

City of Columbia

Adopted Budget

FY 2017

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Vision

Columbia is the best place for everyone to live, work, learn and play.

Mission

To serve the public through democratic, transparent and efficient government.

Core Values

Service:

We exist to provide the best possible service to all.

Communication:

We listen and respond with clear, compassionate and timely communication.

Continuous Improvement:

We value excellence through planning, learning and innovative practices.

Integrity:

Our employees are ethical, fair, honest and responsible.

Teamwork:

We achieve results by valuing diversity and partnerships within our own organization and the community.

Stewardship:

We are responsible with the resources the community entrusts to us.

Core Competencies

*Full-service city
Excellent customer service
Opportunities for citizen involvement
Strong financial management*

Council – Manager Form of Government

Ward 1 – Clyde Ruffin

ward1@gocolumbiamo.com

Ward 2 – Michael Trapp

ward2@gocolumbiamo.com

Ward 3 – Karl Skala

ward3@gocolumbiamo.com

Ward 4 – Ian Thomas

ward4@gocolumbiamo.com

Ward 5 – Laura Nauser

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Ward 6 – Betsy Peters

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Mayor, Brian Treece

mayor@gocolumbiamo.com

City Manager

Mike Matthes
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Columbia

Missouri

For the Fiscal Year Beginning

October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbia, Missouri for its annual budget for the fiscal year beginning October 1, 2015 (FY 2016).

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 20th consecutive year the City of Columbia has received this award.

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September 23, 2016

Dear Mayor and Members of the City Council:

This budget reflects your goals and guidance as adopted on September 19, 2016. The recommendations following are aligned with priorities you set in the 2016-2019 Strategic Plan.

FY 2017 Big Picture

The FY 2017 budget proposes total estimated spending of \$442,576,734 and total expected revenues of \$420,903,053. Readers may notice a gap between the revenues and expenses. Departments outside of the General Fund are allowed to save up funds for several years and then spend down that cash in one year to pay for a capital project. This budget also proposes a net increase in staff of 29.00 FTE, for a total of 1,483.40 permanent City employees, or 11.98 employees per thousand population.

Challenges for our Community in FY 2017

Historically Low Sales Tax Growth

Our current fiscal year represents the single lowest growth in revenue in the City's history (outside of the Great Recession). Because we took early action to lower spending, we will complete the current fiscal year without dipping into our reserves. Sales tax growth has only been less than 3 percent twice in our history (2008 and 2009). This year it has hovered near 1 percent.

Rising Healthcare Costs and Affordable Care Act (ACA)

In the past year there has been a dramatic increase in the use of our health plans and a corresponding spike in the costs born by the Employee Benefit Fund and our employees. The cost of pharmaceuticals has skyrocketed as well. In the current year the cost of claims has increased by more than a million dollars. Since 2013 ACA related fees have created additional costs to the health plan (transitional reinsurance and patient centered outcomes research fees). Starting in 2015 the ACA required offers of health insurance to employees averaging 30 hours per week which increased the number of employees eligible for our health plan potentially increasing claims.

Overtime Expenses Will Increase

New Fair Labor Standards rules effective December 1, 2016, will require the City to begin paying overtime to employees who previously were exempt. While we cannot accurately estimate this new cost, we do know it could be significant. Many City employees work more than 40 hours per week on a fairly routine basis. We will attempt to minimize costs by flexing schedules where we can.

Federal Grant Ending

The Fire Department obtained a federal grant that helped us build staff back up after recession era cuts. Because the grant ended last March, the City will assume the full cost of those positions in FY 2017 at roughly \$200,000.

State Grant Ending

We received news just as this document was “going to print” that the Missouri Department of Transportation has decided to end the Surface Transportation Program grant. This will mean a reduction of roughly \$350,000 per year for capital improvement projects and will require us to utilize contingency funds to make up the short fall and rearrange the timing of projects.

No General Fund savings from FY 2015

Because revenue did not grow as expected, there are no General Fund savings from FY 2015. In past years, excellent management decisions across the General Fund departments created saving that were used to fill gaps in future years or directed toward Strategic Plan goals. Even the best management decisions cannot compensate for poor revenue growth. Therefore, this source of one-time funding is not available in FY 2017.

Goals Guiding the Creation of this Recommended Budget

With the headwinds created by the challenges listed above, this budget was prepared with four overriding goals.

1. Live within our means - keep our General Fund budget balanced
2. Avoid laying off any permanent employees
3. Provide employees a modest raise
4. Achieve progress on the City Council's Strategic Plan goals

How we Balanced the General Fund Budget

No Fleet Replacement

In a normal year, it is wise to replace a portion of our vehicles and equipment. This approach keeps us working, minimizes the ultimate cost of the equipment, and keeps operating and supplemental budgets relatively level rather than having big spikes every so often. However, due to our very limited revenue growth, we have postponed all replacements for a year. This saved the general fund \$1.1 million for FY 2017.

Continued The 45-day Hiring Delay, Started in FY 2016

A hiring delay is an effective cost reduction technique that minimizes the negative impact of reducing budgets. Employee turnover is low (11 percent). However, by waiting 45 days to refill positions when they become vacant, we save roughly 1/12 of the total annual cost of those positions. We have continued Council's preference of not applying this to the Police and Fire Departments. This saved the General Fund \$200,000 for FY 2017.

Refinanced Debt on City Hall

Finance Director Michele Nix led our effort to refinance our debt for the construction of the new City Hall. That effort resulted in an annual savings of \$267,707 in the General Fund.

Departmental Budget Cuts

Because of our revenue constraints, I asked all General Fund departments to recommend ways they might lower their spending by up to 3 percent. Though it was difficult, staff found ways to meet the goal, though I did not accept every idea. The total impact of these cuts was \$1 million.

Close the City's Most Expensive Health Insurance Plan to New Enrollees

The City currently offers employees the choice of three different health insurance plans. One of the plans is significantly more expensive than the others. Thus, to begin to lower healthcare costs, this budget proposes closing the most expensive plan (\$750 deductible plan) to new enrollees. It does not delete the plan for those currently in it, but it will not be offered to new employees or current employees who might want to switch to it in the future.

Very Few Added Positions in the General Fund

This budget contains staffing increases in the Police Department (four police officers) and one added position in the Economic Development Department (to coordinate our entrepreneur program). These positions are able to be added because we moved funding from other sources to pay for the cost. To create the four police officer positions, this budget reduces street maintenance funds by \$391,690. Requested by Mayor Treece, this reflects the public's changing priorities as expressed in the annual survey of citizens. It is a source of funding that results in no layoffs as this money is currently used to buy asphalt and other paving materials. The Council also approved the one-time transfer of \$351,000 of County Road Tax funding from the capital funds to replace most of these operating dollars for FY 2017. The position added to the Economic Development Department is made possible by the funds which become available by adding the Airport to the purview of that department (see the Economy section of this message).

Other important considerations

Propositions 1 and 2

We are appreciative of the support of the voters in August, 2016. On August 2, voters passed Proposition 1 to temporarily increase the City's lodging tax from 4 percent to 5 percent beginning January 1, 2017 which will help construct the airport terminal project and Proposition 2 which allows the city to continue charging sales tax on vehicles purchased outside Missouri.

Strong Bond Ratings

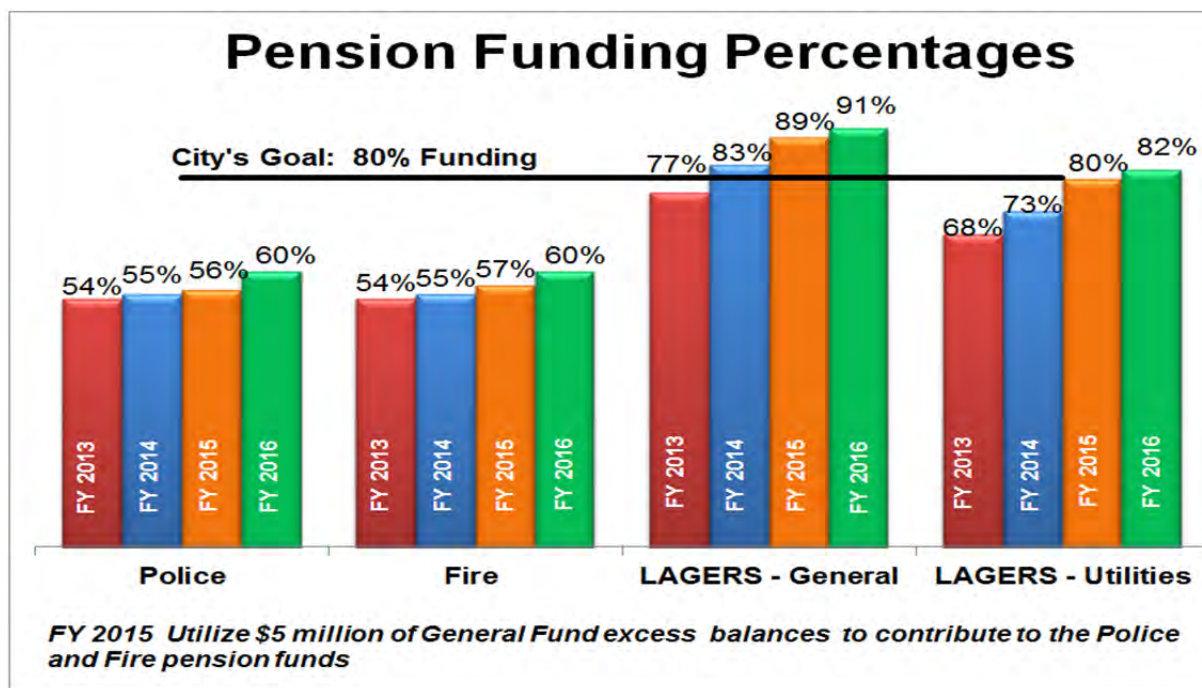
Because of your continued fiscal discipline and good staff-level management, our bond ratings remain steady at AA. This is a good external indicator of the financial health of our utilities and the faith the market has in our financial stewardship.

Residential Utility Rate Impact

In FY 2016, the only residential rate increase was the voter-approved Stormwater Utility increase with an average monthly customer impact of 21 cents per month. In FY 2017, there are proposed residential rate increases in Electric (2 percent operating), Water (2 percent operating), Sewer (4 percent voter approved and 1 percent operating), and Storm Water (25 percent voter approved). The estimated average customer impact is \$3.59 per month. There are no increases in residential Solid Waste rates.

Pension Progress

In FY 2013, the City changed many elements of its pension plans to adjust to the recession and unsustainable benefit levels. Those changes created a positive turnaround in the health of our pension systems (see chart below). The financial industry considers a pension plan healthy if 80 percent of its liabilities are funded. We've met our goal with LAGERS, the plan in which most City employees are enrolled, but we are still far from the 80 percent target for our Police and Fire plans.



As a result of the decision to use \$5 million in FY 2015 from excess General Fund balance to contribute to the Police and Fire pension plans, the funding levels for the Police plan increased from 56 percent to 60 percent funded and the Fire plan increased from 57 percent to 60 percent funded as of the last actuarial valuation.

Continued Sales Tax Erosion due to Online Sales

Sales tax in Columbia pays for many of the services our community relies on: road and sidewalk repair, the bus system, the airport, parks, police, fire and nearly everything else outside of City utilities. While the federal government continues the massive subsidy of online retailers, we will continue to lose resources that would otherwise pay for all the services listed above. The erosion of sales tax per capita amounts to \$10 million every year.

Implementing the Strategic Plan in an Austere Year

Our Strategic Plan envisions a Columbia that is the best place for *everyone*...not just some...to live, work, learn and play. It's a community where people earn enough to support their families. It's a place where residents feel safe and secure, know their neighbors and like their neighborhoods. A Columbia where, regardless of where they live, families know they can rely on police and fire protection, utility services and well-maintained streets and transit systems. They choose to call Columbia "home" because life is good here.

In the absence of new money, it can be very difficult to implement change on the scale envisioned in the Council's Strategic Plan. So we are left to accomplish what we can, with what we have. As you will see in the remainder of this message, some impressive results have been achieved quickly, and there are some interesting actions proposed for the coming year.

Strategic Priority: Economy - Jobs that Support Families

Two puzzling measures exist side-by-side in our local economy. Columbia's city-wide unemployment rate of around 3 percent is one of the lowest in the nation, but the number of families in poverty keeps growing. How can almost everyone who wants to work, *be* working while the community gets poorer?

The answer to that question is that Columbia's economy has many jobs that, even if you work full time, do not pay a living wage. The minimum wage has been ignored for so long by federal and state governments that it buys 30 percent less than it did in 1968.

We also know that black households bear the brunt of unemployment and poverty, even though poverty has grown for all groups. There is only one way out of poverty, and that is a job that pays a living wage. Cultivating good jobs and preparing residents to qualify for those positions is the fundamental mission of the **Economic Development Department**. This budget recommends investing \$494,335 into this department. The return on that investment includes the Innovation Hub, a collaborative co-work space which helps entrepreneurs start a business, staff that help established businesses grow, and staff that work to attract new businesses to the City of Columbia and Boone County. We are able to increase our emphasis on creating minority and women owned businesses with the addition of an Entrepreneurship Program Coordinator. The creation of this position is budget neutral (no added cost) due to funding changes that occur if the Airport is added as a division of the department (see the airport section following for more details). The position will focus intensely on creating jobs by creating new locally owned businesses.

The **Mechatronics Certificate and Degree program**, offered at the Columbia campus of Moberly Area Community College (MACC), is a model for how a united partnership can lead to economic success. Launched in 2012 by MACC, the City's Economic Development Department, and a committee of local employers, Mechatronics provides trainees with hands-on experience in electrical systems, hydraulics, pneumatics and computer-controlled equipment. Enrollment has grown from six students in 2014 to 35 in 2016. Graduates are finding jobs at 3M, Kraft, JM Eagle and Boone Hospital Center with starting wages of \$16 per hour, and higher.

This year we launched the City's first real drive to diversify our supplier base when we buy goods or services. We want to **widen opportunities for minority and women-owned businesses**. Growing this sector expands economic well-being, increases consumer choice and creates an incentive to shop locally. As our contractor, Jim Whitt is encouraging current owners to consider bidding for purchases of their products and services. He's coaching aspiring owners and working with City staff to reduce bureaucratic barriers that put small firms at a competitive disadvantage. A "summit" connecting these businesses with state and local officials and large purchasers was standing-room-only.

Since 1982, the **City's Career Awareness Related Experience (C.A.R.E.) program** has prepared at-risk youth, ages 14-20, for employment. In addition to paid, real-world experience,

C.A.R.E. helps participants get job-ready, find a mentor, explore careers and manage their money. Last summer we paid the wages of 169 young folks who worked at 100 different public, business and not-for-profit work sites. Of that group, 160 (95 percent) completed the program and 42 (25 percent) were offered employment after the program ended. C.A.R.E. also runs programs during the school year and serves persons with developmental disabilities. This budget continues to invest \$493,474 in this program.

In addition, we will **expand C.A.R.E. with apprenticeships** that offer program graduates two years of employment, mentoring and skill development in City jobs that don't require advanced degrees. We believe this is a great way to attract and develop local talent from neighborhoods where employment opportunities have not been consistently available. We will use our already existing budget for temporary staff (these are not new positions) and reserve them for three C.A.R.E. graduates from our Strategic Plan neighborhoods.

Columbia Regional Airport is an economic driver that supports at least 745 jobs and a \$27 million annual payroll; not a bad return on the City's \$2 million annual investment. The number of people flying from Columbia Regional is six times higher than it was in 2009, but with 64,000 people boarding planes every year, the terminal is only half the size it should be. On August 2, voters approved to temporarily raise the City's lodging tax from 4 percent to 5 percent, paid by visitors, to help construct the airport terminal project that can handle more flights, meet federal safety and security requirements, and be accessible to persons with disabilities.



Two organizational changes in how we operate the airport are included in this budget. Currently, Columbia Regional Airport is a division of the Public Works Department. I propose we view the airport as an economic development asset, and move the division to the Department of Economic Development. The director of Economic Development, Stacey Button, has excellent experience managing airports and has already added value to our operation through her work on federal grant requests and planning for the new terminal.

The Council approved the dissolution of the current Airport Advisory Board to allow for this re-envisioned focus. The Board will be re-constituted to include our active major partners: citizen/customer representatives, staff of the Convention and Visitors Bureau, staff of the Chamber of Commerce, a hotel representative, a REDI Board member, staff from Public Works, a University representative and a Boone County representative.

Strategic Priority: Social Equity - Improving the Odds for Success

Guided by the Strategic Plan, the City will assess citizens' ability to thrive, not just survive, in Columbia. We know there are disparities among neighborhoods, including the level of public investment.

According to our most recent citizen survey, 74 percent of residents overall are satisfied that they can thrive in Columbia. While 78 percent of white residents hold this view, only 54 percent of black residents agree.

We're betting that "thriving" is associated with several factors: safe and secure neighborhoods; stronger relations between neighbors; exercise, healthy eating and health care; and affordable housing and utilities. This is backed up by author Dan Buettner, who says it's all about what we eat, how we exercise and our social networks, and by the Gallup-Healthways Index, which associates well-being with liking what you do and where you live, good health, economic security and supportive relationships.

As a united force, City employees are engaging residents in the Central, North and East neighborhoods as never before. It's work from the heart. We're motivated by what we do to help people thrive and moved by what we learn. Here are some of the things we've done since January.

Glenn Cobbins, Sr. and Judy Hubbard

Glenn Cobbins, Sr. and Judy Hubbard have been a team working to raise up poverty-stricken families for decades. I am profoundly grateful they agreed to continue their mission as employees of the City of Columbia. With proven abilities to identify with, reach and inspire people, they have already started door-to-door conversations in the Central Neighborhood. They talk to everyone including students, older and disabled persons, black residents, persons with few resources, young people on the verge of high-risk decisions and those re-entering from the criminal justice system; people who seldom, if ever, contact City officials. They get to know our residents and provide specific help as it is needed, pulling from City government resources and from all of our nonprofit partners. This budget continues the funding necessary to support their work, \$28,000.

Dr. Carl Kenney, Jr.

The City's approach to help the Central, North and East neighborhoods thrive is based on our known service delivery strengths, but are these services what residents truly want or need? And, how can we support residents who want to engage with us to sustain the change we and they aspire to see? Dr. Carl Kenney, Jr. recently returned to North Carolina. We will conduct a process to find a successor.

Community Events

So far in FY 2016, City departments and community partners have connected neighbors through more than 20 activities in our plan areas, including celebrations, clean-ups, public improvement meetings, service projects, neighborhood planning sessions and family events. We will focus more of these than we have in the past on our three plan neighborhoods.

Health Department and Summer Food for Kids

The City partners with Boone County to share the talents and work of our Health Department. With our combined support, the Health Department represents our primary investment in health, social and supportive services. This budget also recommends continuing our past level of support by investing \$893,556 to purchase important social services such as emergency shelter, youth development programs, food, job skills and substance abuse treatment.

This budget will also continue our partnership with the Voluntary Action Center and Columbia Public Schools to provide summer lunch programs at Douglass Park for kids. Food is often the only expense families struggling with poverty can cut back on in tough times. This effort aims to make sure that kids can have a healthy meal when school is not in session. This program is funded with \$24,000 from the City, a \$22,000 grant from Missouri Department of Health and Senior Services and \$12,000 from Boone County.

Sustainability in our Plan Neighborhoods and Organizational Change

In our intensified focus on our strategic neighborhoods, we've noticed many folks can find affordable rents, but struggle with very high utility bills. Sustainability Manager Barbara Buffaloe led our effort to study residential energy use in the Derby Ridge area, let homeowners know about cost-savings potential and hosted an energy efficiency resource fair at the neighborhood school's parent-teacher night. This leadership is crucial as we struggle to find a way to create an incentive for landlords and homeowners to invest in energy efficiency.

In an effort to increase our effectiveness, I propose moving the Office of Sustainability from the City Manager's Office to our Utilities organization. This move does two important things: it results in a reduced expenditure in the General Fund (\$67,000), and most importantly, permanently embraces our commitment to a sustainability ethic. This move combines our sustainability efforts across utilities, and will result in more organized, focused outcomes.

CAT (Columbia Access Television)

CAT is a 501c(3) non-profit organization formed in 2004. Cable television providers like Mediacom and Charter Communications are required to broadcast PEG access channels (Public, Education, Government) at no additional charge to subscribers. CAT is the "public" access channel, Columbia Public Schools broadcasts "education" programming and our City Channel is the "government" broadcaster. The FY 2016 budget included \$50,000 for CAT managed through the Office of Cultural Affairs. The FY 2017 budget includes a \$35,000 contribution to CAT, paid from Council Reserves.

Contribution to Boys and Girls Club Gym Project

The Council voted to use General Fund reserves above our twenty percent guideline to provide a \$500,000 contribution to the Boys and Girls Club gym project. This project aligns very closely with the social equity part of our strategic plan and was envisioned by the Mayor's Taskforce on Community Violence.

Strategic Priority: Public Safety - Safe Wherever you Live, Work, Learn and Play

Public Safety is made up of the Police and Fire Departments, and the Municipal Court. The Public Safety portion of the General Fund budget is by far the largest. The Council has just under \$60 million in discretionary funding available to it in a typical year and dedicates over \$40 million of that to public safety, or \$2 out of every \$3. The remaining \$1 is used to fund the other 12 City departments.

The relationship between the public and law enforcement in America is in crisis. Heavy-handed policing tactics, mass-shootings, the killing of police officers, and killings by police officers have rocked our country and undermined our residents' feeling of safety.

Even though our crime rates are low (we'd have to double, triple and quadruple our crime rates to match those, respectively, in Springfield, Kansas City and St. Louis), citizen satisfaction with some public safety services continues to fall. Over the last ten years, satisfaction with Police services has dropped 22 percent, from 81 percent to 59 percent. To understand this loss of ground, we held anonymous citizen focus groups conducted by ETC, our surveying company. The anonymous participants confirmed our hypothesis: the amount of media we consume, directly negatively impacts our sense of safety. How could it not? The resulting question is of course, what can we do about it?

Community Policing

The Columbia Police Department's new Community Outreach Unit (COU) is all about officers connecting with citizens in the Central, North and East neighborhoods. Citizens helped choose their officers. Even though our efforts are best described as incremental, we are already seeing excellent impact. Stories of the team's work have been posted on social media by the residents we serve, and those have gone viral in short order (see my recent State of the City message for details). Six officers and one sergeant make up the core team. This represents a roughly \$700,000 investment in community policing, or 3 percent of the Police Department budget.

Decentralizing Our Approach

We're gradually balancing community access to Police services in the strategic areas. The Boone Community Center substation now serves Central Neighborhood residents. Using part of the proceeds from the 2015 voter-approved capital improvement sales tax extension, we've purchased land (\$484,400) in Ward 2, near Auburn Hills Park, for a north side police station. We are in the process of hiring the architect to design the building which has a budget of \$9.7 million (minus the cost of the land). Ward 3/East Neighborhood residents will connect with the Community Outreach Unit and other police officers at a leased townhome (\$300/month or \$3,600/year) near Indian Hills Park.

Accreditation

It's possible that both our Fire and Police Departments will become accredited in the coming years. This is the gold standard for a non-biased, external validation that we provide services using the best practices in the field today.

Four More Officers

As mentioned above, our estimate for revenue in FY 2017 is not sufficient to add any positions in the Police (or any other General Fund) Department. However, the City Council has been consistent in its desire to add at least three positions each year to the Police Department, in an effort to keep pace with population growth. To achieve this, the recommended budget moves \$391,690 from street materials to the Police Department. In this way, no employees are laid-off to achieve the Council's goals.

Equipping Public Safety with Heroin/Opioid Overdoes Blocker Kits

Councilmember Trapp recommended, and the Council approved, the use of \$11,880 of Council Reserves to equip all of our police and fire vehicles with Naloxone kits. It is hoped this action will save lives.

Strategic Priority: Infrastructure - Connecting the Community

With the passage of five infrastructure ballots in two years, the community has demonstrated strong support for maintaining our parks, electric, water, stormwater systems, and our streets and sidewalks. This should provide enough money to keep these investments serviceable for the next four or five years.

Electricity

Our Electric Utility is by far the most expensive service line the City operates. At just under \$144 million, the budget for the electric utility is four times higher than the next most costly service line, our \$33 million sewer utility. With a 2 percent rate increase needed for FY 2017, the increase compares very favorably to past years. Major projects in FY 2017 will include a transmission line to connect the Perche Creek Substation and the clean-up of More's Lake, now that we no longer burn coal at our power plant.

Sewers

The total spend in Sewer Utility in FY 2017 is \$33.1 million. The most recent ballot passed in 2013 marked a large change in the focus of the City. It flipped from 80 percent extension projects to 80 percent maintenance of our existing system. In addition to the Flat Branch relief sewer projects and the \$14 million we're spending to reline those sewers we will not replace, we continue to remedy flooding in the First Ward. Our test results show that sewer-lining efforts are paying good dividends. We will report those results to Council members very soon. In the meantime, I can tell you that we have significantly less rain water getting into our sewers and that replacing 100 year-old brick-and-mortar sewers with PVC pipe along Flat Branch Creek is well underway.

Water

Our Water Utility will spend \$28.4 million in FY 2017 with an emphasis on meter replacements and relocating water mains in concert with road projects. This utility is in good financial shape and continues to produce excellent drinking water.

Solid Waste

The focus of our \$25.6 million annual budget for Solid Waste is to collect household trash and deposit it in our landfill. Our main efforts in FY 2017 will include building landfill cell #6 and creating landfill wetlands to keep runoff from entering Hinkson Creek.

Parks

At just under \$16.9 million, the Parks and Recreation Department is the pride of the city. With strong voter support in 2015, parks, natural areas, and trails will be added to our portfolio, and our current assets will be maintained. A focus for FY 2017 will be the construction of a sports field house (with a \$1 million contribution from the Convention and Visitors Bureau) to grow our support of regional sports. We will also continue work on the Clark Lane West Hinkson pedway.

As noted in *Our Natural Legacy*, a City-County plan to add green space, "...a connection to the natural world is fundamental to human health and well-being...". In a local 2015 survey, 68 percent of participants said they favored acquiring land to preserve open space and protect the environment. With the 60-acre Gates Park addition, we're on track to increase natural areas from 1,292 to 1,417 acres by 2021. We'll work with the Greenbelt Land Trust to inventory natural resources and wildlife on existing City-owned properties and evaluate other sites within the City limits that may be good candidates for purchase and protection of land and wildlife habitat.

Streets and Sidewalks

The City's "complete street" policy, adopted in 2004, describes our goal for Columbia's transportation network. All citizens should have safe passage on foot, by car, bike, wheelchair or other forms of transportation. At \$12 million in Streets and Sidewalks, the FY 2017 budget aims to continue progress toward achieving this vision. We will focus on designing our widening project for Nifong from Providence to Forum and an intersection improvement at Forum and Green Meadows (whether that means a roundabout or a stoplight solution). Our sidewalk efforts will focus on Oakland Gravel Road from Blue Ridge to Edris.

Public Transit

Because of its potential to narrow the social equity gap, City Council members have focused a tremendous amount of attention on keeping bus travel affordable and making it more convenient. With a total FY 2017 expenditure of \$9.7 million, we will put extra effort toward building bus shelters and replacing five diesel buses with new, leased, electric buses. This move toward diversifying our fleet should save significant expense on fuel and maintenance, allowing those funds to be used for improving service levels on our most used routes.

To introduce more residents to COMO Connect, our community policing officers and employees from Central Missouri Community Action are distributing bus passes in the Central, North and East neighborhoods. With the distribution of these passes we hope to introduce bus ridership to those who might benefit the most from its use.

This budget also creates five full-time driver positions by reducing our temporary budget. We have a difficult time keeping temporary drivers and this neutral budget cost is aimed at giving our drivers reason to stay in our employ longer and reduce the amount of overtime needed to operate the system.

Parking

At \$4.3 million, the Parking Utility budget keeps our parking garages in good repair. We will focus attention on the Sixth and Cherry Garage for major maintenance. The Parking Utility is also looking to replace a significant number of obsolescent parking meters and auditing equipment, they will be asking to increase pay-by-app only spaces, and they will install and evaluate the first of six gate arm systems which will make it easier for customers to pay for parking in the garages.

Stormwater

Even with a successful ballot in 2015, our Stormwater Utility remains our smallest utility with a total FY 2017 operating budget of \$2.2 million. We focus on those actions we can afford, to alleviate flooding throughout the city. Techniques include buying and demolishing houses built in the floodways, building rain gardens and relining storm water pipes.

Strategic Priority: Operational Excellence

City Employees are Engaged and Excel at Customer Service

At 72 percent, City employees are more than twice as engaged as the national average reported by the Gallup organization. In its most recent survey, pollsters found that only 34 percent of American workers say they are engaged in their workplaces, and that's the highest level since Gallup started tracking this indicator. High engagement results in high quality service provision.

Overall citizen satisfaction with the quality of City employee customer service has hovered in the low 70 percent range for several years, beating regional and national benchmarks by almost 20 percent. Since 2007, agreement that it's easy to reach the right person at City Hall, has increased from 47 percent to 62 percent. These are good service ratings that still offer opportunities for improvement.

Accreditation

Accreditation is a stamp of approval from independent, national organizations and represents the highest endorsement that local government services can receive. To achieve accreditation, organizations must demonstrate conformance with nationally and sometimes internationally recognized best practices. Originally recognized for excellence in 2001, our Public Works Department has been accredited longer than any other in Missouri. Other accredited departments and divisions include the City's water, sewer, stormwater and solid waste utilities, Community Development, Convention and Visitors Bureau, and most recently, the Columbia/Boone County Department of Health and Human Services. In the coming year we will focus on accrediting the Police and Fire departments.

Recognizing and Eliminating Bias

We join other local leaders in recognizing and eliminating institutional biases based on race, ethnicity, gender, sexual orientation, disability and other identities that separate us as human beings. Our Public Health and Human Services Department is coordinating learning opportunities for City employees through our partnerships with the National Conference for Community and Justice (NCCJ) and Diversity Awareness Partnership. This fiscal year, we will have 140 City employees who have attended a Building Inclusive Communities training, 140 managers and supervisors attending a Diversity Awareness Partnership workshop on diversity and inclusion, and all sworn CPD officers completing courses on racial profiling and fair and

impartial policing. We have four NCCJ certified in-house “facili-trainers” available to offer basic and advanced courses to City employees. We hope to add two to four new trainers next year. We are thankful for the support of the Columbia Public Schools and University of Missouri for adding trainers so that we can build our internal training capacity. We have accomplished this work with our existing training budgets.

Contact Center

Over the last two years, our customer Contact Center has reduced the number of possible phone numbers you might call to reach us by more than half. We had 154 numbers in the phone directory. Now there are 70. We see a future where, unless there’s an emergency or need for a Text Telephone, there’s only one number to call. Because we’ve developed the center in manageable steps and hired people with a passion to help others, we’re getting rave reviews from customers. They love not getting transferred from office to office when they call. They love getting the right answer to their question, and they love seeing the potholes filled within just a few days of their call. At Mayor Treece’s request, we will accelerate the full launch of the Contact Center. We’re preparing a public announcement and branding effort and disconnecting excess phone numbers as we reach full implementation. The number for the Contact Center is (573)874-CITY.

Centralizing PIOs and GIS

As discussed in previous budgets and Council meetings, the FY 2017 budget cycle will complete our centralization efforts with public information officers (PIOs) and our Geographic Information Systems (GIS) staff. This is a move that has no net impact (up or down) on the budget, but reaps productivity benefits. Having professionals be able to back each other up and mentor each other, is hard to quantify, but is a powerful investment in the quality of our service provision. As we aspire to set the bar on transparency and access to information, both of these moves will take us closer to our goal.

Changing our Approach on Mechanical, Plumbing, and Electrical Licensing

There is something we could do to improve our effectiveness, provide better service and not increase cost. Currently we license what are commonly referred to as “the trades” (meaning building mechanics, electricians and plumbers) through a slow and problematic process involving three boards, one for each trade. The best practice in the field is that this fundamentally administrative work is conducted at the staff level, rather than a board level. Thus, applicants who wish to obtain a journeyman or masters license in the trades simply take the test and are awarded a license from staff instead of waiting for a month or more for the next board meeting. The Council has approved the dissolution of the three trade boards and will replace them with an administrative service wholly operated by staff. Appeals of staff’s decision would occur at the Building Construction Codes Council.

Pay and Benefit Changes

Our employees are some of the best you will ever see. As I mentioned before, citizen satisfaction with the service they provide is 20 percent higher than regional or national averages. I receive many email messages and phone calls praising employees who go above and beyond to help residents. So, I am proud that, given all the financial headwind we are experiencing, we have managed to find enough money to provide a raise for all employees. It will be a modest, 25 cents per hour (or \$0.1786/hour for firefighters), but a raise nonetheless. When times are tight, I recommend flat rate pay raises such as this because it focuses the available dollars on the jobs that need the money the most.

Through the meet and confer process, we came upon a way to fund the Fire Union's request for annual physicals for our firefighters. Currently firefighters are scheduled for biennial occupational exams. The exams will now be annual, which will increase opportunities to identify health issues for early treatment to prevent occupational injury and which may have a potential reduction of health care costs to the City and the employee. In addition to firefighter physicals, we will also begin providing physicals to all employees whose position requires a Commercial Driver's License.

We've seen a 13.8 percent increase in the cost of our health insurance. To deal with this, we will share the increase in premium costs with our employees and as mentioned earlier, we will close the most expensive plan for new enrollees. This budget does not delete the plan for current enrollees, but will not be offered to new employees or those enrolled in the other two plans.

Many Thanks

Producing a budget with 20 departments, 54 separate spending plans and hundreds of service lines is no small task. No city manager can do this alone, and I must thank the individuals who work so diligently to help me - and the community - achieve our goals. My profound thanks to all Department directors and especially City Finance Director Michele Nix, Budget Officer Laura Peveler, Budgeting Supervisor Sarah Talbert and their staff, and Civic Relations Officer Toni Messina for their excellent work and ongoing stewardship of the community.

All FY 2017 financial information is summarized in the "Budget in Brief" and detailed in other parts of the document. Residents may read the budget and related material online at CoMo.gov or review a printed copy at the City Clerk's Office or at the Finance Department in City Hall.

Best Regards,




Mike Matthes
City Manager


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, 2016 and ending on September 30, 2017, as finally adopted by the City Council on September 19, 2016.

IN WITNESS WHEREOF, I have executed this certification on this **19th** day of **September, 2016**.


Mike Matthes, City Manager

IN WITNESS WHEREOF, I have executed this certification and affixed the corporate seal of the City on this **19th** day of **September, 2016**.


Sheela Amin, City Clerk



FY 2017 Budget Amendments Adopted 9/19/16

Council Reserve and Other Council Decisions:

Council Reserve Available	\$66,000
Equip Police and Fire with Naloxone (heroin/opioid overdose blocker) kits	\$11,880
CAT TV Funding (\$35,000 for FY 2017) +	\$10,000
Remaining Council Reserve Available to allocate during FY 2017	\$44,120
+ \$25,000 was included in the proposed budget	

Capital Projects Changes

Fairview and Chapel Hill Intersection Improvements (Streets and Sidewalks)

(Mayor Treece)

- * Move construction of project out to FY 2024
- * Reallocate County Road Tax Rebate funding of \$351,000 in FY 2017 from CIP to Streets operations to replace general source funding reallocated to Police for one year
- * Funding of \$351,000 would have to be identified in FY 2024 before this project could move forward

Discovery Parkway: Gans to New Haven (Streets and Sidewalks)

(Mayor Treece)

- * Move up construction from FY 2021 to FY 2020
- * Cash flow would require Nifong-Providence to Forum 4 Lane project construction to be moved from FY 2020 to FY 2021

Annual Bus Shelters (Transit)

(Mayor Treece)

- * Move the capital improvement sales tax ballot funding from FY 2018 to FY 2017
- * If the Fairview and Chapel Hill Intersection Improvement capital improvement sales tax funding is moved from FY 2017 to FY 2024, this would free up enough cash to be able to move the bus shelter funding up to FY 2017 from FY 2018

Other Changes

Implement a Street and Sidewalk Closure Fee and Utilize funds for one-time improvement projects

(Mayor Treece)

- * Suggest \$0.20/linear foot per day charge for sidewalks and \$0.30/linear foot per day for street lane closures
- * Funding would be kept in the capital projects fund and could be allocated by Council for projects.

Add (1) 1.00 FTE Police Officer

(Mayor Treece)

- * Reallocate street maintenance funding to pay for the position

Boys and Girls Club Expansion

(Pre-Council Meeting)

- * \$500,000 from General Fund Reserves

Reallocate Downtown Camera Funds to Training in Police

(Council Member Nausser)

- * CID will pay for downtown cameras. Reallocate these funds (\$25,030) in the Police Dept Utilities, Services, and Misc. category to Travel and Training Category

**FY 2017 Budget Amendments
Adopted 9/19/16**

Staff Requests:

Police - DWI Checkpoints Grant

Revenues	\$25,000
Expenses	\$25,000
Net Impact	\$0

Police - Additional funds for DWI Unit Grant

Revenues	\$3,000
Expenses	\$3,000
Net Impact	\$0

HOME Requests

- * Remove funding for JES Dev Co, Inc. (\$85,000) and reallocate to Homeownership Assistance

Reallocate Funding for Lease of (5) Electric Buses

Net Impact \$0; Reallocate funds from fuel, parts and vehicle maintenance to the interest account

Create Project Management Office in IT Department

- * Delete Financial Project Manager Position in Finance Department and move COFERS project funding to IT Dept
- * Create PMO Manager Position and Project Leader Positions
- * Utilities Depts to fund positions for FY 2017
- * No General Fund impact

Position Changes:

- * Reclassify (1) 1.00 FTE Assistant NERC Compliance Officer to NERC Compliance Officer
- * Reclassify (1) 1.00 FTE Accountant I to Sr. Accountant
- * Delete (1) 1.00 FTE Financial Project Manager Position in Finance Department
- * Add (1) 1.00 FTE PMO Manager in IT
- * Add (1) 1.00 FTE Project Leader in IT

Benefit Changes:

- * Add benefits to (1) 1.00 FTE Contact Center Supervisor position

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BUDGET IN BRIEF

Introductory Comments and Budgeting 101

Investing in the public services that our community cares about is the priority of our annual budget process. This budget in brief section will provide readers with a snapshot view of the various departments included in the budget, their funding sources and uses, and highlights of significant changes in the FY 2017 budget.

The FY 2017 budget covers the time period of October 1, 2016 through September 30, 2017. Our city's population is estimated to be 123,816 during FY 2017 (up from 121,627 for FY 2016) and our city government workforce will include 1,483.40 permanent positions (up 29.00 FTE).

The City of Columbia is considered to be a full-service city which means that we provide the basic city services of police, fire, street maintenance, health, and parks and recreation, as well as other services (such as water, electric, sewer, solid waste, airport, and bus) which many cities do not provide.

The City prepares four separate financial documents which include the Budget, Comprehensive Annual Financial Report (CAFR), Capital Improvement Plan (CIP), and the Ten Year Trend Manual. The City's budget looks ahead one year and provides the next year's funding for each of the departments. The CAFR looks back one year and provides information on the actual revenues and expenditures for the past year. The CIP looks ahead ten years and identifies all capital and infrastructure needs the city has for streets and sidewalks, public safety, parks and recreation, water, electric, sewer, solid waste, parking, storm water, transit, and airport. The Ten Year Trend Manual provides a look back at the past ten year's of actual financial data, provides an analysis, and identifies trends and warning signs. The city's budget has been awarded the Government Finance Officers Association (GFOA) Budget Award for 20 years and the CAFR is reviewed by external auditors each year and has been awarded the GFOA Excellence in Financial Reporting for 35 years. The City utilizes the information in the CAFR, CIP, and Ten Year Trend Manual as input during the budget process.

Our overall city budget contains 54 separate budgets which are accounted for in seven different types of funds (General Fund,

Capital Projects Fund, Debt Service Funds, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and Trust Funds). A definition of each of these types of funds can be found in the glossary section at the end of the budget document.

The City must follow governmental accounting standards. These standards require the City to separate different activities into different types of departments and funds so that the funding sources and uses are kept separate and reported in a particular manner.

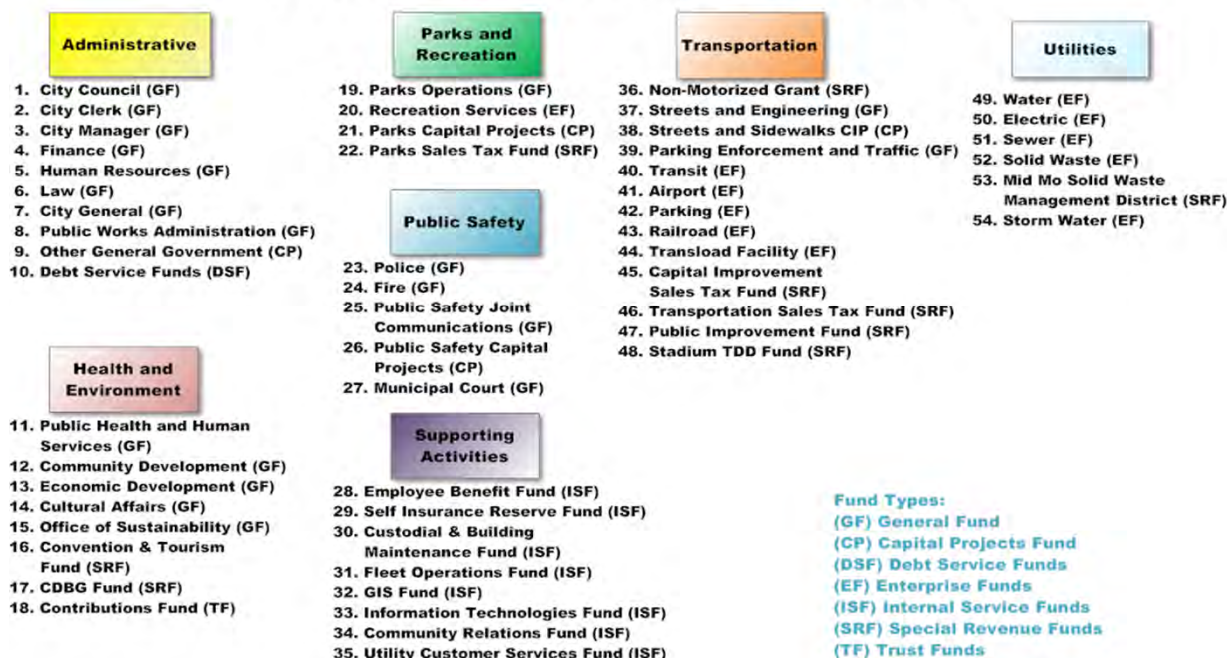
In an effort to make the information more easy to understand and locate, the City divides the 54 budgets into seven focus areas. The chart at the bottom of the page illustrates the focus areas and the budgets contained in each area.

Of the various types of funds, there is a lot of focus on the General Fund. It consists of 20 budgets that provide the services that most people associate with local government such as police, fire, health, and street maintenance.

Our budget process is detailed in the General Information Section on page 84. The City Manager delivers a proposed budget to the City Council and public by the end of July. The Council holds three public hearings on the budget which allow citizens to give their input on the budget. The budget is adopted by the City Council at the second Council meeting in September and a final budget document is prepared at the end of September.

What information can be found in the budget document? Within each department, the reader will find key information about that department including a description, objectives, highlights/significant changes, budgets by category, authorized personnel, debt, capital projects, rate information, fees, fines, and charges associated with the department as well as ten year trend information on total revenues, total expenses, net income/(loss), funding equity, cash and available resources, and employees per thousand population. In addition, the document contains five year forecasts for the utility, transportation, supporting activities, and parks related funds.

City of Columbia - 54 Budgets - 7 Focus Areas



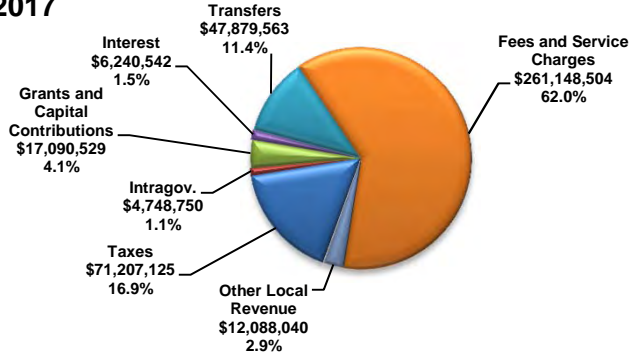
A general information section at the beginning of the document provides an overall organizational chart, city profile, fund structure, vision statements, and fiscal policies. An overall summary section provides a variety of revenue and expenditure summaries as well as summaries for capital projects, debt service, authorized positions, the General Fund, and major revenue trends.

Readers will note that the FY 2017 total funding sources of \$420,903,053 are lower than financial uses of \$442,576,734. Funds outside of the General Fund are allowed to have expenditures above revenues so that accumulated balances are used in accordance with our budget strategies and guidelines. A common practice in these other funds is to accumulate cash over a few years and then use down that cash to pay for a capital project.

Total City Funding Sources - Where the Money Comes From

FY 2017

Taxes	\$71,207,125
Intragovernmental	\$4,748,750
Grants and Capital Contributions	\$17,090,529
Interest	\$6,240,542
Transfers	\$47,879,563
Fees and Service Charges	\$261,148,504
Other Local Revenue	\$12,088,040
Lease/Bond Proceeds	\$0
Appropriated Fund Balance	\$500,000
	<u><u>\$420,903,053</u></u>



Inc/(Dec) from Estimated FY 2016 (\$3,431,974) (0.8%)

The City has a wide variety of funding sources; however not all of the sources can be allocated to any department budget. For example, the rates charged by a particular utility, such as the electric utility, can only be used to fund the electric department's expenses. Among the taxes the City charges, some are dedicated for a particular purpose (capital improvement sales tax, transportation sales tax, and parks sales tax) and can only be allocated to certain department budgets (capital projects, streets, transit, airport, and parks). Other taxes (property taxes, and the one percent general sales tax) can be allocated to any department (police, fire, health, streets, finance, parks, etc.).

Fees and Service Charges is the largest funding source and includes the rates which are charged to our citizens for the services we provide (utilities, transit, recreation, etc.) as well as the amounts our supporting activity departments charge to the other City departments for services they provide (custodial, fleet, computers, etc.). For FY 2017, this revenue source reflects an increase of \$12.4 million or 5% over Estimated FY 2016. For our residential utility customers, there is no rate increase for trash. There are residential rate increases for Electric (2% operating), Water (2% operating), Sewer (4% voter approved and 1% operating) and Storm Water (25% voter approved). We estimate the average monthly customer impact to be \$3.59.

In the Solid Waste budget, there are increases for commercial services and landfill fees. The Solid Waste utility completed a cost of service study in FY 2015 and the major focus in the next five years will be to follow a rate path to reach a cost recovery on each of the various services provided as well as looking for lower cost options to provide those services.

In the Sewer budget, there are increases in sewer connection fees and hauled liquid waste fees in addition to the residential fee increases.

In the Recreation Services Fees, there are increases in activity/class fees (day camp), team activity increases (volleyball, softball and basketball leagues, youth and adult sport activity fees), golf fees (greens fees, weekday plan, season passes, golf cart rentals), outdoor aquatics increases (admission fees, swim lessons) and rental fees (shelter reservations, weekend wedding specials).

Taxes are the second largest source of revenue for the City. Taxes include property taxes (\$0.41/\$100 assessed value), sales taxes (1% general, 1/4% capital improvement, 1/4% parks, and 1/2% transportation), gross receipts taxes (including the hotel/motel tax), and other local taxes (cigarette tax, gasoline tax, and motor vehicle taxes). For FY 2017, total sales taxes are projected at a 1.0% increase, or \$0.5 million above Estimated FY 2016. In the general fund, sales taxes are projected to increase by 1% over Estimated FY 2016. FY 2017 property taxes are projected to increase 3.0% from Estimated FY 2016 with no change in the city's property tax rate of \$0.41 per \$100 assessed valuation. The growth in gross receipts taxes as well as other local taxes are projected at a minimal 0.9% increase while hotel/motel taxes are projected at 5.5% growth from Estimated FY 2016.

Other Local Revenues include license and permit fees, fines, and fees in the General Fund, development fees in the Public Improvement Fund, and miscellaneous revenues in all departments. For FY 2017 these revenues are projected to decrease \$1.5 million or (11.0%) from Estimated FY 2016. These revenues can vary significantly from year to year based on the number of capital projects, auction revenue from vehicles being replaced, etc. Significant decreases occurred in the General Fund (Building and Site Fees are budgeted lower due to a lower number of permits being anticipated), Electric (auction revenues due to lower fleet replacements in FY 2017), and Sewer (developer contribution in FY 2016 for Flat Branch Sewer).

Grants and Capital Contributions, which include both operating grants and capital grants, are projected to decrease by (\$13.3 million) or (43.8%) from Estimated FY 2016. This decrease is primarily due to lower funding in airport capital projects (\$8.3 million), Transit funding for capital projects (0.6 million), and PSJC funding from the County (0.4 million) as the County is paying more of the expenses directly.

Total City Funding Sources - Where the Money Comes From (continued)

Transfers occur between funds for several reasons. The majority of transfers occur to move accumulated funds from special revenue funds (such as Parks Sales Tax, Capital Improvement Sales Tax, and Transportation Sales Tax) to the Capital Projects Fund to fund specific projects. For FY 2017, transfers into funds are projecting a decrease of \$1.9 million or (3.8%) from Estimated FY 2016. Decreases are shown in the Capital Projects Fund for funding of projects from the Capital Improvement Sales Tax (\$1.9 million). There is a \$3.5 million decrease into the Debt Service Funds due to paying off the 2006 S.O. Bonds to finance the previous capital improvement sales tax ballot issue projects and refinancing the S.O. Bonds for the downtown government center.

Intragovernmental Revenues are revenues for the General Fund that come from other departments. General and administrative fees are charged to departments outside of the

General Fund for services that General Fund departments provide (such as payroll, accounts payable, human resources, legal, etc.). For FY 2017, general and administrative fees are up \$0.3 million or 7.7%.

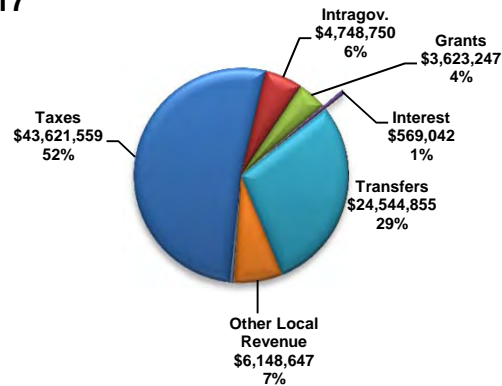
Appropriated Fund Balance is the amount of funds in excess of reserve requirements that the City can use to support General Fund operations and capital projects. The Council voted to use General Fund reserves above our twenty percent guideline to provide a \$500,000 contribution to the Boys and Girls Club gym project. This project aligns very closely with the social equity part of our strategic plan and was envisioned by the Mayor's Taskforce on Community Violence.

The City's General Fund balance is projected to be 29% for FY 2017 which is above the City's 20% fund balance policy guideline.

General Fund Sources - Where the Money Comes From

FY 2017

Taxes	\$43,621,559
Intragovernmental (G&A)	\$4,748,750
Grants	\$3,623,247
Interest	\$569,042
Transfers	\$24,544,855
Other Local Revenue	\$6,148,647
Appropriated Fund Balance	\$500,000
	<u><u>\$83,756,100</u></u>



Inc/(Dec) from Estimated FY 2016 (\$343,902) (0.4%)

Taxes - In the General Fund, the primary source of revenue (52.1%) is taxes, which includes a portion of the 1% general sales tax, property taxes, gross receipt taxes (on telephone, natural gas, electric, and Cable Franchise Fees), and other local taxes (cigarette, gasoline, motor vehicle license, and motor vehicle sales tax). With the exception of gasoline taxes and motor vehicle license fees which are dedicated for transportation purposes, the rest of the taxes are considered to be general sources and can be used to support any of the twenty General Fund departments. Due to the growth of internet sales, this funding source has not kept pace with population growth and inflation. This has limited the City's ability to add critical positions in police and fire as well as all of the other General Fund departments. We estimate that departments are about 30% understaffed due to our limited resources. Sales Taxes are estimated to increase 1% over Estimated FY 2016 and Property Taxes will remain at \$0.41 per \$100 assessed value.

Intragovernmental Revenue - General and Administrative Fees - The City charges proportionately for all services performed by General Fund departments for enterprise and other City funds (i.e. bids, purchase orders issued, investments, payroll functions, budget, etc.). The fee includes 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 7.7% increase from Estimated FY 2016.

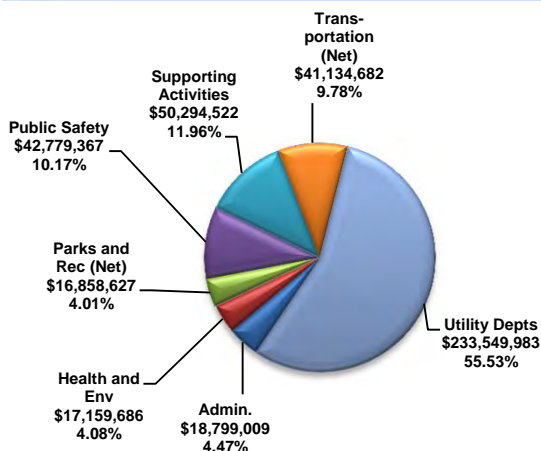
Grants are received primarily in the Health and Public Safety budgets. The Health Department receives federal, state, and county grants which fund nearly 38% of their budget. FY 2017 reflects a (\$0.8 million) of (18.5%) decrease from Estimated FY 2016. PSJC revenues from the County will be \$0.4 million lower as more expenses are being paid directly by the County. Health is \$269,617 lower due to the ending a several grants from the Boone County Community Health Fund and one state grant. Fire is \$101,685 lower due to the ending of the federal grant which funded three firefighters.

Transfers

The growth in Transfers is projected to be \$572,801 or 2.4% over Estimated FY 2016. The largest transfers are PILOT (Payment-In-Lieu-Of-Taxes) from the Water and Electric Funds and reflect an amount substantially equivalent to the gross receipts taxes and property taxes which would be paid if the utilities were owned privately. P.I.L.O.T. payments are projected to increase \$300,595 or 2.0% from Estimated FY 2016 based upon modest growth trends and a 2% operating rate increase in the Electric and Water Utilities in FY 2017. P.I.L.O.T. revenue is highly weather dependent. Transfers from Transportation Sales Tax of \$5,968,577 will continue to help fund street, engineering and traffic costs and Parks Sales Tax of \$1,666,820 will continue to help fund parks and recreation costs in the General Fund.

Other Local Revenues: The decrease in Other Local Revenues is projected to be (\$746,858) or (10.8%) from Estimated FY 2016. Most of this decrease is due to a lower number of building inspection permits expected in FY 2017.

Total City Budget Financial Uses - Where the Money Goes (By Function)



FY 2017

Administrative	\$18,799,009
Health and Environment	\$17,159,686
Parks and Recreation (Net)	\$16,858,627
Public Safety	\$42,779,367
Supporting Activities	\$50,294,522
Transportation (Net)	\$41,134,682
Utilities	\$233,549,983
Total Actual Net Spending	\$420,575,876
Other Special Revenue Fds *	\$22,000,858
Total Budgeted	\$442,576,734

Inc/(Dec) under FY 2016 Net Budget (\$17,731,413) (4.05%)

* Other Special Revenue Funds include Parks Sales Tax, Transportation Sales Tax, Capital Improvement Sales Tax, Public Improvement Fund, and Stadium TDD Fund which transfer funds into various Parks and Transportation departments.

Total City Financial Uses - Explanations and Significant Changes

When looking at increases and decreases in financial uses (expenditures), the City compares the amount projected for next year to the last year's adjusted budget amount. The adjusted budget amount is the original budget that has been adjusted to reflect any additional appropriations or transfers that have occurred during the current fiscal year. Encumbered items that have been carried forward from the last fiscal year are not included.

For FY 2017, total net financial uses are \$17.7 million lower than the FY 2016 net adjusted budget primarily in the area of capital project funding.

Utility Departments include Water, Electric, Sewer, Solid Waste, Mid-Missouri Solid Waste Management District, and Storm Water. In total, utility departments are projected to decrease (\$2.5 million), or (1.1%) from the FY 2016 adjusted budget. There is a (1.19 FTE) net change in positions primarily due to reorganizations that moved positions from the Utility area into other focus areas.

Highlights for utility departments include:

- Electric reflects a \$11.2 million decrease due to lower capital project funding. There is a 2% operating rate increase for FY 2017. One Utility Locator Supervisor position was added, and several other positions were reallocated to Community Relations, GIS, and the Office of Sustainability due to reorganizations.
- Water reflects a (\$0.3 million) decrease. There is a 2% operating rate increase for FY 2017. Two positions were added to establish a basic water flushing crew and several positions GIS, Office of Sustainability, and Community Relations budgets due to reorganizations.
- Sewer reflects a \$5.2 million increase primarily due to higher capital project funding for FY 2017. There is a 5% rate increase for FY 2017 (4% voter approved and 1% operating). An administrative position (90%) was added. There were several engineering related positions that were reallocated to the Streets and Engineering budget.
- Solid Waste reflects a \$4.1 million increase primarily due to higher capital project funding. There is no rate increase in residential rates for FY 2017; however, there are commercial and landfill rate increases. Five positions were added and one sustainability related position was reallocated to the Office of Sustainability budget.

- Storm Water reflects a (\$261,481) decrease due to lower capital project funding. There is a 25% voter approved rate increase included. Some additional administrative help was approved and one sustainability related position was reallocated to the Office of Sustainability budget.

Transportation Departments include Public Works Streets and Engineering, Non-Motorized Grant, Parking Enforcement and Traffic Control, Transit, Airport, Parking, Railroad, Transload, transportation-related capital projects, and special revenue funds that fund the capital projects including the one-quarter cent capital improvement sales tax, one-half cent transportation sales tax, Public Improvement Fund, and the Stadium TDD Fund. There is a 4.0 net change in positions. Net transportation department budgets are projected to decrease (\$12.0 million) or (22.7%) from the FY 2016 adjusted budget.

It should be noted that because of governmental accounting standards, the City must accumulate and pay out sources that are legally restricted for a particular purpose in separate funds. In the transportation functional group, these restricted funding sources include the Transportation Sales Tax, Capital Improvement Sales Tax, development fees, the capital portion of the general sales tax, and the Stadium TDD funds.

As such, a total budget number for Transportation would include both these special revenue funds and use of these dedicated sources in the Streets and Sidewalks, Transit, and Airport budgets. This would result in a total that is higher than the actual dollars that are available. Therefore, the Transportation functional group reflects the actual amount available for spending instead of the total with those special revenue funds included.

- Street maintenance funding will decrease \$47,062 due to budget constraints. Streets and Sidewalks CIP funding is down \$3.1 million due to a lower amount of funding required for FY 2017.
- Airport budget is decreasing \$9.9 million. Major projects include an upgrade of Crosswind Runway 13-31 and Taxiway B Turnarounds and design of Route H and Taxiway B West of Taxiway A. A ballot is scheduled for August to ask voters for a 1% temporary lodging tax to help construct a new airport terminal.
- Transportation Sales Tax funding will be utilized to fund Transit operations \$2.4 million, Airport operations \$1.8 million and provide local match funding for capital projects of \$0.3 million in Transit and \$76,575 in Airport.

- Parking reflects an increase of \$0.4 million and includes funding to replace many of the parking meters, and capital project funding will be used to install and evaluate the first of six gate arm systems in the garages. There are no permit or meter rate increases proposed for FY 2017.

Public Safety Departments include Police, Fire, Public Safety Capital Projects, Municipal Court, and Public Safety Joint Communications (PSJC). The total public safety departments reflect a \$2.4 million decrease or 5.3% for FY 2017 primarily due to lower funding for PSJC as more expenses will be paid directly by the County.

- The Police budget reflects a \$87,314 increase due to a budget amendment for an additional Police Officer. There are three additional police officer positions to keep up with the growth of the City. General source funding of \$306,447 was reallocated from street maintenance to Police to fund those positions.
- The Fire budget reflects a \$0.1 million increase primarily due to increases in intragovernmental charges. Three firefighter positions, previously funded by a federal grant will now be funded by the City's general sources.
- Public safety capital projects reflect a \$1.7 million decrease due to funding required for FY 2017. There will be two fire apparatus replaced.

Parks and Recreation includes general operations, Recreation Services, capital projects, and the Parks Sales Tax Special Revenue Fund. It should be noted that the Parks Sales Tax Fund is a special revenue fund that is used to account for the receipt and transfer of the parks sales tax to the General Fund parks operations, Recreation Services, and Capital Projects. Therefore, while the FY 2017 budget amount is \$22.4 million for all of the parks related funds, it is more appropriate to look at the net amount of \$16.9 million which subtracts out the Parks Sales Tax Fund since the expenditures in the Parks Sales Tax Fund are reflected as revenues in the General Fund, Recreation Services fund, and the Capital Projects fund.

For FY 2017, there is a decrease of \$0.6 million which includes budget cuts and lower capital project funding in Recreation Services. There are a number of fee increases included for FY 2017. There were no fee increases in FY 2016.

Health and Environment departments include Health and Human Services, Community Development, Economic Development, Cultural Affairs, Convention and Visitors Bureau, Office of Sustainability, Community Development Block Grant (CDBG) Fund, and the Contributions Fund. For FY 2017, these budgets reflect a total increase of \$0.7 million.

- Convention and Visitors Bureau expenses are up \$1 million due to the use of tourism development funds to help construct the Sports Field House in Parks and Recreation. One Industry Relations Specialist position will be added. An August ballot will ask voters to approve a temporary 1% lodging tax increase to help construct the new airport terminal project.
- Economic Development reorganization moves the Columbia Regional Airport from the Public Works Department to under the direction of Economic Development. An Entrepreneurship Program Coordinator position has been added to assist area entrepreneurs and Innovation Hub clients.

- The Office of Sustainability is being moved from the City Manager's Office to City Utilities to improve coordination of citywide sustainability efforts. Sustainability reallocated several positions from the Electric, Solid Waste, and Storm Water have been reallocated into this budget. An additional Community Conservationist position (grant funded) is included. The Sustainability Educator position will be eliminated during FY 2017 when the grant, that funds the position, ends.

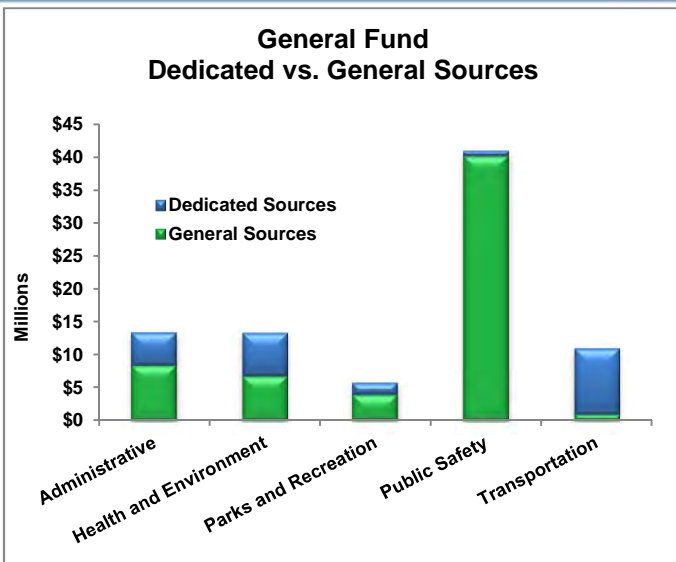
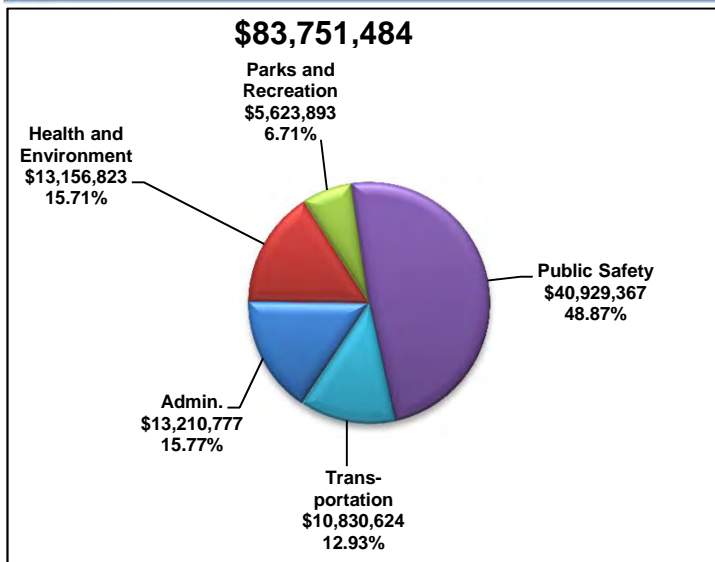
Supporting Activity Departments include the Employee Benefit Fund, Self Insurance Fund, Custodial and Building Maintenance Fund, Fleet Operations Fund, GIS Fund, Information Technology Fund, Community Relations Fund, and the Utility Customer Services Fund. These departments are classified as internal service funds that set fees in order to recover the cost of their operation from other city departments.

- Self Insurance Fund reflects a \$0.7 million increase due to premium and claims increases. Due to budget constraints, one vacant Risk Management Specialist position will be eliminated in FY 2017.
- Community Relations (formerly known as Public Communications) reflects a \$0.8 million increase. Due to a citywide reorganization of the public information function, several positions were reallocated from Parks and Recreation, Convention and Visitor's Bureau, Police and Water and Electric departments into Community Relations. One additional Community Relations Specialist position was added to provide more support for the utility departments. Due to an accelerated rollout of the Contact Center to cover all City departments, seven positions have been added in order to take on utility customer inquires, Convention and Visitors Bureau inquires and most of the other City departments.
- Fleet Operations reflects a \$0.2 million increase. Three positions to staff the new fleet building at the Landfill have been included for one quarter of FY 2017.

Administrative Departments include City Council, City Clerk, City Manager, Finance, Human Resources, Law, City General, Public Works Administration, General Government Debt, and Other General Government Capital Projects. Total Administrative Departments are down \$3.9 million.

- City Manager includes the reduction of 2.90 FTE. The Office of Sustainability has been moved under City Utilities to allow for improved coordination of citywide sustainability efforts. The Financial Project Officer will be relocated to the Financial Department and will be eliminated after the go-live date of the core financial modules during fiscal year 2017.
- Law includes the elimination of 1.00 FTE Asst City Counselor position due to budget constraints.
- Debt Service Funds are down \$3.5 million due to the refinancing of the S.O. Bonds for the City government building, the payoff of the 2006 S.O. Bonds for the purchase and renovation of the Nowell's property, and the payoff of the 2006 S.O. bonds for capital improvement sales tax projects approved in the FY 2015 capital improvement sales tax ballot.

General Fund Budget Financial Uses - Where the Money Goes (By Function)



General Fund Financial Uses - Explanations and Significant Changes

Public Safety Departments receive the most funding of all areas within the general fund (48.87%). The public safety departments include Police, Fire, Public Safety Joint Communications (PSJC), and Municipal Court. The total public safety departments reflect a \$2.4 million decrease (5.3%) for FY 2017 primarily to lower capital project funding (down \$1.7 million) and more expenses for PSJC to be paid directly by the County (down \$0.8 million).

In the City's last citizen survey, public safety concerns moved to the top of the list of items the citizens want the City to focus on. The newly adopted strategic plan, which covers the years FY 2016 to FY 2019, has one of the five priorities dedicated to public safety with an emphasis on helping people feel safe wherever they live, work, learn and play.

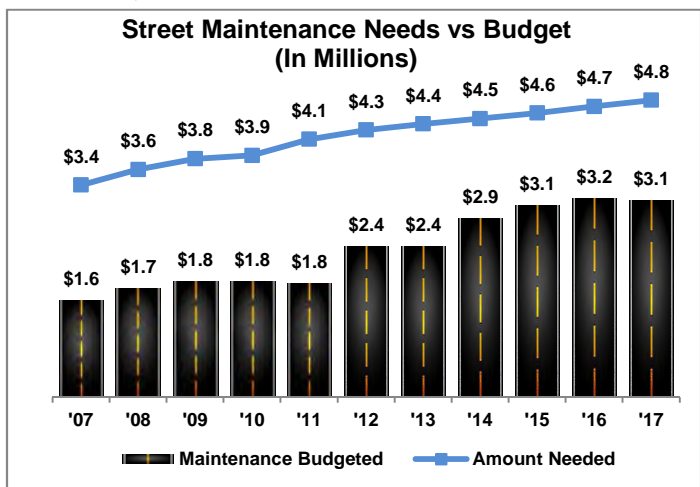
The Police budget reflects a \$87,314 increase due to a budget amendment for an additional police officer. There are four additional police officer positions to keep up with the growth of the City. General source funding of \$306,447 was reallocated from street maintenance to Police to fund the positions. The Police budget receives 98% of its funding from general sources such as taxes.

The Fire budget reflects a \$0.1 million increase primarily due to increases in intragovernmental charges. Part of these increases were in Employee Wellness Fees to pay for annual physicals as was requested through the meet and confer process. Three fire fighter positions, previously funded by a federal grant will now be funded by the City's general sources. The Fire budget receives 99.7% of its funding from general sources.

Parks and Recreation reflects a decrease of \$0.3 million for FY 2017 due to delay of fleet replacements for a year and departmental budget cuts necessary to balance the general fund budget. The CARE program funding will remain at \$493,474 with part of the funding being used to fund three apprenticeship positions for CARE graduates to get two years of employment, mentoring, and skill development in City jobs that don't require advanced degrees. These positions will be reserved for CARE graduates from the strategic plan neighborhoods.

Transportation Departments include Public Works Streets and Engineering, and Parking Enforcement and Traffic Control. These departments are primarily funded (90%) by dedicated sources which come from the transportation sales tax, gas tax, and motor registration fees.

- The Streets and Engineering budget will decrease \$0.4 million for FY 2017. Street maintenance funding will decrease \$47,062 for FY 2017 in order to move general sources to the Police Department to hire four Police officers. The graph below shows the street maintenance funding at \$3.1 million which is \$1.7 million lower than the amount needed to adequately fund street maintenance. Due to budget constraints, there are no fleet replacements budgeted for next year.



At the current funding levels, it will take 55.77 years to resurface 1,394 lane miles within the City. On the annual citizen survey, street maintenance funding remains one of the top issues citizens want to see improvement in. We need to work to identify additional funding sources in order to get the funding level up to the required level.

- Parking Enforcement is \$67,244 below last year's budget. Due to budget constraints, there are no fleet replacements budgeted for next year.

Administrative Departments include City Council, City Clerk, City Manager, Finance, Human Resources, Law, City General, and Public Works Administration. For FY 2017, there is a \$3.8 million decrease or 17.1% decrease.

- The City Clerk's budget is down \$121,525 or 22.1% due to a lower number of ballots planned for FY 2017. There are no personnel changes.
- The City Manager's budget reflects a \$248,752 or 15.3% increase from adjusted FY 2016 budget. The Council voted to provide a \$500,000 contribution to the Boys and Girls Club gym project. This project aligns very closely with the social equity part of our strategic plan and was envisioned by the Mayor's Taskforce on Community Violence.
- Funding is from the General Fund reserve. The Office of Sustainability budget, along with two positions have been moved from this budget to under the direction of the Utilities Department. This movement will allow for improved coordination of citywide sustainability efforts and will result in a savings of \$67,000 for the General Fund. In addition, the Financial Project Officer position will be moved to the Finance Department and will be eliminated during FY 2017 after the new financial software is implemented. Due to budget constraints, the budget reflects a \$28,735 hiring delay for the Deputy City Manager position.
- The Finance Department budget reflects a decrease of \$131,421 or 2.9% from the adjusted FY 2016 budget. The Financial Project Officer position has been eliminated during FY 2017. Due to budget constraints, this budget reflects cuts of \$106,210 including a hiring delay of one year for the Pension Administrator position.
- The Law Department budget reflects a decrease of \$38,821 or 1.9% from adjusted FY 2016 budget. Due to budget constraints, this budget reflects \$41,923 in cuts including the deletion of one vacant Assistant City Counselor position in the Prosecution division.
- The City General budget reflects a decrease of \$595,430 or 17.6% from adjusted FY 2016 budget. The 2006B S.O. Bonds were paid off in FY 2016, which resulted in a \$297,250 annual savings. In addition, the 2008B S.O. Bonds (for the construction expansion, and renovation of the downtown government center) were refinanced in FY 2016. This resulted in a savings of \$260,707 in this budget. Council Reserve of \$44,120 has been set aside for the Council to allocate during the fiscal year. Contingency of \$100,000 has been budgeted.
- The Cultural Affairs (OCA) budget decreased \$21,151 or 3.9% from the adjusted FY 2016 budget. This budget will continue to coordinate the property management agreements between the John William "Blind" Boone Heritage Foundation and the Boone County Historical Society regarding the curation of the Blind Boone Home and the Maplewood House respectively. Funds to pay for the utilities of these two homes (\$10,000) has been moved from the Parks and Recreation budget to OCA. Due to budget constraints, this budget reflects \$19,754 in budget cuts for FY 2017 including the reallocation of 25% of a Senior Administrative Support Assistant to the Community Relations Department.
- The Economic Development budget decreased \$59,514 or 10.7% from the adjusted FY 2016 budget. The primary reason for the decrease is due to the reallocation of 50 percent of the Economic Development Director position to the Airport. The City has made the decision to reorganize by moving the Columbia Regional Airport, currently within the Public Works Department, to Economic Development to allow opportunity for growth and expansion of the airport. An Entrepreneurship Program coordinator position has been added to Economic Development to assist entrepreneurs and Innovation hub clients with advancing their business startups and emerging technologies.
- The Community Development budget reflects an increase of \$32,774 or 0.8% primarily in the area of intragovernmental charges. Due to a reorganization, the GIS Tech position has been moved to the GIS budget and the cost of the position is being recovered through increased intragovernmental charges. There is a move to recover 100% of building inspection costs, which is up from the 75% cost recovery goal that has been in place. For FY 2017, there will be a \$1 per thousand dollars of value of construction increase to work toward the new 100% cost recovery goal.
- The Office of Sustainability has been moved from the City Manager's budget to a separate budget which will fall under the direction of the Utilities Department. Sustainability related positions have been moved from Electric, Storm Water and Solid Waste into this department. All of the funding for this department will be dedicated funding coming from either grants, utility savings from departments benefitting from sustainability projects or the utility departments.

Health and Environment departments include Health and Human Services, Community Development, Economic Development, Cultural Affairs, and the Office of Sustainability. For FY 2017, these budgets increased \$140,496 or 1%.

- The Health and Human Services budget decreased \$214,220 or 2.8% from the adjusted FY 2016 budget. Two pilot programs funded by the Boone County Community Health Fund (Live Well by Faith and Access to Care) will end in FY 2017. The Healthy Eating and Active Living grant, funded by the Missouri Department of Health and Senior Services will also end in FY 2017. Due to budget cuts necessary to balance the General Fund, this budget reflects \$85,651 in cuts for FY 2017.

Property Taxes

There are no proposed City property tax increases for FY 2017. The property tax rate will remain at \$0.41 per \$100 assessed valuation.

Gross Receipts Taxes

There are no increases proposed over the 7% current rate.

Sales Taxes

There are no city sales tax increases proposed. The current total sales tax rate is 7.975% in all areas of the City except those located in transportation development districts (TDDs) and community improvement districts (CIDs).

City's Sales Tax Rate Breakdown

(No Changes for FY 2017)

General Sales Tax - funds basic government services	1.000%
Capital Sales Tax - restricted for capital related uses only - expires December 31, 2025	0.250%
Transportation Sales Tax - restricted for transportation uses	0.500%
Permanent Parks Sales Tax - restricted for park purposes	0.125%
Temporary Parks Sales Tax - restricted for park purposes - expires March 31, 2022	0.125%
Total City Sales Tax Rate	2.000%

Residential Utility Rate Changes

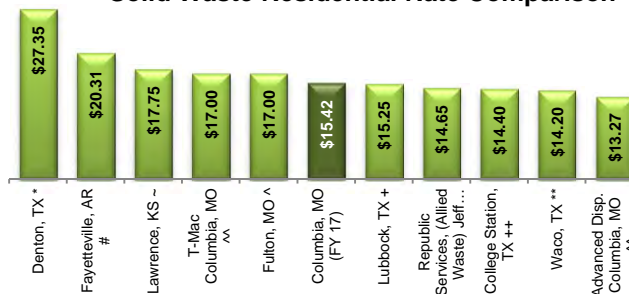
Average Monthly Customer Impact of Rate Increases

Electric - 2% operating increase	\$1.67
Water - 2% operating increase	\$0.55
Sewer - 5% increase (4% ballot & 1% operating increase)	\$1.10
Solid Waste - No rate increase	\$0.00
Storm Water - 25% increase *	\$0.27
	\$3.59

* Based on customers having a main floor area from 750 sq. ft to 1,250 sq. ft.

Our utility rates will remain competitive with comparable entities as is reflected on the graphs.

Solid Waste Residential Rate Comparison



* Includes trash cart and 1 recycle cart

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

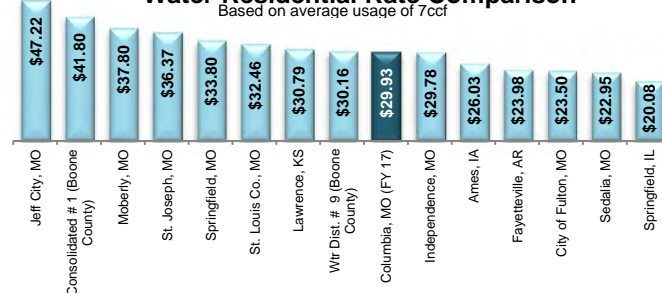
^ \$17 base fee for one can, \$17 for each additional can. Services include weekly pick-up of recycling and yard waste; addl. \$1 for recycling container

^^ No yard waste option available

Pay-as-you throw system with varying base cart size & price. Addl per bag charge

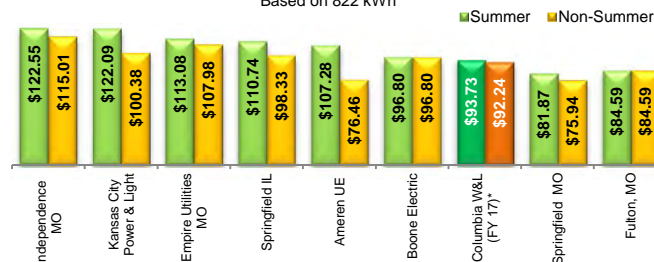
Water Residential Rate Comparison

Based on average usage of 7ccf



Electric Residential Rate Comparison

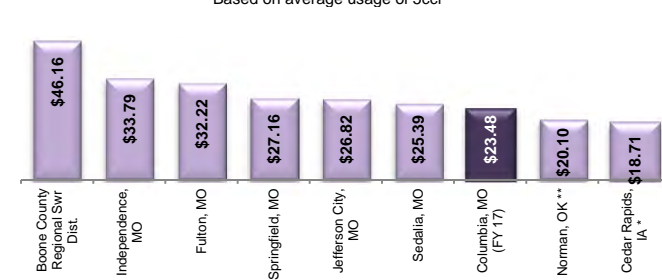
Based on 822 kWh



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

Sewer Residential Rate Comparison

Based on average usage of 5ccf



* First two CCFs are included in the base charge

** Users are billed eighty (80) percent of the average monthly water billed during the previous December, January and February into the sanitary sewer system for treatment

Criminal Record Check:

* Fee to cover costs incurred in obtaining criminal record check from \$15 to \$17

Recreation Services: Activities/Classes

~~ Day camp (per person, per one week session) includes \$7.50 user fee. FY 2017 changed from 2 week to 1 week camp from \$220 to \$120

~~ Camp registration fee; fee to secure spots from \$25 to \$50

~~ Day camp - Escapade week (per person) includes \$7.50 user fee from \$112.50 to \$0

% Day camp - Sunrise/sunset from \$20 to \$0

Recreation Services: Team Activities

% Volleyball leagues, per game from \$34 to \$29

** Softball leagues, per game from \$35.70 to \$34

Basketball leagues, per game from \$40 to \$34

@ Youth sports participation fee (individual fee per scheduled game), activity fee per game from \$1.70 to \$1.80

@ Adult sports participation fee (individual fee per scheduled game), activity fee per game from \$1.70 to \$1.80

Recreation Services: Golf Courses (Green fees for 18-holes)

Adult (18-59) and Senior (60 & older):

Monday-Friday Rate; excludes holidays

** Adult 18-hole weekday play from \$18 to \$19

** Senior 18-hole weekday play from \$15 to \$16

Saturday, Sunday and holiday rate

** Weekend and holiday play from \$23 to \$24

Twilight rate for 18-holes 2:00 p.m. to close (Mar 1- Oct 31)

** Twilight 18-hole weekday play from \$15 to \$16

** Twilight 18-hole weekend and holiday play from \$19 to \$20

Super twilight rate - 6:00 p.m. to close (Mar 1- Oct 31)

** Super twilight weekday play from \$11 to \$12

** Super twilight weekend and holiday play from \$11 to \$12

Winter Fee- (Nov 1- Feb 28)

** Weekday play from \$15 to \$16

** Weekend and holiday play from \$19 to \$20

Junior (17 & under):

Monday-Friday rate

** Weekday play from \$9 to \$9.50

Saturday, Sunday and holiday rate

** Weekend and holiday play from \$11.50 to \$12.00

Recreation Services: Golf Courses (Green fees for 9 holes)

Adult (18-59) and Senior (60 and older):

Monday-Friday rate; excludes holidays

** Adult 9-holes weekday play from \$13 to \$13.50

** Senior 9-holes weekday play from \$11 to \$11.50

Twilight Rates for 9- holes 2:00 p.m. to close (Mar 1 - Oct 31)

** Twilight 9- hole weekday play from \$11.00 to \$11.50

** Twilight, 9-hole weekend & holiday play \$13.50 to \$14.00

Recreation Services: Golf Courses (Season Pass)

Adult plus one season pass for both courses

** Any day play from \$1,101 to \$1,264

% Recreation facility use charge per pass from \$45 to \$47

** Capital improvement fee per pass from \$74 to \$78

** Monday-Friday play from \$952 to \$1,102

% Recreation facility use charge per pass from \$45 to \$47

** Capital improvement fee per pass from \$74 to \$78

** Adult Plus 1 Any day play additional person from \$220 to \$249

** Adult Plus 1 M-F play additional person from \$185 to \$209

Adult (30-59) season pass, both courses

** Any day play from \$648 to \$740

% Recreation facility use charge per pass from \$26 to \$29

** Capital improvement fee per pass from \$44 to \$48

** Monday-Friday play from \$560 to \$645

% Recreation facility use charge per pass from \$26 to \$29

** Capital improvement fee per pass from \$44 to \$48

Young Adult (18-29) season pass, for both courses

** Any day play from \$518 to \$593

^ Recreation facility use charge per pass from \$21 to \$23

** Capital improvement fee per pass from \$35 to \$38

** Monday-Friday play from \$448 to \$517

^ Recreation facility use charge per pass from \$21 to \$23

** Capital improvement fee per pass from \$35 to \$38

Junior season pass (17 and under), for both courses

** Any day play from \$250.60 to \$259.00

Recreation facility use charge per pass from \$16.90 to \$19.00

** Capital improvement fee per pass from \$2.50 to \$29.00

** JR Limited play (May 1- September 30) from \$125.30 to \$157.25

@@ Recreation facility use charge per pass from \$8.45 to \$11.50

** Capital improvement fee per pass from \$1.25 to \$17.25

+ New fee being established

Fees haven't increased since 1994

* Fees increased in FY 2007

@@ Fees increased in FY 2008

Fees increased in FY 2009

% Fees increased in FY 2010

~ Fees increased in FY 2011

~~ Fees increased in FY 2012

@ Fees increased in FY 2013

^ Fees increased in FY 2014

** Fees increased in FY 2015

^^ Fees increased in FY 2016

Financial Impact of the Budget on Citizens - continued
Other Fee Changes

Recreation Services: Golf Courses (Season Pass) -continued

Senior Pass (60 and older), for both courses

- ** Any day play from \$518 to \$593
- ## Recreation facility use charge per pass from \$21 to \$23
- ** Capital improvement fee per pass from \$35 to \$38
- ** Monday-Friday play from \$448 to \$517
- ## Recreation facility use charge per pass from \$21 to \$23
- ** Capital improvement fee per pass from \$35 to \$38

Senior Family Season Pass (both 60 and older)

- ** Any day play from \$828 to \$946
- ## Recreation facility use charge per pass from \$34 to \$38
- ** Capital improvement fee per pass from \$56 to \$62
- ** Monday-Friday play from \$716 to \$824
- ## Recreation facility use charge per pass from \$34 to \$38
- ** Capital improvement fee per pass from \$56 to \$62

Punch Passes (good both courses, no expiration)

- ** 10 Punch Card from \$189 to 198
- ** 10 Punch Card with cart from \$300.60 to \$318.60

Recreation Services: Golf Cart Fees (Course owned)

- ** 9 hole per person from \$6.20 to \$6.70
- ** 18 hole golf cart rental from \$12.40 to \$13.40
- ** Individual Season Cart Fee (annual pass holder only) from \$644.80 to \$696.80
- ** Adult Plus 1 Season Cart Fee (annual pass holder only) from \$1,095.40 to \$1,175.60
- ** Capital improvement fee, per cart from \$54.60 to \$62.40

Recreation Services: Golf Cart Fees (Private owned)

- ** Daily Trail Fee for Private Carts from \$10.50 to \$11.90
- ** Capital Improvement Fee, per cart from \$0.50 to \$0.60
- ** Private cart storage fee \$308.50 to \$316.80
- ** Private cart storage capital improvement fee per cart from \$15.50 to \$31.20
- ** Season Trail Fee for Private Carts from \$347.20 to \$516.80
- ** Capital Improvement fee, per cart from \$16.80 to \$31.20

Recreation Services: Outdoor Aquatics

Pool Rental - Rates vary by pool from \$92.00-\$230.00 to \$92.00-\$300.00

Albert-Oakland Family Aquatic Center

% Children (2-15) from \$2.50 to \$2.75
 % Children (2-15) group rate (groups of 10 or larger) from \$1.90 each to \$2.00 each

% Adults (16 and over) from \$3.75 to \$4.00
 % Adults (16 and over) group rate (groups of 10 or larger) from \$2.85 each to \$3.00 each

@ After 5:00 p.m. from \$1.75 to \$2.00
 % Child pass book from \$37.50 to \$41.25
 % Adult pass book from \$56.25 to \$60.00

Lake of the Woods; Little Mates Cove

@ Children (2-15) from \$1.50 to \$1.75
 @ Children (2-15) group rate from \$1.15 each to \$1.35 each
 @ Adults (16 and over) from \$2.75 to \$3.00
 @ Adults (16 and over) from \$2.10 each to \$2.25 each
 @ Child pass book from \$22.50 to \$26.25
 @ Adult pass book from \$41.25 to \$45.00

Douglass Family Aquatic Center:

@ @ Child & Adult from \$1.00 to \$1.25

Aquatic Training:

- ~ ~Swim lessons (infant, toddler, parent-assisted preschool) from \$36.40 to \$41.20
- ~~ User fee \$3.60 to \$1.80
- ~~Swim lessons (Level 1-7) from \$41.40 to \$45.30
- ~~ User fee from \$3.60 to \$2.70
- ~~ Private Swim lessons (all ages) from \$84.40 to \$94.65
- ~~ User fee from \$3.60 to \$1.35
- ~~ Semi-private swim lessons from \$110 to \$122.30
- ~~ User fee from \$3.60 to \$2.70
- ~~ Lifeguard certification class from \$165 to \$130

Recreation Services: Rental Fees

Early bird (6:00 a.m. to 9:00 a.m.) shelter reservation hourly fee from \$10 to \$15

Shelter reservations

- ~~ Medium shelter from \$35 to \$40
- ~~ Large shelter from \$45 to \$50

Double Booking Medium Shelter

- ^ Full day rental from \$50 to \$55
- ^ Partial day rental from \$35 to \$40

Double Booking Large Shelter

- ^ Full day rental from \$60 to \$65
- ^ Partial day rental from \$45 to \$50

@ **Island shelter** special use fee from \$33 to \$40

~~ **Special park permit** use fee from \$33 to \$40

~ **Wedding permit** use fee from \$33 to \$40

Indoor shelter reservations

- ^ Weekend Wedding Special; 10/1-2/28 from \$1,120 to \$1,430
- ^ Weekend Wedding Special 3/1-9/30, except during camp 6/1-8/15; full day Friday from \$1,120 to \$1,550
- ^ Weekend Wedding Special 3/1-9/30; during camp 6/1-8/15; only 4 hours on Friday from \$1,120 to \$1,290
- ^ Friday - Sunday/holiday full day rental \$510 to \$595
- + Friday evening rate 7:00pm-11:00pm (6/1-8/15) \$220

Recreation Services: Athletic Field Rentals

% Transportation charges from \$15 to \$20

Recreation Services: Special Events/Special Use Fees

- *** 1-3 booths (food and items for resale) from \$50 to \$60
- *** 4-6 booths (food and items for resale) from \$100 to \$108

Recreation Services: Park Facilities

@ Adult participation fee, per game/event per activity fee from \$1.70 to \$1.80
 @ Youth participation fee, per game/event per activity fee from \$1.70 to \$1.80

- + New fee being established
- ++ Fees haven't increased since 1964
- ## Fees haven't increased since 1994
- *** Fees increased in FY 2006
- * Fees increased in FY 2007
- @ @ Fees increased in FY 2008
- # Fees increased in FY 2009
- % Fees increased in FY 2010
- ~ Fees increased in FY 2011
- ~~ Fees increased in FY 2012
- @ Fees increased in FY 2013
- ^ Fees increased in FY 2014
- ** Fees increased in FY 2015
- ^^ Fees increased in FY 2016

Financial Impact of the Budget on Citizens - continued

Other Fee Changes

Recreation Services: Activity & Recreation Center (ARC)

Raised fees in FY 2013, total fee did not increase when adjusted allocations in FY 2015

Youth Rates (Ages 2-17)

- @ Youth daily admission from \$3.50 to \$3.75
- @ Youth multiple (20) pass admission from \$52.50 to \$56.25
- @ Youth group rate (groups of 10 or larger) from \$2.65 each to \$2.80 each
- @ Youth annual pass - paid monthly from \$18.50/mo to \$19.50/mo
- @ Youth annual pass from \$193 to \$203
- @ Youth 30 day pass from \$24.50 to \$25.50
- @ Youth after school (3:00-6:00 p.m.) fee from \$2.50 to \$2.75

Adult rates (ages 18-59)

- @ Adult daily admission from \$5.75 to \$6.00
- @ Adult multiple (20) pass admission from \$86.25 to \$90.00
- @ Adult group rate (groups of 10 or larger) from \$4.30/each to \$4.45/each
- @ Adult annual pass - paid monthly from \$33.00 to \$34.50
- @ Adult annual pass from \$342 to \$359
- @ Adult 30 day pass from \$39.00 to \$40.50
- @ Adult plus one annual pass - monthly from \$42.50 to \$44.75
- @ Adult plus one annual pass from \$445.00 to \$467
- @ Adult plus one 30 day pass from \$48.50 to \$54.50

Senior rates (Ages 60 and over)

- @ Senior daily admission from \$3.50 to \$3.75
- @ Senior multiple (2) pass admission from \$52.50 to \$56.25
- @ Senior annual pass - paid monthly from \$19.50 to \$22.50
- @ Senior annual pass from \$204 to \$225
- @ Senior 30 day pass from \$25.50 to \$28.50
- @ Senior couple - annual from \$265 to \$292.50
- @ Senior couple annual paid monthly from \$25.50 to \$29.25
- @ Senior couple 30 day pass from \$31.50 to \$35.25

Family groups

- @ Family daily admission (up to 5 persons) from \$14.50 to \$15.25
- @ Family - each person after five from \$1.00 to \$2.00
- @ Family annual pass- paid monthly from \$50.00 to \$52.75
- @ Family - each person after five paid monthly from \$2.50 to \$2.75
- @ Family annual pass from \$546.00 to \$574.00
- @ Family - each person after five from \$27.50 to \$28.75
- @ Family 30 day pass from \$56.00 to \$58.75

Adapted sports/special Olympics admission fees

- % Adapted dance admissions from \$4 to \$5
- % Adapted recreation night from \$4 to \$5
- % Transportation from \$15 to \$20

@ Water rates inside city limits - residential/commercial multiple-family facilities

Minimum charge per month

Meter size:

- 5/8" to 3/4" from \$8.30 to \$8.85
- 1" from \$8.73 to \$10.52
- 1 1/2" from \$12.84 to \$17.09
- 2" from \$13.46 to \$18.51
- 3" from \$22.67 to \$34.01
- 4" from \$33.61 to \$50.42
- 6" from \$64.63 to \$96.95

Water Fees: Commercial

@ Water furnished to commercial customers within the city limits who use 50,000 cubic feet (500 ccf) or less per month. All water, beginning with first one hundred (100) cubic feet (1 ccf) from \$2.60 to \$2.63

@ Minimum charge per month

Meter size:

- 5/8 and 3/4" from \$8.30 to \$8.85
- 1" from \$8.73 to \$10.52
- 1 1/2" from \$12.84 to \$17.09
- 2" from \$13.46 to \$18.51
- 3" from \$22.67 to \$34.01
- 4" from \$33.61 to \$50.42
- 6" from \$64.63 to \$96.95

Water Fees: Large Commercial

@ Water furnished to commercial customers within the city limits who use 50,000 cubic feet (500 ccf) or less per month. All water, beginning with first one hundred (100) cubic feet (1 ccf) from \$2.43 to \$2.45

Minimum charge per month - Meter size

- 1" from \$8.73 to \$10.52
- 1 1/2" from \$12.84 to \$17.09
- 2" from \$13.46 to \$18.51
- 3" from \$22.67 to \$34.01
- 4" from \$33.61 to \$50.42
- 6" from \$64.63 to \$96.95

Water Fees: Temporarily supplied by adjoining water district

^^ Minimum charge per month

Meter size:

- 5/8 and 3/4" from \$8.30 to \$8.85
- 1" from \$8.73 to \$10.52
- 1 1/2" from \$12.84 to \$17.09
- 2" from \$13.46 to \$18.51
- 3" from \$22.67 to \$34.01
- 4" from \$33.61 to \$50.42
- 6" from \$64.63 to \$96.95

Water Fees: Outside city limits - residential/commercial multiple-family facilities

^^ Minimum charge per month based , charged in addition to the volume charge will be \$8.85 x 1.33, rounded to the nearest center, based on meter size

+ New fee being established

++ Fees haven't increased since 1964

Fees haven't increased since 1994

*** Fees increased in FY 2006

* Fees increased in FY 2007

@@ Fees increased in FY 2008

Fees increased in FY 2009

% Fees increased in FY 2010

~ Fees increased in FY 2011

~~ Fees increased in FY 2012

@ Fees increased in FY 2013

^ Fees increased in FY 2014

** Fees increased in FY 2015

^^ Fees increased in FY 2016

Water Fees: Commercial

^^ Water furnished to commercial customers outside the city limits who use 50,000 cubic feet (500 ccf) or less per month. All water, except applicable summer water usage, will be charged \$2.63 x \$1.33, rounded to the nearest cent

^^ Minimum charge per month based , charged in addition to the volume charge will be \$8.85 x 1.33, rounded to the nearest center, based on meter size

Water Fees: Large Commercial

^^ Water furnished to commercial customers outside the city limits who use 50,000 cubic feet (500 ccf) or less per month. All water, except applicable summer water usage, will be charged \$2.45 x \$1.33, rounded to the nearest cent

^^ Minimum charge per month based , charged in addition to the volume charge will be \$10.52 x 1.33, rounded to the nearest center, based on meter size

Water Fees: Columbia Regional Airport

^^ Minimum charge per month based , charged in addition to the volume charge will be \$10.52 x 1.33, rounded to the nearest center, based on meter size

Water Fees: rates within former boundaries of dissolved Public Water Supply Districts No. 1 and No 2. outside city limits - Residential/commercial multiple-family facilities

^^ Minimum charge per month based , charged in addition to the volume charge will be \$10.24 x 1.33, rounded to the nearest center, based on meter size

Water Fees: Commercial

^^ Water furnished to commercial customers outside the city limits who use 50,000 cubic feet (500 ccf) or less per month. All water, except applicable summer water usage, will be charged \$2.45 x \$1.33, rounded to the nearest cent

^^ Minimum charge per month based , charged in addition to the volume charge will be \$10.52 x 1.33, rounded to the nearest center, based on meter size

Electric Fees: Request for meter test

++ If any test made at the request of the customer discloses that the meter is registering correctly, or within two (2) percent of normal, the customer shall bear the expense of such test for residential meters from \$16 to \$65

++ If any test made at the request of the customer discloses tat the meter is registering correctly, or within two (2) percent of normal, the customer shall bear the expense of such test for commercial and industrial meters from \$32 to \$120

Electric Fees: Residential Service Rate

Monthly rate charge:

^ Customer charge from \$15.60/mo to \$15.91/mo

^ Non standard electric meter customer charge from \$20.60/mo to \$21.01/mo

Energy charge: (Summer)

^ First 300 kwh from 7.52 cents per kwh to 7.67 cents per kwh

^ Next 450 kwh from 9.8 cents per kwh to 10.00 cents per kwh

^ Next 1,250 kwh from 13.36 cents per kwh to 13.63 cents per kwh

^ All remaining kwh 14.45 cents per kwh to 14.74 cents per kwh

Energy charge: (Non-summer)

^ First 300 kwh from 7.52 cents per kwh to 7.67 cents per kwh

^ Next 450 kwh from 9.8 cents per kwh to 10.00 cents per kwh

^ All remaining kwh from 11.32 cents per kwh to 11.55 cents per kwh

Electric Fees: Residential Service Rate

^ Except when the customer has permanently installed in a living area a minimum of five (5) kilowatts of utility-approved electric space heating equipment which is the sole source of comfort heating (except decorative fireplaces) for the area(s) to be heated, the rate per kwh for the non-summer season will be

First 300 kwh from 7.52 cents per kwh to 7.67 cents per kwh

Next 450 kwh from 9.8 cents per kwh to 10.00 cents per kwh

All remaining kwh from 9.42 cents per kwh to 9.61 cents per kwh

Minimum monthly customer charge from \$15.60 to \$15.91

Minimum monthly customer charge for customers with a non-standard electric meter from \$20.60 to \$21.01

+ New fee being established

++ Fees haven't increased since 1964

Fees haven't increased since 1994

*** Fees increased in FY 2006

* Fees increased in FY 2007

@@ Fees increased in FY 2008

Fees increased in FY 2009

% Fees increased in FY 2010

~ Fees increased in FY 2011

~~ Fees increased in FY 2012

@ Fees increased in FY 2013

^ Fees increased in FY 2014

** Fees increased in FY 2015

^^ Fees increased in FY 2016

Financial Impact of the Budget on Citizens - continued
Other Fee Changes

Electric Fees: Residential heat pump rate

Monthly rate charge:

- ^ Customer charge from \$15.60 to \$15.91
- ^ Non-standard electric meter customer charge from \$20.60 to \$21.01
- ^ First 300 kwh from 7.52 cents per kwh to 7.67 cents per kwh
- ^ Next 450 kwh from 9.8 cents per kwh to 10.00 cents per kwh
- ^ All kwh above 740 kwh from 8.93 cents per kwh to 9.11 cents per kwh

Electric Fees: Small general service rate

Monthly rate charge:

- ^ Customer charge single phase service from \$15.60 to \$15.91
- ^ Customer charge three phase service from \$25.70 to \$26.22

Energy charge (Summer)

- ^ First 500 kwh from 8.0 cents per kwh to 8.16 cents per kwh
- ^ Next 1,000 kwh from 10.2 cents per kwh to 10.4 cents per kwh
- ^ All remaining kwh from 14.07 cents per kwh to 14.35 cents per kwh

Energy charge (Nonsummer)

- ^ First 500 kwh from 8.0 cents per kwh to 8.16 cents per kwh
- ^ All remaining kwh from 10.2 cents per kwh to 10.4 cents per kwh

Space Heating

- ^ First 500 kwh from 8.0 cents per kwh to 8.16 cents per kwh
- ^ Next 1,000 kwh from 10.2 cents per kwh to 10.4 cents per kwh
- ^ All remaining kwh from 9.4 cents per kwh to 9.59 cents per kwh

High efficiency heat pumps

- ^ First 500 kwh from 8.0 cents per kwh to 8.16 cents per kwh
- ^ Next 1,000 kwh from 10.2 cents per kwh to 10.4 cents per kwh
- ^ All remaining kwh from 8.86 cents per kwh to 9.04 cents per kwh

Minimum bill

- Single phase service from \$15.60 to \$15.91
- Three phase service from \$25.70 to \$26.22

Optional rate schedule; customer in this rate class may voluntarily be placed on a demand billing rate

- ^ Customer charge from \$45 to \$45.90
- ^ Demand charge (summer) from all kw at \$15.60 per kw to \$15.91 per kw
- ^ Demand charge (non-summer) from all kw at \$12.50 per kw to \$12.75 per kw
- ^ Energy charge (summer) from all kwh at 5.63 cents per kwh to 5.74 cents per kwh
- ^ Energy charge (non-summer) from all kwh at 4.9 cents per kwh to 5.00 cents per kwh

Electric Fees: Interruptible service rate

--Customer charge (per month)

- Summer from \$60 to \$61.20
- Non-summer from \$60 to \$61.20

-- Demand charge (per kilowatt)

- Summer from 10.08 to 10.28
- Non-summer from 8.07 to 8.23

^ Energy charge (per kilowatt hour)

- Summer from .0469 to .0478
- Non-summer from .0438 to .0447

Electric Fees: Large general service

^ Monthly customer charge from \$45/mo to \$45.90/mo

^ Demand charge

- Minimum demand charge - 25 kw or less
- Summer from \$360 to \$367.20
- Non-summer from \$270 to \$275.40

^All additional kw

- Summer from 15.60 to 15.91
- Non-summer from 12.50 to 12.75

^ Energy charge (All kwh)

- Summer from .0563 to .0574
- Non-summer from .049 to .05

Electric Fees: Industrial service rate

^ Monthly customer charge from \$150/mo to \$153/mo

^ Demand charge

- Minimum demand charge - 750 kw or less
- Summer from \$15,525 to \$15,835.50
- Non-summer from \$12,375 to \$12,622.50

^All additional kw

- Summer from 20.70 to 21.11
- Non-summer from 16.50 to 16.83

^ Energy charge (All kwh)

- Summer from .0473 to .0482
- Non-summer from .0404 to .0412

- + New fee being established
- ++ Fees haven't increased since 1964
- ## Fees haven't increased since 1994
- *** Fees increased in FY 2006
- * Fees increased in FY 2007
- @@ Fees increased in FY 2008
- # Fees increased in FY 2009
- % Fees increased in FY 2010
- ~ Fees increased in FY 2011
- ~~ Fees increased in FY 2012
- @ Fees increased in FY 2013
- ^ Fees increased in FY 2014
- ** Fees increased in FY 2015
- ^^ Fees increased in FY 2016

Electric Fees: Thermal storage rider

^Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during summer shall be charged from 3.69 cents per kwh to 3.76 cents per kwh

^Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Non-summer shall be charged from 3.3 cents per kwh to 3.37 cents per kwh

Electric Fees: Data transfer and communication equipment structure rate

@ Customer charge per month from \$10.85 to \$26.22

@ Cost per kwh from 9.44 cents per kwh to 10.40 cents per kwh

@ Minimum monthly bill for single or three phase service from \$10.85/month to \$26.22/month

Electric Fees: Small power producer/cogenerator rate

Capacity payment from \$9.86 per kw with a total annual payment of \$118.32 per kw to \$4.60 per kw with a total annual payment of \$55.20 per kw

Energy from \$0.02 per kwh to \$0.03 per kwh

Electric Fees: Outdoor area lighting (dusk to dawn) rate

This fee is being replaced with Lumen Rates

Electric Fees: Outdoor area lighting (Lumen Range) rate

+ Wood pole, aluminum pole, steel pole costs will be actual costs of the pole on the date purchased

+ Outdoor area lighting (size of lumens)

7,000 lumens to 11,000 lumens - \$6.00/month/light

25,000 lumens to 30,000 lumens - \$12.97/month/light

42,000 lumens to 52,000 lumens - \$15.57/month/light

7,000 lumens to 11,000 lumens post top luminaire - \$9.72/light

Electric Fees: Special outdoor lighting

^ Customer charge from \$55 to \$6.10

^ Cost per kwh from 12.49 cents per kwh to 12.74 cents per kwh

% Minimum monthly bill from \$50 to \$56.10

Electric Fees: Off-Peak Discount-Industrial Service Rate

^ Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Summer shall be charged from 3.78 cents per kwh to 3.86 cents per kwh

^ Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Non-summer shall be charged from 3.39 cents per kwh to 3.46 cents per kwh

Sanitary Sewer Fees: Sewer service charge rates

^ Residential Base charge from \$11.01 to \$11.56

^Non-residential Base charge (Water meter size)

5/8" from \$11.01 to \$11.56

3/4" from \$16.52 to \$17.35

1" from \$27.53 to \$28.91

1 1/2" from \$55.05 to \$57.80

2" from \$88.08 to \$92.48

3" from \$176.16 to \$184.97

4" from \$275.25 to \$289.01

6" from \$550.50 to \$578.02

8" from \$880.80 to \$924.84

10" from \$1,266.15 to \$1,329.46

12" from \$2,367.15 to \$2,485.51

^ Volume charge from \$2.27/Ccf to \$2.38/Ccf

^ Extra strength charge from \$0.289 to \$0.303

^ Unit charge for suspended solids in dollars per pound from \$0.198 to \$0.208

Sanitary Sewer Fees: Connection Fees

^^ Water meter size:

5/8" from \$1,600 to \$2,000

3/4" from \$2,400 to \$3,000

1" from \$4,000 to \$5,000

1 1/2" from \$8,000 to \$10,000

2" from \$12,800 to \$16,000

3" from \$25,600 to \$32,000

4" from \$40,000 to \$50,000

6" from \$80,000 to \$100,000

8" from \$128,000 to \$160,000

10" from \$184,000 to \$230,000

12" from \$344,000 to \$430,000

Sanitary Sewer Fees: Hauled Liquid Waste

^ Waste activated sludge from package wastewater treatment plants and stabilization pond sludge from \$0.043/gallon to \$0.045/gallon

^ Portable/chemical toilet, domestic holding tank, septic tank, grease trap wastes and other wastewater from \$0.082 to \$0.086

^ Treatment service availability from \$11.01/load to \$11.56/load

Solid Waste Fees: Landfill and disposal areas

^^ Per ton, or any fraction thereof from \$44 to \$45.76

^^ Minimum fee from \$20 to \$20.80

^^ Uncovered or unsecured loads that may either blow or fall off of the haul vehicle during transit from \$20 to \$25

Solid Waste: Commercial Services (Front Loader)

^^ Cubic Yards/# of Collections per Week

1 cu yard/1 collection per week from \$68.52 to \$72.81

1 cu yard/2 collections per week from \$87.02 to \$99.46

1 cu yard/3 collections per week from \$107.58 to

\$130.23

1 cu yard/4 collections per week from \$130.22 to

\$165.15

1 cu yard/5 collections per week from \$154.91 to

\$204.20

1 cu yard/6 collections per week from \$181.69 to

\$247.41

2 cu yard/1 collection per week from \$77.22 to \$82.04

\$124.11

2 cu yard/3 collections per week from \$144.11 to

\$174.45

2 cu yard/4 collections per week from \$183.76 to

\$233.07

2 cu yard/5 collections per week from \$227.56 to

\$299.97

2 cu yard/6 collections per week from \$275.49 to

\$378.14

3 cu yard/1 collection per week from \$84.56 to \$88.58

\$141.32

3 cu yard/3 collections per week from \$173.50 to

\$204.40

3 cu yard/4 collections per week from \$225.74 to

\$277.84

3 cu yard/5 collections per week from \$283.14 to

\$361.60

3 cu yard/6 collections per week from \$345.72 to

\$455.73

**Solid Waste: Commercial Services (Front Loader)
(continued)-**

4 cu yard/1 collections per week from \$91.96 to \$96.34
 4 cu yard/2 collections per week from \$146.16 to \$163.35
 4 cu yard/3 collections per week from \$207.26 to \$244.16
 4 cu yard/4 collections per week from \$275.25 to \$338.76
 4 cu yard/5 collections per week from \$350.14 to \$447.16
 4 cu yard/6 collections per week from \$431.90 to \$569.33

6 cu yard/1 collection per week from \$110.31 to \$114.56
 6 cu yard/2 collections per week from \$186.08 to \$204.02
 6 cu yard/3 collections per week from \$270.12 to \$310.03
 6 cu yard/4 collections per week from \$362.43 to \$432.57
 6 cu yard/5 collections per week from \$463.02 to \$571.69
 6 cu yard/6 collections per week from \$571.90 to \$727.36

8 cu yard/1 collection per week from \$127.58 to \$131.69
 8 cu yard/2 collections per week from \$226.85 to \$247.48
 8 cu yard/3 collections per week from \$337.14 to \$385.31
 8 cu yard/4 collections per week from \$458.49 to \$545.23
 8 cu yard/5 collections per week from \$590.86 to \$727.22
 8 cu yard/6 collections per week from \$734.27 to \$931.27

Extra collection (each) from \$50.39 to \$53.97

Solid Waste: Commercial Services (Rear Loader Collection)

^ Cubic Yards/# of Collections per Week

1 cu yard/1 collection per week from \$73.88 to \$83.51
 1 cu yard/2 collections per week from \$93.24 to \$111.88
 1 cu yard/3 collections per week from \$114.66 to \$144.38
 1 cu yard/4 collections per week from \$138.16 to \$181.03
 1 cu yard/5 collections per week from \$163.71 to \$221.81
 1 cu yard/6 collections per week from \$191.35 to \$266.74

2 cu yard/1 collection per week from \$82.04 to \$91.70
 2 cu yard/2 collections per week from \$114.80 to \$136.52
 2 cu yard/3 collections per week from \$151.70 to \$189.62
 2 cu yard/4 collections per week from \$192.73 to \$251.00
 2 cu yard/5 collections per week from \$237.91 to \$320.65
 2 cu yard/6 collections per week from \$287.22 to \$398.58

3 cu yard/1 collection per week from \$89.93 to \$99.32
 3 cu yard/2 collections per week from \$133.89 to \$156.20
 3 cu yard/3 collections per week from \$183.01 to \$223.41
 3 cu yard/4 collections per week from \$237.32 to \$300.99
 3 cu yard/5 collections per week from \$296.78 to \$388.89
 3 cu yard/6 collections per week from \$361.44 to \$487.15

4 cu yard/1 collections per week from \$96.34 to \$105.10
 4 cu yard/2 collections per week from \$152.60 to \$176.25
 4 cu yard/3 collections per week from \$215.77 to \$261.20
 4 cu yard/4 collections per week from \$285.83 to \$359.94
 4 cu yard/5 collections per week from \$362.79 to \$472.47
 4 cu yard/6 collections per week from \$446.63 to \$598.78

6 cu yard/1 collection per week from \$114.91 to \$123.75
 6 cu yard/2 collections per week from \$196.17 to \$224.20
 6 cu yard/3 collections per week from \$287.77 to \$345.33
 6 cu yard/4 collections per week from \$389.71 to \$487.13
 6 cu yard/5 collections per week from \$502.00 to \$649.65
 6 cu yard/6 collections per week from \$624.64 to \$832.86

8 cu yard/1 collection per week from \$131.69 to \$139.93
 8 cu yard/2 collections per week from \$237.16 to \$268.10
 8 cu yard/3 collections per week from \$256.41 to \$423.84
 8 cu yard/4 collections per week from \$489.47 to \$607.18
 8 cu yard/5 collections per week from \$636.31 to \$818.12
 8 cu yard/6 collections per week from \$796.95 to \$1,056.64

Solid Waste: Commercial Services (Rear Loader Collection) (continued)-

Roll cart - 1 collection per week from \$20.51 to \$22.92

Extra collection (each) from \$54.30 to \$62.99

Solid Waste : Commercial (Front Loading Construction dumpsters)

^^ Set fee from \$88.44 to \$89.76

^^ Minimum monthly charge from \$61.77 to \$67.39

Solid Waste: Commercial (Roll Off containers)

^^ Full sized compactor style roll-off containers; per collection from \$89.94 + \$44/ton to \$94.23 + \$45.76/ton

^^ Minimum monthly charge from \$89.94 to \$94.23

^^ Full sized non-compacted roll-off containers; per collection from \$89.94 + \$44/ton to \$94.23 + \$45.76/ton

^^ Minimum monthly charge from \$89.94 to \$94.23

^^ Mini-sized compactor style roll-off from \$63.94 + \$44/ton to \$66.99 + \$45.76/ton

^^ Minimum monthly charge from \$63.94 to \$66.99

^^ Mini-sized non-compacted style roll-off containers per collection from \$63.94 + \$44/ton to \$66.99 + \$45.76/ton

^^ Minimum monthly charge from \$63.94 to \$66.99

+ New fee being established

++ Fees haven't increased since 1964

Fees haven't increased since 1994

*** Fees increased in FY 2006

* Fees increased in FY 2007

@ Fees increased in FY 2008

Fees increased in FY 2009

% Fees increased in FY 2010

~ Fees increased in FY 2011

~~ Fees increased in FY 2012

@ Fees increased in FY 2013

^ Fees increased in FY 2014

** Fees increased in FY 2015

^^ Fees increased in FY 2016

Financial Impact of the Budget on Citizens - continued
Other Fee Changes

^^ Solid Waste: Recycling Services (Clean Old Corrugated Cardboard Only Recycling Bulk Storage Container Collection)

2 cu yard/1 collection per week from \$61.78 to \$65.63
 2 cu yard/2 collections per week from \$86.87 to \$99.29
 2 cu yard/3 collections per week from \$115.29 to \$139.56
 2 cu yard/4 collections per week from \$147.01 to \$186.45
 2 cu yard/5 collections per week from \$182.05 to \$239.97
 2 cu yard/6 collections per week from \$220.39 to \$300.11

3 cu yard/1 collection per week from \$67.65 to \$70.87
 3 cu yard/2 collections per week from \$101.16 to \$113.06
 3 cu yard/3 collections per week from \$138.80 to \$139.56
 3 cu yard/4 collections per week from \$180.59 to \$222.27
 3 cu yard/5 collections per week from \$226.51 to \$289.28
 3 cu yard/6 collections per week from \$276.58 to \$364.58

4 cu yard/1 collections per week from \$73.57 to \$77.07
 4 cu yard/2 collections per week from \$116.93 to \$130.68
 4 cu yard/3 collections per week from \$165.81 to \$195.33
 4 cu yard/4 collections per week from \$220.20 to \$271.01
 4 cu yard/5 collections per week from \$280.11 to \$357.73
 4 cu yard/6 collections per week from \$345.52 to \$455.46

6 cu yard/1 collection per week from \$88.25 to \$91.65
 6 cu yard/2 collections per week from \$148.86 to \$163.21
 6 cu yard/3 collections per week from \$216.10 to \$248.02
 6 cu yard/4 collections per week from \$289.94 to \$346.06
 6 cu yard/5 collections per week from \$370.42 to \$457.35
 6 cu yard/6 collections per week from \$457.52 to \$581.89

8 cu yard/1 collection per week from \$102.06 to \$105.35
 8 cu yard/2 collections per week from \$181.48 to \$197.98
 8 cu yard/3 collections per week from \$269.71 to \$308.25
 8 cu yard/4 collections per week from \$366.79 to \$436.18
 8 cu yard/5 collections per week from \$472.69 to \$581.77
 8 cu yard/6 collections per week from \$587.42 to \$745.02

Extra collection (each) from \$40.31 to \$43.39

Roll Cart/1 collection per week from \$15.44 to \$16.41
 Roll Cart/2 collections per week from \$21.72 to \$24.82
 Roll Cart/3 collections per week from \$28.82 to \$34.89
 Roll Cart/4 collections per week from \$36.75 to \$46.61
 Roll Cart/5 collections per week from \$45.51 to \$59.99
 Roll Cart/6 collections per week from \$55.10 to \$75.03

Extrax collection (each) from \$10.08 to \$10.85

^^ Solid Waste: Recycling Services (Clean Mixed Fiber Material Recycling Bulk Storage Container Collection)

2 cu yard/1 collection per week from \$65.64 to \$69.74
 2 cu yard/2 collections per week from \$92.30 to \$105.49
 2 cu yard/3 collections per week from \$122.49 to \$148.28
 2 cu yard/4 collections per week from \$156.20 to \$198.11
 2 cu yard/5 collections per week from \$193.43 to \$254.97
 2 cu yard/6 collections per week from \$234.17 to \$318.87

3 cu yard/1 collection per week from \$71.88 to \$75.30
 3 cu yard/2 collections per week from \$107.48 to \$120.12
 3 cu yard/3 collections per week from \$147.48 to \$173.74
 3 cu yard/4 collections per week from \$191.88 to \$236.16
 3 cu yard/5 collections per week from \$240.67 to \$307.36
 3 cu yard/6 collections per week from \$293.86 to \$387.37

^^Solid Waste: Recycling Services (Clean Mixed Fiber Material Recycling Bulk Storage Container Collection)-continued

4 cu yard/1 collections per week from \$78.17 to \$81.89
 4 cu yard/2 collections per week from \$124.24 to \$138.85
 4 cu yard/3 collections per week from \$176.17 to \$207.54
 4 cu yard/4 collections per week from \$233.96 to \$287.95
 4 cu yard/5 collections per week from \$297.62 to \$380.09
 4 cu yard/6 collections per week from \$367.12 to \$483.93

6 cu yard/1 collection per week from \$93.76 to \$97.37
 6 cu yard/2 collections per week from \$158.17 to \$173.41
 6 cu yard/3 collections per week from \$229.60 to \$263.52
 6 cu yard/4 collections per week from \$308.07 to \$367.69
 6 cu yard/5 collections per week from \$393.57 to \$485.94
 6 cu yard/6 collections per week from \$486.12 to \$618.26

8 cu yard/1 collection per week from \$108.44 to \$111.94
 8 cu yard/2 collections per week from \$192.82 to \$210.36
 8 cu yard/3 collections per week from \$286.57 to \$327.51
 8 cu yard/4 collections per week from \$389.72 to \$463.45
 8 cu yard/5 collections per week from \$502.23 to \$618.13
 8 cu yard/6 collections per week from \$624.13 to \$791.58

Extra collection (each) from \$42.83 to \$46.10

Roll Cart/1 collection per week from \$16.41 to \$17.43
 Roll Cart/2 collections per week from \$23.08 to \$26.37
 Roll Cart/3 collections per week from \$30.62 to \$37.07
 Roll Cart/4 collections per week from \$39.05 to \$49.53
 Roll Cart/5 collections per week from \$48.36 to \$63.74
 Roll Cart/6 collections per week from \$58.54 to \$79.72

Extra collection (each) from \$10.71 to \$11.53

^^Solid Waste: Recycling Services (Clean, Aluminum, Metal or Plastic Containers Recycling Bulk Storage Container Collection)

2 cu yard/1 collection per week from \$65.64 to \$69.74
 2 cu yard/2 collections per week from \$92.30 to \$105.49
 2 cu yard/3 collections per week from \$122.49 to \$148.28
 2 cu yard/4 collections per week from \$156.20 to \$198.11
 2 cu yard/5 collections per week from \$193.43 to \$254.97
 2 cu yard/6 collections per week from \$234.17 to \$318.87

3 cu yard/1 collection per week from \$71.88 to \$75.30
 3 cu yard/2 collections per week from \$107.48 to \$120.12
 3 cu yard/3 collections per week from \$147.48 to \$173.74
 3 cu yard/4 collections per week from \$191.88 to \$236.16
 3 cu yard/5 collections per week from \$240.67 to \$307.36
 3 cu yard/6 collections per week from \$293.86 to \$387.37

+ New fee being established
 ++ Fees haven't increased since 1964
 ## Fees haven't increased since 1994
 *** Fees increased in FY 2006
 * Fees increased in FY 2007
 @@ Fees increased in FY 2008
 # Fees increased in FY 2009
 % Fees increased in FY 2010
 ~ Fees increased in FY 2011
 ~~ Fees increased in FY 2012
 @ Fees increased in FY 2013
 ^ Fees increased in FY 2014
 ** Fees increased in FY 2015
 ^^ Fees increased in FY 2016

Financial Impact of the Budget on Citizens - continued
Other Fee Changes

^^Solid Waste: Recycling Services (Clean, Aluminum, Metal or Plastic Containers Recycling Bulk Storage Container Collection) - Continued

4 cu yard/1 collections per week from \$78.17 to \$81.89
 4 cu yard/2 collections per week from \$124.24 to \$138.85
 4 cu yard/3 collections per week from \$176.17 to \$207.54
 4 cu yard/4 collections per week from \$233.96 to \$287.95
 4 cu yard/5 collections per week from \$297.62 to \$380.09
 4 cu yard/6 collections per week from \$367.12 to \$483.93

6 cu yard/1 collection per week from \$93.76 to \$97.37
 6 cu yard/2 collections per week from \$158.17 to \$173.41
 6 cu yard/3 collections per week from \$229.60 to \$263.52
 6 cu yard/4 collections per week from \$308.07 to \$367.69
 6 cu yard/5 collections per week from \$393.57 to \$485.94
 6 cu yard/6 collections per week from \$486.12 to \$618.26

8 cu yard/1 collection per week from \$108.44 to \$111.94
 8 cu yard/2 collections per week from \$192.82 to \$210.36
 8 cu yard/3 collections per week from \$286.57 to \$327.51
 8 cu yard/4 collections per week from \$389.72 to \$463.45
 8 cu yard/5 collections per week from \$502.23 to \$618.13
 8 cu yard/6 collections per week from \$624.13 to \$791.58

Extra collection (each) from \$42.83 to \$46.10

Roll Cart/1 collection per week from \$16.41 to \$17.43
 Roll Cart/2 collections per week from \$23.08 to \$26.37
 Roll Cart/3 collections per week from \$30.62 to \$37.07
 Roll Cart/4 collections per week from \$39.05 to \$49.53
 Roll Cart/5 collections per week from \$48.36 to \$63.74
 Roll Cart/6 collections per week from \$58.54 to \$79.72

Extra collection (each) from \$10.71 to \$11.53

^^Solid Waste: Recycling Services (Clean Food Waste Compost Bulk Storage Container Collection)

2 cu yard/1 collection per week from \$65.64 to \$69.74
 2 cu yard/2 collections per week from \$92.30 to \$105.49
 2 cu yard/3 collections per week from \$122.49 to \$148.28
 2 cu yard/4 collections per week from \$156.20 to \$198.11
 2 cu yard/5 collections per week from \$193.43 to \$254.97
 2 cu yard/6 collections per week from \$234.17 to \$318.87

3 cu yard/1 collection per week from \$71.88 to \$75.30
 3 cu yard/2 collections per week from \$107.48 to \$120.12
 3 cu yard/3 collections per week from \$147.48 to \$173.74
 3 cu yard/4 collections per week from \$191.88 to \$236.16
 3 cu yard/5 collections per week from \$240.67 to \$307.36
 3 cu yard/6 collections per week from \$293.86 to \$387.37

4 cu yard/1 collections per week from \$78.17 to \$81.89
 4 cu yard/2 collections per week from \$124.24 to \$138.85
 4 cu yard/3 collections per week from \$176.17 to \$207.54
 4 cu yard/4 collections per week from \$233.96 to \$287.95
 4 cu yard/5 collections per week from \$297.62 to \$380.09
 4 cu yard/6 collections per week from \$367.12 to \$483.93

6 cu yard/1 collection per week from \$93.76 to \$97.37
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 6 cu yard/4 collections per week from \$308.07 to \$367.69
 6 cu yard/5 collections per week from \$393.57 to \$485.94
 6 cu yard/6 collections per week from \$486.12 to \$618.26

^^Solid Waste: Recycling Services (Clean Food Waste Compost Bulk Storage Container Collection) - Continued

8 cu yard/1 collection per week from \$108.44 to \$111.94
 8 cu yard/2 collections per week from \$192.82 to \$210.36
 8 cu yard/3 collections per week from \$286.57 to \$327.51
 8 cu yard/4 collections per week from \$389.72 to \$463.45
 8 cu yard/5 collections per week from \$502.23 to \$618.13
 8 cu yard/6 collections per week from \$624.13 to \$791.58

Extra collection (each) from \$42.83 to \$46.10

Roll Cart/1 collection per week from \$16.41 to \$17.43
 Roll Cart/2 collections per week from \$23.08 to \$26.37
 Roll Cart/3 collections per week from \$30.62 to \$37.07
 Roll Cart/4 collections per week from \$39.05 to \$49.53
 Roll Cart/5 collections per week from \$48.36 to \$63.74
 Roll Cart/6 collections per week from \$58.54 to \$79.72

Extra collection (each) from \$10.71 to \$11.53

^^Solid Waste: Recycling Services (Glass or Mixed Fiber Material with Containers in the Same Bulk Storage Container Collection)

2 cu yard/1 collection per week from \$77.22 to \$82.04
 2 cu yard/2 collections per week from \$108.59 to \$124.11
 2 cu yard/3 collections per week from \$144.11 to \$174.45
 2 cu yard/4 collections per week from \$183.76 to \$233.07
 2 cu yard/5 collections per week from \$227.56 to \$299.97
 2 cu yard/6 collections per week from \$275.49 to \$375.14

3 cu yard/1 collection per week from \$784.56 to \$88.58
 3 cu yard/2 collections per week from \$126.45 to \$141.32
 3 cu yard/3 collections per week from \$173.50 to \$204.40
 3 cu yard/4 collections per week from \$225.74 to \$277.84
 3 cu yard/5 collections per week from \$283.14 to \$361.60
 3 cu yard/6 collections per week from \$345.72 to \$455.73

4 cu yard/1 collections per week from \$91.96 to \$96.34
 4 cu yard/2 collections per week from \$146.16 to \$163.35
 4 cu yard/3 collections per week from \$207.26 to \$244.16
 4 cu yard/4 collections per week from \$275.25 to \$338.76
 4 cu yard/5 collections per week from \$350.14 to \$447.16
 4 cu yard/6 collections per week from \$431.90 to \$569.33

6 cu yard/1 collection per week from \$110.31 to \$114.56
 6 cu yard/2 collections per week from \$186.08 to \$204.02
 6 cu yard/3 collections per week from \$270.12 to \$310.03
 6 cu yard/4 collections per week from \$362.43 to \$432.57
 6 cu yard/5 collections per week from \$463.02 to \$571.69
 6 cu yard/6 collections per week from \$571.90 to \$727.36

+ New fee being established
 ++ Fees haven't increased since 1964
 ## Fees haven't increased since 1994
 *** Fees increased in FY 2006
 * Fees increased in FY 2007
 @@ Fees increased in FY 2008
 # Fees increased in FY 2009
 % Fees increased in FY 2010
 ~ Fees increased in FY 2011
 ~~ Fees increased in FY 2012
 @ Fees increased in FY 2013
 ^ Fees increased in FY 2014
 ** Fees increased in FY 2015
 ^^ Fees increased in FY 2016

^^Solid Waste: Recycling Services (Glass or Mixed Fiber Material with Containers in the Same Bulk Storage Container Collection) - Continued

8 cu yard/1 collection per week from \$127.58 to \$131.69
8 cu yard/2 collections per week from \$226.85 to \$247.48
8 cu yard/3 collections per week from \$337.14 to \$385.31
8 cu yard/4 collections per week from \$458.49 to \$545.23
8 cu yard/5 collections per week from \$590.86 to \$727.22
8 cu yard/6 collections per week from \$734.27 to \$931.27

Extra collection (each) from \$50.39 to \$54.24

Roll Cart/1 collection per week from \$19.31 to \$22.92
Roll Cart/2 collections per week from \$27.15 to \$34.13
Roll Cart/3 collections per week from \$36.03 to \$47.41
Roll Cart/4 collections per week from \$45.94 to \$62.75
Roll Cart/5 collections per week from \$56.89 to \$80.16
Roll Cart/6 collections per week from \$68.87 to \$99.65

Extra collection (each) from \$12.60 to \$13.56

Storm Water utility charges:

^^ Multiple-family buildings having more than four units; single-family residences having a main floor area less than 750 sq. ft. \$0.81 per unit to \$1.02 per unit

^^ Multiple-family buildings having more than four units; single-family residences having a main floor area from 750 sq. ft to \$1,250 sq. ft \$1.06 per unit to \$1.33 per unit

^^ Single-family residences having a main floor area from 1,251 sq. ft to 2,000 sq. ft \$1.44 per unit to \$1.80 per unit

^^ Single-family residence having a main floor area more than 2,000 sq. ft \$1.69 per unit to \$2.11 per unit

^^ All non-residential uses of developed land \$5.00 or \$0.05 per 100 sq. feet impervious area, whichever is greater to \$6.25 or \$0.063 per 100 sq. feet impervious area, whichever is greater

+ New fee being established
++ Fees haven't increased since 1964
Fees haven't increased since 1994
*** Fees increased in FY 2006
* Fees increased in FY 2007
@@ Fees increased in FY 2008
Fees increased in FY 2009
% Fees increased in FY 2010
~ Fees increased in FY 2011
~~ Fees increased in FY 2012
@ Fees increased in FY 2013
^ Fees increased in FY 2014
** Fees increased in FY 2015
^^ Fees increased in FY 2016

For a complete listing of all fees, fines, and charges, refer to the schedule at the end of each department's budget, or to the Fees, Fines, and Charges Manual.

- No layoffs or furloughs in FY 2017
- Continue 45 day hiring delay for General Fund positions

Employee Pay Package Changes:

- An across the board (ATB) pay increase for permanent positions of \$0.25/hour or \$0.1786/hour for Firefighters that are not at or above their max is included in FY 2017. The ATB will not cover all of the health insurance increases.

Classification and Compensation Plan Implementation:

The City is in the fourth year of implementation of the classification and compensation plan adopted in FY 2014:

- 159 classifications reviewed as part of annual plan maintenance.
- 5 positions reassigned; 3 received a market adjustment and 1 class separation occurred.
- 9 reorganization requests reviewed.
- No funding available in FY 2017 for time in classification adjustments toward the pay range midpoint.

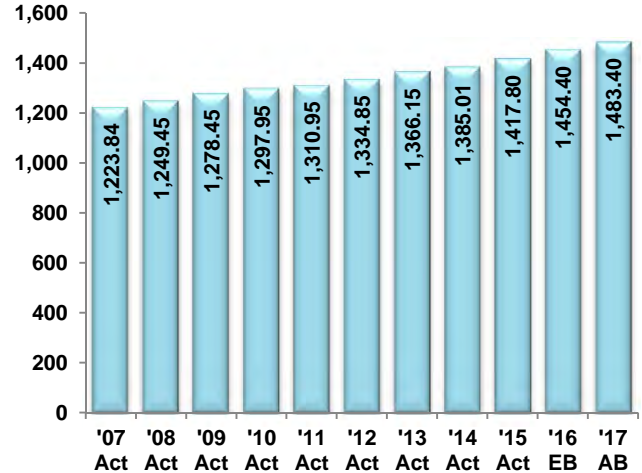
Health/Dental/Voluntary Insurance Options:

- Health insurance increase of 13.8% to gross premiums with cost sharing between City and employees
- Dental insurance premiums will be reduced 4.5%
- **\$750 PPO plan** will be closed to new enrollments beginning 1/1/2017. New employees and active employees not currently in the \$750 PPO plan will not be able to enroll. Active employees currently in the \$750 PPO plan will not be able to return if they move to another plan.
- No plan design changes to medical, dental or voluntary benefit plans.
- No plan design changes to prescription plan.
- City will continue to pay the full cost of employee only health insurance premiums in the High Deductible Health Plan (HDHP).
- City contributions to Health Savings Accounts (HSAs) under the HDHP will remain at \$125/month for employee only coverage, and \$250/month for family coverage.
- All employees continue to pay a portion of their health insurance premiums for the \$750 and \$1,500 deductible plans. Employees can save in premiums by moving to the \$1,500 co-pay plan or the HDHP.
- Pre-65 retiree health premium rates will increase 13.8% in FY 2017.
- Post-65 retiree health premium rates are expected to reflect a general premium increase under the fully insured plan.

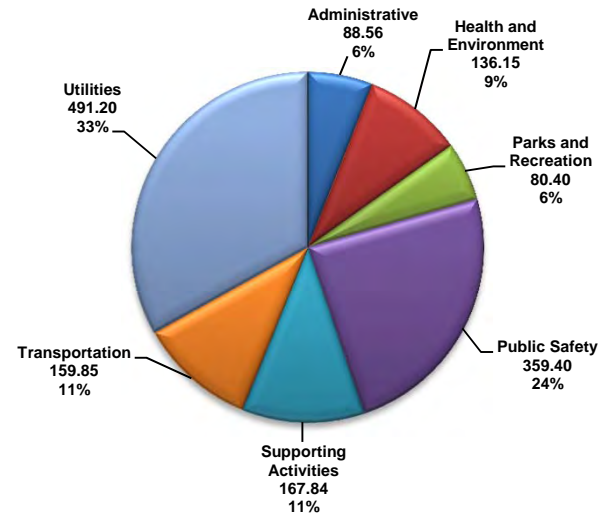
Other Pay Related Changes:

- Move from biennial to annual physicals for fire employees, include all CDL drivers in biennial physical program.
- Tuition reimbursement will remain the same at \$50,000 for college coursework and will continue to be centralized and funded in the City University.
- Fair Labor Standards Act (FLSA) changes related to overtime eligibility.

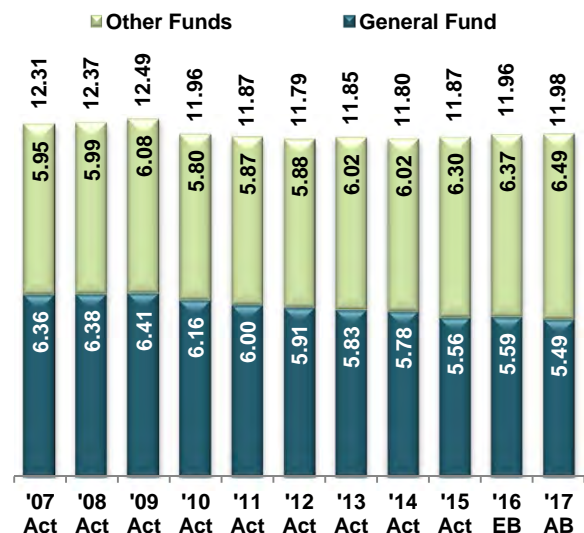
Total Authorized Positions



Total Number of Positions By Functional Group



Employees Per Thousand Population



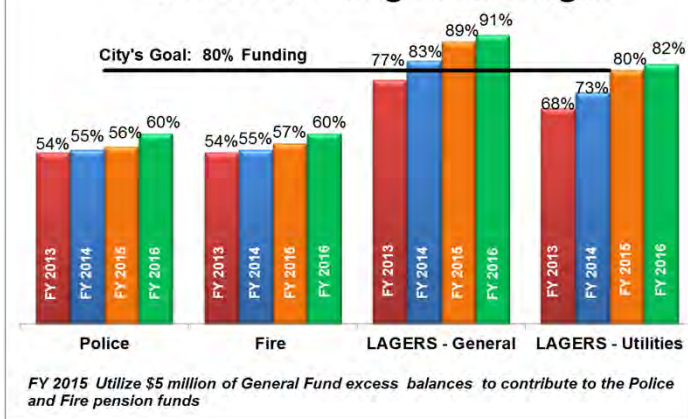
Reorganizations

The FY 2017 budget will approve three major reorganizations.

- Public Information positions will be centralized in the Community Relations Department. This impacts Convention and Visitors Bureau, Parks and Recreation, Police, and Water and Electric.
- GIS related positions will be centralized in the GIS budget. These employees will also be embedded into the departments they currently work.
- Sustainability related positions will be centralized in the Office of Sustainability to strengthen the collaboration among departments on sustainability efforts within the community. This impacts employees in Storm Water, Electric, and Solid Waste.
- With each of these reorganizations, the employees will continue to work for the departments they currently work for and in the same location. This reorganization will allow for having a back up person when the regular employee has to be out of the office and will also provide some mentoring opportunities.

Pension Rates

Pension Funding Percentages

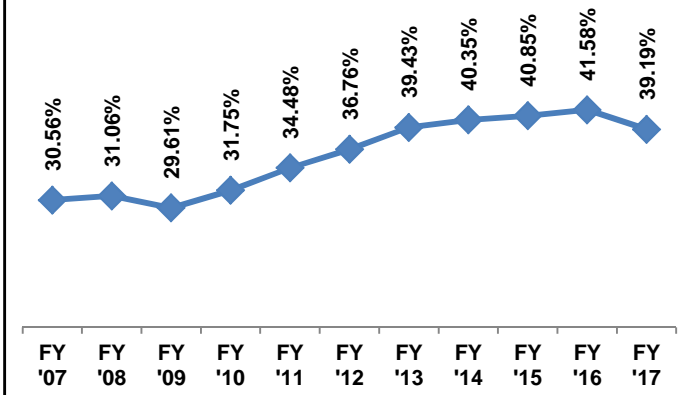


In FY 2013, the City changed many elements of its pension plans to adjust to the recession and unsustainable benefit levels. The chart above shows the progress we have made. The financial industry considers a pension plan healthy if 80% of its liabilities are funded. We've met our goal with LAGERS, the plan in which most City employees are enrolled, but we are still far from the 80% target for Police and Fire plans.

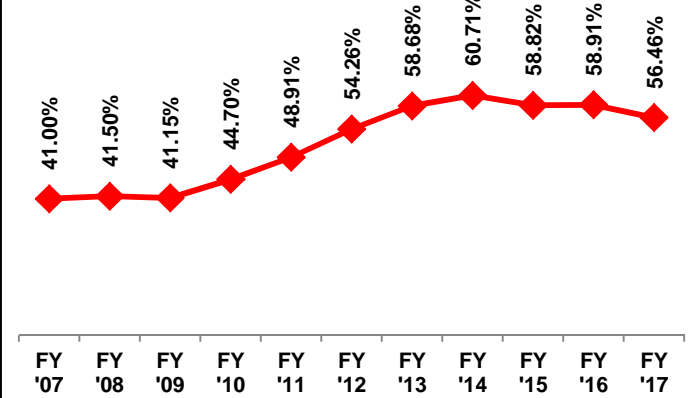
In FY 2015 we used \$5 million in excess General Fund balance to contribute to the Police and Fire plans, and the result was the Police plan increased from 56 percent to 60 percent and the Fire plan increased from 57 percent to 60 percent funded as of the last actuarial valuation.

The graphs to the right show the pension rate changes over the past ten years. Police and Fire Pension rates increased significantly and this has hindered the City's ability to add new employees to keep up with population growth and workload increases. The City has also not been able to increase the wages of the existing employees in a way that keeps pace with marketplace wage changes or fully implement our classification plan.

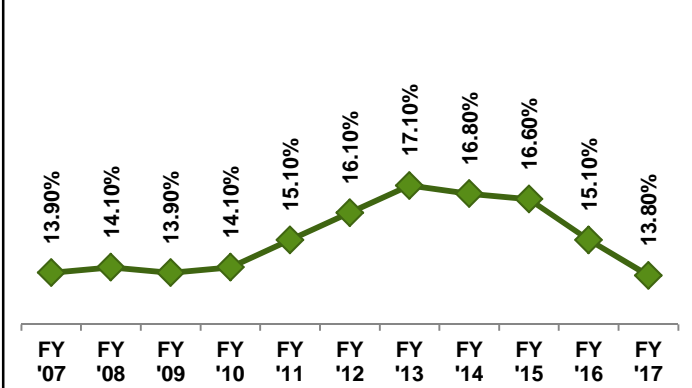
Police Pension Rates



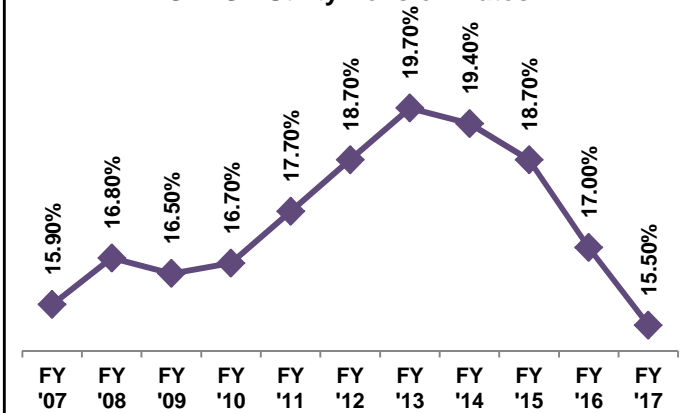
Fire Pension Rates



LAGERS - General Pension Rates



LAGERS - Utility Pension Rates



Authorized Position Changes Overall there is a 29.00 net FTE increase in positions for FY 2017 with a net of 6.70 FTE positions added in the General Fund and a net of 22.30 FTE positions added in other funds.

Administrative Net (4.25) FTE Positions

- (1.00) FTE Asst. City Counselor (*Law*) - position will be deleted.
- (1.00) FTE Financial Project Manager (Position eliminated)
- (2.25) FTE reallocations between departments.

Health and Environment Net 5.65 FTE Positions Added

- 1.00 FTE Entrepreneurship Program Coordinator (*Economic Development*) - continue to develop and implement a program for local entrepreneurs that will connect them with available resources and opportunities to create economic growth, job creation and wealth in the Columbia and Boone County, MO area.
- 1.00 FTE Community Conservationist (*Sustainability*) - Note: The Sustainability Educator position will be eliminated during FY 2017 when the grant supporting this position ends.
- 1.00 FTE Industry Relations Specialist (*CVB*) - work on special events/projects for industry partners to further mission of economic growth in Columbia.
- 2.65 FTE reallocations between department.s

Public Safety Net 2.40 FTE Positions Added

- 4.00 FTE Police Officers (*Police*) - additional officers to keep up with the annual growth in population.
- (1.00) FTE Administrative Support Assistant (*Municipal Court*) - position will be deleted.
- (0.60) FTE reallocations between department.s

Parks and Recreation Net (0.35) FTE Positions

- (0.35) FTE reallocations between department.s

Supporting Activities Net 22.74 FTE Positions Added

- 2.00 FTE Vehicle Mechanics (*Fleet*) - additional mechanics for new Fleet Maintenance Facility located at the Landfill.
- 1.00 FTE Stores Clerk (*Fleet*) - additional position for new Fleet Maintenance Facility located at the Landfill.
- 7.00 FTE Customer Service Rep II's (*Community Relations*) - additional positions for growth of the Contact Center to handle calls for additional City departments and completely offset by charges to user department.s
- 1.00 FTE Community Relations Specialist (*Community Relations*) - additional position for growth of the Community Relations department and completely offset by charges to user departments.
- 1.00 FTE Senior Administrative Support Assistant (*Employee Benefit Fund*) - funded for 9 months and will be responsible for administrative work related to medical physicals for police, fire and DOT drivers. This is due to the additional 400 plus physicals based on the Fire union's request for annual physicals and the implementation of a new program requiring all C.D.L. drivers to have a DOT medical physical.

- (1.00) FTE Risk Management Specialist - (*Self Insurance*) - position will be deleted
- 1.00 FTE PMO Manager - (*Information Technology*) - position will oversee and manage citywide software projects
- 1.00 FTE Project Leader - (*Information Technology*) - position will coordinate citywide software projects
- 9.74 FTE reallocations between departments

Transportation Net 4.00 FTE Positions Added

- 5.00 FTE Bus Drivers (*Transit*) - additional positions to reduce temporary staff and overtime on routes, along with providing more consistency and better customer service.
- (1.00) FTE Engineering Specialist (*Non-Motorized*) - position will be deleted due to grant ending.

Utilities Net (1.19) FTE Positions

- 1.00 FTE Water Distribution Operator (*Water*) - establish a basic water flushing crew. The addition of this crew is necessary to ensure continuing compliance with regulations in regards to the annual flushing program.
- 1.00 FTE Water Distribution Foreman- (*Water*) - establish a basic water flushing crew. The addition of this crew is necessary to ensure continuing compliance with regulations in regards to the annual flushing program.
- 1.00 FTE Utility Locator supervisor (*Electric*) - provide supervision over the expanding requirements of the locating service (buried lines prior to excavation).
- 1.00 FTE Senior Administrative Support Assistant (*Solid Waste*) - additional support duties generated with reorganization to Utilities department. Implementation of the Contact Center and other COFERS modules requires more permanent staff to handle responsibilities on handling payroll, contracts, work orders and billing processes.
- 1.00 FTE Senior Refuse Collector -773 (*Solid Waste*) - to handle the substantial expansion of commercial recycling and reduce existing staff from working overtime regularly.
- 1.00 FTE Senior Refuse Collector - 773 (*Solid Waste*) - to handle the significant growth in food waste collection program.
- 2.00 FTE Material Handlers - (*Solid Waste*) - to continue transition of part-time personnel at the Material Recovery Facility (MRF) that has resulted in continued improvement in workmen's compensation, turnover and sorting efficiency.
- 1.00 FTE Senior Administrative Assistant - (*Sewer/Storm Water*) - provide additional administrative assistance to the wastewater treatment plant which has doubled and one additional division has been relocated to the plant.
- (1.00) FTE Energy Services Superintendent- (*Water and Electric*) - position will be deleted.
- (9.19) FTE reallocations between department.s

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Strategic Plan 2016-2019

City of Columbia, Missouri



October, 2015



CITY OF COLUMBIA

Vision

Columbia is the best place for everyone to live, work, learn and play.

Mission

To serve the public through democratic, transparent and efficient government.

Core Values

- Service:** We exist to provide the best possible service to all.
- Communication:** We listen and respond with clear, compassionate and timely communication.
- Continuous Improvement:** We value excellence through planning, learning and innovative practices.
- Integrity:** Our employees are ethical, fair, honest and responsible.
- Teamwork:** We achieve results by valuing diversity and partnerships within our own organization and the community.
- Stewardship:** We are responsible with the resources the community entrusts to us.

Core Competencies

- Full-service City
- Excellent customer service
- Opportunities for citizen involvement
- Strong financial management

We created the City's very first strategic plan in 2012 and, over the next three years, achieved solid success in five of seven priorities: customer-focused government; economic development; financial health; infrastructure; and workforce. Improvements in those areas are now part of our City culture. We held even in health, safety and well-being, lost ground in development and will dig deeper to learn what's essential for success.

This 2016 – 2019 strategic plan is dedicated to making Columbia the best place for *everyone* to live, work, learn and play. It's based on trends observed in the community, an assessment of external threats and opportunities and review of internal strengths and weaknesses. It represents the City's effort toward the common cause of making Columbia a place where all families cannot only live...*but thrive*.

What we've observed: Columbia, a Tale of Two Cities

With its vitality and high quality of life, Columbia continues to attract new residents and new investment. Because our local economy is mainly powered by education, health and insurance, we did not experience the type of suffering that some cities endured during the last recession.

There is, however, another story running beneath the economic recovery. At its peak in 2009 and 2010, Columbia's unemployment rate was about 6.5%, three points lower than the US rate. Looking more closely, the pain was not equally shared. In 2009, the white unemployment rate was 5.3%, and it improved to 4.4% in 2013. The 2009 black unemployment rate was 14.1% and is higher now—post-recession—at 15.7%. We're also seeing increased poverty, decreased per capita income and a growing gap between skills our employers need and skills our residents possess.

This imbalance is one of the greatest challenges we face in Columbia, our nation and across the globe. We prefer a community where everyone, including City employees, can thrive. We can't ignore this gap as long as there's something we can do to open economic and social opportunities, strengthen and secure neighborhoods and support our citizens with excellent service.

2016 – 2019 Strategic Priorities and Questions

1. Economy: Jobs that support families - How do we create more living wage jobs?
2. Social Equity: Improving the odds for success - How can we strengthen our community so all individuals thrive?
3. Public Safety: Safe wherever you live, work, learn and play - How can we improve citizen satisfaction with public safety?
4. Infrastructure: Connecting the community - How can we build the future today?
5. Operational Excellence: High-level service from engaged employees - How can we improve workforce performance, engagement and satisfaction?

Opportunities, Strengths and Core Competencies

Several factors will help move these priorities forward. Worldwide attention...from the news media, religious leaders, researchers, elected and appointed officials and public, private and not-for-profit organizations...is focused on the uneven recovery from the economic recession. That opens the door to community partnerships. Columbia's local economy is strong enough to create more jobs throughout all sectors. Because of our core

competencies, City staff is uniquely qualified to make a difference through the work they do, the integrity with which they manage tax dollars and their relationships with citizens.

Threats and Weaknesses

Other conditions will challenge our ability to succeed. Unless we can stop revenue losses associated with untaxed online purchases, the gap between community needs and available sales tax resources will grow and hurt our ability to serve all citizens. Without proper funding, infrastructure imbalances will worsen, potentially hurting neighborhoods, businesses and institutions. The City's own pay structure may be affecting our employees' ability to thrive and provide for their families. We send a mixed message if we don't address their concerns while we're encouraging the rest of the community to pay a living wage.

In the private sector, something is "strategic" if it provides a competitive edge. We believe that applies here. These strategic priorities were selected because they are the right things to do. If done well, Columbia will have an edge. People will aspire to live here because it truly is the best place to live, work, learn and play.

Mike Matthes
City Manager

(R147-15 Amended and adopted as amended by City Council, on Sept. 8, 2015)

Strategic Priority: Economy...Jobs that Support Families

Strategic Question: How do we create more living wage jobs?

Outcome Objectives and Actions

1. Establish a baseline of current living wage jobs, and increase the number of living wage jobs until baseline is established (number currently undetermined).
 - Attract new businesses and expand existing businesses that pay a living wage
 - Expand air service and build a new terminal
 - Align REDI incubator program with strategic plan
 - Implement City-wide gigabyte service
 - Make the city friendlier to disadvantaged business enterprises
2. Reduce the median wage gap between white and minority households in Columbia by 5% in three years.
 - Financial literacy training (household budgeting) available for all City employees
 - Explore living wage strategies
 - Increase City workforce jobs that pay a living wage
3. Reduce the skills gap in the labor market by 10% in three years.
 - Certified “work ready” community created
 - Create a larger pool of trained workforce by partnering and/or funding programs such as Project Lead the Way, Job Point, C.A.R.E. and Cradle to Career
 - Increase number of under-represented groups in City STARS and LADDERS training

Performance Measures

- Personal income per capita, by race
- Living Wage Calculator from Economic Policy Institute
- Annual median household income, by race
- Poverty rate, by race
- Child and family poverty rate
- Percentage of City jobs with living wages
- Labor, supply and demand graphs or measurements
- Qualified candidate graphs
- Four-year high school graduation rate
- Kindergarten readiness programs
- Develop tracking for minorities in City STARS and LADDERS program
- Employment data over time
- Incubator clients, by race
- Map actual gigabyte availability over time

Strategic Priority: Social Equity...Improving the Odds for Success

Strategic Question: How can we strengthen our community so all individuals thrive?

Outcome Objectives and Actions

1. Strengthen three low-to-moderate income neighborhoods by increasing neighborhood activities.
 - Identify criteria for selecting three neighborhoods
 - Conduct neighborhood needs assessment using surveys and focus groups
 - Develop plan to work with neighborhoods based on needs and interests
 - Based on neighborhood needs, increase the number of existing neighborhood building programs in areas
 - Based on neighborhood needs, work with community partners to explore possible use of violence interruption programs
2. Strengthen three low-to-moderate income neighborhoods by increasing healthy eating and active living.
 - Identify criteria for selecting three neighborhoods
 - Conduct neighborhood needs assessment using surveys and focus groups
 - Develop plan to address neighborhoods' needs for healthy eating and active living
 - Based on neighborhood needs, identify and coordinate with key partners (faith community, neighborhood associations, businesses, etc.)
 - Review and revise plan annually to be consistent with changing community needs
3. Strengthen three low-to-moderate income neighborhoods by increasing access to health care.
 - Identify criteria for selecting three neighborhoods
 - Conduct neighborhood needs assessment using surveys and focus groups
 - Develop plan to address neighborhood needs related to access to health care
 - Coordinate with key partners to reduce barriers to access to health care
 - Review and revise plan annually to be consistent with changing community needs
4. Strengthen three low-to-moderate income neighborhoods by increasing participation in outdoor and cultural activities.
 - Identify criteria for selecting three neighborhoods
 - Establish baseline and pre/post-evaluation tool; increase participation in neighborhoods
5. Help 50 low-to-moderate income, first-time home buyers achieve home ownership.
 - Increase funding for Home Buyer's programs
 - Increase awareness of program

Strategic Priority: Improving the Odds for Success (cont.)

6. Increase the stock of affordable energy-efficient, universal design homes in Columbia.
 - Increase funding for current program
 - Add 12 homes by redeveloping vacant lots
 - Inventory housing stock and acquire funds to purchase identified properties
 - Create more lots for redevelopment by purchasing and demolishing three vacant or dilapidated properties
 - Explore policies to create incentives for building affordable homes that are energy efficient and feature universal design
7. Reduce carbon footprint, with emphasis on reducing residential energy consumption
 - Increase participation in home energy efficiency programs
 - Create cost share programs for energy efficiency in rental properties
 - Explore policies to increase energy efficiency in housing units
 - Help eligible City employees participate in energy efficiency programs

Performance Measures

- Create measurement tool to develop a baseline of existing levels of neighborhood services
- Activities include: neighborhood associations; Neighborhood Watch groups; neighborhood clean-ups; citizen-driven code enforcement and compliance activities; neighborhood social activities; community gardens; neighborhood-based health living activities, like walking groups
- Create measurement tool to develop a baseline of existing neighborhood levels of access to healthy eating and active living opportunities
- Create measurement tool to develop a baseline level of residents who have limited access to health care
- Create measurement tool to develop a baseline of existing neighborhood levels of participation in outdoor and cultural activities
- Number of minority and low-to-moderate income persons participating in selected Parks and Recreation and Office of Cultural Affairs programs
- Number of low-to-moderate income, first-time home buyers
- Number of affordable housing units
- Number vacant/dilapidated homes acquired and redeveloped
- Emissions inventory
- Number of participants in energy efficiency programs
- Residential energy consumption per capita

Strategic Priority: Public Safety...Safe Wherever you Live, Work, Learn and Play

Strategic Question: How can we improve citizen satisfaction with public safety?

Outcome Objectives and Actions

1. Increase citizen satisfaction with overall quality of police services by 6% by 2019.
 - Achieve CALEA accreditation
 - Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order to implement and support geographic-based community policing plan
 - Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve
 - Seek sales tax ballot initiative to increase staffing by 70 officers within three years to fully implement geographic-based community policing programs
2. Increase citizen perception of safety by 6% by 2019.
 - Continue positive, proactive communications between the community and the Police Department via social media
 - Conduct “crime trends” press conferences and regularly scheduled media Q&A sessions
 - Target “hot spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and feelings of safety
3. Increase the coverage area in order to decrease the percentage of calls outside the four-minute travel time for the Fire Department by 6% by 2019.
 - Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time
 - Explore non-traditional methods to expand service coverage area and decrease travel time
 - Seek sales tax ballot to increase firefighter staffing by 30 within the next three years

Performance Measures

- Citizen satisfaction – annual citizen survey
- Citizen perception of safety – annual citizen survey
- Percentage of incidents that occur in areas outside four-minute travel time, according to Fire Department data

Strategic Priority: Infrastructure...Connecting the Community

Strategic Question: How can we build the future today?

Outcome Objectives and Actions

1. Improve transit ridership through focus of resources on key geographic areas.
 - Evaluate and implement recommendations from transit consultant
 - Partner with Social Equity and Public Safety strategy teams to identify three key areas
2. Improve roadway corridor by implementing a complete streets policy within identified neighborhoods.
 - Partner with Social Equity and Public Safety strategy teams to identify three key areas
3. Maintain current rate of acres of natural areas with diverse habitats per 1,000 persons.
 - Use land acquisition matrix that prioritizes and evaluates diverse habitats
 - Work with City staff, land owners and developers to identify potential natural areas

Performance Measures

- Ridership per vehicle miles traveled
- Number of roadways with increased road condition index ratings
- Reduction of sidewalk gaps, increase in number of cross-walks and ADA-compliant ramps
- Increased accessibility to transit
- Lower incidence of storm water complaints and work toward elimination of sewer back-ups
- Percentage increase in natural area within the City of Columbia
- Comparative research showing diverse habitat preservation

Strategic Priority: Operational Excellence...High-Level Service from Engaged Employees

Strategic Question: How can we improve workforce performance, engagement and satisfaction?

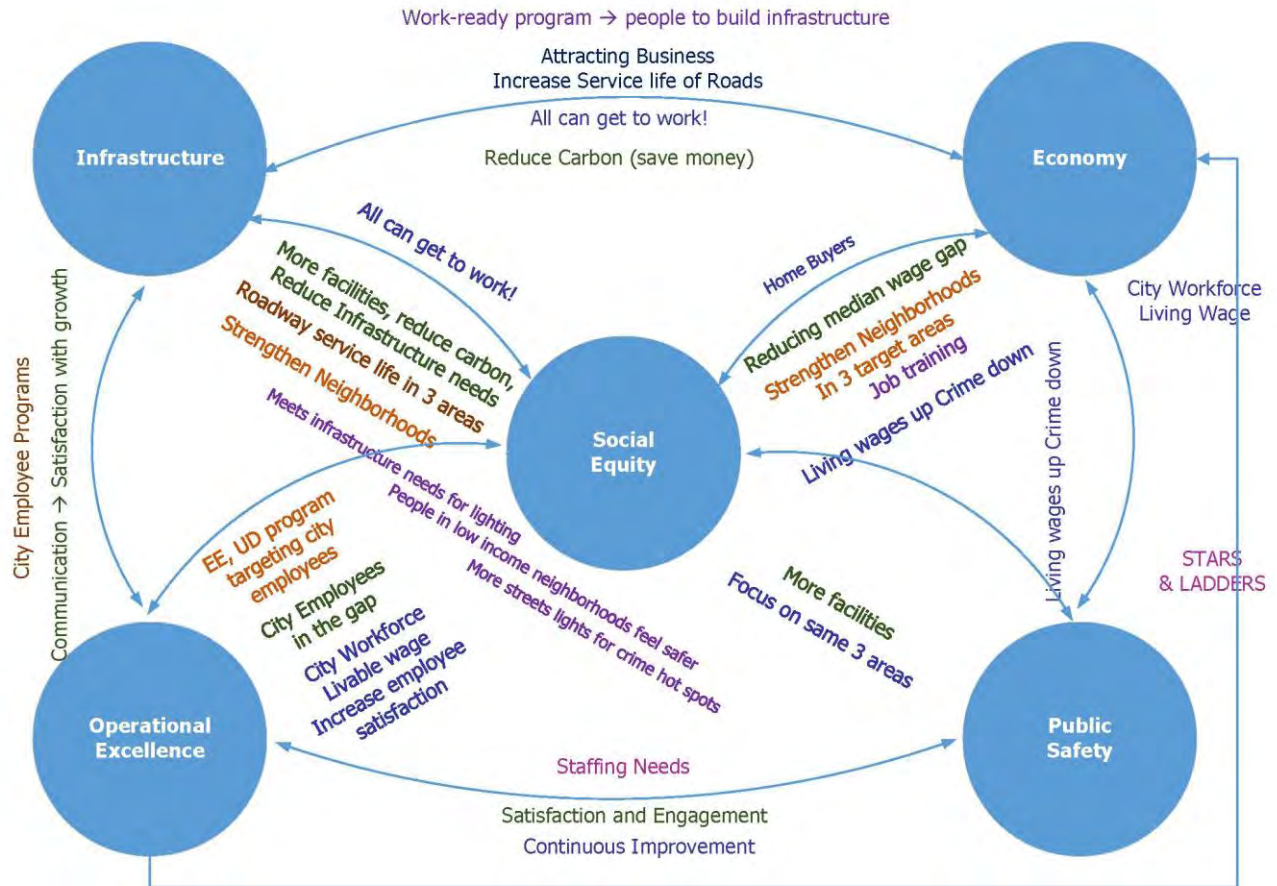
Outcome Objectives and Actions

1. Increase the City of Columbia's ability to recognize and address bias in its operations.
 - Evaluate internal processes, practices and policies for systemic and racial biases that contribute to inequity
 - Develop a plan to evaluate proposed policies that considers the needs of both dominant and minority groups
 - Implement an inclusion and diversity training program as a professional development priority
2. Increase City employee engagement and satisfaction by 3%.
 - Create an employee engagement and satisfaction strategy
 - Create City employee satisfaction survey
 - Analyze and act on employee engagement and satisfaction surveys
 - Compensation Philosophy implementation
 - Continue Employee Reward and Recognition Program
3. Develop a baseline of Continuous Improvement (CI) opportunities in 2016.
 - Define and quantify CI opportunities
 - Create CI metrics
 - Adopt City-wide process improvement system
 - Integrate CI opportunities into performance evaluation and goals
4. Increase percentage of citizens who know who to contact for City services by 6% by 2019.
 - Public launch of Contact Center telephone number by 2018
 - City communication plan for internal and external audiences
5. Accredite as many departments as possible.

Performance Measures

- Number of staff trained in inclusion and diversity
- City employee surveys results
- Continuous Improvement metric
- Citizen survey results

Strategic Connections



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CITY OF COLUMBIA, MISSOURI

OFFICE OF CITY MANAGER

2016 State of the City - Revised

June 14, 2016

Dear Mayor, Members of the City Council, and Columbia Residents:

It is my honor and duty, as required by our home rule charter, to share this annual "State of the City" message with you. As Missouri's fourth largest city, Columbia continues to provide an amazing quality of life for residents, balancing Midwest community values with many services and opportunities you would find in larger communities.

What really sets us apart, I believe, is how strongly we're connected. As City Manager, I get to see a large part of what happens here and what so many of our friends, neighbors and partners are doing to make life better for everyone. They understand that what happens in one family...one block...one neighborhood...ripples throughout Columbia. Truly, we walk in each other's shoes.

Because we're connected, we acknowledge that the hope of a fine life in our city is more likely for some than for others. There are troubling financial, health and employment gaps between Columbia's white families and black families. However, there is reason for hope. As I've said in the past, we only need to look around to see that Columbia has the resources to change its current reality, to assure that its high quality of life is open to all citizens.

This is the reasoning behind the City's strategic plan for 2016 - 2019. We envision a Columbia that is the best place for *everyone*...not just some...to live, work, learn and play. It's a community where people earn enough to support their families without asking for help. It's a place where residents feel safe and secure, know their neighbors and like their neighborhoods. A Columbia where, regardless of where they live, families know they can rely on police and fire protection, utility services and well-maintained streets and transit systems. They choose to call Columbia "home" because life is good here.

I want to honor and thank several local partners with long traditions of shrinking the gap in well-being for Columbia families. They connect to the City of Columbia through joint projects, funding relationships and shared services to residents.

- Through their poverty simulations, Central Missouri Community Action has awakened hundreds of people...including those in City government...to the persistent problem of poverty in Columbia.
- Heart of Missouri United Way believes that "...when we reach out a hand to one, we influence the condition of all." Last year's campaign raised close to \$3 million

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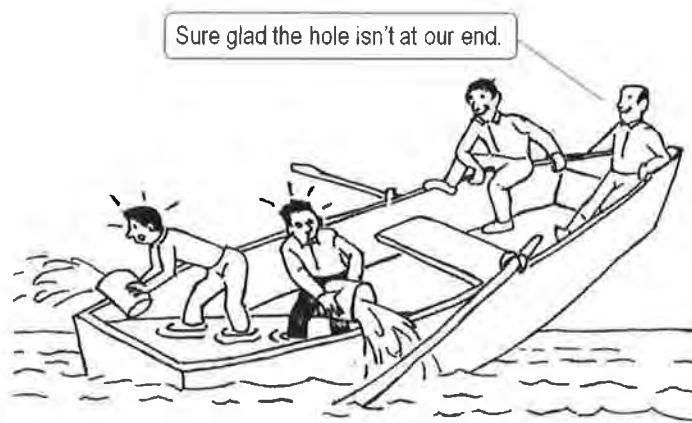
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to fund programs with long-term community impact, focusing on what it takes to help young people succeed.

- Columbia Public Schools' intense focus on graduating students is paying off. The graduation rate increased eight percent in just five years. The 18-year old who enters the workforce with a diploma or GED has a very good shot at getting out and staying out of poverty, and avoiding its side-effects of poor health, loss of connection to the community, and criminal behavior.
- Job Point has worked for decades to give folks a second chance (and sometimes a first chance) to get ready for work, learn marketable trades and build resumes. Their programs serve a wide range of persons with workplace challenges. In the last fiscal year, Job Point served 432 people, with those entering employment earning an average \$10.42/hour.
- Each year, the Columbia Housing Authority helps 1,900 families afford decent housing throughout the city. Working with Welcome Home, the Veterans Administration, Veterans United, Shelter Insurance and other local supporters, the Housing Authority created Patriot Place, a four-acre campus that includes apartments, and support services to help returning veterans reconnect to civilian life and get on their feet. The first residents moved in this past April.

The work of organizations like these truly benefits all of us, and that's sometimes hard to remember. Consider this cartoon. Because the organizations I mentioned above are the ones bailing the water, it can be pretty easy to sit on the dry side of the boat and not think much about the other end. Imagine how much better off we would all be, if the other two in the boat worked on patching the hull.



