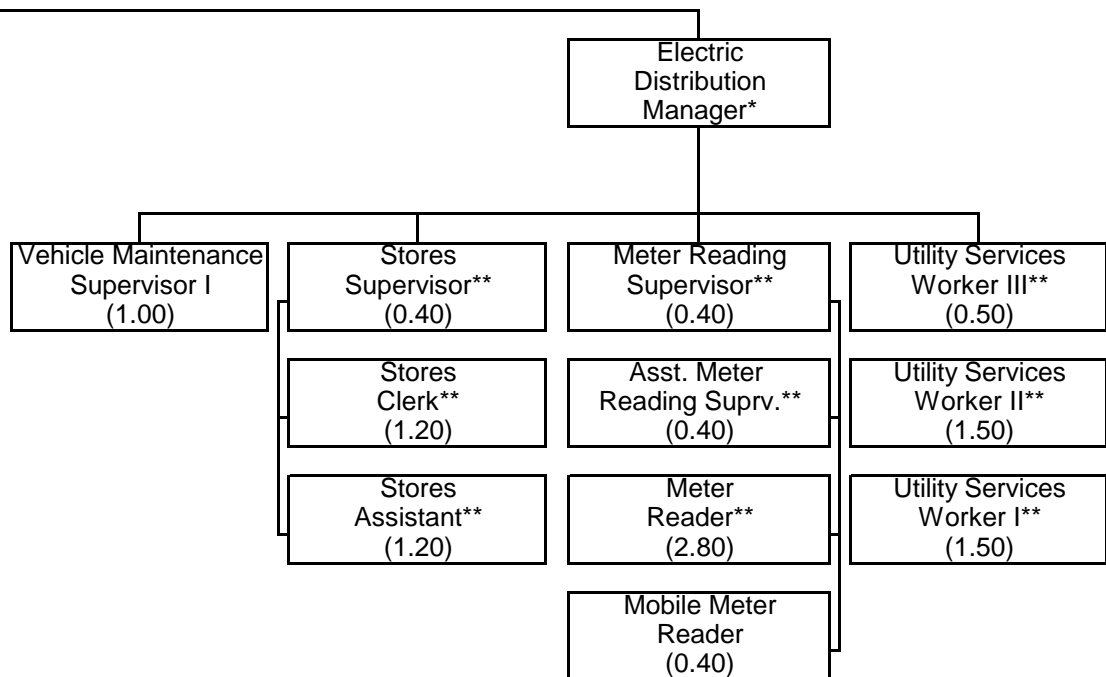
\* Position not included in Production or Distribution's FTE counts.

\*\* Positions are budgeted in various Water and Electric divisions and supervised by the Electric Distribution Manager.



# City of Columbia - Water Production & Distribution

68.20 FTE Positions



\* Position not included in Production or Distribution's FTE counts.  
\*\* Positions are budgeted in various Water and Electric divisions and supervised by the Electric Distribution Manager.

**DESCRIPTION**

This division is responsible for the production and treatment of water entering the distribution system. Duties include operation of the well fields, the water treatment plant and responsibility for operating a testing laboratory thereby assuring the highest quality water possible. Water treatment plant personnel are also responsible for monitoring and operating the distribution system pump stations and storage facilities.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The budget includes funds for normal operation and maintenance. Fleet replacement reflected in the capital category below, reflects a significant decreased due to budget constraints.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,213,068	\$ 1,262,264	\$ 1,291,217	\$ 1,310,976	3.9%
Supplies and Materials	927,627	825,164	840,904	884,464	7.2%
Travel and Training	2,961	9,700	11,848	9,700	0.0%
Intragovernmental Charges	24,623	28,918	28,918	34,253	18.4%
Utilities, Services, & Misc.	1,874,933	1,903,101	2,035,682	1,874,442	(1.5%)
Capital	655	171,000	171,000	25,000	(85.4%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 4,043,867</b>	<b>\$ 4,200,147</b>	<b>\$ 4,379,569</b>	<b>\$ 4,138,835</b>	<b>(1.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
5132 - Laboratory Analyst*	0.00	0.00	0.00	1.00	1.00
5032 - Lab Technician II	1.00	1.00	1.00	1.00	
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50	
2660 - Water Plant Supt.	1.00	1.00	1.00	1.00	
2650 - Water Quality Specialist*	1.00	1.00	1.00	0.00	(1.00)
2645 - Wtr Trtmnt Plant Chief Oper.	1.00	1.00	1.00	1.00	
2642/2643 - Wtr Trtmnt Plt Op. II/ III	5.00	5.00	5.00	5.00	
2641 - Wtr Treatment Plant Oper I	5.00	5.00	5.00	5.00	
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic III	2.00	2.00	2.00	2.00	
2324 - Instrument Technician	2.00	2.00	2.00	2.00	
<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>	

\*In FY 2009 a Water Quality Specialist was reclassified to a Laboratory Analyst.

## DESCRIPTION

Responsible for providing safe, reliable distribution of the supply of water for individual consumption as well as fire protection to the citizens of Columbia. This task is accomplished through the operation of the Hillsdale, West Ash and South Pump Stations, elevated water towers, and the distribution systems. This division tests, sets meters, installs and maintains fire hydrants, maintains all towers, lines and service valves and responds to customer service calls. Water main extensions are performed by this division, as well as contracted out due to the specialized machinery and personnel required.

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal: Managing Costs and Services**

A new Water Distribution Supervisor II position is included in this budget. Continued expansion of the distribution system requires additional personnel to maintain. The budget also includes funds for the normal operation and maintenance of the division.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 2,201,356	\$ 2,475,212	\$ 2,340,348	\$ 2,855,134	15.3%
Supplies and Materials	625,989	570,151	645,787	623,062	9.3%
Travel and Training	13,200	10,900	11,600	10,900	0.0%
Intragovernmental Charges	144,426	181,275	181,275	146,025	(19.4%)
Utilities, Services, & Misc.	528,798	679,666	660,325	731,809	7.7%
Capital	142,121	126,700	126,700	89,000	(29.8%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 3,655,890</b>	<b>\$ 4,043,904</b>	<b>\$ 3,966,035</b>	<b>\$ 4,455,930</b>	<b>10.2%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
6103 - Stores Supervisor	0.40	0.40	0.40	0.40	
6102 - Stores Clerk	1.20	1.20	1.20	1.20	
6101 - Storeroom Assistant	1.20	1.20	1.20	1.20	
5004 - Engineering Aide IV	0.00	1.00	1.00	1.00	
5001 - Engineering Aide I	1.00	0.00	0.00	0.00	
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II	3.40	3.00	3.00	3.00	
2881 - Utility Service Worker I	1.50	1.50	1.50	1.50	
2877 - Meter Reading Supervisor	0.40	0.40	0.40	0.40	
2875 - Asst. Meter Reading Supv.	0.40	0.40	0.40	0.40	
2871 - Mobile Meter Reader	0.00	0.40	0.40	0.40	
2870 - Meter Reader	2.80	2.80	2.80	2.80	
2771 - Wtr. Distrib. Services Supt.	1.00	1.00	1.00	1.00	
2690 - Manager of Water Operations	0.50	0.50	0.50	0.50	
2655 - Water Distribution Supt.	1.00	1.00	1.00	1.00	
2317 - Water Dist. Supervisor III	3.00	3.00	3.00	3.00	
2316 - Wtr Distribution Supervisor II*	0.00	1.00	1.00	4.00	3.00
2315 - Wtr Distribution Supervisor I*	2.00	7.00	7.00	5.00	(2.00)
2312 - Wtr Distribution Technician	5.00	4.00	4.00	4.00	
2304 - Lead Pipe Fitter	5.00	0.00	0.00	0.00	
2302 - Equipment Operator II	12.00	12.00	12.00	12.00	
2301 - Equipment Operator I	0.40	0.40	0.40	0.40	
2298 - Equipment Operator III	3.00	3.00	3.00	3.00	
2104 - Vehicle Maintenance Supr. I	0.00	0.00	0.00	1.00	1.00
2103 - Vehicle Mechanic	1.00	1.00	1.00	0.00	(1.00)
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>47.70</b>	<b>47.70</b>	<b>47.70</b>	<b>48.70</b>	<b>1.00</b>
Permanent Full-Time	47.70	47.70	47.70	48.70	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>47.70</b>	<b>47.70</b>	<b>47.70</b>	<b>48.70</b>	<b>1.00</b>

\*In FY 2009 (2) Water Distribution Supervisor I's were reclassified to Water Distribution Supervisor II's. (1) Vehicle Mechanic was reclassified to a Vehicle Maintenance Supervisor I.

**MAJOR PROJECTS**

Projects to upgrade and replace existing water mains, as well as, expand the pumping, transmission, and storage of water are outlined in the Capital Improvement Program (CIP).

**HIGHLIGHTS / GOALS****FY 2009 Goal: Long-term Investment for the Public Good**

A water bond issue will be proposed to voters during FY09. Projects that will improve and upgrade the existing system have been identified. Over \$8.3 million in projects have been identified for FY09 that need to be funded. The bond proposal will cover six years. The total bond proposal is projected at \$39.2 million.

**FISCAL IMPACT****FY 2009 Goal: Community Fiscal Impact - Cost of Providing the Service**

This includes the major capital improvements that are outlined in the Capital Improvement Program (CIP). For the 2003 bond issue, voters were told that six (6) 3.5% rate increases would be needed. FY 2009 will include the fifth 3.5% rate increase to cover the debt service on the 2003 bond issue.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 603,616	\$ 106,760	\$ 547,770	\$ 0	(100.0%)
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	7,964,356	1,095,000	1,095,000	1,075,000	(1.8%)
Capital	1,262,653	1,704,169	1,182,000	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 9,830,625</b>	<b>\$ 2,905,929</b>	<b>\$ 2,824,770</b>	<b>\$ 1,075,000</b>	<b>(63.0%)</b>

## DESCRIPTION

The Electric Utility provides the citizens of Columbia with a safe, reliable and cost effective electric supply. This requires the Department to operate and maintain the electric generating and distribution system to serve approximately 44,700 customers.

## HIGHLIGHTS / SIGNIFICANT CHANGES

**FY 2009 Goal: Community Fiscal Impact - cost of providing the service**

A 5% revenue increase is included. Of that amount, 1% is to address debt service requirements of the electric bond issue passed by voters in August 2006. The remaining 4% is to cover part of the increased cost of purchased power.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 10,488,634	\$ 11,195,067	\$ 11,093,199	\$ 11,901,922	6.3%
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200	13.1%
Supplies & Materials	2,324,813	2,171,936	1,984,858	2,194,949	1.1%
Travel & Training	140,014	173,709	184,140	191,605	10.3%
Intragovernmental Charges	1,914,101	2,006,855	2,007,455	2,138,039	6.5%
Utilities, Services & Misc.	16,879,880	14,266,219	17,194,742	24,572,523	72.2%
Capital	12,671,350	14,035,017	12,035,516	506,000	(96.4%)
Other	9,734,805	9,502,482	10,344,000	11,272,000	18.6%
<b>Total</b>	<b>110,680,056</b>	<b>123,270,285</b>	<b>123,205,910</b>	<b>131,824,238</b>	<b>6.9%</b>
Summary					
Operating Expenses	74,724,822	89,968,788	86,884,129	100,379,777	11.6%
Non-Operating Expenses	14,713,643	15,215,500	16,270,000	16,687,761	9.7%
Debt Service	3,085,205	2,990,482	3,100,000	4,060,000	35.8%
Capital Additions	1,132,022	1,012,239	1,000,371	506,000	(50.0%)
Capital Projects	17,024,364	14,083,276	15,951,410	10,190,700	(27.6%)
<b>Total Expenses</b>	<b>\$ 110,680,056</b>	<b>\$ 123,270,285</b>	<b>\$ 123,205,910</b>	<b>\$ 131,824,238</b>	<b>6.9%</b>

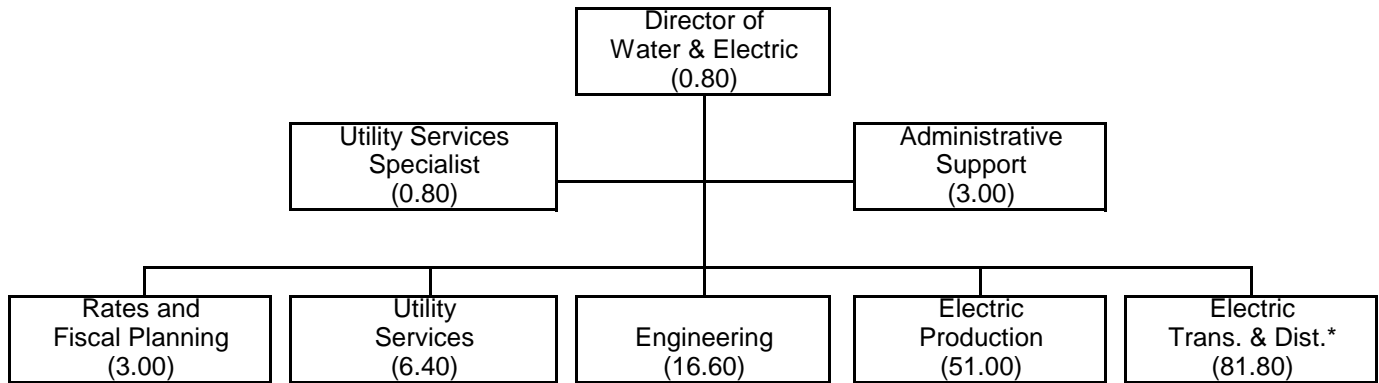
## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Administration and General	29.80	29.80	29.80	30.60	0.80
Production	49.00	49.00	50.00	51.00	1.00
Transmission and Distribution	80.80	80.80	80.80	81.80	1.00
<b>Total Personnel</b>	<b>159.60</b>	<b>159.60</b>	<b>160.60</b>	<b>163.40</b>	<b>2.80</b>
Permanent Full-Time	159.00	159.00	160.00	162.80	2.80
Permanent Part-Time	0.60	0.60	0.60	0.60	
<b>Total Permanent</b>	<b>159.60</b>	<b>159.60</b>	<b>160.60</b>	<b>163.40</b>	<b>2.80</b>



# City of Columbia - Water and Electric (Electric Summary)

163.40 FTE Positions

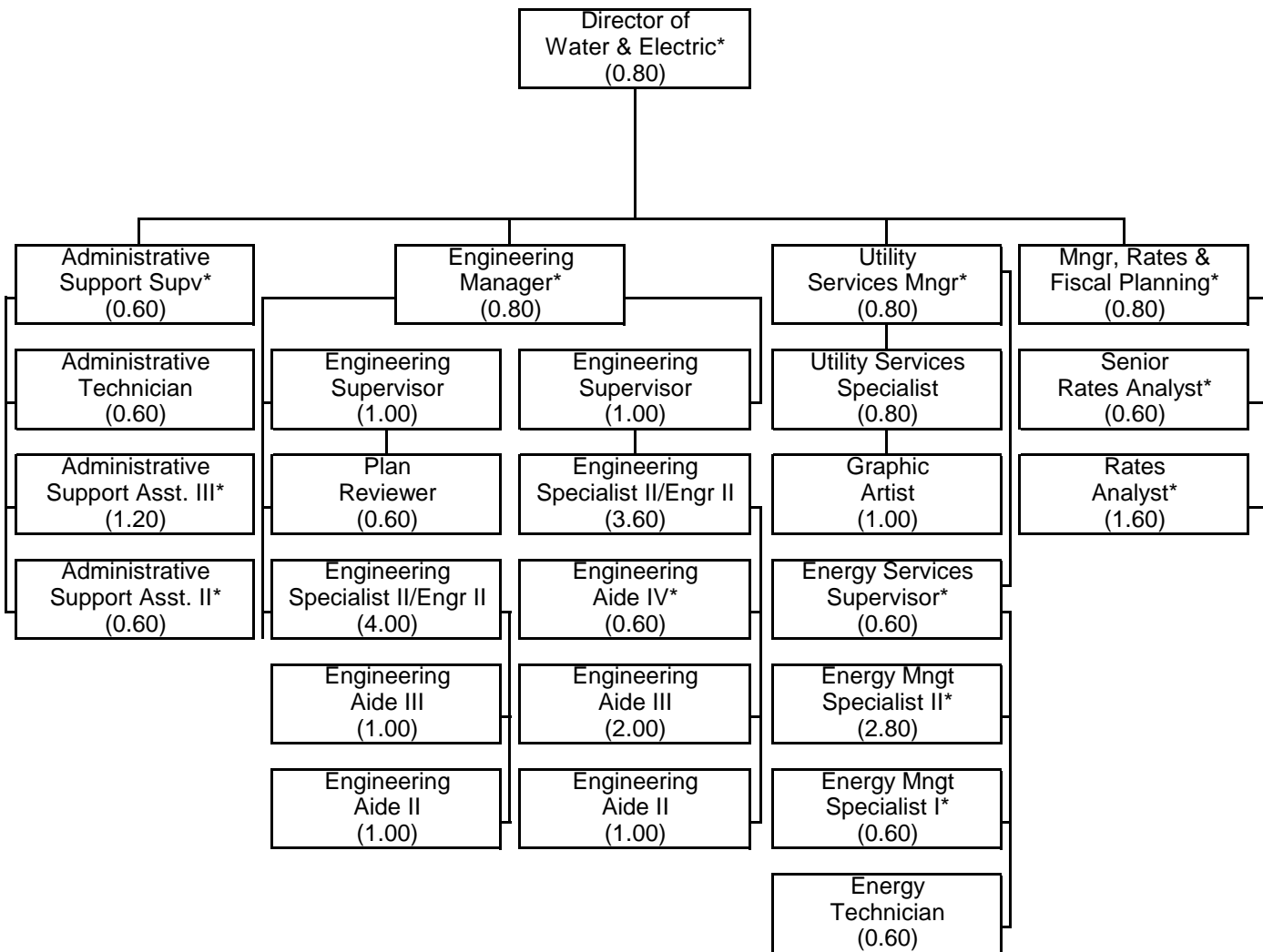


\* Trans. & Dist. - Transmission and Distribution



# City of Columbia - Electric Administration & General

30.60 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 plans, and field review of all contract work. This group also does long-range planning and coordinates the work of consultants. The Rates and Fiscal Planning Division functions somewhat as a corporate planning division. This group works on the development of computer models which will provide load forecasting, budget projections, revenue and production requirements, rate design and cost of service studies. Also included in Administration is the Utility Services Division that is responsible for conservation and demand management programs, and marketing in general.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The budget includes funds for rental space to house the Administrative offices, which has relocated to 105 E. Ash. In addition, the budget includes funds for normal operation and maintenance.

**BUDGET DETAIL**

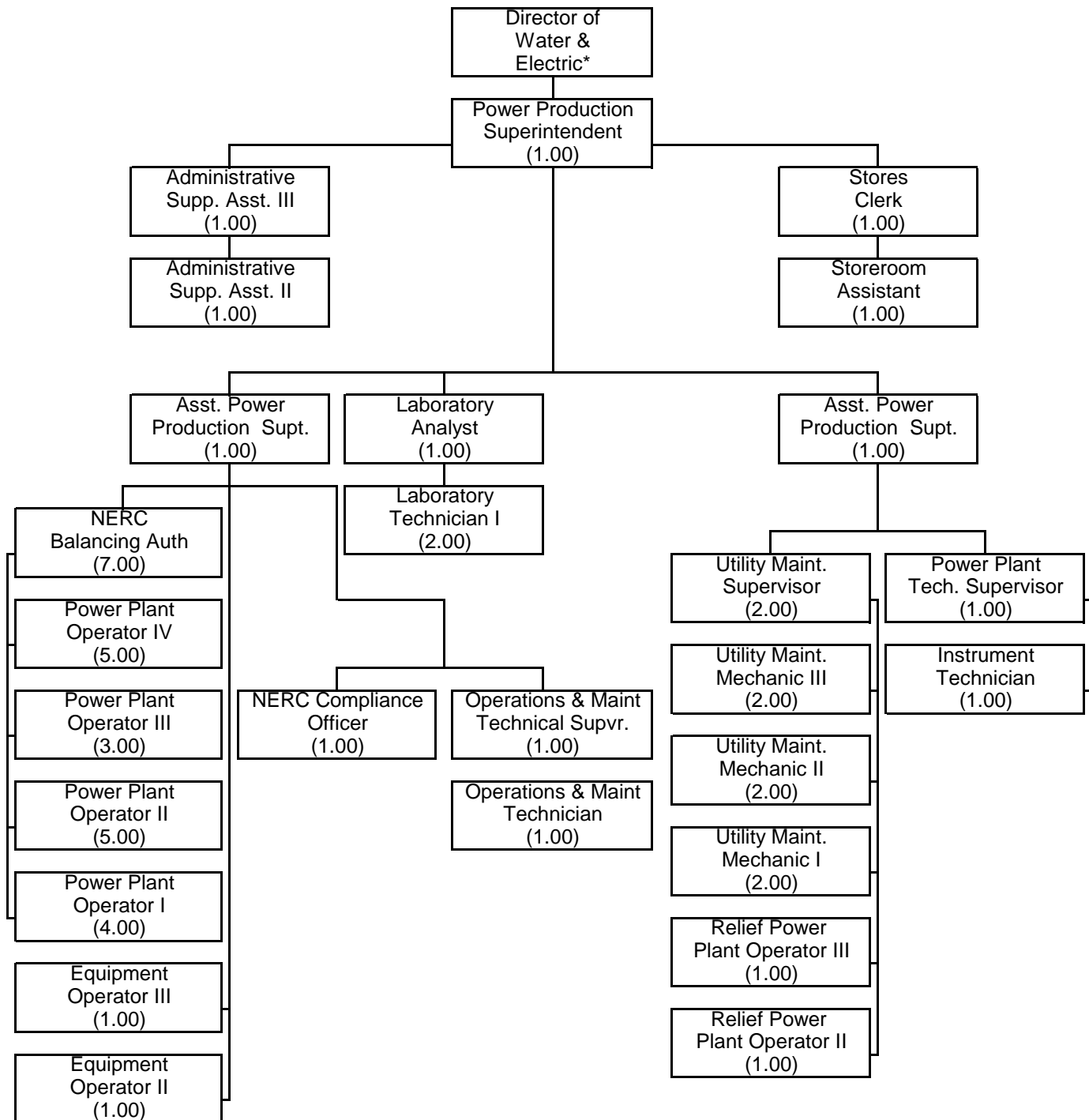
	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,982,078	\$ 2,251,619	\$ 2,148,804	\$ 2,636,886	17.1%
Power Supply	0	0	0	0	
Supplies and Materials	386,598	233,861	239,649	218,285	(6.7%)
Travel and Training	58,384	61,989	66,790	67,389	8.7%
Intragovernmental Charges	1,771,533	1,846,914	1,847,514	1,933,361	4.7%
Utilities, Services, & Misc.	8,973,315	10,926,111	10,705,049	11,740,374	7.5%
Capital	63,945	104,414	104,100	0	(100.0%)
Other	9,734,805	9,502,482	10,344,000	11,272,000	18.6%
<b>Total</b>	<b>\$ 22,970,658</b>	<b>\$ 24,927,390</b>	<b>\$ 25,455,906</b>	<b>\$ 27,868,295</b>	<b>11.8%</b>

AUTHORIZED PERSONNEL					
	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
5110/5100 - Eng. Spec II/Engr. II	6.60	6.60	6.60	7.60	1.00
5109 - Engineering Supervisor	2.00	2.00	2.00	2.00	
5108 - Engineering Manager	0.80	0.80	0.80	0.80	
5004 - Engineering Aide IV	0.60	0.60	0.60	0.60	
5003 - Engineering Aide III	3.00	3.00	3.00	3.00	
5002 - Engineering Aide II	2.00	2.00	2.00	2.00	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
4800 - Utility Services Specialist	0.80	0.80	0.80	0.80	
4521 - Energy Technician	0.60	0.60	0.60	0.60	
4514 - Utilities Services Manager	0.80	0.80	0.80	0.80	
4513 - Energy Services Supervisor	0.60	0.60	0.60	0.60	
4512 - Energy Management Spec. II	2.80	2.80	2.80	2.80	
4511 - Energy Management Spec. I	0.60	0.60	0.60	0.60	
4503 - Mgr. Rates/Fiscal Planning	0.80	0.80	0.80	0.80	
4502 - Senior Rate Analyst	0.60	0.60	0.60	0.60	
4501 - Rate Analyst	1.80	1.80	1.80	1.60	(0.20)
4102 - Plan Reviewer	0.60	0.60	0.60	0.60	
2990 - Director of Water and Light	0.80	0.80	0.80	0.80	
1400 - Administrative Technician	0.60	0.60	0.60	0.60	
1004 - Administrative Support Supv.	0.60	0.60	0.60	0.60	
1003 - Admin. Support Assistant III	1.20	1.20	1.20	1.20	
1002 - Admin. Support Assistant II	0.60	0.60	0.60	0.60	
<b>Total Personnel</b>	<b>29.80</b>	<b>29.80</b>	<b>29.80</b>	<b>30.60</b>	<b>0.80</b>
Permanent Full-Time	29.20	29.20	29.20	30.00	0.80
Permanent Part-Time	0.60	0.60	0.60	0.60	
<b>Total Permanent</b>	<b>29.80</b>	<b>29.80</b>	<b>29.80</b>	<b>30.60</b>	<b>0.80</b>



# City of Columbia - Electric Production Power Plant

51.00 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, 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

**FY 2009 Goal: Managing Costs and Services**

A new position has been approved for FY 2009. A Reciprocating Engine Operation & Maintenance Technician will be responsible for the operation and maintenance of nine distributed generators and the landfill gas generator. The budget also includes funds for the normal operation and maintenance of the division. A substantial increase in Power Supply reflects a full year's cost of new contracts.

## BUDGET DETAIL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 2,883,259	\$ 3,235,155	\$ 2,946,178	\$ 3,411,142	5.4%
Power Supply	56,526,459	69,919,000	68,362,000	79,047,200	13.1%
Supplies and Materials	614,765	609,771	549,478	613,586	0.6%
Travel and Training	48,890	58,530	58,530	58,530	0.0%
Intragovernmental Charges	35,629	41,102	41,102	52,259	27.1%
Utilities, Services, & Misc.	1,768,348	1,153,135	905,546	1,190,695	3.3%
Capital	309,390	355,000	350,000	85,500	(75.9%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 62,186,740</b>	<b>\$ 75,371,693</b>	<b>\$ 73,212,834</b>	<b>\$ 84,458,912</b>	<b>12.1%</b>

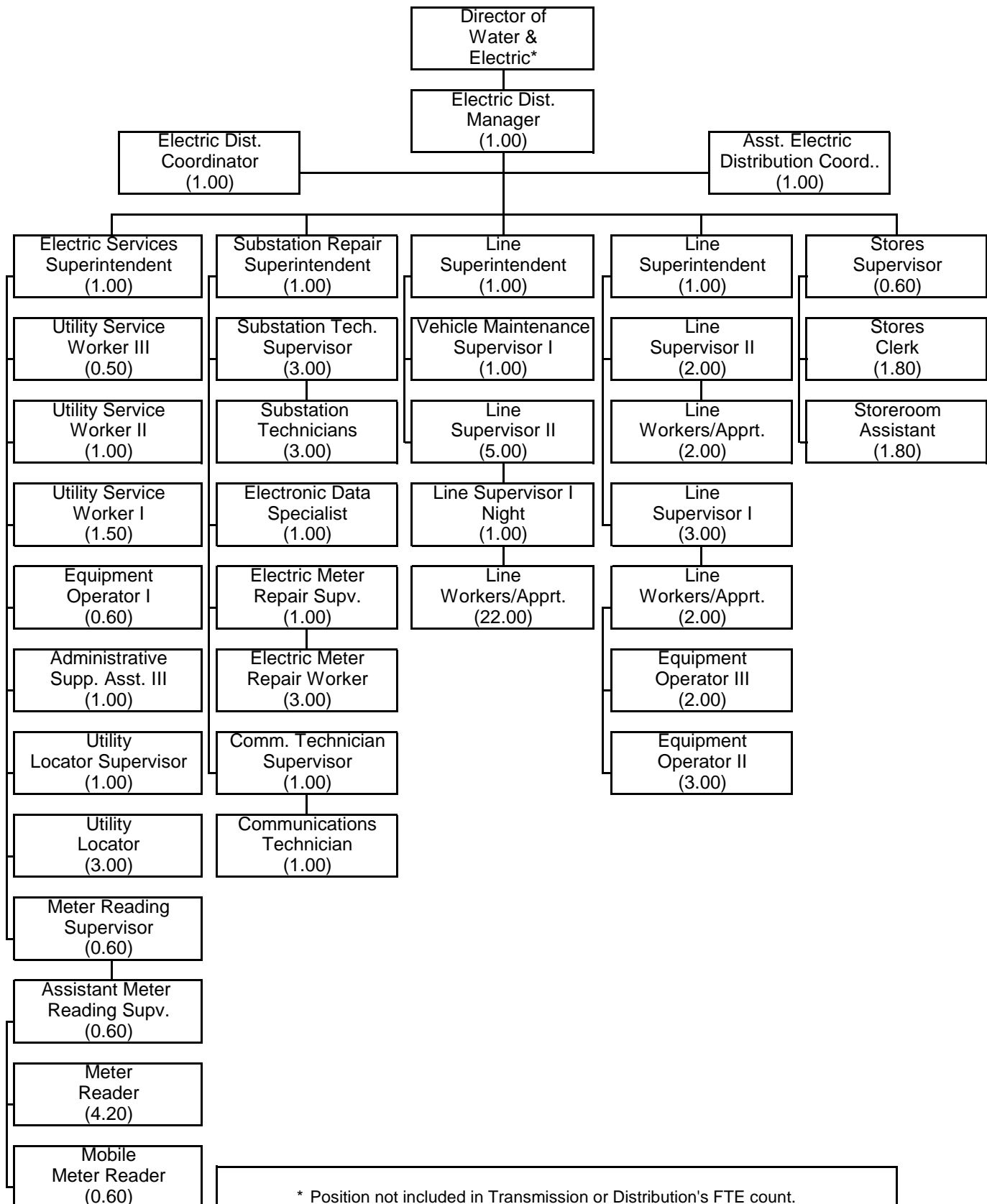
## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7694 - Ops & Maint. Tech. Supervisor	0.00	0.00	1.00	1.00	
7693 - Ops & Maint. Technician	0.00	0.00	0.00	1.00	1.00
6104 - Storeroom Assistant	1.00	1.00	1.00	1.00	
6100 - Stores Clerk	1.00	1.00	1.00	1.00	
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00	
5031 - Lab Technician I	2.00	2.00	2.00	2.00	
2888 - NERC Compliance Officer	1.00	1.00	1.00	1.00	
2695 - Power Plant Operator IV	5.00	5.00	5.00	5.00	
2640 - NERC Balancing Auth. Oprtr	7.00	7.00	7.00	7.00	
2637 - Power Plant Tech Supv.	1.00	1.00	1.00	1.00	
2636 - Power Production Supt.	1.00	1.00	1.00	1.00	
2635 - Asst. Power Production Supt.	2.00	2.00	2.00	2.00	
2633 - Power Plant Oper. III	4.00	4.00	4.00	4.00	
2632 - Power Plant Operator II	6.00	6.00	6.00	6.00	
2631 - Power Plant Operator I	4.00	4.00	4.00	4.00	
2429 - Utility Maint. Mechanic III	2.00	2.00	2.00	2.00	
2426 - Utility Maintenance Supv.	2.00	2.00	2.00	2.00	
2422 - Utility Maint. Mechanic I	2.00	2.00	2.00	2.00	
2421 - Utility Maint. Mechanic II	2.00	2.00	2.00	2.00	
2324 - Instrument Technician	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III	1.00	1.00	1.00	1.00	
2302 - Equipment Operator II	1.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>49.00</b>	<b>49.00</b>	<b>50.00</b>	<b>51.00</b>	<b>1.00</b>
Permanent Full-Time	49.00	49.00	50.00	51.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>49.00</b>	<b>49.00</b>	<b>50.00</b>	<b>51.00</b>	<b>1.00</b>



# City of Columbia - Electric Transmission & Distribution

81.80 FTE Positions



**DESCRIPTION**

This division handles all of the electrical system beyond the production facilities, as well as the general warehousing and building facilities for the distribution operation. This division is responsible for all line crews and electric construction and maintenance of transmission lines, substations, distribution lines and fiber optic communication system. This division installs all underground lines, services, transformers and electric meters. The personnel install and maintain the City street lights. Meter testing is handled by this division as well as all customer turn-ons and turn-offs. A distribution dispatching center for water and electric crews is operated during normal working hours. Tree trimming and line clearance work is done by contractors, and inspection personnel are in this division. This division also operates the Water and Light garage and vehicle maintenance facilities, and warehouse.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goal: Managing Costs and Services**

Two new positions have been approved for FY 2009. A Communications Technician Supervisor and a Communication Technician will be responsible for maintenance of the fiber optic system. The growth in the fiber optic system requires dedicated personnel to address issues with the system. The budget also includes funds for the normal operation and maintenance of the division.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 4,536,663	\$ 4,758,293	\$ 4,720,752	\$ 5,153,894	8.3%
Power Supply	0	0	0	0	
Supplies and Materials	1,323,450	1,328,304	1,195,731	1,363,078	2.6%
Travel and Training	32,740	53,190	58,820	65,686	23.5%
Intragovernmental Charges	106,939	118,839	118,839	152,419	28.3%
Utilities, Services, & Misc.	1,739,815	2,076,475	1,945,347	2,150,754	3.6%
Capital	758,687	552,825	546,271	420,500	(23.9%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 8,498,294</b>	<b>\$ 8,887,926</b>	<b>\$ 8,585,760</b>	<b>\$ 9,306,331</b>	<b>4.7%</b>

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
6103 - Stores Supervisor	0.60	0.60	0.60	0.60	
6102 - Stores Clerk	1.80	1.80	1.80	1.80	
6101 - Storeroom Assistant	1.80	1.80	1.80	1.80	
5110/5100 - Eng. Spec II/Engr. II	1.00	1.00	1.00	0.00	(1.00)
2883 - Utility Service Worker III	0.50	0.50	0.50	0.50	
2882 - Utility Service Worker II*	1.60	1.00	1.00	1.00	
2881 - Utility Service Worker I	1.50	1.50	1.50	1.50	
2877 - Meter Reading Supervisor	0.60	0.60	0.60	0.60	
2875 - Asst. Meter Reading Supv.	0.60	0.60	0.60	0.60	
2871 - Mobile Meter Reader*	0.00	0.60	0.60	0.60	
2870 - Meter Reader	4.20	4.20	4.20	4.20	
2860 - Electronic Data Specialist	1.00	1.00	1.00	1.00	
2855 - Electric Distr. Manager	1.00	1.00	1.00	1.00	
2851 - Electric Distr. Coordinator	1.00	1.00	1.00	1.00	
2850 - Asst. Elec. Distr. Coord.	1.00	1.00	1.00	1.00	
2803 - Electric Meter Repair Supv.	1.00	1.00	1.00	1.00	
2801 - Electric Meter Repair Worker	3.00	3.00	3.00	3.00	
2770 - Elec. Services Superintndnt.	1.00	1.00	1.00	1.00	
2730 - Line Superintendent	2.00	2.00	2.00	2.00	
2710 - Line Supervisor II	7.00	7.00	7.00	7.00	
2705 - Line Supervisor I	4.00	4.00	4.00	4.00	
2703/2701 Lineworker/App Linewkr	26.00	26.00	26.00	26.00	
2432 - Utility Locator Supervisor	1.00	1.00	1.00	1.00	
2431 - Utility Locator	3.00	3.00	3.00	3.00	
2337 - Substation Repair Supt.	1.00	1.00	1.00	1.00	
2335 - Substation Technician Supv.	3.00	3.00	3.00	3.00	
2333/2334 Substn. Tech./App S.T.	3.00	3.00	3.00	3.00	
2302 - Equipment Operator II	3.00	3.00	3.00	3.00	
2301 - Equipment Operator I	0.60	0.60	0.60	0.60	
2298 - Equipment Operator III	2.00	2.00	2.00	2.00	
2332 - Comm. Tech Supervisor	0.00	0.00	0.00	1.00	1.00
2331 - Comm. Technician	0.00	0.00	0.00	1.00	1.00
2104 - Vehicle Maintenance Supr. I	0.00	0.00	0.00	1.00	1.00
2103 - Vehicle Mechanic	1.00	1.00	1.00	0.00	(1.00)
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>80.80</b>	<b>80.80</b>	<b>80.80</b>	<b>81.80</b>	<b>1.00</b>
Permanent Full-Time	80.80	80.80	80.80	81.80	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>80.80</b>	<b>80.80</b>	<b>80.80</b>	<b>81.80</b>	<b>1.00</b>

\*In FY 2009 (1) Vehicle Mechanic was reclassified to a Vehicle Maintenance Supervisor I.

**MAJOR PROJECTS**

This budget provides funds for the capital improvements in the Electric Utility.

**HIGHLIGHTS / GOALS****FY 2009 Goal: Long-term Investment for the Public Good**

The 2006 ballot issue provided funding for much needed expansion and maintenance of the electric system. Projects planned for FY2009 will follow the outline provided by the ballot issue. Additional projects have been identified and will be funded from enterprise revenues. These capital investments in the electric system will help insure continued reliable service.