Sometimes our individual actions impact the whole community in unintended...but negative... ways. Let's say I wanted to buy a \$10 book on Amazon rather than from a locally owned bookstore. If I were to buy that same book locally, I would pay \$10.85 and \$0.20 of the extra \$0.85 cents comes to our community in the following ways:

Police and Fire	\$0.06	Parks	\$0.03
Streets and Sidewalks	\$0.03	Capital Projects (fire trucks, north police station, widening Nifong, etc.)	\$0.03
General Fund Departments (Health, Community Development, Finance and 11 others)	\$0.03	City Bus Service	\$0.01
Airport	\$0.01	TOTAL	\$0.20

This is another form of community impact, and not the good kind. When I buy that book online, I unintentionally de-fund some of the most important services I want from City government, like police and fire protection and well-maintained streets. My choice affects everyone who lives in Columbia. Citizens across America are caught in the same bind, watching local infrastructure erode. Congress could enact Marketplace Fairness legislation that would end the tax subsidy of Amazon and allow the State of Missouri to collect sales tax on internet transactions, but the issue has been pending in Washington for years.

The City Council's strategic plan is intended to address the gaps we see in Columbia. Council Members wisely used savings from the previous fiscal year to begin to walk this new path. The following list shows where we allocated the savings, and this message will update you on the progress we've made so far.

1. Veterans Welcome Home - \$500,000 for housing homeless veterans
2. Four net-zero affordable houses - \$200,000
3. Home-ownership program - \$100,000 for down-payment assistance
4. Cradle-to-Career - \$50,000 for early childhood learning
5. Focus group research - \$100,000 learn more about the disconnect between reality and perception of crime and growth and to accurately assess neighborhood needs
6. Airport terminal - \$500,000 reserved for new construction
7. Closed captioning - \$5,000 to improve access for persons with hearing disabilities
8. General Fund balance - \$178,494

Economy: Jobs that Support Families

Our strategic direction for the economy includes: increasing the number of living wage jobs; reducing the wage gap between white and minority households; and reducing the skills gap in Columbia's workforce. While the "living wage" goal is a worthy aspiration, it's not subject to the City's direct influence. Our closest proxy is the well-established measure of 200% of the federal poverty level. Using this standard, a family of four would need \$48,600 in annual gross income to afford the basics, such as healthy food, decent shelter, utilities and health care.

Featured Goal: Increase the number of people in Columbia with income above 200% of the Federal poverty level. From 2010 to 2014, 59.8% of people earned this level of income.

What we see

Two puzzling measures exist side-by-side in our local economy. Columbia's city-wide unemployment rate of around 3% is one of the lowest in the nation, but the number of families in poverty keeps growing. How can almost everyone who wants to work *be* working while the community gets poorer?

The answer to that question is that Columbia has many jobs that, even if you work full time, do not pay a living wage. The minimum wage has been ignored for so long by federal and state governments that it buys 30% less than it did in 1968.

We also know that black households bear the brunt of unemployment and poverty, even though poverty has grown for all groups. Our 2015 citizen survey confirms this. Sixty-four percent of white respondents said they were satisfied with local economic conditions, but only 53% of black respondents felt that way. Eighty-one percent of white respondents agreed that they earn a wage that allows them to meet basic needs, compared to 68% of black respondents.

There is only one way out of poverty, and that is a job that pays a living wage. Cultivating good jobs and preparing residents to qualify for those positions is our most important anti-poverty response.

What we've done

Success has its roots in childhood. This year the City Council authorized \$50,000 to support the **Columbia Cradle to Career Alliance**, dedicated to ushering children and youth through education milestones to career readiness. This local coalition focuses on correcting disparities associated with race and income and assuring equal access to education opportunities. High school graduation is strongly linked to future success. Because the community continues to financially back Columbia Public Schools, graduation rates improved to 90% in 2014.

Since 1982, the **City's Career Awareness Related Experience (C.A.R.E.) program** has prepared at-risk youth, ages 14 - 20, for employment. In addition to paid, real-world experience, C.A.R.E. helps participants get job-ready, find a mentor, explore careers and manage their money. Last summer we paid the wages of 169 young folks who worked at 100 different public, business and not-for-profit work sites. Of that group, 160 (95%) completed the program and 42 (25%) were offered employment after the program ended. C.A.R.E. also runs programs during the school year and serves persons with developmental disabilities.

The **Mechatronics Certificate and Degree program**, offered at the Columbia campus of Moberly Area Community College (MACC), is a model for how a united partnership can lead to economic success. Launched in 2012 by MACC, the City's Economic Development Department, and a committee of local employers, Mechatronics provides trainees with hands-on experience in electrical systems, hydraulics, pneumatics and computer-controlled equipment. Enrollment has grown from six students in 2014 to 35 in 2016. Graduates are finding jobs at 3M, Kraft, JM Eagle and Boone Hospital Center with starting wages of \$16 per hour, and higher.

This year we launched the City's first real drive to **widen opportunities for minority- and women-owned businesses**. Growing this sector expands economic well-being, increases consumer choice and creates an incentive to shop locally. As our contractor, Jim Whitt is encouraging current owners to consider bidding for purchases of their products and services. He's coaching aspiring owners and working with City staff to reduce bureaucratic barriers that put small firms at a competitive disadvantage. A "summit" connecting these businesses with state and local officials and large purchasers was standing-room-only.

What lies ahead

The power to reduce economic disparity requires long-term commitment. It's a goal that, for us, started three years ago and which is likely to continue well past 2019. We will **expand C.A.R.E. with apprenticeships** that offer program graduates two years of employment, mentoring and skill development in City jobs that don't require advanced degrees. We believe this is a great way to attract and develop local talent from neighborhoods where employment opportunities have not been consistently available.

Columbia Regional Airport is a quiet economic driver that supports at least 745 jobs and a \$27 million annual payroll...not a bad return on the City's \$2 million annual investment. The number of people flying from Columbia Regional is six times higher than it was in 2009, but with 120,000 users walking through the doors every year, the terminal is only half the size it should be. With combined local, state and federal investments, we can get even more return on the airport. On August 2, 2016 voters will have an opportunity to decide if they want to temporarily raise the City's hotel tax, paid by visitors, to help fund a new terminal that can

handle more flights, meet federal safety and security requirements and be totally accessible to persons with disabilities.

Social Equity: Improving the Odds for Success

“Social equity” has so many meanings. It’s a big concept that inspires global or community action, a precise idea that moves us to be our brother’s or sister’s keeper and a lot more in-between. Guided by its strategic plan, the City will assess citizens’ ability to thrive...not just survive...in Columbia. We know there are disparities among neighborhoods, including the level of public investment and focused attention. At least initially, we will leverage City services and community partnerships in Columbia’s Central, North and East areas.

Featured Goal: Increase the percentage of citizens who agree that Columbia is a place where they can thrive from 74% to 79% by December 31, 2018.

What we see

Census data, maps of City service calls and City staff field observations reveal varying levels of stress and disparity...along with resources...in these neighborhoods. According to our most recent citizen survey, 74% of residents overall are satisfied that they can thrive in Columbia. While 78% of white residents hold this view, only 54% of black residents agree.

We’re betting that “thriving” is associated with several factors: safe and secure neighborhoods; stronger relations between neighbors; exercise, healthy eating and health care; and affordable housing and utilities. This is backed up by author Dan Buettner, who says it’s all about what we eat, how we exercise and our social networks, and by the Gallup-Healthways Index, which associates well-being with liking what you do and where you live, good health, economic security and supportive relationships.

What we’ve done

At the community level, City Council members co-hosted a **Race and Equity Forum**, which drew almost 100 people. Participants in this first session discussed how poverty and lack of cultural competence in schools can affect our kids’ achievement. With our community partners, we’re committed to being part of conversations that raise local awareness of race and equity.

On a personal level, and at her own expense, City Utilities staff member Carol Schafer reaches out to homeless persons, and her generous spirit inspires others. She gives **granola bars wrapped with information** about homeless shelters and support services to folks who look like they need help. So do her friends...and her colleagues...and local service organizations. She is a quiet leader and an individual force for good.

As a united force, City employees are engaging residents in the Central, North and East neighborhoods as never before. It's work from the heart. We're motivated by what we do to help people thrive and moved by what we learn. Here are some of the things we've done since January.

- Created a **Community Outreach Unit in the Police Department**. By assigning two officers to each of the three neighborhoods, we've established a consistent, trusted, focused presence for safety and security.
- **Connected neighbors** through more than 20 activities in these areas, including celebrations, clean-ups, public improvement meetings, service projects, planning sessions and family events.
- With the Ridgeway Neighborhood Association and other partners, developed a model **affordable housing plan** that also includes sidewalks, stormwater solutions, green space and safety features.
- Allocated more funds for first-time homebuyers and **affordable housing units** in the three neighborhoods and started work to set up a community land trust to stabilize housing prices.
- Studied residential energy use in the Derby Ridge area, let homeowners know about cost-savings potential and hosted an **energy efficiency** resource fair at the neighborhood school's parent-teacher night.
- With community partners, scheduled summer **lunch programs and weekly mobile food pantries** for kids and families.
- Started work with historically black church congregations to connect parishioners with **health insurance and health services**.

What lies ahead

The City's approach to help the Central, North and East neighborhoods thrive is based on our known service delivery strengths, but are these services what residents truly want or need? Three individuals on special assignment will talk directly with residents, including those who have not welcomed contact with "the City" or those with whom we've had limited contact.

Glenn Cobbins and Judy Hubbard, with proven abilities to identify with, reach and inspire people, have already started **door-to-door conversations** in the Central neighborhood. They talk to students, older and disabled persons, black residents, persons with few resources, young people on the verge of high-risk decisions and those re-entering from the criminal justice system...people who seldom, if ever, contact City officials.

Carl Kenney, Jr. is an experienced neighborhood organizer, adjunct professor at the University of Missouri School of Journalism and our contractor skilled in **building local decision-making structures**. His work in Durham, NC encouraged residents to take their futures into their own hands, leading to lasting change rather than one-off interventions. We'll

host the first meeting in the Central neighborhood in late June and move into the North and East neighborhoods over the coming months.

Affordable housing investments will continue to provide good returns to the community. New resources include \$500,000 to house homeless veterans at Veterans Welcome Home; \$200,000 to build four affordable, high-performance, energy-efficient homes; and \$100,000 in down-payment assistance for first-time homebuyers.

Public Safety: Safe Wherever you Live, Work, Learn or Play

If Columbia is, in effect, two cities...where some families thrive and others don't...it also has two minds when it comes to public safety. Our crime rates are down. We'd have to double, triple and quadruple our crime rates to match those, respectively, in Springfield, Kansas City and St. Louis. Even as our crime rates drop, however, so has citizen satisfaction with many public safety services.

Featured Goal: Increase the percentage of citizens who are satisfied with the overall quality of police services from 59% to 64% by 2019.

What we see

"Down" indicators

- Locally, homicides fell from nine in 2000 to one last year. The property crime rate is half of what it was in the 1980s.
- Local satisfaction with the overall quality of public safety service, overall quality of police service and overall feeling of safety, all down compared to 2005.
- Nationally, 64% of Americans have a "great deal of respect for police" compared to 77% in 1967.
- General Fund revenue has not grown, limiting our ability to hire more police officers and firefighters.

"Up" indicators

- Americans' belief that crime is rising, according to annual Gallup polls, has increased nationally over the last decade, even as government data show that crime is falling.
- Influence from the non-stop local, state, national and global spread of crime news, comments and conversations.
- The demand for more officers, more prevention, and faster response.

In 2015, 54% of those responding to our annual survey said they were satisfied with their overall feeling of safety in Columbia, down from 67% in 2005. Over the last ten years, satisfaction with Police services has dropped 22%, from 81% to 59%. To understand this

loss of ground, even as crime rates have been falling over the last 30 years, we held anonymous citizen focus groups conducted by an independent consultant.

Most of the 19 participants reported positive contacts with and trust in Police officers. Few had been affected by crime directly, and many wished to see more officers in the community. Thirteen said that local media had influenced their perception of safety and acknowledged the effects of events in Ferguson, Mo. and “mass shootings across the country.”

“For a city of this size, I feel like we’re heavily covered in the media, with three major networks and two newspapers. Because of this level of exposure, I’m sure the media has some influence on people’s perception of safety in the city.”

“The media always reports crimes, but they never provide any statistics. So there’s no real context to the report. Are these crimes isolated incidents, or is this a common problem?”

National Gallup polls reveal similar findings. Last October Gallup said there had been an “uptick” in Americans’ perceptions of crime. This echoed Gallup’s 2011 report that Americans had a “highly negative outlook” on crime, even though crime statistics had steadily improved over the previous 15 years. “This unwarranted pessimism,” Gallup suggested, “may stem from the imperfect indications of crime that Americans receive from the news and other sources, as well as Americans’ overall mood.”

What we’ve done

The Columbia Police Department’s new Community Outreach Unit (COU) is all about **officers connecting with citizens** in the Central, North and East neighborhoods, and our strategic timing couldn’t be better. Citizens helped choose and have welcomed their officers (two for each of the neighborhoods) as a stable influence. And CPD has the right mix of leaders, management and officers...with the right hearts and minds...for this work. This is not a “one-off” for them. They’re building for the future.

“While on foot patrol in the Bodie / Currituck neighborhood, I was told by about six different citizens, at different locations, that they are glad to see the Police Department in their neighborhoods and glad we are interacting with kids. They said it’s comforting to look up and see a Police car parked and an officer talking with citizens in a non-crime incident manner.” Sgt. Michael P. Hestir, Supervisor, COU

Sgt. Hestir and his COU officers are making positive contacts in their neighborhood visits and at special events. He says that citizens are “HIGHLY receptive to welcoming the Police back” and seeing Police interacting with citizens again. As cops and citizens of all ages connect, he’s seeing fewer “hard stares” and getting more handshakes and hugs.

"When no one had the patience/time to help me this officer not only helped me but took me to Walmart and bought me a new car battery, etc.!!! Officer Jeff...I appreciate your help today and you were my hero." Facebook post from driver stranded at I-70 and Highway 63 connector

"Many of them [CPD colleagues] would have found a way to help this young lady. She was supportive of me/us publicly, even with some personal attacks from her friends. She was courageous, more so than me that day." Lt. Geoffrey Jones, Northeast Sector Commanding Officer and operationally responsible for the COU

This connection between a citizen and CPD saved the driver's day. After stopping to check on the woman and her two small children, Lt. Jones jump-started her car...met her at Walmart...bought and installed a new battery...drove her to work when the car still wouldn't start...and assured her boss that the breakdown had happened.

Another busy street, another opportunity to connect, another personal story shared. Officer Williams responded to a call about a mother with small children walking along Clark Lane after midnight. While driving them home, he bought a meal for them and offered future rides, if needed. This is not the first time Officer Williams has purchased meals for people.

"I was happy to have him come in with us to show people that there are good cops out there today..." Facebook post from mother helped by Officer Chris Williams

So, Lt. Jones is right. **Our Police force is in the habit of helping.** I love it when citizens "catch" City employees doing something good and share their stories. As these go viral across social media, it confirms the public's power to counter negative information with the powerful true story of caring, courageous public service.

What lies ahead

It's possible that both our Fire and Police Departments will become **accredited** in the coming year. This is the gold standard for a non-biased, external validation that we provide services using the best practices in the field today.

We're gradually **balancing community access to Police services** in the strategic areas. The Boone Community Center substation now serves Ward 1/Central neighborhood residents. Using part of the proceeds from the 2015 voter-approved capital improvement sales tax extension, we've purchased land in Ward 2, near Auburn Hills Parks, for a North side Police station. Ward 3/East neighborhood residents will connect with the Community Outreach Unit and other Police officers at a leased townhome near Indian Hills Park.

To respond to changing call volumes, CPD has adjusted officer schedules to cover calls more effectively. We've also added less costly civilian positions for CPD roles where police

powers are not needed. This returns sworn officers to the field while keeping costs manageable.

Infrastructure: Connecting the Community

Transportation networks, utilities and parks are “big time” investments that knit Columbia together. They serve the public good but, as the community has grown and changed, aren’t serving all citizens equally well. No matter your neighborhood, you should be able to shop and find services either nearby or by using safe, convenient personal or public transit. In a city that treasures parks and trails, everyone should have green space within walking distance. Wherever you live, water, sewer, electric and stormwater systems should be safe and reliable.

Featured Goal: Increase daily average ridership at the “bus stop” level by 5% in the Central, North and East neighborhoods by the end of 2016.

What we see

The most faithful riders of COMO Connect (our City bus system) are lower-income persons, students, people with mobility challenges, folks who can’t or prefer not to drive, and those who value public transit’s ability to reduce auto emissions. COMO Connect riders travel to work, school, grocery stores, medical offices, events, meetings...all the places the rest of us reach by other means. Because of its potential to narrow the social equity gap, City Council members have focused a tremendous amount of attention on keeping bus travel affordable and making it more convenient. Changes made two years ago provided, for the first time, a real commuting option for the vast majority of workers and expanded bus service city-wide. In the three strategic neighborhoods an average nine riders per day, per bus stop, use City buses. That’s less than the average 27 riders per day, per stop, across all of Columbia.

The City’s “complete street” policy, adopted in 2004, describes our goal for Columbia’s transportation network. All neighborhoods should have access to equal infrastructure like sidewalks, crosswalks, stormwater systems, curbs, streetlights and good streets, themselves. All citizens should have safe passage on foot, by car, bike, wheelchair or other forms of transportation. The fact is that many neighborhoods were developed without much of the infrastructure that today seems standard. Narrowing this investment gap...like increasing bus ridership...can help residents in those areas connect to opportunities throughout the community.

Natural areas represent some of the best examples of our original landscape, places where you can still see plants, animals and other features present before the area was settled. As noted in *Our Natural Legacy*, a City-County plan to add green space, “...a connection to the natural world is fundamental to human health and well-being...”. In a local 2015 survey, 68%

of participants said they favored acquiring land to preserve open space and protect the environment. Last November, by a wide margin, voters approved extending the park sales tax and using part of that revenue to add more natural areas to the City's current 1,416-acre inventory.

What we've done

To **introduce more residents to COMO Connect**, Community Outreach Unit officers and Central Missouri Community Action are distributing bus passes in the Central, North and East neighborhoods. Whether the passes are good for one ride, one month or a whole year, they create positive community connections. We've also installed concrete for new shelters on Conley Road at the Staples entrance; on Forum Boulevard near Nifong; and on Worley Street near Woodlawn.

The City Council quickly approved, at the request of North neighborhood residents, more **street lighting near Auburn Hills Park**. We've built **new sidewalks in the Central neighborhood** on Garth Avenue near OAK Towers. The project includes sidewalks on the east side of the street, six driveways to meet ADA requirements, and a crosswalk across the east leg of the Garth and Worley intersection. When all the work is done, persons using wheelchairs and scooters will have a safe and accessible route to Worley without having to cross Garth to use sidewalks on the west side of the street.

In addition to the Flat Branch relief sewer projects and the \$14 million we're spending to reline those sewers we will not replace, we continue to **remedy flooding in the First Ward**. The community has supported ballot issues for sewer and storm water improvements in the past year. Our test results show that sewer-lining efforts are paying good dividends. We will report those results to Council Members very soon. In the meantime, I can tell you that we have significantly less rain water getting into our sewers and that replacing 100 year-old brick-and-mortar sewers with PVC pipe along Flat Branch Creek is well underway.

We closed on the acquisition of Gates Park, a **60-acre natural area** near High Point Lane and Route K, in mid-May. This increases our total inventory of protected areas from 1,292 to 1,352 acres. The purchase will preserve green space, protect the Little Bonne Femme Creek and provide access to the future Little Bonne Femme Trail.

What lies ahead

Olsson Associates will analyze how changes in our bus system have affected the community and other transit stakeholders and prepare recommendations for the future of COMO Connect. We expect to increase the number of accessible bus shelters as federal funds that have been backed up since 2013 are released for projects. By the end of FY 2016, we plan to increase average daily ridership to 177 in the Central neighborhood; 41 in the North neighborhood; and 46 in the East neighborhood.

To assure that City capital investments reflect community values and needs, we offer citizens many opportunities to get involved in decision-making. City staff will make special connections with residents in the Central, North and East neighborhoods to learn what projects mean the most to them. Assuming funds are available, we will budget and schedule improvements to carry out neighborhood desires.

With the 60-acre Gates Park addition, we're on track to increase natural areas from 1,292 to 1,352 acres by 2021. We'll work with the Greenbelt Land Trust to inventory natural resources and wildlife on existing City-owned properties and evaluate other sites within the City limits that may be good candidates for purchase and protection of land and wildlife habitat. The Parks and Recreation Department will continue its excellent work to assure good opportunities for outdoor activities and exercise in all neighborhoods.

Operational Excellence: High-Level Service from Engaged Employees

City employees are a 1,450-person force for good. In strategic terms, they are our greatest strength and creative heart. They are work colleagues connected to each other and are intimately connected to the community through friendships, their business patronage, the organizations they support and all the things they do as parents and family members. I am intensely proud of their commitment to serving all citizens and to putting special care into the Central, North and East neighborhoods over the next three years.

Featured Goal: Increase employee engagement from 72% to 75% by 2019.

What we see

At 72%, City employees are more than twice as engaged as the national average reported by the Gallup organization. In its most recent survey, pollsters found that only 34% of American workers say they are engaged in their workplaces, and that's the highest level since Gallup started tracking this indicator. Worldwide employee engagement is not much different and, in most countries, is slightly lower. City employee engagement is linked to a strong public service calling, something that comes from inside. Stoking this fire in our entire workforce will improve our performance and create lasting public benefits.

High engagement affects interest in staying with an employer. At just over 11% last year, our low turnover is the envy of many industries.

Forty-nine percent of those responding to our most recent citizen survey agreed that City government values diversity. Agreement was 51% for white survey participants and 32% for those who were black. The City of Columbia attempts to foster a work family that is as representative of our community as possible. "Diversity" means opening all doors to people of different races, generations, genders and backgrounds. "Inclusion" means creating a work

environment where all employees...not just some...can thrive (there's that word again). Some of our work units are both diverse and inclusive, providing hubs for friendships, trust, professional growth and advancement, but there are gaps in the organization and in community perception.

Overall citizen satisfaction with the quality of City employee customer service has hovered in the low 70% range for several years, beating regional and national benchmarks by almost 20%. Since 2007, agreement that it's easy to reach the right person at City Hall, has increased from 47% to 62%. These are good service ratings that still offer opportunities for improvement.

What we've done

Thoughtful, top-notch supervisors can deepen employee engagement. Our City University learning center develops these leaders through LADDERS training for employees who aspire to this role. Since we launched LADDERS two years ago, 14 of the 182 program participants have been promoted into supervisory positions. City U's STAR program, to date, has engaged 238 supervisors with initial and continuing training and special attention to coaching, active listening and goal-setting skills. Each City employee has at least one career goal that connects to strategic priorities.

Reaching for excellence through **accreditation** puts your reputation on the line. This stamp of approval from an independent, unbiased national organization is the highest praise that local government services can receive. Originally recognized for excellence in 2001, our Public Works Department has been accredited longer than any other Missouri city. Other accredited departments and divisions include the City's water, sewer, stormwater and solid waste utilities; Community Development; Parks and Recreation; Convention and Visitors Bureau; and most recently, the Columbia/Boone County Department of Health and Human Services.

We see the need to join other local leaders in **recognizing and eliminating institutional biases** we might have based on race, disability and other perceptions that can separate us as human beings. Our Health and Human Services Department is coordinating learning opportunities for City employees through partnerships with the National Conference for Community and Justice and the Diversity Awareness Partnership. Last December, 140 managers and supervisors attended a one-hour class on diversity and inclusion and 15 employees participated in Building Inclusive Communities workshops. By the end of FY 2016, we expect to have six certified, in-house "facilitators" available to offer basic and advanced courses to another 143 employees. We also expect that all sworn Columbia Police officers will complete training relating to racial profiling and fair and impartial policing.

Over the last two years, our **customer contact center** has reduced the number of possible phone numbers you might call to reach us by more than half. We had 154 numbers. Now there are 70. We see a future where, unless there's an emergency or need for a Text Telephone, there's only one number to call. Because we've developed the center in manageable steps and hired people with a passion to help others, we're getting rave reviews from customers. They love not getting transferred from office to office when they call. They love getting the right answer to their question, and they love seeing the potholes filled within just a few days of their call.

What lies ahead

In the coming year we will focus on accrediting the Police and Fire departments. At Mayor Treece's request, we will accelerate the full launch of the contact center. We're preparing a public announcement and branding effort and disconnecting excess phone numbers as we reach full implementation.

Finally

This 2016 State of the City message is an overview of the efforts of your city staff to implement the City Council's most important goals. I am proud of what they have done in eight short months, on a very small budget, made up of last year's savings. There are financial storm clouds ahead with relatively severe implications for Columbia. With that context, we aspire for steady, if perhaps slow, progress in the coming year.

Regards,

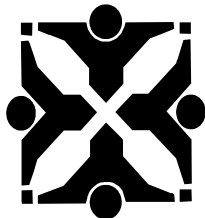


Mike Matthes
City Manager

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General Information

- How Our Budget is Organized
- City Profile
- Organizational Chart
- Departments
- Fund Structure
- Budget Process
- Assessed Values of Taxable Property
- Fiscal Notes and Policies
- Vision Statements and Goals



City of Columbia
Columbia, Missouri

How Our Budget is Organized

The annual budget is the mechanism used to allocate city resources to departments in order to be able to deliver effective and efficient services to our customers. The budget document is intended to provide information about the city, both financial and operational, from a variety of perspectives and high degree of detail.

Budget Message - This is the City Manager's letter to the council and to the citizens which explains the guiding principles that were used to develop the budget, highlights of the significant changes in the budget, and future issues that have been identified and will need to be resolved.

Budget-In-Brief - This section follows the City Manager's budget message and provides readers a snapshot view of the various funding sources and uses and highlights the significant changes in the budget document.

General Information - This section provides demographics about the City, financial structure of funds and departments, explains the budget process, lists financial policies, and presents the City's vision statements and goals.

Overall Summaries - This section contains a wide variety of summary reports. Each of these reports contain information on the last year's actual figures, current year estimates, and projections for the next year. The following types of summaries are found in this section: revenues, expenditures, funding sources and uses, operating statement summaries by fund, five year capital improvement plan summary for general government departments (streets, parks, public safety, etc.) as well as for enterprise departments (water, electric, sewer, transit, airport, etc.), debt summary, authorized personnel summaries, and a General Fund summary.

Departmental Information - Within each department, the reader will find all of the key information about that department including a description, objectives, highlights/significant changes, budgets by category, authorized personnel, debt, capital projects, fines, fees and charges the department is authorized to collect, as well as ten year trend information on total revenues, total expenses, net income/(loss), funding equity, cash and available resources, and employees per capita.

There are also a number of ten year trend graphs provided. These include the total budgeted expenditures vs. the total capital project expenditures; total employees per capita; revenues, expenses, and net income; and fund equity vs. cash and other resources.

At the end of each department's budget there is a schedule showing all fees, fines, and service charges associated with that department. This schedule shows the legal authority, the date the fee was last changed, the current year's rate or amount and next year's rate or amount. We have shaded in green those items that are being changed in the next year's budget so they are easy to identify.

Functional Groups - The departments and funds are grouped by function in an effort to help readers easily locate and understand the information presented in this document. The following information lists the functional groups and the departmental budgets included in each group.

Administrative Departments: These budgets are all funded in the General Fund with the exception of the general government debt and general government capital projects. The departments funded within the General Fund include City Council, City Clerk, City Manager, Finance, Human Resources, Law, City General and Public Works Administration. A portion of the costs of these operations is recovered from the departments outside of the General Fund in the form of a General and Administrative Fee.

Health and Environment: These budgets have a central mission to preserve, protect, and promote our community. The departments included in this functional group include Public Health and Human Services, Economic Development, Cultural Affairs, the Office of Sustainability, Community Development, the Community Development Block Grant, Convention and Visitors Bureau, and the Contributions Fund.

Parks and Recreation: These budgets support the parks and recreation activities within the City. The budgets included in this functional group include Parks General Operations, Recreation Services, Parks and Recreation Capital Projects, and the Parks Sales Tax Fund. Most of the information presented is net of the parks sales tax fund so the reader can identify the actual dollars that are available.

Public Safety: The budgets included in this functional group include Police, Fire, Public Safety Joint Communications, and the Municipal Court. The County passed a 911 tax in FY 2013 to fund Public Safety Joint Communications. The City is currently transitioning these operations over to the county and will complete the transition once the new operations center is complete. Readers will notice a significant decrease in this budget each year as more and more of the costs are transitioned over to the County.

Supporting Activities: These departments provide goods and services to other City departments on a cost-reimbursement basis. The budgets included in this functional group include the Employee Benefit Fund, Self Insurance Fund, Custodial and Building Maintenance Fund, Fleet Operations Fund, Geospatial Information Services Fund (GIS), Information Technology Fund (IT), Community Relations Fund, and Utility Customer Services Fund.

Transportation: These departments and budgets work together to provide a quality transportation system for the City. The budgets included in this functional group include Public Works Engineering, Non-Motorized Grant, Streets and Sidewalks, Parking Enforcement, Transit, Airport, Parking, Railroad, Transload, as well as the following special revenue funds that are transferred into those budgets which include the Capital Improvement Sales Tax Fund, Transportation Sales Tax Fund and the Stadium TDD Fund. This document provides totals for transportation that are net of the tax funds so readers can identify the actual cash amounts that are available for this function.

Utilities: The budgets included in this functional group include Water, Electric, Sewer, Solid Waste, Mid-Missouri Solid Waste District and Storm Water.

Appendix - contains the Glossary

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 1826, incorporated as a third-class city in 1892, and became a charter city in 1949. Columbia is a growing city and currently takes up 65.20 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 for 3 years with staggered terms of service. Since April 2014, the mayor and council members have received stipends. 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.

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!

It offers a high quality of life for people of all ages and interests, a low cost of living, an excellent education system, outstanding health care facilities, abundant entertainment and employment opportunities, beautiful parks and trails, a clean environment and much more.

Recreation: (Parks and Recreation 874-7460)

Athletic and Health Clubs.....	13
Athletic Fields (w/ lights & irrigation)	23
Community Activity & 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.....	4
Parks (Total Acres 3,353) excluding Rec facilities.....	69
Bowling Alleys.....	1
State Parks.....	4
Roller Rinks.....	1
Roller Hockey Facilities.....	2
Skate Park.....	1
Soccer Fields.....	23
Tennis Courts.....	27
Volleyball Courts.....	18

Cultural Arts: (Cultural Affairs 874-6386)

Movie Theaters (screens).....	24
Performing Arts Organizations/Companies*.....	21
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.....	7
Hotels/Motels.....	37
Hotel/Motel Rooms.....	3,698
Restaurants.....	302
Shopping Centers.....	17
Shopping Malls.....	1

Communications:

Print Media.....	6
Boone County Radio Stations.....	12
TV Stations (includes cable).....	3
Satellite.....	2

Education:

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

Public Schools (Number) & Enrollment (Number)

Total Public Schools (30).....	18,012
Elementary Schools (20).....	8,954
Middle Schools (6).....	3,879
Senior High Schools (4).....	5,182
Non-Public Schools (17).....	N/A
Stephens College.....	893
Columbia College (day, evening & ext).....	14,778
Univ. Of Missouri-Columbia.....	35,424

Libraries:

Number of Libraries	4
<i>Daniel Boone Regional Library, UMC (Ellis), Columbia College & Stephen's College</i>	

City Streets: (874-6289)

Paved (Lane miles).....	1,352
Gravel (Lane miles).....	4.5

City Sewers: (445-9427)

Gravity Sewer lines (miles).....	683.0
City Force Main (miles).....	24.0

Fire Protection: (874-7391)

Number of Stations.....	9
Total number of employees	145
Number FF/Eng./Lieuts./Capts/Bat Chief/Div Chief.....	141
Number of vehicles.....	40
Number of hydrants.....	5,932

Police Protection: (874-7506)

Number of stations.....	1
Total number of employees.....	200
Number of sub-stations.....	5
Total number of employees	200
Number of Sworn Positions.....	165
Number of vehicles.....	100

Parking: (874-7674)

On-Street Meters.....	1,841
Off-Street Meters.....	90
Permit Spaces (lots/garages).....	2,226
Hourly Garage Spaces.....	422

Airport: (874-7508)

Airport Facilities.....	1
Airlines: American Airlines	1

Climate:

Annual rainfall is approximately 42.64 inches/year.
 Annual snowfall is approximately 19.0 inches/year.
 Warmest month and average (July - 88 degrees)
 Coolest month and average (January – 21 degrees)

Utilities:

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

Electricity	874-7380
Water	874-7380
Recycling/Trash Collection	874-6291
Sewer	445-9427

City Employees (FTE for FY 2017): 1,481.40

Sales Tax:

Sales tax in Columbia is 7.975% in all areas of the City except those located in transportation development districts (TDDs). The tax amount includes the following:

State Sales Tax.....	4.225%
County General Revenue Tax.....	0.500%
County Road Tax.....	0.500%
Boone County Law Enforcement Tax.....	0.125%
City General Revenue Tax.....	1.000%
City Transportation Tax.....	0.500%
City Capital Improvement Tax.....	0.250%
City Parks Sales Tax.....	0.250%
County Community Children's Services Fund.....	0.250%
County E-911 Emergency Sales Tax	0.375%

City's portion of total sales tax rate 2.000%

Volunteer Programs: (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 2015, volunteers contributed nearly 34,458 hours at a value of nearly \$795,000.

Local Economy:

The cost of living for the City of Columbia is generally 8%-9% below the national average; however, for the first quarter in 2016 Columbia was at 98.5%. Columbia area has a median household income of \$46,624. According to the following websites reporting these economic conditions.

http://www.missourieconomy.org/indicators/cost_of_living/index.stm

http://www.clrsearch.com/Columbia_Demographics/MO/Household-Income

<u>Year</u>	<u>Population</u>	<u>Unemployment Rate</u>	<u>Poverty Rate</u>
2010 *	108,500	6.10%	26.10%
2011	110,438	4.50%	24.30%
2012	113,230	4.00%	24.60%
2013	115,276	3.80%	27.20%
2014	117,364	3.40%	20.70%
2015	119,476	2.80%	N/A

*Updated census population

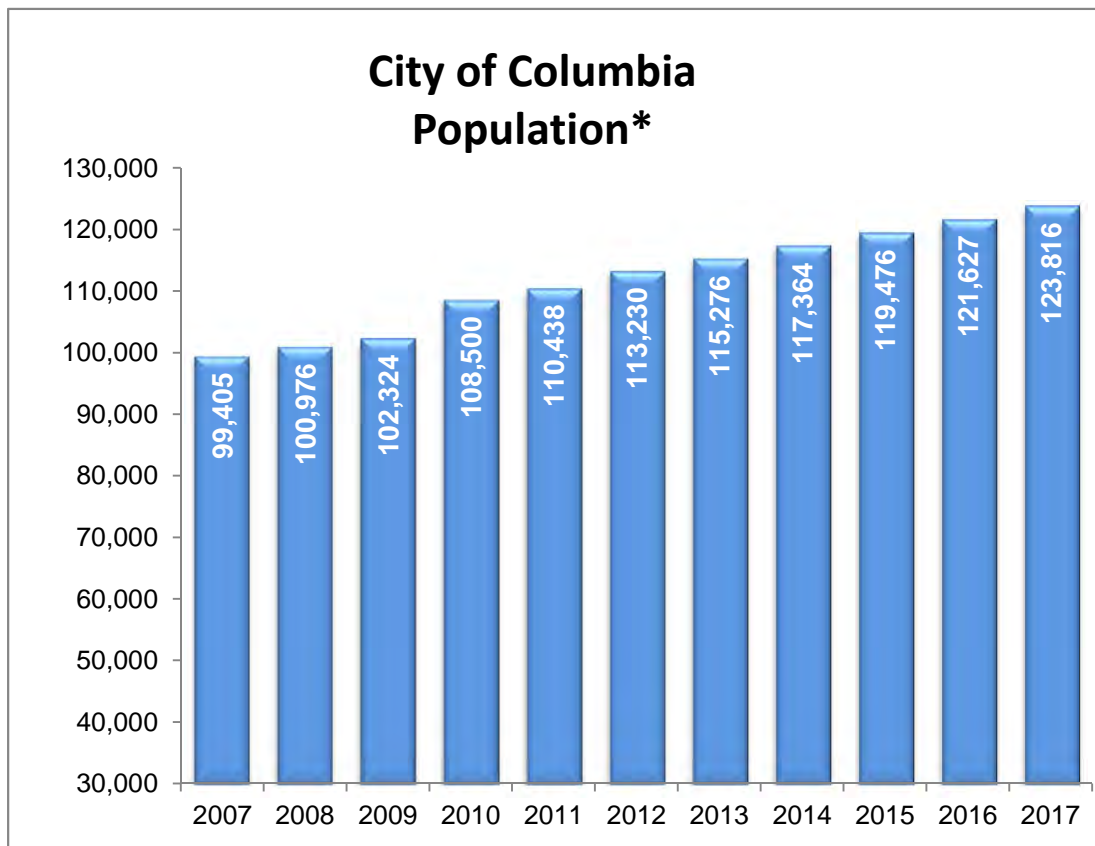
The city of Columbia has historically experienced a population growth rate of about 1.1%-2.0%. However, according to the 2010 census data, the actual population growth rate was closer to 2.5% each year in the last 10 year span.

Top 5 Employers in Columbia in 2016

University of Missouri	8,740
University Hospital & Clinics	4,502
Columbia Public Schools	2,524
Boone Hospital Center	2,000
City of Columbia	1,449

<u>Principal Tax Payers</u>	<u>Type of Business</u>	<u>Assessed Valuation</u>	<u>Rank</u>	<u>Percentage of Total Assessed Valuation</u>
Union Electric	Utility	27,308,199	1	1.56%
Shelter Insurance	Insurance	14,944,409	2	0.85%
3M Company	Manufacturer	13,584,885	3	0.78%
TKG Biscayne LLC	Property/Developer	12,119,467	4	0.69%
Hubbell Power Systems	Manufacturer	8,793,277	5	0.50%
Breckenridge Group	Property/Developer	7,939,457	6	0.45%
Grindstone Properties	Property/Developer	7,845,770	7	0.45%
JDM II SF National (formerly State Farm)	Insurance	7,807,371	8	0.45%
The Links Columbia	Property/Developer	6,839,287	9	0.39%

The principal taxpayer table lists 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 relocating to Columbia.



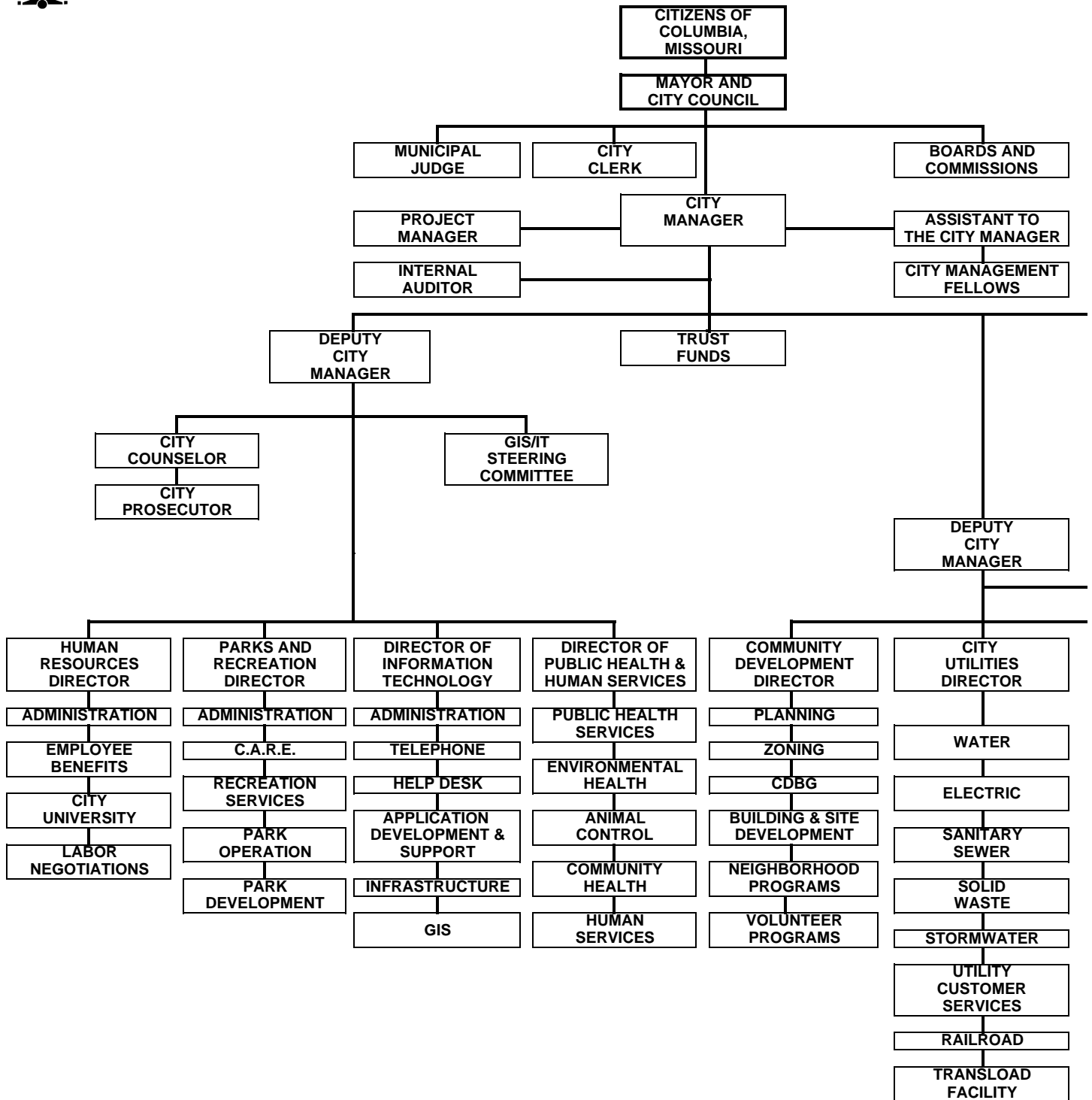
* Population figure for 2010 is from the census, remaining years have been estimated

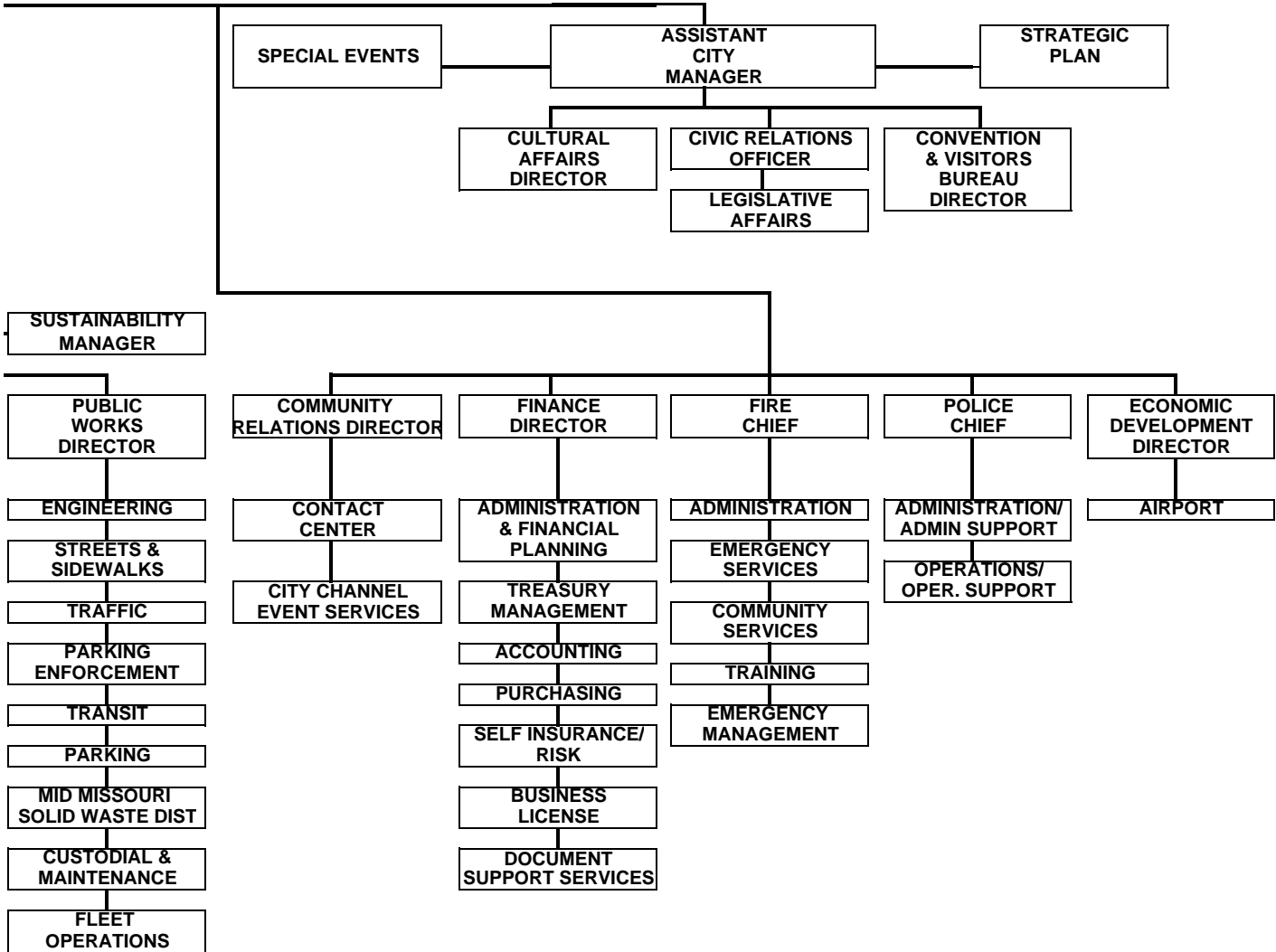
<u>Fiscal Year</u>	<u>Population</u>	<u>Percent of Population under 17</u>	<u>Percent of Population over 65</u>	<u>Total Percent of Population <17 or >65</u>	<u>Median Household Income</u>	<u>Consumer Price Index</u>	<u>Personal Income in Constant Dollars</u>
2007	99,405	18.47%	8.92%	27.39%	\$40,347	207.30	\$19,463
2008	100,976	19.70%	8.25%	27.95%	\$40,326	215.30	\$18,730
2009	102,324	18.20%	9.30%	27.50%	\$42,800	214.54	\$19,950
2010	108,500	18.84%	8.48%	27.32%	\$35,793	218.06	\$16,415
2011	110,438	18.50%	9.00%	27.50%	\$45,427	224.94	\$20,195
2012	113,230	18.81%	8.50%	27.31%	\$40,118	229.59	\$17,474
2013	115,276	16.90%	9.60%	26.50%	\$42,898	232.96	\$18,414
2014	117,364	18.65%	9.30%	27.95%	\$46,624	236.74	\$19,694
2015	119,476	N/A	N/A	N/A	N/A	N/A	N/A
2016	121,627	N/A	N/A	N/A	N/A	N/A	N/A
2017	123,816						

- Monthly Labor Review" (CPI)
- US Census Bureau - ACS and ACS - 1 estimates
- GIS Department, City of Columbia



FUNCTIONAL ORGANIZATIONAL CHART





Columbia Website Address: www.gocolumbiamo.com

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

City Clerk 573-874-7208

Records and maintains all City records.

City Clerk: Sheela Amin

City Manager 573-874-7214

Responsible for the general administration of the City of Columbia and all of its functions.

City Manager: Mike Matthes

Convention & Visitor's 573-875-1231

Promotes Columbia as a meeting, leisure, group tour, and sports destination

Director: Amy Schneider

Community Development 573-874-7239

Provides planning, economic and community development support to the City of Columbia.

Director: Timothy Teddy

Community Relations 573-874-7316

Builds citizen trust through effective listening and compassionate response.

Director: Steve Sapp

Cultural Affairs 573-874-6386

Enhances the vitality of the City through creative expression.

Director: JJ Musgrove

Economic Development 573-442-8303

Supports and facilitates the growth of City's economy, as well as manages the Airport.

Director: Stacey Button

Finance 573-874-7111

Administers, directs, and coordinates all financial services for the City of Columbia.

Director: Michele Nix

Fire 573-874-7393

Serves as the fire protection agency for the City of Columbia.

Fire Chief: Randy White

Human Resources 573-874-7235

Coordinates all personnel issues regarding employment and benefits.

Director: Margrace Buckler

Information Technology 573-874-7284

Provides administration and support of the City of Columbia's computer network and telephone.

Director: Jim Chapdelaine

Law 573-874-7223

Manages all litigation and advises Council and all City-related personnel on legal matters.

City Counselor: Nancy Thompson

Municipal Court 573-874-7231

Processes violations of laws and City ordinances.

Judge: Robert Aulgur

Parks and Recreation 573-874-7460

Oversees and maintains park lands and a variety of sports and leisure programs.

Director: Mike Griggs

Police 573-874-7404

Serves as the law enforcement agency for the City of Columbia.

Police Chief: Ken Burton

Public Health & Human Services 573-874-7347

Assists to prevent disease and injury by promoting better health in the community.

Includes community and social services programs.

Director: Stephanie Browning

Public Works 573-874-7253

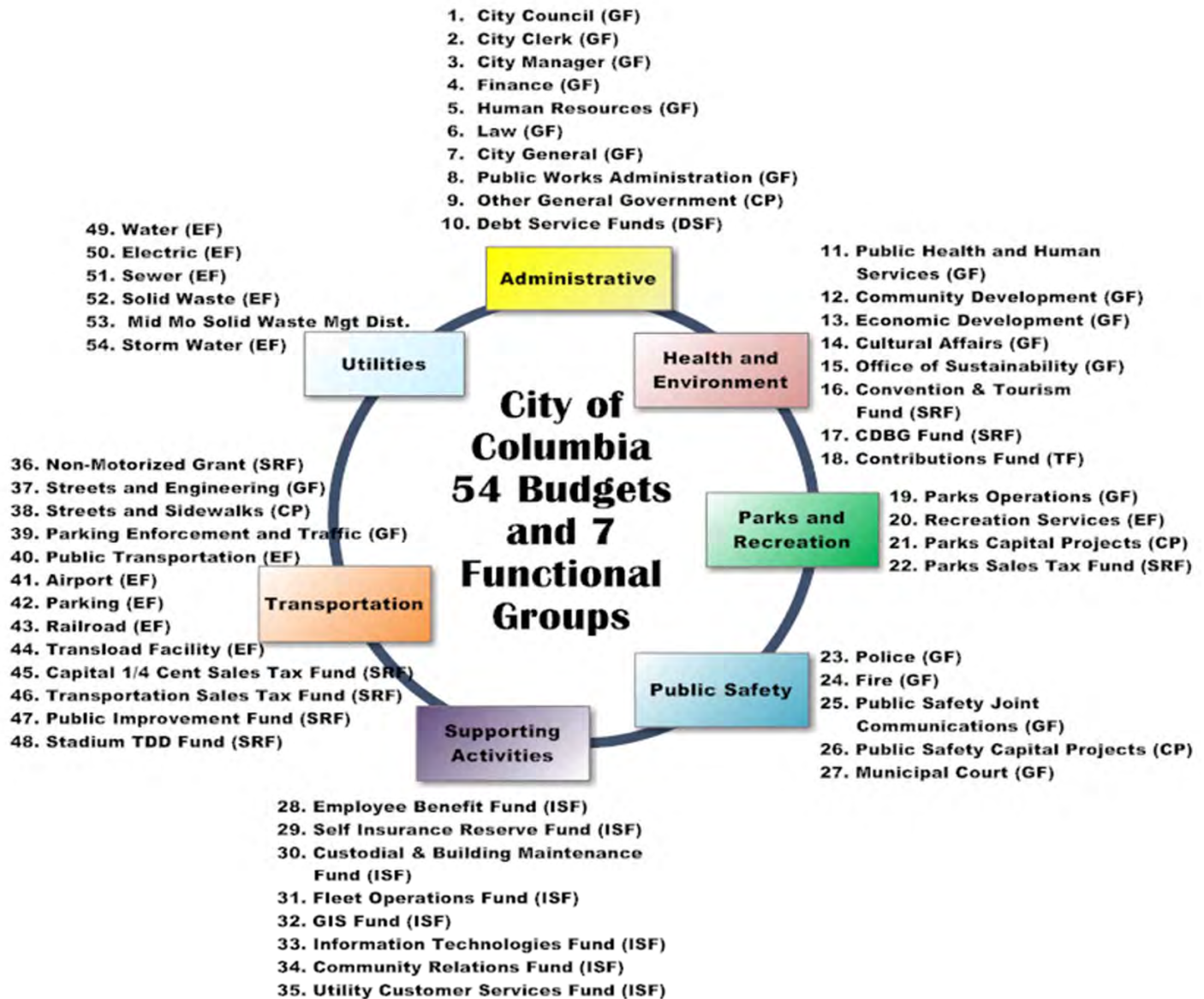
Manages transportation activities of streets and sidewalks, engineering, traffic, parking enforcement parking facilities, transit, as well as fleet operations and custodial and building maintenance services.

Director: David Nichols

Utilities 573-874-7613

Provides safe and dependable drinking water, electricity, sewer storm water, solid waste collection and operates COLT railroad and Transload Facility

Director: Tad Johnsen



Fund Types:
 (GF) General Fund
 (CP) Capital Projects Fund
 (DSF) Debt Service Funds
 (EF) Enterprise Funds
 (ISF) Internal Service Funds
 (SRF) Special Revenue Funds

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 Preparation - In November through January each year, the Budget Office prepares a comprehensive ten year trend manual which examines trends and identifies warning trends for each of the city's budgets as well as a number of other indicators.

Capital Improvement Program (CIP) 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 mini retreat in May. 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 public hearing on the capital improvement plan in July. Citizens can also provide input at the public hearings on the CIP in August and September. The City Council adopts the capital improvement plan for the next year when it adopts the budget at the second Council meeting in September. A final CIP document is then prepared.

Forecasting - Budget staff reviews historical information in conjunction with the latest current year financial statements to prepare a set of forecasts. Assumptions are developed in a model which forecasts general government revenues and expenditures over the next three years. 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 not long after the fiscal year is closed and continues through out the budget process. All supporting activity, transportation, and utility funds prepare five year forecasts which are included in the budget document.

Council Retreat - In March, the City Manager meets with the City Council. This meeting provides an opportunity to review the year end financial information and trends and obtain from Council a list of issues and areas the Council wants the budget to focus on for the next year. This guidance from Council provides the framework for the next year's budget.

Budget Guidelines - Prior to establishing guidelines for the upcoming budget year, the City Manager reviews forecasts (see Forecasting) with the Finance Director. Based upon this review and input from the City Council at the Council Retreat, budget guidelines are established and provided to the departments.

Department Budget Preparation - In mid March, departments receive budget guidelines from the City Manager as well as instructions from the Budget Office. Budget instructions, calendars, and files are posted on a budget google site. Departments are responsible for preparing budget estimates for the current year, projections for the next year, and supplemental requests. Supplemental requests are any items that are over \$5,000, requests for new programs, replacement and additional fleet items, and requests for new positions. Departments must enter their current year estimates and next year's projections into the City's financial accounting software system.

Fleet Replacement Process - The Fleet Optimization Committee (FOC) reviews all requests for replacement of rolling stock within the City on an annual basis determining replacement of vehicles based on age and mileage or hours of service. Recommendations of replacements are made to the City Manager during the budget process. This committee also reviews all specifications of the approved fleet items prior to the items being ordered to ensure completeness of the specifications and to coordinate ordering of similar items together to obtain the lowest prices.

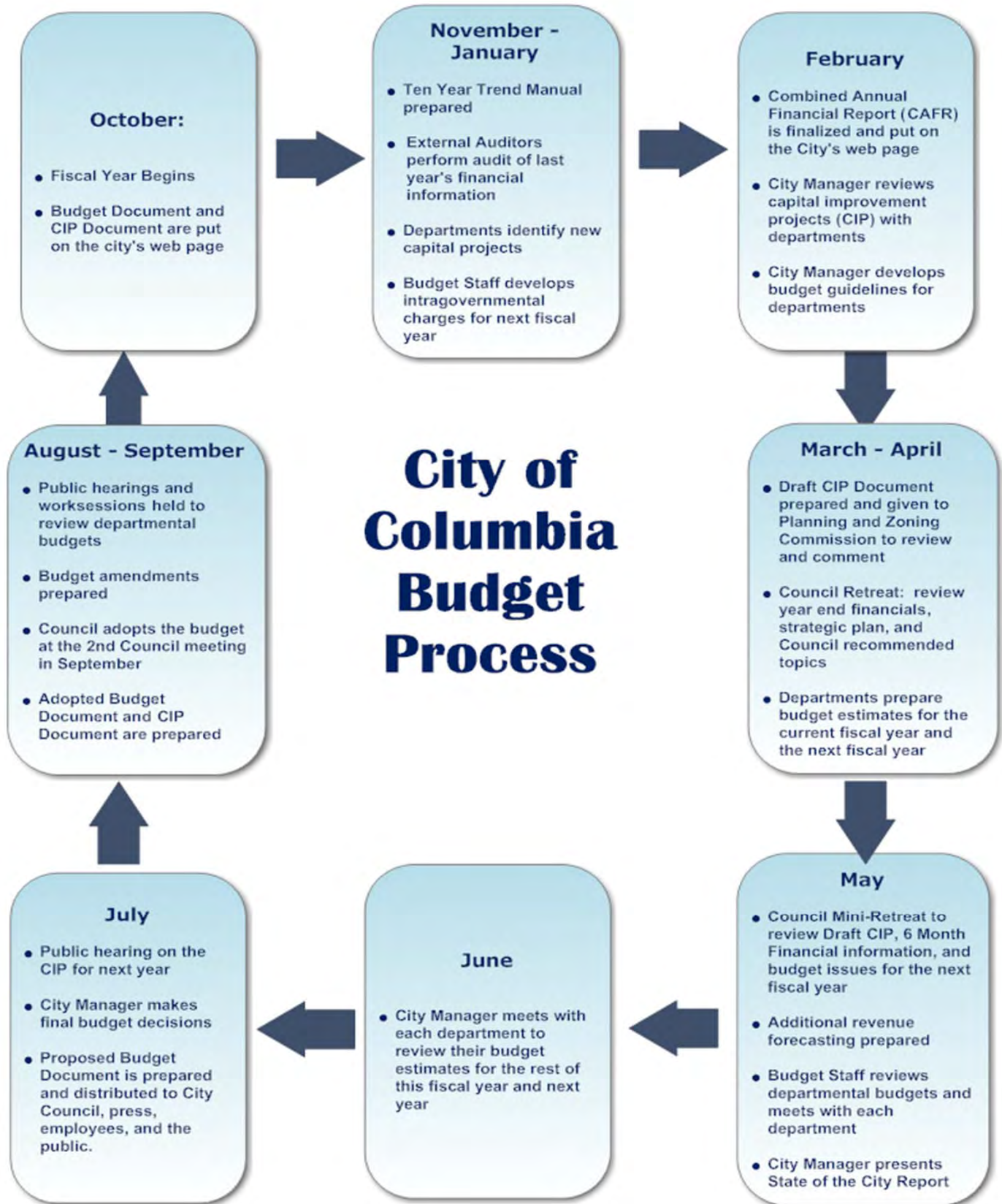
Budget Office Review of Departmental Budgets - After departments have submitted their budgets and the FOC has made recommendations for fleet replacements, the Budget Office, consisting of a Budget Officer and five staff members, review all 54 budgets, looking at past trends, reviewing for completeness and identifying any issues. The Budget Officer and the applicable analyst meet with each department and resolve any issues prior to budget meetings with the City Manager.

City Manager Budget Meetings - At the end of May through the end of June, the City Manager meets with each department to review their budget, approve personnel requests and set rates and fee changes. Final adjustments are made to balance the budget in early July.

City Manager Budget Document prepared - The City Manager's budget document is prepared during the first three weeks in July, is distributed to Council, and then a press conference is held at the end of July. By charter, this must be accomplished by July 31st.

Budget Amendment Process - In August, the City Council holds a budget work session 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 held to gather citizen input on the proposed budget. 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 as it is reviewed by Council. Budget amendments are prepared for any changes the Council of staff identify for inclusion in the budget.

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. The new fiscal year begins Oct. 1st.



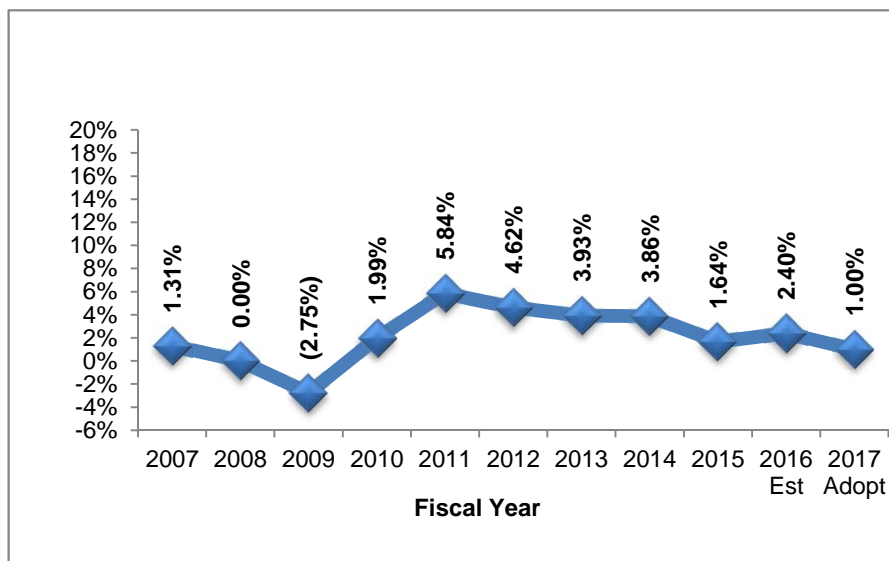
Assessed Values of Taxable Property

<u>Fiscal Year</u>	<u>State Assessed Value</u>	<u>Real Property</u>	<u>Personal Property</u>	<u>Total Assessed Value</u>
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	5,522,897	1,347,522,235	275,394,049	1,628,439,181
2010	5,451,561	1,379,654,147	254,289,515	1,639,395,223
2011	5,140,761	1,400,192,298	250,581,100	1,655,914,159
2012	4,354,717	1,413,996,612	264,972,925	1,683,324,254
2013	4,138,118	1,423,905,462	293,420,631	1,721,464,211
2014	4,108,905	1,449,632,179	298,129,549	1,751,870,633
2015	4,095,085	1,506,138,234	303,450,790	1,813,684,109
2016 prelim	4,193,727	1,553,310,919	317,367,258	1,874,871,904

Property Tax Rates (Per \$100 Assessed Value)

<u>Fiscal Year</u>	<u>General Fund</u>	<u>G.O Fund Bond</u>	<u>Total Fund</u>
2007	0.41	0.00	0.41
2008	0.41	0.00	0.41
2009	0.41	0.00	0.41
2010	0.41	0.00	0.41
2011	0.41	0.00	0.41
2012	0.41	0.00	0.41
2013	0.41	0.00	0.41
2014	0.41	0.00	0.41
2015	0.41	0.00	0.41
2016	0.41	0.00	0.41

General Fund Sales Tax Revenues - Annual Growth/(Decline)



<u>Fiscal Year</u>	<u>Sales Tax Revenue</u>	<u>Over Previous Year</u>
2007	\$18,947,028	1.31%
2008	\$18,947,469	0.00%
2009	\$18,427,197	(2.75%)
2010	\$18,794,534	1.99%
2011	\$19,891,980	5.84%
2012	\$20,810,696	4.62%
2013	\$21,627,785	3.93%
2014	\$22,463,031	3.86%
2015	\$22,832,373	1.64%
2016 Est	\$23,001,333	2.40%
2017 Adopt	\$23,231,346	1.00%

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.

The City Council shall hold public hearings on the budget as submitted, at which all interested persons shall be given an opportunity to be heard.

The City Council shall adopt the budget, by majority vote, no later than the last Monday of the month proceeding the first month of the budget year. If the City Council does not take final action by this date, the budget will be considered effective as it was submitted.

The budget shall be on record in the City Clerk's office and open to public inspection. In addition, a copy of the budget is available for the citizens of Columbia to view at the Columbia Public Library. The budget is also available for viewing and/or printing on the City's website at www.gocolumbiamo.com

A detailed listing of the budget calendar is found on page 11.

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, 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/FUND BALANCE POLICY

The City calculates an unreserved, undesignated fund balance equal to 20% of expenditures for the adopted general fund 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. Budgeted expenditures must equal budgeted revenues with the exception of appropriated fund balance that is being used to offset the increased pension costs as a result of the pension solution developed in FY 2013. For the next few years the City will utilize fund balance to offset these increases.

All other funds will follow a 20% guideline for fund balance reserve as well.

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.

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.

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Overall Summary Section



Description

The City of Columbia is considered to be a full-service city which means that we provide the basic city services of police, fire, street maintenance, health, and parks and recreation, as well as other services (such as water, electric, sewer, solid waste, airport, and bus) which many cities do not provide. Thus, the city's budget may be larger when compared to cities with a similar population. The City of Columbia submits budgets for six types of funds: General Fund; Enterprise Funds; Internal Service Funds; Special Revenue Funds; Debt Service Funds; and Capital Projects Fund. A description of the fund types is shown in the glossary. Within these seven fund types, there are 54 separate departmental budgets.

The budget document is divided into seven functional groups which include: Administrative, Health and Environment, Parks & Recreation, Public Safety, Supporting Activities, Transportation, and Utilities.

This overall summary section is divided into seven distinct sections.

Overall and Expenditure Summaries

The overall summaries provide a look at the revenues, or where the money for the city comes from, and expenditures, or where the money goes. There are summaries by major revenue categories as well as by fund. On the expenditure side, there are summaries by function, fund, expense category and by department.

Sources and Uses

This summary summarizes both the financial sources (or revenues), the financial uses (or expenditures), and shows how the combination impacts cash and other resources. This summary is divided into General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Fund, Enterprise Funds, and Internal Service Funds. Within the functional group budget sections, there are Financial Sources and Uses Summaries for each fund. Those individual statements are combined into the overall sources and uses statement.

Operating Statement Summary

This summary provides the following information by fund: Beginning Fund Balance, Revenues, Expenses, Net Income, and Total Resources Provided by Operations.

CIP Summary

The Capital Improvement Plan (CIP) Summary provides a summary of the capital improvement plan projects that are planned for the next five fiscal years. The individual department capital projects listing has been moved into the department sections within the various functional groups.

Debt Summary

The Debt Summary shows the City's legal debt margin as well as a summary of all of the outstanding debt for the City. The individual debt requirement pages for the outstanding debt are included in the respective department sections within the various functional groups.

Personnel Summary

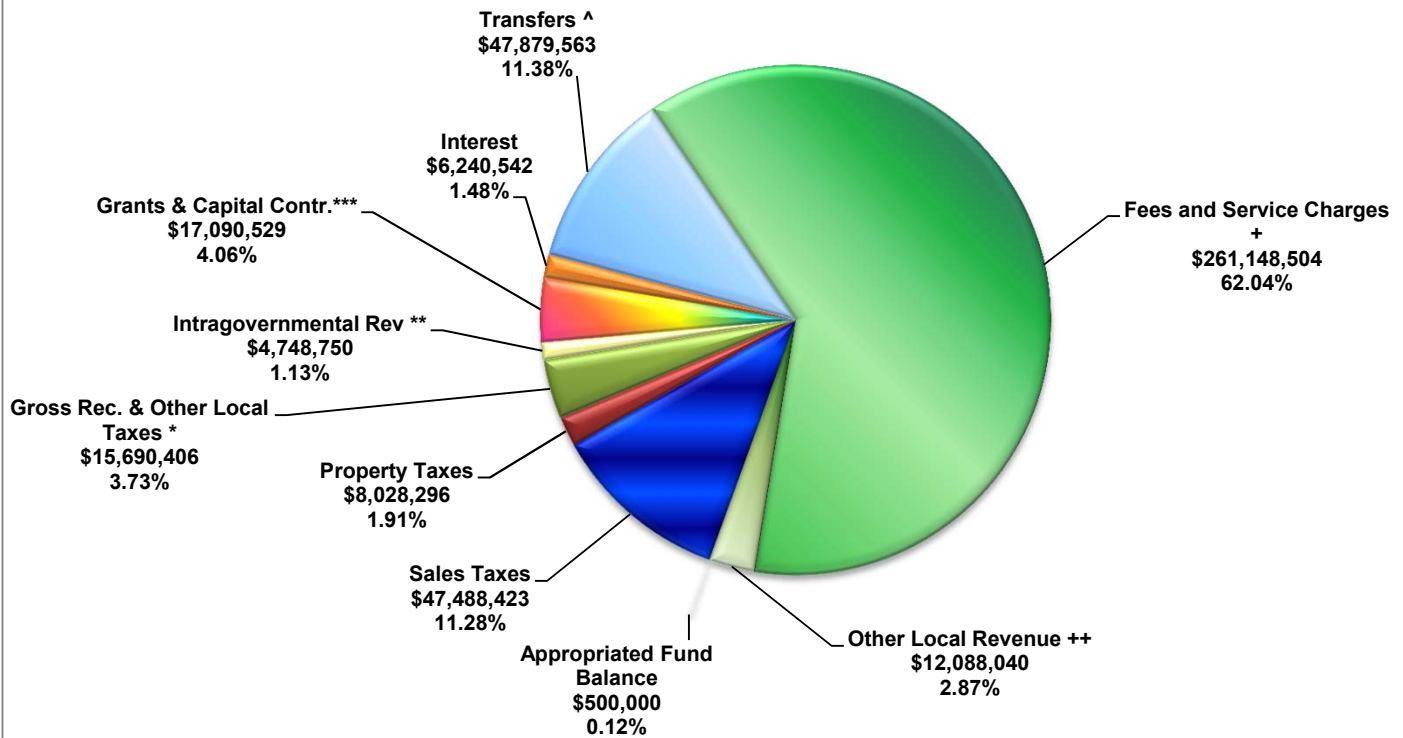
The Personnel Summary provides a summary of the number of personnel by function and department, as well as a table showing all of the position authorization changes.

General Fund Summary

The General Fund Summary provides summaries on the revenues by category and expenditure summaries by function and category, a position count by function and department and major General Fund trends.

Overall Revenue Summary (Where the Money Comes From)

FY 2017 Total Revenues By Category



Revenues By Category (Where the Money Comes From)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Sales Taxes	\$46,672,861	\$48,348,918	\$47,018,241	\$47,488,423	1.0%	(1.8%)
Property Taxes	\$7,572,050	\$7,701,927	\$7,796,723	\$8,028,296	3.0%	4.2%
Gross Rec. & Other Local Taxes *	\$15,559,138	\$15,738,163	\$15,544,556	\$15,690,406	0.9%	(0.3%)
Intragovernmental Rev **	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750	7.7%	7.7%
Grants & Capital Contr.***	\$22,833,917	\$31,085,426	\$30,397,369	\$17,090,529	(43.8%)	(45.0%)
Interest	\$8,461,601	\$6,048,706	\$6,401,064	\$6,240,542	(2.5%)	3.2%
Transfers ^	\$46,675,189	\$50,187,614	\$49,762,285	\$47,879,563	(3.8%)	(4.6%)
Fees and Service Charges +	\$237,989,391	\$252,905,039	\$248,772,460	\$261,148,504	5.0%	3.3%
Other Local Revenue ++	\$14,777,521	\$12,445,737	\$13,585,383	\$12,088,040	(11.0%)	(2.9%)
Lease/Bond Proceeds	\$0	\$0	\$0	\$0	0.0%	0.0%
Appropriated Fund Balance	\$914,663	\$649,249	\$649,249	\$500,000	(23.0%)	(23.0%)
Total	\$405,703,685	\$429,518,476	\$424,335,027	\$420,903,053	(0.8%)	(2.0%)

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

** Intragovernmental Revenues include General and Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

*** Capital Contributions are government grants and other aid used to fund capital projects.

+ Fees and Service Charges for enterprise and internal service fund operations as well as development fees in the Public Improvement Fund.

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

Total Revenues do not equal Total Expenditures due to the planned use of fund balance in accordance with budget strategies and guidelines.

Overall Revenue Summary (Where the Money Comes From)

Highlights / Significant Changes

The city has a wide variety of funding sources to allocate each year. Some of these funding sources are classified as general, which means that they can be allocated to many different departments. General sources are found in the city's General Fund. An example of a general funding source would be general sales taxes which can be allocated to any General Fund operation such as police, fire, health, etc. Other funding sources are classified as dedicated and must be used in either a particular department or in a particular fund. An example of a dedicated source would be parks sales tax which must be used for park related expenses in either Parks and Recreation or Recreation Services. Another example would be the revenues generated by the sewer fund. These funding sources must be collected and used within the sewer fund. Some General Fund departments receive funding from both dedicated and general sources. Readers will note the types and amounts of dedicated and general funding sources used for each department on that department's summary page.

Fees and Service Charges are the largest source of revenue for the City and are comprised of the charges users pay for a wide variety of services offered by the City. This revenue source includes charges to our citizens for services offered (utilities, transit, recreation, etc.) as well as to other City departments for services offered (custodial, fleet, computers, etc.). For FY 2017, this revenue source reflects an increase of \$12.4 million or 5.0% over Estimated FY 2016. Rate increases include Water (2% operating rate increase), Electric (2% operating rate increase), Solid Waste (rate increase for commercial services and landfill fee increases), Sewer (4% voter approved and 1% operating rate increase to base and volume charges), and Storm Water (25% utility rate increase passed by the voters in April 2015).

Taxes are the second largest source of revenue for the city. Taxes include property taxes (\$0.41/\$100 assessed value), sales taxes (1% general, 1/4% capital improvement, 1/4% parks, and 1/2% transportation), gross receipts taxes (including the hotel/motel tax), and other local taxes (cigarette tax, gasoline tax, and motor vehicle taxes). For FY 2017, total sales taxes are projected at a 1.0% increase, or \$0.5 million above Estimated FY 2016. In the general fund, sales taxes are projected to increase by 1% over Estimated FY 2016. FY 2017 property taxes are projected to increase 3.0% from Estimated FY 2016 with no change in the city's property tax rate of \$0.41 per \$100 assessed valuation. The growth in gross receipts taxes as well as other local taxes are projected at a minimal 0.9% increase while hotel/motel taxes are projected at 5.5% growth from Estimated FY 2016.

Other Local Revenues include license and permit fees, fines, and fees in the General Fund, development fees in the Public Improvement Fund, and miscellaneous revenues in all departments. For FY 2017 these revenues are projected to decrease \$1.5 million or (11.0%) from Estimated FY 2016. These revenues can vary significantly from year to year based on the number of capital projects, auction revenue from vehicles being replaced, donations received, etc. Significant decreases occurred in the General Fund (Building and Site Fees are lower due to lower number of building inspections expected), Electric (auction revenues due to lower fleet replacements in FY 2017), and Sewer (developer contribution in FY 2016 for Flat Branch Sewer).

Grants and Capital Contributions include operating and capital grants. In total, grants and capital contributions are projected to decrease by \$13.3 million or (43.8%) below Estimated FY 2016. This decrease is primarily due to lower funding in airport capital projects (\$8.3 million), Transit funding for capital projects (\$0.6 million), and PSJC funding from the County (\$0.4 million) as more of the budget has been shifted from the City to the County.

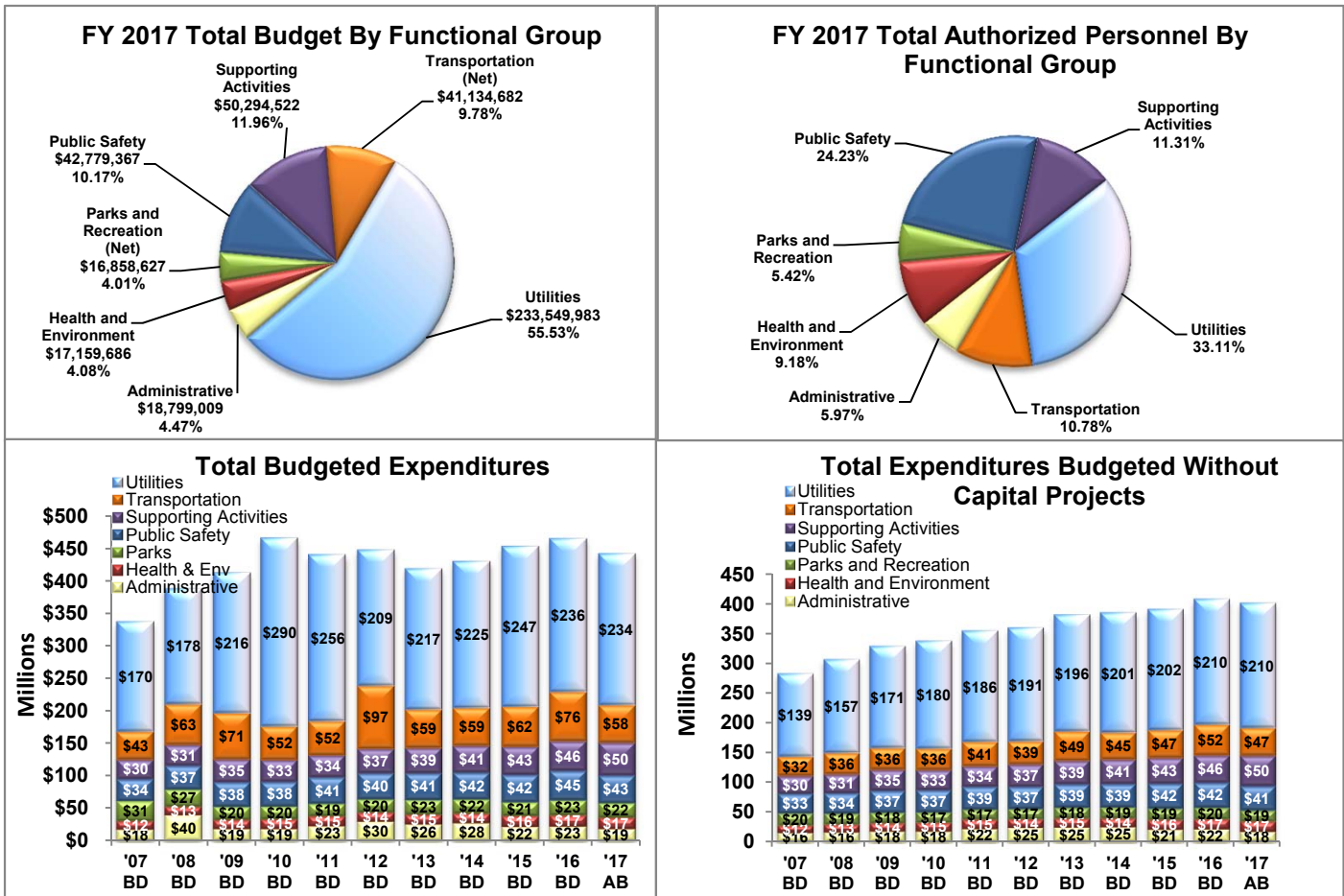
Transfers occur between funds for several reasons. The majority of transfers occur to move accumulated funds from special revenue funds (such as parks sales tax, capital improvement sales tax, and transportation sales tax) to the Capital Projects Fund to fund specific projects. For FY 2017, transfers into funds are projecting a decrease of \$1.9 million or (3.8%) from Estimated FY 2016. Decreases are shown in the Capital Projects Fund for funding of projects from the Capital Improvement Sales Tax (\$1.9 million). There is a \$3.5 million decrease into the Debt Service Funds due to paying off the 2006 S.O. Bonds to finance the previous capital improvement sales tax ballot issue projects and refinancing the S.O. Bonds for the downtown government center.

Intragovernmental Revenues are revenues for the General Fund that come from other departments. General and Administrative fees are charged to departments outside of the General Fund for services that General Fund departments provide (such as payroll, accounts payable, human resources, legal, etc.). For FY 2017, general and administrative fees are up \$0.3 million or 7.7%.

Appropriated Fund Balance is the amount of funds in excess of reserve requirements that the city can use to support General Fund operations and capital projects. The Council voted to use General Fund reserves above our twenty percent guideline to provide a \$500,000 contribution to the Boys and Girls Club gym project. This project aligns very closely with the social equity part of our strategic plan and was envisioned by the Mayor's Taskforce on Community Violence.

The City's General Fund balance is projected to be 29% of expenses for FY 2017 which is above the city's 20% fund balance policy guideline.

Overall Expenditures By Function (Where the Money Goes)



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)
Health and Environment	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%
Parks and Recreation (Net)	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)
Public Safety	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)
Supporting Activities	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%
Transportation (Net)	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)
Utilities	\$211,064,365	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)
Total Actual Spending	\$396,833,698	\$438,307,289	\$422,110,768	\$420,575,876	(0.4%)	(4.0%)
Other Special Rev. Fds*	\$23,500,268	\$28,773,208	\$28,773,208	\$22,000,858	(23.5%)	(23.5%)
Total All Funds Exp.	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)

* Other Special Revenue Funds include Parks Sales Tax, Transportation Sales Tax, Capital Improvement Sales Tax, Public Improvement Fund, and Stadium TDD Fund which transfer funds into various Parks and Transportation departments.

Authorized Personnel

	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administrative	89.00	92.06	92.81	88.56	(4.25)
Health and Environment	126.40	128.50	130.50	136.15	5.65
Parks and Recreation	82.75	80.75	80.75	80.40	(0.35)
Public Safety	350.00	357.00	357.00	359.40	2.40
Supporting Activities	134.55	144.10	145.10	167.84	22.74
Utilities	480.45	491.39	492.39	491.20	(1.19)
Transportation	154.65	155.85	155.85	159.85	4.00
Total	1,417.80	1,449.65	1,454.40	1,483.40	29.00

Total Revenues do not equal Total Expenditures due to the planned use of fund balance in accordance with budget strategies and guidelines.

All Funds Expenditure Summary (Where the Money Goes)

Functional Group Expenditure Comments

Transportation includes, Non-Motorized Grant, Streets and Engineering, Transit, Airport, Parking Enforcement and Traffic, Parking, Railroad, Transload, capital projects, one-quarter cent capital improvement sales tax, one-half cent transportation sales tax, Public Improvement Fund, and the Stadium TDD Fund.

- Used to fund Street, Engineering and Traffic related expenses \$5,968,577.
- Street maintenance funding will decrease \$47,062 due to budget constraints.
- Streets and Sidewalks CIP funding is down \$3.1 million due to a lower amount for funding required for FY 2017.
- Airport budget is decreasing \$9.9 million. Major projects include an upgrade of Crosswind Runway 13-31 and Taxiway B Turnarounds and design of Route H and T/W B West of T/W A.
- Transportation Sales Tax funding will be utilized to fund Transit operations \$2,438,773, Airport operations \$1,846,884 and provide local match funding for capital projects of \$314,434 for Transit and \$76,575 for Airport.

Utility Departments include Water, Electric, Sewer, Solid Waste, Mid-Missouri Solid Waste Management District, and Storm Water.

- Electric reflects a \$11.2 million decrease due to lower capital project funding. There is a 2% operating rate increase for FY 2017. There is a net decrease of 5.32 FTE positions due to citywide reorganizations which reallocated public information positions into Community Relations, GIS related positions into GIS, and sustainability related positions to the Office of Sustainability. One Utility Locator Supervisor position was added and Transload Facility positions were reallocated into Water and Electric.
- Water reflects a \$0.3 million decrease due to lower capital project funding required. There is a 2% operating rate increase for FY 2017. A net increase of 3.13 positions is included. One Water Distribution Operator and one Foreman were added to establish a basic water flushing crew. Other personnel changes include reallocation of public information positions into Community Relations, GIS related positions into GIS, and Transload Facility positions into Water.
- Sewer reflects a \$5.2 million increase primarily due to higher capital project funding for FY 2017. There is a 5% rate increase (4% voter approved, 1% operating) for FY 2017. A net decrease of 2.40 positions is included as several engineering related positions were reallocated to the Streets and Engineering budget.
- Solid Waste reflects a \$4.1 million increase primarily due to higher capital project funding for FY 2017. There is no rate increase in residential rates for FY 2017; however, there are increases in commercial and landfill rates. A net increase of 4.00 FTE positions is reflected. There were five positions added (some a conversion of temporary help to permanent positions) and one sustainability related position was reallocated to the Office of Sustainability.
- Storm Water reflects a \$261,481 decrease primarily due to lower capital project funding for FY 2017. A rate increase of 25%, (second of five) passed by the voters in April, 2015, is included. A net decrease of 0.60 positions is included.

Public Safety Departments include Police, Fire, Public Safety Joint Communications, public safety capital projects, and Municipal Court.

- The total public safety departments reflect a \$2.4 million decrease (5.3% decrease) for FY 2017 primarily due to lower funding required for PSJC as more expenses are transitioned over to the County and budget cuts necessary to balance the general fund budget.

- The Police budget reflects a \$87,314 increase due to a budget amendment for an additional police officer. Fleet replacements are down and the department submitted budget cuts are included. There are four Police Officers added to keep up with the annual growth in population.
- The Fire budget reflects a \$0.1 million increase. This increase is primarily due to intragovernmental charges.
- Public Safety capital projects reflect a \$1.7 million decrease due to lower capital project funding for FY 2017.
- The Public Safety Joint Communications' budget reflects a \$0.8 million decrease due to the transition of related expenses over to the County. All expenses are offset by revenues received from the County.

Supporting Activity Departments include Employee Benefit, Self Insurance, Custodial and Building Maintenance, Fleet Operations, GIS, Information Technology, Community Relations and Utility Customer Services.

- Community Relations reflects a \$0.8 million increase which includes an increase of 7.00 FTE positions in the Contact Center to begin handling phone calls for more departments. In addition, a reorganization to centralize the public information function across departments, reallocated staff from Parks and Recreation, Convention and Visitor's Bureau, Police, and Water and Electric. One additional Community Relations Specialist position was added to provide more support for the utility departments.

Administrative Departments include City Council, City Clerk, City Manager, Finance, Human Resources, Law, City General, Public Works Administration, General Government Debt, and Other General Government Capital Projects. Total Administrative Departments are down \$3.9 million.

- City Manager includes the reduction of 2.90 FTE. The Office of Sustainability has been moved under City Utilities to allow for improved coordination of citywide sustainability efforts. The Financial Project Officer will be reallocated to the Finance Department and will be eliminated after the go-live date of the core financial modules during fiscal year 2017.
- Law includes the elimination of 1.00 FTE Asst City Counselor position.
- Debt Service Funds are down \$3.5 million due to the refinancing of the S.O. Bonds for the City government building, the payoff of the 2006 S.O. Bonds for the purchase and renovation of the Nowell's property, and the payoff of the 2006 S.O. bonds for the last capital improvement sales tax projects.

Parks and Recreation includes general operations, recreation services, capital projects, and the Parks Sales Tax Special Revenue Fund. While the FY 2017 budget amount is \$22.4 million for all of the parks related funds, it is more appropriate to look at the net amount of \$16.9 million which subtracts out the Parks Sales Tax Fund since the expenditures in the Parks Sales Tax Fund are reflected as revenues in the general fund, recreation services fund, and the capital projects fund.

Health and Environment departments include Health and Human Services, Community Development, Economic Development, Cultural Affairs, Convention and Visitors Bureau (CVB), Office of Sustainability, Community Development Block Grant (CDBG) Fund, and the Contributions Fund. For FY 2017, this section is up \$0.7 million. The Convention and Visitors Bureau expenses are up \$1 million due to the one time transfer of tourism development funds from CVB to help fund the Sports Field House project in Parks and Recreation.

Summary of Total Revenues By Fund Type

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
General Government:						
1100 General Fd	\$84,816,620	\$85,496,266	\$84,100,002	\$83,756,100	(0.4%)	(2.0%)
2190 Capital Improvmnt STax Fd	\$5,780,243	\$5,827,398	\$5,779,781	\$5,837,364	1.0%	0.2%
2200 Parks Sales Tax Fd	\$5,753,896	\$5,922,694	\$5,777,526	\$5,835,110	1.0%	(1.5%)
2210 Transportation STax Fd	\$11,545,052	\$11,885,991	\$11,586,284	\$11,701,452	1.0%	(1.6%)
2220 Public Improvement Fd	\$2,361,919	\$2,492,040	\$2,472,981	\$2,482,815	0.4%	(0.4%)
2290 Convention & Tourism Fd	\$2,681,197	\$2,613,826	\$2,805,919	\$2,966,182	5.7%	13.5%
2300 Stadium TDD Fd	\$1,082,918	\$1,091,898	\$1,051,713	\$1,051,713	0.0%	(3.7%)
2610 Non-Motorized Grant Fd	\$258,382	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
2320 Mid Mo Sol Waste Mgt Dist Fd	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
2660 CDBG	\$983,704	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)
3xxx Debt Service Fd (combined)	\$8,500,110	\$7,758,510	\$7,748,360	\$4,197,663	(45.8%)	(45.9%)
4400 Capital Projects Fd	\$13,200,363	\$15,307,801	\$15,215,729	\$10,022,544	(34.1%)	(34.5%)
2310 Contributions Fd	\$106,841	\$22,418	\$14,930	\$11,930	(20.1%)	(46.8%)
Total Govt. Funds	\$137,071,245	\$140,173,770	\$137,911,350	\$128,954,238	(6.49%)	(8.00%)
Enterprise Funds:						
503x Railroad Fd	\$1,777,250	\$509,321	\$448,634	\$585,827	30.6%	15.0%
504x Transload Facility Fd	\$470,939	\$300,842	\$344,676	\$2,376,390	589.5%	689.9%
550x Water Utility Fd	\$24,931,366	\$25,588,600	\$24,975,563	\$26,203,451	4.9%	2.4%
551x Electric Utility Fd	\$128,493,937	\$135,043,175	\$133,727,449	\$138,599,852	3.6%	2.6%
552x Recreation Services Fd	\$6,657,831	\$6,849,755	\$6,828,704	\$7,116,497	4.2%	3.9%
553x Transit Fd	\$8,234,551	\$9,579,672	\$9,731,687	\$8,717,502	(10.4%)	(9.0%)
554x Airport Fd	\$6,829,392	\$18,645,406	\$18,372,143	\$8,905,783	(51.5%)	(52.2%)
555x Sanitary Sewer Utility Fd	\$24,199,992	\$22,383,617	\$22,694,002	\$23,005,415	1.4%	2.8%
556x Parking Utility Fd	\$4,744,632	\$4,258,586	\$4,513,057	\$4,543,704	0.7%	6.7%
557x Solid Waste Utility Fd	\$18,681,095	\$19,735,627	\$19,887,693	\$20,926,391	5.2%	6.0%
558x Storm Water Utility Fd	\$1,535,124	\$1,644,640	\$1,588,098	\$1,891,503	19.1%	15.0%
Total Enterprise Funds	\$226,556,109	\$244,539,241	\$243,111,706	\$242,872,315	(0.10%)	(0.68%)
Internal Service Funds:						
6590 Employee Benefit Fd	\$15,868,465	\$16,220,436	\$15,756,862	\$17,674,682	12.2%	9.0%
6690 Self Insurance Reserve Fd	\$5,580,159	\$5,845,257	\$5,945,451	\$6,406,149	7.7%	9.6%
6710 Custodial / Maintenance Fd	\$1,639,373	\$1,603,314	\$1,604,850	\$1,816,422	13.2%	13.3%
6720 Fleet Operations Fd	\$8,917,450	\$9,325,564	\$8,237,313	\$9,374,298	13.8%	0.5%
6730 GIS Fd	\$566,776	\$570,964	\$570,754	\$1,173,170	105.5%	105.5%
6740 Information Technology Fd	\$5,147,027	\$6,359,219	\$6,356,943	\$6,728,592	5.8%	5.8%
6750 Community Relations Fd	\$1,668,489	\$1,765,203	\$1,718,454	\$2,595,866	51.1%	47.1%
6760 Utility Customer Services Fd	\$2,688,592	\$3,115,508	\$3,121,344	\$3,307,321	6.0%	6.2%
Total Internal Service Fds	\$42,076,331	\$44,805,465	\$43,311,971	\$49,076,500	13.31%	9.53%
Total City Revenues	\$405,703,685	\$429,518,476	\$424,335,027	\$420,903,053	(0.81%)	(2.01%)

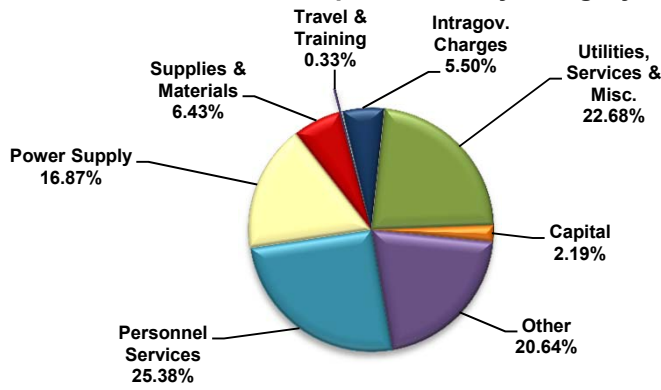
Summary of Total Expenditures By Fund Type

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
General Government:						
1100 General Fd	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)
2190 Capital Improvmt STax Fd	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)
2200 Parks Sales Tax Fd	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)
2210 Transportation STax Fd	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)
2220 Public Improvement Fd	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)
2290 Convention & Tourism Fd	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%
2300 Stadium TDD Fd	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
2610 Non-Motorized Grant Fd	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
2320 Mid Mo Sol Waste Mgt Dist Fd	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
2660 CDBG	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)
3xxx Debt Service Fd (combined)	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
4400 Capital Projects Fd	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
2310 Contributions Fd	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Total Governmental Funds	\$137,420,644	\$140,609,618	\$137,571,877	\$124,100,393	(9.79%)	(11.74%)
Enterprise Funds:*						
503x Railroad Fd	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)
504x Transload Facility Fd	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%
550x Water Utility Fd	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)
551x Electric Utility Fd	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)
552x Recreation Services Fd	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)
553x Transit Fd	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)
554x Airport Fd	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)
555x Sanitary Sewer Utility Fd	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%
556x Parking Utility Fd	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%
557x Solid Waste Utility Fd	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%
558x Storm Water Utility Fd	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)
Total Enterprise Funds	\$239,835,866	\$279,213,955	\$267,974,782	\$268,181,819	0.08%	(3.95%)
Internal Service Funds:*						
6590 Employee Benefit Fd	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)
6690 Self Insurance Reserve Fd	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%
6710 Custodial / Maintenance Fd	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%
6720 Fleet Operations Fd	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%
6730 GIS Fd	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%
6740 Information Technology Fd	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%
6750 Community Relations Fd	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%
6760 Utility Customer Services Fd	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%
Total Internal Service Funds	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.93%	6.43%
Total City Expenses	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.84%)	(5.25%)

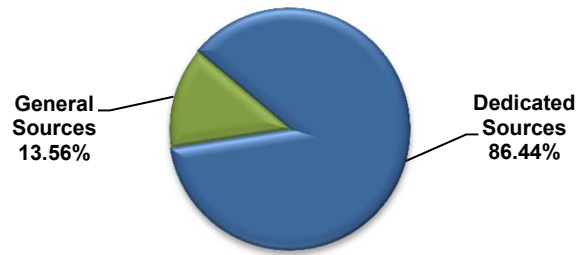
* Includes CIP (Capital Improvement Plan) and Capital Additions for Enterprise and Internal Service Funds.
Funding for many CIP Projects is from accumulated balances.

Overall Expenditure Summary By Category (Where the Money Goes)

FY 2017 Total Expenditures By Category

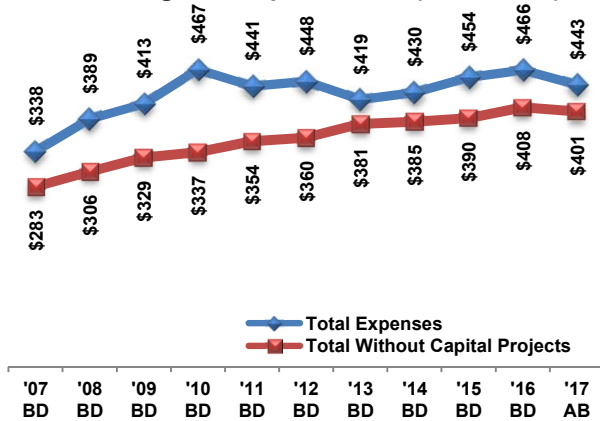


FY 2017 Totals By Funding Source

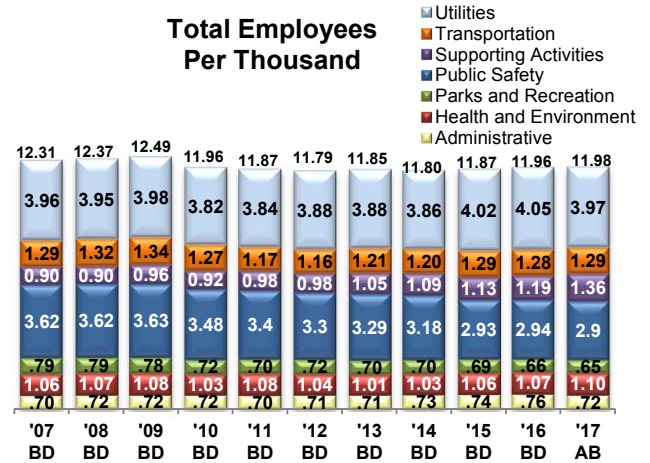


General sources can be reallocated from one department to another. **Dedicated sources** are specifically allocated to a department.

Total Budgeted Expenditures (In Millions)



Total Employees Per Thousand



Appropriations

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$103,924,233	\$111,229,661	\$106,460,204	\$112,322,269	5.5%	1.0%
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies & Materials	\$27,804,807	\$28,696,759	\$26,009,628	\$28,443,430	9.4%	(0.9%)
Travel & Training	\$1,000,774	\$1,485,770	\$1,338,357	\$1,457,683	8.9%	(1.9%)
Intragov. Charges	\$19,035,667	\$21,556,675	\$21,556,675	\$24,322,102	12.8%	12.8%
Utilities, Services & Misc.	\$83,659,825	\$106,172,407	\$103,326,927	\$100,357,085	(2.9%)	(5.5%)
Capital	\$20,305,363	\$25,050,676	\$24,821,122	\$9,671,449	(61.0%)	(61.4%)
Other	\$94,354,420	\$96,809,304	\$97,173,063	\$91,344,716	(6.0%)	(5.6%)
Total	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)
Operating Expenses	\$277,650,477	\$303,982,166	\$287,676,657	\$303,151,915	5.4%	(0.3%)
Non-Operating Expenses	\$72,557,526	\$76,092,434	\$76,821,844	\$74,389,093	(3.2%)	(2.2%)
Debt Service	\$21,445,265	\$20,716,870	\$20,351,219	\$16,604,623	(18.4%)	(19.8%)
Capital Additions	\$7,436,591	\$8,214,862	\$7,960,091	\$6,921,449	(13.0%)	(15.7%)
Tl. Excluding Cap Impr. Plan	\$379,089,859	\$409,006,332	\$392,809,811	\$401,067,080	2.1%	(1.9%)
Capital Projects	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)
Total Expenses	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)

Funding Sources

Dedicated Sources	\$357,976,171	\$405,516,741	\$392,459,304	\$382,578,263	(2.5%)	(5.7%)
General Sources	\$62,357,795	\$61,563,756	\$58,424,672	\$59,998,471	2.7%	(2.5%)
Total Funding Sources	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)

Overall Expenditures By Category (Where the Money Goes)

Highlights / Significant Changes

Personnel Services: Increase of \$1.1 million or 1.0% from the FY 2016 adjusted budget. This includes a net addition of 29.00 permanent positions. The General Fund will increase by a net of 6.70 FTE and a net of 22.30 FTE positions are being added to other funds. This budget includes a \$0.25/hour across the board pay increase for all permanent employees or \$0.1786/hour for Firefighters, that are not at or above their maximum pay. A health insurance increase of 13.8% to gross premiums with cost sharing between City and employees is included in FY 2017.

Power Supply reflects \$1.4 million or a 1.9% decrease from FY 2016 adjusted budget due to a reduction in cost for the near term with Sikeston.

Supplies and Materials: reflects a \$0.3 million or 0.9% decrease from the FY 2016 adjusted budget primarily due to a reduction in fuel budgets.

Travel and Training: reflects a decrease of \$28,087 or 1.9% from FY 2016 primarily due to reductions in Police and PSJC.

Intragovernmental Charges: reflects an increase of \$2.8 million or 12.8% from FY 2016 adjusted budget. Self Insurance fees increased 8% or \$0.5 million to ensure the fund is properly funded. GIS fees increased \$0.5 million with the reorganization to centralize the GIS positions from other departments (Community Development and Water and Electric) into the GIS budget. Community Relations Fees increased \$0.8 million due to an increase of 7.00 FTE positions in the Contact Center, one position in the Community Relations Office, and a reorganization to centralize the public information function across departments, reallocated staff from Parks and Recreation, Convention and Visitor's Bureau, Police, and Water and Electric into this budget.

Utilities, Services & Miscellaneous: reflects a decrease of \$5.8 million or 5.5% over the FY 2016 adjusted budget, primarily due to lower capital project funding in Airport, Streets, and Public Safety.

Capital: This category accounts for all items over \$5,000 and includes vehicles, equipment, buildings, etc. and fixed assets in the capital improvement plan. FY 2017 reflects a decrease of \$15.4 million or 61.4% from the FY 2016 adjusted budget which is primarily due to capital project funding in Electric and Water and no fleet replacements budgeted in the General Fund due to budget constraints.

Other: This category accounts for non-operating types of expenses including subsidies, transfers, interest payments, and depreciation. FY 2017 shows an decrease of \$5.5 million from the FY 2016 adjusted budget primarily due to paying off the S.O. Bonds associated with the last capital improvement sales tax ballot, paying off the S.O. bonds for the purchase and renovation of the Health Department, and the refinancing the S.O. Bonds for the downtown government center.

Operating Expenses: include the daily costs of operating our city. These costs include personnel, purchased power costs, supplies, training, intragovernmental charges (charges between departments for services such as custodial, computers, and fleet), utilities, and contractual services. For FY 2017, the operating expenses show a decrease of \$0.8 million from FY 2016 adjusted budget. This is primarily due to a reduction in purchased power costs of \$1.4 million in Electric.

Capital Projects are those projects which are specifically identified in the city's capital improvement plan (CIP). The costs to fund these projects can vary greatly from year to year because the entire construction cost must be funded before a construction contract can be awarded even though the actual construction can take several years to complete. Capital projects have decreased by \$16.6 million from the FY 2016 adjusted budget. Airport is decreasing \$9.6 million due to the fewer projects being constructed; Electric Fund is decreasing \$11.1 million; Streets is decreasing \$3.1 million; and Public Safety is decreasing \$1.7 million.

Dedicated Sources are revenues that are either generated by the services provided by a department or must be used for a specific or mandated purpose. These revenues cannot be moved from one department to another because they are restricted. The graph on the left illustrates that 86% of the city's revenues fall within this category.

Expense Summary By Function and Department (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative:						
City Council (GF)	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
City Clerk (GF)	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
City Manager (GF)	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Finance Department (GF)	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)
Human Resources (GF)	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Law Department (GF)	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
City General (GF)	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)
Public Works Administration (GF)	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Other Gen. Govt. Cap. Prjcts (CIP)	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Debt Service Fds (DSF)	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Total Administrative	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)
Health & Environment:						
Public Health & Human Svcs (GF)	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)
Community Development (GF)	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Economic Development (GF)	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)
Cultural Affairs (GF)	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Convention & Tourism Fd (SRF)	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%
Office of Sustainability (GF)	\$0	\$0	\$0	\$402,607	0.0%	0.0%
CDBG Fd (SRF)	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)
Contributions Fd (SRF)	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Total Health and Environment	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%
Parks & Recreation:						
General Fund Operations (GF)	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)
Recreation Services Fd (EF)	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)
Parks Capital Projects (CIP)	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Net Parks and Recreation *	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)
Parks Sales Tax Fd (SRF)	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)
Total Parks and Recreation	\$22,290,629	\$23,498,112	\$23,053,894	\$22,426,510	(2.7%)	(4.6%)
Public Safety:						
Police Department (GF)	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%
Fire Department (GF)	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%
Public Safety Capital Projects (CIP)	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Municipal Court (GF)	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Total Before PSJC	\$40,421,333	\$44,062,689	\$43,092,348	\$42,493,188	(1.4%)	(3.6%)
Pub. Safety Joint Comm (GF)	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Total Public Safety	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)
Supporting Activities:						
Employee Benefit Fd (ISF)	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)
Self Insurance Reserve Fd (ISF)	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%
Custodial & Bldg Maint. Fd (ISF)	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%
Fleet Operations Fd (ISF)	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%
GIS Fd (ISF)	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%
Information Technology Fd (ISF)	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%
Community Relations Fd (ISF)	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%
Utility Customer Services Fd (ISF)	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%
Total Supporting Activities	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%

* Since Parks and Recreation, Recreation Services, and Capital Projects include transfers from the Parks Sales Tax Fund, the actual funding for Parks and Recreation is reflected in the Net Parks and Recreation line.

Expense Summary By Function and Department (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Transportation:						
Non-Motorized Grant (SRF)	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Streets and Engineering (GF)	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)
Streets & Sidewalks Cap Proj (CIP)	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
Parking Enforcement and Traffic (GF)	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)
Transit Fd (EF)	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)
Regional Airport Fd (EF)	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)
Parking Facilities Fd (EF)	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%
Railroad Utility Fd (EF)	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)
Transload Facility (EF)	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%
Net Transportation Funding **	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)
Capital Improvement STax Fd (SRF)	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)
Transportation STax Fd (SRF)	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)
Public Improvement Fd (SRF)	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)
Stadium TDD Fund (SRF)	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
Total Transportation	\$56,450,813	\$75,958,851	\$74,168,090	\$57,567,657	(22.4%)	(24.2%)
Utilities:						
Water Utility Fd (EF)	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)
Electric Utility Fd (EF)	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)
Sanitary Sewer Utility Fd (EF)	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%
Solid Waste Utility Fd (EF)	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%
Mid MO Solid Waste Mgt Dist (SRF)	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
Storm Water Utility Fd (EF)	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)
Total Utilities	\$211,064,365	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)
OVERALL TOTAL	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)
Total By Fund Type:						
General Fund (GF)	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)
Special Revenue Funds (SRF)	\$27,416,961	\$33,164,923	\$32,748,730	\$26,744,001	(18.3%)	(19.4%)
Debt Service Fund (DSF)	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Projects Fund (CIP)	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
Total Governmental Funds	\$137,420,644	\$140,609,618	\$137,571,877	\$124,100,393	(9.8%)	(11.7%)
Total Enterprise Funds (EF)	\$239,835,866	\$279,213,955	\$267,974,782	\$268,181,819	0.1%	(4.0%)
Total Internal Services Fds (ISF)	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%
Total All Funds	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)

(GF) - General Fund
 (ISF) - Internal Service Funds
 (SRF) - Special Revenue Funds
 (EF) - Enterprise Funds

(CIP) - Capital Improvement Plan
 (DSF) - Debt Service Funds

** Since the 1/4 cent capital improvement sales tax, transportation sales tax, public improvement fund, and the Stadium TDD funds transfer funds into the other various departments in the transportation section, the actual funding for the Transportation section is reflected in the Net Transportation Funding line.

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative:						
City Council (GF)						
Operating Expenses	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
City Clerk (GF)						
Operating Expenses	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
City Manager (GF)						
Operating Expenses	\$1,396,827	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$29,100	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Finance Department (GF)						
Operating Expenses	\$3,887,567	\$4,494,951	\$4,305,528	\$4,430,530	2.9%	(1.4%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)
Human Resources (GF)						
Operating Expenses	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Law Department (GF)						
Operating Expenses	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
City General (GF)						
Operating Expenses	\$5,642,247	\$947,049	\$947,049	\$909,576	(4.0%)	(4.0%)
Non-Operating Expenses	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative Cont:						
Public Works Administration (GF)						
Operating Expenses	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Other Gen. Govt. Capital Projects (CIP)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Total Expenses	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Debt Service Funds (DSF)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Total Administrative						
Operating Expenses	\$14,672,004	\$11,371,899	\$10,942,677	\$11,341,515	3.6%	(0.3%)
Non-Operating Expenses	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Debt Service	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Additions	\$29,100	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Total Expenses	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)
Health & Environment:						
Public Health & Human Services (GF)						
Operating Expenses	\$6,960,380	\$7,750,136	\$7,600,473	\$7,557,916	(0.6%)	(2.5%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)
Community Development (GF)						
Operating Expenses	\$3,629,386	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$20,009	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Economic Development (GF)						
Operating Expenses	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Health & Environment Cont:						
Cultural Affairs (GF)						
Operating Expenses	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Convention & Tourism Fund (SRF)						
Operating Expenses	\$1,750,242	\$2,417,416	\$2,388,866	\$2,425,492	1.5%	0.3%
Non-Operating Expenses	\$395,196	\$206,057	\$215,557	\$1,213,320	462.9%	488.8%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%
Office of Sustainability (GF)						
Operating Expenses	\$0	\$0	\$0	\$402,607		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$0	\$0	\$0	\$402,607		
CDBG Fund (SRF)						
Operating Expenses	\$1,160,144	\$780,461	\$757,151	\$302,777	(60.0%)	(61.2%)
Non-Operating Expenses	\$135,106	\$51,000	\$61,814	\$48,308	(21.8%)	(5.3%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)
Contributions Fund (SRF)						
Operating Expenses	\$25,188	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Non-Operating Expenses	\$70,128	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Total Health and Environment						
Operating Expenses	\$14,542,242	\$16,205,518	\$15,843,393	\$15,898,058	0.3%	(1.9%)
Non-Operating Expenses	\$600,430	\$257,057	\$277,371	\$1,261,628	354.9%	390.8%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$20,009	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Parks & Recreation:						
General Fund Operations (GF)						
Operating Expenses	\$5,624,272	\$5,738,795	\$5,670,202	\$5,623,893	(0.8%)	(2.0%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$283,709	\$218,975	\$203,932	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)
Recreation Services Fund (EF)						
Operating Expenses	\$6,168,675	\$6,856,209	\$6,497,657	\$6,711,856	3.3%	(2.1%)
Non-Operating Expenses	\$681,342	\$804,089	\$802,059	\$684,950	(14.6%)	(14.8%)
Debt Service	\$9,009	\$2,622	\$2,622	\$928	(64.6%)	(64.6%)
Capital Additions	\$104,815	\$90,535	\$90,535	\$147,000	62.4%	62.4%
Capital Projects	\$150,264	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Total Expenses	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)
Parks Capital Projects (CIP)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Total Expenses	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Net Parks and Recreation *						
Operating Expenses	\$11,792,947	\$12,595,004	\$12,167,859	\$12,335,749	1.4%	(2.1%)
Non-Operating Expenses	\$681,342	\$804,089	\$802,059	\$684,950	(14.6%)	(14.8%)
Debt Service	\$9,009	\$2,622	\$2,622	\$928	(64.6%)	(64.6%)
Capital Additions	\$388,524	\$309,510	\$294,467	\$147,000	(50.1%)	(52.5%)
Capital Projects	\$4,363,308	\$3,790,895	\$3,790,895	\$3,690,000	(2.7%)	(2.7%)
Total Expenses	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)
Parks Sales Tax Fund (SRF)						
Operating Expenses	\$19,785	\$21,066	\$21,066	\$38,862	84.5%	84.5%
Non-Operating Expenses	\$5,035,714	\$5,974,926	\$5,974,926	\$5,529,021	(7.5%)	(7.5%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)
Total Parks and Recreation						
Operating Expenses	\$11,812,732	\$12,616,070	\$12,188,925	\$12,374,611	1.5%	(1.9%)
Non-Operating Expenses	\$5,717,056	\$6,779,015	\$6,776,985	\$6,213,971	(8.3%)	(8.3%)
Debt Service	\$9,009	\$2,622	\$2,622	\$928	(64.6%)	(64.6%)
Capital Additions	\$388,524	\$309,510	\$294,467	\$147,000	(50.1%)	(52.5%)
Capital Projects	\$4,363,308	\$3,790,895	\$3,790,895	\$3,690,000	(2.7%)	(2.7%)
Total Expenses	\$22,290,629	\$23,498,112	\$23,053,894	\$22,426,510	(2.7%)	(4.6%)
Public Safety:						
Police Department (GF)						
Operating Expenses	\$20,271,161	\$21,828,624	\$21,036,227	\$22,065,401	4.9%	1.1%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$467,695	\$233,453	\$195,452	\$83,990	(57.0%)	(64.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%

* Since Parks and Recreation, Recreation Services, and Capital Projects include transfers from the Parks Sales Tax Fund, the actual funding for Parks and Recreation is reflected in the Net Parks and Recreation line.

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Public Safety Continued:						
Fire Department (GF)						
Operating Expenses	\$17,474,753	\$17,389,521	\$17,308,407	\$17,534,578	1.3%	0.8%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$74,413	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%
Public Safety Capital Projects (CIP)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Total Expenses	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Municipal Court (GF)						
Operating Expenses	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Public Safety (Before PSJC)						
Operating Expenses	\$38,633,812	\$40,207,236	\$39,274,896	\$40,559,198	3.3%	0.9%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$542,108	\$263,453	\$225,452	\$83,990	(62.7%)	(68.1%)
Capital Projects	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Total Expenses	\$40,421,333	\$44,062,689	\$43,092,348	\$42,493,188	(1.4%)	(3.6%)
Pub. Safety Joint Communications (GF)						
Operating Expenses	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Total Public Safety						
Operating Expenses	\$39,803,209	\$41,311,685	\$39,966,517	\$40,845,377	2.2%	(1.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$542,108	\$263,453	\$225,452	\$83,990	(62.7%)	(68.1%)
Capital Projects	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Total Expenses	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Supporting Activities:						
Employee Benefit Fund (ISF)						
Operating Expenses	\$17,137,514	\$17,725,507	\$17,198,826	\$17,502,223	1.8%	(1.3%)
Non-Operating Expenses	\$21,868	\$21,868	\$21,868	\$32,661	49.4%	49.4%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)
Self Insurance Reserve Fund (ISF)						
Operating Expenses	\$5,461,303	\$6,146,786	\$6,142,146	\$6,818,386	11.0%	10.9%
Non-Operating Expenses	\$35,845	\$35,845	\$35,845	\$44,880	25.2%	25.2%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%
Custodial & Building Maint. Fund (ISF)						
Operating Expenses	\$1,435,964	\$1,711,153	\$1,611,921	\$1,812,326	12.4%	5.9%
Non-Operating Expenses	\$85,130	\$85,282	\$85,280	\$80,734	(5.3%)	(5.3%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$19,795	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%
Fleet Operations Fund (ISF)						
Operating Expenses	\$8,517,085	\$9,027,763	\$7,985,022	\$9,234,839	15.7%	2.3%
Non-Operating Expenses	\$79,476	\$80,661	\$82,273	\$81,531	(0.9%)	1.1%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$55,507	\$48,300	\$48,300	\$69,280	43.4%	43.4%
Capital Projects	\$120,513	\$0	\$0	\$0		
Total Expenses	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%
GIS Fund (ISF)						
Operating Expenses	\$489,535	\$587,312	\$558,966	\$1,165,086	108.4%	98.4%
Non-Operating Expenses	\$1,082	\$0	\$2,596	\$2,596	0.0%	
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$7,790	\$0	\$0	\$18,000		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%
Information Technology Fund (ISF)						
Operating Expenses	\$4,504,387	\$5,734,796	\$5,581,591	\$6,325,523	13.3%	10.3%
Non-Operating Expenses	\$430,590	\$490,961	\$535,102	\$493,777	(7.7%)	0.6%
Debt Service	\$864	\$428	\$428	\$47	(89.0%)	(89.0%)
Capital Additions	\$482,179	\$241,080	\$241,080	\$444,504	84.4%	84.4%
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%
Community Relations Fund (ISF)						
Operating Expenses	\$1,266,089	\$1,837,693	\$1,744,756	\$2,559,189	46.7%	39.3%
Non-Operating Expenses	\$190,582	\$179,628	\$188,574	\$304,416	61.4%	69.5%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$129,492	\$20,832	\$20,832	\$6,375	(69.4%)	(69.4%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Utility Customer Services Fund (ISF)						
Operating Expenses	\$2,496,832	\$3,172,819	\$3,143,701	\$3,190,149	1.5%	0.5%
Non-Operating Expenses	\$108,034	\$108,210	\$108,210	\$108,000	(0.2%)	(0.2%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%
Total Supporting Activities						
Operating Expenses	\$41,308,709	\$45,943,829	\$43,966,929	\$48,607,721	10.6%	5.8%
Non-Operating Expenses	\$952,607	\$1,002,455	\$1,059,748	\$1,148,595	8.4%	14.6%
Debt Service	\$864	\$428	\$428	\$47	(89.0%)	(89.0%)
Capital Additions	\$694,763	\$310,212	\$310,212	\$538,159	73.5%	73.5%
Capital Projects	\$120,513	\$0	\$0	\$0		
Total Expenses	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%
Transportation:						
Non-Motorized Grant (SRF)						
Operating Expenses	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Streets and Engineering (GF)						
Operating Expenses	\$8,415,158	\$9,116,524	\$8,717,294	\$9,584,488	9.9%	5.1%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$716,762	\$914,256	\$914,256	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)
Streets & Sidewalks Cap Proj (CIP)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
Total Expenses	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
Parking Enforcement and Traffic (GF)						
Operating Expenses	\$1,137,195	\$1,233,880	\$1,219,336	\$1,246,136	2.2%	1.0%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$19,842	\$79,500	\$77,678	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Transportation Cont:						
Transit Fund (EF)						
Operating Expenses	\$6,946,556	\$6,806,691	\$6,567,181	\$6,971,572	6.2%	2.4%
Non-Operating Expenses	\$884,423	\$911,045	\$972,070	\$972,070	0.0%	6.7%
Debt Service	\$1,128	\$177,066	\$38,858	\$154,895	298.6%	(12.5%)
Capital Additions	\$0	\$0	\$0	\$26,000		
Capital Projects	\$1,016,247	\$2,414,434	\$2,414,434	\$1,712,170	(29.1%)	(29.1%)
Total Expenses	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)
Regional Airport Fund (EF)						
Operating Expenses	\$2,538,790	\$2,965,119	\$2,577,648	\$2,721,951	5.6%	(8.2%)
Non-Operating Expenses	\$831,022	\$865,076	\$848,782	\$848,782	0.0%	(1.9%)
Debt Service	\$99,515	\$4,845	\$4,845	\$3,951	(18.5%)	(18.5%)
Capital Additions	\$0	\$61,439	\$60,131	\$62,500	3.9%	1.7%
Capital Projects	\$3,865,968	\$15,736,803	\$15,736,803	\$6,143,544	(61.0%)	(61.0%)
Total Expenses	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)
Parking Facilities Fund (EF)						
Operating Expenses	\$1,168,077	\$1,424,516	\$1,405,288	\$1,701,566	21.1%	19.4%
Non-Operating Expenses	\$1,298,209	\$1,299,581	\$1,298,496	\$1,298,001	(0.0%)	(0.1%)
Debt Service	\$1,074,049	\$1,014,951	\$1,015,554	\$950,419	(6.4%)	(6.4%)
Capital Additions	\$53,169	\$51,450	\$47,900	\$20,000	(58.2%)	(61.1%)
Capital Projects	\$3,341	\$80,000	\$80,000	\$300,000	275.0%	275.0%
Total Expenses	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%
Railroad Utility Fund (EF)						
Operating Expenses	\$490,039	\$569,715	\$487,231	\$494,444	1.5%	(13.2%)
Non-Operating Expenses	\$470,372	\$469,042	\$461,062	\$461,062	0.0%	(1.7%)
Debt Service	\$23,192	\$20,574	\$20,574	\$17,854	(13.2%)	(13.2%)
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$299,042	\$25,000	\$25,000	\$0	(100.0%)	(100.0%)
Total Expenses	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)
Transload Facility Fund (EF)						
Operating Expenses	\$488,337	\$378,210	\$219,397	\$170,000	(22.5%)	(55.1%)
Non-Operating Expenses	\$87,888	\$74,237	\$73,953	\$2,136,569	2789.1%	2778.0%
Debt Service	\$11,032	\$11,032	\$11,032	\$0	(100.0%)	(100.0%)
Capital Additions	\$7,000	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%
Net Transportation **						
Operating Expenses	\$21,564,841	\$23,274,268	\$21,592,410	\$23,480,189	8.7%	0.9%
Non-Operating Expenses	\$3,571,914	\$3,618,981	\$3,654,363	\$5,716,484	56.4%	58.0%
Debt Service	\$1,208,916	\$1,228,468	\$1,090,863	\$1,127,119	3.3%	(8.3%)
Capital Additions	\$796,773	\$1,106,645	\$1,099,965	\$108,500	(90.1%)	(90.2%)
Capital Projects	\$10,863,600	\$23,953,273	\$23,953,273	\$10,702,390	(55.3%)	(55.3%)
Total Expenses	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)
Capital Improvement Sales Tax Fd (SRF)						
Operating Expenses	\$9,466	\$12,117	\$12,117	\$23,573	94.5%	94.5%
Non-Operating Expenses	\$5,937,382	\$7,607,619	\$7,607,619	\$2,696,500	(64.6%)	(64.6%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)

** Since the 1/4 cent sales tax, transportation sales tax, public improvement fund, and the Stadium TDD funds transfer funds into the other various departments in the transportation section, the actual funding for the Transportation section is reflected in the Net Transportation Funding line.

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Transportation Cont:						
Transportation Sales Tax Fd (SRF)						
Operating Expenses	\$9,431	\$12,173	\$12,173	\$24,006	97.2%	97.2%
Non-Operating Expenses	\$10,606,808	\$12,037,853	\$12,037,853	\$10,645,243	(11.6%)	(11.6%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)
Public Improvement Fund (SRF)						
Operating Expenses	\$56,892	\$55,013	\$55,013	\$157,891	187.0%	187.0%
Non-Operating Expenses	\$841,314	\$2,068,965	\$2,068,965	\$1,902,286	(8.1%)	(8.1%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)
Stadium TDD Fund (SRF)						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
Total Transportation						
Operating Expenses	\$21,640,630	\$23,353,571	\$21,671,713	\$23,685,659	9.3%	1.4%
Non-Operating Expenses	\$21,940,894	\$26,316,894	\$26,352,276	\$21,943,989	(16.7%)	(16.6%)
Debt Service	\$1,208,916	\$1,228,468	\$1,090,863	\$1,127,119	3.3%	(8.3%)
Capital Additions	\$796,773	\$1,106,645	\$1,099,965	\$108,500	(90.1%)	(90.2%)
Capital Projects	\$10,863,600	\$23,953,273	\$23,953,273	\$10,702,390	(55.3%)	(55.3%)
Total Expenses	\$56,450,813	\$75,958,851	\$74,168,090	\$57,567,657	(22.4%)	(24.2%)
Utilities:						
Water Utility Fund (EF)						
Operating Expenses	\$12,807,513	\$15,498,028	\$14,111,470	\$15,354,865	8.8%	(0.9%)
Non-Operating Expenses	\$6,578,422	\$6,476,054	\$6,670,652	\$6,748,350	1.2%	4.2%
Debt Service	\$2,014,553	\$2,528,771	\$2,352,500	\$2,376,500	1.0%	(6.0%)
Capital Additions	\$953,627	\$653,000	\$639,076	\$926,000	44.9%	41.8%
Capital Projects	\$4,461,851	\$3,538,761	\$3,538,761	\$3,000,000	(15.2%)	(15.2%)
Total Expenses	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)
Electric Utility Fund (EF)						
Operating Expenses	\$97,528,336	\$108,187,138	\$101,130,922	\$105,954,848	4.8%	(2.1%)
Non-Operating Expenses	\$24,325,092	\$24,755,322	\$24,817,500	\$27,144,946	9.4%	9.7%
Debt Service	\$5,560,210	\$5,660,059	\$5,866,368	\$5,475,206	(6.7%)	(3.3%)
Capital Additions	\$1,721,686	\$1,466,457	\$1,415,429	\$1,324,000	(6.5%)	(9.7%)
Capital Projects	\$13,959,599	\$15,110,000	\$15,110,000	\$4,050,000	(73.2%)	(73.2%)
Total Expenses	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)

Summary of Total Expenses By Function, Department, and Classification

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Proposed FY 2017	% Change 17/16EB	% Change 17/16B
Utilities Cont:						
Sanitary Sewer Utility Fund (EF)						
Operating Expenses	\$9,221,642	\$12,510,546	\$11,443,378	\$12,041,346	5.2%	(3.8%)
Non-Operating Expenses	\$5,179,385	\$5,357,565	\$5,392,986	\$5,187,157	(3.8%)	(3.2%)
Debt Service	\$3,170,291	\$3,260,344	\$3,018,549	\$3,053,817	1.2%	(6.3%)
Capital Additions	\$558,574	\$984,202	\$943,084	\$847,500	(10.1%)	(13.9%)
Capital Projects	\$3,354,265	\$5,770,915	\$5,770,915	\$11,993,243	107.8%	107.8%
Total Expenses	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%
Solid Waste Utility Fund (EF)						
Operating Expenses	\$13,302,335	\$15,700,814	\$15,166,968	\$15,788,293	4.1%	0.6%
Non-Operating Expenses	\$2,317,718	\$2,133,669	\$2,466,134	\$2,262,429	(8.3%)	6.0%
Debt Service	\$132,920	\$155,927	\$139,638	\$227,774	63.1%	46.1%
Capital Additions	\$1,731,427	\$2,790,460	\$2,713,239	\$2,788,300	2.8%	(0.1%)
Capital Projects	\$490,112	\$880,000	\$880,000	\$4,645,000	427.8%	427.8%
Total Expenses	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%
Mid MO Solid Waste Management District (SRF)						
Operating Expenses	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
Storm Water Utility Fund (EF)						
Operating Expenses	\$1,011,125	\$1,139,214	\$1,103,640	\$1,109,374	0.5%	(2.6%)
Non-Operating Expenses	\$572,953	\$587,184	\$580,973	\$608,766	4.8%	3.7%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$241,923	\$230,167	\$158,000	(31.4%)	(34.7%)
Capital Projects	\$110,729	\$503,321	\$503,321	\$334,021	(33.6%)	(33.6%)
Total Expenses	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)
Total Utilities						
Operating Expenses	\$133,870,951	\$153,179,594	\$143,096,503	\$150,398,974	5.1%	(1.8%)
Non-Operating Expenses	\$38,973,570	\$39,309,794	\$39,928,245	\$41,951,648	5.1%	6.7%
Debt Service	\$10,877,974	\$11,605,101	\$11,377,055	\$11,133,297	(2.1%)	(4.1%)
Capital Additions	\$4,965,314	\$6,136,042	\$5,940,995	\$6,043,800	1.7%	(1.5%)
Capital Projects	\$22,376,556	\$25,802,997	\$25,802,997	\$24,022,264	(6.9%)	(6.9%)
Total Expenses	\$211,064,365	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)
Total for All Funds						
Operating Expenses	\$277,650,477	\$303,982,166	\$287,676,657	\$303,151,915	5.4%	(0.3%)
Non-Operating Expenses	\$72,557,526	\$76,092,434	\$76,821,844	\$74,389,093	(3.2%)	(2.2%)
Debt Service	\$21,445,265	\$20,716,870	\$20,351,219	\$16,604,623	(18.4%)	(19.8%)
Capital Additions	\$7,436,591	\$8,214,862	\$7,960,091	\$6,921,449	(13.0%)	(15.7%)
Capital Projects	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)
Total Expenses	\$420,333,966	\$467,080,497	\$450,883,976	\$442,576,734	(1.8%)	(5.2%)

(GF) - General Fund
(ISF) - Internal Service Funds
(CIP) - Capital Improvement Plan

(EF) - Enterprise Funds
(SRF) - Special Revenue Funds
(DSF) - Debt Service Funds

Financial Summary of Funding Sources and Uses General Government Funds

	General Fund			Special Revenue Funds		
Financial Sources	Actual FY 2015	Estimated FY 2016	Adopted FY 2017	Actual FY 2015	Estimated FY 2016	Adopted FY 2017
Sales Taxes	\$22,832,373	\$23,001,333	\$23,231,346	\$23,840,488	\$24,016,908	\$24,257,077
Property Taxes	\$7,572,050	\$7,796,723	\$8,028,296	\$0	\$0	\$0
Gross Receipts & Other Local Taxes *	\$12,364,653	\$12,360,917	\$12,361,917	\$2,496,339	\$2,633,639	\$2,778,489
Intragovernmental Revenues **	\$4,247,354	\$4,407,697	\$4,748,750	\$0	\$0	\$0
Grants and Capital Contributions **	\$5,550,225	\$4,447,482	\$3,623,247	\$2,114,897	\$2,028,833	\$1,597,486
Interest	\$954,208	\$569,042	\$569,042	\$317,042	\$337,250	\$337,150
Fees and Service Charges +	\$0	\$0	\$0	\$1,176,000	\$1,350,000	\$1,350,000
Other Local Revenues ++	\$6,849,789	\$6,895,505	\$6,148,647	\$149,923	\$41,000	\$21,000
	\$60,370,652	\$59,478,699	\$58,711,245	\$30,094,689	\$30,407,630	\$30,341,202
Other Funding Sources/Transfers^	\$23,531,305	\$23,972,054	\$24,544,855	\$28,000	\$40,594	\$46,697
Total Financial Sources: Less						
Appropriated Fund Balance	\$83,901,957	\$83,450,753	\$83,256,100	\$30,122,689	\$30,448,224	\$30,387,899
Financial Uses						
Operating Expenses	\$81,258,506	\$79,200,428	\$81,798,232	\$3,031,148	\$3,399,485	\$3,135,815
Operating Transfers to Other Funds	\$4,372,969	\$2,427,219	\$1,869,262	\$24,005,124	\$28,950,210	\$22,018,154
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$1,611,530	\$1,510,318	\$83,990	\$0	\$0	\$0
Enterprise Rev. for Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0
Close Out Projects to TST Fund	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditure Uses	\$87,243,005	\$83,137,965	\$83,751,484	\$27,036,272	\$32,349,695	\$25,153,969
Increase/(Decrease) to Cash		\$312,788	(\$495,384)		(\$1,901,471)	\$5,233,930
Beginning Cash and Other Resources		\$24,159,186	\$24,471,974		\$15,511,847	\$13,610,376
Projected Ending	\$24,159,186	\$24,471,974	\$23,976,590	\$15,511,847	\$13,610,376	\$18,844,306
Cash and Other Resources						

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

** Intragovernmental Revenues include General And Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

*** Capital Contributions are government grants and other aid used to fund capital projects.

+ Fees and Service Charges for enterprise and internal service fund operations as well as development fees in the Public Improvement Fund.

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

Total Revenues do not equal Total Expenditures due to the planned use of fund balance in accordance with budget strategies and guidelines.

Financial Summary of Funding Sources and Uses
General Government Funds

Debt Service Funds

Actual FY 2015	Estimated FY 2016	Adopted FY 2017
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$207,051	\$122,456	\$122,456
\$0	\$0	\$0
\$1,893,255	\$1,257,494	\$1,257,494
\$2,100,306	\$1,379,950	\$1,379,950
\$6,399,804	\$6,368,410	\$2,817,713
<u>\$8,500,110</u>	<u>\$7,748,360</u>	<u>\$4,197,663</u>

Capital Projects

Actual FY 2015	Estimated FY 2016	Adopted FY 2017
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$4,232,289	\$4,462,367	\$1,117,500
\$1,178,920	\$760,868	\$760,868
\$0	\$0	\$0
\$342,426	\$0	\$25,676
\$5,753,635	\$5,223,235	\$1,904,044
\$7,446,728	\$9,992,494	\$8,118,500
<u>\$13,200,363</u>	<u>\$15,215,729</u>	<u>\$10,022,544</u>

\$9,348,502	\$7,880,251	\$4,343,232	\$12,324,059	\$13,804,931	\$8,910,676
\$0	\$0	\$0	\$1,088,117	\$0	\$351,000
\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0
<u>\$9,348,502</u>	<u>\$7,880,251</u>	<u>\$4,343,232</u>	<u>\$13,412,176</u>	<u>\$13,804,931</u>	<u>\$9,261,676</u>
	(\$131,891)	(\$145,569)		\$1,410,798	\$760,868
	\$2,196,867	\$2,064,976		\$39,774,168	\$41,184,966
<u>\$2,196,867</u>	<u>\$2,064,976</u>	<u>\$1,919,407</u>	<u>\$39,774,168</u>	<u>\$41,184,966</u>	<u>\$41,945,834</u>

Financial Summary of Funding Sources and Uses General Government Funds

Total Governmental Funds

Financial Sources

	Actual FY 2015	Estimated FY 2016	Adopted FY 2017
Sales Taxes	\$46,672,861	\$47,018,241	\$47,488,423
Property Taxes	\$7,572,050	\$7,796,723	\$8,028,296
Gross Receipts & Other Local Taxes *	\$14,860,992	\$14,994,556	\$15,140,406
Intragovernmental Revenues **	\$4,247,354	\$4,407,697	\$4,748,750
Grants and Capital Contributions **	\$11,897,411	\$10,938,682	\$6,338,233
Interest	\$2,657,221	\$1,789,616	\$1,789,516
Fees and Service Charges +	\$1,176,000	\$1,350,000	\$1,350,000
Other Local Revenues ++	\$9,235,393	\$8,193,999	\$7,452,817
	\$98,319,282	\$96,489,514	\$92,336,441
Other Funding Sources/Transfers^	\$37,405,837	\$40,373,552	\$35,527,765
Total Financial Sources: Less			
Appropriated Fund Balance	\$135,725,119	\$136,863,066	\$127,864,206

Financial Uses

Operating Expenses	\$105,962,215	\$104,285,095	\$98,187,955
Operating Transfers to Other Funds	\$29,466,210	\$31,377,429	\$24,238,416
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0
Capital Additions	\$1,611,530	\$1,510,318	\$83,990
Enterprise Rev. for Capital Projects	\$0	\$0	\$0
Close Out Projects to TST Fund	\$0	\$0	\$0
Total Expenditure Uses	\$137,039,955	\$137,172,842	\$122,510,361
Increase/(Decrease) to Cash		(\$309,776)	\$5,353,845
Beginning Cash and Other Resources		\$81,642,068	\$81,332,292
Projected Ending Cash and Other Resources	\$81,642,068	\$81,332,292	\$86,686,137

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

** Intragovernmental Revenues include General And Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

*** Capital Contributions are government grants and other aid used to fund capital projects.

+ Fees and Service Charges for enterprise and internal service fund operations as well as development fees in the Public Improvement Fund.

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

Total Revenues do not equal Total Expenditures due to the planned use of fund balance in accordance with budget strategies and guidelines.

Financial Summary of Funding Sources and Uses
Enterprise and Internal Service Funds

Enterprise Funds

Actual FY 2015	Estimated FY 2016	Adopted FY 2017
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$0	\$0	\$0
\$2,479,657	\$2,345,838	\$2,309,756
\$3,588,855	\$4,233,577	\$4,071,420
\$199,628,354	\$208,226,397	\$215,011,644
\$2,157,488	\$2,328,137	\$1,619,558
\$207,854,354	\$217,133,949	\$223,012,378
\$8,989,135	\$9,338,733	\$7,817,273
\$216,843,489	\$226,472,682	\$230,829,651

Internal Service Funds

Actual FY 2015	Estimated FY 2016	Adopted FY 2017
\$0	\$0	\$0
\$0	\$0	\$0
\$698,146	\$550,000	\$550,000
\$0	\$0	\$0
\$79,456	\$74,790	\$152,803
\$283,880	\$377,871	\$379,606
\$37,311,942	\$39,196,063	\$44,786,860
\$3,257,735	\$3,063,247	\$3,015,665
\$41,631,159	\$43,261,971	\$48,884,934
\$280,217	\$50,000	\$191,566
\$41,911,376	\$43,311,971	\$49,076,500

\$151,671,425	\$160,710,780	\$151,829,428	\$41,308,709	\$43,966,929	\$48,607,721
\$16,624,879	\$17,299,022	\$21,592,951	\$584,100	\$634,276	\$725,613
\$12,109,591	\$12,470,540	\$15,907,247	\$864	\$428	\$47
\$13,810,295	\$15,622,218	\$12,298,596	\$94,811	\$24,001	\$10,132
\$5,130,298	\$6,139,561	\$14,001,155	\$694,763	\$310,212	\$538,159
\$9,315,149	\$8,265,504	\$8,065,621	\$120,513	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0
\$208,661,637	\$220,507,625	\$223,694,998	\$42,803,760	\$44,935,846	\$49,881,672
	\$5,965,057	\$7,134,653		(\$1,623,875)	(\$805,172)
	\$52,233,468	\$58,198,525		\$17,017,131	\$15,393,256
\$52,233,468	\$58,198,525	\$65,333,178	\$17,017,131	\$15,393,256	\$14,588,084

Financial Summary of Funding Sources and Uses
Overall Summary Total - All Funds Combined

Overall Summary Total

Financial Sources

	Actual FY 2015	Estimated FY 2016	Adopted FY 2017
Sales Taxes	\$46,672,861	\$47,018,241	\$47,488,423
Property Taxes	\$7,572,050	\$7,796,723	\$8,028,296
Gross Receipts & Other Local Taxes *	\$15,559,138	\$15,544,556	\$15,690,406
Intragovernmental Revenues **	\$4,247,354	\$4,407,697	\$4,748,750
Grants and Capital Contributions **	\$14,456,524	\$13,359,310	\$8,800,792
Interest	\$6,529,956	\$6,401,064	\$6,240,542
Fees and Service Charges +	\$238,116,296	\$248,772,460	\$261,148,504
Other Local Revenues ++	\$14,650,616	\$13,585,383	\$12,088,040
	\$347,804,795	\$356,885,434	\$364,233,753
Other Funding Sources/Transfers^	\$46,675,189	\$49,762,285	\$43,536,604
Total Financial Sources: Less			
Appropriated Fund Balance	\$394,479,984	\$406,647,719	\$407,770,357

Financial Uses

Operating Expenses	\$298,942,349	\$308,962,804	\$298,625,104
Operating Transfers to Other Funds	\$46,675,189	\$49,310,727	\$46,556,980
Interest Expense	\$12,110,455	\$12,470,968	\$15,907,294
Principal Payments	\$13,905,106	\$15,646,219	\$12,308,728
Capital Additions	\$7,436,591	\$7,960,091	\$14,623,304
Enterprise Revenues used for Capital Projects	\$9,435,662	\$8,265,504	\$8,065,621
Close Out Projects to TST Fund	\$0	\$0	\$0
Total Expenditure Uses	\$388,505,352	\$402,616,313	\$396,087,031
Increase/(Decrease) to Cash		\$4,031,406	\$11,683,326
Beginning Unrestricted Cash Balance		\$150,892,667	\$154,924,073
Cash and Other Resources	\$150,892,667	\$154,924,073	\$166,607,399

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

** Intragovernmental Revenues include General And Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

*** Capital Contributions are government grants and other aid used to fund capital projects.

+ Fees and Service Charges for enterprise and internal service fund operations as well as development fees in the Public Improvement Fund.

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

Total Revenues do not equal Total Expenditures due to the planned use of fund balance in accordance with budget strategies and guidelines.

FY 2017 Operating Statements Summary for All Funds

	Estimated Beginning Retained Earnings	Revenues	Expenses *	Net Income/ (Loss)	Estimated Ending Retained Earnings
Governmental Funds:					
General Fund **	\$24,471,974	\$83,256,100	\$83,751,484	(\$495,384) ^	\$23,976,590
Capital Improvement Sales Tax	\$877,360	\$5,837,364	\$2,720,073	\$3,117,291	\$3,994,651
Parks Sales Tax Fund	\$1,927,166	\$5,835,110	\$5,567,883	\$267,227	\$2,194,393
Transportation Sales Tax Fund	\$5,090,940	\$11,701,452	\$10,669,249	\$1,032,203	\$6,123,143
Public Improvement Fund	\$7,753,132	\$2,482,815	\$2,060,177	\$422,638	\$8,175,770
Stadium TDD Fund	\$258,617	\$1,051,713	\$983,476	\$68,237	\$326,854
Convention & Tourism Fund	\$4,031,267	\$2,966,182	\$3,638,812	(\$672,630) ^	\$3,358,637
Non-Motorized Grant Fund	(\$128,473)	\$590,032	\$590,032	\$0	(\$128,473)
Mid-Mo Solid Waste Mgt Dist Fd	\$0	\$150,248	\$150,248	\$0	\$0
Debt Service Funds (Combined)	\$8,548,249	\$4,197,663	\$4,343,232	(\$145,569) ^	\$8,402,680
Capital Projects Fund	\$40,506,814	\$10,022,544	\$9,261,676	\$760,868	\$41,267,682
Contributions Fund	\$611,159	\$11,930	\$12,966	(\$1,036) ^	\$610,123
Total Governmental Funds****	\$93,948,205	\$128,103,153	\$123,749,308	\$4,353,845	\$98,302,050
Enterprise Funds:					
Railroad Fund	\$7,685,642	\$585,827	\$973,360	(\$387,533) +	\$7,298,109
Transload Facility	\$1,243,999	\$2,376,390	\$2,306,569	\$69,821	\$1,313,820
Water & Electric Funds (Combined) ***	\$203,194,809	\$164,803,303	\$163,054,715	\$1,748,588	\$204,943,397
Recreation Services Fund	\$14,622,501	\$7,116,497	\$7,397,734	(\$281,237) +	\$14,341,264
Transit Fund	\$15,099,896	\$8,717,502	\$8,098,537	\$618,965	\$15,718,861
Airport Fund	\$45,230,028	\$8,905,783	\$3,574,684	\$5,331,099	\$50,561,127
Sanitary Sewer Utility Fund	\$162,956,813	\$23,005,415	\$20,282,320	\$2,723,095	\$165,679,908
Parking Utility Fund	\$16,530,202	\$4,543,704	\$3,949,986	\$593,718	\$17,123,920
Solid Waste Utility Fund	\$28,682,958	\$20,926,391	\$18,278,496	\$2,647,895	\$31,330,853
Storm Water Utility Fund	\$10,250,401	\$1,891,503	\$1,718,140	\$173,363	\$10,423,764
Total Enterprise Funds	\$505,497,249	\$242,872,315	\$229,634,541	\$13,237,774	\$518,735,023
Internal Service Funds:					
Employee Benefit Fund	\$1,690,013	\$17,674,682	\$17,534,884	\$139,798	\$1,829,811
Self Insurance Reserve Fund	\$4,809,220	\$6,406,149	\$6,863,266	(\$457,117) +	\$4,352,103
Custodial / Maintenance Fund	\$1,269,729	\$1,816,422	\$1,893,060	(\$76,638) +	\$1,193,091
Fleet Operations Fund	\$4,198,271	\$9,374,298	\$9,316,370	\$57,928	\$4,256,199
GIS Fund	\$585,830	\$1,173,170	\$1,167,682	\$5,488	\$591,318
Information Technologies Fund	\$3,118,721	\$6,587,026	\$6,819,347	(\$232,321) +	\$2,886,400
Community Relations Fund	\$1,886,784	\$2,595,866	\$2,863,605	(\$267,739) +	\$1,619,045
Utility Customer Services Fund	\$976,021	\$3,307,321	\$3,298,149	\$9,172	\$985,193
Total Internal Service Funds	\$18,534,589	\$48,934,934	\$49,756,363	(\$821,429)	\$17,713,160
Total All Funds	\$617,980,043	\$419,910,402	\$403,140,212	\$16,770,190	\$634,750,233

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

+ 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	\$26,203,451	\$24,479,715	\$1,723,736
Electric Utility Fund	\$138,599,852	\$138,575,000	\$24,852

****Does not include CDBG Revenues or Expenses

FY 2017 Operating Statements Summary 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
Governmental Funds:				
General Fund **	(\$23,170,977)	\$22,675,593	\$0	(\$495,384)
Capital Improvement Sales Tax	\$5,813,791	(\$2,696,500)	\$0	\$3,117,291
Parks Sales Tax Fund	\$5,796,248	(\$5,529,021)	\$0	\$267,227
Transportation Sales Tax Fund	\$11,677,446	(\$10,645,243)	\$0	\$1,032,203
Public Improvement Fund	\$2,324,924	(\$1,902,286)	\$0	\$422,638
Stadium TDD Fund	\$1,051,713	(\$983,476)	\$0	\$68,237
Convention & Tourism Fund	\$540,690	(\$1,213,320)	\$0	(\$672,630)
Non-Motorized Grant Fund	\$0	\$0	\$0	\$0
Mid-Mo Solid Waste Mgt Dist Fd	(\$46,697)	\$46,697	\$0	\$0
Debt Service Funds (Combined)	(\$2,963,282)	\$2,817,713	\$0	(\$145,569)
Capital Projects Fund	(\$7,006,632)	\$7,767,500	\$0	\$760,868
Contributions Fund	(\$1,036)	\$0	\$0	(\$1,036)
Total Governmental Funds****	(\$5,983,812)	\$10,337,657	\$0	\$4,353,845
Enterprise Funds: *				
Railroad Fund	(\$224,444)	\$307,223	(\$9,250)	\$73,529
Transload Facility	(\$1,226)	\$69,821	\$1,226	\$69,821
Water & Electric Funds (Combined) ***	\$37,981,757	(\$16,731,217)	(\$4,528,442)	\$16,722,098
Recreation Services Fund	(\$2,074,056)	\$2,411,111	\$66,658	\$403,713
Transit Fund	(\$5,077,294)	\$3,173,950	\$2,235,113	\$331,769
Airport Fund	(\$1,850,026)	\$1,923,459	\$39,479	\$112,912
Sanitary Sewer Utility Fund	\$9,354,935	(\$49,924)	(\$1,837,582)	\$7,467,429
Parking Utility Fund	\$2,480,158	(\$295,563)	(\$588,439)	\$1,596,156
Solid Waste Utility Fund	\$4,682,974	(\$307,443)	\$227,350	\$4,602,881
Storm Water Utility Fund	\$718,751	(\$103,788)	\$63,378	\$678,341
Total Enterprise Funds	\$45,991,529	(\$9,602,371)	(\$4,330,509)	\$32,058,649
Internal Service Funds: *				
Employee Benefit Fund	\$44,909	(\$32,661)	\$127,550	\$139,798
Self Insurance Reserve Fund	(\$598,021)	(\$44,880)	\$185,784	(\$457,117)
Custodial / Maintenance Fund	(\$12,960)	(\$65,100)	\$17,056	(\$61,004)
Fleet Operations Fund	\$61,876	(\$4,883)	\$77,583	\$134,576
GIS Fund	(\$153,471)	\$0	\$161,555	\$8,084
Information Technologies Fund	\$231,559	(\$232,195)	\$29,897	\$29,261
Community Relations Fund	(\$41,433)	(\$187,894)	\$28,110	(\$201,217)
Utility Customer Services Fund	(\$303,320)	(\$108,000)	\$420,492	\$9,172
Total Internal Service Funds	(\$770,861)	(\$675,613)	\$1,048,027	(\$398,447)
Total All Funds	\$39,236,856	\$59,673	(\$3,282,482)	\$36,014,047

* 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	\$9,986,826	(\$3,684,918)	(\$4,998,008)	\$1,303,900
Electric Utility Fund	\$27,994,931	(\$13,046,299)	(\$15,281,029)	(\$332,397)

****Does not include CDBG Revenues or Expenses

^ Includes Transfers and Subsidies and Capital Contributions



Capital Projects Summary Section



Description

The City of Columbia's Capital Improvement Program (CIP) is a multi-year plan for capital investments in the City's infrastructure, facilities, and equipment that is designed to address the challenges for supporting future infrastructure needs, while also addressing the City's current facility requirements. It includes items such as roads, bridges, sidewalks, public utilities, drainage projects, recreational facilities, building, and equipment.

A CIP is important because it connects city development, with both comprehensive and financial plans. Projects within the CIP are intended to reflect the community's values and goals, as well as the overall policy goals of the City Council including existing citywide long range plans.

The City Charter for the City of Columbia states the policy of the City for the Manager to follow in developing a CIP. "The City Manager shall also secure an estimate of all capital projects pending and those which it is recommended should be undertaken (a) within the budget year, and (b) within the next five (5) succeeding years. In preparing the budget, the City Manager shall review and may revise the estimates, as the manager may deem necessary." (Article 5. Section 35.)

The basis of the Columbia CIP is the City's master plans. The City of Columbia has several master plans that reflect the long-term needs and goals of each department. These plans are formulated to establish long term development plans that reflect Council policies. These long term plans are periodically revised and updated to reflect the City's changing needs. The CIP is meant to contain projects that fulfill these long-term needs and goals.

City of Columbia Master Plans

- Planning Department Master Plans:
 - Sidewalks
 - Bicycles
 - Metro 2025
 - Metro Greenbelt/Trails
 - CATSO
- Fire Master Plan
- Airport Master Plan
- Parks and Recreation Master Plan
- Transit: Long Range Plan, Para-Transit
- Sewer Master Plan
- Water and Light
 - Electrical distribution
 - Water distribution
 - Water system
- COLT (Railroad)

Process

The CIP begins as a planning document so the City can prioritize and coordinate existing and future capital project needs. It is prepared under the direction of the City Manager with the assistance of the Community Development and Finance Departments. The capital financing process is most involved from January through April each year. It is during this period that City staff is responsible for compiling project needs, reviewing cost estimates, identifying financing options and planning a program schedule. The CIP is first reviewed by the Planning and Zoning Commission (in early May) to focus on identifying projects and capital needs that were not represented. The Council has an opportunity to review the capital projects during the mini retreat in May where they propose changes in project priorities. At this point, the CIP becomes a financial document so the City can determine capital projects that are within the current and future fiscal capacity of the City of Columbia. A public hearing is held in July to allow for citizen input. The City Manager works with the Finance Department to determine which projects will be funded in the next fiscal year. This information becomes a part of the City Manager's Annual Budget document. During August, the Council holds budget hearings and takes more citizen input. The Council adopts the budget in September and the CIP plan for the next year becomes a part of the Annual Budget document.

Organization

The CIP is broken down into two sections: General Government Capital Projects and Enterprise Capital Projects. General Government capital projects are projects such as sidewalks, streets, parks, public safety, and general government capital projects. These projects are funded primarily through temporary sales taxes which are approved by the voters.

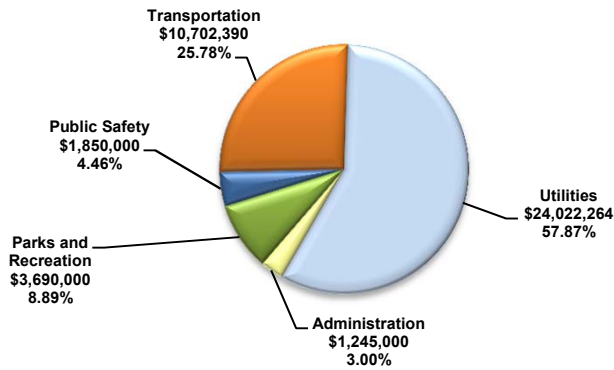
Enterprise capital projects are those projects that are funded primarily through revenues generated by enterprise funds capital grants, and bond issues approved by voters for departments such as electric, water, railroad, sewer, solid waste, storm water, transit, and airport.

The Summary - Capital Projects section of the budget provides a summary of the projects that will be funded next year. A detailed list of the five year plan for each area and the future financial impacts is located in the applicable functional areas of the document. Below are the page numbers where these plans are located:

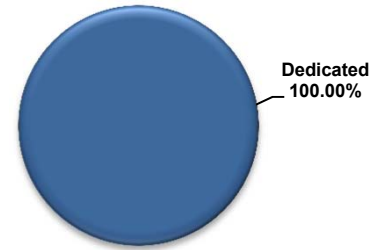
- Other General Government CIP - page 213
- Parks and Recreation CIP - page 315
- Public Safety CIP - page 357
- Streets and Sidewalks CIP - page 447
- Transit - page 464
- Airport - page 479
- Parking - page 526
- Railroad - page 543
- Water - page 571
- Electric - page 593
- Sewer - page 618
- Solid Waste - page 641
- Storm Water - page 670

All Funds Capital Projects Summary

FY 2017 Total Expenditures By Category

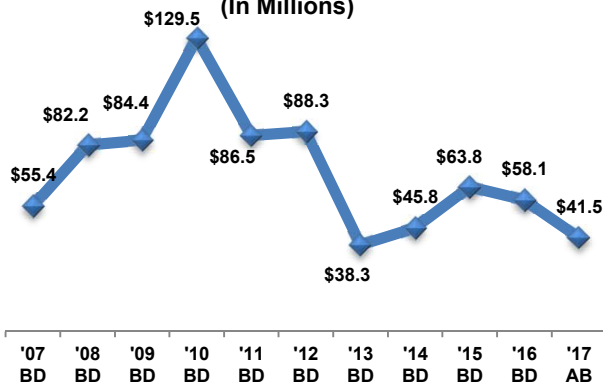


FY 2017 Totals By Funding Source



General sources can be reallocated from one department to another.
Dedicated sources are specifically allocated to a department.

Total Budgeted Capital Expenditures (In Millions)



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Health and Environment	\$0	\$0	\$0	\$0		
Parks and Recreation	\$4,363,308	\$3,790,895	\$3,790,895	\$3,690,000	(2.7%)	(2.7%)
Public Safety	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Supporting Activities	\$120,513	\$0	\$0	\$0		
Transportation	\$10,863,600	\$23,953,273	\$23,953,273	\$10,702,390	(55.3%)	(55.3%)
Utilities	\$22,376,556	\$25,802,997	\$25,802,997	\$24,022,264	(6.9%)	(6.9%)
Total	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)
Summary						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)
Total Expenses	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)

Funding Sources (Where the Money Comes From)

Dedicated	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)
General	\$0	\$0	\$0	\$0		
Total Funding Sources	\$41,244,107	\$58,074,165	\$58,074,165	\$41,509,654	(28.5%)	(28.5%)

Major Capital Projects

Our continued emphasis will be maintaining the facilities and infrastructure we have and constructing new infrastructure needed for a growing community. In August of 2015, Columbia voters renewed the one-quarter cent Capital Improvement Sales Tax to fund public safety and transportation needs for the next ten years. In November 2015, Columbia voters renewed the temporary one-eighth cent Parks Sales Tax for the next six years. Voters approved ballots for Sewer (Nov. 2013), Electric (April 2015) and Storm Water (April 2015).

- **Streets and Sidewalks:** Major projects planned to be bid in FY 2017 include: Providence Road Corridor Improvements between Stadium and Stewart Road, Stadium and Old 63 Intersection Improvements, 9th and Elm Pedestrian Scramble Project, Peach Tree Connector, and Waco and Route B Intersection Improvements. Preliminary design continues on several of the projects passed in the August, 2015 capital improvement sales tax extension including Nifong-Providence to Forum four lanes, Sinclair-Nifong intersection improvements, Forum and Green Meadows Intersection Improvements, Vandiver and Parker Roundabout, Ballenger Lane - Ria to Mexico Gravel Road, and Old Mill Creek/Vawter - Nifong intersection improvements.
- **Public Safety:** The replacement of two Quint fire trucks and the design of the north police precinct/municipal services center.
- **Parks:** Major projects include the Sports Field House which will construct an indoor sports field house with a sport flooring suitable for basketball, volleyball and other hardcourt sports; MKT Bridge Replacements/Numbers 2 and 8 which replaces wooden bridges; Norma Sutherland Smith Park/Phase 2 which will include playground installation, parking, basketball courts and skate spot; and Cosmo Rec Area: Athletic Field Lighting, which includes the installation of lighting on two athletic fields in Cosmo park and installation of Musco Control link on fields #4 and #5.
- **Water:** Includes funding for annual projects, Well and Pump Station Control, Well Field Valve Upgrades, WTP Reclaim Well Modifications and WTP Scada Upgrades.
- **Electric:** Includes funding for a number of annual projects. Major projects include, More's Lake Restoration and Replace Landfill Gas Generator Engines.
- **Sewer:** Includes funding for PCCE #16- Bingham Rd & West Ridgeley, PCCE #18 Spring Valley Road, Woodrail Sewer Replacement, PCCE #27 Grace Ellen and Henderson Branch Outfall Relief Sewer. The Sewer utility will complete another \$2.7 million in sewer main and manhole rehabilitation and I&I projects.
- **Solid Waste:** Includes funding for construction of Disposal Cell #6, construct Wetlands at the Sanitary Landfill site to provide additional polishing and pollutant removal of storm water discharges from the on site basins, and addition of a fueling pump at the existing Landfill fueling station to accommodate collection vehicles that will be stored on site once operations relocate to the new Administration and Collection facility.

- **Airport:** Includes funding for construction of Runway 13-31 & Taxiway B Turnarounds, design for Route H and Taxiway B west of Taxiway A
- **Storm Water:** Includes funding annual projects, CAM-Hubbart Flow & sediment study, Garth at Oak Tower, Mill Creek-307 W Alhambra and Hickman & 6th and 7th.

Budget Considerations

Major funding sources for the City's Capital Plan continue to be Capital Sales Improvement Tax, Parks Sales Tax, Transportation Sales Tax, ballot funding, and grant funds.

Operating Impact

P&R - Sports Field House - expenses with the building will be offset by revenues generated through facility rentals and use. Existing full-time staff will be relocated to the facility to manage daily operations.

P&R - MKT Bridge Replacements/Numbers 2 and 8 - replacement of these bridges will result in lower maintenance costs for the first 20-30 years. Currently, the department spends approximately \$1,000 - \$2,000 on repairs to the bridges each year.

P&R - Norma Sutherland Smith Park / Phase 2 - additional maintenance costs of \$5,000 per year.

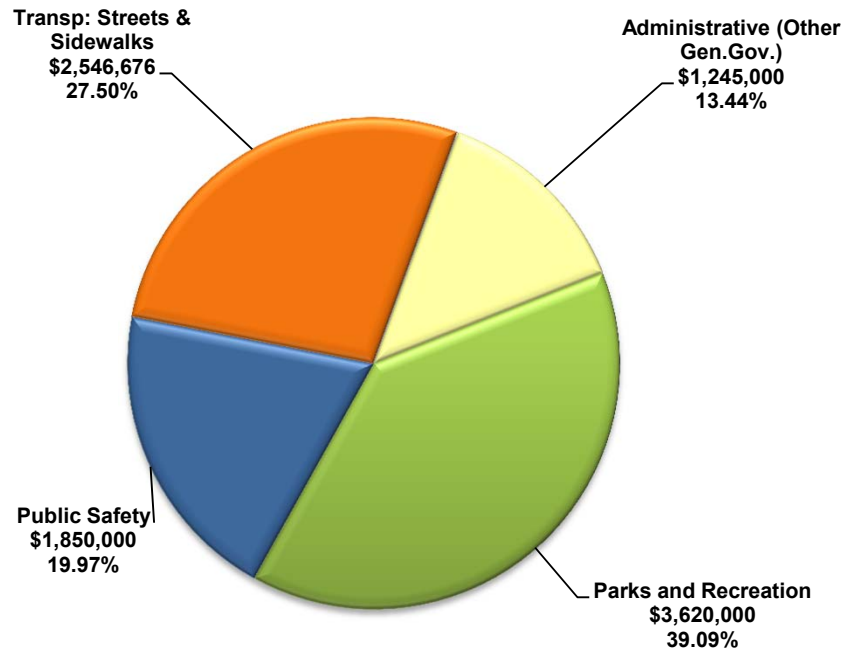
Sewer - Annual Inflow and Infiltration Program - will reduce inflow and infiltration, lower treatment costs and reduce SSOs and sewer backups.

Sewer - PCCE #16 - Bingham Rd & West Ridgeley \$1,000/year

Sewer - PCCE #18 Spring Valley Road - \$1,000/year

General Government Capital Projects

FY 2017



General Government Capital Project Expenditures

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative (Other Gen.Gov.)	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Health and Environment	\$0	\$0	\$0	\$0		
Parks and Recreation	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Public Safety	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Transp: Streets & Sidewalks	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
Total Capital Projects Fund	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
Budgeted in Other Funds:						
Recreation Services	\$150,264	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Fleet Operations	\$120,513	\$0	\$0	\$0		
Total General Govt Capital Proj.	\$13,682,953	\$14,014,931	\$14,014,931	\$9,331,676	(33.4%)	(33.4%)

Funding Sources (Where the Money Comes From)

Grants	\$4,232,289	\$4,462,367	\$4,462,367	\$1,117,500	(75.0%)	(75.0%)
Investment Revenue	\$1,178,920	\$852,940	\$760,868	\$760,868	0.0%	(10.8%)
Other Local Revenues	\$342,426	\$0	\$0	\$25,676		
Operating Transfers In	\$7,446,728	\$9,992,494	\$9,992,494	\$8,118,500	(18.8%)	(18.8%)
Use of Fund Balance	\$211,813	\$0	\$0	\$0		
Less: Amt Added to Fd Balance	\$0	(\$1,502,870)	(\$1,410,798)	(\$760,868)	(46.1%)	(49.4%)
Dedicated Sources	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)

Capital Projects Fund - General Government Summary

Purpose

This budget adopts the FY 2017 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 Assessments (tax bills), and related state and federal grants. General Government Projects are those associated with Parks and Recreation, Streets and Sidewalks, Public Safety and other general projects.

Resources (Where the Money Comes From)

	Adopted FY 2017
Cap Fund Balance	
Grants (MoDOT, STP, County Road Tax Rebate, Non Motorized and Other Grants)	\$1,701,000
Transfers from Other Funds:	
Contrib From Utilities	\$70,000
Convention & Visitors Bureau (CVB)	\$1,030,000
1/4% Capital Improvement Sales Tax Fund	\$2,574,000
Public Improvement Fund (4.1% of the 1% Sales Tax which is dedicated to capital)	\$645,000
Public Improvement Fund (Development Fees)	\$770,000
1/4% Parks Sales Tax Fund	\$2,620,000
Miscellaneous Revenue	\$25,676
Total Resources in Capital Projects Fund	\$9,435,676
Resources in Other Funds:	
Golf Course Improvements Fees, Donations, and Recreation Services funding	\$70,000
Enterprise Revenues (Fleet)	\$0
Total Available Resources	\$9,505,676

Expenditures (Where the Money Goes)

	Adopted FY 2017
Parks and Recreation	\$3,620,000
Public Safety	\$1,850,000
Streets and Sidewalks	\$2,546,676
Other General Government:	\$1,245,000
Total Capital Projects Fund Expenditures	\$9,261,676
Recreation Services Fund	\$70,000
Fleet Operations Fund	\$0
Total General Government Capital Projects	\$9,331,676

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$310,488	\$0	\$0	\$0		
Supplies & Materials	\$919,420	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$10,649,497	\$13,804,931	\$13,804,931	\$8,910,676	(35.5%)	(35.5%)
Capital	\$444,654	\$0	\$0	\$0		
Other	\$1,088,117	\$0	\$0	\$351,000		
Total	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
Summary						
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)
Total Expenses	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676	(32.9%)	(32.9%)

GENERAL GOVERNMENT CIP FUNDING SOURCES

	Adopted FY 2017	Prior Year Appr	Total New Funding	Cap Imp Sales Tax	Cap Imp Sales Tax 2015 Ballot	CDBG	Contrib From Utilities
Streets, Sidewalks and Major Maintenance							
Annual Traffic Calming - 00646 [ID: 1966]	\$50,000		\$50,000		\$50,000		
Burnham/Rollins/Prov Int 00290 [ID: 39]	\$531,306	\$531,306					
Downtown Sidewalk Improvements 00171 [ID: 10]	\$50,000	\$50,000					
Forum & Green Meadows Int Imprvmt - 00634 [ID: 187]	\$500,000		\$500,000				
Greenbriar Trail Repairs 00583 [ID: 1896]	\$25,676		\$25,676				
Nifong -Providence to Forum 4 Lane - 00643 [ID: 97]	\$1,470,000		\$1,470,000		\$156,500		
Oakland Gravel Sidewalk - Blue Rdg to Edris 00660 [ID: 101]	\$258,159	\$258,159					
Old Mill Creek/Vawter-Nifong Intrscn Impr - 00631 [ID: 191]	\$75,000		\$75,000				
Sinclair - Nifong Intrscn Imprmnts - 00644 [ID: 190]	\$75,000		\$75,000				
Transfer to GF for Street Maintenance [ID: 2013]	\$351,000		\$351,000				
Total	\$3,386,141	\$839,465	\$2,546,676	\$0	\$206,500	\$0	\$0
Parks and Recreation							
ADA Compliance Phase II 00663 [ID: 1820]	\$25,000		\$25,000				
Albert-Oakland Park Improvements - 00676 [ID: 1918]	\$100,000		\$100,000				
American Legion Park: Shelter, RR, Playgrnd 00664 [ID: 1216]	\$100,000		\$100,000				
Annual Park Improv - Major Maint. Programs 00056 [ID: 259]	\$0						
Annual Trails 00673 [ID: 1813]	\$100,000		\$100,000				
Atkins-Baseball Complex - 00654 [ID: 450]	\$75,000		\$75,000				
City School Park Improv 00249 [ID: 257]	\$25,000		\$25,000				
Cosmo Rec Area: Athletic Field Lighting 00665 [ID: 1826]	\$200,000		\$200,000				
Cosmo Rec Area: Bocce Courts 00666 [ID: 1992]	\$25,000		\$25,000				
GNM: Clark Lane West, Hinkson Trail/Pedway 00570 [ID: 1767]	\$662,700	\$662,700					
GNM: Connect Cosmo Prk/Bear Cr & I70 Bridge C00354 [ID: 442]	\$0						
Indian Hills Park Improvements 00667 [ID: 1954]	\$100,000		\$100,000				
LOW Driving Range Construction RS085 [ID: 306]	\$70,000		\$70,000				
MKT Bridge Replacements: #2 & 8 - 00674 [ID: 1269]	\$230,000		\$230,000				
Norma Sutherland Smith Park: Phase II 00669 [ID: 1815]	\$225,000		\$225,000				
Park Roads & Parking 00242 [ID: 260]	\$150,000		\$150,000				
Philips/Gans: Indoor Pavilion/Shelter [ID: 458]	\$0						
Sports Field House - 00624 [ID: 1217]	\$2,130,000		\$2,130,000				
Twin Lakes Recreation Area: Bathhouse Renov 00670 [ID: 1993]	\$25,000		\$25,000				
Valleyview Park Improvements 00671 [ID: 1990]	\$60,000		\$60,000				
Waters House Renovations 00672 [ID: 1991]	\$50,000		\$50,000				
Total	\$4,352,700	\$662,700	\$3,690,000	\$0	\$0	\$0	\$0
Public Safety							
ADA Compliance - Fire Facilities 00482 [ID: 1425]	\$0						
Replace 2001 Quint (15 years old) - 00628 [ID: 1398]	\$900,000		\$900,000		\$900,000		
Replace 2003 Quint (14 years old) 00661 [ID: 1400]	\$950,000		\$950,000		\$950,000		
Total	\$1,850,000		\$1,850,000	\$0	\$1,850,000	\$0	\$0
Other General Government							
CID Gateway project - 00680 [ID: 2007]	\$20,000		\$20,000				
Contingency 40138 [ID: 518]	\$100,000		\$100,000				
Disaster Recovery Facil 00538 [ID: 1736]	\$70,000		\$70,000				\$70,000
Eighth St. Plan Avenue of the Col 00126 [ID: 526]	\$300,000		\$300,000				
Grissum Building Renovations 00659 [ID: 1821]	\$500,000		\$500,000		\$500,000		
Proximity Locks - 00599 [ID: 1858]	\$150,000		\$150,000				
Pub Bldgs Major Maint Ren 00021 [ID: 514]	\$75,000		\$75,000				
Walton Bldg Cap Improv 00587 [ID: 1846]	\$30,000		\$30,000				
Total	\$1,245,000		\$1,245,000	\$0	\$500,000	\$0	\$70,000
Total General Government CIP	\$10,833,841	\$1,502,165	\$9,331,676	\$0	\$2,556,500	\$0	\$70,000

GENERAL GOVERNMENT CIP FUNDING SOURCES

County Rd Tx Rebates	CVB	CVB Tourism Dev Fd	Dev Fee	GCIF	Gen FD/PI	Misc Revenues	Non- Motor Grant	Parks Sales Tax	RSR	STP
\$500,000						\$25,676				
\$116,500			\$1,197,000							
\$75,000										
\$75,000										
\$351,000										
\$1,117,500	\$0	\$0	\$1,197,000	\$0	\$0	\$25,676	\$0	\$0	\$0	\$0
								\$25,000		
								\$100,000		
								\$100,000		
								\$100,000		
								\$75,000		
								\$25,000		
								\$200,000		
								\$25,000		
								\$100,000		
				\$70,000				\$230,000		
								\$225,000		
								\$150,000		
		\$1,000,000						\$1,130,000		
								\$25,000		
								\$60,000		
								\$50,000		
\$0	\$0	\$1,000,000	\$0	\$70,000	\$0	\$0	\$0	\$2,620,000	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
						\$20,000				
						\$100,000				
						\$300,000				
						\$150,000				
						\$75,000				
	\$30,000									
\$0	\$30,000	\$0	\$0	\$0	\$645,000	\$0	\$0	\$0	\$0	\$0
\$1,117,500	\$30,000	\$1,000,000	\$1,197,000	\$70,000	\$645,000	\$25,676	\$0	\$2,620,000	\$0	\$0

General Government

Capital Projects Summary

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost
Streets, Sidewalks & Major Maint Funding Source Summary					
Cap Imp S Tax	\$50,000				
Cap Imp S Tax - 2015 Ballot	\$743,000	\$206,500	\$50,000	\$9,049,000	\$13,327,000
Co Rd Tax Reb	\$2,000,000	\$1,117,500	\$2,882,500	\$5,916,500	\$1,600,000
Developer Contrib	\$2,750				
Development Fees	\$1,200,000	\$1,197,000		\$4,803,000	
Miscellaneous Revenues		\$25,676			
New Funding	\$3,995,750	\$2,546,676	\$2,932,500	\$19,768,500	\$14,927,000
PYA - various		\$531,306			
PYA Cap Imp S Tax	\$710,167	\$308,159			
Prior Year Funding	\$710,167	\$839,465			\$0
Unfunded			\$320,000	\$1,858,350	\$3,231,000
Unfunded			\$320,000	\$1,858,350	\$3,231,000
Total Streets, Sidewalks & Major Maint	\$4,705,917	\$3,386,141	\$3,252,500	\$21,626,850	\$18,158,000

Parks and Recreation Funding Source Summary					
CVB Tourism Dev Fd		\$1,000,000			
Donation	\$150,000		\$250,000		
GCIF		\$70,000			
Non-Motor Grant	\$735,325				
Park Sales Tax	\$1,150,000	\$2,620,000	\$3,165,000	\$8,510,000	\$1,180,000
RSR			\$100,000		
New Funding	\$2,035,325	\$3,690,000	\$3,515,000	\$8,510,000	\$1,180,000
PYA Non-Motor Grant		\$662,700			
Prior Year Funding		\$662,700			\$0
Unfunded					\$5,514,500
Total Parks and Recreation	\$2,035,325	\$4,352,700	\$3,515,000	\$8,510,000	\$6,694,500

Public Safety Funding Source Summary					
Cap Imp S Tax - 2015 Ballot	\$969,000	\$1,850,000	\$8,721,000	\$3,400,000	\$2,150,000
Gen Fd/PI	\$125,000				
New Funding	\$1,094,000	\$1,850,000	\$8,721,000	\$3,400,000	\$2,150,000
Unfunded			\$3,300,000	\$1,500,000	\$5,000,000
Unfunded			\$3,300,000	\$1,500,000	\$5,000,000
Total Public Safety	\$1,094,000	\$1,850,000	\$12,021,000	\$4,900,000	\$7,150,000

Other General Government Funding Source Summary					
Cap Imp S Tax - 2015 Ballot		\$500,000		\$4,600,000	\$4,140,000
Contrib from Utilities	\$260,000	\$70,000			
CVB	\$50,000	\$30,000	\$20,000		
Gen Fd/PI	\$625,000	\$645,000	\$530,900	\$465,000	\$75,000
New Funding	\$935,000	\$1,245,000	\$550,900	\$5,065,000	\$4,215,000
Unfunded			\$662,000		
Unfunded			\$662,000		\$0
Total Other General Government	\$935,000	\$1,245,000	\$1,212,900	\$5,065,000	\$4,215,000

General Government

Capital Projects Summary

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost
Overall Funding Source Summary					
Cap Imp S Tax	\$50,000				
Cap Imp S Tax - 2015 Ballot	\$1,712,000	\$2,556,500	\$8,771,000	\$17,049,000	\$19,617,000
Co Rd Tax Reb	\$2,000,000	\$1,117,500	\$2,882,500	\$5,916,500	\$1,600,000
Contrib from Utilities	\$260,000	\$70,000			
CVB	\$50,000	\$30,000	\$20,000		
CVB Tourism Dev Fd		\$1,000,000			
Developer Contrib	\$2,750				
Development Fees	\$1,200,000	\$1,197,000		\$4,803,000	
Donation	\$150,000		\$250,000		
GCIF		\$70,000			
Gen Fd/PI	\$750,000	\$645,000	\$530,900	\$465,000	\$75,000
Miscellaneous Revenues		\$25,676			
Non-Motor Grant	\$735,325				
Park Sales Tax	\$1,150,000	\$2,620,000	\$3,165,000	\$8,510,000	\$1,180,000
RSR			\$100,000		
New Funding	\$8,060,075	\$9,331,676	\$15,719,400	\$36,743,500	\$22,472,000
PYA - various		\$531,306			
PYA Cap Imp S Tax	\$42,367	\$308,159			
PYA Non-Motor Grant		\$662,700			
Prior Year Funding	\$42,367	\$1,502,165			\$0
Unfunded			\$4,282,000	\$3,358,350	\$13,745,500
Unfunded			\$4,282,000	\$3,358,350	\$13,745,500
Total	\$8,102,442	\$10,833,841	\$20,001,400	\$40,101,850	\$36,217,500

**Revenues, Expenses, and Changes in Fund Balance
Capital Projects Fund**

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Sales Taxes				
Grant Revenues	\$4,232,289	\$4,462,367	\$4,462,367	\$1,117,500
Investment Revenue	\$1,178,920	\$852,940	\$760,868	\$760,868
Miscellaneous Revenue	\$342,426	\$0	\$0	\$25,676
Total Revenues	\$5,753,635	\$5,315,307	\$5,223,235	\$1,904,044
Expenditures:				
Personnel Services	\$310,488	\$0	\$0	\$0
Supplies & Materials	\$919,420	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$10,649,497	\$13,804,931	\$13,804,931	\$8,910,676
Interest	\$0	\$0	\$0	\$0
Capital	\$444,654	\$0	\$0	\$0
Total Expenditures	\$12,324,059	\$13,804,931	\$13,804,931	\$8,910,676
Excess (Deficiency) of Revenues Over Expenditures	(\$6,570,424)	(\$8,489,624)	(\$8,581,696)	(\$7,006,632)
Other Financing Sources (Uses):				
Lease/Bond Proceeds				
Operating Transfers From Other Fds.	\$7,446,728	\$9,992,494	\$9,992,494	\$8,118,500
Operating Transfers To Other Funds	(\$1,088,117)	\$0	\$0	(\$351,000)
Total Otr. Financing Sources/ (Uses)	\$6,358,611	\$9,992,494	\$9,992,494	\$7,767,500
Excess (Deficiency) of Revenues Over Expenditures	(\$211,813)	\$1,502,870	\$1,410,798	\$760,868
Fund Balance, Beg. of Year	\$39,307,829	\$39,096,016	\$39,096,016	\$40,506,814
Fund Balance End of Year	\$39,096,016	\$40,598,886	\$40,506,814	\$41,267,682

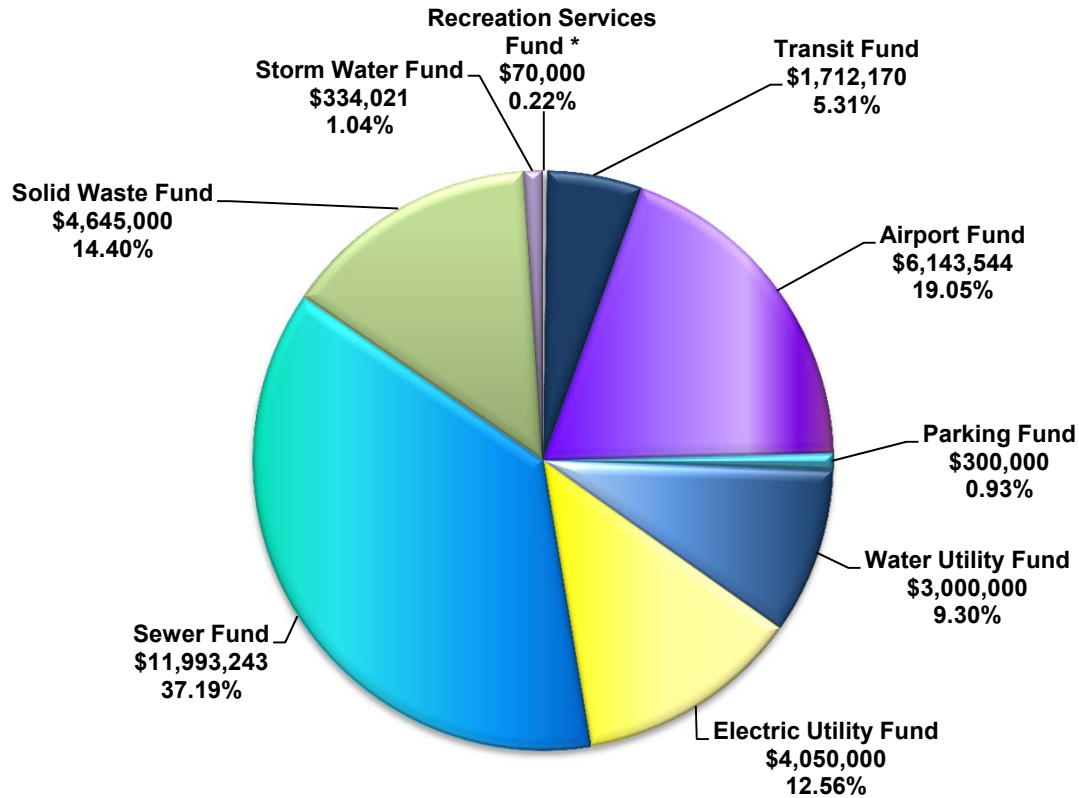
Summary of Funding Sources and Uses Capital Projects Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$0	\$0	\$0	\$0
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$4,232,289	\$4,462,367	\$4,462,367	\$1,117,500
Interest	\$1,178,920	\$852,940	\$760,868	\$760,868
Fees and Service Charges				
Other Local Revenues	\$342,426	\$0	\$0	\$25,676
	\$5,753,635	\$5,315,307	\$5,223,235	\$1,904,044
Other Funding Sources/Transfers	\$7,446,728	\$9,992,494	\$9,992,494	\$8,118,500
Appropriated Fund Balance	\$13,200,363	\$15,307,801	\$15,215,729	\$10,022,544
Financial Uses				
Operating Expenses	\$12,324,059	\$13,804,931	\$13,804,931	\$8,910,676
Operating Transfers to Other Funds	\$1,088,117	\$0	\$0	\$351,000
Interest Expense	\$0	\$0	\$0	\$0
Principal Payments				
Capital Additions				
Enterprise Revenues used for Capital Projects				
Total Expenditure Uses	\$13,412,176	\$13,804,931	\$13,804,931	\$9,261,676
Increase/(Decrease) to Cash		\$1,502,870	\$1,410,798	\$760,868
Beginning Cash and other Resources		\$39,774,168	\$39,774,168	\$41,184,966
Assets	\$41,797,241			
Less: Liabilities	\$2,023,073			
Projected Ending Cash and Other Resources	\$39,774,168 #	\$41,277,038	\$41,184,966	\$41,945,834

Ending Cash and Other Resources for FY 2015 is equal to assets less liabilities.

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Enterprise Fund Capital Projects



Enterprise Capital Project Expenditures

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Transportation:						
Railroad Fund	\$299,042	\$25,000	\$25,000	\$0	(100.0%)	(100.0%)
Transit Fund	\$1,016,247	\$2,414,434	\$2,414,434	\$1,712,170	(29.1%)	(29.1%)
Airport Fund	\$3,865,968	\$15,736,803	\$15,736,803	\$6,143,544	(61.0%)	(61.0%)
Parking Fund	\$3,341	\$80,000	\$80,000	\$300,000	275.0%	275.0%
	\$5,184,598	\$18,256,237	\$18,256,237	\$8,155,714	(55.3%)	(55.3%)
Utilities:						
Water Utility Fund	\$4,461,851	\$3,538,761	\$3,538,761	\$3,000,000	(15.2%)	(15.2%)
Electric Utility Fund	\$13,959,599	\$15,110,000	\$15,110,000	\$4,050,000	(73.2%)	(73.2%)
Sewer Fund	\$3,354,265	\$5,770,915	\$5,770,915	\$11,993,243	107.8%	107.8%
Solid Waste Fund	\$490,112	\$880,000	\$880,000	\$4,645,000	427.8%	427.8%
Storm Water Fund	\$110,729	\$503,321	\$503,321	\$334,021	(33.6%)	(33.6%)
	\$22,376,556	\$25,802,997	\$25,802,997	\$24,022,264	(6.9%)	(6.9%)
Subtotal	\$27,561,154	\$44,059,234	\$44,059,234	\$32,177,978	(27.0%)	(27.0%)
Fleet Operations Fund *	\$120,513	\$0	\$0	\$0		
Recreation Services Fund *	\$150,264	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Total Enterprise Fund Capital Projects	\$27,831,931	\$44,269,234	\$44,269,234	\$32,247,978	(27.2%)	(27.2%)

* Included on the General Government detail pages

ENTERPRISE FUNDS CIP FUNDING SOURCES

	Adopted FY 2017	Prior Year Appr	Total New Funding	2008 Ballot	2014 Ballot	2015 Electric Bond	Bonds Proceeds
Electric							
Annual Commercial Expansion - E0117 [ID: 556]	\$500,000		\$500,000				
Annual Fiber Optic Cable - E0082 [ID: 560]	\$100,000		\$100,000				
Annual New Electric Connections - E0053 [ID: 563]	\$900,000		\$900,000				
Annual Relocation of Distribution Lines - E0199 [ID: 1847]	\$200,000		\$200,000				
Annual Residential Expansion - E0116 [ID: 564]	\$200,000		\$200,000				
Annual Street Light Additions - E0052 [ID: 565]	\$50,000		\$50,000				
Downtown Streetlights - EL0180 [ID: 1597]	\$100,000		\$100,000				
More's Lake Restoration - E0204 [ID: 1982]	\$1,000,000		\$1,000,000				
Replace Landfill Gas Generator Engines - E0203 [ID: 1978]	\$1,000,000		\$1,000,000				
Total	\$4,050,000		\$4,050,000				
Water							
Annual Main Relctn for Streets & Highways - W0125 [ID: 589]	\$450,000		\$450,000				
Annual Meter Replacement Program - W0231 [ID: 1362]	\$1,000,000		\$1,000,000				
Annual New Srvc Connections:Install/Rpl W0128 [ID: 592]	\$500,000		\$500,000				
Well & Pump Station Control W0264 [ID: 1887]	\$100,000		\$100,000				
Well Field Valve Upgrades - W0274 [ID: 1983]	\$250,000		\$250,000				
WTP Reclaim Well Modifications - W0275 [ID: 1984]	\$200,000		\$200,000				
WTP Scada Upgrades - W0278 [ID: 1987]	\$500,000		\$500,000				
Total	\$3,000,000		\$3,000,000				
Railroad							
Annual Capital Maintenance - R0045 [ID: 626]	\$0						
Total	\$0						
Sewer							
Annual 100-Acre Point Trunks Revolving Fd - SW111 [ID: 749]	\$140,000		\$140,000		\$140,000		
Annual Inflow & Infiltration Program - SW251 [ID: 1718]	\$2,466,000		\$2,466,000		\$2,466,000		
Annual Private Common Collectors - SW112 [ID: 752]	\$276,300		\$276,300		\$276,300		
Annual Sewer Main and Manhole Rehab - SW100 [ID: 753]	\$700,000		\$700,000		\$700,000		
Annual Sewer System Improvements - SW183 [ID: 750]	\$1,000,000		\$1,000,000		\$500,000		
Henderson Brnch Sewer :Midway Sewer Ext -SW255 [ID: 1060]	\$3,700,000		\$3,700,000		\$2,300,000		
PCCE #16 - Bingham Rd & West Ridgeley Rd SW240 [ID: 1366]	\$804,943		\$804,943		\$133,900		
PCCE #20 - Ridgemont - SW248 [ID: 1369]	\$216,000		\$216,000		\$216,000		
PCCE #21 - Stanford - SW507 [ID: 1912]	\$15,000		\$15,000				
SD #172 Northland Drive - SW506 [ID: 1977]	\$225,000		\$225,000				
Upper Hinkson Creek Outfall Ext. SW213 [ID: 806]	\$2,000,000		\$2,000,000				
WWTP - Digester Complex Improvements - SW508 [ID: 1303]	\$450,000		\$450,000		\$450,000		
Total	\$11,993,243		\$11,993,243		\$7,182,200		
Storm Water							
Annual CAM Projects - SS114 [ID: 1611]	\$50,000		\$50,000				
Annual Mitigation Bank Program - SS133 [ID: 1866]	\$50,000		\$50,000				
Annual Projects - SS017 [ID: 839]	\$75,000		\$75,000				
CAM - Hubbart Flow & Sediment Study - SS128 [ID: 1871]	\$24,021		\$24,021				
Garth @ Oak Tower SS110 [ID: 819]	\$50,000		\$50,000				
Hickman & 6th & 7th - SS134 [ID: 1618]	\$35,000		\$35,000				
Mill Creek - 307 W Alhambra - SS136 [ID: 2008]	\$50,000		\$50,000				
Worley Street 1104 - SS137 [ID: 2010]	\$170,000		\$170,000				
Total	\$504,021		\$504,021				

ENTERPRISE FUNDS CIP FUNDING SOURCES

Cap Imp Sales Tax 2015 Ballot	CDBG	Ent Rev	2015 Ballot	FAA Grant	FTA Grant	Loan / Bond	Transp S Tax	User Agencies
		\$500,000						
		\$100,000						
		\$900,000						
		\$200,000						
		\$200,000						
		\$50,000						
		\$100,000						
		\$1,000,000						
		\$1,000,000						
		\$4,050,000						
		\$450,000						
		\$1,000,000						
		\$500,000						
		\$100,000						
		\$250,000						
		\$200,000						
		\$500,000						
		\$3,000,000						
		\$500,000						
		\$1,400,000						
		\$671,043						
		\$15,000						
		\$225,000						
		\$2,000,000						
		\$4,811,043						
			\$50,000					
			\$50,000					
			\$75,000					
			\$24,021					
			\$50,000					
			\$35,000					
		\$50,000						
		\$170,000						
		\$220,000	\$284,021					

ENTERPRISE FUNDS CIP FUNDING SOURCES

	Adopted FY 2017	Prior Year Appr	Total New Funding	2008 Ballot	2014 Ballot	2015 Electric Bond	Bonds Proceeds
Solid Waste							
Disposal Cell #6 - RF059 [ID: 1522]	\$4,000,000		\$4,000,000				
Landfill Expansion Permitting - RF061 [ID: 1585]	\$200,000		\$200,000				
Landfill Fuel Station Pump Addition - RF060 [ID: 1995]	\$70,000		\$70,000				
Landfill Wetlands - RF057 [ID: 1788]	\$275,000		\$275,000				
Methane Gas Extraction Wells - RF031 [ID: 883]	\$100,000		\$100,000				
Total	\$4,645,000		\$4,645,000				
Parking							
6th and Cherry Major Maintenance - PK057 [ID: 1785]	\$270,000		\$270,000				
Automated Payment for 6th & Cherry Garage - PK059 [ID: 1873]	\$20,000		\$20,000				
Automated Payment for Plaza Garage - PK060 [ID: 1784]	\$10,000		\$10,000				
Total	\$300,000		\$300,000				
Transit							
Annual Bus replacement - PT053 [ID: 1560]	\$1,177,736		\$1,177,736				
Annual Bus Shelters - PT058 [ID: 1965]	\$140,000		\$140,000				
Annual Transit Project - PT050 [ID: 1549]	\$294,434		\$294,434				
Bus Priority-Traffic Signal System PT046 [ID: 1354]	\$100,000		\$100,000				
Total	\$1,712,170		\$1,712,170				
Airport							
13-31 (5500x100) & TW B Turnarounds AP115 [ID: 1792]	\$5,616,670		\$5,616,670				
Annual General Improvements - AP008 [ID: 944]	\$50,000		\$50,000				
Route H AP090 [ID: 1923]	\$265,747		\$265,747				
T/W B (2750x100) West of T/W A - AP118 [ID: 1922]	\$238,044	\$26,917	\$211,127				
Total	\$6,170,461	\$26,917	\$6,143,544				
Total Enterprise Fund CIP	\$32,374,895	\$26,917	\$32,347,978	\$0	\$7,182,200	\$0	\$0

ENTERPRISE FUNDS CIP FUNDING SOURCES

Cap Imp Sales Tax 2015 Ballot	CDBG	Ent Rev	Ent Rev 2015 Ballot	FAA Grant	FTA Grant	Loan / Bond	Transp S Tax	User Agencies
						\$4,000,000		
		\$200,000						
		\$70,000						
		\$275,000						
		\$100,000						
		\$645,000						
		\$270,000						
		\$20,000						
		\$10,000						
		\$300,000						
						\$1,177,736		
\$140,000							\$294,434	
					\$80,000		\$20,000	
\$140,000					\$1,257,736	\$0		
				\$5,616,670			\$50,000	
				\$239,172			\$26,575	
				\$211,127				
				\$6,066,969		\$0		
\$140,000	\$0	\$13,026,043	\$284,021	\$6,066,969	\$1,257,736	\$4,000,000	\$391,009	\$0

Enterprise Funds

Capital Projects Summary

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost
Electric Funding Source Summary					
2015 Electric Bond	\$11,400,000		\$24,350,000	\$4,350,000	
Ent Rev	\$3,150,000	\$4,050,000	\$3,550,000	\$17,500,000	\$41,600,000
New Funding	\$14,550,000	\$4,050,000	\$27,900,000	\$21,850,000	\$41,600,000
PYA Ent Rev	\$300,000				
Prior Year Funding	\$300,000				\$0
Unfunded				\$26,600,000	
Unfunded				\$26,600,000	\$0
Total Electric	\$14,850,000	\$4,050,000	\$27,900,000	\$48,450,000	\$41,600,000
Water Funding Source Summary					
Ent Rev	\$1,000,000	\$3,000,000	\$3,620,000	\$6,865,000	\$11,850,000
New Funding	\$1,000,000	\$3,000,000	\$3,620,000	\$6,865,000	\$11,850,000
PYA - various	\$300,000			\$295,000	
PYA Ent Rev	\$712,000				
Prior Year Funding	\$1,012,000			\$295,000	\$0
Future Bond			\$407,000		
Future Funding			\$407,000		\$0
Future Ballot			\$11,746,100	\$71,152,200	\$3,436,000
Future Ballot			\$11,746,100	\$71,152,200	\$3,436,000
Total Water	\$2,012,000	\$3,000,000	\$15,773,100	\$78,312,200	\$15,286,000
Railroad Funding Source Summary					
Ent Rev	\$25,000				
New Funding	\$25,000				\$0
Total Railroad	\$25,000				\$0
Sewer Funding Source Summary					
2014 Ballot	\$2,930,000	\$7,182,200	\$7,832,300	\$5,549,500	
BCRSD			\$628,047		
Ent Rev	\$59,000	\$4,811,043	\$455,000	\$5,723,874	
New Funding	\$2,989,000	\$11,993,243	\$8,915,347	\$11,273,374	\$0
PYA - various	\$125,701				
PYA Ballot	\$25,000				
PYA Ent Rev	\$32,207				
Prior Year Funding	\$182,908				\$0
Future Ballot				\$10,077,194	\$22,686,407
Future Ballot				\$10,077,194	\$22,686,407
Total Sewer	\$3,171,908	\$11,993,243	\$8,915,347	\$21,350,568	\$22,686,407

Enterprise Funds

Capital Projects Summary

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost
Storm Water Funding Source Summary					
Ent Rev		\$220,000	\$175,000	\$200,000	\$175,000
Ent Rev - 2015 Ballot	\$98,321	\$284,021	\$1,074,940	\$3,050,740	\$390,000
New Funding	\$98,321	\$504,021	\$1,249,940	\$3,250,740	\$565,000
PYA Ent Rev	\$10,000				
Prior Year Funding	\$10,000				\$0
Future Ballot				\$345,000	\$1,625,000
Future Ballot				\$345,000	\$1,625,000
Total Storm Water	\$108,321	\$504,021	\$1,249,940	\$3,595,740	\$2,190,000

Solid Waste Funding Source Summary					
Ent Rev	\$400,000	\$645,000	\$1,600,000	\$1,500,000	\$200,000
Loan / Bond		\$4,000,000			
New Funding	\$400,000	\$4,645,000	\$1,600,000	\$1,500,000	\$200,000
Total Solid Waste	\$400,000	\$4,645,000	\$1,600,000	\$1,500,000	\$200,000

Parking Funding Source Summary					
Ent Rev	\$30,000	\$300,000	\$440,000	\$580,000	
New Funding	\$30,000	\$300,000	\$440,000	\$580,000	\$0
Total Parking	\$30,000	\$300,000	\$440,000	\$580,000	\$0

Transit Funding Source Summary					
Cap Imp S Tax - 2015 Ballot	\$140,000	\$140,000			
CDBG	\$100,000				
FTA Grant	\$1,880,000	\$1,257,736	\$1,177,736	\$3,533,208	\$5,888,680
Transp S Tax	\$294,434	\$314,434	\$294,434	\$883,302	\$1,472,170
New Funding	\$2,414,434	\$1,712,170	\$1,472,170	\$4,416,510	\$7,360,850
Total Transit	\$2,414,434	\$1,712,170	\$1,472,170	\$4,416,510	\$7,360,850

Airport Funding Source Summary					
Ent Rev	\$25,000				
FAA Grant	\$6,694,837	\$6,066,969	\$6,287,805	\$15,504,013	\$23,023,000
Transp S Tax	\$1,267,300	\$76,575	\$745,188	\$3,109,306	\$2,327,000
New Funding	\$7,987,137	\$6,143,544	\$7,032,993	\$18,613,319	\$25,350,000
PYA Transp S Tax		\$26,917			
Prior Year Funding		\$26,917			\$0
Total Airport	\$7,987,137	\$6,170,461	\$7,032,993	\$18,613,319	\$25,350,000

Overall Funding Source Summary					
2014 Ballot	\$2,930,000	\$7,182,200	\$7,832,300	\$5,549,500	
2015 Electric Bond	\$11,400,000		\$24,350,000	\$4,350,000	
BCRSD			\$628,047		
Cap Imp S Tax - 2015 Ballot	\$140,000	\$140,000			

Enterprise Funds

Capital Projects Summary

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost
Overall Funding Source Summary					
CDBG	\$100,000				
Ent Rev	\$4,689,000	\$13,026,043	\$9,840,000	\$32,368,874	\$53,825,000
Ent Rev - 2015 Ballot	\$98,321	\$284,021	\$1,074,940	\$3,050,740	\$390,000
FAA Grant	\$6,694,837	\$6,066,969	\$6,287,805	\$15,504,013	\$23,023,000
FTA Grant	\$1,880,000	\$1,257,736	\$1,177,736	\$3,533,208	\$5,888,680
Loan / Bond		\$4,000,000			
Transp S Tax	\$1,561,734	\$391,009	\$1,039,622	\$3,992,608	\$3,799,170
New Funding	\$29,493,892	\$32,347,978	\$52,230,450	\$68,348,943	\$86,925,850
PYA - various	\$425,701			\$295,000	
PYA Ballot	\$25,000				
PYA Ent Rev	\$1,054,207				
PYA Transp S Tax		\$26,917			
Prior Year Funding	\$1,504,908	\$26,917		\$295,000	\$0
Future Bond			\$407,000		
Future Funding			\$407,000		\$0
Future Ballot			\$11,746,100	\$81,574,394	\$27,747,407
Future Ballot			\$11,746,100	\$81,574,394	\$27,747,407
Unfunded				\$26,600,000	
Unfunded				\$26,600,000	\$0
Total	\$30,998,800	\$32,374,895	\$64,383,550	\$176,818,337	\$114,673,257

Capital Project Funding Sources FY 2017 Adopted Budget

Abbreviations	Funding Source Descriptions
Ballot - All Dates	<u>Ballot</u> - Funds authorized by public vote via a ballot issue.
Bond Forfeitures	<u>Bond Forfeitures</u> - Money forfeited by contractors who do not request an inspection of required work within a reasonable time period prior to issuance of occupancy permit
Bond Proceeds	<u>Bond Proceeds</u> - Bond proceeds for the acquisition/improvement/development of public infrastructure.
Capital Improvements Sales Tax	<u>Capital Improvements Sales Tax</u> - Funds generated from the 1/4 Cent Capital Improvement Sales tax issue voted on in 2015.
CAP-FB	<u>Capital Projects Fund Balance</u> - Monies made available through the closeout of old projects.
CDBG	<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.
CVB	<u>Convention & Visitors Bureau</u> - funding from Convention and Visitors Bureau for major maintenance projects at the Walton Building.
CVB Tourism Dev Fund	Convention & Visitors Bureau Tourism Development Fund - 1% lodging tax, passed in 1999, that is set aside to enhance and develop attractions.
Contrib. From Utilities	<u>Contributions from Utilities</u> - Funds transferred from City utility funds for projects from which they will benefit.
Co rd tax reb	<u>County Rebate Funds</u> - Funds received by Columbia from Boone County for maintenance/improvement to roads under City jurisdiction after annexations.
County Reimbursement	<u>County Reimbursement</u> - Reimbursement from the county for work performed by the city on joint projects.
Designated Loan Fund (DLF)	<u>Designated Loan Fund</u> - This fund was established to up front money designated for specific projects. Repayment sources and terms must be identified.
Development fee	<u>Development fee</u> - A fee assessed at the time a building permit is issued for new construction, at a rate of \$0.50 per square foot. Revenue gained from this is used for construction of collector and arterial streets.
Donations	<u>Donations</u> - Monies or gifts donated from non-governmental entities.
EU loans	<u>Electric Utility Loans</u> - Funds provided for a project from the electric utility.
Ent Rev	<u>Enterprise Revenue</u> - Actual income to one of the City's utilities, such as sanitary sewers, water, etc.
FAA Gr	<u>Federal Aviation Administration (U.S.) Grant</u> - Competitive federal grant funds for local matching funds.
FTA	<u>Federal Transit Administration Capital Grant</u> - Grant for transit related capital projects. 80% Federal; 20% Local funding.
Future Bonds Future Financing/Ballot	<u>Future Bonds/Ballot - for future funding</u> - Funds to be generated by bonds presented to the voters in the future or by other identified sources. (Future Bonds or Future Financing)
GCIF	<u>Golf Course Improvement Fund</u> - A \$1-per-round fee collected from golfers which is set aside for improvements at the City's golf courses.

Capital Project Funding Sources FY 2017 Adopted Budget

Abbreviations	Funding Source Descriptions
Gen Fd/PI	<u>General Fund/Public Improvement</u> - Local funds generated through the sales tax.
Grants	<u>Grants</u> - Monies received from local, state, county or federal entities.
Insurance Reimb	<u>Insurance Reimb</u> - Monies received from insurance due to damage to City assets.
Loan/Bond	<u>Loan/Bond</u> - short-term borrowing, either from a bank or bond
Miscellaneous Revenues	<u>Miscellaneous Revenues</u> - Monies received for a specific capital project that need to be appropriated before they can be spent.
MODOT	<u>Missouri Highway Transportation Department</u> - Monies the City receives from the Mo. Hwy. Trans. Dept. for transportation related projects.
Non - Motorized Grant	<u>Non-Motorized Grant</u> - Federal grant money to be used for non-motorized transportation projects (Sidewalks, trails, bicycle paths etc.).
Park Sales Tax	<u>Parks Sales Tax</u> - Funds generated from the 2015 Local Parks Tax issue for the amount of one-quarter for six years and one-eighth thereafter.
Prior Yr App (PYA)	<u>Prior Year Appropriation</u> - Funds approved in previous years.
RSR Fd	<u>Recreation Services Fund</u> - Funds generated from user fees paid by participants in programs involving capital facilities. User fee structure established by citizen election.
STP	<u>Federal Highway Administration Surface Transportation Program</u> - Replaces the old Federal Aid Urban Program- 20% local match.
Tax Bill	<u>Tax Bills</u> - Charges, on a per lineal foot basis, assessed to property owners abutting new roads, or roads undergoing major improvements, for the improvements to their property. Charges based on benefit to property as determined by City Council.
TDD Transportation Development District	<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.
Transp S Tax	<u>Transportation Sales Tax</u> - 1/2 cent sales tax authorized by the voters for transportation purposes.
Unfunded	<u>Unfunded</u> - Projects beyond current FY which have no definite funding commitment.
User Agencies	<u>User Agencies</u> - Funds received from agencies whom the City provides a service to based on number of calls received or time spent. (ex. Boone County Sheriff and Boone County Fire Protection for 911 service)



Debt Service Summary Section



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.

Debt Requirement Schedules

This section provides a summary of the debt outstanding. The City's debt can be divided between Enterprise Fund debt and General Government debt. Payments for Enterprise Fund debt are budgeted in the fund associated with the debt while General Government Debt is budgeted in separate Debt Service Funds. For information on the debt service requirements of each issue outstanding, please refer to the

Enterprise Fund Debt:

- Water and Electric - page 558
- Sewer - page 624
- Parking - page 527
- Solid Waste - page 643

General Government Debt:

- Robert M. Lemone Trust - page 222
- MO Transportation Finance Corp. Loan - page 222
- 2016 Govt Center Refunding Bonds 2008B - page 223

All Funds - Debt Service Summary

Computation of Legal Debt Margin

Assessed Value 2015 - Preliminary*

\$1,866,291,133

Constitutional Debt Limit**

(20% Assessed Value)

\$373,258,227

Total Bonded Debt

\$363,949,233

Less:

Revenue Bonds

\$247,344,300

Special Obligation Bonds

\$105,975,000

Special Obligation Notes

\$10,629,933

\$363,949,233

Total Amount of General Obligation Debt Applicable to Debt Limit

\$0

(City currently has no general obligation debt)

Legal Debt Margin

\$373,258,227

* All tangible property

** Section 95.115 of the 1978 Missouri Revised Statutes

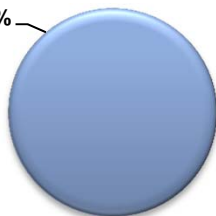
Summary of Outstanding Debt

As of 09/30/2016

	Original Issue	Interest Rate	Maturity Date	Amount Outstanding
General Obligation Bonds: Paid off in FY 2003				
REVENUE BONDS:				
09 Water & Elec Improvement Bond (09/29/09)	\$16,725,000	3.00% - 4.125%	10/01/34	\$16,540,000
11 Water & Elec Ref. & Improvement Bond (5/17/11)	\$84,180,000	3.00% - 5.00%	10/01/41	\$75,375,000
14 Water & Elec Refunding Bond (07/07/14)	\$14,180,000	2.00%-3.00%	10/01/28	\$11,550,000
15 Water & Elec Ref. & Improvement Bond (8/5/15)	\$51,280,000	3.125% - 5.00%	10/01/45	\$49,455,000
'99 San. Sewer Bonds Series A (6/1/99)	\$3,730,000	3.625% - 5.25%	01/01/20	\$870,000
'99 San. Sewer Bonds Series B (12/1/99)	\$1,420,000	4.125%-6.00%	07/01/20	\$330,000
'00 San. Sewer Bonds Series B (11/11/00)	\$2,445,000	4.35% - 5.625%	07/01/21	\$710,000
'02 San. Sewer Bonds Series A (05/01/02)	\$2,230,000	3.00% - 5.375%	01/01/23	\$880,000
'03 San. Sewer Bonds Series B (04/01/03)	\$3,620,000	2.00% - 5.25%	01/01/24	\$1,625,000
'04 San. Sewer Bonds Series B (05/28/04)	\$650,000	2.00% - 5.25%	01/01/25	\$335,000
'06 San. Sewer Bonds Series B (11/01/06)	\$915,000	4.00% - 5.00%	07/01/26	\$505,000
'07 San. Sewer Bonds Series B (11/01/07)	\$1,800,000	4.00% - 5.00%	01/01/28	\$1,160,000
'09 San. Sewer Taxable Bonds (09/29/09)	\$10,405,000	5.44% - 6.02%	10/01/34	\$10,405,000
'10 San. Sewer Revenue Bonds (01/14/10)	\$59,335,000	1.49%	07/01/32	\$50,394,300
'12 San. Sewer Revenue Bonds (03/29/12)	\$9,365,000	.35%-3.75%	10/01/36	\$8,220,000
13 San. Sewer Refunding (7/2/13)	\$3,325,000	.38-1.10%	10/01/17	\$1,325,000
15 San. Sewer Revenue Bonds (3/31/15)	\$18,200,000	3.00%-5.00%	10/01/35	\$17,665,000
Total Revenue Bonds				\$247,344,300
SPECIAL OBLIGATION BONDS:				
09 Parking Taxable Spec. Obligation. Impr (09/01/09)	\$13,030,000	4.30% - 6.20%	03/01/34	\$13,030,000
12 Parking Spec. Obligation. Impr (03/08/12), Series A,B	\$8,925,000	.55%-4.00%	03/01/31	\$7,335,000
12 Sewer S.O. Refunding Bonds, Series B (05/21/12)	\$1,465,000	2.00%	10/01/20	\$840,000
'12 Solid Waste S.O. Refunding Bonds, Series C (05/21/12)	\$2,650,000	2.00%	02/01/21	\$1,540,000
'12 Electric S.O. Refunding Bonds, Series D (05/21/12)	\$25,400,000	2.00%-5.00%	10/01/33	\$22,050,000
12 Electric S.O. Refunding Bonds, Series E (12/13/12)	\$39,955,000	2.00%-4.00%	09/01/32	\$37,955,000
15 Parking S.O. Refunding Bonds 2006 (1/31/16)	\$1,135,000	5.00%	02/01/21	\$525,000
15 Solid Waste S.O. Refunding Bonds 2006 (1/31/16)	\$1,235,000	2.00%-5.00%	02/01/26	\$805,000
15 Sewer S.O. Refunding Bonds 2006 (1/31/16)	\$4,710,000	2.00%-5.00%	02/01/26	\$4,315,000
16 Govt Center Refunding Bonds 2008B (7/14/16)	\$17,580,000	3.50%-5.00%	09/30/28	\$17,580,000
Total Special Obligation Bonds				\$105,975,000
SPECIAL OBLIGATION NOTES:				
11 Robert M. Lemone Trust	\$2,550,000	5.250%	11/01/21	\$1,269,990
'11 IBM Loan	\$9,229,723	6.000%	10/01/20	\$4,536,212
'12 MTFC Loan	\$8,200,000	3.920%	03/01/22	\$4,823,731
Total Special Obligation Notes				\$10,629,933
TOTAL:				\$363,949,233

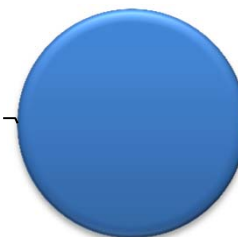
FY 2017 Total Expenditures By Category

Other
100.00%

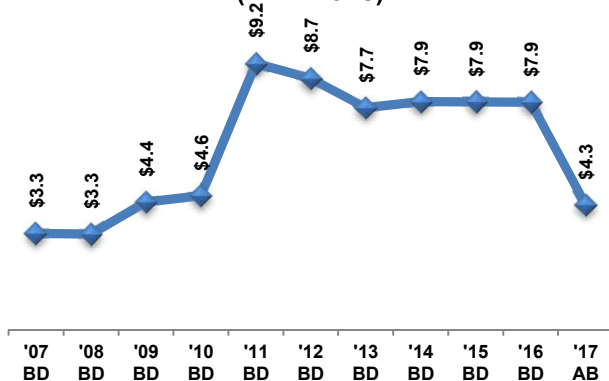


FY 2017 Totals By Funding Source

Dedicated
Sources
100.00%



General funding can be reallocated from one department to another.
Dedicated funding is specifically allocated to this department.

Total Budgeted Expenditures
(In Millions)

Total Employees Per Capita

There are no personnel assigned to this department

Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$1,449,838	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$7,898,664	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Total	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)

Revenues (Where the Money Comes From)

Property Taxes	\$0	\$0	\$0	\$0		
Investment Revenue	\$207,051	\$132,606	\$122,456	\$122,456	0.0%	(7.7%)
Other Local Revenue	\$1,893,255	\$1,257,494	\$1,257,494	\$1,257,494	0.0%	0.0%
Lease/Bond Proceeds	\$0	\$0	\$0	\$0		
Operating Transfers	\$6,399,804	\$6,368,410	\$6,368,410	\$2,817,713	(55.8%)	(55.8%)
Use of Prior Year Sources	\$848,392	\$121,741	\$131,891	\$145,569	10.4%	19.6%
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
General Sources	\$0	\$0	\$0	\$0		
Total Sources	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)

**Revenues, Expenses, and Changes in Fund Balance
General Government Debt Service Funds Combined**

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Property Taxes				
Investment Revenue	\$207,051	\$132,606	\$122,456	\$122,456
Miscellaneous Revenue	\$1,893,255	\$1,257,494	\$1,257,494	\$1,257,494
Total Revenues	\$2,100,306	\$1,390,100	\$1,379,950	\$1,379,950
 Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$1,449,838	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0
Other	\$7,898,664	\$7,880,251	\$7,880,251	\$4,343,232
Total Expenditures	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232
 Excess (Deficiency) of Revenues Over Expenditures	(\$7,248,196)	(\$6,490,151)	(\$6,500,301)	(\$2,963,282)
 Other Financing Sources (Uses):				
Lease/Bond Proceeds	\$0	\$0	\$0	\$0
Payment to Refunded Bond Escrow Agent	\$0	\$0	\$0	\$0
Operating Transfer From Other Funds	\$6,399,804	\$6,368,410	\$6,368,410	\$2,817,713
Operating Transfer To Other Funds	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses):	\$6,399,804	\$6,368,410	\$6,368,410	\$2,817,713
 Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	(\$848,392)	(\$121,741)	(\$131,891)	(\$145,569) ^
 Fund Balance	\$9,528,532	\$8,680,140	\$8,680,140	\$8,548,249
Fund Balance End of Period	<u>\$8,680,140</u>	<u>\$8,558,399</u>	<u>\$8,548,249</u>	<u>\$8,402,680</u>

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

Funding Sources and Uses
Debt Service Funds Combined

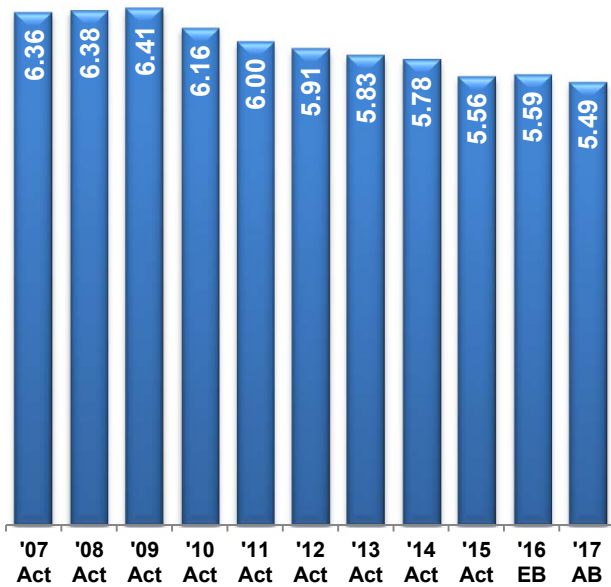
	<u>Actual FY 2015</u>	<u>Adj. Budget FY 2016</u>	<u>Estimated FY 2016</u>	<u>Adopted FY 2017</u>
Financial Sources				
Sales Taxes	\$0	\$0	\$0	\$0
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest	\$207,051	\$132,606	\$122,456	\$122,456
Fees and Service Charges				
Other Local Revenues	<u>\$1,893,255</u>	<u>\$1,257,494</u>	<u>\$1,257,494</u>	<u>\$1,257,494</u>
	<u>\$2,100,306</u>	<u>\$1,390,100</u>	<u>\$1,379,950</u>	<u>\$1,379,950</u>
Other Funding Sources/Transfers	\$6,399,804	\$6,368,410	\$6,368,410	\$2,817,713
Total Financial Sources: Less				
Appropriated Fund Balance	<u>\$8,500,110</u>	<u>\$7,758,510</u>	<u>\$7,748,360</u>	<u>\$4,197,663</u>
Financial Uses				
Operating Expenses	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest Expense				
Principal Payments				
Capital Additions				
Enterprise Revenues used for Capital Projects				
Total Expenditure Uses	<u>\$9,348,502</u>	<u>\$7,880,251</u>	<u>\$7,880,251</u>	<u>\$4,343,232</u>
Increase/(Decrease) to Cash		(\$121,741)	(\$131,891)	(\$145,569)
Beginning Cash and Other Resources		\$2,196,867	\$2,196,867	\$2,064,976
Cash and Cash Equivalents	<u>\$2,196,867</u>			
Projected Ending Cash and Other Resources	<u>\$2,196,867</u> #	<u>\$2,075,126</u>	<u>\$2,064,976</u>	<u>\$1,919,407</u>

Ending Cash and Other Resources for FY 2015 is equal to cash and cash equivalents.

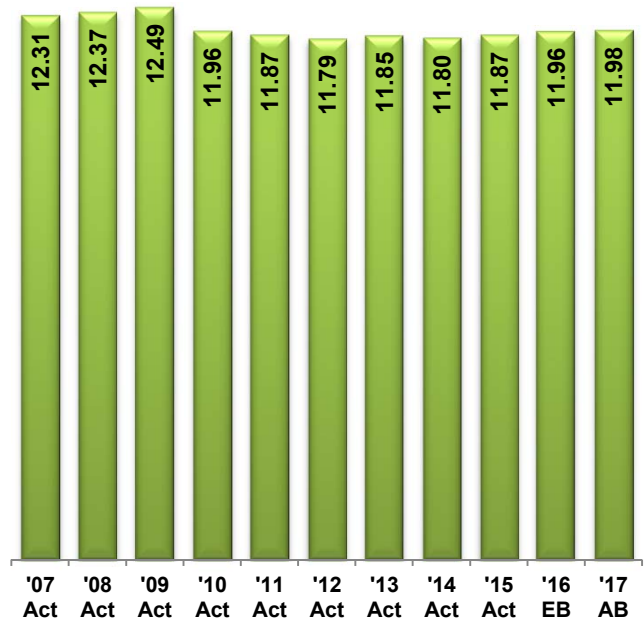
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PERSONNEL SUMMARY INFORMATION

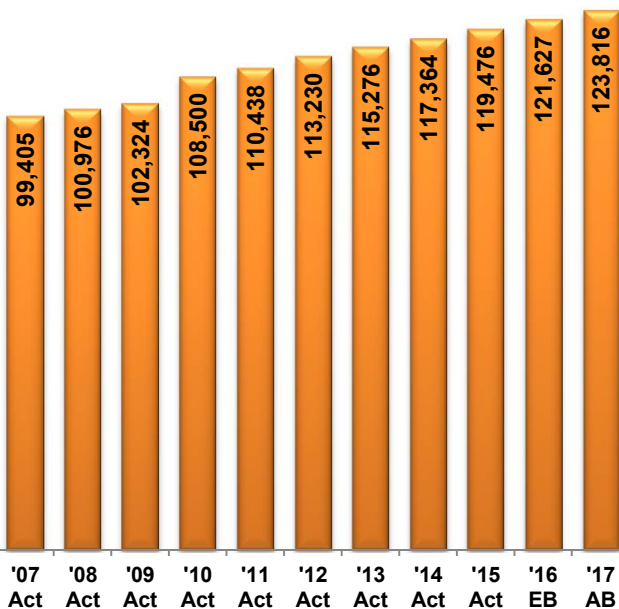
**General Fund
Employees Per 1,000 Population**



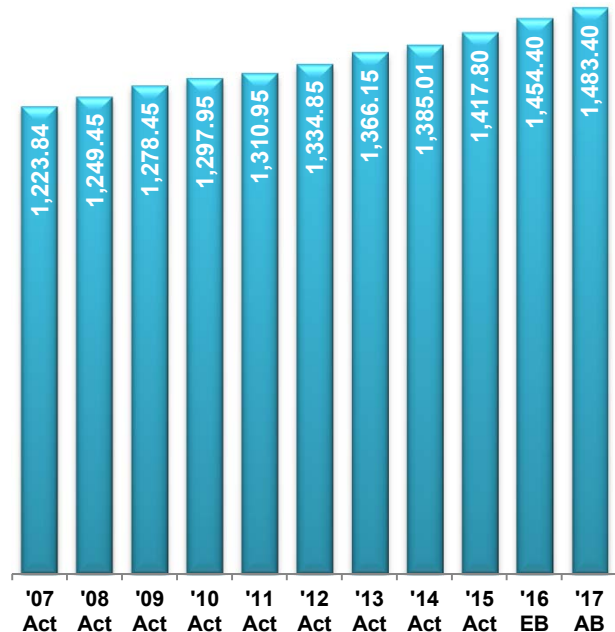
**Total Employees
Per 1,000 Population**



**City of Columbia
Population***



**Total Authorized
Positions**



Position Changes FY 2017 Proposed Budget

	Positions Added	Positions Deleted	Positions Re- allocated	Net Changes	Position Added
Administrative					
Finance (GF)		(1.00)		(1.00)	(1) 1.00 FTE Financial Project Manager (Position eliminated)
Law (GF)		(1.00)		(1.00)	(1) 1.00 FTE Asst. City Counselor (Position eliminated)
Administrative Dept (GF)			(2.25)	(2.25)	Reallocation of Sustainability to Health and Environment
	0.00	(2.00)	(2.25)	(4.25)	
Health and Environment					
Economic Development (GF)	1.00			1.00	(1) 1.00 FTE Ent. Program Coordinator (New position)
Sustainability (GF)	1.00			1.00	(1) 1.00 FTE Community Conservationist (New position)
Conv. & Visitors Bureau (SRF)	1.00			1.00	(1) Industry Relations Specialist (New position)
Health & Environment Depts (SRF)			(0.60)	(0.60)	CVB reallocations
Health & Environment Depts (GF)			3.25	3.25	Econ Dev/Sustainability/Cult Affairs/Comm Dev reallocations
	3.00	0.00	2.65	5.65	
Parks and Recreation					
Parks and Recreation (GF)			(0.35)	(0.35)	P&R reallocation
	0.00	0.00	(0.35)	(0.35)	
Public Safety					
Municipal Court (GF)		(1.00)		(1.00)	(1) 1.00 FTE Admin Support Asst (Position eliminated)
Police (GF)	4.00			4.00	(4) 1.00 FTE Police Officers
Public Safety Depts (GF)			(0.60)	(0.60)	Police reallocation
	4.00	(1.00)	(0.60)	2.40	
Supporting Activities					
Public Works-Fleet (ISF)	2.00			2.00	(2) 1.00 FTE Vehicle Mechanic (New position)
Public Works-Fleet (ISF)	1.00			1.00	(1) 1.00 FTE Stores Clerk (New position)
Information Technology	1.00			1.00	(1) 1.00 FTE PMO Manager (New position)
Information Technology	1.00			1.00	(1) 1.00 FTE Project Leader (New position)
Community Relations (ISF)	7.00			7.00	(7) 1.00 FTE Customer Service Rep II's (New position)
Community Relations (ISF)	1.00			1.00	(1) 1.00 FTE Community Relations Specialist (New position)
Employee Benefit Fund (ISF)	1.00			1.00	(1) 1.00 FTE Sr Admin Supp. Asst (New position - 9 months)
Self Insurance (ISF)		(1.00)		(1.00)	(1) 1.00 FTE Risk Management Specialist (Position eliminated)
Supporting Activity Depts (ISF)			9.74	9.74	Information Technology, GIS, Comm. Relations reallocations
	14.00	(1.00)	9.74	22.74	

**Position Changes
FY 2017 Proposed Budget**

Departments	Positions Added	Positions Deleted	Positions Re- allocated	Net Changes	Position Added
Transportation					
PW-Transit (EF)	5.00			5.00	(5) 1.00 FTE Bus Drivers (New position)
Non-Motorized (SRF)		(1.00)		(1.00)	(1) 1.00 FTE Engineering Specialist (Position eliminated)
Transportation (SRF)			(0.60)	(0.60)	Non-Motorized reallocation
Transportation (EF)			(3.05)	(3.05)	Transload, Parking, Airport, Transit reallocations
Transportation (GF)			3.65	3.65	Streets and Parking Enforcement reallocations
	5.00	(1.00)	0.00	4.00	
Utilities					
Water - (EF)		(0.20)		(0.20)	(1) 0.20 FTE Energy Services Supt (Position eliminated)
Water - (EF)	1.00			1.00	(1) 1.00 FTE Water Distribution Operator (New position)
Water - (EF)	1.00			1.00	(1) 1.00 FTE Water Distribution Foreman (New position)
Electric - (EF)		(0.80)		(0.80)	(1) 0.80 FTE Energy Services Supt (Position eliminated)
Electric - (EF)	1.00			1.00	(1) 1.00 FTE Utility Locator Supervisor (New position)
PW-Solid Waste (EF)	2.00			2.00	(2) 1.00 FTE Sr Refuse Collector 773 (New positions)
PW-Solid Waste (EF)	1.00			1.00	(1) 1.00 FTE Sr Admin Support Asst (New position)
PW-Solid Waste (EF)	2.00			2.00	(2) 1.00 FTE Material Handlers (New position)
PW-Storm Water (EF)	0.10			0.10	(1) 0.10 FTE Sr Admin Support Asst (New position)
PW-Sewer (EF)	0.90			0.90	(1) 0.90 FTE Sr Admin Support Asst (New position)
Utility Depts (EF)			(9.19)	(9.19)	Water, Electric, Sewer, St. Water & Solid Waste reallocations
	9.00	(1.00)	(9.19)	(1.19)	
General Fund (GF)	6.00	(3.00)	3.70	6.70	
Special Revenue Funds (SRF)	1.00	(1.00)	(1.20)	(1.20)	
Enterprise Funds (EF)	14.00	(1.00)	(12.24)	0.76	
Internal Services Funds (ISF)	14.00	(1.00)	9.74	22.74	
Total Personnel Changes	35.00	(6.00)	0.00	29.00	

**Personnel Position Summary
FY 2017 Proposed Budget**

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administrative:					
City Council (GF)	0.00	0.00	0.00	0.00	0.00
City Clerk (GF)	3.00	3.00	3.00	3.00	0.00
City Manager (GF)	11.30	11.50	11.50	8.60	(2.90)
Finance Department (GF)	48.15	50.35	51.10	51.10	0.00
Human Resources (GF)	8.95	9.16	9.16	9.16	0.00
Law Department (GF)	15.50	16.75	16.75	15.75	(1.00)
City General (GF)	0.00	0.00	0.00	0.00	0.00
Public Works Administration (GF)	2.10	1.30	1.30	0.95	(0.35)
Other Gen. Govt. Capital Projects (CIP)	0.00	0.00	0.00	0.00	0.00
Debt Service Funds (DSF)	0.00	0.00	0.00	0.00	0.00
Total Administrative	89.00	92.06	92.81	88.56	(4.25)
Health and Environment:					
Public Health & Human Services (GF)	66.15	67.00	69.00	69.00	0.00
Community Development (GF)	42.00	42.25	42.25	41.25	(1.00)
Economic Development (GF)	3.00	3.00	3.00	3.50	0.50
Cultural Affairs (GF)	3.00	3.00	3.00	2.75	(0.25)
Convention & Tourism Fund (SRF)	8.25	9.25	9.25	9.65	0.40
Office of Sustainability (GF)	0.00	0.00	0.00	6.00	6.00
CDBG Fund (SRF)	4.00	4.00	4.00	4.00	0.00
Contributions Fund (SRF)	0.00	0.00	0.00	0.00	0.00
Total Health and Environment	126.40	128.50	130.50	136.15	5.65
Parks and Recreation:					
General Fund Operations (GF)	48.16	47.41	47.41	47.06	(0.35)
Recreation Services Fund (EF)	34.59	33.34	33.34	33.34	0.00
Parks Capital Projects (CIP)	0.00	0.00	0.00	0.00	0.00
Parks Sales Tax Fund (SRF)	0.00	0.00	0.00	0.00	0.00
Debt Service Fund (DSF)	0.00	0.00	0.00	0.00	0.00
Total Parks and Recreation	82.75	80.75	80.75	80.40	(0.35)
Public Safety:					
Police Department (GF)	197.00	200.00	200.00	203.40	3.40
Fire Department (GF)	141.00	145.00	145.00	145.00	0.00
Public Safety Capital Projects (CIP)	0.00	0.00	0.00	0.00	0.00
Municipal Court (GF)	12.00	12.00	12.00	11.00	(1.00)
Total Before PSJC and EM	350.00	357.00	357.00	359.40	2.40
Public Safety Joint Comm. (GF)	0.00	0.00	0.00	0.00	0.00
Total Public Safety	350.00	357.00	357.00	359.40	2.40
Supporting Activities:					
Employee Benefit Fund (ISF)	7.05	6.84	6.84	7.84	1.00
Self Insurance Reserve Fund (ISF)	3.20	4.30	4.30	3.30	(1.00)
Custodial & Building Maint. Fund (ISF)	16.56	17.57	17.57	17.57	0.00
Fleet Operations Fund (ISF)	38.43	38.23	38.23	41.23	3.00
GIS Fund (ISF)	5.31	6.26	6.26	12.25	5.99
Information Technologies Fund (ISF)	34.20	35.20	35.20	37.10	1.90
Public Communications Fund (ISF)	14.40	17.50	18.50	30.35	11.85
Utility Customer Services Fund (ISF)	15.40	18.20	18.20	18.20	0.00
Total Supporting Activities	134.55	144.10	145.10	167.84	22.74

**Personnel Position Summary
FY 2017 Proposed Budget**

	<u>Actual FY 2015</u>	<u>Adj. Budget FY 2016</u>	<u>Estimated FY 2016</u>	<u>Adopted FY 2017</u>	<u>Position Changes</u>
Transportation:					
Non-Motorized Grant (SRF)	5.10	4.80	4.80	3.20	(1.60)
Streets and Engineering (GF)	51.46	51.90	51.90	55.60	3.70
Streets & Sidewalks Cap Proj (CIP)	0.00	0.00	0.00	0.00	0.00
Parking Enforcement and Traffic (GF)	12.01	13.10	13.10	13.05	(0.05)
Transit Fund (EF)	52.36	51.95	51.95	56.55	4.60
Regional Airport Fund (EF)	18.15	18.65	18.65	18.40	(0.25)
Parking Facilities Fund (EF)	9.57	9.45	9.45	10.05	0.60
Railroad Utility Fund (EF)	3.00	3.00	3.00	3.00	0.00
Transload Facility (SRF)	3.00	3.00	3.00	0.00	(3.00)
Capital Improvement Sales Tax Fd (SRF)	0.00	0.00	0.00	0.00	0.00
Transportation Sales Tax Fd (SRF)	0.00	0.00	0.00	0.00	0.00
Public Improvement Fund (SRF)	0.00	0.00	0.00	0.00	0.00
Total Transportation	154.65	155.85	155.85	159.85	4.00
Utilities:					
Water Utility Fund (EF)	94.80	97.62	97.62	100.75	3.13
Electric Utility Fund (EF)	187.95	188.67	188.67	183.35	(5.32)
Sanitary Sewer Utility Fund (EF)	83.02	86.42	86.42	84.02	(2.40)
Solid Waste Utility Fund (EF)	106.21	108.27	109.27	113.27	4.00
Mid MO Solid Waste Mgt Dist (SRF)	0.00	2.00	2.00	2.00	0.00
Storm Water Utility Fund (EF)	8.47	8.41	8.41	7.81	(0.60)
Total Utilities	480.45	491.39	492.39	491.20	(1.19)
Total Authorized Number of Positions	1,417.80	1,449.65	1,454.40	1,483.40	29.00
Total By Fund Type:					
General Fund (GF)	664.78	676.72	679.47	686.17	6.70
Special Revenue Funds (SRF)	20.35	23.05	23.05	18.85	(4.20)
Debt Service Fund (DSF)	0.00	0.00	0.00	0.00	0.00
Trust Funds (TF)	0.00	0.00	0.00	0.00	0.00
Capital Projects Fund (CIP)	0.00	0.00	0.00	0.00	0.00
Total Governmental Funds	685.13	699.77	702.52	705.02	2.50
Total Enterprise Funds (EF)	598.12	605.78	606.78	610.54	3.76
Total Internal Services Funds (ISF)	134.55	144.10	145.10	167.84	22.74
Total All Funds	1,417.80	1,449.65	1,454.40	1,483.40	29.00

(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

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General Fund Summary



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, Health, 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. These operations can be broken down into five separate functional areas: Administrative, Health and Environment, Parks and Recreation, Public Safety, and Transportation. These departments are primarily funded with general sources. The major revenue sources include Sales Taxes, Gross Receipts Taxes, Payment-in-Lieu-of-Taxes (PILOT), Transfers, and Property Taxes. Of the total funding available, 28% comes from dedicated sources that must be used to offset the cost of the specific operation. The remaining 72% comes from general sources which can be moved from one department to another department. The capital projects associated with these General Fund departments are accounted for in a separate fund called the Capital Projects Fund and are thus not included in the General Fund Summary totals.

Administrative

Eight General Fund departments are included in the Administrative section. These include: City Council, City Manager, City Clerk, Finance, Human Resources, Law, City General, and Public Works Administration. Of the total funding, 37% comes from dedicated sources and 63% is from general sources.

Health and Environment

Five General Fund departments are included in the Health and Environment section. These include: Health and Human Services, Community Development, Economic Development, Office of Sustainability and Cultural Affairs. Of the total funding, 49% is dedicated sources and 51% is from general sources.

Parks and Recreation

The General Fund portion of Parks and Recreation includes those areas that do not have revenue producing capabilities. This includes Administration, a portion of Park Planning and Development, a portion of Parks Management and Operations, and the C.A.R.E. program. Of the total funding, 31% comes from dedicated sources and 69% is general sources.

Public Safety

Four General Fund departments are included in the Public Safety section. These include: Police, Fire, Public Safety Joint Communications, and Municipal Court. Of the total funding, 2% is from dedicated sources and 98% is from general sources.

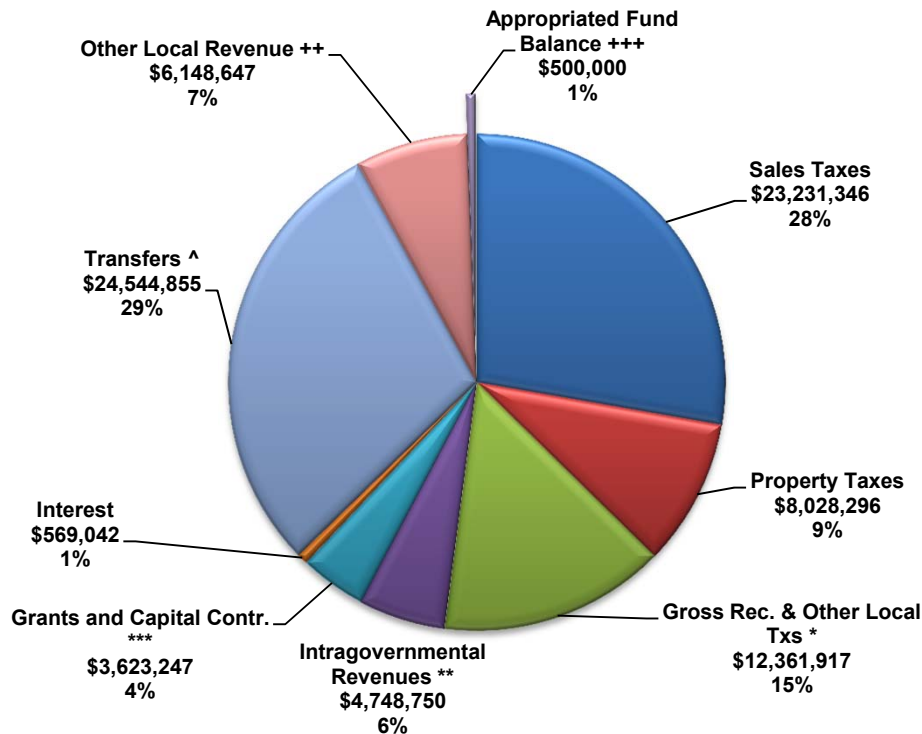
Transportation

Two General Fund departments are included in the Transportation Section. These include: Streets and Engineering, and Parking Enforcement and Traffic. Of the total funding, 91% is from dedicated sources and 9% is from general sources.

General Fund Revenue Summary (Where the Money Comes From)

General Fund Revenues

FY 2017



Revenues By Category (Where the Money Comes From)

	Actual FY 2015	Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Sales Taxes	\$22,832,373	\$23,781,641	\$23,001,333	\$23,231,346	1.0%	(2.3%)
Property Taxes	\$7,572,050	\$7,701,927	\$7,796,723	\$8,028,296	3.0%	4.2%
Gross Rec. & Other Local Txs *	\$12,364,653	\$12,692,713	\$12,360,917	\$12,361,917	0.0%	(2.6%)
Intragovernmental Revenues **	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750	7.7%	7.7%
Grants and Capital Contr. ***	\$5,550,225	\$4,768,489	\$4,447,482	\$3,623,247	(18.5%)	(24.0%)
Interest	\$954,208	\$661,584	\$569,042	\$569,042	0.0%	(14.0%)
Transfers ^	\$23,531,305	\$24,427,129	\$23,972,054	\$24,544,855	2.4%	0.5%
Other Local Revenue ++	\$6,849,789	\$6,405,837	\$6,895,505	\$6,148,647	(10.8%)	(4.0%)
Lease/Bond Proceeds	\$0	\$0	\$0	\$0		
Appropriated Fund Balance +++	\$914,663	\$649,249	\$649,249	\$500,000	(23.0%)	(23.0%)
	\$84,816,620	\$85,496,266	\$84,100,002	\$83,756,100	(0.4%)	(2.0%)

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fee. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax

** Intragovernmental Charges are General and Administrative Charges which is a fee that is charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

*** Capital Contributions are government grants and other aid used to fund capital projects.

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City.

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues.

+++ Appropriated Fund Balance For:

Pension Plan Change	\$914,663	\$649,249	\$649,249	\$0
Prior Year Savings Allocated	\$0	\$0	\$0	\$0
Council Alloc. Of Excess Fund Bal	\$0	\$0	\$0	\$500,000
Operations	\$0	\$0	\$0	\$0
	\$914,663	\$649,249	\$649,249	\$500,000

General Fund Revenue By Category (Where the Money Comes From)

Revenue Category Highlights / Significant Changes

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 Actual 2015, Estimated 2016 and Proposed 2017.

Property Taxes: The growth in Property Taxes is projected to increase 3.0% from Estimated FY 2016. The growth of assessed valuation of real property for new construction is projected to be 3% while no change is projected for personal property, penalties, and other property taxes. The General Fund rate will remain at \$0.41 per \$100 assessed value as it has since 2002. There is no G.O. Bond levy.

Sales Taxes: The growth in Sales Taxes is projected to increase 1.0% from Estimated FY 2016. Estimated growth for FY 2016 reflects a .74% increase over Actual FY 2015 and the City had budgeted for 3% growth. Staff continues to closely monitor sales tax receipts to determine if further adjustments will be necessary. The City closely monitors this major revenue source on a monthly basis and adjusts spending if the revenues are not meeting budget. In FY 2016, a 45 day hiring delay was put into place and fleet replacements were delayed in order to deal with low revenues.

Gross Receipt/Other Local Taxes: Based on FY 2016 estimates no growth is anticipated for FY 2017.

Intragovernmental Revenues - General and Administrative Fees (G&A): The City charges proportionately for all services performed by General Fund departments for enterprise and other City funds (i.e., bids, purchase orders issued, investments, payroll functions, budget etc.). The fee includes 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 7.7% increase from Estimated FY 2016.

Grants: There is a decrease of \$0.8 million or 18.5% from Estimated FY 2016 in Grants. There is a decrease in county revenue of \$405,086 for reimbursements related to PSJC expenditures as more expenses are being transitioned over to be paid by the County directly. In Health, there was a decrease of \$269,617 due to the ending of funding from the Boone County Community Health Fund and a state grant for Healthy Eating and Active Living. Related expenses have also been reduced. In Fire, there is a reduction of federal grant funding of \$101,685 due to the expiration of a grant that paid for three firefighters. The City will now fund the full cost of these firefighters from its general sources. In Police, there is a decrease of \$91,611 due to the expiration of a number of one year grants. Each year the department applies for grants and the budget is adjusted if the grants are awarded.

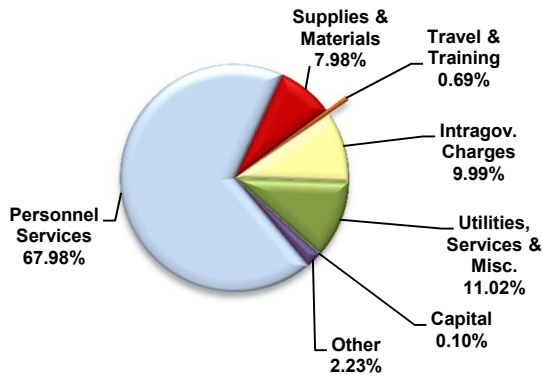
Transfers: The growth in Transfers is projected to be \$572,801 or 2.4% over Estimated FY 2016. The largest transfers are PILOT (Payment-In-Lieu-Of-Taxes) from the Water and Electric Funds and reflect an amount substantially equivalent to the gross receipts taxes and property taxes which would be paid if the utilities were owned privately. P.I.L.O.T. payments are projected to increase \$300,595 or 2.0% from Estimated FY 2016 based upon modest growth trends and a 2% operating rate increase in the Electric and Water Utilities in FY 2017. P.I.L.O.T. revenue is highly weather dependent. Transfers from Transportation Sales Tax of \$5,968,577 will continue to help fund street, engineering and traffic costs and Parks Sales Tax of \$1,666,820 will continue to help fund parks and recreation costs in the general fund.

Other Local Revenues: The decrease in Other Local Revenues is projected to be (\$746,858) or (10.8%) from Estimated FY 2016. Most of this decrease is due to a lower number of building inspection permits expected in FY 2017.

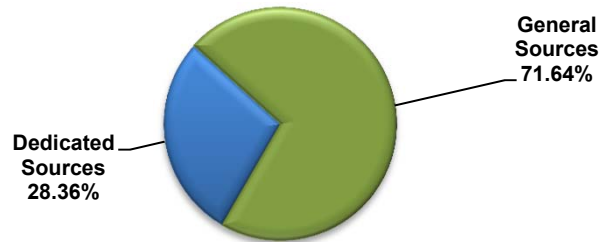
Please refer to pages 165 - 168 for trend information on the General Fund major revenue sources.

General Fund Expenditure Summary

FY 2017 Total Expenditures By Category

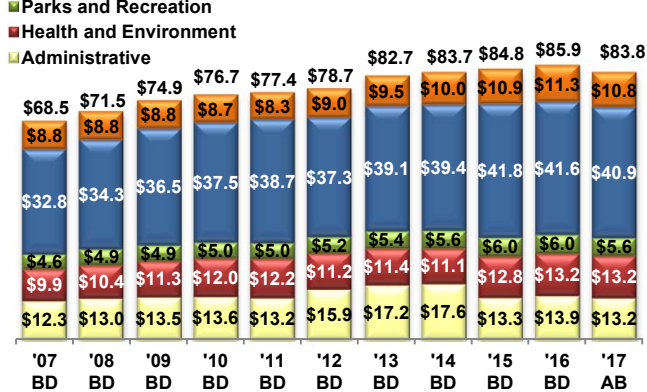


FY 2017 Totals By Funding Source

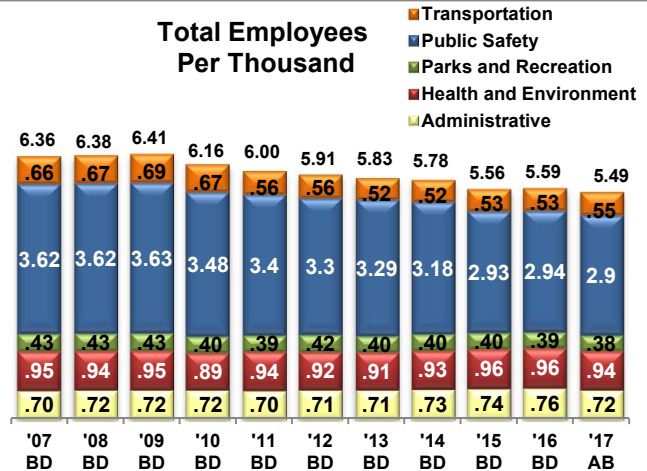


General sources can be reallocated from one department to another. **Dedicated sources** are specifically allocated to a department.

Total Budgeted Expenses (in Millions)



Total Employees Per Thousand



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$52,400,651	\$56,878,540	\$55,431,677	\$56,936,956	2.7%	0.1%
Supplies & Materials	\$7,258,674	\$6,991,532	\$6,496,096	\$6,685,199	2.9%	(4.4%)
Travel & Training	\$483,571	\$666,255	\$590,207	\$581,112	(1.5%)	(12.8%)
Intragov. Charges	\$6,567,226	\$7,588,235	\$7,588,235	\$8,365,508	10.2%	10.2%
Utilities, Services & Misc.	\$14,548,384	\$9,642,548	\$9,094,213	\$9,229,457	1.5%	(4.3%)
Capital	\$1,611,530	\$1,565,184	\$1,510,318	\$83,990	(94.4%)	(94.6%)
Other	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Total	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)
Operating Expenses	\$81,258,506	\$81,767,110	\$79,200,428	\$81,798,232	3.3%	0.0%
Non-Operating Expenses	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$1,611,530	\$1,565,184	\$1,510,318	\$83,990	(94.4%)	(94.6%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)

Funding Sources (Where the Money Comes From)

Dedicated Sources	\$24,843,986	\$24,195,757	\$24,713,760	\$23,753,013	(3.9%)	(1.8%)
General Sources	\$62,399,019	\$61,563,756	\$58,424,205	\$59,998,471	2.7%	(2.5%)
Total Funding Sources	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)

General Fund Expenditures By Category (Where the Money Goes)

Highlights / Significant Changes

Personnel Services: The General Fund will increase by a net of 6.70 FTE positions due to a combination of additional positions, positions being deleted, and reallocation of positions from one department to another. There were 5.00 FTE positions added in the general fund. This increase represents a 1.0% growth in the number of employees which is slightly lower than the population growth of 1.8%.

- One unfilled Assistant City Counselor position has been deleted in the Law Department.
- One unfilled Administrative Support Assistant has been deleted in the Municipal Court Department.
- One Financial Project Manager position has been deleted in the Finance Department.
- Four Police Officers have been added in the Police Department to keep up with the annual growth in population.
- One Entrepreneurship Program Coordinator has been added in Economic Development to assist area entrepreneurs and Innovation Hub clients with advancing their business startups and emerging technologies. Funding was made available through a shift of part of the Economic Development Director's funding to Airport as Airport will now be under the direction of Economic Development.
- One Community Conservationist has been added in Sustainability to coordinate projects educating the community about the social, environmental, and economic benefits to urban conservation. The Sustainability Educator position, currently grant funded, will be eliminated during FY 2017 when the grant ends.
- Pay package changes include a \$0.25/hour across the board pay increase for all permanent employees or \$0.1786/hour for Firefighters, that are not at or above their maximum pay. A health insurance increase of 13.8% to gross premiums with cost sharing between City and employees is included in FY 2017.

Supplies and Materials: reflects a decrease of (\$0.3 million) or (4.5%). The Streets maintenance budget includes a decrease of \$47,062. Due to lower fuel costs, the fuel budget reflects a decrease of \$82,421. Other decreases in this category are due to one-time supplemental items purchased in FY 2016 and budget cuts submitted by departments to help balance the general fund budget.

Travel and Training: reflects an decrease of \$89,643 or 13.5% from FY 2016 adjusted budget. Police reflects a decrease of \$41,350 due to grant funding ending and cuts submitted due to less out of state travel being available. PSJC reflects a decrease of \$16,500 as travel and training costs are now being paid directly by the County.

Intragovernmental Charges: reflects a \$0.8 million or 10.3% increase over FY 2016 adjusted budget. Self Insurance charges increased \$0.3 million due to funding needed to ensure the fund is properly funded. Community Relations fees increased \$0.2 million due to the reorganization to centralize the public information function across departments and to an additional position in the Contact Center to handle customer inquiries for general fund city departments. Building Maintenance and Custodial fees increased \$0.2 million due to

Utilities, Services & Miscellaneous: reflects a decrease of \$0.4 million or 4.3% from the FY 2016 adjusted budget. There is a decrease of \$0.6 million in PSJC as those costs will be paid directly by the County. City Clerk reflects a decrease of \$120,905 due to a lower number of elections planned for FY 2017, and Health and Human Services reflects a decrease of \$168,545 due to grants ending.

There is a Council Reserve amount of \$44,120 set aside which Council can allocate. Contingency has been set at \$100,000.

Capital reflects an decrease of \$1.5 million or 94.6% from budget FY 2016. Due to budget constraints, it was necessary to postpone fleet replacements due in FY 2017.

Other reflects a decrease of \$0.6 million or 23.0% from FY 2016 adjusted budget due to lower transfer amounts reflected in the City General budget for debt payments on special obligation bonds. The 2006B S.O. Bonds were paid off in FY 2016 and the 2008B S.O. Bonds for the construction, expansion, and renovation of the downtown government center were refinanced in FY 2017 resulting in lower interest payment amounts over the life of the bond. The savings to the General Fund is \$260,707.

General Fund Expenditures By Category (Where the Money Goes)

Fund 1100

Expenditure Summary - By Function

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administrative	\$19,074,073	\$13,866,118	\$13,436,896	\$13,210,777	(1.7%)	(4.7%)
Health and Environment	\$11,626,677	\$13,016,327	\$12,706,402	\$13,156,823	3.5%	1.1%
Parks and Recreation	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)
Public Safety	\$40,345,317	\$41,575,138	\$40,191,969	\$40,929,367	1.8%	(1.6%)
Transportation	\$10,288,957	\$11,344,160	\$10,928,564	\$10,830,624	(0.9%)	(4.5%)
	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)

Expenditure Summary - By Department

City Council	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
City Clerk	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
City Manager	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Finance	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)
Human Resources	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Law	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
General City (Nondprtmntl)	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)
Public Works Admin.	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Health and Human Services	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)
Community Development	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Economic Development	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)
Sustainability	\$0	\$0	\$0	\$402,607		
Cultural Affairs	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Parks & Recreation	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)
Police	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%
Fire	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%
Pub. Safety Joint Comm	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Municipal Court	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Streets and Engineering	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)
Parking Enforcement	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)
Total	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	(2.3%)

Summary By Function and Type of Funding

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	Percent of Total
Administrative						
Dedicated Funding	\$4,827,802	\$5,083,328	\$5,084,166	\$4,936,371	(2.9%)	37%
General Funding	\$14,246,271	\$8,782,790	\$8,352,730	\$8,274,406	(0.9%)	63%
Total Funding	\$19,074,073	\$13,866,118	\$13,436,896	\$13,210,777	(1.7%)	100.0%
Health & Environment						
Dedicated Funding	\$5,762,123	\$6,292,360	\$6,907,285	\$6,455,357	(6.5%)	49%
General Funding	\$5,864,554	\$6,723,967	\$5,799,117	\$6,701,466	15.6%	51%
Total Funding	\$11,626,677	\$13,016,327	\$12,706,402	\$13,156,823	3.5%	100.0%
Parks and Recreation						
Dedicated Funding	\$1,751,913	\$1,749,699	\$1,752,484	\$1,741,904	(0.6%)	31%
General Funding	\$4,156,068	\$4,208,071	\$4,121,650	\$3,881,989	(5.8%)	69%
Total Funding	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	100.0%
Public Safety						
Dedicated Funding	\$3,213,768	\$1,667,930	\$1,397,647	\$742,186	(46.9%)	2%
General Funding	\$37,131,549	\$39,907,208	\$38,794,322	\$40,187,181	3.6%	98%
Total Funding	\$40,345,317	\$41,575,138	\$40,191,969	\$40,929,367	1.8%	100.0%
Transportation						
Dedicated Funding	\$9,288,380	\$9,402,440	\$9,572,178	\$9,877,195	3.2%	91%
General Funding	\$1,000,577	\$1,941,720	\$1,356,386	\$953,429	(29.7%)	9%
Total Funding	\$10,288,957	\$11,344,160	\$10,928,564	\$10,830,624	(0.9%)	100.0%
Total Dedicated Funding	\$24,843,986	\$24,195,757	\$24,713,760	\$23,753,013	(3.9%)	28%
Total General Funding	\$62,399,019	\$61,563,756	\$58,424,205	\$59,998,471	2.7%	72%
Total Funding	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484	0.7%	100.0%

Personnel Summary - By Function

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administrative	89.00	92.06	92.81	88.56	(4.25)
Health and Environment	114.15	115.25	117.25	122.50	5.25
Parks and Recreation	48.16	47.41	47.41	47.06	(0.35)
Public Safety	350.00	357.00	357.00	359.40	2.40
Transportation	63.47	65.00	65.00	68.65	3.65
Total Personnel	664.78	676.72	679.47	686.17	6.70

Personnel Summary - By Department

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
City Council	0.00	0.00	0.00	0.00	0.00
City Clerk	3.00	3.00	3.00	3.00	0.00
City Manager	11.30	11.50	11.50	8.60	(2.90)
Finance	48.15	50.35	51.10	51.10	0.00
Human Resources	8.95	9.16	9.16	9.16	0.00
Law	15.50	16.75	16.75	15.75	(1.00)
General City (Nondepartmental)	0.00	0.00	0.00	0.00	0.00
Public Works Administration	2.10	1.30	1.30	0.95	(0.35)
Health and Human Services	66.15	67.00	69.00	69.00	0.00
Community Development	42.00	42.25	42.25	41.25	(1.00)
Economic Development	3.00	3.00	3.00	3.50	0.50
Sustainability	0.00	0.00	0.00	6.00	6.00
Cultural Affairs	3.00	3.00	3.00	2.75	(0.25)
Parks & Recreation	48.16	47.41	47.41	47.06	(0.35)
Police	197.00	200.00	200.00	203.40	3.40
Fire	141.00	145.00	145.00	145.00	0.00
Pub. Safety Joint Comm	0.00	0.00	0.00	0.00	0.00
Municipal Court	12.00	12.00	12.00	11.00	(1.00)
Streets and Engineering	51.46	51.90	51.90	55.60	3.70
Parking Enforcement and Traffic	12.01	13.10	13.10	13.05	(0.05)
Total Personnel	664.78	676.72	679.47	686.17	6.70

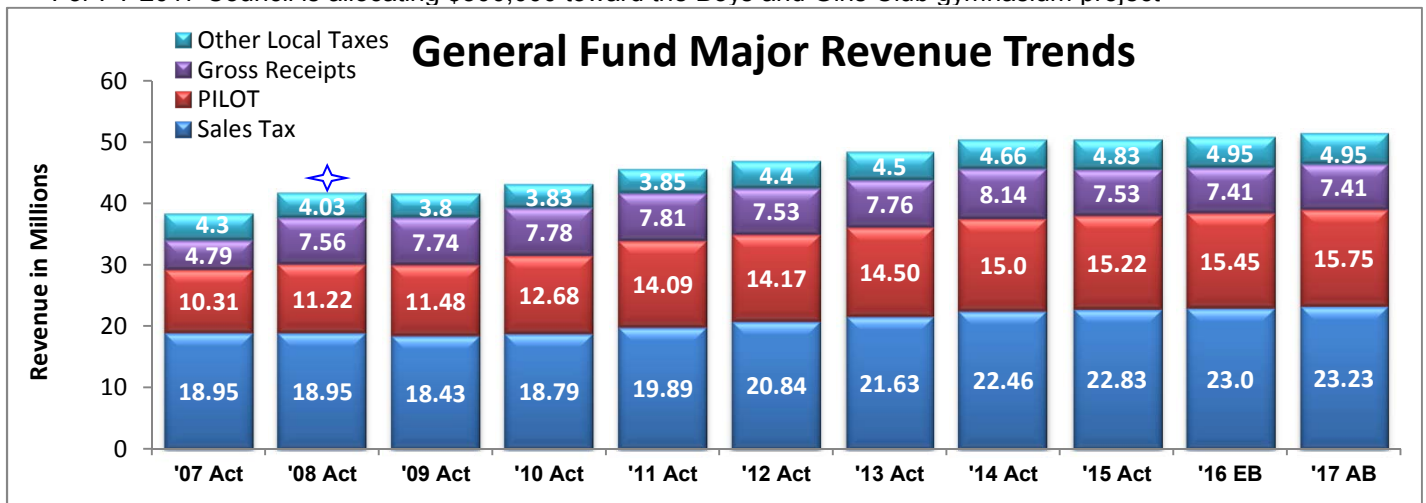
General Fund Revenue Summary (Where the Money Comes From)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Taxes						
Property Taxes:						
Real Estate	\$6,232,179	\$6,419,144	\$6,422,816	\$6,615,500	3.0%	3.1%
Personal Property	\$1,258,552	\$1,199,549	\$1,296,309	\$1,335,198	3.0%	11.3%
Other	\$81,319	\$83,234	\$77,598	\$77,598	0.0%	(6.8%)
Total Property Taxes	\$7,572,050	\$7,701,927	\$7,796,723	\$8,028,296	3.0%	4.2%
Sales Tax	\$22,832,373	\$23,781,641	\$23,001,333	\$23,231,346	1.0%	(2.3%)
Gross Receipt Tax:						
Telephone	\$3,339,520	\$3,593,871	\$3,096,852	\$3,096,852	0.0%	(13.8%)
Natural Gas	\$2,797,750	\$2,933,886	\$2,933,886	\$2,933,886	0.0%	0.0%
Electric	\$1,093,448	\$1,102,041	\$1,102,041	\$1,102,041	0.0%	0.0%
Cable Franchise Fees	\$299,205	\$296,300	\$280,000	\$280,000	0.0%	(5.5%)
Total Gross Receipts Tax	\$7,529,923	\$7,926,098	\$7,412,779	\$7,412,779	0.0%	(6.5%)
Other Local Taxes						
Cigarette Tax	\$564,849	\$567,700	\$537,000	\$538,000	0.2%	(5.2%)
Gasoline Tax	\$2,896,360	\$2,866,061	\$2,983,251	\$2,983,251	0.0%	4.1%
Motor Vehicle License Tax	\$477,026	\$462,702	\$486,567	\$486,567	0.0%	5.2%
Motor Vehicle Sales Tax	\$896,495	\$870,152	\$941,320	\$941,320	0.0%	8.2%
Total Other Local Taxes	\$4,834,730	\$4,766,615	\$4,948,138	\$4,949,138	0.0%	3.8%
Total Taxes	\$42,769,076	\$44,176,281	\$43,158,973	\$43,621,559	1.1%	(1.3%)
Intragovernmental Revenues:						
Gen. & Admin. Revenue	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750	7.7%	7.7%
Total Intragovernmental	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750	7.7%	7.7%
Intergovernmental Revenues: (Grants)						
Federal / State Revenues	\$2,615,748	\$1,909,497	\$2,035,670	\$1,812,321	(11.0%)	(5.1%)
County Revenues	\$2,934,477	\$2,858,992	\$2,411,812	\$1,810,926	(24.9%)	(36.7%)
Total Intergovernmental	\$5,550,225	\$4,768,489	\$4,447,482	\$3,623,247	(18.5%)	(24.0%)
Interest and Investment Revenue:						
Invest. Earnings & Interest	\$954,208	\$661,584	\$569,042	\$569,042	0.0%	(14.0%)
Total Investment Revenue	\$954,208	\$661,584	\$569,042	\$569,042	0.0%	(14.0%)
Operating Transfers:						
PILOT - Electric	\$11,710,668	\$12,413,796	\$12,000,000	\$12,267,327	2.2%	(1.2%)
PILOT - Water	\$3,512,668	\$3,489,778	\$3,450,000	\$3,483,268	1.0%	(0.2%)
Transportation Sales Tax	\$5,882,511	\$5,968,577	\$5,968,577	\$5,968,577	0.0%	0.0%
Parks Sales Tax	\$1,654,212	\$1,787,725	\$1,787,725	\$1,666,820	(6.8%)	(6.8%)
Capital Projects Fund	\$403,900	\$355,376	\$355,376	\$462,365	30.1%	30.1%
CDBG Planning	\$40,712	\$51,000	\$49,500	\$48,308	(2.4%)	(5.3%)
Contributions Fund	\$45,603	\$10,574	\$10,573	\$0	(100.0%)	(100.0%)
Convention & Visitors Fund	\$111,196	\$137,057	\$137,057	\$164,320	19.9%	19.9%
Electric Fund	\$10,609	\$10,609	\$10,609	\$119,545	1026.8%	1026.8%
Fleet Operations	\$2,295	\$2,295	\$2,295	\$2,295	0.0%	0.0%
Parking Fund	\$23,565	\$23,565	\$23,565	\$23,565	0.0%	0.0%
Transit Fund	\$1,530	\$1,530	\$1,530	\$1,530	0.0%	0.0%
Sewer Fund	\$382	\$42,597	\$42,597	\$0	(100.0%)	(100.0%)
Solid Waste Fund	\$111,245	\$112,295	\$112,295	\$211,375	88.2%	88.2%
Storm Water Fund	\$0	\$0	\$0	\$103,788		
Transload Facility Fund	\$4,507	\$4,477	\$4,477	\$0	(100.0%)	(100.0%)
Utility Customer Svcs Fd	\$14,523	\$14,699	\$14,699	\$20,593	40.1%	40.1%
Water Utility Fund	\$1,179	\$1,179	\$1,179	\$1,179	0.0%	0.0%
Total Operating Transfers	\$23,531,305	\$24,427,129	\$23,972,054	\$24,544,855	2.4%	0.5%

General Fund Revenue Summary (Where the Money Comes From)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Other Local Revenue:						
Licenses and Permits:						
Business License	\$795,866	\$784,692	\$796,400	\$809,171	1.6%	3.1%
Liquor License	\$178,454	\$203,708	\$204,000	\$204,300	0.1%	0.3%
Animal License	\$38,026	\$37,000	\$38,000	\$38,600	1.6%	4.3%
Total Licenses and Permits	\$1,012,346	\$1,025,400	\$1,038,400	\$1,052,071	1.3%	2.6%
Fines:						
Municipal Court Fines	\$743,714	\$825,000	\$539,500	\$515,500	(4.4%)	(37.5%)
Uniform Ticket Fines	\$254,800	\$195,000	\$195,000	\$220,000	12.8%	12.8%
Meter Fines	\$1,071,017	\$900,000	\$985,000	\$985,000	0.0%	9.4%
Alarm Violations	\$11,600	\$10,500	\$10,500	\$10,900	3.8%	3.8%
Total Fines	\$2,081,131	\$1,930,500	\$1,730,000	\$1,731,400	0.1%	(10.3%)
Fees:						
Animal Control Fees	\$14,909	\$13,200	\$11,200	\$14,000	25.0%	6.1%
Construction Fees	\$1,540,151	\$1,602,213	\$2,236,223	\$1,683,308	(24.7%)	5.1%
Health Fees	\$725,122	\$677,900	\$678,028	\$687,850	1.4%	1.5%
Municipal Court Fees	\$110,653	\$115,000	\$72,885	\$71,700	(1.6%)	(37.7%)
Other Fees	\$110,738	\$81,375	\$91,729	\$70,400	(23.3%)	(13.5%)
Street Maintenance Fees	\$9,780	\$350	\$3,484	\$0	(100.0%)	(100.0%)
Total Fees	\$2,511,353	\$2,490,038	\$3,093,549	\$2,527,258	(18.3%)	1.5%
Miscellaneous Revenue	\$1,244,959	\$959,899	\$1,033,556	\$837,918	(18.9%)	(12.7%)
Total Other Local Revenue	\$6,849,789	\$6,405,837	\$6,895,505	\$6,148,647	(10.8%)	(4.0%)
Lease/Bond Proceeds	\$0	\$0	\$0	\$0		
Appropriated Fund Balance						
Pension Plan Change	\$914,663	\$649,249	\$649,249	\$0	(100.0%)	(100.0%)
Prior Year Savings Allocated	\$0	\$0	\$0	\$0		
Council Alloc. of Excess Fund Bal. + Operations	\$0	\$0	\$0	\$500,000		
Total Appropriated Fund Balance	\$914,663	\$649,249	\$649,249	\$500,000	(23.0%)	(23.0%)
Total Revenue and Other Sources	\$84,816,620	\$85,496,266	\$84,100,002	\$83,756,100	(0.4%)	(2.0%)

+ For FY 2017 Council is allocating \$500,000 toward the Boys and Girls Club gymnasium project



* PILOT - Payment in Lieu of Taxes

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

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

Revenues, Expenses, and Changes in Fund Balance

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Taxes	\$42,769,076	\$44,176,281	\$43,158,973	\$43,621,559
Other Local Revenue	\$5,604,830	\$5,445,938	\$5,861,949	\$5,310,729
Intragovernmental Revenue	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750
Grant Revenue	\$5,550,225	\$4,768,489	\$4,447,482	\$3,623,247
Interest and Investment Revenue	\$954,208	\$661,584	\$569,042	\$569,042
Miscellaneous Revenue	\$1,244,959	\$959,899	\$1,033,556	\$837,918
Total Revenues	\$60,370,652	\$60,419,888	\$59,478,699	\$58,711,245
Expenditures:				
Personnel Services	\$52,400,651	\$56,878,540	\$55,431,677	\$56,936,956
Supplies & Materials	\$7,258,674	\$6,991,532	\$6,496,096	\$6,685,199
Travel & Training	\$483,571	\$666,255	\$590,207	\$581,112
Intragovernmental Charges	\$6,567,226	\$7,588,235	\$7,588,235	\$8,365,508
Utilities, Services & Other Misc.	\$14,548,384	\$9,642,548	\$9,094,213	\$9,229,457
Capital Additions	\$1,611,530	\$1,565,184	\$1,510,318	\$83,990
Interest & Lease Payment	\$0	\$0	\$0	\$0
Total Expenditures	\$82,870,036	\$83,332,294	\$80,710,746	\$81,882,222
Excess (Deficiency) of Revenues Over Expenditures	(\$22,499,384)	(\$22,912,406)	(\$21,232,047)	(\$23,170,977)
Other Financing Sources (Uses):				
Lease/Bond Proceeds	\$0	\$0	\$0	\$0
PILOT Transfers from Water and Electric	\$15,223,336	\$15,903,574	\$15,450,000	\$15,750,595
Operating Transfers From Other Funds	\$8,307,969	\$8,523,555	\$8,522,054	\$8,794,260
Operating Transfers To Other Funds	(\$4,372,969)	(\$2,427,219)	(\$2,427,219)	(\$1,869,262)
Total Otr. Financing Sources (Uses)	\$19,158,336	\$21,999,910	\$21,544,835	\$22,675,593
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	(\$3,341,048)	(\$912,496)	\$312,788	(\$495,384)
Unassigned Fund Balance - Beginning of Year	\$28,889,506	\$24,159,186	\$24,159,186	\$24,471,974
Adj. for Unrealized Gains & Reserves for Encumbrances	\$4,730,320			
Unassigned Fund Balance, End of Year	\$24,159,186	\$23,246,690	\$24,471,974	\$23,976,590

Expenditures and Fund Balance

	Expenditures	Adjusted Fund Balance	Fund Balance As a Percent Of Expenditures
2005	\$52,905,363	\$16,277,385	31%
2006	\$57,935,849	\$15,494,288	27%
2007	\$61,530,716	\$16,760,474	27%
2008	\$66,433,679	\$16,644,435	25%
2009	\$69,468,759	\$22,335,565	32%
2010	\$72,554,174	\$22,066,660	30%
2011	\$74,450,327	\$18,759,242	25%
2012	\$75,487,905	\$23,660,321	31%
2013	\$75,016,214	\$25,955,804	35%
2014	\$77,581,172	\$26,350,897	34%
2015	\$87,243,005	\$24,159,186	28%
FY 2016 Adj. Budget	\$85,759,513	\$23,246,690	27%
FY 2017 Adopted	\$83,751,484	\$23,976,590	29%

Funding Sources and Uses

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$22,832,373	\$23,781,641	\$23,001,333	\$23,231,346
Property Taxes	\$7,572,050	\$7,701,927	\$7,796,723	\$8,028,296
Gross Receipts & Other Local Taxes *	\$12,364,653	\$12,692,713	\$12,360,917	\$12,361,917
Intragovernmental Revenues **	\$4,247,354	\$4,407,697	\$4,407,697	\$4,748,750
Grants	\$5,550,225	\$4,768,489	\$4,447,482	\$3,623,247
Interest	\$954,208	\$661,584	\$569,042	\$569,042
Fees and Service Charges	\$0	\$0	\$0	\$0
Other Local Revenues ++	\$6,849,789	\$6,405,837	\$6,895,505	\$6,148,647
	\$60,370,652	\$60,419,888	\$59,478,699	\$58,711,245
Other Funding Sources/Transfers ^	\$23,531,305	\$24,427,129	\$23,972,054	\$24,544,855
Total Financial Sources: Less				
Appropriated Fund Balance	\$83,901,957	\$84,847,017	\$83,450,753	\$83,256,100

Financial Uses

Operating Expenses	\$81,258,506	\$81,767,110	\$79,200,428	\$81,798,232
Operating Transfers to Other Funds	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262
Interest Expense	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$1,611,530	\$1,565,184	\$1,510,318	\$83,990
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Expenditure Uses	\$87,243,005	\$85,759,513	\$83,137,965	\$83,751,484
Increase/(Decrease) to Cash	(\$3,341,048)	(\$912,496)	\$312,788	(\$495,384)
Beginning Cash and Other Resources		\$24,159,186	\$24,159,186	\$24,471,974
Projected Unassigned Cash Reserve	\$24,159,186 #	\$23,246,690	\$24,471,974	\$23,976,590

20% of Total Expenditures \$17,448,601 \$17,151,903 \$16,627,593 \$16,750,297

Cash Above/(Below) 20% requirement \$6,710,585 \$6,094,787 \$7,844,381 \$7,226,293

Ending Cash and Other Resources for FY 2015 is equal to unassigned fund balance.

* Gross Receipts taxes are collected on telephone, natural gas, electric (Boone Electric), and Cable Franchise Fees. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

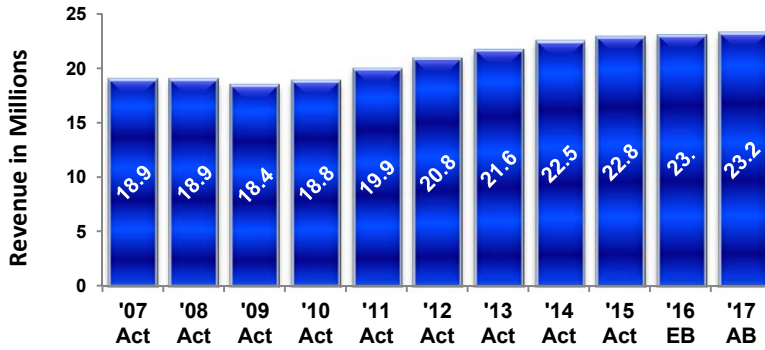
** Intragovernmental Revenues include General and Administrative Charges which are charged to the funds outside of the General Fund for the centralized services that the Administrative Departments provide to those funds (such as payroll, accounts payable, etc.).

^ Transfers include PILOT (Payment-In-Lieu-of-Taxes) which is an amount equal to the gross receipt tax that would be paid by the Water and Electric Fund if they were not a part of the City

++ Other Local Revenues include Licenses and Permits, Fines, and Fees in the General Fund, as well as miscellaneous revenues in all of the other funds.

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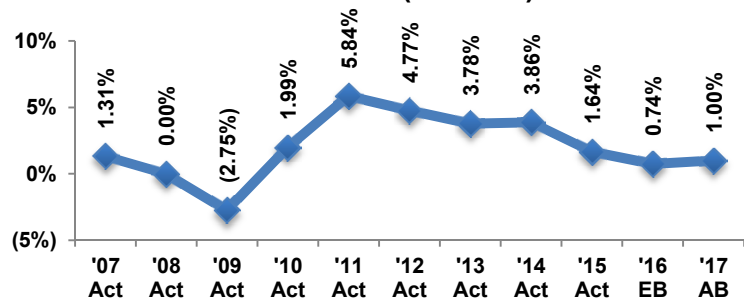
General Fund Major Revenue Trends - Sales Tax



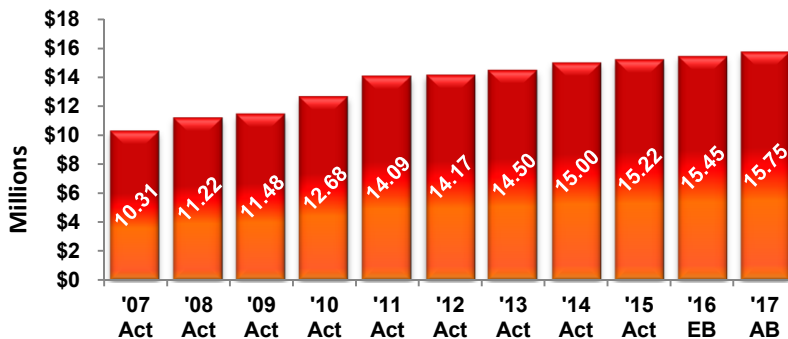
Sales Tax: Sales tax revenue is a substantial revenue source (28.02%) for the General Fund. Sales tax growth increased slightly from 2007 - 2008 with a slow down in 2009 due to a recession. The City of Columbia closely monitors this revenue source each month and adjustments are made to expenses as needed such as delaying the purchase of equipment until later in the year or until the following year. As a result, the City has been able to weather the economic storm without significant layoffs or reductions in core services. FY 2017 growth is projected at 1.0% over Estimated FY 2016 which is estimated at 1% over Actual FY 2015. The City budgeted for 3% growth in FY 2016 and is estimated 1% growth, the continued growth of internet sales and economic downturn are negatively impacting this revenue source.

Sales Tax Growth/(Decline): The graph to the right illustrates just how volatile fluctuations have been in sales taxes for the period of FY 2007 to Budget FY 2017. This trend indicates that the City has experienced growth in this revenue source since FY 2009. The increases have been getting smaller since FY 2011. The City is projecting 1% growth in sales taxes over FY 2016 which is significantly lower than the FY 2016 budgeted growth of 3%. The City continues to closely monitor this revenue source on a monthly basis and makes necessary expense adjustments as needed.

General Fund Sales Tax Revenues - Annual Growth/(Decline)



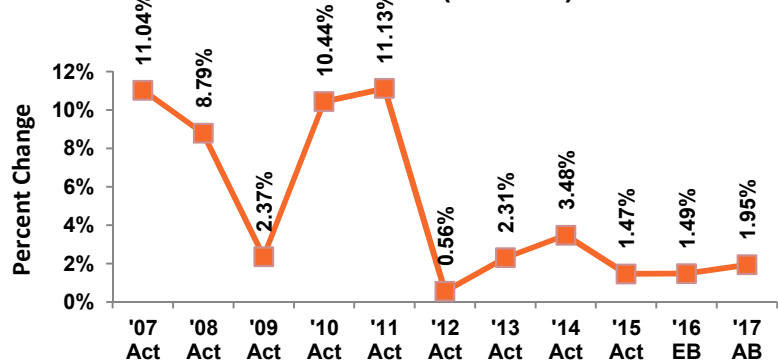
Revenue Trends - PILOT



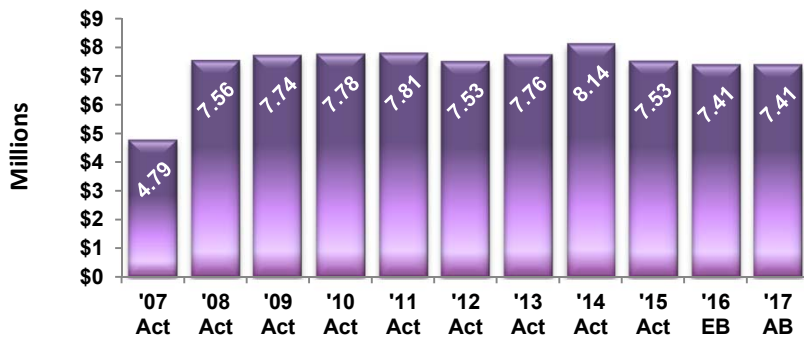
P.I.L.O.T. (Payment-In-Lieu-of Taxes): The Water and Electric Utilities pay the General Fund annually an amount equivalent to the sum which would be paid in taxes if the utility were privately owned. This amount is reflected in the Transfers category. The tax is equal to 7% of the gross receipts and 33.33% of the property tax rate on net fixed assets. This particular revenue source is dependent upon weather conditions, new utility customers, and rate increases. The trend has been steadily increasing as Columbia has experienced strong population growth over the past several years along with modest rate increases.

P.I.L.O.T. Growth/(Decline): Increases are affected by growth in the city's population, customer usage, rate increases, major capital projects or expansions in the utilities, and weather. The new/renovation projects and expansions have an impact on the fixed assets of the utilities. PILOT is a substantial general fund revenue source paid by the Utility and is monitored on a monthly basis. The years of decline indicate years when capital project funding amounts were lower.

Revenue Trends - PILOT Annual Growth/(Decline)



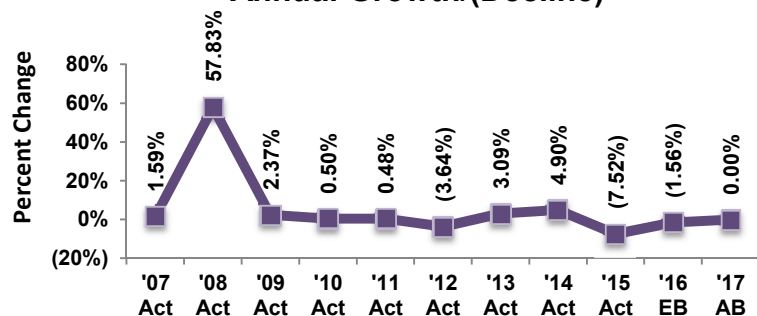
General Fund Major Revenue Trends - Gross Receipts



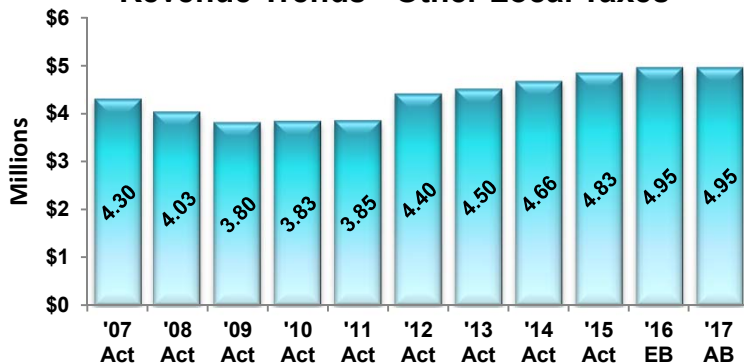
Gross Receipts: Gross receipts are collected from telephone, natural gas, electric and video service provider fees. The major increase from 2007 to 2008 was due to a large settlement agreement with mobile phone carriers requiring them to pay a business license tax on their wireless communications. Telephone service providers pay 7% and video providers pay a 5% gross receipts tax in lieu of other occupational taxes. All four revenues are impacted by population growth. Natural gas and electric receipts are impacted by weather and the cost of providing the service. Because many of these revenue sources are crucial to the operations of the general fund, the revenues are all monitored on a monthly basis.

Gross Receipts: The growth trend has been relatively flat for the period shown with the exception of FY 2008. In FY 2008, a settlement was awarded to local municipalities which now requires cellular providers to pay a gross receipts tax. The agreement did not permit cellular providers to challenge the legislation for two years which has since passed. The city is monitoring whether or not this legislation will be challenged and will adjust forecasts accordingly. No increase was estimated for the FY 2017 budget.

Revenue Trends - Gross Receipts Annual Growth/(Decline)



General Fund Major Revenue Trends - Other Local Taxes



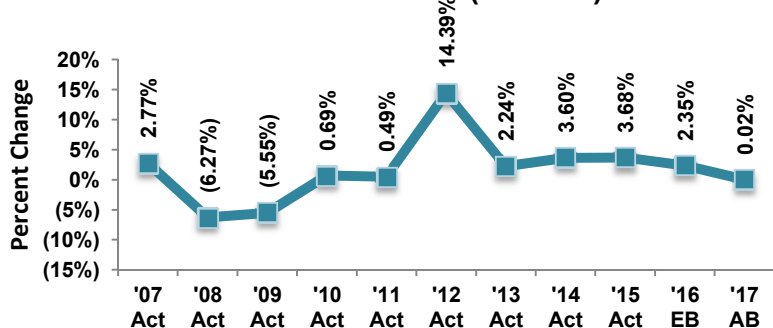
Other Local Taxes: Other local taxes include gasoline, cigarette and motor vehicle taxes. The city receives a portion of the voter approved state gasoline tax collected which funds construction and maintenance of streets/highways. This revenue fluctuates with the consumption and the price of gas. Collections for cigarettes and motor vehicle consist of:

- A \$0.10 occupation tax is collected on every package of cigarette sold.
- \$0.015 cents for every \$1.00 (motor vehicle sales tax fee) is collected by the state and received by the city for every vehicle sold. This tax fluctuates based on the number of vehicles sold.

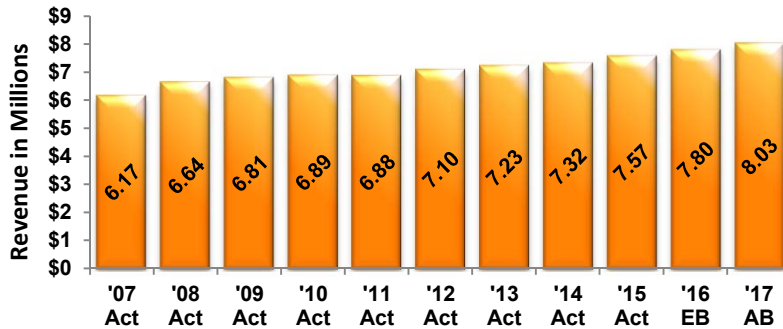
These revenues have remained relatively stable since FY 2012. A 0.02% increase was budgeted for FY 2017.

Other Local Taxes: The growth trend has fluctuated during the ten year period listed. The decline during FY 2007- FY 2009 was a result of the economic downturn. These taxes are greatly impacted by the amount of discretionary consumer spending that is available. The trend continued to remain somewhat stable from FY 2010 - FY 2011. In FY 2012 gasoline tax increased 22% over FY 2011. FY 2016 reflects a 0.02% increase over Estimated FY 2015. We will continue to monitor these revenues and make mid adjustments if necessary should the receipts reflect a decline.

Revenue Trends - Other Local Taxes Annual Growth/(Decline)



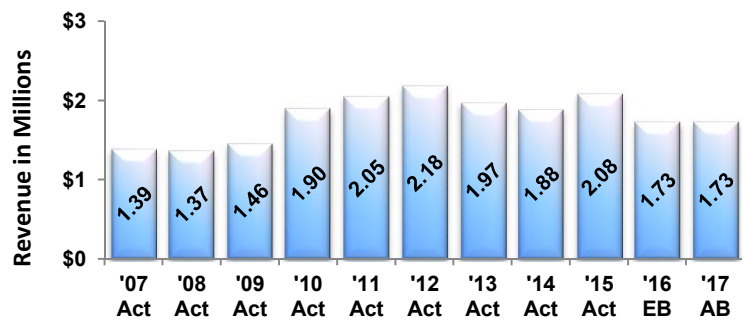
General Fund Major Revenue Trends - General Property Taxes



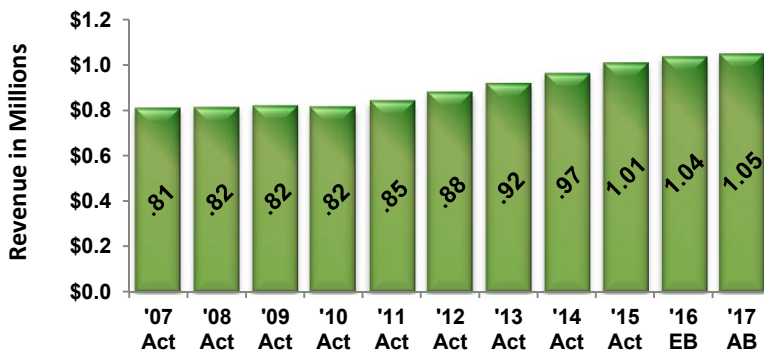
General Property Taxes: Includes real property, individual personal, railroad and utility property, financial institution property and penalties. Taxes are levied on real property and individual property within the City based on millage rates. These taxes are used for support and improvements within the City. The county assessor reassesses property every two or three years. Personal property tax declarations are filled out each year and revenue received is a representation of those declarations. These revenues are monitored twice a year. The City receives preliminary assessment values in June and the final assessments in December. These revenues have gradually increased over the ten year period listed which represents a strong community base.

Fines: Included are violations of any city ordinance, corporation court fines, uniform ticket fines, meter fines and alarm violations. The large increase in FY 2010 - FY 2012 was due to the implementation of the red light camera program. Fines are budgeted to have a 0.1% increase over FY 2016.

General Fund Revenue Trends - Fines



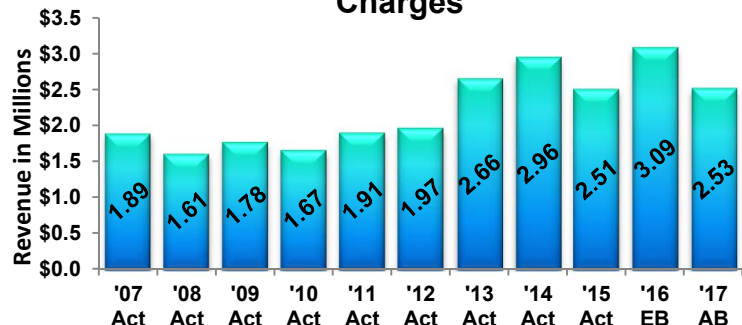
General Fund Revenue Trends - Licenses & Permits



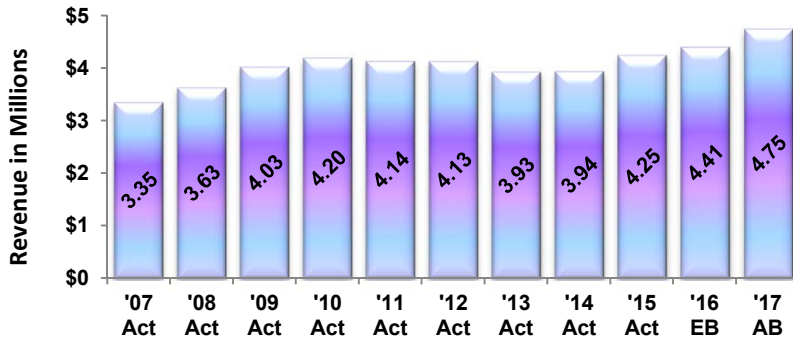
Licenses & Permits: License and permit charges are assessed for various business activities and animal ownership. The City assesses fees for business licenses which have been increasing steadily every year with the exception of 2009 and 2010 where Columbia experienced a 1.5% decrease in the number of licenses issued. This trend has been closely monitored as it represents business growth in the community. The trend increased slightly from FY 2010 to FY 2017. The city has currently issued 5,167 business licenses; 767 of those were new licenses. Liquor licenses are also issued based on Sunday operation and quantity sold (by drink or by package). Annual and temporary liquor licenses issued were 619.

Fees & Service Charges: Fees and service charges are generic for the fees charged for the City's performance of construction inspections, street and sidewalk resurfacing and maintenance, animal control and health services. These fees fluctuate based on the amount of service provided and the cost to provide the service. Fees for street resurfacing and maintenance are somewhat dependent on weather conditions and cost of materials and labor needed. The significant change from FY 2012 to FY 2013 reflect the restructuring of building and plan review fees to move closer to a 75% cost recovery of these fees. These fees have increased slightly over the past few years. Revenues in this category are monitored on a monthly basis. In FY 2017, revenues are declining due to the anticipation of fewer building permits being issued.

General Fund Revenue Trends - Fees & Service Charges



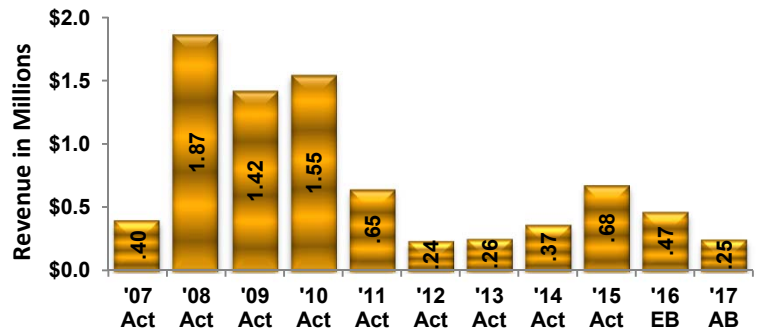
General Fund Major Revenue Trends - G & A Fees



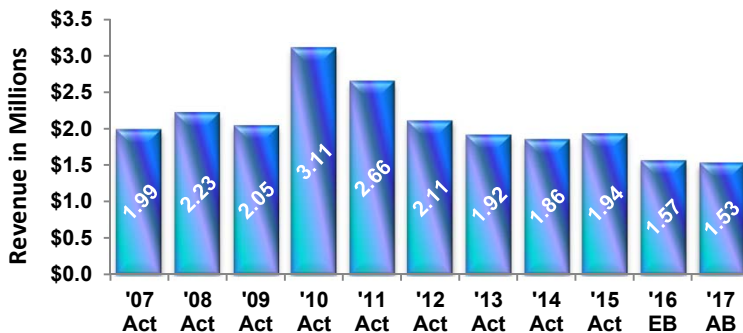
General & Administrative Fees: The City charges proportionately for all services performed by administrative departments for enterprise and special revenue funds. The charges are based on the amount of time spent working with the department, the number of checks prepared, bids requested and awarded, investments, personnel hired etc. These charges increase when department budgets increase. There were decreases in FY 2010 -FY 2013 as a result of expenditure reductions needed to reach a balanced budget. There is a 7.7% increase in FY 2017 due to positions no longer covered by transfers from the COFERS project funds.

Federal Grants: Federal grants consist of money received from a variety of federal entities. Grants can provide 100% of the funding for a particular project or program or can require a percent match from the City. The City has received grants for Fire, Police, Health, and Parks and Recreation. This money is restricted for use by only the project or program that requested the funds. This revenue source is highly unpredictable and dependent upon an application and approval process, competing organizations and the federal budget. Federal grants are not considered sustainable revenue sources. The decrease in FY 2017 is due the ending of the Staffing for Adequate Fire and Emergency Response (SAFER) grant the Fire Department received. General sources will now be used to fund the positions

General Fund Revenue Trends - Federal Grants



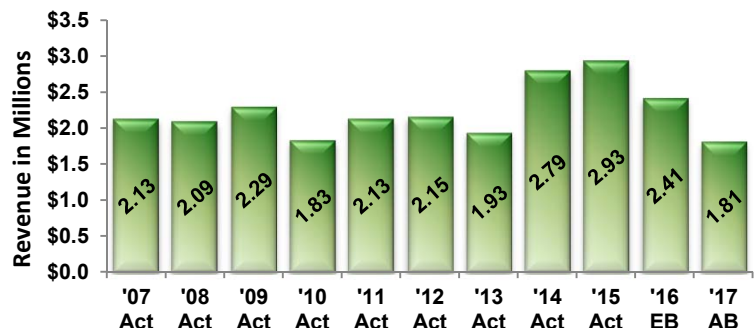
General Fund Revenue Trends - State Grants



State Grants: State grants come from funds awarded by the State. They cover a diverse array of local service needs. The City receives state grants for youth programs, health programs, police and fire programs and programs that serve indigent and lower income individuals. As with federal grants, state grants are restricted for use by the programs or projects in which the request was made. State grants are also unpredictable and dependent upon an application and approval process, other competing organizations and the state budget. Grants are not considered in future revenue growth projections. The decrease in FY 2017 is due to reductions in Public Health and the Police department.

County Grants: County grants have a purpose of providing basic community services. The County provides reimbursement to the City for a portion of the functions performed by City employees/ operations that also benefit the county. These services include Public Safety and Joint Communications (PSJC), Public Health, Animal Control and notifications of county nuisance abatements. Fluctuations occur from year to year mainly due to approved one-time capital purchases that the County provides a percent of reimbursement for. The decreases in FY 2016 and FY 2017 are due the transition of the PSJC operation over to the County. It is anticipated the new 911 building will be completed during FY 2017 and the County will begin directly paying all expenses at that time.

General Fund Revenue Trends - County Grants





Administrative Departments



Description

The City of Columbia has administrative departments which are funded with general city funds and provide centralized services (such as purchasing and accounting) to all of the departments. A portion of the cost of these operations is recovered from the departments outside of the General Fund in the form of a General and Administrative Fee. The allocation methodology was developed by our external auditors many years ago and is updated annually. The revenue from this fee comes into the General Fund and is used to offset the costs of the administrative departments. The remainder of these budgets are funded with general sources which means that the funding can be moved to any other department that is funded with general city funds.

City Council

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.

City Clerk

The City Clerk serves as the depository for all official records of the City. The City 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.

City Manager

The City Manager 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. Trust, Special Events, and Journey to Excellence programs are also included in this budget.

Finance

Finance 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, and business licensing.

Human Resources

Human Resources 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.

Law

Law is charged with managing all litigation in which the City is a party, prosecuting municipal ordinance violations, and advising the City Council, the City boards and commissions, the City Manager, and department directors on legal matters. The City Counselor is the director of the Department, which is composed of two divisions: the Counselor Division (Civil) and the Prosecution Division.

City General

City General accounts for non-departmental expenditures. These include various subsidies and transfers as well as other items which are not related to a specific department.

Public Works - Administration

The Administration section provides management of all divisions and functions of the Department which include: Transit (buses), Parking, Custodial and Maintenance Services, and Fleet Operations.

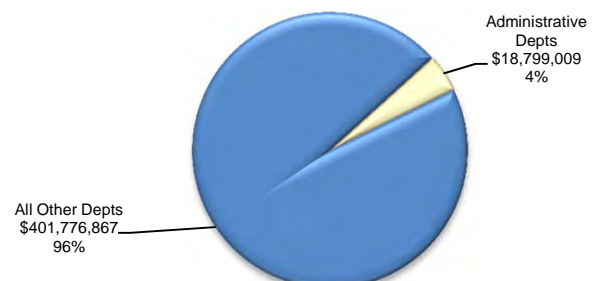
Other General Government Capital Projects

General government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety, are included in Other General Government Projects.

General Government Debt

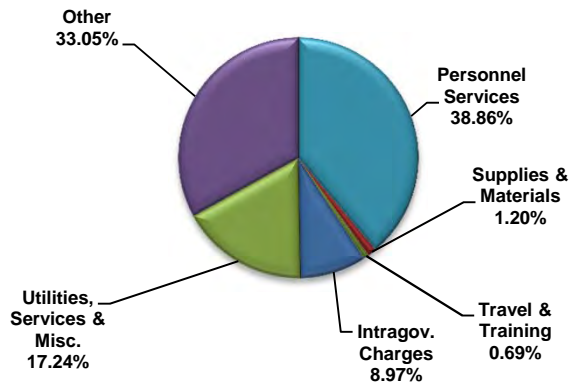
Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment.

Administrative Dept Expenses vs All Other Dept Expenses

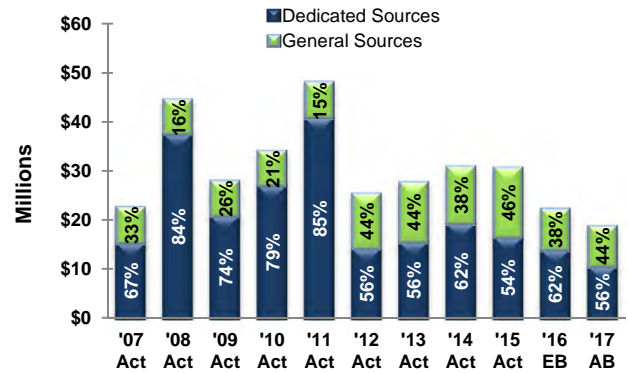


Administrative Departments - Combined

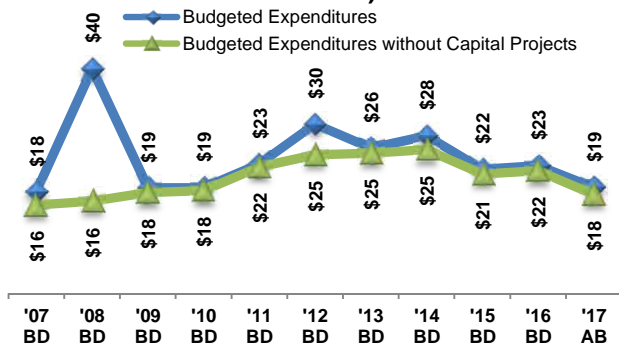
FY 2017 Total Expenditures By Category



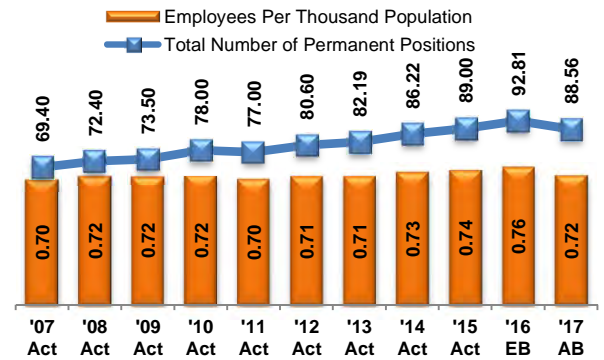
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

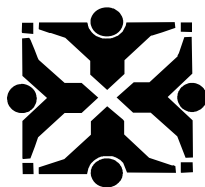
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$6,477,330	\$7,795,002	\$7,446,603	\$7,304,729	(1.9%)	(6.3%)
Supplies & Materials	\$209,282	\$302,676	\$275,403	\$225,604	(18.1%)	(25.5%)
Travel & Training	\$71,026	\$143,775	\$135,325	\$129,543	(4.3%)	(9.9%)
Intragov. Charges	\$1,349,026	\$1,496,319	\$1,496,319	\$1,685,964	12.7%	12.7%
Utilities, Services & Misc.	\$9,810,778	\$2,569,127	\$2,524,027	\$3,240,675	28.4%	26.1%
Capital	\$29,100	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Other	\$12,750,750	\$10,307,470	\$10,307,470	\$6,212,494	(39.7%)	(39.7%)
Total	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)
Operating Expenses	\$14,672,004	\$11,371,899	\$10,942,677	\$11,341,515	3.6%	(0.3%)
Non-Operating Expenses	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Debt Service	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Additions	\$29,100	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Total Expenses	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)

Funding Sources (Where the Money Comes From)

Intragov. Revenues (G&A Fees)	\$4,247,354	\$4,407,697	\$4,407,697	\$4,726,906	7.2%	7.2%
Grant Revenue	\$7,320	\$0	\$0	\$0		
Interest Revenue	\$207,051	\$132,606	\$122,456	\$122,456	0.0%	(7.7%)
Other Local Revenues	\$2,145,802	\$1,335,251	\$1,337,589	\$1,281,774	(4.2%)	(4.0%)
Operating Transfers	\$7,979,186	\$7,901,284	\$7,899,784	\$4,247,898	(46.2%)	(46.2%)
Use of Fund Balance	\$1,864,308	\$121,741	\$131,891	\$145,569	10.4%	19.6%
Less: Amt. Added to Fund Bal.	\$0	\$0	\$0	\$0		
Dedicated Sources	\$16,451,021	\$13,898,579	\$13,899,417	\$10,524,603	(24.3%)	(24.3%)
General Sources	\$14,246,271	\$8,782,790	\$8,352,730	\$8,274,406	(0.9%)	(5.8%)
Total Funding Sources	\$30,697,292	\$22,681,369	\$22,252,147	\$18,799,009	(15.5%)	(17.1%)

City Council

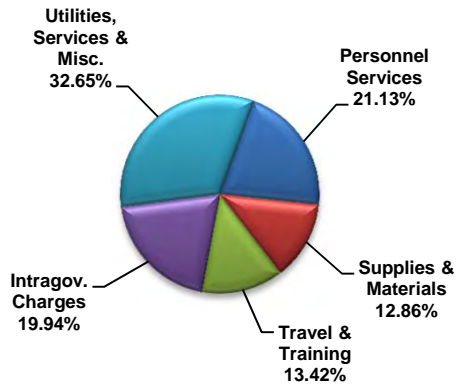
(General Fund)



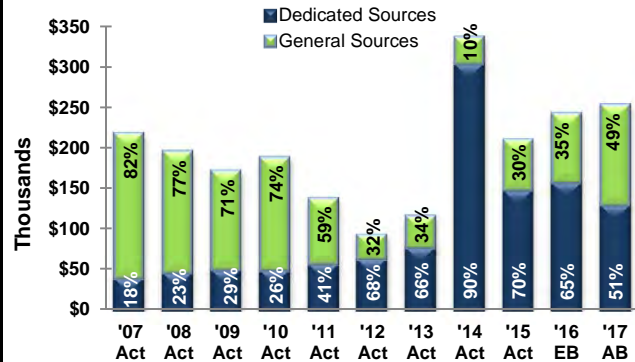
City of Columbia
Columbia, Missouri

City Council - Summary

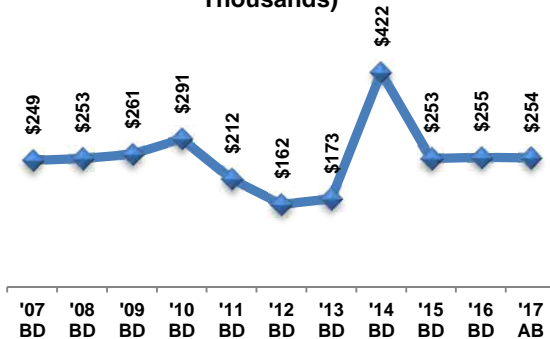
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$47,652	\$53,567	\$53,567	\$53,567	0.0%	0.0%
Supplies & Materials	\$16,713	\$33,405	\$29,100	\$32,609	12.1%	(2.4%)
Travel & Training	\$23,089	\$35,520	\$35,520	\$34,020	(4.2%)	(4.2%)
Intragov. Charges	\$43,693	\$45,571	\$45,571	\$50,563	11.0%	11.0%
Utilities, Services & Misc.	\$79,367	\$86,963	\$78,960	\$82,763	4.8%	(4.8%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
Operating Expenses	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)

Funding Sources (Where the Money Comes From)

Grant Revenue	\$7,320	\$0	\$0	\$0		
Other Local Revenues	\$3,108	\$0	\$0	\$0		
Intragov. Revenues (G&A Fees)	\$137,190	\$156,914	\$156,914	\$129,166	(17.7%)	(17.7%)
Dedicated Sources	\$147,618	\$156,914	\$156,914	\$129,166	(17.7%)	(17.7%)
General Sources	\$62,896	\$98,112	\$85,804	\$124,356	44.9%	26.7%
Total Funding Sources	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)

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.

Highlights / Significant Changes

- Beginning in FY 2017, Sister Cities funding has been moved to the Cultural Affairs budget.
- The City Council participated in the general fund cuts for FY 2017 by reducing the amount of Council Reserve by \$7,000, which is equivalent to a 3% cut.
- The total amount of City Council Reserve funds for FY 2017 is \$44,120. These funds are included in the City General budget.

Department Objectives

Strategic Priority: Operational Excellence: Set policy to meet the City's strategic priorities and objectives.

Authorized Personnel

Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
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There are no personnel assigned to this budget; however, there are voter approved stipends for the 7 voter elected council members - 1 at-large (Mayor) and 6 respectively representing the six wards.

Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
City Council:						
Personnel Services	\$47,652	\$53,567	\$53,567	\$53,567	0.0%	0.0%
Supplies and Materials	\$6,993	\$17,588	\$15,000	\$17,592	17.3%	0.0%
Travel and Training	\$18,231	\$20,250	\$20,250	\$20,250	0.0%	0.0%
Intragovernmental Charges	\$43,693	\$45,571	\$45,571	\$50,563	11.0%	11.0%
Utilities, Services, & Misc.	\$75,466	\$51,550	\$45,660	\$51,550	12.9%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$192,035	\$188,526	\$180,048	\$193,522	7.5%	2.7%

Boards and Commissions:

Personnel Services	\$0	\$0	\$0	\$0		
Supplies and Materials	\$9,720	\$15,817	\$14,100	\$15,017	6.5%	(5.1%)
Travel and Training	\$4,858	\$15,270	\$15,270	\$13,770	(9.8%)	(9.8%)
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$3,901	\$35,413	\$33,300	\$31,213	(6.3%)	(11.9%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$18,479	\$66,500	\$62,670	\$60,000	(4.3%)	(9.8%)

Department Totals

Personnel Services	\$47,652	\$53,567	\$53,567	\$53,567	0.0%	0.0%
Supplies and Materials	\$16,713	\$33,405	\$29,100	\$32,609	12.1%	(2.4%)
Travel and Training	\$23,089	\$35,520	\$35,520	\$34,020	(4.2%)	(4.2%)
Intragovernmental Charges	\$43,693	\$45,571	\$45,571	\$50,563	11.0%	11.0%
Utilities, Services, & Misc.	\$79,367	\$86,963	\$78,960	\$82,763	4.8%	(4.8%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$210,514	\$255,026	\$242,718	\$253,522	4.5%	(0.6%)

Boards and Commissions: Budget by Board/Commission

Airport Advisory Board	\$2,015	\$2,000	\$2,000	\$2,000	0.0%	0.0%
Board of Adjustment	\$608	\$2,000	\$1,510	\$2,000	32.5%	0.0%
Citizens Police Review Board	\$634	\$22,500	\$22,820	\$22,500	(1.4%)	0.0%
Commissions - General	\$204	\$7,000	\$5,446	\$7,000	28.5%	0.0%
Disabilities	\$375	\$1,300	\$1,300	\$1,300	0.0%	0.0%
Historic Preservation	\$4,154	\$10,000	\$9,456	\$10,000	5.8%	0.0%
Mayor's Council on Phys. Fitness	\$2,245	\$6,000	\$5,115	\$6,000	17.3%	0.0%
Parks and Recreation Comm.	\$1,859	\$2,500	\$2,129	\$2,500	17.4%	0.0%
Planning and Zoning	\$5,415	\$6,700	\$6,394	\$6,700	4.8%	0.0%
Sister Cities*	\$970	\$5,000	\$5,000	\$0	(100.0%)	(100.0%)
Youth Advisory	\$0	\$1,500	\$1,500	\$0	(100.0%)	(100.0%)
Total	\$18,479	\$66,500	\$62,670	\$60,000	(4.3%)	(9.8%)

* Beginning in FY 2017, funding has been moved to the Cultural Affairs budget.

City Council

Established Boards and Commissions

The following is a list of all of the boards and commissions that the city has established and the liaison department

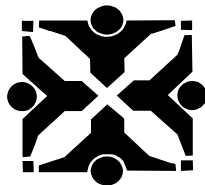
<u>Liaison Department</u>	<u>Board/Commission Name</u>
City Clerk	1 Board of Adjustment
City Manager	2 City of Columbia New Century Fund Inc Board 3 Downtown Columbia Leadership Council 4 Environment and Energy Commission 5 Tax Increment Financing Commission 6 Youth Advisory Council
Community Development	7 Bicycle/Pedestrian Commission 8 Building Construction Codes Commission 9 Columbia Community Development Commission 10 Community Tree Task Force 11 Historic Preservation Commission 12 Parking and Traffic Management Task Force 13 Planning and Zoning Commission
Community Relations	14 Columbia Vision Commission
Convention & Visitors Bureau	15 Convention and Visitors Advisory Board 16 Mayor's Task Force on Medical Tourism
Cultural Affairs	17 Commission on Cultural Affairs 18 Commission on Cultural Affairs Standing Committee on Public Art 19 Mayor's Task Force On The U.S.S. Columbia
Economic Development	20 Airport Advisory Board
Finance	21 Finance Advisory and Audit Committee 22 Firefighters' Retirement Board 23 Liquor License Review Board 24 Police Retirement Board
Human Resources	25 Personnel Advisory Board
Law	26 Citizens Police Review Board 27 Commission on Human Rights 28 Disabilities Commission
Parks & Recreation	29 Mayor's Council on Physical Fitness and Health 30 Parks and Recreation Commission
Public Health & Human Services	31 Board of Health 32 Human Services Commission 33 Substance Abuse Advisory Commission
Public Works	34 Public Transit Advisory Commission 35 Rock Quarry Road Scenic Roadway Stakeholder Advisory Group
Utilities	36 Integrated Water Resource Planning Committee 37 Mayor's Task Force On Infrastructure 38 Railroad Advisory Board 39 Source Water Protection Plan Task Force 40 Water and Light Advisory Board

City Council Fees/Charges/Fines

				FY 2016	FY 2017
	Chapter/ Section	Ordinance	Date Last Changed	Fee	Fee
Advertising costs					
Advertising costs for Board of Adjustment cases * - An applicant shall deposit a sum sufficient to pay the costs of advertising as required by statute and ordinance. The clerk shall inform applicants of the estimated cost of advertising and require a deposit sufficient to meet the costs upon filing. All unexpended portions of the deposit shall be returned after the actual costs of advertising have been met.	29-31(g)(3) Deposit is determined by the Board rules	9484	02-01-10	\$150.00	\$150.00

*Actual fee change was around February 2010 by the Board of Adjustment.

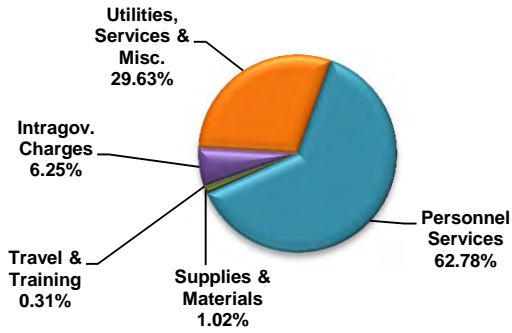
City Clerk and Elections (General Fund)



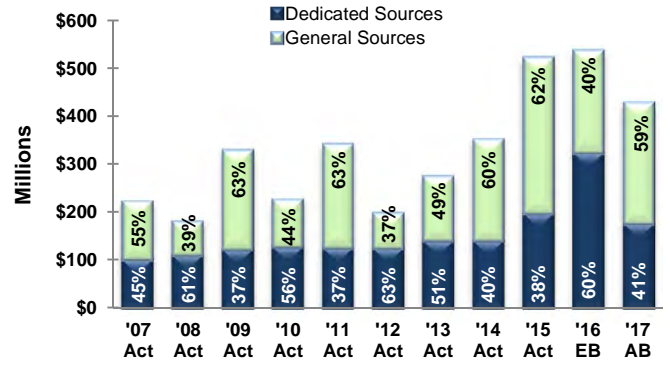
City of Columbia
Columbia, Missouri

City Clerk - Summary

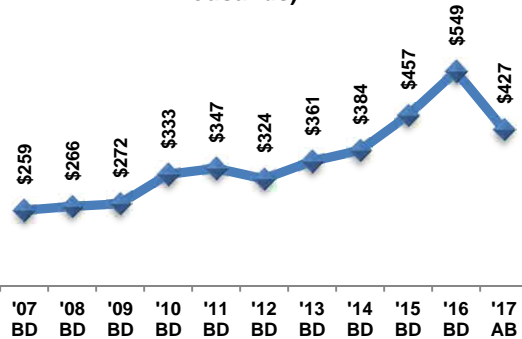
FY 2017 Total Expenditures By Category



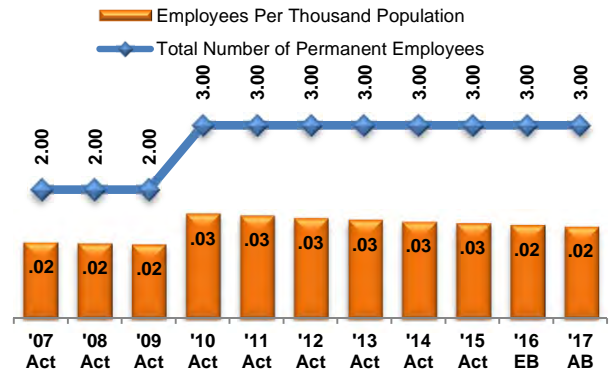
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$237,309	\$269,897	\$259,036	\$268,236	3.6%	(0.6%)
Supplies & Materials	\$528	\$4,379	\$3,300	\$4,379	32.7%	0.0%
Travel & Training	\$220	\$1,319	\$950	\$1,319	38.8%	0.0%
Intragov. Charges	\$62,765	\$25,674	\$25,674	\$26,715	4.1%	4.1%
Utilities, Services & Misc.	\$219,758	\$247,505	\$246,235	\$126,600	(48.6%)	(48.8%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
Operating Expenses	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)

Funding Sources (Where the Money Comes From)

Other Local Revenues	\$302	\$90	\$13	\$0	(100.0%)	(100.0%)
Intragov. Revenues (G&A Fees)	\$196,228	\$201,432	\$201,432	\$174,754	(13.2%)	(13.2%)
Operating Transfers	\$0	\$120,905	\$120,905	\$0	(100.0%)	(100.0%)
Dedicated Sources	\$196,530	\$322,427	\$322,350	\$174,754	(45.8%)	(45.8%)
General Sources	\$324,050	\$226,347	\$212,845	\$252,495	18.6%	11.6%
Total Funding Sources	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)

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.

Highlights / Significant Changes

- The significant decrease in the FY 2017 budget is due to a lower number of elections anticipated.

Department Objectives

- Strategic Priority: Operational Excellence:** 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.
- The City Clerk is the department liaison for the Board of Adjustment.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
City Clerk - General	3.00	3.00	3.00	3.00	
City Clerk - Elections	0.00	0.00	0.00	0.00	
Total Personnel	3.00	3.00	3.00	3.00	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	3.00	

City Clerk - Detail

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
General:						
Personnel Services	\$237,309	\$269,897	\$259,036	\$268,236	3.6%	(0.6%)
Supplies and Materials	\$528	\$4,379	\$3,300	\$4,379	32.7%	0.0%
Travel and Training	\$220	\$1,319	\$950	\$1,319	38.8%	0.0%
Intragovernmental Charges	\$62,765	\$25,674	\$25,674	\$26,715	4.1%	4.1%
Utilities, Services, & Misc.	\$2,852	\$7,940	\$6,670	\$7,940	19.0%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$303,674	\$309,209	\$295,630	\$308,589	4.4%	(0.2%)

Elections:

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.	\$216,906	\$239,565	\$239,565	\$118,660	(50.5%)	(50.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$216,906	\$239,565	\$239,565	\$118,660	(50.5%)	(50.5%)

Department Totals

Personnel Services	\$237,309	\$269,897	\$259,036	\$268,236	3.6%	(0.6%)
Supplies and Materials	\$528	\$4,379	\$3,300	\$4,379	32.7%	0.0%
Travel and Training	\$220	\$1,319	\$950	\$1,319	38.8%	0.0%
Intragovernmental Charges	\$62,765	\$25,674	\$25,674	\$26,715	4.1%	4.1%
Utilities, Services & Misc.	\$219,758	\$247,505	\$246,235	\$126,600	(48.6%)	(48.8%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$520,580	\$548,774	\$535,195	\$427,249	(20.2%)	(22.1%)

Authorized Personnel

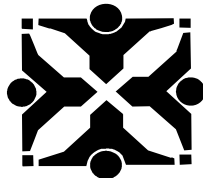
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
General					
8804 - Deputy City Clerk	1.00	1.00	1.00	1.00	
8803 - City Clerk	1.00	1.00	1.00	1.00	
1006 - Sr Administrative Supp Asst.	1.00	1.00	1.00	1.00	
Total Personnel	3.00	3.00	3.00	3.00	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	3.00	

Elections

There are no personnel assigned to the Elections division.

City Manager

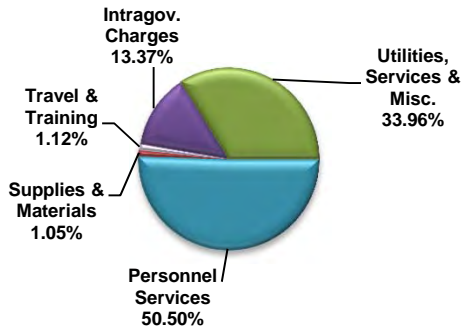
(General Fund)



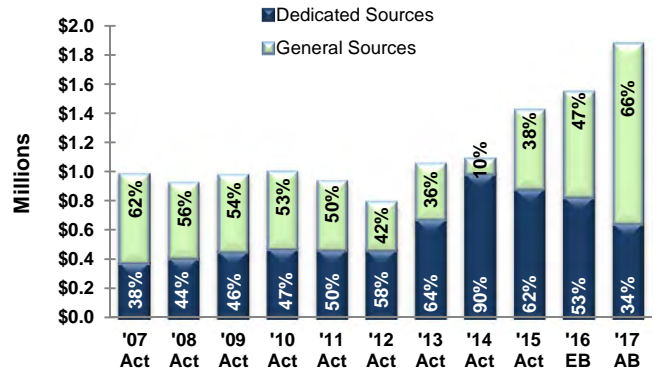
City of Columbia
Columbia, Missouri

City Manager

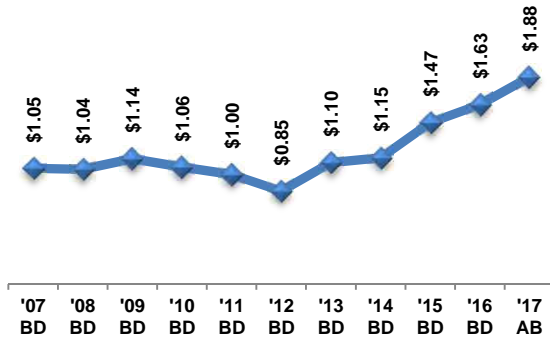
FY 2017 Total Expenditures By Category



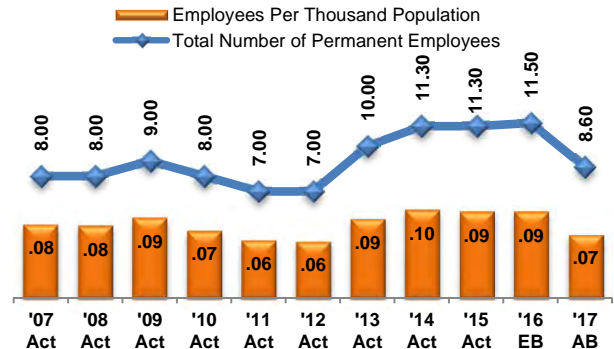
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$1,110,887	\$1,251,277	\$1,179,137	\$948,091	(19.6%)	(24.2%)
Supplies & Materials	\$30,668	\$31,045	\$27,645	\$19,700	(28.7%)	(36.5%)
Travel & Training	\$16,787	\$30,550	\$28,550	\$21,050	(26.3%)	(31.1%)
Intragov. Charges	\$118,833	\$191,763	\$191,763	\$250,995	30.9%	30.9%
Utilities, Services & Misc.	\$119,652	\$124,045	\$121,343	\$637,596	425.4%	414.0%
Capital	\$29,100	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Operating Expenses	\$1,396,827	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$29,100	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%

Funding Sources (Where the Money Comes From)

Transfers *	\$230,702	\$229,571	\$229,571	\$59,320	(74.2%)	(74.2%)
Other Local Revenues	\$83,058	\$76,520	\$76,976	\$24,050	(68.8%)	(68.6%)
Intragov. Revenues (G&A Fees)	\$569,145	\$520,549	\$520,549	\$562,727	8.1%	8.1%
Dedicated Sources	\$882,905	\$826,640	\$827,096	\$646,097	(21.9%)	(21.8%)
General Sources	\$543,022	\$802,040	\$721,342	\$1,231,335	70.7%	53.5%
Total Funding Sources	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%

* Transfers from Convention and Visitors Bureau to fund Event Services Specialist

Transfers from Capital Project Fund to pay for COFERS Project Manager.

Transfers from Water, Electric, Parking, Transit, Sewer, Solid Waste, and Transload for sustainability project savings to offset Office of Sustainability costs. Note: beginning in FY 2017 the Office of Sustainability has been moved into a different department which is reflected in the Health and Environment section of the budget document.

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, 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. The City Counselor's appointment is subject to City Council approval. Appointment of subordinates is generally delegated to the appropriate Department Director.

Highlights / Significant Changes

- As the City Council requested, the City Manager's Office remains committed to achieving the Missouri Quality Award, official state recognition for excellence in local government.
- This budget will move the Office of Sustainability from under the City Manager's Office to under City Utilities. This budget will be included in the Health and Environment section. This movement will allow for improved coordination of city-wide sustainability efforts.
- This budget eliminated the Financial Project Officer from the City Manager's Office.
- Due to budget constraints, this budget reflects a \$28,735 hiring delay for the Deputy City Manager position and reduces general source funding of \$67,000 through the movement of the Office of Sustainability from this department to under the direction of the Utility Department.
- The City Council voted to use General Fund reserves to provide a one-time contribution of \$500,000 to the Boys and Girls Club gym project.

Department Objectives

- **Implement the City-Wide Strategic Plan** through consistent, measurable execution of strategic plan goals; and the alignment of departmental strategic plans with the city-wide plan.
- **Streamline customer service** to increase citizen agreement that it was easy to reach the right person the last time they contacted the city to 65% by 2019.
- **Execute performance measurement and improvement initiatives** that will assist the city with an award-level Missouri Quality Award (MQA) application.
- **Elevate citizen engagement** to increase citizen agreement that the city is a trusted source of information about programs and services to 68% by 2019.
- The City Manager's Department is the liaison department for the following Boards and Commissions:
 - City of Columbia New Century Fund Inc. Board
 - Downtown Leadership Council Columbia
 - Environment and Energy Commission
 - Tax Increment Financing Commission
 - Youth Advisory Council

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9998 - City Manager	1.00	1.00	1.00	1.00	
9950 - City Management Fellow	2.00	2.00	2.00	2.00	
9916 - Sustainability Educator	1.00	1.00	1.00	0.00	(1.00)
9915 - Sustainability Manager	1.00	1.00	1.00	0.00	(1.00)
9911 - Assistant to City Manager	1.00	1.00	1.00	1.00	
9905 - Deputy City Manager **	0.80	1.00	1.00	1.10	0.10
9901 - Assistant City Manager	0.50	0.50	0.50	0.50	
9800 - Event Services Specialist*	1.00	1.00	1.00	1.00	
6760 - Financial Project Officer	1.00	1.00	1.00	0.00	(1.00)
4619 - Trust Administrator ***	1.00	1.00	1.00	1.00	
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
1006 - Sr Administrative Supp Asst.*	0.00	0.00	0.00	0.00	
Total Personnel	11.30	11.50	11.50	8.60	(2.90)
Permanent Full-Time	11.30	11.50	11.50	8.60	(2.90)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	11.30	11.50	11.50	8.60	(2.90)

*In FY 2015 the Senior Administrative Support Assistant was eliminated and an Event Services Specialist was added.

** In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization

*** Position was reassigned from Trust Specialist to Trust Administrator

Budget Detail by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration:						
Personnel Services	\$968,247	\$1,034,229	\$975,774	\$932,547	(4.4%)	(9.8%)
Supplies and Materials	\$17,050	\$19,364	\$18,364	\$19,700	7.3%	1.7%
Travel and Training	\$15,016	\$21,050	\$21,050	\$21,050	0.0%	0.0%
Intragovernmental Charges	\$118,725	\$190,486	\$190,486	\$250,995	31.8%	31.8%
Utilities, Services, & Misc.	\$66,069	\$84,495	\$86,283	\$584,515	577.4%	591.8%
Capital	\$29,100	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,214,207	\$1,349,624	\$1,291,957	\$1,808,807	40.0%	34.0%
Sustainability:						
Personnel Services	\$142,640	\$158,540	\$141,444	\$0	(100.0%)	(100.0%)
Supplies and Materials	\$13,604	\$8,681	\$8,681	\$0	(100.0%)	(100.0%)
Travel and Training	\$1,771	\$4,500	\$4,500	\$0	(100.0%)	(100.0%)
Intragovernmental Charges	\$108	\$1,277	\$1,277	\$0	(100.0%)	(100.0%)
Utilities, Services, & Misc.	\$5,347	\$5,060	\$5,060	\$0	(100.0%)	(100.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total *	\$163,470	\$178,058	\$160,962	\$0	(100.0%)	(100.0%)
Special Events:						
Personnel Services	\$0	\$43,508	\$45,646	\$0	(100.0%)	(100.0%)
Supplies and Materials	\$0	\$3,000	\$600	\$0	(100.0%)	(100.0%)
Travel and Training	\$0	\$5,000	\$3,000	\$0	(100.0%)	(100.0%)
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total **	\$0	\$51,508	\$49,246	\$0	(100.0%)	(100.0%)
Leadership for Performance Excellence:						
Personnel Services	\$0	\$15,000	\$16,273	\$15,544	(4.5%)	3.6%
Supplies and Materials	\$14	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$48,236	\$34,490	\$30,000	\$53,081	76.9%	53.9%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$48,250	\$49,490	\$46,273	\$68,625	48.3%	38.7%

Note: Prior to FY 2015, the Leadership for Performance Excellence division was reflected in City General.

* In FY 2017, Sustainability was moved to a separate department and placed under the direction of the Utilities to improve coordination of city-wide sustainability efforts.

** In FY 2017, Special Events was moved back into Administration

Total Department						
Personnel Services	\$1,110,887	\$1,251,277	\$1,179,137	\$948,091	(19.6%)	(24.2%)
Supplies and Materials	\$30,668	\$31,045	\$27,645	\$19,700	(28.7%)	(36.5%)
Travel and Training	\$16,787	\$30,550	\$28,550	\$21,050	(26.3%)	(31.1%)
Intragovernmental Charges	\$118,833	\$191,763	\$191,763	\$250,995	30.9%	30.9%
Utilities, Services, & Misc.	\$119,652	\$124,045	\$121,343	\$637,596	425.4%	414.0%
Capital	\$29,100	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,425,927	\$1,628,680	\$1,548,438	\$1,877,432	21.2%	15.3%

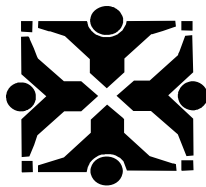
City Manager Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Special Events permit				
Application processing fee	24-73(c)	01-06-14	\$100	\$100

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Finance Department

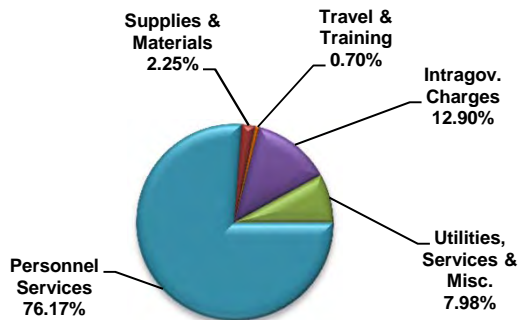
(General Fund)



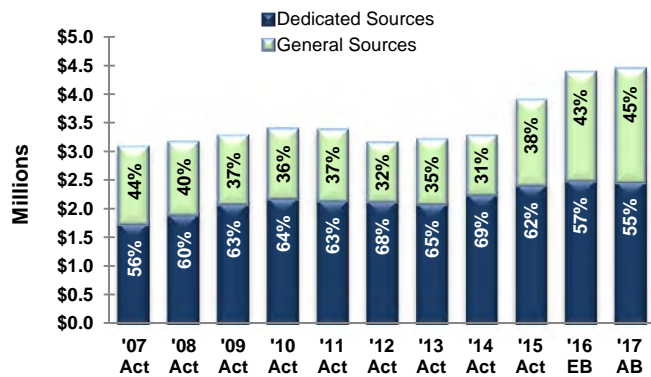
City of Columbia
Columbia, Missouri

Finance - Summary

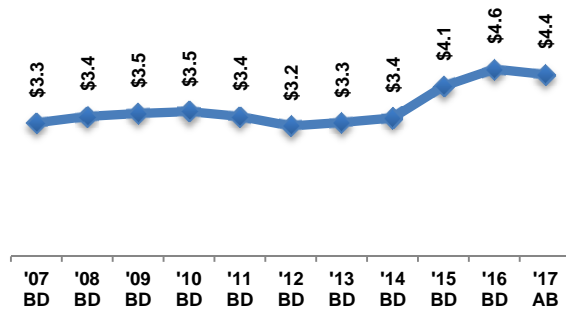
FY 2017 Total Expenditures By Category



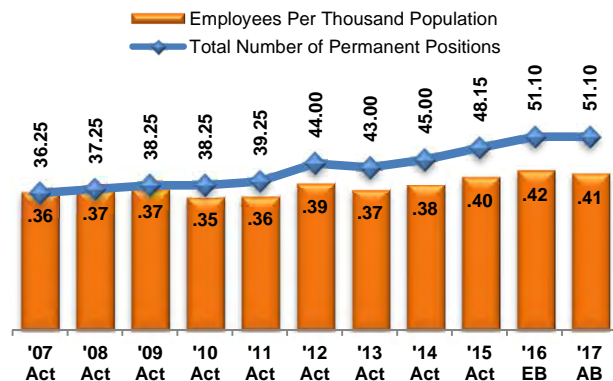
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,982,457	\$3,458,962	\$3,308,468	\$3,374,597	2.0%	(2.4%)
Supplies & Materials	\$95,384	\$150,263	\$139,419	\$99,516	(28.6%)	(33.8%)
Travel & Training	\$7,108	\$30,067	\$24,386	\$31,087	27.5%	3.4%
Intragov. Charges	\$429,879	\$485,602	\$485,602	\$571,618	17.7%	17.7%
Utilities, Services & Misc.	\$372,739	\$370,057	\$347,653	\$353,712	1.7%	(4.4%)
Capital	\$0	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)
Operating Expenses	\$3,887,567	\$4,494,951	\$4,305,528	\$4,430,530	2.9%	(1.4%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)

Funding Sources (Where the Money Comes From)

Transfers	\$232,960	\$231,398	\$231,398	\$111,365	(51.9%)	(51.9%)
Other Local Revenues	\$8,397	\$914	\$2,893	\$230	(92.0%)	(74.8%)
Intragov. Revenues (G&A Fees)	\$2,159,780	\$2,252,332	\$2,252,332	\$2,343,033	4.0%	4.0%
Dedicated Sources	\$2,401,137	\$2,484,644	\$2,486,623	\$2,454,628	(1.3%)	(1.2%)
General Sources	\$1,486,430	\$2,077,307	\$1,885,905	\$1,975,902	4.8%	(4.9%)
Total Funding Sources	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)

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 administering Police and Fire pension funds. With the exception of Self Insurance, which is an internal service fund and is located in the Supporting Activities section of this document, all Finance Divisions are budgeted and accounted for in the General Fund.

Department Objectives

Strategic Priority: Operational Excellence: 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 activities, 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 accounting, budgeting, purchasing, business license, investment, and other related activities.

- Finance Department is the department liaison for the following Boards and Commissions:
 - Finance Advisory and Audit Committee
 - Firefighter's Retirement Board
 - Liquor License Review Board
 - Police Retirement Board

Highlights / Significant Changes

- **Administration:** The entire Finance Department has been heavily involved in implementation of phase 2 of our COFERS ERP software project during FY 2016 which includes core financials. Phase 2 is scheduled to go live in October, 2016. Budgeting has fully transitioned the budgeting module to the new MUNIS system. Due to budget cuts necessary to balance the General Fund, the Finance budget reflects \$106,210 in budget cuts, including a hiring delay of one year for the Pension Administrator position, a hiring delay of 45 days of any other positions that become vacant during the year, and cuts in other areas.
- **Accounting:** The Accounting division is involved in the implementation of a new city-wide Enterprise Resource Planning system (COFERS) which began in FY 2014. The new COFERS system will integrate internal and external management information across the entire city, enhancing effectiveness and efficiency. Additionally, the accounting division will continue to implement new accounting standards and externally mandated regulations as well as prepare the audited Comprehensive Annual Financial Report.