**FISCAL IMPACT**

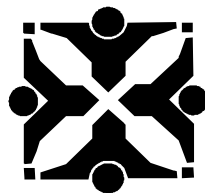
This includes the major capital improvements that are outlined in our Capital Improvement Program.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 1,086,634	\$ 950,000	\$ 1,277,465	\$ 700,000	(26.3%)
Power Supply	0	0	0	0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	4,398,402	110,498	3,638,800	9,490,700	8489.0%
Capital	11,539,328	13,022,778	11,035,145	0	(100.0%)
Other	0	0	0	0	
<b>Total</b>	<b>\$ 17,024,364</b>	<b>\$ 14,083,276</b>	<b>\$ 15,951,410</b>	<b>\$ 10,190,700</b>	<b>(27.6%)</b>

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# Convention and Tourism Fund

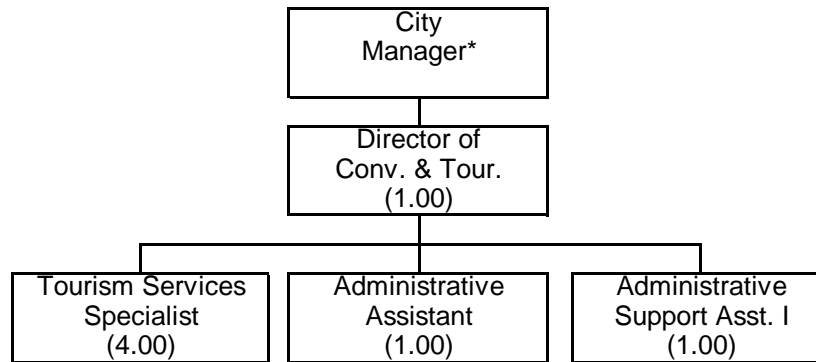


*City of Columbia*  
*Columbia, Missouri*



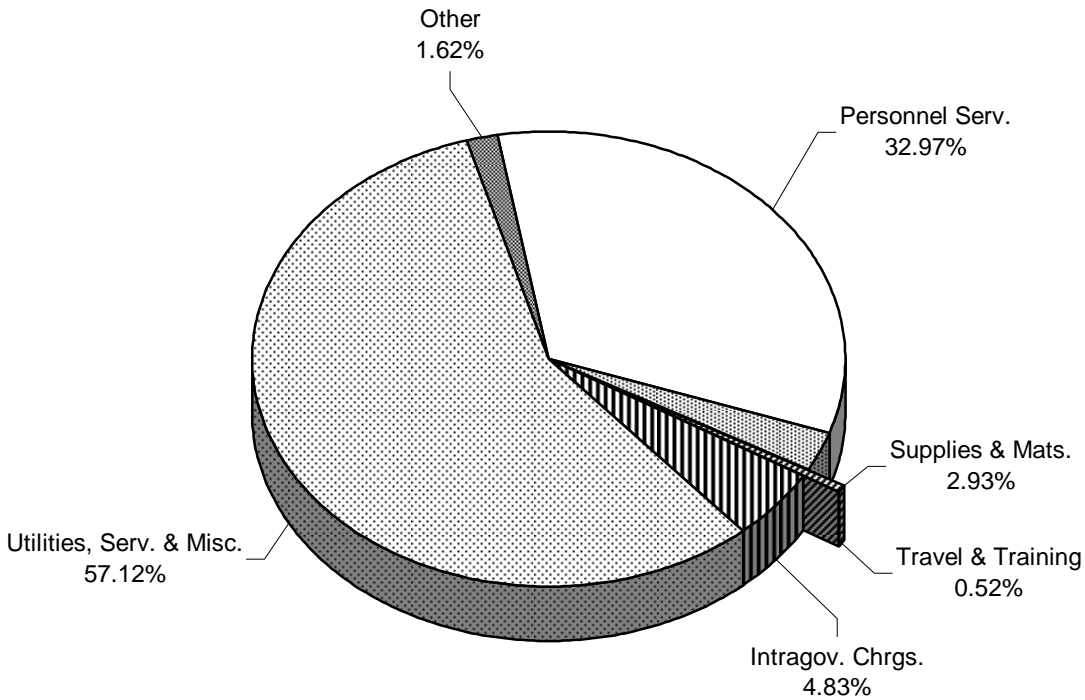
# City of Columbia - Convention and Tourism

7.00 FTE Positions



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

# Convention & Tourism Fund FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 454,389	\$ 527,040	\$ 523,041	\$ 610,671	15.9%
Supplies & Materials	50,171	60,925	52,500	54,300	(10.9%)
Travel & Training	7,607	9,725	9,100	9,700	(0.3%)
Intragovernmental Charges	69,828	77,107	76,951	89,526	16.1%
Utilities, Services & Misc.	1,228,613	1,493,104	1,406,788	1,058,115	(29.1%)
Capital	0	0	0	0	
Other	22,400	30,000	30,000	30,000	0.0%
<b>Total</b>	<b>1,833,008</b>	<b>2,197,901</b>	<b>2,098,380</b>	<b>1,852,312</b>	<b>(15.7%)</b>
Summary					
Operating Expenses	1,810,608	2,167,901	2,068,380	1,822,312	(15.9%)
Non-Operating Expenses	22,400	30,000	30,000	30,000	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>\$ 1,833,008</b>	<b>\$ 2,197,901</b>	<b>\$ 2,098,380</b>	<b>\$ 1,852,312</b>	<b>(15.7%)</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

Hotel gross receipts tax revenue is anticipated to be flat or slightly declining in FY 2008 and into FY 2009 over previous years. Most of that loss is in the leisure and business travel market segment. Columbia is in the middle of the country on the main east-west highway. Many of our hotel stays come from people who are in route to another destination. With the rapid rise in gas prices, many people are forgoing cross-country vacations or trips in favor of either flying or taking shorter trips.

Four new hotel properties are scheduled to open in the next 18 months in a market that is already soft. Maintaining healthy occupancies that allow for hotel upkeep and renovation is a key concern over the next two years.

Our FY 2009 marketing plan calls for moving more of our advertising and marketing dollars to web-based marketing and promotion. In FY 2008, the Council approved a full-time position for electronic marketing and communications. Additions to our website in FY 2009 includes video, high quality electronic brochures and more real-time promotions that focus on generating immediate hotel room bookings.

In 2005 we began an Arts Tourism initiative. The program is being implemented with input and assistance from the Office of Cultural Affairs and local arts organizations. The program has resulted in increased awareness of the arts, greater media interest, and increased ticket sales. An expanding, vital arts community is critical to the success of an arts based tourism initiative.

Reliable commercial air service is critical to Columbia's economic development whether tourism or industrial. The CVB continues to work closely with the Chamber, REDI, and the Mid-Missouri Tourism Council on this issue and provides support through advertising and promotional assistance.

In 2008, we launched the Columbia Image Awards. The program recognizes exceptional vision and accomplishment in six areas that affects the visual impressions visitors have of our community.

**Walton Building**

Complete remodeling of the Walton Building began the last quarter of FY 2008. This renovation work will create additional office space for the two newly created positions.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
Operations	7.00	7.00	9.00	9.00	
Tourism	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	7.00	7.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Convention Services:</b>			
No. of Meetings Serviced	202	190	200
No. of Convention Welcomes & Promotions	13	20	20
<b>Visitor Services:</b>			
No. of Inquiries	21,475	23,000	15,500*
No. of Visitors to Walton Bldg. & Lake of the Woods Visitor Center	11,000	12,500	13,500
<b>Records Section:</b>			
Sales Leads Generated	62	80	98
Definite Bookings	53	58	64
Economic Impact	\$8,308,000	\$9,500,000	\$10,400,000
<b>Group Tours:**</b>			
No. of Group Tours Serviced	20	20	18
No. Leads Generated	42	45	30
No. of Proposals/Itineraries	70	60	40
Media/PR	79	80	65
Press Generation	17	25	28

\* The CVB has implemented an online brochure to fulfill information requests. So, while the inquiry numbers will continue to grow, the delivery methods for some of those will change.

\*\*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>99,619</b>	<b>155,710</b>	<b>73,890</b>	<b>50,208</b>	<b>80,000 *</b>
Number of Employees	7	19.0	9.0	6.0	13
Employees Per 1,000 Population	0.0703	0.1220	0.1218	0.1195	0.1625
Advertising Budget	\$365,000	\$1,167,272	\$350,000	\$200,000	\$1,500,000
Number of Rooms	3,574	6,000	1,200	2,080	6,800

\*includes three-county area

**DESCRIPTION**

The Convention and Visitors Bureau has four primary responsibilities: 1) to promote Columbia as a destination for meetings and conventions; 2) to promote Columbia as an overnight and day-trip destination for leisure travelers and group tours; 3) to facilitate partnerships and cooperation among Columbia's tourism related businesses and associations and 4) to assure that Columbia is a "user friendly" destination for visitors through the provision of visitor brochures in tourism information centers and in businesses throughout Columbia.

**HIGHLIGHTS / SIGNIFICANT CHANGES****FY 2009 Goals: Long-term Investments for the Public Good and Managing Costs and Services**

Council's approval, in FY 2008, of two new positions responsible for the CVB web site and communications and the Tourism Development Program will enable the CVB to greatly expand our e-marketing efforts. We will also be able to better assist applicants to the Tourism Development Program and better monitor program results. Space had not previously been available to accommodate the new positions. The Walton Building remodel, expected to be complete in the fall of 2008, will provide the necessary space.

We continue to develop a multi-dimensional approach to commercial air service support through branding, advertising and promotion.

Primary areas of focus for FY 2009 also include: better web-tools for the convention and meetings market; on-line video on the CVB web site as well as making on-line video available to area attractions, development, within our hospitality corps, a group of volunteers who can act as docents at our new attractions (Jefferson Farms and the YouZeum); and a continued emphasis on destination development through programs like the Columbia Image Awards and the arts/tourism program.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 454,389	\$ 527,040	\$ 523,041	\$ 610,671	15.9%
Supplies and Materials	50,171	60,925	52,500	54,300	(10.9%)
Travel and Training	7,607	9,725	9,100	9,700	(0.3%)
Intragovernmental Charges	69,828	77,107	76,951	89,526	16.1%
Utilities, Services, & Misc.	652,587	1,040,104	969,280	638,115	(38.6%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 1,234,582</b>	<b>\$ 1,714,901</b>	<b>\$ 1,630,872</b>	<b>\$ 1,402,312</b>	<b>(18.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
8950 - Director Convention & Tourism	1.00	1.00	1.00	1.00	
4350 - Web & Communication Coord.	0.00	0.00	1.00	1.00	
4300 - Tourism Services Specialist	4.00	4.00	5.00	5.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	7.00	7.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</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 separate funds: Festival and Events, Attraction Development and Sports Development.

**HIGHLIGHTS / SIGNIFICANT CHANGES**
**Tourism Development Fund**

The Festival and Event program of the Tourism Development Fund (TDF) is entering the eighth year of applications. The fund has provided enhancements to many area festivals and has enabled the development of several first-time events such as the 2004 "True/False Film Festival." Festivals and events often expose visitors to a destination for the first time and create a positive image of our community in the mind of the visitor which often leads to future visits for other leisure. The CVB continues to contract for professional surveys of every TDP event. The surveys provide the CVB Advisory Board with year-to-year comparisons in the areas of attendance, growth, overnight stays and economic impact.

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 development attractions, e.g.: YouZeum, Missouri Theatre Center for the Arts, Jefferson Farms, Blind Boone Home and 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 2008, the Council approved a change in the Festival and Event guidelines that will allow festival and event organizers to apply during any one of four application periods each year. The Council also approved a full-time Tourism Services Specialist position to oversee the Tourism Development Fund.

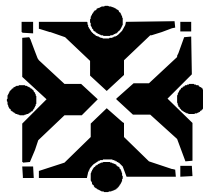
**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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.	576,026	453,000	437,508	420,000	(7.3%)
Capital	0	0	0	0	
Other	22,400	30,000	30,000	30,000	0.0%
<b>Total</b>	<b>\$ 598,426</b>	<b>\$ 483,000</b>	<b>\$ 467,508</b>	<b>450,000</b>	<b>(6.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
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

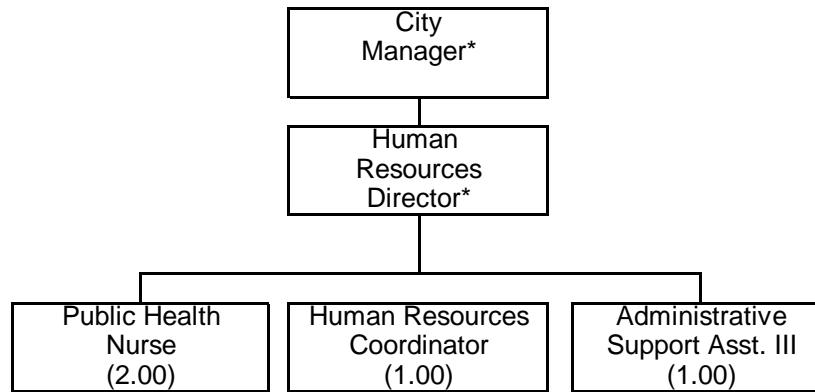


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Employee Benefit Fund

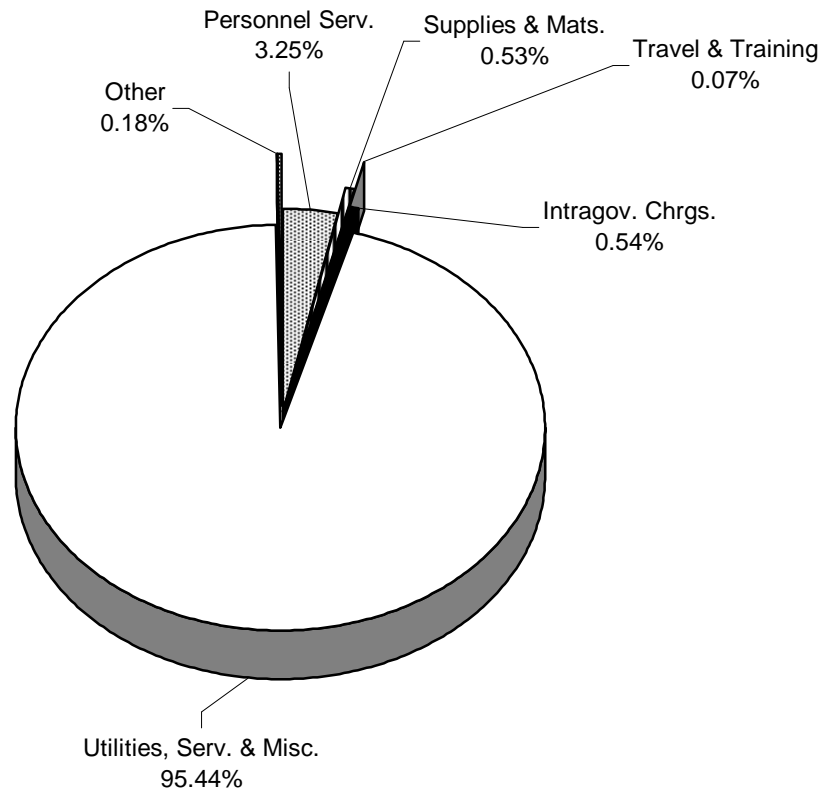
4.00 FTE Positions



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

# Employee Benefit Fund

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 231,655	\$ 326,448	\$ 288,607	\$ 398,492	22.1%
Supplies & Materials	22,334	59,980	47,625	64,490	7.5%
Travel & Training	474	7,925	6,785	8,075	1.9%
Intragovernmental Charges	50,698	56,312	56,312	66,506	18.1%
Utilities, Services & Misc.	12,394,415	11,329,320	10,749,268	11,700,870	3.3%
Capital	0	0	0	0	
Other	0	0	0	21,916	
<b>Total</b>	<b>12,699,576</b>	<b>11,779,985</b>	<b>11,148,597</b>	<b>12,260,349</b>	<b>4.1%</b>
Summary					
Operating Expenses	12,699,576	11,779,985	11,148,597	12,238,433	3.9%
Non-Operating Expenses	0	0	0	21,916	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 12,699,576</b>	<b>\$ 11,779,985</b>	<b>\$ 11,148,597</b>	<b>\$ 12,260,349</b>	<b>4.1%</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

The City's self-funded health insurance plan continues to experience double digit percentage increases in claim costs. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored. The impact of OPEB/GASB 45 on retiree health plan participation has been evaluated in an actuarial study and options for plan changes have been studied by a retiree/employee committee. The City implemented changes in 2008 that significantly reduce this liability.

Employee health and wellness programs that target prevention/reduction of chronic health conditions are a primary focus of the Employee Health unit. Activities include an annual health fair, Weight Watchers At Work, physical activity challenges and access to health screening services every two years.

Employee education and information sessions on benefit plans will be expanded. Additional benefit fact sheets will be placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2009.

Drug and alcohol testing for new and federally-mandated employees is a function of this program. Automated External Defibrillators (AED) devices have been installed in all City work locations, including Water and Light Department line trucks. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees were recertified in 2008. An Employee Health/Wellness fee is charged to all departments to cover the cost of the Employee Health operations.

This budget includes full funding for the required contribution for post-employment benefits liability as defined in OPEB-GASB statement 45.

**FY 2009 Goals: Managing costs and services**

A Human Resources Coordinator will be added to analyze and manage health and wellness plans data, work with the City's benefits consultant and prepare management reports.

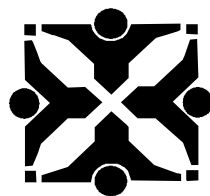
Additional wellness programs will developed to provide employees opportunities to improve their health.

## AUTHORIZED PERSONNEL

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Position Changes
7503 - Public Health Nurse	2.00	2.00	2.00	2.00	
4603 - Human Resources Coord.	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>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
Permanent Full-Time	3.00	3.00	3.00	4.00	1.00
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>4.00</b>	<b>1.00</b>

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# Information Technologies Fund

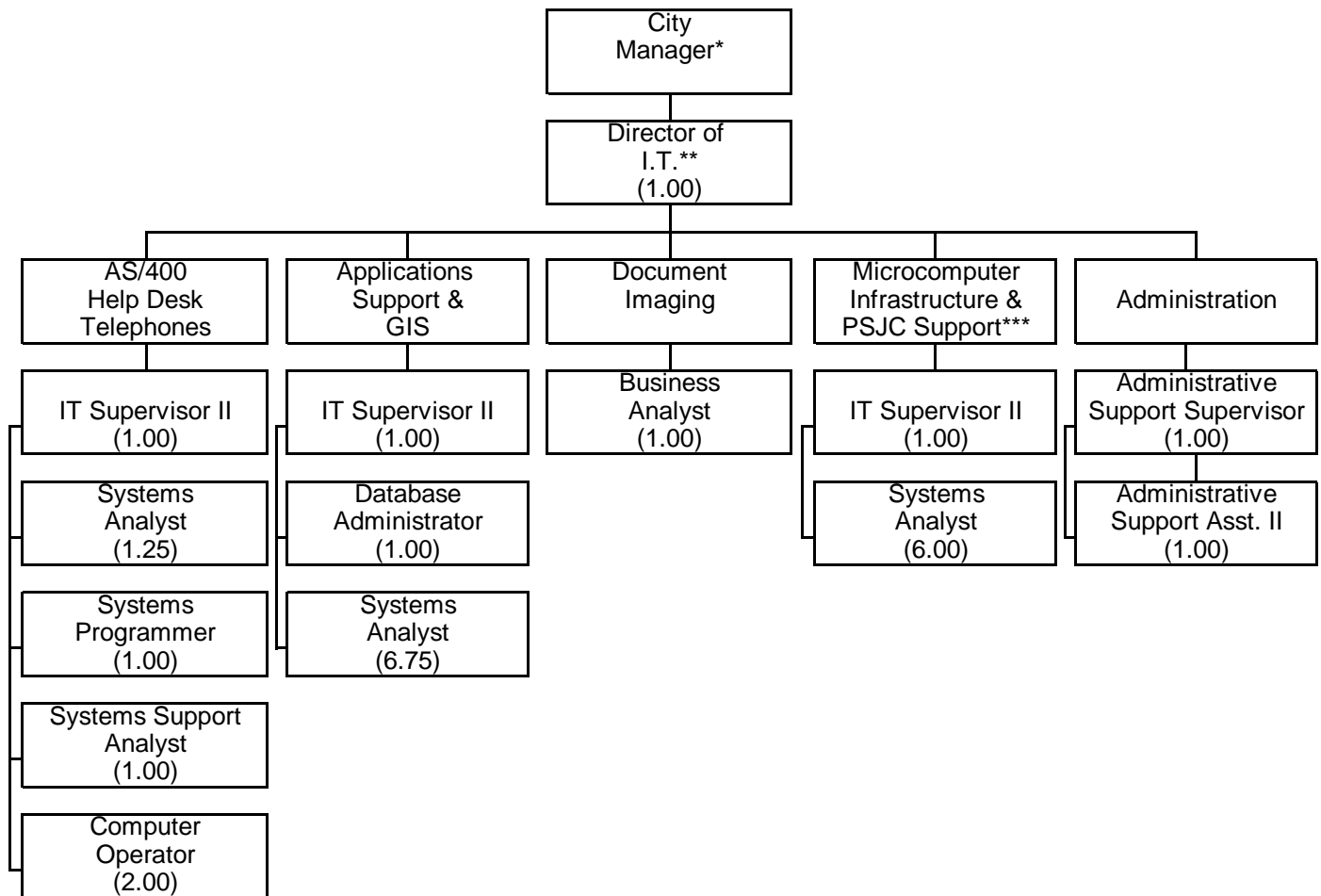


*City of Columbia*  
*Columbia, Missouri*



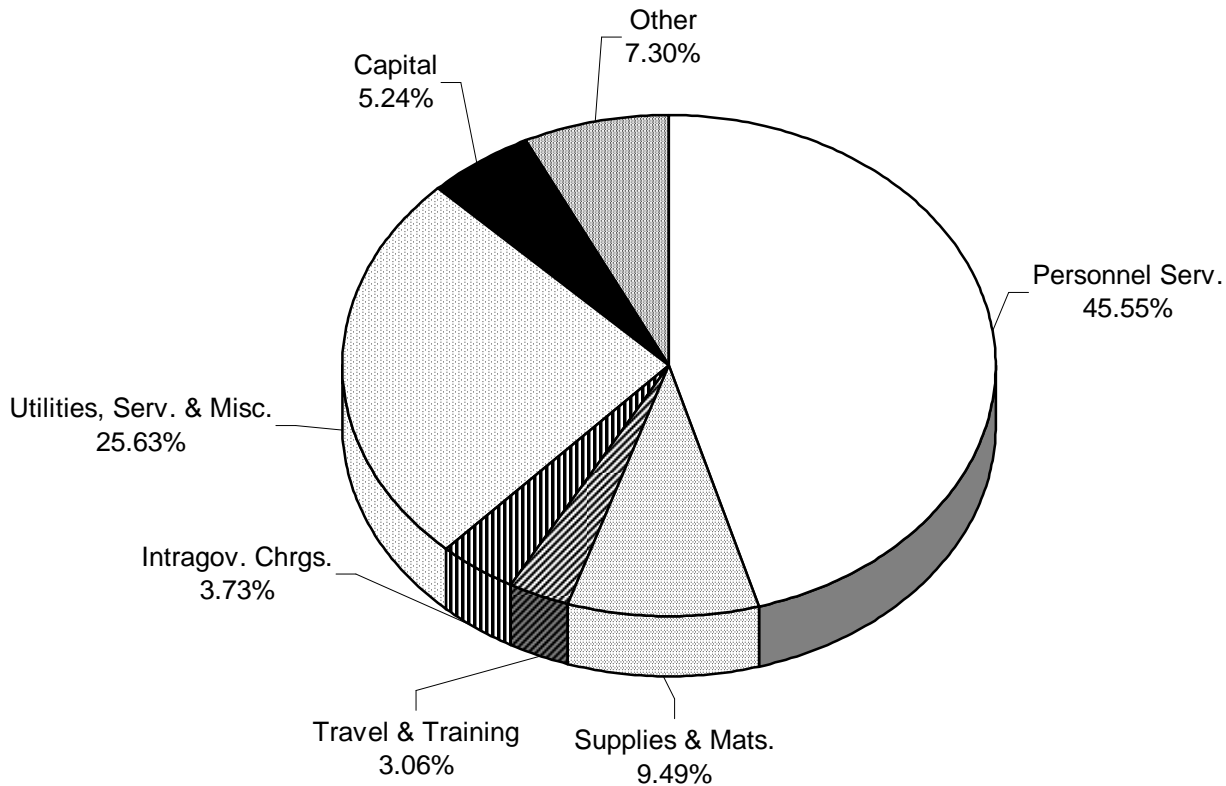
# City of Columbia - Information Technologies

26.00 FTE Positions



\* Position not included in Information Technologies's FTE count.  
\*\* IT - Information Technologies  
\*\*\* PSJC - Public Safety Joint Communications

# Information Technologies Fund FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 1,852,157	\$ 2,000,897	\$ 2,000,345	\$ 2,140,514	7.0%
Supplies & Materials	374,892	521,454	499,647	446,001	(14.5%)
Travel & Training	51,224	133,229	95,081	143,980	8.1%
Intragovernmental Charges	139,761	149,538	149,538	175,347	17.3%
Utilities, Services & Misc.	885,255	1,200,017	1,168,524	1,204,530	0.4%
Capital	330,647	161,449	161,449	246,353	52.6%
Other	307,015	278,500	288,000	343,020	23.2%
<b>Total</b>	<b>3,940,951</b>	<b>4,445,084</b>	<b>4,362,584</b>	<b>4,699,745</b>	<b>5.7%</b>
Summary					
Operating Expenses	3,303,289	4,005,135	3,913,135	4,110,372	2.6%
Non-Operating Expenses	307,015	278,500	288,000	343,020	23.2%
Debt Service	0	0	0	0	
Capital Additions	330,647	161,449	161,449	246,353	52.6%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,940,951</b>	<b>\$ 4,445,084</b>	<b>\$ 4,362,584</b>	<b>\$ 4,699,745</b>	<b>5.7%</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**

During FY 2008, I.T. Replaced 13 servers and deployed 175 PCs. A new CIP tracking system was created and implemented. A city-wide license that allows for greater use of ESRI GIS software was purchased. I.T. was awarded a Special Achievement in GIS (SAG) award at the national ESRI conference for work done on the services maps.

Priorities for the new year include hiring a GIS Address Coordinator and a Business Analyst to help with Document Imaging as well as working with departments on records management/retention.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7950 - Director of Information Technologies	1.00	1.00	1.00	1.00	
7930 - Business Analyst	0.00	0.00	0.00	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*	6.00	6.00	6.00	0.00	(6.00)
7922 - Systems Analyst*	6.00	7.00	7.00	14.00	7.00
7921 - Systems Programmer	1.00	1.00	1.00	1.00	
7911 - Systems Support Analyst*	2.00	2.00	2.00	1.00	(1.00)
7910 - Computer Operator	2.00	2.00	2.00	2.00	
4203 - Management Support Specialist**	0.00	0.00	0.00	1.00	1.00
1004 - Administrative Support Supervisor**	1.00	1.00	1.00	0.00	(1.00)
1002 - Administrative Support Asst. II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>	<b>1.00</b>
Permanent Full-Time	24.00	25.00	25.00	26.00	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>	<b>1.00</b>

\*In FY 2009 a Systems Support Analyst and all Senior Programmer Analysts were reclassified to Systems Analysts.

\*\*In FY 2009 the Administrative Support Supervisor was reclassified to a Management Support Supervisor.

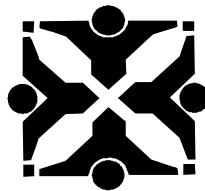
## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
Number of Production Programs	28,674	30,108	31,613
Number of Support Requests:			
a. Applications	1,665	1,748	1,835
b. HELP Desk Calls	7,554	7,750	7,900
Number of Hardware Supported			
a. PC's	1,065	1,085	1,115
Number of Users Supported			
a. AS/400	680	685	690
b. PC's	1,004	1,050	1,100
Number of Application Systems Supported			
a. AS/400	89	94	99
b. PC's	285	290	295

## COMPARATIVE DATA

	Columbia, MO	Ames, IA	Waco, TX	Stockton, CA	Berkeley, CA
<b>Population</b>	<b>99,619</b>	<b>55,983</b>	<b>124,831</b>	<b>301,881</b>	<b>100,992</b>
Number of Employees	24	10	15	44	24
Employees Per 1,000 Population	0.241	0.179	0.120	0.146	0.238
Capital Budget	\$246,353	\$208,115	\$370,643	\$1,066,888	\$365,000
Budget - Operating	\$4,110,372	\$1,465,102	\$2,018,756	\$9,442,814	\$3,325,362
Budget Dollar Per I.T Employee	\$171,266	\$146,510	\$134,584	\$214,609	\$138,557
Mainframe/AS/400 Applications	89	38	40	27	20
Micro Computer Networks/Servers	59	28	61	N/A	82
Micro Computers	1,085	329	1,081	1,485	1,185
Utility Accounts	55,351	24,000	30,000	55,000	N/A

# Public Communications Fund

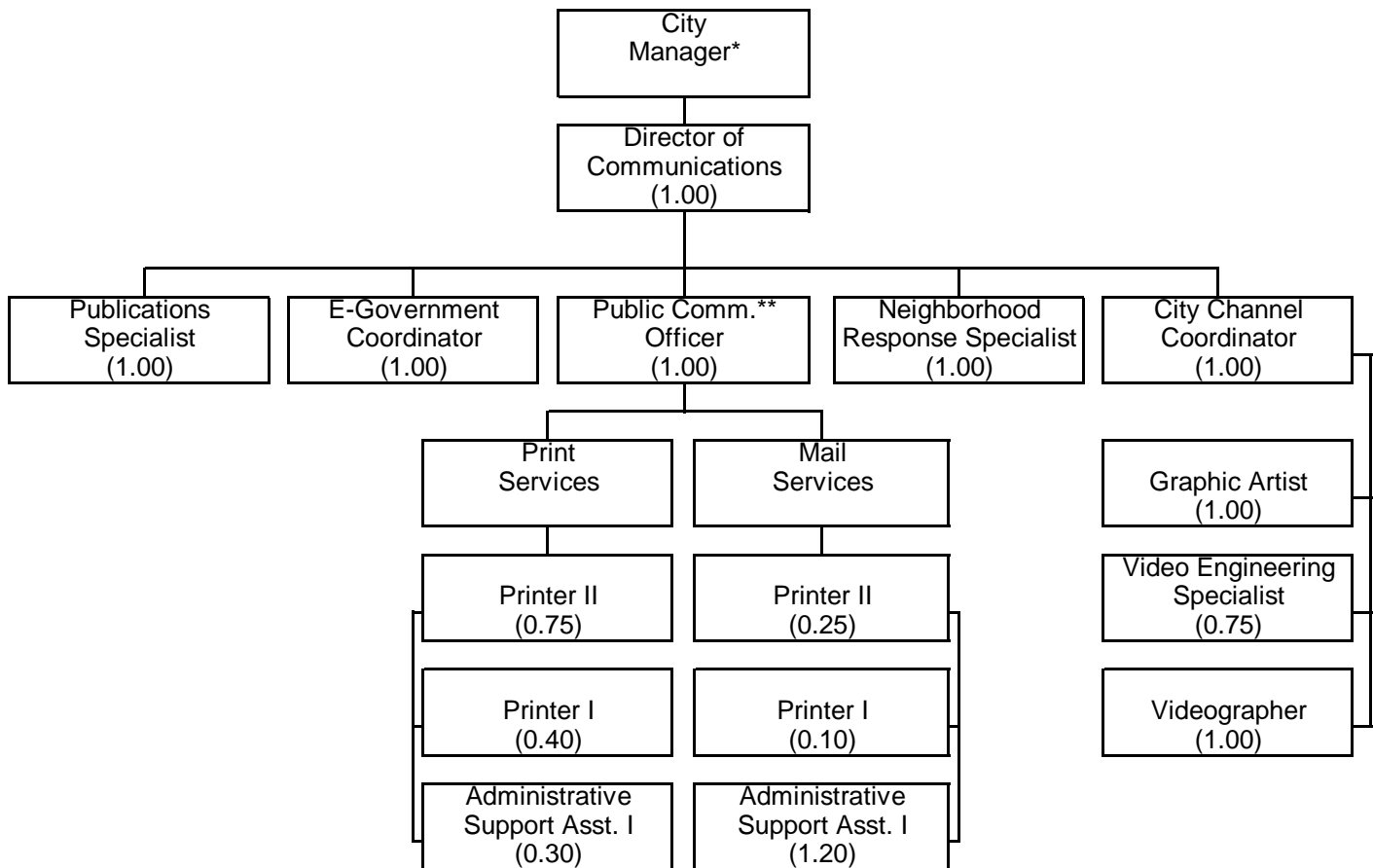


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Public Communications

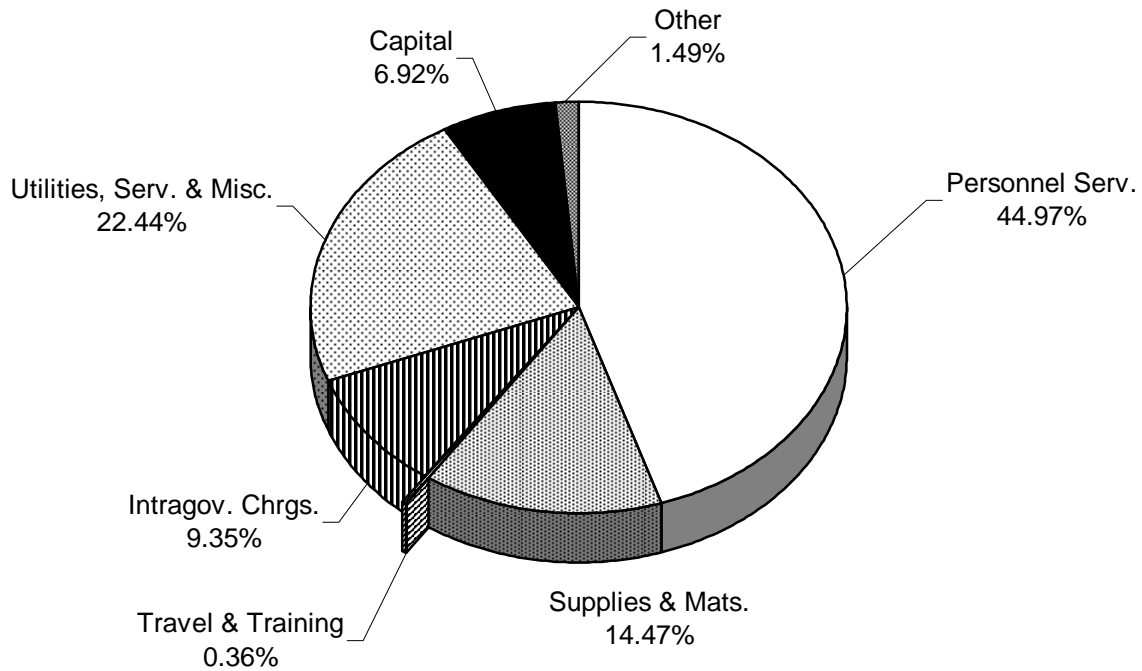
11.75 FTE Positions



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

# Public Communications Fund

## FY 2009



### APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 672,556	\$ 786,473	\$ 775,888	\$ 833,102	5.9%
Supplies & Materials	234,625	260,648	249,986	268,050	2.8%
Travel & Training	2,553	7,760	4,360	6,710	(13.5%)
Intragovernmental Charges	137,269	169,941	170,141	173,190	1.9%
Utilities, Services & Misc.	110,438	260,815	246,690	415,751	59.4%
Capital	56,420	156,207	156,207	128,105	(18.0%)
Other	34,325	38,000	28,600	27,600	(27.4%)
<b>Total</b>	<b>1,248,186</b>	<b>1,679,844</b>	<b>1,631,872</b>	<b>1,852,508</b>	<b>10.3%</b>
Summary					
Operating Expenses	1,157,441	1,485,637	1,447,065	1,696,803	14.2%
Non-Operating Expenses	34,325	38,000	28,600	27,600	(27.4%)
Debt Service	0	0	0	0	
Capital Additions	56,420	156,207	156,207	128,105	(18.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,248,186</b>	<b>\$ 1,679,844</b>	<b>\$ 1,631,872</b>	<b>\$ 1,852,508</b>	<b>10.3%</b>

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**DEPARTMENT DESCRIPTION**

The Public Communications Department provides direct technical and consultation services for City agencies and the public. Its umbrella covers central printing and mailing services; web-based, print and broadcast outlets; neighborhood relations; and coordination of communication strategies. The Communications Director supervises overall operations and reports to the City Manager.

**DEPARTMENT OBJECTIVES**

To increase opportunities for citizens to communicate with City government; improve the clarity and consistency of City communications both internally and with external constituencies; to provide high-quality service that helps all aspects of communications.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The Public Communications Department is completing its second year as a functional unit within City government. Significant, continuing achievements include support for community visioning outreach efforts; an annually updated Citizens Handbook; a central, online events calendar for all City meetings; and increased overall output through all City communications media. Challenges in FY 2009 will include continued, planned technological modernization at the City Channel; dealing with laws and regulations affecting public access broadcasting and postal rates; and, consistent with the City Manager's priorities, finding more efficient and effective ways to communicate with diverse audiences in Columbia.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
Public Communications Office	4.00	4.00	4.00	4.00	
E-Government	1.00	1.00	1.00	1.00	
Print Services	1.50	1.50	1.50	1.45	(0.05)
Mail Room	1.50	1.50	1.50	1.55	0.05
City Channel	3.75	3.75	3.75	3.75	
<b>Total Personnel</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	
Permanent Full-Time	10.00	10.00	10.00	10.00	
Permanent Part-Time	1.75	1.75	1.75	1.75	
<b>Total Permanent</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	<b>11.75</b>	

## PERFORMANCE MEASUREMENTS / SERVICE INDICATORS

	Actual FY 2007	Budget FY 2008	Estimated FY 2009
<b>Public Communications Office:</b>			
Monthly Newsletters	12	12	12
Press Releases/Advisories	406	350	450
Community Line Accesses, telephone	6,214	8,000	7,000
Web	600,165	400,000	650,000
<b>Print Services:</b>			
No. of Photocopy Jobs	1,574	1,650	1,650
No. Photocopy Impressions	1,799,740	1,950,000	1,950,000
Desk Top Publishing	360	400	400
<b>Mail Room:</b>			
Outbound Mail Pieces	203,410	250,500	250,500
Outbound Packages	683	800	800
<b>Electronic Gov't/Web</b>			
Number of sessions	1,348,024	1,000,000	1,550,228
Number of page views	6,019,699	4,000,000	6,922,654
Online services	3	3	4
<b>Neighborhood Relations</b>			
NRT properties inspected	2,046	2,046	3,535
NRT demolitions	2	6	4
Neighborhood Assn. meetings attended	16	36	24
<b>City Channel</b>			
Live meeting broadcast hours	235	235	235
Internet views on City website	3,730	10,800	11,100
City departments assisted	15	15	15

## COMPARATIVE DATA

	Columbia, MO	Springfield, MO	Indepen- dence, MO	Ames, IA
<b>Population</b>	<b>99,619</b>	<b>155,710</b>	<b>109,983</b>	<b>55,983</b>
<b>Public Communications Office:</b>				
No. of Employees	4FT	4FT	1FT	1FT/2PT
No. of Press Releases	406	346	114	150
No. of Publications	25	N/A	N/A	22
<b>Print Services:</b>				
No. of Employees	1.5	N/A	1	1
No. of Photocopy Impressions, B/W	1,678,273	N/A	2,326,327	1,187,606
Color copies	121,467	N/A	N/A	58,549
<b>Mail Services:</b>				
Number of Employees	1.5	N/A	1	1
Outbound Mail	203,410	N/A	1,042,634	154,974
No. of Packages Handled	683	N/A	N/A	356
<b>E-Gov Services</b>				
Sessions	1,348,024	1,005,331	1,736,302	N/A
Page views	6,019,699	3,621,666	6,291,823	N/A
Online payment services	3	2	6	10
No. employees	1	1FT/.2PT	2	1
<b>City Channel</b>				
New programs per year	224	N/A	148	100
Live meeting broadcast hours	235	NA	152	165
No. of employees	3FT/.75PT	4FT	1FT/1PT	NA

**DESCRIPTION**

Staff is available to support any City agency with services that enhance communications with internal and external audiences. Services include web-posting, publications, graphic design, news writing and editing, event planning, ad copywriting, photography, mapping, consultation on communications strategies and coordination of responses to requests for public records. Administrative support is provided for special programs, standing and ad hoc committees, for City Council members and for City Manager initiatives. Staff also coordinates relations with neighborhood associations and manages programs to improve or demolish properties.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Staff updated the Citizens Handbook in FY 2008 and will do so annually to provide the most accurate information. Staff supported community visioning outreach efforts and will continue this work as the vision plan is implemented. Support also will be provided for the Submarine Committee and the Citizens Oversight Committee studying models for a police citizen review panel. Continuing support and publishing services will be provided for "CitySource" (distributed with utility bills); "CityInsider" (employee newsletter); and "Community Line" (24-hour, pre-recorded messages about City services). Also planned for FY 2009; work with seven new neighborhood associations formed last year; work with 1,489 new properties added to the Neighborhood Response Team survey area; creation of a database to track complaints about graffiti; and distribution of graffiti removal kits.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 280,504	\$ 294,949	\$ 285,514	\$ 300,111	1.8%
Supplies and Materials	67,866	49,314	50,200	56,444	14.5%
Travel and Training	1,980	1,060	1,560	1,560	47.2%
Intragovernmental Charges	59,924	68,345	68,345	77,274	13.1%
Utilities, Services, & Misc.	51,621	112,465	101,465	274,679	144.2%
Capital	42,612	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 504,507</b>	<b>\$ 526,133</b>	<b>\$ 507,084</b>	<b>\$ 710,068</b>	<b>35.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
9920 - Director of Communications	1.00	1.00	1.00	1.00	
7811 - Publications Specialist*	1.00	1.00	1.00	0.00	(1.00)
4802 - Publications Information Specialist*	0.00	0.00	0.00	1.00	1.00
4104 - Neighborhood Coordinator	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>	

\*In FY 2009 the Public Specialist was reclassified to an Public Information Specialist.