Highlights / Significant Changes continued

- **Purchasing:** The Purchasing division have been involved in the implementation of the new city-wide Enterprise Resource Planning system (COFERS) which began in FY 2014. Purchasing processed 181 formal bids (\$15,000.00 and over), 60 informal bids (\$5,000.00 to \$15,000.00), and issued 2,584 purchase orders totaling \$41,244,979 in FY 2015. Purchasing administers (in the field contract compliance, addendums, change orders, renewals, cancellations, etc.) more than 500 contracts for various types of services and products on a yearly basis. Purchasing administers the procurement card process for the City which had a total spend of \$5,296,864 with 24,338 transactions being monitored in FY 2015. The Purchasing staff also administers the sale of surplus property. In FY 2015 the City sold approximately 500 individual surplus items.
- **Business License:** The Business License Division renewed 5,167 business licenses and issued 767 new business licenses during license year 2016. The number of renewed business licenses increased 1.23% while there was a 3.36% increase in the number of new business licenses issued. In addition, 619 annual and temporary liquor licenses were issued, as well as 191 armed/unarmed guard licenses, 287 taxi/limousine driver and vehicle permits, 193 transportation network operator (Uber) permits, and numerous animal licenses, solicitors permits and temporary business licenses. An eGovernment portal designed to provide a system for online applications and payment options, as well as citizen access to licensing information, is being utilized by many customers and has streamlined the renewal process for our customers and the Business License staff. Staff will continue to review pertinent sections of the City Code of Ordinances to identify areas of improvement in an effort to provide the highest level of customer service.
- **Treasury Management:** The Treasury Management Division earned \$5.2 million on investment of operating funds during FY 2015. During the 12 months ended March 31, 2016, Treasury cashiers collected over \$24 million in face to face transactions from over 110,000 customers for utilities and other services. In addition, cashiers processed over 235,000 mail payments collecting another \$65 million, and used various electronically assisted processes to collect another 320,000 payments. Over 670,000 total payments were collected for the period with an error ratio of less than 0.1% (1/10 of 1%). Treasury staff deployed new chip card readers citywide to meet new card processing standards and completed new compliance standards for payment card security. Staff is transitioning to several new software applications as part of the COFERS project during the latter part of this FY 2016.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration & Financial Planning	10.15	9.65	9.65	9.75	0.10
Accounting	19.00	21.00	21.00	21.00	
Treasury Management	8.75	9.05	9.80	9.90	0.10
Purchasing	8.00	8.40	8.40	8.20	-0.20
Business License	2.25	2.25	2.25	2.25	
Total Personnel	48.15	50.35	51.10	51.10	(0.00)
Permanent Full-Time	46.65	48.60	49.35	49.35	(0.00)
Permanent Part-Time	1.50	1.75	1.75	1.75	
Total Permanent	48.15	50.35	51.10	51.10	(0.00)

Finance

Budget Detail by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration:						
Personnel Services	\$743,600	\$898,315	\$811,221	\$847,696	4.5%	(5.6%)
Supplies and Materials	\$23,533	\$27,184	\$20,310	\$20,650	1.7%	(24.0%)
Travel and Training	\$610	\$9,972	\$7,468	\$11,675	56.3%	17.1%
Intragovernmental Charges	\$425,442	\$485,452	\$485,452	\$566,940	16.8%	16.8%
Utilities, Services, & Misc.	\$241,809	\$209,927	\$195,572	\$198,985	1.7%	(5.2%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,434,994	\$1,630,850	\$1,520,023	\$1,645,946	8.3%	0.9%
Accounting:						
Personnel Services	\$1,195,643	\$1,378,439	\$1,336,071	\$1,351,498	1.2%	(2.0%)
Supplies and Materials	\$35,420	\$46,128	\$44,236	\$40,550	(8.3%)	(12.1%)
Travel and Training	\$1,869	\$9,315	\$6,688	\$9,352	39.8%	0.4%
Intragovernmental Charges	\$1,316	\$0	\$0	\$1,371		
Utilities, Services, & Misc.	\$13,874	\$24,761	\$19,469	\$25,521	31.1%	3.1%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,248,122	\$1,458,643	\$1,406,464	\$1,428,292	1.6%	(2.1%)
Treasury Management:						
Personnel Services	\$450,689	\$506,789	\$508,357	\$524,512	3.2%	3.5%
Supplies and Materials	\$10,380	\$47,710	\$47,111	\$11,225	(76.2%)	(76.5%)
Travel and Training	\$220	\$4,050	\$4,000	\$4,000	0.0%	(1.2%)
Intragovernmental Charges	\$626	\$150	\$150	\$555	270.0%	270.0%
Utilities, Services, & Misc.	\$62,663	\$74,441	\$71,065	\$67,715	(4.7%)	(9.0%)
Capital	\$0	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$524,578	\$700,140	\$697,683	\$608,007	(12.9%)	(13.2%)
Purchasing:						
Personnel Services	\$469,855	\$543,609	\$522,728	\$525,161	0.5%	(3.4%)
Supplies and Materials	\$6,883	\$11,031	\$9,249	\$8,547	(7.6%)	(22.5%)
Travel and Training	\$2,448	\$4,850	\$4,350	\$4,250	(2.3%)	(12.4%)
Intragovernmental Charges	\$2,363	\$0	\$0	\$2,328		
Utilities, Services, & Misc.	\$27,728	\$30,363	\$31,082	\$30,632	(1.4%)	0.9%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$509,277	\$589,853	\$567,409	\$570,918	0.6%	(3.2%)
Business License:						
Personnel Services	\$122,670	\$131,810	\$130,091	\$125,730	(3.4%)	(4.6%)
Supplies and Materials	\$19,168	\$18,210	\$18,513	\$18,544	0.2%	1.8%
Travel and Training	\$1,961	\$1,880	\$1,880	\$1,810	(3.7%)	(3.7%)
Intragovernmental Charges	\$132	\$0	\$0	\$424		
Utilities, Services, & Misc.	\$26,665	\$30,565	\$30,465	\$30,859	1.3%	1.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$170,596	\$182,465	\$180,949	\$177,367	(2.0%)	(2.8%)
Department Totals:						
Personnel Services	\$2,982,457	\$3,458,962	\$3,308,468	\$3,374,597	2.0%	(2.4%)
Supplies and Materials	\$95,384	\$150,263	\$139,419	\$99,516	(28.6%)	(33.8%)
Travel and Training	\$7,108	\$30,067	\$24,386	\$31,087	27.5%	3.4%
Intragovernmental Charges	\$429,879	\$485,602	\$485,602	\$571,618	17.7%	17.7%
Utilities, Services, & Misc.	\$372,739	\$370,057	\$347,653	\$353,712	1.7%	(4.4%)
Capital	\$0	\$67,000	\$67,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$3,887,567	\$4,561,951	\$4,372,528	\$4,430,530	1.3%	(2.9%)

Finance

Authorized Personnel by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration:					
6800 - Director, Finance	1.00	1.00	1.00	1.00	
6750 - Asst. Director, Finance ***	0.40	0.00	0.00	0.10	0.10
6606 - Budget Supervisor	1.00	1.00	1.00	1.00	
6605 - Budget Officer	1.00	1.00	1.00	1.00	
6604 - Budget Analyst	3.00	3.00	3.00	2.00	(1.00)
6603 - Senior Budget Analyst ++	1.00	1.00	1.00	2.00	1.00
6505 - Business Services Manager +	0.50	0.40	0.40	0.40	
6500 - Pension Administrator ****	1.00	1.00	1.00	1.00	
1400 - Administrative Technician *	0.00	0.00	1.00	1.00	
1006 - Sr Administrative Supp Asst. *	1.25	1.25	0.25	0.25	
Total Personnel	10.15	9.65	9.65	9.75	0.10
Permanent Full-Time	9.90	9.65	9.65	9.75	0.10
Permanent Part-Time	0.25	0.00	0.00	0.00	
Total Permanent	10.15	9.65	9.65	9.75	0.10
Accounting:					
6208 - Accountant I ^	0.00	2.00	2.00	1.00	(1.00)
6207 - Accountant II **	2.00	2.00	2.00	2.00	
6205 - Controller	1.00	1.00	1.00	1.00	
6203 - Senior Accountant ^	3.00	3.00	3.00	4.00	1.00
6201 - Accounting Supervisor	3.00	3.00	3.00	3.00	
1203 - Accounting Assistant	10.00	10.00	10.00	10.00	
Total Personnel	19.00	21.00	21.00	21.00	
Permanent Full-Time	18.50	20.00	20.00	20.00	
Permanent Part-Time	0.50	1.00	1.00	1.00	
Total Permanent	19.00	21.00	21.00	21.00	
Treasury Management:					
6750 - Asst. Director, Finance ***	0.00	0.30	0.30	0.40	0.10
6700 - Treasurer	1.00	1.00	1.00	1.00	
1210 - Treasury Support Supervisor	1.00	1.00	1.00	1.00	
1201 - Cashier	5.75	5.75	6.50	6.50	
1200 - Lead Cashier	1.00	1.00	1.00	1.00	
Total Personnel	8.75	9.05	9.80	9.90	0.10
Permanent Full-Time	8.00	8.30	9.05	9.15	0.10
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	8.75	9.05	9.80	9.90	0.10

* Sr Admin Support Asst was reassigned to Administrative Technician in FY 2016

** In FY 2016 there was a title change from Accountant to Accountant II

*** In FY 2016 Asst. Director of Finance allocation changed as a result of a reorganization which moved Utility Customer Services from Finance to the Utility Department.

**** Due to budget constraints, the Pension Administrator position is authorized but unfunded for FY 2017.

+ As part of the City Manager's reorganization beginning in FY 2016, the Business Services Manager will supervise the print shop and mailroom activities in the Community Relations Dept.

++ In FY 2017 (1) Budget Analyst position was reassigned to Senior Budget Analyst.

^ In FY 2017 (1) Accountant I position was reassigned to Sr. Accountant

Finance

Authorized Personnel by Divisions - (cont.)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Purchasing:					
6750 - Asst. Director, Finance ***	0.00	0.40	0.40	0.20	(0.20)
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6308 - Contract Compliance Officer	1.00	1.00	1.00	1.00	
6307 - Senior Procurement Officer	1.00	1.00	1.00	1.00	
6305 - Procurement Officer	3.00	3.00	3.00	3.00	
1006 - Sr Administrative Supp Asst.	1.00	1.00	1.00	1.00	
1005 - Administrative Support Asst.	1.00	1.00	1.00	1.00	
Total Personnel	8.00	8.40	8.40	8.20	(0.20)
Permanent Full-Time	8.00	8.40	8.40	8.20	(0.20)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.00	8.40	8.40	8.20	(0.20)
Business License:					
6505 - Bus. Services & Manager	0.50	0.50	0.50	0.50	
1006 - Sr Administrative Supp Asst.	1.75	1.75	1.75	1.75	
Total Personnel	2.25	2.25	2.25	2.25	
Permanent Full-Time	2.25	2.25	2.25	2.25	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.25	2.25	2.25	2.25	
Department Totals					
Permanent Full-Time	46.65	48.60	49.35	49.35	(0.00)
Permanent Part-Time	1.50	1.75	1.75	1.75	
Total Permanent	48.15	50.35	51.10	51.10	(0.00)

*** In FY 2016 Asst. Director of Finance allocation changed as a result of a reorganization which moved Utility Customer Services from Finance to the Utility Department.

Finance Department Fees and Charges

	Chapter/ Section	Date Last Changed	FY 2016	FY 2017	
			Fee	Fee	Effective Date
Business License - Gross receipts not exceeding \$25,000 - Gross receipts above \$25,000 but less than \$100,000 - Gross receipts of above \$100,000 Plus \$0.25 for every \$1,000 of gross receipts above \$100,000, up to a maximum fee of \$750.00 or \$1.25 for every regular employee or associate, whichever is higher	13-27(a)(1)	1964 1964 1964	\$15.00 \$25.00 \$0.25	\$15.00 \$25.00 \$0.25	
- Application fee	13-22(a)(4)	1964	\$30.00	\$30.00	
- Fee to cover costs incurred in obtaining criminal record check	13-22(a)(4)	05-07-07	\$15.00	\$17.00	10-01-16
Armed Guards and Security Guards Application or reapplication and testing: -Security guards -Armed guards Written or shooting retest The applicant shall pay a fee to cover costs incurred by the Department of Finance in obtaining the criminal record check required in section 13-49(c)	13-55(a)(1) 13-55(a)(1) 13-55(a)(2) 13-55(b)	10-01-13 10-01-13 12-2-1985 05-07-07	\$20.00 \$25.00 \$10.00 \$15.00	\$20.00 \$25.00 \$10.00 \$17.00	 10-01-16
Solicitors and Canvassers Permit application -plus a fee to cover costs incurred by the Department of Finance in obtaining the criminal record check required in section 13-229	13-228(b) 13--228(b)	05-07-07 05-07-07	\$20.00 \$15.00	\$20.00 \$17.00	 10-01-16
Temporary Entertainment Events Application fee to cover the cost of the investigation Fees for a temporary business license under this division shall be determined in accordance with the fee schedule in section 13-27(a)(1)	13-292(b)	09-17-01	\$20.00	\$20.00	
Temporary Special Events Special events license: \$5 cost per day for each vendor participating at the temporary special event, not to exceed a total of fifteen dollars (\$15.00) for each vendor	13-415(a)	09-17-01	\$5.00	\$5.00	
Temporary Business Stands - Gross receipts not exceeding \$25,000 - Gross receipts above \$25,000 but less than \$100,000 - Gross receipts of above \$100,000 Plus \$0.25 for every \$1,000 of gross receipts above \$100,000, up to a maximum fee of \$750.00 or \$1.25 for every regular employee or associate, whichever is higher - Application fee	13-315 13-22(a)(4)	1964 1964	\$15.00 \$25.00 \$0.25 \$30.00	\$15.00 \$25.00 \$0.25 \$30.00	
License to Manufacture or Wholesale or Retail or Permit Consumption of Alcoholic Beverages Type of License Applied For: (a) Manufacture malt liquor alcohol by weight (b) Manufacture intoxicating alcohol by weight	4-2(a)	03-01-04	 \$350.00 \$750.00	 \$350.00 \$750.00	

Finance Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
License to Manufacture or Wholesale or Retail or Permit Consumption of Alcoholic Beverages (continued)				
(c) Wholesale malt liquor not by weight			\$150.00	\$150.00
(d) Wholesale intoxicating liquor in excess of 5% alcohol by weight			\$375.00	\$375.00
(e) Retail malt liquor not in drink & light wine (including			\$75.00	\$75.00
(f) Retail sale of all kinds of drink, including package			\$450.00	\$450.00
(g) Retail sale of all kinds of drink on premises - Sunday			\$300.00	\$300.00
(h) Retail sale of all kinds of package only - Sunday			\$300.00	\$300.00
(l) Retail malt liquor not in package only (including			\$75.00	\$75.00
(j) Retail intoxicating liquor in package only			\$150.00	\$150.00
(k) Permit consumption of premises			\$300.00	\$300.00
(l) Microbrewery - \$7.50 per 5,000 barrels			\$375.00	\$375.00
(m) Sidewalk Cafe			no charge	no charge
(n) Picnic License			\$15.00	\$15.00
Alcoholic Beverages license				
Failure to submit a renewal application on or before May 1, a late charge shall be added to the renewal fee as follows:				
- May 2 to May 31	4-5(e)(1)	10-01-13	\$100.00	\$100.00
- June 1 to June 30	4-5(e)(2)	10-01-13	\$200.00	\$200.00
- July 1 and later	4-5(e)(3)	10-01-13	\$300.00	\$300.00
Dog, Cats and Other Animal License Fee				
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period of time not to exceed one (1) year	5-65(a)	09-18-00	\$5.00	\$5.00
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period greater than one (1) year, but not exceeding two (2) years	5-65(a)	09-18-00	\$10.00	\$10.00
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period greater than two (2) exceeding three (3) years	5-65(a)	09-18-00	\$15.00	\$15.00

Finance Department Fees and Charges

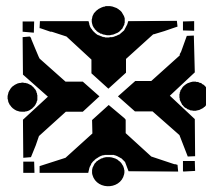
			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Dog, Cats and Other Animal License Fee (cont.)					
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period of time not to exceed one (1) year	5-65(b)	09-18-00	\$15.00	\$15.00	
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period greater than one (1) year, but not exceeding two (2) years	5-65(b)	09-18-00	\$30.00	\$30.00	
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period greater than two (2) years, but not exceeding three (3) years	5-65(b)	09-18-00	\$45.00	\$45.00	
Motor Buses					
Annual fee for filing of application for each motor bus of a seating capacity of forty (40) passengers or less	28-30(a)	1964	\$50.00	\$50.00	
Annual fee for filing of application for each motor bus or combination operated as a unit of a seating capacity of more than forty (40) passengers on the public streets and places of the city.	28-30(a)	1964	\$75.00	\$75.00	
Public Transfer Businesses					
License tax for every person engaging in, operating or conducting a public transfer business or delivery business for one public transfer vehicle	28-58	1964	\$15.00	\$15.00	
For each additional public transfer vehicle used in the business	28-58	1964	\$5.00	\$5.00	
Taxicabs and Limousines					
Permit fee for any person, corporation or partnership to operate any vehicle for hire within the city limits of Columbia	28-113(C)	10-01-13	\$25.00	\$25.00	
Criminal record check					
Fee to cover costs incurred in obtaining criminal record check	28-114	05-07-07	\$15.00	\$17.00	10-01-16
Food Inspection Fee					
Businesses selling/serving food or drink shall pay an annual fee	11-132				
- Gross receipts less than \$250,000			\$185.00	\$185.00	
- Gross receipts between \$250,000 and \$750,000			\$260.00	\$260.00	
- Gross receipts over \$750,000			\$480.00	\$480.00	

Finance Department Fees and Charges

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Waste Haulers Permit Permit fee for any person to transport, haul, convey or carry on or over the streets of the City, any contents of privies or septic tanks, manure or garbage, unless licensed as a waste hauler	13-207		\$10 for 1st vehicle \$5/ each vehicle thereafter	\$10 for 1st vehicle \$5/ each vehicle thereafter	
Junk Dealers License License fee for any person to construct, erect,...operate or maintain any junkyard or to act as a junk dealer in the City. - Annual inspection fee with gross receipts of \$25,000 or less - Over \$25,000	11-180		\$100.00 \$150.00	\$100.00 \$150.00	
Pool Inspection Permit Every person owning, operating or maintaining a class A, B, C, E or F swimming pool in the City of Columbia shall obtain an annual permit per pool or spa permit for pools requiring seasonal inspections, and \$400 per pool or spa permit requiring annual inspections - Seasonal - Annual	11-278(A)		\$250.00 \$400.00	\$250.00 \$400.00	
Food Inspection Fee for Nonprofit Organizations/Businesses Businesses selling/serving food or drink shall pay an annual food inspection fee - Gross receipts less than \$250,000 - Gross receipts between \$250,000 and \$750,000 - Gross receipts over \$750,000	11-132		\$185.00 \$260.00 \$480.00	\$185.00 \$260.00 \$480.00	
Alcoholic Beverage - Caterers permit (temporary location for liquor by drink) - Annual caterers permit	4-49 (o) 4-51 (a) 4-51(b)		\$15.00 \$500 for maximum of 50 functions \$1,000 unlimited	\$15.00 \$500 for maximum of 50 functions \$1,000 unlimited	
Tattoo Establishment Permit Annual tattoo establishment inspection fee	11-362		\$150	\$150	
Chauffer/Taxi Driver permit & Transportation Network Operator Permit Permit fee for any person to drive a vehicle for hire within the City limits of Columbia Permit fee for any person to drive a vehicle for the Transportation Network Application Company	28-113 (c) 28-133(b)		\$20.00	\$20.00 \$20.00	10-01-16

Human Resources

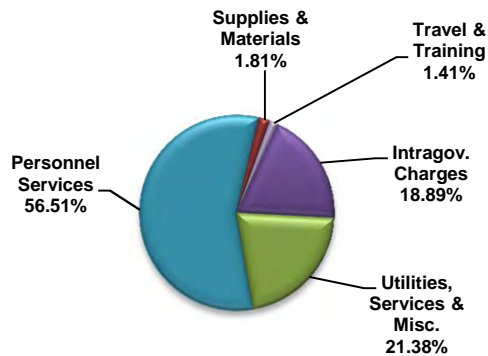
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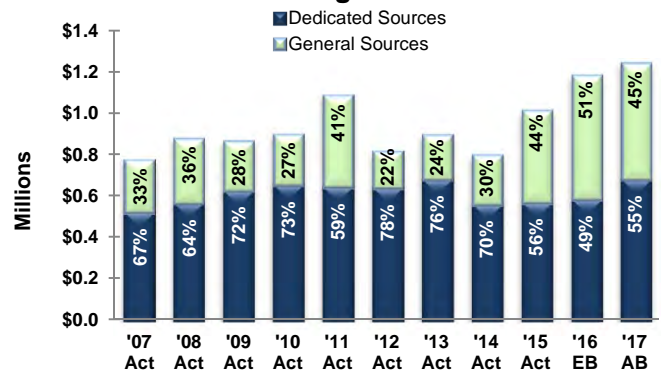
City of Columbia
Columbia, Missouri

Human Resources

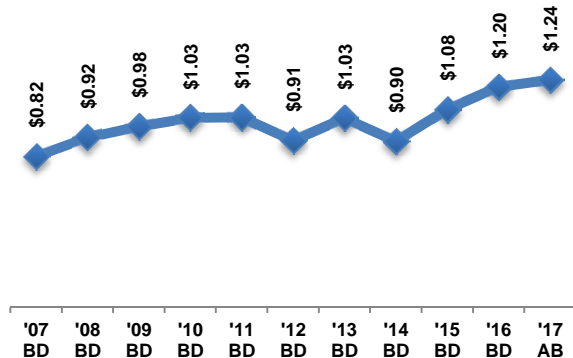
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$615,146	\$691,621	\$676,861	\$699,631	3.4%	1.2%
Supplies & Materials	\$16,910	\$25,595	\$24,782	\$22,440	(9.5%)	(12.3%)
Travel & Training	\$9,945	\$17,407	\$17,407	\$17,407	0.0%	0.0%
Intragov. Charges	\$147,634	\$202,458	\$202,458	\$233,801	15.5%	15.5%
Utilities, Services & Misc.	\$222,259	\$262,580	\$260,030	\$264,735	1.8%	0.8%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Operating Expenses	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%

Funding Sources (Where the Money Comes From)

Other Local Revenues	\$7	\$30	\$142	\$0	(100.0%)	(100.0%)
Intragov. Revenues (G&A Fees)	\$567,022	\$582,257	\$582,257	\$677,647	16.4%	16.4%
Dedicated Sources	\$567,029	\$582,287	\$582,399	\$677,647	16.4%	16.4%
General Sources	\$444,865	\$617,374	\$599,139	\$560,367	(6.5%)	(9.2%)
Total Funding Sources	\$1,011,894	\$1,199,661	\$1,181,538	\$1,238,014	4.8%	3.2%

Description

The Human Resources Department is committed to operational excellence, and helping the City of Columbia provide the best possible service to all customers (employees and citizens) through our people by recruiting, training and retaining a diverse, customer-oriented and high performing workforce. Core services include recruitment, training and development, compensation and classification, benefits administration, wellness, employee relations, compliance and customer service.

Department Objectives

Assist all departments in creating an environment that supports engaged, high performing employees, enables the City to recruit, retain and compete for talent, and ensures retention of institutional knowledge to support the Operational Excellence Strategic Priority. Develop and maintain classification, compensation and benefits strategy. Create and deliver training and development opportunities that improve capacity and leadership. Foster an environment that allows employees to make decisions about their jobs and take responsibility for their results. Seek innovative ways to recognize high performing employees. Assist all departments to comply with all employment laws, ordinances, policies and procedures. Human Resources is the department liaison for the Personnel Advisory Board.

Highlights / Significant Changes

- Due to budget constraints, this budget reflects a \$7,973 budget cut for FY 2017.
- Implemented a new classification, compensation and benefits strategy in FY 2014. For FY 2017, maintenance and review of the plan included reviewing classifications that experienced recruitment challenges, positions not previously reviewed for FY 2016 and assigned to a pay grade with a midpoint of \$72,000 and lower, reorganization proposals, market rates, Consumer Price Index, internal equity and compression. The system is designed to maintain a total compensation system that is internally fair and externally competitive, and support the strategic outcome of increasing employee engagement and satisfaction.
- Implemented a revised schedule for the performance management system in FY 2016.
- Participate on city-wide team to implement a new city time and attendance software.
- Participated on city-wide team that implemented the new payroll/HR software module on January 1, 2016.

Highlights / Significant Changes continued

- Worked with departments and management to develop a strategy to implement revised FLSA regulations related to overtime effective December 1, 2016.
- Implemented a city-wide transitional duty program effective July 1, 2016.
- Conducted fourth annual benefits survey.
- Drug and alcohol policy was updated and approved by City Council.
- Facilitate Third Party Examiners testing program under the state Commercial Driver's License (CDL) program, and coordinate the licensing program with state regulators. The City of Columbia is the only municipal third party examiner in Missouri.

Strategic Priority: Operational Excellence - Increase City employee engagement and satisfaction

- Two staff members attended internal investigation training and successfully obtained certification.
- Recruitment, selection and retention efforts continue to be priorities.
- Continue Supervisory Training and Resources (STAR) training for supervisors to cultivate a learning culture to improve employee job performance and leadership skills. The second cohort of STAR participants completed the 16 month training in January, 2016 and the third cohort is scheduled to complete in August, 2016.
- Continue Leadership Advancement for Devoted & Dedicated Employees Ready to Supervise (LADDERS) training program to develop leaders within our organization, preparing them to promote to supervisory roles. The second cohort of LADDERS participants completed in June 2016; the third cohort started in April 2016.
- Employee wellness implemented first formal wellness incentive program to encourage employees to develop healthy habits and establish a relationship with a primary care physician.
- Beginning September 2016 Employee Wellness will partner with University of Missouri Extension to implement a financial literacy training program.
- Continue to implement the Human Resources Department strategic plan that supports citywide strategic priorities.

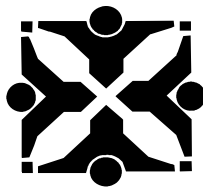
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
4606 - Asst Director, Human Resources	0.95	0.66	0.66	0.66	
4605 - Human Resources Manager	0.00	0.50	0.50	0.50	
4604 - Director, Human Resources	0.75	0.75	0.75	0.75	
4603 - Human Resources Coordinator	1.00	1.00	1.00	1.00	
4601 - Human Resources Analyst	0.75	0.75	0.75	0.75	
4600 - Human Resources Specialist	2.00	2.00	2.00	2.00	
1403 - Lead Human Resources Tech	0.00	0.00	0.50	0.50	
1402 - Human Resources Technician	1.50	1.50	1.00	1.00	
1006 - Sr. Administrative Supp. Asst.	2.00	2.00	2.00	2.00	
Total Personnel	8.95	9.16	9.16	9.16	
Permanent Full-Time	8.95	9.16	9.16	9.16	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.95	9.16	9.16	9.16	

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Law Department

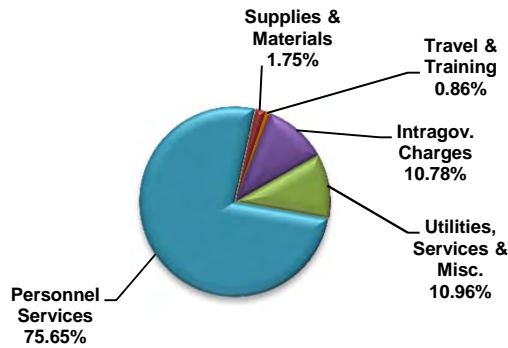
(General Fund)



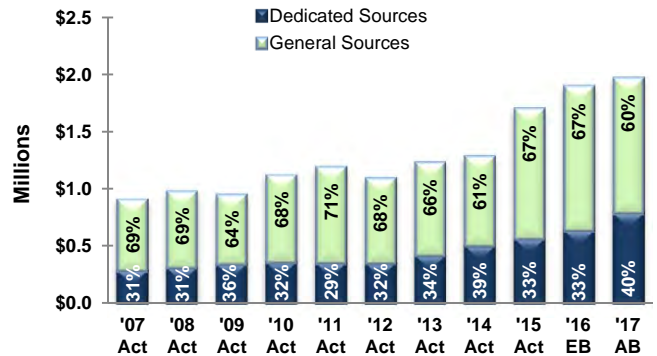
City of Columbia
Columbia, Missouri

Law Department - Summary

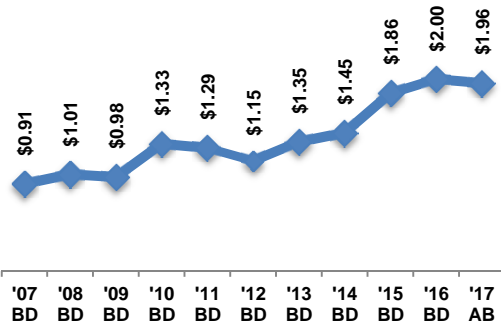
FY 2017 Total Expenditures By Category



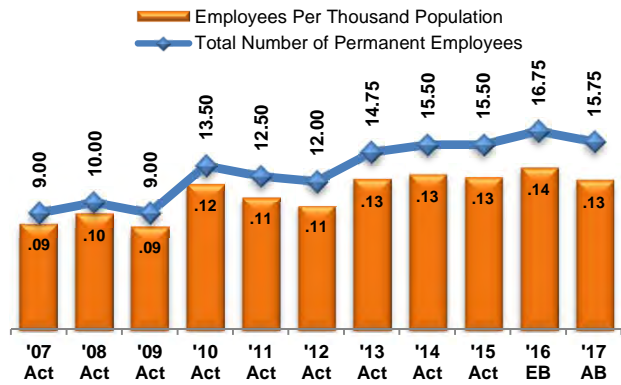
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$1,265,710	\$1,526,800	\$1,429,008	\$1,486,304	4.0%	(2.7%)
Supplies & Materials	\$26,341	\$43,377	\$37,061	\$34,450	(7.0%)	(20.6%)
Travel & Training	\$8,022	\$21,112	\$21,112	\$16,860	(20.1%)	(20.1%)
Intragov. Charges	\$175,243	\$196,999	\$196,999	\$211,817	7.5%	7.5%
Utilities, Services & Misc.	\$222,498	\$215,195	\$209,074	\$215,231	2.9%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
Operating Expenses	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)

Funding Sources (Where the Money Comes From)

Transfers	\$13,220	\$16,000	\$14,500	\$14,500	0.0%	(9.4%)
Other Local Revenues	\$6	\$203	\$67	\$0	(100.0%)	(100.0%)
Intragov. Revenues (G&A Fees)	\$544,936	\$617,078	\$617,078	\$770,247	24.8%	24.8%
Dedicated Sources	\$558,162	\$633,281	\$631,645	\$784,747	24.2%	23.9%
General Sources	\$1,139,652	\$1,370,202	\$1,261,609	\$1,179,915	(6.5%)	(13.9%)
Total Funding Sources	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)

Description

The Law Department is charged with managing all litigation in which the City is a party or interested, prosecuting municipal ordinance violations, drafting legislation, approving as to form all contracts, deeds, bonds and other documents signed in the name of the city, serving as the American with Disabilities Act (ADA) Coordinator and Human Rights Investigator, providing primary staff support for the Citizen Police Review Board, Disabilities Commission and Commission on Human Rights, and advising the City Council, City Boards and Commissions, City Manager, and department directors on legal matters. The City Counselor is the director of the Department, which is composed of two divisions: the Counselor Division (Civil) and the Prosecution Division.

Department Objectives

The mission of the Law Department is to give timely, practical advice on legal questions affecting the City's interest and to represent the interests of the City in legal matters and proceedings with integrity, professionalism and efficiency. The Law Department's primary objective is to assist the City Council, Manager and City departments in setting and meeting their objectives by providing accurate and high-quality legal support services.

Highlights / Significant Changes

- In FY 2015, the resource for posting the code of ordinances on the city's website was transitioned from CodeMaster to Municode OrdBank to create a permanent, online collection of previous ordinances. In FY 2016, additional historical references and original ordinances were linked electronically in the current Code for ease of research and comparison. The additional cost for this added service is reflected in the Supplies and Materials category.
- The Utilities, Services and Miscellaneous category in the FY 2016 and FY 2017 budgets reflects additional expenses related to litigation filed by the City in FY 2015 against Spectra Communications, d/b/a CenturyLink, et al. related to recoupment of alleged underpayment of business license taxes.
- Due to budget cuts necessary to balance the General Fund, this budget reflects \$41,923 in cuts including the deletion of one vacant Assistant City Counselor position in the Prosecution division.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Counselor (Civil)	8.50	9.75	9.75	9.75	
Prosecution	7.00	7.00	7.00	6.00	(1.00)
Total Personnel	15.50	16.75	16.75	15.75	(1.00)
Permanent Full-Time	14.00	15.25	15.25	14.25	(1.00)
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	15.50	16.75	16.75	15.75	(1.00)

Due to budget constraints, one vacant Assistant City Counselor position is being eliminated in FY 2017 in the Prosecution division.

Law Department

Budget Detail by Divisions

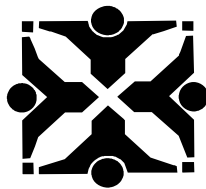
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Counselor (Civil):						
Personnel Services	\$835,365	\$970,190	\$934,542	\$994,516	6.4%	2.5%
Supplies and Materials	\$21,247	\$32,902	\$30,145	\$23,950	(20.6%)	(27.2%)
Travel and Training	\$6,637	\$12,157	\$12,157	\$12,140	(0.1%)	(0.1%)
Intragovernmental Charges	\$94,024	\$105,952	\$105,952	\$112,078	5.8%	5.8%
Utilities, Services, & Misc.	\$208,978	\$190,652	\$188,303	\$190,512	1.2%	(0.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,166,251	\$1,311,853	\$1,271,099	\$1,333,196	4.9%	1.6%
Prosecution:						
Personnel Services	\$430,345	\$556,610	\$494,466	\$491,788	(0.5%)	(11.6%)
Supplies and Materials	\$5,094	\$10,475	\$6,916	\$10,500	51.8%	0.2%
Travel and Training	\$1,385	\$8,955	\$8,955	\$4,720	(47.3%)	(47.3%)
Intragovernmental Charges	\$81,219	\$91,047	\$91,047	\$99,739	9.5%	9.5%
Utilities, Services, & Misc.	\$13,520	\$24,543	\$20,771	\$24,719	19.0%	0.7%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$531,563	\$691,630	\$622,155	\$631,466	1.5%	(8.7%)
Total Department						
Personnel Services	\$1,265,710	\$1,526,800	\$1,429,008	\$1,486,304	4.0%	(2.7%)
Supplies and Materials	\$26,341	\$43,377	\$37,061	\$34,450	(7.0%)	(20.6%)
Travel and Training	\$8,022	\$21,112	\$21,112	\$16,860	(20.1%)	(20.1%)
Intragovernmental Charges	\$175,243	\$196,999	\$196,999	\$211,817	7.5%	7.5%
Utilities, Services, & Misc.	\$222,498	\$215,195	\$209,074	\$215,231	2.9%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,697,814	\$2,003,483	\$1,893,254	\$1,964,662	3.8%	(1.9%)

Authorized Personnel by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Counselor (Civil):					
3410 - City Counselor	1.00	1.00	1.00	1.00	
3408 - Deputy City Counselor	1.00	1.00	1.00	1.00	
3301 - Assistant City Counselor	4.75	4.75	4.75	4.75	
3295 - Assistant to City Counselor	0.00	1.00	1.00	1.00	
3290 - Paralegal	1.00	1.00	1.00	1.00	
1006 - Sr. Administrative Supp Asst.	0.75	1.00	1.00	1.00	
Total Personnel	8.50	9.75	9.75	9.75	
Permanent Full-Time	7.00	8.25	8.25	8.25	
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	8.50	9.75	9.75	9.75	
Prosecution:					
3301 - Assistant City Counselor +	2.00	2.00	2.00	1.00	(1.00)
3300 - City Prosecutor	1.00	1.00	1.00	1.00	
1007 - Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Sr. Administrative Supp Asst.	3.00	3.00	3.00	3.00	
Total Personnel	7.00	7.00	7.00	6.00	(1.00)
Permanent Full-Time	7.00	7.00	7.00	6.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.00	7.00	7.00	6.00	(1.00)
Total Department					
Permanent Full-Time	14.00	15.25	15.25	14.25	(1.00)
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	15.50	16.75	16.75	15.75	(1.00)

+ Due to budget constraints, a vacant Assistant City Counselor position is being eliminated in FY 2017.

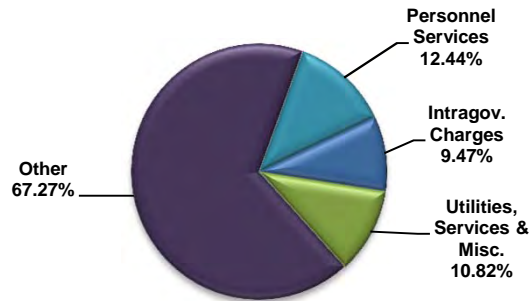
City General Non-Departmental Expenditures (General Fund)



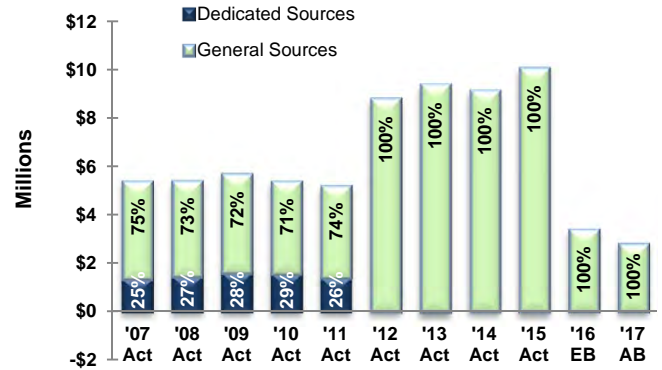
City of Columbia
Columbia, Missouri

City General - Non-Departmental Expenses

FY 2017 Total Expenditures By Category

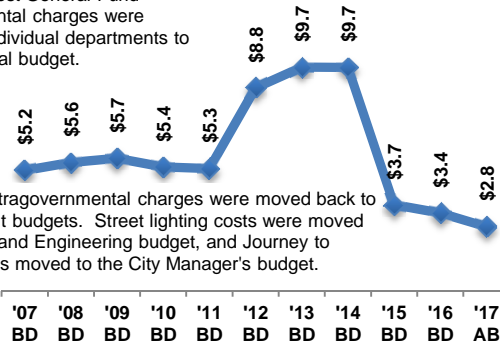


Funding Sources



Budgeted Expenditures (in Millions)

In FY 2012, most General Fund intragovernmental charges were moved from individual departments to the City General budget.



In FY 2015, intragovernmental charges were moved back to the department budgets. Street lighting costs were moved to the Streets and Engineering budget, and Journey to Excellence was moved to the City Manager's budget.

Permanent Positions

There are no personnel assigned to this department.

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$26,160	\$391,349	\$391,349	\$345,654	(11.7%)	(11.7%)
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$273,306	\$241,478	\$241,478	\$263,144	9.0%	9.0%
Utilities, Services & Misc.	\$5,342,781	\$314,222	\$314,222	\$300,778	(4.3%)	(4.3%)
Capital	\$0	\$0	\$0	\$0		
Other	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Total	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)
Operating Expenses	\$5,642,247	\$947,049	\$947,049	\$909,576	(4.0%)	(4.0%)
Non-Operating Expenses	\$4,372,969	\$2,427,219	\$2,427,219	\$1,869,262	(23.0%)	(23.0%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)

Funding Sources (Where the Money Comes From)

Other Local Revenues	\$1,250	\$0	\$0	\$0		
Dedicated Sources	\$1,250	\$0	\$0	\$0		
General Sources	\$10,013,966	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)
Total Funding Sources	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)	(17.6%)

City General - Non-Departmental Expenses

110085xx

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.

Highlights / Significant Changes continued

- The 2006B S.O. Bonds were paid off in FY 2016.
- The 2008B S.O. Bonds (for the construction, expansion, and renovation of the downtown government center) were refinanced in FY 2016. The savings to the General Fund for FY 2017 is \$260,707.

Highlights / Significant Changes

- Council Reserve of \$44,120 has been set aside for the Council to allocate during the fiscal year.
- Contingency of \$100,000 has been budgeted.
- Transfers to the special obligation debt service funds reflect the debt assessed to the General Fund for the purchase and improvement to the Health Facility and the construction, expansion, renovation, and equipping of the downtown government center.

Subsidies, Transfers, and Other (Detail)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Percent Change
SUBSIDIES:					
Recreation Services	\$1,246,038	\$1,161,910	\$1,161,910	\$1,161,910	0.0%
TRANSFERS:					
Special Business District	\$0	\$0	\$0	\$0	
2006B S.O. Bond Fund	\$296,375	\$297,250	\$297,250	\$0	(100.0%)
2008B S.O. Bond Fund	\$970,096	\$968,059	\$968,059	\$0	(100.0%)
2016B S.O. Bond Fund	\$0	\$0	\$0	\$707,352	
Capital Projects Fund	\$943,908	\$0	\$0	\$0	
Convention & Visitors Bureau	\$8,000	\$0	\$0	\$0	
Electric Fund	\$2,620	\$0	\$0	\$0	
Parking Fund	\$300,000	\$0	\$0	\$0	
Community Relations Fund	\$105,000	\$0	\$0	\$0	
Airport Fund	\$500,000	\$0	\$0	\$0	
Water Fund	\$932	\$0	\$0	\$0	
Total Transfers	\$3,126,931	\$1,265,309	\$1,265,309	\$707,352	(44.1%)
OTHER:					
Miscellaneous Nonprogrammed	\$5,129,057	\$529,071	\$529,071	\$472,312	(10.7%)
Health Facility - Condo Assoc.	\$17,250	\$30,000	\$30,000	\$30,000	0.0%
TIF Fees	\$18,336	\$0	\$0	\$0	
Council Reserve	\$0	\$46,500	\$46,500	\$44,120	(5.1%)
Contingency	\$0	\$100,000	\$100,000	\$100,000	0.0%
Intragovernmental Charges	\$273,306	\$241,478	\$241,478	\$263,144	9.0%
PILOT for CEC Prop. Taxes Lost	\$204,298	\$0	\$0	\$0	
Total Other	\$5,642,247	\$947,049	\$947,049	\$909,576	(4.0%)
Total City General	\$10,015,216	\$3,374,268	\$3,374,268	\$2,778,838	(17.6%)

Authorized Personnel

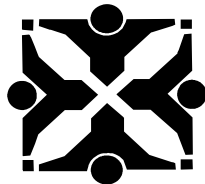
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
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There are no personnel assigned to this budget.

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Public Works - Administration

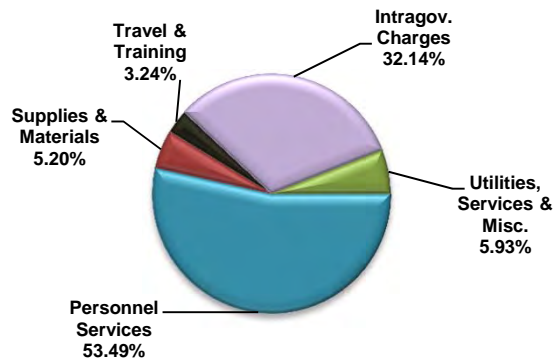
(General Fund)



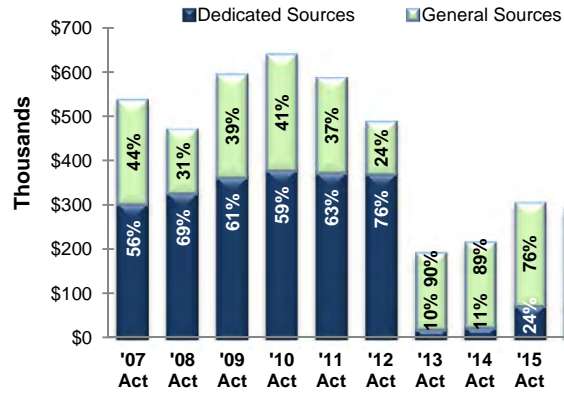
City of Columbia
Columbia, Missouri

Public Works - Administration

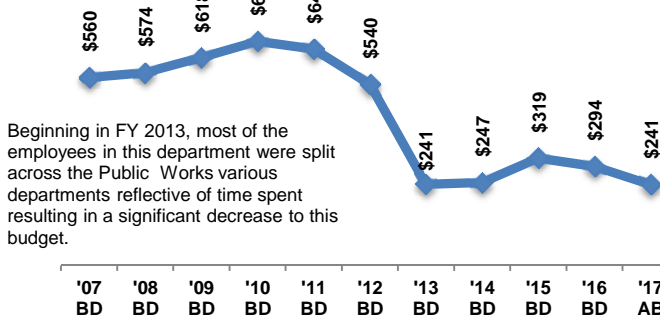
FY 2017 Total Expenditures By Category



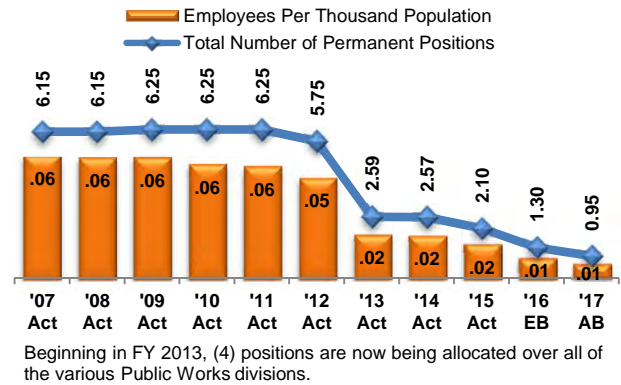
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$179,091	\$151,529	\$149,177	\$128,649	(13.8%)	(15.1%)
Supplies & Materials	\$11,348	\$14,612	\$14,096	\$12,510	(11.3%)	(14.4%)
Travel & Training	\$5,855	\$7,800	\$7,400	\$7,800	5.4%	0.0%
Intragov. Charges	\$97,673	\$106,774	\$106,774	\$77,311	(27.6%)	(27.6%)
Utilities, Services & Misc.	\$10,594	\$13,560	\$11,510	\$14,260	23.9%	5.2%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Operating Expenses	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)

Funding Sources (Where the Money Comes From)

Other Local Revenues	\$118	\$0	\$4	\$0	(100.0%)	
Intragov. Revenues (G&A Fees)	\$73,053	\$77,135	\$77,135	\$69,332	(10.1%)	(10.1%)
Dedicated Sources	\$73,171	\$77,135	\$77,139	\$69,332	(10.1%)	(10.1%)
General Sources	\$231,390	\$217,140	\$211,818	\$171,198	(19.2%)	(21.2%)
Total Funding Sources	\$304,561	\$294,275	\$288,957	\$240,530	(16.8%)	(18.3%)

Description

The Administration section provides management of all divisions and functions of the Department including Transportation, Streets and Engineering, Parking Enforcement and Traffic Control, Parking Facilities, Custodial and Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition.

Highlights / Significant Changes

- **Strategic Priority: Operational Excellence:** The city has made the decision to reorganize by moving the Columbia Regional Airport, currently within the Public Works department, to Economic Development, to allow opportunity for growth and expansion of the airport.
- Due to budget cuts necessary to balance the General Fund, this budget reflects cuts of \$6,514 for FY 2017.
- Due to a reorganization which moved the Airport budget from the Public Works Department to under Economic Development, 0.35 FTE were reallocated from Public Works Administration to the Parking Fund.

Department Objectives

- Assist with the transition of the Columbia Regional Airport moving from the Public Works department to Economic Development.
- Ensure continued accreditation of the department.

Authorized Personnel

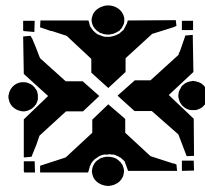
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
6204 - Financial Analyst	0.10	0.10	0.10	0.10	
6200 - Sr. Financial Analyst **	0.10	0.00	0.00	0.00	
5901 - Director of Public Works **	0.02	0.15	0.15	0.15	
5800 - Asst. to the PW Director +	0.50	0.20	0.20	0.15	(0.05)
4802 - Public Information Specialist **	0.05	0.00	0.00	0.00	
1007 - Administrative Supervisor +	0.33	0.35	0.35	0.25	(0.10)
1006 - Senior Admin. Support Asst. +	1.00	0.50	0.50	0.30	(0.20)
Total Personnel	2.10	1.30	1.30	0.95	(0.35)
Permanent Full-Time	2.10	1.30	1.30	0.95	(0.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.10	1.30	1.30	0.95	(0.35)

** In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization.

+ In FY 2017, positions were reallocated to Parking Fund as part of the reorganization that moved Airport out from the Public Works Department and under Economic Development.

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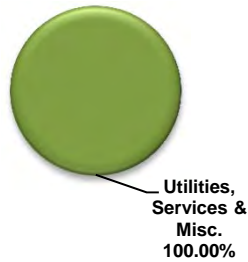
Capital Projects Fund - Other General Government Projects



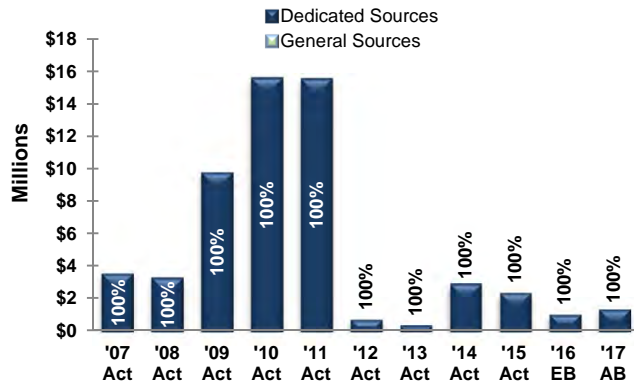
*City of Columbia
Columbia, Missouri*

Capital Projects Fund - Other General Government Projects

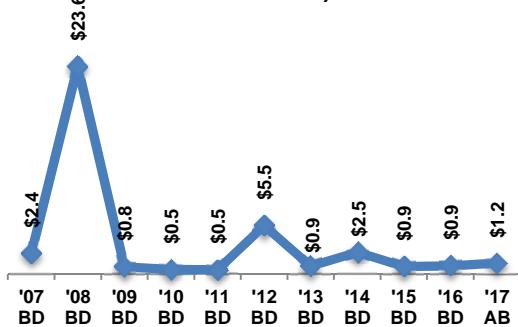
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions

There are no personnel assigned to this department.

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$12,918	\$0	\$0	\$0		
Supplies & Materials	\$11,390	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$1,771,292	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Capital	\$0	\$0	\$0	\$0		
Other	\$479,117	\$0	\$0	\$0		
Total	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
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	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Total Expenses	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%

Funding Sources (Where the Money Comes From)

Other Local Revenue	\$156,301	\$0	\$0	\$0		
Operating Transfers	\$1,102,500	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
Use of Existing Resources	\$1,015,916	\$0	\$0	\$0		
Dedicated Sources	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$2,274,717	\$935,000	\$935,000	\$1,245,000	33.2%	33.2%

Major Projects

- Transfer from Enterprise Resource Project to cover cost of the Project Manager.
- Continued funding for Eighth Street Plan Avenue of the Columns Project.
- Continued funding for a Disaster Recovery Facility.
- Continued funding for installation of proximity lock system in City Buildings.
- Design of Grissum Building Renovation.

Fiscal Impact

On-going operating cost of the Disaster Recovery Center of \$20,000 per year will be budgeted in the Information Technology Fund beginning in FY 2017.

Authorized Personnel

**Actual
FY 2015**

**Adj. Budget
FY 2016**

**Estimated
FY 2016**

**Adopted
FY 2017**

**Position
Changes**

There are no personnel assigned to this budget.

Other General Government

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Other General Govt							
1 Adopt A Spot C00100 [ID: 7]						2009	2009
Total							
2 Contingency 40138 [ID: 518]							
Gen Fd/PI	\$100,000	\$100,000	\$100,000	\$200,000			
Total	\$100,000	\$100,000	\$100,000	\$200,000			
3 Downtown Special Projects 00140 [ID: 519]							
CVB	\$20,000						
Gen Fd/PI			\$20,000	\$40,000			
Total	\$20,000		\$20,000	\$40,000			
4 Grissum Fuel Site upgrades - FL001 [ID: 527]						1999	2008
Total							
5 Pub Bldgs Major Maint Ren 00021 [ID: 514]							
Gen Fd/PI	\$75,000	\$75,000	\$75,000	\$225,000	\$75,000		
Total	\$75,000	\$75,000	\$75,000	\$225,000	\$75,000		
6 CID Gateway project - 00680 [ID: 2007]						2017	2018
Gen Fd/PI		\$20,000					
Unfunded			\$662,000				
Total		\$20,000	\$662,000				
7 Disaster Recovery Facil 00538 [ID: 1736]						2014	2014
Contrib from Utilities	\$100,000	\$70,000					
Total	\$100,000	\$70,000					
8 Eighth St. Plan Avenue of the Col 00126 [ID: 526]						2011	2012
Gen Fd/PI	\$300,000	\$300,000	\$185,900				
Total	\$300,000	\$300,000	\$185,900				
9 Enterprise Resource Group Software COFERS- 00476 [ID: 1397]						2011	2012
Contrib from Utilities	\$160,000						
Total	\$160,000						
10 Proximity Locks - 00599 [ID: 1858]						2015	2015
Gen Fd/PI	\$150,000	\$150,000	\$150,000				
Total	\$150,000	\$150,000	\$150,000				
11 Walton Bldg Cap Improv 00587 [ID: 1846]						2015	2015
CVB	\$30,000	\$30,000	\$20,000				
Total	\$30,000	\$30,000	\$20,000				
12 Grissum Building Renovations 00659 [ID: 1821]						2017	2019
Cap Imp S Tax - 2015 Ballot		\$500,000		\$4,000,000			
Total		\$500,000		\$4,000,000			
13 Addl Salt Storage Bldg (Mun Serv Center S) - 00632 [ID: 1831]						2021	2023
Cap Imp S Tax - 2015 Ballot				\$600,000	\$2,140,000		
Total				\$600,000	\$2,140,000		
14 Garage and fueling station (Mun Serv Center S) [ID: 1832]						2016	2025
Cap Imp S Tax - 2015 Ballot					\$2,000,000		
Total					\$2,000,000		

Other General Government

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Other General Government Funding Source Summary							
Cap Imp S Tax - 2015 Ballot		\$500,000		\$4,600,000	\$4,140,000		
Contrib from Utilities	\$260,000	\$70,000					
CVB	\$50,000	\$30,000	\$20,000				
Gen Fd/PI	\$625,000	\$645,000	\$530,900	\$465,000	\$75,000		
New Funding	\$935,000	\$1,245,000	\$550,900	\$5,065,000	\$4,215,000		
Unfunded			\$662,000				
Unfunded			\$662,000		\$0		
Total	\$935,000	\$1,245,000	\$1,212,900	\$5,065,000	\$4,215,000		

Other General Government Current Capital Projects

1	Blind Boone Home 00123 [ID: 522]	2009	2010
2	Disabilities Commission Projects 00544 [ID: 1730]	2013	2013
3	Land Grissum Expansion - 00369 [ID: 1148]	2008	2008
4	Municipal Office Space Expansion 00099 [ID: 512]	2013	2013
5	North Village Land Purchase 00616 [ID: 1943]	2015	2017
6	Preliminary Project Studies 40140 [ID: 535]	2009	2009
7	Satellite Ops - Location in SW Columbia 00077 [ID: 517]	2011	2012
8	Site: New Day/Room @ the Inn 00543 [ID: 1729]	2013	2013
9	Transfer to GF for COFFERS Project Manager C00476 [ID: 1567]	2013	2013

Other General Government Impact of Capital Projects

Municipal Office Space Expansion 00099 [ID: 512]
Will increase operating space and maintenance and utilities associated. Will reduce lease expense in Police, Water & Light and other budgets. The operating impact has been incorporated into departments' budgets since 2010. The City will seek Leadership in Environmental Engineering and Design (LEED) certification.

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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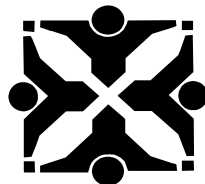
General Government Debt -

2016B Special Obligation Improvement Bonds

Robert M. Lemone Trust

Missouri Transportation Finance Corporation

(Debt Service Funds)



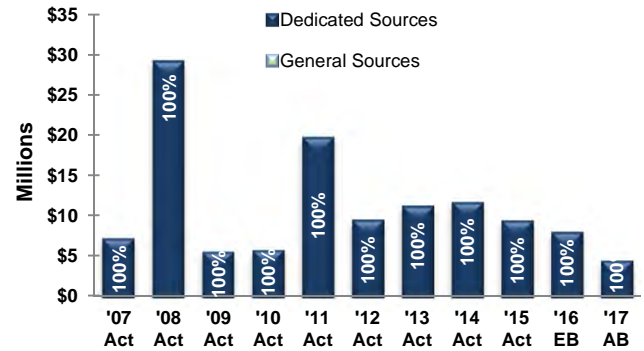
City of Columbia
Columbia, Missouri

General Government Debt - Debt Service Funds

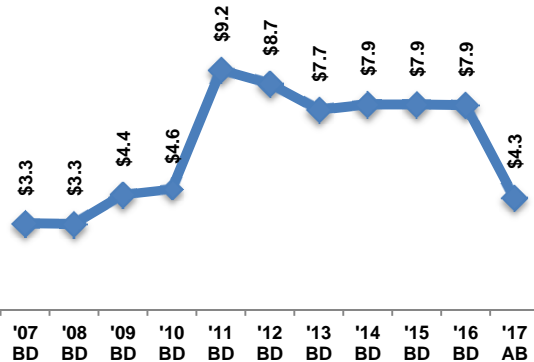
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
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.	\$1,449,838	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$7,898,664	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Total	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)

Funding Sources (Where the Money Comes From)

Interest Revenue	\$207,051	\$132,606	\$122,456	\$122,456	0.0%	(7.7%)
Other Local Revenues	\$1,893,255	\$1,257,494	\$1,257,494	\$1,257,494	0.0%	0.0%
Operating Transfers	\$6,399,804	\$6,368,410	\$6,368,410	\$2,817,713	(55.8%)	(55.8%)
Use of Fund Balance	\$848,392	\$121,741	\$131,891	\$145,569	10.4%	19.6%
Less: Amt. Added to Fund Balance	\$0	\$0	\$0	\$0		
Dedicated Sources	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$9,348,502	\$7,880,251	\$7,880,251	\$4,343,232	(44.9%)	(44.9%)

Description

Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment. The City currently has three debt service funds.

**2016B Special Obligation
Improvement Bonds**

This fund is used to accumulate monies for payment of Series 2008B \$26,795,000, 4.3% Special Obligation Bonds with semi-annual installments of principal plus interest until maturity in 2028. Financing is to be provided by property tax and lease payments from enterprise funds.

The 2008B SO Bonds were refinanced in FY 2016 resulting in a savings of \$4,640,040 over the next thirteen years (average \$355,000/yr).

**Missouri Transportation Finance
Corporation Loan**

This fund accumulates monies for payment of the \$8.2 million, 3.92% loan for improvements to the Stadium Boulevard Corridor from Broadway to I-70. Financing is to be provided by TDD sales tax revenue.

Robert M. Lemone Trust

This fund is used to accumulate monies for payment of the loans for the purchase and renovation of 2810 Lemone Industrial Blvd. (the IBM building). The City assumed the obligation to pay these loans December 31, 2010. Financing is to be provided by sales tax revenue in the Public Improvement Fund and building lease payments.

Authorized Personnel

**Actual
FY 2015**

**Adj. Budget
FY 2016**

**Estimated
FY 2016**

**Adopted
FY 2017**

**Position
Changes**

There are no personnel assigned to this budget.

Debt Service Funds - Detail

Mo Trans Finance Corp (Fund 3110)

Missouri Transportation Finance Corp Loan (Interest rate: 3.92%)

Original Issue - \$8,200,000

Balance As of 9/30/2016 - \$4,823,732

Maturity date - 3/1/2022

Ordinance #20001 authorized a direct loan agreement with the Missouri Transportation Finance Corp for improvements to the Stadium Boulevard Corridor from Broadway to I-70. \$2.5 million of the loan was obtained during FY 2012 with the balance of \$5.7 million to be received 10/1/2012.

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$802,250	\$181,226	\$983,476
2018	\$834,006	\$149,470	\$983,476
2019	\$867,020	\$116,456	\$983,476
2020	\$901,086	\$82,390	\$983,476
2021	\$937,009	\$46,467	\$983,476
2022	\$482,361	\$9,376	\$491,737
Total	\$4,823,732	\$585,385	\$5,409,117

Lemone Trust Fund (Fund 3100)

Special Obligation Bonds - Robert M. Lemone Trust

12/28/10 (2810 Lemone Industrial Blvd. - IBM Building (Interest Rate: 6.00%))

Original Issues - \$9,229,723

Balance As of 9/30/2016 - \$4,536,212

Maturity Date - 10/1/2020

On 12/28/10 the City received title to property at 2810 Lemone Industrial Blvd. and assumed the obligation to pay the seller's loan of \$2,550,000 to CAJF (Columbia Area Jobs Foundation) as well as a second loan in the amount of \$9,229,723. The debt is to be repaid by monthly lease payments for the building.

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$1,009,497	\$247,997	\$1,257,494
2018	\$1,072,649	\$184,845	\$1,257,494
2019	\$1,139,752	\$117,742	\$1,257,494
2020	\$1,210,912	\$46,581	\$1,257,493
2021	\$103,402	\$0	\$103,402
Total	\$4,536,212	\$597,165	\$5,133,377

Debt Service Funds - Detail

Lemone Trust Fund (Fund 3100)

Special Obligation Bonds - Robert M. Lemone Trust

12/28/10 (2810 Lemone Industrial Blvd. - IBM Building (interest Rate: 5.25%))

Original Issues - \$2,550,000

Balance As of 9/30/2016 - \$1,269,990

Maturity Date - 1/1/2021

On 12/28/10 the City received title to property at 2810 Lemone Industrial Blvd. and assumed the obligation to pay the seller's loan of \$2,550,000 to CAJF (Columbia Area Jobs Foundation) as well as a second loan in the amount of \$9,229,723. The debt is to be repaid by annual appropriation of sales tax revenue in the Public Improvement Fund. The principal is in escrow at Boone County National Bank.

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$268,026	\$60,286	\$328,312
2018	\$282,441	\$45,871	\$328,312
2019	\$297,632	\$30,681	\$328,313
2020	\$313,639	\$14,674	\$328,313
2021	\$108,252	\$1,186	\$109,438
Total	\$1,269,990	\$152,698	\$1,422,688

Special Obligation Bond - Downtown Gov Center (Fund 3120)

Special Obligation Bonds

16 Improv. Downtown Govt. Center (Interest Rates: 3.50% - 5.00%)

Original Issue - \$17,580,000

Balance As of 9/30/2016 - \$17,580,000

Maturity Date - 9/30/2028

In July 2016, the City issued Special Obligation Refunding Bonds. The City intends to fund the annual debt service payments in the bonds through lease payments to be charged to the City enterprise and governmental departments that will occupy space in the government center. The bonds were issued to refund the City's Special Obligation Bonds, Series 2008B.

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$1,215,000	\$558,950	\$1,773,950
2018	\$1,235,000	\$534,450	\$1,769,450
2019	\$1,265,000	\$509,450	\$1,774,450
2020	\$1,295,000	\$477,375	\$1,772,375
2021	\$1,350,000	\$424,200	\$1,774,200
2022	\$1,415,000	\$355,075	\$1,770,075
2023	\$1,475,000	\$282,825	\$1,757,825
2024	\$1,550,000	\$207,200	\$1,757,200
2025	\$1,615,000	\$144,225	\$1,759,225
2026	\$1,670,000	\$94,950	\$1,764,950
2027	\$1,720,000	\$52,700	\$1,772,700
2028	\$1,775,000	\$17,750	\$1,792,750
Total	\$17,580,000	\$3,659,150	\$21,239,150

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Health and Environment



Description

The Health and Environment departments are a group of departments with a central mission to preserve, protect, and promote our community. The departments within the General Fund include Public Health and Human Services, Community Development, Economic Development, Cultural Affairs and the Office of Sustainability. While there is some funding from dedicated sources such as grants and fees and service charges, much of the funding for these departments is considered to be general and, as such, can be moved from one department to any other general city funded department. The departments that receive special revenue funding include the Convention and Visitors Bureau, Community Development Block Grant Fund, and the Contributions Fund. The funding for these departments are dedicated and must be used to meet the specific needs of those departments

Health and Human Services

Public Health and Human Services provides essential services that support optimal health, safety and well-being for all city and county residents.

Economic Development

Economic Development provides the necessary support to encourage and facilitate the growth of the economic base in Columbia.

Cultural Affairs

Cultural Affairs enhances 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.

Office of Sustainability

The Office of Sustainability while a general fund department is completely offset by grants and transfers from the utilities and is responsible for internal and external sustainability efforts in Columbia.

Community Development

The Office of Neighborhood Services, Building and Site Development and Planning have been combined into one department to better serve the public. The goal is customer service. Neighborhood Services improves the quality of life for Columbia's residents through fairly and swiftly enforcing city codes related to residential life and building a sense of community by offering valuable volunteer opportunities, and providing resources for neighborhood leaders to solve issues independently. Building and Site Development responds to our community's building safety needs in order to deliver an effective and efficient system of services, which minimizes risk to life, health and property. Planning provides long-range land use planning, transportation, housing, community and economic development planning services to the community.

Community Development Block Grant

Community Development Block Grant Fund (CDBG) administers federal funding to improve low to moderate income neighborhoods through improvement of public infrastructure and community facilities, demolition of dilapidated buildings, construction of replacement housing, assistance to home owners and prospective home buyers, and rehabilitation of existing housing.

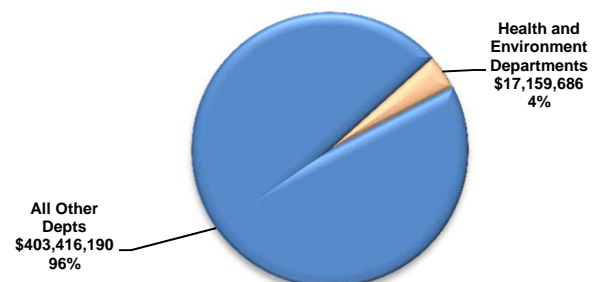
Convention and Visitors Bureau

Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

Contributions Fund

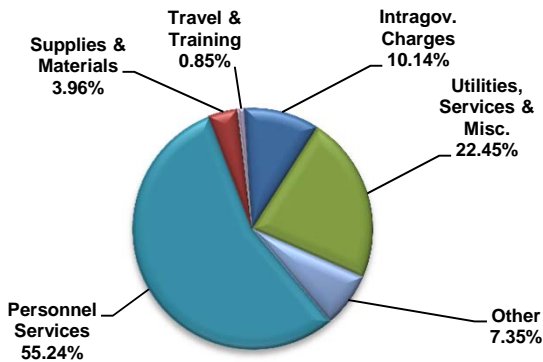
Contributions Fund manages donations to support and improve our community.

Health and Environment Expenses vs.
All Other Dept. Expenses

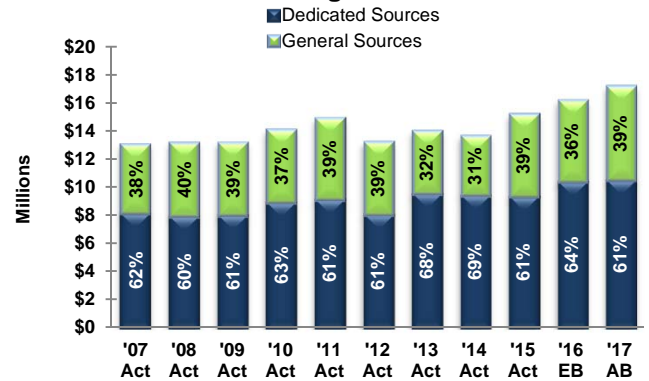


Health and Environment - Summary

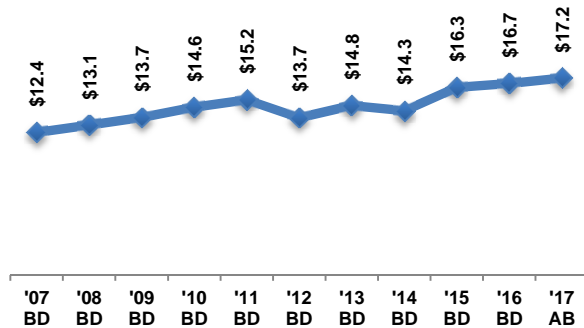
FY 2017 Total Expenditures By Category



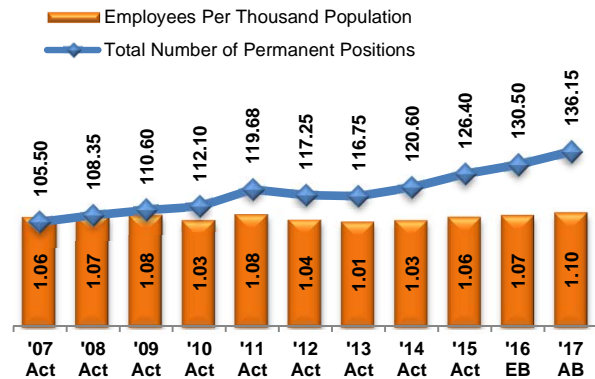
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



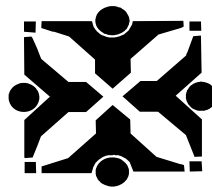
Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$8,312,287	\$9,227,703	\$8,937,817	\$9,478,949	6.1%	2.7%
Supplies & Materials	\$613,627	\$714,019	\$675,661	\$679,618	0.6%	(4.8%)
Travel & Training	\$127,971	\$157,747	\$153,033	\$146,591	(4.2%)	(7.1%)
Intragov. Charges	\$1,308,444	\$1,438,008	\$1,438,008	\$1,740,262	21.0%	21.0%
Utilities, Services & Misc.	\$4,179,913	\$4,668,041	\$4,638,874	\$3,852,638	(16.9%)	(17.5%)
Capital	\$20,009	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Other	\$600,430	\$257,057	\$277,371	\$1,261,628	354.9%	390.8%
Total	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%
Operating Expenses	\$14,542,242	\$16,205,518	\$15,843,393	\$15,898,058	0.3%	(1.9%)
Non-Operating Expenses	\$600,430	\$257,057	\$277,371	\$1,261,628	354.9%	390.8%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$20,009	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%

Funding Sources (Where the Money Comes From)

Gross Rec. Taxes & Other Loc. Txes	\$2,496,339	\$2,445,450	\$2,633,639	\$2,778,489	5.5%	13.6%
Grants	\$3,925,448	\$4,270,533	\$4,260,473	\$3,602,048	(15.5%)	(15.7%)
Interest Revenue	\$107,010	\$74,248	\$78,228	\$78,128	(0.1%)	5.2%
Fees & Service Charges	\$2,308,518	\$2,324,388	\$2,931,396	\$2,370,258	(19.1%)	2.0%
Other Local Revenues	\$489,789	\$407,951	\$405,868	\$311,109	(23.3%)	(23.7%)
Operating Transfer	\$206,761	\$237,495	\$237,495	\$622,678	162.2%	162.2%
Intragov. Revenues (G&A Fees)	\$0	\$0	\$0	\$21,844		
Use of Fund Balance	\$311,546	\$9,647	\$0	\$673,666		6883.2%
Less: Amt Added to Fund Bal	(\$547,284)	(\$9,104)	(\$203,452)	\$0	(100.0%)	(100.0%)
Dedicated Sources	\$9,298,127	\$9,760,608	\$10,343,647	\$10,458,220	1.1%	7.1%
General Sources	\$5,864,554	\$6,723,967	\$5,799,117	\$6,701,466	15.6%	(0.3%)
Total Funding Sources	\$15,162,681	\$16,484,575	\$16,142,764	\$17,159,686	6.3%	4.1%

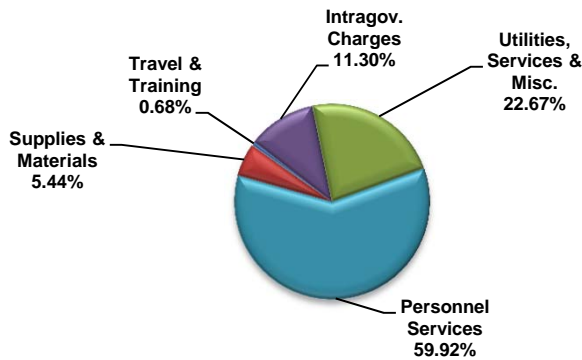
Public Health & Human Services Department (General Fund)



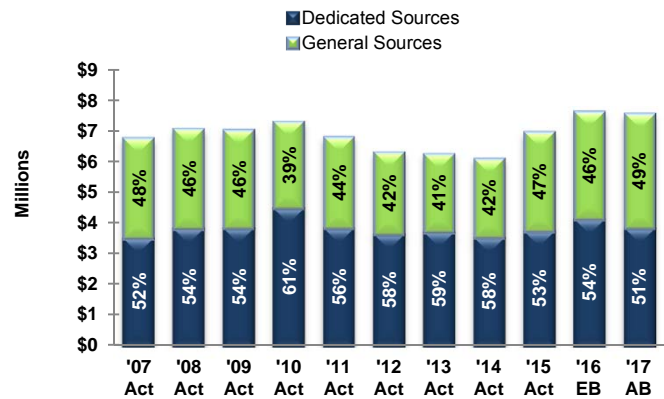
City of Columbia
Columbia, Missouri

Public Health & Human Services - Summary

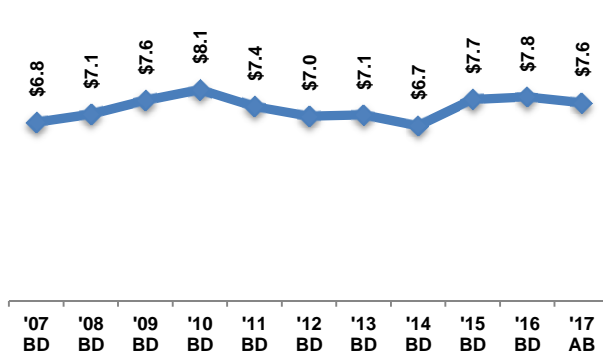
FY 2017 Total Expenditures By Category



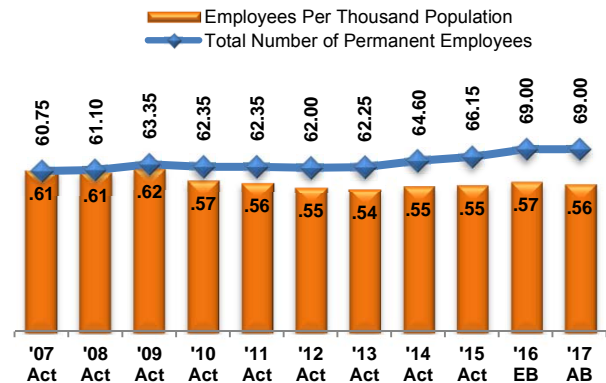
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$4,080,513	\$4,571,741	\$4,442,911	\$4,528,429	1.9%	(0.9%)
Supplies & Materials	\$432,682	\$449,599	\$445,862	\$410,819	(7.9%)	(8.6%)
Travel & Training	\$62,104	\$59,033	\$55,466	\$51,717	(6.8%)	(12.4%)
Intragov. Charges	\$765,794	\$788,122	\$788,122	\$853,855	8.3%	8.3%
Utilities, Services & Misc.	\$1,619,287	\$1,881,641	\$1,868,112	\$1,713,096	(8.3%)	(9.0%)
Capital	\$0	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)
Operating Expenses	\$6,960,380	\$7,750,136	\$7,600,473	\$7,557,916	(0.6%)	(2.5%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)

Funding Sources (Where the Money Comes From)

Grants	\$2,732,539	\$3,155,791	\$3,159,991	\$2,890,374	(8.5%)	(8.4%)
Other Funding Sources/Transfers	\$14,523	\$14,699	\$14,699	\$20,593	40.1%	40.1%
Fees & Service Charges	\$749,316	\$695,600	\$694,228	\$708,850	2.1%	1.9%
Other Local Revenue	\$223,039	\$246,907	\$252,507	\$209,182	(17.2%)	(15.3%)
Dedicated Sources	\$3,719,417	\$4,112,997	\$4,121,425	\$3,828,999	(7.1%)	(6.9%)
General Sources	\$3,240,963	\$3,659,139	\$3,501,048	\$3,728,917	6.5%	1.9%
Total Funding Sources	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)

Description

The Columbia/Boone County Department of Public Health & Human Services provides essential services that support optimal health, safety and well-being for all city and county residents.

Department Objectives

Administration: Responsible for the overall management of department operations. Includes the Epidemiology, Planning, and Evaluation Unit; Public Communications; and Vital Records. Provides staff support to the Board of Health.

Community Health Promotion: Supports overall community health with programs focused on overweight/obesity, physical activity, nutrition, adolescent health, HIV/STD, and health literacy. Emphasis is placed on evidence-based, comprehensive approaches to planning, developing, and evaluating health promotion initiatives to address social determinants of health.

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

Environmental Public Health: Enforces city, county, and state ordinances, rules, and regulations relating to environmental health and sanitation. Services include food service, licensed day care, lodging facility, and tattoo establishment inspections; food handler education and certification; recreational water testing and analysis; permitting and monitoring of public and semi-public swimming pools; environmental lead assessments; and mosquito control. The unit administers the Boone County Waste Water Permit Program and enforces the county's nuisance ordinance.

Community Health: Provides population-based health services including: communicable disease investigation and treatment, tuberculosis control, immunizations, child care nurse consultation, blood lead testing, chronic disease screening and education, tobacco cessation, as well as refugee, family planning, well-woman, and sexually transmitted disease clinics.

WIC Program: Provides nutrition education, breastfeeding support and supplemental food packages to women, infants, and children who meet medical and income requirements. The program serves women who are pregnant or breast-feeding; babies born prematurely, at a low birth weight or who demonstrate a medical or nutritional risk factor; and children under age five. Administers the Summer Food Program at Douglass Park.

Social Services: Provides a variety of social services including: pregnancy testing and counseling, pregnancy support services, Healthy Families America home visitation services, information and referral, medication assistance, utility assistance, and eligibility determination for department services.

Department Objectives- continued

Human Services: Work includes addressing the causes and conditions of poverty by purchasing, coordinating and providing social services in the community. Provides staff support to the Columbia Human Services Commission and the Substance Abuse Advisory Commission.

Highlights/Significant Changes

- **Strategic Priority: Social Equity** - With continued support from the Lichtenstein Foundation and MU Health Care, influenza vaccines will continue to be offered to all K-12 students in public and private schools throughout the county.
- **Strategic Priority: Social Equity** - Social services funding is \$893,556 for FY 2017 (the same amount since FY 2010).
- **Strategic Priority: Social Equity** - the Health and Human Services Department will work to improve the odds for success within this priority by increasing healthy eating and active living as well as increasing access to health care within the three neighborhoods.
- Two pilot programs funded by the Boone County Community Health Fund, Live Well by Faith and Access to Care, will end in FY 2017. Continued funding remains a possibility and the budget will be adjusted at the time of notification if continued funding is received.
- The Healthy Eating and Active Living grant, funded by the Missouri Department of Health and Senior Services, ends in FY 2017. If available, the department will apply for additional funding that will be appropriated when received.
- Due to budget cuts necessary to balance the general fund, this budget reflects \$85,651 in cuts for FY 2017, primarily in the areas of training, hiring delays, and materials/supplies.

Public Health & Human Services Department - Summary

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	10.00	10.00	10.00	10.00	
Community Health Promotion	4.15	5.00	6.00	6.00	
Animal Control	7.50	7.50	7.50	7.50	
Environmental Public Health	9.30	9.30	9.30	9.30	
Community Health	17.95	17.95	17.95	17.95	
Women, Infants, and Children (WIC)	8.50	8.50	8.50	8.50	
Human & Social Services	8.75	8.75	9.75	9.75	
Total Personnel	66.15	67.00	69.00	69.00	
Permanent Full-Time	62.55	62.90	64.90	64.90	
Permanent Part-Time	3.60	4.10	4.10	4.10	
Total Permanent	66.15	67.00	69.00	69.00	

Public Health & Human Services

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration						
Personnel Services	\$801,691	\$819,585	\$813,124	\$826,726	1.7%	0.9%
Supplies and Materials	\$21,591	\$26,332	\$24,956	\$21,306	(14.6%)	(19.1%)
Travel and Training	\$19,974	\$11,450	\$8,650	\$9,250	6.9%	(19.2%)
Intragovernmental Charges	\$148,394	\$132,289	\$132,289	\$145,420	9.9%	9.9%
Utilities, Services, & Misc.	\$105,296	\$159,980	\$155,300	\$86,446	(44.3%)	(46.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,096,946	\$1,149,636	\$1,134,319	\$1,089,148	(4.0%)	(5.3%)
Community Health Promotion						
Personnel Services	\$266,233	\$429,244	\$350,855	\$395,973	12.9%	(7.8%)
Supplies and Materials	\$118,613	\$64,641	\$64,453	\$46,719	(27.5%)	(27.7%)
Travel and Training	\$9,610	\$6,942	\$6,942	\$3,842	(44.7%)	(44.7%)
Intragovernmental Charges	\$1,421	\$826	\$826	\$886	7.3%	7.3%
Utilities, Services, & Misc.	\$66,832	\$122,281	\$122,497	\$39,698	(67.6%)	(67.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$462,709	\$623,934	\$545,573	\$487,118	(10.7%)	(21.9%)
Animal Control						
Personnel Services	\$370,032	\$394,162	\$394,896	\$407,173	3.1%	3.3%
Supplies and Materials	\$17,147	\$23,932	\$23,932	\$23,908	(0.1%)	(0.1%)
Travel and Training	\$2,014	\$3,152	\$3,152	\$3,152	0.0%	0.0%
Intragovernmental Charges	\$45,305	\$88,246	\$88,246	\$93,976	6.5%	6.5%
Utilities, Services, & Misc.	\$162,706	\$183,278	\$183,288	\$188,288	2.7%	2.7%
Capital	\$0	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$597,204	\$714,770	\$715,514	\$716,497	0.1%	0.2%
Environmental Public Health						
Personnel Services	\$526,165	\$561,439	\$526,686	\$563,134	6.9%	0.3%
Supplies and Materials	\$21,171	\$23,066	\$23,460	\$23,060	(1.7%)	(0.0%)
Travel and Training	\$9,952	\$13,140	\$12,300	\$9,596	(22.0%)	(27.0%)
Intragovernmental Charges	\$82,056	\$89,339	\$89,339	\$97,364	9.0%	9.0%
Utilities, Services, & Misc.	\$88,136	\$93,903	\$93,836	\$94,894	1.1%	1.1%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$727,480	\$780,887	\$745,621	\$788,048	5.7%	0.9%
Community Health						
Personnel Services	\$1,179,590	\$1,260,083	\$1,251,164	\$1,259,844	0.7%	(0.0%)
Supplies and Materials	\$180,243	\$227,150	\$225,300	\$220,700	(2.0%)	(2.8%)
Travel and Training	\$9,895	\$14,200	\$14,335	\$14,200	(0.9%)	0.0%
Intragovernmental Charges	\$279,410	\$256,925	\$256,925	\$278,766	8.5%	8.5%
Utilities, Services, & Misc.	\$225,836	\$308,923	\$307,947	\$292,084	(5.2%)	(5.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,874,974	\$2,067,281	\$2,055,671	\$2,065,594	0.5%	(0.1%)

Public Health & Human Services

Budget Detail By Division - Continued

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Women, Infants and Children (WIC)						
Personnel Services	\$463,496	\$480,460	\$481,964	\$491,644	2.0%	2.3%
Supplies and Materials	\$10,735	\$13,723	\$12,925	\$12,651	(2.1%)	(7.8%)
Travel and Training	\$2,254	\$4,179	\$4,150	\$3,850	(7.2%)	(7.9%)
Intragovernmental Charges	\$125,457	\$154,133	\$154,133	\$165,666	7.5%	7.5%
Utilities, Services, & Misc.	\$26,847	\$39,785	\$32,806	\$39,755	21.2%	(0.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$628,789	\$692,280	\$685,978	\$713,566	4.0%	3.1%
Human Services						
Personnel Services	\$473,306	\$626,768	\$624,222	\$583,935	(6.5%)	(6.8%)
Supplies and Materials	\$63,182	\$70,755	\$70,836	\$62,475	(11.8%)	(11.7%)
Travel and Training	\$8,405	\$5,970	\$5,937	\$7,827	31.8%	31.1%
Intragovernmental Charges	\$83,751	\$66,364	\$66,364	\$71,777	8.2%	8.2%
Utilities, Services, & Misc.	\$52,344	\$79,935	\$78,882	\$78,375	(0.6%)	(2.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$680,988	\$849,792	\$846,241	\$804,389	(4.9%)	
Social Services Funding						
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.	\$891,290	\$893,556	\$893,556	\$893,556	0.0%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$891,290	\$893,556	\$893,556	\$893,556	0.0%	0.0%
Department Total						
Personnel Services	\$4,080,513	\$4,571,741	\$4,442,911	\$4,528,429	1.9%	(0.9%)
Supplies and Materials	\$432,682	\$449,599	\$445,862	\$410,819	(7.9%)	(8.6%)
Travel and Training	\$62,104	\$59,033	\$55,466	\$51,717	(6.8%)	(12.4%)
Intragovernmental Charges	\$765,794	\$788,122	\$788,122	\$853,855	8.3%	8.3%
Utilities, Services, & Misc.	\$1,619,287	\$1,881,641	\$1,868,112	\$1,713,096	(8.3%)	(9.0%)
Capital	\$0	\$22,000	\$22,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$6,960,380	\$7,772,136	\$7,622,473	\$7,557,916	(0.8%)	(2.8%)

Public Health & Human Services

Authorized Positions By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration					
7700 - Director, Public of Hlth & Hum Srvs	1.00	1.00	1.00	1.00	
7680 - Asst. Director, Pub. Hlth & Hum Srv	1.00	1.00	1.00	1.00	
7308 - Public Health Planning Supervisor	1.00	1.00	1.00	1.00	
4801 - Community Relations Spec.	1.00	1.00	1.00	1.00	
4103 - Senior Planner	3.00	3.00	3.00	3.00	
1008 - Senior Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Administrative Supp. Assistant	1.00	1.00	1.00	1.00	
1005 - Administrative Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	10.00	10.00	10.00	10.00	
Permanent Full-Time	10.00	10.00	10.00	10.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	10.00	10.00	10.00	10.00	
Community Health Promotion					
7375 - Public Health Promotion Supervisor	1.00	1.00	1.00	1.00	
7303 - Health Educator	2.90	3.75	4.75	4.75	
1005 - Administrative Support Assistant	0.25	0.25	0.25	0.25	
Total Personnel	4.15	5.00	6.00	6.00	
Permanent Full-Time	2.30	3.15	4.15	4.15	
Permanent Part-Time	1.85	1.85	1.85	1.85	
Total Permanent	4.15	5.00	6.00	6.00	
Animal Control					
7105 - Animal Control Supervisor	1.00	1.00	1.00	1.00	
7101 - Animal Control Officer	6.00	6.00	6.00	6.00	
1005 - Administrative Support Assistant	0.50	0.50	0.50	0.50	
Total Personnel	7.50	7.50	7.50	7.50	
Permanent Full-Time	7.50	7.50	7.50	7.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.50	7.50	7.50	7.50	
City Animal Control Officers	3.00	3.00	3.00	3.00	
County Animal Control Officers	3.00	3.00	3.00	3.00	
	6.00	6.00	6.00	6.00	
<i>Note: County animal control officers are funded by the Boone County Commission through the annual contract.</i>					
Environmental Public Health					
7309 - Communicable Disease Spec. ***	0.00	0.00	0.00	0.05	0.05
7207 - Environmental Public Health Supv	1.00	1.00	1.00	1.00	
7201 - Environmental Public Health Spec.*	7.00	7.00	7.00	7.00	
5132 - Laboratory Analyst ***	0.05	0.05	0.05	0.00	(0.05)
1006 - Senior Admin. Support Assistant	1.00	1.00	1.00	1.00	
1005 - Administrative Support Assistant	0.25	0.25	0.25	0.25	
Total Personnel	9.30	9.30	9.30	9.30	
Permanent Full-Time	9.30	9.30	9.30	9.30	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	9.30	9.30	9.30	9.30	
City Funded Positions	6.70	6.70	6.70	6.70	
** County Funded Env. Health Spec.	2.60	2.60	2.60	2.60	
	9.30	9.30	9.30	9.30	

* In FY 2013 an FDA grant funded (1.00) Environmental Public Health Specialist was added for five years.

** Cost of these positions are reimbursed by Boone County.

*** In FY 2017 Laboratory Analyst job title changed to Communicable Disease Specialist

Public Health & Human Services

Authorized Positions By Division - Continued

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Community Health					
7600 - Community Health Manager	1.00	1.00	1.00	1.00	
7515 - Nursing Supervisor	1.00	1.00	1.00	1.00	
7506 - Nurse Practitioner	2.00	2.00	2.00	2.00	
7503 - Public Health Nurse	8.00	8.00	8.00	8.00	
7309 - Communicable Disease Spec ***	0.00	0.00	0.00	0.95	0.95
5132 - Laboratory Analyst ***	0.95	0.95	0.95	0.00	(0.95)
1030 - Medical Billing Clerk*	0.00	1.00	1.00	1.00	
1007 - Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Assistant*	1.00	0.00	0.00	0.00	
1005 - Admin. Support Assistant	3.00	3.00	3.00	3.00	
Total Personnel	17.95	17.95	17.95	17.95	0.00
Permanent Full-Time	16.95	16.95	16.95	16.95	
Permanent Part-Time	1.00	1.00	1.00	1.00	
Total Permanent	17.95	17.95	17.95	17.95	0.00
Women, Infants and Children (WIC)					
7451 - WIC Office Specialist	3.00	3.00	3.00	3.00	
7405 - Nutrition Supervisor	1.00	1.00	1.00	1.00	
7403 - Nutritionist	2.50	2.50	2.50	2.50	
1005 - Administrative Support Assistant	2.00	2.00	2.00	2.00	
Total Personnel	8.50	8.50	8.50	8.50	0.00
Permanent Full-Time	8.50	8.00	8.00	8.00	
Permanent Part-Time	0.00	0.50	0.50	0.50	
Total Permanent	8.50	8.50	8.50	8.50	0.00
Human Services					
7302 - Social Services Supervisor	1.00	1.00	1.00	1.00	
7301 - Social Services Specialist **	5.75	0.00	0.00	0.00	
7301 - Social Services Clinic Specialist **	0.00	2.00	3.75	3.75	
7299 - Social Services Home Visit Specialist **	0.00	3.75	3.00	3.00	
4616 - Human Services Manager	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	8.75	8.75	9.75	9.75	0.00
Permanent Full-Time	8.00	8.00	9.00	9.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	8.75	8.75	9.75	9.75	0.00
Department Totals					
Permanent Full-Time	62.55	62.90	64.90	64.90	
Permanent Part-Time	3.60	4.10	4.10	4.10	
Total Permanent	66.15	67.00	69.00	69.00	

*FY 2015 the Senior Administrative Support Assistant was reassigned to a Medical Billing Clerk.

** FY 2016 Social Services Specialist job title was changed to Social Services Clinic Specialist & Social Services Home Visit Specialist

*** In FY 2017 Laboratory Analyst job title changed to Communicable Disease Specialist

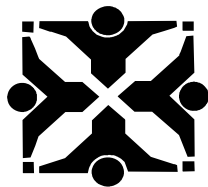
Health Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last	Fee	Fee
Death Certificates Fee collected for death certificates is determined by the Missouri Department of Health and Senior Services	State		\$13.00 for first copy/ \$10.00 for each additional copy	\$13.00 for first copy/ \$10.00 for each additional copy
Birth Certificates Fee collected for birth certificates is determined by the Missouri Department of Health and Senior Services	State		\$15.00	\$15.00
Domestic Partnership Registry Fee collected for domestic partnership registration and termination	12-74 (c)	09-04-12	\$25.00	\$25.00
Alcohol Server Certificates Fee collected for server certificates issued to persons selling or serving alcohol	4-104 (a)	11-19-12	\$3.00 \$2.00 \$5.00 total	\$3.00 \$2.00 \$5.00 total
Boarding Fee Animal impounded for running at large that is not a dangerous exotic animal or a dangerous or aggressive animal	5-5(a)	07-05-11	\$15.00/day	\$15.00/day
Impoundment Fee Animal impounded for running at large that is not a dangerous exotic animal or a dangerous or aggressive animal	5-5(a)	07-05-11	\$25.00	\$25.00
Dangerous and Aggressive Animal Permit Fees Annual fee collected from pet owners who have an animal that has been declared by Municipal Court as a dangerous or aggressive animal	5-57 (i)	07-05-11	\$275.00	\$275.00
Microchipping Animal that is a domestic dog or cat that has not been implanted with a readable identifying microchip , the animal shall be implanted with an identifying microchip before being released	5-5(a)	07-05-11	\$10.00, plus the cost of the microchip	\$10.00, plus the cost of the microchip
Spay or neuter fee Owner shall pay a spay or neuter fee before the dog or cat is released	5-5(a)(6)	07-05-11	\$75.00	\$75.00
Charges for Health services Patrons of the health department shall pay fees based on the current Medicaid invoice amount, with the exception of the services listed below, for personal health services. No one will be denied health services for inability to pay.	11-17	10-01-13		
Social Services Dental co-pay Prescription eye glass co-pay	11-17 11-17	10-01-13 10-01-13	\$10.00 \$10.00	\$10.00 \$10.00
Food Establishments Annual inspection fee - Annual Gross Receipts less than \$250,000 - Annual Gross Receipts of \$250,000-\$750,000 - Annual Gross Receipts more than \$750,000	11-132(a)(1) 11-132(a)(2) 11-132(a)(3)	10-01-12 10-01-12 10-01-12	\$185.00 \$260.00 \$480.00	\$185.00 \$260.00 \$480.00

Health Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Food Establishments (continued)				
Administrative service fee per inspection for the second and subsequent reinspections required to correct violations noted during the inspection process.	11-132(e)	09-19-11	\$100.00	\$100.00
Persons conducting a temporary food event (an event lasting less than fifteen (15) days)	11-132(f)	09-19-11		
- One to Three-day event			\$30.00	\$30.00
- Four to Fourteen-day event			\$60.00	\$60.00
Food Managers/Food Handler Cards Fees				
- For each new or renewed food manager's certificate	11-132(g)	09-19-11	\$15.00	\$15.00
- For each duplicate food manager's certificate	11-132(g)	09-19-11	\$5.00	\$5.00
- For each new or renewed food handler's certificate	11-132(h)	09-19-11	\$15.00	\$15.00
- For each duplicate food handler's certificate	11-132(h)	09-19-11	\$5.00	\$5.00
Plan Review Fee				
- Facilities classified as low risk	11-132(i)(1)	09-19-11	\$100.00	\$100.00
- Facilities classified as medium risk	11-132(i)(2)	09-19-11	\$150.00	\$150.00
- Facilities classified as high risk	11-132(i)(3)	09-19-11	\$300.00	\$300.00
Tattoo Establishment				
Annual inspection fee	11-362(d)	10-01-12	\$150.00	\$150.00
Junkyard inspections annual license				
Annual gross sales of twenty-five thousand dollars (\$25,000.00) or less shall pay an annual inspection fee	11-179	09-18-00	\$100.00	\$100.00
Swimming Pools				
Annual Inspection Fee				
- per pool or spa permit for pools requiring seasonal inspections	11-278	09-21-09	\$250.00	\$250.00
- per pool or spa permit requiring annual inspections	11-278	09-21-09	\$400.00	\$400.00

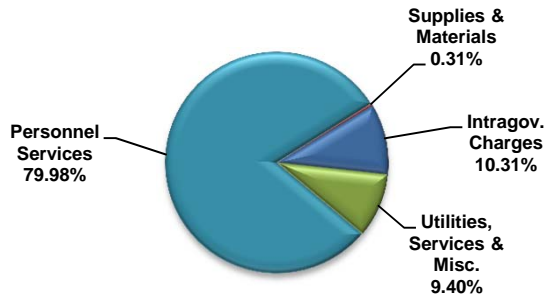
Economic Development Department (General Fund)



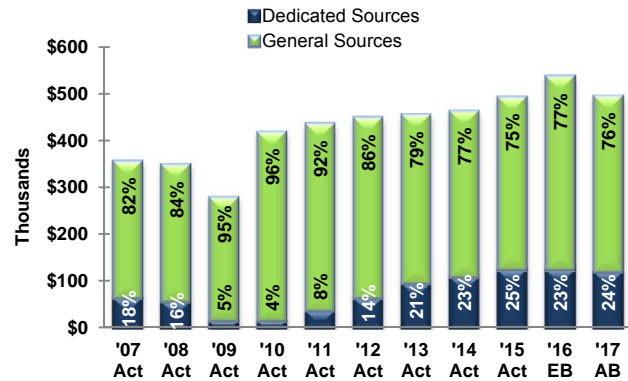
City of Columbia
Columbia, Missouri

Economic Development (General Fund)

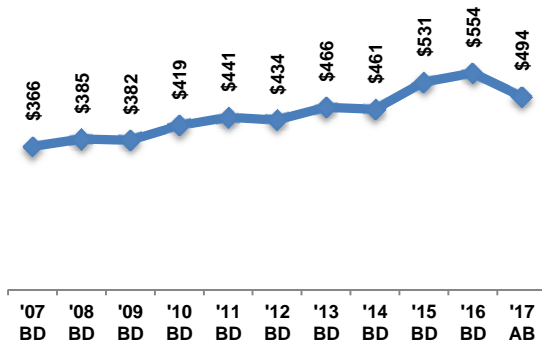
FY 2017 Total Expenditures By Category



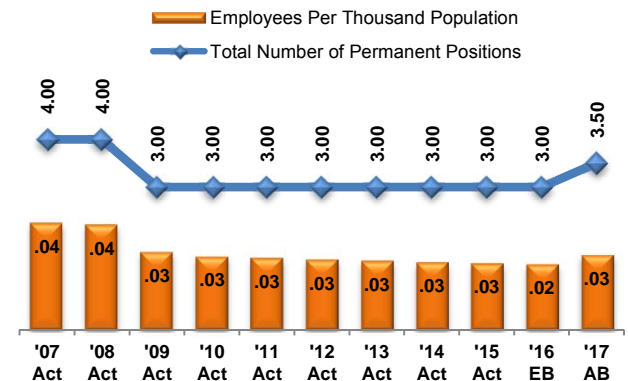
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$408,741	\$449,538	\$431,674	\$395,356	(8.4%)	(12.1%)
Supplies & Materials	\$381	\$0	\$0	\$1,510		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$36,679	\$48,311	\$48,311	\$50,989	5.5%	5.5%
Utilities, Services & Misc.	\$46,000	\$56,000	\$56,000	\$46,480	(17.0%)	(17.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)
Operating Expenses	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)

Funding Sources (Where the Money Comes From)

Other Funding Sources/Trnsfrs	\$50,000	\$50,000	\$50,000	\$75,000	50.0%	50.0%
Other Local Rev.**	\$74,085	\$75,754	\$73,821	\$44,137	(40.2%)	(41.7%)
Dedicated Sources	\$124,085	\$125,754	\$123,821	\$119,137	(3.8%)	(5.3%)
General Sources	\$367,716	\$428,095	\$412,164	\$375,198	(9.0%)	(12.4%)
Total Funding Sources	\$491,801	\$553,849	\$535,985	\$494,335	(7.8%)	(10.7%)

**Reimbursement from REDI (Regional Economic Development Incorporated)

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, regional and state economic development agencies, as well as educational institutions in an effort to attract new businesses, retain and expand existing businesses, and foster a stronger entrepreneurial ecosystem for business start-ups and emerging technologies. This Department staffs **Regional Economic Development Inc. (REDI)**, which provides additional operating funds.

Department Objectives

Strategic Priority: Economy - Jobs that Support Families -

The staff's goal is to promote positive economic growth in Columbia and Boone County while maintaining our exceptional quality of life. The Department/REDI purpose is to facilitate the creation and retention of quality, sustainable jobs in our community. The three program areas include: 1) marketing the community as a destination for primary businesses, with an emphasis on life sciences, manufacturing, and technology, by providing workforce, site and building data to prospects; and, 2) working with existing employers on business retention and expansion issues, especially workforce development initiatives including labor availability analysis and the Certified Work Ready Community (CWRC) program, as well as physical plant expansions; and, 3) supporting the entrepreneurial community through a variety of activities and business consulting programs, including the Innovation Hub in partnership with the Small Business Technology Development Center (SBTDC) both of which are located on-site at the REDI offices.

Highlights/Significant Changes

- Staff serve as co-chairs for the Economy Priority of the City's Strategic Plan 2016-2019, providing leadership to the team in establishing goals, indicators and metrics to ensure the creation of quality jobs that pay a living wage.
- Staff leads the Certified Work Ready Community (CWRC) designation effort by providing program facilitation through the Steering Committee. In this past year, REDI cooperated with the City Channel and completed a promotional video on the benefits of earning the National Career Readiness Certificate (NCRC). To date, the community has reached 94% of its goal to actively recruit businesses to support CWRC and job seekers to earn the NCRC to better showcase Boone County's strong workforce to employers.
- In recent years, REDI has been successful in gaining "Certified Site" status for three properties in Columbia, and the Ewing industrial site was re-certified in January of 2016. Additionally, staff is assisting landowners on applications for two additional Certified Sites.
- REDI staff provided assistance and facilitation of the Chapter 100 project for Kraft Heinz that resulted in an additional capital investment of over \$100 million and the retention of 350 jobs at the local Oscar Mayer hotdog facility.

Highlights/Significant Changes (cont.)

- In 2014, staff worked with Moberly Area Community College (MACC) and several local employers to help create the Mechatronics program which trains people to work in automated manufacturing. This year, graduates of this program have started working at 3M, JM Eagle, Kraft Foods and other area employers. REDI is also part of a consortium with MACC that began in 2016 and is looking to replicate a similar program in IT. The consortium has submitted a federal TechHire grant application for potential funding for this initiative.
- REDI staff works in cooperation with Missouri CORE, our five-county regional economic development organization, on business attraction efforts. In the past year, CORE has been refocused exclusively as an attraction organization, and has coordinated site selector consultant visits to St. Louis, Kansas City, Chicago and Dallas.
- This year, REDI renovated, renamed and developed new programming for the Innovation Hub (formerly the Downtown Incubator). The Hub is currently home to 26 entrepreneurs advancing their startups and business concepts. The remodel of the workspace created two semi-private offices and a much more collaborative workspace for entrepreneurs. The remodeled facility was renamed from Downtown Incubator to Innovation Hub, and features formalized business counseling and training sessions, classes and monthly programs ensuring more accountability to the program and advancement of startups.
- Staff continues to collaborate with the region's entrepreneurial resources, and has provided leadership and coordination of several new initiatives, including the launch of a new Entrepreneurial Master Calendar and Ecosystem Resource Map and planning for the "Bringing Up Business: Innovation Week" scheduled in October.
- REDI staff created new marketing and promotional materials, including a redesigned website, as well as a series of video vignettes showcasing Innovation Hub and its clients and a new brand video featuring REDI's collaboration and the benefits of the collaboration and its work to the community.
- In support of the region's burgeoning entrepreneurial ecosystem, the Economic Development Department will be hiring an Entrepreneurship Program Coordinator to assist area entrepreneurs and Innovation Hub clients with advancing their business startups and emerging technologies. This position is intended to provide programmatic support in partnership with area resources, as well as provide business counseling services, mentoring, training and coordinate entrepreneurial activities and events.
- **Strategic Priority: Operational Excellence** - The City has made the decision to reorganize by moving the Columbia Regional Airport, currently within the Public Works Department, to Economic Development, to allow opportunity for growth and expansion of the airport. The FY 2017 budget reflects the movement of 0.50 FTE of Economic Development Director to the Airport budget.

Department of Economic Development

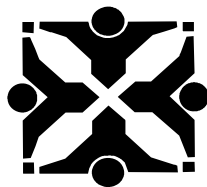
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
8903 - Entrepreneurship Prog. Coord. ++	0.00	0.00	0.00	1.00	1.00
8901 - Asst. Director, Economic Dev.	1.00	1.00	1.00	1.00	
8900 - Director, Economic Development +	1.00	1.00	1.00	0.50	(0.50)
1006 - Senior Admin. Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	3.00	3.00	3.00	3.50	0.50
Permanent Full-Time	3.00	3.00	3.00	3.50	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	3.50	0.50

+ In FY 2017, due to a reorganization, the Economic Development Director will provide direction to the Airport; therefore 50% of the position has been allocated to the Airport budget.

++ In FY 2017 an Entrepreneurship Program Coordinator is being added to provide assistance to entrepreneurs and Innovation Hub clients with advancing their business startups and emerging technologies.

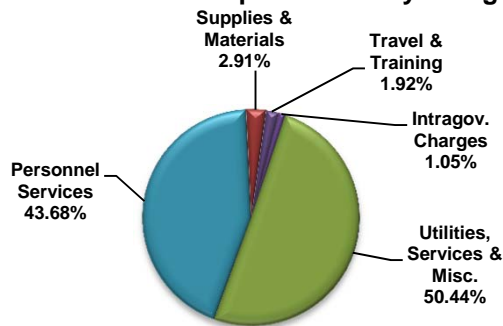
Cultural Affairs (General Fund)



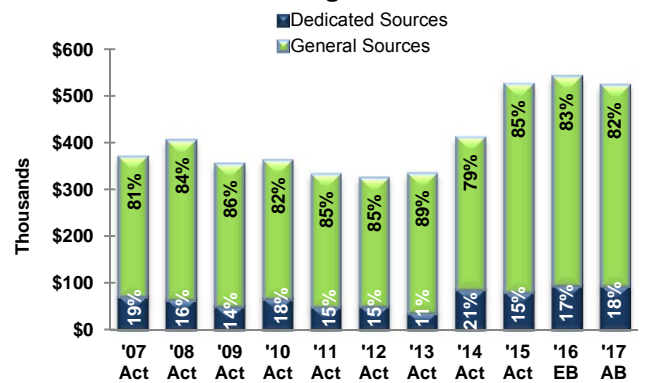
*City of Columbia
Columbia, Missouri*

Cultural Affairs (General Fund)

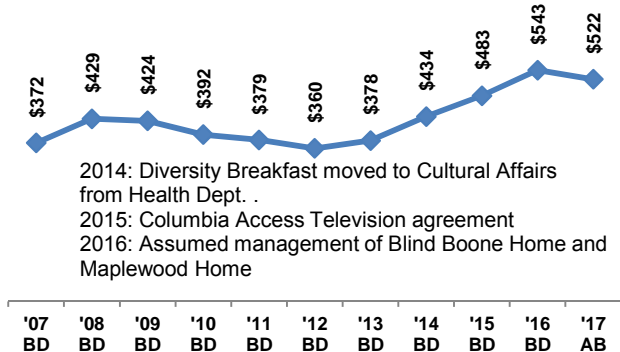
FY 2017 Total Expenditures By Category



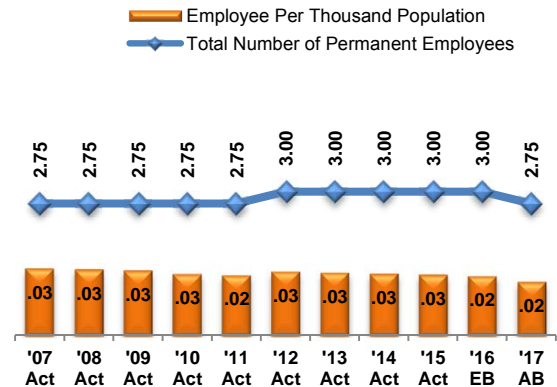
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$238,605	\$243,097	\$240,622	\$228,003	(5.2%)	(6.2%)
Supplies & Materials	\$9,259	\$15,670	\$15,670	\$15,170	(3.2%)	(3.2%)
Travel & Training	\$5,447	\$10,000	\$10,000	\$10,000	0.0%	0.0%
Intragov. Charges	\$4,506	\$5,192	\$5,192	\$5,496	5.9%	5.9%
Utilities, Services & Misc.	\$267,284	\$269,146	\$269,054	\$263,285	(2.1%)	(2.2%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Operating Expenses	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)

Funding Sources (Where the Money Comes From)

Grant Revenues	\$20,626	\$12,567	\$12,567	\$12,000	(4.5%)	(4.5%)
Other Funding Sources/Transfers	\$0	\$30,000	\$30,000	\$30,000	0.0%	
Other Local Revenue	\$22,631	\$15,290	\$14,540	\$14,290	(1.7%)	(6.5%)
Fees and Service Charges	\$36,655	\$36,500	\$36,929	\$36,500	(1.2%)	0.0%
Dedicated Sources	\$79,912	\$94,357	\$94,036	\$92,790	(1.3%)	(1.7%)
General Sources	\$445,189	\$448,748	\$446,502	\$429,164	(3.9%)	(4.4%)
Total Funding Sources	\$525,101	\$543,105	\$540,538	\$521,954	(3.4%)	(3.9%)

Description

The Office of Cultural Affairs' (OCA) mission is to create an environment where artists and cultural organizations thrive by advancing and supporting the arts and culture for the benefit of the citizens of Columbia.

Cultural Affairs is the department liaison for the following boards and commissions:

- Commission on Cultural Affairs
- Commission on Cultural Affairs Standing Committee on Public Art
- Mayor's Task Force on U.S.S. Columbia

Core Values

- **Service** - We exist to provide the best possible support to all arts and culture organizations in Columbia.
- **Communication** - We listen and respond with clarity and timeliness.
- **Continuous Improvement** - We maintain excellence by assessing our practices and by exploring new and innovative methods to serve.
- **Integrity** - Our office ethic will be one of integrity and impartiality regardless of the capacity of the organization we are serving.
- **Teamwork** - We value diversity and partnerships not only within our own organization but also throughout the community.
- **Stewardship** - We are responsible and respectful of the resources the community entrusts to us.

Strategic Priorities

- **Sustainability** - to provide resources to our arts and culture organizations so they are able to fulfill their missions.
- **Advocacy** - to influence public policy and resource allocation decisions that affect the Columbia arts and culture community.
- **Cultural Stewardship** - to ensure that Columbia celebrates and maintains its cultural heritage by responsible planning and management of cultural resources and assets.

Highlights/Significant Changes

- OCA embarked upon a mission in 2013 to increase the level of funding allocated to arts and culture organizations by creating and maintaining the Columbia Arts Fund (CAF), an arts endowment established at the Community Foundation of Central Missouri in 2012. The CAF's mission is to augment annual funding already distributed to eligible arts and culture organizations. Due to individual donations, contributions from the Convention and Visitors Bureau, and successful fundraisers such as the annual Celebration of the Arts event, the fund will begin its first distributions in FY 2017.
- After expanding the Poster Party for the Arts in 2014, nearly \$40,000 has been raised for the Columbia Arts Fund. The event is being rebranded as the 2016 Celebration of the Arts and not only will continue the tradition of unveiling an annual commemorative poster but also will recognize an individual who has provided invaluable service to an arts/cultural organization(s) nominated by their own peers.

Highlights/Significant Changes- continued

- The OCA developed property management agreements between the John William "Blind" Boone Heritage Foundation and the Boone County Historical Society regarding the curation of the Blind Boone Home and the Maplewood House respectively.
- OCA has taken the lead to help redesign the Columbia Citizen's Handbook. The annual commemorative poster design contest winner will be featured on the cover as well as other submissions as honorable mentions.
- OCA has moved their entire funding process online to improve customer service and ensure accessibility to all.
- The Traffic Box Art Program, a graffiti abatement collaborative with the District and the Columbia Police Department, continues with a 10th box being completed in the spring of 2016.
- The OCA continues its efforts to promote the arts. The OCA underwrites year-round radio and print advertising to assist local arts agencies with publicity and to raise awareness about the variety of arts opportunities available to citizens and visitors. In addition to social media, the office produces a monthly half-hour show on Columbia Access Television entitled "Arts Focus."
- The OCA is now in charge of the Columbia Sister City program. New international connections are always being explored to expand Columbia's reach throughout the world.
- CAT TV funding for FY 2017 is \$35,000
- Due to budget constraints, this budget reflects \$19,754 in budget cuts for FY 2017 including the re-allocation of 25% of the Senior Administrative Support Assistant to the Community Relations Department.
- **Strategic Priority: Social Equity - Improving the Odds for Success** - The Office of Cultural Affairs will work to strengthen participation in cultural activities in the three focus areas that are selected.

Authorized Personnel

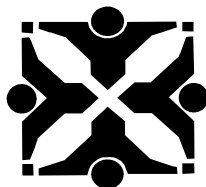
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
4802 - Public Information Specialist *	1.00	0.00	0.00	0.00	
4627 - Program Specialist *	0.00	1.00	1.00	1.00	
4625 - Director, Cultural Affairs	1.00	1.00	1.00	1.00	
1006 - Sr. Administrative Support Asst. +	1.00	1.00	1.00	0.75	(0.25)
Total Personnel	3.00	3.00	3.00	2.75	(0.25)
Permanent Full-Time	3.00	3.00	3.00	2.75	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	2.75	(0.25)

* FY 2016, there was a title change from Public Information Specialist to Program Specialist.

+ In FY 2017, due to budget constraints, 0.25 FTE Sr. Administrative Support Asst. position is being re-allocated to the Community Relations Department to allow that department to have administrative support and to meet budget cut amounts needed to balance the general fund.

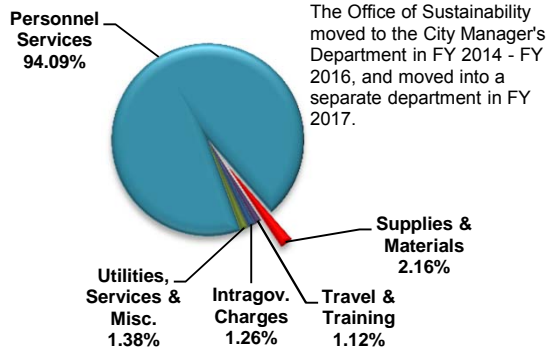
Office of Sustainability

(General Fund)

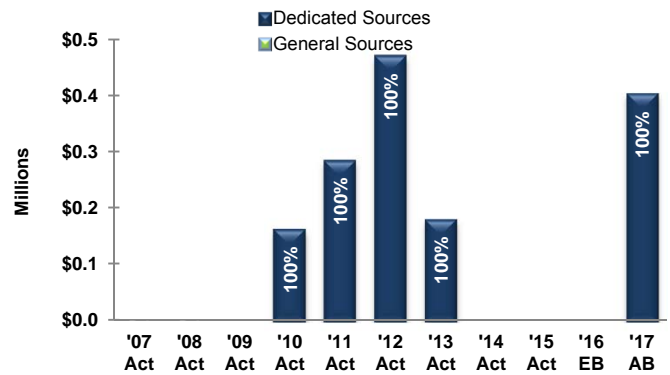


City of Columbia
Columbia, Missouri

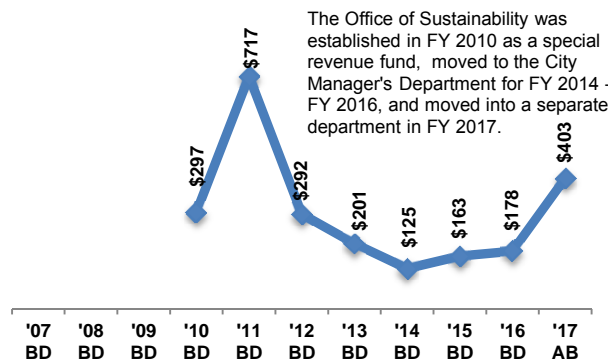
FY 2017 Total Expenditures By Category



Funding Sources



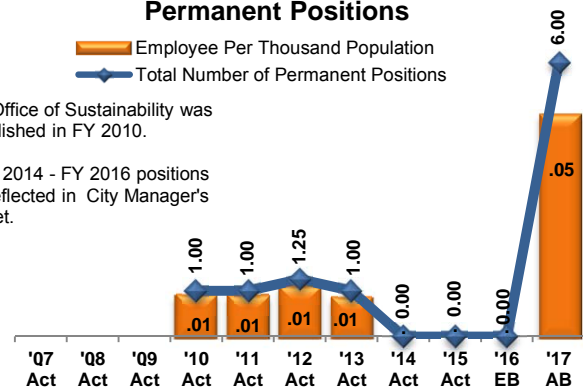
Budgeted Expenditure History (in Thousands)



Permanent Positions

The Office of Sustainability was established in FY 2010.

In FY 2014 - FY 2016 positions are reflected in City Manager's budget.



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$378,798		
Supplies & Materials	\$0	\$0	\$0	\$8,681		
Travel & Training	\$0	\$0	\$0	\$4,500		
Intragov. Charges	\$0	\$0	\$0	\$5,068		
Utilities, Services & Misc.	\$0	\$0	\$0	\$5,560		
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$0	\$0	\$0	\$402,607		
Operating Expenses	\$0	\$0	\$0	\$402,607		
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$0	\$0	\$0	\$402,607		

Funding Sources (Where the Money Comes From)

Grant Revenue	\$0	\$0	\$0	\$47,126		
Operating Transfers **	\$0	\$0	\$0	\$355,481		
Dedicated Sources	\$0	\$0	\$0	\$402,607		
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$0	\$0	\$0	\$402,607		

*In FY 2014 - FY 2016 Sustainability was reflected in the City Manager's section of the budget

** Transfers come from Water, Electric, Transit, Parking, Solid Waste, Storm Water, and Fleet Operations

Description

The Office of Sustainability is responsible for internal and external sustainability efforts in Columbia. As part of Columbia's efforts to increase conservation of fiscal and natural resources, it was important to have a department and staff dedicated to spearheading all of the sustainability efforts for the community. This will ensure that all areas of the local government and community are working together to reach the same goals guided by this department and staff.

The Office of Sustainability is the department liaison for the Energy and Environment Commission.

Department Objectives

- Coordinate efforts across departments to ensure sustainability goals are met and Columbia is a good steward of all resources.
- Evaluate, propose and implement sustainability objectives of the City of Columbia Strategic Plan and those highlighted as opportunities for improvement in Columbia's STAR Communities certification.
- Develop, coordinate and implement environmental education with community and regional partners; including Columbia Public Schools.
- The Sustainability Office coordinates and pursues sustainability grants for the City to reduce the City's consumption of natural resources.

Highlights/Significant Changes

- The FY 2017 budget moves the Office of Sustainability budget from the City Manager's Office to under leadership of the City Utilities for the purpose of improved coordination of city-wide sustainability efforts.
- This budget moves three positions into the Office of Sustainability for the purpose of strengthening collaboration among departments on sustainability efforts within the community. The positions are Energy Educator from the Electric Utility, Storm Water Educator, and Waste Minimization Coordinator from the Solid Waste Utility.
- This budget also reflects year one of a cooperative agreement with Missouri Department of Conservation (MDC) for the creation of a Community Conservationist position. This position will take the place of the Sustainability Educator and will coordinate projects educating the community about the social, environmental, and economic benefits to urban conservation. The Sustainability Educator position will be eliminated during FY 2017 when the grant ends that funds the position.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9917 - Community Conservationist	0.00	0.00	0.00	1.00	1.00
9916 - Sustainability Educator* +	0.00	0.00	0.00	1.00	1.00
9915 - Sustainability Manager♦	0.00	0.00	0.00	1.00	1.00
4533 - Waste Minimization Coord⊕	0.00	0.00	0.00	1.00	1.00
4509 - Energy Educator^	0.00	0.00	0.00	1.00	1.00
2584 - Storm Water Educator⊖	0.00	0.00	0.00	1.00	1.00
Total Personnel	0.00	0.00	0.00	6.00	6.00
Permanent Full-Time	0.00	0.00	0.00	6.00	6.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	0.00	0.00	0.00	6.00	6.00

For FY 2016 these positions were budgeted in the following departments:

*City Manager's Office

♦City Manager's Office

⊕Solid Waste

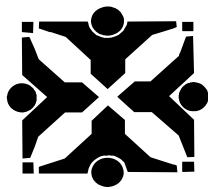
^Electric

⊖Storm Water

+ Position will be eliminated when grant ends during FY 2017

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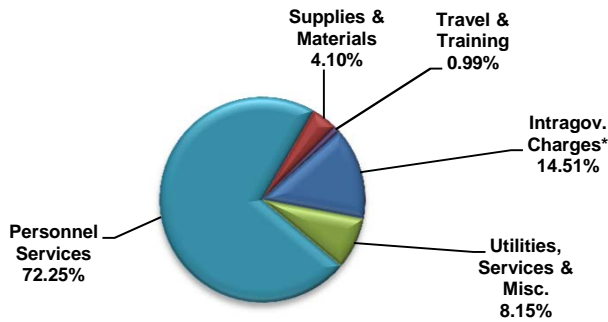
Community Development Department (General Fund)



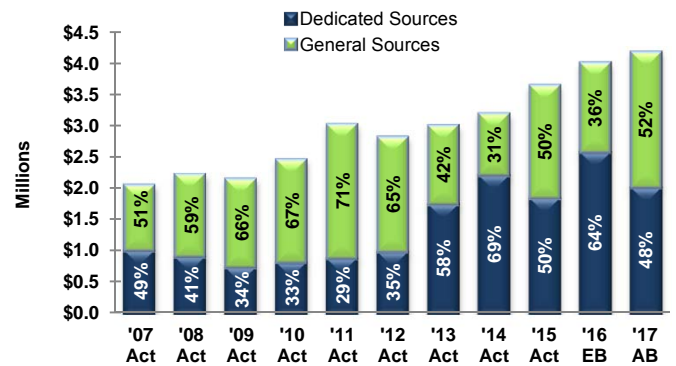
City of Columbia
Columbia, Missouri

Community Development - Summary

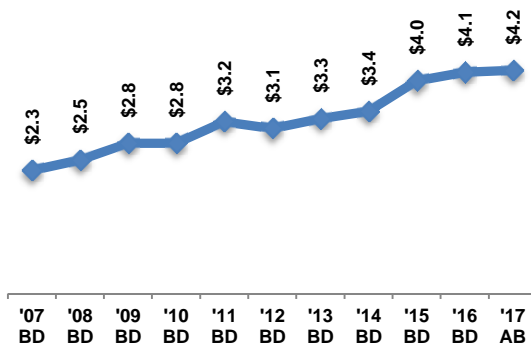
FY 2017 Total Expenditures By Category



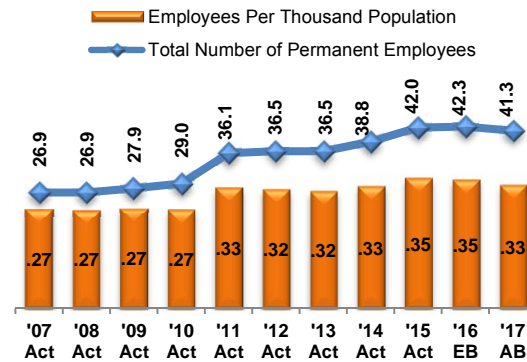
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,848,361	\$3,082,015	\$2,991,646	\$3,020,054	0.9%	(2.0%)
Supplies & Materials	\$137,282	\$195,925	\$161,644	\$171,533	6.1%	(12.4%)
Travel & Training	\$27,043	\$50,929	\$49,882	\$41,329	(17.1%)	(18.8%)
Intragov. Charges*	\$374,912	\$473,262	\$473,262	\$606,559	28.2%	28.2%
Utilities, Services & Misc.	\$241,788	\$345,106	\$330,972	\$340,536	2.9%	(1.3%)
Capital	\$20,009	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Operating Expenses	\$3,629,386	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$20,009	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%

Funding Sources (Where the Money Comes From)

Grants	\$133,881	\$200,968	\$200,968	\$200,968	0.0%	0.0%
Other Funding Sources/Transfers	\$134,238	\$142,796	\$142,796	\$141,604	(0.8%)	(0.8%)
Fees and Service Charges	\$1,522,547	\$1,592,288	\$2,200,239	\$1,624,908	(26.1%)	2.0%
Other Local Revenue	\$48,043	\$23,200	\$24,000	\$22,500	(6.3%)	(3.0%)
Intragov. Revenues (G&A Fees)	\$0	\$0	\$0	\$21,844		
Dedicated Sources	\$1,838,709	\$1,959,252	\$2,568,003	\$2,011,824	(21.7%)	2.7%
General Sources	\$1,810,686	\$2,187,985	\$1,439,403	\$2,168,187	50.6%	(0.9%)
Total Funding Sources	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%

Description

The Community Development Department has three functional divisions: Building and Site Development, Planning and Zoning, Neighborhood Services.

Building and Site Development: functions as a "one stop shop" for the development community. This division is responsible for coordinating plan review, permitting, and inspection of both privately constructed infrastructure and building construction, and ensures compliance with Code of Ordinances, specifications and standards, and the adopted International Building Codes.

Neighborhood Services: administers the existing Office of Neighborhood Services (ONS) programs and the Housing Programs (HOME and CDBG). Neighborhood Services administers compliance of the Rental Unit Conservation Law, code enforcement, coordination of the Neighborhood Association Recognition Program, "Neighborhood Congresses," the Neighborhood Leadership Program; Volunteer Programs which support volunteer activities for all departments throughout the City; and Housing Program prepares plans and administers HOME and CDBG grant programs.

Planning and Zoning: consists of current and long-range planning. Current planning works to coordinate inter-departmental development review to facilitate better communication and more neighborhood engagement during the development process and administers the zoning and subdivision codes. Long-range planning is engaged in the preparation of the comprehensive plan, future land use plans, neighborhood and special area plans, and transportation plans; and provides staff for the federally funded and mandated (Columbia Area Transportation Study Organization) transportation planning which collects demographic and economic data.

Community Development is the department liaison for the following boards and commissions:

- Bicycle/Pedestrian Commission
- Building Construction Codes Commission
- Columbia Community Development Commission
- Columbia Tree Task Force
- Historic Preservation Commission
- Parking and Traffic Management Task Force
- Planning and Zoning Commission

Department Objectives & Highlights/Significant Changes (Cont.)

Building and Site Development:

Staff continues to strive to protect the public health, safety, and welfare through the plan review and inspection of privately funded public infrastructure and residential and commercial structures in a year dominated by multi-family residential projects. In addition, as of June 1, 2016, staff has issued 325 building permits for the construction of single family homes. Staff anticipates meeting its 75% cost recovery goal in FY 2016 and plans to propose a fee increase in FY 2017 in an effort to more closely recover 100% of its costs.

Strategic Priority: Operational Excellence - The division added an Addressing Specialist in FY 2016 paid for jointly by the division (0.25) and GIS department (0.75). This position coordinates addressing operations for the entire City, both internal and external. This has allowed the Senior Building Inspector to spend more time working on his primary goal of assisting the construction community with permitting and code related questions. Building and Site Development (BSD) participated in the review conducted by the Building Construction Codes Commission of the 2015 International Code Council family of codes. City Council adopted those codes and they will become effective on October 1, 2016. Staff will also work in FY 2017 to begin implementing a new comprehensive computer system, EnerGov, with a go-live date in FY 2018 to better assist the development community.

Neighborhood Services:

As of May 31, 2016, ONS had 9,971 buildings and 26,790 units registered under the Rental Unit Conservation Law (RUCL). Staff is conducting a systematic review of the City to ensure all rental properties are in compliance with the RUCL. ONS has focused on demolishing dilapidated structures through both the administrative process and with the use of federal funds. In FY 2015, the office handled more than 4,200 code enforcement cases, most on residential properties excluding rental inspections. Code enforcement cases include 1,611 nuisance violations, 1,197 weed cases, 577 property maintenance cases and 313 vehicle violations (unlicensed/inoperable/junk filled).

Volunteer Services reports that volunteers shared 34,458 hours of service valued at nearly \$750,000. New programs initiated in FY 2016 include Sign Sweepers, that allows volunteers to remove signs from the right of way, and increasing projects to remove invasive plants, including CHiRP (Columbia Habitat Improvement and Restoration Project). Volunteers continue to play an important role in promoting recycling and waste reduction.

Department Objectives & Highlights/Significant Changes

- Due to budget constraints, this budget includes \$70,241 in budget cuts for FY 2017.
- In FY 2017, one GIS Tech position will be transferred to the GIS budget to allow for better coordination of the GIS function. These costs will be charged back to the departments through intragovernmental charges.

Highlights/Significant Changes (Cont.)**Planning and Zoning:**

In FY 2016 the Planning and Zoning division continued work on the comprehensive revisions to the zoning and subdivision regulations and in May 2016, began a series of public comment and information sessions on the new code in anticipation of a final public hearing draft being presented to the Planning Commission in late August or early September and adopted by City Council in early October. Additionally staff, in coordination with the City's Strategic Plan Equalizers Team, began identifying opportunities to prepare the next neighborhood plan that would be focused on one of the Strategic Plan Priority Areas; continued work on a development scorecard and interactive services map; continued monitoring and updating the interactive Columbia Imagined Implementation matrix; continued progress on paper file reduction and enhancing cross-departmental access to case histories through Optiview technology; updated the Transportation Improvement Program (TIP) and the Unified Planning Work Program (UPWP); began administration of the \$32,400 in grant monies for historic preservation of the Maplewood House.

Highlights/Significant Changes (Cont.)

Strategic Priority: Operational Excellence - During FY 2016, the Division experienced several unplanned vacancies within its workforce. As a result, following a lengthy vacancy period, it hired a new planner and promoted an existing Planner to Senior Planner in January 2016. The new planner, a former City Management Fellow, was assigned to the long-range planning team and will assist in CATSO related matters as well as public engagement for long-range/neighborhood planning projects. The promoted Senior Planner will be primarily responsible for complex current planning cases and special current planning projects. Additionally, the Division's GIS Tech position became vacant in January 2016 and has since been filled with a new technician that will become an embedded employee of the GIS Division of the Information Technology Department. Embedding of this position will result in a dedicated employee for the Division's needs with the added benefit of the GIS Division's technical support and oversight in GIS projects and technology implementation.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Planning	6.90	6.90	6.90	6.10	(0.80)
Economic Planning	2.75	2.75	2.75	2.55	(0.20)
Volunteer Services	2.75	2.75	2.75	2.75	
Neighborhood Programs	8.90	8.90	8.90	8.90	
Building and Site Development	20.70	20.95	20.95	20.95	
Total Personnel	42.00	42.25	42.25	41.25	(1.00)
Permanent Full-Time	42.00	42.25	42.25	41.25	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	42.00	42.25	42.25	41.25	(1.00)

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Planning						
Personnel Services	\$457,889	\$538,711	\$509,904	\$497,277	(2.5%)	(7.7%)
Supplies & Materials	\$21,126	\$29,009	\$25,954	\$22,693	(12.6%)	(21.8%)
Travel & Training	\$10,887	\$8,375	\$8,375	\$8,375	0.0%	0.0%
Intragov. Charges	\$85,652	\$93,811	\$93,811	\$151,953	62.0%	62.0%
Utilities, Services & Misc.	\$115,205	\$104,922	\$102,106	\$97,212	(4.8%)	(7.3%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$690,759	\$774,828	\$740,150	\$777,510	5.0%	0.3%
Economic Planning						
Personnel Services	\$228,042	\$231,129	\$197,458	\$223,864	13.4%	(3.1%)
Supplies & Materials	\$1,903	\$3,203	\$3,203	\$2,950	(7.9%)	(7.9%)
Travel & Training	\$757	\$6,000	\$6,000	\$6,000	0.0%	0.0%
Intragov. Charges	\$0	\$244	\$244	\$264	8.2%	8.2%
Utilities, Services & Misc.	\$4,684	\$7,852	\$7,505	\$7,069	(5.8%)	(10.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$235,386	\$248,428	\$214,410	\$240,147	12.0%	(3.3%)
Volunteer Services						
Personnel Services	\$187,131	\$198,375	\$197,020	\$199,021	1.0%	0.3%
Supplies and Materials	\$29,632	\$48,279	\$43,937	\$44,479	1.2%	(7.9%)
Travel and Training	\$169	\$7,044	\$7,044	\$5,044	(28.4%)	(28.4%)
Intragovernmental Charges	\$7,734	\$8,947	\$8,947	\$5,260	(41.2%)	(41.2%)
Utilities, Services, & Misc.	\$21,115	\$29,325	\$22,985	\$23,717	3.2%	(19.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$245,781	\$291,970	\$279,933	\$277,521	(0.9%)	(4.9%)
Neighborhood Programs						
Personnel Services	\$549,513	\$589,595	\$584,940	\$584,596	(0.1%)	(0.8%)
Supplies and Materials	\$32,384	\$37,965	\$32,290	\$34,215	6.0%	(9.9%)
Travel and Training	\$763	\$7,450	\$7,450	\$5,450	(26.8%)	(26.8%)
Intragovernmental Charges	\$88,098	\$103,532	\$103,532	\$141,715	36.9%	36.9%
Utilities, Services, & Misc.	\$39,231	\$108,008	\$107,692	\$105,894	(1.7%)	(2.0%)
Capital	\$20,009	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$729,998	\$846,550	\$835,904	\$871,870	4.3%	3.0%
Building & Site Development						
Personnel Services	\$1,425,786	\$1,524,205	\$1,502,324	\$1,515,296	0.9%	(0.6%)
Supplies & Materials	\$52,237	\$77,469	\$56,260	\$67,196	19.4%	(13.3%)
Travel & Training	\$14,467	\$22,060	\$21,013	\$16,460	(21.7%)	(25.4%)
Intragov. Charges	\$193,428	\$266,728	\$266,728	\$307,367	15.2%	15.2%
Utilities, Services & Misc.	\$61,553	\$94,999	\$90,684	\$106,644	17.6%	12.3%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,747,471	\$1,985,461	\$1,937,009	\$2,012,963	3.9%	1.4%
Department Totals						
Personnel Services	\$2,848,361	\$3,082,015	\$2,991,646	\$3,020,054	0.9%	(2.0%)
Supplies and Materials	\$137,282	\$195,925	\$161,644	\$171,533	6.1%	(12.4%)
Travel and Training	\$27,043	\$50,929	\$49,882	\$41,329	(17.1%)	(18.8%)
Intragovernmental Charges	\$374,912	\$473,262	\$473,262	\$606,559	28.2%	28.2%
Utilities, Services, & Misc.	\$241,788	\$345,106	\$330,972	\$340,536	2.9%	(1.3%)
Capital	\$20,009	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$3,649,395	\$4,147,237	\$4,007,406	\$4,180,011	4.3%	0.8%

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Planning					
4107 - Development Services Manager	1.00	1.00	1.00	1.00	
4105 - Director, Community Development	0.41	0.41	0.41	0.41	
4103 - Senior Planner	1.00	1.00	1.00	2.00	1.00
4101 - Planner	2.00	2.00	2.00	1.00	(1.00)
2190 - GIS Technician +	0.80	0.80	0.80	0.00	(0.80)
1008 - Senior Administrative Supervisor	0.32	0.32	0.32	0.32	
1006 - Senior Admin Support Assistant	1.00	1.00	1.00	1.00	
1005 - Administrative Support Assistant	0.37	0.37	0.37	0.37	
Total Personnel	6.90	6.90	6.90	6.10	(0.80)
Permanent Full-Time	6.90	6.90	6.90	6.10	(0.80)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	6.90	6.90	6.90	6.10	(0.80)
Economic Planning					
4105 - Director, Community Development	0.30	0.30	0.30	0.30	
4103 - Senior Planner	2.00	2.00	2.00	1.00	(1.00)
4101 - Planner	0.00	0.00	0.00	1.00	1.00
2190 - GIS Technician +	0.20	0.20	0.20	0.00	(0.20)
1008 - Senior Administrative Supervisor	0.25	0.25	0.25	0.25	
Total Personnel	2.75	2.75	2.75	2.55	(0.20)
Permanent Full-Time	2.75	2.75	2.75	2.55	(0.20)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.75	2.75	2.75	2.55	(0.20)
Volunteer Services					
4622 - Neighborhood Services Manager	0.50	0.50	0.50	0.50	
4615 - Volunteer Program Specialist	2.00	2.00	2.00	2.00	
1006 - Senior Admin Support Assistant	0.25	0.25	0.25	0.25	
Total Personnel	2.75	2.75	2.75	2.75	
Permanent Full-Time	2.75	2.75	2.75	2.75	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.75	2.75	2.75	2.75	
Neighborhood Services					
4652 - Sr. Code Enforcement Specialist	2.00	2.00	2.00	2.00	
4650 - Code Enforcement Specialist	4.00	4.00	4.00	4.00	
4622 - Neighborhood Services Manager	0.50	0.50	0.50	0.50	
4105 - Director, Community Development	0.05	0.05	0.05	0.05	
4104 - Neighborhood Communications Coord.	1.00	1.00	1.00	1.00	
1008 - Senior Administrative Supervisor	0.10	0.10	0.10	0.10	
1006 - Senior Admin Support Assistant	0.75	0.75	0.75	0.75	
1005 - Administrative Support Assistant	0.50	0.50	0.50	0.50	
Total Personnel	8.90	8.90	8.90	8.90	
Permanent Full-Time	8.40	8.90	8.90	8.90	
Permanent Part-Time	0.50	0.00	0.00	0.00	
Total Permanent	8.90	8.90	8.90	8.90	

+ Due to a reorganization in FY 2017, the GIS Technician is being moved into the GIS Budget to centralize the GIS function citywide.

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Building & Site Development					
5108 - Engineering Manager	1.00	1.00	1.00	1.00	
5098/5113 - Engineering Specialist/Engineer	2.00	2.00	2.00	2.00	
5007 - City Arborist	1.00	1.00	1.00	1.00	
5003 - Engineering Technician *	2.00	4.00	4.00	4.00	
5000 - Associate Engineering Tech. *	2.00	0.00	0.00	0.00	
4108 - Senior Plan Reviewer	3.00	3.00	3.00	3.00	
4105 - Director, Comm. Development	0.24	0.24	0.24	0.24	
3205 - Building Regulations Supv.	1.00	1.00	1.00	1.00	
3203 - Senior Building Inspector	1.00	1.00	1.00	1.00	
3202 - Building Inspector	5.00	5.00	5.00	5.00	
2160 - Addressing Specialist	0.00	0.25	0.25	0.25	
1008 - Senior Administrative Supervisor	0.33	0.33	0.33	0.33	
1006 - Senior Admin Support Assistant	2.00	2.00	2.00	2.00	
1005 - Administrative Support Assistant	0.13	0.13	0.13	0.13	
Total Personnel	20.70	20.95	20.95	20.95	
Permanent Full-Time	20.70	20.95	20.95	20.95	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	20.70	20.95	20.95	20.95	
Department Totals					
Permanent Full-Time	41.50	42.25	42.25	41.25	(1.00)
Permanent Part-Time	0.50	0.00	0.00	0.00	
Total Permanent	42.00	42.25	42.25	41.25	(1.00)

* FY 2016 reassignment

Community Development Department Fees and Charges

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Building Code Permit Fees Building Permit Fee	6-17 (109.2)	10-01-15	\$2.25/thousand dollars of value (minimum fee \$21.60)	\$2.25/thousand dollars of value (minimum fee \$21.60)	
Building Code Permit Fees (All Footing & Foundation Only	6-17 (109.2)	10-10-1994	\$54	\$54	
Plan Review Fee	6-17 (109.2)	09-16-1996	50% of building permit fee	50% of building permit fee	
Failed Inspection Fee - for each failed inspection - for each failed re-inspection	6-17 (109.2)	03-21-11 03-21-11	\$35 \$75	\$35 \$75	
Removal of a building or structure Removal of a building or structure from one lot to another or to a new location on the same lot	6-17 (109.2.1)	09-21-1992	50% of the fee for new buildings with a minimum fee of \$45	50% of the fee for new buildings with a minimum fee of \$45	
Inspection fee prior to moving the building or structure	6-17 (109.2.1)	09-21-1992	\$25	\$25	
Demolition Permit for the demolition of building or structure: - Residential - Commercial	6-17 (109.2.2) 6-17 (109.2.2)	09-21-1992 09-21-1992	\$50 \$100	\$50 \$100	
Signs Permit for signs, billboards and other display structures - not more than fifty (50) square feet - each sign over fifty (50) square feet for each square foot over fifty (50)	6-17 (109.2.3)	09-15-14 09-15-14 09-15-14	\$75 \$75 \$0.25	\$75 \$75 \$0.25	
Failure to obtain permit Failure to obtain the necessary permit(s) within five (5) days after being notified in writing to do so by the building official - for each day in excess of the five (5) days that pass before the person obtains the necessary permit	6-17 (109.4)		\$5	\$5	
Application for appeals Application for appeals fee (fee refunded to the applicant if the applicant appears at the commission meeting at which the appeal is scheduled to be heard)	6-17 (113.2)	09-17-07	\$120	\$120	
Electrical permit For alterations of or extensions to existing wiring, or any other electrical permit For each service entrance panel 225 amperes or less For each service entrance panel over 225 amperes	6-32 (404.2) 6-32 (404.2) 6-32 (404.2)	10-01-15 10-01-15 10-01-15	\$35 \$35 \$0.175/Amp	\$35 \$35 \$0.175/Amp	

Community Development Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Electrical permit (continued)				
For each circuit (whether 2-wire, 3-wire or 3-phase)	6-32 (404.2)			
For first fifteen, each		3-21-11	\$2.35	\$2.35
For all over fifteen, each		3-21-11	\$2.19	\$2.19
For each connection of hot air or hot water heating plant, each	6-32 (404.2)	3-21-11	\$7	\$7
For installation of or addition to sound, audio-visual, or communication equipment	6-32 (404.2)	10-01-15	\$35	\$35
Swimming pool	6-32 (404.2)	10-01-15	\$75	\$75
Re-inspection fees:	6-32 (404.2)			
First failed inspection		03-21-11	\$35	\$35
Failed re-inspection of prior correction notice		03-21-11	\$70	\$70
Certified licensed plumber				
Application fee	6-52 (101.11)	09-17-07	\$50	\$50
Certificate Fees				
City of Columbia Journeyman Certificate	6-52 (101.14.1)	05-21-12	\$30	\$30
City of Columbia Master Certificate	6-52 (101.14.1)	05-21-12	\$90	\$90
Certificate Renewal				
Journeyman certificate renewal	6-52 (101.15)	05-21-12	\$30	\$30
Master certificate renewal	6-52 (101.15)	05-21-12	\$90	\$90
An individual requesting renewal of an expired certificate must apply for a new plumbing certificate:				
- From January 2 to March 30 of the first year after expiration	6-52 (101.15)	12-05-05	\$10	\$10
- From April 1 to December 31 of the first year after expiration		12-05-05	\$50	\$50
- After January 2 of the second year after expiration		12-05-05	\$100	\$100
- plus each additional year or fraction of a year after expiration		12-05-05	\$100	\$100
Plumbing permit fee				
Each tap or opening into any public sewer, or private sewer that is connected to a public sewer	6-52 (106.6.2)	10-01-15	\$72.90	\$72.90
Per fixture for the first twenty-five fixtures, and for each additional fixture or opening	6-52 (106.6.2) 6-52(106.6.2)	10-01-15 10-01-15	\$5.67	\$5.67 \$1.62
Each floor drain, garage drain, or any other fixture, appliance, or waste line connecting directly with the drainage system of the building	6-52 (106.6.2)	10-01-15	\$3.24	\$3.24
For structures not previously plumbed or alterations of, or extensions to, existing plumbing.	6-52 (106.6.2)	10-01-15	Not less than \$35.00	Not less than \$35.00

Community Development Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Chimney Sweep certificate All applicants approved by the board for chimney sweep certificates	6-61 (101.8)	05-21-12	\$90	\$90
Journeyman Certificates All applicants approved by the board for journeyman certificates	6-61 (101.8)	09-16-13	\$30	\$30
Master Certificate issuance All applicants approved by the board for master certificate	6-61 (101.8)	09-16-13	\$90	\$90
Mechanical Work Fees \$0 to \$1,000	6-61 (106.5.2)	10-01-15	\$35.00	\$35.00
\$1,000.01 to \$5,000	6-61 (106.5.2)	10-01-15	\$25.00 plus \$6.25 per thousand over \$1,000	\$25.00 plus \$6.25 per thousand over \$1,000
\$5,000.01 to \$10,000	6-61 (106.5.2)	10-01-15	\$50.00 plus \$5.00 per thousand over \$5,000	\$50.00 plus \$5.00 per thousand over \$5,000
\$10,000.01 to \$20,000	6-61 (106.5.2)	10-01-15	\$75.00 plus \$3.75 per thousand over \$10,000	\$75.00 plus \$3.75 per thousand over \$10,000
Over \$20,000	6-61 (106.5.2)	10-01-15	\$112.50 plus \$2.50 per thousand over \$20,000	\$112.50 plus \$2.50 per thousand over \$20,000
Fuel Gas Work \$0 to \$1,000	6-61 (106.6.2)	10-01-15	\$35.00	\$35.00
\$1,000.01 to \$5,000	6-61 (106.6.2)	10-01-15	\$25 plus \$6.25 per thousand over \$1,000	\$25 plus \$6.25 per thousand over \$1,000
\$5,000.01 to \$10,000	6-61 (106.6.2)	10-01-15	\$50 plus \$5 per thousand over \$5,000	\$50 plus \$5 per thousand over \$5,000
\$10,000.01 to \$20,000	6-61 (106.6.2)	10-01-15	\$75 plus \$3.75 per thousand over \$10,000	\$75 plus \$3.75 per thousand over \$10,000
Over \$20,000	6-61 (106.6.2)	10-01-15	\$112.50 plus \$2.50 per thousand over \$20,000	\$112.50 plus \$2.50 per thousand over \$20,000
Land Disturbance Permit Application Fee	12A-36	09-20-04	\$200	\$200

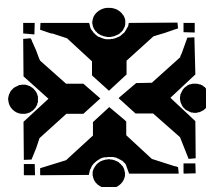
Community Development Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Planning Fees				
Preliminary Plat	20-24(1)	09-15-14	\$600 + \$10 per lot	\$600 + \$10 per lot
Final Plat (in addition to recording fee)	20-24(2)	09-15-14	\$400 + \$10 per lot	\$400 + \$10 per lot
Replat (in addition to recording fee)	20-24(3)	09-15-14	\$300 + \$10 per lot	\$300 + \$10 per lot
Rezoning (in addition to advertising)	20-24(4)			
0 to 2 acres		09-15-14	\$300	\$300
Greater than 2 acres to 5 acres		09-15-14	\$450	\$450
Greater than 5 acres to 10 acres		09-15-14	\$600	\$600
Greater than 10 acres to 15 acres		09-15-14	\$900	\$900
Greater than 15 acres to 20 acres		09-15-14	\$1,200	\$1,200
Greater than 20 acres		09-15-14	\$1,500	\$1,500
Planned district development plan or major revision to a development plan (in addition to advertising):	20-24(5)			
0 to 2 acres		09-15-14	\$300	\$300
Greater than 2 acres to 5 acres		09-15-14	\$450	\$450
Greater than 5 acres to 10 acres		09-15-14	\$600	\$600
Greater than 10 acres to 15 acres		09-15-14	\$900	\$900
Greater than 15 acres to 20 acres		09-15-14	\$1,200	\$1,200
Greater than 20 acres		09-15-14	\$1,500	\$1,500
Minor revisions to planned district development plan	20-24(6)	09-15-14	\$200	\$200
Vacation of public easement, street or alley (in addition to recording fee)	20-24(7)	09-15-14	\$350	\$350
Variance from subdivision regulations	20-24(8)	09-15-14	\$350	\$350
Rezoning from any district to district R-1, (advertising fee shall apply)	20-24(9)	12-07-15	No fee	No fee
Rezoning from district R-3 or R-4 to district R-2, (advertising fee shall apply)	20-24(9)	12-07-15	No fee	No fee
Rezoning to district H-P	20-24(9)	09-15-14	No fee	No fee
Annexation petitions (voluntary or agreement)	20-24(10)	11-03-14	\$250	\$250
Rezoning to equivalent or lesser intensity Boone County zoning concurrent with annexation petition	20-24(11)	09-15-14	No fee	No fee
Hearing Continuance (applicant request after advertising) Zoning	20-24(12)	09-15-14	\$100	\$100
Administrative Plat	20-24(13)	09-15-14	\$200 + \$10 per lot	\$200 + \$10 per lot
Plat Vacation (abrogation)	20-24(14)	09-15-14	\$300	\$300
Cell Tower (new)	20-24(15)	09-15-14	\$1,500	\$1,500
Cell Tower (co-locate)	20-24(16)	09-15-14	\$250	\$250

Community Development Department Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Neighborhood Services Rental Fees				
Application Fee for Inspection per building	22-188(a)(1)	09-15-14	\$60	\$60
Inspection fee per dwelling unit or rooming unit, as the case may be, covered by each certificate of compliance	22-188(a)(2)	09-15-14	\$26	\$26
Reinspection fee per unit	22-188(a)(3)	09-15-14	\$43	\$43
Fee assessed when owner or owner's representative fails to meet with inspector at scheduled appointment time	22-188(a)(4)	09-15-14	\$34	\$34
In addition to inspection upon application or complaint, units may be inspected at the request of the owner	22-188(b)	09-18-00	\$15	\$15
In the event that a unit for which an unexpired certificate of compliance has been issued is inspected pursuant to a complaint, the person making the complaint shall pay a fee	22-188(c)	09-18-00	\$15	\$15
Fee per building, to extend a current certificate of compliance for a period not to exceed three (3) years without further inspection, if the apartment house, rooming house, two-family dwelling or single rental unit for which the certificate of compliance for the past (3) three years	22-191(b)	09-15-14	\$43	\$43
Right-of-Way permit				
Application for permit to construct, reconstruct, repair, alter or grade any sidewalk, curb, curb cut, driveway or street	24-43	09-15-14	\$50	\$50
Development Charge				
Development charge for a building permit for new construction	26-151	09-21-09	\$0.50 per sq. foot of total floor area of new construction	\$0.50 per sq. foot of total floor area of new construction

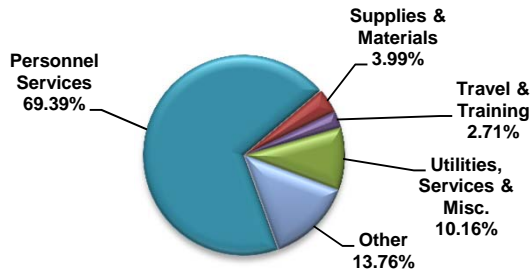
Community Development Block Grant (CDBG) Fund (Special Revenue Fund)



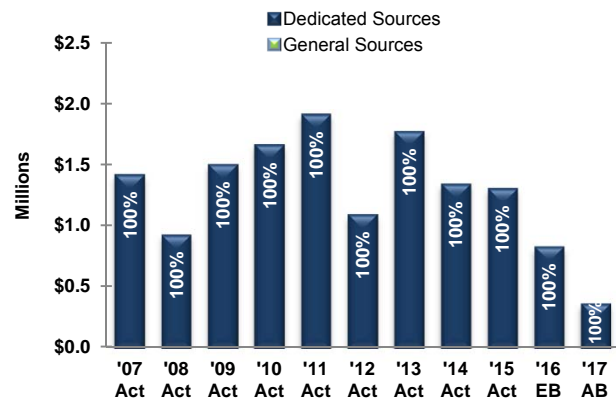
City of Columbia
Columbia, Missouri

CDBG Fund(Special Revenue Fund)

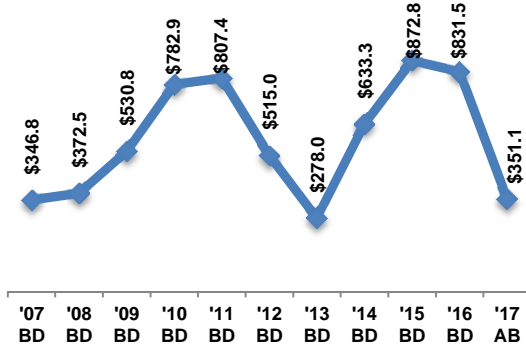
FY 2017 Total Expenditures By Category



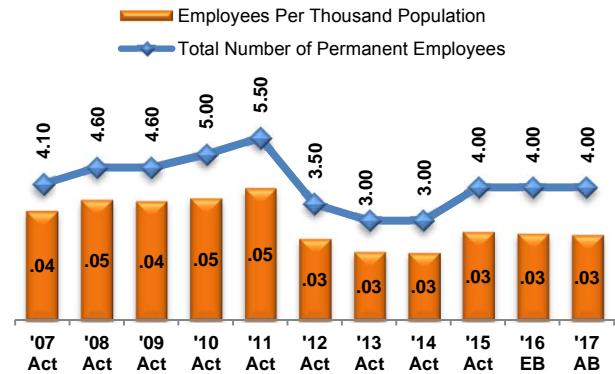
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$193,640	\$250,769	\$228,971	\$243,609	6.4%	(2.9%)
Supplies & Materials	\$13,035	\$13,100	\$13,100	\$14,000	6.9%	6.9%
Travel & Training	\$6,350	\$9,600	\$9,500	\$9,500	0.0%	(1.0%)
Intragov. Charges	\$244	\$228	\$228	\$0	(100.0%)	(100.0%)
Utilities, Services & Misc.	\$946,875	\$506,764	\$505,352	\$35,668	(92.9%)	(93.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$135,106	\$51,000	\$61,814	\$48,308	(21.8%)	(5.3%)
Total	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)

Note: Actual reflects total expenses for all grant activities. Proposed amounts include administrative costs only

Operating Expenses	\$1,160,144	\$780,461	\$757,151	\$302,777	(60.0%)	(61.2%)
Non-Operating Expenses	\$135,106	\$51,000	\$61,814	\$48,308	(21.8%)	(5.3%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)

Funding Sources (Where the Money Comes From)

Grant Revenue	\$953,946	\$818,941	\$804,681	\$337,901	(58.0%)	(58.7%)
Interest	\$14,717	\$12,520	\$13,284	\$13,184	(0.8%)	5.3%
Other Local Revenue	\$15,041	\$0	\$1,000	\$0	(100.0%)	
Use of Prior Year Sources	\$311,546	\$0	\$0	\$0		
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,295,250	\$831,461	\$818,965	\$351,085	(57.1%)	(57.8%)

Planning & Development - Community Development & Home Admin. Fund 2660

Description

Strategic Priority: Social Equity - Improving the odds for success - This program disburses funds received by the City from the Department of Housing and Urban Development's Community Development Block Grant Program and HOME Investment Partnerships Program. These funds are used to assist low and moderate income citizens of the City with affordable housing, neighborhood needs, economic development, community facilities and fair housing. 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 HUD approval, the funds become available in the spring/summer of 2017.

Highlights/Significant Changes

Housing and CDBG Programs staff have significantly expanded its Homeownership Assistance Program with the utilization of additional City funds allocated in FY 2016, and will be commencing construction on the Lynn Street Cottages in FY 2017. Housing and CDBG staff organized and held the Affordable Housing Symposium in December of 2015, which has helped move forward several key affordable housing initiatives to be implemented in 2017. Key initiatives include but are not limited to the formation of a community land trust organization and implementation of the Affordable Housing Permit Waiver and Rebate Programs. Housing and CDBG Programs staff plan to partner with the United Way, Boone County Department of Community Services and the Division of Human Services to plan a Homelessness Summit in 2017.

The FY 2016 adjusted budget includes all grant activities appropriated to date. The FY 2017 budget amount only includes the administrative costs. When grant funding is confirmed, the additional amounts will be appropriated during FY 2017.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
3975 - Housing Program Supervisor	1.00	1.00	1.00	1.00	
3960 - Housing Specialist	2.00	2.00	2.00	2.00	
1006 - Senior Admin Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	4.00	4.00	4.00	4.00	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	4.00	4.00	4.00	4.00	

Community Development Block Grant (CDBG)

Purpose

This program disburses funds received by the City from the Department of Housing and Urban Development's Community Development Block Grant Program. These funds are to be used to provide facilities and assistance to low to moderate income citizens of the City such as affordable housing, neighborhood needs, economic development, community facilities and fair housing. The City Council adopted the following guidelines for expenditure of annual Community Development Block Grant funds from 2015 through 2019:

- 25 - 40% for Affordable Housing
- 20 - 50% for Neighborhood Needs
- 0 - 30% for Community Facilities
- 10 - 50% for Economic Development
- 0 - 5% for Fair Housing
- 18% for Planning and Administration

These funding categories and guidelines for annual expenditure of CDBG funding are a direct result of public input received through the 2015-2019 consolidated planning process. This year's funding requests exceeded target percentages for affordable housing and were below in Neighborhood Needs, therefore funding recommendations are outside of the annual funding percentages.

Resources

	Adopted FY 2017
Entitlement Amount Estimate	\$835,000
Reprogrammed Funds	\$0
Total Resources	\$835,000

Expenditures

	Staff and Agency Requests	Community Development Commission Proposal	City Manager Recommended	Council Adopted
Housing Programs:				
Housing Rehabilitation	\$157,700	\$145,000	\$145,000	\$145,000
NRT Code Enforcement	\$35,000	\$30,000	\$30,000	\$30,000
NRT Demolition	\$90,000	\$50,000	\$50,000	\$50,000
SIL Minor Home Repair & Accessibility	\$108,000	\$105,200	\$105,200	\$105,200
Subtotal (Council Policy 25-40%)	\$390,700 21.4%	\$330,200 39.5%	\$330,200 39.5%	\$330,200 39.5%
Neighborhood Needs:				
Central City Neighborhood Improvements	\$300,000	\$200,000	\$200,000	\$200,000
Subtotal (Council Policy 20-50%)	\$300,000 16.4%	\$200,000 24.0%	\$200,000 24.0%	\$200,000 24.0%
Economic Development:				
Job Point Vocational Training	\$110,000	\$90,000	\$90,000	\$90,000
Subtotal (Council Policy 10-50%)	\$110,000 6.0%	\$90,000 10.8%	\$90,000 10.8%	\$90,000 10.8%
Community Facilities:				
Wilkes-Turning Point	\$50,000	\$50,000	\$50,000	\$50,000
Columbia Housing Authority	\$108,434	\$0	\$0	\$0
Welcome Home	\$200,000	\$0	\$0	\$0
CATCH	\$250,000	\$0	\$0	\$0
Urban Empowerment Dev. Corp	\$250,000	\$0	\$0	\$0
Subtotal (Council Policy 0-30%)	\$858,434 47.1%	\$50,000 6.0%	\$50,000 6.0%	\$50,000 6.0%
Fair Housing				
Fair Housing Set-Aside	\$14,500	\$14,500	\$14,500	\$14,500
Subtotal (Council Policy 0-5%)	\$14,500 0.8%	\$14,500 1.7%	\$14,500 1.7%	\$14,500 1.7%
Administration and Planning				
Planning	\$50,300	\$50,300	\$50,300	\$50,300
Administration	\$100,000	\$100,000	\$100,000	\$100,000
Subtotal (Council Policy 18%)	\$150,300 8.2%	\$150,300 18.0%	\$150,300 18.0%	\$150,300 18.0%
Total	\$1,823,934	\$835,000	\$835,000	\$835,000

Home Requests

Purpose

This program disburses funds received by the City from the HOME Investment Partnership Act Program from the Department of Housing and Urban Development. The City provides funds in the following five categories: Owner Occupied Housing Rehabilitation, Homebuyer Assistance, Community Housing Development Organizations (15% required set aside), Rental Housing, and Administration (10% maximum). All funds must be spent on projects that are defined by HUD as meeting their definition of "affordable."

This year, applications for HOME dollars received by the deadline were significantly greater than the amount of estimated funding available. Funds available for the HOME Program are at a historical low, since the inception of the program.

Resources

	Adopted FY 2017
Reprogrammed Funds	\$0
Entitlement Amount Estimate	\$400,000
Total Resources	\$400,000

Expenditures

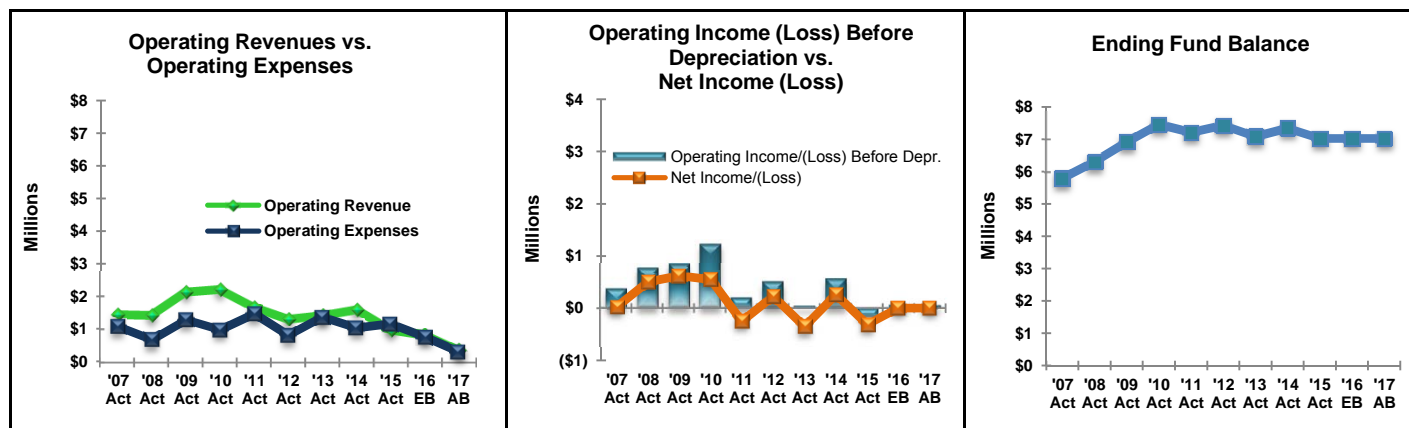
	Staff and Agency Requests	City Manager Recommend	Alloc.	Community Development Commission Recommend	City Council Adopted
Projects:					
Homeownership Assistance *	\$175,000	\$175,000		\$175,000	\$260,000
JES Dev Co, Inc.	\$100,000	\$85,000		\$85,000	\$0
CMCA 804 King	\$40,000	\$40,000		\$40,000	\$40,000
Subtotal Projects	\$315,000	\$300,000	75.0%	\$300,000	\$300,000
 CHDO Set aside	 \$60,000	 \$60,000	 15.0%	 \$60,000	 \$60,000
 Administration Set aside	 \$40,000	 \$40,000	 10.0%	 \$40,000	 \$40,000
 Grand Total	 \$415,000	 \$400,000	 100.00%	 \$400,000	 \$400,000

* Includes: Neighborhood Development Homeownership Assistance Activities

Net Income Statement Community Development Block Grant (CDBG) Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Grant Revenue	\$953,946	\$818,941	\$804,681	\$337,901
Investment Revenue	\$14,717	\$12,520	\$13,284	\$13,184
Miscellaneous Revenue	\$15,041	\$0	\$1,000	\$0
Total Revenues	\$983,704	\$831,461	\$818,965	\$351,085
Expenditures:				
Personnel Services	\$193,640	\$250,769	\$228,971	\$243,609
Supplies & Materials	\$13,035	\$13,100	\$13,100	\$14,000
Travel & Training	\$6,350	\$9,600	\$9,500	\$9,500
Intragovernmental Charges	\$244	\$228	\$228	\$0
Utilities Services & Other Misc.	\$946,875	\$506,764	\$505,352	\$35,668
Capital Additions	\$0	\$0	\$0	\$0
Total Expenditures	\$1,160,144	\$780,461	\$757,151	\$302,777
Excess (Deficiency) of Revenues Over Expenditures	(\$176,440)	\$51,000	\$61,814	\$48,308
Other Financing Sources (Uses):				
Operating Transfers From Other Funds				
Operating Transfers To Other Funds	(\$135,106)	(\$51,000)	(\$61,814)	(\$48,308)
Total Otr. Financing Sources (Uses)	(\$135,106)	(\$51,000)	(\$61,814)	(\$48,308)
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	(\$311,546)	\$0	\$0	\$0
Fund Balance Beg. of Year	\$7,341,203	\$7,029,657	\$7,029,657	\$7,029,657
Fund Balance End of Year	\$7,029,657	\$7,029,657	\$7,029,657	\$7,029,657

Note: Actual reflects total expenses for all grant activities. Proposed amounts include administrative costs only



**Financial Summary of Funding Sources and Uses
Community Development Block Grant Fund**

	<u>Actual FY 2015</u>	<u>Adj. Budget FY 2016</u>	<u>Estimated FY 2016</u>	<u>Adopted FY 2017</u>
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$953,946	\$818,941	\$804,681	\$337,901
Interest (w/o GASB 31 Adjustment)	\$14,717	\$12,520	\$13,284	\$13,184
Fees and Service Charges				
Other Local Revenues	\$15,041	\$0	\$1,000	\$0
	<u>\$983,704</u>	<u>\$831,461</u>	<u>\$818,965</u>	<u>\$351,085</u>
Other Funding Sources/Transfers^	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u>\$983,704</u>	<u>\$831,461</u>	<u>\$818,965</u>	<u>\$351,085</u>
Financial Uses				
Operating Expenses	\$1,160,144	\$780,461	\$757,151	\$302,777
Operating Transfers to Other Funds	\$135,106	\$51,000	\$61,814	\$48,308
Interest Expense				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u>\$1,295,250</u>	<u>\$831,461</u>	<u>\$818,965</u>	<u>\$351,085</u>
Financial Sources Over/(Under) Uses	(\$311,546)	\$0	\$0	\$0
Projected Unassigned Cash Reserve	<u>\$283,990</u>	<u>\$283,990</u>	<u>\$283,990</u>	<u>\$283,990</u>

Note: Actual reflects total expenses for all grant activities. Proposed amounts include administrative costs only

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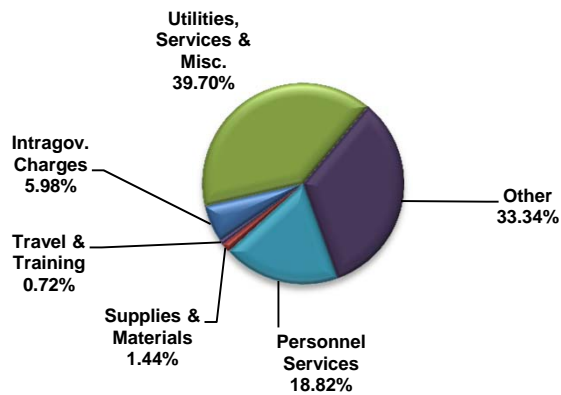
Convention and Tourism Fund (Special Revenue Fund)



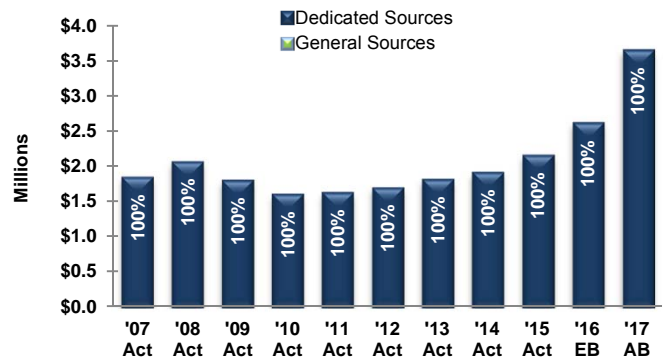
City of Columbia
Columbia, Missouri

Convention and Visitors Bureau (Special Revenue Fund)

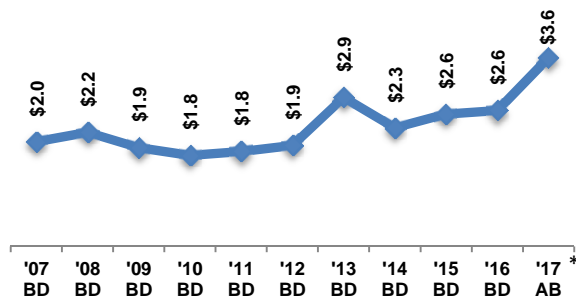
FY 2017 Total Expenditures By Category



Funding Sources

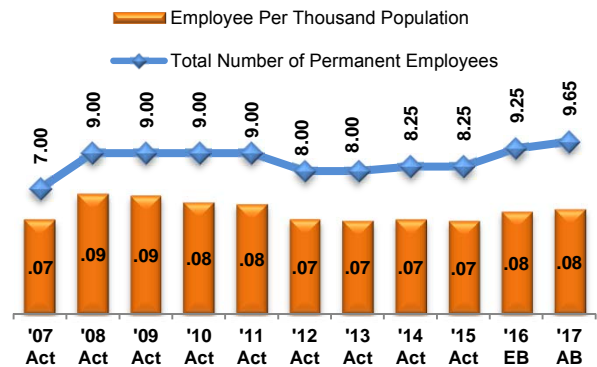


Budgeted Expenditure History (in Millions)



*Includes \$1 million transfer of Tourism Development funds to the Capital Projects Fund to help fund construction of a Sports Field House.

Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$542,427	\$630,543	\$601,993	\$684,700	13.7%	8.6%
Supplies & Materials	\$18,913	\$33,735	\$33,735	\$52,255	54.9%	54.9%
Travel & Training	\$24,865	\$25,000	\$25,000	\$26,360	5.4%	5.4%
Intragov. Charges	\$125,199	\$122,319	\$122,319	\$217,729	78.0%	78.0%
Utilities, Services & Misc.	\$1,038,838	\$1,605,819	\$1,605,819	\$1,444,448	(10.0%)	(10.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$395,196	\$206,057	\$215,557	\$1,213,320	462.9%	488.8%
Total	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%

Operating Expenses	\$1,750,242	\$2,417,416	\$2,388,866	\$2,425,492	1.5%	0.3%
Non-Operating Expenses	\$395,196	\$206,057	\$215,557	\$1,213,320	462.9%	488.8%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%

Funding Sources (Where the Money Comes From)

Gross Receipts Tax: Hotel/Motel Tax	\$2,496,339	\$2,445,450	\$2,633,639	\$2,778,489	5.5%	13.6%
Grant Revenue	\$84,456	\$82,266	\$82,266	\$113,679	38.2%	38.2%
Interest Revenue	\$73,998	\$49,110	\$53,014	\$53,014	0.0%	7.9%
Other Local Revenues	\$18,404	\$37,000	\$37,000	\$21,000	(43.2%)	(43.2%)
Other Funding Sources/Transfers	\$8,000	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$9,647	\$0	\$672,630		6872.4%
Less: Current Year Surplus	(\$535,759)	\$0	(\$201,496)	\$0	(100.0%)	
Dedicated Sources	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%

Description

The Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure, group tour and sports destination through direct solicitations, tradeshow attendance, marketing, advertising and public relations. The initial 2% lodging tax which was levied by Council took effect in 1980 and the public approved a 2% increase in 1999.

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 travel visitation through the enhancement and development of festivals, sports, 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.

The Convention and Visitors Bureau is the department liaison for the Convention and Visitors Advisory Board and Mayor's Task Force on Medical Tourism.

Highlights/Significant Changes

CVB Operations: As the tourism industry grows, so does the role of destination marketing and management organizations. CVB's are taking on more responsibilities and need to have high performing staff to meet those needs. In late FY 2016, the CVB welcomed a new sales staff member and will be hiring an Industry Relations Specialist in FY 2017, bringing the staff total to ten members. Along with some additional internal restructuring, the CVB will be able to continue strive for organizational and tourism growth.

The CVB also set a new level of organizational excellence when it received the Destination Marketing Accreditation Program (DMAP) seal from Destination Marketing Association International (DMAI). The CVB joined the ranks of over 200 DMOs that have obtained DMAP recognition that demonstrate compliance across 16 disciplines, composed of 53 mandatory standards and is globally recognized by the destination marketing industry as the highest achievement in destination excellence.

In FY 2017, the CVB will implement a new Customer Relationship Management (CRM) system called Simpleview. This system will allow all CVB staff to store information, optimize communications and align processes for more streamlined operations.

Highlights/Significant Changes- Continued

Destination and Tourism Awareness: Not only is it important for visitors to see Columbia as a destination, but locals and businesses must buy-in as well. A key piece of this process is the Columbia Tourism Ambassador (CTA) program. Since its inception in 2013, the program has certified well over 500 CTAs and has a large active base that attends networking events, volunteers at events and welcomes visitors to our city. FY 2017 will see continued growth with more classes and networking opportunities.

Industry Partnerships: Also vital to tourism's success is a strong group of tourism industry partners. In FY 2016, the CVB began its first Partner Education Series to bring partners together to discuss current topics in Columbia and the tourism industry. The CVB also conducted its second annual Industry Partner Survey (IPS) to gauge partner satisfaction with various aspects of operations. Overall satisfaction with the CVB measured at 4.58/5 (up from 4.39 the previous year). The CVB continues to pursue new ways to creatively work with local partners to promote the destination.

Economic Growth: Columbia's hotel gross receipts continue to grow, and key measures such as Occupancy and Average Daily Rate (ADR) are on the rise as well. Tourism is very dependent upon the state of the economy, recovery in manufacturing and service industry sectors, gas prices and the unemployment rate. The tourism industry is healthy at this time and because Columbia continues to be on track with industry projections, we feel comfortable continuing to budget growth.

Public Relations and Marketing: In FY 2016, the CVB launched a new marketing creative and began using new tactics in advertising campaigns, which included adding more digital advertising overall. The CVB conducted the annual Advertising Effectiveness Study with the following results for FY 2015: Columbia's ads and PR messages reached approximately 1.7 million households; the campaign generated over 39,800 incremental trips, resulting in 105,000 room nights; more than \$18.4 million in incremental travel revenue that would not have occurred without the marketing efforts; and for every \$1 spent on marketing by the CVB, \$76 was generated in visitor spending.

Sports Field House:

Of the 4% gross receipts tax collected by hotels, 1% is dedicated to provide financial support to enhance and develop attractions, festivals and events that have the potential to attract visitors from outside the local market and general overnight visitation in Columbia hotels. For FY 2017, \$1 million of these tourism development funds will be used to help fund a sports field house. Youth and amateur sports provide a large share of Columbia's tourism product and Columbia lacks enough indoor space for tournaments. This additional space will open the door for a variety of indoor sports to play in Columbia.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Operations	8.25	9.25	9.25	9.65	0.40
Tourism	0.00	0.00	0.00	0.00	
Total Personnel	8.25	9.25	9.25	9.65	0.40
Permanent Full-Time	8.25	9.25	9.25	9.65	0.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.25	9.25	9.25	9.65	0.40

Convention and Visitors Bureau

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Operations						
Personnel Services	\$542,427	\$630,543	\$601,993	\$684,700	13.7%	8.6%
Supplies and Materials	\$18,913	\$33,735	\$33,735	\$52,255	54.9%	54.9%
Travel and Training	\$24,865	\$25,000	\$25,000	\$26,360	5.4%	5.4%
Intragovernmental Charges	\$125,199	\$122,319	\$122,319	\$217,729	78.0%	78.0%
Utilities, Services, & Misc.	\$880,209	\$1,180,243	\$1,180,243	\$1,018,872	(13.7%)	(13.7%)
Capital	\$0	\$0	\$0	\$0		
Other	\$350,696	\$199,057	\$199,057	\$206,320	3.6%	3.6%
Total	\$1,942,309	\$2,190,897	\$2,162,347	\$2,206,236	2.0%	0.7%
Tourism Development						
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.	\$158,629	\$425,576	\$425,576	\$425,576	0.0%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$44,500	\$7,000	\$16,500	\$1,007,000	6003.0%	14285.7%
Total	\$203,129	\$432,576	\$442,076	\$1,432,576	224.1%	231.2%
Department Totals						
Personnel Services	\$542,427	\$630,543	\$601,993	\$684,700	13.7%	8.6%
Supplies and Materials	\$18,913	\$33,735	\$33,735	\$52,255	54.9%	54.9%
Travel and Training	\$24,865	\$25,000	\$25,000	\$26,360	5.4%	5.4%
Intragovernmental Charges	\$125,199	\$122,319	\$122,319	\$217,729	78.0%	78.0%
Utilities, Services, & Misc.	\$1,038,838	\$1,605,819	\$1,605,819	\$1,444,448	(10.0%)	(10.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$395,196	\$206,057	\$215,557	\$1,213,320	462.9%	488.8%
Total	\$2,145,438	\$2,623,473	\$2,604,423	\$3,638,812	39.7%	38.7%

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Operations:					
9901 - Assistant City Manager	0.25	0.25	0.25	0.25	
8950 - Director, Convention & Tourism	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist +	1.00	1.00	1.00	0.00	(1.00)
4801 - Community Relations Specialist +	0.00	0.00	0.00	0.40	0.40
4800 - Communications & Marketing Supervisor *	0.00	1.00	1.00	0.00	(1.00)
4320 - Tourism Admin Supervisor *	0.00	0.00	0.00	1.00	1.00
4310 - Industry Relations Specialist ++	0.00	0.00	0.00	1.00	1.00
4309 - Tourism Operations Analyst *	0.00	0.00	0.00	1.00	1.00
4302 - Tourism Services Supervisor *	0.00	0.00	0.00	1.00	1.00
4300 - Tourism Services Specialist *	4.00	5.00	5.00	3.00	(2.00)
1006 - Senior Admin Support Assistant	2.00	1.00	1.00	1.00	
Total Personnel	8.25	9.25	9.25	9.65	0.40
Permanent Full-Time	8.25	9.25	9.25	9.65	0.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.25	9.25	9.25	9.65	0.40
Tourism Development:					
There are no personnel assigned to this budget.					
Department Totals					
Permanent Full-Time	8.25	9.25	9.25	9.65	0.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.25	9.25	9.25	9.65	0.40

* In FY 2017, position was reassigned.

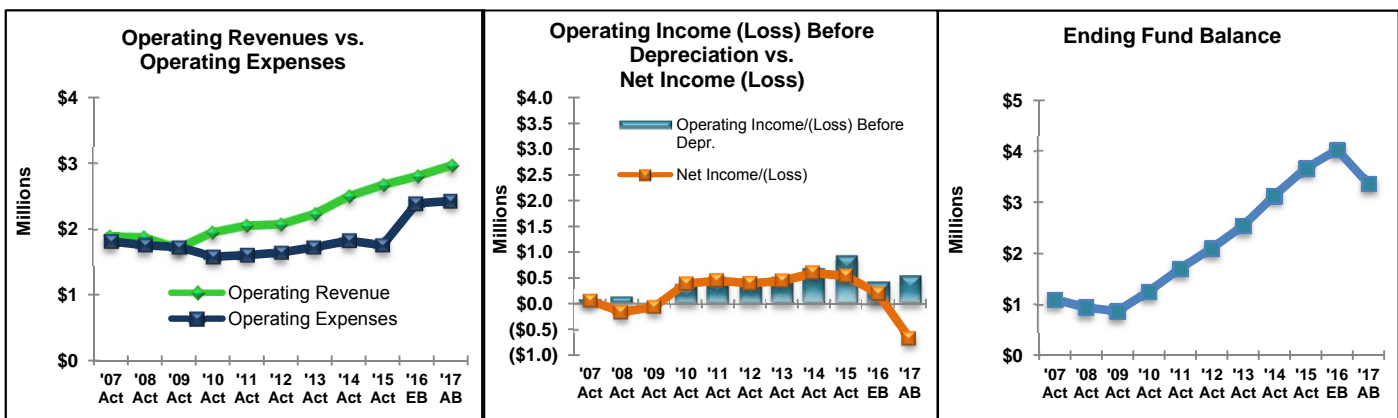
+ In FY 2017 the Public Information Specialist position was changed to a Community Relations Specialist and .60 of the position was moved to the Community Relations Department in an effort to centralize the function citywide.

++ In FY 2017 an Industry Relations Specialist position was added

Net Income Statement Convention and Tourism Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Hotel/Motel Tax	\$2,496,339	\$2,445,450	\$2,633,639	\$2,778,489
Grant Revenues	\$84,456	\$82,266	\$82,266	\$113,679
Investment Revenue	\$73,998	\$49,110	\$53,014	\$53,014
Other Miscellaneous Revenues	\$18,404	\$37,000	\$37,000	\$21,000
Total Revenues	\$2,673,197	\$2,613,826	\$2,805,919	\$2,966,182
Expenditures:				
Personnel Services	\$542,427	\$630,543	\$601,993	\$684,700
Supplies & Materials	\$18,913	\$33,735	\$33,735	\$52,255
Travel & Training	\$24,865	\$25,000	\$25,000	\$26,360
Intragovernmental Charges	\$125,199	\$122,319	\$122,319	\$217,729
Utilities, Services & Other Misc.	\$1,038,838	\$1,605,819	\$1,605,819	\$1,444,448
Capital Additions	\$0	\$0	\$0	\$0
Interest & Lease Payment	\$0	\$0	\$0	\$0
Total Expenditures	\$1,750,242	\$2,417,416	\$2,388,866	\$2,425,492
Excess (Deficiency) of Revenues Over Expenditures	\$922,955	\$196,410	\$417,053	\$540,690
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$8,000	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$395,196)	(\$206,057)	(\$215,557)	(\$1,213,320)
Total Otr. Financing Sources (Uses)	(\$387,196)	(\$206,057)	(\$215,557)	(\$1,213,320)
Excess (Deficiency) of Revenues Over Expenditures	\$535,759	(\$9,647)	\$201,496	(\$672,630) +
Fund Balance, Beg. of Year	\$3,294,012	\$3,829,771	\$3,829,771	\$4,031,267
Fund Balance, End of Year*	\$3,829,771	\$3,820,124	\$4,031,267	\$3,358,637
Percent Change in Fund Equity	16.26%	(0.25%)	5.26%	(16.69%)
* Amount of Restricted Tourism Funds	\$2,279,233	\$2,458,657	\$2,495,567	\$1,541,279

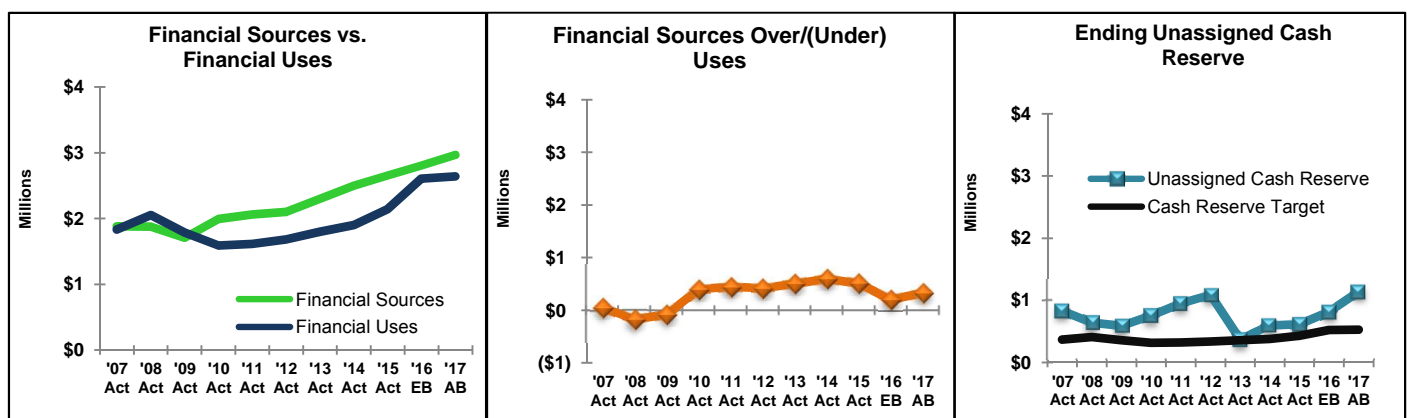
+ Planned use of fund balance. The CVB will be using \$1 million of its restricted tourism funds to help pay for the construction of an indoor sports field house in FY 2017.



Funding Sources and Uses Convention and Tourism Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes	\$2,496,339	\$2,445,450	\$2,633,639	\$2,778,489
Intragovernmental Revenues				
Grants	\$84,456	\$82,266	\$82,266	\$113,679
Interest (w/o GASB 31 Adjustment)	\$46,972	\$49,110	\$53,014	\$53,014
Fees and Service Charges				
Other Local Revenues	\$18,404	\$37,000	\$37,000	\$21,000
	<u>\$2,646,171</u>	<u>\$2,613,826</u>	<u>\$2,805,919</u>	<u>\$2,966,182</u>
Other Funding Sources/Transfers	\$8,000	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u><u>\$2,654,171</u></u>	<u><u>\$2,613,826</u></u>	<u><u>\$2,805,919</u></u>	<u><u>\$2,966,182</u></u>
Financial Uses				
Operating Expenses	\$1,750,242	\$2,417,416	\$2,388,866	\$2,425,492
Operating Transfers to Other Funds	\$395,196	\$206,057	\$215,557	\$213,320 *
Interest Expense				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u><u>\$2,145,438</u></u>	<u><u>\$2,623,473</u></u>	<u><u>\$2,604,423</u></u>	<u><u>\$2,638,812</u></u>
Financial Sources Over/(Under) Uses	\$508,733	(\$9,647)	\$201,496	\$327,370
Beginning Unassigned Cash Reserve		\$614,169	\$614,169	\$815,665
Projected Unassigned Cash Reserve	<u><u>\$614,169</u></u>	<u><u>\$604,522</u></u>	<u><u>\$815,665</u></u>	<u><u>\$1,143,035</u></u>
Cash Reserve Target (20% Fin. Uses)	\$429,088	\$524,695	\$520,885	\$527,762
Cash Above/(Below) Cash Reserve Target	\$185,081	\$79,827	\$294,780	\$615,273

* Operating Transfer for FY 2017 has been reduced by \$1,000,000 for the Sports Field House project since restricted funds are being used to fund that project, not unassigned reserves.



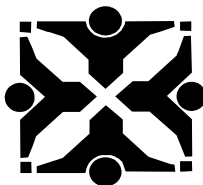
Convention and Visitor Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Certified Tourism Ambassador (CTA) program CTA class fee	NA * * part of signed agreement with outside company	03-06-13	\$25	\$25

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Contributions Fund

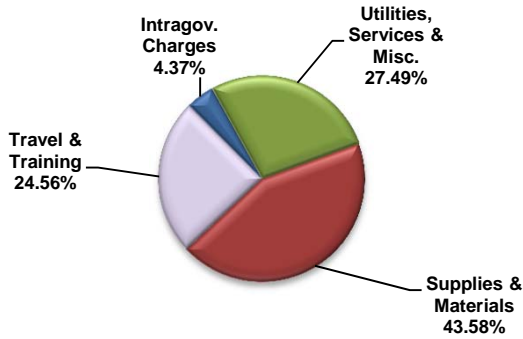
(Special Revenue Fund)



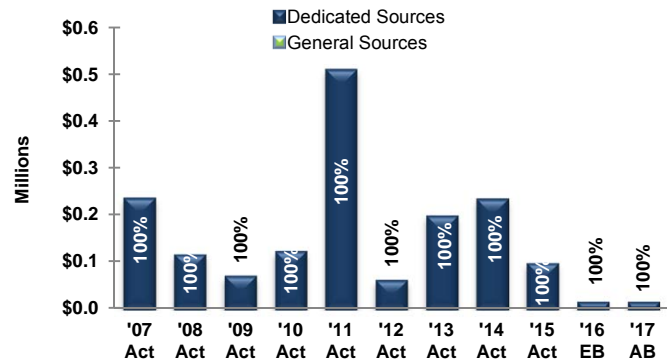
City of Columbia
Columbia, Missouri

Contributions Fund (Special Revenue Fund)

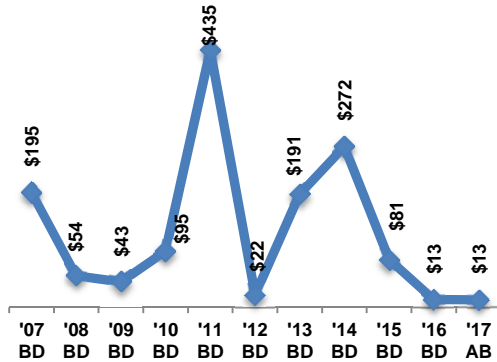
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$2,075	\$5,990	\$5,650	\$5,650	0.0%	(5.7%)
Travel & Training	\$2,162	\$3,185	\$3,185	\$3,185	0.0%	0.0%
Intragov. Charges	\$1,110	\$574	\$574	\$566	(1.4%)	(1.4%)
Utilities, Services & Misc.	\$19,841	\$3,565	\$3,565	\$3,565	0.0%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$70,128	\$0	\$0	\$0		
Total	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Operating Expenses	\$25,188	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
Non-Operating Expenses	\$70,128	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)

Funding Sources (Where the Money Comes From)

Grant Revenue	\$0	\$0	\$0	\$0		
Interest	\$18,295	\$12,618	\$11,930	\$11,930	0.0%	(5.5%)
Other Local Revenue	\$88,546	\$9,800	\$3,000	\$0	(100.0%)	(100.0%)
Use of Prior Year Sources	\$0	\$0	\$0	\$1,036		
Less: Current Year Surplus	(\$11,525)	(\$9,104)	(\$1,956)	\$0	(100.0%)	(100.0%)
Dedicated Sources	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$95,316	\$13,314	\$12,974	\$12,966	(0.1%)	(2.6%)

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, as well as gifts of cash, securities, and some types of real property. Proper procedures have been established to ensure funds and donations are expended for the purpose designated by the donor.

Department Objectives

The Columbia Trust serves as a channel both to receive and solicit donations for City of Columbia projects which enhance the lives of Columbia citizens. To that end, the Columbia Trust seeks to:

- Cooperate willingly with and express appreciation to donors.
- Handle all funds and processes in a fiduciary responsible manner.
- Increase the impact of the Trust year by year.
- Help in such a way as to truly serve those who work on or give to any Columbia Trust-related project.

Highlights/Significant Changes

- The Contributions Fund has three ongoing 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 which is a separate 501(c)(3) organization with a board appointed by city council.
- The New Century Fund, established in 2001, functions as a fundraising tool for the City of Columbia and is used to receive gifts and grants on behalf of the City. Most any significant enhancement to community life sponsored or directed by the City may become a project for the New Century Fund. Recent programs of the New Century Fund were the Columbia Public Schools' Influenza Inoculation program (majority funding granted from the David B. Lichtenstein Foundation through the NCF), the Christy Welliver Project, a re-landscaped main entrance to Stephens Lake Park, the Children's Grove, a community-wide gardens project at Stephens Lake Park to provide a positive influence in response to the Newtown, Connecticut, tragedy of December, 2012, upgrades to the Martin Luther King Memorial on Stadium Blvd, and fund raising for a new dog-themed bench at the Grindstone Park Dog Park.

Highlights/Significant Changes - Continued

- Share the Light has received approximately \$240,000 in donations since beginning in the summer of 2001. More than \$196,000 has been appropriated for use in a variety of city projects including community arts funding, community beautification, youth recreation scholarships, youth dental care, public health issues, fire prevention and education, and crime prevention. Donations will again be solicited for this program in September, 2016.
- The Columbia Trust sends acknowledgment letters to many donors to City fund raising projects, including Share the Light, and CASH (Citizens Assisting Seniors and Handicapped) and HELP (Heat Energy and Light Program) utility assistance programs. Approximately \$62,000 was donated by local citizens to these two programs, helping over 420 local families.
- The Trust Administrator position works with the Columbia Trust, the New Century Fund, and serves as the executive director of the Community Foundation of Central Missouri (CFCM), which was established in 2010. CFCM is a 501(c)(3) nonprofit organization with an independent board of community leaders and the broad charitable purpose of improving lives in the communities it serves. As of June, 2016, there were nearly \$5 million in assets in 70 funds administered by the Community Foundation of Central Missouri. The funds and their earnings are used for charitable purposes mostly in the Columbia and central Missouri area. Over \$900,000 was gifted out from Community Foundation funds and programs to nonprofit organizations in FY 2015 to FY 2016 (the city's fiscal year and CFCM's overlap). Included in that total is the Foundation's 2015 end-of-year campaign named "CoMoGives," which received and distributed \$342,900 in donations to participating nonprofit agencies in Columbia.

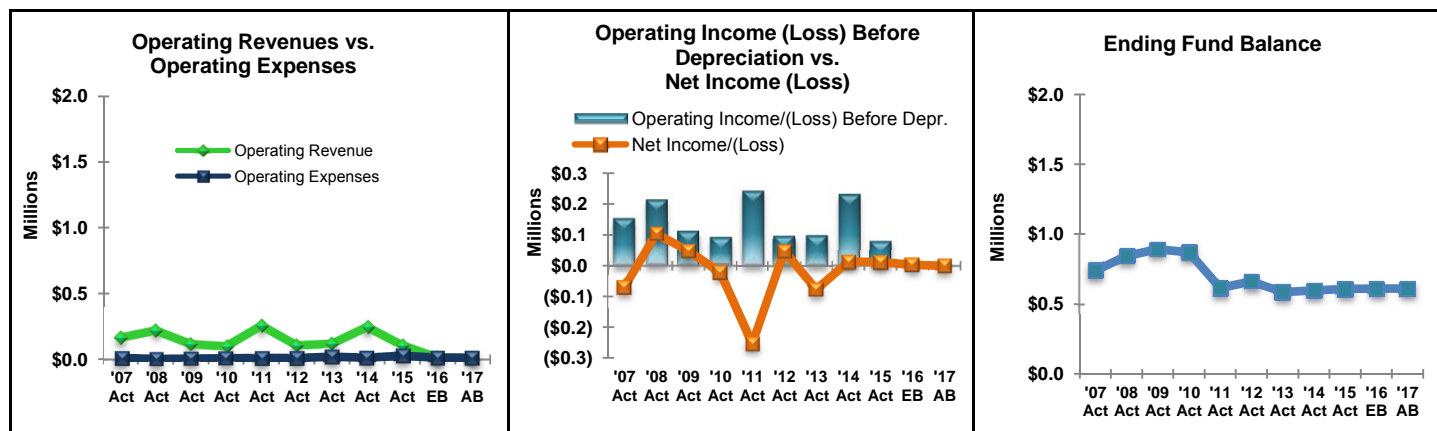
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
There are no personnel assigned to this budget. The Trust Administrator position is included in the City Manager's budget.					

Net Income Statement Contributions Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Grant Revenue	\$0	\$0	\$0	\$0
Investment Revenue	\$18,295	\$12,618	\$11,930	\$11,930
Other Miscellaneous Revenues	\$88,546	\$9,800	\$3,000	\$0
Total Revenues	\$106,841	\$22,418	\$14,930	\$11,930
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$2,075	\$5,990	\$5,650	\$5,650
Travel & Training	\$2,162	\$3,185	\$3,185	\$3,185
Intragovernmental Charges	\$1,110	\$574	\$574	\$566
Utilities, Services & Other Misc.	\$19,841	\$3,565	\$3,565	\$3,565
Capital Additions	\$0	\$0	\$0	\$0
Total Expenditures	\$25,188	\$13,314	\$12,974	\$12,966
Excess (Deficiency) of Revenues Over Expenditures	\$81,653	\$9,104	\$1,956	(\$1,036)
Other Financing Sources (Uses):				
Operating Transfers From Other Fds.	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$70,128)	\$0	\$0	\$0
Total Otr. Financing Sources (Uses)	(\$70,128)	\$0	\$0	\$0
Excess (Deficiency) of Revenues & Other Financing Sources Over Expenditures and Other Financing Uses	\$11,525	\$9,104	\$1,956	(\$1,036) +
Fund Balance, Beg. of Year As Restated	\$597,678	\$609,203	\$609,203	\$611,159
Fund Balance, End of Year	\$609,203	\$618,307	\$611,159	\$610,123

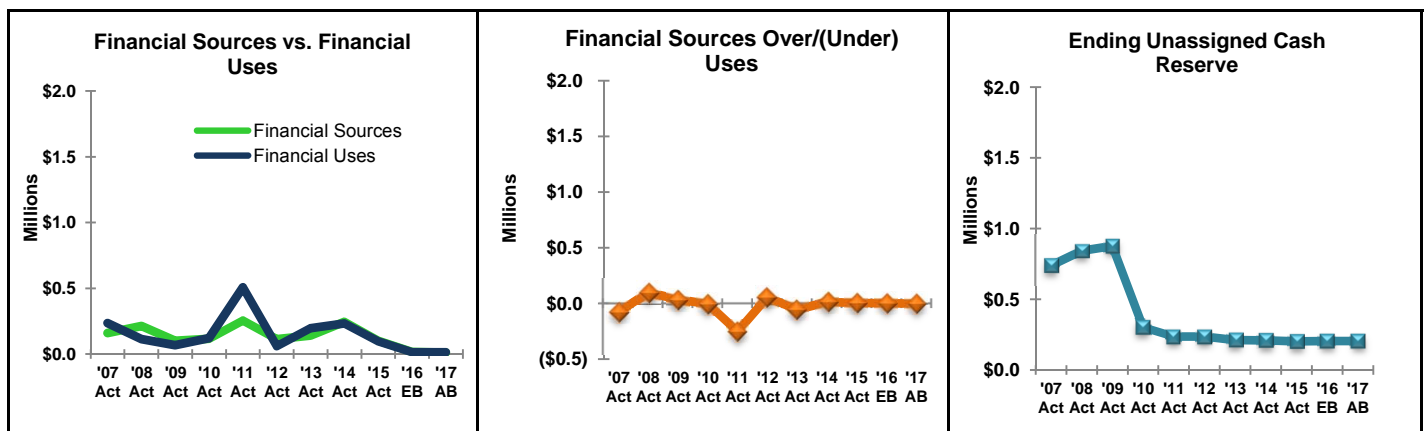
+ Planned use of fund balance. Review revenue/budget strategy in future budget year.



Funding Sources and Uses Contributions Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$11,542	\$12,618	\$11,930	\$11,930
Fees and Service Charges				
Other Local Revenues ++	\$88,546	\$9,800	\$3,000	\$0
	<u>\$100,088</u>	<u>\$22,418</u>	<u>\$14,930</u>	<u>\$11,930</u>
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u><u>\$100,088</u></u>	<u><u>\$22,418</u></u>	<u><u>\$14,930</u></u>	<u><u>\$11,930</u></u>
Financial Uses				
Operating Expenses	\$25,188	\$13,314	\$12,974	\$12,966
Operating Transfers to Other Funds	\$70,128	\$0	\$0	\$0
Interest Expense				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u><u>\$95,316</u></u>	<u><u>\$13,314</u></u>	<u><u>\$12,974</u></u>	<u><u>\$12,966</u></u>
Financial Sources Over/(Under) Uses	\$4,772	\$9,104	\$1,956	(\$1,036)
Beginning Unassigned Cash Reserve		\$203,699	\$203,699	\$205,655
Unassigned Fund Balance				
Projected Unassigned Cash Reserve	<u><u>\$203,699</u></u>	<u><u>\$212,803</u></u>	<u><u>\$205,655</u></u>	<u><u>\$204,619</u></u>

++ Other Local Revenues include donations received.



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Parks and Recreation



Description

The Parks and Recreation Department oversees 3,199 acres of park land and maintains 83 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.

Within this section, there are four budgets which support the parks and recreation activities in the City. Each of these budgets has a separate funding mechanism and are accounted for differently. The Parks and Recreation - General Fund Operations budget is a part of the General Fund, and, as such, receives a large portion of its funding from general city funds which are discretionary and can be moved from one department to any other general city funded department. The Recreation Services Fund is classified as an Enterprise Fund and; therefore, is to be operated as a business through the charging of fees for services. Funding is all dedicated and cannot be moved to other departments. The Capital Projects Fund reflects the capital projects for Parks and Recreation and all of the funding is dedicated. The Parks Sales Tax Fund is classified as a Special Revenue Fund and the funding received must be used for parks purposes.

Parks & Recreation - General Fund Operations

This budget accounts for the parks and recreation program areas which do not have revenue producing capabilities. This includes Administration, a portion of Park Planning and Development, a portion of Park Management and Operations, and the C.A.R.E. program.

Recreation Services Fund

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. This includes group and individual programming to promote a high quality of life through positive cultural, psychological, emotional, and physiological development. The sections included in this fund are Sports Programming, Aquatics, Community Recreation, Golf / Concessions, Senior / Life Enrichment / Special Events Programs, Special Olympics Adaptive, and the Activity and Recreation Center (ARC). While this fund does charge users for services, this fund does not recover enough funding from fees to offset all of the costs. The rest of the costs are covered through subsidies received both from the General Fund and the Parks Sales Tax Fund. As a part of a master plan, target cost recovery ratios have been determined. The department is working to reach these recovery targets over a period of time and will require future fee increases to users. A table showing the cost recovery targets and our current recovery ratios can also be found in this section.

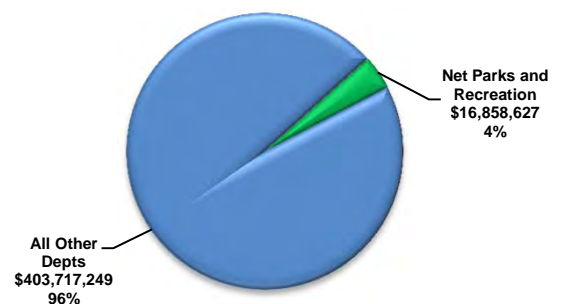
Capital Projects Fund

The general government capital projects related to the parks system are included in the Capital Projects Fund.

Parks Sales Tax Fund

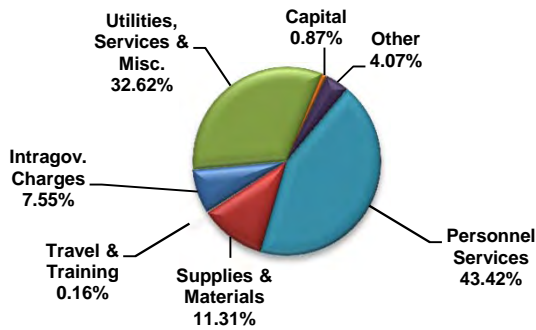
In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of a one-quarter of one percent (for five years), and a one-eighth of one percent thereafter, on retail sales made in the City. These funds must be used for parks purposes. The current one-eighth of one percent temporary sales tax was approved for a six year extension by Columbia voters in November, 2015. The extension will continue to be used to fund renovation/improvements to existing parks, acquisition/development of parks and additional trails and greenbelts. As a part of the original passage of the parks sales tax, the City made a commitment to the voters to maintain its General Fund support of parks at the FY 2001 budgeted level or above. An analysis of this support level can be found in this section. In addition, a forecast of future revenues, expenses, and fund balance is included in this section.

**Net Parks and Recreation Expenses vs.
All Other Dept. Expenses**

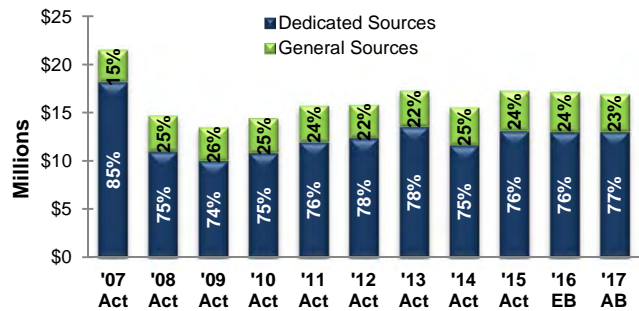


Net Parks and Recreation Summary *

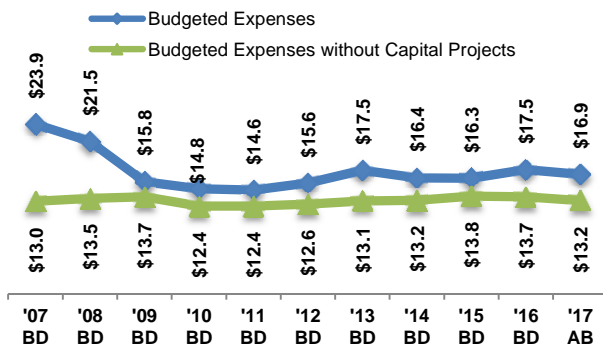
FY 2017 Total Expenses By Category



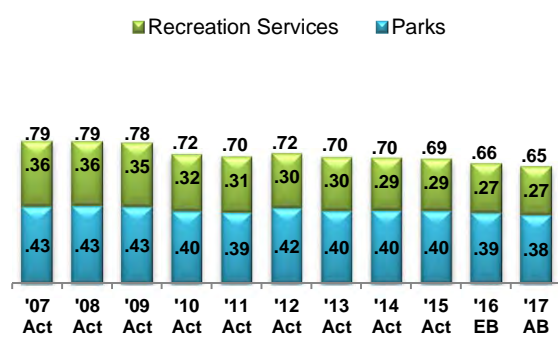
Funding Sources *



Budgeted Expense History (in Millions) *



Total Employees Per Thousand



* Graphs and tables do NOT include Parks Sales Tax since money from that fund is transferred into the other three funds and is already reflected in the expenses of those funds.

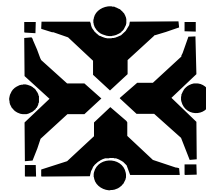
Net Appropriations (Where the Money Goes)*

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$6,922,776	\$7,406,954	\$7,172,725	\$7,319,262	2.0%	(1.2%)
Supplies & Materials	\$2,847,789	\$2,001,823	\$1,896,182	\$1,907,537	0.6%	(4.7%)
Travel & Training	\$22,349	\$30,169	\$28,095	\$27,005	(3.9%)	(10.5%)
Intragov. Charges	\$1,144,430	\$1,269,473	\$1,269,473	\$1,272,780	0.3%	0.3%
Utilities, Services & Misc.	\$5,180,391	\$5,677,480	\$5,592,279	\$5,499,165	(1.7%)	(3.1%)
Capital	\$427,044	\$309,510	\$294,467	\$147,000	(50.1%)	(52.5%)
Other	\$690,351	\$806,711	\$804,681	\$685,878	(14.8%)	(15.0%)
Total *	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)
Operating Expenses	\$11,792,947	\$12,595,004	\$12,167,859	\$12,335,749	1.4%	(2.1%)
Non-Operating Expenses	\$681,342	\$804,089	\$802,059	\$684,950	(14.6%)	(14.8%)
Debt Service	\$9,009	\$2,622	\$2,622	\$928	(64.6%)	(64.6%)
Capital Additions	\$388,524	\$309,510	\$294,467	\$147,000	(50.1%)	(52.5%)
Capital Projects	\$4,363,308	\$3,790,895	\$3,790,895	\$3,690,000	(2.7%)	(2.7%)
Total Expenses *	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)

Funding Sources (Where the Money Comes From)*

Grants	\$329,501	\$1,149,120	\$1,154,590	\$15,970	(98.6%)	(98.6%)
Interest	\$50,828	\$33,344	\$31,266	\$31,116	(0.5%)	(6.7%)
Fees and Service Charges	\$4,145,589	\$4,437,200	\$4,400,926	\$4,637,800	5.4%	4.5%
Other Local Revenues	\$223,470	\$97,684	\$102,800	\$95,584	(7.0%)	(2.1%)
Operating Transfers	\$6,501,669	\$7,032,931	\$7,042,431	\$7,697,931	9.3%	9.5%
Forced Account Labor	\$0	\$0	\$0	\$0		
Capital Contr./Donations	\$0	\$80,000	\$80,000	\$0	(100.0%)	(100.0%)
Use of Fund Balance	\$1,828,005	\$463,770	\$124,239	\$498,237	301.0%	7.4%
Dedicated Sources	\$13,079,062	\$13,294,049	\$12,936,252	\$12,976,638	0.3%	(2.4%)
General Sources	\$4,156,068	\$4,208,071	\$4,121,650	\$3,881,989	(5.8%)	(7.7%)
Total Funding Sources *	\$17,235,130	\$17,502,120	\$17,057,902	\$16,858,627	(1.2%)	(3.7%)

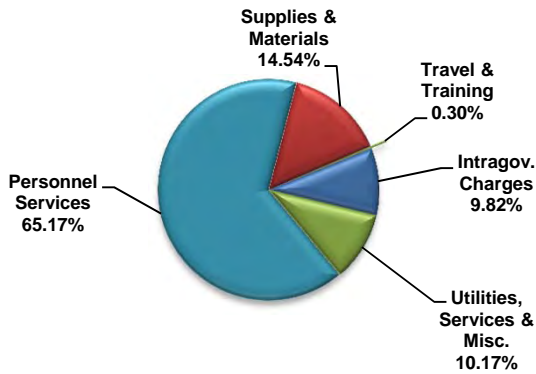
Parks and Recreation - General Fund Operations



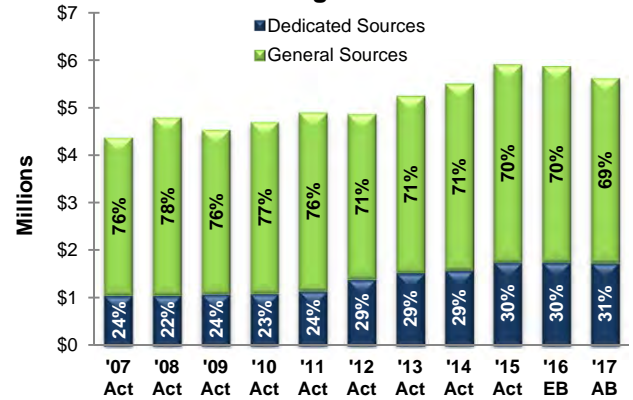
City of Columbia
Columbia, Missouri

Parks and Recreation - General Fund Operations

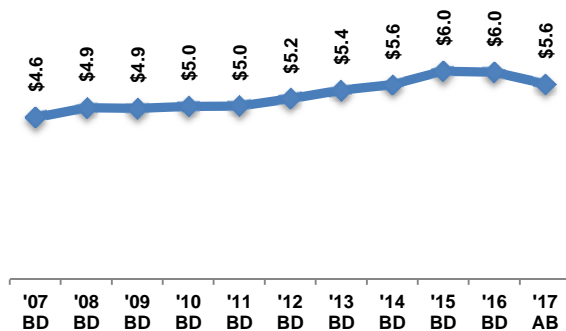
FY 2017 Total Expenditures By Category



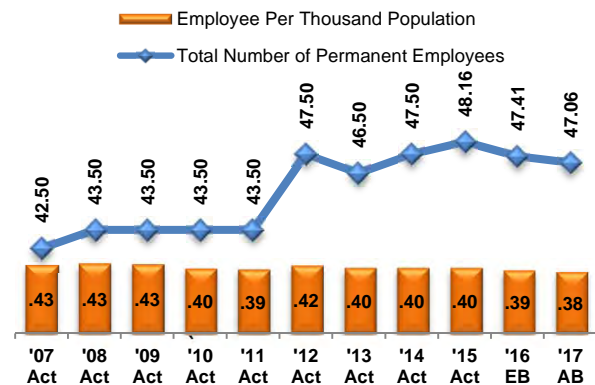
Funding Sources



Budgeted Expenditures (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$3,570,402	\$3,720,102	\$3,704,653	\$3,665,337	(1.1%)	(1.5%)
Supplies & Materials	\$912,197	\$871,912	\$835,214	\$817,802	(2.1%)	(6.2%)
Travel & Training	\$16,206	\$20,567	\$19,229	\$16,772	(12.8%)	(18.5%)
Intragov. Charges	\$441,558	\$504,415	\$504,415	\$552,051	9.4%	9.4%
Utilities, Services & Misc.	\$683,909	\$621,799	\$606,691	\$571,931	(5.7%)	(8.0%)
Capital	\$283,709	\$218,975	\$203,932	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)
Summary						
Operating Expenses	\$5,624,272	\$5,738,795	\$5,670,202	\$5,623,893	(0.8%)	(2.0%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$283,709	\$218,975	\$203,932	\$0	(100.0%)	(100.0%)
Capital Projects (Budgeted in the Capital Projects Fund)	\$0	\$0	\$0	\$0		
Total Expenses	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)

Funding Sources (Where the Money Comes From)

Grants	\$8,464	\$13,295	\$12,295	\$9,500	(22.7%)	(28.5%)
Operating Transfer (Parks Sales Tax)	\$1,654,212	\$1,666,820	\$1,666,820	\$1,666,820	0.0%	0.0%
Other Local Revenues	\$89,237	\$69,584	\$73,369	\$65,584	(10.6%)	(5.7%)
Dedicated Sources	\$1,751,913	\$1,749,699	\$1,752,484	\$1,741,904	(0.6%)	(0.4%)
General Sources	\$4,156,068	\$4,208,071	\$4,121,650	\$3,881,989	(5.8%)	(7.7%)
Total Funding Sources	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)

Parks and Recreation - General Fund Operations

11005xxx

Description

The General Fund portion of the Parks and Recreation Department Budget includes Administration, Park Ranger program, a portion of Park Planning & Development, a portion of Park Management and Operations, and the C.A.R.E. (Career Awareness Related Experience) Program. Additional Park Planning & Development expenses are budgeted in the Capital Projects section of the budget, and 50% of one Planner is currently being funded by the GetAbout Columbia grant (reflected in the Non-Motorized Grant Section). 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.

Department Objectives

Continue supporting efforts of the City's 2016-2019 Strategic Plan including but not limited to the following:

- Reduce the skills gap in the labor market by 10% in three years by creating a larger pool of trained workforce by partnering with additional agencies with the C.A.R.E. program.
- Increasing participation in active, healthy lifestyles through programs and physical improvements and developments, such as connecting residents to where they live, work, eat, shop and play through a city wide trail system and providing access to park facilities.
- Increase public perception of safety in the parks through active park ranger and police programs and events.
- The Parks and Recreation Department is the department liaison for the following boards and commissions:
 - Mayor's Council on Physical Fitness and Health
 - Parks and Recreation Commission

Highlights/Significant Changes

- Due to budget constraints, this budget reflects budget cuts of \$156,284 for FY 2017.
- Personnel Services includes the transfer of 60% of the salary of the public information officer to Community Relations in an effort to centralize the function city-wide. These costs will be charged back to the department through intragovernmental charges. Temporary salaries were reduced \$19,000 due to budget cuts and a hiring delay of \$38,580 has been reflected. Due to the non-motorized grant ending in FY 2018, 0.25 FTE of a Planner position is being transitioned back to the general fund. The remaining position will transition in the FY 2018 budget.

Highlights/Significant Changes (cont.)

- Intragovernmental charges have increased by \$47,396 or 9.4%, with \$38,501 due to the public information officer position transferred to Community Relations.
- Materials and Supplies budget has decreased by \$54,110 or 6.2%. This included budget cuts in fuel and instruments and apparatus. In addition, the Leisure Times publication will now only be printed and mailed twice a year instead of three times, reducing printing and postage costs.
- Capital Additions have been decreased by \$218,075, as no fleet replacements are budgeted in FY 2017 due to budget constraints.
- Utilities, Services and Other Miscellaneous expenses decreased by \$49,868 or 8%. Funding for First Night and the Boone County Historical Society Caretaker were eliminated. Staff will need to monitor utility usage closely, as additional facilities were added with no budget increase.
- A concern for the department is the permanent portion of the park sales tax is nearly absorbed in the department's operational budget. Growth in years beyond FY 2018 will either need to come from the General Fund, another funding source, or a reduction of services to the public.
- CARE Program - The department partnered with 94 businesses and agencies to provide work sites for 169 summer trainees in the CARE traditional program. One hundred sixty (160) trainees successfully completed the eight-week program for a 95% completion rate. At the conclusion of the Summer Program, 25% of the trainees were offered continued employment, with 86% accepting the job. In addition to the traditional Summer Program, 18 trainees were hired to work in the CARE Art Gallery. Seventeen (17) trainees successfully completed this eight-week program for a 94% completion rate. CARE also employed fifty-six (56) school-year trainees and ten (10) year-round Boone County Family Resources trainees. Funding for CARE remains at the same level as of FY 2015. We will expand the CARE program with (3) apprenticeships to CARE graduates for two years of employment, mentoring and skill development in City jobs that don't require advanced degrees. We will use our already existing CARE budget and reserve these apprenticeships for 3 CARE graduates from our strategic plan neighborhoods.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	6.50	6.50	6.50	5.90	(0.60)
C.A.R.E.	2.00	2.00	2.00	2.00	
Parks Planning & Development	24.00	24.25	24.25	24.50	0.25
Parks Management	15.66	14.66	14.66	14.66	
Total Personnel	48.16	47.41	47.41	47.06	(0.35)
Permanent Full-Time	48.16	47.41	47.41	47.06	(0.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	48.16	47.41	47.41	47.06	(0.35)

Parks & Recreation

11005xxx

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration						
Personnel Services	\$482,667	\$470,428	\$474,307	\$434,222	(8.5%)	(7.7%)
Supplies and Materials	\$31,396	\$27,050	\$30,570	\$23,418	(23.4%)	(13.4%)
Travel and Training	\$3,641	\$3,859	\$2,400	\$3,859	60.8%	0.0%
Intragovernmental Charges	\$180,137	\$503,261	\$503,261	\$271,045	(46.1%)	(46.1%)
Utilities, Services, & Misc.	\$66,111	\$57,545	\$51,370	\$50,367	(2.0%)	(12.5%)
Capital	\$0	\$6,975	\$6,975	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$763,952	\$1,069,118	\$1,068,883	\$782,911	(26.8%)	(26.8%)
Career Awareness & Related Experience Program (CARE)						
Personnel Services	\$470,070	\$462,752	\$459,861	\$462,614	0.6%	(0.0%)
Supplies and Materials	\$10,038	\$18,687	\$16,440	\$18,687	13.7%	0.0%
Travel and Training	\$40	\$300	\$300	\$300	0.0%	0.0%
Intragovernmental Charges	\$1,308	\$0	\$0	\$632		
Utilities, Services, & Misc.	\$11,978	\$11,241	\$10,984	\$11,241	2.3%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$493,434	\$492,980	\$487,585	\$493,474	1.2%	0.1%
Planning and Development						
Personnel Services	\$1,601,186	\$1,696,202	\$1,689,288	\$1,694,473	0.3%	(0.1%)
Supplies and Materials	\$262,030	\$193,836	\$189,792	\$194,836	2.7%	0.5%
Travel and Training	\$7,393	\$10,472	\$10,672	\$6,677	(37.4%)	(36.2%)
Intragovernmental Charges	\$50,505	\$0	\$0	\$70,662		
Utilities, Services, & Misc.	\$124,749	\$81,536	\$80,777	\$79,536	(1.5%)	(2.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$2,045,863	\$1,982,046	\$1,970,529	\$2,046,184	3.8%	3.2%
Parks Management						
Personnel Services	\$1,016,479	\$1,090,720	\$1,081,197	\$1,074,028	(0.7%)	(1.5%)
Supplies and Materials	\$608,733	\$632,339	\$598,412	\$580,861	(2.9%)	(8.1%)
Travel and Training	\$5,132	\$5,936	\$5,857	\$5,936	1.3%	0.0%
Intragovernmental Charges	\$209,608	\$1,154	\$1,154	\$209,712	18072.6%	18072.6%
Utilities, Services, & Misc.	\$481,071	\$471,477	\$463,560	\$430,787	(7.1%)	(8.6%)
Capital	\$283,709	\$212,000	\$196,957	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$2,604,732	\$2,413,626	\$2,347,137	\$2,301,324	(2.0%)	(4.7%)
Department Totals						
Personnel Services	\$3,570,402	\$3,720,102	\$3,704,653	\$3,665,337	(1.1%)	(1.5%)
Supplies and Materials	\$912,197	\$871,912	\$835,214	\$817,802	(2.1%)	(6.2%)
Travel and Training	\$16,206	\$20,567	\$19,229	\$16,772	(12.8%)	(18.5%)
Intragovernmental Charges	\$441,558	\$504,415	\$504,415	\$552,051	9.4%	9.4%
Utilities, Services, & Misc.	\$683,909	\$621,799	\$606,691	\$571,931	(5.7%)	(8.0%)
Capital	\$283,709	\$218,975	\$203,932	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893	(4.3%)	(5.6%)

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration					
8970 - Director, Parks & Recreation	1.00	1.00	1.00	1.00	
8762 - Asst. to the Dir., Parks & Recreation	1.00	1.00	1.00	1.00	
4802 - Public Information Specialist **	1.00	0.00	0.00	0.00	
4810 - Marketing Specialist **	0.00	1.00	1.00	0.40	(0.60)
1007 - Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Assistant	2.50	2.50	2.50	2.50	
Total Personnel	6.50	6.50	6.50	5.90	(0.60)
Permanent Full-Time	6.50	6.50	6.50	5.90	(0.60)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	6.50	6.50	6.50	5.90	(0.60)

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Career Awareness & Related Experience Program (CARE)					
8660 - CARE Program Supervisor	1.00	1.00	1.00	1.00	
1005 - Admin. Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	2.00	2.00	2.00	2.00	
Permanent Full-Time	2.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.00	2.00	2.00	2.00	
Planning and Development					
8710 - Parks Dev. Superintendent	1.00	1.00	1.00	1.00	
5205 - Forester	1.00	1.00	1.00	1.00	
5203 - Horticulturist	1.00	1.00	1.00	1.00	
4103 - Senior Planner	2.00	2.00	2.00	2.00	
4101 - Planner +	1.00	1.25	1.25	1.50	0.25
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2412 - Parks & Grounds Tech-773 ++	6.00	4.00	4.00	4.00	
2411 - Electrician-773	1.00	1.00	1.00	1.00	
2406 - Construction Supervisor	1.00	1.00	1.00	1.00	
2405 - Construction Specialist-773	1.00	1.00	1.00	1.00	
2396 - Maintenance Technician-773 ++	3.00	0.00	0.00	0.00	
2380 - Construction Mechanic-773*	3.00	3.00	3.00	3.00	
2379 - Construction Technician-773 ++	0.00	3.00	3.00	3.00	
2370 - Parks & Grounds Spec -773 ++	0.00	2.00	2.00	2.00	
2300 - Equipment Operator II-773*	2.00	2.00	2.00	2.00	
Total Personnel	24.00	24.25	24.25	24.50	0.25
Permanent Full-Time	24.00	24.25	24.25	24.50	0.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	24.00	24.25	24.25	24.50	0.25
Parks Management					
8750 - Park & Recreation Manager	1.00	1.00	1.00	1.00	
8690 - Park Ranger	2.00	1.00	1.00	1.00	
8689 - Park Ranger Supervisor	1.00	1.00	1.00	1.00	
2417 - Parks & Facilities Specialist	1.00	1.00	1.00	1.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2403 - Maintenance Specialist-773	1.00	1.00	1.00	1.00	
2397 - Maintenance Assistant-773	2.00	2.00	2.00	2.00	
2396 - Maintenance Technician-773	4.66	4.16	4.16	4.16	
2375 - Equipment Mechanic - 773	0.00	0.50	0.50	0.50	
1008 - Senior Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Assistant	1.00	1.00	1.00	1.00	
Total Personnel	15.66	14.66	14.66	14.66	
Permanent Full-Time	15.66	14.66	14.66	14.66	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	15.66	14.66	14.66	14.66	
Department Totals					
Permanent Full-Time	48.16	47.41	47.41	47.06	(0.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	48.16	47.41	47.41	47.06	(0.35)

* In FY 2015 three Equipment Operator II's were reassigned to Construction Mechanics

** FY 2016 Reassignment of Public Information Specialist to a Marketing Specialist. In FY 2017, 60% of this position was reallocated to Community Relations as a part of a reorganization to centralize the public information function across departments.

+ Due to the planned ending of the non-motorized grant in FY 2018, 0.25 FTE is being transitioned to the general fund in FY 2017. The remaining 0.50 FTE will be transitioned in the FY 2018 budget.

++ FY 2016 Reassignments included (2) Parks & Grounds Tech to Parks & Grounds Specialists and (3) Maintenance Technicians to Construction Technicians.

General Fund Support For Parks

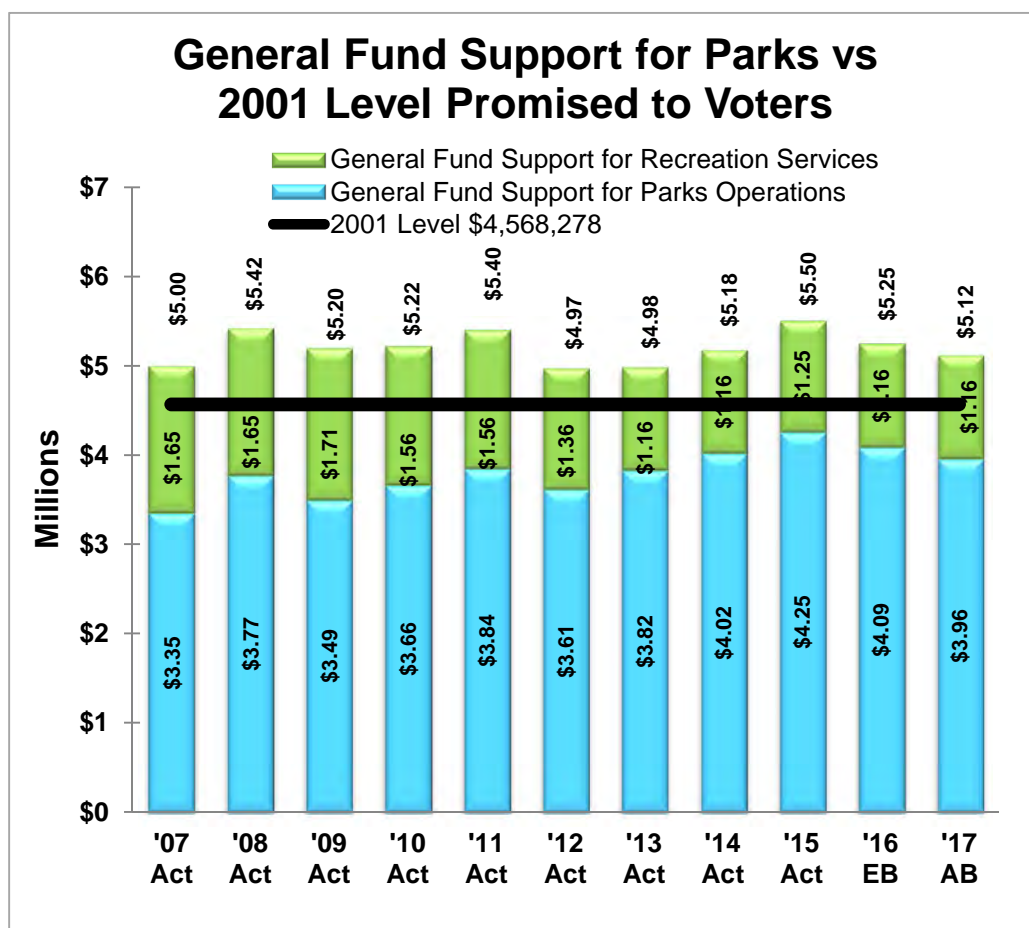
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
General Fund Parks Budget	\$5,907,981	\$5,957,770	\$5,874,134	\$5,623,893
General Fund Operating Support for Rec. Services Fund	\$1,246,038	\$1,161,910	\$1,161,910	\$1,161,910
Total General Fund Support for Parks	\$7,154,019	\$7,119,680	\$7,036,044	\$6,785,803
Less: Parks Sales Tax Transfer to General Fd.	(\$1,654,212)	(\$1,666,820)	(\$1,666,820)	(\$1,666,820)
Total General Fund Support for Parks and Rec.	\$5,499,807	\$5,452,860	\$5,369,224	\$5,118,983

FY 2001 Level:

FY 2001 Adopted General Fund Parks Budget	\$3,068,278	\$3,068,278	\$3,068,278	\$3,068,278
FY 2001 General Fund Op. Subsidy to Rec. Serv.	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Total FY 2001 General Fund Support for Parks & Rec.	\$4,568,278	\$4,568,278	\$4,568,278	\$4,568,278

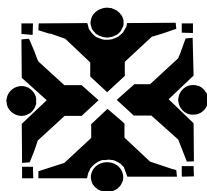
Increase in General Fund Support for Parks and Recreation above the 2001 level promised to the voters when the Parks Sales Tax ballot was passed

\$931,529	\$884,582	\$800,946	\$550,705
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Recreation Services

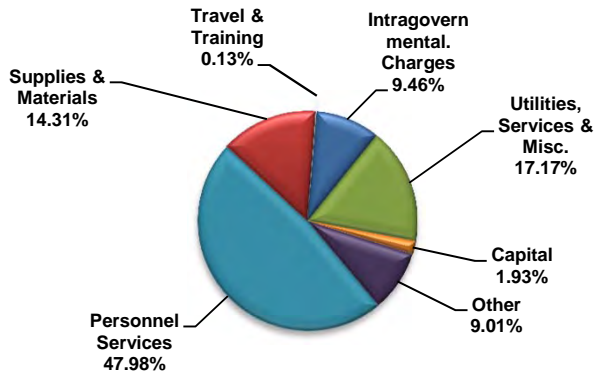
(Enterprise Fund)



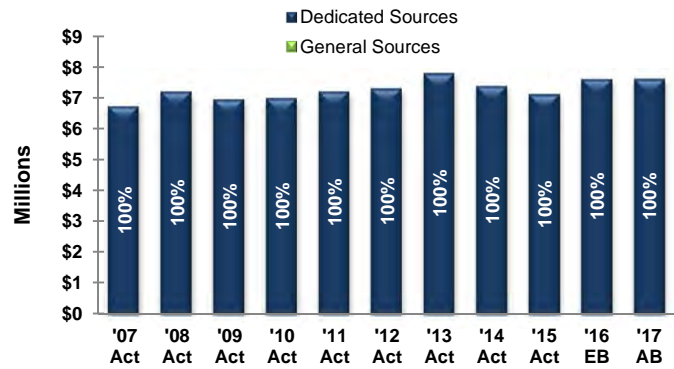
City of Columbia
Columbia, Missouri

Recreation Services Fund (Enterprise Fund)

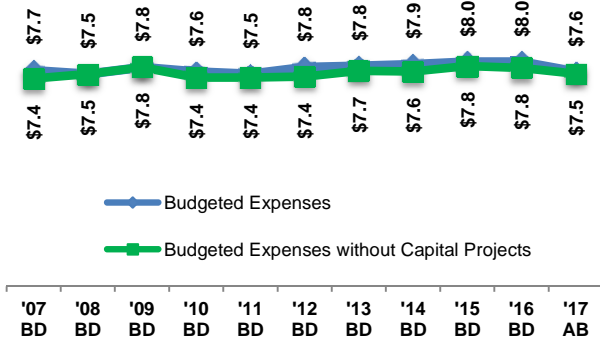
FY 2017 Total Expenses By Category



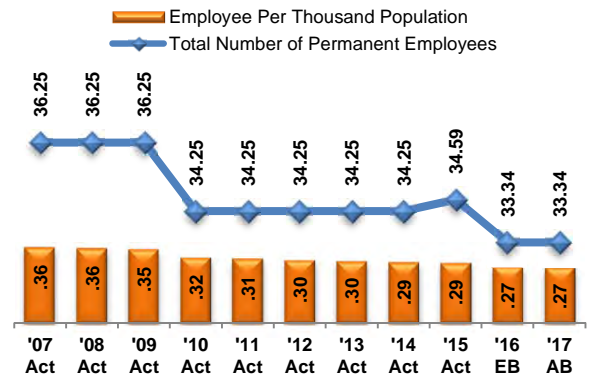
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$3,348,047	\$3,686,852	\$3,468,072	\$3,653,925	5.4%	(0.9%)
Supplies & Materials	\$1,045,115	\$1,129,911	\$1,060,968	\$1,089,735	2.7%	(3.6%)
Travel & Training	\$6,143	\$9,602	\$8,866	\$10,233	15.4%	6.6%
Intragov. Charges	\$702,872	\$765,058	\$765,058	\$720,729	(5.8%)	(5.8%)
Utilities, Services & Misc.	\$1,216,475	\$1,474,786	\$1,404,693	\$1,307,234	(6.9%)	(11.4%)
Capital	\$105,102	\$90,535	\$90,535	\$147,000	62.4%	62.4%
Other	\$690,351	\$806,711	\$804,681	\$685,878	(14.8%)	(15.0%)
Total	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)

Summary

Operating Expenses	\$6,168,675	\$6,856,209	\$6,497,657	\$6,711,856	3.3%	(2.1%)
Non-Operating Expenses	\$681,342	\$804,089	\$802,059	\$684,950	(14.6%)	(14.8%)
Debt Service	\$9,009	\$2,622	\$2,622	\$928	(64.6%)	(64.6%)
Capital Additions	\$104,815	\$90,535	\$90,535	\$147,000	62.4%	62.4%
Capital Projects	\$150,264	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Total Expenses	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)

Funding Sources (Where the Money Comes From)

Grant Revenue	\$0	\$0	\$6,470	\$6,470	0.0%	
Capital Contribution	\$0	\$80,000	\$80,000	\$0	(100.0%)	(100.0%)
Interest Revenue	\$50,828	\$33,344	\$31,266	\$31,116	(0.5%)	(6.7%)
Oper. Trnsfr (from Gen. Fd)	\$1,246,038	\$1,161,910	\$1,161,910	\$1,161,910	0.0%	0.0%
Oper. Trnsfr (from Parks STax)	\$1,123,288	\$1,102,201	\$1,102,201	\$1,242,201	12.7%	12.7%
Oper. Trnsfr (Other)	\$16,320	\$7,000	\$16,500	\$7,000	(57.6%)	0.0%
Fees & Service Charges	\$4,145,589	\$4,437,200	\$4,400,926	\$4,637,800	5.4%	4.5%
Other Local Revenues	\$75,768	\$28,100	\$29,431	\$30,000	1.9%	6.8%
Use of Prior Year Resources	\$456,274	\$1,113,700	\$774,169	\$498,237	(35.6%)	(55.3%)
Dedicated Sources	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)

Recreation Services Fund

Fund 552x

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; Oak Tours; 50 Plus; Community Special Events; Life Enrichment Programs / Classes; Adapted Community Recreation; Adapted Sports / Special Olympics; and the Activity and Recreation Center (ARC).

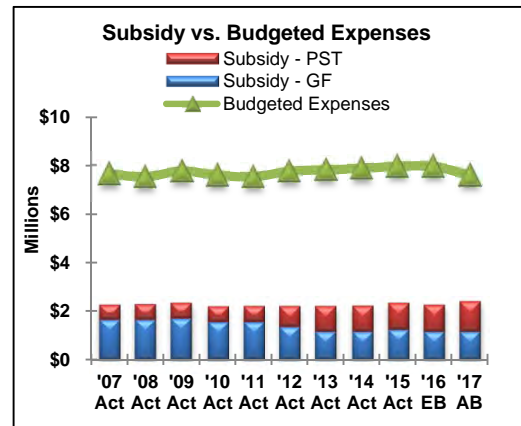
This fund provides various recreational services for which participants are charged fees. These fees are expected to recover only a portion of the cost of providing the activities. The remaining revenue comes in the form of subsidies and transfers from the General Fund and the Parks Sales Tax Fund.

Department Objectives

- Provide quality recreation services and well managed facilities that provide excellent customer service and meet the needs of all patrons.
- Plan for growth to ensure there are resources to meet increased demands, such as development of recreation facilities and programs, maintaining core services, develop cost recovery goals, and identify partnerships and volunteer opportunities that support efficient and effective service and program delivery.
- Create an environment that produces a high performing, qualified workforce dedicated to delivering excellent customer service and communicating with Columbia's citizens in a timely, clear manner.
- Develop ways to control expenses and raise revenues to maintain the Rec Services Fund.

Highlights/Significant Changes

- Intragovernmental charges have decreased by \$44,329, or 5.8%, which was a result of reduced General & Administrative fees.
- Funding for the conversion of the buildings at Waters-Moss Memorial Wildlife Area to activity centers came from the City's Designated Loan Fund. The loan will be paid off at the end of Fiscal Year 2017.
- The Activity & Recreation Center's (ARC) budget includes \$72,000 for equipment replacement which is funded by Recreation Center Improvement Fees (RCIF). This fee generates \$30,000-\$35,000 annually. FY 2017 equipment replacement budget includes use of prior year resources.
- The budget reflects the purchase of four additional golf carts. The department plans to purchase four new carts each year for the next five years to increase the total number of carts to 60 at both courses. This will reduce the number of carts that will need to be rented for large group outings and tournaments.
- Utilities, Services and Miscellaneous expenses have been reduced \$167,552, or 11.4%. Reductions are a result of no Recreation Services User Fee funded projects in FY 2017 and a decrease in energy costs at the ARC due to installation of LED fixtures.
- Budgeted revenues for FY 2017 are up \$266,742, or 3.9%, due to proposed fee increases and an increase in Park Sales Tax subsidy for scholarships and fleet replacements from the 2015 Park Sales Tax ballot.
- The General Fund subsidy is \$1,161,910 (same as FY 2016). The Park Sales Tax subsidy is \$1,242,201 (\$140,000 increase over FY 2016). This includes \$60,000 for scholarships and \$80,000 for fleet replacement from the passage of the November 2015 ballot issue.



Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Parks and Maintenance	8.34	8.34	8.34	8.34	
Recreation	16.25	15.50	15.50	15.50	
Recreation Center	10.00	9.50	9.50	9.50	
Total Personnel	34.59	33.34	33.34	33.34	
Permanent Full-Time	33.84	32.59	32.59	32.59	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	34.59	33.34	33.34	33.34	

Recreation Services Fund

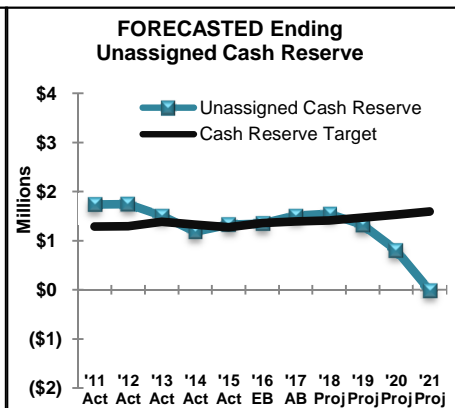
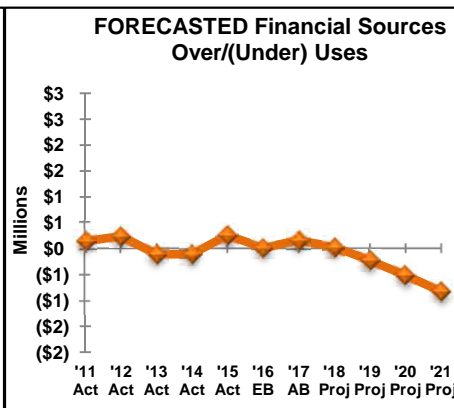
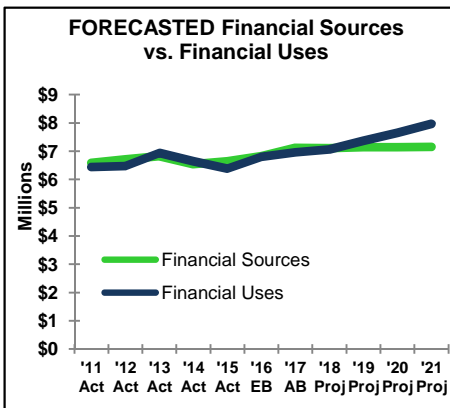
Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Sports / Concessions (5520)					
Program Revenues	\$649,000	\$649,000	\$649,000	\$649,000	\$649,000
Program and Maint Expenses	\$1,061,257	\$1,111,156	\$1,154,151	\$1,189,483	\$1,227,927
Sources Over/(Under) Uses	(\$412,257)	(\$462,156)	(\$505,151)	(\$540,483)	(\$578,927)
Percent of Costs Recovered	61%	58%	56%	55%	53%
Goal	60%	60%	60%	60%	60%
Aquatics / Outdoor / Travel (5540)					
Program Revenues	\$219,900	\$219,900	\$219,900	\$219,900	\$219,900
Program Expenses	\$650,298	\$686,992	\$716,656	\$749,733	\$787,052
Sources Over/(Under) Uses	(\$430,398)	(\$467,092)	(\$496,756)	(\$529,833)	(\$567,152)
Percent of Costs Recovered	34%	32%	31%	29%	28%
Goal	45%	45%	45%	45%	45%
Golf (5550)					
Program Revenues	\$1,254,000	\$1,254,000	\$1,254,000	\$1,254,000	\$1,254,000
Program Expenses	\$1,307,409	\$1,347,829	\$1,396,125	\$1,431,232	\$1,468,927
Sources Over/(Under) Uses	(\$53,409)	(\$93,829)	(\$142,125)	(\$177,232)	(\$214,927)
Percent of Costs Recovered	96%	93%	90%	88%	85%
Goal	90%	90%	90%	90%	90%
Senior Adult (5573)					
Program Revenues	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Program Expenses	\$79,449	\$83,176	\$87,149	\$91,391	\$95,931
Sources Over/(Under) Uses	(\$64,449)	(\$68,176)	(\$72,149)	(\$76,391)	(\$80,931)
Percent of Costs Recovered	19%	18%	17%	16%	16%
Goal	15%	15%	15%	15%	15%
Oak Tours (5574)					
Program Revenues	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Program Expenses	\$90,235	\$91,895	\$93,676	\$95,592	\$97,664
Sources Over/(Under) Uses	(\$25,235)	(\$26,895)	(\$28,676)	(\$30,592)	(\$32,664)
Percent of Costs Recovered	72%	71%	69%	68%	67%
Goal	85%	85%	85%	85%	85%
Special Olympics/Adaptive (5571&5576)					
Program Revenues	\$35,800	\$35,800	\$35,800	\$35,800	\$35,800
Program Expenses	\$178,905	\$188,482	\$198,634	\$209,394	\$220,803
Sources Over/(Under) Uses	(\$143,105)	(\$152,682)	(\$162,834)	(\$173,594)	(\$185,003)
Percent of Costs Recovered	20%	19%	18%	17%	16%
Goal	21%	21%	21%	21%	21%
Classes / Special Events (5575)					
Program Revenues	\$174,470	\$174,470	\$174,470	\$174,470	\$0
Program Expenses	\$325,174	\$321,723	\$333,855	\$346,969	\$361,221
Sources Over/(Under) Uses	(\$150,704)	(\$147,253)	(\$159,385)	(\$172,499)	(\$361,221)
Percent of Costs Recovered	54%	54%	52%	50%	0%
Goal	50%	50%	50%	50%	50%

Recreation Services Fund

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Community Recreation (5530)					
Program Revenues	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000
Program Expenses	\$514,289	\$491,644	\$493,885	\$496,590	\$499,913
Sources Over/(Under) Uses	(\$478,289)	(\$455,644)	(\$457,885)	(\$460,590)	(\$463,913)
Percent of Costs Recovered	7%	7%	7%	7%	7%
Goal	8%	8%	8%	8%	8%
ARC (56xx)					
Program Revenues	\$1,885,900	\$1,885,900	\$1,885,900	\$1,885,900	\$1,885,900
Program Expenses	\$1,425,014	\$1,483,406	\$1,545,342	\$1,611,038	\$1,680,722
Sources Over/(Under) Uses	\$460,886	\$402,494	\$340,558	\$274,862	\$205,178
Percent of Costs Recovered	132%	127%	122%	117%	112%
Goal	100%	100%	100%	100%	100%
Summary					
Grants and Capital Contributions	\$6,470	\$6,470	\$6,470	\$6,470	\$6,470
Interest (w/o GASB 31 Adj)	\$31,116	\$31,116	\$31,116	\$31,116	\$31,116
Fees & Service Charges	\$4,637,800	\$4,626,700	\$4,626,700	\$4,626,700	\$4,626,700
Other Local Revenues	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Operating Subsidy - General Fund	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910
Operating Subsidy - Parks Sales Tax	\$1,242,201	\$1,242,201	\$1,273,104	\$1,278,104	\$1,288,104
Other Funding Sources/Transfers	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Total Financial Sources	\$7,116,497	\$7,105,397	\$7,136,300	\$7,141,300	\$7,151,300
Operating Expenses	\$6,711,856	\$6,918,768	\$7,215,234	\$7,506,649	\$7,821,606
Transfer to Capital Project Fund	\$0	\$0	\$0	\$0	\$0
Interest Expense/Non-Operating Cash Pmts	\$928	\$0	\$0	\$0	\$0
Principal Payments	\$97,691	\$0	\$0	\$0	\$0
Capital Additions	\$147,000	\$147,000	\$147,000	\$147,000	\$147,000
Total Financial Uses	\$6,957,475	\$7,065,768	\$7,362,234	\$7,653,649	\$7,968,606
Financial Sources Over/(Under) Uses	\$159,022	\$39,629	(\$225,934)	(\$512,349)	(\$817,306)
Beginning Unassigned Cash Reserve	\$1,350,011	\$1,509,033	\$1,548,662	\$1,322,728	\$810,379
Sources Over/(Under) Uses	\$159,022	\$39,629	(\$225,934)	(\$512,349)	(\$817,306)
Current Assets					
Less: Current Liabilities					
Projected Unassigned Cash Reserve	\$1,509,033	\$1,548,662	\$1,322,728	\$810,379	(\$6,927)
Cash Reserve Target (20% Fin. Uses)	\$1,391,495	\$1,413,154	\$1,472,447	\$1,530,730	\$1,593,721
Cash Above/(Below) Cash Reserve Target	\$117,538	\$135,508	(\$149,719)	(\$720,351)	(\$1,600,648)



Cost Recovery Information

	Actual FY 2014	Actual FY 2015	Estimated FY 2016	Adopted FY 2017	Goal
Sports					
Annual Estimated Participations	106,180	106,500	107,000	107,000	
Program Costs	\$1,034,337	\$1,030,380	\$1,048,172	\$1,061,257	
Program Revenues	\$647,463	\$650,948	\$651,600	\$649,000	
Percent of Cost Recovered	62.60%	63.18%	62.17%	61.15%	60%
Aquatics/Outdoor/Travel					
Annual Estimated Participations	64,422	62,000	69,000	69,000	
Program Costs	\$681,476	\$683,819	\$679,162	\$650,298	
Program Revenues	\$201,199	\$196,500	\$210,500	\$219,900	
Percent of Cost Recovered	29.52%	28.74%	30.99%	33.82%	45%
Golf					
Annual Estimated Participations	76,483	77,000	78,500	78,500	
Program Costs	\$1,187,983	\$1,230,405	\$1,314,960	\$1,307,409	
Program Revenues	\$1,046,127	\$1,057,521	\$1,161,500	\$1,254,000	
Percent of Cost Recovered	88.06%	85.95%	88.33%	95.91%	90%
Senior Adult					
Annual Estimated Participations	15,486	15,000	15,000	15,000	
Program Costs	\$93,961	\$81,118	\$83,479	\$79,449	
Program Revenues	\$14,672	\$14,000	\$14,000	\$15,000	
Percent of Cost Recovered	15.61%	17.26%	16.77%	18.88%	15%
Oak Tours					
Annual Estimated Participations	2,835	2,500	3,000	3,000	
Program Costs	\$103,401	\$84,219	\$97,350	\$90,235	
Program Revenues	\$85,842	\$60,000	\$85,000	\$65,000	
Percent of Cost Recovered	83.02%	71.24%	87.31%	72.03%	85%
Special Olympics/Adaptive					
Annual Estimated Participations	36,386	36,000	36,000	36,000	
Program Costs	\$163,796	\$171,262	\$184,943	\$178,905	
Program Revenues	\$36,515	\$35,500	\$35,800	\$35,800	
Percent of Cost Recovered	22.29%	20.73%	19.36%	20.01%	21%
Classes/Special Events					
Annual Estimated Participations	118,755	150,000	120,000	120,000	
Program Costs	\$280,424	\$360,054	\$305,801	\$325,174	
Program Revenues	\$149,664	\$203,850	\$153,200	\$174,470	
Percent of Cost Recovered	53.37%	56.62%	50.10%	53.65%	50%
Community Recreation					
Annual Estimated Participations	53,843	55,000	56,000	56,000	
Program Costs	\$450,574	\$470,701	\$504,706	\$514,289	
Program Revenues	\$29,304	\$30,800	\$31,800	\$36,000	
Percent of Cost Recovered	6.50%	6.54%	6.30%	7.00%	8%
Activity & Recreation Center (ARC)					
Annual Estimated Participations	320,820	325,000	345,000	345,000	
Program Costs	\$1,727,265	\$1,303,373	\$1,443,274	\$1,425,014	
Program Revenues	\$1,670,623	\$1,680,050	\$1,817,900	\$1,885,900	
Percent of Cost Recovered	96.72%	128.90%	125.96%	132.34%	100%

Recreation Services

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Park Services						
Personnel Services	\$619,820	\$678,301	\$646,402	\$677,498	4.8%	(0.1%)
Supplies & Materials	\$400,214	\$411,636	\$391,360	\$420,476	7.4%	2.1%
Travel & Training	\$1,307	\$1,258	\$1,395	\$1,923	37.8%	52.9%
Intragovernmental Charges	\$54,386	\$112,681	\$112,681	\$122,694	8.9%	8.9%
Utilities, Services & Misc.	\$478,936	\$541,362	\$515,759	\$535,362	3.8%	(1.1%)
Capital	\$62,157	\$55,000	\$55,000	\$75,000	36.4%	36.4%
Other	\$0	\$0	\$0	\$0		
Total	\$1,616,820	\$1,800,238	\$1,722,597	\$1,832,953	6.4%	1.8%
Recreation						
Personnel Services	\$1,709,920	\$1,900,003	\$1,773,974	\$1,875,969	5.7%	(1.3%)
Supplies & Materials	\$435,077	\$490,161	\$482,067	\$480,184	(0.4%)	(2.0%)
Travel & Training	\$3,610	\$5,311	\$4,471	\$5,310	18.8%	(0.0%)
Intragovernmental Charges	\$478,535	\$458,130	\$458,130	\$400,016	(12.7%)	(12.7%)
Utilities, Services & Misc.	\$299,859	\$365,965	\$352,867	\$369,648	4.8%	1.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$384,924	\$501,450	\$499,420	\$377,726	(24.4%)	(24.7%)
Total	\$3,311,925	\$3,721,020	\$3,570,929	\$3,508,853	(1.7%)	(5.7%)
Recreation Center						
Personnel Services	\$1,018,307	\$1,108,548	\$1,047,696	\$1,100,458	5.0%	(0.7%)
Supplies & Materials	\$197,651	\$228,114	\$187,541	\$189,075	0.8%	(17.1%)
Travel & Training	\$1,226	\$3,033	\$3,000	\$3,000	0.0%	(1.1%)
Intragovernmental Charges	\$169,951	\$194,247	\$194,247	\$198,019	1.9%	1.9%
Utilities, Services & Misc.	\$299,876	\$357,459	\$326,067	\$332,224	1.9%	(7.1%)
Capital	\$42,658	\$35,535	\$35,535	\$72,000	102.6%	102.6%
Other	\$305,427	\$305,261	\$305,261	\$308,152	0.9%	0.9%
Total	\$2,035,096	\$2,232,197	\$2,099,347	\$2,202,928	4.9%	(1.3%)
Capital Projects						
Personnel Services	\$0	\$0	\$0	\$0		
Supplies and Materials	\$12,173	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$137,804	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Capital	\$287	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$150,264	\$210,000	\$210,000	\$70,000	(66.7%)	(66.7%)
Department Totals						
Personnel Services	\$3,348,047	\$3,686,852	\$3,468,072	\$3,653,925	5.4%	(0.9%)
Supplies and Materials	\$1,045,115	\$1,129,911	\$1,060,968	\$1,089,735	2.7%	(3.6%)
Travel and Training	\$6,143	\$9,602	\$8,866	\$10,233	15.4%	6.6%
Intragovernmental Charges	\$702,872	\$765,058	\$765,058	\$720,729	(5.8%)	(5.8%)
Utilities, Services, & Misc.	\$1,216,475	\$1,474,786	\$1,404,693	\$1,307,234	(6.9%)	(11.4%)
Capital	\$105,102	\$90,535	\$90,535	\$147,000	62.4%	62.4%
Other	\$690,351	\$806,711	\$804,681	\$685,878	(14.8%)	(15.0%)
Total	\$7,114,105	\$7,963,455	\$7,602,873	\$7,614,734	0.2%	(4.4%)

Recreation Services

Authorized Positions By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Park Services					
2418 - Sports Turf Specialist	1.00	1.00	1.00	1.00	
2416 - Golf Course Specialist	2.00	2.00	2.00	2.00	
2415 - Parks Supervisor	1.00	1.00	1.00	1.00	
2412 - Parks & Grounds Tech-773	3.00	3.00	3.00	3.00	
2396 - Maintenance Technician-773	1.34	0.84	0.84	0.84	
2375 - Equipment Mechanic - 773	0.00	0.50	0.50	0.50	
Total Personnel	8.34	8.34	8.34	8.34	
Permanent Full-Time	8.34	8.34	8.34	8.34	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.34	8.34	8.34	8.34	
Recreation					
8750 - Park & Recreation Manager	0.50	1.00	1.00	1.00	
8610 - Rec. and Comm Prog Superint.	1.00	1.00	1.00	1.00	
8530 - Recreation Supervisor	3.50	3.25	3.25	3.25	
8520 - Recreation Specialist	9.50	8.25	8.25	8.25	
8510 - Recreation Leader	1.00	1.00	1.00	1.00	
2003 - Custodian-773	0.75	1.00	1.00	1.00	
Total Personnel	16.25	15.50	15.50	15.50	
Permanent Full-Time	15.50	14.75	14.75	14.75	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	16.25	15.50	15.50	15.50	
Recreation Center					
8750 - Park & Recreation Manager	0.50	0.00	0.00	0.00	
8530 - Recreation Supervisor	1.50	1.50	1.50	1.50	
8520 - Recreation Specialist	2.50	2.50	2.50	2.50	
2403 - Maintenance Specialist-773	1.00	1.00	1.00	1.00	
2397 - Maintenance Assistant-773	2.00	2.00	2.00	2.00	
2396 - Maintenance Technician-773	1.00	1.00	1.00	1.00	
1007 - Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Admin Support Assistant	0.50	0.50	0.50	0.50	
Total Personnel	10.00	9.50	9.50	9.50	
Permanent Full-Time	10.00	9.50	9.50	9.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	10.00	9.50	9.50	9.50	
Department Totals					
Permanent Full-Time	33.84	32.59	32.59	32.59	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	34.59	33.34	33.34	33.34	

Major Projects

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

- \$70,000 - Golf Course Improvement Fees will be used for construction of a driving range on 15 acres of land on the north side of Lake of the Woods Golf Course. Construction will include grading, tee construction, irrigation and cart path installation.

Fiscal Impact

- The addition of the driving range will result in small increases in personnel and equipment expenses associated with driving range maintenance and operations.
- The new driving range has the potential to generate \$35,000-\$40,000 a year in revenue.

Recreation Services Debt Service Information

10/01/13 Loan from Designated Loan Fund for Waters-Moss Memorial Wildlife Area

Original Loan Amount - \$350,000
 Balance as of 9/30/2016 - \$97,691
 Final Payment - 9/30/2017
 Ordinance #21663

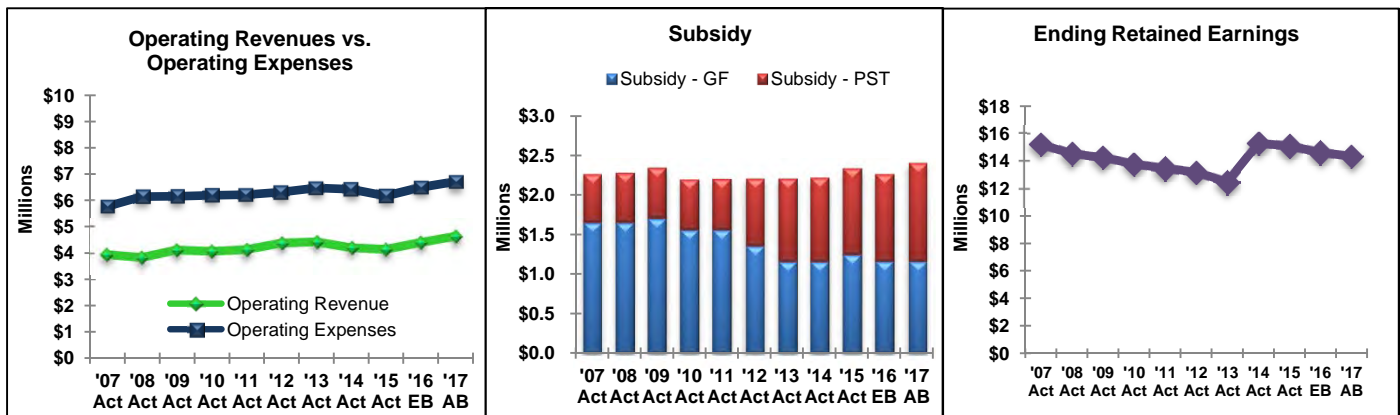
Debt Service Requirements

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	97,691	928	98,619
	\$97,691	\$928	\$98,619

Net Income Statement Recreation Services Fund

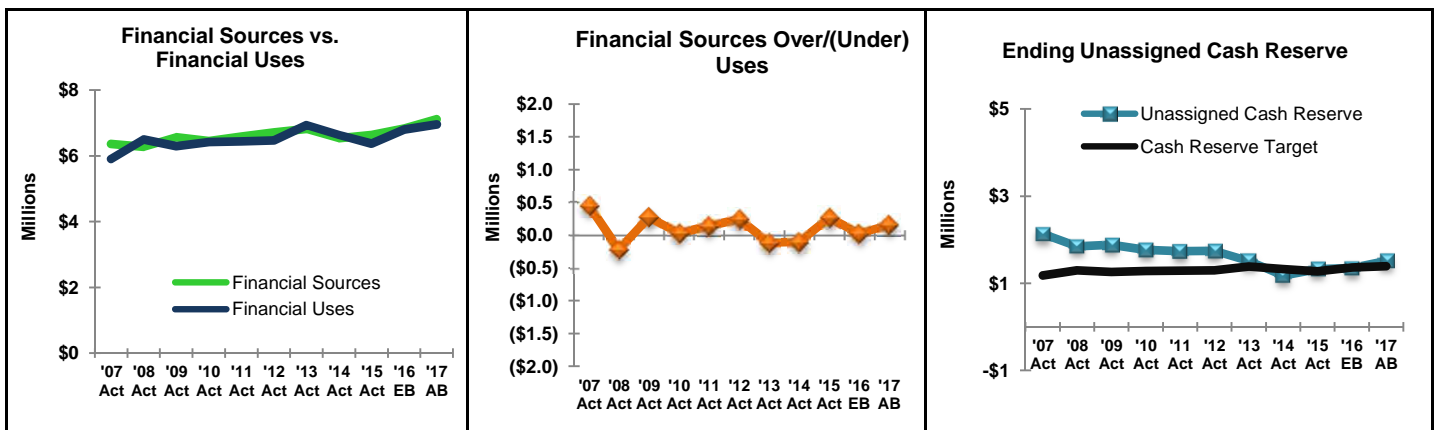
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Activity Fees	\$2,820,959	\$3,019,500	\$3,015,000	\$3,181,300
User Fees	\$130,644	\$132,000	\$134,000	\$135,100
Golf Improvement User Fee	\$58,677	\$67,500	\$60,000	\$62,000
Capital User Fee	\$29,507	\$37,000	\$32,000	\$32,000
Rentals	\$599,228	\$615,000	\$635,626	\$674,600
Sales	\$503,623	\$565,300	\$522,300	\$551,300
Other Misc. Operating Revenues	\$2,951	\$900	\$2,000	\$1,500
Total Operating Revenues	\$4,145,589	\$4,437,200	\$4,400,926	\$4,637,800
Operating Expenses:				
Personnel Services	\$3,348,047	\$3,686,852	\$3,468,072	\$3,653,925
Supplies & Materials	\$1,032,942	\$1,129,911	\$1,060,968	\$1,089,735
Travel & Training	\$6,143	\$9,602	\$8,866	\$10,233
Intragovernmental Charges	\$702,872	\$765,058	\$765,058	\$720,729
Utilities, Services & Other Misc.	\$1,078,671	\$1,264,786	\$1,194,693	\$1,237,234
Total Operating Expenses	\$6,168,675	\$6,856,209	\$6,497,657	\$6,711,856
Operating Income (Loss) Before Depreciation	(\$2,023,086)	(\$2,419,009)	(\$2,096,731)	(\$2,074,056)
Depreciation	(\$680,143)	(\$684,089)	(\$682,059)	(\$684,950)
Operating Income	(\$2,703,229)	(\$3,103,098)	(\$2,778,790)	(\$2,759,006)
Non-Operating Revenues:				
Investment Revenue	\$50,828	\$33,344	\$31,266	\$31,116
Revenue from Other Government Units	\$0	\$0	\$6,470	\$6,470
Misc. Non-Operating Revenue	\$75,768	\$28,100	\$29,431	\$30,000
Total Non-Operating Revenues	\$126,596	\$61,444	\$67,167	\$67,586
Non-Operating Expenses:				
Interest Expense	\$4,286	\$2,622	\$2,622	\$928
Bank & Paying Agent Fees	\$4,723	\$0	\$0	\$0
Loss on Disposal of Assets	\$1,199	\$0	\$0	\$0
Total Non-Operating Expenses	\$10,208	\$2,622	\$2,622	\$928
Operating Transfers:				
Subsidy - General Fund	\$1,246,038	\$1,161,910	\$1,161,910	\$1,161,910
Subsidy, Schlrsph & Fleet Rpl - Parks Sales Tax	\$1,123,288	\$1,102,201	\$1,102,201	\$1,242,201
Operating Transfers From Other Funds	\$16,320	\$7,000	\$16,500	\$7,000
Operating Transfers To Other Funds	\$0	(\$120,000)	(\$120,000)	\$0
	\$2,385,646	\$2,151,111	\$2,160,611	\$2,411,111
Capital Contribution	\$0	\$80,000	\$80,000	\$0
Net Income/(Loss) Transferred to Fund Equity	(\$201,195)	(\$813,165)	(\$473,634)	(\$281,237)
Beginning Retained Earnings	\$15,297,330	\$15,096,135	\$15,096,135	\$14,622,501
Ending Retained Earnings	\$15,096,135	\$14,282,970	\$14,622,501	\$14,341,264

Note: Net Income statements do not include capital addition or capital project expenses.



Summary of Funding Sources and Uses Recreation Services Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$6,470	\$6,470
Interest	\$32,500	\$33,344	\$31,266	\$31,116
Fees and Service Charges	\$4,145,589	\$4,437,200	\$4,400,926	\$4,637,800
Other Local Revenues	\$75,768	\$28,100	\$29,431	\$30,000
	\$4,253,857	\$4,498,644	\$4,468,093	\$4,705,386
Other Funding Sources/Transfers	\$2,385,646	\$2,351,111	\$2,360,611	\$2,411,111
Total Financial Sources: Less Appropriated Fund Balance	\$6,639,503	\$6,849,755	\$6,828,704	\$7,116,497
Financial Uses				
Operating Expenses	\$6,168,675	\$6,856,209	\$6,497,657	\$6,711,856
Operating Transfer to Other Funds	\$0	\$120,000	\$120,000	\$0
Interest Expense and Non-Oper. Cash Pmts	\$9,009	\$2,622	\$2,622	\$928
Principal Payments	\$94,334	\$95,997	\$94,335	\$97,691
Capital Additions	\$104,815	\$90,535	\$90,535	\$147,000
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	\$6,376,833	\$7,165,363	\$6,805,149	\$6,957,475
Financial Sources Over/(Under) Uses	\$262,670	(\$315,608)	\$23,555	\$159,022
Beginning Unassigned Cash Reserve		\$1,326,456	\$1,326,456	\$1,350,011
Financial Sources Over/(Under) Uses		(\$315,608)	\$23,555	\$159,022
Current Assets	\$1,837,817			
Less: Current Liabilities	\$511,361			
Projected Unassigned Cash Reserve	\$1,326,456	\$1,010,848	\$1,350,011	\$1,509,033
Cash Reserve Target (20% Fin. Uses)	\$1,275,367	\$1,433,073	\$1,361,030	\$1,391,495
Cash Above/(Below) Cash Target Reserve	\$51,089	(\$422,225)	(\$11,019)	\$117,538



Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Activities/Classes:	17-161(a)				
Any activity (unless specified elsewhere in this section) that has as its main objective to instruct a participant for the purpose of increasing the participant's skill level					
- Children (17 and under) - Adults The fee for each individual class is based upon the recovery of direct costs associated with the - Day camp (per person, per one week session) includes \$7.50 user fee *FY17 - changed from 2 week to 1 week camp Camp Registration Fee; Fee to Secure Spots - Day camp - Escapade week (per person) includes \$7.50 user fee - Day camp - Sunrise/Sunset - "School's Out" camp at the ARC, includes \$4.05 user fee		09-19-02	\$3-\$100	\$3-\$100	
		09-21-05	\$3-\$175	\$3-\$175	
		10-01-12	\$220.00	\$120.00	10-01-16
		10-01-12	\$25.00	\$50.00	10-01-16
		10-01-12	\$112.50	NA	10-01-16
		10-01-12	\$20.00	NA	10-01-16
		10-01-12	\$45.00	\$45.00	
Team activities: Kickball leagues, per game Volleyball leagues, per game Softball leagues, per game Basketball leagues, per game Flag football leagues, per game Tennis leagues - Singles, per person - Doubles, per person Tennis tournaments - Singles children (15 and under) - Singles adult (16 and over) - Doubles (all ages) Youth sports participation fee (individual fee per scheduled game) - Activity fee, per game - User fee, per game Adult sports (individual fee per scheduled game) - Activity fee, per game - User fee, per game No advance forfeit fee will be charged; however, any team forfeiting a game must pay a \$15.00 re-entry fee before being allowed to continue playing in the activity league.	17-161(b)	09-15-14	\$27.30	\$27.30	
		09-23-09	\$34.00	\$29	10-01-16
		09-15-14	\$35.70	\$34	10-01-16
		09-23-09	\$40.00	\$34	10-01-16
		09-23-09	\$30.00	\$30.00	
		9-19-1993	\$18.00	\$18.00	
		9-19-1993	\$12.00	\$12.00	
		10-01-12	\$7.50	\$7.50	
		10-01-12	\$12.00	\$12.00	
		10-01-12	\$15.00	\$15.00	
		10-01-12	\$1.70	\$1.80	10-01-16
		6-2-1987	\$0.45	\$0.45	
		10-01-12	\$1.70	\$1.80	10-01-16
		6-2-1987	\$0.60	\$0.60	
		6-2-1987	15.00	\$15.00	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Golf Courses:					
17-161(c)					
For use of the greens at the L.A. Nickell and Lake of the Woods Golf Courses					
<u>*User/capital improvement fees - Per paid greens fee</u>					
User fee		09-19-94	\$0.75	\$0.75	
- Recreation facility use charge per greens fee					
Golf course capital improvement fee		09-15-14	\$1.25	\$1.25	
- Improvement fee per greens fee paid					
Greens fees for 18-holes - (includes \$.75 user fee & \$1.25 GCIF)					
Adult (18 - 59) and Senior (60 & older):					
Monday - Friday Rate; excludes holidays					
- Adult 18-hole weekday play		09-15-14	\$18.00	\$19.00	10-01-16
- Senior 18-hole weekday play until 2:00 p.m.		09-15-14	\$15.00	\$16.00	10-01-16
Saturday, Sunday and holiday rate					
- Weekend and holiday play		09-15-14	\$23.00	\$24.00	10-01-16
Twilight rate for 18-holes - 2:00 p.m. to close					
(March 1 - October 31)					
- Twilight 18-hole weekday play		09-15-14	\$15.00	\$16.00	10-01-16
- Twilight 18-hole weekend and holiday play		09-15-14	\$19.00	\$20.00	10-01-16
Super twilight rate - 6:00 p.m. to close					
(March 1 - October 31)					
- Super twilight weekday play		09-15-14	\$11.00	\$12.00	10-01-16
- Super twilight weekend and holiday play		09-15-14	\$11.00	\$12.00	10-01-16
Junior (17 & under)					
Monday - Friday rate					
- Weekday play		09-15-14	\$9.00	\$9.50	10-01-16
Saturday, Sunday and holiday rate					
- Weekend and holiday play		09-15-14	\$11.50	\$12.00	10-01-16
Greens fees for 9 holes					
Adult (18-59) and Senior (60 and older):					
Monday - Friday rate; excludes holidays					
Adult 9-hole weekday play:					
- Recreation facility use charge per pass		09-15-14	\$11.00	\$11.50	10-01-16
- Capital improvement fee per pass		09-15-14	\$0.75	\$0.75	
		09-15-14	\$1.25	\$1.25	
Senior 9-hole weekday play:					
- Recreation facility use charge per pass		09-15-14	\$9.00	\$9.50	10-01-16
- Capital improvement fee per pass		09-15-14	\$0.75	\$0.75	
		09-15-14	\$1.25	\$1.25	
Twilight Rate for 9-holes - 2:00 p.m. to close					
(March 1 - October 31)					
Twilight 9-hole weekday play		09-15-14	\$9.00	\$9.50	10-01-16
- Recreation facility use charge per pass		09-15-14	\$0.75	\$0.75	
- Capital improvement fee per pass		09-15-14	\$1.25	\$1.25	
Twilight 9-hole weekend and holiday play		09-15-14	\$11.50	\$12.00	10-01-16
- Recreation facility use charge per pass		09-15-14	\$0.75	\$0.75	
- Capital improvement fee per pass		09-15-14	\$1.25	\$1.25	
Winter Green Fees:					
November 1 - February 28					
Monday - Friday rate					
- Winter weekday play		09-15-14	\$13.00	\$14.00	10-01-16
- Recreation facility use charge per pass		09-15-14	\$0.75	\$0.75	
- Capital improvement fee per pass		09-15-14	\$1.25	\$1.25	
Saturday, Sunday and holiday rate					
- Winter weekday play		09-15-14	\$17.00	\$18.00	10-01-16
- Recreation facility use charge per pass		09-15-14	\$0.75	\$0.75	
- Capital improvement fee per pass		09-15-14	\$1.25	\$1.25	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Golf Courses (continued):					
Season Pass - Valid one year from date of purchase					
<u>Adult plus one season pass for both courses</u>					
Any day play		09-15-14	\$1,101.00	\$1,264.00	10-01-16
Recreation facility use charge per pass		09-23-09	\$45.00	\$47.00	10-01-16
Capital improvement fee per pass		09-15-14	\$74.00	\$78.00	10-01-16
Monday - Friday play		09-15-14	\$952.00	\$1,102.00	10-01-16
Recreation facility use charge per pass		09-23-09	\$45.00	\$47.00	10-01-16
Capital improvement fee per pass		09-15-14	\$74.00	\$78.00	10-01-16
Adult Plus 1 Any day play additional person		09-15-14	\$220.00	\$249.00	10-01-16
Adult Plus 1 M-F play additional person		09-15-14	\$185.00	\$209.00	10-01-16
<u>Adult (30 - 59) season pass, both courses</u>					
Any day play		09-15-14	\$648.00	\$740.00	10-01-16
Recreation facility use charge per pass		09-23-09	\$26.00	\$29.00	10-01-16
Capital improvement fee per pass		09-15-14	\$44.00	\$48.00	10-01-16
Monday - Friday play		09-15-14	\$560.00	\$645.00	10-01-16
Recreation facility use charge per pass		09-23-09	\$26.00	\$29.00	10-01-16
Capital improvement fee per pass		09-15-14	\$44.00	\$48.00	10-01-16
<u>Young Adult (18 - 29) season pass, for both courses</u>					
Any day play		09-15-14	\$518.00	\$593.00	10-01-16
Recreation facility use charge per pass		09-15-14	\$21.00	\$23.00	10-01-16
Capital improvement fee per pass		09-15-14	\$35.00	\$38.00	10-01-16
Monday - Friday play		09-15-14	\$448.00	\$517.00	10-01-16
Recreation facility use charge per pass		09-15-14	\$21.00	\$23.00	10-01-16
Capital improvement fee per pass		09-15-14	\$35.00	\$38.00	10-01-16
<u>Junior season pass (17 and under), for both courses</u>					
Any day play		09-15-14	\$250.60	\$259.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$16.90	\$19.00	10-01-16
Capital improvement fee per pass		09-15-14	\$2.50	\$29.00	10-01-16
JR Limited play (May 1- September 30)		09-15-14	\$125.30	\$157.25	10-01-16
Recreation facility use charge per pass		09-21-07	\$8.45	\$11.50	10-01-16
Capital improvement fee per pass		09-15-14	\$1.25	\$17.25	10-01-16
<u>Senior Pass (60 and older), for both courses</u>					
Any day play		09-15-14	\$518.00	\$593.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$21.00	\$23.00	10-01-16
Capital improvement fee per pass		09-15-14	\$35.00	\$38.00	10-01-16
Monday-Friday play		09-15-14	\$448.00	\$517.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$21.00	\$23.00	10-01-16
Capital improvement fee per pass		09-15-14	\$35.00	\$38.00	10-01-16
<u>Senior Family Season Pass (both 60 and older)</u>					
Any day play		09-15-14	\$828.00	\$946.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$34.00	\$38.00	10-01-16
Capital improvement fee per pass		09-15-14	\$56.00	\$62.00	10-01-16
Monday-Friday play		09-15-14	\$716.00	\$824.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$34.00	\$38.00	10-01-16
Capital improvement fee per pass		09-15-14	\$56.00	\$62.00	10-01-16
<u>Punch Passes (good both courses, no expiration)</u>					
10 Punch Card		09-15-14	\$189.00	\$198.00	10-01-16
Recreation facility use charge per pass		09-19-94	\$6.75	\$6.75	10-01-16
Capital improvement fee per pass		09-15-14	\$11.25	\$11.25	10-01-16
10 Punch Card with Cart		09-15-14	\$300.60	\$318.60	10-01-16
Capital improvement fee per pass		09-15-14	\$16.65	\$16.65	10-01-16

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
<u>Golf Cart Fees - Course Owned:</u>					
9 Hole Per Person		09-15-14	\$6.20	\$6.70	10-01-16
Capital improvement fee, per cart		09-15-14	\$0.30	\$0.30	
18 Hole Golf Cart Rental		09-15-14	\$12.40	\$13.40	10-01-16
Capital improvement fee, per cart		09-15-14	\$0.60	\$0.60	
Individual Season Cart Fee		09-15-14	\$644.80	\$696.80	10-01-16
*(annual pass holder only)					
Capital improvement fee, per cart		09-15-14	\$31.20	\$31.20	
Adult Plus 1 Season Cart Fee		09-15-14	\$1,095.40	\$1,175.60	10-01-16
*(annual pass holder only)					
Capital improvement fee, per cart		09-15-14	\$54.60	\$62.40	10-01-16
<u>Golf Cart Fees - Private Owned:</u>					
Daily Trail Fee for Private Carts		09-15-14	\$10.50	\$11.90	10-01-16
Capital improvement fee, per cart		09-15-14	\$0.50	\$0.60	10-01-16
Private cart storage activity fee		09-15-14	\$308.50	\$316.80	10-01-16
Capital improvement fee, per cart		09-15-14	\$15.50	\$31.20	10-01-16
Season Trail Fee for Private Carts		09-15-14	\$347.20	\$516.80	10-01-16
Capital improvement fee, per cart		09-15-14	\$16.80	\$31.20	10-01-16
<u>Outdoor aquatics:</u>					
	17-161(d)				
Admission fees to municipal outdoor swimming facilities					
<u>Albert-Oakland Family Aquatic Center:</u>					
Children (1 and under)		09-18-03	Free	Free	
Children (2 - 15)		09-23-09	\$2.50	\$2.75	10-01-16
Children (2 - 15) group rate		09-23-09	\$1.90 each	\$2 each	10-01-16
*(groups of 10 or larger)					
Adults (16 and over)		09-23-09	\$3.75	\$4.00	10-01-16
Adults (16 and over) group rate		09-23-09	\$2.85 each	\$3 each	10-01-16
*(groups of 10 or larger)					
After 5:00 p.m.		10-01-12	\$1.75	\$2.00	10-01-16
Child pass book		09-23-09	\$37.50	\$41.25	10-01-16
Adult pass book		09-23-09	\$56.25	\$60.00	10-01-16
<u>Lake of the Woods; Little Mates Cove:</u>					
Children (1 and under)		09-18-03	Free	Free	
Children (2 - 15)		10-01-12	\$1.50	\$1.75	10-01-16
Children (2 - 15) group rate *		10-01-12	\$1.15 each	\$1.35 each	10-01-16
Adults (16 and over)		10-01-12	\$2.75	\$3.00	10-01-16
Adults (16 and over) group rate *		10-01-12	\$2.10 each	\$2.25 each	10-01-16
Child pass book		10-01-12	\$22.50	\$26.25	10-01-16
Adult pass book		10-01-12	\$41.25	\$45.00	10-01-16
*(groups of 10 or larger)					
Outdoor pool season pass (valid only for the summer season). Includes admission to Albert-Oakland Family Aquatic Center (AOFAC), Douglass Pool, Lake of the Woods Pool (LOW) and Little Mates Cove. Season pass holders can participate in outdoor water fitness classes offered at AOFAC and LOW at no charge.					
Youth individual		09-21-05	\$70.00	\$70.00	
Adult individual		09-21-05	\$115.00	\$115.00	
Family pass		09-21-05	\$220.00	\$220.00	
Family—Each person after five members		09-21-05	\$0.00	\$0.00	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
<u>Douglass Family Aquatic Center:</u>					
Children (1 and under)		09-18-03	Free	Free	
Children (2-15)		09-21-07	\$1.00	\$1.25	10-01-16
Adults (16 and over)		09-21-07	\$1.00	\$1.25	10-01-16
Swim lessons (infant, toddler, parent-assisted preschool)		09-19-11	\$36.40	\$41.20	10-01-16
User Fee		09-19-11	\$3.60	\$1.80	10-01-16
Swim lessons (Levels 1-7)		09-19-11	\$41.40	\$45.30	10-01-16
User Fee		09-19-11	\$3.60	\$2.70	10-01-16
Private Swim lessons (all ages)		09-19-11	\$84.40	\$94.65	10-01-16
User Fee		09-19-11	\$3.60	\$1.35	10-01-16
Semi-private swim lessons		09-19-11	\$110.00	\$122.30	10-01-16
User Fee		09-19-11	\$3.60	\$2.70	10-01-16
Small group private swim lessons (maximum 3 participants)		09-19-11	\$140.00	No longer	10-01-16
Large group private swim lessons (maximum 4 participants)		09-19-11	\$155.00	No longer	10-01-16
Lifeguard certification class		09-19-11	\$165.00	\$130.00	10-01-16
Pool rental—Rates vary per facility 2-hour rental rate: \$1.00 per person over 50		09-16-08	\$92-\$230	\$92-\$300	10-01-16
Locker rental		9-19-1994	\$0.25	\$0.25	
Aquatic exercise (Drop-in rate)		09-21-05	\$3-\$4	\$3-\$4	
(10-pass rate)		09-21-05	\$27.50-\$40	\$27.50-\$40	
Birthday party packages -Varies by package chosen		09-18-03	\$5-\$100	\$5-\$100	
<u>OAK Tours/Senior Plus Programs:</u>	17-161(e)				
Any senior adult participating in OAK Tours will					
<u>Hillcrest Community Center (HCC) and Oak</u>					
HCC single activity fee		09-23-09	\$20.00	\$20.00	
HCC couple activity fee		09-19-11	\$35.00	\$35.00	
OAK Tours single activity fee		09-23-09	\$20.00	\$20.00	
OAK Tours couple activity fee		09-23-09	\$35.00	\$35.00	
HCC/OAK combo single activity fee		09-19-11	\$30.00	\$30.00	
HCC/OAK combo couple activity fee		09-19-11	\$60.00	\$60.00	

Recreation Services Fees/Charges/Fines

	Chapter/ Section	Date Last Changed	FY 2016	FY 2017	
			Fee	Fee	Effective Date
Rental fees:	17-161(f)				
Amphitheater		09-21-05	\$10-\$200	\$10-\$200	
Early bird (6:00 a.m. to 9:00 a.m.) shelter reservation hourly fee		10-01-13	\$10.00	\$15.00	10-01-16
Shelter reservations (per rental)		10-01-13	\$28-\$60	\$28-\$80	10-01-16
Medium shelter		09-19-11	\$35.00	\$40.00	10-01-16
Large shelter		09-19-11	\$45.00	\$50.00	10-01-16
Double Booking Medium Shelter					
Full day rental		10-01-13	\$50.00	\$55.00	10-01-16
Partial day rental		10-01-13	\$35.00	\$40.00	10-01-16
Double Booking Large Shelter					
Full day rental		10-01-13	\$60.00	\$65.00	10-01-16
Partial day rental		10-01-13	\$45.00	\$50.00	10-01-16
Island shelter special use fee		09-19-11	\$33.00	\$40.00	10-01-16
Special park permit use fee		09-19-11	\$33.00	\$40.00	10-01-16
Wedding permit use fee		09-19-11	\$33.00	\$40.00	10-01-16
Indoor shelter reservations					
Weekday - ½-day rental		09-16-08	\$300.00	\$300.00	
Weekday - 8:00 a.m. - 4:00 p.m. Business		10-01-12	\$240.00	\$240.00	
Business Rental; Nov 1 - Feb 28					
Weekday (M-Th) - Full-day rental		09-16-08	\$400.00	\$400.00	
Weekend (F/Sa/Su) / holiday - Full day rental					
*Friday was a Weekday Fee prior to FY17		09-15-14	\$510.00	\$595.00	10-01-16
Weekend Wedding Special; 10/1-2/28		09-15-14	\$1,120.00	\$1,430.00	10-01-16
Weekend Wedding Special; 3/1-9/30 *		09-15-14	\$1,120.00	\$1,550.00	10-01-16
*except during camp 6/1-8/15; full day Friday					
Weekend Wedding Special; 3/1-9/30 *		09-15-14	\$1,120.00	\$1,290.00	10-01-16
*during camp 6/1-8/15; only 4 hours on Friday					
Portable dance floor					
Weekday - ½ day rental		09-21-05	\$50.00	\$50.00	
Weekday - Full day rental		09-21-05	\$75.00	\$75.00	
Weekend/holiday full day rental		09-21-05	\$75.00	\$75.00	
Hillcrest Community Center Reservations *		09-15-14	\$22-\$32	\$22-\$32	
Maplewood Barn Reservations *		09-15-14	\$27-\$50	\$27-\$50	
Moss Building Reservations *		09-15-14	\$27-\$50	\$27-\$50	
Rock Quarry House Reservations *		09-15-14			
Garden plots (per year)		09-23-09	\$30.00	\$30.00	
Festival displays (per day)		09-25-01	\$17.50-\$60	\$17.50-\$60	
Parklet		10-01-13	\$0-\$200	\$0-\$200	
Picnic table (per table)		10-01-13	\$0-\$25	\$0-\$25	
Picnic table delivery (1 to 8 tables)		10-01-13	\$100.00	\$100.00	
Coin-operated pitching and other game machines *(per hour)			\$0.25-\$2	\$0.25-\$2	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Vendor fees:		10-01-12	\$0-\$100	\$0-\$100	
Based on the market value of the event, a reservation fee of \$0.00 - \$100.00 will be charged to reserve vendor space. The reservation fee shall be the minimum amount required to acquire vendor space. The balance of fees owed (over the reservation).					
Non-food vendor fee:		10-01-12	\$0-\$200	\$0-\$200	
Based on market value of event, a reservation fee of \$0.00 - \$200.00 will be charged to reserve vendor space.					
Food vendor fee: for parks and recreation sponsored event		10-01-12	15% of gross sales	15% of gross sales	
Non-food booth (12' x 12') fee:		10-01-12	\$0-\$200	\$0-\$200	
Armory Sports Center:	17-161(g)				
Armory Gymnasium					
Hourly Rate					
Activity fee		09-19-11	\$27.00	\$27.00	
User fee		09-19-11	\$3.00	\$3.00	
Full-day rate					
Activity fee		09-19-11	\$162.00	\$162.00	
User fee		09-19-11	\$18.00	\$18.00	
Conference rooms - Hourly rate (two-hour minimum)		09-19-11	\$20.00	\$20.00	
Classrooms - Hourly rate (two-hour minimum)		09-19-11	\$10.00	\$10.00	
Athletic Field Rentals:	17-161(h)				
Baseball/Softball					
Without lights, per hour	17-161(h)(1)	09-23-09	\$16.00	\$16.00	
With lights, per hour	17-161(h)(2)	09-23-09	\$22.00	\$22.00	
Per game (marked fields)	17-161(h)(3)	09-23-09	\$68.00	\$68.00	
Daily rate (marked fields)	17-161(h)(4)	09-23-09	\$153.00	\$153.00	
Daily rate (marked, w/temporary fence)	17-161(h)(5)	09-23-09	\$200.00	\$200.00	
Rainbow Baseball/Softball Sunday rate	17-161(h)(6)	09-19-11	\$130.00	\$130.00	
Lacrosse fields					
Rate, per game, per field	17-161(h)(1)	09-23-09	\$54.00	\$54.00	
Rate, per day, per field	17-161(h)(2)	09-23-09	\$122.00	\$122.00	
Soccer—Per field					
Fields 1, 2, 3 and 6					
Per game	17-161(h)(1)	09-19-11	\$54.00	\$54.00	
Per day	17-161(h)(1)	09-23-09	\$122.00	\$122.00	
Fields 4 and 5					
Per game	17-161(h)(2)	09-23-09	\$70.00	\$70.00	
Per day	17-161(h)(2)	09-23-09	\$168.00	\$168.00	
Fields 7 through 19					
Per game	17-161(h)(3)	09-23-09	\$40.00	\$40.00	
Per day	17-161(h)(3)	09-23-09	\$92.00	\$92.00	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Athletic Field Rentals (continued):					
Athletic fields-Special field preparation fee (in addition to normal rental rates)					
-Baseball fields	17-161(h)(1)	09-23-09	\$100.00	\$100.00	
-Football/lacrosse/soccer fields	17-161(h)(2)	09-23-09	\$250.00	\$250.00	
Tennis and outdoor basketball courts					
Per court, per hour	17-161(h)(1)	09-23-09	\$14.00	\$14.00	
Per court, per day	17-161(h)(2)	09-23-09	\$54.00	\$54.00	
Per four (4) courts, per day	17-161(h)(3)	09-23-09	\$90.00	\$90.00	
In-line hockey					
Per game	17-161(h)(1)	09-23-09	\$30.00	\$30.00	
Per day	17-161(h)(2)	09-19-11	\$144.00	\$144.00	
Transportation charges:	17-161(i)	09-23-09	\$15.00	\$20.00	10-01-16
Transportation (bus or vans) provided by parks and recreation department for any activity outside the service area of Boone County.					
Special Events/Special Use Fees:	17-161(k)(1)	09-23-09	\$25-\$250	\$25-\$250	
Fees for general special event/special use Concession fees - The fee per event is based upon the concession privileges granted by the parks and recreation director in accordance with the park special use permit.					
1—3 booths (food and items for resale)	17-161(k)(2)	09-21-05	\$50.00	\$60.00	10-01-16
4—6 booths (food and items for resale)		09-21-05	\$100.00	\$108.00	10-01-16
Additional fee for each booth over 6		09-21-05	\$15.00	\$15.00	
Park facilities:	17-161(k)(3)				
The schedule of fees for use of park facilities (disc golf course, MKT Trail, mountain bike course, radio control areas, roller hockey, skateboard park, etc.) will apply when the facilities are used semi-exclusively or exclusively by the renter and the renter charges participation fees.					
Adult participation fee, per game/event per					
Activity fee		10-01-12	\$1.70	\$1.80	10-01-16
User fee		9-19-1994	\$0.60	\$0.60	
Youth participation fee, per game/event per					
Activity fee		10-01-12	\$1.70	\$1.80	10-01-16
User fee		9-19-1994	\$0.45	\$0.45	
Reservation fee is due at the time of the reservation		09-20-06	\$75/day	\$75/day	
Ticketed special event fees:	17-161(k)(4)				
Those events where the event sponsor requests exclusive use of parkland and event attendance is limited to those purchasing tickets. The park use fee is due at time of reservation. Per ticket revenue, based on actual sales, shall be due no more than ten (10) days after the event.					
Price per reserved parkland *		10-01-12	\$100.00	\$100.00	
*per acre plus per ticket fee					
\$1.00 - \$20.00 ticket sold, per ticket		10-01-12	\$1.00	\$1.00	
\$21.00 - \$50.00 ticket sold, per ticket		10-01-12	\$2.00	\$2.00	
\$51.00 and higher ticket sold, per ticket		09-15-14	\$3.00	\$3.00	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Activity & Recreation Center (ARC):					
Annual and multiple (20) pass membership fees include certain basic aquatic/land exercise classes as determined by parks and recreation director.					
Admission Fees:					
Youth (1 and under)		09-18-03	Free	Free	
<u>Youth rates (Ages 2—17):</u>					
Youth daily admission		09-15-14	\$3.35	\$3.60	10-01-16
Rec. Center Improvement Fee (RCIF)		09-15-14	\$0.15	\$0.15	
Youth multiple (20) pass admission		09-15-14	\$51.25	\$55.00	10-01-16
RCIF		09-15-14	\$1.25	\$1.25	
Youth group rate (groups of 10 or larger)		09-15-14	\$2.50 each	\$2.65 each	10-01-16
RCIF		09-15-14	\$0.15	\$0.15	
Youth annual pass—Paid monthly		09-15-14	\$18.25/mo	\$19.25/mo	10-01-16
RCIF		09-15-14	\$0.25/mo	\$0.25/mo	
Youth annual pass		09-15-14	\$188.00	\$198.00	10-01-16
RCIF		09-15-14	\$5.00	\$5.00	
Youth 30-day pass		09-15-14	\$24.25	\$25.25	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	
Youth after school (3:00—6:00 p.m.) fee		09-15-14	\$2.35	\$2.60	10-01-16
RCIF		09-15-14	\$0.15	\$0.15	
<u>Adult rates (ages 18—59):</u>					
Adult daily admission		09-15-14	\$5.60	\$5.85	10-01-16
RCIF		09-15-14	\$0.15	\$0.15	
Adult multiple (20) pass admission		09-15-14	\$85.00	88.75	10-01-16
RCIF		09-15-14	\$1.25	\$1.25	
Adult group rate (groups of 10 or larger)		09-15-14	\$4.15/each	\$4.30/each	10-01-16
RCIF		09-15-14	\$0.15	\$0.15	
Adult annual pass—Paid monthly		09-15-14	\$32.75	\$34.25	10-01-16
RCIF		09-15-14	\$0.25/month	\$0.25/month	
Adult annual pass		09-15-14	\$337	\$354	10-01-16
RCIF		09-15-14	\$5.00	\$5.00	
Adult 30-day pass		09-15-14	\$38.75	\$40.25	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	
Adult plus one annual pass - monthly		09-15-14	\$42.25	\$44.50	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	
Adult plus one annual pass		09-15-14	\$440	\$462	10-01-16
RCIF		09-15-14	\$5.00	\$5.00	
Adult plus one 30-day pass		09-15-14	\$48.25	\$54.25	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
<u>Activity & Recreation Center (continued):</u>					
<u>Senior rates (Ages 60 and over):</u>					
Senior daily admission		09-15-14	\$3.35	\$3.60	10-01-16
Rec Center Improvement Fee (RCIF)		09-15-14	\$0.15	\$0.15	
Senior multiple (20) pass admission		09-15-14	\$51.25	\$55.00	10-01-16
RCIF		09-15-14	\$1.25	\$1.25	
Senior annual pass—Paid monthly		09-15-14	\$19.25	\$22.25	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	
Senior annual pass		09-15-14	\$199	\$220	10-01-16
RCIF		09-15-14	\$5.00	\$5.00	
Senior 30-day pass		09-15-14	\$25.25	\$28.25	10-01-16
RCIF		09-15-14	\$0.25	\$0.25	
Senior couple—Annual		09-15-14	\$260	\$287.50	10-01-16
RCIF		09-15-14	\$5.00	\$5.00	
Senior couple annual paid monthly		09-15-14	\$25.10	\$28.85	10-01-16
RCIF		09-15-14	\$0.40	\$0.40	
Senior couple 30-day pass		09-15-14	\$31.10	\$34.85	10-01-16
RCIF		09-15-14	\$0.40	\$0.40	
<u>Family groups:</u>					
(For the purposes of this subsection "family" is defined as a maximum of two adults and up to three children or dependents residing at one residence. "Dependent" has the same meaning as "dependent" under federal income tax law. A person shall not be considered a dependent under this subsection unless the person was claimed as a dependent on Federal Income Tax Form 1040 for the most recent income tax reporting period. Additional related persons, residing at the same address, may be added to the pass if they are under the age of 18, are a full-time student (12 credit hours or more) under the age of 25, or qualify as a dependent. Each additional person over five will be an additional \$27.50 per year or \$2.50 per month. Children under the age of two will be admitted for free and will not be counted toward the number of persons in the family.)					
<u>Family rates:</u>					
Family daily admission (up to 5 persons)		09-15-14	\$14.10	\$14.85	10-01-16
Family—Each person after five		09-19-02	\$1.00	\$2.00	10-01-16
RCIF		09-15-14	\$0.40	\$0.40	
Family annual pass—Paid monthly		09-15-14	\$48.75	\$51.50	10-01-16
Each person after five		09-19-02	\$2.50	\$2.75	10-01-16
RCIF		09-15-14	\$1.25	\$1.25	
Family annual pass		09-15-14	\$538.50	\$566.50	10-01-16
Each person after five		09-16-08	\$27.50	\$28.75	10-01-16
RCIF		09-15-14	\$7.50	\$7.50	
Family 30-day pass		09-15-14	\$54.75	\$57.50	10-01-16
Family 30-day pass RCIF		09-15-14	\$1.25	\$1.25	

Recreation Services Fees/Charges/Fines

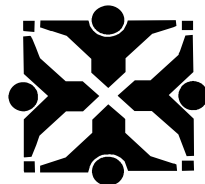
			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Activity & Recreation Center (continued):				
<u>Rental rates - Hourly:</u>				
Aerobics room		09-15-14	\$26.25	\$26.25
RCIF		09-15-14	\$1.25	\$1.25
Meeting rooms				
1/3 meeting room		09-15-14	\$23.75	\$23.75
RCIF		09-15-14	\$1.25	\$1.25
2/3 meeting room		09-15-14	\$47.50	\$47.50
RCIF		09-15-14	\$2.50	\$2.50
Full meeting room		09-15-14	\$71.25	\$71.25
RCIF		09-15-14	\$3.75	\$3.75
<u>Gymnasium:</u>				
½ court gym		09-15-14	\$31.50	\$31.50
RCIF		09-15-14	\$1.50	\$1.50
Full court gym		09-15-14	\$63.00	\$63.00
RCIF		09-15-14	\$3.00	\$3.00
Full gym		09-15-14	\$115.50	\$115.50
RCIF		09-15-14	\$5.50	\$5.50
<u>Indoor pool (2-hour minimum):</u>				
1 - 100 people		09-15-14	\$133.00	\$133.00
RCIF		09-15-14	\$7.00	\$7.00
101 - 150 people		09-15-14	\$175.50	\$175.50
RCIF		09-15-14	\$9.50	\$9.50
151 - 200 people		09-15-14	\$223.00	\$223.00
RCIF		09-15-14	\$12.00	\$12.00
201 - 250 people		09-15-14	\$327.50	\$327.50
RCIF		09-15-14	\$17.50	\$17.50
Birthday party packages (varies by package chosen)			\$125-\$300	\$125-\$300
Facility "Lock-In" rates (8 hours, 10 p.m. - 6 a.m.):				
1 - 100 people		09-15-14	\$950.00	\$950.00
RCIF		09-15-14	\$50.00	\$50.00
101-500 (plus an additional, per person fee)		09-15-14	\$1,068.75	\$1,068.75
(Additional, per person fee for each person over 100)		09-19-02	\$5.00	\$5.00
RCIF		09-15-14	\$56.25	\$56.25
<u>Babysitting (per visit, two hour maximum):</u>				
Pass holder, per visit		09-23-09	\$2.25	\$2.25
Pass holder, per 20 visits		09-23-09	\$40.00	\$40.00
Pass holder, monthly fee for first child		09-19-11	\$20.00	\$20.00
Pass holder, monthly fee for each additional child		09-19-11	\$10.00	\$10.00
Non-pass holder per visit		09-23-09	\$3.00	\$3.00
Non-pass holder per 20 visits		09-23-09	No longer available	No longer available

Recreation Services Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Activity & Recreation Center (continued):					
<u>Adapted sports/special olympics admission fees:</u> Adapted dance admissions Adapted recreation night Sport participation Transportation	17-161(m)				
		09-23-09	\$4	\$5	10-01-16
		09-23-09	\$4	\$5	10-01-16
		09-23-09	\$15	\$15	
		09-23-09	\$15	\$20	10-01-16
<u>Recreation facility use charge:</u>	17-161(o)				
The following recreational facility use charges are established for participation in city or private club sponsored activities which schedule the use of facilities owned, maintained or scheduled by the city.					
(17 and under).	17-161(o)(1)	6-2-1987	\$0.45/hour	\$0.45/hour	
(18 and over).		6-2-1987	\$0.60/hour	\$0.60/hour	
Maximum charge for any individual for any one activity		09-19-14	\$7.50	\$7.50	
Recreation facility use charge shall be added to all park and recreation facility rental fees established by this section.	17-161(o)(2)	09-25-00	\$0.10	\$0.10	

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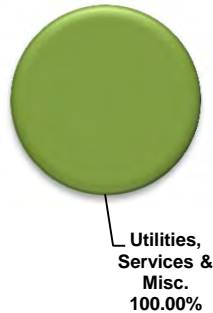
Capital Projects Fund - Parks and Recreation Projects



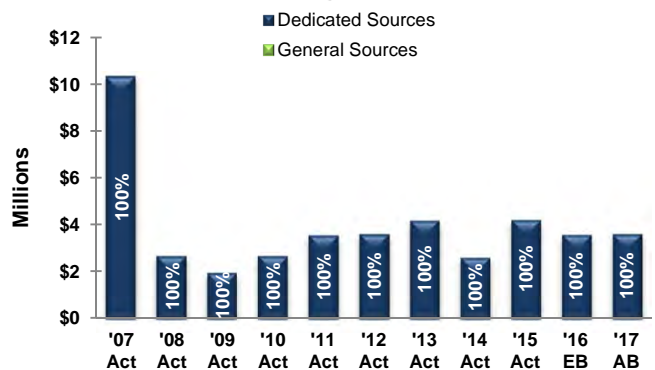
City of Columbia
Columbia, Missouri

Capital Projects Fund - Parks & Recreation Projects

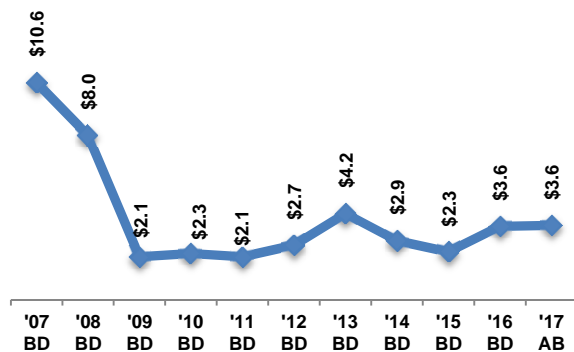
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$4,327	\$0	\$0	\$0		
Supplies & Materials	\$890,477	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$3,280,007	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Capital	\$38,233	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
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	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
Total Expenses +	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%

Funding Sources (Where the Money Comes From)

Grants	\$321,037	\$1,135,825	\$1,135,825	\$0	(100.0%)	(100.0%)
Forced Account Labor	\$0	\$0	\$0	\$0		
Capital Contributions	\$0	\$0	\$0	\$0		
Operating Transfer *	\$2,461,811	\$3,095,000	\$3,095,000	\$3,620,000	17.0%	17.0%
Other Local Revenue	\$58,465	\$0	\$0	\$0		
Use of Existing Resources	\$1,371,731	(\$649,930)	(\$649,930)	\$0	(100.0%)	(100.0%)
Dedicated Sources	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$4,213,044	\$3,580,895	\$3,580,895	\$3,620,000	1.1%	1.1%

*Transfers from Parks Sales Tax, Convention and Visitors Bureau, Contributions Fund, General Fund and Rec Services Fund

+ Note: some projects are Recreation Services projects which are in the Recreation Services Fund instead of this fund.

Major Projects

Note: The Lake of the Woods Driving Range construction, funded by Golf Course Improvement Fees, is a Recreation Services project and not budgeted in this fund.

A November 2015 ballot issue was approved by voters to renew the temporary parks sales tax for six more years.

Major projects include:

- The Sports Field House project will construct an indoor sports field house with a sport flooring suitable for basketball, volleyball, and other hardcourt sports.
- MKT Bridge Replacements / Numbers 2 and 8 replace wooden bridges. These are two of the four priority bridge replacements recommended by the May 2013 MKT Bridge Engineering Study and Report.
- Norma Sutherland Smith Park / Phase 2 will include playground installation, parking, basketball courts and skate spot.
- Cosmo Rec Area: Athletic Field Lighting includes the installation of lighting on two athletic fields in Columbia Cosmopolitan Recreation Area and installation of Musco Control Link on fields #4 and #5.

Fiscal Impact

- The total capital improvement program budget was adopted in the amount of \$3,690,000 for FY 2017. One project, the Lake of the Woods Driving Range, is a Recreational Services project and is reflected in that section of the budget document.
- Sports Field House - the expenses associated with the building will be offset by revenues generated through facility rentals and use. Existing full-time staff will be relocated to the facility to manage daily operations.
- MKT Bridge Replacements / Numbers 2 and 8 - replacement of these bridges will result in lower maintenance costs for the first 20-30 years. Currently, the department spends approximately \$1,000 - \$2,000 on repairs to the bridges each year.
- Norma Sutherland Smith Park / Phase 2 - additional maintenance costs of \$5,000 per year.
- Cosmo Rec Area: Athletic Field lighting - there will be increased utility costs. A portion of these costs will offset through additional field rentals.

Authorized Personnel

**Actual
FY 2015**

**Adj. Budget
FY 2016**

**Estimated
FY 2016**

**Adopted
FY 2017**

**Position
Changes**

There are no personnel assigned to this budget.

Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Projects							
1 Annual Land Acq/Land Preservation 00662 [ID: 1812]						2017	2017
Park Sales Tax				\$1,325,000	\$700,000		
Total				\$1,325,000	\$700,000		
2 Annual Park Improv - Major Maint. Programs 00056 [ID: 259]							
Park Sales Tax			\$160,000	\$490,000	\$165,000		
Total			\$160,000	\$490,000	\$165,000		
3 City School Park Improv 00249 [ID: 257]							
Park Sales Tax	\$25,000	\$25,000	\$30,000	\$100,000	\$40,000		
Total	\$25,000	\$25,000	\$30,000	\$100,000	\$40,000		
4 Park Roads & Parking 00242 [ID: 260]							
Park Sales Tax	\$150,000	\$150,000	\$150,000	\$450,000	\$150,000		
Total	\$150,000	\$150,000	\$150,000	\$450,000	\$150,000		
5 ADA Compliance Phase II 00663 [ID: 1820]						2017	2017
Park Sales Tax		\$25,000	\$25,000	\$75,000	\$25,000		
Total		\$25,000	\$25,000	\$75,000	\$25,000		
6 Albert-Oakland Park Improvements - 00676 [ID: 1918]						2017	2017
Park Sales Tax		\$100,000		\$200,000			
Total		\$100,000		\$200,000			
7 American Legion Park: Shelter, RR, Playgrnd 00664 [ID: 1216]						2016	2017
Park Sales Tax		\$100,000					
Total		\$100,000					
8 Antimi Sports Complex: Field Improvements - RS073 [ID: 1249]						2017	2018
Park Sales Tax			\$450,000				
Total			\$450,000				
9 Atkins Black Field Improvements 00681 [ID: 2009]						2016	2016
Donation	\$150,000						
Total	\$150,000						
10 Atkins-Baseball Complex - 00654 [ID: 450]						2016	2016
Park Sales Tax	\$575,000	\$75,000					
Total	\$575,000	\$75,000					
11 Clary-Shy Community Park Improvements [ID: 1825]						2017	2018
Park Sales Tax			\$200,000	\$200,000			
Total			\$200,000	\$200,000			
12 Clyde Wilson Park Improvements [ID: 1955]						2017	2018
Park Sales Tax			\$50,000				
Total			\$50,000				
13 Cosmo Rec Area: Athletic Field Lighting 00665 [ID: 1826]						2016	2017
Park Sales Tax		\$200,000					
Total		\$200,000					
14 Cosmo Rec Area: Bocce Courts 00666 [ID: 1992]						2017	2017
Park Sales Tax		\$25,000					
Total		\$25,000					

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Projects							
15 Cosmo Rec Area: Rainbow Softball Center RS086 [ID: 1994]						2016	2018
RSR			\$100,000				
Total			\$100,000				
16 Gans Creek Recreation Area Improvements 00657 [ID: 1175]						2016	2016
Park Sales Tax	\$400,000			\$200,000			
Total	\$400,000			\$200,000			
17 Indian Hills Park Improvements 00667 [ID: 1954]						2016	2017
Park Sales Tax		\$100,000					
Total		\$100,000					
18 LOW Driving Range Construction RS085 [ID: 306]						2017	2017
GCIF		\$70,000					
Total		\$70,000					
19 Maplewood House Repair and Restoration - 00610 [ID: 1920]						2015	2015
Total							
20 Norma Sutherland Smith Park: Phase II 00669 [ID: 1815]						2016	2017
Park Sales Tax		\$225,000					
Total		\$225,000					
21 Southeast Regional Park Tennis Complex [ID: 1951]						2017	2018
Park Sales Tax			\$250,000				
Total			\$250,000				
22 Sports Field House - 00624 [ID: 1217]						2016	2017
CVB Tourism Dev Fd		\$1,000,000					
Donation			\$250,000				
Park Sales Tax		\$1,130,000	\$1,570,000				
Total		\$2,130,000	\$1,820,000				
23 Twin Lakes Recreation Area: Bathhouse Renov 00670 [ID: 1993]						2017	2017
Park Sales Tax		\$25,000					
Total		\$25,000					
24 Valleyview Park Improvements 00671 [ID: 1990]						2017	2017
Park Sales Tax		\$60,000					
Total		\$60,000					
25 Waters House Renovations 00672 [ID: 1991]						2017	2017
Park Sales Tax		\$50,000					
Total		\$50,000					
26 Again Street Park Improvements [ID: 1952]						2020	2021
Park Sales Tax				\$100,000			
Total				\$100,000			
27 Battle Park Phase I Development [ID: 1959]						2020	2021
Park Sales Tax				\$320,000			
Total				\$320,000			

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Projects							
28 Cosmo Rec Area: Parks Mgmt Center Improvements [ID: 457]						2019	2020
Park Sales Tax				\$200,000			
Total				\$200,000			
29 Cosmo-Bethel Park Improvements [ID: 1953]						2019	2020
Park Sales Tax				\$125,000			
Total				\$125,000			
30 Fairview Park/Bonnie View: Phase II Improvements [ID: 309]						2020	2021
Park Sales Tax				\$125,000			
Total				\$125,000			
31 Kiwanis Park Improvements [ID: 322]						2018	2019
Park Sales Tax				\$125,000			
Total				\$125,000			
32 Lions-Stephens Park Improvements 00668 [ID: 1264]						2018	2019
Park Sales Tax				\$100,000			
Total				\$100,000			
33 Magnolia Falls Neighborhood Park Development [ID: 1819]						2018	2019
Park Sales Tax				\$125,000			
Total				\$125,000			
34 MKT Wetlands/Forum Nature Area Restoration [ID: 1956]						2020	2021
Park Sales Tax				\$80,000			
Total				\$80,000			
35 Oakwood Hills Park Improvements [ID: 1675]						2018	2019
Park Sales Tax				\$125,000			
Total				\$125,000			
36 Philips Park Improvements [ID: 1957]						2018	2019
Park Sales Tax				\$800,000			
Total				\$800,000			
37 Rock Bridge Park Improvements [ID: 1657]						2019	2020
Park Sales Tax				\$125,000			
Total				\$125,000			
38 Strawn Park: Phase II [ID: 1637]						2019	2020
Park Sales Tax				\$200,000			
Total				\$200,000			
39 The Vinyards/El Chapparal Lake/Park Development [ID: 1950]						2020	2021
Park Sales Tax				\$75,000			
Total				\$75,000			
40 Worley St Park Improvement [ID: 1633]						2019	2020
Park Sales Tax				\$75,000			
Total				\$75,000			
41 Cosmo Rec Area: Park Mgmnt Center: Rpl Fab Shop [ID: 1677]						2021	2022
Unfunded					\$850,000		
Total					\$850,000		

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Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Projects							
42 Cosmo Rec Area: Soccer Field/Concession Imprv [ID: 283]							
Unfunded					\$295,000	2021	2022
Total					\$295,000		
43 Cosmo Rec Area: Tennis Court Lights & Shelter [ID: 1688]							
Unfunded					\$263,000	2021	2022
Total					\$263,000		
44 Cosmo Rec Area: Tennis Court Resurfacing [ID: 1824]							
Unfunded					\$100,000	2021	2022
Total					\$100,000		
45 Rock Quarry Park: Building Improvements [ID: 308]							
Unfunded					\$375,000	2021	2022
Total					\$375,000		
46 Smiley Lane Park Improvements [ID: 1652]							
Unfunded					\$45,000	2021	2022
Total					\$45,000		
47 Tennis Courts: Enclose 4 Courts with Air Structure [ID: 1664]							
Unfunded					\$400,000	2021	2022
Total					\$400,000		
48 Twin Lakes Rec Area: Lake & Misc Park Improvements [ID: 1636]							
Unfunded					\$411,500	2021	2022
Total					\$411,500		
49 Westwinds Park Improvements [ID: 1639]							
Unfunded					\$75,000	2021	2022
Total					\$75,000		
Trails							
50 Annual Trails 00673 [ID: 1813]							
Park Sales Tax		\$100,000	\$100,000	\$300,000	\$100,000	2017	2017
Total		\$100,000	\$100,000	\$300,000	\$100,000		
51 GNM: Clark Lane West, Hinkson Trail/Pedway 00570 [ID: 1767]							
Non-Motor Grant	\$735,325					2014	2017
PYA Cap Imp S Tax	\$22,200						
PYA Non-Motor Grant		\$662,700					
Total	\$67,525	\$662,700					
52 MKT Bridge Replacements: #2 & 8 - 00674 [ID: 1269]							
Park Sales Tax		\$230,000				2016	2017
Total		\$230,000					
53 Perche Creek Trail Ph I: MKT to Gillespie Bridge [ID: 427]							
Park Sales Tax			\$180,000	\$1,020,000		2018	2018
Total			\$180,000	\$1,020,000			

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Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Trails							
54 Chapel Hill Connector - Perche Creek Trail [ID: 1949]						2019	2020
Park Sales Tax				\$500,000			
Total				\$500,000			
55 Hinkson Creek Trail: Stephens to Clark Lane [ID: 1188]						2020	2021
Park Sales Tax				\$950,000			
Total				\$950,000			
56 N Fork Grindstone Trail: Confluence to Eastport Pk [ID: 433]						2021	2022
Unfunded					\$2,700,000		
Total					\$2,700,000		

Parks and Recreation Funding Source Summary

CVB Tourism Dev Fd		\$1,000,000			
Donation	\$150,000		\$250,000		
GCIF		\$70,000			
Non-Motor Grant	\$735,325				
Park Sales Tax	\$1,150,000	\$2,620,000	\$3,165,000	\$8,510,000	\$1,180,000
RSR			\$100,000		
New Funding	\$2,035,325	\$3,690,000	\$3,515,000	\$8,510,000	\$1,180,000
PYA Non-Motor Grant		\$662,700			
Prior Year Funding		\$662,700			\$0
Unfunded					\$5,514,500
Unfunded					\$5,514,500
Total	\$2,035,325	\$4,352,700	\$3,515,000	\$8,510,000	\$6,694,500

Parks and Recreation Current Capital Projects

Projects

1	2010 PST Land Acq: Neighbrhd Parks 00510 [ID: 1383]	2013	2013
2	2010 PST Land Acq: Prks, Grnwys, Natural Ar 00486 [ID: 1382]	2012	2012
3	ADA Compliance - Parks and Facilities 00484 [ID: 1427]	2012	2012
4	American Legion Park: Archery Range Improv 00555 [ID: 1658]	2014	2014
5	American Legion: East Field Lights RS079 [ID: 1756]	2014	2014
6	Aquatic Facility VGBA Drain Grate Replcmt - RS082 [ID: 1938]	2016	2016
7	ARC Improvements - RS071 [ID: 1332]	2010	2011
8	Capen/Grindstone Trailhead Improvements 00457 [ID: 280]	2011	2011
9	Cosmo Rec Area: Irrigation Improvements - 00625 [ID: 1794]	2016	2016
10	Douglass Park: Shelter/Playgrnd/Skate Spot-00626 [ID: 1683]	2016	2016
11	Downtown Improvements 40074 [ID: 340]	2005	2009
12	Fairview Park: Tennis Court Resurfacing - 00627 [ID: 1755]	2016	2016

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Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Parks and Recreation Current Capital Projects							
Projects							
13 Jay Dix Park Improvements 00516 [ID: 1182]						2013	2013
14 Kim Scholl Memorial Bench 00619 [ID: 1975]						2015	2015
15 LOW Golf Course Clubhouse Renovation - RS083 [ID: 459]						2016	2016
16 Maplewood Home Rehab 00638 [ID: 1974]						2015	2016
17 McKee St Park Improvements 00652 [ID: 1672]						2016	2016
18 Natural Area Open Space Plan 00517 [ID: 1510]						2012	2014
19 Nifong Park Improvements - 00622 [ID: 326]						2016	2016
20 Norma Sutherland Smith Park Dvlpmnt:Phase I 00559 [ID: 311]						2014	2014
21 Rock Quarry Park: Lighting Improvements - 00623 [ID: 1917]						2015	2016
22 South Regional Park - Gans/Philips Phase I 00518 [ID: 1176]						2013	2013
23 South Regional Park - Philips Phase I 00279 [ID: 277]						2008	2009
24 South Regional Park Planning 00350 [ID: 294]						2008	2008
25 Stephens Lake Park Development - Phase I 00095 [ID: 367]						2001	2002
26 Strawn Road Park Development: Phase I 00560 [ID: 1154]						2013	2014
27 Waters-Moss Park: Phase I Development 00519 [ID: 1174]						2013	2014
28 Woodridge Park: Playground and Tr Imp 00584 [ID: 1645]						2014	2015
Trails							
29 2010 Annual Trail Program 00561 [ID: 1344]						2013	2013
30 GNM: County House Trl/Pedway Phase 2 West - 00569 [ID: 1742]						2016	2017
31 GNM: Hominy Trail:Woodridge Park-Clark Ln 00362 [ID: 445]						2008	2016
32 GNM: Shepard to Rollins Trail/Pedway 00572 [ID: 1766]						2014	2017
33 Greenbelt/Open Space/Trail Acq & Devlpmt 40113 [ID: 370]							
34 Grindstone Crk Trl: GNArea-Confluence 00472 [ID: 1271]						2011	2012
35 Hominy Brnch Trail:Stphens-Woodridge Ph I 00282 [ID: 372]						2008	2011
36 MKT Trailhead Improvements 00675 [ID: 2000]						2016	2016
37 Scott's Brnch Ph II: Chapel Pedwy-Perche Cr 00461 [ID: 377]						2010	2012

Parks and Recreation Impact of Capital Projects

2010 Annual Trail Program 00561 [ID: 1344]

Minimal to none. May assist with operations as these funds may be used to offset major maint items that exceed what can be handled with operating budget.

2010 PST Land Acq: Neighbrhd Parks 00510 [ID: 1383]

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.

2010 PST Land Acq: Prks, Grnwys, Natural Ar 00486 [ID: 1382]

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.

400 Meter Outdoor Track with Turf Sports Field [ID: 1919]

Annual maintenance of track and weekly maintenance of sports field will be required.

ADA Compliance - Parks and Facilities 00484 [ID: 1427]

Most will have no impact on operations. Any new walkways or trail will have minor impacts that may be handled through small operating budget increases.

ADA Compliance Phase II 00663 [ID: 1820]

Minimal to none.

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Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Parks and Recreation Impact of Capital Projects							
Projects							
Again Street Park Improvements [ID: 1952]							
Minimal impact on operations as features already exist at the park.							
Albert-Oakland Park Improvements - 00676 [ID: 1918]							
Minimal.							
Albert-Oakland Park: Enclose Pool w/Air Structure [ID: 1221]							
Significant, but if HHS Pool is not being used, then cost is offset.							
American Legion Park: Archery Range Improv 00555 [ID: 1658]							
Minimal.							
American Legion Park: Shelter, RR, Playgrnd 00664 [ID: 1216]							
Minimal.							
American Legion: East Field Lights RS079 [ID: 1756]							
Minimal. Additional electrical costs associated with the lights will be offset by increased revenue due to longer field rentals.							
Annual Park Improv - Major Maint. Programs 00056 [ID: 259]							
Minimal to none. Will generally offset if funds are used for repairs and/or renovations on existing facilities.							
Antimi Sports Complex: Field Improvements - RS073 [ID: 1249]							
Minimal.							
Aquatic Facility [ID: 428]							
Goal is to develop a facility that will recover 80-90% of operational costs.							
Aquatic Facility VGBA Drain Grate Replcmt - RS082 [ID: 1938]							
Minimal Impact							
ARC Gym/Fitness Expansion [ID: 297]							
Estimate \$20,000 in maintenance/utilities that may be offset with increase in membership revenues.							
ARC Improvements - RS071 [ID: 1332]							
None.							
Armory Sports Center Improvements - Gym [ID: 298]							
Estimate \$20,000 for maint, utilities, and programming needs.							
Atkins-Baseball Complex - 00654 [ID: 450]							
Two additional fields with lights will have significant operating expenses (estimate \$25,000-\$30,000) but will create additional revenue. Will allow dept to host larger tournaments so additional sales tax will be generated.							
Atkins: Park Development-Future phases [ID: 317]							
Minimal to significant. \$5,000 to \$50,000 per year.							
Battle Park Phase I Development [ID: 1959]							
Depends on amenities chosen through the public process. \$2,000-\$4,000/year.							
Bear Creek Trail: Albert-Oakland Park to Lange [ID: 380]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Bear Creek Trail: Hard Surface Wash/Problem [ID: 447]							
None. Will reduce maintenance problems.							
Bear Creek Trail: Lange to Fairgrounds [ID: 437]							
Estimate \$1500-\$3,000 annual const							
Boxer Park Development [ID: 1667]							
\$10,000-\$15,000 per year for routine maintenance and repairs.							
Capen/Grindstone Trailhead Improvements 00457 [ID: 280]							
Depends on final plan and what amenities are included.							
Chapel Hill Connector - Perche Creek Trail [ID: 1949]							
Approximately \$500/year.							
City School Park Improv 00249 [ID: 257]							
No impact as maintenance is conducted by School District.							
Clary-Shy Community Park Improvements [ID: 1825]							
Minimal impact to operations - Costs could include utility costs and facility maintenance.							

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Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Parks and Recreation Impact of Capital Projects							
Projects							
Clyde Wilson Park Improvements [ID: 1955]							
Minimal impact on operations at existing park.							
Co. House Trail Ph. 2 East: Stadium-Cowan [ID: 431]							
\$1500-\$3000 for materials and supplies							
Cosmo Park Bear Creek Boardwalk Renovation [ID: 378]							
No impact. Wooden board requires on-going maintenance. New product may reduce that somewhat depending on material used.							
Cosmo Rec Area: Athletic Field Lighting 00665 [ID: 1826]							
Increased utility costs due to lighting of the two fields. Portion of the costs will be offset through additional field rentals.							
Cosmo Rec Area: Irrigation Improvements - 00625 [ID: 1794]							
Minimal impact to operations / will reduce electrical costs and level of maintenance compared to current 25+ year old irrigation pump station.							
Cosmo Rec Area: Northeast Quarry Area [ID: 1673]							
Biking features would require track maintenance throughout the year. Possible revenue opportunities through BMX racing.							
Cosmo Rec Area: Bocce Courts 00666 [ID: 1992]							
Minimal impact to park operations - Staff currently maintains park and other amenities adjacent to bocce courts.							
Cosmo Rec Area: Park Mgmt Center: Rpl Fab Shop [ID: 1677]							
Minimal. Depending on final amenities operational costs could be improved with more energy efficient structure.							
Cosmo Rec Area: Parks Mgmt Center Improvements [ID: 457]							
Minimal depending on improvements.							
Cosmo Rec Area: Rainbow Softball Center RS086 [ID: 1994]							
Minimal impact as staff already operates the facility.							
Cosmo Rec Area: RC Track Improvements [ID: 1219]							
Minimal. Joint agreement for volunteer club to maintain the track.							
Cosmo Rec Area: Shelters Replacement [ID: 320]							
Might reduce annual dollars spent on tuck point repairs, shingle replacement, roof leak patching and bird nest removal in rafters.							
Cosmo Rec Area: Skate Park Expansion [ID: 1687]							
Staff is currently maintain skate park, but this will add an extra \$5,000-\$10,000 for maintenance.							
Cosmo Rec Area: Skate Park/Roller Hockey Lights [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.							
Cosmo Rec Area: Soccer Field/Concession Imprv [ID: 283]							
Since the project will be addressing field improvements to existing fields the overall impact to operations should be minimal.							
Cosmo Rec Area: Tennis Court Lights & Shelter [ID: 1688]							
Minimal to none.							
Cosmo Rec Area: Tennis Court Resurfacing [ID: 1824]							
Minimal Impact to park maintenance operations as staff already maintains the tennis courts							
Cosmo-Bethel Park Improvements [ID: 1953]							
Minimal impact as the amenities already exist within the park.							
Cosmo-Bethel: Trail, Shelter & Lake Improvements [ID: 1684]							
Minimal to none.							
Cow Branch: Providence to Auburn Hills [ID: 448]							
None, pending construction of trail.							
Douglass Park: Multipurpose Building [ID: 1682]							
Significant. Estimate \$25,000-\$35,000 per year. Could be more if additional staff is needed to operate.							
Douglass Park: Shelter/Playgrnd/Skate Spot-00626 [ID: 1683]							
Minimal. The majority of features already exist with only the additional small shelter requiring additional maintenance.							
Downtown Improvements 40074 [ID: 340]							
No impact.							
Fairview Park/Bonnie View: Phase II Improvements [ID: 309]							
Anticipate annual budget impact to operations to be approximately \$5,000 - \$10,000 when Phase I and II are completed.							

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Parks and Recreation

Annual and 5 Year Capital Projects

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Parks and Recreation Impact of Capital Projects							
Projects							
Fairview Park: Tennis Court Resurfacing - 00627 [ID: 1755]							
Minimal impact to park operations							
Forum Nature Area Improvements [ID: 1674]							
Minimal.							
Gans Creek Recreation Area Improvements 00657 [ID: 1175]							
This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$20,000 - \$25,000 when developed.							
Garth Nature Area: Park & Dog Park Improvements [ID: 1670]							
Minimal. Approx \$3,000 for utilities.							
GNM: Clark Lane West, Hinkson Trail/Pedway 00570 [ID: 1767]							
Approximately 0.3 miles of concrete trail with an annual maintenance cost of \$700. Approximately 1 mile of 5' sidewalk with an annual maintenance of \$1000.							
GNM: County House Trl/Pedway Phase 2 West - 00569 [ID: 1742]							
Maintenance of approximately 0.7 miles of concrete trail with an estimated annual maintenance cost of \$1634.							
GNM: Hominy Trail:Woodridge Park-Clark Ln 00362 [ID: 445]							
\$2,000 - \$3,000 annual maintenance							
Grasslands Park Improvements [ID: 1681]							
None.							
Greenbelt/Open Space/Trail Acq & Devlpmt 40113 [ID: 370]							
Estimate \$1000-\$2500 for trail maintenance pending location of trails and materials used.							
Grindstone Crk Trl: GNArea-Confluence 00472 [ID: 1271]							
Concrete trail maint estimated to be approx \$583/0.25 mile. Based on estimated trail length of 1.4 miles = \$3,265							
Harmony Cr Trail: Smithton Connector [ID: 436]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Hinkson Creek Trail: Stephens to Clark Lane [ID: 1188]							
Estimated annual maintenance of \$2,392 for 1.1 miles of concrete trail.							
Hominy Brnch Trail Ph 3:Clark Ln-Rice Rd [ID: 386]							
Moderate: \$1,500-\$2,500 for materials and supplies, pending length and location of trail.							
Hominy Brnch Trail:Stphens-Woodridge Ph I 00282 [ID: 372]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Indian Hills Park Improvements 00667 [ID: 1954]							
Minimal impact on operations as similar features already exist in the park.							
Jay Dix Park Improvements 00516 [ID: 1182]							
Additional mowing and maintenance of the Jay Dix Station area is required, but not the trail.							
Jay Dix Station - Phase II [ID: 1828]							
Additional maintenance needed to maintain the CXT restroom.							
Kim Scholl Memorial Bench 00619 [ID: 1975]							
Minimal. Low maintenance item.							
Kiwanis Park Improvements [ID: 322]							
Minimal to none. Current features exist. May increase depending on type of play equipment purchased.							
Kyd Park Development [ID: 1829]							
Minimal impact							
LAN Golf Course Tee Improvements [ID: 324]							
No impact. Existing tees are heavily used and enlarging them would minimize wear.							
Lions-Stephens Park Improvements 00668 [ID: 1264]							
Minimal. Items exist in park already.							
LOW Aquatic Facility Improvements [ID: 1680]							
Moderate as some revenue will be generated to offset total expenses. Anticipate \$10,000 for additional utilities.							

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Parks and Recreation

Annual and 5 Year Capital Projects

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Parks and Recreation Impact of Capital Projects							
Projects							
LOW Driving Range Construction RS085 [ID: 306]							
Addition of driving range will result in small increase in personnel and equipment expenses associated with driving range maintenance and operations.							
LOW Golf Course Clubhouse Renovation - RS083 [ID: 459]							
Minimal							
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.							
Magnolia Falls Neighborhood Park Development [ID: 1819]							
\$8,000 to \$10,000 per year for maintenance.							
Maplewood Home Rehab 00638 [ID: 1974]							
Minimal. Improvements will reduce maintenance needs.							
McKee St Park Improvements 00652 [ID: 1672]							
Minimal. Features already exist.							
MKT Bridge Replacements: #2 & 8 - 00674 [ID: 1269]							
Replacement of these bridges will result in lower maintenance costs for the first 20-30 years. Currently, the department spends approximately \$1,000-\$2,000 on repairs to the bridges each year.							
MKT Trail: New Restroom at Flat Branch Park [ID: 1669]							
Approx \$15,000 for routine maintenance, repairs and utilities.							
MKT Trail: Scott Blvd Improvements [ID: 1676]							
Minimal. \$3,000 for routine maintenance and utilities.							
MKT Trailhead Improvements 00675 [ID: 2000]							
Minimal. Maintenance of features.							
MKT Wetlands/Forum Nature Area Restoration [ID: 1956]							
Minimal impact as improvements will reduce maintenance at Forum Nature Area.							
MLK Memorial & Battle Garden Improvements [ID: 1679]							
Minimal. Features currently exist.							
N Fork Grindstone Trail: Confluence to Eastport Pk [ID: 433]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Natural Area Open Space Plan 00517 [ID: 1510]							
None.							
Nifong Park Improvements - 00622 [ID: 326]							
Minimal. Most features currently exist.							
Nifong Park: Covered Tractor & Implement Structure [ID: 1671]							
Undetermined. Design of project will determine impact.							
Norma Sutherland Smith Park Dvlpmnt:Phase I 00559 [ID: 311]							
This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$20,000 - \$25,000 based on shelter, restroom, parking, playground features.							
Norma Sutherland Smith Park: Phase II 00669 [ID: 1815]							
The phase II improvements at the park would incur an additional \$5,000 annually for ongoing maintenance of the playground, baseball field and skatepark. This total includes expenses for parking lot lighting and additional trash removal at the new amenities.							
Oakwood Hills Park Improvements [ID: 1675]							
Minimal as many of these features already exist.							
Park Roads & Parking 00242 [ID: 260]							
Minimal impact on operation. May save funds currently used for lot repairs.							
Perche Creek Trail Ph I: MKT to Gillespie Bridge [ID: 427]							
Dept estimates for \$2,334 for one mile of concrete trail. This will include a new bridge which will have minimal maint costs of less than \$500 per year (graffiti, tree limbs, etc). Total operating cost for this project is \$3,000.							
Philips Park Improvements [ID: 1957]							
Annual expenses related to building maintenance and utilities. Expenses to be offset with rental revenues from the facility.							
Philips/Gans: 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.							

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Parks and Recreation

Annual and 5 Year Capital Projects

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Parks and Recreation Impact of Capital Projects							
Projects							
Philips/Gans: Ice Skating Facility - Outdoor [ID: 304]							
Significant. May require an additional \$20,000 in utilities, materials and labor							
Philips/Gans: Park Development Phase III [ID: 1823]							
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 Improvements [ID: 1921]							
Minimal							
Proctor Park Improvements [ID: 327]							
No impact to minimal.							
Racquetball Courts: Outdoor [ID: 1685]							
\$5,000 for routine maintenance							
Rock Bridge Park Improvements [ID: 1657]							
Minimal to none.							
Rock Quarry Park: Building Improvements [ID: 308]							
No impact. May reduce operational costs.							
Rock Quarry Park: Lighting Improvements - 00623 [ID: 1917]							
Reduction in electrical consumption due to replacement of existing lights with LED fixtures.							
Rock Quarry Park: Park & Trail Improvements [ID: 1656]							
Minimal to none.							
Rothwell Park Improvements [ID: 1655]							
None							
S. Fork Grindstone Cr: Confluence-Rolling Hills Rd [ID: 435]							
Estimate \$1,500-\$2,000 for materials pending location of trail.							
Scott's Brnch Ph II: Chapel Pedwy-Perche Cr 00461 [ID: 377]							
There is a steep slope from Chapel pedway to Perche Creek so maint will likely be \$1,200-\$2000 for landscaping and turf mgmt. Assumes this portion is in concrete.							
Shepard Park Improvements [ID: 1654]							
None.							
Smiley Lane Park Improvements [ID: 1652]							
None.							
Smithton Park Improvements [ID: 1651]							
No impact. It might lower operating costs as there will be less maintenance on a concrete trail.							
Synthetic Turf-Athletic Fields-Special Event [ID: 1186]							
Synthetic turf proponents indicate that a payoff is expected in 10 years due to lower maintenance costs compared to turf fields.							
South Regional Park - Gans/Philips Phase I 00518 [ID: 1176]							
Based on Phase I funding, budget impact to operations would be approximately \$20,000 - \$30,000.							
South Regional Park - Philips Phase I 00279 [ID: 277]							
This new community park will require annual maintenance of all grounds and facilities. The current annual budget impact to operations would be approximately \$20,000 - \$25,000 when developed.							
South Regional Park Planning 00350 [ID: 294]							
No impact - planning only. Future impact substantial after development.							
Southeast Regional Park Tennis Complex [ID: 1951]							
\$1,000 - \$2,000/year for general upkeep and maintenance							
Sports Field House - 00624 [ID: 1217]							
Expenses associated with building to be offset by revenues generated through facility rentals and use. Existing full-time staff will be relocated to the facility to manage daily operations.							
Stephens Lake Park Developmnt - Phase I 00095 [ID: 367]							
Funds planned for as part of Park Sales Tax.							
Stephens Lake Park: Amphitheater Phase II Imprv [ID: 1649]							
Minimal.							

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Parks and Recreation

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Parks and Recreation Impact of Capital Projects							
Projects							
Stephens Lake Park: Botanical Garden Improvements [ID: 1642]							
First three years may require significant labor due to watering demands—estimate \$15,000 per year and in year four, reduce to \$7500-\$10,000. May have option of using volunteers such as garden clubs.							
Stephens Lake Park: E. Walnut Development [ID: 313]							
Estimate \$15,000-\$40,000 depending on facilities built. Revenue funds may be available due to rental possibilities.							
Stephens Lake Park: Playground Improvements [ID: 1643]							
Minimal. Less maintenance on synthetic surface than existing wood mulch.							
Stephens Lake Park: SE Trailhead Improvements [ID: 1647]							
Minimal. \$2500-\$5,000 per year. Department is currently using a port-a-pot at this lot so the reduction in service fees may help offset operational costs of restroom.							
Strawn Park: Phase II [ID: 1637]							
Pending development options.							
Strawn Road Park Development: Phase I 00560 [ID: 1154]							
Depending on nature of development, it could range from \$4,000 to \$15,000 per year.							
Synthetic Turf - Athletic Field [ID: 1827]							
Synthetic turf proponents indicate that a payoff is expected in 10 years due to lower maintenance costs compared to turf fields. The Department will need to purchase one additional piece of equipment for synthetic turf maintenance.							
The Vinyards/El Chapparal Lake/Park Development [ID: 1950]							
\$1,000 - \$2,000/year.							
Twin Lakes Rec Area: Aquatic Facility-Pool [ID: 1635]							
Operational costs will increase but there will be some revenue to offset. Further operation study needed.							
Twin Lakes Rec Area: Lake & Misc Park Improvements [ID: 1636]							
Minimal to none. These are improvements to existing facilities. New synthetic playground project would reduce maintenance costs.							
Twin Lakes Rec Area: Sprayground & Slide [ID: 1634]							
Operation costs will increase significantly but will have some offset in additional revenue.							
Twin Lakes Recreation Area: Bathhouse Renov 00670 [ID: 1993]							
Minimal impact on operations as work will be completed when aquatic facility is closed for the season.							
Valleyview Park Improvements [ID: 1640]							
Minimal.							
Valleyview Park Improvements 00671 [ID: 1990]							
Minimal impact to park operations - Park and amenities are already being maintained by staff							
Waters House Renovations 00672 [ID: 1991]							
Minimal impact to park operations as staff already maintains the building. Any additional costs due to cleaning of the rented space will be offset by rental fee revenue.							
Waters-Moss Develop Phase II: Waters & Jones Bldgs [ID: 1632]							
Minimal.							
Waters-Moss Park: Phase I Development 00519 [ID: 1174]							
Anticipate that approximately \$40,000 will be needed but there will be some savings in terms of this site saving travel time and having some revenue generating amenities.							
Westwinds Park Improvements [ID: 1639]							
Minimal. This project renovates what is already there.							
Woodridge Park: Playground and Tr Imp 00584 [ID: 1645]							
None. No additional maintenance with concrete trail and playground structure.							
Worley St Park Improvement [ID: 1633]							
Minimal. Features exist and are currently being maintained by the department.							

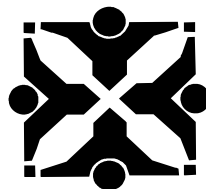
D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

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Parks Sales Tax Fund

(Special Revenue Fund)



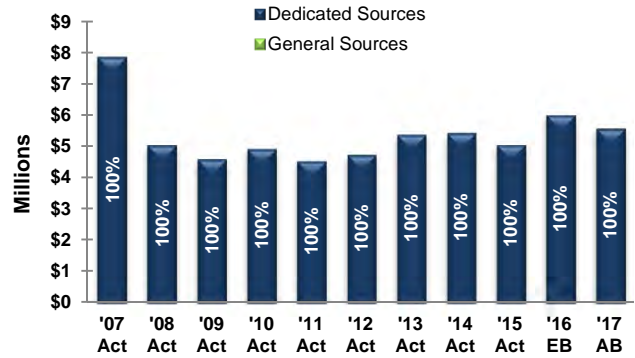
City of Columbia
Columbia, Missouri

Parks Sales Tax Fund (Special Revenue Fund)

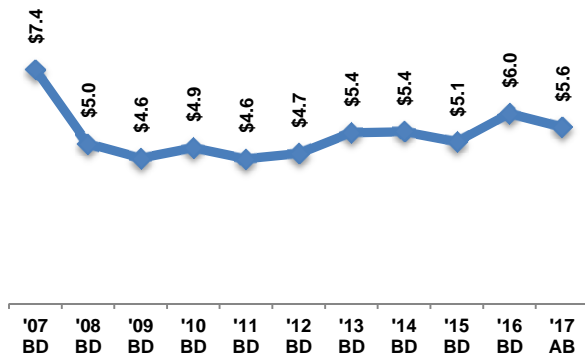
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions

There are no employees assigned to this department.

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$19,785	\$21,066	\$21,066	\$38,862	84.5%	84.5%
Utilities, Services & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$5,035,714	\$5,974,926	\$5,974,926	\$5,529,021	(7.5%)	(7.5%)
Total	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)

Summary

Operating Expenses	\$19,785	\$21,066	\$21,066	\$38,862	84.5%	84.5%
Non-Operating Expenses	\$5,035,714	\$5,974,926	\$5,974,926	\$5,529,021	(7.5%)	(7.5%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)

Funding Sources (Where the Money Comes From)

Sales Taxes: Parks Sales Tax	\$5,716,160	\$5,903,328	\$5,758,460	\$5,816,044	1.0%	(1.5%)
Interest	\$31,028	\$19,366	\$19,066	\$19,066	0.0%	(1.5%)
Other Local Revenue	\$6,708	\$0	\$0	\$0		
Operating Transfer (Capital Project Fd)	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$73,298	\$218,466	\$0	(100.0%)	(100.0%)
Less: Current Year Surplus	(\$698,397)	\$0	\$0	(\$267,227)		
Dedicated Sources	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883	(7.1%)	(7.1%)

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 only for parks purposes. Five-year extensions have been approved by voters for the temporary 1/8th cent Parks Sales Tax in November 2005 and November 2010. A six-year extension of this temporary tax was approved in November 2015. This temporary one-eighth cent Parks Sales Tax has been used to fund Parks and Recreation capital improvement projects and is scheduled to expire on March 31, 2022.

The permanent one-eighth cent Parks Sales Tax originally funded the purchase of Stephens Lake Park and has supported the growth of the entire Parks & Recreation Department, including increases to utilities, training, materials & supplies, staff, and all cost of living increases for the past fourteen years. The permanent portion is nearly all being allocated to operations, so future department operating increases will require another funding source.

Resources

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Parks Sales Taxes Receipts	\$5,716,160	\$5,903,328	\$5,758,460	\$5,816,044
Investment Revenue	\$31,028	\$19,366	\$19,066	\$19,066
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0
Transfer (Capital Projects Fd)	\$0	\$0	\$0	\$0
Total Resources	\$5,753,896	\$5,922,694	\$5,777,526	\$5,835,110

Expenditures

General & Administrative Fee/ GIS Fee	\$19,785	\$21,066	\$21,066	\$38,862
Transfer to Capital Projects - Parks Projects	\$2,258,214	\$3,085,000	\$3,085,000	\$2,620,000
Transfer to General Fund for Parks Support	\$1,654,212	\$1,666,820	\$1,666,820	\$1,666,820
Transfer to General Fund for Election Costs	\$0	\$120,905	\$120,905	\$0
Operating Subsidy to Recreation Services Fd	\$1,123,288	\$1,102,201	\$1,102,201	\$1,242,201
Total Transfers	\$5,035,714	\$5,974,926	\$5,974,926	\$5,529,021
Total Expenditures	\$5,055,499	\$5,995,992	\$5,995,992	\$5,567,883
Resources Over/(Under) Expenditures	\$698.397	(\$73.298)	(\$218.466)	\$267.227

Parks Sales Tax Fund

Fund 2200

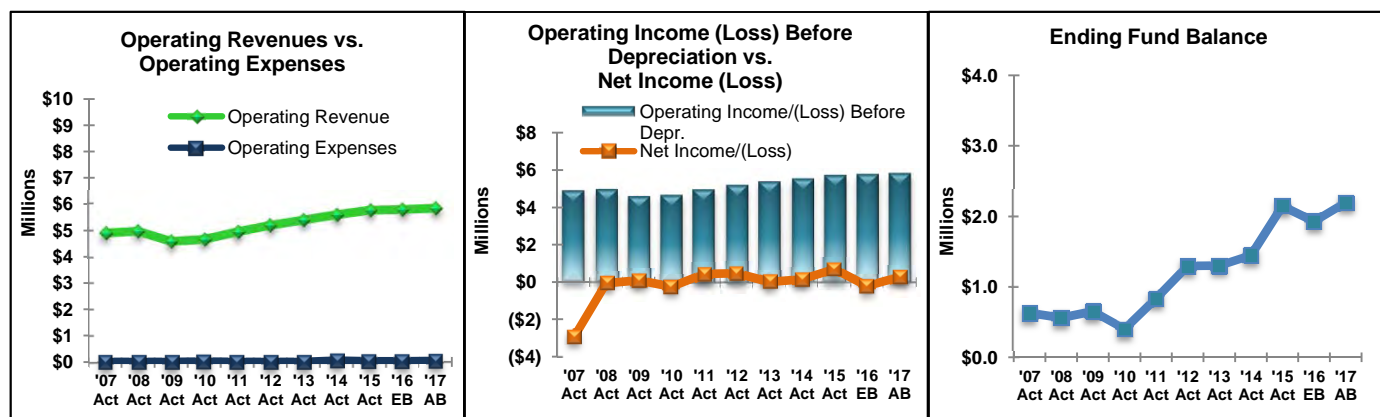
Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Permanent Tax (For Operations)					
Financial Sources:					
Perm. 1/8¢ Parks Sales Tax (Operations)	\$2,908,022	\$2,937,102	\$2,966,473	\$2,996,138	\$3,026,099
Investment Revenue	\$19,066	\$19,066	\$19,066	\$19,066	\$19,066
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Total Sources	\$2,927,088	\$2,956,168	\$2,985,539	\$3,015,204	\$3,045,165
Financial Uses:					
Operating Expenses	\$38,862	\$38,862	\$38,862	\$38,862	\$38,862
Transfer to General Fund	\$1,666,820	\$1,702,897	\$1,719,926	\$1,737,125	\$1,754,496
Transfer to General Fund - Election Costs	\$0	\$0	\$0	\$0	\$0
Transfer to Rec Services	\$1,102,201	\$1,102,201	\$1,128,104	\$1,128,104	\$1,128,104
Total Uses	\$2,807,883	\$2,843,960	\$2,886,892	\$2,904,091	\$2,921,462
Sources Over/(Under) Uses	\$119,205	\$112,208	\$98,647	\$111,113	\$123,703
Temporary Tax (For Capital Projects)					
Financial Sources:					
Temp. 1/8¢ Parks Sales Tax	\$2,908,022	\$2,937,102	\$2,966,473	\$2,996,138	\$3,026,099
Total Sources	\$2,908,022	\$2,937,102	\$2,966,473	\$2,996,138	\$3,026,099
Financial Uses:					
Debt Payments	\$0	\$0	\$0	\$0	\$0
Capital Projects(Currently in CIP)	\$2,620,000	\$3,165,000	\$3,040,000	\$2,865,000	\$2,605,000
Annual Equipment Replacement	80,000	80,000	80,000	80,000	90,000
Annual Scholarship Program	60,000	60,000	65,000	70,000	70,000
Total Uses	\$2,760,000	\$3,305,000	\$3,185,000	\$3,015,000	\$2,765,000
Sources Over/(Under) Uses	\$148,022	(\$367,898)	(\$218,527)	(\$18,862)	\$261,099
Total Parks Sales Tax Fund:					
Financial Sources:					
Perm. 1/8¢ Parks Sales Tax (Operations)	\$2,908,022	\$2,937,102	\$2,966,473	\$2,996,138	\$3,026,099
Investment Revenue	\$19,066	\$19,066	\$19,066	\$19,066	\$19,066
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Temp. 1/8¢ Parks Sales Tax (Capital)*	\$2,908,022	\$2,937,102	\$2,966,473	\$2,996,138	\$3,026,099
Total Sources	\$5,835,110	\$5,893,270	\$5,952,012	\$6,011,342	\$6,071,264
Financial Uses:					
Operating Expenses	\$38,862	\$38,862	\$38,862	\$38,862	\$38,862
Transfer to General Fund	\$1,666,820	\$1,702,897	\$1,719,926	\$1,737,125	\$1,754,496
Transfer to General Fund - Election Costs	\$0	\$0	\$0	\$0	\$0
Transfer for Debt Payments	\$0	\$0	\$0	\$0	\$0
Transfer to Rec Services	\$1,242,201	\$1,242,201	\$1,273,104	\$1,278,104	\$1,288,104
Capital Projects(Currently in CIP)	\$2,620,000	\$3,165,000	\$3,040,000	\$2,865,000	\$2,605,000
Total Uses	\$5,567,883	\$6,148,960	\$6,071,892	\$5,919,091	\$5,686,462
Sources Over/(Under) Uses	\$267,227	(\$255,690)	(\$119,880)	\$92,251	\$384,802
Beginning Cash Forward	\$1,088,226	\$1,355,453	\$1,099,763	\$979,883	\$1,072,134
Projected Ending Cash	\$1,355,453	\$1,099,763	\$979,883	\$1,072,134	\$1,456,936

Net Income Statement Parks Sales Tax Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Sales Taxes	\$5,716,160	\$5,903,328	\$5,758,460	\$5,816,044
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0
Investment Revenue	\$31,028	\$19,366	\$19,066	\$19,066
Total Revenues	\$5,753,896	\$5,922,694	\$5,777,526	\$5,835,110
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$19,785	\$21,066	\$21,066	\$38,862
Utilities, Services & Misc.	\$0	\$0	\$0	\$0
Interest Expense	\$0	\$0	\$0	\$0
Total Expenditures	\$19,785	\$21,066	\$21,066	\$38,862
Excess (Deficiency) of Revenues Over Expenditures	\$5,734,111	\$5,901,628	\$5,756,460	\$5,796,248
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$5,035,714)	(\$5,974,926)	(\$5,974,926)	(\$5,529,021)
Total Opr. Financing Sources (Uses)	(\$5,035,714)	(\$5,974,926)	(\$5,974,926)	(\$5,529,021)
Excess (Deficiency) of Revenues Over Expenditures	\$698,397	(\$73,298)	(\$218,466)	\$267,227
Fund Balance, Beg. of Year	\$1,447,235	\$2,145,632	\$2,145,632	\$1,927,166
Fund Balance End of Year	\$2,145,632	\$2,072,334	\$1,927,166	\$2,194,393

Net Income Statements do not include capital addition or capital project expenses.

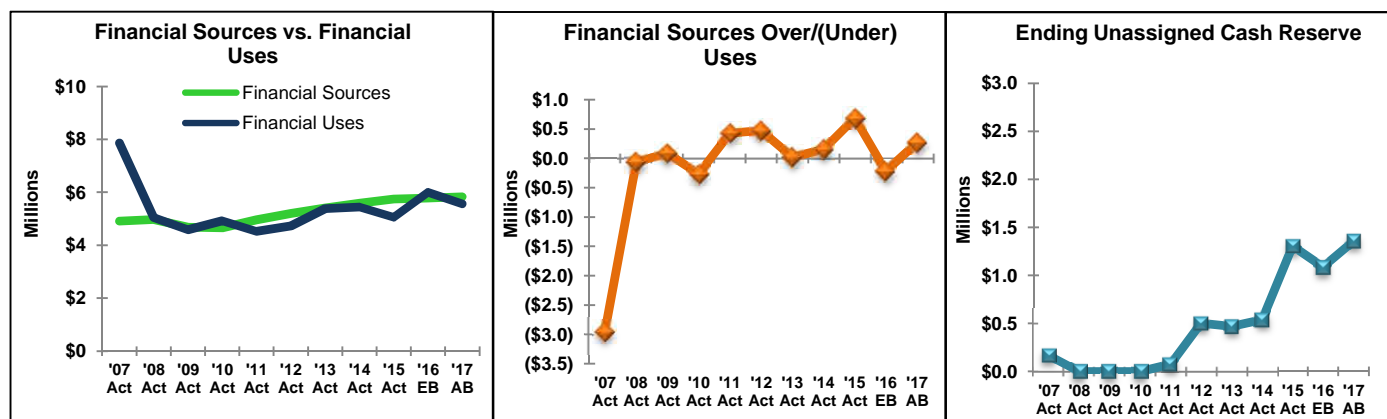


Summary of Funding Sources and Uses Parks Sales Tax Fund

Financial Sources	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Sales Taxes	\$5,716,160	\$5,903,328	\$5,758,460	\$5,816,044
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$20,534	\$19,366	\$19,066	\$19,066
Fees and Service Charges				
Other Local Revenues	\$6,708	\$0	\$0	\$0
	<u>\$5,743,402</u>	<u>\$5,922,694</u>	<u>\$5,777,526</u>	<u>\$5,835,110</u>
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u><u>\$5,743,402</u></u>	<u><u>\$5,922,694</u></u>	<u><u>\$5,777,526</u></u>	<u><u>\$5,835,110</u></u>

Financial Uses				
Operating Expenses	\$19,785	\$21,066	\$21,066	\$38,862
Operating Transfers to Other Funds	\$5,035,714	\$5,974,926	\$5,974,926	\$5,529,021
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u><u>\$5,055,499</u></u>	<u><u>\$5,995,992</u></u>	<u><u>\$5,995,992</u></u>	<u><u>\$5,567,883</u></u>

Financial Sources Over/(Under) Uses	\$687,903	(\$73,298)	(\$218,466)	\$267,227
Beginning Unassigned Cash Reserve		\$1,306,692	\$1,306,692	\$1,088,226
Projected Unassigned Cash Reserve	<u><u>\$1,306,692</u></u>	<u><u>\$1,233,394</u></u>	<u><u>\$1,088,226</u></u>	<u><u>\$1,355,453</u></u>





Public Safety Departments



Description:

The City has four departments that are grouped together as Public Safety Departments. These include Police, Fire, Public Safety Joint Communications, and Municipal Court. All of these departments are accounted for in the City's General Fund. While there are some grant revenues to help offset the costs of these operations, most of the funding is classified as discretionary coming from general city funding and can be moved from one department to any other department that is funded with general city funding. The Capital Projects for Public Safety departments are budgeted in the Capital Projects Fund.

Police (CPD):

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. Dedicated funding sources include grants and a reimbursement from the School District to partially offset the cost of the School Resource Officers.

Fire (CFD):

The Fire Department is charged with protecting lives and property from fire, explosion, hazardous materials and other natural or man-made disasters, or any other situation that threatens the well-being of our citizens. Dedicated funding sources include grants and a reimbursement from the University to partially offset the cost of an assistant fire marshal.

Municipal Court:

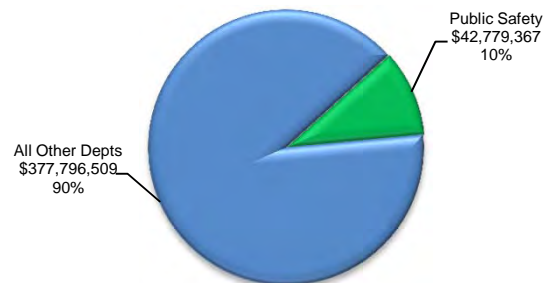
Municipal Court processes violations of City ordinances resulting from citizen complaints, traffic violations, and misdemeanor arrests. Activities include processing traffic violations and recording convictions, collection of fines, scheduling of trials, preparation of dockets, serving subpoenas, and issuing and service of warrants for traffic violations and other charges. There are no dedicated funding sources for this department.

Public Safety Joint Communications (PSJC):

Public Safety Joint Communications (PSJC) operates the 9-1-1 Operations Center which handles all of the 9-1-1 emergency calls as well as the non-emergency calls for the Columbia/Boone County area. PSJC currently dispatches for ten user agencies in the area which include the Columbia Fire Department, Boone County Fire Protection District, Southern Boone County Fire Protection District, Columbia Police Department, Boone County Sheriff's Department, Ashland Police Department, Hallsville Police Department, Sturgeon Police Department, Boone Hospital Ambulance Service, and University Hospital Ambulance Service. In addition, PSJC provides assistance to other public safety agencies in the area.

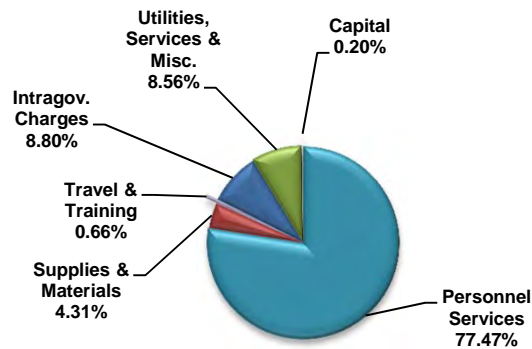
During FY 2013 voters approved a 911 tax funding the Joint Communication Center and the center moved under the jurisdiction of Boone County during FY 2014. On January 1, 2015, all remaining City employees transitioned over to become County employees. Some of the operational costs will continue to be paid by the City until the County's new building is finished and the operation moves out of its current location. The County will continue to reimburse the City for 100% of expenses incurred for the operation.

**Total Public Safety Expenses vs.
All Other Department Expenses**

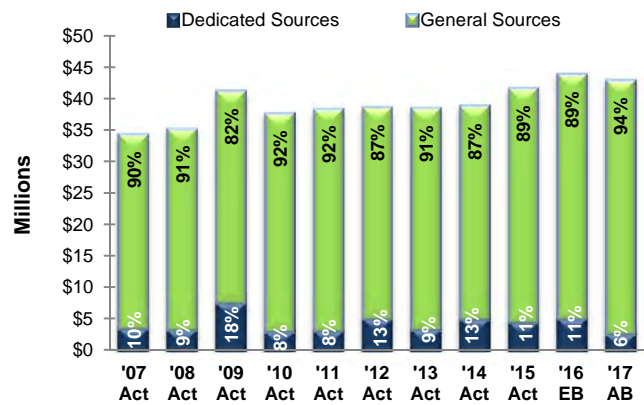


Public Safety Departments - Summary

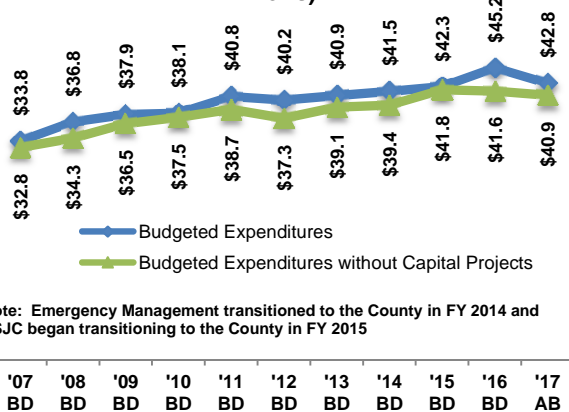
FY 2017 Total Expenditures By Category



Funding Sources

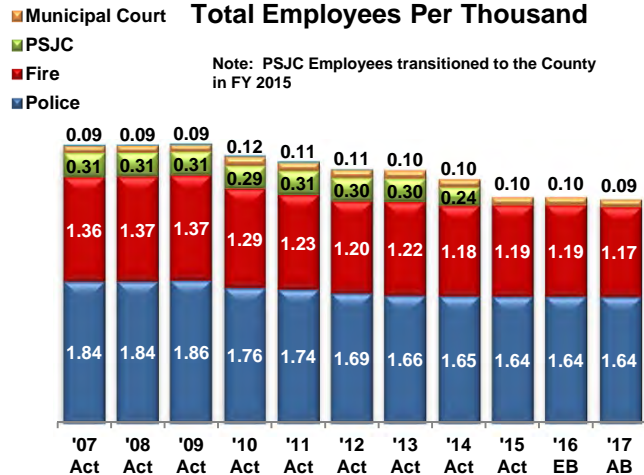


Budgeted Expenditure History (in Millions)



Note: Emergency Management transitioned to the County in FY 2014 and PSJC began transitioning to the County in FY 2015

Total Employees Per Thousand



Note: PSJC Employees transitioned to the County in FY 2015

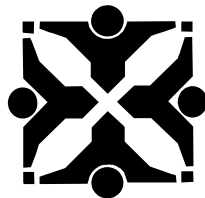
Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$31,308,168	\$32,990,901	\$32,434,997	\$33,143,067	2.2%	0.5%
Supplies & Materials	\$3,004,712	\$2,023,177	\$1,753,838	\$1,844,559	5.2%	(8.8%)
Travel & Training	\$290,900	\$339,338	\$279,775	\$281,638	0.7%	(17.0%)
Intragov. Charges	\$2,950,366	\$3,540,968	\$3,540,968	\$3,764,480	6.3%	6.3%
Utilities, Services & Misc.	\$3,474,476	\$6,009,301	\$5,548,939	\$3,661,633	(34.0%)	(39.1%)
Capital	\$542,108	\$263,453	\$225,452	\$83,990	(62.7%)	(68.1%)
Other	\$20,000	\$0	\$0	\$0		
Total	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)
Operating Expenses	\$39,803,209	\$41,311,685	\$39,966,517	\$40,845,377	2.2%	(1.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$542,108	\$263,453	\$225,452	\$83,990	(62.7%)	(68.1%)
Capital Projects	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Total Expenses	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)

Funding Sources (Where the Money Comes From)

Other Local Taxes: Gas Tax	\$164,922	\$0	\$0	\$0		
Grants & User Agency Reimb.	\$2,647,395	\$1,385,868	\$1,061,661	\$463,279	(56.4%)	(66.6%)
Other Local Revenues	\$401,451	\$282,062	\$335,986	\$278,907	(17.0%)	(1.1%)
Operating Transfers	\$601,476	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Use of Fund Bal for Cap. Proj.	\$643,937	\$0	\$0	\$0		
Dedicated Sources	\$4,459,181	\$5,259,930	\$4,989,647	\$2,592,186	(48.0%)	(50.7%)
General Sources	\$37,131,549	\$39,907,208	\$38,794,322	\$40,187,181	3.6%	0.7%
Total Funding Sources	\$41,590,730	\$45,167,138	\$43,783,969	\$42,779,367	(2.3%)	(5.3%)

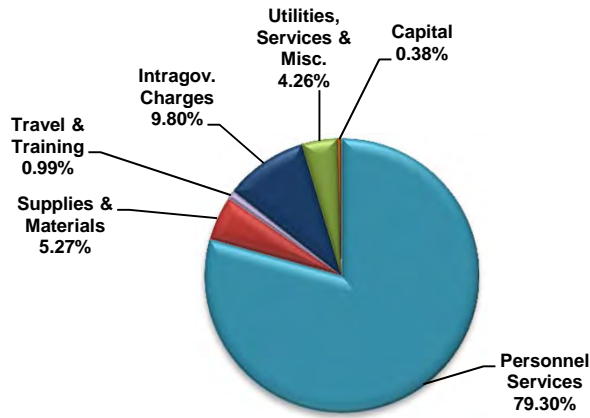
Police Department (General Fund)



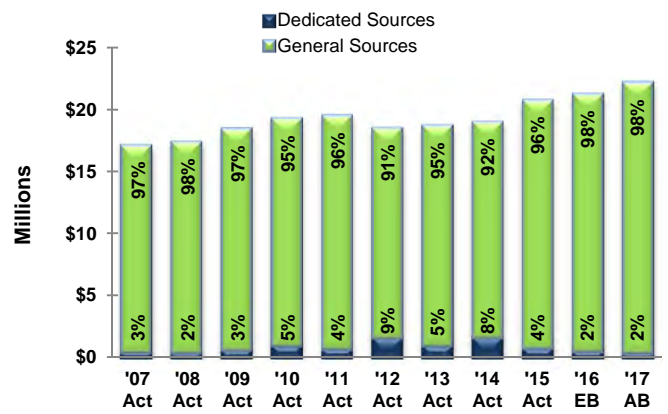
*City of Columbia
Columbia, Missouri*

Police Department - Summary (General Fund)

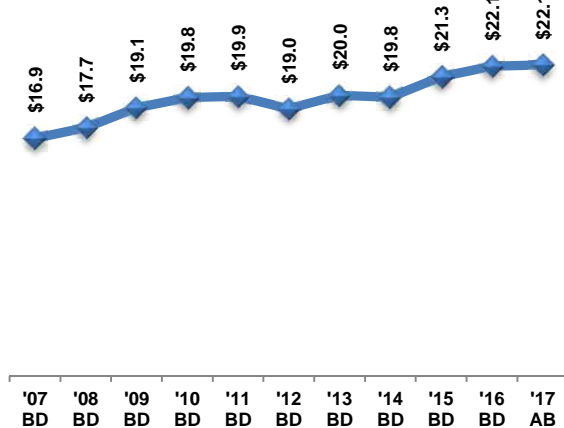
FY 2017 Total Expenditures By Category



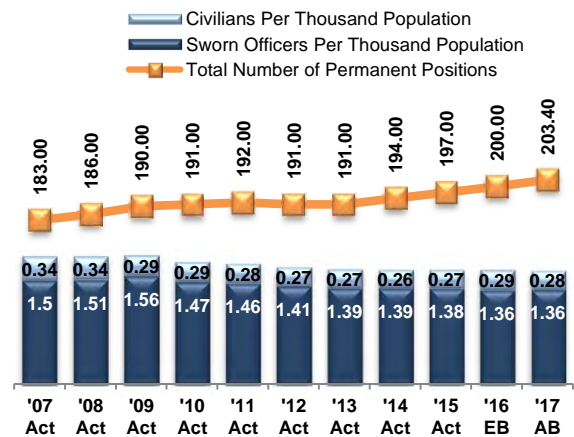
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$16,005,707	\$17,412,371	\$16,930,968	\$17,564,054	3.7%	0.9%
Supplies & Materials	\$1,571,085	\$1,282,797	\$1,084,338	\$1,168,173	7.7%	(8.9%)
Travel & Training	\$251,485	\$261,075	\$201,512	\$219,725	9.0%	(15.8%)
Intragov. Charges	\$1,539,623	\$1,893,198	\$1,893,198	\$2,170,862	14.7%	14.7%
Utilities, Services & Misc.	\$903,261	\$979,183	\$926,211	\$942,587	1.8%	(3.7%)
Capital	\$467,695	\$233,453	\$195,452	\$83,990	(57.0%)	(64.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%
Summary						
Operating Expenses	\$20,271,161	\$21,828,624	\$21,036,227	\$22,065,401	4.9%	1.1%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$467,695	\$233,453	\$195,452	\$83,990	(57.0%)	(64.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%

Funding Sources (Where the Money Comes From)

Other Local Taxes: Gasoline Tax	\$164,922	\$0	\$0	\$0		
Grants	\$292,198	\$179,734	\$268,711	\$177,100	(34.1%)	(1.5%)
Other Local Rev (incl. School Dist Reimb)	\$306,781	\$193,655	\$251,785	\$196,000	(22.2%)	1.2%
Dedicated Sources	\$763,901	\$373,389	\$520,496	\$373,100	(28.3%)	(0.1%)
General Sources	\$19,974,955	\$21,688,688	\$20,711,183	\$21,776,291	5.1%	0.4%
Total Funding Sources	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%

Description

The Police Department serves as the primary law enforcement agency for the City. Its mission is to be a model police organization in partnership with our customers, operating in a participative, team based environment to deliver quality community oriented services in a proactive and efficient manner.

Department Objectives

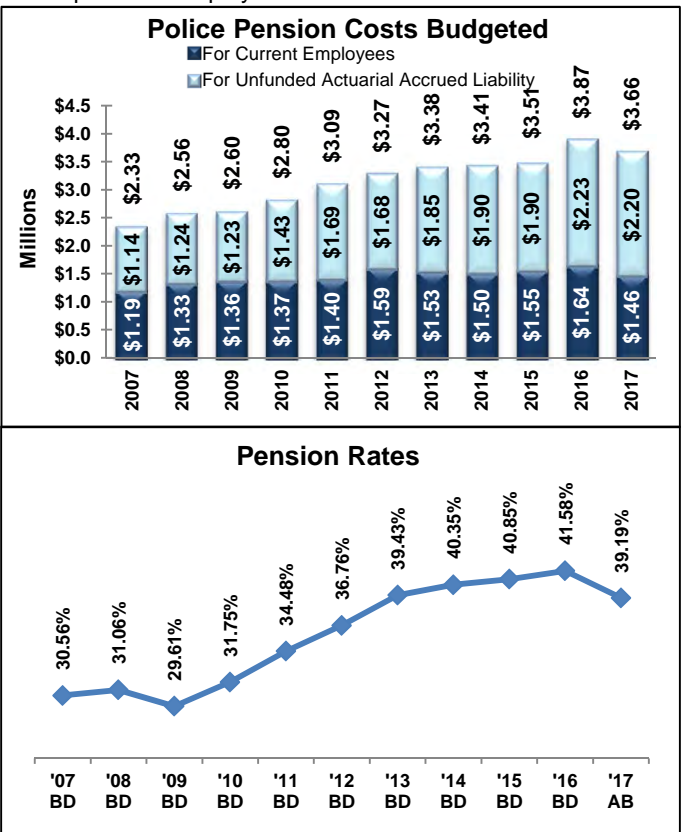
- Build upon our effective law enforcement tradition
- Establish partnerships to achieve a safer community
- Use innovative technology to maximize our performance
- Provide a rewarding work environment and invest in personnel development
- Communicate effectively, both internally and externally
- Apply intelligence-led policing to deploy resources and assess effectiveness
- Promote accountability through geographic based policing
- Effectively and efficiently use our available resources.

Highlights / Significant Changes

- **Strategic Priority - Public Safety - Improving citizen perception of safety and increasing satisfaction with quality of services offered** - Personnel increases for FY 2017 reflect the addition of four sworn police officer positions to keep up with the annual growth in population. This will bring total sworn personnel to 169.
- Within the Personnel Services category, there are pension costs of \$3.66 million. The graph to the right illustrates the rise in pension costs from FY 2007 to FY 2017. It is also important to note that the amount of the pension costs which go to pay the unfunded actuarial liability has increased and is bigger than the portion to pay for current employees. These rising pension costs have greatly hindered the City's ability to add police officers. At the end of FY 2015, the City utilized \$2 million of its excess General Fund balance to pay down some of these unfunded actuarial accrued liabilities which will allow the city to add police officers in future years.
- Intragovernmental Charges for FY 2017 increased 14.7% due to an increase in self-insurance charges, Community Relations Fees as a result of moving one PIO (public information officer) position from Police to Community Relations, increase in Employee Wellness charges, and an increase in IT fees for additional items and replacement of Mobile Data Terminals (MDT's).
- Equipped the Police Department with Naloxone (heroin/opioid overdose blocker) kits using Council reserve funds from FY 2017. These costs will be included in their operating budget beginning in FY 2018.

Highlights / Significant Changes (cont.)

- For FY 2017, the Police Department submitted \$629,186 (3% of total budget) as potential budget cuts, of that \$408,636 (2% of total budget) was approved. Reductions were made in Supplies/Materials, Travel/Training, and Utilities & Misc. Services, along with figuring in a 1.0% turnover factor in personnel.
- Capital for FY 2017 decreased 64% due to replacement vehicles not being funded for FY 2017 in order to balance the budget during the current economic downturn.
- In FY 2015 the Police Department purchased and began the implementation of a new Records Management System using capital improvement funding. This new system is set to be implemented and fully functional during FY 2017. This new system is replacing a 22 year old system that is outdated, cumbersome and difficult to use. This new system (once implemented) will help streamline processes and allow for more efficient use of time by police department employees.



Authorized Personnel by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	8.00	10.00	10.00	12.40	2.40
Administrative Support Services	24.00	22.00	22.00	20.00	(2.00)
Operations	114.00	115.00	115.00	136.00	21.00
Operations Support Services	51.00	53.00	53.00	35.00	(18.00)
Total Personnel	197.00	200.00	200.00	203.40	3.40
Permanent Full-Time	197.00	200.00	200.00	203.40	3.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	197.00	200.00	200.00	203.40	3.40
Sworn Officer Positions	165.00	165.00	165.00	169.00	4.00
Civilian Positions	32.00	35.00	35.00	34.40	(0.60)
Total Positions	197.00	200.00	200.00	203.40	3.40

Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration:						
Personnel Services	\$891,822	\$1,020,686	\$1,025,359	\$1,347,886	31.5%	32.1%
Supplies and Materials	\$36,637	\$27,675	\$19,374	\$22,749	17.4%	(17.8%)
Travel and Training	\$25,087	\$22,500	\$21,825	\$20,000	(8.4%)	(11.1%)
Intragovernmental Charges	\$1,518,016	\$1,889,711	\$1,889,711	\$2,166,246	14.6%	14.6%
Utilities, Services, & Misc.	\$58,336	\$59,410	\$58,710	\$61,210	4.3%	3.0%
Capital	\$0	\$0	\$150	\$0	(100.0%)	
Other	\$0	\$0	\$0	\$0		
Total	\$2,529,898	\$3,019,982	\$3,015,129	\$3,618,091	20.0%	19.8%
Operations:						
Personnel Services	\$9,041,128	\$9,799,888	\$9,719,810	\$11,267,779	15.9%	15.0%
Supplies and Materials	\$1,079,049	\$863,153	\$741,126	\$805,540	8.7%	(6.7%)
Travel and Training	\$90,967	\$95,000	\$77,150	\$109,150	41.5%	14.9%
Intragovernmental Charges	\$9,107	\$25	\$25	\$0	(100.0%)	(100.0%)
Utilities, Services, & Misc.	\$341,623	\$355,494	\$322,799	\$357,737	10.8%	0.6%
Capital	\$267,911	\$195,381	\$195,230	\$83,990	(57.0%)	(57.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$10,829,785	\$11,308,941	\$11,056,140	\$12,624,196	14.2%	11.6%
Administrative Support:						
Personnel Services	\$1,550,244	\$1,559,091	\$1,552,595	\$1,443,639	(7.0%)	(7.4%)
Supplies and Materials	\$243,093	\$170,911	\$149,463	\$150,393	0.6%	(12.0%)
Travel and Training	\$37,124	\$42,500	\$31,225	\$30,000	(3.9%)	(29.4%)
Intragovernmental Charges	\$12,500	\$3,462	\$3,462	\$4,616	33.3%	33.3%
Utilities, Services, & Misc.	\$340,375	\$411,755	\$397,407	\$413,658	4.1%	0.5%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$2,183,336	\$2,187,719	\$2,134,152	\$2,042,306	(4.3%)	(6.6%)
Operations Support:						
Personnel Services	\$4,522,513	\$5,032,706	\$4,633,204	\$3,504,750	(24.4%)	(30.4%)
Supplies and Materials	\$212,306	\$221,058	\$174,375	\$189,491	8.7%	(14.3%)
Travel and Training	\$98,307	\$101,075	\$71,312	\$60,575	(15.1%)	(40.1%)
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$162,927	\$152,524	\$147,295	\$109,982	(25.3%)	(27.9%)
Capital	\$199,784	\$38,072	\$72	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$5,195,837	\$5,545,435	\$5,026,258	\$3,864,798	(23.1%)	(30.3%)
Department Totals						
Personnel Services	\$16,005,707	\$17,412,371	\$16,930,968	\$17,564,054	3.7%	0.9%
Supplies and Materials	\$1,571,085	\$1,282,797	\$1,084,338	\$1,168,173	7.7%	(8.9%)
Travel and Training	\$251,485	\$261,075	\$201,512	\$219,725	9.0%	(15.8%)
Intragovernmental Charges	\$1,539,623	\$1,893,198	\$1,893,198	\$2,170,862	14.7%	14.7%
Utilities, Services, & Misc.	\$903,261	\$979,183	\$926,211	\$942,587	1.8%	(3.7%)
Capital	\$467,695	\$233,453	\$195,452	\$83,990	(57.0%)	(64.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$20,738,856	\$22,062,077	\$21,231,679	\$22,149,391	4.3%	0.4%

Police Department

Authorized Positions by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration:					
4802 - Public Information Specialist **	0.00	0.00	0.00	0.00	
4801 - Community Relations Spec **	0.00	1.00	1.00	0.40	(0.60)
3007 - Police Chief	1.00	1.00	1.00	1.00	
3006 - Deputy Police Chief	1.00	1.00	1.00	1.00	
3003 - Police Lieutenant - CPLA	0.00	0.00	0.00	1.00	1.00
3002 - Police Sergeant - CPOA	1.00	1.00	1.00	2.00	1.00
3000/3001 - Police OIT/Police Offcr. - CPOA	2.00	1.00	1.00	2.00	1.00
1400 - Administrative Technician	1.00	2.00	2.00	2.00	
1008 - Senior Administrative Supr.	1.00	1.00	1.00	1.00	
1006 - Senior Admin Support Asst.	1.00	2.00	2.00	2.00	
Total Personnel	8.00	10.00	10.00	12.40	2.40
Permanent Full-Time	8.00	10.00	10.00	12.40	2.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.00	10.00	10.00	12.40	2.40
Operations:					
3011 - Community Service Aide-CPOA	6.00	6.00	6.00	6.00	
3009 - Station Master - CPOA	3.00	3.00	3.00	3.00	
3004 - Asst. Police Chief	1.00	1.00	1.00	1.00	
3003 - Police Lieutenant - CPLA	3.00	3.00	3.00	4.00	1.00
3002 - Police Sergeant - CPOA *	12.00	13.00	13.00	16.00	3.00
3000/3001 - Police OIT/Police Offcr. - CPOA	89.00	89.00	89.00	106.00	17.00
Total Personnel	114.00	115.00	115.00	136.00	21.00
Permanent Full-Time	114.00	115.00	115.00	136.00	21.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	114.00	115.00	115.00	136.00	21.00
Administrative Support Services:					
6102 - Stores Clerk	1.00	1.00	1.00	1.00	
3014 - Evidence Custodian	1.00	1.00	1.00	1.00	
3013 - Property & Evidence Tech	2.00	2.00	2.00	2.00	
3008 - Police Trainer	0.00	1.00	1.00	1.00	
3004 - Asst. Police Chief	1.00	1.00	1.00	1.00	
3003 - Police Lieutenant - CPLA	1.00	0.00	0.00	0.00	
3002 - Police Sergeant - CPOA	3.00	4.00	4.00	2.00	(2.00)
3000/3001 - Police OIT/Police Offcr. - CPOA	2.00	1.00	1.00	1.00	
2112 - Vehicle Service Coordinator	1.00	1.00	1.00	1.00	
2001 - Custodian	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	2.00	0.00	0.00	0.00	
1010 - Records Specialist	4.00	4.00	4.00	4.00	
1009 - Records Unit Supervisor	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Asst	1.00	1.00	1.00	1.00	
1005 - Administrative Support Asst	3.00	3.00	3.00	3.00	
Total Personnel	24.00	22.00	22.00	20.00	(2.00)
Permanent Full-Time	24.00	22.00	22.00	20.00	(2.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	24.00	22.00	22.00	20.00	(2.00)

* In FY 2016, there was a reassignment of one Police Officer to a Police Sergeant.

** In FY 2017, there was a job title change of Public Information Specialist to Community Relations Specialist and 60% of the position is now being allocated to Community Relations as a part of a reorganization to entralize this function.

Police Department

Authorized Positions by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Operations Support Services:					
3017 - Crime Scene Investigator	0.00	1.00	1.00	1.00	
3015 - Crime Analyst	1.00	1.00	1.00	1.00	
3012 - Investigative Technician	1.00	1.00	1.00	1.00	
3004 - Asst. Police Chief	1.00	1.00	1.00	1.00	
3003 - Police Lieutenant - CPLA	2.00	3.00	3.00	2.00	(1.00)
3002 - Police Sergeant - CPOA	5.00	6.00	6.00	4.00	(2.00)
3000/3001 - Police OIT/Police Offcr. - CPOA	40.00	39.00	39.00	24.00	(15.00)
1006 - Senior Admin. Support Asst	1.00	1.00	1.00	1.00	
Total Personnel	51.00	53.00	53.00	35.00	(18.00)
Permanent Full-Time	51.00	53.00	53.00	35.00	(18.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	51.00	53.00	53.00	35.00	(18.00)
Department Totals					
Permanent Full-Time	197.00	200.00	200.00	203.40	3.40
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	197.00	200.00	200.00	203.40	3.40

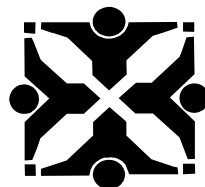
In FY 2017, there were three Police Officers added and 60% of a Community Relations Specialist moved to the Community Relations Department which resulted in a net increase of 2.40 positions added.

Police Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
False alarms For the fourth and subsequent false alarms by any alarm system within a thirty (30) day period	13-258	02-05-1996	\$100 for each such false alarm	\$100 for each such false alarm
For the thirteenth and subsequent false alarms by any alarm system within a twelve (12) month period	13-258	02-05-1996	\$100 for each such false alarm	\$100 for each such false alarm

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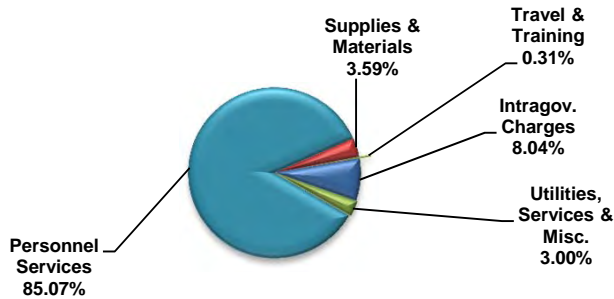
Fire Department (General Fund)



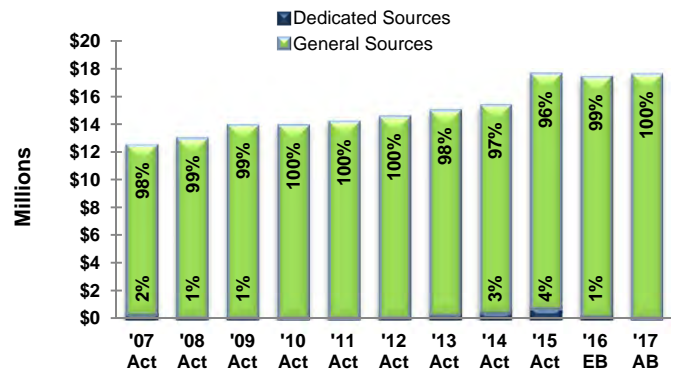
*City of Columbia
Columbia, Missouri*

Fire Department - Summary (General Fund)

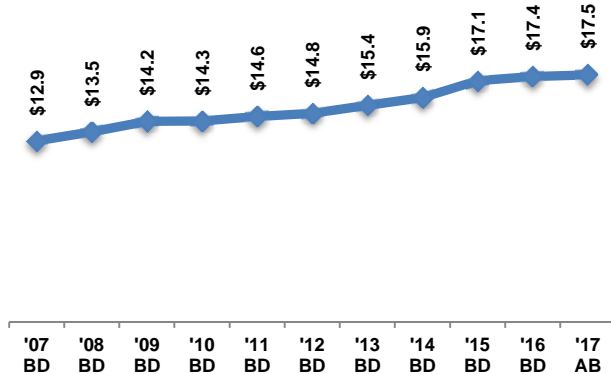
FY 2017 Total Expenditures By Category



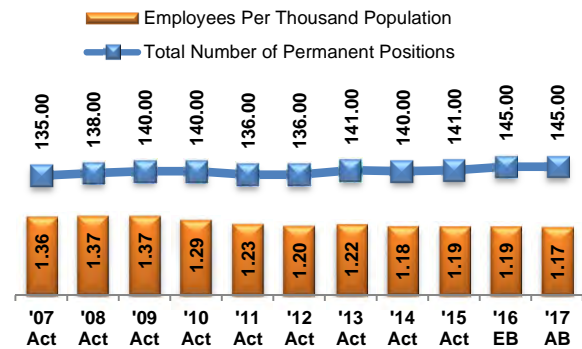
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$14,118,214	\$14,871,013	\$14,849,841	\$14,915,890	0.4%	0.3%
Supplies & Materials	\$1,393,300	\$680,477	\$622,215	\$628,803	1.1%	(7.6%)
Travel & Training	\$20,295	\$54,763	\$54,763	\$54,763	0.0%	0.0%
Intragov. Charges	\$1,068,008	\$1,270,904	\$1,270,904	\$1,409,416	10.9%	10.9%
Utilities, Services & Misc.	\$874,936	\$512,364	\$510,684	\$525,706	2.9%	2.6%
Capital	\$74,413	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%

Summary						
Operating Expenses	\$17,474,753	\$17,389,521	\$17,308,407	\$17,534,578	1.3%	0.8%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$74,413	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%

Funding Sources (Where the Money Comes From)

Grants	\$679,228	\$101,685	\$101,685	\$0	(100.0%)	(100.0%)
Other Local Rev (incl. Univ. Reimb)	\$63,995	\$53,407	\$60,445	\$53,407	(11.6%)	0.0%
Dedicated Sources	\$743,223	\$155,092	\$162,130	\$53,407	(67.1%)	(65.6%)
General Sources	\$16,805,943	\$17,264,429	\$17,176,277	\$17,481,171	1.8%	1.3%
Total Funding Sources	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%

Description

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

Department Objectives

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

Highlights / Significant Changes

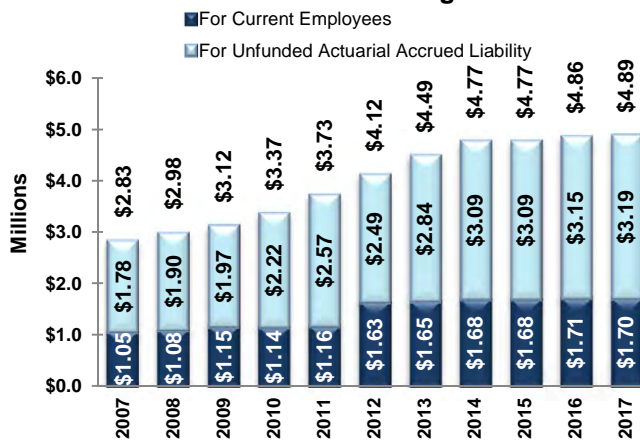
- Due to budget constraints in FY 2011, (4) vacant firefighter positions were eliminated. As a result, one of the two companies at Station 2 have been either closed or at reduced staffing level a majority of the time. In 2013 Department of Homeland Security/FEMA awarded the Fire Department a Staffing for Adequate Fire and Emergency Response (SAFER) grant. The awarded grant which includes salary and benefits, gave the Fire Department the opportunity to reinstate five eliminated positions for two years. During FY 2014, the Fire Department was awarded salary and benefits for three of the five grant funded positions for an additional year under the FY 2012 SAFER Veteran Hiring Program.

The award of this grant has allowed Engine 2 to be open on a more consistent basis. This Grant covered 3 employees for half of FY 2016. The City will take over 100% of these costs for the remainder of FY 2016 and all of FY 2017.

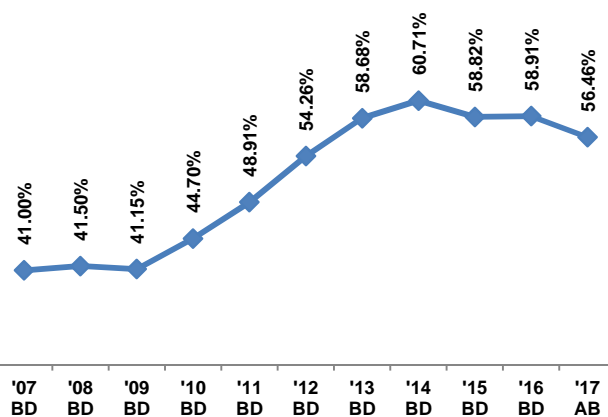
Highlights / Significant Changes

- Total CFD calls for service in 2015 came to 11,469, a decrease of 26 calls from 2014. Total calls to date in 2016 are 200 over what they were in 2015.
- Pension costs continue to increase and the amount of the cost to cover the unfunded actuarial accrued liability is increasing at a faster pace than the funding for the current employees. In FY 2015, the City Council approved the use of \$3 million in excess General Fund balance to help pay down some of these liabilities. The graph below shows the rising pension costs since FY 2007 and the rising amount of the pension costs that must go toward the unfunded actuarial accrued liability. These rising costs have hindered the City's ability to add more firefighters.
- Equipped the Fire Department with Naloxone (heroin/opioid overdose blocker) kits using Council reserve funds from FY 2017. These costs will be included in their operating budget beginning in FY 2018.
- Due to budget constraints, this budget includes \$29,327 in cuts for FY 2017.

Fire Pension Costs Budgeted



Pension Rates



Fire Department

Authorized Personnel by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	7.00	7.00	7.00	7.00	
Emergency Services	126.00	130.00	130.00	130.00	
Departmental Services	2.00	2.00	2.00	2.00	
Fire Marshal's Division	6.00	6.00	6.00	6.00	
Total Personnel	141.00	145.00	145.00	145.00	0.00
Permanent Full-Time	141.00	145.00	145.00	145.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	141.00	145.00	145.00	145.00	

Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration:						
Personnel Services	\$633,465	\$843,828	\$841,255	\$852,877	1.4%	1.1%
Supplies and Materials	\$35,615	\$9,509	\$8,393	\$9,638	14.8%	1.4%
Travel and Training	\$4,999	\$3,036	\$3,196	\$3,036	(5.0%)	0.0%
Intragovernmental Charges	\$286,647	\$1,255,614	\$1,255,614	\$1,394,126	11.0%	11.0%
Utilities, Services, & Misc.	\$379,083	\$23,560	\$23,280	\$23,560	1.2%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,339,809	\$2,135,547	\$2,131,738	\$2,283,237	7.1%	6.9%
Emergency Services:						
Personnel Services	\$12,499,950	\$13,047,192	\$13,177,970	\$13,120,126	(0.4%)	0.6%
Supplies and Materials	\$1,297,354	\$577,930	\$528,956	\$538,430	1.8%	(6.8%)
Travel and Training	\$8,568	\$40,901	\$40,741	\$40,901	0.4%	0.0%
Intragovernmental Charges	\$628,622	\$15,290	\$15,290	\$15,290	0.0%	0.0%
Utilities, Services, & Misc.	\$427,569	\$408,309	\$407,609	\$421,423	3.4%	3.2%
Capital	\$48,350	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$14,910,413	\$14,089,622	\$14,170,566	\$14,136,170	(0.2%)	0.3%
Departmental Services:						
Personnel Services	\$415,673	\$305,629	\$264,232	\$300,297	13.6%	(1.7%)
Supplies and Materials	\$21,034	\$26,855	\$21,759	\$23,776	9.3%	(11.5%)
Travel and Training	\$3,856	\$4,345	\$4,345	\$4,345	0.0%	0.0%
Intragovernmental Charges	\$67,911	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$40,426	\$50,100	\$49,400	\$49,848	0.9%	(0.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$548,900	\$386,929	\$339,736	\$378,266	11.3%	(2.2%)
Fire Marshal's Division:						
Personnel Services	\$569,126	\$674,364	\$566,384	\$642,590	13.5%	(4.7%)
Supplies and Materials	\$39,297	\$66,183	\$63,107	\$56,959	(9.7%)	(13.9%)
Travel and Training	\$2,872	\$6,481	\$6,481	\$6,481	0.0%	0.0%
Intragovernmental Charges	\$84,828	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$27,858	\$30,395	\$30,395	\$30,875	1.6%	1.6%
Capital	\$26,063	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$750,044	\$807,423	\$696,367	\$736,905	5.8%	(8.7%)
Department Totals						
Personnel Services	\$14,118,214	\$14,871,013	\$14,849,841	\$14,915,890	0.4%	0.3%
Supplies and Materials	\$1,393,300	\$680,477	\$622,215	\$628,803	1.1%	(7.6%)
Travel and Training	\$20,295	\$54,763	\$54,763	\$54,763	0.0%	0.0%
Intragovernmental Charges	\$1,068,008	\$1,270,904	\$1,270,904	\$1,409,416	10.9%	10.9%
Utilities, Services, & Misc.	\$874,936	\$512,364	\$510,684	\$525,706	2.9%	2.6%
Capital	\$74,413	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$17,549,166	\$17,419,521	\$17,338,407	\$17,534,578	1.1%	0.7%

Fire Department

Authorized Positions by Divisions

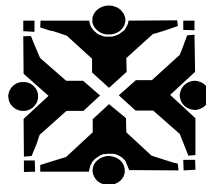
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration:					
3110 - Deputy Fire Chief	1.00	1.00	1.00	1.00	
3109 - Assistant Fire Chief	2.00	2.00	2.00	2.00	
3108 - Fire Chief	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1008 - Senior Administrative Supv	1.00	1.00	1.00	1.00	
1005 - Administrative Support Asst.	1.00	1.00	1.00	1.00	
Total Personnel	7.00	7.00	7.00	7.00	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.00	7.00	7.00	7.00	
Emergency Services:					
3107 - Fire 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	27.00	27.00	27.00	27.00	
3103 - Fire Engineer	36.00	36.00	36.00	36.00	
3101/3102 Fire Fighter I/II*	48.00	52.00	52.00	52.00	
Total Personnel	126.00	130.00	130.00	130.00	
Permanent Full-Time	126.00	130.00	130.00	130.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	126.00	130.00	130.00	130.00	
Departmental Services:					
3109 - Assistant Fire Chief	0.00	0.00	0.00	0.00	
3127 - Fire Battalion Chief	1.00	1.00	1.00	1.00	
3105 - Fire Captain	1.00	1.00	1.00	1.00	
Total Personnel	2.00	2.00	2.00	2.00	
Permanent Full-Time	2.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.00	2.00	2.00	2.00	
Fire Marshal's Division:					
3127 - Fire Battalion Chief	1.00	1.00	1.00	1.00	
3114 - Assistant Fire Marshal	4.00	4.00	4.00	4.00	
1005 - Administrative Support Asst.	1.00	1.00	1.00	1.00	
Total Personnel	6.00	6.00	6.00	6.00	
Permanent Full-Time	6.00	6.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	6.00	6.00	6.00	6.00	
Department Totals					
Permanent Full-Time	141.00	145.00	145.00	145.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	141.00	145.00	145.00	145.00	

* Mid Year FY 2013, the Fire Department was approved to receive a grant that would offset the cost of 5 firefighters for two years. Grant extension will fund 3 fire fighters until mid-year FY 2016. The City will take on the full cost in FY 2017.

Fire Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
False alarms				
For the fourth and subsequent false alarms by any alarm system within a thirty (30) day period	13-258	02-05-1996	\$100 for each such false alarm	\$100 for each such false alarm
For the thirteenth and subsequent false alarms by any alarm system within a twelve (12) month period	13-258	02-05-1996	\$100 for each such false alarm	\$100 for each such false alarm

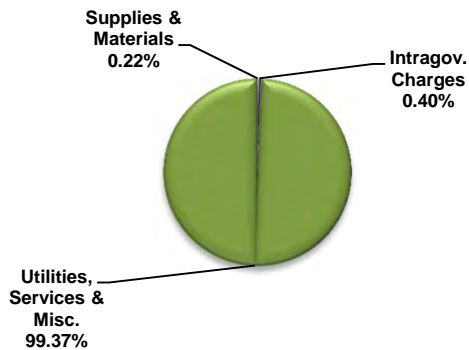
Public Safety Joint Communications (PSJC) (General Fund)



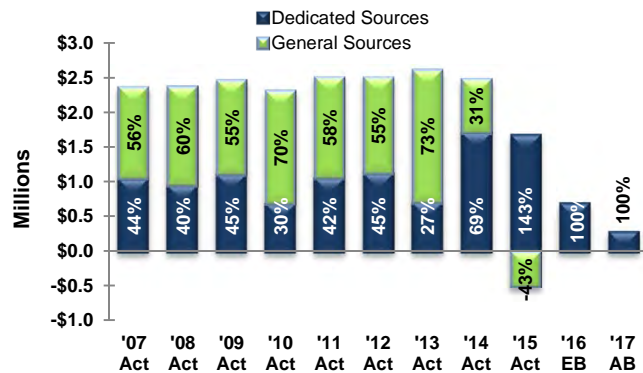
City of Columbia
Columbia, Missouri

Public Safety Joint Communications - PSJC (General Fund)

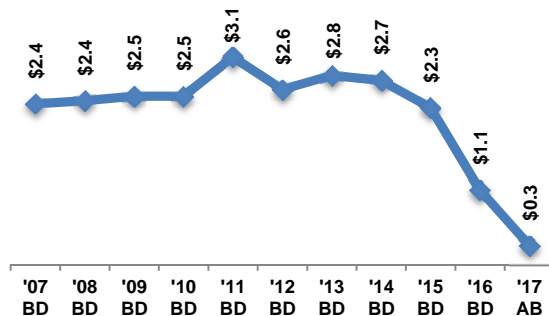
FY 2017 Total Expenditures By Category



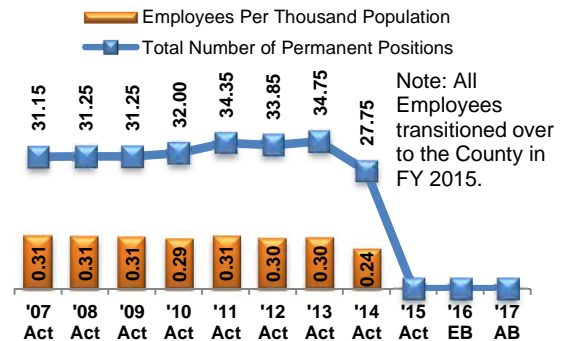
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$520,039	\$0	\$0	\$0		
Supplies & Materials	\$6,422	\$14,460	\$1,842	\$640	(65.3%)	(95.6%)
Travel & Training	\$13,005	\$16,500	\$16,500	\$0	(100.0%)	(100.0%)
Intragov. Charges	\$193,269	\$210,690	\$210,690	\$1,154	(99.5%)	(99.5%)
Utilities, Services & Misc.	\$436,662	\$862,799	\$462,589	\$284,385	(38.5%)	(67.0%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Operating Expenses	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)

Funding Sources (Where the Money Comes From)

County Reimbursement	\$1,675,969	\$1,104,449	\$691,265	\$286,179	(58.6%)	(74.1%)
Other Local Revenues	\$271	\$0	\$356	\$0	(100.0%)	
Dedicated Sources	\$1,676,240	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)
General Sources*	(\$506,843)	\$0	\$0	\$0		
Total Funding Sources	\$1,169,397	\$1,104,449	\$691,621	\$286,179	(58.6%)	(74.1%)

*FY 2015 reflects timing issue from previous year expense reimbursements

Description

Throughout Boone County, emergency response from a public safety agency begins by contact with Emergency Telecommunicators in the 9-1-1 Operations Center of Joint Communications. Public safety personnel are dispatched to respond to incidents on a daily basis.

Department Objectives

The objective of Joint Communications is to be the first responder when a citizen needs us. We are the initial public safety answering point (PSAP) and dispatch center for our citizens. We initiate the first steps to assist citizens by analyzing what they need, providing life-saving instructions to callers prior to public safety response, and dispatching the appropriate public safety agencies to handle the incident. Our highly trained Emergency Telecommunicators receive and handle emergency and non-emergency calls on a 24/7 basis and provide services to thirteen police, fire and emergency medical agencies in Columbia and Boone County.

Highlights / Significant Changes

- Joint Communications continues to modernize their operations and equipment with the latest technology. The 911 sales tax has allowed us to increase our staffing in the Operations Center.
- We continually update and implement new procedures, policies and best practices to improve efficiency and effectiveness of our operations.
- We continue to expand and improve the overall radio infrastructure fundamental to our mission.

Highlights / Significant Changes

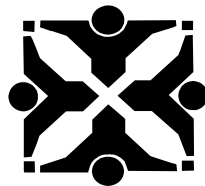
- As of January 1, 2014, the voter-approved Boone County 911 Sales Tax has been the primary source of funding for Joint Communications. Boone County will continue to reimburse 100% of the operational costs incurred by the City until the operation relocates this coming year to the new Emergency Communications Center on the Boone County Sheriff's campus.
- In early 2016, Joint Communications earned the distinction of becoming one of only six Tri-Accredited Centers of Excellence in the world, in accordance with standards developed by the International Academies of Emergency Dispatch.

Authorized Personnel by Division

There are no personnel assigned to this budget. All positions transitioned over to Boone County in FY 2015.

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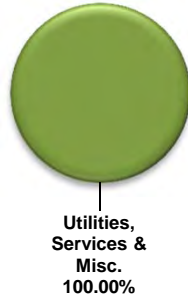
Capital Projects Fund - Public Safety Projects



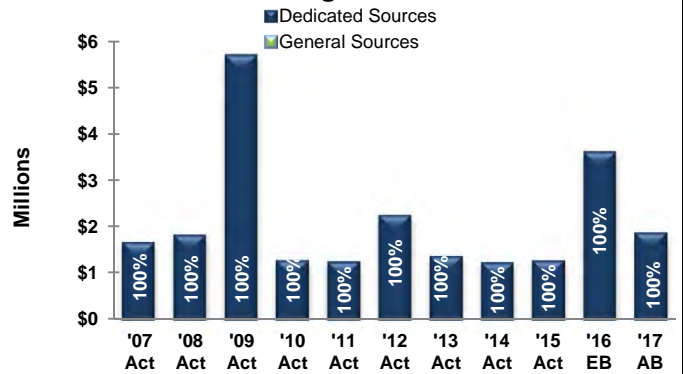
*City of Columbia
Columbia, Missouri*

Capital Projects Fund - Public Safety Projects

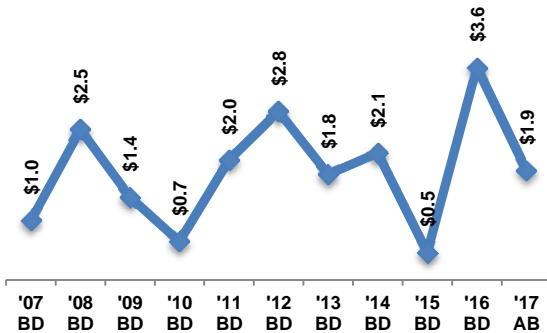
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$106	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$1,225,307	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Capital	\$0	\$0	\$0	\$0		
Other	\$20,000	\$0	\$0	\$0		
Total	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
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	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
Total Expenses	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)

Funding Sources (Where the Money Comes From)

Oper. Trnsfr (General Fund)	\$601,476	\$0	\$0	\$0		
Oper. Trnsfrs (Cap Imp Stax)	\$0	\$3,467,000	\$3,467,000	\$1,850,000	(46.6%)	(46.6%)
Oper. Trnsfrs (Public Impr Fd)	\$0	\$125,000	\$125,000	\$0		
Other Local Revenues	\$0	\$0	\$0	\$0		
Insurance Reimbursement	\$0	\$0	\$0	\$0		
Use of Fund Balance	\$643,937	\$0	\$0	\$0		
Dedicated Sources	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,245,413	\$3,592,000	\$3,592,000	\$1,850,000	(48.5%)	(48.5%)

Major Projects

Fire

- Replace 2001 Quint (ID #1398)
- Replace 2003 Quint (ID #1400)
- Design of Police Precinct/Municipal Service Center North will continue in FY 2017.

Fiscal Impact

The replacement of the two Quints will not significantly increase operating expenses.

Authorized Personnel by Division

Actual
FY 2015

Adj. Budget
FY 2016

Estimated
FY 2016

Adopted
FY 2017

Position
Changes

There are no personnel assigned to this budget.

Public Safety

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Fire							
1 Fire Apparatus Equipment 00195 [ID: 490]							2007
Total							
2 Fire Station Sites 40173 [ID: 482]							
Cap Imp S Tax - 2015 Ballot					\$1,000,000		
Total					\$1,000,000		
3 Replace 2001 Quint (15 years old) - 00628 [ID: 1398]							2016 2017
Cap Imp S Tax - 2015 Ballot		\$900,000					
Total		\$900,000					
4 Replace 2003 Quint (14 years old) 00661 [ID: 1400]							2016 2017
Cap Imp S Tax - 2015 Ballot		\$950,000					
Total		\$950,000					
5 Replace 2004 Quint (14 years old) [ID: 1402]							2018 2019
Cap Imp S Tax - 2015 Ballot				\$1,000,000			
Total				\$1,000,000			
6 Replace 2006 Quint (14 years old) [ID: 1407]							2020 2021
Cap Imp S Tax - 2015 Ballot				\$1,100,000			
Total				\$1,100,000			
7 Rpl. 2001 Ladder Truck (18 Years Old) 00496 [ID: 500]							2019 2020
Cap Imp S Tax - 2015 Ballot				\$1,300,000			
Total				\$1,300,000			
8 Replace 2006 Quint (15 years old) [ID: 1408]							2021 2022
Cap Imp S Tax - 2015 Ballot					\$1,150,000		
Total					\$1,150,000		
9 Replace/Remodel Fire Station 6 [ID: 1409]							2021 2022
Unfunded					\$3,000,000		
Total					\$3,000,000		

Police

10 Downtown Police Building Renovation - 00609 [ID: 1807]							2016 2016
Gen Fd/PI	\$125,000						
Total	\$125,000						
11 Police Precinct/Municipal Svc Center N - 00641 [ID: 1336]							2016 2018
Cap Imp S Tax - 2015 Ballot	\$969,000		\$8,721,000				
Total	\$969,000		\$8,721,000				

PSJC

12 Additional Outdoor Warning Sirens C00464 [ID: 1301]							
Total							

Public Safety

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Public Safety Funding Source Summary							
Cap Imp S Tax - 2015 Ballot	\$969,000	\$1,850,000	\$8,721,000	\$3,400,000	\$2,150,000		
Gen Fd/PI	\$125,000						
New Funding	\$1,094,000	\$1,850,000	\$8,721,000	\$3,400,000	\$2,150,000		
Unfunded			\$3,300,000	\$1,500,000	\$3,000,000		
Unfunded			\$3,300,000	\$1,500,000	\$3,000,000		
Total	\$1,094,000	\$1,850,000	\$12,021,000	\$4,900,000	\$5,150,000		

Public Safety Current Capital Projects

Fire

1	Major Fire Station Repairs - 00640 [ID: 1888]	2016	2016
2	Replace Front Line Pumper - 00582 [ID: 1860]	2015	2015
3	Rpl. 2001 Quint (15 Years Old) - 00629 [ID: 501]	2015	2016
4	Training Academy Repairs - 00630 [ID: 1607]	2016	2016

Police

5	CPD Property Room Upgrade-00567 [ID: 1741]	2014	2014
6	Records Management System 00498 [ID: 1307]	2011	2015

Public Safety Impact of Capital Projects

Additional Fire Station #10 (Mun Serv Center S) [ID: 475]

\$800,000 annual cost of personnel and other operations in 2006 dollars.

Additional Outdoor Warning Sirens C00464 [ID: 1301]

Outdoor warning sirens are critical for warning the citizens of Boone County of impending disasters and emergencies.

Additional Pumper for New Station [ID: 476]

Additional fleet maintenance cost.

Fire Apparatus Equipment 00195 [ID: 490]

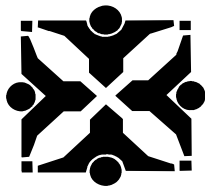
Provides source for equipment that would otherwise require Supplemental funds.

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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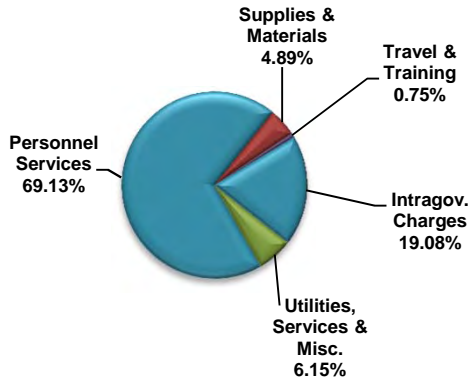
Municipal Court (General Fund)



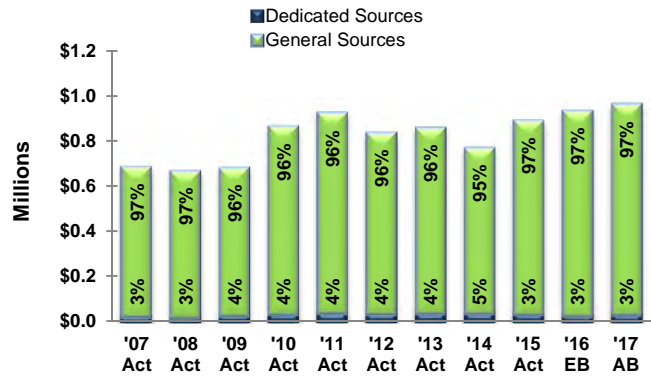
*City of Columbia
Columbia, Missouri*

Municipal Court - Summary (General Fund)

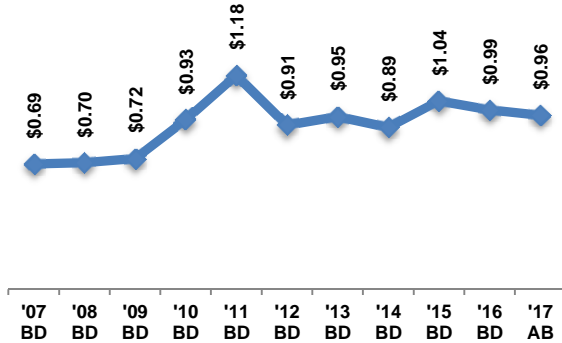
FY 2017 Total Expenditures By Category



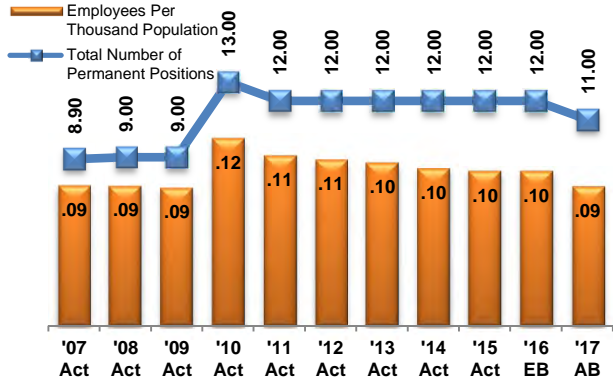
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$664,208	\$707,517	\$654,188	\$663,123	1.4%	(6.3%)
Supplies & Materials	\$33,799	\$45,443	\$45,443	\$46,943	3.3%	3.3%
Travel & Training	\$6,115	\$7,000	\$7,000	\$7,150	2.1%	2.1%
Intragov. Charges	\$149,466	\$166,176	\$166,176	\$183,048	10.2%	10.2%
Utilities, Services & Misc.	\$34,310	\$62,955	\$57,455	\$58,955	2.6%	(6.4%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Operating Expenses	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)

Funding Sources (Where the Money Comes From)

Other Local Revenue	\$30,404	\$35,000	\$23,400	\$29,500	26.1%	(15.7%)
Dedicated Sources	\$30,404	\$35,000	\$23,400	\$29,500	26.1%	(15.7%)
General Sources	\$857,494	\$954,091	\$906,862	\$929,719	2.5%	(2.6%)
Total Funding Sources	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)

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 search warrants, and issuing and service of warrants for traffic violations and other charges.

Department Objectives

- (1) Process docket and record municipal ordinance violations including approximately 65,000 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
- (7) Report monthly to the Circuit Court and the Office of State Courts Administrator.

Highlights / Significant Changes

- Senate Bill 5 continues to have a significant impact on the way Municipal Court assesses and collects fines & costs. This bill caps fines and costs for minor traffic offenses, requires consideration of a person's ability to pay, prohibits jail sentences for failing to pay, and no longer allows the courts to suspend a driver's license for failure to appear or to pay a fine for a traffic violation.
- Municipal Court added a wedding docket in 2016 to its vast array of services to the community. The wedding docket aligns with the City's strategic plan for Social Equity.
- Due to budget constraints, this budget includes cuts of \$29,878 which includes the deletion of one vacant Administrative Support Assistant.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
General Court Operations	7.00	7.00	7.00	7.00	
Traffic Violations Bureau	5.00	5.00	5.00	4.00	(1.00)
Total Personnel	12.00	12.00	12.00	11.00	(1.00)
Permanent Full-Time	12.00	12.00	12.00	11.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	12.00	12.00	12.00	11.00	(1.00)

Due to budget constraints, one vacant Administrative Support Assistant position will be eliminated in FY 2017.

Municipal Court

Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Court Operations:						
Personnel Services	\$467,556	\$496,636	\$497,483	\$493,419	(0.8%)	(0.6%)
Supplies and Materials	\$29,905	\$44,618	\$44,618	\$46,118	3.4%	3.4%
Travel and Training	\$6,115	\$7,000	\$7,000	\$7,150	2.1%	2.1%
Intragovernmental Charges	\$146,884	\$164,176	\$164,176	\$180,760	10.1%	10.1%
Utilities, Services, & Misc.	\$34,310	\$62,955	\$57,455	\$58,955	2.6%	(6.4%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$684,770	\$775,385	\$770,732	\$786,402	2.0%	1.4%
Traffic Violations:						
Personnel Services	\$196,652	\$210,881	\$156,705	\$169,704	8.3%	(19.5%)
Supplies and Materials	\$3,894	\$825	\$825	\$825	0.0%	0.0%
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$2,582	\$2,000	\$2,000	\$2,288	14.4%	14.4%
Utilities, Services, & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$203,128	\$213,706	\$159,530	\$172,817	8.3%	(19.1%)
Department Totals						
Personnel Services	\$664,208	\$707,517	\$654,188	\$663,123	1.4%	(6.3%)
Supplies and Materials	\$33,799	\$45,443	\$45,443	\$46,943	3.3%	3.3%
Travel and Training	\$6,115	\$7,000	\$7,000	\$7,150	2.1%	2.1%
Intragovernmental Charges	\$149,466	\$166,176	\$166,176	\$183,048	10.2%	10.2%
Utilities, Services, & Misc.	\$34,310	\$62,955	\$57,455	\$58,955	2.6%	(6.4%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$887,898	\$989,091	\$930,262	\$959,219	3.1%	(3.0%)

Authorized Positions by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Court Operations:					
3412 - Probation & Collection Officer	1.00	1.00	1.00	1.00	
3402 - Municipal Court Administrator	1.00	1.00	1.00	1.00	
3401 - Municipal Judge	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	4.00	4.00	4.00	4.00	
Total Personnel	7.00	7.00	7.00	7.00	
Permanent Full-Time	7.00	7.00	7.00	7.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.00	7.00	7.00	7.00	
Traffic Violations:					
1006 - Senior Admin Support Assistant	3.00	3.00	3.00	3.00	
1005 - Administrative Support Assistant +	2.00	2.00	2.00	1.00	(1.00)
Total Personnel	5.00	5.00	5.00	4.00	(1.00)
Permanent Full-Time	5.00	5.00	5.00	4.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	5.00	5.00	5.00	4.00	(1.00)
+ Due to budget constraints, one vacant Administrative Support Assistant position will be eliminated in FY 2017.					
Department Totals					
Permanent Full-Time	12.00	12.00	12.00	11.00	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	12.00	12.00	12.00	11.00	(1.00)

Municipal Court Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fine	Fine
Barking, annoying dogs (1st offense)	5-56	07-01-14	\$50.50	\$50.50
Barking, annoying dogs (2nd offense)	5-56	07-01-14	\$65.50	\$65.50
Confinement of dogs (1st offense)	5-58	07-01-14	\$55.50	\$55.50
Confinement of dogs (2nd offense)	5-58	07-01-14	\$70.50	\$70.50
Dog w/o license (1st offense)	5-59	07-01-14	\$48	\$48
Dog w/o license (2nd offense)	5-59	07-01-14	\$73	\$73
Limitations on animals (1st offense - fine per animal - costs (not to exceed \$500)	5-60	07-01-14	\$25.50	\$25.50
Failure to license cat/dog (1st offense)	5-63	07-01-14	\$48	\$48
Failure to license cat/dog (2nd offense)	5-63	07-01-14	\$73	\$73
Dog waste (1st offense)	5-67	07-01-14	\$50.50	\$50.50
Soliciting without a permit	13-227	07-01-14	\$85.50	\$85.50
Use of coasters, skateboard, skates	14-5	02-12-16	\$78.50	\$78.50
Riding outside vehicle	14-6	07-01-14	\$75.50	\$75.50
Operating defective vehicle	14-116	02-12-16	\$78.50	\$78.50
Improper towing of vehicles	14-117	02-12-16	\$78.50	\$78.50
Improper lights	14-133	07-01-14	\$75.50	\$75.50
Improper use of spot light	14-134	02-12-16	\$78.50	\$78.50
Insufficient brakes	14-135	07-01-14	\$75.50	\$75.50
Driver vision obstructed	14-139	07-01-14	\$75.50	\$75.50
Failure secure/cover load	14-140	07-01-14	\$75.50	\$75.50
Drive vehicle on sidewalk	14-172	07-01-14	\$75.50	\$75.50
Backing and interfering with traffic	14-173	07-01-14	\$75.50	\$75.50
Opening and closing car doors in traffic	14-174	07-01-14	\$75.50	\$75.50
Improper lane use	14-176	07-01-14	\$75.50	\$75.50
Commercial vehicles prohibited	14-178	07-01-14	\$75.50	\$75.50
Through truck traffic prohibited	14-179	07-01-14	\$75.50	\$75.50
Violation of closed campus (operating where prohibited)	14-180	07-01-14	\$75.50	\$75.50
Safety zone violation	14-181	07-01-14	\$75.50	\$75.50
Seat belt violation	14-183	07-01-14	\$10	\$10
Child restraint violation	14-184(b)(1-3)	07-01-14	\$49.50	\$49.50
Child restraint violation (80 lbs/taller than 4'9")	14-184(b)(4)	07-01-14	\$10	\$10
Operating unlicensed vehicle (1st offense)	14-187	02-12-16	\$53.50	\$53.50
Operating unlicensed vehicle (2nd offense)	14-187	02-12-16	\$63.50	\$63.50
Wrong direction/one way street	14-205	07-01-14	\$75.50	\$75.50

Municipal Court Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last	Fine	Fine
Speeding too fast for conditions	14-223	07-01-14	\$75.50	\$75.50
Speeding (Speeding in school zone/construction	14-223	07-01-14		
- Speeding 1-5 over			\$60.50	\$60.50
- Speeding 6-10 over			\$65.50	\$65.50
- Speeding 11-15 over			\$85.50	\$85.50
- Speeding 16-20 over			\$115.50	\$115.50
- Speeding 21-23 over			\$150.50	\$150.50
Excessive slowness	14-224	07-01-14	\$75.50	\$75.50
Rules of road violations (C&I mandatory court)	14-236 to 246	07-01-14	\$75.50	\$75.50
Boulevard stop violation	14-247	07-01-14	\$75.50	\$75.50
Failure to yield right of way at boulevard stop	14-248	07-01-14	\$75.50	\$75.50
Yield right of way sign violation	14-249	07-01-14	\$75.50	\$75.50
Yield when emerging from alley	14-250	07-01-14	\$75.50	\$75.50
Failure to stop when traffic obstructed	14-251	07-01-14	\$75.50	\$75.50
Cutting corner to avoid traffic control device	14-254	07-01-14	\$75.50	\$75.50
Improper turn	14-261	07-01-14	\$75.50	\$75.50
Improper use of lanes/markings	14-262	07-01-14	\$75.50	\$75.50
Prohibited turn	14-264	07-01-14	\$75.50	\$75.50
Prohibited U-turn	14-265	07-01-14	\$75.50	\$75.50
Parked obstructing traffic	14-281	07-01-14	\$50	\$50
Parking in alleys prohibited	14-282	07-01-14	\$50	\$50
Parked adjacent to school	14-284	07-01-14	\$50	\$50
Prohibited parking on narrow streets	14-285	07-01-14	\$50	\$50
Prohibited parking (driveways, between safety zone/curb, in crosswalks)	14-286 -1, 2a, 2d or 2e	07-01-14	\$50	\$50
Parked within 15' of fire hydrant	14-286(2)(b)	07-01-14	\$75	\$75
Yellow zone and others	14-286(3)	07-01-14	\$30	\$30
Prohibited parking one way street	14-287	07-01-14	\$30	\$30
Parked in hazardous zone	14-289	07-01-14	\$30	\$30
Parked in fire zone	14-290	02-12-16	\$100	\$100
Parked right side roadway - one way street	14-291	07-01-14	\$15	\$15
Parked more than 12" from curb/left side to curb	14-292	07-01-14	\$15	\$15
Parking in bus stop or Taxi stand	14-294 & 14-295	07-01-14	\$100	\$100
Improper movement from parked position	14-297	07-01-14	\$75.50	\$75.50
Vehicle left unattended with motor running	14-298	07-01-14	\$15	\$15

Municipal Court Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fine	Fine
No parking - tow away zone	14-304	07-01-14	\$100	\$100
Prohibited parking on designated streets	14-324	07-01-14	\$15	\$15
Parking prohibited times	14-327 thru 14-333	07-01-14	\$15	\$15
Parking time limited in designated places	14-334	07-01-14	\$15	\$15
Parking in curb loading zone	14-353	07-01-14	\$30	\$30
Sign marking angle parking	14-371	07-01-14	\$15	\$15
Improper parking - ignoring markers	14-372	07-01-14	\$15	\$15
45 degree angle parking	14-373	07-01-14	\$15	\$15
30 degree angle parking	14-374	07-01-14	\$15	\$15
Fine increases to \$30 on these violations if not paid within 15 days	14-396	10-01-14	\$30	\$30
Public parking violation	14-391	10-01-14	\$15	\$15
Parking in municipal rental lots	14-392	10-01-14	\$15	\$15
Parked in rental space - municipal garage	14-393	10-01-14	\$15	\$15
Reserved parking - county vehicles	14-394	10-01-14	\$15	\$15
Reserved parking - city vehicles	14-395	10-01-14	\$15	\$15
Fine increases to \$30 on these violations if not paid	14-426	10-01-14	\$30	\$30
Overtime parking disabled zone	14-411.1	10-01-14	\$15	\$15
Changing from one metered parking space to another in the same block or city parking lot deemed on continuance period of time	14-412	10-01-14	\$15	\$15
Parked overtime at time limited space	14-416	10-01-14	\$15	\$15
Parked overtime at time limited meter	14-419	10-01-14	\$15	\$15
Parking meter violation	14-420	10-01-14	\$15	\$15
Extending legal parking time	14-421	10-01-14	\$15	\$15
Parking prohibited - City hood	14-423	10-01-14	\$15	\$15
Special parking meter hood	14-424	10-01-14	\$15	\$15
Handicapped parking violation	14-443	07-01-14	\$100	\$100
Failure to obey traffic control device	14-463	07-01-14	\$75.50	\$75.50
Green arrow violation	14-466(1)	07-01-14	\$75.50	\$75.50
Red light violation	14-466(3)	07-01-14	\$105.50	\$105.50
Red light camera violation	14-466.1	07-01-14	\$95.50	\$95.50
Flashing red light violation	14-467	07-01-14	\$75.50	\$75.50

Municipal Court Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fine	Fine
Lane direction control	14-468	07-01-14	\$75.50	\$75.50
Ignoring temporary lane markers (construction)	14-469	07-01-14	\$75.50	\$75.50
Pedestrian control signals	14-470	07-01-14	\$40.50	\$40.50
Violating quiet zone	14-475	07-01-14	\$75.50	\$75.50
Bicycle regulations	14-491	07-01-14	\$24.50	\$24.50
Bicycle regulations	14-492	07-01-14	\$24.50	\$24.50
Bicycle - minimum size	14-493	07-01-14	\$24.50	\$24.50
Bicycle - license required	14-494	07-01-14	\$24.50	\$24.50
Bicycle - rental agency requirements	14-500	07-01-14	\$24.50	\$24.50
Bicycle - obey traffic control device	14-502	07-01-14	\$24.50	\$24.50
Bicycle - general conduct	14-503	07-01-14	\$24.50	\$24.50
Bicycle - failure to yield right of way to pedestrians	14-504	07-01-14	\$24.50	\$24.50
Bicycle - carrying articles	14-505	07-01-14	\$24.50	\$24.50
Bicycle parking	14-506	07-01-14	\$24.50	\$24.50
Bicycle - riding on sidewalks prohibited	14-507	07-01-14	\$24.50	\$24.50
Bicycle - required equipment	14-508	07-01-14	\$24.50	\$24.50
Motorcycle regulations	14-526	07-01-14	\$75.50	\$75.50
More than one rider on a one seat motorcycle	14-527(a)	07-01-14	\$75.50	\$75.50
Ride motorcycle without helmet	14-528	07-01-14	\$25	\$25
Abandoned motor vehicle over 24 hours	14-546	07-01-14	\$35	\$35
Non-operating vehicle on street	14-547	07-01-14	\$35	\$35
Vehicle trespassing on private lot	14-551	07-01-14	\$40	\$40
Pedestrian - fail to obey control devices	14-576	07-01-14	\$75.50	\$75.50
Pedestrian - vehicle failed to yield right of way	14-577	07-01-14	\$75.50	\$75.50
Pedestrian - leave curb suddenly	14-578	07-01-14	\$65.50	\$65.50
Pedestrian - crosswalks	14-579	07-01-14	\$65.50	\$65.50
Pedestrian - crossing at angles	14-580	07-01-14	\$65.50	\$65.50
Pedestrian - pedestrian yield right of way to vehicle	14-581	07-01-14	\$65.50	\$65.50
Pedestrian - walking in roadway	14-583	07-01-14	\$75.50	\$75.50
Solicitation of contributions on roadway (1st	14-586	07-01-14	\$50.50	\$50.50
Abandoned Vehicle	16-232	07-01-14	\$100	\$100

Municipal Court Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fine	Fine
Loud Muffler (1st offense)	16-262	07-01-14	\$80.50	\$80.50
Drive off roadway in park	17-78	07-01-14	\$95.50	\$95.50
Park violation - failure to obey traffic sign	17-79	07-01-14	\$75.50	\$75.50
City park - parking where prohibited	17-81	07-01-14	\$15	\$15
Off street parking regulations (parked in grass)	29-30	07-01-14	\$15	\$15
Fines for misdemeanors and infractions				
Class A misdemeanor	16-66(1)		\$1,000	\$1,000
Class B misdemeanor	16-66(2)		\$500	\$500
Class C misdemeanor	16-66(3)		\$300	\$300
Class D misdemeanor	16-66(4)		\$200	\$200
Fines for corporations				
Conviction of Class A misdemeanor	16-67(a)(1)		\$5,000	\$5,000
Conviction of Class B misdemeanor	16-67(a)(2)		\$2,000	\$2,000
Conviction of Class C misdemeanor	16-67(a)(3)		\$1,000	\$1,000
Conviction of an infraction	16-67(a)(4)		\$500	\$500

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Supporting Activity Departments



Description

Supporting activity departments are those departments that provide goods and services to other City departments on a cost-reimbursement basis. These departments are classified as Internal Service Funds.

The most significant revenues for these departments are the fees and service charges they receive from providing goods and services to other City departments. All of the funding sources within these funds are dedicated and cannot be moved from one department to another.

In the City departments which receive goods and services from supporting activity departments, the fees are accounted for in the Intragovernmental Charges category.

A brief discussion of the methodology used to recover these charges is included in each department's section.

Employee Benefit Fund

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.

Self Insurance Fund

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.

Custodial & Building Maintenance Fund

Custodial and Building Maintenance Services Fund provides custodial services to City Hall, Howard Building, Gentry Building, Sanford Kimpton (Health) Building, Wabash and Grissum Building. Building maintenance is provided to these facilities as well as the Walton Building, police buildings (excluding Training Facility) and other City facilities.

Fleet Operations Fund

The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for the vehicles and equipment belonging to all departments.

GIS (Geospatial Information Services)

The Geospatial Information Services Fund (GIS) is responsible for developing, coordinating, and supporting the use of geospatial technologies, such as, computer mapping, geographic information systems, global positioning systems, remote sensing, and the accompanying spatial data across all City departments. These functions improve data quality and control, improve the quality of information and ease of information access, and reduce duplication of data and effort, all of which help the City accurately and reliably serve the public.

Information Technology Fund

Information Technology (IT) is responsible for support and administration of YAS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), City's Web-site, personal computers (PCs), and workstations throughout all City departments. IT provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. IT also works to improve the operational efficiencies of the City as a whole.

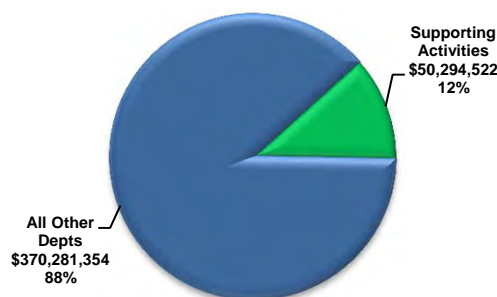
Community Relations Fund

The Community Relations Department provides direct technical and consultation services for City agencies, City Council and the public. Its umbrella covers coordination of communications strategies; print and broadcast outlets; and central document support services. It has become increasingly responsible for operation and facilitation of the City's communications network (excluding telecommunications) and meeting facilities.

Utility Customer Services Fund

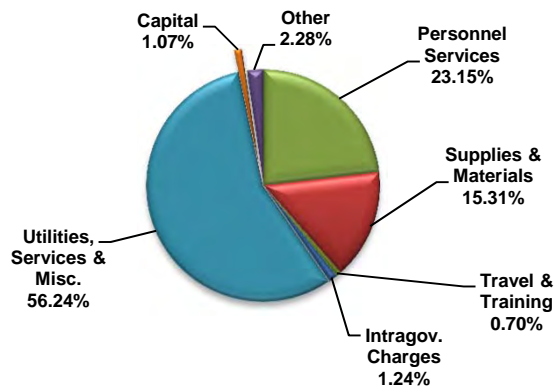
The Utility Customer Services Division (UCS) is responsible for all billing related activities for the City's electric, water, sewer, solid waste, and storm water enterprise activities. As the City's primary interface to the customers, UCS staff handles all inquiries and service orders from customers and related City departments in an efficient and customer friendly manner.

Total Supporting Activity Expenses vs. All Other Department Expenses

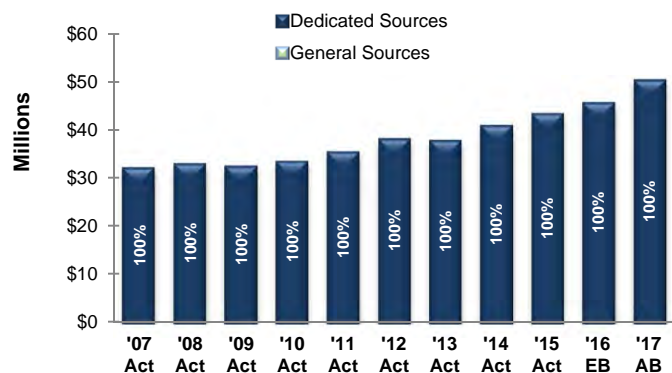


Supporting Activity Departments - Combined

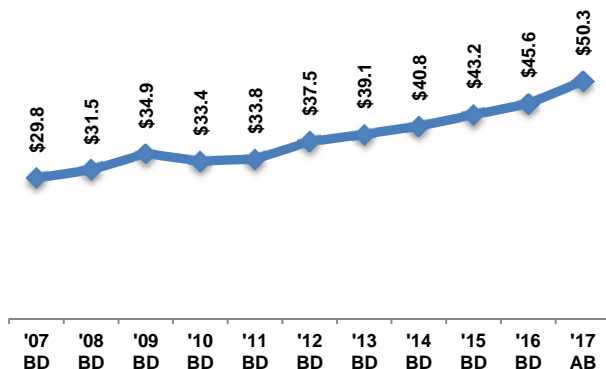
FY 2017 Total Expenses By Category



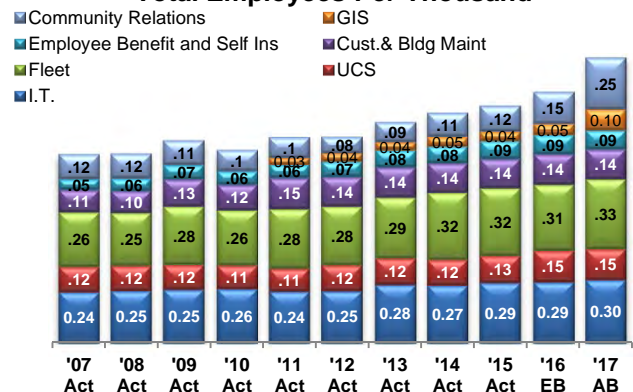
Funding Sources



Budgeted Expense History (in Millions)



Total Employees Per Thousand



Expenditures (Where the Money Goes)

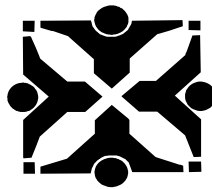
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$9,362,478	\$10,175,003	\$9,811,941	\$11,644,143	18.7%	14.4%
Supplies & Materials	\$7,244,398	\$7,542,147	\$6,600,520	\$7,701,557	16.7%	2.1%
Travel & Training	\$143,927	\$312,266	\$247,281	\$352,886	42.7%	13.0%
Intragov. Charges	\$590,444	\$592,937	\$592,937	\$623,894	5.2%	5.2%
Utilities, Services & Misc.	\$24,087,975	\$27,321,476	\$26,714,250	\$28,285,241	5.9%	3.5%
Capital	\$694,763	\$310,212	\$310,212	\$538,159	73.5%	73.5%
Other	\$953,471	\$1,002,883	\$1,060,176	\$1,148,642	8.3%	14.5%
Total	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%
Operating Expenses	\$41,308,709	\$45,943,829	\$43,966,929	\$48,607,721	10.6%	5.8%
Non-Operating Expenses	\$952,607	\$1,002,455	\$1,059,748	\$1,148,595	8.4%	14.6%
Debt Service	\$864	\$428	\$428	\$47	(89.0%)	(89.0%)
Capital Additions	\$694,763	\$310,212	\$310,212	\$538,159	73.5%	73.5%
Capital Projects	\$120,513	\$0	\$0	\$0		
Total Expenses	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%

Revenues (Where the Money Comes From)

Gross Rec & Other Loc. Taxes	\$698,146	\$600,000	\$550,000	\$550,000	0.0%	(8.3%)
Interest Revenue	\$448,835	\$300,130	\$377,871	\$379,606	0.5%	26.5%
Grants	\$79,456	\$74,790	\$74,790	\$152,803	104.3%	104.3%
Fees and Service Charges	\$37,311,942	\$40,804,991	\$39,196,063	\$44,786,860	14.3%	9.8%
Other Local Revenues	\$3,257,735	\$2,975,554	\$3,063,247	\$3,015,665	(1.6%)	1.3%
Operating Transfer In	\$280,217	\$50,000	\$50,000	\$191,566	283.1%	283.1%
Use of Prior Year Sources	\$1,561,910	\$2,620,299	\$2,156,256	\$1,366,992	(36.6%)	(47.8%)
Less: Current Year Surplus	(\$560,785)	(\$168,840)	(\$130,910)	(\$148,970)	13.8%	(11.8%)
Dedicated Sources	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$43,077,456	\$47,256,924	\$45,337,317	\$50,294,522	10.9%	6.4%

Employee Benefit Fund

(Internal Service Fund)



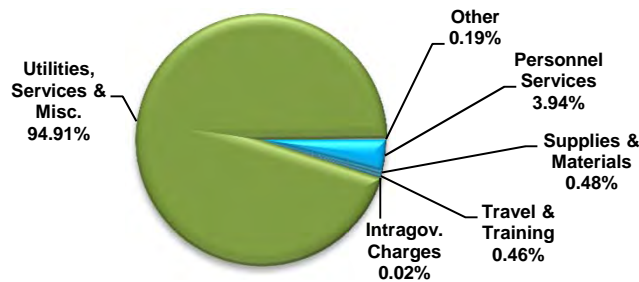
City of Columbia

Columbia, Missouri

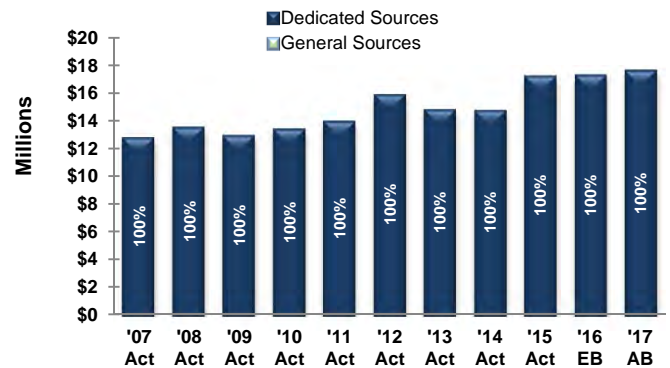
Employee Benefit Fund (Internal Service Fund)

Fund 6590

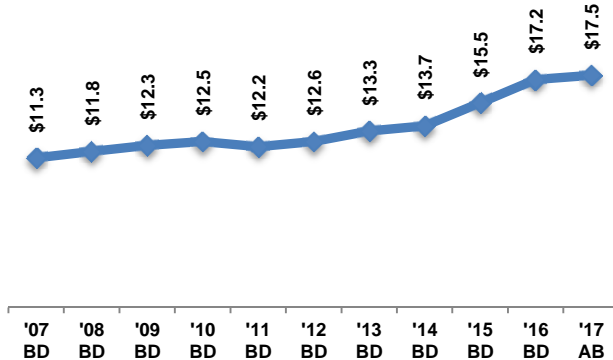
FY 2017 Total Expenses By Category



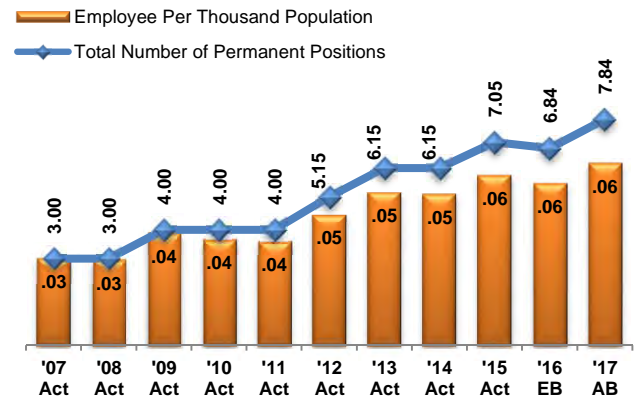
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$1,221,699	\$637,499	\$624,921	\$691,222	10.6%	8.4%
Supplies & Materials	\$47,641	\$71,546	\$69,033	\$84,761	22.8%	18.5%
Travel & Training	\$7,820	\$80,800	\$58,800	\$80,800	37.4%	0.0%
Intragov. Charges	\$2,931	\$2,732	\$2,732	\$2,950	8.0%	8.0%
Utilities, Services & Misc.	\$15,857,423	\$16,932,930	\$16,443,340	\$16,642,490	1.2%	(1.7%)
Capital	\$0	\$0	\$0	\$0		
Other	\$21,868	\$21,868	\$21,868	\$32,661	49.4%	49.4%
Total	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)
Operating Expenses	\$17,137,514	\$17,725,507	\$17,198,826	\$17,502,223	1.8%	(1.3%)
Non-Operating Expenses	\$21,868	\$21,868	\$21,868	\$32,661	49.4%	49.4%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)

Revenues (Where the Money Comes From)

Gross Rec. & Other Loc. Txes						
Interest Revenue	\$135,276	\$96,434	\$68,815	\$70,550	2.5%	(26.8%)
Fees & Service Charges	\$13,077,185	\$13,608,002	\$13,090,485	\$15,047,132	14.9%	10.6%
Other Local Revenues	\$2,656,004	\$2,516,000	\$2,597,562	\$2,557,000	(1.6%)	1.6%
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$1,290,917	\$1,526,939	\$1,463,832	\$0	(100.0%)	(100.0%)
Less: Current Year Surplus	\$0	\$0	\$0	(\$139,798)		
Dedicated Sources	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$17,159,382	\$17,747,375	\$17,220,694	\$17,534,884	1.8%	(1.2%)

Description

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, vision, prescription drug, Medicare supplement, life, long-term disability, and voluntary benefit programs for City employees and retirees. Health, dental, and prescription drug plans are self-insured.

Other programs in this division include service awards, retirement sick leave, the City University (City U) training program, mandatory drug and alcohol programs, employee physical programs, and employee wellness programs.

Highlights/Significant Changes

- The City's self-funded health insurance plan is experiencing increases in claim costs, specifically due to an increase in high medical claims between \$100,000 and \$250,000, and prescription drug cost increases. A shift in the market to the production and availability of more compound and specialty drugs is having a significant impact on the plan.
- Gross medical premiums will increase 13.8% for calendar year 2017. This increases costs to both the City and our employees.
- Enrollment in the \$1,500 PPO plan increased 10% from 2015 to 2016, enrollment in the High Deductible Health Plan (HDHP) increased 11%, and enrollment in the \$750 PPO plan decreased 8%.
- The City will continue to pay 100% of the employee premium in the HDHP in 2017. City contributions to Health Savings Accounts (HSAs) under the HDHP will remain at \$125/month for employee only coverage and \$250/month for family coverage.
- The City will close enrollment in the \$750 PPO plan beginning with the plan year 2017 (January 1, 2017). Employees currently in the plan may elect to stay in that plan, but the plan will be closed to all other current and new employees.
- Gross dental premiums will decrease 4.5% for plan year 2017, which reduces City and employee costs.
- Pre-65 retiree medical rates will increase 13.8%. Dental rates for all retirees will decrease 4.5%. Post-65 retirees can expect a general premium increase under the fully insured plan for 2017.
- Completed first annual IRS reporting mandates under the ACA, for tax year 2015 health coverage of employees, COBRA participants and non-Medicare retirees.
- Provided on-site city-wide education with United Healthcare and Humana in fall of 2015. On-site education with United Healthcare, ASIFlex and Central Bank of Boone County will occur in summer of 2016.
- Testing and implementation of the MUNIS online benefit enrollment module for new hires is in progress. Additional phases include open enrollment, and mid-year enrollment changes.
- Complete HIPAA audit of current practices and train Human Resources Dept. staff in August, 2016.
- In FY 2017 the Human Resources Department will coordinate additional medical physicals each year. Fire Department uniformed personnel will increase the frequency of medical physicals from biennially to annually and all new hires for positions requiring a CDL will receive a DOT medical physical.
- Add one (1 FTE) Senior Administrative Support Assistant second quarter to track, schedule and maintain all medical physicals for Fire, Police, Transit and positions requiring CDLs.

Highlights/Significant Changes- continued

- The City recognizes requirements for other post employment benefits (OPEB) in accordance with GASB Statement 45. Retirees pay 100% of the premium to participate in the City's health plan, or to purchase coverage under the fully insured Medicare supplement plan. The Annual Required Contribution (ARC) on 9/30/15 was (\$126,898). The funded status of the plan is 204.85%. The unfunded Actuarial Accrued Liability (AAL) on 9/30/15 was (\$1,536,498). An OPEB valuation to calculate AAL is required every 2 years; the next calculation is 10/1/2016. GASB Statement 45 requirements will be replaced by GASB Statement 75 for fiscal years beginning after June 15, 2017.
- The City integrated Affordable Care Act (ACA) mandatory provisions into our health plans: coverage for children up to age 26, elimination of lifetime and annual dollar limits on benefits, elimination of OTC medicines/drugs as eligible expenses for flex spending accounts, preventative care coverage at 100%, uniform summary plan descriptions, and elimination of preexisting condition exclusions. In 2015, the mandate to offer medical coverage to any employee averaging 30 or more hours per week took effect. The Transitional Reinsurance Fund fee of \$3.67 PMPM and the Patient Centered Outcome Fee of \$2.08 per covered member are required ACA fees paid in 2016.
- Employee wellness programs target the prevention and reduction of high claim chronic health conditions in the medical insurance plan: Weight Watchers At Work, physical activity challenges, exercise classes, discounted ARC memberships, Rally wellness incentive program, and a 24/7 fitness facility in the City Hall. Employee Wellness, partnered with Public Health and Human Services, offers vaccinations to employees. Wellness also partnered with PHHS on a grant for 27 standing desks, and with University of MO nursing/pharmacy students to provide screenings for blood pressure and glucose, nutrition counseling, and personal training. In support of the strategic plan, Wellness will partner with University of Missouri Extension to offer financial literacy training to all employees starting in September.
- City U provides centralized training to improve employee job performance, capacity and leadership skills. Training includes new employee orientation, customer service, Supervisor's Apprenticeship, Manager's Journey, and other training determined through needs assessments. STAR supervisor training is mandatory for City supervisors; to date 123 supervisors have participated. A non-supervisory training series, Leadership Advancement for Dedicated and Devoted Employees Ready to Supervise (LADDERS) has had 182 participants to date; 14 have been promoted to supervisory positions.
- In FY 2016 college tuition reimbursement was centralized through City U.
- Employee Wellness staff provides quarterly CPR/AED training to interested employees. 91 employees were trained in the first 9 months of FY 2016.
- Completed annual employee benefit survey for 2016.

Fees and Service Charge Methodology

- Two intragovernmental charges, the Employee Wellness fee and the City University fee, are used to charge out costs for those programs.
- The Employee Wellness fee allocates costs for activities such as Hep shots, physicals, CDL testing, and TB testing directly to the departments based on their usage. Other costs of the operation are allocated to departments on a per employee basis.
- The City University Fee recovers the cost of this program by allocating the costs to departments based on the number of employees.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Insurance:					
4605 - Human Resources Manager	0.50	0.50	0.50	0.50	
4604 - Director Human Resources	0.15	0.15	0.15	0.15	
4601 - Human Resources Analyst	0.25	0.25	0.25	0.25	
1403 - Lead Human Resources Tech	0.00	0.00	0.50	0.50	
1402 - Human Resources Technician	1.50	1.50	1.00	1.00	
1006 - Sr Admin Support Assistant +	0.00	0.00	0.00	0.20	0.20
Total Personnel	2.40	2.40	2.40	2.60	0.20
Employee Health:					
4606 - Asst Director, Human Resources	0.00	0.17	0.17	0.17	
4605 - Human Resources Manager	0.25	0.00	0.00	0.00	
4604 - Director Human Resources	0.05	0.05	0.05	0.05	
4580 - Wellness Educator	2.00	2.00	2.00	2.00	
1006 - Senior Admin. Support Assistant +	0.50	0.50	0.50	1.10	0.60
Total Personnel	2.80	2.72	2.72	3.32	0.60
City University:					
4606 - Asst Director, Human Resources	0.05	0.17	0.17	0.17	
4605 - Human Resources Manager	0.25	0.00	0.00	0.00	
4604 - Director Human Resources	0.05	0.05	0.05	0.05	
4570 - Training Coordinator	1.00	1.00	1.00	1.00	
1006 - Senior Admin. Support Assistant +	0.50	0.50	0.50	0.70	0.20
	1.85	1.72	1.72	1.92	0.20
Department Totals:					
Permanent Full-Time	7.05	6.84	6.84	7.84	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.05	6.84	6.84	7.84	1.00

+ In FY 2017 Sr. ASA is being added to track, schedule and maintain all medical physicals for Fire, Police, Transit and positions requiring CDLs.

Forecasted Sources and Uses (For Information Purposes Only)

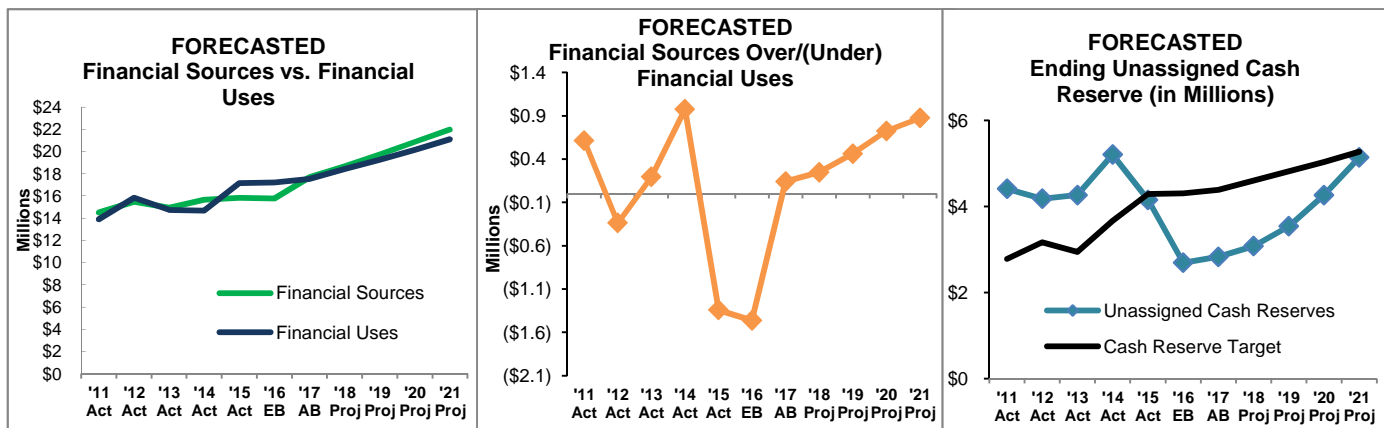
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Insurance:					
Total Financial Sources	\$13,660,403	\$14,576,001	\$15,563,920	\$16,629,935	\$17,638,197
Total Financial Uses	\$13,407,349	\$14,173,861	\$14,986,767	\$15,824,682	\$16,724,414
Financial Sources Over/(Under) Uses	\$253,054	\$402,140	\$577,153	\$805,253	\$913,783
Retiree Medicare Supplement					
Total Financial Sources	\$439,869	\$444,268	\$448,711	\$453,198	\$457,730
Total Financial Uses	\$439,869	\$444,268	\$448,711	\$453,198	\$457,730
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Post Employment Health					
Total Financial Sources	\$153,120	\$154,651	\$156,198	\$157,760	\$159,338
Total Financial Uses	\$194,674	\$194,674	\$194,674	\$194,674	\$194,674
Financial Sources Over/(Under) Uses	(\$41,554)	(\$40,023)	(\$38,476)	(\$36,914)	(\$35,336)
Employee Recognition					
Total Financial Sources	\$54,000	\$54,540	\$55,085	\$55,636	\$56,192
Total Financial Uses	\$54,000	\$54,440	\$54,884	\$55,333	\$55,786
Financial Sources Over/(Under) Uses	\$0	\$100	\$201	\$303	\$406
Employee Health/Wellness					
Total Financial Sources	\$601,786	\$627,066	\$653,484	\$684,158	\$716,366
Total Financial Uses	\$564,549	\$586,457	\$609,471	\$633,653	\$659,066
Financial Sources Over/(Under) Uses	\$37,237	\$40,609	\$44,013	\$50,505	\$57,300
City University					
Total Financial Sources	\$255,504	\$291,275	\$332,054	\$375,221	\$424,000
Total Financial Uses	\$254,443	\$335,912	\$344,043	\$359,420	\$375,687
Financial Sources Over/(Under) Uses	\$1,061	(\$44,637)	(\$11,989)	\$15,801	\$48,313

- There are a number of different divisions within this fund
- **Insurance:** revenue is budgeted by position and plan enrollment as of March/April. Claims expenses are estimated based on CBIZ and UHC annual projections. Bad claims experience years may require use of fund balance. Additional positions include 0.50 FTE Compliance Officer in FY 2018 and 0.50 FTE HR Technician in FY 2019.
- **Retiree Medicare Supplement:** Retirees pay the full cost of the insurance. This division accounts for the premiums paid by retirees and the city's payment to the insurer on the retirees' behalf.
- **Post-Employment Health:** budgeted at \$110 per employee to fund the program. This program allows permanent employees hired before 9/30/2011 to transfer \$2 per hour of unused sick leave at retirement, or after 10 years of service, to a post-employment health account. These funds can be used for reimbursement of health insurance premiums after leaving employment. Employees hired after 9/30/2011 are not included in this plan. The City pays for all of the administrative fees associated with this plan.
- **Employee Recognition:** the City uses this program to recognize employees at various milestones in their career with the city (every five years), and also includes a retirement gift program. The City contracts with a vendor to provide employees with a brochure of choices of gifts. The annual employee recognition picnic is also included in this division. Each department is charged \$37 per permanent employee to fund this program.

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Cafeteria Plan					
Total Financial Sources	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000	\$2,510,000
Total Financial Uses	\$2,520,000	\$2,520,000	\$2,520,000	\$2,520,000	\$2,520,000
Financial Sources Over/(Under) Uses	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)
401A Administrative Fee					
Total Financial Sources	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Financial Sources Over/(Under) Uses	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
Total Fund Summary:					
Total Financial Sources	\$17,674,682	\$18,657,801	\$19,719,452	\$20,865,908	\$21,961,823
Total Financial Uses	\$17,534,884	\$18,409,612	\$19,258,550	\$20,140,960	\$21,087,357
Total Financial Sources Over/(Under) Uses	\$139,798	\$248,189	\$460,902	\$724,948	\$874,466
Beginning Unassigned Cash Reserve	\$2,690,977	\$2,830,775	\$3,078,964	\$3,539,866	\$4,264,814
Financial Sources Over/(Under) Uses	\$139,798	\$248,189	\$460,902	\$724,948	\$874,466
Projected Ending Unassigned Cash Reserve	\$2,830,775	\$3,078,964	\$3,539,866	\$4,264,814	\$5,139,280
Cash Reserve Target (25% Fin. Uses)	\$4,383,721	\$4,602,403	\$4,814,638	\$5,035,240	\$5,271,839
Cash Above/(Below) Cash Reserve Target	(\$1,552,946)	(\$1,523,439)	(\$1,274,772)	(\$770,426)	(\$132,559)
Medical Insurance Increases	13.8%	8.0%	8.0%	8.0%	7.0%
Employee Wellness Fees to Departments	15.0%	4.5%	4.5%	5.0%	5.0%
City U Fees to Departments	3.5%	14.0%	14.0%	13.0%	13.0%

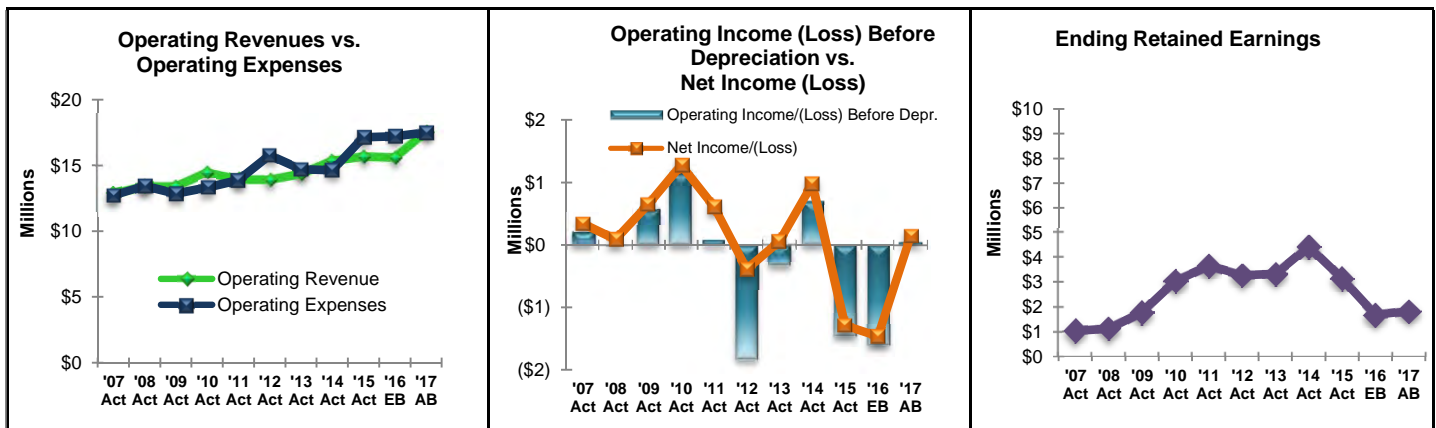
- **Employee Health/Wellness:** offers a variety of programs to city employees to prevent and reduce chronic health conditions, works with the Health Dept to provide vaccinations to employees, as well as drug and alcohol testing for new and federally mandated employees.
- **City U:** The City operates a centralized training program for their employees to cultivate a learning culture to improve. In FY 2016, the City centralized tuition reimbursement within the City University budget at \$50,000. This forecast assumes keeping the tuition reimbursement at \$50,000 for FY 2017 - FY 2021. This forecast also includes the addition of another trainer position in the City University in FY 2018.
- **Cafeteria Plan:** this is a division that serves as a pass through for amounts from employee checks as well as monthly administrative fees paid to our vendor.
- **401A Plan:** the City has a 401A matching plan available to all employees except police and fire. When employees contribute up to 2% of their pay to one of the 457 deferred compensation plans the city offers, the City matches the contributions in a 401A plan. The City pays for all of the administrative fees associated with this plan.



Net Income Statement Employee Benefit Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Fees & Services Charges	\$13,077,185	\$13,608,002	\$13,090,485	\$15,047,132
Misc. Operating Revenue	\$2,607,115	\$2,500,000	\$2,500,000	\$2,500,000
Total Operating Revenues	\$15,684,300	\$16,108,002	\$15,590,485	\$17,547,132
Operating Expenses:				
Personnel Services	\$1,221,699	\$637,499	\$624,921	\$691,222
Supplies & Materials	\$47,641	\$71,546	\$69,033	\$84,761
Travel & Training	\$7,820	\$80,800	\$58,800	\$80,800
Intragovernmental Charges	\$2,931	\$2,732	\$2,732	\$2,950
Utilities, Services & Other Misc.	\$15,857,423	\$16,932,930	\$16,443,340	\$16,642,490
Total Operating Expenses	\$17,137,514	\$17,725,507	\$17,198,826	\$17,502,223
Operating Income (Loss) Before Depreciation	(\$1,453,214)	(\$1,617,505)	(\$1,608,341)	\$44,909
Depreciation	\$0	\$0	\$0	\$0
Operating Income	(\$1,453,214)	(\$1,617,505)	(\$1,608,341)	\$44,909
Non-Operating Revenues:				
Investment Revenue	\$135,276	\$96,434	\$68,815	\$70,550
Misc. Non-Operating Revenues	\$48,889	\$16,000	\$97,562	\$57,000
Total Non-Operating Revenues	\$184,165	\$112,434	\$166,377	\$127,550
Operating Transfers:				
Transfers From Other Funds	\$0	\$0	\$0	\$0
Transfers To Other Funds	(\$21,868)	(\$21,868)	(\$21,868)	(\$32,661)
Net Income (Loss)	(\$1,290,917)	(\$1,526,939)	(\$1,463,832)	\$139,798
Net Income/(Loss) Transferred To Retained Earnings	(\$1,290,917)	(\$1,526,939)	(\$1,463,832)	\$139,798
Beginning Retained Earnings	\$4,444,762	\$3,153,845	\$3,153,845	\$1,690,013
Ending Retained Earnings	\$3,153,845	\$1,626,906	\$1,690,013	\$1,829,811

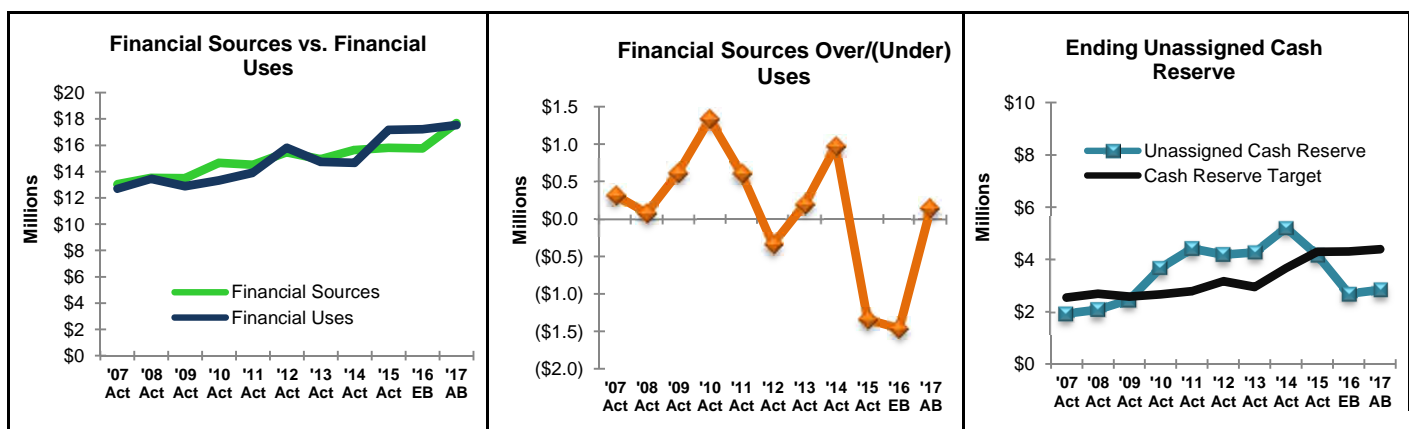
Note: Net Income Statements do not include capital addition or capital project expenses.



Funding Sources and Uses Employee Benefit Fund

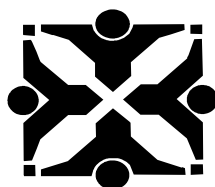
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$83,933	\$96,434	\$68,815	\$70,550
Fees and Service Charges	\$13,077,185	\$13,608,002	\$13,090,485	\$15,047,132
Other Local Revenues	\$2,656,004	\$2,516,000	\$2,597,562	\$2,557,000
	<u>\$15,817,122</u>	<u>\$16,220,436</u>	<u>\$15,756,862</u>	<u>\$17,674,682</u>
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u><u>\$15,817,122</u></u>	<u><u>\$16,220,436</u></u>	<u><u>\$15,756,862</u></u>	<u><u>\$17,674,682</u></u>
Financial Uses				
Operating Expenses	\$17,137,514	\$17,725,507	\$17,198,826	\$17,502,223
Operating Transfers to Other Funds	\$21,868	\$21,868	\$21,868	\$32,661
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u><u>\$17,159,382</u></u>	<u><u>\$17,747,375</u></u>	<u><u>\$17,220,694</u></u>	<u><u>\$17,534,884</u></u>
Financial Sources Over/(Under) Uses	(\$1,342,260)	(\$1,526,939)	(\$1,463,832)	\$139,798
Beginning Unassigned Cash Reserve		\$4,154,809	\$4,154,809	\$2,690,977
Financial Sources Over/(Under) Uses		(\$1,526,939)	(\$1,463,832)	\$139,798
Current Assets	\$4,491,116			
Less: Current Liabilities	\$336,307			
Projected Unassigned Cash Reserve	<u><u>\$4,154,809</u></u>	<u><u>\$2,627,870</u></u>	<u><u>\$2,690,977</u></u>	<u><u>\$2,830,775</u></u>
Cash Reserve Target (25% Fin. Uses)	\$4,289,846	\$4,436,844	\$4,305,174	\$4,383,721
Cash Above/(Below) Cash Reserve Target	(\$135,037)	(\$1,808,974)	(\$1,614,197)	(\$1,552,946)

Due to large claims in FY 2015 and FY 2016, the cash reserve is significantly below the cash reserve target. Rates will be adjusted over the next five years to get the cash reserve closer to target level.



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Self Insurance Fund (Internal Service Fund)



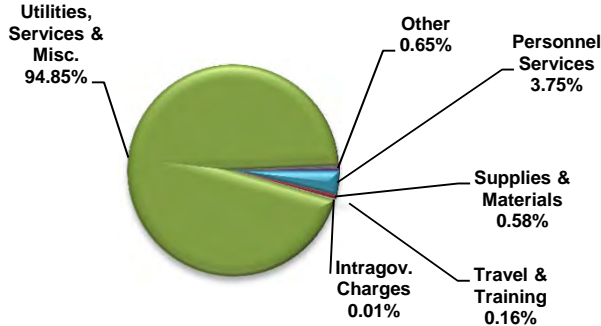
City of Columbia

Columbia, Missouri

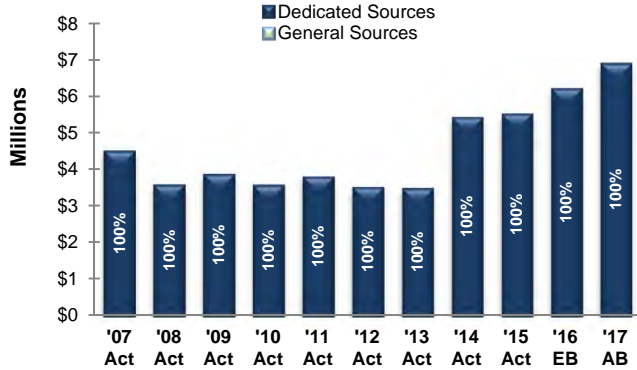
Self Insurance Reserve Fund (Internal Service Fund)

Fund 6690

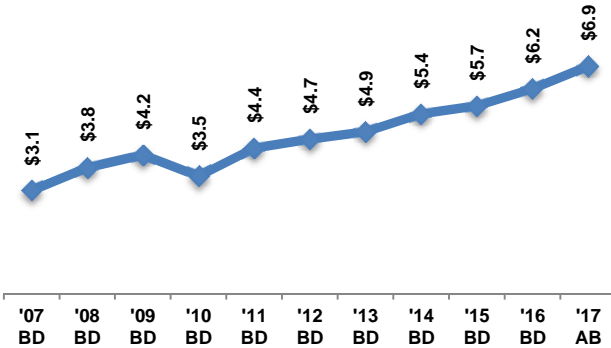
FY 2017 Total Expenses By Category



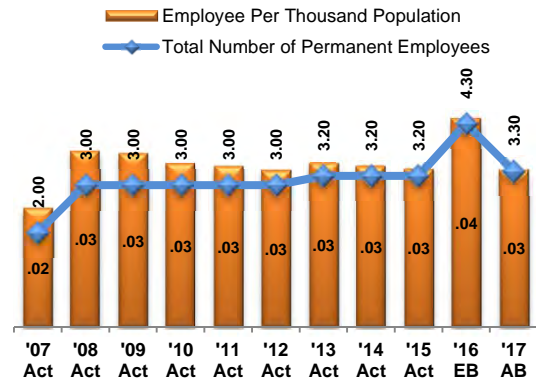
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$241,627	\$327,624	\$327,624	\$257,264	(21.5%)	(21.5%)
Supplies & Materials	\$10,108	\$14,840	\$13,340	\$39,800	198.4%	168.2%
Travel & Training	\$3,964	\$11,140	\$9,300	\$11,020	18.5%	(1.1%)
Intragov. Charges	\$275	\$328	\$328	\$354	7.9%	7.9%
Utilities, Services & Misc.	\$5,205,329	\$5,792,854	\$5,791,554	\$6,509,948	12.4%	12.4%
Capital	\$0	\$0	\$0	\$0		
Other	\$35,845	\$35,845	\$35,845	\$44,880	25.2%	25.2%
Total	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%
Operating Expenses	\$5,461,303	\$6,146,786	\$6,142,146	\$6,818,386	11.0%	10.9%
Non-Operating Expenses	\$35,845	\$35,845	\$35,845	\$44,880	25.2%	25.2%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%

Revenues (Where the Money Comes From)

Gross Rec. & Other Loc. Txes	\$0	\$0	\$0	\$0		
Interest Revenue	\$132,548	\$85,660	\$185,784	\$185,784	0.0%	116.9%
Fees & Service Charges	\$5,332,960	\$5,759,597	\$5,759,597	\$6,220,365	8.0%	8.0%
Other Local Revenues	\$114,651	\$0	\$70	\$0	(100.0%)	
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$337,374	\$232,540	\$457,117	96.6%	35.5%
Less: Current Year Surplus	(\$83,011)	\$0	\$0	\$0		
Dedicated Sources	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266	11.1%	11.0%

Description

The City of Columbia's Self-Insurance 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 Risk Management division of the City Finance Department.

Department Objectives

The City of Columbia's Self-Insurance Fund is handled by the Risk Management Division, a part of the Finance Department. The Self-insurance Fund and Risk Management support the departmental objectives of allowing the City to conduct business in an efficient and effective manner through the handling of risk retention, insurance, safety training, and information dissemination. Risk Management is also responsible for monitoring and adherence to applicable federal, state, and local requirements.

Highlights/Significant Changes

- Work cooperatively with Human Resources and the Legal Department to implement a City-wide transitional duty program.
- Development and implementation of on-line vehicle accident reporting to increase the City's responsiveness.
- Training offered to City employees in the areas of Stress and Depression Prevention; Evacuation/Severe Weather Safety; Fire Safety/Extinguisher Use; and Animal Awareness & Rabies. There has been a total attendance of 2,190 for these trainings and other safety training sessions.
- Revision of the City's evacuation plans.
- Due to budget constraints, one vacant Risk Management Specialist position will be eliminated in FY 2017.

Highlights/Significant Changes (cont.)

Planned activities include:

- Institution of an annual driver license review program.
- Implementation of prevention training for Network Security & Privacy (cyber liability) exposures.
- Establishment of policies and programs for Lockout/Tagout, Confined Space, and Trenching and Excavation.
- Formalize traffic control/flagger training which is compliant with MoDOT requirements.
- Further development of driver safety programs.

Fee and Service Charge Methodology

Annually, the City receives an actuarial report which provides claims forecast information used to prepare a long range funding forecast for the fund and calculate the amount that needs to be recovered from the departments for the next year to ensure the fund is properly funded.

The cost of this program is recovered through fees to departments based upon three components:

- 50% of the cost is based on the department's five year claims cost history
- 30% of the cost is based on the department's work comp exposure as determined by industry rates - based on payroll expenses
- 20% of the cost is based on the department's vehicle exposure which is determined by the number and types of vehicles

The five year claims cost history is used to help smooth out the cost of large claims over time. The workers' compensation exposure recognizes certain jobs have more exposure to potential claims (such as firefighters, law enforcement, electric line workers, etc.) than others (such as employees who work in an office). The vehicle exposure recognizes that certain vehicles have more exposure to potential claims (such as fire trucks) than other vehicles.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
6750 - Asst Director, Finance *	0.20	0.30	0.30	0.30	
6600 - Risk Manager	1.00	1.00	1.00	1.00	
6595 - Risk Management Spec. +	1.00	2.00	2.00	1.00	(1.00)
1006 - Sr. Admin. Support Asst.	1.00	1.00	1.00	1.00	
Total Personnel	3.20	4.30	4.30	3.30	(1.00)
Permanent Full-Time	3.20	4.30	4.30	3.30	(1.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.20	4.30	4.30	3.30	(1.00)

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization

+ Due to budget constraints, one Risk Management Specialist position is being eliminated in FY 2017.

Forecasted Sources and Uses (For Informational Purposes Only)

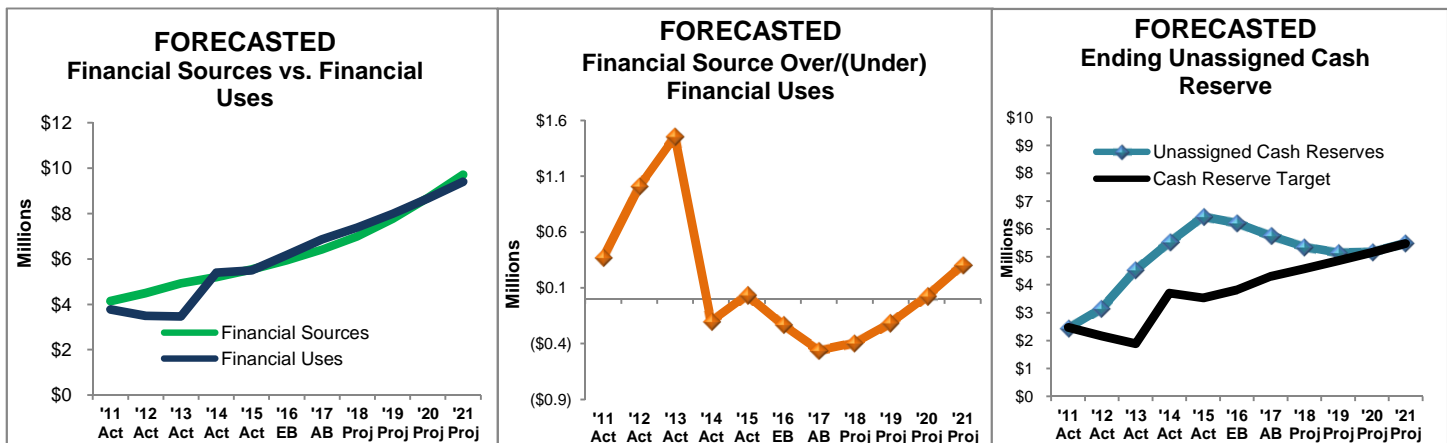
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources:					
Fees and Service Charges	\$6,220,365	\$6,811,300	\$7,594,600	\$8,505,952	\$9,526,666
Interest (w/o GASB 31 Adjustment)	\$185,784	\$185,784	\$185,784	\$185,784	\$185,784
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$6,406,149	\$6,997,084	\$7,780,384	\$8,691,736	\$9,712,450
Financial Uses:					
Personnel Costs	\$257,264	\$272,700	\$289,062	\$306,406	\$324,790
Materials and Supplies	\$39,800	\$15,199	\$15,343	\$15,489	\$15,636
Travel and Training	\$11,020	\$11,234	\$11,453	\$11,676	\$11,904
Intragovernmental Charges	\$354	\$358	\$362	\$366	\$370
Utilities, Services, and Misc.	\$6,509,948	\$7,043,616	\$7,633,247	\$8,285,761	\$9,008,902
Capital Additions	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$44,880	\$44,880	\$44,880	\$44,880	\$44,880
Total Financial Uses	\$6,863,266	\$7,387,987	\$7,994,347	\$8,664,578	\$9,406,482
Beginning Unassigned Cash Reserve	\$6,214,888	\$5,757,771	\$5,366,868	\$5,152,905	\$5,180,063
Financial Sources Over/(Under) Uses	(\$457,117)	(\$390,903)	(\$213,963)	\$27,158	\$305,968
Current Assets	\$0	\$0	\$0	\$0	\$0
Less: Current Liabilities	\$0	\$0	\$0	\$0	\$0
Projected Ending Unassigned Cash Reserve	\$5,757,771	\$5,366,868	\$5,152,905	\$5,180,063	\$5,486,031
Cash Reserve Target (Claims)	\$4,302,998	\$4,571,968	\$4,857,861	\$5,161,746	\$5,484,641
Cash Above/(Below) Cash Reserve Target	\$1,454,773	\$794,900	\$295,044	\$18,317	\$1,391

Self Insurance Charge to Department Increase **8.0%** **9.5%** **11.5%** **12.0%** **12.0%**

In order to provide the funding to pay for the City's self insurance program, departments are charged a fee. The total to be recovered is determined by calculating the payroll, premium, and anticipated claims costs. An actuary forecasts out potential future claims amounts.

The total to be recovered is charged back to the departments based on three components: 50% based on the department's five year claims cost history, 30% based on the department's workers compensation risk exposure, and 20% is based on the department's vehicle risk exposure.

Due to forecasted increases in claims costs, the amount that will need to be recovered from departments will increase between 8 and 12% each year for the next five years.

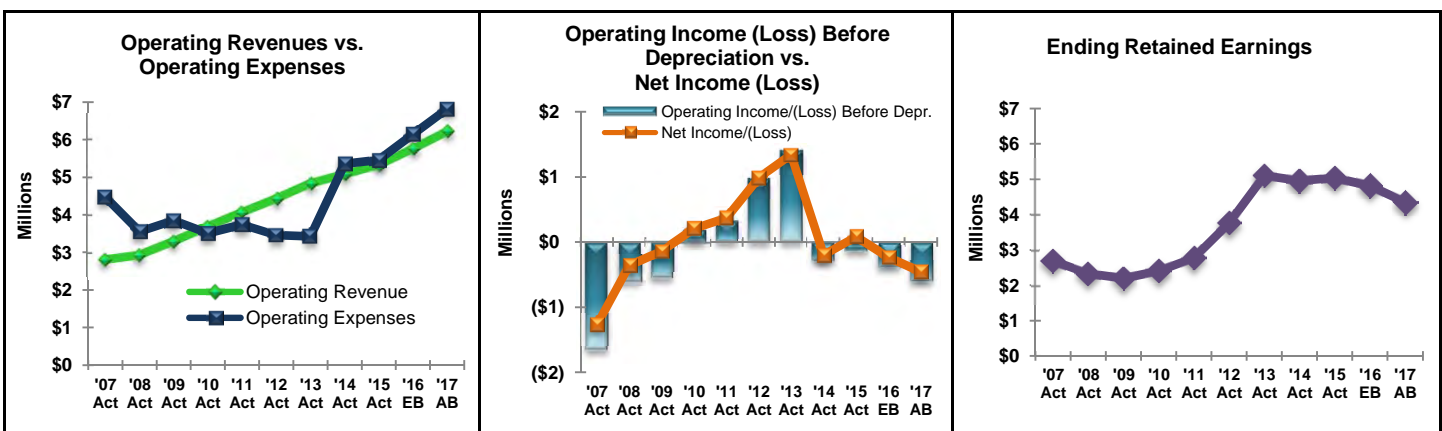


Net Income Statement Self Insurance Reserve Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$5,332,960	\$5,759,597	\$5,759,597	\$6,220,365
Misc. Operating Revenue	\$0	\$0	\$0	\$0
Total Operating Revenues	\$5,332,960	\$5,759,597	\$5,759,597	\$6,220,365
Operating Expenses:				
Personnel Services	\$241,627	\$327,624	\$327,624	\$257,264
Supplies & Materials	\$10,108	\$14,840	\$13,340	\$39,800
Travel & Training	\$3,964	\$11,140	\$9,300	\$11,020
Intragovernmental Charges	\$275	\$328	\$328	\$354
Utilities, Services & Other Misc.	\$5,205,329	\$5,792,854	\$5,791,554	\$6,509,948
Total Operating Expenses	\$5,461,303	\$6,146,786	\$6,142,146	\$6,818,386
Operating Income (Loss) Before Depreciation	(\$128,343)	(\$387,189)	(\$382,549)	(\$598,021)
Depreciation	\$0	\$0	\$0	\$0
Operating Income	(\$128,343)	(\$387,189)	(\$382,549)	(\$598,021)
Non-Operating Revenues:				
Investment Revenue	\$132,548	\$85,660	\$185,784	\$185,784
Rev. From Other Govt. Units	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$114,651	\$0	\$70	\$0
Total Non-Operating Revenues	\$247,199	\$85,660	\$185,854	\$185,784
Non-Operating Expenses:				
Interest Expense	\$0	\$0	\$0	\$0
Amortization	\$0	\$0	\$0	\$0
Bond Interest	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$35,845)	(\$35,845)	(\$35,845)	(\$44,880)
Net Income/(Loss) Transferred To Retained Earnings	\$83,011	(\$337,374)	(\$232,540)	(\$457,117) +
Beginning Retained Earnings	\$4,958,749	\$5,041,760	\$5,041,760	\$4,809,220
Ending Retained Earnings	\$5,041,760	\$4,704,386	\$4,809,220	\$4,352,103

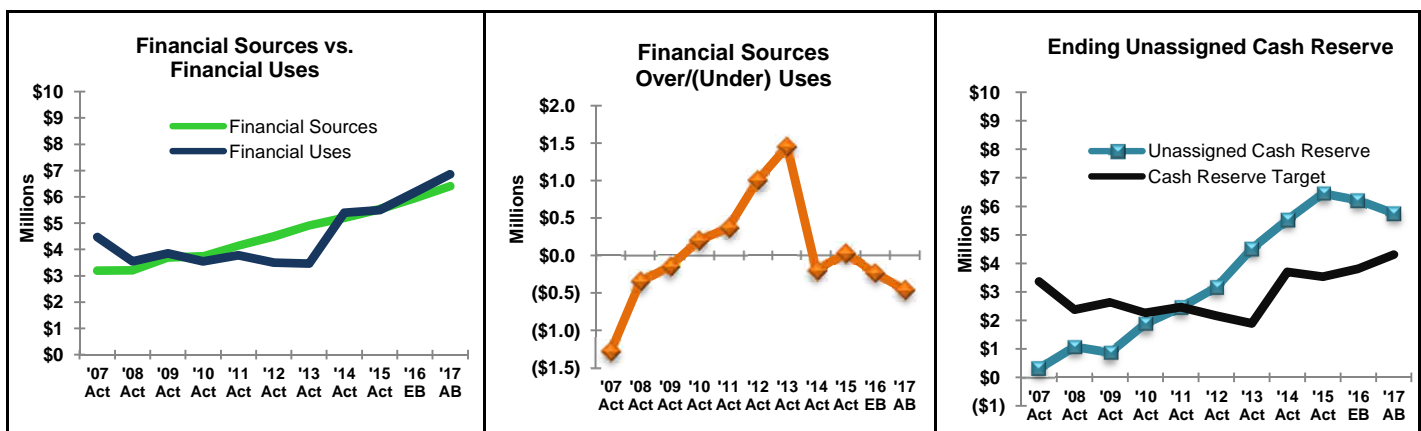
+ Planned use of fund balance. Review revenue/budget strategy in future budget years

Note: Net Income Statements do not include capital addition or capital project expenditures.

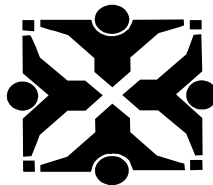


Funding Sources and Uses Self Insurance Reserve Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$85,553	\$85,660	\$185,784	\$185,784
Fees and Service Charges	\$5,332,960	\$5,759,597	\$5,759,597	\$6,220,365
Other Local Revenues	\$114,651	\$0	\$70	\$0
	\$5,533,164	\$5,845,257	\$5,945,451	\$6,406,149
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$5,533,164	\$5,845,257	\$5,945,451	\$6,406,149
Financial Uses				
Operating Expenses	\$5,461,303	\$6,146,786	\$6,142,146	\$6,818,386
Operating Transfers to Other Funds	\$35,845	\$35,845	\$35,845	\$44,880
Interest Expense and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,497,148	\$6,182,631	\$6,177,991	\$6,863,266
Financial Sources Over/(Under) Uses	\$36,016	(\$337,374)	(\$232,540)	(\$457,117)
Beginning Unassigned Cash Reserve		\$6,447,428	\$6,447,428	\$6,214,888
Financial Sources Over/(Under) Uses		(\$337,374)	(\$232,540)	(\$457,117)
Current Assets	\$6,488,000			
Less: Current Liabilities	\$40,572			
Projected Unassigned Cash Reserve	\$6,447,428	\$6,110,054	\$6,214,888	\$5,757,771
Cash Reserve Target (Claims Amount)	\$3,532,227	\$3,815,554	\$3,815,554	\$4,302,998
Cash Above/(Below) Cash Reserve Target	\$2,915,201	\$2,294,500	\$2,399,334	\$1,454,773



Custodial and Building Maintenance Fund (Internal Service Fund)



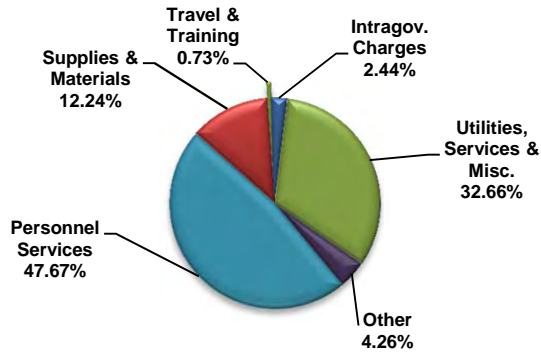
City of Columbia

Columbia, Missouri

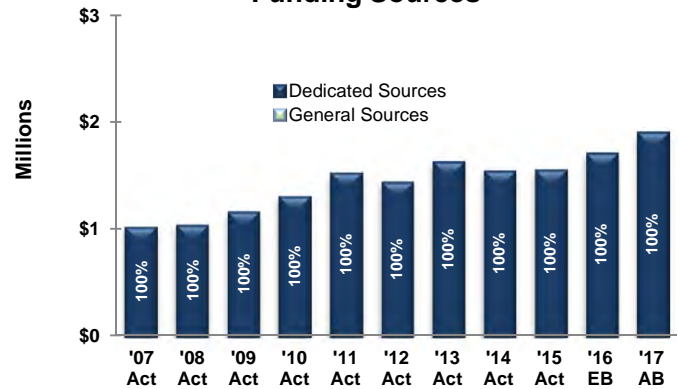
Custodial & Maintenance Services Fund - Summary

Fund 6710

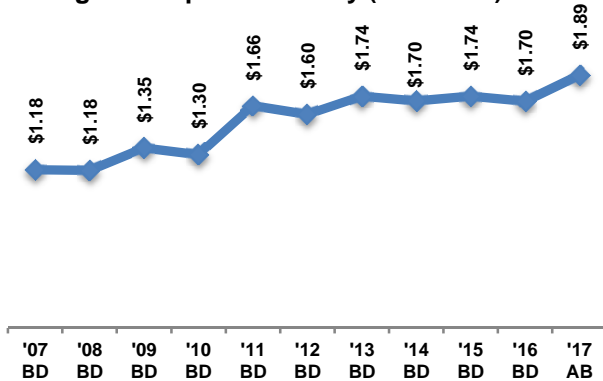
FY 2017 Total Expenses By Category



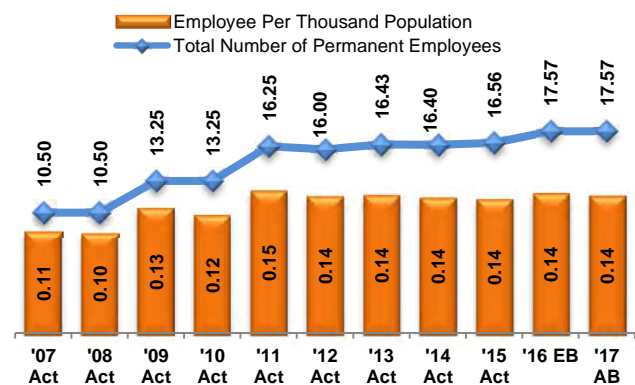
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$728,290	\$859,707	\$760,511	\$902,338	18.6%	5.0%
Supplies & Materials	\$196,734	\$249,346	\$249,310	\$231,803	(7.0%)	(7.0%)
Travel & Training	\$7,483	\$13,775	\$13,775	\$13,775	0.0%	0.0%
Intragov. Charges	\$20,864	\$22,383	\$22,383	\$46,184	106.3%	106.3%
Utilities, Services & Misc.	\$482,593	\$565,942	\$565,942	\$618,226	9.2%	9.2%
Capital	\$19,795	\$0	\$0	\$0		
Other	\$85,130	\$85,282	\$85,280	\$80,734	(5.3%)	(5.3%)
Total	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%
Operating Expenses	\$1,435,964	\$1,711,153	\$1,611,921	\$1,812,326	12.4%	5.9%
Non-Operating Expenses	\$85,130	\$85,282	\$85,280	\$80,734	(5.3%)	(5.3%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$19,795	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%

Revenues (Where the Money Comes From)

Gross Rec. & Other Local Taxes	\$0	\$0	\$0	\$0		
Interest Revenue	\$23,124	\$15,520	\$17,056	\$17,056	0.0%	9.9%
Fees & Service Charges	\$1,616,249	\$1,587,794	\$1,587,794	\$1,799,366	13.3%	13.3%
Other Local Revenues	\$0	\$0	\$0	\$0		
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$193,121	\$92,351	\$76,638	(17.0%)	(60.3%)
Less: Current Year Surplus	(\$98,484)	\$0	\$0	\$0		
Dedicated Sources	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%

Description

The Custodial and Maintenance Services Fund provides custodial services to the City Hall, Howard, Gentry, Sanford Kimpton (Health), Wabash, Grissum Building, Fleet West, Parking Enforcement, and CDBG, located in the 5th Street Garage. Building maintenance is provided to these facilities as well as the Walton Building, various police buildings (excluding the training facility) and other city facilities.

Fee and Service Charge Methodology

There are three separate intragovernmental charges which are used to recover the cost of the Custodial and Building Maintenance Fund.

Department Objectives

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 perception of the public.

Highlights/Significant Changes

- The FY 2017 budget includes a full year of funding for the Maintenance Assistant position added for half a year in FY 2016.
- Intragovernmental charges reflect a \$23,801 increase in primarily in Self Insurance Fees due to an increase in the five year claims history.

- Custodial Charges** are charged to departments located in buildings cleaned by custodial staff. These include the Daniel Boone, Gentry, Grissum, Howard, Health, Parking Enforcement located in the 5th Street Garage and Wabash buildings. Custodial staff maintains a record of time spent per building for the year. That is converted into a percent of time spent in a particular building and that percent is multiplied by the cost of providing custodial services. The total cost per building is then broken down into a cost per square foot. Each department is assessed a custodial charge based upon the number of square feet they utilize in the building as well as a portion of the shared common space.
- Maintenance Charges** are charged to departments located in buildings maintained by the building maintenance staff. These buildings include Daniel Boone, Gentry, Police/PSJC, Grissum, Walton, Armory, Wabash, Health, Parking Enforcement located in the 5th Street Garage and Howard buildings. A four year average of percent of time performing routine maintenance per building is used to calculate the maintenance charge per building. This amount is then used to calculate a per square foot charge per building which is allocated to departments on the basis of the square feet they utilize.
- Building Utility Charges** are charged to departments located in buildings where the Custodial and Maintenance Services Fund pays the utility bill. These buildings include Daniel Boone, Gentry, Wabash, and Howard buildings. The previous year's utility bills are used to calculate a percent spent per building which is then applied to the forecasted utility amounts for next year. The amount per building is used to calculate a per square foot charge per building which is allocated to departments on the basis of the square feet they utilize.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Building Maintenance	5.72	6.82	6.82	6.82	
Custodial Services	10.85	10.75	10.75	10.75	
Total Personnel	16.56	17.57	17.57	17.57	
Permanent Full-Time	15.06	16.07	16.07	16.07	
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	16.56	17.57	17.57	17.57	
Department Totals					
Permanent Full-Time	15.06	16.07	16.07	16.07	
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	16.56	17.57	17.57	17.57	

Custodial & Maintenance Services Fund - Summary

Fund 6710

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Building Maintenance Services					
<i>Fee Increases to Departments</i>	22.00%	22.00%	22.50%	22.50%	23.00%
Financial Sources	\$815,098	\$1,161,350	\$1,342,509	\$1,617,931	\$1,960,673
Financial Uses	\$888,610	\$1,252,981	\$1,371,107	\$1,599,200	\$1,780,270
Financial Sources Over/(Under) Uses	(\$73,512)	(\$91,631)	(\$28,598)	\$18,731	\$180,403

In the past few years the City has renovated many of the downtown campus buildings. Over the next five years, there is a need to hire a Building Facilities Manager to develop and implement a facilities maintenance plan to ensure all of the various buildings and other structures owned by the City are properly maintained. City maintenance crews currently provide routine maintenance in thirteen of the facilities. This five year forecast reflects a centralization of facility maintenance within this department. As a first step, a Building Facilities Manager would be hired in FY 2018 and a city-wide building assessment would be funded. There will also be a need to add a total of (3) Maintenance Assistants, (4) Maintenance Mechanics, (1) Sr Maintenance Mechanic, and (1) Administrative Support Assistant over this time period to take on the maintenance for all of the city facilities.

Custodial Services

<i>Fee Increases to Departments</i>	6.50%	9.50%	10.00%	10.00%	10.00%
Financial Sources	\$646,449	\$706,860	\$777,158	\$853,993	\$938,821
Financial Uses	\$626,290	\$723,081	\$814,118	\$844,435	\$911,887
Financial Sources Over/(Under) Uses	\$20,159	(\$16,221)	(\$36,960)	\$9,558	\$26,934

Custodial services are currently provided to eight buildings.

Building Utilities

<i>Fee Increases to Departments</i>	9.00%	8.00%	6.00%	6.00%	6.00%
Financial Sources	\$354,875	\$382,473	\$405,148	\$429,169	\$454,676
Financial Uses	\$362,526	\$382,364	\$403,383	\$425,658	\$449,271
Financial Sources Over/(Under) Uses	(\$7,651)	\$109	\$1,765	\$3,511	\$5,405

Total Custodial and Maintenance

Total Financial Sources	\$1,816,422	\$2,250,683	\$2,524,815	\$2,901,093	\$3,354,170
Total Financial Uses	\$1,877,426	\$2,358,426	\$2,588,608	\$2,869,293	\$3,141,428
Financial Sources Over/(Under) Uses	(\$61,004)	(\$107,743)	(\$63,793)	\$31,800	\$212,742

Beginning Unassigned Cash Reserve	\$719,377	\$658,373	\$550,630	\$486,837	\$518,637
Financial Sources Over/(Under) Uses	(\$61,004)	(\$107,743)	(\$63,793)	\$31,800	\$212,742

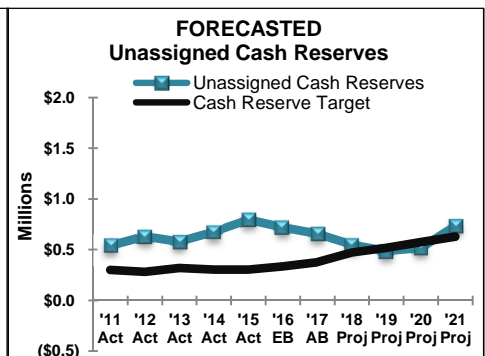
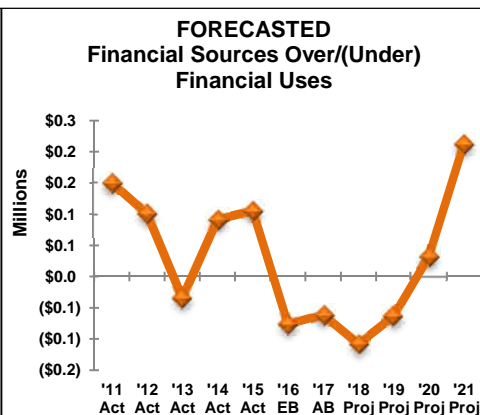
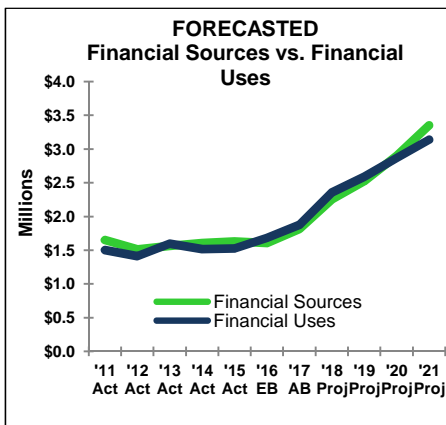
Current Assets

Less: Current Liabilities

Projected Ending Unassigned Cash Reserve	\$658,373	\$550,630	\$486,837	\$518,637	\$731,379
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Cash Reserve Target (20% Financial Uses)	\$375,485	\$471,685	\$517,722	\$573,859	\$628,286
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Cash Above/(Below) Cash Reserve Target	\$282,888	\$78,945	(\$30,885)	(\$55,222)	\$103,093
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Custodial & Maintenance Services

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Building Maintenance						
Personnel Services	\$321,040	\$393,104	\$333,853	\$421,152	26.1%	7.1%
Supplies and Materials	\$125,423	\$144,035	\$143,998	\$150,628	4.6%	4.6%
Travel and Training	\$4,483	\$8,775	\$8,775	\$8,775	0.0%	0.0%
Intragovernmental Charges	\$11,783	\$12,569	\$12,569	\$31,192	148.2%	148.2%
Utilities, Services, & Misc.	\$145,241	\$223,882	\$223,882	\$235,850	5.3%	5.3%
Capital	\$19,795	\$0	\$0	\$0		
Other	\$59,361	\$59,513	\$59,511	\$56,647	(4.8%)	(4.8%)
Total	\$687,126	\$841,878	\$782,588	\$904,244	15.5%	7.4%
Custodial Services						
Personnel Services	\$407,250	\$466,603	\$426,658	\$481,186	12.8%	3.1%
Supplies and Materials	\$71,311	\$105,311	\$105,312	\$81,175	(22.9%)	(22.9%)
Travel and Training	\$3,000	\$5,000	\$5,000	\$5,000	0.0%	0.0%
Intragovernmental Charges	\$9,081	\$9,814	\$9,814	\$14,992	52.8%	52.8%
Utilities, Services, & Misc.	\$10,195	\$19,400	\$19,400	\$19,850	2.3%	2.3%
Capital	\$0	\$0	\$0	\$0		
Other	\$25,769	\$25,769	\$25,769	\$24,087	(6.5%)	(6.5%)
Total	\$526,606	\$631,897	\$591,953	\$626,290	5.8%	(0.9%)
Utilities						
Utilities, Services, & Misc.	\$327,157	\$322,660	\$322,660	\$362,526	12.4%	12.4%
Total	\$327,157	\$322,660	\$322,660	\$362,526	12.4%	12.4%
Department Totals						
Personnel Services	\$728,290	\$859,707	\$760,511	\$902,338	18.6%	5.0%
Supplies and Materials	\$196,734	\$249,346	\$249,310	\$231,803	(7.0%)	(7.0%)
Travel and Training	\$7,483	\$13,775	\$13,775	\$13,775	0.0%	0.0%
Intragovernmental Charges	\$20,864	\$22,383	\$22,383	\$46,184	106.3%	106.3%
Utilities, Services, & Misc.	\$482,593	\$565,942	\$565,942	\$618,226	9.2%	9.2%
Capital	\$19,795	\$0	\$0	\$0		
Other	\$85,130	\$85,282	\$85,280	\$80,734	(5.3%)	(5.3%)
Total	\$1,540,889	\$1,796,435	\$1,697,201	\$1,893,060	11.5%	5.4%

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Building Maintenance					
9905 - Deputy City Manager *	0.00	0.02	0.02	0.02	
6204 - Financial Analyst *	0.05	0.10	0.10	0.10	
6200 - Senior Financial Analyst *	0.05	0.00	0.00	0.00	
5901 - Director, Public Works *	0.02	0.10	0.10	0.10	
5800 - Asst to the Public Works Director*	0.00	0.05	0.05	0.05	
5106 - Asst. Director, Public Works *	0.13	0.00	0.00	0.00	
2407 - Building & Grounds Supervisor	0.80	0.80	0.80	0.80	
2397 - Maintenance Asst - 773	0.00	1.00	1.00	1.00	
2394 - Senior Bldg Maint Mechanic-773	1.00	1.00	2.00	2.00	
2390 - Building Maint Mechanic-773	3.00	3.00	2.00	2.00	
1007 - Administrative Supervisor*	0.17	0.10	0.10	0.10	
1006 - Senior Admin Support Assistant *	0.50	0.65	0.65	0.65	
Total Personnel	5.72	6.82	6.82	6.82	
Permanent Full-Time	5.72	6.82	6.82	6.82	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	5.72	6.82	6.82	6.82	
Custodial Services					
5901 - Director, Public Works *	0.02	0.05	0.05	0.05	
5106 - Asst. Director, Public Works *	0.13	0.00	0.00	0.00	
2407 - Building & Grounds Supervisor	0.20	0.20	0.20	0.20	
2305 - Public Works Supervisor I	1.00	1.00	1.00	1.00	
2003 - Custodian-773	9.50	9.50	9.50	9.50	
Total Personnel	10.85	10.75	10.75	10.75	
Permanent Full-Time	9.35	9.25	9.25	9.25	
Permanent Part-Time	1.50	1.50	1.50	1.50	
Total Permanent	10.85	10.75	10.75	10.75	

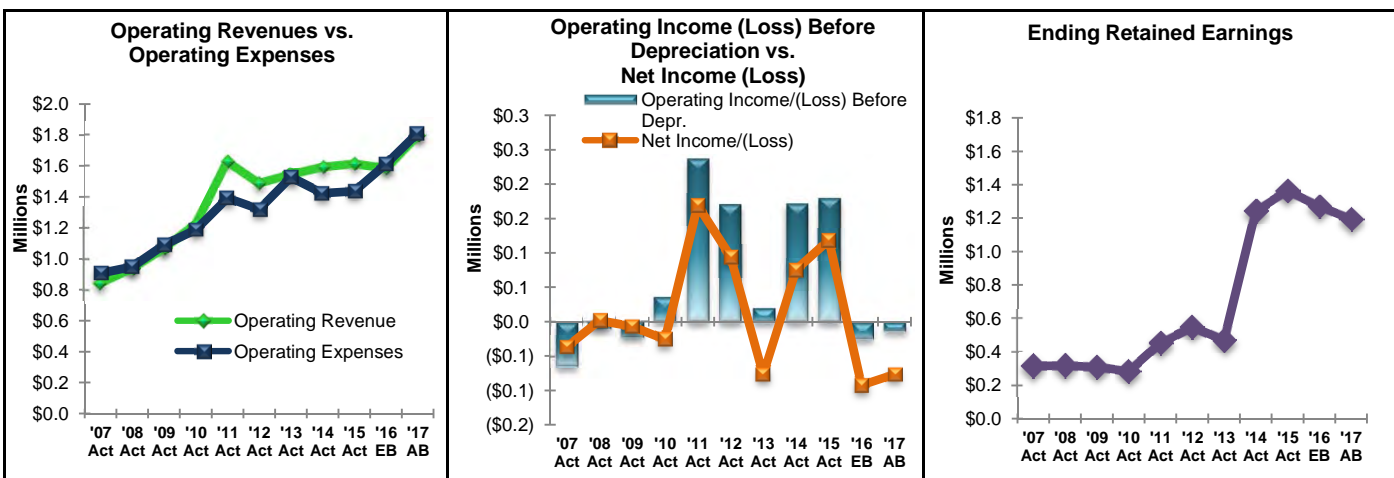
* In FY 2016 job titles and splits between various departments occurred due to a citywide reorganization

Net Income Statement Custodial and Maintenance Services

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Building Maintenance User Charges	\$679,446	\$663,590	\$663,590	\$807,025
Custodial User Charges	\$614,251	\$601,652	\$601,652	\$640,759
Utilities User Charges	\$322,552	\$322,552	\$322,552	\$351,582
Total Operating Revenues	\$1,616,249	\$1,587,794	\$1,587,794	\$1,799,366
Operating Expenses:				
Personnel Services	\$728,290	\$859,707	\$760,511	\$902,338
Supplies & Materials	\$196,734	\$249,346	\$249,310	\$231,803
Travel & Training	\$7,483	\$13,775	\$13,775	\$13,775
Intragovernmental Charges	\$20,864	\$22,383	\$22,383	\$46,184
Utilities, Services & Other Misc.	\$482,593	\$565,942	\$565,942	\$618,226
Total Operating Expenses	\$1,435,964	\$1,711,153	\$1,611,921	\$1,812,326
Operating Income (Loss)				
Before Depreciation	\$180,285	(\$123,359)	(\$24,127)	(\$12,960)
Depreciation	(\$15,484)	(\$15,636)	(\$15,634)	(\$15,634)
Operating Income	\$164,801	(\$138,995)	(\$39,761)	(\$28,594)
Non-Operating Revenues:				
Investment Revenue	\$23,124	\$15,520	\$17,056	\$17,056
Misc. Non-Operating Revenue	\$0	\$0	\$0	\$0
Total Non-Operating Revenues	\$23,124	\$15,520	\$17,056	\$17,056
Non-Operating Expenses:				
Loss on Disposal of Fixed Assets	\$0	\$0	\$0	\$0
Interest Expense	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0
Operating Transfers				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$69,646)	(\$69,646)	(\$69,646)	(\$65,100)
Net Income/(Loss) Transferred To Retained Earnings	\$118,279	(\$193,121)	(\$92,351)	(\$76,638) +
Beginning Retained Earnings	\$1,243,801	\$1,362,080	\$1,362,080	\$1,269,729
Ending Retained Earnings	\$1,362,080	\$1,168,959	\$1,269,729	\$1,193,091

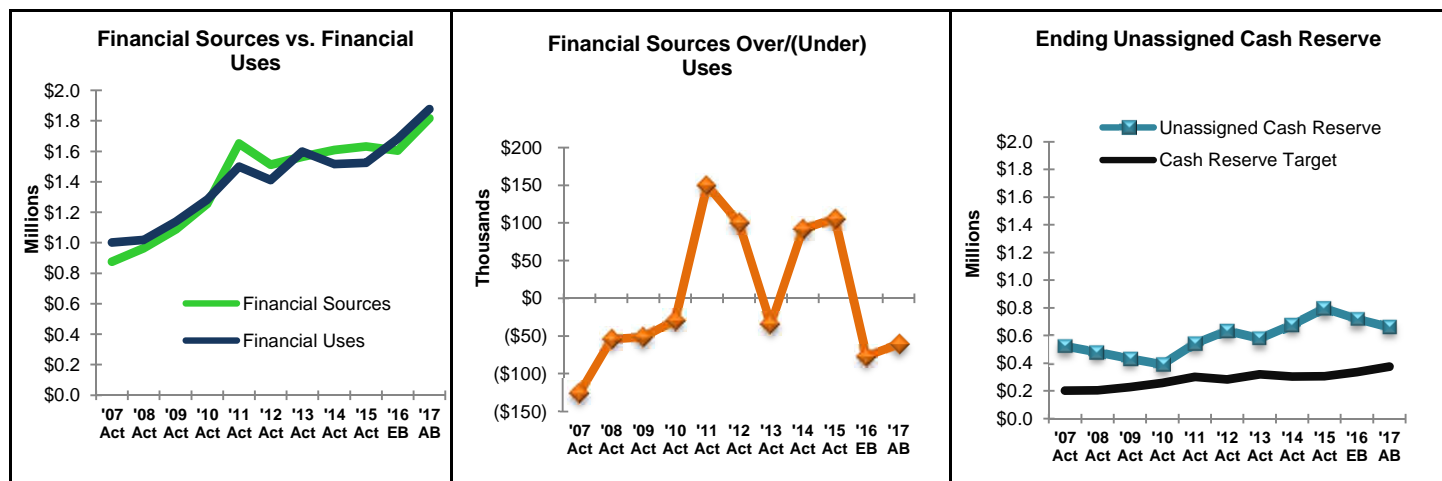
+ Planned use of fund balance. Review revenue/budget strategy in future budget years

Note: Net Income Statements do not include capital addition or capital project expenses.