**DESCRIPTION**

The E-Government Coordinator supports all City agencies and is responsible for all facets of web communications, online services and other E-Government products. This work includes strategic planning, training, monitoring, maintenance, budgeting and implementing new online applications. The Coordinator serves as liaison for the Internet Citizens Advisory Group (ICAG). City agencies pay reasonable costs for these services.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

Staff completed development of a central, online calendar of events for all City meetings. A service that allows citizens to pay court fees and fines online should be launched by the end of 2008. Staff will continue to support the ICAG as it works to perfect the City's website. Staff will continue to provide web maintenance services and training for City departments; conduct research relating to new applications; draft policies for using the website; and facilitate online viewing of video segments produced by the City's cable television channel.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 62,586	\$ 64,108	\$ 64,108	\$ 65,467	2.1%
Supplies and Materials	682	3,050	1,420	2,800	(8.2%)
Travel and Training	0	5,500	2,500	3,500	(36.4%)
Intragovernmental Charges	2,850	5,358	5,358	4,483	(16.3%)
Utilities, Services, & Misc.	401	12,210	12,210	8,068	(33.9%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 66,519</b>	<b>\$ 90,226</b>	<b>\$ 85,596</b>	<b>\$ 84,318</b>	<b>(6.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</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 supports all City agencies by providing high-speed, black-and-white and color copies and binding, perforating, drilling, folding and inserter services. City agencies pay reasonable costs for these services.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

During the past year, Staff has supported the community visioning process with a variety of high-volume print products, including posters, brochures, fliers and meeting materials. Staff supports the City Council by producing Agenda packets, planning documents, retreat materials and other items needed for public meetings. Print Services continues to explore better methods to produce the highest-quality product, striving for accuracy and prompt completion of jobs.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 62,642	\$ 69,466	\$ 69,027	\$ 73,865	6.3%
Supplies and Materials	15,024	22,614	22,026	22,568	(0.2%)
Travel and Training	110	100	100	450	350.0%
Intragovernmental Charges	41,788	45,360	45,560	37,720	(16.8%)
Utilities, Services, & Misc.	25,100	40,000	40,000	40,800	2.0%
Capital	0	0	0	10,000	
Other	34,325	38,000	10,000	9,000	(76.3%)
<b>Total</b>	<b>\$ 178,989</b>	<b>\$ 215,540</b>	<b>\$ 186,713</b>	<b>\$ 194,403</b>	<b>(9.8%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7810 - Printer I	0.25	0.25	0.25	0.40	0.15
7809 - Printer II	0.75	0.75	0.75	0.75	
1001 - Admin. Support Assistant I	0.50	0.50	0.50	0.30	(0.20)
<b>Total Personnel</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.45</b>	<b>(0.05)</b>
Permanent Full-Time	0.75	0.75	0.75	0.75	
Permanent Part-Time	0.75	0.75	0.75	0.70	(0.05)
<b>Total Permanent</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.45</b>	<b>(0.05)</b>

**DESCRIPTION**

Mail Services supports all City agencies by providing central and off-site pick-up and delivery of internal mail, US mail and UPS packages, at least twice daily. Mail Services also arranges special deliveries, when needed. Staff monitors security of mail and packages to minimize the threat of potential hazards. City agencies pay reasonable costs for these services.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The goal of Mail Services is to maintain this internal service and assure that it is customer-friendly, timely, efficient and responsive. Staff will continue to implement US Postal Service regulations that took effect in FY 2007. These changes include postal rate increases and new guidelines on letter and package sizes.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 58,446	\$ 61,259	\$ 61,773	\$ 63,389	3.5%
Supplies and Materials	114,319	136,070	136,020	136,032	(0.0%)
Travel and Training	64	100	100	200	100.0%
Intragovernmental Charges	2,669	2,766	2,766	3,026	9.4%
Utilities, Services, & Misc.	3,131	8,332	7,932	8,399	0.8%
Capital	13,808	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 192,437</b>	<b>\$ 208,527</b>	<b>\$ 208,591</b>	<b>\$ 211,046</b>	<b>1.2%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
7810 - Printer I	0.25	0.25	0.25	0.10	(0.15)
7809 - Printer II	0.25	0.25	0.25	0.25	
1001 - Admin. Support Assistant I	1.00	1.00	1.00	1.20	0.20
<b>Total Personnel</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.55</b>	<b>0.05</b>
Permanent Full-Time	1.25	1.25	1.25	1.25	
Permanent Part-Time	0.25	0.25	0.25	0.30	0.05
<b>Total Permanent</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.55</b>	<b>0.05</b>

**DESCRIPTION**

The City Channel supports all City agencies by broadcasting public service-oriented programming to persons who subscribe to cable television service in Columbia: live and rebroadcast sessions that include meetings of the City Council and other boards; the City Manager's regular and special news conferences; and special meetings on City issues. The Channel produces continually changing public service announcements and original local programming, aired on a two-week broadcast "loop," that informs citizens of City programs and services. It also airs general-interest programming available from Missouri state agencies. City agencies pay reasonable costs for program production services.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

After its transfer from the City Water and Light Department to the newly formed Public Communications Department in FY 2007, the City Channel changed leadership, increased its graphic arts capacity and production hours and moved to a new location consistent with plans to renovate and expand City buildings. Plans for FY 2009 include further improvements in production and moving from a nearly obsolete tape-based broadcast technology to the digital industry standard. These changes will help the Channel comply with new state laws affecting "video service providers" and public, educational and government access broadcasting.

**BUDGET DETAIL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Percent Change</b>
Personnel Services	\$ 208,378	296,691	295,466	330,270	11.3%
Supplies and Materials	36,734	49,600	40,320	50,206	1.2%
Travel and Training	399	1,000	100	1,000	0.0%
Intragovernmental Charges	30,038	48,112	48,112	50,687	5.4%
Utilities, Services, & Misc.	30,185	87,808	85,083	83,805	(4.6%)
Capital	0	156,207	156,207	118,105	(24.4%)
Other	0	0	18,600	18,600	
<b>Total</b>	<b>\$ 305,734</b>	<b>\$ 639,418</b>	<b>\$ 643,888</b>	<b>\$ 652,673</b>	<b>2.1%</b>

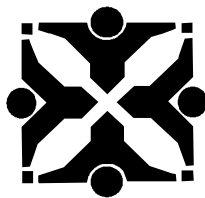
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
9934 - Video Engineering Spec. *	0.00	0.00	0.00	0.75	0.75
9932 - Videographer*	1.75	1.75	1.75	1.00	(0.75)
9931 - City Channel Coordinator	1.00	1.00	1.00	1.00	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	

\*In FY 2009 a Videographer was reclassified to Video Engineering Specialist.

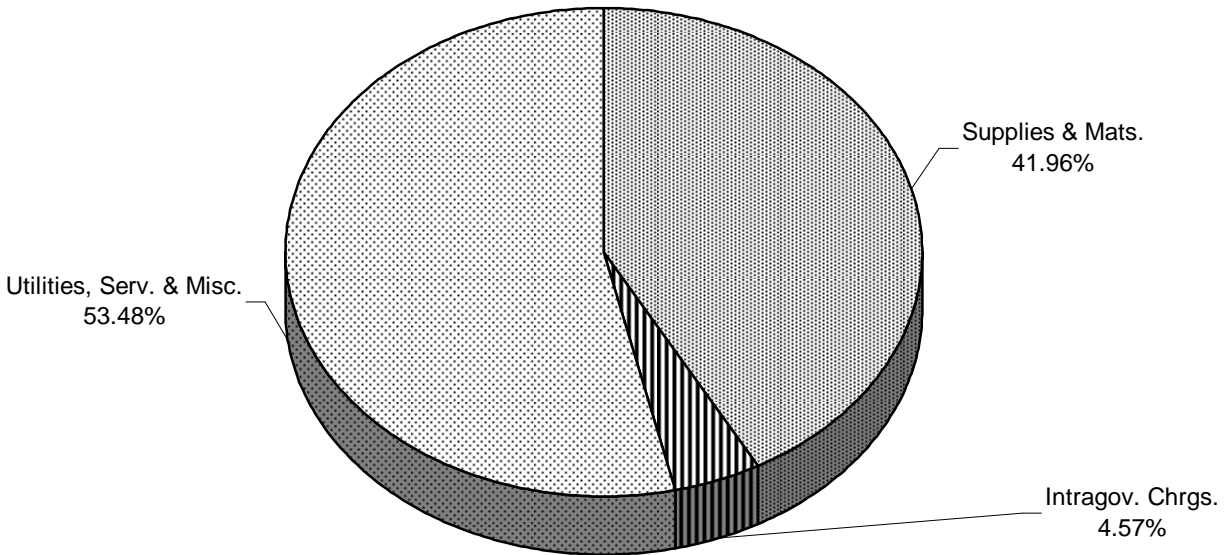
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# Contributions Fund



*City of Columbia*  
*Columbia, Missouri*

# Contributions Fund FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	649	5,100	3,600	5,100	0.0%
Travel & Training	0	0	0	0	
Intragovernmental Charges	7,716	895	895	555	(38.0%)
Utilities, Services & Misc.	354	6,500	4,000	6,500	0.0%
Capital	0	0	0	0	
Other	225,514	41,087	42,919	0	(100.0%)
<b>Total</b>	<b>234,233</b>	<b>53,582</b>	<b>51,414</b>	<b>12,155</b>	<b>(77.3%)</b>
Summary					
Operating Expenses	8,719	12,495	8,495	12,155	(2.7%)
Non-Operating Expenses	225,514	41,087	42,919	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>\$ 234,233</b>	<b>\$ 53,582</b>	<b>\$ 51,414</b>	<b>12,155</b>	<b>(77.3%)</b>

**DEPARTMENT DESCRIPTION**

The Columbia Trust was founded in May 1999 as a formal structure for the City to receive gifts of cash, land, and other items. Other programs under the umbrella of the Trust include the New Century Fund, Inc. and Share the Light. Donations include volunteer time, and gifts of cash, property and land. Proper procedures have been established to ensure funds and donations are expended for the purpose designated by the donor.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The Contributions Fund has three aspects: The Columbia Trust which includes gifts directly to the city, Share the Light which allows donations to a variety of programs through the utility bill, and the New Century Fund, a separate 501c3 organization with a board appointed by city council.

The New Century Fund functions as a fundraising tool for the City of Columbia and is used to receive gifts and grants on behalf of the City. The New Century Fund board has been approached to assist with fundraising for the City Hall Plaza project, including the art, streetscape and landscaping. Although the Martin Luther King, Jr. Memorial Restoration was complete in FY 2006, the New Century Fund holds the endowment fund for future repairs and maintenance.

Share the Light has received approximately \$112,000 in donations since beginning in the summer of 2001. More than \$87,000 has been appropriated for use in a variety of city projects including public art, community beautification, youth recreation scholarships, youth dental care, public health issues, fire prevention & education and crime prevention. Donations will again be solicited for this program in September 2008.

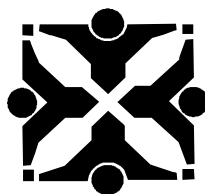
The Columbia Trust continued with the Share the Light program, publishing a newsletter promoting giving to the City and by publishing an annual report of gifts to the City of Columbia. Acknowledgment are also sent to many donors, including some who give to the CASH and HELP utility assistance programs.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

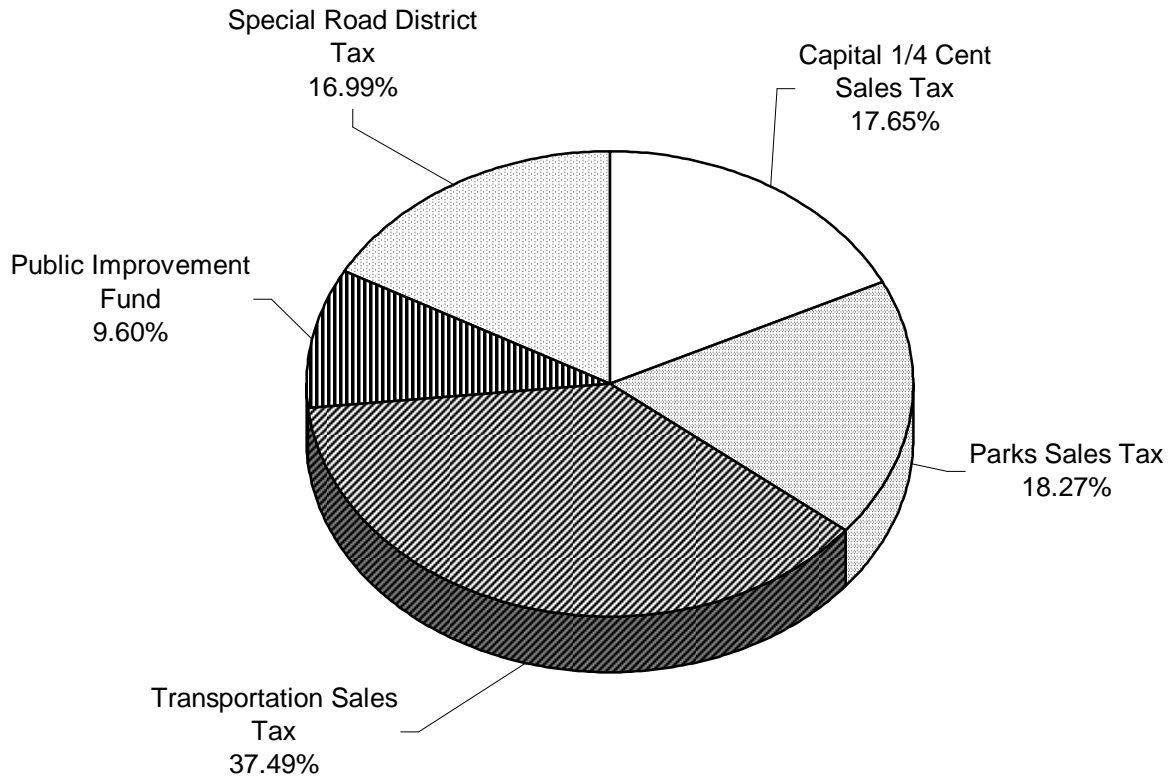
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# Other Special Revenue Funds



*City of Columbia*  
*Columbia, Missouri*

# Other Special Revenue Funds FY 2009



## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Capital 1/4 Cent Sales Tax	\$ 3,040,875	\$ 5,022,750	\$ 5,017,750	\$ 4,435,625	(11.7%)
Parks Sales Tax	7,864,943	5,044,797	5,044,797	4,590,551	(9.0%)
Transportation Sales Tax	8,290,000	9,438,600	9,438,600	9,419,368	(0.2%)
Public Improvement Fund	1,373,780	1,927,970	1,927,970	2,413,247	25.2%
Special Road District Tax	1,013,425	1,458,425	1,458,425	4,268,925	192.7%
<b>Total</b>	<b>21,583,023</b>	<b>22,892,542</b>	<b>22,887,542</b>	<b>25,127,716</b>	<b>9.8%</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 2009 CIP requires the use of balances in the Transportation Sales Tax, Parks Sales Tax and Special Road District Tax Funds. The Park Sales Tax Fund is now required to transfer debt payments to the debt service fund for notes issued to purchase regional park property.

**APPROPRIATIONS**

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>% Change From Budget FY 2008</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	37,249	64,543	64,543	106,936	65.7%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	21,545,774	22,827,999	22,822,999	25,020,780	9.6%
<b>Total</b>	<b>21,583,023</b>	<b>22,892,542</b>	<b>22,887,542</b>	<b>25,127,716</b>	<b>9.8%</b>
Summary					
Operating Expenses	37,249	64,543	64,543	106,936	65.7%
Non-Operating Expenses	21,545,774	22,827,999	22,822,999	25,020,780	9.6%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 21,583,023</b>	<b>\$ 22,892,542</b>	<b>\$ 22,887,542</b>	<b>\$ 25,127,716</b>	<b>9.8%</b>

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## DEPARTMENT DESCRIPTION

On November 8, 2005, Columbia voters passed a ten year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2006 to December 31, 2015. The city bonded for the approved that includes replacement fire trucks, two new fire stations, construction of a police training facility and emergency storm warning sirens. Transportation projects to improve major streets to relieve traffic congestion and sidewalk improvements were also approved. These revenues are used to service the debt service for the bonds.

## RESOURCES

	Adopted FY 2009
Capital 1/4 Cent Sales Tax Receipts	\$ 4,843,000
Investment Revenue	60,000
<b>Total Resources</b>	<b>4,903,000</b>

## EXPENDITURES

Capital Projects - General Government	0
Debt Services	4,435,625
<b>Total Expenditures</b>	<b>4,435,625</b>
Revenues Over Expenditures	\$ <b>467,375</b>

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
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	3,040,875	5,022,750	5,017,750	4,435,625	(11.7%)
<b>Total</b>	<b>3,040,875</b>	<b>5,022,750</b>	<b>5,017,750</b>	<b>4,435,625</b>	<b>(11.7%)</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,040,875	5,022,750	5,017,750	4,435,625	(11.7%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,040,875</b>	<b>\$ 5,022,750</b>	<b>\$ 5,017,750</b>	<b>\$ 4,435,625</b>	<b>(11.7%)</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 a five year extension of the one-eighth of one percent sales tax that was to expire March 31, 2006. The extension is for an additional five years and is to fund renovation/improvements to existing parks, acquisition/ development of parks and additional trails and greenbelts.

## RESOURCES

	<b>Adopted FY 2009</b>
FY 2009 Parks Sales Taxes Receipts	\$ 4,843,000
Investment Revenue	5,000
Total Resources	<u><b>4,848,000</b></u>

## EXPENDITURES

Debt Service - 2007A S.O. Notes	1,016,837
Capital Projects - General Government	1,890,000
General & Administrative Fee	989
General Fund	1,045,000
Recreation Services Fund	637,725
Total Expenditures	<u><b>4,590,551</b></u>
Revenues Over Expenditures	<u><u><b>\$ 257,449</b></u></u>

## APPROPRIATIONS

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>% Change From Budget FY 2008</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	1,710	1,801	1,801	989	(45.1%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	7,863,233	5,042,996	5,042,996	4,589,562	(9.0%)
<b>Total</b>	<u><b>7,864,943</b></u>	<u><b>5,044,797</b></u>	<u><b>5,044,797</b></u>	<u><b>4,590,551</b></u>	<u><b>(9.0%)</b></u>
Summary					
Operating Expenses	1,710	1,801	1,801	989	(45.1%)
Non-Operating Expenses	7,863,233	5,042,996	5,042,996	4,589,562	(9.0%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u><b>\$ 7,864,943</b></u>	<u><b>\$ 5,044,797</b></u>	<u><b>\$ 5,044,797</b></u>	<u><b>\$ 4,590,551</b></u>	<u><b>(9.0%)</b></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

		<b>Adopted FY 2009</b>
FY 2009 Transportation Sales Taxes Receipts	\$	9,685,000
Investment Revenue		25,000
Total Resources		<b>9,710,000</b>

## EXPENDITURES

Airport Subsidy		1,120,250
Bus Subsidy		1,612,500
CIP		544,118
Street and Sidewalk Related		6,142,500
Total Expenditures		<b>9,419,368</b>
Revenues Over Expenditures	\$	<b>290,632</b>

## APPROPRIATIONS

	<b>Actual FY 2007</b>	<b>Budget FY 2008</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>	<b>% Change From Budget FY 2008</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	
Other	8,290,000	9,438,600	9,438,600	9,419,368	(0.2%)
<b>Total</b>	<b>8,290,000</b>	<b>9,438,600</b>	<b>9,438,600</b>	<b>9,419,368</b>	<b>(0.2%)</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	8,290,000	9,438,600	9,438,600	9,419,368	(0.2%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 8,290,000</b>	<b>\$ 9,438,600</b>	<b>\$ 9,438,600</b>	<b>\$ 9,419,368</b>	<b>(0.2%)</b>

## 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 2009 is 4.1%.

## RESOURCES

	Adopted FY 2009
FY 2009 Sales Taxes Receipts	\$ 826,500
Development Fees	475,000
Investment Revenue	75,000
Total Resources	<u>1,376,500</u>

## EXPENDITURES

Capital Projects - General Government	1,917,000
Engineering Transfer & Personnel to support capital program	110,000
General and Administrative Fees	105,947
2008 B S.O. Bonds	280,300
Total Expenditures	<u>2,413,247</u>
Revenues Under Expenditures	\$ <u>(1,036,747)</u>

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	35,539	62,742	62,742	105,947	68.9%
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,338,241	1,865,228	1,865,228	2,307,300	23.7%
<b>Total</b>	<u>1,373,780</u>	<u>1,927,970</u>	<u>1,927,970</u>	<u>2,413,247</u>	<u>25.2%</u>
Summary					
Operating Expenses	35,539	62,742	62,742	105,947	68.9%
Non-Operating Expenses	1,338,241	1,865,228	1,865,228	2,307,300	23.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 1,373,780</u>	<u>\$ 1,927,970</u>	<u>\$ 1,927,970</u>	<u>2,413,247</u>	<u>25.2%</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 2009
County Revenues	\$ 1,400,000
Investment Revenue	75,000
Total Resources	<u>1,475,000</u>

## EXPENDITURES

Capital Projects Transfer	4,155,500
General Fund Transfer	113,425
Total Expenditures	<u>4,268,925</u>
Revenues Under Expenditures	\$ <u><u>(2,793,925)</u></u>

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	1,013,425	1,458,425	1,458,425	4,268,925	192.7%
<b>Total</b>	<u>1,013,425</u>	<u>1,458,425</u>	<u>1,458,425</u>	<u>4,268,925</u>	<u>192.7%</u>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	1,013,425	1,458,425	1,458,425	4,268,925	192.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<u>\$ 1,013,425</u>	<u>\$ 1,458,425</u>	<u>\$ 1,458,425</u>	<u>\$ 4,268,925</u>	<u>192.7%</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 Finance Department with assistance from the Planning Department. This plan contains two distinct sections: General Government and Enterprise. General government capital needs are funded primarily with Sales Taxes that are set aside, either by Council policy for general capital needs or voter referendum for specific projects. Enterprise capital projects are funded primarily through revenues generated by the enterprise.

### MAJOR CAPITAL PROJECTS

Our continued emphasis will be maintaining the facilities and infrastructure we have and to construct new infrastructure needed for a growing community. In November of 2005, Columbia voters passed several ballot initiatives that approved funding for public safety and transportation needs for ten years and parks funding for five years. The FY 2009 CIP continues to implement projects identified and funded in that ballot. In addition, this plan identifies specific projects that were funded with a Sewer ballot that was approved by voters in April 2008. It was necessary this year to move out all Storm Water projects while the City develops a plan to finance the needs identified. FY 2009 will require a ballot initiative to fund capital projects for the Water utility. Many of the projects identified as "Future Bonds" will be funded with bonding only if approved by Columbia voters.

#### Major Projects Scheduled/Funded for FY 2009:

- ▶ Continued implementation of the transportation plan approved in the 2005 ballot with major projects on Scott Blvd
- ▶ Maguire, Mexico Gravel Road between Vandiver and Rt PP, and Providence Road between Vandiver and Blue Ridge.
- ▶ Public Safety: Includes fire equipment authorized in the 2005 ballot as well as upgrades to the city's radio and dispatching capabilities
- ▶ Continued implementation of Parks Master Plan funded through the extension of the Parks Sales Tax.
- ▶ City continues to work with Special Business District to fund a portion of the downtown beautification projects as well as cameras to improve safety downtown
- ▶ Water: Requires approval of ballot issue to fund over \$8.3 million in system improvements in 2009.
- ▶ Electric: Continued Distribution System Expansion approved by voters in August of 2006.
- ▶ Railroad: Includes funding for improvements to crossings and enhanced tie replacement program that is funded through a \$5 per ton capital project charge paid by the electric utility on coal.
- ▶ Sewer: Includes design and beginning construction for the Waste Water Treatment Plan expansion/upgrade and other ballot projects approved by voters .
- ▶ Solid Waste: Includes projects that will allow for better utilization of space at the landfill and free up space at the central facilities at the Grissum building.
- ▶ Airport: Includes several upgrades to the facility both cosmetic and structural and completion of the Airport Master Plan.

### BUDGET CONSIDERATIONS

Major funding sources for the City's Capital Plan continues to be Capital Sales Tax, Parks Sales Tax and Grant funds. The City continues to review rates in our enterprise funds to ensure funding is available for capital projects as well operations. Rate increases were approved for FY 2009 in the Water, Electric, Sanitary Sewer and Solid Waste (commercial). A Revenue Bond issue may be placed on the ballot to fund projects for the Water in 2009.

### OPERATING IMPACT

The City will need to continue to lease space until the Daniel Boone Building renovation and public building expansion projects are completed. Additional firefighters have been added to complete staffing needs of the new fire station to be opened in 2009. Additional operating expenses have been budgeted in 2009 for the Police Training Facility. Staff is working with other agencies to enter into a cost sharing arrangement for the operation of this facility. Parks & Recreation staffing needs will be evaluated in 2009 with the addition of youth athletic fields.

## CAPITAL PROJECTS FUNDING SOURCES

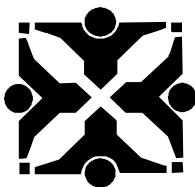
Abbreviations	Funding Source Descriptions
<b>Ballot - All Dates</b>	<u>Ballot</u> - Funds authorized by public vote via a ballot issue.
<b>Capital Improvements Sales Tax</b>	<u>Capital Improvements Sales Tax</u> - Funds generated from the 1/4 Cent Capital Improvement Sales tax issue voted on in 2005.
<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>County Reimbursement</b>	Reimbursement from the county for work performed by the city on joint projects.
<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 projects (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.

**CAPITAL PROJECTS FUNDING SOURCES**

<b>Abbreviations</b>	<b>Funding Source Descriptions</b>
<b>Pub Bldg Bond Proc</b>	<u>Public Building Bond Proceeds</u> - Bond proceeds for the acquisition/improvement/development of public buildings.
<b>RSR Fd</b>	<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.
<b>STP</b>	<u>Federal Highway Administration Surface Transportation Program</u> - Replaces the old Federal Aid Urban Program - 20% local match.
<b>STP Enh</b>	<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.
<b>Tax Bill</b>	<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.
<b>TDD Transportation Development District</b>	<u>TDD</u> - Additional sales tax charged on retail sales inside the TDD boundaries that is specifically used to fund transportation infrastructure for the development.
<b>Transp S Tax</b>	<u>Transportation Sales Tax</u> - 1/2 cent sales tax authorized by the voters for transportation purposes.
<b>Unfunded</b>	Unfunded - Projects beyond current FY which have no definite funding commitment.

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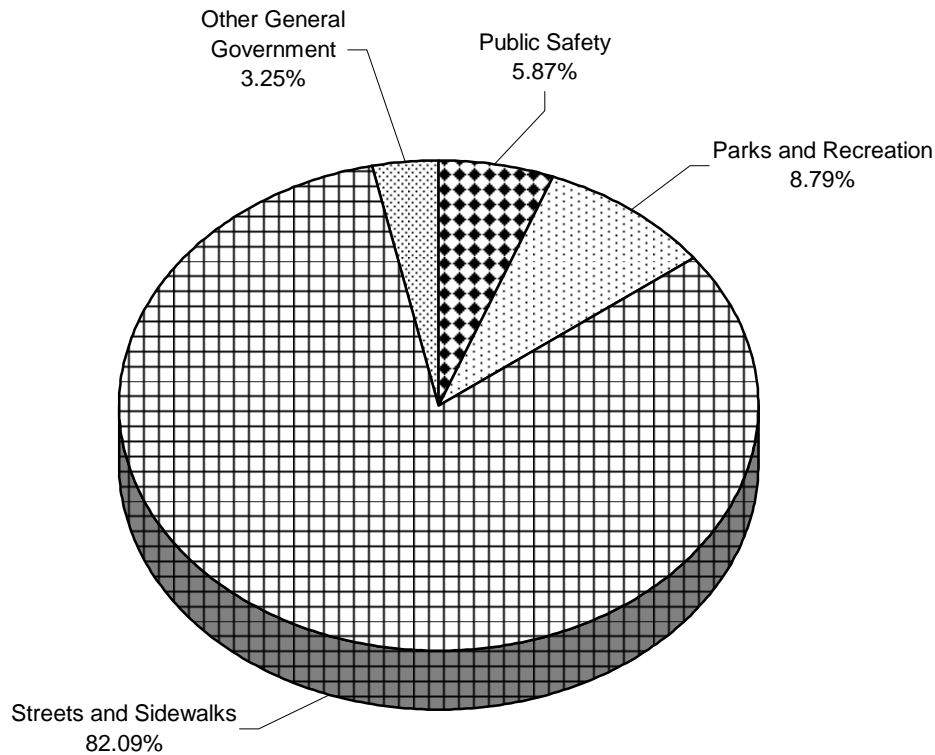
# Capital Projects - General Government



*City of Columbia*  
*Columbia, Missouri*

# General Government Capital Projects

FY 2009



## GENERAL GOVERNMENT CAPITAL PROJECT EXPENDITURES

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
<b>Capital Project Expenditures</b>					
Public Safety	\$ 1,639,185	\$ 2,541,470	\$ 2,541,470	\$ 1,402,000	(44.8%)
Parks and Recreation	10,606,047	8,000,869	8,550,069	2,100,000	(73.8%)
Health	174,501	(53,036)			(100.0%)
Streets and Sidewalks	7,569,381	23,907,621	23,478,348	19,602,650	(18.0%)
Other General Government	3,463,698	23,569,217	23,569,217	775,000	(96.7%)
<b>Total</b>	<b>23,452,812</b>	<b>57,966,141</b>	<b>58,139,104</b>	<b>23,879,650</b>	<b>(58.8%)</b>
Gen. Gov. CIP Budgeted in Otr. Fds:					
Recreation Services Fund	232,863	232,863			(100.0%)
<b>Total Current Year Appr.</b>	<b>\$ 23,685,675</b>	<b>\$ 58,199,004</b>	<b>\$ 58,139,104</b>	<b>\$ 23,879,650</b>	<b>(59.0%)</b>

# CAPITAL PROJECTS - GENERAL GOVERNMENT - SUMMARY

## PURPOSE

This budget adopts the FY 2009 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 2009
<b>General Government Capital:</b>	
Capital Fund Balance	\$ 2,650,800
Capital Improvement Sales Tax - Bond Proceeds	8,390,500
Community Development Block Grant (CDBG)	380,000
County Road Tax Rebate	4,155,500
County Reimbursement	642,600
CVB Tourism Dev Fund	
Development Contributions	700,000
Development Fees	1,142,000
Force Account Labor (FAL)	85,000
General Fund Transfer PI	775,000
Parks Sales Tax (1/4%)	1,890,000
State Reimbursements	2,000,000
STP - Surface Transportation Program - Grants: Federal Hwy Admin.	874,500
Tax Bills - Miscellaneous Revenue	43,750
Transportation Sales Tax (½%)	150,000
	<b>23,879,650</b>
<b>Resources in Other Funds:</b>	
Donations	
Recreational Services Fund (RSR)	
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$ 23,879,650</b>

## EXPENDITURES

	Adopted FY 2009
Parks and Recreation	\$ 2,100,000
Public Safety	1,402,000
Streets and Sidewalks	19,602,650
Other General Government:	775,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$ 23,879,650</b>

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	Percent Change
Personnel Services	\$ 38,474	\$ 551,622	\$ 453,616	601,118	9.0%
Supplies & Materials	587,321				
Travel & Training	2,014				
Intragovernmental Charges	5,997				
Utilities, Services & Misc.	13,877,328	57,414,519	57,136,288	23,278,532	(59.5%)
Capital	8,659,013				
Other	282,665		549,200		
<b>Total</b>	<b>23,452,812</b>	<b>57,966,141</b>	<b>58,139,104</b>	<b>23,879,650</b>	<b>(58.8%)</b>
Summary					
Operating Expenses					
Non-Operating Expenses					
Debt Service					
Capital Additions					
Capital Projects	23,452,812	57,966,141	58,139,104	23,879,650	(58.8%)
<b>Total Expenses</b>	<b>\$ 23,452,812</b>	<b>\$ 57,966,141</b>	<b>\$ 58,139,104</b>	<b>\$ 23,879,650</b>	<b>(58.8%)</b>

## GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2009	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax	CDBG	County Rd Tx Rebate
<b>Streets and Sidewalks</b>							
740 Corridor-E Columbia (Stadium Rd. Ext) C00408 [ID: 207]	\$2,000,000		\$2,000,000				
Annual City State Projects C40160 [ID: 8]	\$375,000		\$375,000		\$375,000		
Annual Downtown Sidewalk Improvements C00171 [ID: 10]	\$87,500		\$87,500		\$43,750		
Annual Historic Brick Street Renovation C00234 [ID: 12]	\$50,000	\$50,000					
Annual Landscaping C40163 [ID: 13]	\$75,000		\$75,000				
Annual Pedestrian Bike and Traffic Safety C40159 [ID: 15]	\$75,000		\$75,000				
Annual Sidewalk Major Maintenance C00148 [ID: 16]	\$25,000		\$25,000	\$25,000			
Annual Sidwks/Pedways (New const/re-const C40162 [ID: 17]	\$43,750		\$43,750		\$43,750		
Annual Streets/Corridor Preservation C40158 [ID: 18]	\$100,000		\$100,000		\$100,000		
Brown Station Rd-Starke Av to Rte. B C00409 [ID: 38]	\$200,000		\$200,000		\$200,000		
Fairview Rd Sdwk - School to N of Rollins C00411 [ID: 57]	\$219,000	\$219,000					
Highview Avenue: Jewell-Jefferson C00407 [ID: 1123]	\$40,000		\$40,000			\$40,000	
Maguire - N to Stadium Blvd & Exit C00128 [ID: 90]	\$6,743,800		\$6,743,800	\$278,800	\$3,668,000		\$1,500,000
Mexico Grvl Rd - Vandiver-PP (2 Lanes) C00241 [ID: 93]	\$2,430,000		\$2,430,000		\$925,000		\$1,460,000
Providence Rd-Vandiver-Blue Ridge (2 Lanes) C00239 [ID: 110]	\$1,640,000	\$400,000	\$1,240,000	\$1,240,000			
Rolling Hills Road (Grace Ln)- Construction C00410 [ID: 72]	\$200,000		\$200,000		\$200,000		
Scott Blvd (TT)- Brookview Ter-Rollins C00149 [ID: 129]	\$5,472,600		\$5,472,600		\$2,260,000		\$1,195,500
Waco Rd Sidewalk Improvement C00412 [ID: 1085]	\$280,000		\$280,000	\$280,000			
Worley Sdwk: West Blvd-Clinkscales C00309 [ID: 255]	\$277,659	\$62,659	\$215,000			\$215,000	
<b>Total</b>	<b>\$20,334,309</b>	<b>\$731,659</b>	<b>\$19,602,650</b>	<b>\$1,823,800</b>	<b>\$7,815,500</b>	<b>\$255,000</b>	<b>\$4,155,500</b>
<b>Parks and Recreation</b>							
Annual City/School Park Improvement C00249 [ID: 257]	\$20,000		\$20,000				
Annual Neighborhood Park Acquisitions C40145 [ID: 258]	\$300,000		\$300,000				
Annual Park Improv - Major Maint. Programs C00056 [ID: 259]	\$9,000		\$9,000				
Annual Park Roads & Parking Improvements C00242 [ID: 260]	\$160,000		\$160,000				
Bench Replacement C00413 [ID: 1010]	\$5,000		\$5,000				
Brown Station Park Improvements C00414 [ID: 1087]	\$20,000		\$20,000				
Cascades Neighborhood Park Development C00415 [ID: 281]	\$145,000		\$145,000				
Douglass Park Baseball Improvements C00416 [ID: 284]	\$55,000		\$55,000				
Douglass Park Spray Grounds C00417 [ID: 285]	\$200,000		\$200,000			\$125,000	
Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]	\$140,000		\$140,000				
Hickman Pool renovation C00364 [ID: 1043]	\$39,000		\$39,000				
Hominy Brnch Trail:Stphens-Woodridge Ph I C00282 [ID: 372]	\$550,000		\$550,000				
Parkade Park Shelter Replacement C00418 [ID: 1009]	\$12,000		\$12,000				
Rock Quarry Park Tennis/Basketball C00419 [ID: 292]	\$190,000		\$190,000				
Scott's Brnch Ph I:Russell Prop-Gill Br Rd C00422 [ID: 376]	\$100,000		\$100,000				
Vanderveen Neighborhood Park Dev. C00420 [ID: 295]	\$145,000		\$145,000				
Walkway Repair C00421 [ID: 1011]	\$10,000		\$10,000				
<b>Total</b>	<b>\$2,100,000</b>		<b>\$2,100,000</b>			<b>\$125,000</b>	
<b>Public Safety</b>							
Additional Fire Station #9 C00306 [ID: 465]	\$430,000		\$430,000	\$430,000			
CAD Interface Upgrade C00424 [ID: 508]	\$207,000		\$207,000	\$207,000			
CPD Channel 2 Radio Frequency Enhncmnt C00423 [ID: 510]	\$60,000		\$60,000	\$60,000			
Police/Fire ProQA Priority Dispatch System C00425 [ID: 509]	\$130,000		\$130,000	\$130,000			
Rpl. #32: '97 Pumper App (12 Yrs Old) [ID: 471]	\$575,000		\$575,000		\$575,000		
<b>Total</b>	<b>\$1,402,000</b>		<b>\$1,402,000</b>	<b>\$827,000</b>	<b>\$575,000</b>		
<b>Other General Government</b>							
Annual - Contingency C40138 [ID: 518]	\$100,000		\$100,000				

## GENERAL GOVERNMENT CIP FUNDING SOURCES

[illegible]

## GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2009	Prior Year Appr	Total New Funding	CAP FB	Cap Imp Sales Tax	CDBG	County Rd Tx Rebate
<b>Other General Government</b>							
Annual - Downtown Special Projects C00140 [ID: 519]	\$100,000		\$100,000				
Downtown Cameras C00426 [ID: 1121]	\$50,000	\$50,000					
Furnishings Remodeled Buildings C00258 [ID: 528]	\$500,000		\$500,000				
Pub Bldgs Major Maintenance/Renovation C00021 [ID: 514]	\$75,000		\$75,000				
<b>Total</b>	<b>\$825,000</b>	<b>\$50,000</b>	<b>\$775,000</b>				
<b>Total General Government CIP</b>	<b>\$24,661,309</b>	<b>\$781,659</b>	<b>\$23,879,650</b>	<b>\$2,650,800</b>	<b>\$8,390,500</b>	<b>\$380,000</b>	<b>\$4,155,500</b>

GENERAL GOVERNMENT CIP FUNDING SOURCES

County Reimb	CVB Tourism Dev Fd	Dev Contrib	Dev Fees	FAL	Gen FD/PI	Parks Sales Tax	State Reimb	STP Enh/ STP	Tax Bill	Transp Sales Tax
					\$100,000					
					\$500,000					
					\$75,000					
\$0	\$0	\$0	\$0	\$0	\$775,000	\$0	\$0	\$0	\$0	\$0
\$642,600	\$0	\$700,000	\$1,142,000	\$85,000	\$775,000	\$1,890,000	\$2,000,000	\$874,500	\$43,750	\$150,000

# General Government

# Capital Projects Summary

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost
<b>Streets and Sidewalks Funding Source Summary</b>					
CAP FB	\$4,020,000	\$1,823,800		\$1,000,000	\$2,823,800
Cap Imp S Tax	\$9,807,500	\$7,815,500	\$2,110,000	\$3,487,500	\$13,413,000
CDBG	\$372,000	\$255,000	\$25,000	\$315,000	\$595,000
Co Rd Tax Reb	\$1,490,000	\$4,155,500		\$4,490,000	\$8,645,500
County Reimbursement	\$300,000	\$642,600			\$642,600
Developer Contrib		\$700,000			\$700,000
Development Fees	\$1,110,000	\$1,142,000		\$2,740,000	\$3,882,000
Federal Contrib	\$3,500,000				\$0
MoDot	\$6,400,000				\$0
MoDot BRM	\$900,000				\$0
Non-Motor Grant	\$6,668,108		\$9,688,000		\$9,688,000
State Reimbursement		\$2,000,000			\$2,000,000
STP	\$2,060,000	\$874,500			\$874,500
STP Enh	\$294,000				\$0
Tax Bill	\$43,750	\$43,750	\$50,000		\$93,750
TDD	\$1,100,000				\$0
Transp S Tax	\$145,000	\$150,000	\$150,000	\$1,200,000	\$1,500,000
<b>New Funding</b>	<b>\$38,210,358</b>	<b>\$19,602,650</b>	<b>\$12,023,000</b>	<b>\$13,232,500</b>	<b>\$44,858,150</b>
PYA - various	\$2,810,721	\$62,659			\$62,659
PYA Cap Imp S Tax	\$2,155,500	\$219,000	\$130,000		\$349,000
PYA Transp S Tax	\$50,000	\$450,000			\$450,000
<b>Prior Year Funding</b>	<b>\$5,016,221</b>	<b>\$731,659</b>	<b>\$130,000</b>		<b>\$861,659</b>
Unfunded			\$2,512,000	\$34,208,000	\$36,720,000
<b>Unfunded</b>			<b>\$2,512,000</b>	<b>\$34,208,000</b>	<b>\$36,720,000</b>
<b>Total Streets and Sidewalks</b>	<b>\$43,226,579</b>	<b>\$20,334,309</b>	<b>\$14,665,000</b>	<b>\$47,440,500</b>	<b>\$82,439,809</b>
<b>Parks and Recreation Funding Source Summary</b>					
CDBG		\$125,000			\$125,000
Donation	\$13,042			\$118,000	\$118,000
FAL	\$70,000	\$85,000	\$35,000	\$21,000	\$141,000
GCIF				\$100,000	\$100,000
Non-Motor Grant	\$5,139,880		\$1,270,000	\$150,000	\$1,420,000
Park Sales Tax	\$2,409,000	\$1,890,000	\$2,515,000	\$1,620,000	\$6,025,000
RSR				\$250,000	\$250,000
STP Enh	\$500,000				\$0
<b>New Funding</b>	<b>\$8,131,922</b>	<b>\$2,100,000</b>	<b>\$3,820,000</b>	<b>\$2,259,000</b>	<b>\$8,179,000</b>
PYA Non-Motor Grant			\$2,100,000		\$2,100,000
<b>Prior Year Funding</b>			<b>\$2,100,000</b>		<b>\$2,100,000</b>
Unfunded			\$640,000	\$30,226,444	\$30,866,444
<b>Unfunded</b>			<b>\$640,000</b>	<b>\$30,226,444</b>	<b>\$30,866,444</b>
<b>Total Parks and Recreation</b>	<b>\$8,131,922</b>	<b>\$2,100,000</b>	<b>\$6,560,000</b>	<b>\$32,485,444</b>	<b>\$41,145,444</b>

## General Government

## Capital Projects Summary

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost
<b>Public Safety Funding Source Summary</b>					
CAP FB		\$827,000			\$827,000
Cap Imp S Tax	\$2,160,000	\$575,000	\$575,000	\$2,971,000	\$4,121,000
<b>New Funding</b>	<b>\$2,160,000</b>	<b>\$1,402,000</b>	<b>\$575,000</b>	<b>\$2,971,000</b>	<b>\$4,948,000</b>
Unfunded			\$100,000	\$300,000	\$400,000
<b>Unfunded</b>			<b>\$100,000</b>	<b>\$300,000</b>	<b>\$400,000</b>
<b>Total Public Safety</b>	<b>\$2,160,000</b>	<b>\$1,402,000</b>	<b>\$675,000</b>	<b>\$3,271,000</b>	<b>\$5,348,000</b>

<b>Other General Government Funding Source Summary</b>					
Contrib from Utilities				\$275,450	\$275,450
Gen Fd Transfer	\$700,000				\$0
Gen Fd/PI	\$650,000	\$775,000	\$275,000	\$825,000	\$1,875,000
<b>New Funding</b>	<b>\$1,350,000</b>	<b>\$775,000</b>	<b>\$275,000</b>	<b>\$1,100,450</b>	<b>\$2,150,450</b>
PYA - various	\$12,700,000				\$0
PYA Gen Fd/PI		\$50,000		\$155,000	\$205,000
<b>Prior Year Funding</b>	<b>\$12,700,000</b>	<b>\$50,000</b>		<b>\$155,000</b>	<b>\$205,000</b>
Unfunded			\$100,000		\$100,000
<b>Unfunded</b>			<b>\$100,000</b>		<b>\$100,000</b>
<b>Total Other General Government</b>	<b>\$14,050,000</b>	<b>\$825,000</b>	<b>\$375,000</b>	<b>\$1,255,450</b>	<b>\$2,455,450</b>

<b>Overall Funding Source Summary</b>					
CAP FB	\$4,020,000	\$2,650,800		\$1,000,000	\$3,650,800
Cap Imp S Tax	\$11,967,500	\$8,390,500	\$2,685,000	\$6,458,500	\$17,534,000
CDBG	\$372,000	\$380,000	\$25,000	\$315,000	\$720,000
Co Rd Tax Reb	\$1,490,000	\$4,155,500		\$4,490,000	\$8,645,500
Contrib from Utilities				\$275,450	\$275,450
County Reimbursement	\$300,000	\$642,600			\$642,600
Developer Contrib		\$700,000			\$700,000
Development Fees	\$1,110,000	\$1,142,000		\$2,740,000	\$3,882,000
Donation	\$13,042			\$118,000	\$118,000
FAL	\$70,000	\$85,000	\$35,000	\$21,000	\$141,000
Federal Contrib	\$3,500,000				\$0
GCIF				\$100,000	\$100,000
Gen Fd Transfer	\$700,000				\$0
Gen Fd/PI	\$650,000	\$775,000	\$275,000	\$825,000	\$1,875,000
MoDot	\$6,400,000				\$0
MoDot BRM	\$900,000				\$0
Non-Motor Grant	\$11,807,988		\$10,958,000	\$150,000	\$11,108,000
Park Sales Tax	\$2,409,000	\$1,890,000	\$2,515,000	\$1,620,000	\$6,025,000
RSR				\$250,000	\$250,000
State Reimbursement		\$2,000,000			\$2,000,000
STP	\$2,060,000	\$874,500			\$874,500
STP Enh	\$794,000				\$0
Tax Bill	\$43,750	\$43,750	\$50,000		\$93,750
TDD	\$1,100,000				\$0
Transp S Tax	\$145,000	\$150,000	\$150,000	\$1,200,000	\$1,500,000
<b>New Funding</b>	<b>\$49,852,280</b>	<b>\$23,879,650</b>	<b>\$16,693,000</b>	<b>\$19,562,950</b>	<b>\$60,135,600</b>

# General Government

# Capital Projects Summary

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost
Overall Funding Source Summary					
PYA - various	\$15,510,721	\$62,659			\$62,659
PYA Cap Imp S Tax	\$2,155,500	\$219,000	\$130,000		\$349,000
PYA Gen Fd/PI		\$50,000		\$155,000	\$205,000
PYA Non-Motor Grant			\$2,100,000		\$2,100,000
PYA Transp S Tax	\$50,000	\$450,000			\$450,000
<b>Prior Year Funding</b>	<b>\$17,716,221</b>	<b>\$781,659</b>	<b>\$2,230,000</b>	<b>\$155,000</b>	<b>\$3,166,659</b>
Unfunded			\$3,352,000	\$64,734,444	\$68,086,444
<b>Unfunded</b>			<b>\$3,352,000</b>	<b>\$64,734,444</b>	<b>\$68,086,444</b>
<b>Total</b>	<b>\$67,568,501</b>	<b>\$24,661,309</b>	<b>\$22,275,000</b>	<b>\$84,452,394</b>	<b>\$131,388,703</b>

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>PW - Streets</b>							
<b>1 Annual City State Projects C40160 [ID: 8]</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>2 Annual City/County Projects C40161 [ID: 9]</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>3 Annual Historic Brick Street Renovation C00234 [ID: 12]</b>							
PYA Transp S Tax	\$50,000	\$50,000			\$50,000		
Unfunded			\$100,000		\$100,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$100,000</b>		<b>\$150,000</b>		
<b>4 Annual Landscaping C40163 [ID: 13]</b>							
Cap Imp S Tax	\$70,000				\$0		
Transp S Tax		\$75,000	\$75,000	\$225,000	\$375,000		
<b>Total</b>	<b>\$70,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$375,000</b>		
<b>5 Annual Pedestrian Bike and Traffic Safety C40159 [ID: 15]</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>6 Annual Streets/Corridor Preservation C40158 [ID: 18]</b>							
Cap Imp S Tax	\$130,000	\$100,000	\$500,000	\$1,500,000	\$2,100,000		
Transp S Tax	\$70,000				\$0		
<b>Total</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$2,100,000</b>		
<b>7 Burnham/Rollins/Prov Intersctn Imprvmnts C00290 [ID: 39]</b>							
Cap Imp S Tax			\$897,500		\$897,500	2008	2010
<b>Total</b>			<b>\$897,500</b>		<b>\$897,500</b>		
<b>8 Highview Avenue: Jewell-Jefferson C00407 [ID: 1123]</b>							
CDBG		\$40,000	\$25,000	\$315,000	\$380,000	2009	2010
<b>Total</b>		<b>\$40,000</b>	<b>\$25,000</b>	<b>\$315,000</b>	<b>\$380,000</b>		
<b>9 Maguire - N to Stadium Blvd &amp; Exit C00128 [ID: 90]</b>							
CAP FB		\$278,800			\$278,800	2006	2009
Cap Imp S Tax		\$3,668,000			\$3,668,000		
Co Rd Tax Reb		\$1,500,000			\$1,500,000		
Developer Contrib		\$700,000			\$700,000		
Development Fees		\$597,000			\$597,000		
PYA - various	\$1,256,200				\$0		
<b>Total</b>	<b>\$1,256,200</b>	<b>\$6,743,800</b>			<b>\$6,743,800</b>		
<b>10 Mexico Grvl Rd - Vandiver-PP (2 Lanes) C00241 [ID: 93]</b>							
Cap Imp S Tax		\$925,000			\$925,000	2008	2009
Co Rd Tax Reb		\$1,460,000			\$1,460,000		
Development Fees		\$45,000			\$45,000		
<b>Total</b>		<b>\$2,430,000</b>			<b>\$2,430,000</b>		
<b>11 Providence Rd-Vandiver-Blue Ridge (2 Lanes) C00239 [ID: 110]</b>							
CAP FB		\$1,240,000			\$1,240,000	2008	2009
Cap Imp S Tax	\$900,000				\$0		
Development Fees	\$500,000				\$0		
PYA Transp S Tax		\$400,000			\$400,000		
STP	\$1,060,000				\$0		
<b>Total</b>	<b>\$2,460,000</b>	<b>\$1,640,000</b>			<b>\$1,640,000</b>		

B = 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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>PW - Streets</b>							
<b>12 Scott Blvd (TT)- Brookview Ter-Rollins C00149 [ID: 129]</b>					<b>2006</b>	<b>2009</b>	
Cap Imp S Tax		\$2,260,000			\$2,260,000		
Co Rd Tax Reb		\$1,195,500			\$1,195,500		
County Reimbursement		\$642,600			\$642,600		
Development Fees		\$500,000			\$500,000		
Federal Contrib	\$3,500,000				\$0		
MoDot	\$6,400,000				\$0		
PYA - various	\$1,539,521				\$0		
STP		\$874,500			\$874,500		
<b>Total</b>	<b>\$11,439,521</b>	<b>\$5,472,600</b>			<b>\$5,472,600</b>		
<b>13 Williams Str w/Williams-Broadway Intersctn Imprv [ID: 1125]</b>					<b>2010</b>	<b>2010</b>	
Unfunded			\$600,000		\$600,000		
<b>Total</b>			<b>\$600,000</b>		<b>\$600,000</b>		
<b>14 740 Corridor-E Columbia (Stadium Rd. Ext) C00408 [ID: 207]</b>					<b>2009</b>	<b>2011</b>	
State Reimbursement		\$2,000,000			\$2,000,000		
Unfunded				\$10,173,000	\$10,173,000		
<b>Total</b>		<b>\$2,000,000</b>		<b>\$10,173,000</b>	<b>\$12,173,000</b>		
<b>15 Ballenger Ln Overpass: Clark Ln-St. Charles [ID: 23]</b>					<b>2010</b>	<b>2013</b>	
Unfunded			\$650,000	\$5,760,000	\$6,410,000		
<b>Total</b>			<b>\$650,000</b>	<b>\$5,760,000</b>	<b>\$6,410,000</b>		
<b>16 Broadway - Garth Ave. to West Blvd. (Construction) [ID: 1016]</b>					<b>2008</b>	<b>2013</b>	
Unfunded				\$5,000,000	\$5,000,000		
<b>Total</b>				<b>\$5,000,000</b>	<b>\$5,000,000</b>		
<b>17 Brown Station Rd-Starke Av to Rte. B C00409 [ID: 38]</b>					<b>2009</b>	<b>2013</b>	
Cap Imp S Tax		\$200,000			\$200,000		
Unfunded				\$1,700,000	\$1,700,000		
<b>Total</b>		<b>\$200,000</b>		<b>\$1,700,000</b>	<b>\$1,900,000</b>		
<b>18 Elm Street Extension [ID: 247]</b>					<b>2009</b>	<b>2013</b>	
Unfunded				\$4,000,000	\$4,000,000		
<b>Total</b>				<b>\$4,000,000</b>	<b>\$4,000,000</b>		
<b>19 Maguire/Warren to New Haven [ID: 1127]</b>					<b>2010</b>	<b>2011</b>	
Unfunded		\$200,000		\$2,000,000	\$2,200,000		
<b>Total</b>		<b>\$200,000</b>		<b>\$2,000,000</b>	<b>\$2,200,000</b>		
<b>20 Rangeline - Rogers to Bus Loop 70 [ID: 1126]</b>					<b>2011</b>	<b>2012</b>	
Unfunded				\$1,000,000	\$1,000,000		
<b>Total</b>				<b>\$1,000,000</b>	<b>\$1,000,000</b>		
<b>21 Rolling Hills Road (Grace Ln)- Construction C00410 [ID: 72]</b>					<b>2009</b>	<b>2012</b>	
Cap Imp S Tax		\$200,000			\$200,000		
Co Rd Tax Reb				\$390,000	\$390,000		
Development Fees				\$700,000	\$700,000		
Transp S Tax				\$750,000	\$750,000		
<b>Total</b>		<b>\$200,000</b>		<b>\$1,840,000</b>	<b>\$2,040,000</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.

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>PW - Streets</b>							
<b>22 Scott Blvd Phase 2: Vawter Sch Rd-MKT C00319 [ID: 127]</b>					<b>2008</b>	<b>2012</b>	
CAP FB	\$360,000				\$0		
Co Rd Tax Reb	\$145,000				\$0		
Development Fees				\$2,040,000	\$2,040,000		
PYA - various	\$15,000				\$0		
<b>Total</b>	<b>\$520,000</b>			<b>\$2,040,000</b>	<b>\$2,040,000</b>		
<b>23 Scott Blvd Phase 3:Vawter Sch Rd-KK [ID: 124]</b>					<b>2008</b>	<b>2012</b>	
CAP FB				\$1,000,000	\$1,000,000		
Co Rd Tax Reb				\$4,100,000	\$4,100,000		
<b>Total</b>				<b>\$5,100,000</b>	<b>\$5,100,000</b>		
<b>PW - Sidewalks</b>							
<b>24 Annual Downtown Sidewalk Improvements C00171 [ID: 10]</b>							
Cap Imp S Tax	\$43,750	\$43,750	\$50,000		\$93,750		
Tax Bill	\$43,750	\$43,750	\$50,000		\$93,750		
<b>Total</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$100,000</b>		<b>\$187,500</b>		
<b>25 Annual Sidewalk Major Maintenance C00148 [ID: 16]</b>							
CAP FB		\$25,000			\$25,000		
Cap Imp S Tax			\$50,000		\$50,000		
<b>Total</b>		<b>\$25,000</b>	<b>\$50,000</b>		<b>\$75,000</b>		
<b>26 Annual Sidwks/Pedways (New const/re-const C40162 [ID: 17])</b>							
Cap Imp S Tax	\$43,750	\$43,750	\$237,500	\$862,500	\$1,143,750		
<b>Total</b>	<b>\$43,750</b>	<b>\$43,750</b>	<b>\$237,500</b>	<b>\$862,500</b>	<b>\$1,143,750</b>		
<b>27 Fairview Rd Sdwk - School to N of Rollins C00411 [ID: 57]</b>					<b>2009</b>	<b>2010</b>	
PYA Cap Imp S Tax		\$219,000			\$219,000		
<b>Total</b>		<b>\$219,000</b>			<b>\$219,000</b>		
<b>28 Longview Sidewalk [ID: 1124]</b>					<b>2010</b>	<b>2010</b>	
Unfunded			\$162,000		\$162,000		
<b>Total</b>			<b>\$162,000</b>		<b>\$162,000</b>		
<b>29 Oakland Grvl - Smiley-Blue Rdg C00330 [ID: 170]</b>					<b>2009</b>	<b>2010</b>	
Unfunded			\$488,500		\$488,500		
<b>Total</b>			<b>\$488,500</b>		<b>\$488,500</b>		
<b>30 Oaklnd Grvl Rd - Blue Rdg-Vndvr C00157 [ID: 101]</b>					<b>2008</b>	<b>2009</b>	
Unfunded			\$311,500		\$311,500		
<b>Total</b>			<b>\$311,500</b>		<b>\$311,500</b>		
<b>31 Texas Av Sdwk - N Side Garth-Providence [ID: 142]</b>					<b>2009</b>	<b>2010</b>	
PYA Cap Imp S Tax			\$130,000		\$130,000		
<b>Total</b>			<b>\$130,000</b>		<b>\$130,000</b>		
<b>32 Waco Rd Sidewalk Improvement C00412 [ID: 1085]</b>					<b>2008</b>	<b>2009</b>	
CAP FB		\$280,000			\$280,000		
<b>Total</b>		<b>\$280,000</b>			<b>\$280,000</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.

## Streets and Sidewalks

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>PW - Sidewalks</b>							
<b>33 Worley Sdwk: West Blvd-Clinkscapes C00309 [ID: 255]</b>					<b>2008</b>	<b>2009</b>	
CDBG		\$215,000			\$215,000		
PYA - various		\$62,659			\$62,659		
<b>Total</b>		<b>\$277,659</b>			<b>\$277,659</b>		
<b>34 Broadway &amp; 5th Sdwk-Intrsectn Imprvmnts [ID: 33]</b>					<b>2010</b>	<b>2012</b>	
Unfunded				\$375,000	\$375,000		
<b>Total</b>				<b>\$375,000</b>	<b>\$375,000</b>		

## Streets and Sidewalks Funding Source Summary

CAP FB	\$360,000	\$1,823,800		\$1,000,000	\$2,823,800
Cap Imp S Tax	\$1,562,500	\$7,815,500	\$2,110,000	\$3,487,500	\$13,413,000
CDBG		\$255,000	\$25,000	\$315,000	\$595,000
Co Rd Tax Reb	\$145,000	\$4,155,500		\$4,490,000	\$8,645,500
County Reimbursement		\$642,600			\$642,600
Developer Contrib		\$700,000			\$700,000
Development Fees	\$500,000	\$1,142,000		\$2,740,000	\$3,882,000
Federal Contrib	\$3,500,000				\$0
MoDot	\$6,400,000				\$0
State Reimbursement		\$2,000,000			\$2,000,000
STP	\$1,060,000	\$874,500			\$874,500
Tax Bill	\$43,750	\$43,750	\$50,000		\$93,750
Transp S Tax	\$145,000	\$150,000	\$150,000	\$1,200,000	\$1,500,000
<b>New Funding</b>	<b>\$13,716,250</b>	<b>\$19,602,650</b>	<b>\$2,335,000</b>	<b>\$13,232,500</b>	<b>\$35,170,150</b>
PYA - various	\$2,810,721	\$62,659			\$62,659
PYA Cap Imp S Tax		\$219,000	\$130,000		\$349,000
PYA Transp S Tax	\$50,000	\$450,000			\$450,000
<b>Prior Year Funding</b>	<b>\$2,860,721</b>	<b>\$731,659</b>	<b>\$130,000</b>		<b>\$861,659</b>
Unfunded			\$2,512,000	\$30,008,000	\$32,520,000
<b>Unfunded</b>			<b>\$2,512,000</b>	<b>\$30,008,000</b>	<b>\$32,520,000</b>
<b>Total</b>	<b>\$16,576,971</b>	<b>\$20,334,309</b>	<b>\$4,977,000</b>	<b>\$43,240,500</b>	<b>\$68,551,809</b>

## Streets and Sidewalks Current Capital Projects

### PW - Streets

1	740 Corridor-Broadway to I-70 C00317 [ID: 208]	2008	2012
2	Annual Neighbrhd Curb & Gutter Restoration C00235 [ID: 14]		
3	Broadway - Garth Ave. to West Blvd. (Design Only) [ID: 1015]	2008	
4	Brown Sch Rd-Hwy 763 to Providence C00210 [ID: 35]	2006	2008
5	Chapel Hill Ext:Old Gillespie Brdg-Scott C00202 [ID: 44]	2005	2006
6	Chateau Road C00316 [ID: 256]	2007	2008

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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Streets and Sidewalks Current Capital Projects</b>							
<b>PW - Streets</b>							
7 Clark Ln - PP to St. Charles Road (2 Lanes) C00236 [ID: 45]						2008	2009
8 Gans Rd:Interchange at 63 C00237 [ID: 61]						2006	2008
9 Hardin Street - Reconstruction C00238 [ID: 78]						2006	2008
10 Highway 63 Overpass at COLT (Design) [ID: 1012]						2011	
11 Highway 763 Widened - City's Contribution C00305 [ID: 81]						2007	2008
12 Hunt Avenue Phase I C00275 [ID: 83]						2008	2009
13 I-70 Interchange Phase I: CE2/ROW C00312 [ID: 84]						2009	2010
14 Landscaping Route AC C00183 [ID: 89]						2005	2006
15 Old Route K Bridge over Hinkson Creek C00303 [ID: 160]						2008	2009
16 Rolling Hills Road (Grace Lane) (Eng Only) C00320 [ID: 73]						2009	2012
17 Scott Blvd Phase 3: Vawter-KK Eng C00274 [ID: 125]						2009	2012
18 Scott Blvd-Vawter Sch Rd-MKT(2 Ln) Eng C00274 [ID: 128]						2008	
19 Traffic Islands - Old 63 and Broadway C00212 [ID: 144]						2008	2009
20 Traffic Islands - Stadium and Old 63 C00213 [ID: 146]						2009	2008
21 Vandiver Dr: Intrscn Ramps East to Mexico C00211 [ID: 150]						2006	2008
<b>PW - Sidewalks</b>							
22 Broadway Sdwk - McBaine-W Blvd, N Side C00068 [ID: 34]						2008	2009
23 Bus Loop 70 Sdwk - Candlelight Ldg-Cosmo C00272 [ID: 40]						2007	2009
24 Bus Loop 70 Sdwk - Creasy Sprngs-Garth C00108 [ID: 41]						2005	2006
25 Bus Loop 70 Sdwk - Jackson-Jefferson C00321 [ID: 246]						2009	2010
26 GNM:763 Bus. Loop/Big Bear C00322 [ID: 163]						2009	2010
27 GNM:8 Intrscns (Design Only) C00291 [ID: 251]						2008	2008
28 GNM:Broadway - Fairview-Stadium C00324 [ID: 162]						2009	2010
29 GNM:Downtown Hub:Prov/Douglass to Flat Brnch [ID: 1131]							
30 GNM:Leeway Dr (N side)- Sch-Brwn Stn C00328 [ID: 179]						2008	2009
31 GNM:Old 63: Grindstone C00331 [ID: 174]						2008	2009
32 GNM:Providence - Wilkes to Texas C00332 [ID: 176]						2009	2010
33 GNM:Providence: Smiley to Blue Ridge [ID: 1130]						2009	2009
34 GNM:Sdwk Intrscn Imprvmnts C00333 [ID: 245]						2007	2008
35 GNM:Smiley- E of Derby Rdg-Bold Vntr C000334 [ID: 178]						2008	2010
36 GNM:Stadium (S side)-Prov to College C00335 [ID: 173]						2009	2009
37 GNM:W Ash - W of Stadium, E of Heather C00340 [ID: 169]						2008	2009
38 GNM:Walnut - William to Old 63 C00339 [ID: 175]						2009	2010
39 Jefferson Commons Pedestrian Crossing C00158 [ID: 86]						2004	2006
40 Non-motorized Funding Grant C00271 [ID: 99]						2007	2007

## Streets and Sidewalks Impact of Capital Projects

Annual Streets/Corridor Preservation C40158 [ID: 18]

Approximately 20 miles of streets are added each year in which maintenance, signage and snow removal will occur.

Brown Station Rd-Starke Av to Rte. B C00409 [ID: 38]

Unknown

Chapel Hill Ext:Old Gillespie Brdg-Scott C00202 [ID: 44]

Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$2,800 for extension and if mill/overlay is needed on a 14 yr. rotation costing approximately \$14,402 for extension.

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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Streets and Sidewalks Impact of Capital Projects</b>							
<b>PW - Streets</b>							
Clark Ln - PP to St. Charles Road (2 Lanes) C00236 [ID: 45]							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately \$5.40/sq. yd.							
Hardin Street - Reconstruction C00238 [ID: 78]							
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.							
Hunt Avenue Phase I C00275 [ID: 83]							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1.05/sq. yd. and if mill/overlay is needed on a 14 yr. rotation costing approximately \$5.40/sq. yd.							
Maguire - N to Stadium Blvd & Exit C00128 [ID: 90]							
Unknown							
Providence Rd-Vandiver-Blue Ridge (2 Lanes) C00239 [ID: 110]							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1,400 for additional road and if mill/overlay is needed on a 14 yr. rotation costing approximately \$7,200 for additional road.							
Rock Quarry Rd-Nifong to Grindstone Prkwy C00069 [ID: 116]							
Unknown							
Vandiver Dr: Intrsctn Ramps East to Mexico C00211 [ID: 150]							
Approximately \$12,500/mile for maintenance (cleaning, traffic (signs), snow removal). 7 yr. rotation for seal coat of approximately \$1,200 for additional road. And if mill/overlay is needed on a 14 yr. rotation costing approximately \$6,000 for additional road.							

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>1 Annual City/School Park Improvement C00249 [ID: 257]</b>							
Park Sales Tax	\$15,000	\$20,000	\$20,000	\$25,000	\$65,000		
Unfunded				\$50,000	\$50,000		
<b>Total</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$75,000</b>	<b>\$115,000</b>		
<b>2 Annual Neighborhood Park Acquisitions C40145 [ID: 258]</b>							
Park Sales Tax	\$200,000	\$300,000	\$400,000	\$400,000	\$1,100,000		
Unfunded				\$900,000	\$900,000		
<b>Total</b>	<b>\$200,000</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>\$1,300,000</b>	<b>\$2,000,000</b>		
<b>3 Annual Park Improv - Major Maint. Programs C00056 [ID: 259]</b>							
Park Sales Tax	\$85,000	\$9,000	\$15,000	\$66,000	\$90,000		
Unfunded				\$225,000	\$225,000		
<b>Total</b>	<b>\$85,000</b>	<b>\$9,000</b>	<b>\$15,000</b>	<b>\$291,000</b>	<b>\$315,000</b>		
<b>4 Annual Park Roads &amp; Parking Improvements C00242 [ID: 260]</b>							
Park Sales Tax	\$160,000	\$160,000	\$160,000	\$160,000	\$480,000		
Unfunded				\$350,000	\$350,000		
<b>Total</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$160,000</b>	<b>\$510,000</b>	<b>\$830,000</b>		
<b>5 American Legion Renovation [ID: 429]</b>							
Unfunded			\$325,000		\$325,000	2010	2010
<b>Total</b>			<b>\$325,000</b>		<b>\$325,000</b>		
<b>6 Antimi Tee-ball Fields--Lighting [ID: 1088]</b>							
Unfunded			\$65,000		\$65,000	2010	2010
<b>Total</b>			<b>\$65,000</b>		<b>\$65,000</b>		
<b>7 Bench Replacement C00413 [ID: 1010]</b>							
Park Sales Tax		\$5,000	\$5,000	\$5,000	\$15,000	2009	2009
<b>Total</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$15,000</b>		
<b>8 Brown Station Park Improvements C00414 [ID: 1087]</b>							
Park Sales Tax		\$20,000	\$25,000		\$45,000	2009	2009
<b>Total</b>		<b>\$20,000</b>	<b>\$25,000</b>		<b>\$45,000</b>		
<b>9 Cascades Neighborhood Park Development C00415 [ID: 281]</b>							
FAL		\$35,000			\$35,000	2009	2009
Park Sales Tax		\$110,000			\$110,000		
<b>Total</b>		<b>\$145,000</b>			<b>\$145,000</b>		
<b>10 CYBA Multisports Complex-Parking Lot [ID: 425]</b>							
Unfunded			\$250,000		\$250,000	2009	2010
<b>Total</b>			<b>\$250,000</b>		<b>\$250,000</b>		
<b>11 Douglass Park Baseball Improvements C00416 [ID: 284]</b>							
Park Sales Tax		\$55,000			\$55,000	2009	2009
<b>Total</b>		<b>\$55,000</b>			<b>\$55,000</b>		
<b>12 Douglass Park Spray Grounds C00417 [ID: 285]</b>							
CDBG		\$125,000			\$125,000	2008	2009
Park Sales Tax		\$75,000			\$75,000		
<b>Total</b>		<b>\$200,000</b>			<b>\$200,000</b>		

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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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>13 Fitness/Exercise Station Replacements [ID: 1113]</b>					<b>2010</b>	<b>2010</b>	
Park Sales Tax			\$5,000	\$15,000	\$20,000		
<b>Total</b>			<b>\$5,000</b>	<b>\$15,000</b>	<b>\$20,000</b>		
<b>14 Hickman Pool renovation C00364 [ID: 1043]</b>					<b>2007</b>	<b>2008</b>	
Park Sales Tax	\$39,000	\$39,000	\$39,000		\$78,000		
<b>Total</b>	<b>\$39,000</b>	<b>\$39,000</b>	<b>\$39,000</b>		<b>\$78,000</b>		
<b>15 Indian Hills Park Improvements [ID: 286]</b>					<b>2009</b>	<b>2010</b>	
Park Sales Tax			\$130,000		\$130,000		
<b>Total</b>			<b>\$130,000</b>		<b>\$130,000</b>		
<b>16 Lange Neighborhood Park Development [ID: 289]</b>					<b>2010</b>	<b>2010</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>17 Paquin Park Improv-Phase III-Raised Beds [ID: 290]</b>					<b>2010</b>	<b>2010</b>	
Park Sales Tax			\$30,000		\$30,000		
<b>Total</b>			<b>\$30,000</b>		<b>\$30,000</b>		
<b>18 Parkade Park Shelter Replacement C00418 [ID: 1009]</b>					<b>2009</b>	<b>2009</b>	
Park Sales Tax		\$12,000			\$12,000		
<b>Total</b>		<b>\$12,000</b>			<b>\$12,000</b>		
<b>19 Rock Quarry Park Tennis/Basketball C00419 [ID: 292]</b>					<b>2009</b>	<b>2009</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>20 Russell Property Development - Phase I C00114 [ID: 293]</b>					<b>2010</b>	<b>2010</b>	
Park Sales Tax			\$300,000		\$300,000		
<b>Total</b>			<b>\$300,000</b>		<b>\$300,000</b>		
<b>21 Vanderveen Neighborhood Park Dev. C00420 [ID: 295]</b>					<b>2009</b>	<b>2009</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>22 Walkway Repair C00421 [ID: 1011]</b>					<b>2009</b>	<b>2009</b>	
Park Sales Tax		\$10,000	\$6,000	\$14,000	\$30,000		
<b>Total</b>		<b>\$10,000</b>	<b>\$6,000</b>	<b>\$14,000</b>	<b>\$30,000</b>		
<b>23 Again Park Improvements [ID: 296]</b>					<b>2012</b>	<b>2012</b>	
FAL				\$6,000	\$6,000		
Unfunded				\$48,000	\$48,000		
<b>Total</b>				<b>\$54,000</b>	<b>\$54,000</b>		
<b>24 Aquatic Facility (location TBD) [ID: 428]</b>					<b>2013</b>	<b>2013</b>	
Unfunded				\$4,000,000	\$4,000,000		
<b>Total</b>				<b>\$4,000,000</b>	<b>\$4,000,000</b>		

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks Projects</b>							
<b>25 Capen/Grindstone Trailhead Improvements [ID: 280]</b>						<b>2011</b>	<b>2011</b>
Donation				\$118,000	\$118,000		
<b>Total</b>				<b>\$118,000</b>	<b>\$118,000</b>		
<b>26 Comprehensive Master Plan [ID: 300]</b>						<b>2011</b>	<b>2011</b>
Unfunded				\$150,000	\$150,000		
<b>Total</b>				<b>\$150,000</b>	<b>\$150,000</b>		
<b>27 Cosmo Playground Replacement [ID: 319]</b>						<b>2013</b>	<b>2011</b>
Unfunded				\$150,000	\$150,000		
<b>Total</b>				<b>\$150,000</b>	<b>\$150,000</b>		
<b>28 Cosmo Rec Area Soccer Improvements [ID: 283]</b>						<b>2013</b>	<b>2013</b>
Unfunded				\$80,000	\$80,000		
<b>Total</b>				<b>\$80,000</b>	<b>\$80,000</b>		
<b>29 Cosmo Rec Rainbow Sftball Ctr Imprvmt [ID: 282]</b>						<b>2011</b>	<b>2011</b>
FAL				\$10,000	\$10,000		
RSR				\$250,000	\$250,000		
<b>Total</b>				<b>\$260,000</b>	<b>\$260,000</b>		
<b>30 Indoor Pavilion/Shelter, Location TBD [ID: 458]</b>						<b>2012</b>	<b>2012</b>
Unfunded				\$500,000	\$500,000		
<b>Total</b>				<b>\$500,000</b>	<b>\$500,000</b>		
<b>31 LOW Golf Course New Shelter [ID: 305]</b>						<b>2011</b>	<b>2012</b>
FAL				\$5,000	\$5,000		
GCIF				\$100,000	\$100,000		
<b>Total</b>				<b>\$105,000</b>	<b>\$105,000</b>		
<b>32 Oakland Park Improvements-Athletic Fields [ID: 274]</b>						<b>2011</b>	<b>2011</b>
Unfunded				\$100,000	\$100,000		
<b>Total</b>				<b>\$100,000</b>	<b>\$100,000</b>		
<b>33 Park Management Center Phase II, Location TBD [ID: 457]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$950,000	\$950,000		
<b>Total</b>				<b>\$950,000</b>	<b>\$950,000</b>		
<b>34 Playground Equip Replacement [ID: 426]</b>						<b>2012</b>	<b>2012</b>
Unfunded				\$500,000	\$500,000		
<b>Total</b>				<b>\$500,000</b>	<b>\$500,000</b>		
<b>35 Rock Quarry Park Improvements [ID: 308]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$500,000	\$500,000		
<b>Total</b>				<b>\$500,000</b>	<b>\$500,000</b>		
<b>36 Smith-Brown Station/Waco Rd. Dev. [ID: 311]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$450,000	\$450,000		
<b>Total</b>				<b>\$450,000</b>	<b>\$450,000</b>		
<b>37 South Regional Park Development-Phase I [ID: 424]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$7,500,000	\$7,500,000		
<b>Total</b>				<b>\$7,500,000</b>	<b>\$7,500,000</b>		

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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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
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## Parks Projects

<b>38 Stephens Lake Park Development - Phase II [ID: 313]</b>					<b>2011</b>	<b>2012</b>
Unfunded				\$767,000	\$767,000	
<b>Total</b>				<b>\$767,000</b>	<b>\$767,000</b>	
<b>39 Twin Lakes Rec Area-Aq Facilities Renovtn [ID: 314]</b>					<b>2012</b>	<b>2013</b>
Unfunded				\$600,000	\$600,000	
<b>Total</b>				<b>\$600,000</b>	<b>\$600,000</b>	
<b>40 Youth Ath Fld/Atkins Phase II: Concession [ID: 449]</b>					<b>2010</b>	<b>2011</b>
Unfunded				\$726,444	\$726,444	
<b>Total</b>				<b>\$726,444</b>	<b>\$726,444</b>	
<b>41 Youth Ath Fld/Atkins Phase III: 3 Fld Complex [ID: 450]</b>					<b>2010</b>	<b>2011</b>
Unfunded				\$1,850,000	\$1,850,000	
<b>Total</b>				<b>\$1,850,000</b>	<b>\$1,850,000</b>	

## Trails

42 Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]					2008
Park Sales Tax	\$140,000	\$140,000	\$145,000	\$145,000	\$430,000
Unfunded				\$305,000	\$305,000
Total	\$140,000	\$140,000	\$145,000	\$450,000	\$735,000
43 Hominy Brnch Trail:Stphens-Woodridge Ph I C00282 [ID: 372]					2008 2010
Park Sales Tax	\$250,000	\$550,000	\$445,000		\$995,000
STP Enh	\$500,000				\$0
Total	\$750,000	\$550,000	\$445,000		\$995,000
44 Scott's Brnch Ph I:Russell Prop-Gill Br Rd C00422 [ID: 376]					2009 2010
Park Sales Tax		\$100,000	\$680,000		\$780,000
Total		\$100,000	\$680,000		\$780,000
45 Perche Cr Trail Phase I: MKT to I-70 [ID: 427]					2012 2013
Unfunded				\$4,825,000	\$4,825,000
Total				\$4,825,000	\$4,825,000
46 Perche Cr Trail Phase II: I70-Bear Creek [ID: 451]					2012 2013
Unfunded				\$4,700,000	\$4,700,000
Total				\$4,700,000	\$4,700,000
47 Scott's Brnch Ph II:Gillespie Brdg Rd-MKT Trail [ID: 377]					2008 2011
Park Sales Tax				\$790,000	\$790,000
Total				\$790,000	\$790,000

## Parks and Recreation Funding Source Summary

CDBG	\$125,000			\$125,000
Donation			\$118,000	\$118,000
FAL	\$85,000	\$35,000	\$21,000	\$141,000
GCIF			\$100,000	\$100,000

## Parks and Recreation

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Funding Source Summary</b>							
Non-Motor Grant			\$150,000		\$150,000		
Park Sales Tax	\$889,000	\$1,890,000	\$2,515,000	\$1,620,000	\$6,025,000		
RSR				\$250,000	\$250,000		
STP Enh	\$500,000				\$0		
<b>New Funding</b>	<b>\$1,389,000</b>	<b>\$2,100,000</b>	<b>\$2,700,000</b>	<b>\$2,109,000</b>	<b>\$6,909,000</b>		
Unfunded			\$640,000	\$30,226,444	\$30,866,444		
<b>Unfunded</b>			<b>\$640,000</b>	<b>\$30,226,444</b>	<b>\$30,866,444</b>		
<b>Total</b>	<b>\$1,389,000</b>	<b>\$2,100,000</b>	<b>\$3,340,000</b>	<b>\$32,335,444</b>	<b>\$37,775,444</b>		