Funding Sources and Uses Custodial and Maintenance Services

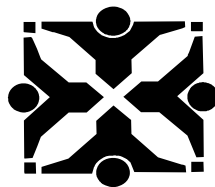
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$14,908	\$15,520	\$17,056	\$17,056
Fees and Service Charges	\$1,616,249	\$1,587,794	\$1,587,794	\$1,799,366
Other Local Revenues	\$0	\$0	\$0	\$0
	<u>\$1,631,157</u>	<u>\$1,603,314</u>	<u>\$1,604,850</u>	<u>\$1,816,422</u>
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	<u><u>\$1,631,157</u></u>	<u><u>\$1,603,314</u></u>	<u><u>\$1,604,850</u></u>	<u><u>\$1,816,422</u></u>
Financial Uses				
Operating Expenses	\$1,435,964	\$1,711,153	\$1,611,921	\$1,812,326
Operating Transfers to Other Funds	\$69,646	\$69,646	\$69,646	\$65,100
Interest Expense and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$19,795	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	<u><u>\$1,525,405</u></u>	<u><u>\$1,780,799</u></u>	<u><u>\$1,681,567</u></u>	<u><u>\$1,877,426</u></u>
Financial Sources Over/(Under) Uses	\$105,752	(\$177,485)	(\$76,717)	(\$61,004)
Beginning Unassigned Cash Reserve		\$796,094	\$796,094	\$719,377
Financial Sources Over/(Under) Uses		(\$177,485)	(\$76,717)	(\$61,004)
Current Assets	\$895,846			
Less: Current Liabilities	\$99,752			
Projected Unassigned Cash Reserve	<u><u>\$796,094</u></u>	<u><u>\$618,609</u></u>	<u><u>\$719,377</u></u>	<u><u>\$658,373</u></u>
Cash Reserve Target (20% Fin. Uses)	\$305,081	\$356,160	\$336,313	\$375,485
Cash Above/(Below) Cash Reserve Target	\$491,013	\$262,449	\$383,064	\$282,888



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Fleet Operations Fund

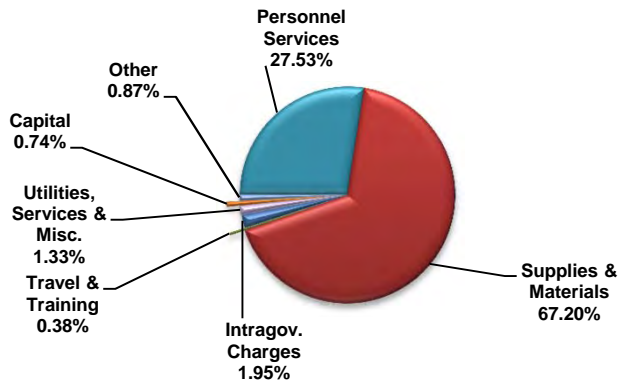
(Internal Service Fund)



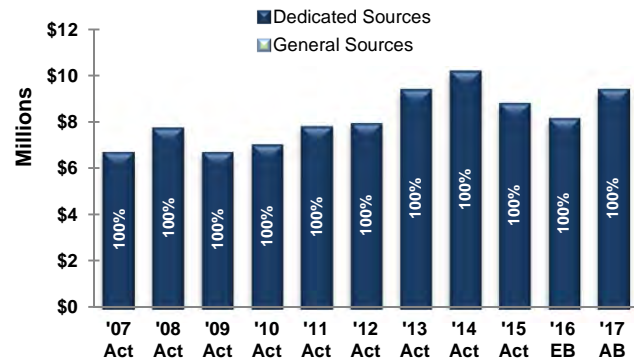
City of Columbia

Columbia, Missouri

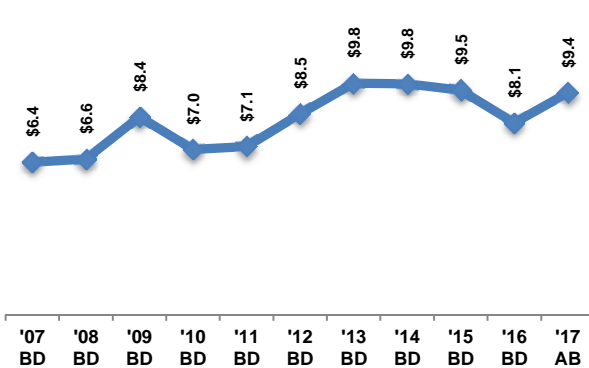
FY 2017 Total Expenses By Category



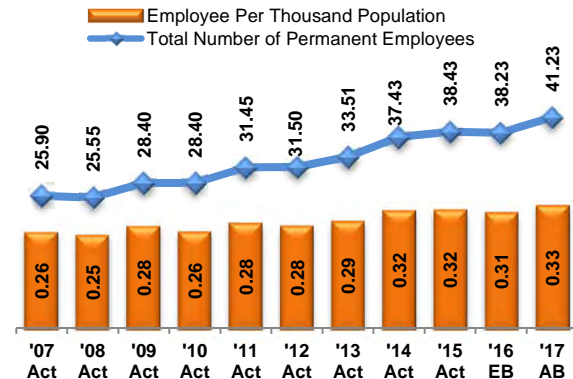
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,304,057	\$2,418,215	\$2,363,402	\$2,583,898	9.3%	6.9%
Supplies & Materials	\$5,972,333	\$6,241,397	\$5,353,964	\$6,307,357	17.8%	1.1%
Travel & Training	\$21,806	\$23,288	\$23,288	\$35,788	53.7%	53.7%
Intragov. Charges	\$173,369	\$175,203	\$175,203	\$182,976	4.4%	4.4%
Utilities, Services & Misc.	\$166,033	\$169,660	\$69,165	\$124,820	80.5%	(26.4%)
Capital	\$55,507	\$48,300	\$48,300	\$69,280	43.4%	43.4%
Other	\$79,476	\$80,661	\$82,273	\$81,531	(0.9%)	1.1%
Total	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%

Operating Expenses	\$8,517,085	\$9,027,763	\$7,985,022	\$9,234,839	15.7%	2.3%
Non-Operating Expenses	\$79,476	\$80,661	\$82,273	\$81,531	(0.9%)	1.1%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$55,507	\$48,300	\$48,300	\$69,280	43.4%	43.4%
Capital Projects	\$120,513	\$0	\$0	\$0		
Total Expenses	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%

Revenues (Where the Money Comes From)

Gross Rec. & Other Loc. Txes	\$0	\$0	\$0	\$0		
Interest Revenue	\$21,667	\$12,736	\$19,218	\$19,218	0.0%	50.9%
Fees & Service Charges	\$8,787,919	\$9,253,463	\$8,157,255	\$9,296,715	14.0%	0.5%
Other Local Revenues	\$107,864	\$59,365	\$60,840	\$58,365	(4.1%)	(1.7%)
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$0	\$0	\$11,352		
Less: Current Year Surplus	(\$144,869)	(\$168,840)	(\$121,718)	\$0	(100.0%)	(100.0%)
Dedicated Sources	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$8,772,581	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%

Description

The Fleet Operations Division provides preventive maintenance, mechanical repair, repair parts, acquisition support, and fuel for all the vehicles and equipment in the City of Columbia's fleet.

Highlights/Significant Changes

- A vehicle and equipment rental pool, which began in FY 2013 as a cost reduction strategy for the City and a revenue center for Fleet Operations, has proven to work well and will continue.
- Fleet Operations continues to operate a compressed natural gas (CNG) fuel station.
- Currently, 7.5% of the City's fleet is CNG powered. The City's contractually required monthly CNG consumption has been achieved since April 2015. Revenue from public consumption of CNG was first realized in May 2015 and should continue to grow. Fleet Operations will continue to work with commercial stakeholders to expand CNG consumption at the new station. The City has a goal of diversifying the fleet to 15% CNG powered. Several large fleets have switched to CNG as their primary fuel and are using The City station as their main fueling location.
- Construction on the facility at the Landfill will begin in 2016 and should be completed in the third quarter of FY 2017. This will allow for the Solid Waste fleet to be moved to that location and service to be performed there as well. The FY 2017 budget includes the addition of two vehicle mechanics and one store clerk for this new facility.

Fee and Service Charge Methodology

Fleet operations charges other city departments for the types of supplies and services provided. Unlike the other supporting activity departments, these fees are not reflected in the intragovernmental charge category. Fleet utilizes a mark-up system to recover the overhead costs of their operation and charges are assessed as the services are used.

Fuel: Fleet operations pays for the fuel purchased at the Grissum Building. As departments fuel vehicles at this location, their fuel account (reflected in the Materials and Supplies category) is charged for these purchases. A mark-up on fuel is allocated to departments and adjusted periodically so that the price per gallon paid by the departments is less than what they would pay at a retail fueling station.

Parts Charges: Fleet purchases the parts needed to maintain and repair City department vehicles. The cost of these parts plus a mark-up to recover overhead costs is charged to each department's parts account (reflected in the Materials and Supplies category). Parts remaining at 26% for FY 2017.

Labor Charges: Fleet mechanic time is charged to departments who have work performed by Fleet mechanics at the Grissum Building. These charges are charged to each department's vehicle maintenance account (reflected in the Utilities, Services, and Miscellaneous category). The labor is remaining the same as FY 2016 at \$60/hour.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9905 - Deputy City Manager *	0.00	0.03	0.03	0.03	
6595 - Risk Management Specialist **	0.10	0.00	0.00	0.00	
6204 - Financial Analyst	0.10	0.10	0.10	0.10	
6200 - Senior Financial Analyst *	0.10	0.00	0.00	0.00	
6100 - Stores Clerk-773 +	4.00	4.00	4.00	5.00	1.00
5901 - Director, Public Works *	0.08	0.05	0.05	0.05	
2397 - Maintenance Assistant-773	1.00	1.00	1.00	1.00	
2107 - Vehicle Mechanic-773 +	21.00	21.00	21.00	23.00	2.00
2106 - Fleet Operations Manager	1.00	1.00	1.00	1.00	
2104 - Vehicle Maint. Supervisor	7.00	7.00	7.00	7.00	
2102 - Vehicle Service Worker-773	1.00	1.00	1.00	1.00	
2100 - Fleet Operations Superintendent	2.00	2.00	2.00	2.00	
1006 - Senior Admin. Support Asst.	1.05	1.05	1.05	1.05	
Total Personnel	38.43	38.23	38.23	41.23	3.00
Permanent Full-Time	38.43	38.23	38.23	41.23	3.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	38.43	38.23	38.23	41.23	3.00

* In FY 2016, a Deputy City Manager position was created with a reorganization which places this position over the Public Works Department. The Director's time was also reallocated.

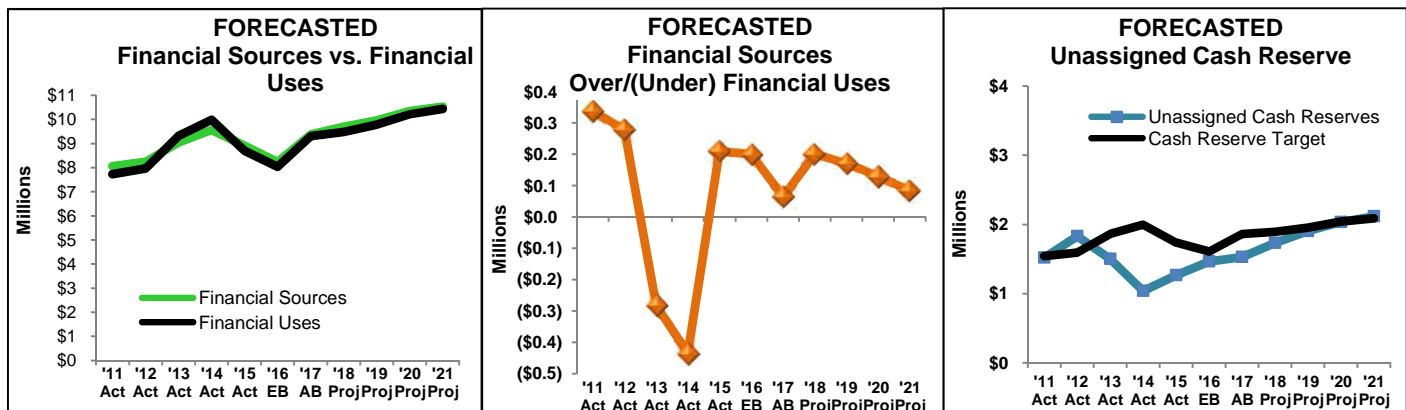
** In FY 2016, a reorganization moved the Risk Management Specialist position to the Self Insurance Reserve Fund to centralize this function.

+ In FY 2017, three positions have been added for the new facility being constructed at the landfill.

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Labor					
Labor Rate/Hour:	\$60	\$60	\$60	\$60	\$60
Financial Sources	\$2,318,665	\$2,423,545	\$2,633,545	\$2,633,545	\$2,843,545
Financial Uses	\$1,937,924	\$2,082,850	\$2,291,956	\$2,429,473	\$2,659,376
Financial Sources Over/(Under) Uses	\$380,741	\$340,695	\$341,589	\$204,072	\$184,169
Fuel					
Fuel Markup:	5%	5%	5%	5%	5%
Financial Sources	\$2,978,200	\$2,977,200	\$2,976,200	\$2,975,200	\$2,975,200
Financial Uses	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Financial Sources Over/(Under) Uses	\$178,200	\$177,200	\$176,200	\$175,200	\$175,200
OWA (Outside Work Authorizations)					
Financial Sources	\$867,671	\$867,671	\$762,551	\$972,551	\$762,551
Financial Uses	\$867,671	\$867,671	\$762,551	\$972,551	\$762,551
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Parts					
Parts Markup:	26%	28%	28%	28%	28%
Financial Sources	\$3,110,344	\$3,317,700	\$3,483,585	\$3,657,765	\$3,840,653
Financial Uses	\$2,468,527	\$2,591,953	\$2,721,551	\$2,857,629	\$3,000,510
Financial Sources Over/(Under) Uses	\$641,817	\$725,747	\$762,034	\$800,136	\$840,143
Pool Billing					
Financial Sources	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Financial Uses	\$82,290	\$83,948	\$85,756	\$87,726	\$89,874
Financial Sources Over/(Under) Uses	(\$22,290)	(\$23,948)	(\$25,756)	(\$27,726)	(\$29,874)
Overhead					
Financial Sources	\$39,418	\$39,418	\$39,418	\$39,418	\$39,418
Financial Uses	\$1,152,590	\$1,059,006	\$1,122,469	\$1,060,947	\$1,124,441
Financial Sources Over/(Under) Uses	(\$1,113,172)	(\$1,019,588)	(\$1,083,051)	(\$1,021,529)	(\$1,085,023)
Total Budget					
Financial Sources	\$9,374,298	\$9,685,534	\$9,955,299	\$10,338,479	\$10,521,367
Financial Uses	\$9,309,002	\$9,485,428	\$9,784,283	\$10,208,326	\$10,436,752
Financial Sources Over/(Under) Uses	\$65,296	\$200,106	\$171,016	\$130,153	\$84,615
Beginning Unassigned Cash Reserve	\$1,466,482	\$1,531,778	\$1,731,884	\$1,902,900	\$2,033,053
Projected Ending Unassigned Cash Reserve	\$1,531,778	\$1,731,884	\$1,902,900	\$2,033,053	\$2,117,668
20% Cash Reserve Target	\$1,861,800	\$1,897,086	\$1,956,857	\$2,041,665	\$2,087,350
Cash Above/(Below) Cash Reserve Target	(\$330,022)	(\$165,202)	(\$53,957)	(\$8,612)	\$30,318

- This forecast reflects the addition of a facility at the landfill in FY 2017 when the Solid Waste fleet is moved out to the landfill. At that time, a crew of 2 mechanics and 1 stores clerk will be added.
- An additional facility and staff will allow the department to do more of the city's work in-house which is more cost effective as our labor and parts rates are significantly lower. This is reflected in the lower amounts of OWA (work that is sent outside of the city organization) in FY 2017 and FY 2018.



Budget Detail

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,304,057	\$2,418,215	\$2,363,402	\$2,583,898	9.3%	6.9%
Supplies and Materials	\$5,949,146	\$6,241,397	\$5,353,964	\$6,307,357	17.8%	1.1%
Travel and Training	\$21,806	\$23,288	\$23,288	\$35,788	53.7%	53.7%
Intragovernmental Charges	\$173,369	\$175,203	\$175,203	\$182,976	4.4%	4.4%
Utilities, Services, & Misc.	\$68,707	\$169,660	\$69,165	\$124,820	80.5%	(26.4%)
Capital	\$55,507	\$48,300	\$48,300	\$69,280	43.4%	43.4%
Other	\$79,476	\$80,661	\$82,273	\$81,531	(0.9%)	1.1%
Total	\$8,652,068	\$9,156,724	\$8,115,595	\$9,385,650	15.6%	2.5%

Major Projects

Fiscal Impact

- In the other General Government capital project section, there is funding to begin design of renovations for the Grissum Building which is a 2015 Capital Improvement Sales Tax funded project.

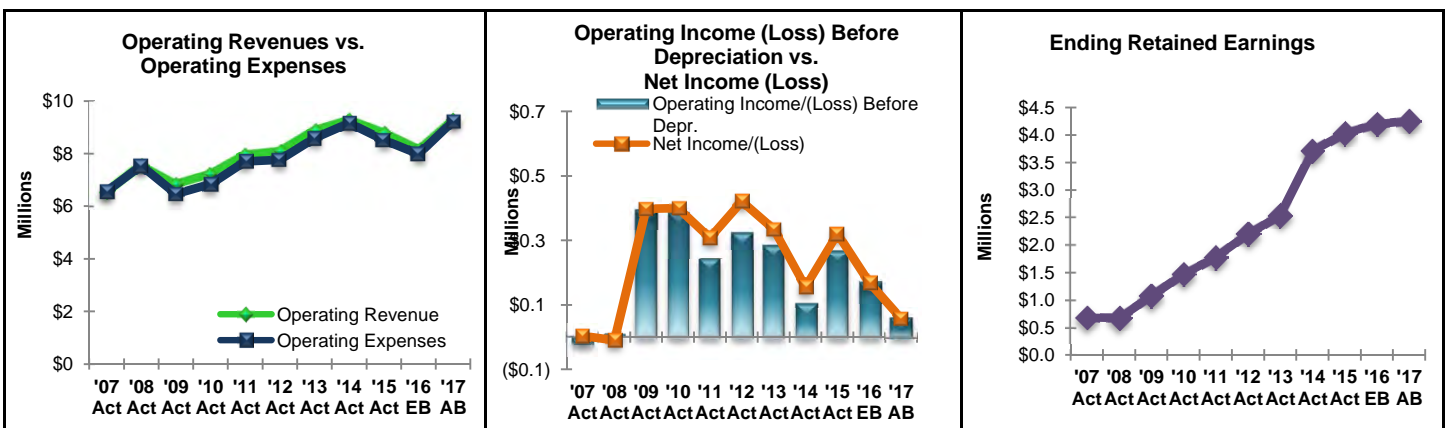
Budget Detail

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies and Materials	\$23,187	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$97,326	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$120,513	\$0	\$0	\$0		

Net Income Statement Fleet Operations

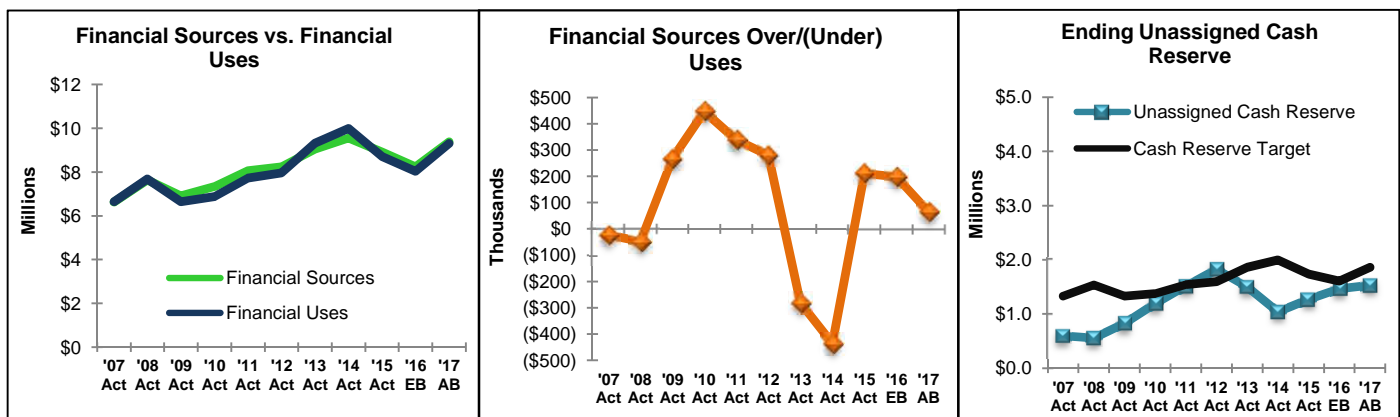
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$8,787,919	\$9,253,463	\$8,157,255	\$9,296,715
Total Operating Revenues	\$8,787,919	\$9,253,463	\$8,157,255	\$9,296,715
Operating Expenses:				
Personnel Services	\$2,304,057	\$2,418,215	\$2,363,402	\$2,583,898
Supplies & Materials	\$5,949,146	\$6,241,397	\$5,353,964	\$6,307,357
Travel & Training	\$21,806	\$23,288	\$23,288	\$35,788
Intragovernmental Charges	\$173,369	\$175,203	\$175,203	\$182,976
Utilities, Services & Other Misc.	\$68,707	\$169,660	\$69,165	\$124,820
Total Operating Expenses	\$8,517,085	\$9,027,763	\$7,985,022	\$9,234,839
Operating Income(Loss) Before Depreciation	\$270,834	\$225,700	\$172,233	\$61,876
Depreciation	(\$59,677)	(\$75,036)	(\$76,648)	(\$76,648)
Operating Income	\$211,157	\$150,664	\$95,585	(\$14,772)
Non-Operating Revenues:				
Investment Revenue	\$21,667	\$12,736	\$19,218	\$19,218
Revenue From Other Gov. Units	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$107,864	\$59,365	\$60,840	\$58,365
Total Non-Operating Revenues	\$129,531	\$72,101	\$80,058	\$77,583
Non-Operating Expenses:				
Interest Expense	\$0	\$0	\$0	\$0
Loss of Disposal Assets	\$14,174	\$0	\$0	\$0
Debt Service Principal	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$14,174	\$0	\$0	\$0
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$5,625)	(\$5,625)	(\$5,625)	(\$4,883)
Total Operating Transfers	(\$5,625)	(\$5,625)	(\$5,625)	(\$4,883)
Net Income/(Loss) Transferred To Retained Earnings	\$320,889	\$217,140	\$170,018	\$57,928
Beginning Retained Earnings	\$3,707,364	\$4,028,253	\$4,028,253	\$4,198,271
Ending Retained Earnings	\$4,028,253	\$4,245,393	\$4,198,271	\$4,256,199

Note: Net Income Statements do not include capital addition or capital project expenses.

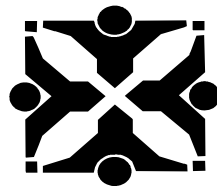


Funding Sources and Uses Fleet Operations

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$13,684	\$12,736	\$19,218	\$19,218
Fees and Service Charges	\$8,787,919	\$9,253,463	\$8,157,255	\$9,296,715
Other Local Revenues	\$107,864	\$59,365	\$60,840	\$58,365
	\$8,909,467	\$9,325,564	\$8,237,313	\$9,374,298
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$8,909,467	\$9,325,564	\$8,237,313	\$9,374,298
Financial Uses				
Operating Expenses	\$8,517,085	\$9,027,763	\$7,985,022	\$9,234,839
Operating Transfers to Other Funds	\$5,625	\$5,625	\$5,625	\$4,883
Interest Expense and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$55,507	\$48,300	\$48,300	\$69,280
Enterprise Revenues used for Capital Projects	\$120,513	\$0	\$0	\$0
Total Financial Uses	\$8,698,730	\$9,081,688	\$8,038,947	\$9,309,002
Financial Sources Over/(Under) Uses	\$210,737	\$243,876	\$198,366	\$65,296
Beginning Unassigned Cash Reserve		\$1,268,116	\$1,268,116	\$1,466,482
Financial Sources Over/(Under) Uses		\$243,876	\$198,366	\$65,296
Current Assets	\$1,954,254			
Less: Current Liabilities	\$686,138			
Projected Unassigned Cash Reserve	\$1,268,116	\$1,511,992	\$1,466,482	\$1,531,778
Cash Reserve Target (20% Fin. Uses)	\$1,739,746	\$1,816,338	\$1,607,789	\$1,861,800
Cash Above/(Below) Cash Reserve Target	(\$471,630)	(\$304,346)	(\$141,307)	(\$330,022)



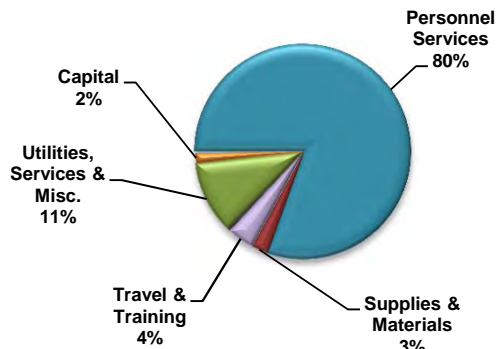
GIS (Geospatial Information Services) Fund (Internal Service Fund)



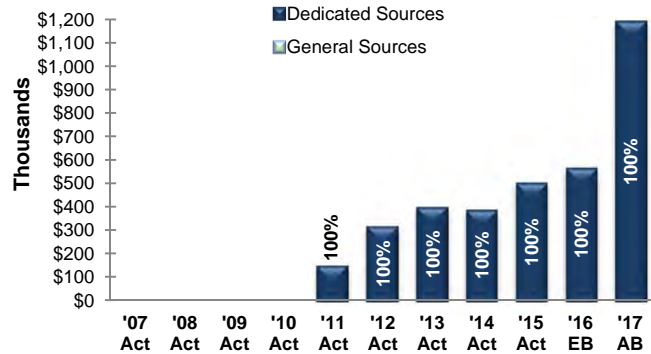
City of Columbia

Columbia, Missouri

FY 2017 Total Expenses By Category

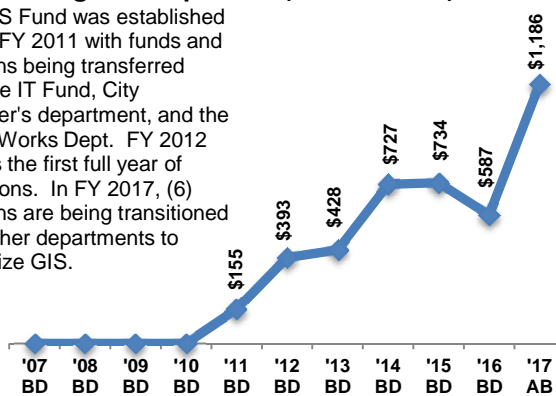


Funding Sources

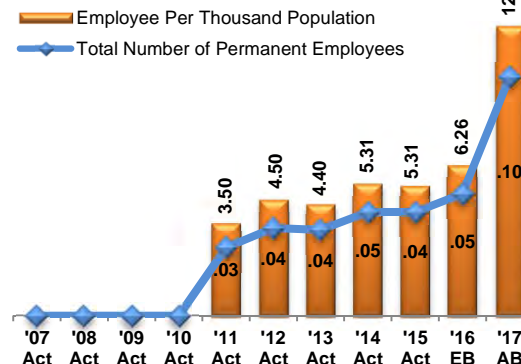


Budgeted Expenses (in Thousands)

The GIS Fund was established during FY 2011 with funds and positions being transferred from the IT Fund, City Manager's department, and the Public Works Dept. FY 2012 reflects the first full year of operations. In FY 2017, (6) positions are being transitioned from other departments to centralize GIS.



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$392,895	\$509,714	\$485,336	\$953,739	96.5%	87.1%
Supplies & Materials	\$25,651	\$17,678	\$17,028	\$29,560	73.6%	67.2%
Travel & Training	\$17,615	\$28,603	\$26,685	\$46,603	74.6%	62.9%
Intragov. Charges	\$7,622	\$3,763	\$3,763	\$3,879	3.1%	3.1%
Utilities, Services & Misc.	\$45,752	\$27,554	\$26,154	\$131,305	402.0%	376.5%
Capital	\$7,790	\$0	\$0	\$18,000		
Other	\$1,082	\$0	\$2,596	\$2,596	0.0%	
Total	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%
Operating Expenses	\$489,535	\$587,312	\$558,966	\$1,165,086	108.4%	98.4%
Non-Operating Expenses	\$1,082	\$0	\$2,596	\$2,596	0.0%	
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$7,790	\$0	\$0	\$18,000		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%

Revenues (Where the Money Comes From)

Interest Revenue	\$13,228	\$8,962	\$8,652	\$8,652	0.0%	(3.5%)
Fees & Service Charges	\$473,528	\$487,212	\$487,212	\$1,011,615	107.6%	107.6%
Other Local Revenues	\$564	\$0	\$100	\$100	0.0%	
Grants	\$79,456	\$74,790	\$74,790	\$152,803	104.3%	104.3%
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$16,348	\$0	\$12,512		(23.5%)
Less: Current Year Surplus	(\$68,369)	\$0	(\$9,192)	\$0	(100.0%)	
Dedicated Sources	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$498,407	\$587,312	\$561,562	\$1,185,682	111.1%	101.9%

Description

The City Geospatial Information Services (GIS) Office is responsible for developing, coordinating, and supporting the use of geospatial technologies across all City departments. By providing a City Geographic Information System, the GIS Office affects higher levels of data standardization and performance, while increasing the amount of data and level of data documentation.

As a result, the accessibility and efficiency of access to data and information is improved and duplication of efforts is reduced. City Departments and employees are thus more connected through the use of the same data, which aids business units across the City in meeting their missions and addressing strategic priorities.

Department/Objective Goals

Facilitate coordination around GIS and related projects by increasing communication and collaboration between departments, organizations outside the City, and citizens; so that the City information and GIS resources are used appropriately, effectively, efficiently, and transparently.

Provide GIS data, analysis, tools, applications, support, and training so that employees and business units become more efficient and skilled in their duties, analyses, and business processes.

Maintain the integrity, accuracy, and security of the City of Columbia's GIS data so that the City can access, update, and analyze relevant data in useful and valuable ways.

Highlights/Significant Changes

- The GIS Office was established mid-year in FY 2011. FY 2017 consolidates existing full time GIS positions in Community Development (1) and City Utilities - Water & Light (5) into the GIS Office budget and reporting structure.
- The primary foci of City GIS staff are improving the quality of and facilitating access to spatial data, supporting geospatial technologies and the needs of City GIS users, providing specialized spatial analysis and mapping services, and improving coordination and communication for geospatial related projects.
- Work continues integrating aerial photography, LiDAR, topographic and planimetric data from the 2015 data flight into new products, workflows, and processes. 2017 brings the 10-year update of the 2007 Natural Resource Inventory project.

Highlights/Significant Changes (cont.)

- The City GIS Office projects to fulfill more than 1,200 user requests in FY 2016. About 86% of these requests are service to internal departments, with 14% of requests coming from public customers and other governmental entities.
- Projects completed in FY 2016 include building and updating public and accessible maps that serve as portals to information and data. The Community Dashboard map that displays time-enabled transactional information now include active code enforcement cases. The updated version of Columbia's City View map works for citizens and staff on any web-enabled device they may use and incorporates Google's Street View tools. Other collaborative web-based and communication-oriented projects completed include street information, special tax districts, field-based sidewalk assessment, Police Community Outreach Unit data collection, Police dashboard, and citizen problem reporting for parks. Analytical projects include data analysis and mapping for the City Strategic Plan, rental energy efficiency, and new solid waste routes.
- Projects in process include: improving and synchronizing City address databases across multiple software systems; maintaining and keeping current core datasets used across the City including assets and regulatory conditions; facilitating mobile access to maps and spatial data for staff and the public; upgrading GIS server architecture to better meet data access, data management, security, crowdsourcing, and mobile mapping needs.
- An Addressing Specialist hired in 2016 performs professional technical and regulatory work designing, assigning, communicating, and maintaining accurate and authoritative addresses for the City. Addressing activity supports and improves business processes and operations for utilities, public safety, and service provision within the City and for other governmental entities.

Fee and Service Charge Methodology

GIS Office charges a fee to city users based on the number of network computers in each department. Fee will cover the budget of the GIS Office.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9905 - Deputy City Manager * +	0.00	0.01	0.01	0.00	(0.01)
6204 - Financial Analyst *	0.05	0.00	0.00	0.00	
6200 - Senior Financial Analyst *	0.05	0.00	0.00	0.00	
5901 - Director, Public Works *	0.01	0.00	0.00	0.00	
5003 - Engineering Tech**	0.00	0.00	0.00	2.00	2.00
2190 - GIS Technician**	1.00	1.00	1.00	2.00	1.00
2185 - GIS Supervisor**	0.00	0.00	0.00	1.00	1.00
2180- GIS Specialist**	0.00	0.00	0.00	1.00	1.00
2175 - GIS Analyst**	2.50	2.50	2.50	3.50	1.00
2160 - Addressing Specialist	0.00	0.75	0.75	0.75	
2150 - GIS Enterprise Systems Admin.	1.00	1.00	1.00	1.00	
2125 - City-Wide Geospatial Services Mngr **	0.70	1.00	1.00	1.00	
Total Personnel	5.31	6.26	6.26	12.25	5.99
Permanent Full-Time	4.81	5.76	5.76	11.75	5.99
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	5.31	6.26	6.26	12.25	5.99

* In FY 2016 job titles and splits between various departments occurred due to a citywide reorganization that moved the Sewer, Solid Waste, and Storm Water budgets from Public Works direction to the Utility Departments.

** In FY 2017 GIS Technician, Engineering Tech, GIS Supervisor, GIS Analyst, and GIS Specialist positions were moved from Community Development and Water and Light to GIS in a reorganization that centralized GIS across departments.

+ In FY 2017, the GIS budget was moved from the direction of the Deputy City Manager to under the direction of the IT Director. The Deputy City Manager allocation was removed from this budget.

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Grants	\$152,803	\$153,531	\$74,266	\$111,009	\$75,759
Interest (w/o GASB 31 Adjustment)	\$8,652	\$8,652	\$8,652	\$8,652	\$8,652
Fees and Service Charges	\$1,011,615	\$1,097,531	\$1,195,571	\$1,274,708	\$1,395,658
Other Local Revenues	\$100	\$100	\$100	\$100	\$100
Total Financial Sources	\$1,173,170	\$1,259,814	\$1,278,589	\$1,394,469	\$1,480,169
Personnel Services	\$953,739	\$1,010,963	\$1,092,058	\$1,157,582	\$1,227,037
Materials and Supplies	\$29,560	\$29,561	\$29,562	\$29,563	\$29,564
Travel and Training	\$46,603	\$49,091	\$51,721	\$54,488	\$57,415
Intragovernmental Charges	\$3,879	\$3,930	\$3,930	\$3,930	\$3,930
Utilities, Services, and Misc	\$131,305	\$130,444	\$180,444	\$275,444	\$30,444
Capital Additions	\$18,000	\$0	\$10,000	\$0	\$0
Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$1,183,086	\$1,223,989	\$1,367,715	\$1,521,007	\$1,348,390
Financial Sources Over/(Under) Uses	(\$9,916)	\$35,825	(\$89,126)	(\$126,538)	\$131,779
Beginning Unassigned Cash Reserve	\$483,852	\$473,936	\$509,761	\$420,635	\$294,097
Financial Sources Over/(Under) Uses	(\$9,916)	\$35,825	(\$89,126)	(\$126,538)	\$131,779
Current Assets					
Less: Current Liabilities					
Projected Ending Unassigned Cash Reserve	\$473,936	\$509,761	\$420,635	\$294,097	\$425,876
Cash Reserve Target (20% Fin Uses)	\$236,617	\$244,798	\$273,543	\$304,201	\$269,678
Cash Above/(Below) Cash Reserve Target	\$237,319	\$264,963	\$147,092	(\$10,104)	\$156,198

Increase in GIS Fees to Departments

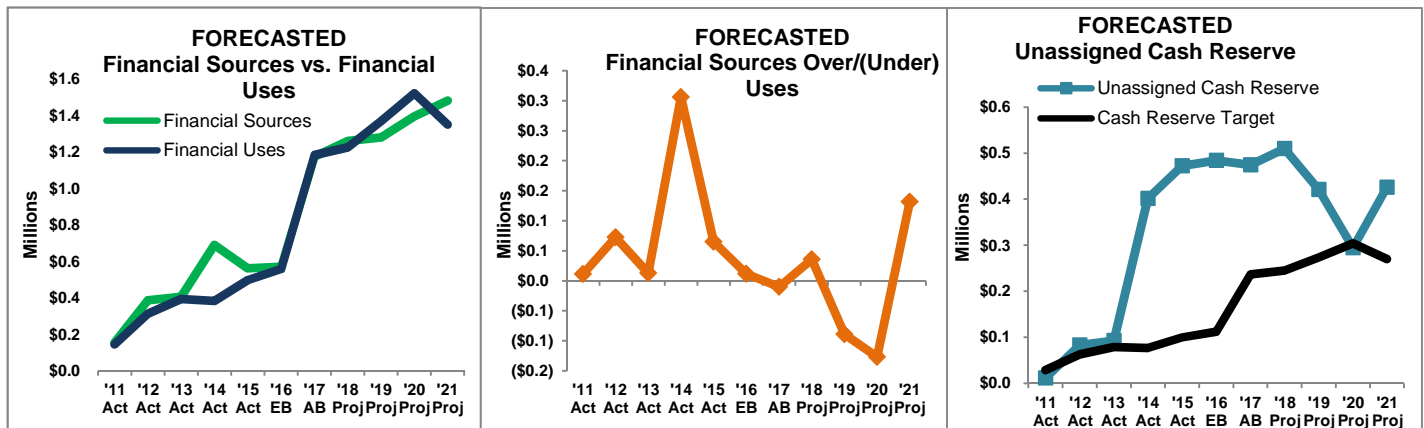
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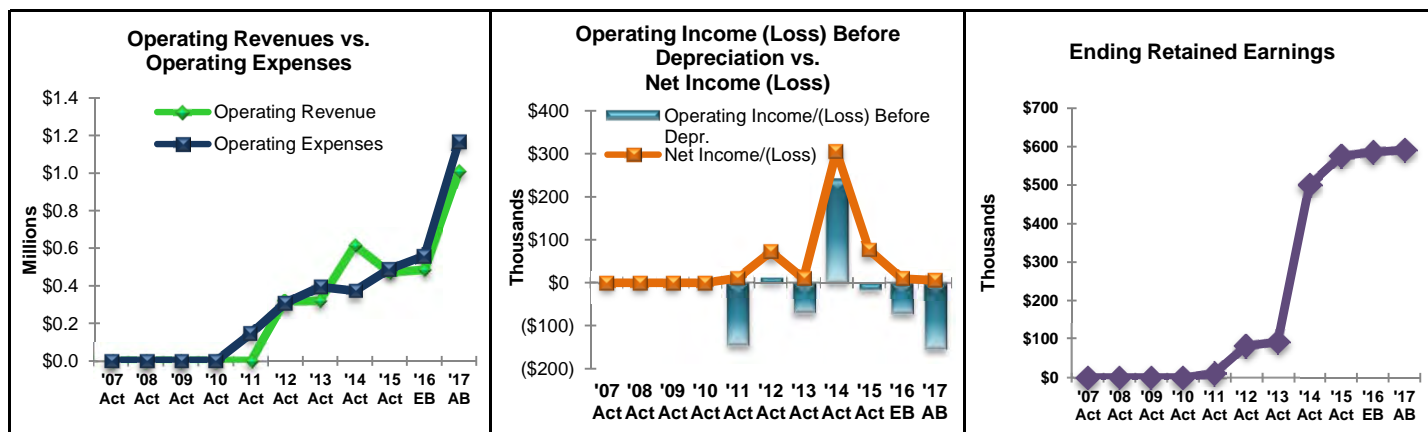
- This forecast reflects receipt of Planning Grants each year for Personnel, in FY 2017 and FY 2020 for aerial imagery and, in FY 2017 and FY 2018 for natural resource inventory.
- Personnel Services includes an additional 0.50 FTE GIS Analyst position in FY 2019.
- Utilities, Services & Miscellaneous includes funding for aerial imagery in FY 2017 and FY 2020; funding for natural resource inventory in FY 2017, FY 2018, and FY 2019; and funding for lidar and topography in FY 2020.



Net Income Statement GIS Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$473,528	\$487,212	\$487,212	\$1,011,615
Total Operating Revenues	\$473,528	\$487,212	\$487,212	\$1,011,615
Operating Expenses:				
Personnel Services	\$392,895	\$509,714	\$485,336	\$953,739
Supplies & Materials	\$25,651	\$17,678	\$17,028	\$29,560
Travel & Training	\$17,615	\$28,603	\$26,685	\$46,603
Intragovernmental Charges	\$7,622	\$3,763	\$3,763	\$3,879
Utilities, Services & Other Misc.	\$45,752	\$27,554	\$26,154	\$131,305
Total Operating Expenses	\$489,535	\$587,312	\$558,966	\$1,165,086
Operating Income(Loss) Before Depreciation	(\$16,007)	(\$100,100)	(\$71,754)	(\$153,471)
Depreciation	(\$1,082)	\$0	(\$2,596)	(\$2,596)
Operating Income	(\$17,089)	(\$100,100)	(\$74,350)	(\$156,067)
Non-Operating Revenues:				
Investment Revenue	\$13,228	\$8,962	\$8,652	\$8,652
Revenue From Other Gov. Units	\$79,456	\$74,790	\$74,790	\$152,803
Misc. Non-Operating Revenue	\$564	\$0	\$100	\$100
Total Non-Operating Revenues	\$93,248	\$83,752	\$83,542	\$161,555
Non-Operating Expenses:				
Interest Expense	\$0	\$0	\$0	\$0
Loss of Disposal Assets	\$0	\$0	\$0	\$0
Debt Service Principal	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0
Net Income/(Loss) Transferred To Retained Earnings	\$76,159	(\$16,348)	\$9,192	\$5,488
Beginning Retained Earnings	\$500,479	\$576,638	\$576,638	\$585,830
Ending Retained Earnings	\$576,638	\$560,290	\$585,830	\$591,318

Note: Net Income Statements do not include capital addition or capital project expenses.



Funding Sources and Uses GIS Fund

Financial Sources

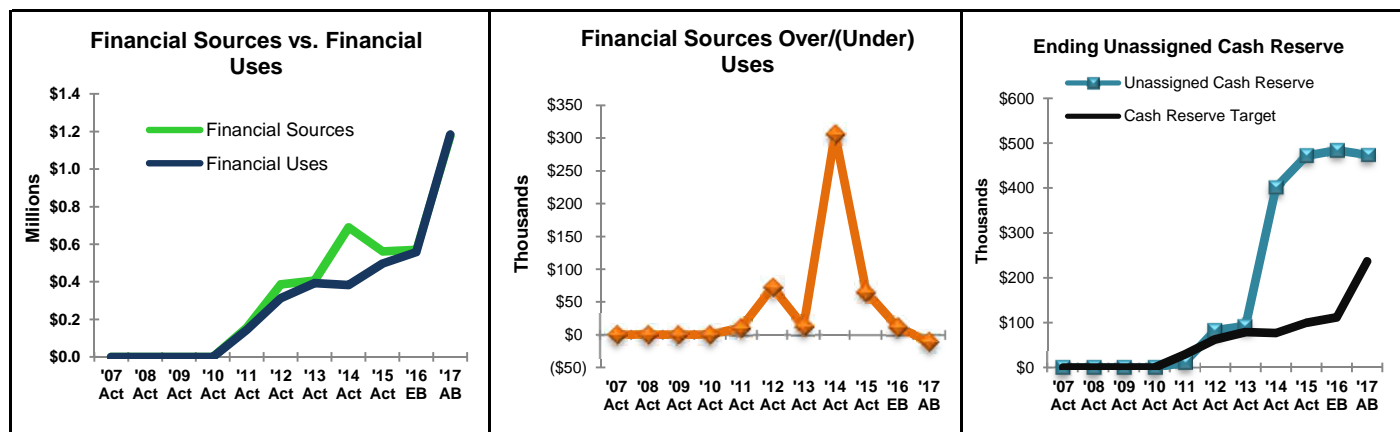
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$79,456	\$74,790	\$74,790	\$152,803
Interest (w/o GASB 31 Adjustment)	\$8,750	\$8,962	\$8,652	\$8,652
Fees and Service Charges	\$473,528	\$487,212	\$487,212	\$1,011,615
Other Local Revenues	\$564	\$0	\$100	\$100
	\$562,298	\$570,964	\$570,754	\$1,173,170
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less	\$0	\$0	\$0	\$0
Appropriated Fund Balance	\$562,298	\$570,964	\$570,754	\$1,173,170

Financial Uses

Operating Expenses	\$489,535	\$587,312	\$558,966	\$1,165,086
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest Expense and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$7,790	\$0	\$0	\$18,000
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	\$497,325	\$587,312	\$558,966	\$1,183,086

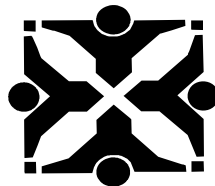
Financial Sources Over/(Under) Uses

	\$64,973	(\$16,348)	\$11,788	(\$9,916)
Beginning Unassigned Cash Reserve		\$472,064	\$472,064	\$483,852
Financial Sources Over/(Under) Uses		(\$16,348)	\$11,788	(\$9,916)
Current Assets	\$560,521			
Less: Current Liabilities	\$88,457			
Projected Ending Unassigned Cash Reserve	\$472,064	\$455,716	\$483,852	\$473,936
Cash Reserve Target (20% Fin. Uses)	\$99,465	\$117,462	\$111,793	\$236,617
Cash Above/(Below) Cash Reserve Target	\$372,599	\$338,254	\$372,059	\$237,319



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Information Technology Fund (Internal Service Fund)

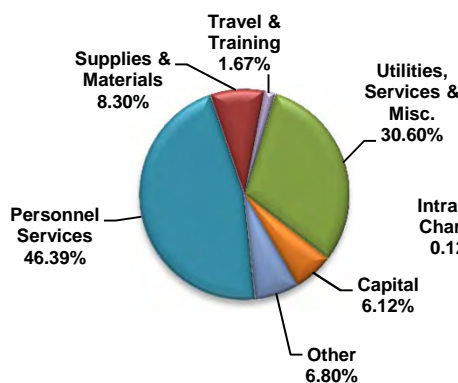


City of Columbia

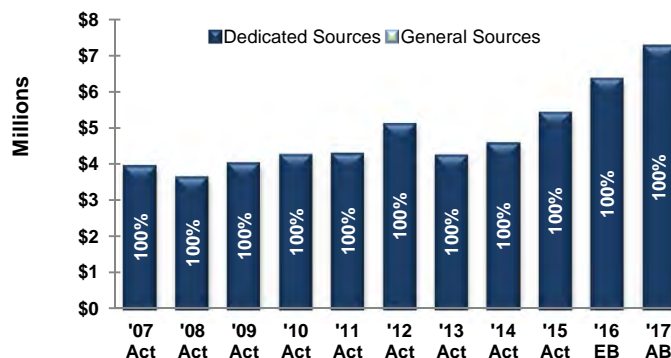
Columbia, Missouri

Information Technology Fund (Internal Service Fund)

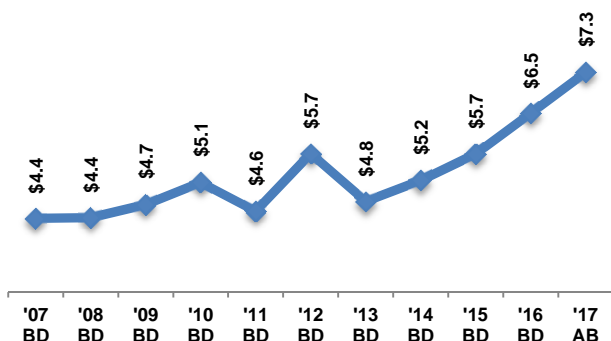
FY 2017 Total Expenses By Category



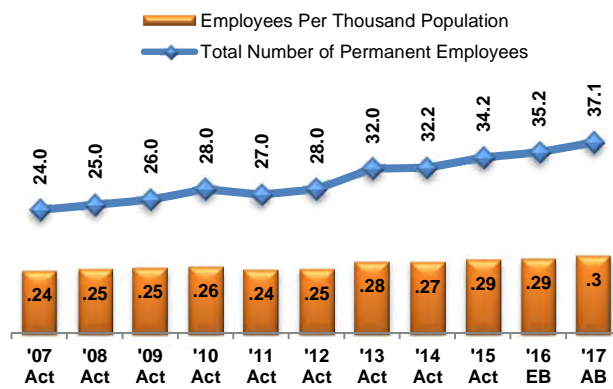
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,842,126	\$3,150,278	\$3,095,628	\$3,369,592	8.9%	7.0%
Supplies & Materials	\$302,754	\$542,623	\$493,128	\$602,630	22.2%	11.1%
Travel & Training	\$76,068	\$119,000	\$79,773	\$121,200	51.9%	1.8%
Intragov. Charges	\$12,764	\$16,514	\$16,514	\$9,010	(45.4%)	(45.4%)
Utilities, Services & Misc.	\$1,270,675	\$1,906,381	\$1,896,548	\$2,223,091	17.2%	16.6%
Capital	\$482,179	\$241,080	\$241,080	\$444,504	84.4%	84.4%
Other	\$431,454	\$491,389	\$535,530	\$493,824	(7.8%)	0.5%
Total	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%
Operating Expenses	\$4,504,387	\$5,734,796	\$5,581,591	\$6,325,523	13.3%	10.3%
Non-Operating Expenses	\$430,590	\$490,961	\$535,102	\$493,777	(7.7%)	0.6%
Debt Service	\$864	\$428	\$428	\$47	(89.0%)	(89.0%)
Capital Additions	\$482,179	\$241,080	\$241,080	\$444,504	84.4%	84.4%
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%

Revenues (Where the Money Comes From)

Grants	\$0	\$0	\$0	\$0		
Interest Revenue	\$56,352	\$36,278	\$29,944	\$29,944	0.0%	(17.5%)
Fees & Service Charges	\$4,955,094	\$6,322,812	\$6,322,812	\$6,557,082	3.7%	3.7%
Other Local Revenues	\$10,364	\$129	\$4,187	\$0	(100.0%)	(100.0%)
Operating Transfers In	\$125,217	\$0	\$0	\$141,566		
Use of Prior Year Sources	\$270,993	\$108,046	\$1,258	\$535,259	42448.4%	395.4%
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$5,418,020	\$6,467,265	\$6,358,201	\$7,263,851	14.2%	12.3%

Description

The Information Technology (IT) Department is responsible for the design, implementation and maintenance of the City's computing resources. In addition, IT provides application development and telephone services. The department supports more than 1,300 users in 20 departments with 43 different divisions and business models. IT's wide area and wireless networks connects over 1,800 devices to 350+ servers in our data centers.

Department Objectives/Goals

IT's vision is to enable the City to achieve its strategic goals and objectives by matching technology to changing business needs and promoting a technology enabled community in which customers are connected and informed.

Highlights/Significant Changes

- 2015 Digital Cities Survey Award Winner
- Developed 2016-2019 IT Strategic Plan
- CoMo.gov migration
- Implemented a new HR/Payroll system
- Implemented a new Utility Billing system
- Implemented a new Energy Management system
- Installed hardware and software for our new Police RMS
- Implemented a new Agenda Management System
- Developed and implemented Home Energy Audit workflow software
- Completed migration to a new telephone system
- Implemented 10Gb networking in the datacenter
- Upgraded ArcGIS infrastructure
- Implemented a new Storage Area Network
- Implemented new hardware, software, policies and procedures for new NERC/CIP requirements

FY 2017 priorities include integration of the GIS division into IT, COFERS project implementation, rewrite supporting applications for COFERS project, Police RMS implementation, implement new firewalls, add remaining sites to the fault tolerant network, increase the speed and reliability of our internet connections, wireless coverage expansion and performance.

Highlights/Significant Changes (cont.)

The newly formed Project Management Office (PMO) positions will establish and implement project management methodologies and standards to ensure appropriate governance, project intake, stage gating and cost management in our city's project portfolio. The PMO office will act as central point of contact for city's project portfolio for all business unit project managers and city leadership. The introduction of a Project Portfolio Management model will keep the city focused on improving our strategic goal of increasing Operational Excellence throughout the organization's business processes.

Fee and Service Charge Methodology

The Information Technology Department provides a wide array of services to departments. There are a number of charges which are allocated to departments.

Telephone Charges: The Information Technology pays all of the phone bills (excluding cell phones) for departments and bills the departments a monthly charge. These costs are charged to departments' telephone accounts (reflected in the Utilities, Services, and Miscellaneous category).

Information Service and Maintenance Fees: This is an intragovernmental charge to departments to recover the cost of network disaster recovery, document imaging, application development/support and database administration, help desk, and the AS 400 system (HTE). Departments are charged based upon the number of department network users.

Computer Replacement Fee: The IT Department purchases all business class and workstation computers for departments as well as the monitors for those computers. The City has established a computer replacement plan of five years for business class computers, four years for workstation computers, and six years for monitors. The Computer Replacement Fee is an intragovernmental charge to departments. Departments are assessed a pro-rated fee annually to recover the cost of this program based on the number of business class computers, workstation computers, and monitors they have. Upon replacement by departments, laptop, iPad, and dedicated function computer equipment now have the ability to be on an automatic replacement plan as well.

Authorized Personnel

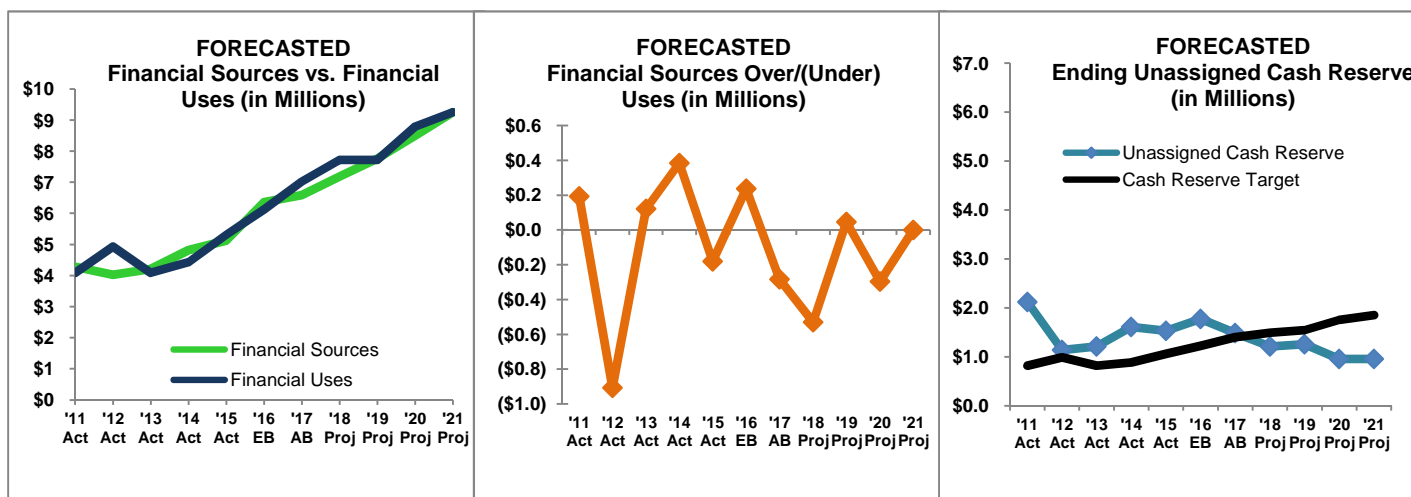
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9905 - Deputy City Manager +	0.20	0.20	0.20	0.10	(0.10)
7960 - Asst. Director, Info. Technology	1.00	1.00	1.00	1.00	
7942 - Project Leader	0.00	0.00	0.00	1.00	1.00
7940 - PMO Manager	0.00	0.00	0.00	1.00	1.00
7950 - Director, Information Technology	1.00	1.00	1.00	1.00	
7931 - Technical Trainer	1.00	1.00	1.00	1.00	
7930 - Business Analyst	1.00	1.00	1.00	1.00	
7927 - Systems Administrator	6.00	5.00	5.00	5.00	
7926 - Information Technology Manager	3.00	3.00	3.00	3.00	
7924 - Database Administrator	1.00	2.00	2.00	2.00	
7922 - Systems Analyst	8.00	8.00	8.00	8.00	
7920 - Computer Support Technician-773	6.00	6.00	6.00	6.00	
7919 - Cyber Security Analyst	1.00	2.00	2.00	2.00	
7918 - Network Engineer	2.00	2.00	2.00	2.00	
7913 - Help Desk Supervisor	1.00	1.00	1.00	1.00	
6102 - Stores Clerk	1.00	1.00	1.00	1.00	
4200 - Financial Specialist	1.00	1.00	1.00	1.00	
Total Personnel	34.20	35.20	35.20	37.10	1.90
Permanent Full-Time	34.20	35.20	35.20	37.10	1.90
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	34.20	35.20	35.20	37.10	1.90

+ In FY 2017, part of the Deputy City Manager time is being reallocated to the City Manager's office.

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
IT Support and Maintenance:					
<i>Increase to Departments</i>	3.15%	10.00%	10.00%	11.00%	11.00%
Increase Needed for FY 2016 Supplemental Items					
Financial Sources	\$5,627,293	\$5,973,009	\$6,512,285	\$7,164,184	\$7,886,512
Financial Uses	\$6,112,809	\$6,247,168	\$6,493,567	\$7,481,751	\$7,813,035
Sources Over/(Under) Uses	(\$485,516)	(\$274,159)	\$18,719	(\$317,567)	\$73,477
Computer Replacement Program:					
<i>Increase Needed:</i>	\$0	6.79%	7.09%	7.02%	6.94%
Financial Sources	\$412,499	\$440,506	\$471,732	\$504,841	\$539,886
Financial Uses	\$254,947	\$507,695	\$427,445	\$441,409	\$584,511
Sources Over/(Under) Uses	\$157,552	(\$67,189)	\$44,287	\$63,432	(\$44,625)
Telephone:					
<i>Telephone Cost per Month:</i>	\$40	\$44	\$44	\$46	\$46
Financial Sources	\$688,800	\$770,880	\$777,216	\$819,168	\$825,792
Financial Uses	\$644,645	\$708,521	\$793,568	\$860,446	\$854,728
Sources Over/(Under) Uses	\$44,155	\$62,359	(\$16,352)	(\$41,278)	(\$28,936)
Total Department:					
Total Financial Sources	\$6,728,592	\$7,184,395	\$7,761,233	\$8,488,193	\$9,252,190
Total Financial Uses	\$7,012,401	\$7,463,384	\$7,714,580	\$8,783,606	\$9,252,274
Total Sources Over/(Under) Uses	(\$283,809)	(\$278,989)	\$46,654	(\$295,413)	(\$84)
Beginning Unassigned Cash Reserve	\$1,771,460	\$1,487,651	\$1,208,662	\$1,255,316	\$959,903
Financial Sources Over/(Under) Uses	(\$283,809)	(\$278,989)	\$46,654	(\$295,413)	(\$84)
Current Assets					
Less: Current Liabilities					
Projected Ending Unassigned Cash Reserve	\$1,487,651	\$1,208,662	\$1,255,316	\$959,903	\$959,819
Cash Reserve Target (20% Fin. Uses)	\$1,402,480	\$1,492,677	\$1,542,916	\$1,756,721	\$1,850,455
Cash Above/(Below) Cash Reserve Target	\$85,171	(\$284,015)	(\$287,601)	(\$796,818)	(\$890,636)

- Forecast shows proposal of several additional positions; however department will evaluate current positions after implementation of new financial system is complete to see if they can be reassigned.
- Additional \$50,000 is budgeted in FY 2018, FY 2019, and FY 2020 and \$250,000 in FY 2021 for Microsoft Office upgrades.
- Increase of travel and training budget to allow each employee to attend one week long training session per year.

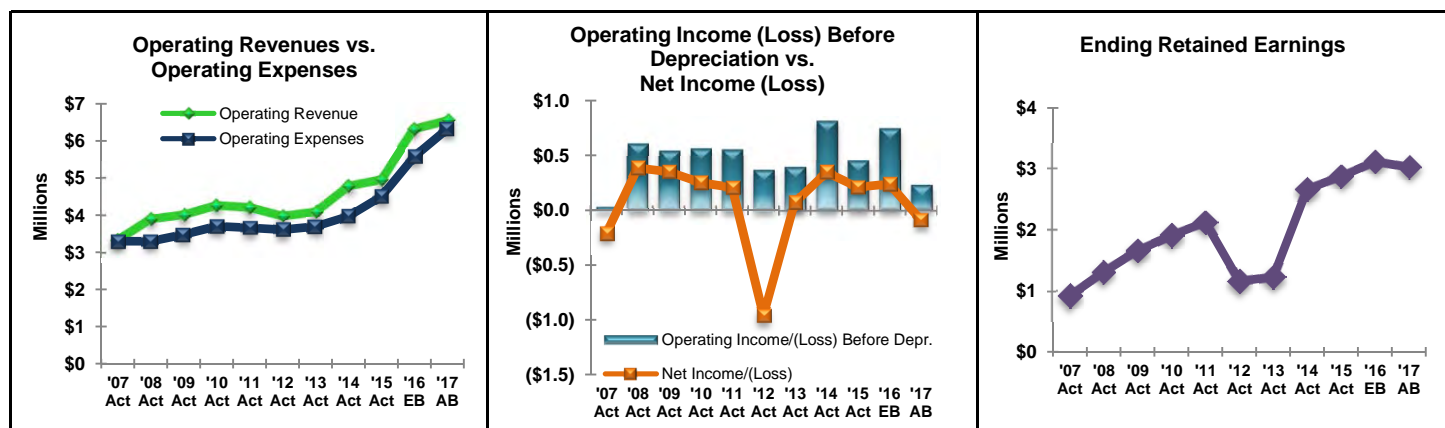


Net Income Statement Information Technology Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$4,955,094	\$6,322,812	\$6,322,812	\$6,557,082
Total Operating Revenues	\$4,955,094	\$6,322,812	\$6,322,812	\$6,557,082
Operating Expenses:				
Personnel Services	\$2,842,126	\$3,150,278	\$3,095,628	\$3,369,592
Supplies & Materials	\$302,754	\$542,623	\$493,128	\$602,630
Travel & Training	\$76,068	\$119,000	\$79,773	\$121,200
Intragovernmental Charges	\$12,764	\$16,514	\$16,514	\$9,010
Utilities, Services & Other Misc.	\$1,270,675	\$1,906,381	\$1,896,548	\$2,223,091
Total Operating Expenses	\$4,504,387	\$5,734,796	\$5,581,591	\$6,325,523
Operating Income (Loss) Before Depreciation	\$450,707	\$588,016	\$741,221	\$231,559
Depreciation	(\$207,070)	(\$217,441)	(\$261,582)	(\$261,582)
Operating Income	\$243,637	\$370,575	\$479,639	(\$30,023)
Non-Operating Revenues:				
Investment Revenue	\$56,352	\$36,278	\$29,944	\$29,944
Revenue from Other Gov. Units	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$10,364	\$129	\$4,187	\$0
Total Non-Operating Revenues	\$66,716	\$36,407	\$34,131	\$29,944
Non-Operating Expenses:				
Interest Expense	\$864	\$428	\$428	\$47
Amortization	\$0	\$0	\$0	\$0
Loss On Disposal Assets	\$0	\$0	\$0	\$0
Capital Lease Payment	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$864	\$428	\$428	\$47
Operating Transfers From Other Funds	\$125,217	\$0	\$0	\$141,566
Operating Transfers To Other Funds	(\$223,520)	(\$273,520)	(\$273,520)	(\$232,195)
Net Income/(Loss) Transferred To Retained Earnings	\$211,186	\$133,034	\$239,822	(\$90,755) +
Beginning Retained Earnings	\$2,667,713	\$2,878,899	\$2,878,899	\$3,118,721
Ending Retained Earnings	\$2,878,899	\$3,011,933	\$3,118,721	\$3,027,966

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

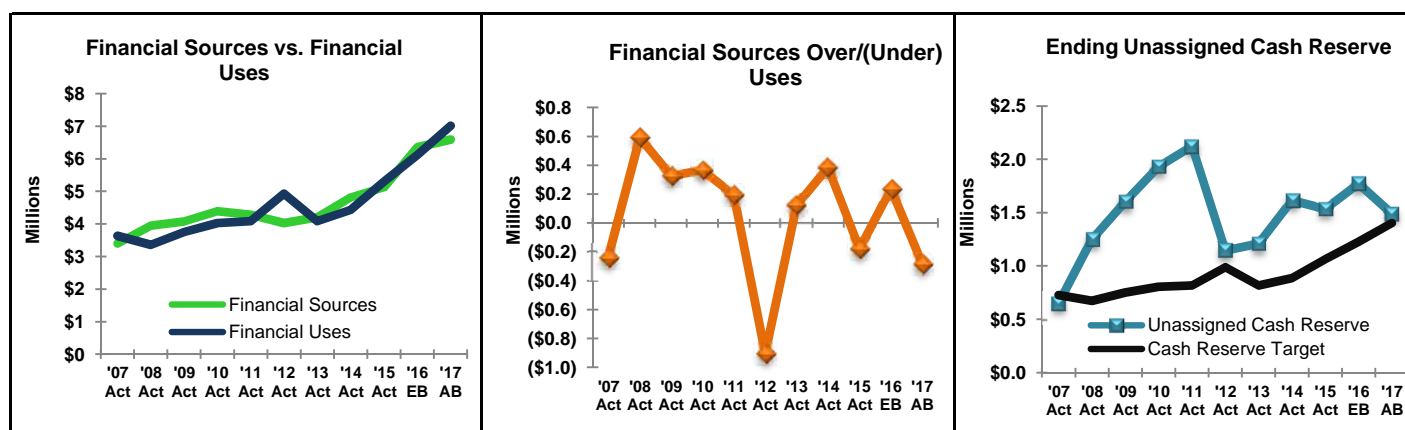
Note: Net Income Statements do not include capital addition or capital project expenses.



Funding Sources and Uses Information Technology Fund

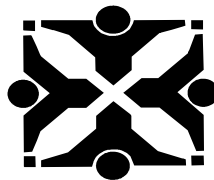
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$34,726	\$36,278	\$29,944	\$29,944
Fees and Service Charges	\$4,955,094	\$6,322,812	\$6,322,812	\$6,557,082
Other Local Revenues	\$10,364	\$129	\$4,187	\$0
	\$5,000,184	\$6,359,219	\$6,356,943	\$6,587,026
Other Funding Sources/Transfers	\$125,217	\$0	\$0	\$141,566
Total Financial Sources: Less				
Appropriated Fund Balance	\$5,125,401	\$6,359,219	\$6,356,943	\$6,728,592
Financial Uses				
Operating Expenses	\$4,504,387	\$5,734,796	\$5,581,591	\$6,325,523
Operating Transfers to Other Funds	\$223,520	\$273,520	\$273,520	\$232,195
Interest Expense and Non-Oper. Cash Pmts	\$864	\$428	\$428	\$47
Principal Payments *	\$94,811	\$24,001	\$24,001	\$10,132
Capital Additions	\$482,179	\$241,080	\$241,080	\$444,504
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	\$5,305,761	\$6,273,825	\$6,120,620	\$7,012,401
Financial Sources Over/(Under) Uses	(\$180,360)	\$85,394	\$236,323	(\$283,809)
Beginning Unassigned Cash Reserve		\$1,535,137	\$1,535,137	\$1,771,460
Financial Sources Over/(Under) Uses		\$85,394	\$236,323	(\$283,809)
Current Assets	\$2,055,629			
Less: Current Liabilities	\$520,492			
Projected Unassigned Cash Reserve	\$1,535,137	\$1,620,531	\$1,771,460	\$1,487,651
Cash Reserve Target (20% Fin. Uses)	\$1,061,152	\$1,254,765	\$1,224,124	\$1,402,480
Cash Above/(Below) Cash Reserve Target	\$473,985	\$365,766	\$547,336	\$85,171

* For lease/purchase of two servers. The lease will end in February 2017.



Community Relations Fund

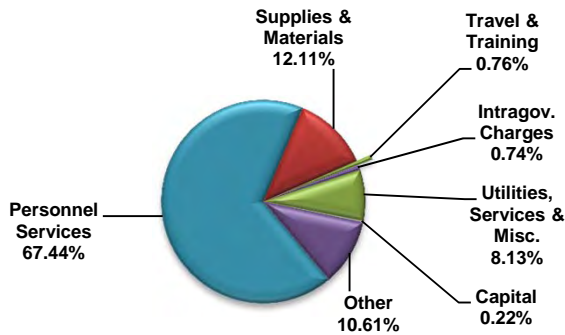
(Internal Service Fund)



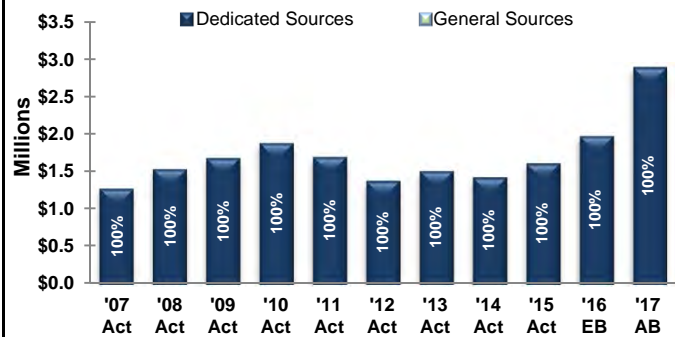
City of Columbia

Columbia, Missouri

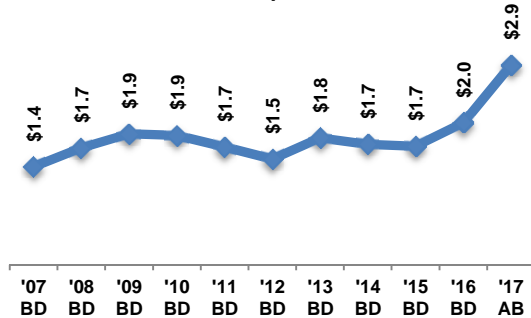
FY 2017 Total Expenses By Category



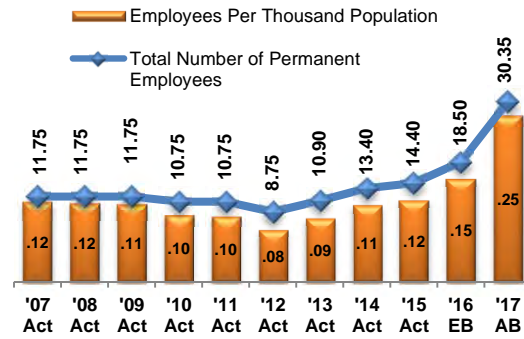
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$847,849	\$1,325,917	\$1,237,588	\$1,935,555	56.4%	46.0%
Supplies & Materials	\$295,568	\$322,870	\$322,870	\$347,428	7.6%	7.6%
Travel & Training	\$2,705	\$13,860	\$13,860	\$21,900	58.0%	58.0%
Intragov. Charges	\$21,806	\$14,727	\$14,727	\$21,104	43.3%	43.3%
Utilities, Services & Misc.	\$98,161	\$160,319	\$155,711	\$233,202	49.8%	45.5%
Capital	\$129,492	\$20,832	\$20,832	\$6,375	(69.4%)	(69.4%)
Other	\$190,582	\$179,628	\$188,574	\$304,416	61.4%	69.5%
Total	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%
Operating Expenses	\$1,266,089	\$1,837,693	\$1,744,756	\$2,559,189	46.7%	39.3%
Non-Operating Expenses	\$190,582	\$179,628	\$188,574	\$304,416	61.4%	69.5%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$129,492	\$20,832	\$20,832	\$6,375	(69.4%)	(69.4%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%

Revenues (Where the Money Comes From)

Gross Receipts Tax *	\$698,146	\$600,000	\$550,000	\$550,000	0.0%	(8.3%)
Interest Revenue	\$39,514	\$25,876	\$28,110	\$28,110	0.0%	8.6%
Fees & Service Charges	\$775,676	\$1,089,267	\$1,089,989	\$1,967,756	80.5%	80.6%
Other Local Revenues	\$153	\$60	\$355	\$0	(100.0%)	(100.0%)
Operating Transfers In	\$155,000	\$50,000	\$50,000	\$50,000	0.0%	0.0%
Use of Prior Year Sources	\$0	\$272,950	\$235,708	\$274,114	16.3%	0.4%
Less: Current Year Surplus	(\$82,326)	\$0	\$0	\$0		
Dedicated Sources	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%

* Cable Franchise Fees

Community Relations Fund - Summary

Fund 6750

Description

Over its history, the Community Relations Department has helped the City Council, City Manager and City agencies with internal and external communications. In recent years the department's duties have expanded while it has focused more strategically on building citizen trust through effective listening and compassionate response. In keeping with this change, the office will be organized into a Community Relations Department, with a new department director reporting to the City Manager. The department will house several functions: enhanced new media relations and public outreach; the City Channel; internal event and meeting services; internal mail delivery and printing; legislative relations; citizen surveys; public history engagement; and an expanded customer Contact Center.

Community Relations is the department liaison for the Columbia Vision Commission.

Department Objectives

Connect, inform and engage Columbia citizens with their local government; keep internal and external communication paths open and responsive with traditional services while integrating more modern technologies where feasible.

Highlight/Significant Changes

FY 2017

- City Channel will add closed captioning to its live meeting stream and cable broadcast, including Columbia City Council, Planning and Zoning Commission, and Board of Adjustment, and plans to compliment that with closed captioned video content.
- The Contact Center will add multiple channels for submission of information and service requests including the Citizen Self Service application.

FY 2016

- City Channel began adding accurate closed captioning to its online video content.
- City Channel expanded sign language interpreter services to include all live meeting streams and cable broadcasts.
- Contact Center will expand its functions to the Water and Light Department which include customer questions and concerns about water and electric services and energy efficiency programs.
- The Contact Center will increase its level of internal customer service by partnering with Human Resources to provide callers with personnel services and information.

Highlight/Significant Changes (cont.)

- The Contact Center achieved a milestone of entering 100,000 call incidents since its launch.
- Event Services will purchase additional audiovisual equipment to enable documenting and training in City Hall training facilities.
- The citizen satisfaction survey will be conducted in the fall and will be better aligned with the City's strategic priorities.

Personnel changes:

- Due to a reorganization to centralize the public information function across departments, related staff were reallocated from Parks and Recreation, Convention and Visitor's Bureau, Police, and Water and Electric. One additional Community Relations Specialist position was added to provide more support for the utility departments.
- The Contact Center is approved seven additional positions. Five of the positions will be needed to handle utility customer inquiries, one for Convention and Visitor inquiries, and the other one for other city department inquiries.

Fee and Service Charge Methodology

The cost of the various Community Relations divisions is offset by Cable Franchise Gross Receipt Taxes as well as charges to departments for postage, print shop services, and video production services. The remaining costs of this fund are recovered through a Community Relations Fee.

The departments are charged based on their percent of total usage of City Channel and Contact Center services.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Public Communications Office	3.90	4.90	4.90	9.75	4.85
Document Support Services	1.50	1.60	1.60	1.60	
City Channel	2.40	2.40	3.40	3.40	
Event Services	2.60	2.60	2.60	2.60	
Contact Center	4.00	6.00	6.00	13.00	7.00
Total Personnel	14.4	17.5	18.5	30.35	11.85
Permanent Full-Time	13.25	16.35	17.35	29.20	11.85
Permanent Part-Time	1.15	1.15	1.15	1.15	
Total Permanent	14.40	17.50	18.50	30.35	11.85

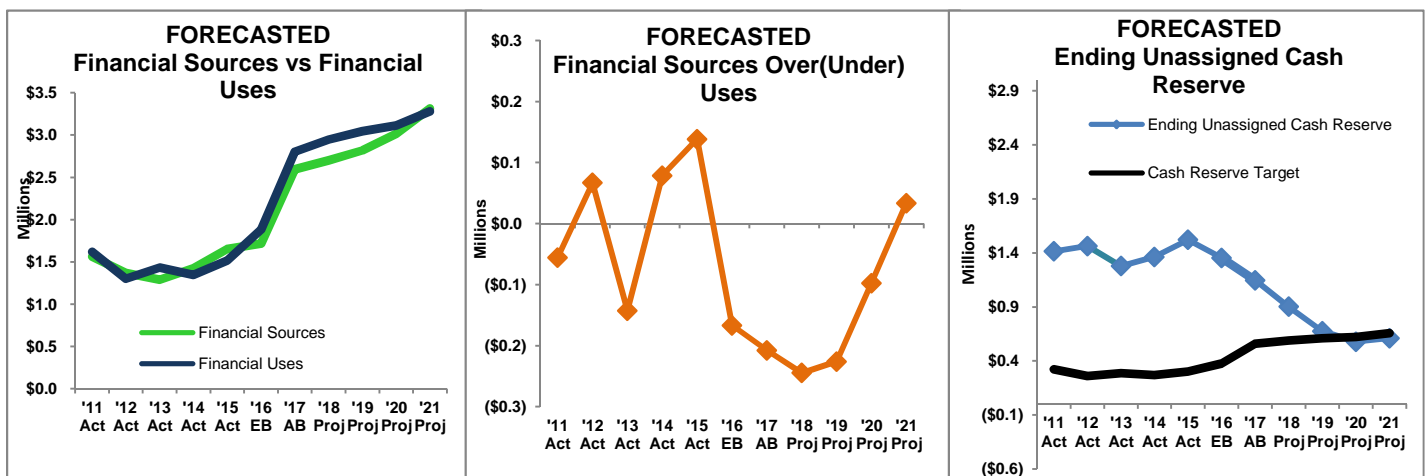
Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Cable Franchise Revenues	\$550,000	\$440,000	\$352,000	\$281,600	\$225,280
Interest (w/o GASB 31 Adjustment)	\$28,110	\$28,110	\$28,110	\$28,110	\$28,110
Fees and Services Charges	\$207,373	\$207,373	\$207,373	\$207,373	\$207,373
Fees and Service Charges Public Comm. Fee	\$1,760,383	\$1,977,077	\$2,181,056	\$2,449,184	\$2,802,367
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Transfers	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Financial Sources	\$2,595,866	\$2,702,560	\$2,818,539	\$3,016,267	\$3,313,130
Financial Uses					
Personnel Services	\$1,935,555	\$2,085,442	\$2,172,297	\$2,263,055	\$2,357,900
Materials and Supplies	\$347,428	\$330,126	\$360,518	\$331,887	\$339,727
Travel & Training	\$21,900	\$23,343	\$23,646	\$23,964	\$24,298
Intragovernmental Charges	\$21,104	\$21,237	\$21,382	\$21,540	\$21,712
Utilities, Services & Other Misc.	\$233,202	\$231,302	\$228,756	\$235,787	\$233,360
Capital Additions	\$6,375	\$18,000	\$0	\$0	\$65,000
Other	\$237,894	\$237,894	\$237,894	\$237,894	\$237,894
Total Financial Uses	\$2,803,458	\$2,947,344	\$3,044,493	\$3,114,127	\$3,279,891
Financial Sources Over/(Under) Uses					
Beginning Unassigned Cash Reserve	\$1,354,028	\$1,146,436	\$901,652	\$675,698	\$577,838
Current Assets					
Less: Current Liabilities					
Projected Ending Unassigned Cash Reserve	\$1,146,436	\$901,652	\$675,698	\$577,838	\$611,077
Cash Reserve Target (20% Fin. Uses)					
	\$560,692	\$589,469	\$608,899	\$622,825	\$655,978
Cash Above/(Below) Cash Reserve Target	\$585,744	\$312,183	\$66,799	(\$44,987)	(\$44,901)

Increase in Community Relations Fee

89.99% 12.31% 10.32% 12.29% 14.42%

- Forecast includes the addition of 0.50 FTE Administrative Assistant in FY 2018; (1) Community Relations Specialist in FY 2018; (7) Customer Service Representative II in FY 2017 and (1) Customer Service Representative II in FY 2018 to increase the contact center operation.
- Forecast also includes PIO's transferring from specific departments to Community Relations in FY 2017.



Community Relations Fund

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Community Relations Office						
Personnel Services	\$251,688	\$486,667	\$462,762	\$735,867	59.0%	51.2%
Supplies and Materials	\$129,034	\$118,415	\$124,876	\$129,900	4.0%	9.7%
Travel and Training	(\$66)	\$2,500	\$2,500	\$5,000	100.0%	100.0%
Intragovernmental Charges	\$16,412	\$11,713	\$11,713	\$18,127	54.8%	54.8%
Utilities, Services, & Misc.	\$42,297	\$50,975	\$50,296	\$68,480	36.2%	34.3%
Capital	\$0	\$0	\$0	\$0		
Other	\$9,565	\$9,565	\$9,565	\$53,169	455.9%	455.9%
Total	\$448,930	\$679,835	\$661,712	\$1,010,543	52.7%	48.6%
Document Support Services						
Personnel Services	\$86,009	\$102,462	\$105,116	\$93,122	(11.4%)	(9.1%)
Supplies and Materials	\$125,402	\$133,963	\$133,742	\$132,765	(0.7%)	(0.9%)
Travel and Training	\$0	\$110	\$110	\$100	(9.1%)	(9.1%)
Intragovernmental Charges	\$94	\$82	\$82	\$155	89.0%	89.0%
Utilities, Services, & Misc.	\$11,667	\$33,922	\$36,849	\$29,720	(19.3%)	(12.4%)
Capital	\$0	\$0	\$0	\$0		
Other	\$100,966	\$90,113	\$66,833	\$52,062	(22.1%)	(42.2%)
Total	\$324,138	\$360,652	\$342,732	\$307,924	(10.2%)	(14.6%)
The City Channel						
Personnel Services	\$202,817	\$247,034	\$224,559	\$247,632	10.3%	0.2%
Supplies and Materials	\$14,289	\$23,462	\$18,211	\$16,413	(9.9%)	(30.0%)
Travel and Training	\$40	\$0	\$0	\$0		
Intragovernmental Charges	\$4,826	\$2,753	\$2,753	\$2,629	(4.5%)	(4.5%)
Utilities, Services, & Misc.	\$4,908	\$33,562	\$28,106	\$58,662	108.7%	74.8%
Capital	\$129,492	\$20,832	\$20,832	\$6,375	(69.4%)	(69.4%)
Other	\$80,051	\$79,950	\$112,176	\$112,666	0.4%	40.9%
Total	\$436,423	\$407,593	\$406,637	\$444,377	9.3%	9.0%
Event Services						
Personnel Services	\$180,143	\$190,572	\$180,077	\$194,170	7.8%	1.9%
Supplies and Materials	\$21,812	\$18,730	\$12,955	\$17,450	34.7%	(6.8%)
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$375	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$4,111	\$6,840	\$5,440	\$6,840	25.7%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$206,441	\$216,142	\$198,472	\$218,460	10.1%	1.1%
Contact Center						
Personnel Services	\$127,192	\$299,182	\$265,074	\$664,764	150.8%	122.2%
Supplies and Materials	\$5,031	\$28,300	\$33,086	\$50,900	53.8%	79.9%
Travel and Training	\$2,731	\$11,250	\$11,250	\$16,800	49.3%	49.3%
Intragovernmental Charges	\$99	\$179	\$179	\$193	7.8%	7.8%
Utilities, Services, & Misc.	\$35,178	\$35,020	\$35,020	\$69,500	98.5%	98.5%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$86,519		
Total	\$170,231	\$373,931	\$344,609	\$888,676	157.9%	137.7%
Department Totals						
Personnel Services	\$847,849	\$1,325,917	\$1,237,588	\$1,935,555	56.4%	46.0%
Supplies and Materials	\$295,568	\$322,870	\$322,870	\$347,428	7.6%	7.6%
Travel and Training	\$2,705	\$13,860	\$13,860	\$21,900	58.0%	58.0%
Intragovernmental Charges	\$21,806	\$14,727	\$14,727	\$21,104	43.3%	43.3%
Utilities, Services, & Misc.	\$98,161	\$160,319	\$155,711	\$233,202	49.8%	45.5%
Capital	\$129,492	\$20,832	\$20,832	\$6,375	(69.4%)	(69.4%)
Other	\$190,582	\$179,628	\$188,574	\$304,416	61.4%	69.5%
Total	\$1,586,163	\$2,038,153	\$1,954,162	\$2,869,980	46.9%	40.8%

Community Relations Fund

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Community Relations Office					
9955 - Civic Relations Officer	1.00	1.00	1.00	1.00	
9926 - Community Relations Director *	0.00	1.00	1.00	1.00	
9925 - Public Communications Manager *	1.00	0.00	0.00	0.00	
9901 - Assistant City Manager	0.25	0.25	0.25	0.25	
4810 - Marketing Specialist +	0.00	0.00	0.00	1.20	1.20
4803 - Graphic Artist +	0.00	0.00	0.00	0.60	0.60
4801 - Community Relations Spec *+	1.65	2.65	2.65	4.85	2.20
4799 - Comms & Marketing Supv +	0.00	0.00	0.00	0.60	0.60
1006 - Sr Admin Support Asst +	0.00	0.00	0.00	0.25	0.25
Total Personnel	3.90	4.90	4.90	9.75	4.85
 Permanent Full-Time	3.25	4.25	4.25	9.1	4.85
Permanent Part-Time	0.65	0.65	0.65	0.65	
Total Permanent	3.90	4.90	4.90	9.75	4.85

* In FY 2016, the Community Relations Director was reclassified from a Public Communications Manager. One Community Relations Specialist position was reallocated from the Public Works Department to the Community Relations Department.

+ In FY 2017, due to a reorganization to centralize the public information function across departments, Marketing Specialist position allocations were moved from Water and Electric and the Parks and Recreation Department; part of a Graphic Artist position was moved from Water and Electric; part of the Community Relations Specialist time was reallocated from Police and Convention and Visitor's Bureau; and part of the Communications and Marketing Supervisor position was reallocated from Water and Electric. One additional Community Relations Specialist position was approved in the budget. In order to provide administrative support for the Community Relations office, 25% of a Sr. Administrative Assistant position was reallocated from Cultural Affairs.

Document Support Services

7809 - Document Support Services Spvr ***	1.00	1.00	1.00	0.00	(1.00)
7810 - Document Support Services Clerk ***	0.50	0.50	0.50	1.50	1.00
6505 - Business Services Manager **	0.00	0.10	0.10	0.10	
Total Personnel	1.50	1.60	1.60	1.60	
 Permanent Full-Time	1.00	1.10	1.10	1.10	
Permanent Part-Time	0.50	0.50	0.50	0.50	
Total Permanent	1.50	1.60	1.60	1.60	

** In FY 2016, due to a reorganization that placed Document Support Services under the direction of the Finance Department, part of the Business Services Manager time was allocated to this budget.

*** In FY 2017, the Document Support Services Supervisor position was reclassified to a Document Support Services Clerk.

The City Channel

9934 - Video Engineering Specialist	0.20	0.20	0.20	0.20	
9932 - Videographer	1.00	1.00	2.00	2.00	
9924 - Media and Event Services Manager	0.20	0.20	0.20	0.20	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
Total Personnel	2.40	2.40	3.40	3.40	
 Permanent Full-Time	2.40	2.40	3.40	3.40	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.40	2.40	3.40	3.40	

Authorized Personnel By Division (Cont.)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Event Services					
9934 - Video Engineering Specialist	0.80	0.80	0.80	0.80	
9933 - Audio Visual Technician	1.00	1.00	1.00	1.00	
9924 - Media and Event Services Manager	0.80	0.80	0.80	0.80	
Total Personnel	2.60	2.60	2.60	2.60	
Permanent Full-Time	2.60	2.60	2.60	2.60	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.60	2.60	2.60	2.60	
Contact Center					
1390 - Contact Center Technician ++	1.00	1.00	1.00	0.00	(1.00)
1385 - Contact Center Supervisor ++	0.00	0.00	0.00	1.00	1.00
1380 - Contact Center Manager	0.00	1.00	1.00	1.00	
1213 - Customer Service Rep II +++	3.00	4.00	4.00	11.00	7.00
Total Personnel	4.00	6.00	6.00	13.00	7.00
Permanent Full-Time	4.00	6.00	6.00	13.00	7.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	4.00	6.00	6.00	13.00	7.00

++ In FY 2017, the Contact Center Technician position was reclassified to a Contact Center Supervisor.

+++ In FY 2017, seven additional Customer Service Representative II positions were approved in the budget. Five positions were added to cover Utility Customer Service workload, one was added to cover Convention and Visitor Bureau calls, and one was added to cover Human Resource and Engineering calls.

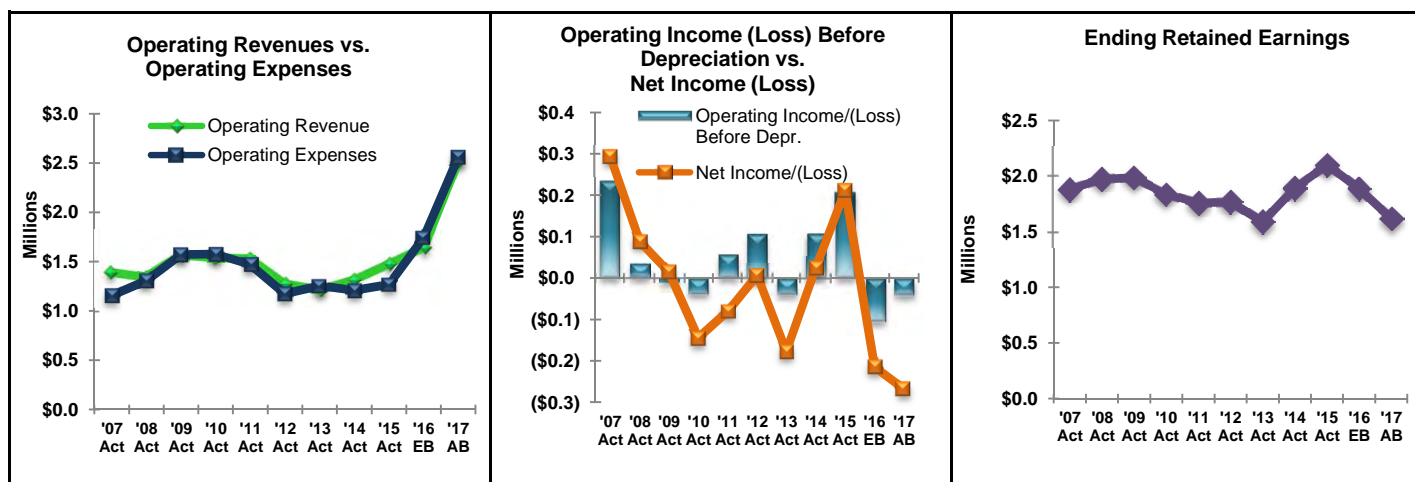
Department Totals					
Permanent Full-Time	13.25	16.35	17.35	29.20	11.85
Permanent Part-Time	1.15	1.15	1.15	1.15	
Total Permanent	14.40	17.50	18.50	30.35	11.85

Net Income Statement Community Relations Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$775,676	\$1,089,267	\$1,089,989	\$1,967,756
Gross Receipts Tax	\$698,146	\$600,000	\$550,000	\$550,000
Total Operating Revenues	\$1,473,822	\$1,689,267	\$1,639,989	\$2,517,756
Operating Expenses:				
Personnel Services	\$847,849	\$1,325,917	\$1,237,588	\$1,935,555
Supplies & Materials	\$295,568	\$322,870	\$322,870	\$347,428
Travel & Training	\$2,705	\$13,860	\$13,860	\$21,900
Intragovernmental Charges	\$21,806	\$14,727	\$14,727	\$21,104
Utilities, Services & Other Misc.	\$98,161	\$160,319	\$155,711	\$233,202
Total Operating Expenses	\$1,266,089	\$1,837,693	\$1,744,756	\$2,559,189
Operating Income (Loss) Before Depreciation	\$207,733	(\$148,426)	(\$104,767)	(\$41,433)
Depreciation	(\$62,510)	(\$60,066)	(\$66,522)	(\$66,522)
Operating Income	\$145,223	(\$208,492)	(\$171,289)	(\$107,955)
Non-Operating Revenues:				
Investment Revenue	\$39,514	\$25,876	\$28,110	\$28,110
Misc. Non-Operating Revenue	\$153	\$60	\$355	\$0
Total Non-Operating Revenues	\$39,667	\$25,936	\$28,465	\$28,110
Non-Operating Expenses:				
Loss On Disposal Assets	\$8,510	\$0	\$2,490	\$0
Total Non-Operating Expenses	\$8,510	\$0	\$2,490	\$0
Operating Transfers From Other Funds	\$155,000	\$50,000	\$50,000	\$50,000
Operating Transfers To Other Funds	(\$119,562)	(\$119,562)	(\$119,562)	(\$237,894)
Net Income/(Loss) Transferred To Retained Earnings	\$211,818	(\$252,118)	(\$214,876)	(\$267,739) +
Beginning Retained Earnings	\$1,889,842	\$2,101,660	\$2,101,660	\$1,886,784
Ending Retained Earnings	\$2,101,660	\$1,849,542	\$1,886,784	\$1,619,045

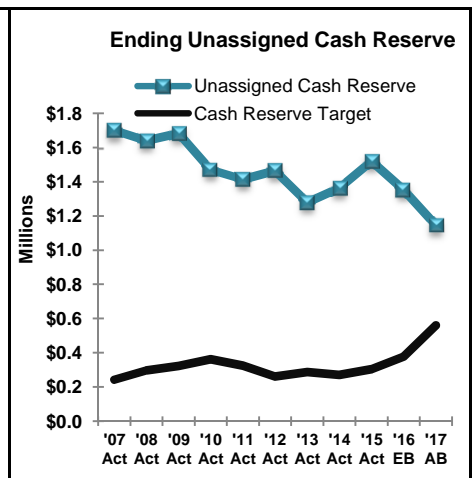
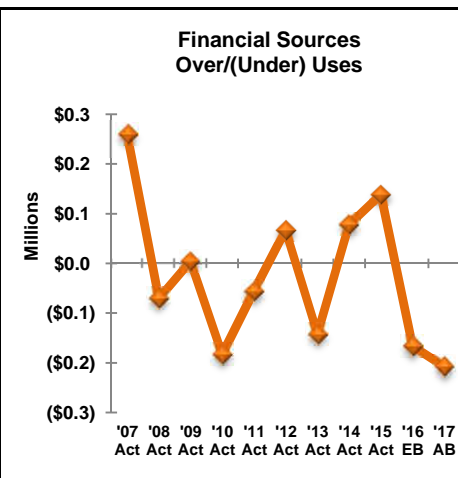
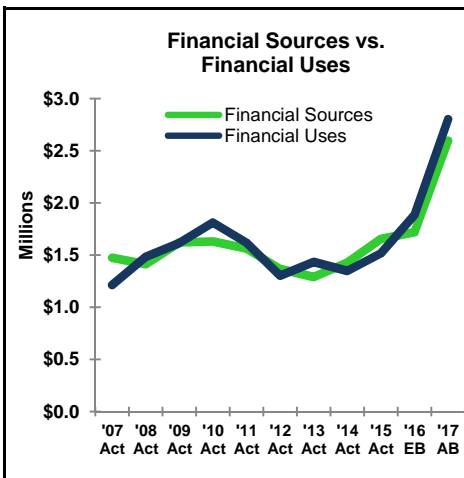
+ Planned use of fund balance. Review revenue/budget strategy in future budget years.

Note: Net Income Statements do not include capital addition or capital project expenses.



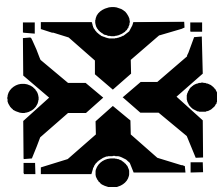
Funding Sources and Uses Community Relations Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes	\$698,146	\$600,000	\$550,000	\$550,000
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$24,676	\$25,876	\$28,110	\$28,110
Fees and Service Charges	\$775,676	\$1,089,267	\$1,089,989	\$1,967,756
Other Local Revenues	\$153	\$60	\$355	\$0
	<u>\$1,498,651</u>	<u>\$1,715,203</u>	<u>\$1,668,454</u>	<u>\$2,545,866</u>
Other Funding Sources/Transfers	\$155,000	\$50,000	\$50,000	\$50,000
Total Financial Sources: Less Appropriated Fund Balance	<u>\$1,653,651</u>	<u>\$1,765,203</u>	<u>\$1,718,454</u>	<u>\$2,595,866</u>
Financial Uses				
Operating Expenses	\$1,266,089	\$1,837,693	\$1,744,756	\$2,559,189
Operating Transfers to Other Funds	\$119,562	\$119,562	\$119,562	\$237,894
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments	\$0			
Capital Additions	\$129,492	\$20,832	\$20,832	\$6,375
Enterprise Revenues used for Capital Projects	\$0			
Total Financial Uses	<u>\$1,515,143</u>	<u>\$1,978,087</u>	<u>\$1,885,150</u>	<u>\$2,803,458</u>
Financial Sources Over/(Under) Uses	\$138,508	(\$212,884)	(\$166,696)	(\$207,592)
Beginning Unassigned Cash Reserve		\$1,520,724	\$1,520,724	\$1,354,028
Financial Sources Over/(Under) Uses		(\$212,884)	(\$166,696)	(\$207,592)
Current Assets	\$1,664,434			
Less: Current Liabilities	\$143,710			
Projected Ending Unassigned Cash Reserve	<u>\$1,520,724</u>	<u>\$1,307,840</u>	<u>\$1,354,028</u>	<u>\$1,146,436</u>
Cash Reserve Target (20% Fin. Uses)	\$303,029	\$395,617	\$377,030	\$560,692
Cash Above/(Below) Cash Reserve Target	\$1,217,695	\$912,223	\$976,998	\$585,744



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Utility Customer Services Fund (Internal Service Fund)



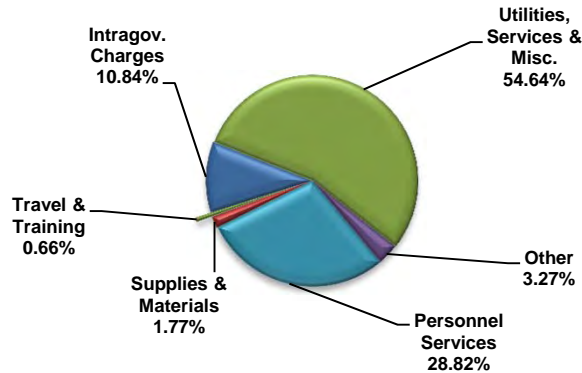
City of Columbia

Columbia, Missouri

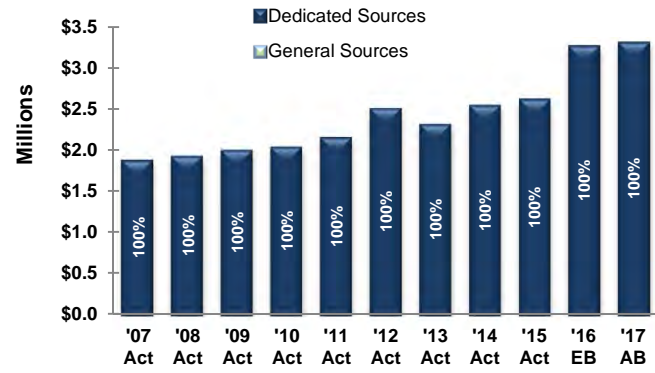
Utility Customer Services Fund (Internal Service Fund)

Fund 6760

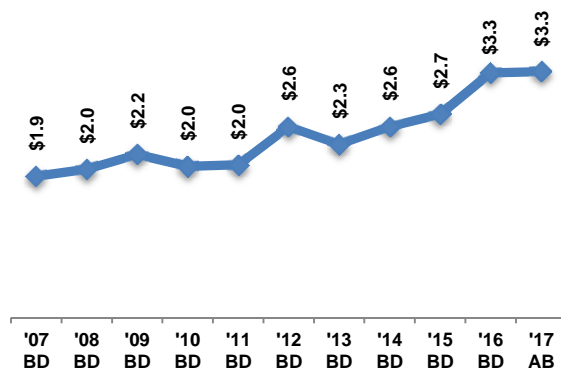
FY 2017 Total Expenses By Category



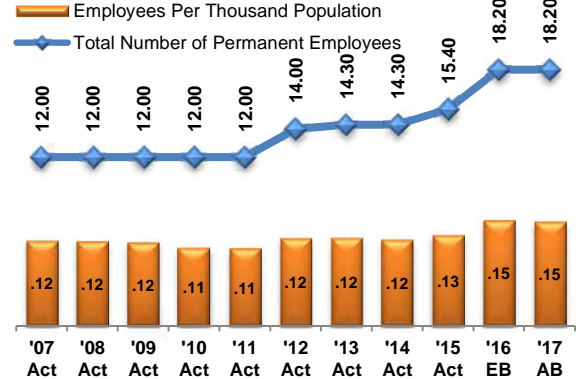
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Expenditures (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$783,935	\$946,049	\$916,931	\$950,535	3.7%	0.5%
Supplies & Materials	\$393,609	\$81,847	\$81,847	\$58,218	(28.9%)	(28.9%)
Travel & Training	\$6,466	\$21,800	\$21,800	\$21,800	0.0%	0.0%
Intragov. Charges	\$350,813	\$357,287	\$357,287	\$357,437	0.0%	0.0%
Utilities, Services & Misc.	\$962,009	\$1,765,836	\$1,765,836	\$1,802,159	2.1%	2.1%
Capital	\$0	\$0	\$0	\$0		
Other	\$108,034	\$108,210	\$108,210	\$108,000	(0.2%)	(0.2%)
Total	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%
Operating Expenses	\$2,496,832	\$3,172,819	\$3,143,701	\$3,190,149	1.5%	0.5%
Non-Operating Expenses	\$108,034	\$108,210	\$108,210	\$108,000	(0.2%)	(0.2%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%

Revenues (Where the Money Comes From)

Interest Revenue	\$27,126	\$18,664	\$20,292	\$20,292	0.0%	8.7%
Fees & Service Charges	\$2,293,331	\$2,696,844	\$2,700,919	\$2,886,829	6.9%	7.0%
Other Local Revenues	\$368,135	\$400,000	\$400,133	\$400,200	0.0%	0.1%
Operating Transfers In	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$165,521	\$130,567	\$0	(100.0%)	(100.0%)
Less: Current Year Surplus	(\$83,726)	\$0	\$0	(\$9,172)		
Dedicated Sources	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$2,604,866	\$3,281,029	\$3,251,911	\$3,298,149	1.4%	0.5%

Utility Customer Services Fund - Summary

Fund 6760

Description

The Utility Customer Services Division (UCS) is the primary interface for the public as it relates to utility services offered by the City. Those services include billing related activities for the City's electric, water, sewer, refuse, and storm water enterprise activities. UCS staff handles all inquiries and service order requests from customers and related City departments in an efficient and customer-friendly manner. UCS strives to facilitate customer focused communication ensuring the information provided by the City is completed in a professional, accurate, and timely manner.

Department Objective/Goals

Create a customer focused experience to connect, inform and engage utility customers with their local municipal utility service; ensure open communication for internal and external customers for open and responsive information regarding utilities services and modern technology.

Highlights/Significant Changes

- UCS will complete the implementation of the new billing system software (Advanced Utilities).
- Maintain current practices for collection of cycle 99 (non-metered) accounts, utilizing the agreements with the public water supply districts.
- Continue to maintain timely enforcement of collections to help reduce the number of accounts sent to external collection agency.

Highlights/Significant Changes (cont.)

- Continue implementing changes and improving policies for consistent standards for all customers to ensure UCS maintains customer service standards for a customer-focused government.

Fee and Service Charge Methodology

Columbia Utilities, consisting of Water, Electric, Sewer, Refuse, and Storm Water are charged back the cost of running the Utility Customer Services operation.

The cost of investigation is divided equally between the refuse and sewer operations. The remaining expenses are allocated to the utility departments based on a combination of a weighted factor and the number of utility accounts.

The weighted factor takes into account the complexity of the rate structure, the dollar volume, and whether or not the service is metered.

Authorized Personnel

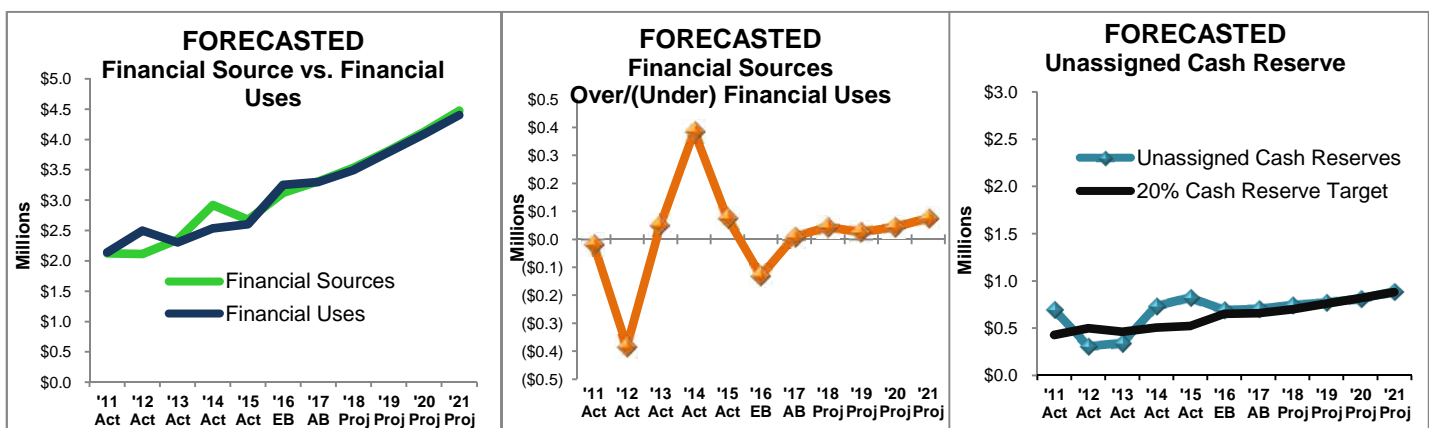
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
6750 - Asst. Director, Finance *	0.40	0.00	0.00	0.00	
2980 - Assistant Director, City Utilities *	0.00	0.20	0.20	0.20	
1220 - Utility Customer Services Mngr	1.00	1.00	1.00	1.00	
1215 - Billing Auditor	1.00	2.00	2.00	2.00	
1214 - Utility Customer Services Supr.	1.00	1.00	1.00	1.00	
1213 - Customer Service Rep II	5.00	7.00	7.00	7.00	
1211 - Customer Service Rep I	7.00	7.00	7.00	7.00	
Total Personnel	15.40	18.20	18.20	18.20	
Permanent Full-Time	15.40	18.20	18.20	18.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	15.40	18.20	18.20	18.20	

* In FY 2016, a reorganization placed Utility Customer Services under the direction of Utilities instead of Finance.

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources:					
Interest (w/o GASB 31 Adj)	\$20,292	\$20,292	\$20,292	\$20,292	\$20,292
Fees and Service Charges	\$2,886,829	\$3,116,709	\$3,395,077	\$3,706,845	\$4,056,026
Other Local Revenues	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200
Total Financial Sources	\$3,307,321	\$3,537,201	\$3,815,569	\$4,127,337	\$4,476,518
Financial Uses					
Personnel Services	\$950,535	\$1,038,534	\$1,228,243	\$1,398,367	\$1,578,699
Supplies & Materials	\$58,218	\$71,944	\$74,254	\$76,690	\$79,262
Travel & Training	\$21,800	\$26,480	\$31,128	\$38,241	\$44,065
Intragovernmental	\$357,437	\$358,106	\$358,836	\$359,631	\$360,498
Utilities, Services, and Misc.	\$1,802,159	\$1,891,003	\$1,990,388	\$2,102,917	\$2,230,772
Operating Transfers to Other Funds	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Non-Operating Cash Payments	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$3,298,149	\$3,494,067	\$3,790,849	\$4,083,846	\$4,401,296
Total Financial Sources Over/(Under) Financial Uses	\$9,172	\$43,135	\$24,721	\$43,491	\$75,222
Beginning Unassigned Cash Reserve	\$692,192	\$701,364	\$744,499	\$769,219	\$812,710
Financial Sources Over/(Under) Uses Current Assets	\$9,172	\$43,135	\$24,721	\$43,491	\$75,222
Less: Current Liabilities					
Projected Unassigned Cash Reserve	\$701,364	\$744,499	\$769,219	\$812,710	\$887,932
Cash Reserve Target (20% Financial Uses)	\$659,630	\$698,813	\$758,170	\$816,769	\$880,259
Cash Above/(Below) Cash Reserve Target	\$41,734	\$45,686	\$11,049	(\$4,059)	\$7,673
UCS Fee Increase	10.00%	11.00%	12.00%	12.00%	12.00%

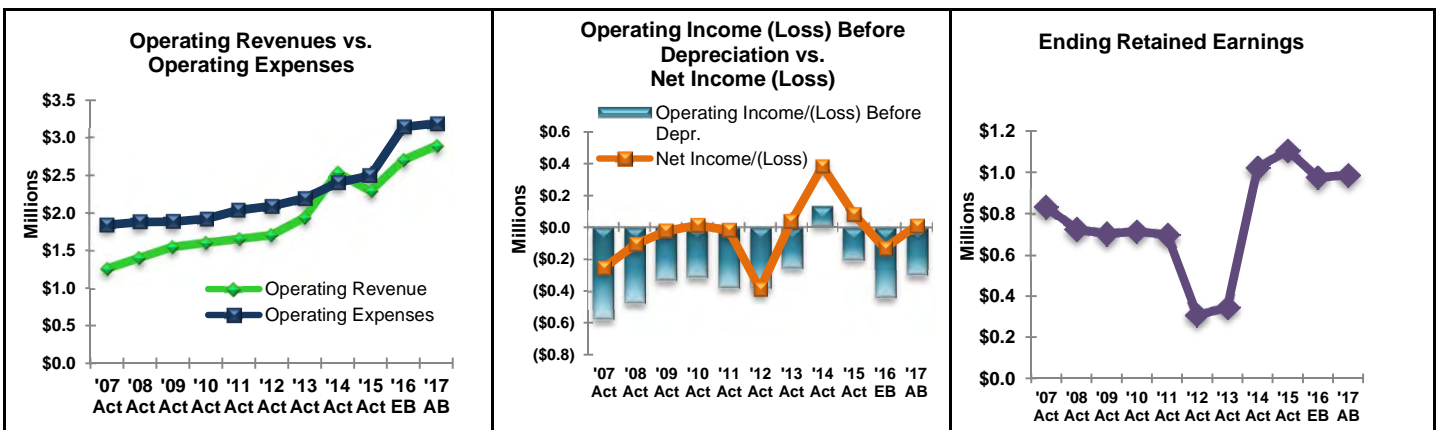
- Forecast includes (2) CSR II in 2019, 2020 and 2021. Also includes an additional billing auditor mid year in 2018.
- 25% increase in publishing and advertising costs each year to create a community education and outreach program for customers to help them manage their utility accounts.



Net Income Statement Utility Customer Services Fund

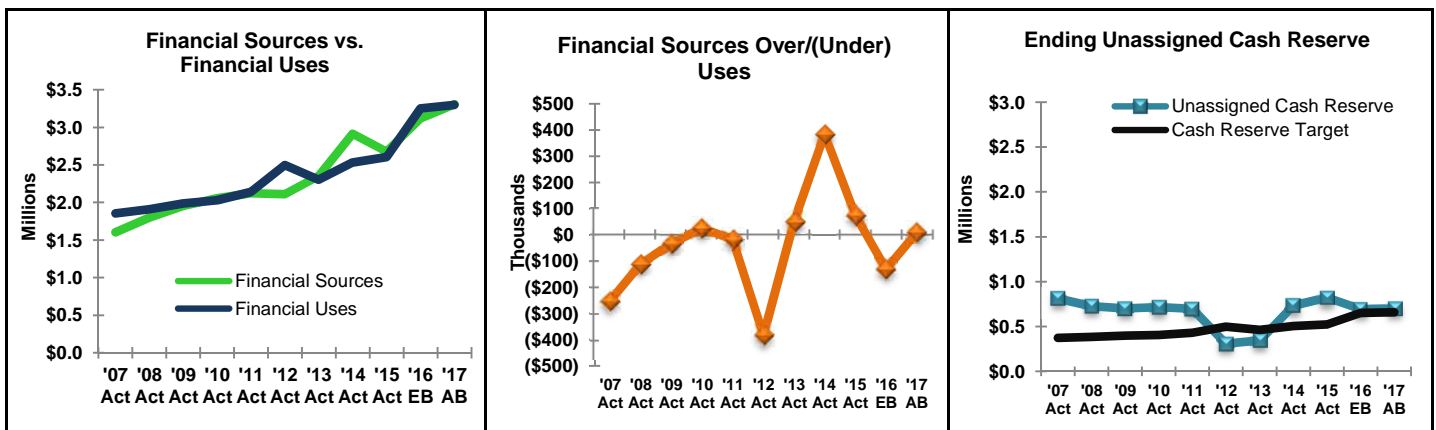
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$2,293,331	\$2,696,844	\$2,700,919	\$2,886,829
Total Operating Revenues	\$2,293,331	\$2,696,844	\$2,700,919	\$2,886,829
Operating Expenses:				
Personnel Services	\$783,935	\$946,049	\$916,931	\$950,535
Supplies & Materials	\$393,609	\$81,847	\$81,847	\$58,218
Travel & Training	\$6,466	\$21,800	\$21,800	\$21,800
Intragovernmental Charges	\$350,813	\$357,287	\$357,287	\$357,437
Utilities, Services & Other Misc.	\$962,009	\$1,765,836	\$1,765,836	\$1,802,159
Total Operating Expenses	\$2,496,832	\$3,172,819	\$3,143,701	\$3,190,149
Operating Income (Loss) Before Depreciation	(\$203,501)	(\$475,975)	(\$442,782)	(\$303,320)
Depreciation	\$0	\$0	\$0	\$0
Operating Income	(\$203,501)	(\$475,975)	(\$442,782)	(\$303,320)
Non-Operating Revenues:				
Investment Revenue	\$27,126	\$18,664	\$20,292	\$20,292
Misc. Non-Operating Revenues	\$368,135	\$400,000	\$400,133	\$400,200
Total Non-Operating Revenues	\$395,261	\$418,664	\$420,425	\$420,492
Non-Operating Expenses:				
Loss on Disposal of Assets	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$108,034)	(\$108,210)	(\$108,210)	(\$108,000)
Net Income/(Loss) Transferred To Retained Earnings	\$83,726	(\$165,521)	(\$130,567)	\$9,172
Beginning Retained Earnings	\$1,022,862	\$1,106,588	\$1,106,588	\$976,021
Ending Retained Earnings	\$1,106,588	\$941,067	\$976,021	\$985,193

Note: Net Income Statements do not include capital addition or capital project expenditures.



Funding Sources and Uses Utility Customer Services Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$17,650	\$18,664	\$20,292	\$20,292
Fees and Service Charges	\$2,293,331	\$2,696,844	\$2,700,919	\$2,886,829
Other Local Revenues	\$368,135	\$400,000	\$400,133	\$400,200
	<u>\$2,679,116</u>	<u>\$3,115,508</u>	<u>\$3,121,344</u>	<u>\$3,307,321</u>
Other Funding Sources/Transfers				
Total Financial Sources: Less				
Appropriated Fund Balance	<u><u>\$2,679,116</u></u>	<u><u>\$3,115,508</u></u>	<u><u>\$3,121,344</u></u>	<u><u>\$3,307,321</u></u>
Financial Uses				
Operating Expenses	\$2,496,832	\$3,172,819	\$3,143,701	\$3,190,149
Operating Transfers to Other Funds	\$108,034	\$108,210	\$108,210	\$108,000
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	<u><u>\$2,604,866</u></u>	<u><u>\$3,281,029</u></u>	<u><u>\$3,251,911</u></u>	<u><u>\$3,298,149</u></u>
Financial Sources Over/(Under) Uses	\$74,250	(\$165,521)	(\$130,567)	\$9,172
Beginning Unassigned Cash Reserve		\$822,759	\$822,759	\$692,192
		(\$165,521)	(\$130,567)	\$9,172
Current Assets	\$1,005,831			
Less: Current Liabilities	\$183,072			
Projected Unassigned Cash Reserve	<u><u>\$822,759</u></u>	<u><u>\$657,238</u></u>	<u><u>\$692,192</u></u>	<u><u>\$701,364</u></u>
Cash Reserve Target (20% Fin. Uses)	\$520,973	\$656,206	\$650,382	\$659,630
Cash Above/(Below) Cash Reserve Target	\$301,786	\$1,032	\$41,810	\$41,734



Utility Customer Services (UCS) Fees/Charges/Fines

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Service Initiation Fees Service initiation fee for an initial utility service application	27-18(a)	05-01-16	\$6	\$6
Transfer Fee All customers requesting transfer of services to a new location	27-18(b)	09-17-12	\$5	\$5
Disconnect/Reconnect fees A fee shall be charged to a customer's account when a worker is dispatched to disconnect the customer's water or electric service for nonpayment. - Residential customer - All other customers	27-18(c)(1)	05-01-16 05-01-16	\$30 \$100	\$30 \$100
An additional reconnection fee shall be charged when the customer requests and receives same day reconnection service or requests and receives reconnection service on a weekend, a city holiday or any other time outside the regular working hours of the water and electric utilities. - Residential customer - All other customers	27-18(c)(2)	05-01-16 05-01-16	\$60 \$100	\$60 \$100
Security Deposits Customers requesting services to a one-family dwelling or one-family unit of a larger residential building - Electrical service - Water service - Sewer service - Refuse service The maximum amount of cash security deposits a residential landlord shall be required to make, regardless as to the number of rental units	27-20(a) 27-20(a)(1)(a) 27-20(a)(1)(b) 27-20(a)(1)(c) 27-20(a)(1)(d) 27-20(b)	 09-17-12 09-17-12 11-03-14 09-17-12 11-3-14	 \$75 \$25 \$45 \$20 \$1,500	 \$75 \$25 \$45 \$20 \$1,500

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Transportation Departments



Description

There are twelve separate budgets that work together to provide a quality transportation system for the City. These budgets can be further broken down into three classifications according to the way they are funded. The General Fund budgets include Public Works Streets and Engineering and Parking Enforcement and Traffic Control. These budgets receive some portion of their funding from discretionary sources which can be moved into other general operation budgets. The Enterprise Fund operations include Transit, Airport, Parking, Railroad and Transload Funds. Each of these budgets is operated as a separate business and the sources are dedicated for that particular budget. Special Revenue Fund budgets include Non-Motorized Grant, Quarter Cent Sales Tax Fund, Transportation Sales Tax Fund, Public Improvement Sales Tax Fund, and Stadium TDD Fund. The funding for each of these budgets can only be used for a specific purpose, so all funding is considered to be dedicated funding.

General Fund

Public Works - Streets & Engineering

Streets provides maintenance of 1,358 lane miles of paved streets and 4.5 lane miles of unpaved streets, snow removal on all City streets, mechanical and manual street cleaning, mowing of public right-of-ways, and utility service cut repairs. Engineering provides survey, design, and inspection of various public improvements, review of subdivision improvements, issuance of permits, and inspection of all construction on public right-of-ways.

Public Works - Parking Enforcement and Traffic Control

Parking Enforcement administers the parking ordinances of the City via parking control enforcement in the central business district and the metered University streets. Parking Enforcement ensures 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. The Traffic Maintenance Division fabricates, installs, and maintains approximately 67,000 traffic control and street name signs, paints 1,424,860 feet of pavement striping, paints curbs/cross-walks/ symbols, and provides traffic signal maintenance.

Enterprise Funds

Transit Fund (Buses)

Transit provides public bus transportation to as many citizens as possible at the lowest possible cost, while maintaining timely and dependable service.

Regional Airport Fund

The Airport provides safe and usable facilities for the operation of commercial, general aviation, and military aircraft, offers access to the national air transportation system, and promotes regional economic growth.

Parking Utility Fund

The Parking Utility operates, maintains and administers five parking facilities, eight surface lots, and on-street parking meters.

Enterprise Funds - cont

Railroad Utility Fund

This fund operates and maintains the short line Columbia Terminal Railroad (COLT) to provide customers with safe, reliable, and efficient rail service.

Transload Facility Fund

This fund operates and maintains the Transload facility, which provides loading and off-loading services for material being shipped in and out of Columbia by train. In addition, the facility can hold material for just-in-time delivery to businesses throughout the mid-Missouri area.

Special Revenue Funds

Public Works/Parks & Recreation - Non Motorized Grant

This 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. In FY 2013 this grant was moved out of the General Fund (GF) and into its own Special Revenue Fund (SRF).

Capital Improvement Sales Tax Fund

This fund accounts for the one-quarter cent capital improvement sales tax that was most recently passed by voters in August 2015 and will expire on December 31, 2025. This sales tax is used to fund fire trucks and public safety facilities, as well as major street and sidewalk projects. These funds are transferred into Capital Projects Fund to fund specific capital projects.

Transportation Sales Tax Fund

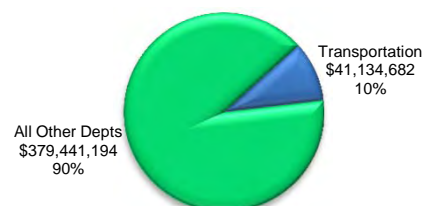
This fund accounts for the 1/2 cent permanent sales tax that was authorized by voters on April 6, 1982. These funds are used to subsidize Airport and Transit activities, fund various road projects, and pay for street and sidewalk related activities in the General Fund.

Public Improvement Fund

This fund accounts for the portion of the 1% general sales tax that is dedicated to the Capital Improvement Plan. Currently, 4.1% of the amount of general sales taxes is dedicated to fund capital projects. These funds are transferred into the Capital Projects Fund to fund specific projects.

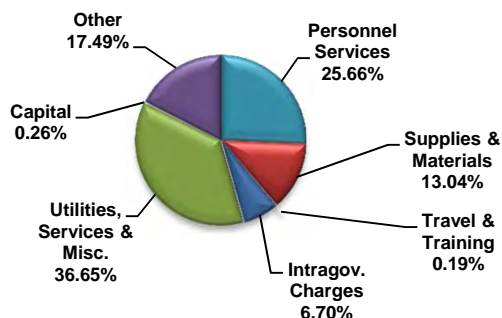
Stadium TDD

The Stadium TDD fund accounts for receipts from the Stadium TDD's: Shoppes at Stadium, Columbia Mall, and Stadium Corridor.

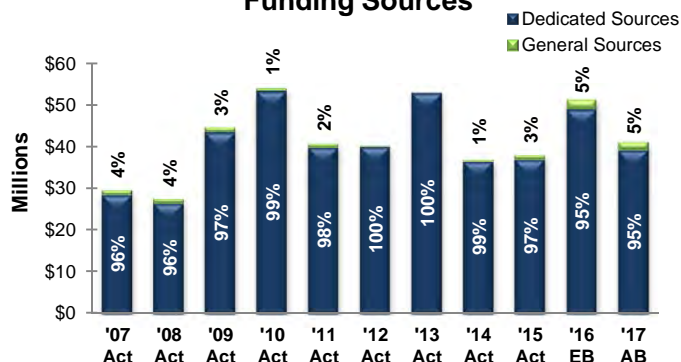


Transportation-Related Departments - Summary

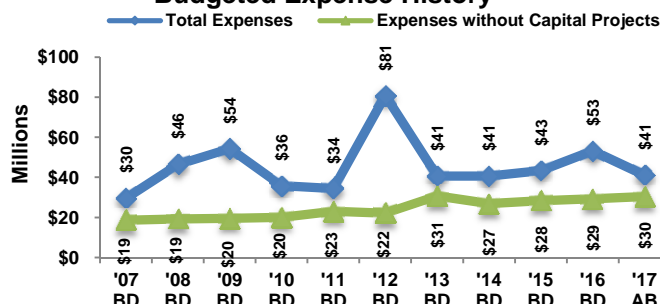
FY 2017 Total Expenses By Category



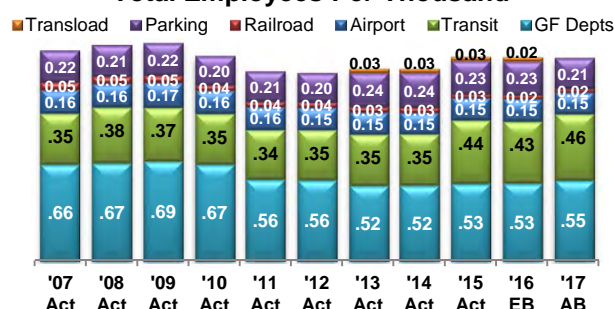
Funding Sources



Budgeted Expense History



Total Employees Per Thousand



+ Graphs and tables do NOT include the Quarter Cent Sales Tax Fund, Transportation Sales Tax Fund, Public Improvement Fund, Special Road District Fund, and Stadium TDD Fund because those sources are already reflected in the expenses and revenues of the other departments.

Net Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$9,720,841	\$10,463,045	\$9,469,322	\$10,556,114	11.5%	0.9%
Supplies & Materials	\$4,587,844	\$5,439,739	\$4,962,994	\$5,364,095	8.1%	(1.4%)
Travel & Training	\$38,745	\$78,163	\$71,721	\$79,513	10.9%	1.7%
Intragov. Charges	\$2,233,385	\$2,468,749	\$2,468,749	\$2,756,292	11.6%	11.6%
Utilities, Services & Misc.	\$14,565,703	\$28,751,888	\$28,546,940	\$15,075,565	(47.2%)	(47.6%)
Capital	\$1,489,696	\$1,132,602	\$1,125,922	\$108,500	(90.4%)	(90.4%)
Other	\$5,369,830	\$4,847,449	\$4,745,226	\$7,194,603	51.6%	48.4%
Total +	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)
Operating Expenses	\$21,564,841	\$23,274,268	\$21,592,410	\$23,480,189	8.7%	0.9%
Non-Operating Expenses	\$3,571,914	\$3,618,981	\$3,654,363	\$5,716,484	56.4%	58.0%
Debt Service	\$1,208,916	\$1,228,468	\$1,090,863	\$1,127,119	3.3%	(8.3%)
Capital Additions	\$796,773	\$1,106,645	\$1,099,965	\$108,500	(90.1%)	(90.2%)
Capital Projects	\$10,863,600	\$23,953,273	\$23,953,273	\$10,702,390	(55.3%)	(55.3%)
Total Expenses +	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)

Funding Sources (Where the Money Comes From)

* Sales Tax	\$0	\$0	\$0	\$0		
** Gross Rcpts & Other Local Tx	\$3,208,464	\$3,328,763	\$3,469,818	\$3,469,818	0.0%	4.2%
Grants and Capital Contrib	\$11,873,010	\$22,647,042	\$22,328,969	\$11,335,523	(49.2%)	(49.9%)
Interest Revenue	\$639,793	\$438,137	\$446,862	\$446,862	0.0%	2.0%
*** Fees & Service Chrgs	\$7,664,473	\$7,359,654	\$7,441,721	\$7,472,001	0.4%	1.5%
Other Local Revenues	\$187,096	\$67,835	\$59,591	\$83,276	39.7%	22.8%
Transfers	\$15,274,389	\$15,331,485	\$15,331,485	\$15,335,629	0.0%	0.0%
Use of Prior Year Sources	\$1,365,331	\$2,455,087	\$1,662,155	\$2,381,683	43.3%	(3.0%)
Less: Current Year Surplus	(\$3,207,089)	(\$388,088)	(\$706,113)	(\$343,539)	(51.3%)	(11.5%)
Dedicated Sources	\$37,005,467	\$51,239,915	\$50,034,488	\$40,181,253	(19.7%)	(21.6%)
General Sources	\$1,000,577	\$1,941,720	\$1,356,386	\$953,429	(29.7%)	(50.9%)
Total Funding Sources	\$38,006,044	\$53,181,635	\$51,390,874	\$41,134,682	(20.0%)	(22.7%)

* Sales Taxes for Quarter Cent Capital Improvement Sales Tax, 1/2 cent Transportation Sales Tax, capital portion of the 1% General Fund Sales Tax are reflected as transfers into the various departmental budgets.

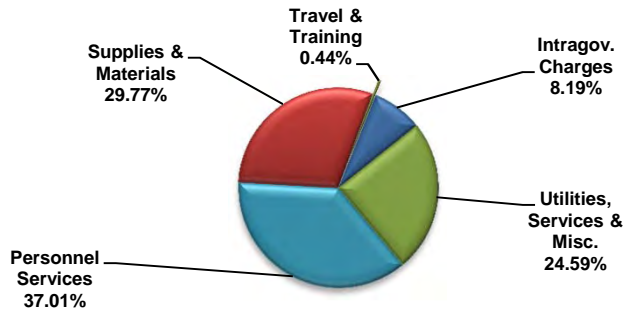
** Gas Tax and Motor Vehicle Taxes

*** Development Fees and Street Maintenance Fees

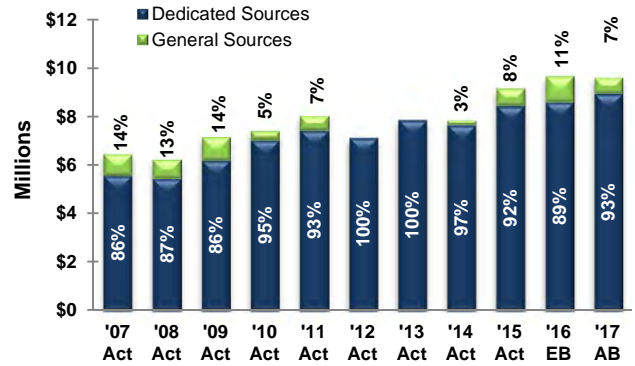
Public Works - Streets and Engineering (General Fund)

Public Works - Streets & Engineering (General Fund)

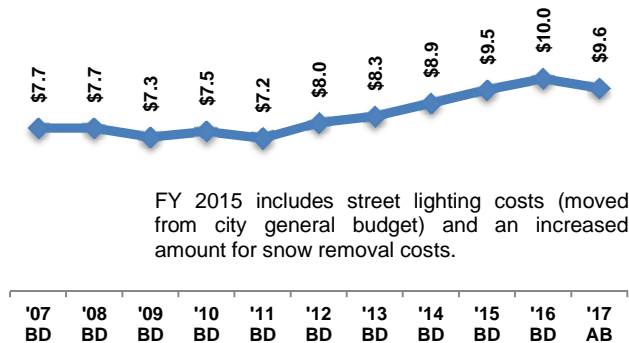
FY 2017 Total Expenditures By Category



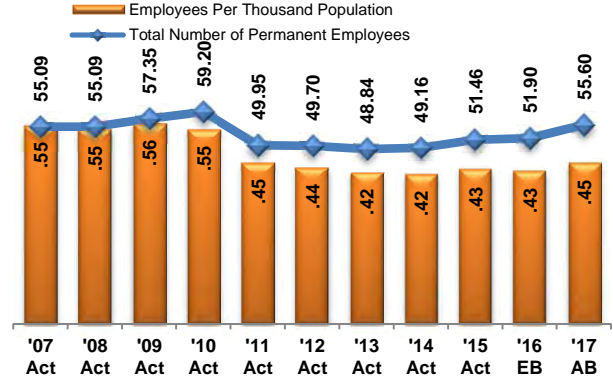
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$2,856,830	\$3,306,859	\$3,019,286	\$3,547,128	17.5%	7.3%
Supplies & Materials	\$2,149,953	\$2,794,577	\$2,683,440	\$2,853,267	6.3%	2.1%
Travel & Training	\$7,329	\$38,793	\$38,273	\$41,793	9.2%	7.7%
Intragov. Charges	\$596,919	\$683,193	\$683,193	\$785,421	15.0%	15.0%
Utilities, Services & Misc.	\$2,804,127	\$2,293,102	\$2,293,102	\$2,356,879	2.8%	2.8%
Capital	\$716,762	\$914,256	\$914,256	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)
Operating Expenses	\$8,415,158	\$9,116,524	\$8,717,294	\$9,584,488	9.9%	5.1%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$716,762	\$914,256	\$914,256	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)

Funding Sources (Where the Money Comes From)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Other Local Taxes*	\$3,208,464	\$3,328,763	\$3,469,818	\$3,469,818	0.0%	4.2%
Fees & Service Charges**	\$92,182	\$50,650	\$89,268	\$85,300	(4.4%)	68.4%
Other Local Revenues ***	\$50,735	\$11,235	\$2,300	\$2,500	8.7%	(77.7%)
Operating Transfer (Cap Proj & Sewer)	\$50,000	\$42,215	\$42,215	\$351,000	731.5%	731.5%
Oper. Transfer (Transp Sales Tax Fd)	\$5,014,943	\$5,150,830	\$4,974,151	\$5,018,811	0.9%	(2.6%)
Dedicated Sources	\$8,416,324	\$8,583,693	\$8,577,752	\$8,927,429	4.1%	4.0%
General Sources	\$715,596	\$1,447,087	\$1,053,798	\$657,059	(37.6%)	(54.6%)
Total Funding Sources	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)

* Other Local Taxes include Gasoline Tax and Motor Vehicle Registration Fees

** Fees and Services Charges are for street maintenance performed.

*** Other Local Revenues include sign damage revenues, auction revenues, and miscellaneous revenues.

Note: General Sources for FY 2015 - FY 2016 consist of funds freed up from phase-out of PILOT payments to Columbia Public Schools, Daniel Boone Regional Library, and Boone County Family Resources for loss of property taxes due to City purchase of Columbia Energy Center and street lighting costs.

Description

The Street Division provides maintenance on 1,358 lane miles of paved streets and 4.5 lane miles of gravel streets. Maintenance not only includes roadway surfaces, but also includes winter weather response, street cleaning/sweeping, mowing of public right-of-ways.

Highlights/Significant Changes

- Due to budget constraints, general sources have been reduced by \$85,243 and funds will be used to add four police officers. The Council approved the one-time allocation of \$351,000 of County Road Tax funding to help offset this reduction for FY 2017. Future year budgets will need to identify additional sources in order to maintain this level. It is estimated that the City is short \$1.61 million per year to properly fund street maintenance.
- Beginning in FY 2017, the Streets budget is being combined with the Engineering budget. The Traffic Control portion of Streets and Sidewalks will now be reflected with the Parking Enforcement section.

Strategic Priority: Infrastructure - Connecting the Community

- The Street Division will continue support of Operation Clean Streets by providing valuable equipment and personnel resources.

Description

The Engineering Division provides design, contract administration, and construction inspection of Capital Improvement Program projects for the Public Works Department. Survey and right-of-way services are used by departments across the City.

Highlights/Significant Changes**Strategic Priority: Infrastructure - Connecting the Community**

- The following projects reached completion in FY 2016: Old Fire Station No. 7 sidewalk, Green Meadows Circle sidewalk, Eietta Boulevard sidewalk, Garth Avenue sidewalk, Broadway Accessible Parking, Southampton Rebuild project, Providence Road sidewalk, Broadway Mill and Overlay, Worley and Clinkscales Intersection improvements, and Avenue of the Columns Phase 3.
- The following major projects are under construction or anticipated to be under construction by the end of FY 2016: Scott Boulevard Phase III from Vawter School Road to Rt KK, and Discovery Drive South.
- The following projects are planned to be bid in FY 2017: Providence Road Corridor Improvements between Stadium and Stewart Road, Stadium and Old 63 Intersection Improvements, 9th and Elm Pedestrian Scramble Project, Peach Tree Connector, and Waco and Route B Intersection Improvements.
- The following projects are in the preliminary design stage: Nifong Corridor Widening between Providence and Forum, Nifong and Sinclair Intersection improvements, Vawter School and Old Mill Creek Intersection improvements, Vandiver and Parker Roundabout, Forum and Green Meadows Intersection Improvements and Ballenger Lane improvements.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
6595 - Risk Management Specialist *	0.05	0.00	0.00	0.00	
6204 - Financial Analyst	0.20	0.25	0.25	0.30	0.05
6200 - Senior Financial Analyst +	0.20	0.00	0.00	0.00	
5901 - Director, Public Works +	0.16	0.30	0.30	0.30	
5800 - Asst to the Public Works Director +	0.00	0.25	0.25	0.25	
5109 - Engineering Supervisor	1.60	1.60	1.60	1.60	
5108 - Engineering Manager	0.75	0.75	0.75	1.00	0.25
5106 - Asst. Director, Public Works +	0.50	0.00	0.00	0.00	
5098/5113 - Eng. Specialist/Engineer	3.80	3.80	3.80	3.80	
5023 - City Land Surveyor	0.75	0.50	0.50	1.00	0.50
5022 - Asst City Land Surveyor	0.00	0.00	0.50	1.00	0.50
5015 - Property Acquisition Coord. +	0.60	0.40	0.40	1.00	0.60
5004 - Senior Engineering Technician	0.90	0.90	0.90	0.90	
5003 - Engineering Technician +	5.60	0.50	0.50	1.00	0.50
5000 - Associate Engin Tech +	1.50	1.50	1.00	2.00	1.00
4998 - Project Compliance Inspector **	0.00	2.25	2.25	1.50	(0.75)
4997 - Design Drafter	0.00	2.50	2.50	2.50	
4996 - Lead Project Comp. Inspector **	0.00	0.00	0.00	1.00	1.00
2450 - Construction Project Supt +	0.50	1.00	1.00	1.00	
2311 - Street Maintenance Superintendent	1.00	1.00	1.00	1.00	
2306 - Public Works Supervisor II	4.00	4.00	4.00	4.00	
2303 - Equipment Operator III-773	6.00	5.00	5.00	5.00	
2300 - Equipment Operator II-773	22.00	24.00	24.00	24.00	
2125 - City-Wide Geospatial Srvc Mgr +	0.30	0.00	0.00	0.00	
1007 - Administrative Supervisor +	0.00	0.25	0.25	0.25	
1006 - Senior Admin. Support Assistant++	1.05	1.15	1.15	1.20	0.05
Total Personnel	51.46	51.90	51.90	55.60	3.70
Permanent Full-Time	51.46	51.90	51.90	55.60	3.70
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	51.46	51.90	51.90	55.60	3.70

* In FY 2016, due to a reorganization, the Risk Management Specialist position was transferred to the Self Insurance Reserve Fund in order to centralize the function.

*** In FY 2017, a reassignment changed a Project Compliance Inspector to a Lead Project Compliance Inspector.

+ In FY 2016, due to a reorganization, Sewer, Solid Waste, and Storm Water were transferred from the Public Works Department to the Utilities Department. As a result, changes in allocations occurred in the Senior Financial Analyst, Director of Public Works, Asst to the Public Works Director, Property Acquisition Coordinator, Engineering Technician, Associate Engineering Tech, Construction Project Superintendent, City-Wide Geospatial Services Manager, and Administrative Supervisor. A Deputy City Manager position was created with Public Works, Utilities, Community Development, and GIS reporting to the positions. An Assistant Public Works Director position was eliminated.

++In FY 2017, due to a reorganization which moved Airport out of the Public Works Department and under the direction of the Economic Development Director, some of the Senior Administrative Support Assistant time will be allocated to this division.

Public Works - Streets & Engineering

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Budget Detail

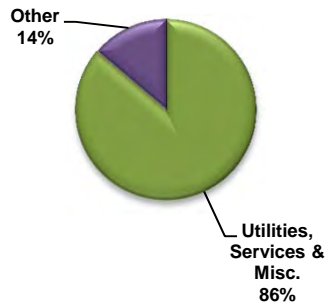
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Streets & Sidewalks:						
Personnel Services	\$1,862,512	\$2,039,681	\$1,978,211	\$2,071,665	4.7%	1.6%
Supplies and Materials	\$2,113,378	\$2,739,823	\$2,631,716	\$2,800,392	6.4%	2.2%
Travel and Training	\$3,384	\$18,393	\$18,373	\$18,393	0.1%	0.0%
Intragovernmental Charges	\$344,934	\$381,634	\$381,634	\$429,384	12.5%	12.5%
Utilities, Services, & Misc.	\$2,757,468	\$2,231,859	\$2,238,647	\$2,299,873	2.7%	3.0%
Capital	\$680,447	\$874,256	\$874,256	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$7,762,123	\$8,285,646	\$8,122,837	\$7,619,707	(6.2%)	(8.0%)
Engineering:						
Personnel Services	\$994,318	\$1,267,178	\$1,041,075	\$1,475,463	41.7%	16.4%
Supplies and Materials	\$36,575	\$54,754	\$51,724	\$52,875	2.2%	(3.4%)
Travel and Training	\$3,945	\$20,400	\$19,900	\$23,400	17.6%	14.7%
Intragovernmental Charges	\$251,985	\$301,559	\$301,559	\$356,037	18.1%	18.1%
Utilities, Services, & Misc.	\$46,659	\$61,243	\$54,455	\$57,006	4.7%	(6.9%)
Capital	\$36,315	\$40,000	\$40,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$1,369,797	\$1,745,134	\$1,508,713	\$1,964,781	30.2%	12.6%
Department Totals						
Personnel Services	\$2,856,830	\$3,306,859	\$3,019,286	\$3,547,128	17.5%	7.3%
Supplies and Materials	\$2,149,953	\$2,794,577	\$2,683,440	\$2,853,267	6.3%	2.1%
Travel and Training	\$7,329	\$38,793	\$38,273	\$41,793	9.2%	7.7%
Intragovernmental Charges	\$596,919	\$683,193	\$683,193	\$785,421	15.0%	15.0%
Utilities, Services, & Misc.	\$2,804,127	\$2,293,102	\$2,293,102	\$2,356,879	2.8%	2.8%
Capital	\$716,762	\$914,256	\$914,256	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$9,131,920	\$10,030,780	\$9,631,550	\$9,584,488	(0.5%)	(4.4%)

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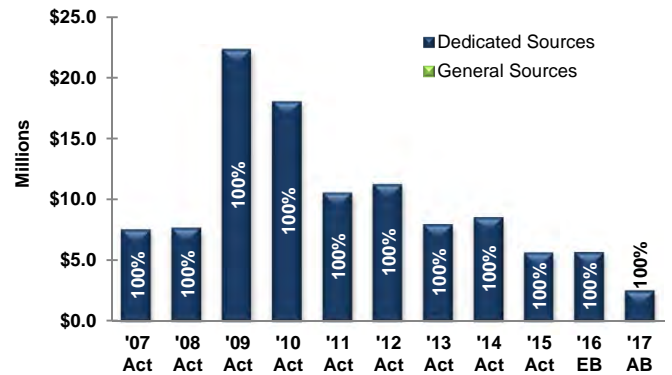
Capital Projects Fund - Streets and Sidewalks Projects

Capital Projects Fund - Streets & Sidewalks Projects

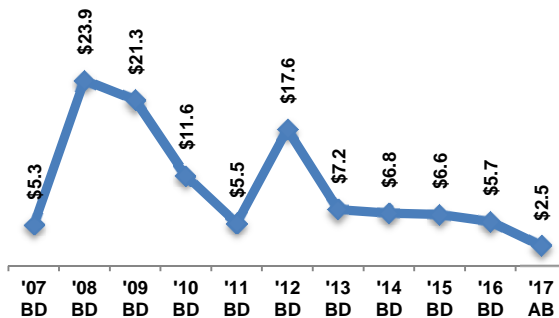
FY 2017 Total Expenditures By Category



Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions

There are no personnel directly assigned to this department. When engineering is performed on projects, the Engineer's time is charged here.

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$293,243	\$0	\$0	\$0		
Supplies & Materials	\$17,447	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$4,372,891	\$5,697,036	\$5,697,036	\$2,195,676	(61.5%)	(61.5%)
Capital	\$406,421	\$0	\$0	\$0		
Other	\$589,000	\$0	\$0	\$351,000		
Total	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
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	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
Total Expenses	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)

Funding Sources (Where the Money Comes From)

Capital Fund Balance						
Prior Year Appropriations						
Grants (County, State, STO)	\$3,911,252	\$3,326,542	\$3,326,542	\$1,117,500	(66.4%)	(66.4%)
Oper. Trnsfr (Cap. Imprvmt Stax)	\$3,045,007	\$1,125,494	\$1,125,494	\$206,500	(81.7%)	(81.7%)
Oper. Trnsfr (CDBG)	\$94,394	\$0	\$0	\$0		
Oper. Trnsfr (Transp Stax)	\$20,633	\$0	\$0	\$0		
Oper. Trnsfr (Pub Imp Fd - Dev. Fees)	\$129,367	\$1,245,000	\$1,245,000	\$1,197,000	(3.9%)	(3.9%)
Oper. Trnsf (General Fd)	(\$8,460)	\$0	\$0	\$0		
Misc. Rev (Dev. Contrib, Tax bills)	\$51,506	\$0	\$0	\$25,676		
Less: Current Year Surplus	(\$1,564,697)	\$0	\$0	\$0		
Dedicated Sources	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$5,679,002	\$5,697,036	\$5,697,036	\$2,546,676	(55.3%)	(55.3%)

Major Projects

- The following projects are planned to be bid in FY 2017: Providence Road Corridor Improvements between Stadium and Stewart Road, Stadium and Old 63 Intersection Improvements, 9th and Elm Pedestrian Scramble Project, Peach Tree Connector, and Waco and Route B Intersection Improvements.
- The following projects are in the preliminary design stage: Nifong Corridor Widening between Providence and Forum, Nifong and Sinclair Intersection Improvements, Vawter School and Old Mill Creek Intersection Improvements, Forum and Green Meadows Intersection Improvements, Vandiver and Parker Roundabout, and Ballenger Lane Improvements.

Fiscal Impact

- Projects are funded by Capital Improvement Sales Tax, County Road Tax Rebate, Public Improvement Fund/Development Fees, Surface Transportation Program (STP), Non-Motorized Grant and Miscellaneous Revenues.

Authorized Personnel

<u>Actual FY 2015</u>	<u>Adj. Budget FY 2016</u>	<u>Estimated FY 2016</u>	<u>Adopted FY 2017</u>	<u>Position Changes</u>
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There are no personnel assigned to this budget.

Streets, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Streets							
1 Annual City/County/State Projects - 40161 [ID: 9]							
Cap Imp S Tax - 2015 Ballot				\$200,000	\$2,800,000		
Total				\$200,000	\$2,800,000		
2 Annual Historic Brick Street Renovation 00234 [ID: 12]							
Cap Imp S Tax - 2015 Ballot					\$500,000		
Total					\$500,000		
3 Annual Neighbrhd Curb & Gutter Restoration 00235 [ID: 14]							
Total							
4 Annual Street Reconst (Complete Street) - 00647 [ID: 1899]							
Cap Imp S Tax - 2015 Ballot	\$240,000			\$487,500	\$1,672,500		
Total	\$240,000			\$487,500	\$1,672,500		
5 Annual Streets - 40158 [ID: 18]							
Cap Imp S Tax - 2015 Ballot	\$70,000			\$310,000	\$1,200,000		
Total	\$70,000			\$310,000	\$1,200,000		
6 Annual Traffic Calming - 00646 [ID: 1966]							
						2016	2016
Cap Imp S Tax - 2015 Ballot	\$90,000	\$50,000	\$50,000	\$474,000	\$1,136,000		
Total	\$90,000	\$50,000	\$50,000	\$474,000	\$1,136,000		
7 Annual Traffic Safety (Calming, Ped, Bike) - 40159 [ID: 15]							
Cap Imp S Tax - 2015 Ballot	\$45,500			\$454,000	\$760,500		
Total	\$45,500			\$454,000	\$760,500		
8 Street Landscaping - 40163 [ID: 13]							
Cap Imp S Tax - 2015 Ballot				\$112,500	\$637,500		
Total				\$112,500	\$637,500		
9 Burnham/Rollins/Prov Int 00290 [ID: 39]							
						2014	2017
PYA - various		\$531,306					
PYA Cap Imp S Tax	\$366,483						
Total	\$366,483	\$531,306					
10 Forum & Green Meadows Int Imprvmt - 00634 [ID: 187]							
						2016	2017
Co Rd Tax Reb	\$110,000	\$500,000					
Total	\$110,000	\$500,000					
11 Old Mill Creek/Vawter-Nifong Intrsch Impr - 00631 [ID: 191]							
						2016	2018
Co Rd Tax Reb		\$75,000	\$675,000				
Development Fees	\$140,000						
Total	\$140,000	\$75,000	\$675,000				
12 Sinclair - Nifong Intrsch Imprmnts - 00644 [ID: 190]							
						2016	2018
Co Rd Tax Reb	\$350,000	\$75,000	\$1,825,000				
Total	\$350,000	\$75,000	\$1,825,000				
13 Transfer to GF for Street Maintenance [ID: 2013]							
						2017	2017
Co Rd Tax Reb		\$351,000					
Total		\$351,000					

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Streets, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Streets							
14 Vandiver & Parker Roundabout - 00645 [ID: 1360]							
						2016	2018
Co Rd Tax Reb	\$67,500		\$382,500				
Total	\$67,500		\$382,500				
15 Waco Rd-Rt B Intersection Improv 00650 [ID: 1976]							
						2015	2016
PYA Cap Imp S Tax	\$20,000						
Total	\$200,000						
16 Ballenger Ln - Ria to Mexico Gravel - 00642 [ID: 22]							
						2016	2019
Cap Imp S Tax - 2015 Ballot	\$247,500			\$450,000			
Co Rd Tax Reb	\$192,500			\$1,800,000			
PYA Cap Imp S Tax	\$50,000						
Total	\$490,000			\$2,250,000			
17 Discovery Parkway: Gans to New Haven - 00633 [ID: 1155]							
						2016	2021
Cap Imp S Tax - 2015 Ballot				\$1,000,700			
Co Rd Tax Reb				\$2,444,300			
Development Fees	\$540,000			\$1,415,000			
Total	\$540,000			\$4,860,000			
18 Keene St-St. Charles & Outer Rd Intersection Imp [ID: 1747]							
						2020	2021
Unfunded				\$600,000			
Total				\$600,000			
19 Nifong -Providence to Forum 4 Lane - 00643 [ID: 97]							
						2016	2020
Cap Imp S Tax - 2015 Ballot		\$156,500		\$4,319,800			
Co Rd Tax Reb	\$1,180,000	\$116,500		\$1,422,200			
Development Fees	\$520,000	\$1,197,000		\$3,388,000			
Total	\$1,700,000	\$1,470,000		\$9,130,000			
20 Ash Street 4-Way Stop Removal [ID: 1525]							
						2019	2022
Cap Imp S Tax - 2015 Ballot					\$800,000		
Co Rd Tax Reb				\$200,000	\$1,600,000		
Total				\$200,000	\$2,400,000		
21 Broadway & Dorsey St. pedestrian signal-00553 [ID: 1331]							
						2020	2022
Unfunded				\$198,000			
Total				\$198,000			
22 Fairview & Chapel Hill Int Imprvmnts 00618 [ID: 184]							
						2016	2024
Cap Imp S Tax - 2015 Ballot					\$149,000		
Co Rd Tax Reb	\$100,000						
Unfunded					\$351,000		
Total	\$100,000				\$500,000		
23 Grace Ln. - Richland to Stadium Extension [ID: 1535]							
						2018	2022
Unfunded			\$320,000		\$2,880,000		
Total			\$320,000		\$2,880,000		

Sidewalks

24 Annual ADA Curb Ramp Installations 00600 [ID: 1877]							
						2014	
Total							

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, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sidewalks							
25 Annual Sidewalk Major Maintenance 00148 [ID: 16]							
Cap Imp S Tax - 2015 Ballot	\$50,000			\$240,500	\$721,500		
Total	\$50,000			\$240,500	\$721,500		
26 Annual Sidwks/Pedways (New const/re-const - 40162 [ID: 17])							
Cap Imp S Tax - 2015 Ballot				\$550,000	\$2,950,000		
Total				\$550,000	\$2,950,000		
27 Downtown Sidewalk Improvements 00171 [ID: 10]							
Cap Imp S Tax	\$50,000						
PYA Cap Imp S Tax		\$50,000					
Total	\$50,000	\$50,000					
28 Chapel Hill Road Sidewalk at Scott Blvd [ID: 1848]							
PYA Cap Imp S Tax	\$65,000					2017	2018
Total	\$65,000						
29 Greenbriar Trail Repairs 00583 [ID: 1896]							
Miscellaneous Revenues		\$25,676				2014	2015
Total		\$25,676					
30 Oakland Gravel Sidewalk - Blue Rdg to Edris 00660 [ID: 101]							
PYA Cap Imp S Tax	\$28,684	\$258,159				2016	2017
Total	\$28,684	\$258,159					
31 Carter Lane Sidewalk 00548 [ID: 1734]							
Unfunded				\$400,000		2016	2020
Total				\$400,000			
32 Leslie Ln Sdwk - N Garth Av to Newton Dr [ID: 238]							
Unfunded				\$171,850		2020	2020
Total				\$171,850			
33 Oakland Grvl - Smiley-Blue Rdg 00330 [ID: 170]							
Unfunded				\$488,500		2020	2022
Total				\$488,500			
Major Maintenance							
34 MM - Walnut from College to Old 63 [ID: 1841]							
Cap Imp S Tax - 2015 Ballot				\$450,000		2020	2021
Co Rd Tax Reb				\$50,000			
Total				\$500,000			

Streets, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Streets, Sidewalks and Major Maintenance Funding Source Summary							
Cap Imp S Tax	\$50,000						
Cap Imp S Tax - 2015 Ballot	\$743,000	\$206,500	\$50,000	\$9,049,000	\$13,327,000		
Co Rd Tax Reb	\$2,000,000	\$1,117,500	\$2,882,500	\$5,916,500	\$1,600,000		
Developer Contrib	\$2,750						
Development Fees	\$1,200,000	\$1,197,000		\$4,803,000			
Miscellaneous Revenues		\$25,676					
New Funding	\$3,995,750	\$2,546,676	\$2,932,500	\$19,768,500	\$14,927,000		
PYA - various		\$531,306					
PYA Cap Imp S Tax	\$710,167	\$308,159					
Prior Year Funding	\$710,167	\$839,465			\$0		
Unfunded			\$320,000	\$1,858,350	\$3,231,000		
Unfunded			\$320,000	\$1,858,350	\$3,231,000		
Total	\$4,705,917	\$3,386,141	\$3,252,500	\$21,626,850	\$18,158,000		

Streets, Sidewalks and Major Maintenance Current Capital Projects

Streets

1	Broadway Pavement Improvement Project 00578 [ID: 1772]	2014	2016
2	College Avenue Crosswalks & Barrier-00536 [ID: 1591]	2013	2015
3	Discovery Drive South 00612 [ID: 1939]	2015	2016
4	Forum Blvd-Green Meadows to Nifong - 00653 [ID: 1979]	2016	2019
5	Gans Rd:Interchange at 63 00237 [ID: 61]	2006	2008
6	GNM: Bike Blvd: MKT north to Bus. Loop 70 00521 [ID: 1571]	2013	2017
7	GNM:Bike Blvd upgrd-Wabash to Hominy Trail-00546 [ID: 1592]	2013	2014
8	Heritage Meadows Traffic Calming 00656 [ID: 1981]	2015	2016
9	I-70 Dr & Keene Roundabout 00658 [ID: 1998]	2016	2016
10	Lee School Pedestrian Crosswalks/Barrier Median [ID: 1849]	2029	2029
11	Ninth & Elm Pedestrian Scramble - 00637 [ID: 1962]	2015	2017
12	Rice Road Traffic Calming 00655 [ID: 1980]	2015	2016
13	Ridgemont Bridge Repair 00568 [ID: 1764]	2013	2016
14	Rock Quarry Rd Corridor 00617 [ID: 1942]	2015	2015
15	Rustic Road 00531 [ID: 1322]	2013	2014
16	Scott Blvd (TT)- Brookview Ter-Rollins C00149 [ID: 129]	2006	2009
17	Scott Blvd Ph 2: Vawter - Brookview - 00319 [ID: 128]	2008	2013
18	Scott Blvd Phase 3: Vawter-KK - 00274 [ID: 125]	2010	2016
19	Short Street Garage Traffic Mitigation 00493 [ID: 1473]	2012	2017
20	Signal Improv@Green Meadows Grindstone Shop 00552 [ID: 1763]	2013	2016
21	Stadium at Old 63 Intersection C00213 [ID: 146]	2012	2016
22	Stadium TDD:740 Corridor Mall-Brdwy to I70 00317 [ID: 208]	2008	2013
23	Urban Forestry Master Plan 00677 [ID: 2004]	2016	2016
24	Vandiver Drive & Paris Road 00522 [ID: 1523]	2016	2022
25	Worley St and Clinkscapes Rd Int Imprvmnts 00601 [ID: 1854]	2014	2016

Sidewalks

26	Audible Pedestrian Signals 00551 [ID: 1769]	2013	2016
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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, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Streets, Sidewalks and Major Maintenance Current Capital Projects							
Sidewalks							
27 Avenue of the Columns (AOC) Phase 2 00126 [ID: 1791]						2014	2016
28 College Ave and Broadway Ped Signals 00581 [ID: 1842]						2014	2015
29 Elleta Blvd Sidewalk 00604 [ID: 1855]						2014	2016
30 Garth Avenue Sidewalk: Leslie to Parkade 00495 [ID: 1392]						2012	2014
31 GNM: Forum Ped Bridge at Hinkson Creek 00527 [ID: 1574]						2013	2016
32 GNM: Manor Drive Sidewalk 00526 [ID: 1572]						2013	2016
33 GNM: Sidewalk Segments 00453 [ID: 1482]						2010	2015
34 Green Meadows Cr Sidewalk 00611 [ID: 1878]						2016	2016
35 Hominy Trail Phase II 00586 [ID: 1897]						2014	2016
36 N Garth (Sexton to Worley) 00602 [ID: 1857]						2014	2016
37 Nifong-Bethel Sidewalk 00501 [ID: 1538]						2015	2017
38 Non-motorized Funding Grant 00271 [ID: 99]						2007	2007
39 Old Fire Station #7 Sidewalk 00621 [ID: 1960]						2015	2015
40 Prov Rd SW Blue Ridge TDD - 00485 [ID: 1761]							
41 Providence Road Sidewalk 00639 [ID: 1963]						2016	2016
42 Worley/Clinkscales Int Improv 00636 [ID: 1969]						2015	2016
Major Maintenance							
43 Bridge Assessments 00648 [ID: 1967]						2016	2016
44 MM-Keene Street: Broadway to I-70 Drive 00573 [ID: 1317]						2014	2015
45 MM-Southampton Dr-Providence, east 1500 ft. 00608 [ID: 1787]						2015	2016
46 Paris Road Resurfacing [ID: 2011]						2017	2017

Streets, Sidewalks and Major Maintenance Impact of Capital Projects

Annual Streets - 40158 [ID: 18]
Approximately 20 miles of streets are added each year in which maintenance, signage and snow removal will occur.
Audible Pedestrian Signals 00551 [ID: 1769]
Installation by City Forces
Avenue of the Columns (AOC) Phase 2 00126 [ID: 1791]
Yes
Bridge Assessments 00648 [ID: 1967]
More efficient use of resources and better long term maintenance for bridges.
Brown Station Rd-Starke Av to Rte. B 00409 [ID: 38]
Unknown
Chapel Hill Road Sidewalk at Scott Blvd [ID: 1848]
None, maintenance is the responsibility of the adjoining landowners
College Ave & Ashland Rd Intersection Improvement [ID: 1851]
None, MoDOT Facility
College Ave & Rollins Rd Intersection Improvements [ID: 1852]
None, MoDOT Facility
College Ave & University Ave Intersection Improve [ID: 1850]
None, MoDOT Facility
Elleta Blvd Sidewalk 00604 [ID: 1855]
none
Green Meadows Cr Sidewalk 00611 [ID: 1878]
on-going maintenance, snow removal

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, Sidewalks and Major Maintenance

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
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Streets, Sidewalks and Major Maintenance Impact of Capital Projects

Sidewalks

Greenbriar Trail Repairs 00583 [ID: 1896]

None

Heritage Meadows Traffic Calming 00656 [ID: 1981]

Request for time, materials and labor for the Operations department to install traffic calming per design.

Hominy Trail Phase II 00586 [ID: 1897]

None

Lee School Pedestrian Crosswalks/Barrier Median [ID: 1849]

\$2,500/year

Locust Sidewalk (north side, 8th to 9th) [ID: 1856]

none

N Garth (Sexton to Worley) 00602 [ID: 1857]

none

Nifong-Bethel Sidewalk 00501 [ID: 1538]

None

Ninth & Elm Pedestrian Scramble - 00637 [ID: 1962]

Replacement of legacy equipment. Additional equipment to maintain.

Old Route K Sidewalk 00577 [ID: 1771]

Unknown at this time

Providence Road Sidewalk 00639 [ID: 1963]

Sidewalk is unusable until repaired.

Rice Road Traffic Calming 00655 [ID: 1980]

Request for time, materials and labor for the Operations department to install traffic calming per design.

Rock Quarry Rd-Nifong to Grindstone Prkwy C00069 [ID: 116]

Unknown

Rustic Road 00531 [ID: 1322]

Weather and Funding

Waco Rd-Rt B Intersection Improv 00650 [ID: 1976]

Maintenance of Signal

Worley St and Clinkscapes Rd Int Imprvmnts 00601 [ID: 1854]

Additional pedestrian signals to maintain

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.

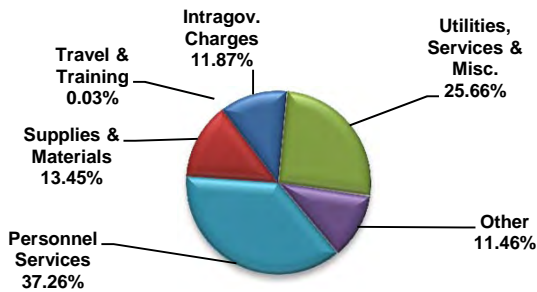
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Transit Fund

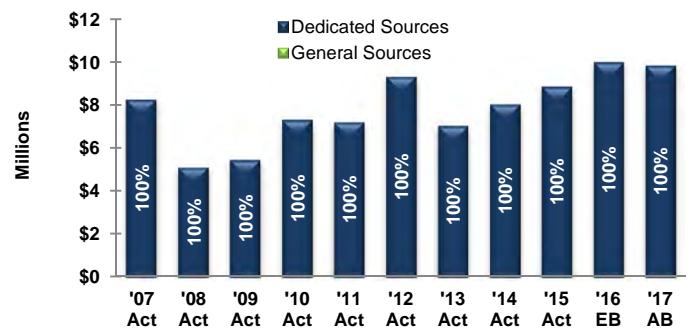
(Enterprise Fund)

Transit Fund (Enterprise Fund)

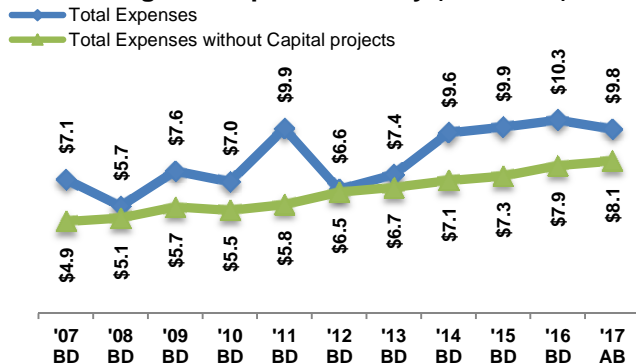
FY 2017 Total Expenditures By Category



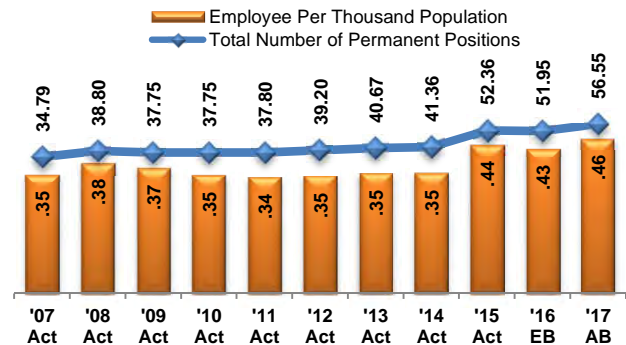
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$3,632,846	\$3,587,179	\$3,387,346	\$3,665,319	8.2%	2.2%
Supplies & Materials	\$1,564,159	\$1,361,163	\$1,324,868	\$1,323,397	(0.1%)	(2.8%)
Travel & Training	\$5,159	\$4,456	\$4,456	\$3,256	(26.9%)	(26.9%)
Intragov. Charges	\$935,504	\$1,052,383	\$1,052,383	\$1,167,416	10.9%	10.9%
Utilities, Services & Misc.	\$1,825,135	\$3,215,944	\$3,212,562	\$2,524,354	(21.4%)	(21.5%)
Capital	\$0	\$0	\$0	\$26,000		
Other	\$885,551	\$1,088,111	\$1,010,928	\$1,126,965	11.5%	3.6%
Total	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)
Operating Expenses	\$6,946,556	\$6,806,691	\$6,567,181	\$6,971,572	6.2%	2.4%
Non-Operating Expenses	\$884,423	\$911,045	\$972,070	\$972,070	0.0%	6.7%
Debt Service	\$1,128	\$177,066	\$38,858	\$154,895	298.6%	(12.5%)
Capital Additions	\$0	\$0	\$0	\$26,000		
Capital Projects	\$1,016,247	\$2,414,434	\$2,414,434	\$1,712,170	(29.1%)	(29.1%)
Total Expenses	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib. ++	\$3,156,947	\$4,156,863	\$4,219,368	\$3,561,022	(15.6%)	(14.3%)
Interest Revenue	\$52,590	\$38,648	\$43,122	\$43,122	0.0%	11.6%
Fees and Service Charges	\$2,073,373	\$1,923,675	\$2,009,011	\$1,894,278	(5.7%)	(1.5%)
Other Local Revenues	\$54,099	\$43,600	\$43,300	\$43,600	0.7%	0.0%
Transfers*	\$2,897,542	\$3,416,886	\$3,416,886	\$3,175,480	(7.1%)	(7.1%)
Use of Prior Year Sources	\$613,803	\$729,564	\$260,856	\$1,119,205	329.1%	53.4%
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)

* Transfers from Transportation 1/2 cent Sales Tax Fund, Parking Fund, Convention and Visitor's Fund and CDBG.