## Parks and Recreation Current Capital Projects

### Parks Projects

1	Armory Sports Center Improvements C00231 [ID: 330]	2006	2008
2	Auburn Hills Neighborhood Park Development C00276 [ID: 262]	2007	2008
3	Cosmo Park Restrooms Improvements C00344 [ID: 264]	2008	2008
4	Cosmo Rec Area Antimi Ballfields Imprvmts C46065 [ID: 265]	2004	2008
5	Cosmo Rec Area Harris Shelter and Parking C00277 [ID: 266]	2007	2008
6	Cosmo-Bethel Four Court Tennis Complex C00345 [ID: 268]	2008	2008
7	Cosmo-Bethel Shelter & Restroom Replacmnt C00346 [ID: 269]	2008	2008
8	Douglass Pool/Park Improvements: C00244 [ID: 339]	2006	2006
9	Downtown Improvements C40074 [ID: 340]		2007
10	Fairview Park Improvements - New Restroom C00215 [ID: 341]	2007	2007
11	Flat Branch Park - Phase II C00133 [ID: 342]	2005	2006
12	Garth Nature Area Improvements C00243 [ID: 344]	2006	2007
13	Grasslands Neighborhood Park Development C00347 [ID: 271]	2008	2008
14	Grindstone Shelter Replacement C00370 [ID: 1044]	2008	2008
15	Hickman Tennis Fence replacement C00371 [ID: 1047]	2007	2008
16	Kiwanis Park Restroom C00294 [ID: 287]	2007	2007
17	Longview Neighborhood Park Development C00185 [ID: 345]	2006	2007
18	LOW Course New Restroom C46069 [ID: 272]	2007	2008
19	LOW South Neighborhd Park Develop C00348 [ID: 288]	2008	2008
20	Mill Creek School Park Development C00216 [ID: 351]	2006	2008
21	MLK Memorial Restoration C00067 [ID: 353]	2004	2005
22	Nifong Park Improvements C00295 [ID: 452]	2007	2008
23	Nifong Restroom and Buildings C00184 [ID: 355]	2004	2007
24	Oakland Park Bathhouse Improvements C00278 [ID: 273]	2007	2007
25	Oakland Pool Water Slide C00349 [ID: 275]	2008	2008
26	Parks Management Center Improvements C00199 [ID: 291]	2008	2008
27	Philips Development - Phase I C00279 [ID: 277]	2008	2008
28	Providence Road Underpass C00118 [ID: 359]	2003	2008
29	Rainbow Softball Center Improvements C46057 [ID: 421]	2007	2007
30	Remote Control Track CCRA C00226 [ID: 360]	2006	2006
31	South Regional Park Planning C00350 [ID: 294]	2008	2008
32	Stephens Lake Park Developmnt - Phase I C00095 [ID: 367]	2001	2002

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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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Current Capital Projects</b>							
<b>Parks Projects</b>							
33 Valleyview Park Trail Improvements C00296 [ID: 453]						2007	2007
34 Youth Athletic Field/Atkins Dev Phase I: C00280 [ID: 279]						2007	2007
<b>Trails</b>							
35 GNM: Bear Cr Tr-Conn/Imprv Pythons Ct Con C00352 [ID: 441]						2007	2008
36 GNM: Cnty House Tr PhI: Twn Lakes-Stadium C00355 [ID: 374]						2007	2008
37 GNM: Greenbriar to Hinkson Cr Tr and MU C00318 [ID: 1132]						2009	2009
38 GNM: Hinkson Cr Tr Green Mead to Rock Brdg C00358 [ID: 438]						2007	2008
39 GNM: Hominy Trail: Woodridge Park-Clark Ln C00362 [ID: 445]						2008	2010
40 GNM: MKT Connectors/Improvements C00360 [ID: 440]						2007	2008
41 Hinkson Cr Tr Stadium-Rockhill Ph III C00284 [ID: 371]						2008	2008
42 Hinkson Cr Trail: Grindstone-Stephens Ph I C00245 [ID: 388]						2006	2009
43 Hinkson Cr Trail: Grindstone-Stephens Ph II C00281 [ID: 375]						2007	2008
44 MKT Parkway Improvements and Bridge C00034 [ID: 352]						2007	2008
45 MKT Trail Restrooms C00283 [ID: 373]						2006	2008
46 Wabash Walkway (Eng/Survey only) - ER0057 [ID: 617]						2009	2009

## Parks and Recreation Impact of Capital Projects

Adventure/Extreme Park Development [ID: 315]
Moderate to significant. Depends on maintenance responsibilities and levels of care.
Again Park Improvements [ID: 296]
Minimal impact as these are improvements to existing structures.
American Legion Renovation [ID: 429]
Minimal. Improvements to existing facilities
Annual City/School Park Improvement C00249 [ID: 257]
No impact as maintenance is conducted by School District.
Annual Neighborhood Park Acquisitions C40145 [ID: 258]
Impact will be minimal after acquisition amounting to no more than minimal clean-up and weed control mowing. Estimate: \$1,500 per year on a 10 acre, all turf park.
Annual Park Improv - Major Maint. Programs C00056 [ID: 259]
Will generally offset if funds are used for repairs and/or renovations on existing facilities.
Annual Park Roads & Parking Improvements C00242 [ID: 260]
Minimal impact on operation. May save funds currently used for lot repairs.
Aquatic Facility (location TBD) [ID: 428]
Goal is to develop a facility that will recover 80-90% of operational costs.
ARC Gym/Fitness Expansion [ID: 297]
Estimate \$20,000 in maintenance/utilities that may be offset with increase in membership revenues.
Armory Sports Center Improvements C00231 [ID: 330]
No or minimal impact.
Armory Sports Center Improvements - Gym [ID: 298]
Estimate \$20,000 for maint, utilities, and programming needs.
Atkins Property Development [ID: 317]
Minimal to significant. \$5,000 to \$50,000 per year.
Auburn Hills Neighborhood Park Development C00276 [ID: 262]
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Impact of Capital Projects</b>							
<b>Trails</b>							
Bear Creek Boardwalk Renovation [ID: 378]							
No impact. Wooden board requires on-going maintenance. New product may reduce that somewhat depending on material used.							
Bear Creek Trail Blackfoot Rd Extension [ID: 379]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Bear Creek Trail: Lange to Fairgrounds [ID: 437]							
Estimate \$1500-\$3,000 annual const							
Bear Creek Trailhead Improvements [ID: 381]							
Moderate as restroom will have to be serviced daily. Should be calculated as project becomes a higher priority.							
Bench Replacement C00413 [ID: 1010]							
None							
Capen/Grindstone Trailhead Improvements [ID: 280]							
Depends on final plan and what amenities are included.							
Cascades Neighborhood Park Development C00415 [ID: 281]							
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.							
Comprehensive Master Plan [ID: 300]							
None.							
Cosmo Football/Lacrosse Field Lights [ID: 318]							
Significant. Depending on utility rate increases and estimated hours of use, the utility bill and the operational/maintenance time needed could add approx \$10,000 to the budget. Detailed operation analysis will be conducted as the project nears implementation							
Cosmo Park Restrooms Improvements C00344 [ID: 264]							
Minimal impact on operations as that new restrooms will be heated and open year round requiring more servicing during winter months. Estimate approximately \$1200 in labor and \$500 materials/supplies for 20 weeks of additional servicing.							
Cosmo Playground Replacement [ID: 319]							
Minimal to none. Playground inspections are required and fall surface material must be maintained. May increase depending on type of play equipment purchased.							
Cosmo Rec Area - Phase II - Hard surface trail [ID: 382]							
As a hard surface trail, impact will be minimal; less than \$1,000 per year. May need annual parks funding every 5 years for resurfacing.							
Cosmo Rec Area Antimi Ballfields Imprvmnts C46065 [ID: 265]							
This is a renovation project so impact is minimal and may be offset due to increase in revenues.							
Cosmo Rec Area Harris Shelter and Parking C00277 [ID: 266]							
Estimate approximate \$2,500-\$4,000 for operational impact. May be offset depending on number of shelter rentals.							
Cosmo Rec Area Soccer Improvements [ID: 283]							
Since the project will be addressing field improvements to existing fields the overall impact to operations should be minimal.							
Cosmo Rec Rainbow Sftball Ctr Imprvmt [ID: 282]							
Minimal to none. Minor repairs conducted now..less than \$750 per year.							
Cosmo Shelters Replacement [ID: 320]							
Might reduce annual dollars spent on tuck point repairs, shingle replacement, roof leak patching and bird nest removal in rafters.							
Cosmo-Bethel & RBHS BB/SB Restroom [ID: 301]							
Minimal. New facility maint costs may be offset by savings in portable toilet rentals.							
Cosmo-Bethel Four Court Tennis Complex C00345 [ID: 268]							
Depends on location of tennis courts and maintenance responsibility. If located on park property, will require an additional \$2,500-\$5,000 for additional materials and supplies.							
Cosmo-Bethel Park - Trail Improvements [ID: 383]							
Minimal. May increase operations by \$500-\$1000 per year for extension of trail.							
Cosmo-Bethel Shelter & Restroom Replacmnt C00346 [ID: 269]							
Minimal. Facilities currently exist and receive on-going maintenance due to age.							
Cow Branch/Bear Cr:Blackfoot-Auburn Hills [ID: 434]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Impact of Capital Projects</b>							
<b>Parks Projects</b>							
CYBA Multisports Complex-Parking Lot [ID: 425]							
Anticipate that an additional \$5,000-\$10,000 will be needed for additional utilities and operation expenses for parking lot and landscape.							
Douglass Park Baseball Improvements C00416 [ID: 284]							
No impact. Improve existing fence.							
Douglass Park Spray Grounds C00417 [ID: 285]							
\$5,000 in utilities and maintenance labor. May have some additional revenues if constructed as part of pool facility.							
Douglass Pool/Park Improvements: C00244 [ID: 339]							
No impact, May save minimally due to renovation and replacement of existing problems.							
Downtown Improvements C40074 [ID: 340]							
No impact.							
Fairview Park Improv - Shelter & Playgrnd [ID: 321]							
Minimal to none. Current features exist. May increase depending on type of play equipment purchased.							
Fairview Park Improvements - New Restroom C00215 [ID: 341]							
Estimate \$2500 for utilities and minor repairs/cleaning. Shelter rental revenues may increase due to restroom.							
Field/Douglass In-holding Park Acquisition [ID: 302]							
No or minimal impact.							
Flat Branch Park - Phase II C00133 [ID: 342]							
\$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.							
Garth Nature Area Improvements C00243 [ID: 344]							
Minimal work for initial phases. Grading work will assist with storm water/flooding control and help with mowing.							
GNM: Bear Cr Tr-Conn/Imprv Pythons Ct Con C00352 [ID: 441]							
\$1,500 - \$2,000 annual maintenance.							
GNM: Cnty House Tr Phl: Twn Lakes-Stadium C00355 [ID: 374]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
GNM: Hinkson Cr Tr Green Mead to Rock Brdg C00358 [ID: 438]							
\$1,500 - \$2,000 annual maintenance.							
GNM: Hominy Trail: Woodridge Park-Clark Ln C00362 [ID: 445]							
\$2,000 - \$3,000 annual maintenance							
GNM: MKT Connectors/Improvements C00360 [ID: 440]							
\$1,500 - \$2,000 annual maintenance.							
Grasslands Neighborhood Park Development C00347 [ID: 271]							
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.							
Greenbelt/Open Space/Trail Acq & Devlpmt C40113 [ID: 370]							
Estimate \$1000-\$2500 for trail maintenance pending location of trails and materials used.							
Grindstone Shelter Replacement C00370 [ID: 1044]							
None							
Harmony Cr Trail: Smithton-CCRA Connector [ID: 436]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Hickman Pool renovation C00364 [ID: 1043]							
New HVAC system will likely increase utility costs. These are shared with the school district.							
Hickman Tennis Fence replacement C00371 [ID: 1047]							
None. Maint conducted by CPSD.							
Hinkson Cr Tr Stadium-Rockhill Ph III C00284 [ID: 371]							
Estimate \$1500-\$2000 pending location of trail.							
Hinkson Cr Trail: Grindstone-Stephens Ph I C00245 [ID: 388]							
Estimate \$1500-\$2000 pending location of trail.							
Hinkson Cr Trail: Grindstone-Stephens Ph II C00281 [ID: 375]							
Estimate \$1500-\$2000 pending location of trail.							

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Impact of Capital Projects</b>							
<b>Trails</b>							
Hinkson Cr Trail:Stephens-Atkins [ID: 432]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Hinkson Cr Trailhead Restroom [ID: 384]							
Moderate as restroom will have to be serviced daily. Should be calculated as project becomes a higher priority.							
Hominy Brnch Trail:Clark Ln-Thessalia Ph III [ID: 386]							
Moderate: \$1,500-\$2,500 for materials and supplies, pending length and location of trail.							
Hominy Brnch Trail:Stphens-Woodridge Ph I C00282 [ID: 372]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Ice Skating Facility - Indoor [ID: 303]							
Significant. Operational study to be completed pending Council approval. Target operational goal would be to generate 70-80% of total expenses.							
Ice Skating Facility - Outdoor [ID: 304]							
Significant. May require an additional \$20,000 in utilities, materials and labor							
Indian Hills Park Improvements [ID: 286]							
Estimate \$2500-\$3500 in annual maintenance costs which may be partially offset with shelter rentals.							
Indoor Pavilion/Shelter, Location TBD [ID: 458]							
Minimal. Revenues may recover most expenses							
Kiwanis Park Improvmnts-Shelter & Playgrnd [ID: 322]							
Minimal to none. Current features exist. May increase depending on type of play equipment purchased.							
Kiwanis Park Restroom C00294 [ID: 287]							
Minimal impact as restroom currently exists in same location.							
LAN Golf Course Clubhouse Renovation [ID: 460]							
Minimal							
LAN Golf Course Driving Range Improvements [ID: 306]							
No impact.							
LAN Golf Course Tee Improvements [ID: 324]							
No impact. Existing tees are heavily used and enlarging them would minimize wear.							
Lange Neighborhood Park Development [ID: 289]							
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.							
Lions-Stephens Park Improvement [ID: 325]							
Minimal.							
Longview Neighborhood Park Development C00185 [ID: 345]							
Estimate \$8,000 to \$10,000 annually for a developed neighborhood park.							
LOW Course New Restroom C46069 [ID: 272]							
Estimate approx \$1,500-\$2,500 for maintenance and utilities.							
LOW Golf Course Clubhouse Renovation [ID: 459]							
Minimal							
LOW Golf Course New Shelter [ID: 305]							
Minimal. Increase revenues from rentals should offset maintenance expenses.							
LOW Golf Course Tee Improvements [ID: 323]							
Minimal. Existing tees are heavily used and enlarging them would minimize wear, but staff will have additional areas to mow and maintain.							
LOW South Neighborhd Park Develop C00348 [ID: 288]							
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.							
Mill Creek School Park Development C00216 [ID: 351]							
No impact. Maintenance is performed by CPSD.							
MKT Parkway Improvements and Bridge C00034 [ID: 352]							
No impact.							
MKT Trail Restrooms C00283 [ID: 373]							
Potential break even cost. Save money on portable toilet rentals versus cleaning of restrooms.							

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Impact of Capital Projects</b>							
<b>Parks Projects</b>							
MLK Memorial Restoration C00067 [ID: 353]							
Estimate \$1500 - \$2500/year for addition of shelter (trash pickup/maintenance)							
N Fork Grindstone Cr: Grindstone-LOW Rec Area [ID: 433]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Nifong Park Improvements [ID: 326]							
Minimal to moderate. Depends on future number of historical buildings added to park.							
Nifong Park Improvements C00295 [ID: 452]							
Minimal.							
Nifong Restroom and Buildings C00184 [ID: 355]							
No impact. Restroom replaced existing restroom. No addition of facilities							
Oakland Park Bathhouse Improvements C00278 [ID: 273]							
No impact.							
Oakland Park Improvements-Athletic Fields [ID: 274]							
No impact.							
Oakland Park Improvements-Athletic Fields Restroom [ID: 307]							
Additional restroom may cause an increase of less than \$5,000 for maintenance and utilities.							
Oakland Pool Water Slide C00349 [ID: 275]							
Estimate approximate \$5,000-\$7,500 due to utilities and maintenance. Possible partial offset with increase in revenues.							
Paquin Park Improv-Phase III-Raised Beds [ID: 290]							
No impact.							
Park Management Center Phase II, Location TBD [ID: 457]							
Significant.							
Parkade Park Shelter Replacement C00418 [ID: 1009]							
Minimal.							
Parks Management Center Improvements C00199 [ID: 291]							
No impact.							
Perche Cr Trail Phase I: MKT to I-70 [ID: 427]							
\$3,000-\$5,000 per year for maintenance.							
Perche Cr Trail Phase II: I70-Bear Creek [ID: 451]							
\$3,000-\$5,000 per year for maintenance.							
Philips Development - Phase I C00279 [ID: 277]							
This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$20,000 - \$25,000 when developed.							
Playground Equip Replacement [ID: 426]							
Minimal. Playground equipment currently exists.							
Proctor Park Improvements [ID: 327]							
No impact to minimal.							
Providence Road Underpass C00118 [ID: 359]							
Minimal. Addition of small amount of gravel trail. Estimate <\$500/year.							
Rainbow Softball Center Improvements C46057 [ID: 421]							
None to minimal.							
Remote Control Track CCRA C00226 [ID: 360]							
RC track will provide multiple electrical outlets for charging of RC vehicles. Track will require some maint including mowing and litter control. Estimate \$600 for electrical utility and \$780 for part-time labor for maint.							
Rock Quarry Park Improvements [ID: 308]							
No impact. May reduce operational costs.							
Rock Quarry Park Tennis/Basketball C00419 [ID: 292]							
Estimate approximate \$2,500-\$3,500 in materials and utilities.							
Russell Property Development - Phase II [ID: 309]							
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 Phase I and II are completed.							

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# Parks and Recreation

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Parks and Recreation Impact of Capital Projects</b>							
<b>Parks Projects</b>							
Russell Property Development - Phase I C00114 [ID: 293]							
This new community park will require annual maintenance of all grounds and facilities. Depending on scope of Phase I, the current annual budget impact to operations would be approximately \$20,000 to \$25,000 when development is completed.							
S. Fork Grindstone Cr: Confluence-Olivet Rd [ID: 435]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Scott's Brnch Ph I:Russell Prop-Gill Br Rd C00422 [ID: 376]							
Estimate \$1,500-\$3,000 for materials pending location of trail.							
Scott's Brnch Ph II:Gillespie Brdg Rd-MKT Trail [ID: 377]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Skate/Bike Park Improvements [ID: 310]							
Depends on type of course. Concrete parks have lower operation costs (\$10,000) versus wood, metal or other parks (\$15,000+). Litter clean up is included.							
Smith-Brown Station/Waco Rd. Dev. [ID: 311]							
This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$20,000 - \$25,000.							
South Regional Park Development-Phase I [ID: 424]							
Significant. Will require additional staff and operational increases.							
South Regional Park Planning C00350 [ID: 294]							
No impact - planning only. Future impact substantial after development.							
Sports Complex Development [ID: 312]							
Major impact to operations. Depends on level of development. See P&R Master Plan for specific operational impact studies.							
Stephens Lake Park Development - Phase II [ID: 313]							
Significant estimate \$15,000-\$40,000 depending on facilities built. Revenue funds may be available due to rental possibilities.							
Stephens Lake Park Developmnt - Phase I C00095 [ID: 367]							
Funds planned for as part of Park Sales Tax.							
Twin Lakes Rec Area-Aq Facilities Renovtn [ID: 314]							
Goal is to be self-sufficient with this project but using current aquatic recovery plan, anticipate revenues will provide at least 50-65% of maintenance costs.							
Twin Lakes-Lot Improvements [ID: 328]							
Minimal. Parking lot lights will add utility costs.							
Valleyview Park Trail Improvements C00296 [ID: 453]							
None. Should improve maintenance costs.							
Vanderveen Neighborhood Park Dev. C00420 [ID: 295]							
This new neighborhood park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$8,000.00 - \$10,000.00.							
Walkway Repair C00421 [ID: 1011]							
None							
Youth Ath Fld/Atkins Phase II: Concession [ID: 449]							
Moderate: Estimate \$5,000 for cleanup, plus utilities for security lights, concession/restroom							
Youth Ath Fld/Atkins Phase III: 3 Fld Complex [ID: 450]							
Significant.							
Youth Athletic Field/Atkins Dev Phase I: C00280 [ID: 279]							
Substantial, depending on scope of facilities							

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Public Safety					Annual and 5 Year Capital Projects		
Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Fire</b>							
<b>1 Fire Station Sites C40173 [ID: 482]</b>							
Unfunded			\$100,000	\$300,000	\$400,000		
<b>Total</b>			<b>\$100,000</b>	<b>\$300,000</b>	<b>\$400,000</b>		
<b>2 Additional Fire Station #9 C00306 [ID: 465]</b>							
						2008	2009
CAP FB		\$430,000			\$430,000		
Cap Imp S Tax	\$1,600,000				\$0		
<b>Total</b>	<b>\$1,600,000</b>	<b>\$430,000</b>			<b>\$430,000</b>		
<b>3 Rpl. #32: '97 Pumper App (12 Yrs Old) [ID: 471]</b>							
						2007	2009
Cap Imp S Tax		\$575,000			\$575,000		
<b>Total</b>		<b>\$575,000</b>			<b>\$575,000</b>		
<b>4 Rpl. #35: 1997 Pumper Apprts (12 Yrs old) C00405 [ID: 473]</b>							
						2008	2010
Cap Imp S Tax			\$575,000		\$575,000		
<b>Total</b>			<b>\$575,000</b>		<b>\$575,000</b>		
<b>5 Rpl. #1678: 1994 Pumper Apparatus (16 Years Old) [ID: 477]</b>							
						2010	2012
Cap Imp S Tax				\$590,000	\$590,000		
<b>Total</b>				<b>\$590,000</b>	<b>\$590,000</b>		
<b>6 Rpl. #33: 1997 Pumper Apparatus (13 Years Old) [ID: 472]</b>							
						2008	2011
Cap Imp S Tax				\$590,000	\$590,000		
<b>Total</b>				<b>\$590,000</b>	<b>\$590,000</b>		
<b>7 Rpl. 1996 Rescue Squad (15 Years Old) [ID: 474]</b>							
						2009	2011
Cap Imp S Tax				\$376,000	\$376,000		
<b>Total</b>				<b>\$376,000</b>	<b>\$376,000</b>		
<b>8 Rpl. 2001 Ladder Truck (11 Years Old) [ID: 479]</b>							
						2010	2012
Cap Imp S Tax				\$805,000	\$805,000		
<b>Total</b>				<b>\$805,000</b>	<b>\$805,000</b>		
<b>9 Rpl. 2001 Pumper (12 Years Old) [ID: 478]</b>							
						2011	2013
Cap Imp S Tax				\$610,000	\$610,000		
<b>Total</b>				<b>\$610,000</b>	<b>\$610,000</b>		
<b>Police</b>							
<b>10 CPD Channel 2 Radio Frequency Enhncmnt C00423 [ID: 510]</b>							
						2010	2010
CAP FB		\$60,000			\$60,000		
<b>Total</b>		<b>\$60,000</b>			<b>\$60,000</b>		
<b>PSJC</b>							
<b>11 CAD Interface Upgrade C00424 [ID: 508]</b>							
						2010	2010
CAP FB		\$207,000			\$207,000		
<b>Total</b>		<b>\$207,000</b>			<b>\$207,000</b>		
<b>12 Police/Fire ProQA Priority Dispatch System C00425 [ID: 509]</b>							
						2010	2010
CAP FB		\$130,000			\$130,000		
<b>Total</b>		<b>\$130,000</b>			<b>\$130,000</b>		

# Public Safety Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Public Safety Funding Source Summary</b>							
CAP FB		\$827,000			\$827,000		
Cap Imp S Tax	\$1,600,000	\$575,000	\$575,000	\$2,971,000	\$4,121,000		
<b>New Funding</b>	<b>\$1,600,000</b>	<b>\$1,402,000</b>	<b>\$575,000</b>	<b>\$2,971,000</b>	<b>\$4,948,000</b>		
Unfunded			\$100,000	\$300,000	\$400,000		
<b>Unfunded</b>			<b>\$100,000</b>	<b>\$300,000</b>	<b>\$400,000</b>		
<b>Total</b>	<b>\$1,600,000</b>	<b>\$1,402,000</b>	<b>\$675,000</b>	<b>\$3,271,000</b>	<b>\$5,348,000</b>		

<b>Public Safety Current Capital Projects</b>							
<b>Fire</b>							
1	Additional Pumper for Station #9 C00363 [ID: 466]					2008	2008
2	Fire Apparatus Equipment C00195 [ID: 490]						2007
3	Hazardous Device Unit [ID: 1086]					2008	2008
4	Replace #1554: '93 Air Truck (14 Yrs Old) C00285 [ID: 468]					2007	2008
5	Replace Existing Fire Station 7 C00261 [ID: 469]					2007	2008
6	Rpl. #1494: '91 Squad/Haz Mat (15 Yrs Old) C00248 [ID: 470]					2007	2008
<b>Police</b>							
7	Columbia Police Training Facility C00262 [ID: 464]					2008	2009

<b>Public Safety Impact of Capital Projects</b>							
Additional Fire Station #9 C00306 [ID: 465]							
\$800,000 annual cost of personnel and other operations in 2006 dollars.							
Additional Fire Station 6-10 Years [ID: 475]							
\$800,000 annual cost of personnel and other operations in 2006 dollars.							
Additional Pumper for New Station [ID: 476]							
Additional fleet maintenance cost.							
Additional Pumper for Station #9 C00363 [ID: 466]							
Additional fleet maintenance cost.							
CAD Interface Upgrade C00424 [ID: 508]							
The current text-based system will be obsolete and while support will continue for a time, eventually all software support will be for a GUI supported system. The GUI system will provide greater options and greater efficiency for operators.							
Columbia Police Training Facility C00262 [ID: 464]							
Facility to be fully operational in FY 2009. Operational costs such as utilities will not exceed \$15,000 for the year. These costs may be offset by use of other public safety agencies.							
Fire Apparatus Equipment C00195 [ID: 490]							
Provides source for equipment that would otherwise require Supplemental funds.							
Hazardous Device Unit [ID: 1086]							
Faster response time for rolling stock compared to hooking/hauling a trailer.							
Police/Fire ProQA Priority Dispatch System C00425 [ID: 509]							
This project will create consistency and reliability within the Communication Center.							
Replace #1554: '93 Air Truck (14 Yrs Old) C00285 [ID: 468]							
The air truck is used regionally as a mutual aid resource. Replacing this vehicle will support our homeland security objectives.							

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## Other General Government

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Other General Govt</b>							
<b>1 Annual - Contingency C40138 [ID: 518]</b>							
Gen Fd/PI	\$150,000	\$100,000	\$100,000	\$300,000	\$500,000		
<b>Total</b>	<b>\$150,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$500,000</b>		
<b>2 Annual - Downtown Special Projects C00140 [ID: 519]</b>							
Gen Fd/PI	\$100,000	\$100,000	\$100,000	\$300,000	\$500,000		
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$500,000</b>		
<b>3 Pub Bldgs Major Maintenance/Renovation C00021 [ID: 514]</b>							
Gen Fd/PI		\$75,000	\$75,000	\$225,000	\$375,000		
<b>Total</b>		<b>\$75,000</b>	<b>\$75,000</b>	<b>\$225,000</b>	<b>\$375,000</b>		
<b>4 Downtown Cameras C00426 [ID: 1121]</b>							
PYA Gen Fd/PI		\$50,000			\$50,000		
<b>Total</b>		<b>\$50,000</b>			<b>\$50,000</b>		
<b>5 Eighth St. Plan Avenue of the Columns C00126 [ID: 526]</b>							
Unfunded			\$100,000		\$100,000		
<b>Total</b>			<b>\$100,000</b>		<b>\$100,000</b>		
<b>6 Furnishings Remodeled Buildings C00258 [ID: 528]</b>							
Gen Fd/PI		\$500,000			\$500,000		
<b>Total</b>		<b>\$500,000</b>			<b>\$500,000</b>		
<b>7 Satellite Ops - Location in SW Columbia C00077 [ID: 517]</b>							
Contrib from Utilities				\$275,450	\$275,450		
PYA Gen Fd/PI				\$155,000	\$155,000		
<b>Total</b>				<b>\$430,450</b>	<b>\$430,450</b>		

## Other General Government Funding Source Summary

Contrib from Utilities				\$275,450	\$275,450
Gen Fd/PI	\$250,000	\$775,000	\$275,000	\$825,000	\$1,875,000
<b>New Funding</b>	<b>\$250,000</b>	<b>\$775,000</b>	<b>\$275,000</b>	<b>\$1,100,450</b>	<b>\$2,150,450</b>
PYA Gen Fd/PI		\$50,000		\$155,000	\$205,000
<b>Prior Year Funding</b>		<b>\$50,000</b>		<b>\$155,000</b>	<b>\$205,000</b>
Unfunded			\$100,000		\$100,000
<b>Unfunded</b>			<b>\$100,000</b>		<b>\$100,000</b>
<b>Total</b>	<b>\$250,000</b>	<b>\$825,000</b>	<b>\$375,000</b>	<b>\$1,255,450</b>	<b>\$2,455,450</b>

## Other General Government Current Capital Projects

1 Adopt A Spot C00100 [ID: 7]		
2 Blind Boone Home C00123 [ID: 522]	2009	2010
3 Broadway Streetscape C00308 [ID: 516]	2008	2009
4 Daniel Boone Building Renovation C00252 [ID: 511]	2007	2008

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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
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### Other General Government Current Capital Projects

#### Other General Govt

5	Fleet Fuel Tank Upgrade C72001 [ID: 527]					1999	2008
6	Grissum Bldg Improvements C00251 [ID: 530]					2007	2008
7	Municipal Office Space Expansion C00099 [ID: 512]					2002	2008
8	Police Building Renovation - 3rd Floor C00288 [ID: 513]					2007	2008
9	Preliminary Project Studies C40140 [ID: 535]						
10	Upg/Redundant Phone/IT Eqmnt Data Ctr C00287 [ID: 515]					2008	2009

### Other General Government Impact of Capital Projects

#### Broadway Streetscape C00308 [ID: 516]

Minimal

#### Municipal Office Space Expansion C00099 [ID: 512]

Will increase operating space and maintenace and utilities associated. Will reduce lease expense in Police, Water & Light and other budgets. The operating impact will not occur until 2010. The City will seek Leadership in Environmental Engineering and Design (LEED) certification.

#### Police Building Renovation - 3rd Floor C00288 [ID: 513]

Will eliminate annual lease expense of \$23,000 and allow entire department to be in one building.

#### Upg/Redundant Phone/IT Eqmnt Data Ctr C00287 [ID: 515]

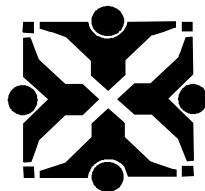
During the construction and move to the new data center, downtime will need to be kept to a minimum as services are moved to the new facility to avoid any significant service interruption. Operating costs will increase and be absorbed in the Information Technologies budget in 2009.

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

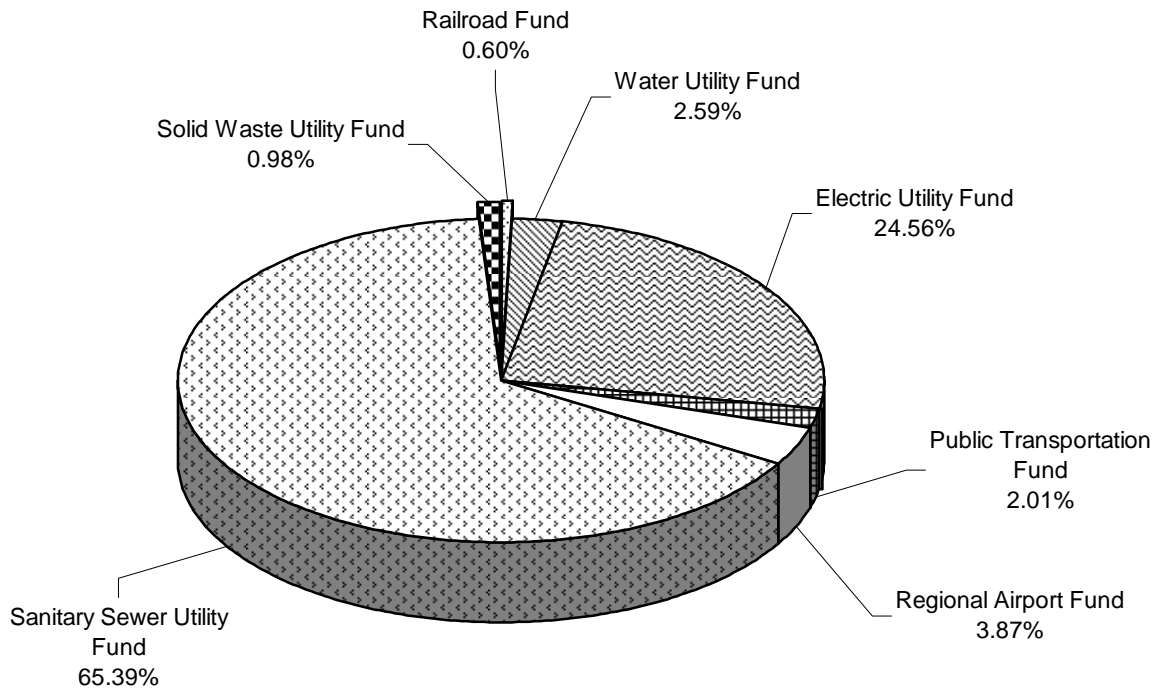


*City of Columbia*  
*Columbia, Missouri*

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# Enterprise Fund Capital Projects

FY 2009



## ENTERPRISE CAPITAL PROJECT EXPENDITURES

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
Capital Project Expenditures					
Railroad Fund	\$ 536,962	\$ 508,757	\$ 487,500	\$ 250,000	(50.9%)
Water Utility Fund	9,830,625	2,905,929	2,824,770	1,075,000	(63.0%)
Electric Utility Fund	17,024,364	14,083,276	15,951,410	10,190,700	(27.6%)
Recreation Services Fund	232,863	1,550			(100.0%)
Public Transportation Fund	3,457,232	635,085	635,106	835,591	31.6%
Regional Airport Fund	1,251,840	2,123,640	2,123,640	1,604,500	(24.4%)
Sanitary Sewer Utility Fund	3,661,821	3,166,975	3,130,851	27,127,493	756.6%
Parking Facilities Fund	20,777				
Solid Waste Utility Fund	2,688,540	120,000	120,000	405,000	237.5%
Storm Water Utility Fund	661,820	673,000	667,131		(100.0%)
Fleet Operations Fund					
<b>Total</b>	<b>39,366,844</b>	<b>24,218,212</b>	<b>25,940,408</b>	<b>41,488,284</b>	<b>71.3%</b>
LESS:					
Projects Reflected in Gen. Gov. CIP					
Recreation Services Fund	232,863	1,550			(100.0%)
<b>Total Enterprise Fund CIP</b>	<b>39,133,981</b>	<b>24,216,662</b>	<b>25,940,408</b>	<b>41,488,284</b>	<b>71.3%</b>

## Enterprise Funds

## Capital Projects Summary

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost
<b>Electric Funding Source Summary</b>					
2006 Ballot	\$6,552,000	\$8,547,200	\$9,400,800		\$17,948,000
Ent Rev	\$3,660,000	\$1,643,500	\$5,424,200	\$13,892,000	\$20,959,700
<b>New Funding</b>	<b>\$10,212,000</b>	<b>\$10,190,700</b>	<b>\$14,825,000</b>	<b>\$13,892,000</b>	<b>\$38,907,700</b>
Unfunded				\$72,471,750	\$72,471,750
<b>Unfunded</b>				<b>\$72,471,750</b>	<b>\$72,471,750</b>
<b>Total Electric</b>	<b>\$10,212,000</b>	<b>\$10,190,700</b>	<b>\$14,825,000</b>	<b>\$86,363,750</b>	<b>\$111,379,450</b>
<b>Water Funding Source Summary</b>					
Ent Rev	\$900,000	\$1,075,000	\$1,473,000	\$4,506,369	\$7,054,369
<b>New Funding</b>	<b>\$900,000</b>	<b>\$1,075,000</b>	<b>\$1,473,000</b>	<b>\$4,506,369</b>	<b>\$7,054,369</b>
PYA - various	\$660,000	\$441,000			\$441,000
<b>Prior Year Funding</b>	<b>\$660,000</b>	<b>\$441,000</b>			<b>\$441,000</b>
Future Bond		\$8,315,300	\$9,724,000	\$17,750,200	\$35,789,500
<b>Future Bond</b>		<b>\$8,315,300</b>	<b>\$9,724,000</b>	<b>\$17,750,200</b>	<b>\$35,789,500</b>
Unfunded			\$345,200		\$345,200
<b>Unfunded</b>			<b>\$345,200</b>		<b>\$345,200</b>
<b>Total Water</b>	<b>\$1,560,000</b>	<b>\$9,831,300</b>	<b>\$11,542,200</b>	<b>\$22,256,569</b>	<b>\$43,630,069</b>
<b>Railroad Funding Source Summary</b>					
Ent Rev	\$407,500	\$250,000	\$490,000	\$1,277,000	\$2,017,000
EU Loan				\$750,000	\$750,000
<b>New Funding</b>	<b>\$407,500</b>	<b>\$250,000</b>	<b>\$490,000</b>	<b>\$2,027,000</b>	<b>\$2,767,000</b>
Unfunded			\$5,190,000	\$200,000	\$5,390,000
<b>Unfunded</b>			<b>\$5,190,000</b>	<b>\$200,000</b>	<b>\$5,390,000</b>
<b>Total Railroad</b>	<b>\$407,500</b>	<b>\$250,000</b>	<b>\$5,680,000</b>	<b>\$2,227,000</b>	<b>\$8,157,000</b>
<b>Sewer Funding Source Summary</b>					
2003 Ballot	\$3,762,000	\$3,094,993			\$3,094,993
2008 Ballot		\$22,567,500	\$20,718,750	\$32,711,250	\$75,997,500
Ent Rev	\$3,850,000	\$1,290,000	\$5,110,000	\$2,590,000	\$8,990,000
Tax Bill		\$175,000			\$175,000
<b>New Funding</b>	<b>\$7,612,000</b>	<b>\$27,127,493</b>	<b>\$25,828,750</b>	<b>\$35,301,250</b>	<b>\$88,257,493</b>
PYA - various	\$85,000				\$0
PYA Ballot	\$581,007				\$0
<b>Prior Year Funding</b>	<b>\$666,007</b>				<b>\$0</b>
Future Bond		\$200,000	\$5,800,000	\$250,000	\$6,250,000
<b>Future Bond</b>		<b>\$200,000</b>	<b>\$5,800,000</b>	<b>\$250,000</b>	<b>\$6,250,000</b>
<b>Total Sewer</b>	<b>\$8,278,007</b>	<b>\$27,327,493</b>	<b>\$31,628,750</b>	<b>\$35,551,250</b>	<b>\$94,507,493</b>
<b>Storm Water Funding Source Summary</b>					
Ent Rev	\$620,500		\$315,000		\$315,000
<b>New Funding</b>	<b>\$620,500</b>		<b>\$315,000</b>		<b>\$315,000</b>
Unfunded			\$903,163	\$2,981,856	\$3,885,019
<b>Unfunded</b>			<b>\$903,163</b>	<b>\$2,981,856</b>	<b>\$3,885,019</b>
<b>Total Storm Water</b>	<b>\$620,500</b>		<b>\$1,218,163</b>	<b>\$2,981,856</b>	<b>\$4,200,019</b>

## Enterprise Funds

## Capital Projects Summary

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost
<b>Solid Waste Funding Source Summary</b>					
Ent Rev	\$120,000	\$405,000	\$500,000	\$8,036,200	\$8,941,200
<b>New Funding</b>	<b>\$120,000</b>	<b>\$405,000</b>	<b>\$500,000</b>	<b>\$8,036,200</b>	<b>\$8,941,200</b>
<b>Total Solid Waste</b>	<b>\$120,000</b>	<b>\$405,000</b>	<b>\$500,000</b>	<b>\$8,036,200</b>	<b>\$8,941,200</b>
<b>Parking Funding Source Summary</b>					
Future Bond	\$13,130,000		\$11,787,500		\$11,787,500
<b>Future Bond</b>	<b>\$13,130,000</b>		<b>\$11,787,500</b>		<b>\$11,787,500</b>
<b>Total Parking</b>	<b>\$13,130,000</b>		<b>\$11,787,500</b>		<b>\$11,787,500</b>
<b>Transit Funding Source Summary</b>					
Ent Rev	\$3,685				\$0
FTA Grant	\$2,300,340	\$668,473	\$134,400	\$5,587,200	\$6,390,073
Transp S Tax	\$631,400	\$167,118	\$33,600	\$1,396,800	\$1,597,518
<b>New Funding</b>	<b>\$2,935,425</b>	<b>\$835,591</b>	<b>\$168,000</b>	<b>\$6,984,000</b>	<b>\$7,987,591</b>
Unfunded				\$1,000,000	\$1,000,000
<b>Unfunded</b>				<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Total Transit</b>	<b>\$2,935,425</b>	<b>\$835,591</b>	<b>\$168,000</b>	<b>\$7,984,000</b>	<b>\$8,987,591</b>
<b>Airport Funding Source Summary</b>					
FAA Grant	\$2,364,550	\$1,377,500	\$4,679,362	\$22,954,750	\$29,011,612
Transp S Tax	\$70,000	\$227,000	\$1,521,282	\$1,356,250	\$3,104,532
<b>New Funding</b>	<b>\$2,434,550</b>	<b>\$1,604,500</b>	<b>\$6,200,644</b>	<b>\$24,311,000</b>	<b>\$32,116,144</b>
PYA Transp S Tax	\$267,650				\$0
<b>Prior Year Funding</b>	<b>\$267,650</b>				<b>\$0</b>
<b>Total Airport</b>	<b>\$2,702,200</b>	<b>\$1,604,500</b>	<b>\$6,200,644</b>	<b>\$24,311,000</b>	<b>\$32,116,144</b>
<b>Overall Funding Source Summary</b>					
2003 Ballot	\$3,762,000	\$3,094,993			\$3,094,993
2006 Ballot	\$6,552,000	\$8,547,200	\$9,400,800		\$17,948,000
2008 Ballot		\$22,567,500	\$20,718,750	\$32,711,250	\$75,997,500
Ent Rev	\$9,561,685	\$4,663,500	\$13,312,200	\$30,301,569	\$48,277,269
EU Loan				\$750,000	\$750,000
FAA Grant	\$2,364,550	\$1,377,500	\$4,679,362	\$22,954,750	\$29,011,612
FTA Grant	\$2,300,340	\$668,473	\$134,400	\$5,587,200	\$6,390,073
Tax Bill		\$175,000			\$175,000
Transp S Tax	\$701,400	\$394,118	\$1,554,882	\$2,753,050	\$4,702,050
<b>New Funding</b>	<b>\$25,241,975</b>	<b>\$41,488,284</b>	<b>\$49,800,394</b>	<b>\$95,057,819</b>	<b>\$186,346,497</b>
PYA - various	\$745,000	\$441,000			\$441,000
PYA Ballot	\$581,007				\$0
PYA Transp S Tax	\$267,650				\$0
<b>Prior Year Funding</b>	<b>\$1,593,657</b>	<b>\$441,000</b>			<b>\$441,000</b>
Future Bond	\$13,130,000	\$8,515,300	\$27,311,500	\$18,000,200	\$53,827,000
<b>Future Bond</b>	<b>\$13,130,000</b>	<b>\$8,515,300</b>	<b>\$27,311,500</b>	<b>\$18,000,200</b>	<b>\$53,827,000</b>
Unfunded			\$6,438,363	\$76,653,606	\$83,091,969
<b>Unfunded</b>			<b>\$6,438,363</b>	<b>\$76,653,606</b>	<b>\$83,091,969</b>
<b>Total</b>	<b>\$39,965,632</b>	<b>\$50,444,584</b>	<b>\$83,550,257</b>	<b>\$189,711,625</b>	<b>\$323,706,466</b>

# Electric

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Electric</b>							
<b>1 Annual Commercial Expansion - EL0117 [ID: 556]</b>							
2006 Ballot	\$1,000,000	\$1,200,000	\$500,000		\$1,700,000		
Ent Rev	\$350,000		\$850,000	\$1,620,000	\$2,470,000		
Unfunded				\$2,430,000	\$2,430,000		
<b>Total</b>	<b>\$1,350,000</b>	<b>\$1,200,000</b>	<b>\$1,350,000</b>	<b>\$4,050,000</b>	<b>\$6,600,000</b>		
<b>2 Annual Contingency - EL0009 [ID: 557]</b>							
2006 Ballot		\$822,400			\$822,400		
Ent Rev			\$400,000		\$400,000		
<b>Total</b>		<b>\$822,400</b>	<b>\$400,000</b>		<b>\$1,222,400</b>		
<b>3 Annual Distrib. Transformers &amp; Capacitors-EL0021 [ID: 559]</b>							
2006 Ballot	\$1,302,000	\$1,604,800	\$1,500,800		\$3,105,600		
Ent Rev			\$249,200	\$1,980,000	\$2,229,200		
Unfunded				\$2,970,000	\$2,970,000		
<b>Total</b>	<b>\$1,302,000</b>	<b>\$1,604,800</b>	<b>\$1,750,000</b>	<b>\$4,950,000</b>	<b>\$8,304,800</b>		
<b>4 Annual Fiber Optic Cable - EL0082 [ID: 560]</b>							
Ent Rev	\$50,000	\$250,000	\$50,000	\$60,000	\$360,000		
Unfunded				\$90,000	\$90,000		
<b>Total</b>	<b>\$50,000</b>	<b>\$250,000</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$450,000</b>		
<b>5 Annual Load Management - EL0049 [ID: 561]</b>							
Ent Rev	\$90,000	\$90,000	\$90,000	\$162,000	\$342,000		
Unfunded				\$108,000	\$108,000		
<b>Total</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$270,000</b>	<b>\$450,000</b>		
<b>6 Annual Maint of Existing Overhead - EL0118 [ID: 651]</b>							
Ent Rev	\$400,000	\$400,000	\$400,000	\$800,000	\$1,600,000		
<b>Total</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$800,000</b>	<b>\$1,600,000</b>		
<b>7 Annual Maint of Existing Underground System EL0107 [ID: 562]</b>							
2006 Ballot	\$200,000	\$200,000	\$200,000		\$400,000		
Ent Rev				\$240,000	\$240,000		
Unfunded				\$360,000	\$360,000		
<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 [ID: 563]</b>							
2006 Ballot	\$600,000	\$600,000	\$600,000		\$1,200,000		
Ent Rev		\$200,000	\$550,000	\$1,500,000	\$2,250,000		
Unfunded				\$2,250,000	\$2,250,000		
<b>Total</b>	<b>\$600,000</b>	<b>\$800,000</b>	<b>\$1,150,000</b>	<b>\$3,750,000</b>	<b>\$5,700,000</b>		
<b>9 Annual Replace Oil Circuit Breakers - EL0153 [ID: 1109]</b>							
Ent Rev		\$250,000	\$250,000	\$750,000	\$1,250,000		
<b>Total</b>		<b>\$250,000</b>	<b>\$250,000</b>	<b>\$750,000</b>	<b>\$1,250,000</b>		
<b>10 Annual Residential Expansion - EL0116 [ID: 564]</b>							
2006 Ballot	\$1,200,000	\$1,400,000	\$750,000		\$2,150,000		
Ent Rev	\$500,000		\$1,500,000	\$2,700,000	\$4,200,000		
Unfunded				\$4,050,000	\$4,050,000		
<b>Total</b>	<b>\$1,700,000</b>	<b>\$1,400,000</b>	<b>\$2,250,000</b>	<b>\$6,750,000</b>	<b>\$10,400,000</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.

# Electric Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Electric</b>							
<b>11 Annual Street Light Additions - EL0052 [ID: 565]</b>							
2006 Ballot		\$200,000	\$200,000		\$400,000		
Ent Rev	\$120,000	\$50,000	\$100,000	\$160,000	\$310,000		
Unfunded				\$740,000	\$740,000		
<b>Total</b>	<b>\$120,000</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$900,000</b>	<b>\$1,450,000</b>		
<b>12 Annual Substation Feeder Additions - EL0115 [ID: 566]</b>							
2006 Ballot	\$212,000	\$1,050,000	\$1,500,000		\$2,550,000		
Ent Rev			\$100,000	\$2,160,000	\$2,260,000		
Unfunded				\$3,240,000	\$3,240,000		
<b>Total</b>	<b>\$212,000</b>	<b>\$1,050,000</b>	<b>\$1,600,000</b>	<b>\$5,400,000</b>	<b>\$8,050,000</b>		
<b>13 Annual Transmission Maintenance - EL0101 [ID: 567]</b>							
2006 Ballot	\$250,000	\$250,000	\$250,000		\$500,000		
Ent Rev				\$300,000	\$300,000		
Unfunded				\$450,000	\$450,000		
<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>14 Annual Underground Conversion - EL0027 [ID: 555]</b>							
2006 Ballot	\$200,000	\$101,500			\$101,500		
Ent Rev		\$148,500	\$200,000	\$960,000	\$1,308,500		
Unfunded				\$1,440,000	\$1,440,000		
<b>Total</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$2,400,000</b>	<b>\$2,850,000</b>		
<b>15 161 Kv Substation Relay Replacement - EL0143 [ID: 982] <span style="float: right;">2009 2009</span></b>							
Ent Rev		\$255,000			\$255,000		
<b>Total</b>		<b>\$255,000</b>			<b>\$255,000</b>		
<b>16 Business Loop 70 - Phase 3 Undergrounding - EL0126 [ID: 674] <span style="float: right;">2009 2009</span></b>							
2006 Ballot		\$698,500			\$698,500		
<b>Total</b>		<b>\$698,500</b>			<b>\$698,500</b>		
<b>17 Maguire - Street Light Addition EL0137 [ID: 686] <span style="float: right;">2010 2010</span></b>							
2006 Ballot		\$77,000			\$77,000		
<b>Total</b>		<b>\$77,000</b>			<b>\$77,000</b>		
<b>18 Mexico Gravel Rd SLA - EL0138 [ID: 687] <span style="float: right;">2008 2009</span></b>							
2006 Ballot		\$217,000			\$217,000		
<b>Total</b>		<b>\$217,000</b>			<b>\$217,000</b>		
<b>19 Providence Rd-Vandiver to Blue Ridge- SLA EL0139 [ID: 688] <span style="float: right;">2008 2009</span></b>							
2006 Ballot		\$126,000			\$126,000		
<b>Total</b>		<b>\$126,000</b>			<b>\$126,000</b>		
<b>20 Rebel Hill 212 - Substation Feeder - EL0142 [ID: 701] <span style="float: right;">2009 2010</span></b>							
2006 Ballot			\$350,000		\$350,000		
<b>Total</b>			<b>\$350,000</b>		<b>\$350,000</b>		
<b>21 William Street Streetscape [ID: 1134] <span style="float: right;">2010 2010</span></b>							
Ent Rev			\$365,000		\$365,000		
<b>Total</b>			<b>\$365,000</b>		<b>\$365,000</b>		

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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Electric</b>							
<b>22 161 kV Power Plant Substation [ID: 1056]</b>						<b>2012</b>	<b>2012</b>
Unfunded				\$4,300,000	\$4,300,000		
<b>Total</b>				<b>\$4,300,000</b>	<b>\$4,300,000</b>		
<b>23 161 Transmission - McBaine Sub to New South Sub [ID: 1050]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$3,200,000	\$3,200,000		
<b>Total</b>				<b>\$3,200,000</b>	<b>\$3,200,000</b>		
<b>24 161 Transmission - New South Sub to Grindstone Sub [ID: 1052]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$11,500,000	\$11,500,000		
<b>Total</b>				<b>\$11,500,000</b>	<b>\$11,500,000</b>		
<b>25 161 Transmission - Perche Sub to New South Sub [ID: 1054]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$8,300,000	\$8,300,000		
<b>Total</b>				<b>\$8,300,000</b>	<b>\$8,300,000</b>		
<b>26 161 Transmission - Power Plant Line [ID: 1058]</b>						<b>2013</b>	<b>2013</b>
Unfunded				\$2,200,000	\$2,200,000		
<b>Total</b>				<b>\$2,200,000</b>	<b>\$2,200,000</b>		
<b>27 69 Kv Relay Upgrade - Phase 1 - EL0144 [ID: 983]</b>						<b>2010</b>	<b>2011</b>
Ent Rev			\$250,000		\$250,000		
<b>Total</b>			<b>\$250,000</b>		<b>\$250,000</b>		
<b>28 69 Kv Relay Upgrade - Phase 2 - EL0145 [ID: 984]</b>						<b>2011</b>	<b>2012</b>
Ent Rev				\$270,000	\$270,000		
<b>Total</b>				<b>\$270,000</b>	<b>\$270,000</b>		
<b>29 69 Kv Relay Upgrade - Phase 3 - EL0146 [ID: 985]</b>						<b>2012</b>	<b>2012</b>
Ent Rev				\$230,000	\$230,000		
<b>Total</b>				<b>\$230,000</b>	<b>\$230,000</b>		
<b>30 Business Loop 70 - Phase 4 Undergrounding - EL0127 [ID: 675]</b>						<b>2010</b>	<b>2011</b>
2006 Ballot			\$800,000		\$800,000		
Ent Rev			\$70,000		\$70,000		
<b>Total</b>			<b>\$870,000</b>		<b>\$870,000</b>		
<b>31 Business Loop 70 - Phase 5 Undergrounding - EL0140 [ID: 689]</b>						<b>2011</b>	<b>2012</b>
Unfunded				\$2,340,000	\$2,340,000		
<b>Total</b>				<b>\$2,340,000</b>	<b>\$2,340,000</b>		
<b>32 Business Loop 70 - Phase 6 Undergrounding - EL0141 [ID: 690]</b>						<b>2013</b>	<b>2013</b>
Unfunded				\$3,753,750	\$3,753,750		
<b>Total</b>				<b>\$3,753,750</b>	<b>\$3,753,750</b>		
<b>33 Grindstone 223 - Substation Feeder - EL0131 [ID: 680]</b>						<b>2012</b>	<b>2012</b>
Unfunded				\$650,000	\$650,000		
<b>Total</b>				<b>\$650,000</b>	<b>\$650,000</b>		
<b>34 New Water Reservoir @ Power Plant - EL0124 [ID: 654]</b>						<b>2013</b>	<b>2013</b>
Unfunded				\$1,500,000	\$1,500,000		
<b>Total</b>				<b>\$1,500,000</b>	<b>\$1,500,000</b>		

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## Electric

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Electric</b>							
<b>35 Opt1 Purch. 36 MW - Columbia Energy Center EL0113 [ID: 552]</b>						<b>2010</b>	<b>2011</b>
Unfunded				\$15,500,000	\$15,500,000		
<b>Total</b>				<b>\$15,500,000</b>	<b>\$15,500,000</b>		
<b>36 Power Plant Rail Spur - EL0125 [ID: 655]</b>						<b>2011</b>	<b>2011</b>
Unfunded				\$100,000	\$100,000		
<b>Total</b>				<b>\$100,000</b>	<b>\$100,000</b>		
<b>37 Transmission Improvements - EL0112 [ID: 548]</b>						<b>2008</b>	<b>2011</b>
2006 Ballot			\$750,000		\$750,000		
<b>Total</b>			<b>\$750,000</b>		<b>\$750,000</b>		

### Electric Funding Source Summary

2006 Ballot	\$4,964,000	\$8,547,200	\$7,400,800		\$15,948,000
Ent Rev	\$1,510,000	\$1,643,500	\$5,424,200	\$13,892,000	\$20,959,700
<b>New Funding</b>	<b>\$6,474,000</b>	<b>\$10,190,700</b>	<b>\$12,825,000</b>	<b>\$13,892,000</b>	<b>\$36,907,700</b>
Unfunded				\$71,471,750	\$71,471,750
<b>Unfunded</b>				<b>\$71,471,750</b>	<b>\$71,471,750</b>
<b>Total</b>	<b>\$6,474,000</b>	<b>\$10,190,700</b>	<b>\$12,825,000</b>	<b>\$85,363,750</b>	<b>\$108,379,450</b>

### Electric Current Capital Projects

1	Add of 20 MVA Transformer@Blueridge Sub -EL0108 [ID: 541]	2007	2008
2	Blueridge 221 - Substation Feeder - EL0129 [ID: 677]	2007	2008
3	Blueridge 222 - Substation Feeder - EL0130 [ID: 678]	2007	2007
4	Boiler #6 Tube Replacement - EL0123 [ID: 653]	2007	2008
5	Broadway Undergrounding - EL0120 [ID: 549]	2009	2010
6	Business Loop 70 - Phase 2 Undergrounding - EL0119 [ID: 550]	2008	2009
7	Chpl Hill-Gill. Bridge-Scott-SLA EL0132 [ID: 681]	2007	2008
8	Clark Ln-Rte PP to St.Charles Rd-SLA EL0135 [ID: 684]	2008	2009
9	Coal Bunkers & Machine Storage Shed - EL0100 [ID: 569]	2007	2008
10	Conversion of 2.4 KV Distribution Lines - EL0054 [ID: 570]	2006	2007
11	Distr. Center/Yard - Consoldtn & Expnsn EL0106 [ID: 545]	2007	2008
12	Distributed Generator @ Northwest Location-EL0109 [ID: 543]	2007	2008
13	Distributed Generator @ Southeast Location-EL0110 [ID: 544]	2007	2008
14	E.Broadway-Hinkson Creek-Brickton Dr.SLA EL0134 [ID: 683]	2008	2008
15	Green Meadows-Providence to Gray Oak-SLA EL0136 [ID: 685]	2008	2008
16	Harmony Branch 211 - Substation Feeder - EL0128 [ID: 676]	2008	2009
17	Landfill Gas Generator - EL0111 [ID: 546]	2007	2008
18	Retirement of Hulen Substation Line - EL0105 [ID: 547]	2008	2008
19	Scott Blvd Undergrounding [ID: 1048]	2008	2008

### Electric Impact of Capital Projects

D = Year being designed; C = Year construction will begin.

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**Electric****Annual and 5 Year Capital Projects**

<b>Funding Source</b>	<b>Current Budget FY 2008</b>	<b>Adopted Budget FY 2009</b>	<b>Requested Budget FY 2010</b>	<b>Priority Needs FY 2011 - FY 2013</b>	<b>Total 5 Yr. Cost</b>	<b>D</b>	<b>C</b>
<b>Electric Impact of Capital Projects</b>							
<b>Electric</b>							
Add of 20 MVA Transformer@Blueridge Sub -EL0108 [ID: 541]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Commercial Expansion - EL0117 [ID: 556]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Distrib. Transformers & Capacitors-EL0021 [ID: 559]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Fiber Optic Cable - EL0082 [ID: 560]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Load Management - EL0049 [ID: 561]							
Growth in number of switches requires additional people to check and maintain. Installation reduces growth in system load, thereby reducing purchased power costs.							
Annual Maint of Existing Underground System EL0107 [ID: 562]							
Work is performed because of numerous faults on a line. Replacing problem cable will reduce outages.							
Annual New Electric Connections - EL0053 [ID: 563]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Residential Expansion - EL0116 [ID: 564]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Street Light Additions - EL0052 [ID: 565]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Substation Feeder Additions - EL0115 [ID: 566]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Underground Conversion - EL0027 [ID: 555]							
Long-term will reduce maintenance							
Boiler #6 Tube Replacement - EL0123 [ID: 653]							
Maintains reliable system							
Conversion of 2.4 KV Distribution Lines - EL0054 [ID: 570]							
None.							
Distributed Generator @ Northwest Location-EL0109 [ID: 543]							
Additional \$14,000 per year in fuel cost, plus other O&M costs of a similar amount (\$14,000 per year). Meets capacity requirements which would have had to be purchased.							
Distributed Generator @ Southeast Location-EL0110 [ID: 544]							
Additional \$14,000 per year in fuel cost, plus other O&M costs of a similar amount (\$14,000 per year). Meets capacity requirements which would have had to be purchased.							
Landfill Gas Generator - EL0111 [ID: 546]							
This project will require a full time maintenance operator- estimated salary of \$40,000 per year plus overhead.							
Maguire - Street Light Addition EL0137 [ID: 686]							
Additional lights to maintain							
Mexico Gravel Rd SLA - EL0138 [ID: 687]							
More lights to maintain							
New South Side 161/13.8 Kv Substation - EL0121 [ID: 551]							
Additional substation to maintain may require additional staff.							
South 161 Tie Line (Grindstone-Perche) - EL0122 [ID: 554]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Transmission Improvements - EL0112 [ID: 548]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							

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# Water

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water</b>							
<b>1 Annual Close Loops - WT0123 [ID: 586]</b>							
					2012	2012	
Future Bond				\$500,000	\$500,000		
<b>Total</b>				<b>\$500,000</b>	<b>\$500,000</b>		
<b>2 Annual Contingency - WT0009 [ID: 718]</b>							
					2008		
Future Bond		\$100,000	\$100,000	\$300,000	\$500,000		
<b>Total</b>		<b>\$100,000</b>	<b>\$100,000</b>	<b>\$300,000</b>	<b>\$500,000</b>		
<b>3 Annual Differential Payments - WT0143 [ID: 642]</b>							
Ent Rev			\$100,000	\$200,000	\$300,000		
Future Bond		\$200,000	\$100,000	\$400,000	\$700,000		
<b>Total</b>		<b>\$200,000</b>	<b>\$200,000</b>	<b>\$600,000</b>	<b>\$1,000,000</b>		
<b>4 Annual Fire Hydrants &amp; Valve Replacements - WT0127 [ID: 587]</b>							
Ent Rev			\$50,000		\$50,000		
Future Bond		\$200,000	\$200,000	\$750,000	\$1,150,000		
PYA - various	\$100,000				\$0		
<b>Total</b>	<b>\$100,000</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$750,000</b>	<b>\$1,200,000</b>		
<b>5 Annual Main Relctn for Streets &amp; Highways - WT0125 [ID: 589]</b>							
Future Bond		\$500,000	\$500,000	\$1,500,000	\$2,500,000		
PYA - various	\$200,000				\$0		
<b>Total</b>	<b>\$200,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$2,500,000</b>		
<b>6 Annual New Srvc Connections:Install/Rpl WT0128 [ID: 592]</b>							
Ent Rev	\$900,000	\$800,000	\$1,323,000	\$4,306,369	\$6,429,369		
<b>Total</b>	<b>\$900,000</b>	<b>\$800,000</b>	<b>\$1,323,000</b>	<b>\$4,306,369</b>	<b>\$6,429,369</b>		
<b>7 Annual Water Main Replacements - WT0130 [ID: 590]</b>							
					2010	2011	
Future Bond			\$750,000	\$2,250,000	\$3,000,000		
<b>Total</b>			<b>\$750,000</b>	<b>\$2,250,000</b>	<b>\$3,000,000</b>		
<b>8 Backup Electrolizer - West Ash Pump Station [ID: 1114]</b>							
					2009	2009	
Ent Rev		\$125,000			\$125,000		
<b>Total</b>		<b>\$125,000</b>			<b>\$125,000</b>		
<b>9 BL 70 Phase 2:Jackson-Jefferson Main Rpl WT0131 [ID: 576]</b>							
					2008	2009	
Future Bond		\$260,000			\$260,000		
<b>Total</b>		<b>\$260,000</b>			<b>\$260,000</b>		
<b>10 BL 70 Phase 6B - 3,400' Main Replace - WT0197 [ID: 719]</b>							
					2010	2010	
Future Bond			\$935,000		\$935,000		
<b>Total</b>			<b>\$935,000</b>		<b>\$935,000</b>		
<b>11 Bntn-Stphns:Walnut-Wm to Old 63 Main Rpl WT0159 [ID: 662]</b>							
					2010	2010	
Future Bond		\$142,500			\$142,500		
<b>Total</b>		<b>\$142,500</b>			<b>\$142,500</b>		
<b>12 Broadway Main Replacement - WT0141 [ID: 575]</b>							
					2010	2010	
Future Bond			\$730,000		\$730,000		
<b>Total</b>			<b>\$730,000</b>		<b>\$730,000</b>		

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# Water

## Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water</b>							
<b>13 Country Club Dr S:Old 63 E - Main Rpl WT0158 [ID: 661]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$208,000			\$208,000		
<b>Total</b>		<b>\$208,000</b>			<b>\$208,000</b>		
<b>14 Drill Alluvial Well #16 - WT0134 [ID: 577]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$315,000			\$315,000		
<b>Total</b>		<b>\$315,000</b>			<b>\$315,000</b>		
<b>15 DT: Providence:Locust to Elm Main Rpl WT0163 [ID: 666]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$90,000			\$90,000		
<b>Total</b>		<b>\$90,000</b>			<b>\$90,000</b>		
<b>16 EC: Anthony St: College to William Main Rpl WT0160 [ID: 663]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$195,000			\$195,000		
<b>Total</b>		<b>\$195,000</b>			<b>\$195,000</b>		
<b>17 EC: Cliff Dr: Hawthorne Dr-Univ Cloose Lp WT0154 [ID: 657]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$50,000			\$50,000		
<b>Total</b>		<b>\$50,000</b>			<b>\$50,000</b>		
<b>18 EC: Cliff,Univ,Hilltop,Hawthorn, Rock HI MR WT0164 [ID: 667]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$370,000			\$370,000		
<b>Total</b>		<b>\$370,000</b>			<b>\$370,000</b>		
<b>19 EC: Lawrence Place Main Relocation WT0187 [ID: 708]</b>						<b>2010</b>	<b>2010</b>
Unfunded			\$52,500		\$52,500		
<b>Total</b>			<b>\$52,500</b>		<b>\$52,500</b>		
<b>20 EC: Rosemary Ln: College-William Main Rpl WT0157 [ID: 660]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$185,000			\$185,000		
<b>Total</b>		<b>\$185,000</b>			<b>\$185,000</b>		
<b>21 EC: Wilson Av: E of College-Wm Main Rpl WT0161 [ID: 664]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$120,000			\$120,000		
<b>Total</b>		<b>\$120,000</b>			<b>\$120,000</b>		
<b>22 Field Elem Main Upgrade for Fire Flow - WT0204 [ID: 979]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$225,225			\$225,225		
<b>Total</b>		<b>\$225,225</b>			<b>\$225,225</b>		
<b>23 GL: Burnham/Rollins/Providence Intrscn MR WT0184 [ID: 705]</b>						<b>2010</b>	<b>2010</b>
Unfunded			\$43,200		\$43,200		
<b>Total</b>			<b>\$43,200</b>		<b>\$43,200</b>		
<b>24 Highway 763 @ I-70 - Close Loops - WT0153 [ID: 656]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$378,000			\$378,000		
<b>Total</b>		<b>\$378,000</b>			<b>\$378,000</b>		
<b>25 Hillsdale PS - 1.5 MG Ground Storage Tank - WT0207 [ID: 1002]</b>						<b>2008</b>	<b>2009</b>
Future Bond		\$1,240,000			\$1,240,000		
PYA - various	\$200,000	\$160,000			\$160,000		
<b>Total</b>	<b>\$200,000</b>	<b>\$1,400,000</b>			<b>\$1,400,000</b>		

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# Water Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water</b>							
<b>26 Hominy Branch: Main Relocation WT0191 [ID: 712]</b>						<b>2009</b>	<b>2010</b>
Unfunded			\$20,000		\$20,000		
<b>Total</b>			<b>\$20,000</b>		<b>\$20,000</b>		
<b>27 Jeff Jr High Main Upgrade for Fire Flow - WT0201 [ID: 976]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$355,125			\$355,125		
<b>Total</b>		<b>\$355,125</b>			<b>\$355,125</b>		
<b>28 Loop Closure of 16" Mains S of Nifong Blvd WT0139 [ID: 583]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$450,000			\$450,000		
<b>Total</b>		<b>\$450,000</b>			<b>\$450,000</b>		
<b>29 Lower Bear Creek Main Relocation WT0192 [ID: 713]</b>						<b>2010</b>	<b>2010</b>
Unfunded			\$20,000		\$20,000		
<b>Total</b>			<b>\$20,000</b>		<b>\$20,000</b>		
<b>30 N Section of 24" East Transmsn Main WT0136 [ID: 578]</b>						<b>2009</b>	<b>2010</b>
Future Bond		\$630,000	\$3,865,000		\$4,495,000		
<b>Total</b>		<b>\$630,000</b>	<b>\$3,865,000</b>		<b>\$4,495,000</b>		
<b>31 NC: Providence Rd N @ Douglas HS - Main Rpl WT0165 [ID: 668]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$62,000			\$62,000		
<b>Total</b>		<b>\$62,000</b>			<b>\$62,000</b>		
<b>32 NC: Rangeline St &amp; Smith St Main Relctn WT0189 [ID: 710]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$32,000			\$32,000		
<b>Total</b>		<b>\$32,000</b>			<b>\$32,000</b>		
<b>33 NC: Washington Av: Hickman-Wilkes MR WT0167 [ID: 670]</b>						<b>2010</b>	<b>2010</b>
Future Bond		\$160,000			\$160,000		
<b>Total</b>		<b>\$160,000</b>			<b>\$160,000</b>		
<b>34 New Haven Elem Main Upgrade for Fire Flow - WT0205 [ID: 980]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$113,750			\$113,750		
<b>Total</b>		<b>\$113,750</b>			<b>\$113,750</b>		
<b>35 New Well Metering WT0151 [ID: 650]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$150,000			\$150,000		
<b>Total</b>		<b>\$150,000</b>			<b>\$150,000</b>		
<b>36 Paint WTP Basins - WT0144 [ID: 643]</b>						<b>2009</b>	<b>2010</b>
Future Bond		\$600,000	\$300,000		\$900,000		
<b>Total</b>		<b>\$600,000</b>	<b>\$300,000</b>		<b>\$900,000</b>		
<b>37 Providence Rd @ Stewart Rd - Close Loop - WT0155 [ID: 658]</b>						<b>2010</b>	<b>2010</b>
Future Bond			\$100,000		\$100,000		
<b>Total</b>			<b>\$100,000</b>		<b>\$100,000</b>		
<b>38 Quail Drive - Main Relocation - WT0188 [ID: 709]</b>						<b>2010</b>	<b>2010</b>
Unfunded			\$160,000		\$160,000		
<b>Total</b>			<b>\$160,000</b>		<b>\$160,000</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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water</b>							
<b>39 Replumb Influent Connections at Water Treatment PI [ID: 1110]</b>						<b>2009</b>	<b>2009</b>
Ent Rev		\$150,000			\$150,000		
<b>Total</b>		<b>\$150,000</b>			<b>\$150,000</b>		
<b>40 Ridgeway Elem Main Upgrade for Fire Flow - WT0206 [ID: 981]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$113,750			\$113,750		
<b>Total</b>		<b>\$113,750</b>			<b>\$113,750</b>		
<b>41 Stadium Blvd @ Bernadette Dr - Close Loops WT0156 [ID: 659]</b>						<b>2010</b>	<b>2010</b>
Future Bond			\$114,000		\$114,000		
<b>Total</b>			<b>\$114,000</b>		<b>\$114,000</b>		
<b>42 Upgrade Transformers &amp; Switchgear @ WTP - WT0147 [ID: 646]</b>						<b>2010</b>	<b>2010</b>
Future Bond			\$160,000		\$160,000		
<b>Total</b>			<b>\$160,000</b>		<b>\$160,000</b>		
<b>43 Vandiver/Sylvan Storm Drainage -Main Relctn WT0190 [ID: 711]</b>						<b>2010</b>	<b>2010</b>
Unfunded			\$49,500		\$49,500		
<b>Total</b>			<b>\$49,500</b>		<b>\$49,500</b>		
<b>44 West Blvd Elem Main Upgrade for Fire Flow - WT0203 [ID: 978]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$222,750			\$222,750		
<b>Total</b>		<b>\$222,750</b>			<b>\$222,750</b>		
<b>45 West Jr High Main Upgrade for Fire Flow - WT0202 [ID: 977]</b>						<b>2009</b>	<b>2009</b>
Future Bond		\$277,200			\$277,200		
<b>Total</b>		<b>\$277,200</b>			<b>\$277,200</b>		
<b>46 Bus Loop - Phase 3&amp;4 - 2,600' Main Replace -WT0198 [ID: 720]</b>						<b>2012</b>	<b>2013</b>
Future Bond				\$660,000	\$660,000		
<b>Total</b>				<b>\$660,000</b>	<b>\$660,000</b>		
<b>47 Drill Alluvial Wells #17 and #18 - WT0138 [ID: 582]</b>						<b>2010</b>	<b>2011</b>
Future Bond			\$700,000		\$700,000		
<b>Total</b>			<b>\$700,000</b>		<b>\$700,000</b>		
<b>48 DT: Rpl Valves on Broadway - WT0149 [ID: 648]</b>						<b>2011</b>	<b>2011</b>
Future Bond				\$150,000	\$150,000		
<b>Total</b>				<b>\$150,000</b>	<b>\$150,000</b>		
<b>49 EC: Univ Av: Ann St-Rock Hill Close Lp WT0193 [ID: 714]</b>						<b>2010</b>	<b>2011</b>
Future Bond				\$97,650	\$97,650		
<b>Total</b>				<b>\$97,650</b>	<b>\$97,650</b>		
<b>50 Fairmnt Dr: Fieldcrest-Parkridge Close Loop WT0195 [ID: 716]</b>						<b>2010</b>	<b>2011</b>
Future Bond				\$26,250	\$26,250		
<b>Total</b>				<b>\$26,250</b>	<b>\$26,250</b>		
<b>51 Gillespie Brdge Rd: Limestone-Longvw CI Lp WT0194 [ID: 715]</b>						<b>2010</b>	<b>2011</b>
Future Bond				\$66,300	\$66,300		
<b>Total</b>				<b>\$66,300</b>	<b>\$66,300</b>		

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# Water Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water</b>							
<b>52 Heller Road (E) - 12,000' of 16" Main - WT0209 [ID: 1004]</b>						<b>2011</b>	<b>2012</b>
Future Bond				\$3,265,000	\$3,265,000		
<b>Total</b>				<b>\$3,265,000</b>	<b>\$3,265,000</b>		
<b>53 Route PP Main Upgrade - 25,000' of 12" Main-WT0171 [ID: 691]</b>						<b>2010</b>	<b>2011</b>
Future Bond			\$1,170,000	\$1,170,000	\$2,340,000		
<b>Total</b>			<b>\$1,170,000</b>	<b>\$1,170,000</b>	<b>\$2,340,000</b>		
<b>54 S Section of 24" East Transmsn Main WT0137 [ID: 584]</b>						<b>2009</b>	<b>2012</b>
Future Bond		\$370,000		\$6,330,000	\$6,700,000		
<b>Total</b>		<b>\$370,000</b>		<b>\$6,330,000</b>	<b>\$6,700,000</b>		
<b>55 Smith Dr: Silver Thorne-Scott Blvd Cl Lps WT0196 [ID: 717]</b>						<b>2011</b>	<b>2012</b>
Future Bond				\$285,000	\$285,000		
<b>Total</b>				<b>\$285,000</b>	<b>\$285,000</b>		

Water Funding Source Summary					
Ent Rev	\$900,000	\$1,075,000	\$1,473,000	\$4,506,369	\$7,054,369
<b>New Funding</b>	<b>\$900,000</b>	<b>\$1,075,000</b>	<b>\$1,473,000</b>	<b>\$4,506,369</b>	<b>\$7,054,369</b>
PYA - various	\$500,000	\$160,000			\$160,000
<b>Prior Year Funding</b>	<b>\$500,000</b>	<b>\$160,000</b>			<b>\$160,000</b>
Future Bond		\$8,315,300	\$9,724,000	\$17,750,200	\$35,789,500
<b>Future Bond</b>		<b>\$8,315,300</b>	<b>\$9,724,000</b>	<b>\$17,750,200</b>	<b>\$35,789,500</b>
Unfunded			\$345,200		\$345,200
<b>Unfunded</b>			<b>\$345,200</b>		<b>\$345,200</b>
<b>Total</b>	<b>\$1,400,000</b>	<b>\$9,550,300</b>	<b>\$11,542,200</b>	<b>\$22,256,569</b>	<b>\$43,349,069</b>

Water Current Capital Projects			
1	12" Main Providence: Vandiver - Blueridge - WT0135 [ID: 574]	2008	2008
2	36" Transmission Main - WT0120 [ID: 598]	2003	2004
3	Clark Lane - Main Relocation [ID: 1135]	2009	2009
4	DT: Providence:Broadway to Locust Main Upg WT0172 [ID: 692]	2008	2008
5	Kircher Road - 3,000' of 12" Main Upgrade - WT0174 [ID: 694]	2009	2009
6	Maguire - 12" Main [ID: 1136]	2009	2009
7	Mexico Gravel - Main Relocation [ID: 1137]	2009	2009
8	NE Pressure Zone Improvements - WT0110 [ID: 591]		
9	Paint Shepard Tower Inside & Outside WT0113 [ID: 609]	2007	2008
10	Route 763 Relocation - WT0132 [ID: 610]	2008	2008
11	Scott Blvd - Main Relocation [ID: 1138]	2009	2009
12	Water Treatment Plant - Treatment Modification [ID: 1139]	2009	
13	Well Supply Main - WT0111 [ID: 580]	2006	2007

## Water Impact of Capital Projects

D = Year being designed; C = Year construction will begin.  
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Water Impact of Capital Projects</b>							
<b>Water</b>							
Annual Close Loops - WT0123 [ID: 586]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Differential Payments - WT0143 [ID: 642]							
Expansion of system requires additional maintenance							
Annual Fire Hydrants & Valve Replacements - WT0127 [ID: 587]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Main Relctn for Streets & Highways - WT0125 [ID: 589]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual New Srvc Connections:Install/Rpl WT0128 [ID: 592]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Water Main Replacements - WT0130 [ID: 590]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
ASR #3 - Conversion of Existing Deep Well - WT0140 [ID: 581]							
Incremental impact on operational costs. An additional ASR well to maintain.							
Backup Generators for ASR's & Pump Stations WT0150 [ID: 649]							
Increased maintenance requirement							
Convert Constant Speed Pumps to Variable WT0145 [ID: 644]							
Will provide greater flexibility in operation							
Drill Alluvial Well #16 - WT0134 [ID: 577]							
Incremental impact on operational costs. Additional well to maintain							
Drill Alluvial Wells #17 and #18 - WT0138 [ID: 582]							
Incremental impact on operational costs. Two additional wells to maintain.							
DT: Rpl Valves on Broadway - WT0149 [ID: 648]							
Better control of system							
Gas Chlorination System Conversion - WT0146 [ID: 645]							
Safer process for handling chlorine							
NE Pressure Zone Improvements - WT0110 [ID: 591]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
New Well Metering WT0151 [ID: 650]							
Improved information							
Route 763 Relocation - WT0132 [ID: 610]							
None							
S Section of 24" East Transmsn Main WT0137 [ID: 584]							
Provides more reliable system.							
Sludge Removal Site - WT0148 [ID: 647]							
Insures site for sludge, reduces transportation costs							
Upgrade Transformers & Switchgear @ WTP - WT0147 [ID: 646]							
Improve reliability of system							
Well Supply Main - WT0111 [ID: 580]							
None							

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Railroad				Annual and 5 Year Capital Projects		
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Railroad</b>							
<b>1 Annual Capital Maintenance - ER0045 [ID: 626]</b>							
Ent Rev	\$58,000		\$61,500	\$193,700	\$255,200		
<b>Total</b>	<b>\$58,000</b>		<b>\$61,500</b>	<b>\$193,700</b>	<b>\$255,200</b>		
<b>2 Annual Rail Replacement Program - ER0014 [ID: 627]</b>							
Ent Rev	\$58,000	\$50,000	\$61,500	\$193,300	\$304,800		
<b>Total</b>	<b>\$58,000</b>	<b>\$50,000</b>	<b>\$61,500</b>	<b>\$193,300</b>	<b>\$304,800</b>		
<b>3 Annual Roadway Program - ER0007 [ID: 628]</b>							
Ent Rev	\$11,000		\$12,000	\$38,500	\$50,500		
<b>Total</b>	<b>\$11,000</b>		<b>\$12,000</b>	<b>\$38,500</b>	<b>\$50,500</b>		
<b>4 Annual Surfacing Program - ER0013 [ID: 629]</b>							
Ent Rev	\$79,400	\$60,000	\$80,000	\$252,500	\$392,500		
<b>Total</b>	<b>\$79,400</b>	<b>\$60,000</b>	<b>\$80,000</b>	<b>\$252,500</b>	<b>\$392,500</b>		
<b>5 Annual Tie Program - ER0012 [ID: 630]</b>							
Ent Rev	\$131,100	\$140,000	\$158,000	\$499,000	\$797,000		
<b>Total</b>	<b>\$131,100</b>	<b>\$140,000</b>	<b>\$158,000</b>	<b>\$499,000</b>	<b>\$797,000</b>		
<b>6 Bridge Over Highway 63 - ER0058 [ID: 624]</b>							
Unfunded			\$4,900,000		\$4,900,000	2008	2010
<b>Total</b>			<b>\$4,900,000</b>		<b>\$4,900,000</b>		
<b>7 Elm Street Crossing - ER0032 [ID: 620]</b>							
Ent Rev			\$30,000		\$30,000	2009	2010
<b>Total</b>			<b>\$30,000</b>		<b>\$30,000</b>		
<b>8 N Browns Station Drive Crossing - ER0024 [ID: 621]</b>							
Ent Rev			\$25,000		\$25,000	2010	2010
<b>Total</b>			<b>\$25,000</b>		<b>\$25,000</b>		
<b>9 US 63 Crossings - ER0056 [ID: 615]</b>							
Unfunded			\$250,000		\$250,000	2010	2010
<b>Total</b>			<b>\$250,000</b>		<b>\$250,000</b>		
<b>10 Waco Road Crossing Surface - ER0051 [ID: 622]</b>							
Ent Rev			\$62,000		\$62,000	2010	2010
<b>Total</b>			<b>\$62,000</b>		<b>\$62,000</b>		
<b>11 Wilkes Blvd. Crossing - ER0033 [ID: 616]</b>							
Unfunded			\$40,000		\$40,000	2010	2010
<b>Total</b>			<b>\$40,000</b>		<b>\$40,000</b>		
<b>12 Brown Station Drive South Crossing - ER0035 [ID: 618]</b>							
Ent Rev				\$30,000	\$30,000	2010	2011
<b>Total</b>				<b>\$30,000</b>	<b>\$30,000</b>		
<b>13 Brown Station Retaining Wall - ER0015 [ID: 619]</b>							
Ent Rev				\$40,000	\$40,000	2010	2011
<b>Total</b>				<b>\$40,000</b>	<b>\$40,000</b>		

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Railroad	Annual and 5 Year Capital Projects				
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Railroad</b>							
<b>14 Engine House Tracks - ER0059 [ID: 652]</b>						<b>2011</b>	<b>2012</b>
EU Loan				\$100,000	\$100,000		
<b>Total</b>				<b>\$100,000</b>	<b>\$100,000</b>		
<b>15 Heuchan Siding - ER0026 [ID: 625]</b>						<b>2012</b>	<b>2012</b>
Unfunded				\$200,000	\$200,000		
<b>Total</b>				<b>\$200,000</b>	<b>\$200,000</b>		
<b>16 Railroad Operations Center - ER0055 [ID: 613]</b>						<b>2011</b>	<b>2012</b>
EU Loan				\$650,000	\$650,000		
<b>Total</b>				<b>\$650,000</b>	<b>\$650,000</b>		
<b>17 Wright Drive Crossing - ER0034 [ID: 623]</b>						<b>2011</b>	<b>2011</b>
Ent Rev				\$30,000	\$30,000		
<b>Total</b>				<b>\$30,000</b>	<b>\$30,000</b>		

Railroad Funding Source Summary					
Ent Rev	\$337,500	\$250,000	\$490,000	\$1,277,000	\$2,017,000
EU Loan				\$750,000	\$750,000
<b>New Funding</b>	<b>\$337,500</b>	<b>\$250,000</b>	<b>\$490,000</b>	<b>\$2,027,000</b>	<b>\$2,767,000</b>
Unfunded			\$5,190,000	\$200,000	\$5,390,000
<b>Unfunded</b>			<b>\$5,190,000</b>	<b>\$200,000</b>	<b>\$5,390,000</b>
<b>Total</b>	<b>\$337,500</b>	<b>\$250,000</b>	<b>\$5,680,000</b>	<b>\$2,227,000</b>	<b>\$8,157,000</b>

Railroad Current Capital Projects			
1	Centralia - Warning Devices at Lakeview Street [ID: 1064]		
2	Fay Street Crossing - ER0031 [ID: 611]	2007	2008
3	O'Rear Road Crossing - ER0023 [ID: 612]	2008	2008
4	Replace ETI Turnout - ER0041 [ID: 614]	2008	2008

Railroad Impact of Capital Projects	
Railroad Operations Center - ER0055 [ID: 613]	
Significant reductions in train miles operated will greatly improve railroad efficiency, customer service, and public safety.	

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For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Sewer</b>							
<b>1 Annual 100-Acre Point Trunks Revolving Fd - C43111 [ID: 749]</b>							
2003 Ballot	\$500,000	\$200,000			\$200,000		
2008 Ballot		\$600,000	\$600,000	\$1,800,000	\$3,000,000		
<b>Total</b>	<b>\$500,000</b>	<b>\$800,000</b>	<b>\$600,000</b>	<b>\$1,800,000</b>	<b>\$3,200,000</b>		
<b>2 Annual Private Common Collectors - C43112 [ID: 752]</b>							
2003 Ballot	\$150,000	\$150,000			\$150,000		
2008 Ballot		\$407,500	\$300,000		\$707,500		
Ent Rev	\$150,000				\$0		
<b>Total</b>	<b>\$300,000</b>	<b>\$557,500</b>	<b>\$300,000</b>		<b>\$857,500</b>		
<b>3 Annual Sewer Main and Manhole Rehab - C43100 [ID: 753]</b>							
2003 Ballot	\$500,000	\$500,000			\$500,000		
2008 Ballot		\$500,000	\$807,500	\$500,000	\$1,807,500		
Ent Rev	\$250,000			\$1,000,000	\$1,000,000		
<b>Total</b>	<b>\$750,000</b>	<b>\$1,000,000</b>	<b>\$807,500</b>	<b>\$1,500,000</b>	<b>\$3,307,500</b>		
<b>4 Annual Sewer System Improvements - C43183 [ID: 750]</b>							
Ent Rev	\$500,000	\$500,000	\$500,000	\$1,500,000	\$2,500,000		
<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 Clear Creek Pump Station Upgrade Phase I - C43191 [ID: 744] <span style="float: right;">2007 2009</span></b>							
2003 Ballot	\$2,612,000	\$1,688,000			\$1,688,000		
<b>Total</b>	<b>\$2,612,000</b>	<b>\$1,688,000</b>			<b>\$1,688,000</b>		
<b>6 Hinkson Creek Siphon Elimination - C43189 [ID: 739] <span style="float: right;">2007 2009</span></b>							
Ent Rev	\$500,000	\$500,000			\$500,000		
<b>Total</b>	<b>\$500,000</b>	<b>\$500,000</b>			<b>\$500,000</b>		
<b>7 Hominy Branch Outfall relief Sewer C43210 [ID: 797] <span style="float: right;">2009 2010</span></b>							
Ent Rev		\$200,000	\$2,700,000		\$2,900,000		
<b>Total</b>		<b>\$200,000</b>	<b>\$2,700,000</b>		<b>\$2,900,000</b>		
<b>8 North Grindstone Outfall Extension Phase I C43211 [ID: 1111] <span style="float: right;">2008 2009</span></b>							
2008 Ballot		\$600,000			\$600,000		
<b>Total</b>		<b>\$600,000</b>			<b>\$600,000</b>		
<b>9 North Grindstone Outfall Extension Phase II C43205 [ID: 731] <span style="float: right;">2009 2010</span></b>							
Ent Rev		\$90,000	\$1,910,000		\$2,000,000		
<b>Total</b>		<b>\$90,000</b>	<b>\$1,910,000</b>		<b>\$2,000,000</b>		
<b>10 Sewer District #161 - Stewart &amp; Medavista - C43198 [ID: 780] <span style="float: right;">2008 2010</span></b>							
2008 Ballot		\$250,000			\$250,000		
PYA - various	\$85,000				\$0		
<b>Total</b>	<b>\$85,000</b>	<b>\$250,000</b>			<b>\$250,000</b>		
<b>11 Sewer District #163-Ballenger &amp; Aztec Area C43206 [ID: 1013] <span style="float: right;">2009 2010</span></b>							
2003 Ballot		\$60,000			\$60,000		
Tax Bill		\$15,000			\$15,000		
<b>Total</b>		<b>\$75,000</b>			<b>\$75,000</b>		
<b>12 Sewer District #165 - Maple Bluff Dr. Area C43207 [ID: 1027] <span style="float: right;">2009 2010</span></b>							
2003 Ballot		\$185,000			\$185,000		
Tax Bill		\$65,000			\$65,000		
<b>Total</b>		<b>\$250,000</b>			<b>\$250,000</b>		

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# Sewer Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Sewer</b>							
<b>13 Sewer District #166 - Wyatt Lane Area C43208 [ID: 1029]</b>							
2003 Ballot		\$75,000			\$75,000		
Tax Bill		\$15,000			\$15,000		
<b>Total</b>		<b>\$90,000</b>			<b>\$90,000</b>		
<b>14 Sewer District #167 - Timberhill Road C43209 [ID: 1031]</b>							
2003 Ballot		\$220,000			\$220,000		
Tax Bill		\$80,000			\$80,000		
<b>Total</b>		<b>\$300,000</b>			<b>\$300,000</b>		
<b>15 Sewer District #168 - S Cntry Club Dr Area C43203 [ID: 1028]</b>							
2008 Ballot		\$130,000			\$130,000		
PYA Ballot	\$20,000				\$0		
<b>Total</b>	<b>\$20,000</b>	<b>\$130,000</b>			<b>\$130,000</b>		
<b>16 Sewer District #169 - Edgewood Ave Area C43204 [ID: 1030]</b>							
2008 Ballot		\$80,000			\$80,000		
PYA Ballot	\$20,000				\$0		
<b>Total</b>	<b>\$20,000</b>	<b>\$80,000</b>			<b>\$80,000</b>		
<b>17 Upper Hinkson Creek - C43186 [ID: 741]</b>							
2003 Ballot		\$16,993			\$16,993		
PYA Ballot	\$156,007				\$0		
<b>Total</b>	<b>\$156,007</b>	<b>\$16,993</b>			<b>\$16,993</b>		
<b>18 WWTP Expansion Phase I - C43194 [ID: 791]</b>							
2008 Ballot		\$20,000,000	\$18,711,250	\$27,711,250	\$66,422,500		
<b>Total</b>		<b>\$20,000,000</b>	<b>\$18,711,250</b>	<b>\$27,711,250</b>	<b>\$66,422,500</b>		
<b>19 Flat Branch Watershed Relief Sewers [ID: 801]</b>							
Future Bond				\$250,000	\$250,000		
<b>Total</b>				<b>\$250,000</b>	<b>\$250,000</b>		
<b>20 Stephens Park Sewer Relocation [ID: 747]</b>							
Ent Rev				\$90,000	\$90,000		
<b>Total</b>				<b>\$90,000</b>	<b>\$90,000</b>		
<b>21 Upper Hinkson Creek Outfall Extension Phase 1 [ID: 806]</b>							
2008 Ballot			\$300,000	\$2,700,000	\$3,000,000		
<b>Total</b>			<b>\$300,000</b>	<b>\$2,700,000</b>	<b>\$3,000,000</b>		

<b>Sewer Funding Source Summary</b>							
2003 Ballot	\$3,762,000	\$3,094,993			\$3,094,993		
2008 Ballot		\$22,567,500	\$20,718,750	\$32,711,250	\$75,997,500		
Ent Rev	\$1,900,000	\$1,290,000	\$5,110,000	\$2,590,000	\$8,990,000		
Tax Bill		\$175,000			\$175,000		
<b>New Funding</b>	<b>\$5,662,000</b>	<b>\$27,127,493</b>	<b>\$25,828,750</b>	<b>\$35,301,250</b>	<b>\$88,257,493</b>		
PYA - various	\$85,000				\$0		

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Sewer Funding Source Summary</b>							
PYA Ballot	\$196,007				\$0		
<b>Prior Year Funding</b>	<b>\$281,007</b>				<b>\$0</b>		
Future Bond				\$250,000	\$250,000		
<b>Future Bond</b>				<b>\$250,000</b>	<b>\$250,000</b>		
<b>Total</b>	<b>\$5,943,007</b>	<b>\$27,127,493</b>	<b>\$25,828,750</b>	<b>\$35,551,250</b>	<b>\$88,507,493</b>		

<b>Sewer Current Capital Projects</b>							
1	Bear Creek Bank Stabilization C43185 [ID: 789]					2007	2008
2	Bear Creek Outfall Extension - C43176 [ID: 736]					2007	2008
3	Cascades Pump Station Upgrade C43193 [ID: 804]					2008	2009
4	Centrifuge Replacement at WWTP - C43144 [ID: 758]					2003	2004
5	Cnty House Brnch (SW Outfall) Enlargement C43177 [ID: 737]					2007	2008
6	EP-3 Trunk Sewer - C43166 [ID: 762]					2005	2006
7	Gravity Thickner Covers C43197 [ID: 805]					2009	2009
8	H-13A Trunk Sewer-MU Hospital C43196 [ID: 745]					2008	2008
9	H-21 B Interceptor - C43188 [ID: 738]					2007	2008
10	Hinkson Creek Streambank - C43156 [ID: 767]					2009	2009
11	S Grindstne Outfall:El Chaparral Lagoon Int C43168 [ID: 782]					2005	2006
12	S Grindstone Outfall Ext Phase II & III - C43180 [ID: 783]					2007	2006
13	Sewer District #142 - Anthony Street - C43118 [ID: 772]					2008	2010
14	Sewer District #148 - C43171 [ID: 773]					2004	2009
15	Sewer District #154 - C43170 [ID: 776]					2007	2008
16	Sewer District #159 - C43164 [ID: 779]					2008	2009
17	Sewer District #162 - Valley View & Old 63 -C43200 [ID: 781]					2009	2010
18	Sewer District #164 - Manor Drive [ID: 1014]					2009	2008
19	State Route 763 Sewer Relocation - C43190 [ID: 740]					2008	2009
20	Sugar Tree Hills Subdivision Lagoon Interceptor [ID: 1078]					2008	2009
21	UMC Campus Relief Sewer - Phase II - C43173 [ID: 786]					2006	2006
22	University Park Sewer Relocation [ID: 1076]					2008	2009
23	Wetland Treatment Unit #2 Berm Repair - C43187 [ID: 742]					2007	2007

<b>Sewer Impact of Capital Projects</b>							
Annual Private Common Collectors - C43112 [ID: 752]							
Will reduce inflow and infiltration which will reduce treatment costs and improve the efficiency of the collection system							
B-8 Relief Sewer - Rangeline & Vandiver [ID: 794]							
Add \$10,200/yr to operate & maintain sewer							
B-9 Relief Sewer - Garth & Vandiver [ID: 795]							
Add \$4,000/yr to operate & maintain sewer							
Bear Creek Outfall Extension - C43176 [ID: 736]							
No impact- increase in maintenance costs for new sewer will be offset by decrease in maintenance costs by eliminating the pump station.							
C-5 Trunk Relief Swr-Rock Quarry:Nifong-Zoe [ID: 802]							
Add \$2,000/yr to operate & maintain sewer							
Cascades Pump Station Upgrade C43193 [ID: 804]							
Add \$15,000/yr to operate & maintain pump station							

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Sewer

# Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Sewer Impact of Capital Projects</b>							
<b>Sewer</b>							
Centrifuge Replacement at WWTP - C43144 [ID: 758]							
\$13,000/yr							
Clear Creek Pump Station Upgrade Phase I - C43191 [ID: 744]							
Add \$10,000/yr for operating larger station							
Cnty House Brnch (SW Outfall) Enlargement C43177 [ID: 737]							
Add \$6,000/yr to operate & maintain sewer							
Cow Branch Outfall [ID: 725]							
Reduce operation cost by \$15,000. Increase in line maintenance cost would be offset by decrease in pump station maintenance cost							
EP-3 Trunk Sewer - C43166 [ID: 762]							
Add \$5,500/yr to operate and maintain sewer							
Flat Branch Watershed Relief Sewers [ID: 801]							
Add \$41,000/yr to operate & maintain sewer							
Gans Creek Pump Station [ID: 803]							
Add \$35,000/yr to operate & maintain pump station							
H-13A Trunk Sewer-MU Hospital C43196 [ID: 745]							
Add \$2,200/yr for tv inspection and cleaning							
H-21 B Interceptor - C43188 [ID: 738]							
\$1,000/yr for tv inspections and cleaning.							
Hinkson Creek Siphon Elimination - C43189 [ID: 739]							
Project will not increase O/M costs.							
Hominy Branch Outfall Ext:LOW Rd-Mxco Grvl [ID: 727]							
Add \$12,000/yr to maintain and operate sewer							
Hominy Branch Outfall relief Sewer C43210 [ID: 797]							
Add \$11,000/yr to operate & maintain sewer							
Little Bonne Femme Regional Pump Station [ID: 729]							
Add \$100,000/yr to operate and maintain new sewer lines & pump stations							
Lower Bear Crk Outfall Relief:Creasy-Rangeline [ID: 792]							
Add \$7,500/yr to operate & maintain sewer							
Lower Southwest Outfall Relief Sewer [ID: 798]							
Add \$4,000/yr to operate & maintain sewer							
M-2 Interceptor Relief -Merideth Branch Crk [ID: 796]							
Add \$3,000/yr to operate & maintain sewer							
North Grindstone Outfall Extension Phase II C43205 [ID: 731]							
Add \$12,000/yr to maintain and operate sewer							
North Grindstone Outfall Extension Phase III [ID: 732]							
Add \$10,000 to maintain and operate sewer							
Rocky Fort Outfall Sewer [ID: 733]							
Add \$34,000/yr to maintain and operate sewer							
S Grindstone Outfall:El Chaparral Lagoon Int C43168 [ID: 782]							
Add \$6,000/yr to maintain and operate sewer.							
S Grindstone Outfall Ext Phase II & III - C43180 [ID: 783]							
Add \$15,000/yr to maintain and operate sewer							
Sewer District #142 - Anthony Street - C43118 [ID: 772]							
\$1,000 per year to operate.							
Sewer District #148 - C43171 [ID: 773]							
Add \$1,200/yr for tv inspection and cleaning sewer							
Sewer District #154 - C43170 [ID: 776]							
Add \$7,000/yr for tv inspections and cleaning sewer							
Sewer District #159 - C43164 [ID: 779]							
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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Sewer Impact of Capital Projects</b>							
<b>Sewer</b>							
Sewer District #161 - Stewart & Medavista - C43198 [ID: 780]							
Add \$7,000/yr for tv inspections and cleaning sewer							
Sewer District #162 - Valley View & Old 63 -C43200 [ID: 781]							
Add \$2,500/yr to tv inspections and sewer cleaning.							
Southwest Trunk #2 Relief Sewer [ID: 799]							
Add \$6,000/yr to operate and maintain sewer							
State Route 763 Sewer Relocation - C43190 [ID: 740]							
No impact							
UMC Campus Relief Sewer - Phase II - C43173 [ID: 786]							
Add \$1,200/yr to operate and maintain sewer							
Upper Bear Crk Outfall Relief:Rangeline-63 [ID: 793]							
Add \$12,200/yr to operate and maintain sewer							
Upper Hinkson Creek - C43186 [ID: 741]							
Add \$8,000/yr to operate and maintain sewer.							
Upper Southwest Outfall Relief [ID: 800]							
Add \$2,000/yr to operate & maintain sewer							
WWTP Expansion Phase I - C43194 [ID: 791]							
Add \$500,000/yr to operate and maintain expanded facility. Will need to add at least (2) employees when the plant opens.							

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# Storm Water Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Storm Water</b>							
<b>1 Annual Projects - C49017 [ID: 839]</b>							
Ent Rev	\$190,000				\$0		
Unfunded			\$190,000	\$570,000	\$760,000		
<b>Total</b>	<b>\$190,000</b>		<b>\$190,000</b>	<b>\$570,000</b>	<b>\$760,000</b>		
<b>2 Brown School Road Culverts - C49070 [ID: 827] <span style="float: right;">2010 2010</span></b>							
Unfunded			\$98,163		\$98,163		
<b>Total</b>			<b>\$98,163</b>		<b>\$98,163</b>		
<b>3 Lawrence Place C49089 [ID: 811] <span style="float: right;">2008 2010</span></b>							
Ent Rev	\$90,000				\$0		
Unfunded			\$30,000		\$30,000		
<b>Total</b>	<b>\$90,000</b>		<b>\$30,000</b>		<b>\$30,000</b>		
<b>4 Royal Lytham - Fallwood C49090 [ID: 815] <span style="float: right;">2010 2010</span></b>							
Ent Rev	\$60,000				\$0		
Unfunded			\$70,000		\$70,000		
<b>Total</b>	<b>\$60,000</b>		<b>\$70,000</b>		<b>\$70,000</b>		
<b>5 Stormwater Master Plan [ID: 1039] <span style="float: right;">2010 2010</span></b>							
Unfunded			\$400,000		\$400,000		
<b>Total</b>			<b>\$400,000</b>		<b>\$400,000</b>		
<b>6 Capri Estates Drainage [ID: 828] <span style="float: right;">2011 2012</span></b>							
Unfunded				\$145,000	\$145,000		
<b>Total</b>				<b>\$145,000</b>	<b>\$145,000</b>		
<b>7 Garth @ Oak Tower [ID: 819] <span style="float: right;">2010 2011</span></b>							
Unfunded			\$50,000	\$306,856	\$356,856		
<b>Total</b>			<b>\$50,000</b>	<b>\$306,856</b>	<b>\$356,856</b>		
<b>8 Martinshire Drive [ID: 820] <span style="float: right;">2012 2013</span></b>							
Unfunded				\$100,000	\$100,000		
<b>Total</b>				<b>\$100,000</b>	<b>\$100,000</b>		
<b>9 Quail Drive - C49067 [ID: 821] <span style="float: right;">2010 2012</span></b>							
Unfunded				\$400,000	\$400,000		
<b>Total</b>				<b>\$400,000</b>	<b>\$400,000</b>		
<b>10 Rangeline Street Smith Street - C49081 [ID: 814] <span style="float: right;">2008 2011</span></b>							
Unfunded				\$185,000	\$185,000		
<b>Total</b>				<b>\$185,000</b>	<b>\$185,000</b>		

Storm Water Funding Source Summary							
Ent Rev	\$340,000				\$0		
<b>New Funding</b>	<b>\$340,000</b>				<b>\$0</b>		
Unfunded			\$838,163	\$1,706,856	\$2,545,019		
<b>Unfunded</b>			<b>\$838,163</b>	<b>\$1,706,856</b>	<b>\$2,545,019</b>		
<b>Total</b>	<b>\$340,000</b>		<b>\$838,163</b>	<b>\$1,706,856</b>	<b>\$2,545,019</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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Storm Water Current Capital Projects</b>							
<b>Storm Water</b>							
1	Brandon Road Culvert - C49068 [ID: 808]					2006	2007
2	Clear Creek - Gans Creek Stream Assessment [ID: 1042]					2008	
3	Eighth Street Drainage C49084 [ID: 877]					2007	2008
4	Flat Branch RCB - C49059 [ID: 847]					2005	2006
5	Harvard Drainage C49088 [ID: 831]					2008	2009
6	Hendrix Drive Drainage Extension C49085 [ID: 878]					2006	2007
7	Hillshire Court Drainage C49083 [ID: 876]					2006	2007
8	Maryland-Richmond Phase 2 - C49077 [ID: 853]					2005	2006
9	Maupin-Edgewood - C49056 [ID: 854]					2005	2006
10	Middlebush - C49039 [ID: 812]					2006	2008
11	Mill Creek Drainage Basin Phase II - C49080 [ID: 813]					2006	2007
12	Primrose Drive Drainage C49079 [ID: 875]					2006	2007
13	Rustic Road RCB C49091 [ID: 822]					2008	2009
14	Rutledge - Weymeyer - C49040 [ID: 816]					2006	2007
15	University Park Stream Bank Stabilization [ID: 1041]					2008	2009

## Storm Water Impact of Capital Projects

Brandon Road Culvert - C49068 [ID: 808]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Flat Branch RCB - C49059 [ID: 847]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Greenwood-Stewart Phase II [ID: 810]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Lawrence Place C49089 [ID: 811]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Maryland-Richmond Phase 2 - C49077 [ID: 853]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Maupin-Edgewood - C49056 [ID: 854]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Middlebush - C49039 [ID: 812]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Mill Creek Drainage Basin Phase II - C49080 [ID: 813]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Rangeline Street Smith Street - C49081 [ID: 814]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Royal Lytham - Fallwood C49090 [ID: 815]
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.
Rutledge - Weymeyer - C49040 [ID: 816]
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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Solid Waste</b>							
<b>1 Methane Gas Extraction Wells - C48031 [ID: 883]</b>						<b>2010</b>	
Ent Rev			\$200,000	\$250,000	\$450,000		
<b>Total</b>			<b>\$200,000</b>	<b>\$250,000</b>	<b>\$450,000</b>		
<b>2 Add Maint Bays-Landfill Oper Center Bldg C48040 [ID: 879]</b>						<b>2009</b>	<b>2009</b>
Ent Rev		\$200,000			\$200,000		
<b>Total</b>		<b>\$200,000</b>			<b>\$200,000</b>		
<b>3 Fueling Station for the Landfill - C48039 [ID: 881]</b>						<b>2009</b>	<b>2009</b>
Ent Rev	\$120,000	\$55,000			\$55,000		
<b>Total</b>	<b>\$120,000</b>	<b>\$55,000</b>			<b>\$55,000</b>		
<b>4 Parkside Mulch Site Drop-Off [ID: 967]</b>						<b>2010</b>	<b>2010</b>
Ent Rev			\$100,000		\$100,000		
<b>Total</b>			<b>\$100,000</b>		<b>\$100,000</b>		
<b>5 Refuse Bag Storage Building [ID: 885]</b>						<b>2010</b>	<b>2010</b>
Ent Rev			\$200,000		\$200,000		
<b>Total</b>			<b>\$200,000</b>		<b>\$200,000</b>		
<b>6 Refuse Collection Vehicle Storage Building C48041 [ID: 886]</b>						<b>2009</b>	<b>2009</b>
Ent Rev		\$150,000			\$150,000		
<b>Total</b>		<b>\$150,000</b>			<b>\$150,000</b>		
<b>7 Container Maintenance Building at the Landfill [ID: 880]</b>						<b>2011</b>	<b>2011</b>
Ent Rev				\$350,000	\$350,000		
<b>Total</b>				<b>\$350,000</b>	<b>\$350,000</b>		
<b>8 Household Hazardous Waste Building [ID: 882]</b>						<b>2012</b>	<b>2012</b>
Ent Rev				\$350,000	\$350,000		
<b>Total</b>				<b>\$350,000</b>	<b>\$350,000</b>		
<b>9 Landfill Cell #5 [ID: 973]</b>						<b>2010</b>	<b>2011</b>
Ent Rev				\$3,200,000	\$3,200,000		
<b>Total</b>				<b>\$3,200,000</b>	<b>\$3,200,000</b>		
<b>10 Material Recovery Facility [ID: 884]</b>						<b>2011</b>	<b>2013</b>
Ent Rev				\$3,886,200	\$3,886,200		
<b>Total</b>				<b>\$3,886,200</b>	<b>\$3,886,200</b>		

### Solid Waste Funding Source Summary

Ent Rev	\$120,000	\$405,000	\$500,000	\$8,036,200	\$8,941,200
<b>New Funding</b>	<b>\$120,000</b>	<b>\$405,000</b>	<b>\$500,000</b>	<b>\$8,036,200</b>	<b>\$8,941,200</b>
<b>Total</b>	<b>\$120,000</b>	<b>\$405,000</b>	<b>\$500,000</b>	<b>\$8,036,200</b>	<b>\$8,941,200</b>

### Solid Waste Current Capital Projects

1 Landfill Cell #4 - C48038 [ID: 888]	2005	2007
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### Solid Waste Impact of Capital Projects

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

<b>Solid Waste</b>	<b>Annual and 5 Year Capital Projects</b>
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
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<b>Solid Waste Impact of Capital Projects</b>
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<b>Solid Waste</b>
Landfill Cell #4 - C48038 [ID: 888]
An additional 0.5 FTE will be needed when the cell reaches 30' of waste for monitoring moisture, gas, pH and stability since it will be operating as a bioreactor. (FY09)
Methane Gas Extraction Wells - C48031 [ID: 883]
An additional 0.5 FTE employee to be added to handle increased monitoring of additional wells and bioreactor when that comes along.

D = Year being designed; C = Year construction will begin.  
 For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Parking	Annual and 5 Year Capital Projects				
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
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Parking
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<b>1</b>	<b>Short St. Parking Garage [ID: 971]</b>					<b>2008</b>	<b>2010</b>
	Future Bond		\$11,787,500		\$11,787,500		
	<b>Total</b>		<b>\$11,787,500</b>		<b>\$11,787,500</b>		

Parking Funding Source Summary
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Future Bond	\$11,787,500	\$11,787,500
<b>Future Bond</b>	<b>\$11,787,500</b>	<b>\$11,787,500</b>
<b>Total</b>	<b>\$11,787,500</b>	<b>\$11,787,500</b>

Parking Current Capital Projects
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1	5th & Walnut Parking Garage - C45050 [ID: 891]	2008	2009
2	Oil Water Sep 7th & Walnut - C45043 [ID: 897]	2008	2009

Parking Impact of Capital Projects
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5th & Walnut Parking Garage - C45050 [ID: 891]
Unknown until designed.
Oil Water Sep 7th & Walnut - C45043 [ID: 897]
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				
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
Transit							
1 Automated Veh Locator (AVL) system-GPS C47036 [ID: 953]						2009	2010
FTA Grant		\$240,183			\$240,183		
Transp S Tax		\$60,046			\$60,046		
Total		\$300,229			\$300,229		
2 Rpl #1968 Bluebird Bus C47037 [ID: 969]						2010	2010
FTA Grant		\$304,290			\$304,290		
Transp S Tax		\$76,072			\$76,072		
Total		\$380,362			\$380,362		
3 Rpl. (2) Paratransit Vans #1937 & 1938 C47038 [ID: 911]						2010	2010
FTA Grant		\$124,000			\$124,000		
Transp S Tax		\$31,000			\$31,000		
Total		\$155,000			\$155,000		
4 Rpl. (2) Paratransit Vehicles [ID: 912]						2010	2010
FTA Grant			\$134,400		\$134,400		
Transp S Tax			\$33,600		\$33,600		
Total			\$168,000		\$168,000		
5 Lot purchase [ID: 965]						2011	2012
Unfunded				\$1,000,000	\$1,000,000		
Total				\$1,000,000	\$1,000,000		
6 Rpl. #1967 - 15 Passenger Van [ID: 914]						2012	2012
FTA Grant				\$28,000	\$28,000		
Transp S Tax				\$7,000	\$7,000		
Total				\$35,000	\$35,000		
7 Rpl. (2) 40' Buses [ID: 968]						2011	2011
FTA Grant				\$579,600	\$579,600		
Transp S Tax				\$144,900	\$144,900		
Total				\$724,500	\$724,500		
8 Rpl. (2) 40' New Flyer Buses #1851-1852 [ID: 915]						2012	2012
FTA Grant				\$662,400	\$662,400		
Transp S Tax				\$165,600	\$165,600		
Total				\$828,000	\$828,000		
9 Rpl. (6) 35' New Flyer Buses #1892-1897 [ID: 913]						2011	2011
FTA Grant				\$1,921,200	\$1,921,200		
Transp S Tax				\$480,300	\$480,300		
Total				\$2,401,500	\$2,401,500		
10 Rpl. (7) New Flyer Buses #1885-1891 [ID: 916]						2013	2013
FTA Grant				\$2,396,000	\$2,396,000		
Transp S Tax				\$599,000	\$599,000		
Total				\$2,995,000	\$2,995,000		

Transit Funding Source Summary
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Transit	Annual and 5 Year Capital Projects				
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Transit Funding Source Summary</b>							
FTA Grant		\$668,473	\$134,400	\$5,587,200	\$6,390,073		
Transp S Tax		\$167,118	\$33,600	\$1,396,800	\$1,597,518		
<b>New Funding</b>		<b>\$835,591</b>	<b>\$168,000</b>	<b>\$6,984,000</b>	<b>\$7,987,591</b>		
Unfunded				\$1,000,000	\$1,000,000		
<b>Unfunded</b>				<b>\$1,000,000</b>	<b>\$1,000,000</b>		
<b>Total</b>		<b>\$835,591</b>	<b>\$168,000</b>	<b>\$7,984,000</b>	<b>\$8,987,591</b>		

<b>Transit Current Capital Projects</b>							
1	(18) Solar Lighting Systems for Shelters - C47026 [ID: 902]					2003	2009
2	(7)Solar Hldrs w/Sec Lght for bnch shltrs C47028 [ID: 904]					2007	2009
3	Bench & Shelter-Derby Ridge/Smiley C47032 [ID: 905]					2006	2010
4	Benches and Shelters - C47029 [ID: 906]					2009	2009
5	One (1) Additional 40' Transit Bus C47033 [ID: 954]					2010	2010
6	Redesign Wabash Station - C47003 [ID: 925]					2006	2007
7	Replace (4) Paratransit Vehicles - C47030 [ID: 908]					2009	2009
8	Rpl. #374 & #375 40' Transit Buses C47034 [ID: 909]					2010	2010
9	Rpl. (5) 35' El Dorado Buses C47035 [ID: 910]					2009	2009
10	Transit Vehicle Storage Facility Study C47031 [ID: 966]					2010	

<b>Transit Impact of Capital Projects</b>							
(18) Solar Lighting Systems for Shelters - C47026 [ID: 902]							
None							
(7)Solar Hldrs w/Sec Lght for bnch shltrs C47028 [ID: 904]							
None							
Automated Veh Locator (AVL) system-GPS C47036 [ID: 953]							
\$4,200/yr.							
Bench & Shelter-Derby Ridge/Smiley C47032 [ID: 905]							
\$2,500 Annually for maintenance and upkeep.							
Benches and Shelters - C47029 [ID: 906]							
\$2,500 Annually for maintenance and upkeep.							
Redesign Wabash Station - C47003 [ID: 925]							
\$25,000 Annual cleaning and maintenance							
Replace (4) Paratransit Vehicles - C47030 [ID: 908]							
\$14,750 - Annual per vehicle fuel and maintenance							
Rpl. #1967 - 15 Passenger Van [ID: 914]							
\$8,000 Annually for fuel and maintenance per vehicle.							
Rpl. #374 & #375 40' Transit Buses C47034 [ID: 909]							
\$31,350 Annually for fuel and maintenance per vehicle.							
Rpl. (2) 40' New Flyer Buses #1851-1852 [ID: 915]							
\$31,350 Annually for fuel and maintenance per vehicle.							
Rpl. (2) Paratransit Vans #1937 & 1938 C47038 [ID: 911]							
\$31,350 Annually for fuel and maintenance per vehicle. Compressed Natural Gas (CNG): (approx) \$82,500/van. Additional costs to install a special fueling station for CNG based on industry standards are in excess of 1 million dollars, other expenses are incurred to modify vehicle storage facilities to meet facility venting and heating changes, compressor stations etc. Also based on industry standards							
Rpl. (2) Paratransit Vehicles [ID: 912]							
\$14,750 - Annual per vehicle 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.

<b>Transit</b>	<b>Annual and 5 Year Capital Projects</b>						
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Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
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<b>Transit Impact of Capital Projects</b>
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<b>Transit</b>
Rpl. (5) 35' El Dorado Buses C47035 [ID: 910]
\$31,350 Annually for fuel and maintenance per vehicle.
Rpl. (6) 35' New Flyer Buses #1892-1897 [ID: 913]
\$31,350 Annually for fuel and maintenance per vehicle.
Rpl. (7) New Flyer Buses #1885-1891 [ID: 916]
\$31,350 Annually for fuel and maintenance per vehicle.

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 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Airport</b>							
<b>1 Annual General Improvements - C44008 [ID: 944]</b>							
Transp S Tax	\$50,000	\$50,000	\$50,000	\$150,000	\$250,000		
<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 Air Traffic Control Tower Road Imprvmnts [ID: 959] 2010 2010</b>							
Transp S Tax			\$40,000		\$40,000		
<b>Total</b>			<b>\$40,000</b>		<b>\$40,000</b>		
<b>3 Airport Landside Pavemnt Imprvmnts [ID: 963] 2010 2010</b>							
Transp S Tax			\$250,000		\$250,000		
<b>Total</b>			<b>\$250,000</b>		<b>\$250,000</b>		
<b>4 Airport Maintenance Shop Expansion [ID: 964] 2010 2010</b>							
Transp S Tax			\$750,000		\$750,000		
<b>Total</b>			<b>\$750,000</b>		<b>\$750,000</b>		
<b>5 Front Sidewalk Replacement C44084 [ID: 1118] 2009 2009</b>							
Transp S Tax		\$35,000			\$35,000		
<b>Total</b>		<b>\$35,000</b>			<b>\$35,000</b>		
<b>6 Masonry Restoration for Main Terminal &amp; CMA C44085 [ID: 1119] 2009 2009</b>							
Transp S Tax		\$40,000			\$40,000		
<b>Total</b>		<b>\$40,000</b>			<b>\$40,000</b>		
<b>7 Re-pave Blacktop in Front of Maint. Bldg C44086 [ID: 1116] 2009 2009</b>							
Transp S Tax		\$14,000			\$14,000		
<b>Total</b>		<b>\$14,000</b>			<b>\$14,000</b>		
<b>8 Replace Primary Airline Counter C44087 [ID: 1120] 2009 2009</b>							
Transp S Tax		\$13,000			\$13,000		
<b>Total</b>		<b>\$13,000</b>			<b>\$13,000</b>		
<b>9 Roof Replacement - Main Terminal C44088 [ID: 1117] 2009 2009</b>							
Transp S Tax		\$75,000			\$75,000		
<b>Total</b>		<b>\$75,000</b>			<b>\$75,000</b>		
<b>10 ARFF Relocation - 95% eligible (FAA) [ID: 933] 2012 2013</b>							
FAA Grant				\$332,500	\$332,500		
Transp S Tax				\$17,500	\$17,500		
<b>Total</b>				<b>\$350,000</b>	<b>\$350,000</b>		
<b>11 Cargo Apron w/Taxiway 95% FAA - C44067 [ID: 934] 2012 2013</b>							
FAA Grant		\$1,377,500			\$1,377,500		
PYA Transp S Tax	\$163,200				\$0		
<b>Total</b>	<b>\$163,200</b>	<b>\$1,377,500</b>			<b>\$1,377,500</b>		
<b>12 Land Purch -Rwy Sfty Areas- 95% elig(FAA) [ID: 935] 2011 2012</b>							
FAA Grant				\$285,000	\$285,000		
Transp S Tax				\$15,000	\$15,000		
<b>Total</b>				<b>\$300,000</b>	<b>\$300,000</b>		
<b>13 Main terminal roof replacement [ID: 962] 2010 2011</b>							
Transp S Tax			\$185,000		\$185,000		
<b>Total</b>			<b>\$185,000</b>		<b>\$185,000</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.

# Airport Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2008	Adopted Budget FY 2009	Requested Budget FY 2010	Priority Needs FY 2011 - FY 2013	Total 5 Yr. Cost	D	C
<b>Airport</b>							
<b>14 Passenger Terminal Upgrade [ID: 942]</b>					<b>2013</b>	<b>2013</b>	
FAA Grant				\$4,750,000	\$4,750,000		
Transp S Tax				\$250,000	\$250,000		
<b>Total</b>				<b>\$5,000,000</b>	<b>\$5,000,000</b>		
<b>15 Runway 2-20 &amp; Taxiway A Reconstruct 95%FAA [ID: 960]</b>					<b>2012</b>	<b>2012</b>	
FAA Grant				\$16,625,000	\$16,625,000		
Transp S Tax				\$875,000	\$875,000		
<b>Total</b>				<b>\$17,500,000</b>	<b>\$17,500,000</b>		
<b>16 Tee Hanger Apron Taxiway, Access Rd Rnwy 1 [ID: 943]</b>					<b>2013</b>	<b>2013</b>	
FAA Grant				\$962,250	\$962,250		
Transp S Tax				\$48,750	\$48,750		
<b>Total</b>				<b>\$1,011,000</b>	<b>\$1,011,000</b>		
<b>17 Upgrade Crosswind Runway 13-31: 95% FAA [ID: 940]</b>					<b>2010</b>	<b>2013</b>	
FAA Grant			\$4,679,362		\$4,679,362		
Transp S Tax			\$246,282		\$246,282		
<b>Total</b>			<b>\$4,925,644</b>		<b>\$4,925,644</b>		

Airport Funding Source Summary					
FAA Grant		\$1,377,500	\$4,679,362	\$22,954,750	\$29,011,612
Transp S Tax	\$50,000	\$227,000	\$1,521,282	\$1,356,250	\$3,104,532
<b>New Funding</b>	<b>\$50,000</b>	<b>\$1,604,500</b>	<b>\$6,200,644</b>	<b>\$24,311,000</b>	<b>\$32,116,144</b>
PYA Transp S Tax	\$163,200				\$0
<b>Prior Year Funding</b>	<b>\$163,200</b>				<b>\$0</b>
<b>Total</b>	<b>\$213,200</b>	<b>\$1,604,500</b>	<b>\$6,200,644</b>	<b>\$24,311,000</b>	<b>\$32,116,144</b>

Airport Current Capital Projects			
1	CMA FBO Hangar Roof Replacement - C44079 [ID: 930]	2006	2007
2	Env Assessment - 95% FAA - C44070 [ID: 945]	2010	
3	General Aviation Apron & Taxi parking C44081 [ID: 970]	2007	2008
4	Land Purch W Side of Rwy 2-20 - 95% FAA C44075 [ID: 947]	2008	2008
5	Master Plan Update - 95% eligible (FAA) C44082 [ID: 961]	2008	2010
6	Mill & Overlay Gen Av Apron/Taxiway 95% FAA C44077 [ID: 948]	2007	2007
7	Rehab Comm Aircraft Parking Apron 95% FAA C44080 [ID: 932]	2008	2008

Airport Impact of Capital Projects	
CMA FBO Hangar Roof Replacement - C44079 [ID: 930]	
N/A	

D = Year being designed; C = Year construction will begin.  
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

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## GENERAL INFORMATION

The City is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements. General Obligation Bonds are supported by a pledge of the City's full faith and credit. The applicable Missouri statutes are listed below. The computation of legal debt margin is on the following page. The City currently has no General Obligation debt outstanding.

The City is authorized to issue Revenue Bonds to finance capital improvements to its various utility operations such as the electric system, water system, sewer system and parking. These types of Revenue Bonds require a majority vote of the qualified electorate voting on the specific proposition. All Revenue Bonds issued by the City are payable out of the revenues derived from the operation of the facility that is financed from the proceeds of such bonds.

The City is authorized to issue Special Obligation Bonds. These bonds are special obligations of the City. The payment of the principal of and interest on the Bonds is subject to an annual appropriation by the City. The City is not legally required or obligated to make any such annual appropriation, and the decision whether or not to appropriate such funds will be solely within the discretion of the then current City Council. The City Council has never failed to appropriate Special Obligation Debt payments.

The City's stable financial condition as well as sound debt administration practices allow it to continue to enjoy favorable bond ratings of its General Obligation Bonds, Special Obligation Bonds, and Revenue Bonds. The City has consistently held a General Obligation Rating of AA and Revenue Bond rating of A1 for most utilities. Water & Electric Revenue Bonds currently have a AA-rating.

## MISSOURI STATUTES

Section 95.115 & 95.120 of the 1978 Missouri Revised Statutes permits any county or city, by vote of two-thirds of qualified electors voting thereon, to incur additional indebtedness for city purposes not to exceed 5 percent of the taxable tangible property therein, as shown by the last assessment. Section 95.125 and 95.130 of the 1978 Missouri Revised Statutes provides that any city may become indebted not exceeding in the aggregate an additional 10 percent for the purpose of acquiring right-of-ways, constructing, extending and improving streets and avenues and/or sanitary or storm sewer system and an additional 10 percent for purchasing or construction of waterworks, electric or other light plants provided the total general obligation indebtedness of the city does not exceed 20 percent of the assessed valuation.

## APPROPRIATIONS

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	% Change From Budget FY 2008
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.	37,180	1,000	1,000	1,000	0.0%
Capital	0	0	0	0	
Other	7,079,252	4,330,071	4,663,623	5,447,906	25.8%
<b>Total</b>	<b>7,116,432</b>	<b>4,331,071</b>	<b>4,664,623</b>	<b>5,448,906</b>	<b>25.8%</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	0	0	0	0	
Debt Service	7,116,432	4,331,071	4,664,623	5,448,906	25.8%
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 7,116,432</b>	<b>\$ 4,331,071</b>	<b>\$ 4,664,623</b>	<b>\$ 5,448,906</b>	<b>25.8%</b>

## COMPUTATION OF LEGAL DEBT MARGIN

Assessed Value 2008 - Preliminary*		\$ 1,622,536,392
Constitutional Debt Limit** (20% Assessed Value)		324,507,278
Total Bonded Debt	226,350,000	
Less:		
Revenue Bonds	91,970,000	
Special Obligation Bonds	131,515,000	
Special Obligation Notes	2,865,000	
	226,350,000	
Total Amount of Debt Applicable to Debt Limit		0
Legal Debt Margin		\$ 324,507,278

\* All tangible property

\*\* Section 95.115 of the 1978 Missouri Revised Statutes

## SUMMARY OF OUTSTANDING DEBT

As of 09/30/2008

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
<b>General Obligation Bonds:</b> Paid off in FY 2003				
<b>REVENUE BONDS:</b>				
'98 Water & Electric (3/1/98)	28,295,000	3.75% - 6.00%	10/01/12	5,000,000
'02 Water & Elec Imprvmnt Bond (02/01/02)	16,490,000	3.00% - 6.00%	10/01/26	14,360,000
'03 Water & Elec Refunding Bond (02/15/03)	8,950,000	2.00% - 5.00%	12/01/15	7,240,000
'04 Water & Elec Imprvmnt Bond (03/30/04)	17,095,000	2.00% - 4.25%	10/01/28	16,115,000
'05 Wtr & Elc Ref. & Imprv Bond (05/17/05)	30,630,000	3.00% - 5.25%	10/01/29	29,960,000
'92 San. Sewer SeriesB (6/1/92)	870,000	4.25% - 6.55%	01/01/13	325,000
'99 San. Sewer Bonds Series A (6/1/99)	3,730,000	3.625% - 5.25%	01/01/20	2,390,000
'99 San. Sewer Bonds Series B (12/1/99)	1,420,000	4.125% - 6.00%	07/01/20	915,000
'00 San. Sewer Bonds Series B (11/11/00)	2,445,000	4.35% - 5.625%	07/01/21	1,690,000
'02 San. Sewer Bonds Series A (05/01/02)	2,230,000	3.00% - 5.375%	01/01/23	1,730,000
'02 San. Sewer Refunding (09/15/02)	7,940,000	2.00% - 4.00%	01/01/17	6,045,000
'03 San. Sewer Bonds Series B (04/01/03)	3,620,000	2.00% - 5.25%	01/01/24	2,975,000
'04 San. Sewer Bonds Series B (05/28/04)	650,000	2.00% - 5.25%	01/01/25	575,000
'06 San. Sewer Bonds Series B (11/01/06)	915,000	4.00% - 5.00%	07/01/26	850,000
'07 San. Sewer Bonds Series B (11/01/07)	1,800,000	4.00% - 5.00%	01/01/28	1,800,000
<b>Total Revenue Bonds</b>				<b>91,970,000</b>
<b>SPECIAL OBLIGATION BONDS:</b>				
'01 Solid Waste Special Oblig. Bonds (11/13/0)	4,640,000	3.65% - 4.80%	02/01/21	3,515,000
'01 Sewer Special Oblig. Bonds (11/13/01)	2,685,000	3.65% - 4.80%	02/01/21	2,035,000
'06 Sewer Special Oblig. Bonds	8,380,000	4.00% - 5.00%	02/01/26	7,830,000
'06 Solid Waste Special Oblig. Bonds	2,000,000	4.00% - 5.00%	02/01/26	1,855,000
'06 Solid Waste S.O. Bonds (Ref. - 96 S.O.)	2,915,000	4.00% - 5.00%	02/01/16	2,415,000
'06 Parking S.O. Bonds (Ref. - 95 Rev.)	2,575,000	4.00% - 5.00%	02/01/21	2,315,000
'06 Parking S.O. Bonds (Ref. - 96 S.O.)	4,135,000	4.00% - 5.00%	02/01/16	3,445,000
'06 Public Bldg Exp/Renv. (06/29/06) - GF port	2,335,000	5.00% - 5.00%	02/01/16	1,955,000
'06 Capital Improvements (06/29/06)	23,280,000	5.00% - 5.00%	02/01/16	19,355,000
'06 Water & Electric	38,535,000	4.25% - 5.00%	10/01/32	38,535,000
'08 Water & Electric	21,465,000	4.00% - 5.50%	10/01/33	21,465,000
'08 Improv. Downtown Govt. Center	26,795,000	3.50% - 5.00%	03/01/28	26,795,000
<b>Total Special Obligation Bonds</b>				<b>131,515,000</b>
<b>SPECIAL OBLIGATION NOTES:</b>				
'06 Regional Park Acquisition	3,740,000	4.236%	03/01/11	2,865,000
<b>Total Special Obligation Notes</b>				<b>2,865,000</b>
<b>TOTAL:</b>				<b>\$ 226,350,000</b>

**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 09/30/2008 - \$5,000,000

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 09/30/2008 - \$14,360,000

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 09/30/2008 - \$7,240,000

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 09/30/2008 - \$16,115,000

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 09/30/2008 - \$29,960,000

Maturity Date - 10/1/2029

In May of 2005, the City issued \$30,630,000 of Water and Electric System Revenue Bonds. The bonds are to be paid by the net revenues of the system and are secured by a first lien on the revenues. \$19,425,000 of the bonds were issued to refund \$19,685,000 of the outstanding 1998 Water and Electric Refunding Bonds, and \$11,205,000 were issued to provide funding for improvements and additions to the City's water works facility.

**09/28/06 Electric Special Obligation Bonds (Interest rates: 4.25% - 5.00%)**

Original Issue - \$38,535,000

Balance As of 09/30/2008 - \$38,535,000

Maturity Date - 10/1/2032

In September of 2006 the City issued \$38,535,000 of Electric Improvement Bonds. Bonds are planned to be payable solely from, and secured by, a pledge of revenues from the Electric System. The bonds were issued to provide funding for improvements to the Electric Utility System.

**03/13/08 Electric Special Obligation Bonds (Interest rates: 4.00% - 5.50%)**

Original Issue - \$21,465,000

Balance As of 09/30/2008 - \$21,465,000

Maturity Date - 10/1/2033

In March of 2008 the City issued \$21,465,000 of Electric Improvement Bonds. Bonds are planned to be payable solely from, and secured by, a pledge of revenues from the Electric System. The bonds were issued to provide funding for improvements to the Electric Utility System.

**WATER AND ELECTRIC BONDS****DEBT SERVICE REQUIREMENTS**

<u>Fiscal Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2009	\$ 3,875,000	\$ 6,125,758	\$ 10,000,758
2010	4,020,000	5,899,108	9,919,108
2011	4,175,000	5,745,976	9,920,976
2012	4,330,000	5,578,906	9,908,906
2013	4,500,000	5,403,599	9,903,599
2014	3,710,000	5,244,767	8,954,767
2015	3,860,000	5,097,266	8,957,266
2016	4,010,000	4,937,858	8,947,858
2017	3,665,000	4,769,253	8,434,253
2018	3,840,000	4,587,515	8,427,515
2019	4,020,000	4,392,225	8,412,225
2020	4,215,000	4,189,656	8,404,656
2021	4,405,000	3,990,066	8,395,066
2022	4,610,000	3,781,941	8,391,941
2023	4,840,000	3,553,731	8,393,731
2024	5,065,000	3,323,548	8,388,548
2025	5,290,000	3,091,673	8,381,673
2026	5,525,000	2,848,477	8,373,477
2027	5,770,000	2,594,171	8,364,171
2028	6,040,000	2,319,732	8,359,732
2029	6,325,000	2,023,516	8,348,516
2030	6,635,000	1,707,684	8,342,684
2031	6,965,000	1,368,747	8,333,747
2032	7,315,000	1,006,937	8,321,937
2033	7,665,000	640,094	8,305,094
2034	8,005,000	230,144	8,235,144
<b>Total</b>	<b>\$ <u>132,675,000</u></b>	<b>\$ <u>94,452,348</u></b>	<b>\$ <u>227,127,348</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 09/30/2008 - \$325,000  
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 09/30/2008 - \$2,390,000  
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 09/30/2008 - \$915,000  
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 09/30/2008 - \$1,690,000  
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 09/30/2008 - \$1,730,000  
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 09/30/2008 - \$2,035,000  
Maturity Date - 2/1/2021

In November 2001, the City issued \$2,685,000 of Special Obligation Bonds in finance improvements to the sanitary sewer system of the City.

**09/15/02 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: 2.00% - 4.00%)**

Original Issue - \$7,940,000  
Balance As of 09/30/2008 - \$6,045,000  
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 09/30/2008 - \$2,975,000  
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.

# SANITARY SEWER BONDS

## GENERAL INFORMATION

### 05/28/04 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)

Original Issue - \$650,000

Balance As of 09/30/2008 - \$575,000

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 09/30/2008 - \$7,830,000

Maturity Date - 2/1/2026

In February, 2006, the City issued \$20,005,000 of S.O. Revenue Refunding and Improvement Bonds. A portion of the issue, \$8,380,000 was for constructing, improving, and extending the City-owned sanitary sewer utility. Voters of the City authorized the issuance of \$18,901,000 of sanitary sewer system revenue bonds in 1997, of which \$2,121,000 remained and was allocated to this issue. The remaining \$6,259,000 was from 2003 voter approval of \$18,500,000.

### 11/01/06 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 5.00%)

Original Issue - \$915,000

Balance As of 09/30/2008 - \$850,000

Maturity Date - 7/1/2026

In November 2006, the City participated in the State Revolving Loan Program to issue \$915,000 in bonds. Voters approved the issuance of these bonds in November 2003.

### 11/01/07 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 5.00%)

Original Issue - \$1,800,000

Balance As of 09/30/2008 - \$1,800,000

Maturity Date - 1/1/2028

In November 2007, the City participated in the State Revolving Loan Program to issue \$1,800,000 in bonds. Voters approved the issuance of these bonds in November 2003.

## DEBT SERVICE REQUIREMENTS

### Sewer Revenue and Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2009	\$ 1,765,000	\$ 1,256,537	\$ 3,021,537
2010	1,805,000	1,186,909	2,991,909
2011	1,875,000	1,113,208	2,988,208
2012	1,915,000	1,034,884	2,949,884
2013	1,975,000	953,627	2,928,627
2014	1,950,000	869,247	2,819,247
2015	2,015,000	779,535	2,794,535
2016	2,080,000	685,254	2,765,254
2017	2,140,000	589,625	2,729,625
2018	2,220,000	491,915	2,711,915
2019	1,580,000	405,104	1,985,104
2020	1,620,000	329,386	1,949,386
2021	1,365,000	256,946	1,621,946
2022	1,035,000	197,215	1,232,215
2023	1,075,000	149,099	1,224,099
2024	985,000	102,814	1,087,814
2025	780,000	63,203	843,203
2026	765,000	28,553	793,553
2027	105,000	7,994	112,994
2028	110,000	2,750	112,750
<b>Total</b>	<b>\$ 29,160,000</b>	<b>\$ 10,503,805</b>	<b>\$ 39,663,805</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 09/30/2008 - \$3,515,000

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 09/30/2008 - \$1,855,000

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 09/30/2008 - \$2,415,000

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
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>\$ 7,785,000</b>	<b>\$ 2,404,337</b>	<b>\$ 10,189,337</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 09/30/2008 - \$2,315,000

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 09/30/2008 - \$3,445,000

Maturity Date - 2/1/2016

In February 2006, the city issued \$20,005,000 of Special Obligation Revenue Refunding and Improvement Bonds. A portion of this issue, \$4,135,000, was to currently refund the outstanding portion, \$4,365,000 of the City's Special Obligation Refunding and Capital Improvement Bonds, Series 1996 - parking portion.

## DEBT SERVICE REQUIREMENTS

### Parking Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
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>\$ 5,760,000</b>	<b>\$ 1,346,876</b>	<b>\$ 7,106,876</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 09/30/2008 - \$1,955,000

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>
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>\$ 1,955,000</b>	<b>\$ 416,375</b>	<b>\$ 2,371,375</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 09/30/2008 - \$19,355,000

Maturity Date - 2/1/2016

The City issued Special Obligation Bonds to finance a portion of the projects authorized by voters with the extension of the one-quarter cent Capital Improvement Sales Tax in November 2005. This tax was effective January 1, 2006 and will run through December 31, 2015. The projects funded with this bond include a number of road projects, fire station and equipment needs, emergency warning sirens and a police training facility.

**DEBT SERVICE REQUIREMENTS****Public Building Expansion**

<b>Year</b>	<b>Principal Requirements</b>	<b>Interest Requirements</b>	<b>Total Requirements</b>
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>\$ 19,355,000</b>	<b>\$ 4,089,375</b>	<b>\$ 23,444,375</b>

**SPECIAL OBLIGATION NOTES - Regional Park Acquisition****GENERAL INFORMATION****Special Obligation Notes****06/04/2007 (Park Acquisition) (Interest Rates: 4.236%)**

Original Issue - \$3,740,000

Balance As of 09/30/2008 - \$2,865,000

Maturity Date - 3/1/2011

The City issued Special Obligation Notes to finance a portion of the acquisition cost of purchasing 320 acres in southeast Columbia to be developed into a regional park. The debt is to be repaid by annual appropriation of a portion of the Parks Sales Tax.

**DEBT SERVICE REQUIREMENTS**

<b>Year</b>	<b>Principal Requirements</b>	<b>Interest Requirements</b>	<b>Total Requirements</b>
2009	\$ 915,000	\$ 101,837	\$ 1,016,837
2010	955,000	62,287	1,017,287
2011	995,000	21,044	1,016,044
<b>Total</b>	<b>\$ 2,865,000</b>	<b>\$ 185,168</b>	<b>\$ 3,050,168</b>

**SPECIAL OBLIGATION IMPROVEMENT BONDS - Downtown Government Center****GENERAL INFORMATION****Special Obligation Bonds****05/15/2008 (Downtown Government Center) (Interest Rates: 3.50% - 5.00%)**

Original Issue - \$26,795,000

Balance As of 09/30/2008 - \$26,795,000

Maturity Date - 3/1/2028

The City issued Special Obligation Bonds to finance the construction, expansion, renovation and equipping of the City's downtown government center. The City intends to fund the annual debt service payments on the bonds through lease payments to be charged to the City enterprise and governmental departments that will occupy space in the government center.

**DEBT SERVICE REQUIREMENTS**

<b>Year</b>	<b>Principal Requirements</b>	<b>Interest Requirements</b>	<b>Total Requirements</b>
2009	\$ 0	\$ 1,132,819	\$ 1,132,819
2010	250,000	1,127,819	1,377,819
2011	1,015,000	1,102,519	2,117,519
2012	1,060,000	1,063,669	2,123,669
2013	1,100,000	1,025,869	2,125,869
2014	1,145,000	986,581	2,131,581
2015	1,195,000	945,631	2,140,631
2016	1,245,000	893,594	2,138,594
2017	1,295,000	836,569	2,131,569
2018	1,345,000	783,769	2,128,769
2019	1,400,000	728,869	2,128,869
2020	1,460,000	671,669	2,131,669
2021	1,520,000	612,069	2,132,069
2022	1,585,000	542,043	2,127,043
2023	1,655,000	461,043	2,116,043
2024	1,730,000	382,906	2,112,906
2025	1,810,000	306,550	2,116,550
2026	1,895,000	225,503	2,120,503
2027	1,990,000	139,275	2,129,275
2028	2,100,000	47,250	2,147,250
<b>Total</b>	<b>\$ 26,795,000</b>	<b>\$ 14,016,016</b>	<b>\$ 40,811,016</b>

# 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 2009.

In 2008 the City Council adopted the following guidelines for the expenditure of the annual allocation of Community Development Block Grant funds: 30-40% for Housing Programs, 40-55% for Public Improvements, 0-35% for Community Facilities, Community Services and Economic Development and 10-16% for Planning and Administration.

## RESOURCES

	Adopted FY 2009
Reprogrammed Funds	0
Entitlement Amount Estimate	\$ 840,000
Total Resources	\$ 840,000

## EXPENDITURES

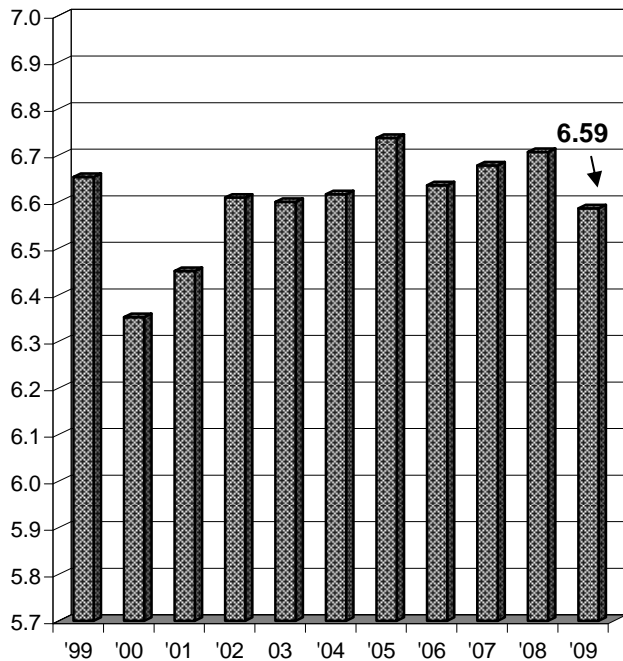
	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
<b>Housing Programs:</b>				
Housing Rehabilitation	50,000	58,000	58,000	58,000
Creasy Springs Infrastructure (Habitat)	180,063	0	101,000	101,000
Restore (Habitat)	96,942	96,000	0	0
Code Deficiency Abatement	25,000	25,000	25,000	25,000
NRT Demolition	50,000	10,000	10,000	10,000
Homebuyers Classes	5,000	5,000	5,000	5,000
NRT Code Enforcement	25,000	25,000	25,000	25,000
Community Housing Options	5,000	5,000	0	0
Serv. Indep. Living-Home Accessibility	40,000	40,000	40,000	40,000
<b>Subtotal (Council Policy 30-40%)</b>	<b>477,005</b>	<b>264,000</b>	<b>264,000</b>	<b>264,000</b>
	46.4%	31.4%	31.4%	31.4%
<b>Public Improvements:</b>				
Douglas Park Spraygrounds	125,000	125,000	125,000	125,000
Highview Avenue Engineering	40,000	40,000	40,000	40,000
Worley Sidewalk	215,000	215,000	215,000	215,000
<b>Subtotal (Council Policy 40-55%)</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>
	36.9%	45.2%	45.2%	45.2%
<b>Community Facilities, Services and Economic Development:</b>				
MoneySmart Classes	12,000	12,000	12,000	12,000
Shalom Christian Academy*	0	50,000	50,000	50,000
<b>Subtotal (Council Policy 0-35%)</b>	<b>12,000</b>	<b>62,000</b>	<b>62,000</b>	<b>62,000</b>
	1.2%	7.4%	7.4%	7.4%
<b>Administration and Planning</b>				
Planning	60,000	40,000	40,000	40,000
Administration	100,000	94,000	94,000	94,000
<b>Subtotal (Council Policy 10-16%)</b>	<b>160,000</b>	<b>134,000</b>	<b>134,000</b>	<b>134,000</b>
	15.5%	16.0%	16.0%	16.0%
<b>Total</b>	<b>\$1,029,005</b>	<b>\$840,000</b>	<b>\$840,000</b>	<b>\$840,000</b>

\* Rollover of Funds from 2006 - 2009 per Amendment 1 to 2008 Budget

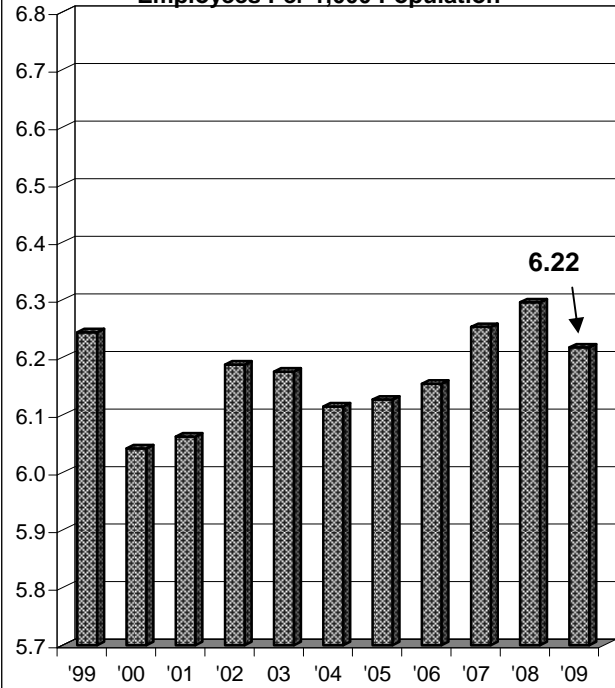
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# PERSONNEL SUMMARY INFORMATION

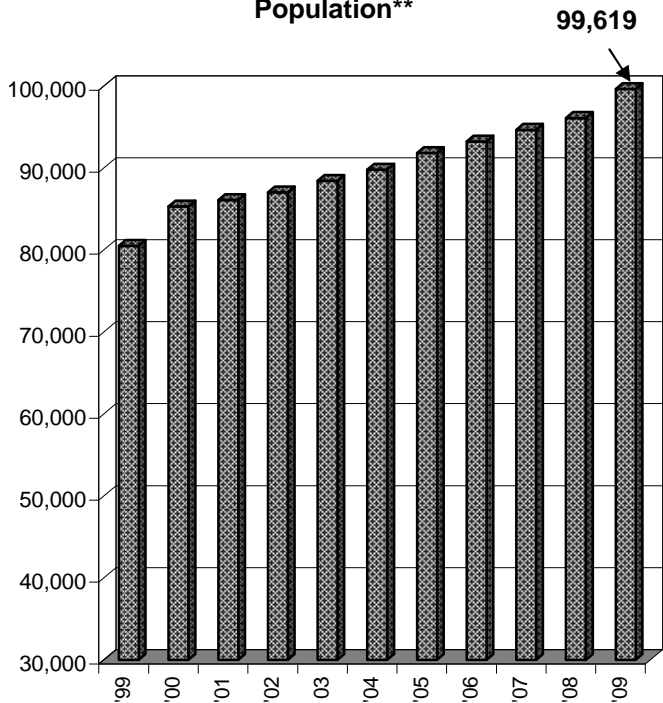
**General Fund Growth Rate\***  
**Employees Per 1,000 Population**



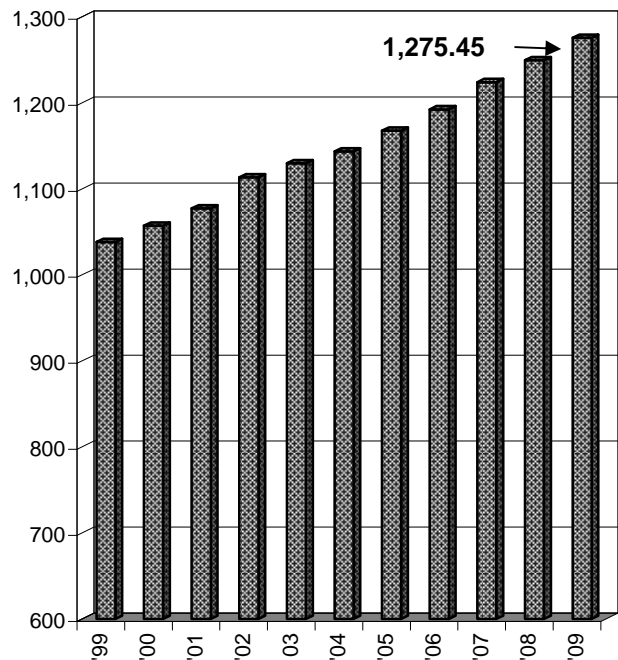
**Enterprise & Internal Serv. Fund**  
**Growth Rate \***  
**Employees Per 1,000 Population**



**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  
2007 - 2009 estimates based on average five year growth of 1.80%

# Additional Positions Adopted FY 2009

Department - Division	Number of Positions	Position Added
<b>General Fund</b>		
City Manager	1.00	(1) 1.00 FTE Business Ombudsman (6 months)
Finance - Purchasing	1.00	(1) 1.00 FTE Procurement Officer (9 months)
Law Department	(1.00)	(1) 1.00 FTE Assistant City Counselor III
Police - Patrol	4.00	(4) 1.00 FTE Police Officers - Street Crimes Unit
Fire - Emergency Services	2.00	(2) 1.00 FTE Firefighters (7 months)
Health - Clinic and Nursing	0.50	* (1) 0.50 FTE ASA II (Temp to Permanent)
Health - Environmental Health	1.00	(1) 1.00 FTE Environmental Health Specialist - NRT
Community Services	0.75	* (1) 0.75 FTE Human Rights Spec (Temp to Permanent)
Economic Development	(1.00)	(1) 1.00 FTE Economic Development Marketing Spec.
Economic Development	(1.00)	(1) 1.00 FTE Sr. Economic Development Spec.
Economic Development	1.00	(1) 1.00 FTE Asst. Economic Development Director
Public Works - Administration	0.10	(1) 1.00 FTE Rate Analyst (10%)
Public Works - Engineering	1.00	(1) 1.00 FTE Engineering Aide III (Inspector) (6 Mths)
Public Works - Streets	1.00	* (1) 1.00 FTE Equip Oper I (Safety/Cleanup/ROW) (Temp to Permanent)
Public Works - Protective Inspection	1.00	(1) 1.00 FTE Plan Reviewer (9 months)
	<b>11.35</b>	<b>NET GENERAL FUND POSITIONS ADDED</b>
	<b>1.76%</b>	
<b>Other Funds</b>		
Water - Distribution	1.00	(1) 1.00 FTE Water Distribution Supervisor II
Electric - Landfill Gas Generator	1.00	(1) 1.00 FTE Recip Engine O&M Technician
Electric - Distribution	1.00	(1) 1.00 FTE Comm. Tech Supervisor
Electric - Distribution	1.00	(1) 1.00 FTE Comm. Tech
Public Transportation-Columbia Transit	0.15	(1) 1.00 FTE Rate Analyst (15%)
Public Transportation-Columbia Transit	(1.00)	(1) 1.00 FTE Public Works Supervisor II
Airport - Administration	1.00	(1) 1.00 FTE Airport Superintendent
Sewer - Administration	0.25	(1) 1.00 FTE Rate Analyst (25%)
Sewer - Waste Water Treatment Plant	1.00	(1) 1.00 FTE WWTP Operator I
Sewer - Line Maintenance	1.00	(1) 1.00 FTE Public Works Supervisor I
Parking - Facilities	0.10	(1) 1.00 FTE Rate Analyst (10%)
Parking - Facilities	1.00	* (1) 1.00 FTE Parking Meter Technical Asst (Temp to Perm)
Solid Waste - Administration	0.25	(1) 1.00 FTE Rate Analyst (25%)
Storm Water - Engineering	0.10	(1) 1.00 FTE Rate Analyst (10%)
Employee Benefit Fund	1.00	(1) 1.00 FTE Human Resources Coordinator
Custodial Services	1.00	(1) 1.00 FTE Custodian - Grissom Building
Custodial Services	0.75	(1) 0.75 FTE Custodian - Wabash
Fleet Operations	1.00	(1) 1.00 FTE Vehicle Maintenance Supervisor I
Fleet Operations	2.00	(2) 1.00 FTE Vehicle Mechanic
Fleet Operations	0.05	(1) 1.00 FTE Rate Analyst (5%)
Info. Technologies - Doc Imaging	1.00	(1) 1.00 FTE Business Analyst (6 months)
	<b>14.65</b>	<b>NET OTHER FUND POSITIONS ADDED</b>
	<b>2.93%</b>	
	<b>26.00</b>	<b>TOTAL NUMBER OF POSITIONS ADDED</b>
	<b>2.08%</b>	<b>FOR FY 2009</b>

\* These positions will be converted from temporary (unbenefitted) positions to permanent positions.

# PERSONNEL POSITION SUMMARY

	Actual FY 2007	Budget FY 2008	Estimated FY 2008	Adopted FY 2009	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	8.00	8.00	8.00	9.00	1.00
Volunteer Services	2.25	2.25	2.25	2.25	
Finance Department	49.00	50.00	51.00	52.00	1.00
Human Resources	8.00	9.00	9.00	9.00	
Law Department	9.00	10.00	10.00	9.00	(1.00)
Municipal Court	8.00	8.00	9.00	9.00	
Police Department	183.00	186.00	186.00	190.00	4.00
Fire Department	135.00	138.00	138.00	140.00	2.00
Health Department	52.20	55.00	55.00	56.00	1.00
Joint Communications/Emerg Mgt.	32.00	32.00	32.00	32.00	
Planning and Development	12.00	12.50	12.50	12.50	
Economic Development	4.00	4.00	4.00	3.00	(1.00)
Cultural Affairs	2.75	2.75	2.75	2.75	
Parks & Recreation	78.00	79.00	79.00	79.00	
Public Works Department	327.34	333.50	336.50	347.50	11.00
Railroad Fund	5.00	5.00	5.00	5.00	
Water & Electric Utility Fund	238.00	238.00	239.00	243.00	4.00
Convention & Tourism Fund	7.00	7.00	9.00	9.00	
Employee Benefit Fund	3.00	3.00	3.00	4.00	1.00
Information Services Fund	24.00	25.00	25.00	26.00	1.00
Public Communications Fund	10.00	10.00	10.00	10.00	
Contributions Fund	0.00	0.00	0.00	0.00	
<b>Total Full-Time Perm.</b>	<b>1,199.54</b>	<b>1,220.00</b>	<b>1,228.00</b>	<b>1,252.00</b>	<b>24.00</b>
<b>PERMANENT PART-TIME POSITIONS</b>					
Finance Department	1.25	1.25	1.25	1.25	
Municipal Court	0.90	0.90	0.00	0.00	
Health Department	8.55	6.10	6.10	7.35	1.25
Joint Communications	0.75	0.75	0.75	0.75	
Parks & Recreation	0.75	0.75	0.75	0.75	
Public Works	9.75	10.25	10.25	11.00	0.75
Water and Electric Utility Fund	0.60	0.60	0.60	0.60	
Information Services Fund	0.00	0.00	0.00	0.00	
Public Communications Fund	1.75	1.75	1.75	1.75	
<b>Total Perm. Part-Time Pos.</b>	<b>24.30</b>	<b>22.35</b>	<b>21.45</b>	<b>23.45</b>	<b>2.00</b>
<b>TOTAL PERSONNEL</b>	<b>1,223.84</b>	<b>1,242.35</b>	<b>1,249.45</b>	<b>1,275.45</b>	<b>26.00</b>
<b>Summary By Fund Type:</b>					
General Fund Positions	632.04	643.39	644.49	656.10	11.61
Enterprise Fund Positions	491.55	496.56	500.56	507.35	6.79
Internal Service Fund Positions	89.15	90.80	90.80	98.40	7.60
Special Revenue Fund Positions	11.10	11.60	13.60	13.60	
Trust Fund Positions	0.00	0.00	0.00	0.00	
<b>TOTAL PERSONNEL</b>	<b>1,223.84</b>	<b>1,242.35</b>	<b>1,249.45</b>	<b>1,275.45</b>	<b>26.00</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 Equity** - Additional funds generated by the cost of operating as internal service funds which is used to offset charges assessed to other internal departments.

**Fund Type** - In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenues, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

**GAAP** - Generally Accepted Accounting Principles

**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.

## GLOSSARY

**Modified Accrual Basis** - General Fund, Special Revenue, Debt Service, Capital Projects, and Expendable Trust Funds are recognized on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. This basis measures resources available to the City.

**Net Assets** - A funds total assets less all liabilities.

**Net Income** - The excess of revenues over expenses. Net income is calculated for Internal Service Funds and Enterprise Funds. Net income is not calculated for a governmental fund.

**Net-Working Capital** - The total of all current assets less the total of all current liabilities.

**Non-Expendable Trust Funds** - A trust fund whose principal must be preserved intact. Revenues earned on the principal may be expended.

**Non-Operating Expenses** - Expenses incurred by Enterprise and Internal Service Funds that are not directly related to the fund's primary service activities. Examples of non-operating expenses include Interest Expense, Loss on Disposal of Fixed Assets, and Miscellaneous Expenses.

**Non-Operating Revenues** - Enterprise and Internal Service Fund revenues that are not directly related to the fund's primary service activities. Examples of non-operating revenues include Interest revenue, gain on disposal of fixed assets, and miscellaneous revenue.

**Operating Budget** - The annual budget and process which provide a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital projects which are determined by a separate, but interrelated process.

**Property Tax** - This refers to the property tax placed on property. The tax income is determined by multiplying the tax rate by each \$100 of assessed valuation.

**Proposed Budget** - The recommended City budget submitted by the City Manager to the City Council in late July each year.

**Retained Earnings** - Profits generated by enterprise funds that are either reinvested into the fund or are kept as a reserve for specific objectives - such as to pay off a debt or purchase capital assets.

**Revenue Bonds** - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition, these bonds may contain a mortgage on the enterprise fund's property.

**Revenues** - Money generated through taxes, charges, licenses and other sources to fund City operations.

**Special Obligation Bonds** - Special obligations of the City. The payment of the principal of and the interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation.

**Special Revenue Funds** - These funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. Budgeted special revenue funds include: Convention and Tourism Fund, Transportation Sales Tax Fund, Community Development Block Grant Fund, Cultural Affairs Fund, Parks Sales Tax, Capital Impr. 1/4 Cent Tax, Special Road District Tax Fund, and Public Improvement Fund.

**Subsidy** - Legally authorized subsidy from a fund receiving revenue to the fund through which the resources are to be expended.

## GLOSSARY

**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.