++Capital Contributions are from the FTA and used to fund Capital projects.

Transit Fund - Summary

Fund 553x

Description

COMO Connect is the operating brand of the Public Works Transit Division. The Division operates 28 vehicles in peak service for the fixed route and Tiger Line Shuttle system. In addition, the Division operates 9 vehicles in peak service for the ADA ParaTransit Service.

Department Objectives

The COMO Connect mission is to transport our customers to their destination in a safe, courteous and reliable manner. Our goal is to provide mass transit to as many citizens as possible, at the lowest possible cost, while maintaining safe and dependable service with an emphasis on customer service.

Highlights/Significant Changes

Strategic Priorities: Social Equity, Operational Excellence & Infrastructure

- In FY 2016, Council approved an agreement with Olsson Associates for a comprehensive operational analysis of the Transit system, as well as detailed planning. The scheduled scope of work for this project will continue to produce deliverables into FY 2017.
- As part of the Strategic Priority Neighborhood project, and as projected grant funding becomes available, the Transit Division will add up to 18 bus shelters in FY 2017.
- The FY 2017 budget includes the addition of five FTE Bus Drivers, offset by temporary labor expenses. It is the intent of the Division to retain qualified, engaged drivers and improve the level of customer service overall.
- Transit has applied for three different grants with the intent of purchasing seven to ten additional battery electric buses and related infrastructure in FY 2017. Savings realized by the reduced operational costs may help to improve the financial condition of the operation, provide funds to address turnover issues, and allow for future expansion of the system.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Columbia Transit	34.60	35.19	35.19	42.79	7.60
Paratransit System	15.50	14.50	14.50	11.50	(3.00)
University Shuttle	2.26	2.26	2.26	2.26	
Fast Cat	0.00	0.00	0.00	0.00	
Total Personnel	52.36	51.95	51.95	56.55	4.60
Permanent Full-Time	52.36	51.95	51.95	56.55	4.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	52.36	51.95	51.95	56.55	4.60

Fee and Service Charge Information

	FY 2014	FY 2015	FY 2016	FY 2017
Regular Fares:				
Full Fare Daily Pass	\$0.00	\$3.00	\$3.00	\$3.00
Per Ride	\$1.50	\$1.50	\$1.50	\$1.50
30 Day Full Fare Tickets/Fast Passes	\$55.00	\$55.00	\$55.00	\$55.00
25 Ride Full Fare Tickets/Fast Passes	\$30.00	\$30.00	\$30.00	\$30.00
Under 5 years of age	Free	Free	Free	Free
(K-12th Grade) w/ valid school or state ID.	\$0.75	Free	Free	Free
Disabled, elderly and Medicare recipients fares:				
Half Fare Daily Pass	\$0.00	\$1.50	\$1.50	\$1.50
Per Ride	\$0.75	\$0.75	\$0.75	\$0.75
30 Day Half Fare Tickets/Fast Passes	\$25.00	\$25.00	\$25.00	\$25.00
25 Ride Half Fare Tickets/Fast Passes	\$15.00	\$15.00	\$15.00	\$15.00
Students (of any university, college, or trade school in the City of Columbia, with the showing of valid student ID)				
Per Regular Semester	\$100.00	\$100.00	\$100.00	\$100.00
Any agency, entity, organization or business (may purchase discounted semester passes, on behalf of their customers)				
Per regular semester if purchased in groups of 20-1,000	\$62.50	\$65.00	\$65.00	\$65.00
Per regular semester if purchased in groups of more than 1,000	\$50.00	\$50.00	\$50.00	\$50.00
Paratransit Services:				
Certified ADA eligible persons or companion, per ride	\$2.00	\$2.00	\$2.00	\$2.00
Registered personal care attendant accompanying a certified ADA eligible person.	Free	Free	Free	Free

Prior to FY 2009, fares had not been increased for 22 years.

Transit Fund - Summary

Fund 553x

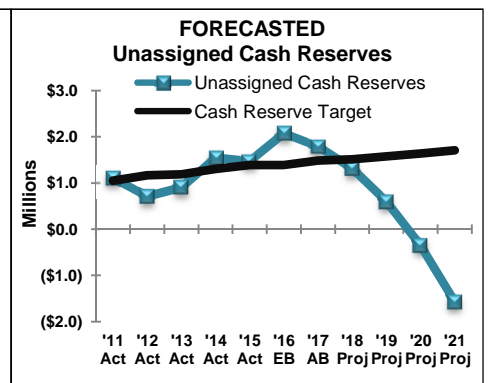
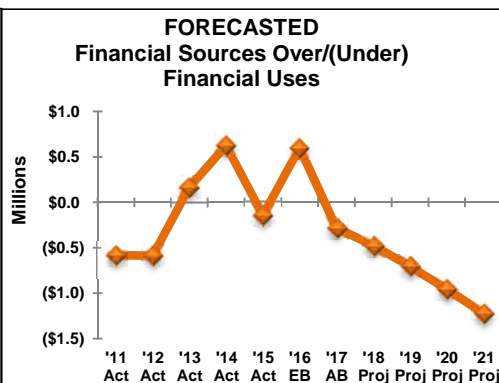
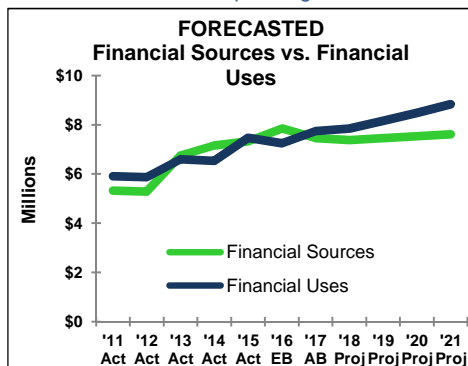
Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Operating Grants	\$2,303,286	\$2,303,286	\$2,303,286	\$2,303,286	\$2,303,286
Interest	\$43,122	\$43,122	\$43,122	\$43,122	\$43,122
Fees and Service Charges	\$1,894,278	\$1,913,221	\$1,932,353	\$1,951,677	\$1,971,193
Other Local Revenues	\$43,600	\$43,600	\$43,600	\$43,600	\$43,600
	\$4,284,286	\$4,303,229	\$4,322,361	\$4,341,685	\$4,361,201
Operating Subsidy from TST Fund *	\$2,438,773	\$2,496,933	\$2,555,674	\$2,615,002	\$2,674,925
CIST Funding for Capital Projects	\$140,000	\$0	\$0	\$0	\$0
TST funding for Capital Projects	\$314,434	\$294,434	\$294,434	\$294,434	\$294,434
	\$2,893,207	\$2,791,367	\$2,850,108	\$2,909,436	\$2,969,359
Transfer from Parking	\$270,273	\$270,273	\$270,273	\$270,273	\$270,273
Transfer from CVB	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Transfer from CDBG	\$0	\$0	\$0	\$0	\$0
	\$282,273	\$282,273	\$282,273	\$282,273	\$282,273
Total Financial Sources	\$7,459,766	\$7,376,869	\$7,454,742	\$7,533,394	\$7,612,833
Financial Uses					
Personnel Services	\$3,665,319	\$3,830,258	\$4,002,620	\$4,182,738	\$4,370,961
Supplies & Materials	\$1,383,007	\$1,402,267	\$1,421,828	\$1,441,696	\$1,461,876
Travel & Training	\$3,256	\$3,321	\$3,388	\$3,455	\$3,524
Intragovernmental	\$1,167,416	\$1,260,809	\$1,361,674	\$1,470,608	\$1,588,257
Utilities, Services, & Misc.	\$827,086	\$844,097	\$861,580	\$879,553	\$898,033
Operating Transfers to Other Funds	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530
Interest Expense and Non-Oper. Cash Pmts	\$80,383	\$74,800	\$68,898	\$62,657	\$56,057
Principal Payments	\$134,705	\$140,288	\$146,190	\$152,431	\$159,031
Capital Additions	\$26,000	\$0	\$0	\$0	\$0
Capital Projects (CIST Funding)	\$140,000	\$0	\$0	\$0	\$0
Capital Projects (TST Funding)	\$314,434	\$294,434	\$294,434	\$294,434	\$294,434
Total Financial Uses +	\$7,743,136	\$7,851,805	\$8,162,142	\$8,489,102	\$8,833,702
Sources Over (Under) Uses	(\$283,370)	(\$474,936)	(\$707,400)	(\$955,709)	(\$1,220,869)
Beginning Unassigned Cash Reserve	\$2,071,336	\$1,787,966	\$1,313,030	\$605,630	(\$350,079)
Ending Unassigned Cash Reserve	\$1,787,966	\$1,313,030	\$605,630	(\$350,079)	(\$1,570,948)
Total Financial Uses w/o TST for CIP	\$7,428,702	\$7,557,371	\$7,867,708	\$8,194,668	\$8,539,268
Cash Reserve Target (20% of Financial Uses w/o TST for CIP)	\$1,485,740	\$1,511,474	\$1,573,542	\$1,638,934	\$1,707,854
Cash Above (Below) Cash Reserve Target	\$302,226	(\$198,444)	(\$967,912)	(\$1,989,013)	(\$3,278,802)

+ This forecast does not assume savings from conversion of buses to electric as we have not had them long enough to accurately estimate savings.

* Projected growth in Transportation Sales Tax (TST) is allocated as follows: 50% to Transit, 25% to Airport, and 25% to Streets & Sidewalks.

Projected TST Growth Allocated to Transit	\$0	\$58,160	\$58,741	\$59,328	\$59,923
Growth Rate of Ridership	1.00%	1.00%	1.00%	1.00%	1.00%
Growth Rate of Personnel	4.50%	4.50%	4.50%	4.50%	4.50%
Growth Rate of Intragovernmental	8.00%	8.00%	8.00%	8.00%	8.00%
Growth Rate of Other Operating	1.65%	1.65%	1.65%	1.65%	1.66%



Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Fixed Route:						
Personnel Services	\$2,244,301	\$2,075,317	\$2,255,274	\$2,211,264	(2.0%)	6.6%
Supplies and Materials	\$1,098,979	\$908,411	\$893,688	\$939,281	5.1%	3.4%
Travel and Training	\$3,225	\$4,456	\$4,456	\$3,256	(26.9%)	(26.9%)
Intragovernmental Charges	\$667,987	\$766,354	\$766,354	\$999,682	30.4%	30.4%
Utilities, Services, & Misc.	\$616,937	\$562,547	\$580,069	\$596,126	2.8%	6.0%
Capital	\$0	\$0	\$0	\$26,000		
Other	\$885,551	\$1,088,111	\$1,010,928	\$1,052,453	4.1%	(3.3%)
Total	\$5,516,980	\$5,405,196	\$5,510,769	\$5,828,062	5.8%	7.8%
Paratransit:						
Personnel Services	\$674,194	\$774,367	\$661,486	\$638,424	(3.5%)	(17.6%)
Supplies and Materials	\$235,389	\$204,691	\$192,226	\$219,746	14.3%	7.4%
Travel and Training	\$1,934	\$0	\$0	\$0		
Intragovernmental Charges	\$215,675	\$219,268	\$219,268	\$68,692	(68.7%)	(68.7%)
Utilities, Services, & Misc.	\$113,627	\$105,901	\$111,162	\$121,900	9.7%	15.1%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,240,819	\$1,304,227	\$1,184,142	\$1,048,762	(11.4%)	(19.6%)
University Shuttle:						
Personnel Services	\$714,351	\$737,495	\$470,586	\$815,631	73.3%	10.6%
Supplies and Materials	\$229,528	\$248,061	\$238,954	\$164,370	(31.2%)	(33.7%)
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$51,842	\$66,761	\$66,761	\$99,042	48.4%	48.4%
Utilities, Services, & Misc.	\$78,587	\$133,062	\$106,897	\$94,158	(11.9%)	(29.2%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$74,512		
Total	\$1,074,308	\$1,185,379	\$883,198	\$1,247,713	41.3%	5.3%
Capital Projects:						
Personnel Services	\$0	\$0	\$0	\$0		
Supplies and Materials	\$263	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$1,015,984	\$2,414,434	\$2,414,434	\$1,712,170	(29.1%)	(29.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$1,016,247	\$2,414,434	\$2,414,434	\$1,712,170	(29.1%)	(29.1%)
Department Totals						
Personnel Services	\$3,632,846	\$3,587,179	\$3,387,346	\$3,665,319	8.2%	2.2%
Supplies and Materials	\$1,564,159	\$1,361,163	\$1,324,868	\$1,323,397	(0.1%)	(2.8%)
Travel and Training	\$5,159	\$4,456	\$4,456	\$3,256	(26.9%)	(26.9%)
Intragovernmental Charges	\$935,504	\$1,052,383	\$1,052,383	\$1,167,416	10.9%	10.9%
Utilities, Services, & Misc.	\$1,825,135	\$3,215,944	\$3,212,562	\$2,524,354	(21.4%)	(21.5%)
Capital	\$0	\$0	\$0	\$26,000		
Other	\$885,551	\$1,088,111	\$1,010,928	\$1,126,965	11.5%	3.6%
Total	\$8,848,354	\$10,309,236	\$9,992,543	\$9,836,707	(1.6%)	(4.6%)

Authorized Personnel by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Fixed Route:					
9905 - Deputy City Manager **	0.00	0.05	0.05	0.05	
6595 - Risk Management Specialist **	0.20	0.00	0.00	0.00	
6204 - Financial Analyst **	0.10	0.15	0.15	0.20	0.05
6200 - Senior Financial Analyst **	0.10	0.00	0.00	0.00	
5901 - Director, Public Works **	0.11	0.05	0.05	0.10	0.05
5800 - Asst. to the Public Works Dir. **	0.10	0.15	0.15	0.15	
4810 - Marketing Specialist++	1.00	1.00	1.00	0.40	(0.60)
4802 - Public Information Specialist **	0.25	0.00	0.00	0.00	
4702 - Transit and Parking Manager	0.50	0.50	0.50	0.50	
2505 - Transportation Superintendent	0.62	0.62	0.62	0.62	
2504 - Bus Supervisor	3.00	3.00	3.00	3.00	
2503 - Lead Bus Driver-773	6.00	6.00	6.00	6.00	
2502 - Bus Driver-773* +	19.00	20.00	20.00	28.00	8.00
2397 - Maintenance Assistant-773	2.00	2.00	2.00	2.00	
1007 - Administrative Supervisor	0.00	0.00	0.00	0.10	0.10
1006 - Senior Admin. Support Assistant **	1.00	1.05	1.05	1.05	
1005 - Administrative Support Assistant	0.62	0.62	0.62	0.62	
Total Personnel	34.60	35.19	35.19	42.79	7.60
Permanent Full-Time	34.60	35.19	35.19	42.79	7.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	34.60	35.19	35.19	42.79	7.60
Paratransit:					
2505 - Transportation Superintendent	0.25	0.25	0.25	0.25	
2504 - Bus Supervisor	1.00	1.00	1.00	1.00	
2502 - Bus Driver-773 +	12.00	11.00	11.00	8.00	(3.00)
1005 - Administrative Support Assistant	2.25	2.25	2.25	2.25	
Total Personnel	15.50	14.50	14.50	11.50	(3.00)
Permanent Full-Time	15.50	14.50	14.50	11.50	(3.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	15.50	14.50	14.50	11.50	(3.00)
University Shuttle:					
2505 - Transportation Superintendent	0.13	0.13	0.13	0.13	
2504 - Bus Supervisor	1.00	1.00	1.00	1.00	
2397 - Maintenance Assistant-773	1.00	1.00	1.00	1.00	
1005 - Administrative Support Assistant	0.13	0.13	0.13	0.13	
Total Personnel	2.26	2.26	2.26	2.26	
Permanent Full-Time	2.26	2.26	2.26	2.26	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.26	2.26	2.26	2.26	
FastCat:					
2502 - Bus Driver-773	0.00	0.00	0.00	0.00	
Total Personnel	0.00	0.00	0.00	0.00	
Permanent Full-Time	0.00	0.00	0.00	0.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	0.00	0.00	0.00	0.00	
Department Totals					
Permanent Full-Time	52.36	51.95	51.95	56.55	4.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	52.36	51.95	51.95	56.55	4.60

*FY 2015 Due to the Affordable Care Act several temporary positions were converted to permanent positions.

** In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization which moved Sewer, Solid Waste, and Storm Water out of the Public Works Department and into the Utilities Department.

+ In FY 2017, three Bus Driver positions were moved from the Paratransit division to the Fixed Route division and five additional positions were converted from temporary to permanent positions.

++In FY 2017, due to a reorganization, 60% of the Marketing Specialist was transferred to the Community Relations Department in order to centralize this function.

Description

Mid-Range Planning; Columbia Transit continues to update its fleet and facilities by appropriating local funds with available FTA & DOT grants.

Fiscal Impact

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

Transit entered into an evaluation lease for four electric buses in FY 2016, and is pursuing seven to ten additional electric buses in FY 2017. The expected impact is a significant lowering of operating expenses. The costs of these buses will be closely monitored to determine if additional electric buses are a good financial and operational decision for the system.

Major Projects

- Seek funding for scheduled replacement of additional Paratransit vans and heavy-duty buses. Transit conducted a bus procurement for electric buses with the intent of leasing-to-own a minimum of four vehicles in FY 2016 and seven to ten more in FY 2017.
- Students in the University of Missouri Sustainable Technologies classes have designed innovative bus shelters for the COMO Connect System. A public input session was conducted and a design was chosen by public vote and a selection committee. Funding is available via two capital Federal grants to install concrete for these shelters. Additional federal funds should soon be apportioned by MoDOT for more bus shelter placements.

Transit Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
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Transit

1 Annual Bus replacement - PT053 [ID: 1560]							
FTA Grant	\$1,880,000	\$1,177,736	\$1,177,736	\$3,533,208	\$5,888,680		
Total	\$1,880,000	\$1,177,736	\$1,177,736	\$3,533,208	\$5,888,680		
2 Annual Transit Project - PT050 [ID: 1549]						2013	2026
Transp S Tax	\$294,434	\$294,434	\$294,434	\$883,302	\$1,472,170		
Total	\$294,434	\$294,434	\$294,434	\$883,302	\$1,472,170		
3 Annual Bus Shelters - PT058 [ID: 1965]						2017	2017
Cap Imp S Tax - 2015 Ballot	\$140,000	\$140,000					
Total	\$140,000	\$140,000					
4 Bus Priority-Traffic Signal System PT046 [ID: 1354]						2017	2018
FTA Grant		\$80,000					
Transp S Tax		\$20,000					
Total		\$100,000					
5 CDBG Bus Shelters - PT057 [ID: 1948]						2016	2017
CDBG	\$100,000						
Total	\$100,000						
6 CoMO Connect Bus Shelters (FY13 Approp)-PT055 [ID: 1797]						2016	2016
Total							
7 CoMO Connect Bus Shelters (FY14 Approp) - PT056 [ID: 1798]						2017	2017
Total							

Transit Funding Source Summary

Cap Imp S Tax - 2015 Ballot	\$140,000	\$140,000			
CDBG	\$100,000				
FTA Grant	\$1,880,000	\$1,257,736	\$1,177,736	\$3,533,208	\$5,888,680
Transp S Tax	\$294,434	\$314,434	\$294,434	\$883,302	\$1,472,170
New Funding	\$2,414,434	\$1,712,170	\$1,472,170	\$4,416,510	\$7,360,850
Total	\$2,414,434	\$1,712,170	\$1,472,170	\$4,416,510	\$7,360,850

Transit Current Capital Projects

1	Automated Veh Locator (AVL) system-GPS PT036 [ID: 953]	2009	2016
2	Benches and Shelters Grant MO-0124 - PT048 [ID: 1810]	2014	2016
3	Benches and Shelters Grant MO-04-0133 - PT029 [ID: 906]	2009	2016
4	GFI Farebox Upg. Repl. Electrnc Motherboards PT018 [ID: 907]	2010	2016
5	Rpl. (2) Heavy Duty Buses - PT049 [ID: 1565]	2014	2016
6	Rpl. (6) Paratransit Vans PT038 [ID: 911]	2009	2016
7	Wabash Solar Panel Install PT059 [ID: 2001]	2016	2016

Transit Impact of Capital Projects

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D = Year being designed; C = Year construction will begin.
For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Transit

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Transit Impact of Capital Projects							
Transit							
Automated Veh Locator (AVL) system-GPS PT036 [ID: 953]							
\$4,200/yr.							
Benches and Shelters Grant MO-0124 - PT048 [ID: 1810]							
\$2,500 annually for maintenance and upkeep							
Benches and Shelters Grant MO-04-0133 - PT029 [ID: 906]							
\$2,500 Annually for maintenance and upkeep.							
CoMO Connect Bus Shelters (FY13 Approp)-PT055 [ID: 1797]							
Maintenance efforts will need to be increased for bus shelters							
CoMO Connect Bus Shelters (FY14 Approp) - PT056 [ID: 1798]							
Shelter maintenance efforts will need to be increased							
GFI Farebox Upg. Repl. Elctrnc Motherboards PT018 [ID: 907]							
\$10,000 Annually for maintenance and cleaning							
Rpl. (6) Paratransit Vans PT038 [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							
Wabash Solar Panel Install PT059 [ID: 2001]							
Reduction in electrical charges for the Wabash 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.

Capital Lease Agreement

9/01/2015 Capital lease agreement for (1) 40 foot electric bus
(Interest rate: 0.903%)

Original Issue - \$648,000

Balance as of 09/30/2016 \$648,000

Maturity date - 09/01/2027

In August 2015, the City entered into a capital lease agreement (Resolution #128-15) for \$648,000 for (1) 40 foot electric bus. This agreement allows the City to evaluate the performance of the vehicle for a one year period. After the one year period if the City is unsatisfied with the performance, the vehicle may be returned.

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2017	\$51,824	\$5,176	\$57,000
2018	\$52,295	\$4,705	\$57,000
2019	\$52,769	\$4,231	\$57,000
2020	\$53,248	\$3,752	\$57,000
2021	\$53,731	\$3,269	\$57,000
2022	\$54,218	\$2,782	\$57,000
2023	\$54,710	\$2,290	\$57,000
2024	\$55,206	\$1,794	\$57,000
2025	\$55,707	\$1,293	\$57,000
2026	\$56,212	\$788	\$57,000
2027	\$56,722	\$278	\$57,000
	<u>\$596,641</u>	<u>\$30,359</u>	<u>\$627,000</u>

Capital Lease Agreement

12/01/2015 Capital lease agreement for (3) 30 foot electric buses
(Interest rate: 6.00%)

Original Issue - \$1,350,000
Balance as of 09/30/2016 \$0
Maturity date - 12/01/2027

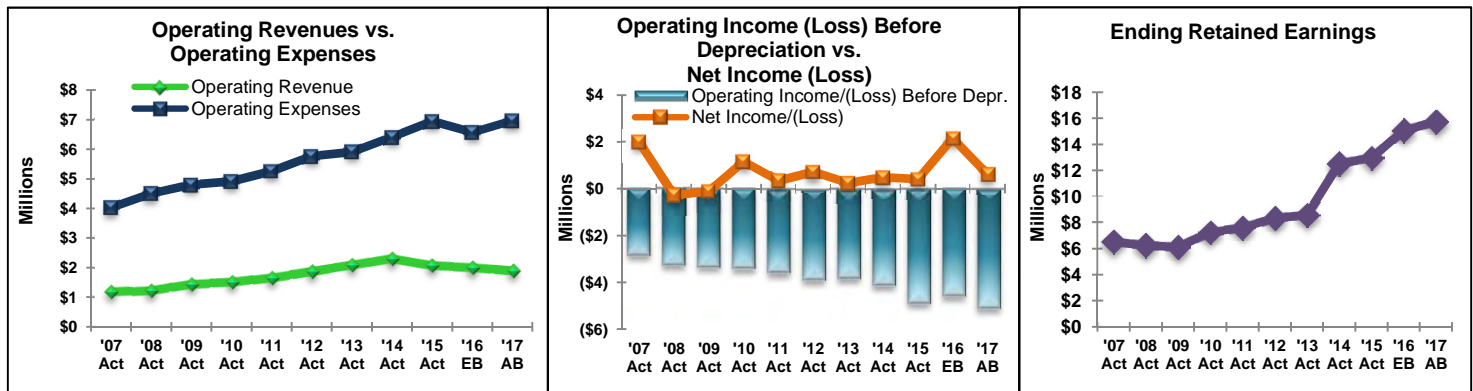
In August 2015, the City entered into a capital lease agreement (Resolution #128-15) for \$1,350,000 for (3) 30 foot electric buses. This agreement allows the City to evaluate the performance of the vehicles for a one year period. After the one year period if the City is unsatisfied with the performance, the vehicles may be returned.

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2017	\$82,881	\$75,207	\$158,088
2018	\$87,993	\$70,095	\$158,088
2019	\$93,421	\$64,667	\$158,088
2020	\$99,183	\$58,905	\$158,088
2021	\$105,300	\$52,788	\$158,088
2022	\$111,795	\$46,293	\$158,088
2023	\$118,690	\$39,398	\$158,088
2024	\$126,010	\$32,078	\$158,088
2025	\$133,783	\$24,305	\$158,088
2026	\$142,034	\$16,054	\$158,088
2027	\$150,794	\$7,294	\$158,088
2028	\$39,130	\$392	\$39,522
	<u>\$1,291,014</u>	<u>\$487,476</u>	<u>\$1,778,491</u>

Net Income Statement Transit Fund

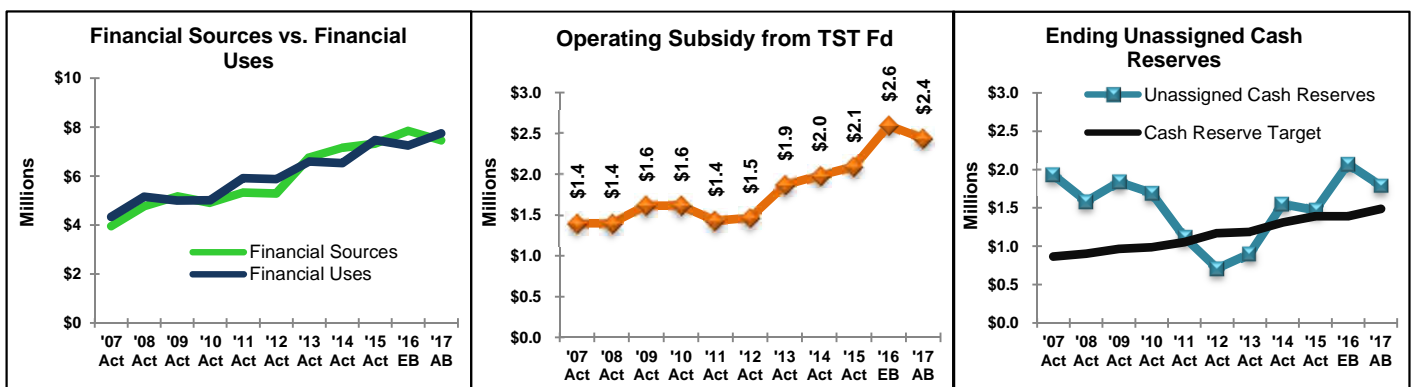
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
FastCat	\$0	\$0	\$0	\$0
Fares	\$364,270	\$274,250	\$267,789	\$251,500
School Passes	\$39,256	\$50,000	\$45,000	\$43,000
Special	\$219,346	\$183,500	\$253,853	\$178,853
Paratransit	\$202,576	\$168,000	\$194,444	\$173,000
University Shuttle	\$1,247,925	\$1,247,925	\$1,247,925	\$1,247,925
Total Operating Revenues	\$2,073,373	\$1,923,675	\$2,009,011	\$1,894,278
Operating Expenses:				
Personnel Services	\$3,632,846	\$3,587,179	\$3,387,346	\$3,665,319
Supplies & Materials	\$1,563,896	\$1,361,163	\$1,324,868	\$1,323,397
Travel & Training	\$5,159	\$4,456	\$4,456	\$3,256
Intragovernmental Charges	\$935,504	\$1,052,383	\$1,052,383	\$1,167,416
Utilities Services & Other Misc.	\$809,151	\$801,510	\$798,128	\$812,184
Total Operating Expenses	\$6,946,556	\$6,806,691	\$6,567,181	\$6,971,572
Operating Income (Loss) Before Depreciation	(\$4,873,183)	(\$4,883,016)	(\$4,558,170)	(\$5,077,294)
Depreciation	(\$877,416)	(\$909,515)	(\$970,540)	(\$970,540)
Operating Income	(\$5,750,599)	(\$5,792,531)	(\$5,528,710)	(\$6,047,834)
Non-Operating Revenues:				
Investment Revenue	\$52,590	\$38,648	\$43,122	\$43,122
Revenue From Other Gov't Units	\$2,278,773	\$2,276,863	\$2,339,368	\$2,303,286
Misc. Non-Operating Revenue	\$54,099	\$43,600	\$43,300	\$43,600
Total Non-Operating Revenues	\$2,385,462	\$2,359,111	\$2,425,790	\$2,390,008
Non-Operating Expenses:				
Interest Expense	\$0	\$65,221	\$38,858	\$154,895
Bank and Paying Agent Fees	\$1,128	\$1,500	\$0	\$0
Loss on Disposal Assets	\$5,477	\$0	\$0	\$0
Capital Lease Payment	\$0	\$110,345	\$0	\$0
Total Non-Operating Expenses	\$6,605	\$177,066	\$38,858	\$154,895
Operating Transfers				
Operating Subsidy from TST Fund	\$2,091,075	\$2,600,179	\$2,600,179	\$2,438,773
Operating Transfer from CIST Fund	\$0	\$140,000	\$140,000	\$140,000
Operating Transfer from CDBG Fund	\$0	\$100,000	\$100,000	\$0
Operating Transfer from CVB Fund	\$12,000	\$12,000	\$12,000	\$12,000
Operating Transfer from Parking Fund	\$270,273	\$270,273	\$270,273	\$270,273
Operating Transfer - Local Match for CIP projects	\$524,194	\$294,434	\$294,434	\$314,434
Operating Transfers to Other Funds	(\$1,530)	(\$1,530)	(\$1,530)	(\$1,530)
Total Operating Transfers	\$2,896,012	\$3,415,356	\$3,415,356	\$3,173,950
Net Income Before Capital Contributions	(\$475,730)	(\$195,130)	\$273,578	(\$638,771)
Capital Contribution - FTA Grant for CIP	\$878,174	\$1,880,000	\$1,880,000	\$1,257,736
Net Income/(Loss) Transferred to Retained Earnings	\$402,444	\$1,684,870	\$2,153,578	\$618,965
Beginning Retained Earnings	\$12,543,874	\$12,946,318	\$12,946,318	\$15,099,896
Ending Retained Earnings	\$12,946,318	\$14,631,188	\$15,099,896	\$15,718,861

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Transit Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$2,278,773	\$2,276,863	\$2,339,368	\$2,303,286
Interest (w/o GASB 31 Adjustment)	\$27,160	\$38,648	\$43,122	\$43,122
Fees and Service Charges	\$2,073,373	\$1,923,675	\$2,009,011	\$1,894,278
Other Local Revenues	\$54,099	\$43,600	\$43,300	\$43,600
	\$4,433,405	\$4,282,786	\$4,434,801	\$4,284,286
Operating Subsidy from TST Fund	\$2,091,075	\$2,600,179	\$2,600,179	\$2,438,773
Operating Transfer - CVB Fund	\$12,000	\$12,000	\$12,000	\$12,000
Operating Transfer - CDBG for CIP	\$0	\$100,000	\$100,000	\$0
Operating Transfer - Parking Fd	\$270,273	\$270,273	\$270,273	\$270,273
Operating Transfer - CIST for CIP	\$0	\$140,000	\$140,000	\$140,000
Capital Contribution - TST for CIP	\$524,194	\$294,434	\$294,434	\$314,434
Other Funding Sources/Transfers/Subsidies	\$2,897,542	\$3,416,886	\$3,416,886	\$3,175,480
Total Financial Sources: Less Appropriated Fund Balance	\$7,330,947	\$7,699,672	\$7,851,687	\$7,459,766
Financial Uses				
Operating Expenses	\$6,946,556	\$6,806,691	\$6,567,181	\$6,971,572
Operating Transfers to Other Funds	\$1,530	\$1,530	\$1,530	\$1,530
Interest Expense and Non-Oper. Cash Pmts	\$1,128	\$177,066	\$38,858	\$154,895
Principal Payments	\$0	\$0	\$110,345	\$134,705
Capital Additions	\$0	\$0	\$0	\$26,000
Transp Sales Tax used for Capital Projects	\$524,194	\$294,434	\$294,434	\$314,434
CDBG Transfer used for Capital Projects	\$0	\$100,000	\$100,000	\$0
Capital Impr Sales Tax used for Capital Projects	\$0	\$140,000	\$140,000	\$140,000
Close out projects to Transp Sales Tax Fund	\$0	\$0	\$0	\$0
Total Financial Uses	\$7,473,408	\$7,519,721	\$7,252,348	\$7,743,136
Financial Sources Over/(Under) Uses	(\$142,461)	\$179,951	\$599,339	(\$283,370)
Beginning Unassigned Cash Reserve		\$1,471,997	\$1,471,997	\$2,071,336
Financial Source Over/(Under)		\$179,951	\$599,339	(\$283,370)
Current Assets	\$1,938,092			
Less: Current Liabilities	\$466,095			
Ending Unassigned Cash Reserve	\$1,471,997	\$1,651,948	\$2,071,336	\$1,787,966
Total Financial Uses without TST for CIP	\$6,949,214	\$7,225,287	\$6,957,914	\$7,428,702
Cash Reserve Target (20% Fin. Uses)	\$1,389,843	\$1,445,057	\$1,391,583	\$1,485,740
Cash Above/(Below) Cash Reserve Target	\$82,154	\$206,891	\$679,753	\$302,226



Transit Fees/Charges/Fines

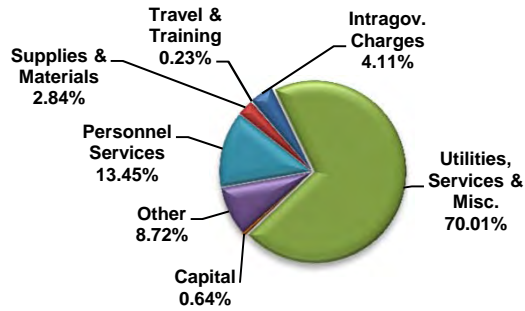
			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Regular Fares The following fares shall be in effect on all fixed route buses operated by the transit division: Regular fares:	22-29(a) 22-29(a)(1)			
Per ride		09-19-11	\$1.50	\$1.50
Daily pass		08-04-14	\$3	\$3
30-day Full Fare (Tickets/Fast Passes)		09-19-11	\$55	\$55
25-Ride Full Fare (Tickets/Fast Passes)		09-19-11	\$30	\$30
Half Fares Half fares. Disabled, elderly, Medicare or Medicaid recipients, or individuals who can validate that they are persons with annual incomes equal to or below one hundred eighty-five (185) per cent of the federal poverty level.	22-29(a)(2)			
Per ride		09-19-11	\$0.75	\$0.75
30-Day Half Fare (Tickets/Fast Passes)		09-19-11	\$25	\$25
25-Ride Half Fare (Tickets/Fast Passes)		09-19-11	\$15	\$15
Semester Passes Semester passes. Students of any university, college or trade, public or private school in the City of Columbia, Missouri, with the showing of a valid student identification card.	22-29(a)(3)			
Per regular semester		09-19-11	\$100	\$100
After October 15 (fall semester) and March 15 (spring semester)		09-17-12	\$50	\$50
Semester pass discounts. Any agency, entity, organization or business may purchase discounted semester passes, on behalf of their customers, at the following discounted rates:	22-29(a)(4)			
- Per regular semester if purchased in groups of 20—1,000		08-04-14	\$65/pass	\$65/pass
- After October 15 (fall semester) and March 15 (spring semester) if purchased in groups of 20—1,000		08-04-14	\$32/pass	\$32/pass
- Per regular semester if purchased in groups of more than 1,000		11-05-12	\$50/pass	\$50/pass
- After October 15 (fall semester) and March 15 (spring semester) if purchased in groups of more than 1,000		11-05-12	\$25/pass	\$25/pass
Youth Ride Youth ride free. Any child or young adult, eighteen (18) years of age or younger, may ride for free when presenting a valid school identification card or transit issued identification card. Children who are not of school age do not need to present an identification card.	22-29(a)(5)	08-04-14	Free	Free
Downtown employee discount fare The first two hundred (200) employees of businesses located in the central business district who present a pay stub or equivalent from their employer	22-29 (a) (6)			
- 30-Day Half Fare (Tickets/Fast Passes)		08-03-15	\$25	\$25
Paratransit The following fares shall be in effect on all vehicles used to provide paratransit service operated by the transit division:	22-29(b)			
Certified ADA eligible persons or companion, per ride	22-29(b)(1)	09-19-11	\$2	\$2
Registered personal care attendant accompanying a certified ADA eligible person	22-29(b)(2)	09-19-11	Free	Free

Regional Airport Fund

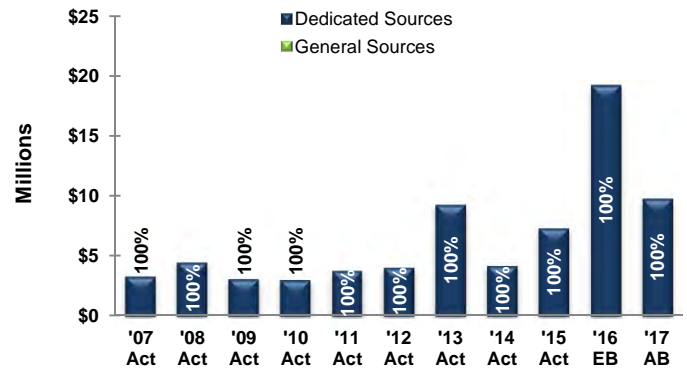
(Enterprise Fund)

Regional Airport Fund (Enterprise Fund)

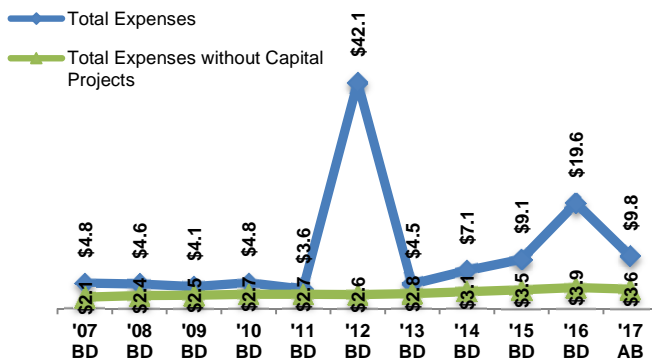
FY 2017 Total Expenses By Category



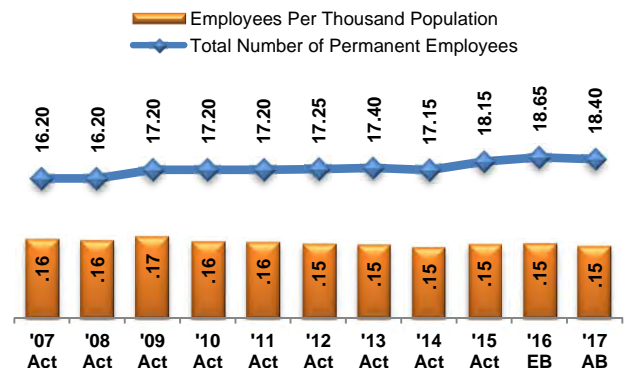
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$1,131,241	\$1,372,133	\$1,207,726	\$1,315,436	8.9%	(4.1%)
Supplies & Materials	\$198,928	\$385,789	\$283,358	\$277,789	(2.0%)	(28.0%)
Travel & Training	\$19,864	\$22,844	\$21,373	\$22,844	6.9%	0.0%
Intragov. Charges	\$298,535	\$354,766	\$354,766	\$401,553	13.2%	13.2%
Utilities, Services & Misc.	\$4,749,490	\$16,566,390	\$16,447,228	\$6,847,873	(58.4%)	(58.7%)
Capital	\$6,700	\$61,439	\$60,131	\$62,500	3.9%	1.7%
Other	\$930,537	\$869,921	\$853,627	\$852,733	(0.1%)	(2.0%)
Total	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)
Operating Expenses	\$2,538,790	\$2,965,119	\$2,577,648	\$2,721,951	5.6%	(8.2%)
Non-Operating Expenses	\$831,022	\$865,076	\$848,782	\$848,782	0.0%	(1.9%)
Debt Service	\$99,515	\$4,845	\$4,845	\$3,951	(18.5%)	(18.5%)
Capital Additions	\$0	\$61,439	\$60,131	\$62,500	3.9%	1.7%
Capital Projects	\$3,865,968	\$15,736,803	\$15,736,803	\$6,143,544	(61.0%)	(61.0%)
Total Expenses	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib.++	\$3,374,278	\$14,384,024	\$14,384,024	\$6,066,969	(57.8%)	(57.8%)
Interest Revenue	\$163,662	\$39,023	\$31,930	\$31,930	0.0%	(18.2%)
Fees and Service Charges	\$694,012	\$1,035,696	\$769,190	\$871,925	13.4%	(15.8%)
Other Local Revenues	\$9,045	\$12,000	\$12,336	\$11,500	(6.8%)	(4.2%)
Transfers*	\$2,588,395	\$3,174,663	\$3,174,663	\$1,923,459	(39.4%)	(39.4%)
Use of Prior Year Sources	\$505,903	\$987,876	\$856,066	\$874,945	2.2%	(11.4%)
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)

* Transfers come from the Transportation 1/2 cent Sales Tax Fund

++Capital Contributions are capital grants from the FAA for capital projects.

Description

The mission of the Columbia Regional Airport is to provide a safe, reliable, and user-friendly airport facility for all aspects of modern aviation. Columbia Regional Airport has proven the ability to provide a safe and efficient area for commercial passenger aircraft, corporate (business) aircraft, general aviation aircraft and military aircraft operations. The Columbia Regional Airport also fosters and creates a healthy environment so that the regional communities may access the national and international air transportation system to promote the economic growth of the mid-Missouri Region.

Department Objectives

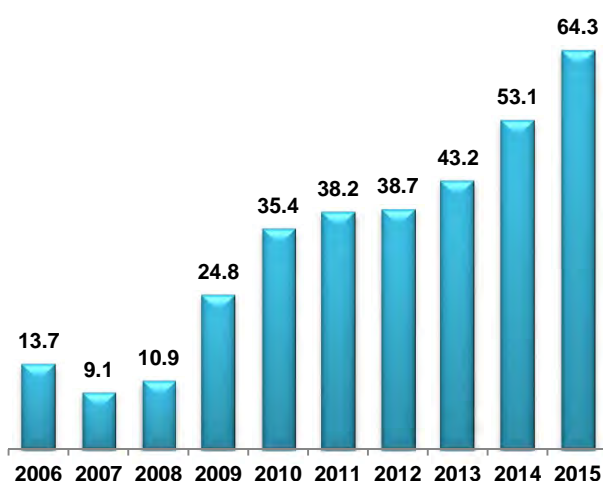
To prudently protect the taxpayers' investment by managing the Airport in strict accordance with Federal Aviation Administration Part 139 and Transportation Security Administration Part 1542 regulations by providing a certificated airport which consists of a fully staffed Airport Public Safety Department (Airport Operations, EMS, Fire and Law Enforcement), Maintenance Department (Buildings, Airfield Side, Public Side, Grounds and Snow Removal), and Administration Office. To offer a safe, reliable, and attractive place for air travelers, commercial airlines, business aviation, 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.

Highlights/Significant Changes

Strategic Priority: Infrastructure - Connecting the Community

- Reconstruction of Runway 13-31. This multi-phased project will reconstruct Runway 13-31 and allow larger jet aircraft to utilize this runway. When completed in CY 2017, total runway length will be 5,500 feet and widened from 75 feet to 100 feet. This \$15 million project is funded by FAA Grant (90%) and city match from Transportation Sales Tax (TST) (10%).

Passenger Enplanements (in Thousands)



Highlights/Significant Changes

- Relocation of South Rangeline Road for Runway 13-31 safety area. This proposed realignment of roadway includes the removal of approximately 3,400 linear feet of existing roadway and construction of 4,100 linear feet of new roadway to the southeast. The relocation of South Rangeline Road would occur on existing Airport property. This \$1.5 million project is funded by FAA Grant (90%) and city match from TST (10%).
- Air Service Development Grant - Funds for this grant will be used for radio, TV, billboards, print ads and promotional activities. This \$80,000 project is funded by MoDOT Multimodal Grant (90%) and city match from TST (10%).
- Terminal Area Master Plan to identify the terminal area facilities needed to support the future aviation activities at Columbia Regional Airport. This \$880,000 project is funded by MoDOT Multimodal Grant (90%) and city match from TST (10%).
- New ADA restroom in passenger holding area past the TSA Security Checkpoint was completed in FY 2016. Adding a restroom inside the secure passenger holding area will allow for more efficient screening and less disruption to the screening process. This \$40,000 project also includes a new water fountain in the passenger holding area.
- New Airport snack bar was completed. The first floor terminal snack bar will accommodate all visitors. This project is approximately \$40,000.
- The Airport anticipates receiving FAA and MoDOT Aviation Grants in FY 2017 for capital improvement projects.
- In May, City Council unanimously approved ballot language for a proposed 1% temporary increase in the gross receipts tax on hotel and motel rooms for the purpose of constructing a new terminal at Columbia Regional that can handle more flights, meet federal safety and security requirements, and be totally accessible to persons with disabilities.
- An Airport Manager position will be added in FY 2016 to provide a succession plan for the Airport.
- In FY 2017, the Airport Division will move from the Public Works Department to the Department of Economic Development, under the direction of the Economic Development Director.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	4.15	4.15	4.15	3.90	(0.25)
Airfield Areas	4.00	4.00	4.00	4.30	
Terminal Areas	1.00	1.00	1.00	1.00	
Public Safety	9.00	9.00	9.00	8.70	
Snow Removal	0.00	0.00	0.00	0.00	
Concessions	0.00	0.50	0.50	0.50	
Total Personnel	18.15	18.65	18.65	18.40	(0.25)
Permanent Full-Time	18.15	18.65	18.65	18.40	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	18.15	18.65	18.65	18.40	(0.25)

Regional Airport Fund - Summary

Fund 554x

Forecasted Sources and Uses (For Information Purposes Only)

	Proposed FY 2017	Proposed FY 2018	Proposed FY 2019	Proposed FY 2020	Proposed FY 2021
Financial Sources					
Operating Grants	\$0	\$0	\$0	\$0	\$0
Interest	\$31,930	\$31,930	\$31,930	\$31,930	\$31,930
Fees and Service Charges	\$871,925	\$879,834	\$887,901	\$896,129	\$904,522
Other Local Revenues	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500
Total Sources Other than TST Fund	\$915,355	\$923,264	\$931,331	\$939,559	\$947,952
Operating Subsidy from TST Fund *	\$1,846,884	\$1,875,964	\$1,905,335	\$1,935,000	\$1,964,961
TST for Capital Projects (Matching Funds)	\$76,575	\$745,188	\$1,588,590	\$521,810	\$998,906
Total Sources from TST Fund	\$1,923,459	\$2,621,152	\$3,493,925	\$2,456,810	\$2,963,867
Total Financial Sources	\$2,838,814	\$3,544,416	\$4,425,256	\$3,396,369	\$3,911,819
Financial Uses					
Personnel Services	\$1,315,436	\$1,331,824	\$1,425,511	\$1,482,532	\$1,541,833
Supplies & Materials	\$277,789	\$229,283	\$233,867	\$238,540	\$243,312
Travel & Training	\$22,844	\$23,301	\$23,767	\$24,242	\$24,727
Intragovernmental	\$401,553	\$409,584	\$417,777	\$426,133	\$434,656
Utilities, Services, & Misc.	\$704,329	\$1,118,723	\$782,997	\$867,558	\$812,410
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0
Non-Operating Cash Expenses	\$3,951	\$3,951	\$3,951	\$3,951	\$3,951
Principal	\$26,049	\$26,976	\$27,935	\$28,929	\$14,848
Capital Additions	\$62,500	\$60,000	\$0	\$0	\$0
Transp. Sales Tax used for Capital Proj	\$76,575	\$745,188	\$1,588,590	\$521,810	\$998,906
Enterprise Revenue Used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$2,891,026	\$3,948,830	\$4,504,395	\$3,593,695	\$4,074,643
Sources Over (Under) Uses	(\$52,212)	(\$404,414)	(\$79,139)	(\$197,326)	(\$162,824)
Beginning Unassigned Cash Reserve	\$586,941	\$534,729	\$130,315	\$51,176	(\$146,151)
Financial Sources Over/(Under) Uses	(\$52,212)	(\$404,414)	(\$79,139)	(\$197,326)	(\$162,824)
Current Assets					
Less: Current Liabilities					
Ending Unassigned Cash Reserve	\$534,729	\$130,315	\$51,176	(\$146,151)	(\$308,975)
Total Financial Uses w/o TST for CIP	\$2,814,451	\$3,203,642	\$2,915,805	\$3,071,885	\$3,075,737
Cash Reserve Target					
(20% of Financial Uses w/o TST for CIP)	\$562,890	\$640,728	\$583,161	\$614,377	\$615,147

Cash Above (Below) Cash Reserve Target

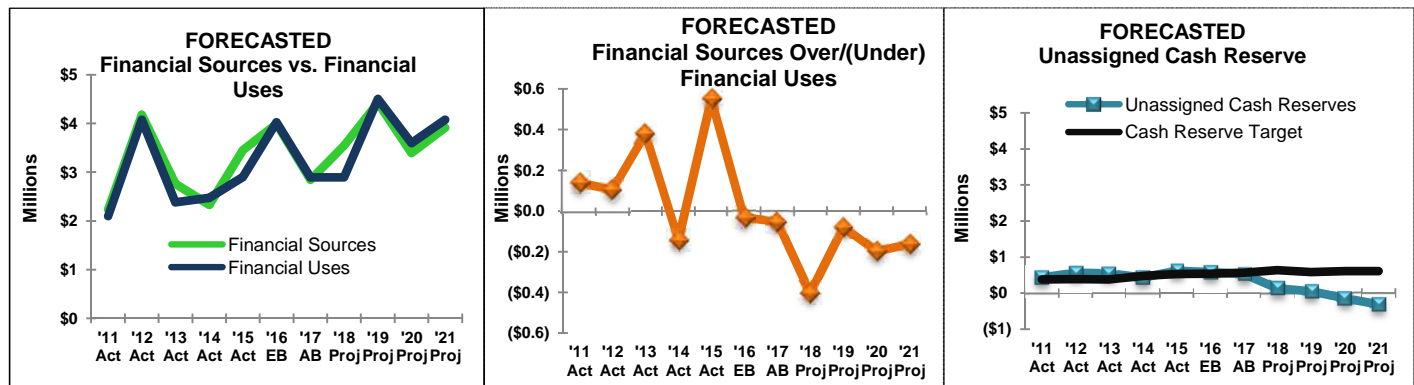
(\$28,161) (\$510,413) (\$531,985) (\$760,528) (\$924,122)

+ In order to keep a positive cash reserve, additional operating subsidy amounts from Transportation Sales Tax may be required.

* Projected growth in Transportation Sales Tax (TST) is allocated as follows: 50% to Transit, 25% to Airport, and 25% to Streets & Sidewalks.

Projected TST Growth Allocated to Airport	\$0	\$29,080	\$29,371	\$29,665	\$29,961
Growth Rate of Ridership	2.00%	2.00%	2.00%	2.00%	2.00%
Growth Rate of Personnel	4.00%	4.00%	4.00%	4.00%	4.00%
Growth Rate of Other Operating	2.00%	2.00%	2.00%	2.00%	2.00%

Projection includes an additional \$405,000 in FY 2018 for surface maintenance and 1.00 new custodian beginning in FY 2019



Budget Detail by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration:						
Personnel Services	\$244,893	\$344,971	\$260,104	\$303,791	16.8%	(11.9%)
Supplies and Materials	\$8,472	\$7,269	\$5,820	\$7,269	24.9%	0.0%
Travel and Training	\$7,759	\$8,650	\$7,179	\$8,650	20.5%	0.0%
Intragovernmental Charges	\$247,642	\$284,280	\$284,280	\$322,846	13.6%	13.6%
Utilities, Services, & Misc.	\$610,744	\$516,730	\$383,633	\$383,696	0.0%	(25.7%)
Capital	\$0	\$0	\$0	\$0		
Other	\$930,537	\$869,921	\$853,627	\$852,733	(0.1%)	(2.0%)
Total	\$2,050,047	\$2,031,821	\$1,794,643	\$1,878,985	4.7%	(7.5%)
Airfield Areas:						
Personnel Services	\$235,870	\$249,300	\$249,221	\$276,299	10.9%	10.8%
Supplies and Materials	\$89,958	\$87,929	\$97,051	\$87,929	(9.4%)	0.0%
Travel and Training	\$431	\$863	\$863	\$863	0.0%	0.0%
Intragovernmental Charges	\$16,799	\$19,750	\$19,750	\$28,044	42.0%	42.0%
Utilities, Services, & Misc.	\$117,536	\$114,846	\$135,396	\$115,826	(14.5%)	0.9%
Capital	\$0	\$31,439	\$30,131	\$18,500	(38.6%)	(41.2%)
Other	\$0	\$0	\$0	\$0		
Total	\$460,594	\$504,127	\$532,412	\$527,461	(0.9%)	4.6%
Terminal Areas:						
Personnel Services	\$51,648	\$54,453	\$45,037	\$55,186	22.5%	1.3%
Supplies and Materials	\$18,239	\$46,079	\$46,593	\$46,079	(1.1%)	0.0%
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$996	\$9,887	\$9,887	\$9,085	(8.1%)	(8.1%)
Utilities, Services, & Misc.	\$129,323	\$147,171	\$131,953	\$153,967	16.7%	4.6%
Capital	\$0	\$30,000	\$30,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$200,206	\$287,590	\$263,470	\$264,317	0.3%	(8.1%)
Public Safety:						
Personnel Services	\$583,985	\$576,774	\$561,903	\$549,164	(2.3%)	(4.8%)
Supplies and Materials	\$29,666	\$43,566	\$43,566	\$43,566	0.0%	0.0%
Travel and Training	\$11,674	\$13,331	\$13,331	\$13,331	0.0%	0.0%
Intragovernmental Charges	\$22,670	\$26,457	\$26,457	\$26,502	0.2%	0.2%
Utilities, Services, & Misc.	\$14,968	\$20,340	\$20,340	\$20,340	0.0%	0.0%
Capital	\$0	\$0	\$0	\$44,000		
Other	\$0	\$0	\$0	\$0		
Total	\$662,963	\$680,468	\$665,597	\$696,903	4.7%	2.4%
Snow Removal:						
Personnel Services	\$13,820	\$11,735	\$6,166	\$11,619	88.4%	(1.0%)
Supplies and Materials	\$37,275	\$39,946	\$45,789	\$39,946	(12.8%)	0.0%
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$10,428	\$14,392	\$14,392	\$15,076	4.8%	4.8%
Utilities, Services, & Misc.	\$19,017	\$25,900	\$34,503	\$25,900	(24.9%)	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$80,540	\$91,973	\$100,850	\$92,541	(8.2%)	0.6%
Concessions						
Personnel Services	\$792	\$134,900	\$85,295	\$119,377	40.0%	(11.5%)
Supplies and Materials	\$13,620	\$161,000	\$44,539	\$53,000	19.0%	(67.1%)
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, and Misc.	\$565	\$4,600	\$4,600	\$4,600	0.0%	0.0%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$14,977	\$300,500	\$134,434	\$176,977	31.6%	(41.1%)

Regional Airport Fund

Fund 554x

Budget Detail by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Capital Projects:						
Personnel Services	\$233	\$0	\$0	\$0		
Supplies and Materials	\$1,698	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, and Misc.	\$3,857,337	\$15,736,803	\$15,736,803	\$6,143,544	(61.0%)	(61.0%)
Capital	\$6,700	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$3,865,968	\$15,736,803	\$15,736,803	\$6,143,544	(61.0%)	(61.0%)

Department Totals

Personnel Services	\$1,131,241	\$1,372,133	\$1,207,726	\$1,315,436	8.9%	(4.1%)
Supplies and Materials	\$198,928	\$385,789	\$283,358	\$277,789	(2.0%)	(28.0%)
Travel and Training	\$19,864	\$22,844	\$21,373	\$22,844	6.9%	0.0%
Intragovernmental Charges	\$298,535	\$354,766	\$354,766	\$401,553	13.2%	13.2%
Utilities, Services, & Misc.	\$4,749,490	\$16,566,390	\$16,447,228	\$6,847,873	(58.4%)	(58.7%)
Capital	\$6,700	\$61,439	\$60,131	\$62,500	3.9%	1.7%
Other	\$930,537	\$869,921	\$853,627	\$852,733	(0.1%)	(2.0%)
Total	\$7,335,295	\$19,633,282	\$19,228,209	\$9,780,728	(49.1%)	(50.2%)

Authorized Personnel by Divisions

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration:					
9905 - Deputy City Manager *	0.00	0.05	0.05	0.05	
8900 - Economic Development Director+	0.00	0.00	0.00	0.50	0.50
6595 - Risk Management Specialist *	0.05	0.00	0.00	0.00	
6204 - Financial Analyst *+	0.05	0.10	0.10	0.00	(0.10)
6200 - Senior Financial Analyst *	0.05	0.00	0.00	0.00	
5901 - Director, Public Works *	0.05	0.10	0.10	0.10	
5800 - Asst. to the Public Works Dir. *	0.20	0.25	0.25	0.25	
4802 - Public Information Specialist *	0.25	0.00	0.00	0.00	
4702 - Transit and Parking Manager+	0.50	0.50	0.50	0.00	(0.50)
2558 - Airport Safety Supervisor	1.00	0.00	0.00	0.00	
2557 - Airport Superintendent ++	1.00	2.00	2.00	1.00	(1.00)
2556 - Airport Manager ++	0.00	0.00	0.00	1.00	1.00
1007 - Administrative Supervisor *+	0.00	0.10	0.10	0.00	(0.10)
1006 - Senior Admin. Support Assistant *+	1.00	1.05	1.05	1.00	(0.05)
Total Personnel	4.15	4.15	4.15	3.90	(0.25)
Permanent Full-Time	4.15	4.15	4.15	3.90	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	4.15	4.15	4.15	3.90	(0.25)
Airfield Areas:					
2555 - Airport Ops Supervisor	0.00	0.00	0.00	0.30	0.30
2404 - Maintenance Mechanic-773	3.00	3.00	3.00	3.00	
2400 - Maintenance Supervisor	1.00	1.00	1.00	1.00	
Total Personnel	4.00	4.00	4.00	4.30	0.30
Permanent Full-Time	4.00	4.00	4.00	4.30	0.30
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	4.00	4.00	4.00	4.30	0.30

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization

+Due to a reorganization in FY 2017, the Economic Development Director will manage the Airport operation. The Transit and Parking Manager, Administrative Supervisor, and Senior Administrative Support Assistant allocations will be moved to the Parking Fund. The Financial Analyst was reallocated to Transit.

++ (1) Airport Superintendent position was reassigned to an Airport Manager .

Regional Airport Fund

Fund 554x

Authorized Personnel by Divisions (cont.)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Terminal Areas:					
2397 - Maintenance Assistant-773	1.00	1.00	1.00	1.00	
Total Personnel	1.00	1.00	1.00	1.00	
Permanent Full-Time	1.00	1.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	1.00	1.00	1.00	1.00	
Public Safety:					
2555 - Airport Operations Supervisor	1.00	1.00	1.00	0.70	(0.30)
2550 - Airport Safety Officer	8.00	8.00	8.00	8.00	
Total Personnel	9.00	9.00	9.00	8.70	(0.30)
Permanent Full-Time	9.00	9.00	9.00	8.70	(0.30)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	9.00	9.00	9.00	8.70	(0.30)
Concessions:					
8530 - Recreation Supervisor	0.00	0.25	0.25	0.25	
8520 - Recreation Specialist	0.00	0.25	0.25	0.25	
Total Personnel	0.00	0.50	0.50	0.50	
Permanent Full-Time	0.00	0.50	0.50	0.50	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	0.00	0.50	0.50	0.50	
Department Totals					
Permanent Full-Time	18.15	18.65	18.65	18.40	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	18.15	18.65	18.65	18.40	(0.25)

Regional Airport Fund - Capital Projects

Fund 5541

Major Projects

- Construction of Runway 13-31 (5500 x 100) & Taxiway B Turnarounds.
- Route H
- Taxiway B (2750x100) west of Taxiway A

Fiscal Impact

Funding for the FY 2017 projects will come from FAA Grants and Transportation Sales Tax.

Airport

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Airport							
1 Annual General Improvements - AP008 [ID: 944]							
Transp S Tax	\$50,000	\$50,000	\$50,000	\$150,000	\$50,000		
Total	\$50,000	\$50,000	\$50,000	\$150,000	\$50,000		
2 Terminal Master Plan AP112 [ID: 1749]							
Total						2014	2016
3 13-31 (5500x100) & TW B Turnarounds AP115 [ID: 1792]							
FAA Grant	\$6,694,837	\$5,616,670					2016
PYA Transp S Tax							2017
Transp S Tax	\$1,179,199						
Total	\$7,734,036	\$5,616,670					
4 Landside Pavement Imp Ph II AP116 [ID: 1925]							
Transp S Tax	\$38,101					2013	2016
Total	\$38,101						
5 Route H AP090 [ID: 1923]							
FAA Grant		\$239,172	\$2,630,894			2017	2018
Transp S Tax		\$26,575	\$292,321				
Total		\$265,747	\$2,923,215				
6 Snow Removal Broom Truck [ID: 1937]							
FAA Grant			\$664,796			2018	2018
Transp S Tax			\$73,867				
Total			\$738,663				
7 T/W B (2750x100) West of T/W A - AP118 [ID: 1922]							
FAA Grant		\$211,127	\$2,427,968			2017	2018
PYA Transp S Tax		\$26,917					
Transp S Tax			\$266,317				
Total		\$238,044	\$2,694,285				
8 Taxi-way Alpha Reconstruction AP101 [ID: 1422]							
Total						2012	2012
9 2-20 & Taxiway A North Extension [ID: 1924]							
FAA Grant			\$564,147	\$7,097,312		2018	2019
Transp S Tax			\$62,683	\$788,590			
Total			\$626,830	\$7,885,902			
10 Airport Landside Pavement Improvement Ph III AP121 [ID: 1926]							
Transp S Tax				\$750,000		2019	2020
Total				\$750,000			
11 Parking Expansion [ID: 941]							
Transp S Tax				\$207,933		2021	2021
Total				\$207,933			
12 Runway 2-20 Isolated Pavement Remediations [ID: 1720]							
FAA Grant				\$3,287,134		2020	2020
Transp S Tax				\$365,238			
Total				\$3,652,372			

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 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
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Airport

13 SRE Equip:Runway Tow Broom & Tow De-icer AP099 [ID: 1256]					2021	2021
FAA Grant				\$31,354		
Transp S Tax				\$282,187		
Total				\$313,541		
14 T/W A5: New Connector [ID: 1721]					2021	2021
FAA Grant				\$1,060,066		
Transp S Tax				\$117,786		
Total				\$1,177,852		
15 T/W B2 & C Design and Construction [ID: 1725]					2020	2020
FAA Grant				\$959,147		
Transp S Tax				\$106,572		
Total				\$1,065,719		
16 New Airport Terminal AP111 [ID: 1557]					2021	2022
Ent Rev	\$25,000					
FAA Grant				\$3,069,000	\$23,023,000	
Transp S Tax				\$341,000	\$2,277,000	
Total	\$25,000			\$3,410,000	\$25,300,000	

Airport Funding Source Summary

Ent Rev	\$25,000				
FAA Grant	\$6,694,837	\$6,066,969	\$6,287,805	\$15,504,013	\$23,023,000
Transp S Tax	\$1,267,300	\$76,575	\$745,188	\$3,109,306	\$2,327,000
New Funding	\$7,987,137	\$6,143,544	\$7,032,993	\$18,613,319	\$25,350,000
PYA Transp S Tax		\$26,917			
Prior Year Funding		\$26,917			\$0
Total	\$7,987,137	\$6,170,461	\$7,032,993	\$18,613,319	\$25,350,000

Airport Current Capital Projects

1	1,500 ARFF Truck - AP117 [ID: 1719]	2016	2017
2	13-31 & 2-20 Intersection Rehabilitation AP092 [ID: 940]	2014	2016
3	Master Plan Update [ID: 1936]	2024	2024
4	Realign Rangeline for RW Expansion AP090 [ID: 1184]	2015	2016
5	Replace Primary Airline Counter AP087 [ID: 1120]	2013	2017

Airport Impact of Capital Projects

Taxi-way Alpha Reconstruction AP101 [ID: 1422]
Yes

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.

Debt Service Information

(City-Owned Building - Improvements Made by CMA) \$2,500 Monthly for 10 Years (Total \$300,000), 3.5% Interest

On January 19, 2010 the City entered into an amendment to the ground lease agreement with the (CMA) Central Missouri Aviation Inc. for future renovations and improvements to the fixed base operator hangar at Columbia Regional Airport. All improvements are the property of the City and were completed in 2011.

Original Issue - \$300,000

Balance as of 09/30/2016 \$124,737

Maturity date - 3/1/2021

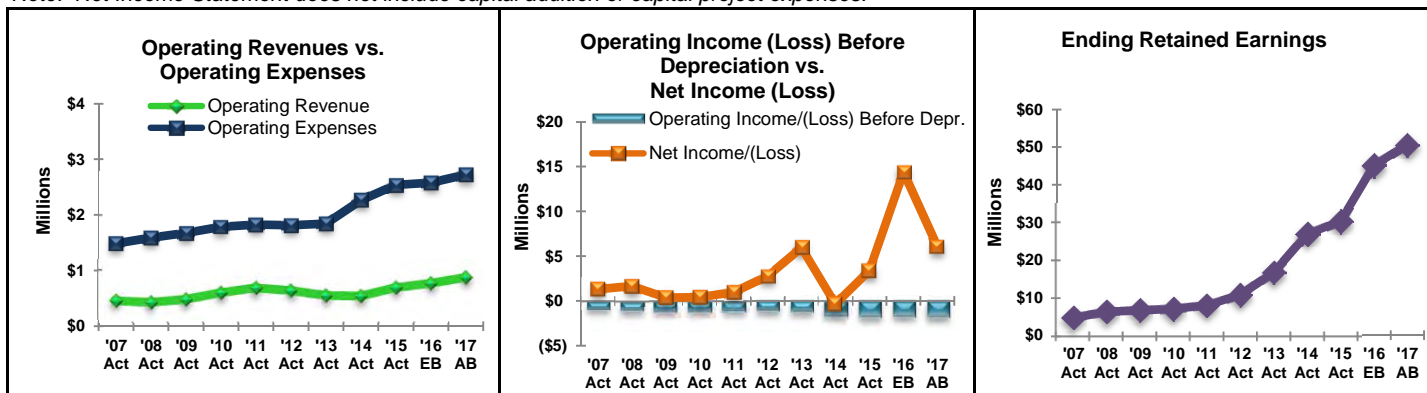
Debt Service Requirements

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2017	\$26,049	\$3,951	\$30,000
2018	\$26,976	\$3,024	\$30,000
2019	\$27,935	\$2,065	\$30,000
2020	\$28,929	\$1,071	\$30,000
2021	\$14,848	\$152	\$15,000
Total	<u>\$124,737</u>	<u>\$10,263</u>	<u>\$135,000</u>

Net Income Statement Airport Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Concession Sales	\$0	\$300,000	\$34,000	\$100,000
Commissions	\$143,923	\$135,000	\$137,548	\$145,000
Rentals	\$167,086	\$208,397	\$234,255	\$234,626
Landing Fees	\$86,700	\$78,861	\$89,130	\$78,861
Law Enforcement Fees	\$24,805	\$54,257	\$54,257	\$54,257
Passenger Facility Charge	\$271,498	\$259,181	\$220,000	\$259,181
Total Operating Revenues	\$694,012	\$1,035,696	\$769,190	\$871,925
Operating Expenses:				
Personnel Services	\$1,131,008	\$1,372,133	\$1,207,726	\$1,315,436
Supplies & Materials	\$197,230	\$385,789	\$283,358	\$277,789
Travel & Training	\$19,864	\$22,844	\$21,373	\$22,844
Intragovernmental Charges	\$298,535	\$354,766	\$354,766	\$401,553
Utilities, Services & Other Misc.	\$892,153	\$829,587	\$710,425	\$704,329
Total Operating Expenses	\$2,538,790	\$2,965,119	\$2,577,648	\$2,721,951
Operating Income (Loss) Before Depreciation	(\$1,844,778)	(\$1,929,423)	(\$1,808,458)	(\$1,850,026)
Depreciation	(\$831,022)	(\$865,076)	(\$848,782)	(\$848,782)
Operating Income	(\$2,675,800)	(\$2,794,499)	(\$2,657,240)	(\$2,698,808)
Non-Operating Revenues:				
Investment Revenue	\$163,662	\$39,023	\$31,930	\$31,930
Revenue from Other Gov't Units	\$57,870	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$9,045	\$12,000	\$12,336	\$11,500
Total Non-Operating Revenues	\$230,577	\$51,023	\$44,266	\$43,430
Non-Operating Expenses:				
Interest Expense	\$99,515	\$4,845	\$4,845	\$3,951
Loss on Disposal Assets	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$99,515	\$4,845	\$4,845	\$3,951
Operating Transfers:				
Operating Subsidy from TST Fd.	\$1,850,818	\$1,846,884	\$1,846,884	\$1,846,884
Operating Transfers From Other Funds	\$500,000	\$0	\$0	\$0
Operating Transfer - TST for CIP projects	\$237,577	\$1,327,779	\$1,327,779	\$76,575
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0
Total Operating Transfers	\$2,588,395	\$3,174,663	\$3,174,663	\$1,923,459
Net Income (Loss) Before Capital Contributions	\$43,657	\$426,342	\$556,844	(\$735,870)
Capital Contribution - FAA for CIP	\$3,316,408	\$14,384,024	\$14,384,024	\$6,066,969
Total Capital Contributions	\$3,316,408	\$14,384,024	\$14,384,024	\$6,066,969
Net Income/(Loss) Transferred To Retained Earnings	\$3,360,065	\$14,810,366	\$14,940,868	\$5,331,099
Beginning Retained Earnings	\$26,929,095	\$30,289,160	\$30,289,160	\$45,230,028
Ending Retained Earnings	\$30,289,160	\$45,099,526	\$45,230,028	\$50,561,127

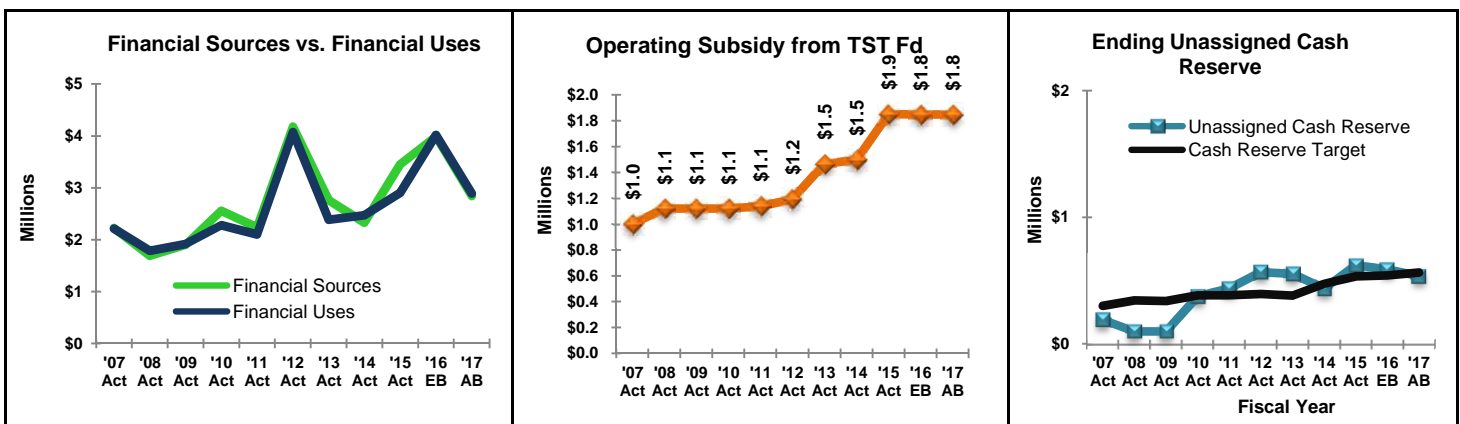
Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Airport Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$57,870	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$101,499	\$39,023	\$31,930	\$31,930
Fees and Service Charges	\$694,012	\$1,035,696	\$769,190	\$871,925
Other Local Revenues	\$9,045	\$12,000	\$12,336	\$11,500
	\$862,426	\$1,086,719	\$813,456	\$915,355
Operating Subsidy from TST Fd.	\$1,850,818	\$1,846,884	\$1,846,884	\$1,846,884
Operating Transfers From Other Funds	\$500,000	\$0	\$0	\$0
Operating Transfer - TST for CIP projects	\$237,577	\$1,327,779	\$1,327,779	\$76,575
Total Other Funding Sources/Transfers	\$2,588,395	\$3,174,663	\$3,174,663	\$1,923,459
Total Financial Sources: Less Appropriated Fund Balance	\$3,450,821	\$4,261,382	\$3,988,119	\$2,838,814
Financial Uses				
Operating Expenses	\$2,538,790	\$2,965,119	\$2,577,648	\$2,721,951
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest Expense and Non-Oper. Cash Pmts	\$99,515	\$4,845	\$4,845	\$3,951
Principal Payments	\$24,291	\$25,155	\$25,155	\$26,049
Capital Additions	\$0	\$61,439	\$60,131	\$62,500
Transportation Sales Tax used for Capital Proj	\$237,577	\$1,327,779	\$1,327,779	\$76,575
Enterprise Revenue Used for Capital Projects	\$0	\$25,000	\$25,000	\$0
Total Financial Uses	\$2,900,173	\$4,409,337	\$4,020,558	\$2,891,026
Financial Sources Over/(Under) Uses	\$550,648	(\$147,955)	(\$32,439)	(\$52,212)
Beginning Unassigned Cash Reserve		\$619,380	\$619,380	\$586,941
Financial Sources Over/(Under) Uses		(\$147,955)	(\$32,439)	(\$52,212)
Current Assets	\$945,284			
Less: Current Liabilities+	\$325,904			
Ending Unassigned Cash Reserve	\$619,380	\$471,425	\$586,941	\$534,729
Total Financial Uses w/o TST for CIP	\$2,662,596	\$3,081,558	\$2,692,779	\$2,814,451
Cash Reserve Target (20% of Financial Uses w/o TST for CIP)	\$532,519	\$616,312	\$538,556	\$562,890
Cash Above/(Below) Cash Reserve Target	\$86,861	(\$144,887)	\$48,385	(\$28,161)

+Current Liabilities do not include the revenue guarantee liability



Airport Fees and Charges

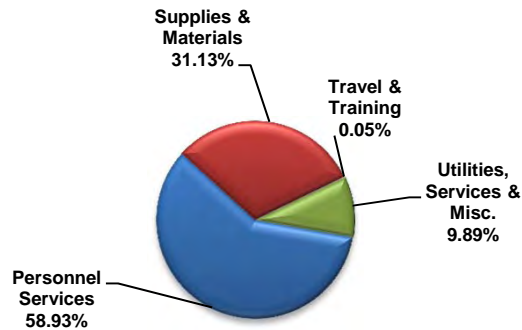
			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Lease of parking space for commercial vehicles The monthly rate to be charged each lessee of such parking shall be as follows: - 1 or 2 vehicles - 3 or more vehicles	3-46 (b) 3-46 (b)	06-01-92 06-01-92	\$50 per vehicle \$40 per vehicle	\$50 per vehicle \$40 per vehicle
Landing Fees Non Contract Contract	* *	07-02-12 07-02-12	\$0.88 per 1,000 lb \$0.62 per 1,000 lb	\$0.88 per 1,000 lb \$0.62 per 1,000 lb
Jointly Used Premises	*	07-02-12	\$0.70 per	\$0.70 per
Police	*	07-02-12	\$0.90 per	\$0.90 per
Fuel Flowage Fee	*	07-02-12	\$0.04 per gallon	\$0.04 per gallon
Office/Counter Rent	*	07-02-12	\$15/sq ft	\$15/sq ft
Hangar/Ground Rent	*	07-02-12	\$0.08/sq ft	\$0.08/sq ft
Car Rental Commission	*	07-02-12	\$1,000 or 10%,	\$1,000 or 10%,
Farm Rent	*	07-02-12	\$45/acre	\$45/acre
Farm Commission	*	07-02-12	1/3 of gross crop	1/3 of gross crop
FBO Commissions Inside Hangar Storage	*	07-02-12	3.75% of gross	3.75% of gross
Tie Down rental on apron	*	07-02-12	60% of gross	60% of gross
Sale of parts, not in excess of \$5,000	*	07-02-12	3% of gross	3% of gross
Sale of parts, in excess of \$5,000	*	07-02-12	1% of gross	1% of gross
Flight Instruction	*	07-02-12	3% of gross	3% of gross
Aircraft service repair/maintenance	*	07-02-12	5% of gross	5% of gross
Aircraft sales rental & charter	*	07-02-12	0%	0%
Miscellaneous	*	07-02-12	5% of gross	5% of gross

* Resolution (R 110-12) adopting rates, charges, and lease policies for miscellaneous fees charged at Columbia Regional Airport

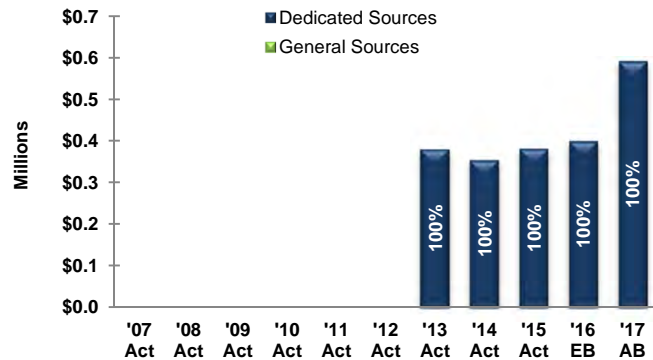
Public Works -
Non-Motorized Grant Fund
(Special Revenue Fund)

Public Works - Non-Motorized Grant Fund

FY 2017 Total Expenditures By Category

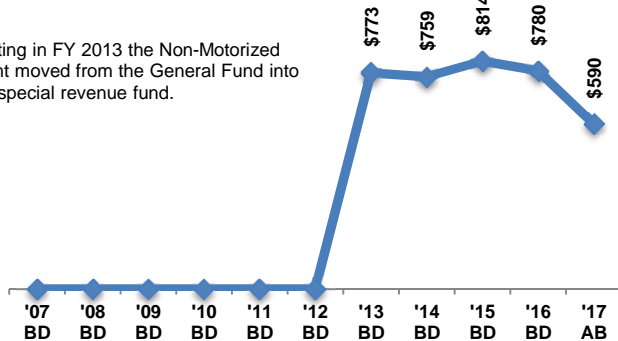


Funding Sources

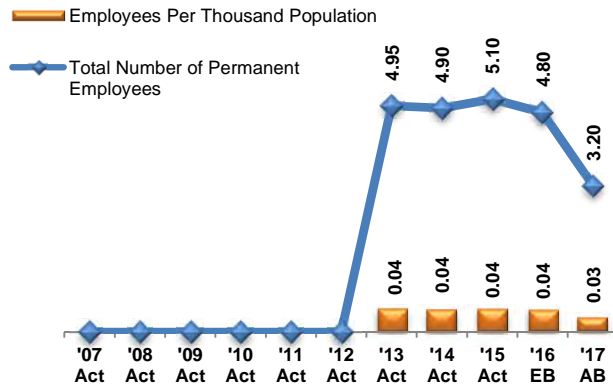


Budgeted Expenditure History (in Thousands)

Starting in FY 2013 the Non-Motorized Grant moved from the General Fund into this special revenue fund.



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$281,179	\$467,293	\$257,940	\$347,702	34.8%	(25.6%)
Supplies & Materials	\$11,919	\$203,675	\$32,545	\$183,675	464.4%	(9.8%)
Travel & Training	\$100	\$300	\$300	\$300	0.0%	0.0%
Intragov. Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$87,491	\$108,345	\$108,250	\$58,355	(46.1%)	(46.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Operating Expenses	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)

Funding Sources (Where the Money Comes From)

Grants (Non-Motorized Grant)	\$258,382	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
Other Local Revenues	\$0	\$0	\$0	\$0		
Operating Transfers	\$0	\$0	\$0	\$0		
Use of Prior Year Sources*	\$122,307	\$0	\$0	\$0		
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$380,689	\$779,613	\$399,035	\$590,032	47.9%	(24.3%)

*FY 2015 reflects a timing issue from previous year expense reimbursement.

Public Works - Non-Motorized Grant Fund

Fund 2610

Description

The Non-Motorized Grant Section (GetAbout Columbia) 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. From FY 2013 to the present, revenues and expenses related to this program are reflected in a Special Revenue Fund.

Highlights/Significant Changes (cont)

- Projects still in design and scheduled for construction in 2017 include: Bike Boulevard – MKT to Parkade, County House Trail Phase II, and Clark Lane Sidewalk West/Hinkson Creek Trail Connector.
- Second round projects in early design phase include: Shepard to Rollins East-West Connection.
- One Engineering Specialist will be eliminated due to grant ending.

Highlights/Significant Changes

- The results are already becoming apparent. Data collected on the project show a 111% increase in weekday bicycle traffic and a 54% increase in weekday pedestrian traffic between 2007 and 2015.
- Major projects funded by this grant include sidewalks and pedways, trails, intersections, promotion & education, striping of bike lanes and routes, and installation of bike racks at various locations around the city.
- Projects completed in FY 2016 by the GetAbout Columbia Program include: Forum Pedestrian Bridge and Trail, Manor Drive Sidewalk – Rollins to Broadway, and Hominy Trail Phase 2 .

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Parks Planning					
4101 - Planner+	1.00	0.75	0.75	0.50	(0.25)
Total Personnel	1.00	0.75	0.75	0.50	(0.25)
Permanent Full-Time	1.00	0.75	0.75	0.50	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	1.00	0.75	0.75	0.50	(0.25)
Non-Motorized Grant					
5109 - Engineering Supervisor	0.40	0.40	0.40	0.40	
5098/5113 - Eng. Specialist/Engineer+	1.20	1.20	1.20	0.20	(1.00)
5015 - Property Acquisition Coord.+	0.25	0.10	0.10	0.00	(0.10)
5004 - Senior Engineering Tech.	0.10	0.10	0.10	0.10	
5003 - Engineering Technician *	1.90	1.00	1.00	1.00	
4998 - Project Compliance Inspector ** +	0.00	0.75	0.75	0.50	(0.25)
4997 - Design Drafter **	0.00	0.50	0.50	0.50	
2450 - Construction Project Supt *	0.25	0.00	0.00	0.00	
Total Personnel	4.10	4.05	4.05	2.70	(1.35)
Permanent Full-Time	4.10	4.05	4.05	2.70	(1.35)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	4.10	4.05	4.05	2.70	(1.35)
Department Totals					
Permanent Full-Time	5.10	4.80	4.80	3.20	(1.60)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	5.10	4.80	4.80	3.20	(1.60)

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization.

** FY 2016 job title change and allocation change due to moving Sewer, Storm Water, and Solid Waste out of the Public Works Department and into the Utilities Department.

+ In FY 2017, as the Non-Motorized Grant program is winding down, one Engineer position is being eliminated, 25% of Planner position is being reallocated to Parks and Recreation, and the Property Acquisition Coordinator and Project Compliance Inspector positions are being reallocated to Streets and Engineering.

Net Income Statement Non-Motorized Grant Fund

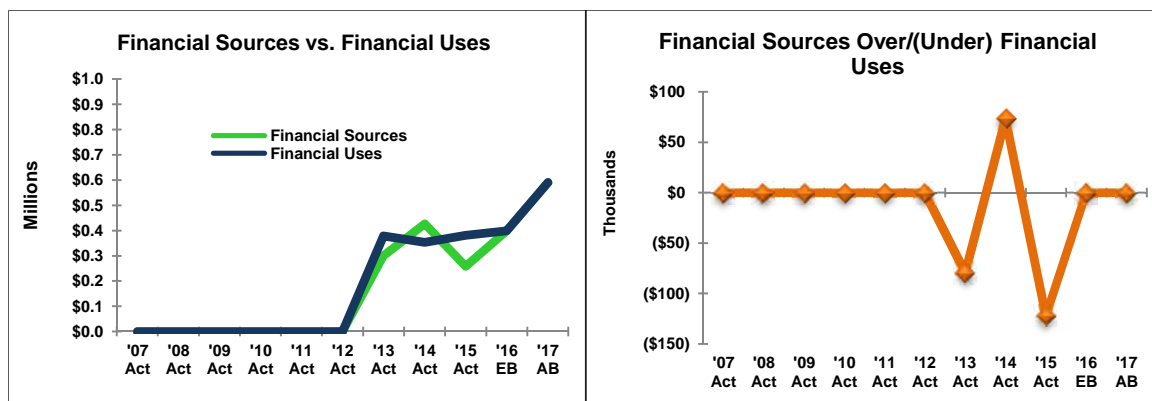
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Grants	\$258,382	\$779,613	\$399,035	\$590,032
Other Local Revenues	\$0	\$0	\$0	\$0
Total Revenues	\$258,382	\$779,613	\$399,035	\$590,032
Expenditures:				
Personnel Services	\$281,179	\$467,293	\$257,940	\$347,702
Supplies & Materials	\$11,919	\$203,675	\$32,545	\$183,675
Travel & Training	\$100	\$300	\$300	\$300
Intragovernmental Charges	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$87,491	\$108,345	\$108,250	\$58,355
Capital	\$0	\$0	\$0	\$0
Total Expenditures	\$380,689	\$779,613	\$399,035	\$590,032
Excess (Deficiency) of Revenues Over Expenditures	(\$122,307)	\$0	\$0	\$0
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0
Total Other Financing Sources (Uses)	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	(\$122,307)	\$0	\$0	\$0
Fund Balance, Beginning of Year	(\$6,166)	(\$128,473)	(\$128,473)	(\$128,473)
Fund Balance End of Year	(\$128,473)	(\$128,473)	(\$128,473)	(\$128,473)
Percent Change in Fund Equity				

Note: Net Income Statement does not include capital addition or capital project expenditures.

Funding Sources and Uses Non-Motorized Grant Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$258,382	\$779,613	\$399,035	\$590,032
Interest				
Fees and Service Charges				
Other Local Revenues	\$0	\$0	\$0	\$0
	\$258,382	\$779,613	\$399,035	\$590,032
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$258,382	\$779,613	\$399,035	\$590,032
Financial Uses				
Operating Expenses	\$380,689	\$779,613	\$399,035	\$590,032
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
	\$380,689	\$779,613	\$399,035	\$590,032
Financial Sources Over/(Under) Uses	(\$122,307)	\$0	\$0	\$0
Beginning Unassigned Cash Reserve		\$0	\$0	\$0
Ending Cash and Other Resources	\$0 #	\$0	\$0	\$0

Ending Cash and Other Resources for FY 2015 is equal to Cash and Cash Equivalents

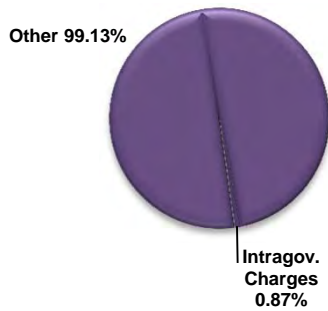


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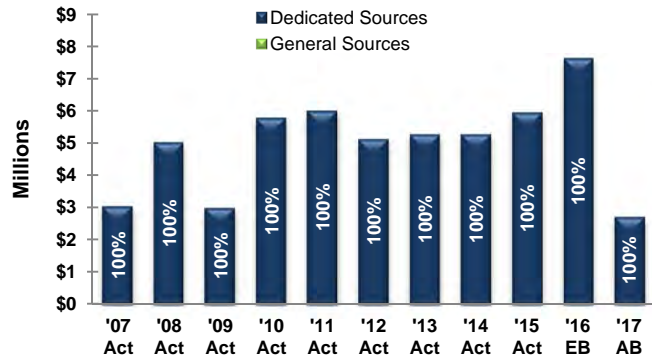
Capital Improvement Sales Tax Fund (Special Revenue Fund)

Capital Improvement Sales Tax Fund

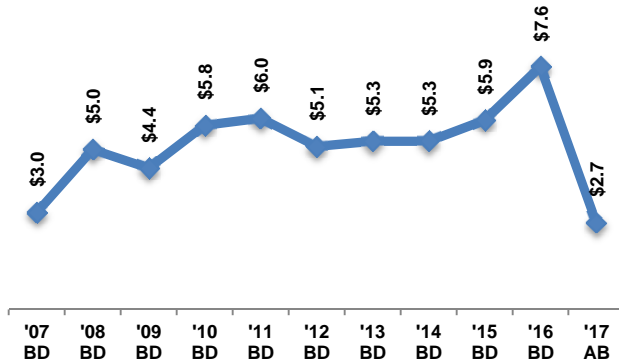
FY 2017 Total Expenditures By Category



Funding Sources



Total Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$9,466	\$12,117	\$12,117	\$23,573	94.5%	94.5%
Utilities, Services & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$5,937,382	\$7,607,619	\$7,607,619	\$2,696,500	(64.6%)	(64.6%)
Total	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)
Operating Expenses	\$9,466	\$12,117	\$12,117	\$23,573	94.5%	94.5%
Non-Operating Expenses	\$5,937,382	\$7,607,619	\$7,607,619	\$2,696,500	(64.6%)	(64.6%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$0	\$0	\$0	\$0		
Sales Taxes	\$5,715,955	\$5,827,398	\$5,758,253	\$5,815,836	1.0%	(0.2%)
Interest Revenue	\$57,580	\$0	\$21,528	\$21,528	0.0%	
Other Local Revenues	\$6,708	\$0	\$0	\$0		
Transfers and Capital Contrib.	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$173,313	\$1,792,338	\$1,839,955	\$0	(100.0%)	(100.0%)
Less: Current Year Surplus	\$0	\$0	\$0	(\$3,117,291)		
Dedicated Sources	\$5,953,556	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)
General Sources	(\$6,708)	\$0	\$0	\$0		
Total Funding Sources	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073	(64.3%)	(64.3%)

Description

On August 4, 2015, Columbia voters passed a ten year extension of the one-quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2016 to December 31, 2025. These revenues are used to service the debt and pay for other approved capital projects.

Capital Project Funding for Next Year

Streets and Sidewalks:

- Annual Traffic Calming
- Nifong-Providence to Forum 4 Lane

Public Safety:

- Rpl. 2001 Quint (15 years old)
- Rpl. 2003 Quint (14 years old)

Transit:

- Annual Bus Shelters

Other General Government:

- Grissum Building renovations

Resources

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Capital 1/4 Cent Sales Tax Receipts	\$5,715,955	\$5,827,398	\$5,758,253	\$5,815,836
Investment Revenue	\$57,580	\$0	\$21,528	\$21,528
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0
Total Resources	\$5,780,243	\$5,827,398	\$5,779,781	\$5,837,364

Expenditures

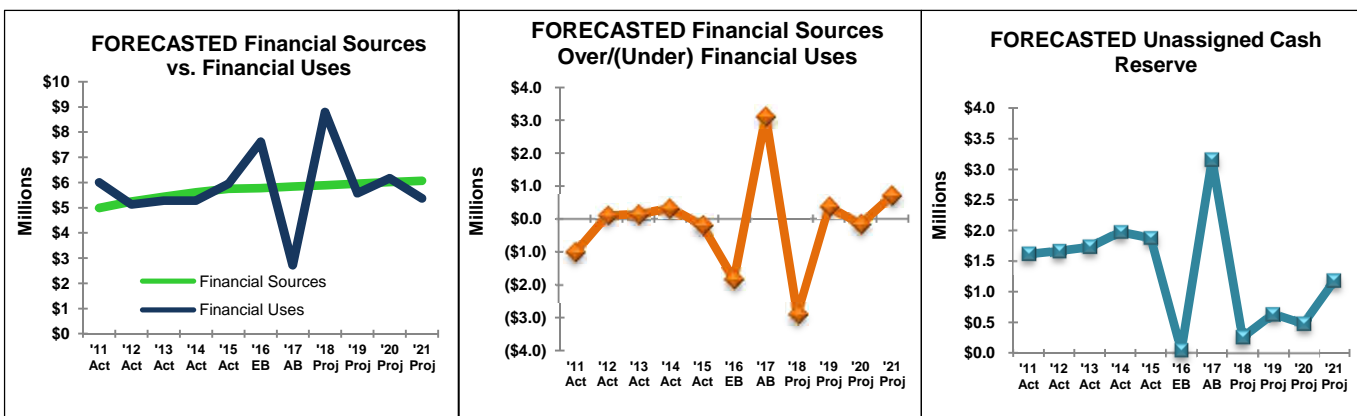
General & Administrative Fees	\$9,466	\$12,117	\$12,117	\$23,573
Total Operating	\$9,466	\$12,117	\$12,117	\$23,573
Transfers:				
Capital Projects - General Government	\$3,045,007	\$4,592,494	\$4,732,494	\$2,696,500
Debt Services - 2006 S.O. Bonds	\$2,892,375	\$2,875,125	\$2,875,125	\$0
Transit Fund	\$0	\$140,000	\$0	\$0
Total Transfers:	\$5,937,382	\$7,607,619	\$7,607,619	\$2,696,500
Total Expenditures	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073
Revenues Over Expenditures	(\$166,605)	(\$1,792,338)	(\$1,839,955)	\$3,117,291

Capital Improvement Sales Tax Fund

Fund 2190

Forecasted Sources and Uses (For Information Purposes Only)

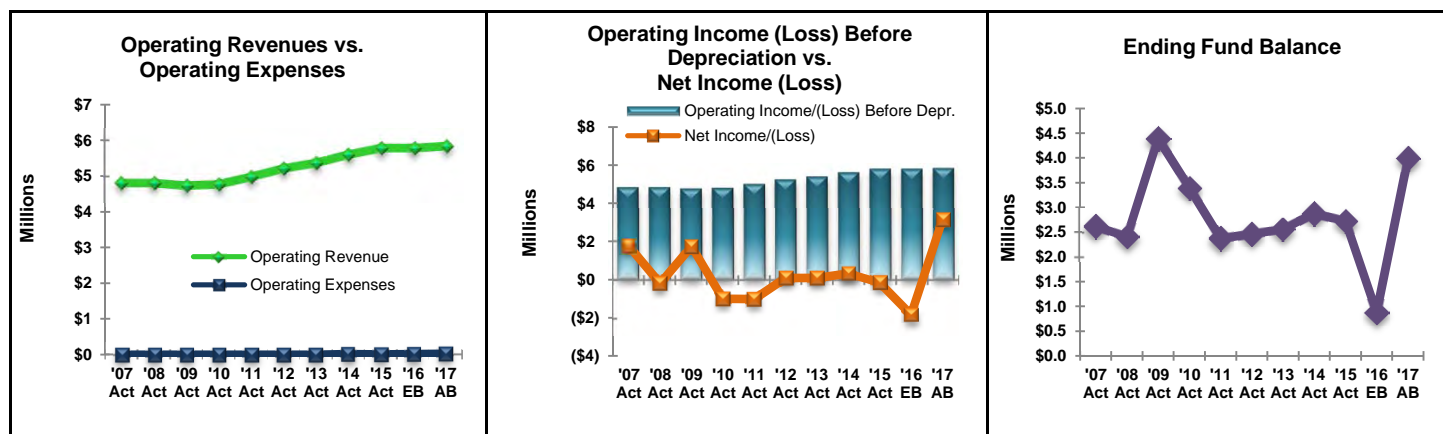
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Sales Tax	\$5,815,836	\$5,873,994	\$5,932,734	\$5,992,062	\$6,051,982
Investment Income	\$21,528	\$21,528	\$21,528	\$21,528	\$21,528
Total Financial Sources	\$5,837,364	\$5,895,522	\$5,954,262	\$6,013,590	\$6,073,510
Financial Uses					
Transfers for Debt					
2006B S.O. Bonds	\$0	\$0	\$0	\$0	\$0
2017 S.O Bonds	\$0	\$0	\$0	\$0	\$0
Transfers for Capital Projects					
Streets & Sidewalks Projects	(\$206,500)	(\$50,000)	(\$550,000)	(\$4,850,000)	(\$3,649,000)
Public Safety Projects	(\$1,850,000)	(\$8,721,000)	(\$1,000,000)	(\$1,300,000)	(\$1,100,000)
Transit Projects	(\$140,000)	\$0	\$0	\$0	\$0
Other General Government Projects	(\$500,000)	\$0	(\$4,000,000)	\$0	(\$600,000)
Total	(\$2,696,500)	(\$8,771,000)	(\$5,550,000)	(\$6,150,000)	(\$5,349,000)
General & Administrative Fees	(\$23,573)	(\$23,573)	(\$23,573)	(\$23,573)	(\$23,573)
Total Financial Uses	(\$2,720,073)	(\$8,794,573)	(\$5,573,573)	(\$6,173,573)	(\$5,372,573)
Sources Over/(Under) Uses	\$3,117,291	(\$2,899,051)	\$380,689	(\$159,983)	\$700,937
Beginning Unassigned Cash Reserve	\$37,741	\$3,155,032	\$255,981	\$636,671	\$476,688
Ending Unassigned Cash Reserve	\$3,155,032	\$255,981	\$636,671	\$476,688	\$1,177,625
 Growth Rate of Sales Tax Revenue	1.00%	1.00%	1.00%	1.00%	1.00%



Net Income Statement Capital Improvement Sales Tax Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Sales Taxes	\$5,715,955	\$5,827,398	\$5,758,253	\$5,815,836
Miscellaneous Revenue	\$6,708	\$0	\$0	\$0
Investment Revenue	\$57,580	\$0	\$21,528	\$21,528
Total Revenues	\$5,780,243	\$5,827,398	\$5,779,781	\$5,837,364
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$9,466	\$12,117	\$12,117	\$23,573
Utilities, Services & Misc.	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0
Total Expenditures	\$9,466	\$12,117	\$12,117	\$23,573
Excess (Deficiency) of Revenues Over Expenditures	\$5,770,777	\$5,815,281	\$5,767,664	\$5,813,791
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$5,937,382)	(\$7,607,619)	(\$7,607,619)	(\$2,696,500)
Total Other Financing Sources (Uses)	(\$5,937,382)	(\$7,607,619)	(\$7,607,619)	(\$2,696,500)
Excess (Deficiency) of Revenues Over Expenditures	(\$166,605)	(\$1,792,338)	(\$1,839,955)	\$3,117,291
Fund Balance, Beg. of Year	\$2,883,920	\$2,717,315	\$2,717,315	\$877,360
Fund Balance End of Year	\$2,717,315	\$924,977	\$877,360	\$3,994,651

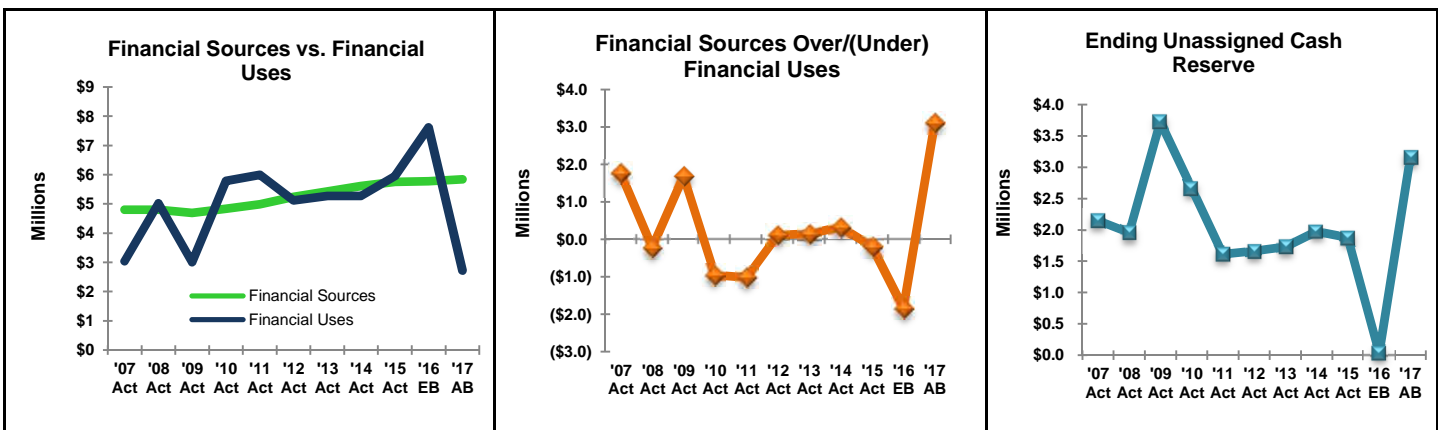
Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Capital Improvement Sales Tax Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$5,715,955	\$5,827,398	\$5,758,253	\$5,815,836
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$33,139	\$0	\$21,528	\$21,528
Fees and Service Charges				
Other Local Revenues	\$6,708	\$0	\$0	\$0
	\$5,755,802	\$5,827,398	\$5,779,781	\$5,837,364
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$5,755,802	\$5,827,398	\$5,779,781	\$5,837,364
Financial Uses				
Operating Expenses	\$9,466	\$12,117	\$12,117	\$23,573
Operating Transfers to Other Funds	\$5,937,382	\$7,607,619	\$7,607,619	\$2,696,500
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	\$5,946,848	\$7,619,736	\$7,619,736	\$2,720,073
Financial Sources Over/(Under) Uses	(\$191,046)	(\$1,792,338)	(\$1,839,955)	\$3,117,291
Beginning Unassigned Cash Reserve		\$1,877,696	\$1,877,696	\$37,741
Projected Ending Unassigned Cash Reserve	\$1,877,696 #	\$85,358	\$37,741	\$3,155,032

Ending Cash and Other Resources for FY 2015 is equal to Cash and Cash Equivalents

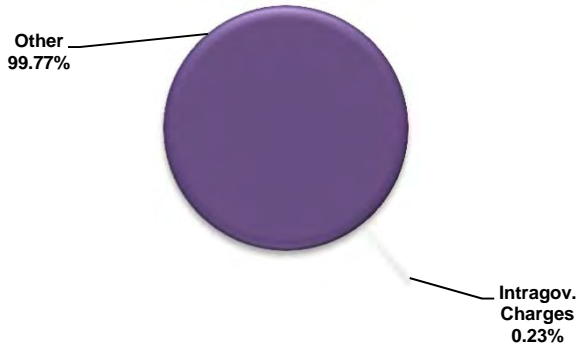


Transportation Sales Tax Fund

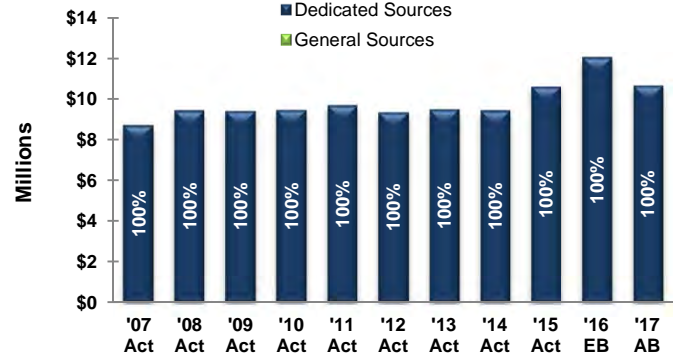
(Special Revenue Fund)

Transportation Sales Tax Fund

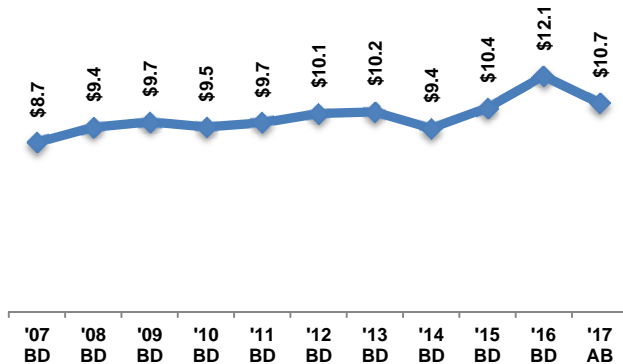
FY 2017 Total Expenditures By Category



Funding Sources



Total Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$9,431	\$12,173	\$12,173	\$24,006	97.2%	97.2%
Utilities, Services & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$10,606,808	\$12,037,853	\$12,037,853	\$10,645,243	(11.6%)	(11.6%)
Total	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)
Operating Expenses	\$9,431	\$12,173	\$12,173	\$24,006	97.2%	97.2%
Non-Operating Expenses	\$10,606,808	\$12,037,853	\$12,037,853	\$10,645,243	(11.6%)	(11.6%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)

Funding Sources (Where the Money Comes From)

Sales Taxes (Transp. Sales Tax)	\$11,432,224	\$11,819,737	\$11,516,822	\$11,631,990	1.0%	(1.6%)
Interest Revenue	\$99,412	\$66,254	\$69,462	\$69,462	0.0%	4.8%
Other Local Revenues	\$13,416	\$0	\$0	\$0		
Transfers and Capital Contrib.	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$164,035	\$463,742	\$0	(100.0%)	(100.0%)
Less: Current Year Surplus	(\$915,397)	\$0	\$0	(\$1,032,203)		
Dedicated Sources	\$10,629,655	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)
General Sources	(\$13,416)	\$0	\$0	\$0		
Total Funding Sources	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249	(11.5%)	(11.5%)

Transportation Sales Tax Fund

Fund 2210

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.

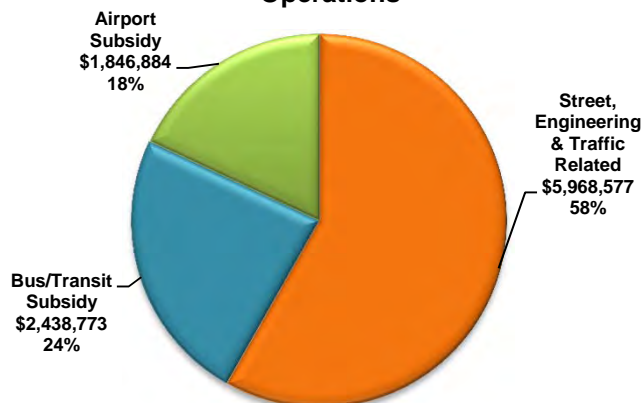
Resources

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Transportation Sales Tax Receipts	\$11,432,224	\$11,819,737	\$11,516,822	\$11,631,990
Transfers to Close out projects	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$13,416	\$0	\$0	\$0
Investment Revenue	\$99,412	\$66,254	\$69,462	\$69,462
Total Resources	\$11,545,052	\$11,885,991	\$11,586,284	\$11,701,452

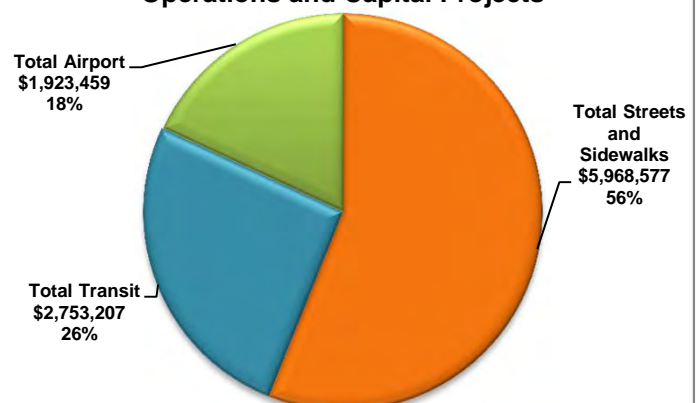
Expenditures

G&A Charges	\$9,431	\$12,173	\$12,173	\$24,006
Total Operating Expenditures	\$9,431	\$12,173	\$12,173	\$24,006
Transfers:				
Street, Engineering & Traffic Related	\$5,882,511	\$5,968,577	\$5,968,577	\$5,968,577
Streets and Sidewalks Capital Projects	\$20,633	\$0	\$0	\$0
Total Streets and Sidewalks	\$5,903,144	\$5,968,577	\$5,968,577	\$5,968,577
Bus/Transit Subsidy	\$2,091,075	\$2,600,179	\$2,600,179	\$2,438,773
Bus/Transit CIP	\$524,194	\$294,434	\$294,434	\$314,434
Total Transit	\$2,615,269	\$2,894,613	\$2,894,613	\$2,753,207
Airport Subsidy	\$1,850,818	\$1,846,884	\$1,846,884	\$1,846,884
Airport CIP	\$237,577	\$1,327,779	\$1,327,779	\$76,575
Total Airport	\$2,088,395	\$3,174,663	\$3,174,663	\$1,923,459
Total Transfers	\$10,606,808	\$12,037,853	\$12,037,853	\$10,645,243
Total Expenditures	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249
Revenues Over Expenditures	\$928,813	(\$164,035)	(\$463,742)	\$1,032,203

Transportation Sales Tax Used for Operations

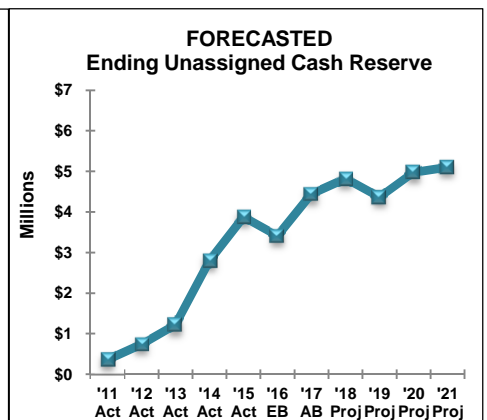
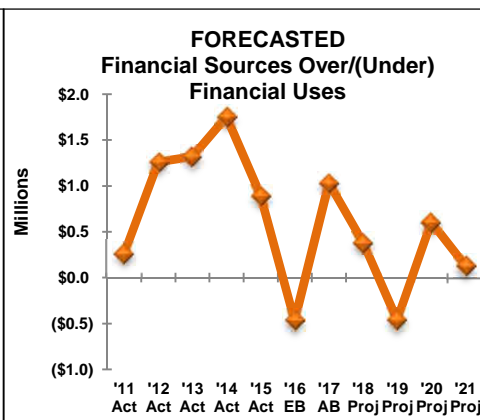
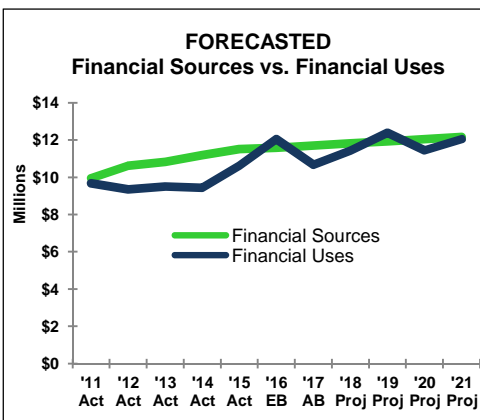


Transportation Sales Tax Used for Operations and Capital Projects



Forecasted Sources and Uses (For Information Purposes Only)

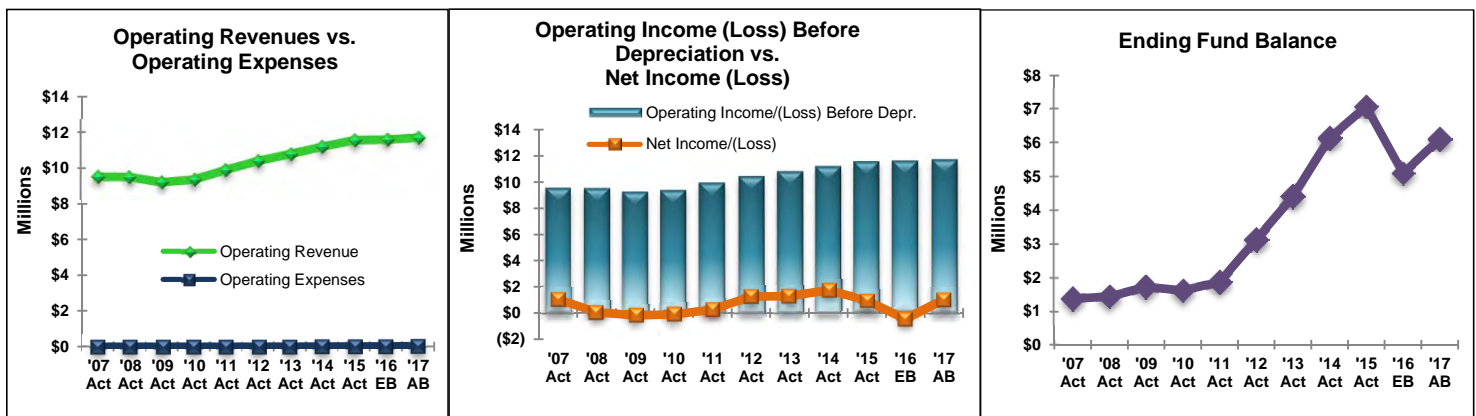
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Sales Tax	\$11,631,990	\$11,748,310	\$11,865,793	\$11,984,451	\$12,104,296
Transfer to close out projects					
Miscellaneous Revenue	\$0	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$69,462	\$69,462	\$69,462	\$69,462	\$69,462
Total Financial Sources	\$11,701,452	\$11,817,772	\$11,935,255	\$12,053,913	\$12,173,758
Financial Uses					
Streets & Sidewalks					
Street, Engineering & Traffic Operations	\$5,968,577	\$5,997,657	\$6,027,028	\$6,056,693	\$6,086,654
CIP: Annual Pedestrian Bike & Traffic Safety (ID 15)	\$0	\$0	\$0	\$0	\$0
Total Streets & Sidewalks	\$5,968,577	\$5,997,657	\$6,027,028	\$6,056,693	\$6,086,654
Transit					
Operating Subsidy	\$2,438,773	\$2,496,933	\$2,555,674	\$2,615,002	\$2,674,925
Matching Funds for Capital Projects	\$314,434	\$294,434	\$294,434	\$294,434	\$294,434
Total Transit	\$2,753,207	\$2,791,367	\$2,850,108	\$2,909,436	\$2,969,359
Airport					
Operating Subsidy	\$1,846,884	\$1,875,964	\$1,905,335	\$1,935,000	\$1,964,961
Matching Funds for Capital Projects	\$76,575	\$745,188	\$1,588,590	\$521,810	\$998,906
Total Airport	\$1,923,459	\$2,621,152	\$3,493,925	\$2,456,810	\$2,963,867
General and Administrative Charges	\$24,006	\$24,006	\$24,006	\$24,006	\$24,006
Total Financial Uses	\$10,669,249	\$11,434,182	\$12,395,067	\$11,446,945	\$12,043,886
Sources Over/(Under) Uses	\$1,032,203	\$383,590	(\$459,812)	\$606,968	\$129,872
Beginning Unassigned Cash Reserve	\$3,411,351	\$4,443,554	\$4,827,144	\$4,367,332	\$4,974,300
Ending Unassigned Cash Reserve	\$4,443,554	\$4,827,144	\$4,367,332	\$4,974,300	\$5,104,172
Sales Tax Growth Allocation:					
Streets and Sidewalks (25%)	\$0	\$29,080	\$29,371	\$29,665	\$29,961
Transit (50%)	\$0	\$58,160	\$58,741	\$59,328	\$59,923
Airport (25%)	\$0	\$29,080	\$29,371	\$29,665	\$29,961
Total Growth	\$0	\$116,320	\$117,483	\$118,658	\$119,845
Growth Rate of Sales Tax Revenue					
	1.00%	1.00%	1.00%	1.00%	1.00%



Net Income Statement Transportation Sales Tax Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Sales Taxes	\$11,432,224	\$11,819,737	\$11,516,822	\$11,631,990
Grant Revenue	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$13,416	\$0	\$0	\$0
Investment Revenue	\$99,412	\$66,254	\$69,462	\$69,462
Total Revenues	\$11,545,052	\$11,885,991	\$11,586,284	\$11,701,452
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$9,431	\$12,173	\$12,173	\$24,006
Utilities, Services & Misc.	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0
Total Expenditures	\$9,431	\$12,173	\$12,173	\$24,006
Excess (Deficiency) of Revenues Over Expenditures	\$11,535,621	\$11,873,818	\$11,574,111	\$11,677,446
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$10,606,808)	(\$12,037,853)	(\$12,037,853)	(\$10,645,243)
Total Other Financing Sources (Uses)	(\$10,606,808)	(\$12,037,853)	(\$12,037,853)	(\$10,645,243)
Excess (Deficiency) Of Revenues Over Expenditures	\$928,813	(\$164,035)	(\$463,742)	\$1,032,203
Fund Balance, Beg. of Year	\$4,625,869	\$5,554,682	\$5,554,682	\$5,090,940
Fund Balance End of Year	\$5,554,682	\$5,390,647	\$5,090,940	\$6,123,143

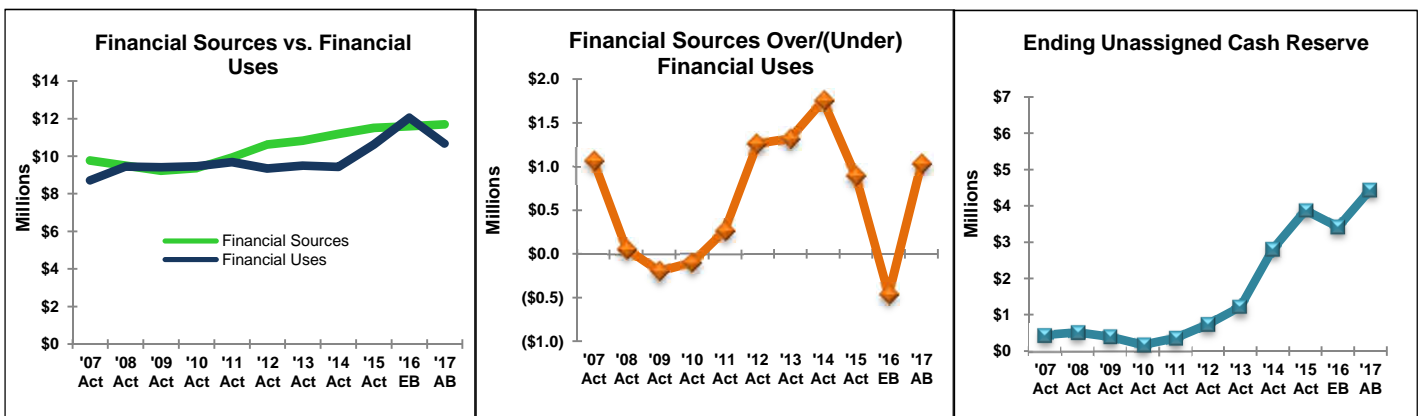
Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Transportation Sales Tax Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$11,432,224	\$11,819,737	\$11,516,822	\$11,631,990
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 Adjustment)	\$64,396	\$66,254	\$69,462	\$69,462
Fees and Service Charges				
Miscellaneous Revenue	\$13,416	\$0	\$0	\$0
	\$11,510,036	\$11,885,991	\$11,586,284	\$11,701,452
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$11,510,036	\$11,885,991	\$11,586,284	\$11,701,452
Financial Uses				
Operating Expenses	\$9,431	\$12,173	\$12,173	\$24,006
Operating Transfers to Other Funds	\$10,606,808	\$12,037,853	\$12,037,853	\$10,645,243
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	\$10,616,239	\$12,050,026	\$12,050,026	\$10,669,249
Financial Sources Over/(Under) Uses	\$893,797	(\$164,035)	(\$463,742)	\$1,032,203
Beginning Unassigned Cash Reserve		\$3,875,093	\$3,875,093	\$3,411,351
Projected Ending Unassigned Cash Reserve	\$3,875,093 #	\$3,711,058	\$3,411,351	\$4,443,554

Ending Cash and Other Resources for FY 2015 is equal to Cash and Cash Equivalents

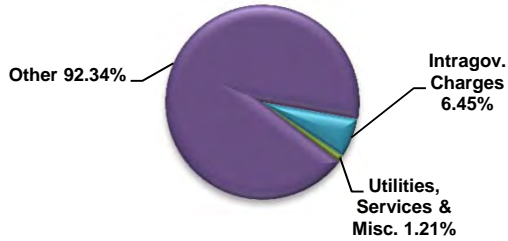


Public Improvement Fund

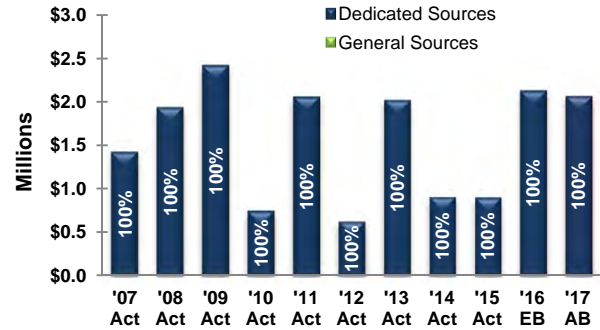
(Special Revenue Fund)

Public Improvement Fund

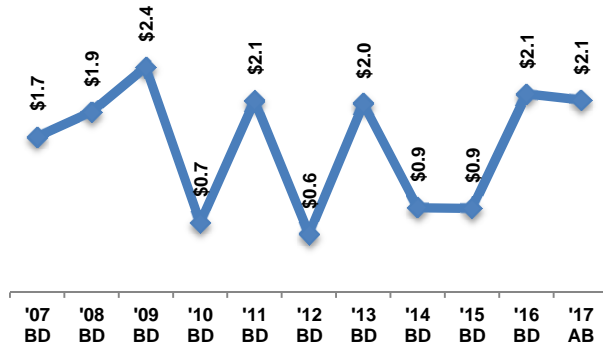
FY 2017 Total Expenditures By Category



Funding Sources



Total Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$56,892	\$55,013	\$55,013	\$132,891	141.6%	141.6%
Utilities, Services & Misc.	\$0	\$0	\$0	\$25,000		
Capital	\$0	\$0	\$0	\$0		
Other	\$841,314	\$2,068,965	\$2,068,965	\$1,902,286	(8.1%)	(8.1%)
Total	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)
Operating Expenses	\$56,892	\$55,013	\$55,013	\$157,891	187.0%	187.0%
Non-Operating Expenses	\$841,314	\$2,068,965	\$2,068,965	\$1,902,286	(8.1%)	(8.1%)
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)

Funding Sources (Where the Money Comes From)

Sales Taxes *	\$976,149	\$1,016,814	\$983,373	\$993,207	1.0%	(2.3%)
Interest Revenue	\$188,670	\$125,226	\$139,608	\$139,608	0.0%	11.5%
Fees and Service Charges **	\$1,176,000	\$1,350,000	\$1,350,000	\$1,350,000	0.0%	0.0%
Other Local Revenues	\$1,100	\$0	(\$467)	\$0	(100.0%)	
Transfers and Capital Contrib.	\$20,000	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$0	\$0	\$0		
Less: Current Year Surplus	(\$1,442,613)	(\$368,062)	(\$349,003)	(\$422,638)	21.1%	14.8%
Dedicated Sources	\$919,306	\$2,123,978	\$2,123,511	\$2,060,177	(3.0%)	(3.0%)
General Sources	(\$21,100)	\$0	\$467	\$0	(100.0%)	
Total Funding Sources	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177	(3.0%)	(3.0%)

* 4.1% of the 1% General Sales Tax for capital projects

** Development Fees

Public Improvement Fund (Special Revenue Fund)

Fund 2220

Description

The Public Improvement Fund was established to account for and disburse the portion of 1% General Revenue sales tax proceeds which have been allocated for the Capital Improvement Plan. The 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 one cent General Fund Sales Tax allocated to capital improvements for FY 2017 is 4.1%.

This fund is also used to account for the development fee of \$0.50 per square foot which is charged on all new construction. The use of development fees is restricted to funding construction and maintenance of arterial and collector streets and sidewalks.

Resources

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
General Sales Taxes	\$976,149	\$1,016,814	\$983,373	\$993,207
Development Fees	\$1,176,000	\$1,350,000	\$1,350,000	\$1,350,000
Investment Revenue	\$188,670	\$125,226	\$139,608	\$139,608
Miscellaneous Revenue	\$1,100	\$0	(\$467)	\$0
Operating Transfer	\$20,000	\$0	\$0	\$0
Total Resources	\$2,361,919	\$2,492,040	\$2,472,981	\$2,482,815

Expenditures

Operating Expenditures:

General and Administrative Fees	\$47,558	\$47,156	\$47,156	\$118,795
GIS Fee	\$9,334	\$7,857	\$7,857	\$14,096
Misc. Contractual-BL 70 Corridor Study	\$0	\$0	\$0	\$25,000
Total Operating Expenditures	\$56,892	\$55,013	\$55,013	\$157,891

Transfers:

Lemone Trust Debt	\$86,947	\$73,965	\$73,965	\$60,286
Capital Projects - Public Safety	\$0	\$125,000	\$125,000	\$0
Capital Projects - Streets and Sidewalks	\$129,367	\$1,245,000	\$1,245,000	\$1,197,000
Capital Projects - Other General Government	\$625,000	\$625,000	\$625,000	\$645,000
Total Transfers	\$841,314	\$2,068,965	\$2,068,965	\$1,902,286

Total Expenditures

Total Expenditures	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177
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Revenues Over Expenditures

Revenues Over Expenditures	\$1,463,713	\$368,062	\$349,003	\$422,638
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Public Improvement Fund (Special Revenue Fund)

Fund 2220

Forecasted Sources and Uses (For Information Purposes Only)

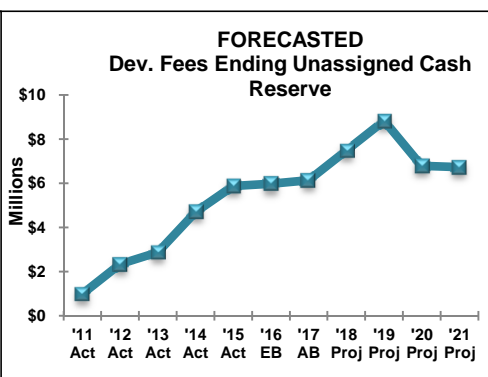
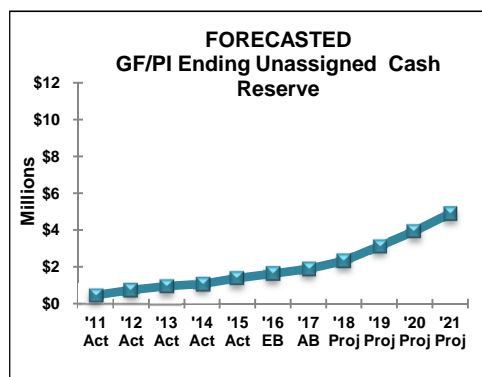
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
General Fund/Public Improvement Fund					
GF/PI (4.1% of 1% General Revenue Sales Tax)	\$993,207	\$1,003,139	\$1,013,170	\$1,023,302	\$1,033,535
Interest w/o GASB 31 Adjustment	\$139,608	\$139,608	\$139,608	\$139,608	\$139,608
Other Local Revenue	\$0	\$0	\$0	\$0	\$0
Transfer In to close out project	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$1,132,815	\$1,142,747	\$1,152,778	\$1,162,910	\$1,173,143
Intragovernmental Fees	\$132,891	\$134,079	\$135,279	\$136,491	\$137,715
Transfer Out to Debt Service Fund for Lemone Trust	\$60,286	\$45,871	\$30,681	\$14,674	\$1,186
Transfers Out for Capital Projects	\$645,000	\$530,900	\$195,000	\$195,000	\$75,000
Misc. Contractual-BL 70 Corridor Study	\$25,000	\$0	\$0	\$0	\$0
Total Funding Uses	\$863,177	\$710,850	\$360,960	\$346,165	\$213,901
Sources Over/(Under) Uses	\$269,638	\$431,897	\$791,818	\$816,745	\$959,242
Beginning GF/PI Unassigned Cash Reserve	\$1,622,305	\$1,891,943	\$2,323,840	\$3,115,658	\$3,932,404
Ending GF/PI Unassigned Cash Reserve	\$1,891,943	\$2,323,840	\$3,115,658	\$3,932,404	\$4,891,646

Development Fees					
Development Fee Revenue *	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
Total Funding Sources	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
Transfers Out for Capital Projects	\$1,197,000	\$0	\$0	\$3,388,000	\$1,415,000
Total Funding Uses	\$1,197,000	\$0	\$0	\$3,388,000	\$1,415,000
Sources Over/(Under) Uses	\$153,000	\$1,350,000	\$1,350,000	(\$2,038,000)	(\$65,000)
Beg. Dev. Fee Unassigned Cash Reserve	5,977,855	6,130,855	7,480,855	8,830,855	6,792,855
Ending Dev. Fee Unassigned Cash Reserve	\$6,130,855	\$7,480,855	\$8,830,855	\$6,792,855	\$6,727,855

* Development Fees are restricted for use on collector streets.

Total Public Improvement Fund					
Development Fees	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000	\$1,350,000
GF/PI (4.1% of 1% General Revenue Sales Tax)	\$993,207	\$1,003,139	\$1,013,170	\$1,023,302	\$1,033,535
Interest w/o GASB 31 Adjustment	\$139,608	\$139,608	\$139,608	\$139,608	\$139,608
Other Local Revenue	\$0	\$0	\$0	\$0	\$0
Transfer In to close out project	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$2,482,815	\$2,492,747	\$2,502,778	\$2,512,910	\$2,523,143
Intragovernmental Fees and Miscellaneous	\$157,891	\$134,079	\$135,279	\$136,491	\$137,715
Transfer Out to Debt Service Fund for Lemone Trust	\$60,286	\$45,871	\$30,681	\$14,674	\$1,186
Transfers Out for Capital Projects	\$1,842,000	\$530,900	\$195,000	\$3,583,000	\$1,490,000
Total Funding Uses	\$2,060,177	\$710,850	\$360,960	\$3,734,165	\$1,628,901
Sources Over/(Under) Uses	\$422,638	\$1,781,897	\$2,141,818	(\$1,221,255)	\$894,242
Beginning Unassigned Cash Reserve	\$7,600,160	\$8,022,798	\$9,804,695	\$11,946,513	\$10,725,259
Ending Unassigned Cash Reserve	\$8,022,798	\$9,804,695	\$11,946,513	\$10,725,259	\$11,619,501

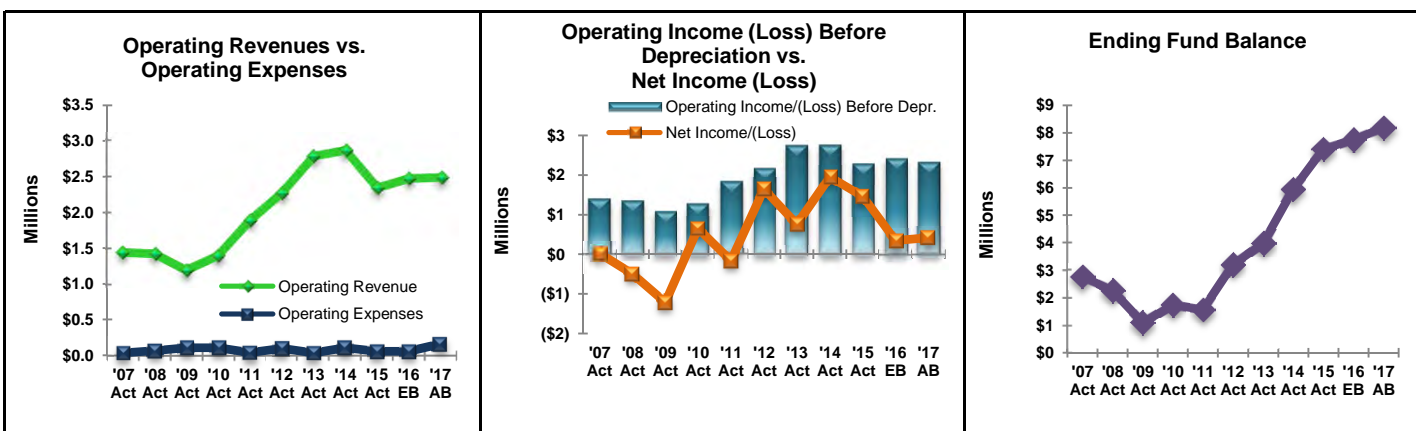
Growth Rate of Sales Tax Revenue 1.00% 1.00% 1.00% 1.00% 1.00%



Net Income Statement Public Improvement Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
Sales Tax	\$976,149	\$1,016,814	\$983,373	\$993,207
Development Fees	\$1,176,000	\$1,350,000	\$1,350,000	\$1,350,000
Investment Revenue	\$188,670	\$125,226	\$139,608	\$139,608
Miscellaneous Revenue	\$1,100	\$0	\$0	\$0
Total Revenues	\$2,341,919	\$2,492,040	\$2,472,981	\$2,482,815
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$56,892	\$55,013	\$55,013	\$132,891
Utilities, Services & Misc.	\$0	\$0	\$0	\$25,000
Capital	\$0	\$0	\$0	\$0
Total Expenditures	\$56,892	\$55,013	\$55,013	\$157,891
Excess (Deficiency) of Revenues Over Expenditures	\$2,285,027	\$2,437,027	\$2,417,968	\$2,324,924
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$20,000	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$841,314)	(\$2,068,965)	(\$2,068,965)	(\$1,902,286)
Total Other Financing Sources (Uses)	(\$821,314)	(\$2,068,965)	(\$2,068,965)	(\$1,902,286)
Excess (Deficiency) of Revenues Over Expenditures	\$1,463,713	\$368,062	\$349,003	\$422,638
Fund Balance, Beg. of Year	\$5,940,416	\$7,404,129	\$7,404,129	\$7,753,132
Fund Balance End of Year	\$7,404,129	\$7,772,191	\$7,753,132	\$8,175,770

Note: Net Income Statement does not include capital addition or capital project expenses.

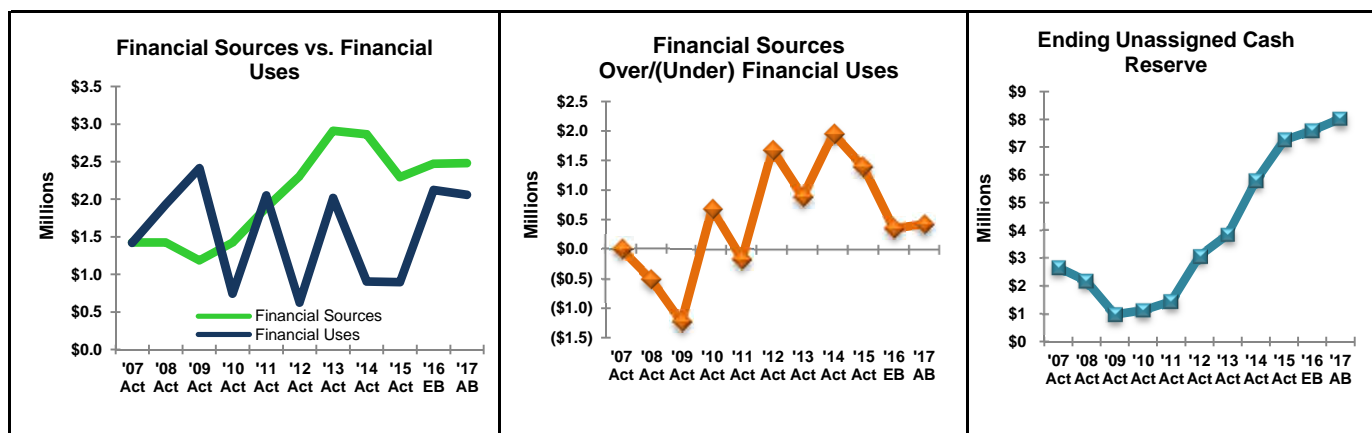


Funding Sources and Uses Public Improvement Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$976,149	\$1,016,814	\$983,373	\$993,207
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$121,747	\$125,226	\$139,608	\$139,608
Fees and Service Charges +	\$1,176,000	\$1,350,000	\$1,350,000	\$1,350,000
Other Local Revenues	\$1,100	\$0	\$0	\$0
	\$2,274,996	\$2,492,040	\$2,472,981	\$2,482,815
Other Funding Sources/Transfers	\$20,000	\$0	\$0	\$0
Total Financial Sources: Less Appropriated Fund Balance	\$2,294,996	\$2,492,040	\$2,472,981	\$2,482,815
Financial Uses				
Operating Expenses	\$56,892	\$55,013	\$55,013	\$157,891
Operating Transfers to Other Funds	\$841,314	\$2,068,965	\$2,068,965	\$1,902,286
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	\$898,206	\$2,123,978	\$2,123,978	\$2,060,177
Financial Sources Over/(Under) Uses	\$1,396,790	\$368,062	\$349,003	\$422,638
Beginning Unassigned Cash Reserve		\$7,251,157	\$7,251,157	\$7,600,160
Cash and Cash Equivalents	\$1,378,302			
Cash Restricted for Development Charges	\$5,872,855			
Projected Ending Unassigned Cash Reserve	\$7,251,157 #	\$7,619,219	\$7,600,160	\$8,022,798

Ending Cash and Other Resources for FY 2015 is equal to Cash and Cash Equivalents and cash restricted for development charges

+ Fees and Service Charges are development fees in the Public Improvement Fund.

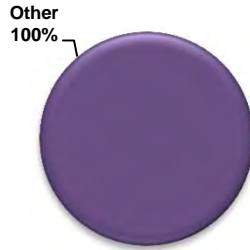


Stadium TDD Fund (Special Revenue Fund)

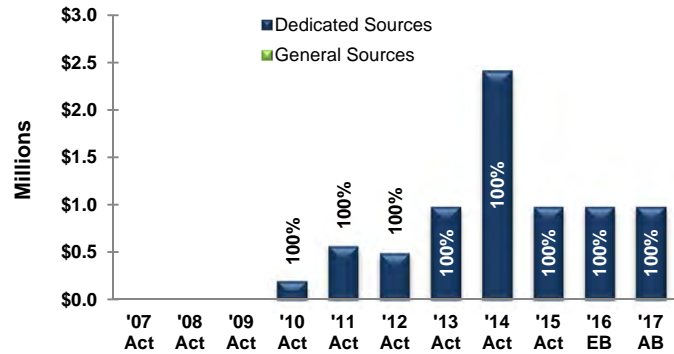
Stadium TDD Fund (Special Revenue Fund)

Fund 2300

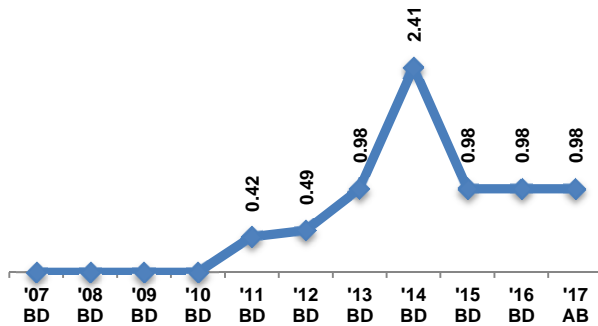
FY 2017 Total Expenditures By Category



Funding Sources



Total Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$0	\$0	\$0		
Supplies & Materials	\$0	\$0	\$0	\$0		
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$0	\$0	\$0	\$0		
Utilities, Services & Misc.	\$0	\$0	\$0	\$0		
Capital	\$0	\$0	\$0	\$0		
Other	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
Total	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%

Operating Expenses	\$0	\$0	\$0	\$0		
Non-Operating Expenses	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%

Funding Sources (Where the Money Comes From)

Grants	\$1,076,495	\$1,087,490	\$1,046,303	\$1,046,303	0.0%	(3.8%)
Interest Revenue	\$6,423	\$4,408	\$5,410	\$5,410	0.0%	22.7%
Trnsfrs & Capital Contrib.	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$0	\$0	\$0		
Less: Current Year Surplus	(\$99,442)	(\$108,422)	(\$68,237)	(\$68,237)	0.0%	(37.1%)
Dedicated Sources	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$983,476	\$983,476	\$983,476	\$983,476	0.0%	0.0%

Stadium TDD Fund

Fund 2300

Description

The Stadium TDD (Transportation Development District) fund accounts for tax receipts from the Stadium TDDs: Shoppes at Stadium, Columbia Mall, and Stadium Corridor. These receipts are being used to pay for a loan obtained from MoDoT in FY 2012 for \$8,200,000 to help fund the capital improvements on Stadium Boulevard. The loan is scheduled to be paid off 03/01/2022. Because this is a special revenue fund, payments are transferred to a debt service fund where the payments are made.

Resources

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
TDD Revenue	\$1,076,495	\$1,087,490	\$1,046,303	\$1,046,303
Lease/Bond Proceeds	\$0	\$0	\$0	\$0
Investment Revenue	\$6,423	\$4,408	\$5,410	\$5,410
Total Resources	\$1,082,918	\$1,091,898	\$1,051,713	\$1,051,713

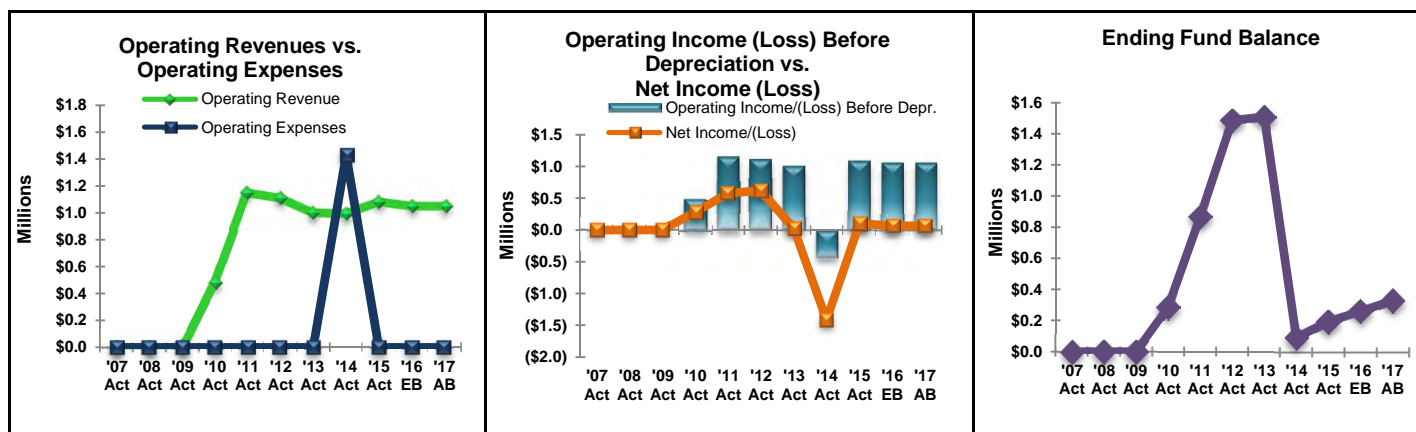
Expenditures

Transfers to Debt Service Fund	\$983,476	\$983,476	\$983,476	\$983,476
Revenues Over Expenditures	\$99,442	\$108,422	\$68,237	\$68,237

Net Income Statement Stadium TDD Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues:				
TDD Revenue	\$1,076,495	\$1,087,490	\$1,046,303	\$1,046,303
Investment Revenue	\$6,423	\$4,408	\$5,410	\$5,410
Total Revenues	\$1,082,918	\$1,091,898	\$1,051,713	\$1,051,713
Expenditures:				
Personnel Services	\$0	\$0	\$0	\$0
Supplies & Materials	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$0	\$0	\$0
Utilities, Services & Misc.	\$0	\$0	\$0	\$0
Interest and Principal Payments	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0
Excess (Deficiency) of Revenues Over Expenditures	\$1,082,918	\$1,091,898	\$1,051,713	\$1,051,713
Other Financing Sources (Uses):				
Lease/Bond Proceeds	\$0	\$0	\$0	\$0
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)
Total Other Financing Sources (Uses)	(\$983,476)	(\$983,476)	(\$983,476)	(\$983,476)
Excess (Deficiency) of Revenues Over Expenditures	\$99,442	\$108,422	\$68,237	\$68,237
Fund Balance, Beg. of Year	\$90,938	\$190,380	\$190,380	\$258,617
Fund Balance End of Year	\$190,380	\$298,802	\$258,617	\$326,854

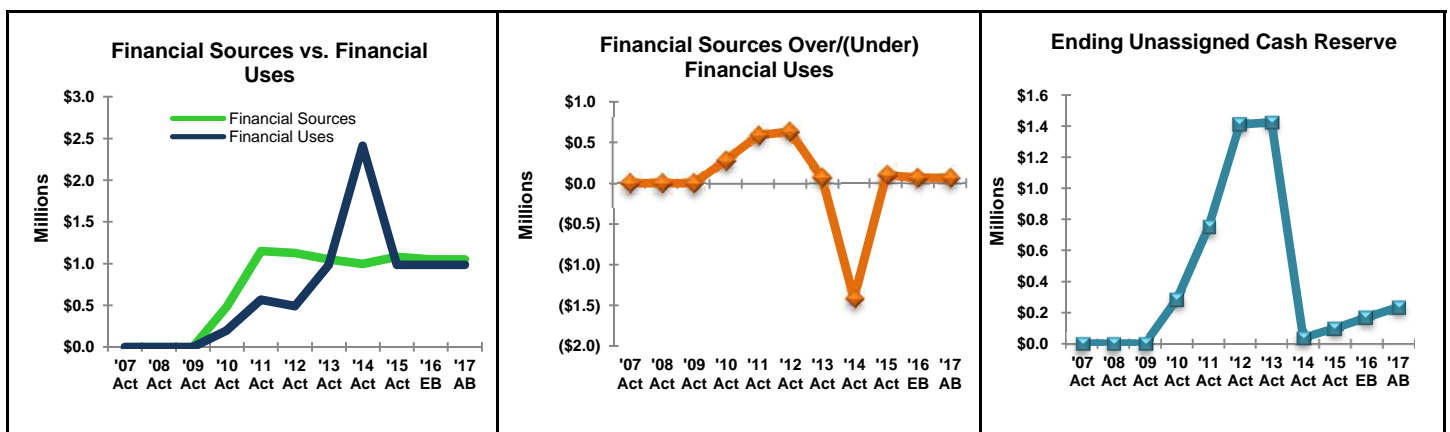
Note: Net Income Statement does not include capital addition or capital project expenditures.



Funding Sources and Uses Stadium TDD Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$1,076,495	\$1,087,490	\$1,046,303	\$1,046,303
Interest (w/o GASB 31 Adjustment)	\$3,995	\$4,408	\$5,410	\$5,410
Fees and Service Charges	\$0			
Other Local Revenues				
	<u>\$1,080,490</u>	<u>\$1,091,898</u>	<u>\$1,051,713</u>	<u>\$1,051,713</u>
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	<u>\$1,080,490</u>	<u>\$1,091,898</u>	<u>\$1,051,713</u>	<u>\$1,051,713</u>
Financial Uses				
Operating Expenses	\$0	\$0	\$0	\$0
Operating Transfers to Other Funds	\$983,476	\$983,476	\$983,476	\$983,476
Interest Expense and Non-Oper. Cash Pmts				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Sources	<u>\$983,476</u>	<u>\$983,476</u>	<u>\$983,476</u>	<u>\$983,476</u>
Financial Sources Over/(Under) Uses	\$97,014	\$108,422	\$68,237	\$68,237
Beginning Unassigned Cash Reserve		\$99,351	\$99,351	\$167,588
Projected Ending Unassigned Cash Reserve	<u>\$99,351 #</u>	<u>\$207,773</u>	<u>\$167,588</u>	<u>\$235,825</u>

Ending Cash and Other Resources for FY 2015 is equal to Cash and Cash Equivalents

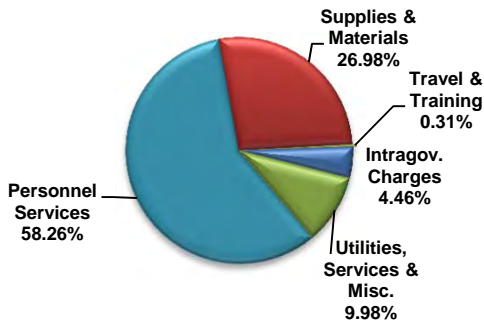


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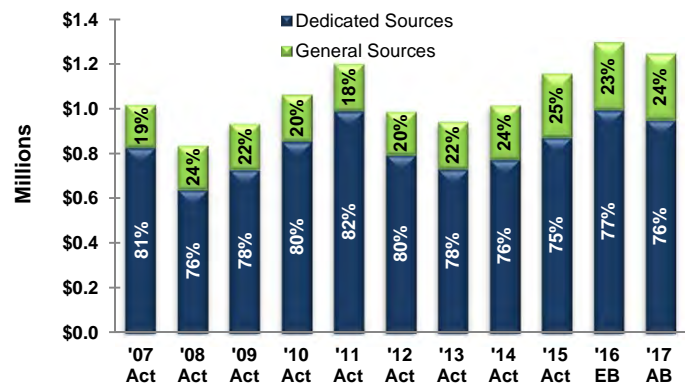
Public Works - Parking Enforcement and Traffic Control (General Fund)

PW - Parking Enforcement and Traffic Control (General Fund)

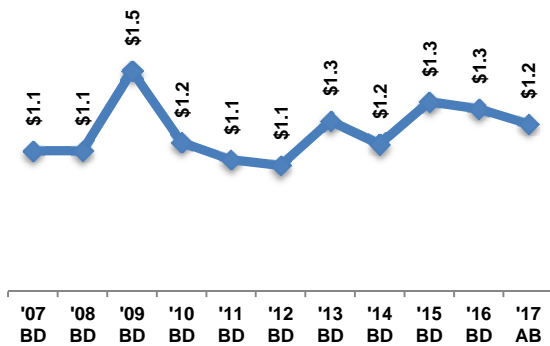
FY 2017 Total Expenditures By Category



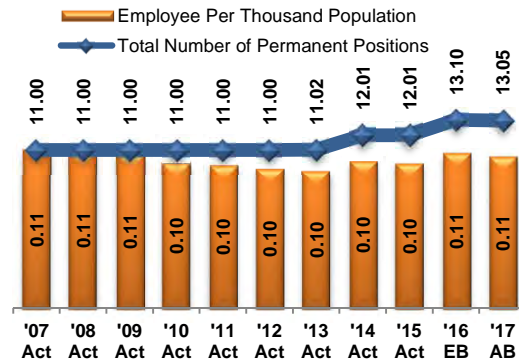
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$624,619	\$719,285	\$719,285	\$726,055	0.9%	0.9%
Supplies & Materials	\$414,422	\$337,996	\$325,025	\$336,254	3.5%	(0.5%)
Travel & Training	\$3,516	\$3,820	\$2,257	\$3,820	69.3%	0.0%
Intragov. Charges	\$47,466	\$48,453	\$48,453	\$55,625	14.8%	14.8%
Utilities, Services & Misc.	\$47,172	\$124,326	\$124,316	\$124,382	0.1%	0.0%
Capital	\$19,842	\$79,500	\$77,678	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)
Operating Expenses	\$1,137,195	\$1,233,880	\$1,219,336	\$1,246,136	2.2%	1.0%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$19,842	\$79,500	\$77,678	\$0	(100.0%)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)

Funding Sources (Where the Money Comes From)

Oper. Trnsfr (Transp. Stax Fd)	\$867,568	\$817,747	\$994,426	\$949,766	(4.5%)	16.1%
Other Local Revenues	\$4,488	\$1,000	\$0	\$0		
Dedicated Sources	\$872,056	\$818,747	\$994,426	\$949,766	(4.5%)	16.0%
General Sources	\$284,981	\$494,633	\$302,588	\$296,370	(2.1%)	(40.1%)
Total Funding Sources	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)

Description

Parking Enforcement Division currently has five full-time enforcement personnel. Working together on a weekly schedule, they enforce Chapter 14 of the City ordinances.

The Traffic Division maintains street markings, signals and signing for 1358 lane miles of streets. There are 47 City of Columbia maintained signals. Traffic Division personnel also assist the Street Division with street maintenance and snow removal.

Objectives

The Parking Enforcement Division is responsible for administering the parking ordinances of the City via parking control enforcement in the central business district streets, parking lots and garages, residential parking by permit only areas (currently one) and metered streets near the University of Missouri. 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 other customers in the identification and mitigation of problematic enforcement zones.

The Traffic Division responds to signal outages or other signal concerns in less than 3 hours from time of notification (typically within 1 hour). Response time for fixing problems varies but is typically less than 1 day. The Traffic Division goal is to have all major routes re-marked by July 15th and typically completes the entire City by that time unless there are significant weather issues. Street signs are replaced on a priority protocol basis established by the Director (for example street name signs are replaced within 20 working days of notification, stop signs are replaced the same day, etc.). The protocol is periodically reviewed and updated (APWA Manual).

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.
- Past goals have been to re-mark painted crosswalks one time per year, but that has been shifted to the current protocol of one time per two years due to manpower shortages.
- More crosswalks are being applied with tape markings which typically last a minimum of 2-3 years.
- Crosswalk locations are being added to a GIS layer for better inventory and analysis.
- Street division is also adding street signs to a GIS based inventory (currently maintained in a non-graphical database).

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
5901 - Director, Public Works*+	0.01	0.10	0.10	0.05	(0.05)
3034 - Sign Technician 773	0.00	1.00	1.00	1.00	
3033 - Traffic Signal Tech	2.00	2.00	2.00	2.00	
3022 - Lead Pkng Enforc Agent ++	0.00	0.00	0.00	1.00	1.00
3021 - Pkng Enforcement Agent ++	5.00	5.00	5.00	4.00	(1.00)
2307 - PW Supv III	1.00	1.00	1.00	1.00	
2303 - Equip Operator III 773	1.00	1.00	1.00	1.00	
2300 - Equip Operator II 773	3.00	3.00	3.00	3.00	
Total Personnel	12.01	13.10	13.10	13.05	(0.05)
Permanent Full-Time	12.01	13.10	13.10	13.05	(0.05)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	12.01	13.10	13.10	13.05	(0.05)

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization which moved Sewer, Solid Waste, and Storm Water out of the Public Works Department and into the Utilities Department. This caused a reallocation of the Director's time among the remaining divisions.

+ In FY 2017, reallocation of Director from Parking Enforcement and Traffic Control to the Transit budget

++ In FY 2017, there was a reassignment from one Parking Enforcement Agent to a Lead Parking Enforcement Agent.

PW - Parking Enforcement and Traffic Control

1100603x

Budget Detail

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Parking Enforcement:						
Personnel Services	\$230,976	\$265,216	\$264,074	\$264,937	0.3%	(0.1%)
Supplies and Materials	\$16,046	\$17,345	\$11,865	\$12,603	6.2%	(27.3%)
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$13,131	\$12,295	\$12,295	\$14,466	17.7%	17.7%
Utilities, Services, & Misc.	\$6,661	\$4,364	\$4,354	\$4,364	0.2%	0.0%
Capital	\$19,842	\$10,000	\$10,000	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$286,656	\$309,220	\$302,588	\$296,370	(2.1%)	(4.2%)
Traffic Control:						
Personnel Services	\$393,643	\$454,069	\$455,211	\$461,118	1.3%	1.6%
Supplies and Materials	\$398,376	\$320,651	\$313,160	\$323,651	3.4%	0.9%
Travel and Training	\$3,516	\$3,820	\$2,257	\$3,820	69.3%	0.0%
Intragovernmental Charges	\$34,335	\$36,158	\$36,158	\$41,159	13.8%	13.8%
Utilities, Services, & Misc.	\$40,511	\$119,962	\$119,962	\$120,018	0.0%	0.0%
Capital	\$0	\$69,500	\$67,678	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$870,381	\$1,004,160	\$994,426	\$949,766	(4.5%)	(5.4%)
Department Totals						
Personnel Services	\$624,619	\$719,285	\$719,285	\$726,055	0.9%	0.9%
Supplies and Materials	\$414,422	\$337,996	\$325,025	\$336,254	3.5%	(0.5%)
Travel and Training	\$3,516	\$3,820	\$2,257	\$3,820	69.3%	0.0%
Intragovernmental Charges	\$47,466	\$48,453	\$48,453	\$55,625	14.8%	14.8%
Utilities, Services, & Misc.	\$47,172	\$124,326	\$124,316	\$124,382	0.1%	0.0%
Capital	\$19,842	\$79,500	\$77,678	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$1,157,037	\$1,313,380	\$1,297,014	\$1,246,136	(3.9%)	(5.1%)

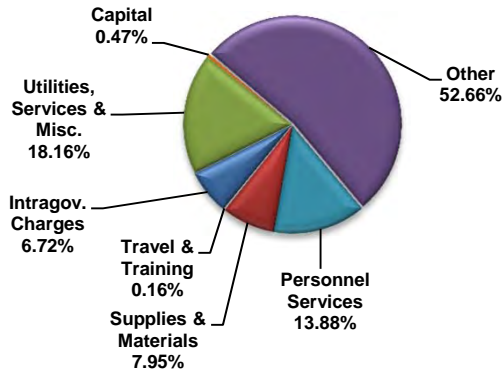
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Parking Utility Fund

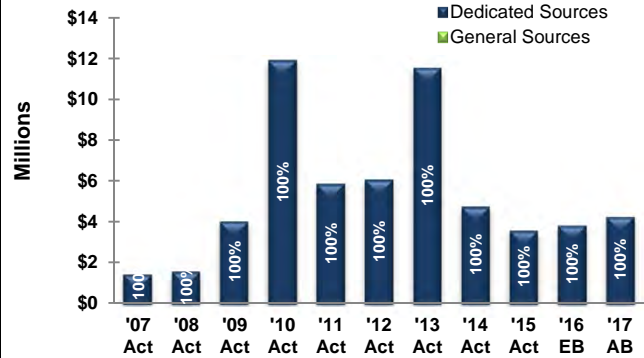
(Enterprise Fund)

Parking Utility Fund (Enterprise Fund)

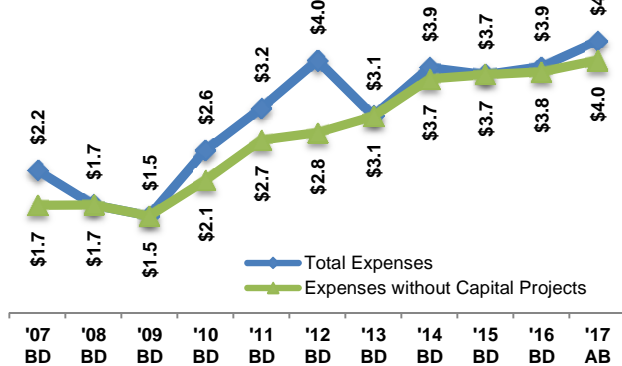
FY 2017 Total Expenditures By Category



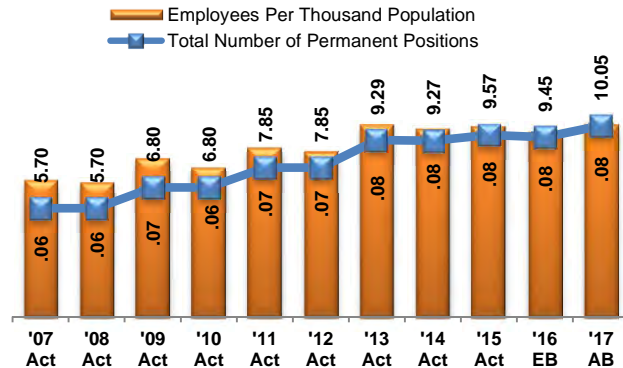
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$470,952	\$556,773	\$548,925	\$592,628	8.0%	6.4%
Supplies & Materials	\$169,444	\$270,488	\$259,711	\$339,333	30.7%	25.5%
Travel & Training	\$2,707	\$3,750	\$3,750	\$7,000	86.7%	86.7%
Intragov. Charges	\$234,440	\$199,949	\$199,949	\$287,009	43.5%	43.5%
Utilities, Services & Misc.	\$293,875	\$473,556	\$472,953	\$775,596	64.0%	63.8%
Capital	\$53,169	\$51,450	\$47,900	\$20,000	(58.2%)	(61.1%)
Other	\$2,372,258	\$2,314,532	\$2,314,050	\$2,248,420	(2.8%)	(2.9%)
Total	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%
Operating Expenses	\$1,168,077	\$1,424,516	\$1,405,288	\$1,701,566	21.1%	19.4%
Non-Operating Expenses	\$1,298,209	\$1,299,581	\$1,298,496	\$1,298,001	(0.0%)	(0.1%)
Debt Service	\$1,074,049	\$1,014,951	\$1,015,554	\$950,419	(6.4%)	(6.4%)
Capital Additions	\$53,169	\$51,450	\$47,900	\$20,000	(58.2%)	(61.1%)
Capital Projects	\$3,341	\$80,000	\$80,000	\$300,000	275.0%	275.0%
Total Expenses	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$0	\$0	\$0	\$0		
Interest Revenue	\$398,292	\$342,568	\$361,980	\$361,980	0.0%	5.7%
Fees and Service Charges	\$4,044,297	\$3,916,018	\$4,150,652	\$4,181,724	0.7%	6.8%
Other Local Revenues	\$2,043	\$0	\$425	\$0	(100.0%)	
Transfers	\$300,000	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$0	\$0	\$0		
Less: Current Year Surplus	(\$1,147,787)	(\$388,088)	(\$665,819)	(\$273,718)	(58.9%)	(29.5%)
Dedicated Sources	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$3,596,845	\$3,870,498	\$3,847,238	\$4,269,986	11.0%	10.3%

Parking Utility Fund - Summary

Fund 556x

Description

The Parking Utility operates, maintains, and administers six parking facilities and eight 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

The Parking Utility provides and maintains convenient and adequate parking, both on-street and off-street, in the downtown and college campus areas. The Parking Utility collects income for the financing, maintenance, and operation of the parking garages, parking meters, and surface lots.

Highlights / Significant Changes

Strategic Priority: Infrastructure - ensure that there are plans and resources to meet existing and future physical infrastructure demands.

- Staff will ask Council to authorize funds needed to replace a significant amount of obsolescent parking meters and auditing equipment for 2017. After a successful pilot with Parkmobile in FY 2016, Staff will ask council to authorize an increase in "Pay-By-App Only" spaces for 2017. This is reflected in the Supplies and Materials category.

Highlights / Significant Changes

- Staff will install and evaluate the first of six gate arm systems to be utilized at all City-owned garages. These arm systems will make it easier for customers to pay for parking in the garages.
- The City will continue to work closely with the ADA Commission to make parking changes that will better suit the needs of our customers. Such changes will include moving spaces to areas more in demand for ADA parking, making spaces more easily accessible, and metering ADA spaces on the street and in lots and garages to combat misuse of ADA permits.
- The Utilities, Services, and Misc. category reflects a significant increase due to capital project funding for major maintenance at the 6th and Cherry garage as well as design of automated payment system at 6th and Cherry garage and the Plaza garage.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
9905 - Deputy City Manager *	0.00	0.05	0.05	0.05	
6204 - Financial Analyst *	0.05	0.20	0.20	0.20	
6200 - Senior Financial Analyst *	0.05	0.00	0.00	0.00	
5901 - Director, Public Works *	0.02	0.10	0.10	0.10	
5800 - Asst. to the Pub. Works Dir.+	0.10	0.10	0.10	0.15	0.05
5108 - Engineering Manager+	0.25	0.25	0.25	0.00	(0.25)
4802 - Public Information Specialist *	0.10	0.00	0.00	0.00	
4702 - Transit & Parking Manager+	0.00	0.00	0.00	0.50	0.50
3032 - Parking Meter Repair Tech-773	1.00	1.00	1.00	1.00	
3024 - Parking Supervisor	1.00	1.00	1.00	1.00	
3018 - Parking Meter Repair. Asst.-773	2.00	2.00	2.00	2.00	
2397 - Maintenance Assistant-773	1.00	1.00	1.00	1.00	
2003 - Custodian-773	2.00	2.00	2.00	2.00	
1007 - Administrative Supervisor*+	0.50	0.20	0.20	0.30	0.10
1006 - Senior Admin. Support Asst. *+	1.50	1.55	1.55	1.75	0.20
Total Personnel	9.57	9.45	9.45	10.05	0.60
Permanent Full-Time	9.57	9.45	9.45	10.05	0.60
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	9.57	9.45	9.45	10.05	0.60

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization which moved Sewer, Solid Waste, and Storm Water to the Utility Department and caused reallocation of positions.

+ In FY 2017, there was a reorganization that moved the Airport budget out of Public Works and placed it under the Economic Development Director. As a result, the Multi Modal Manager position, previously over the Airport and Transit operations, was changed to a Transit and Parking Manager and 50% of the position's costs were allocated to the Parking Utility. The Engineering Manager position that was previously over the Parking Utility was moved back to the Streets and Engineering budget. The Asst. to the Pub. Works Director, Administrative Supervisor, and Senior Admin. Support Assistant allocation changes reflect movement of positions from Public Works Administration to the Parking Utility.

Parking Utility Fund - Summary

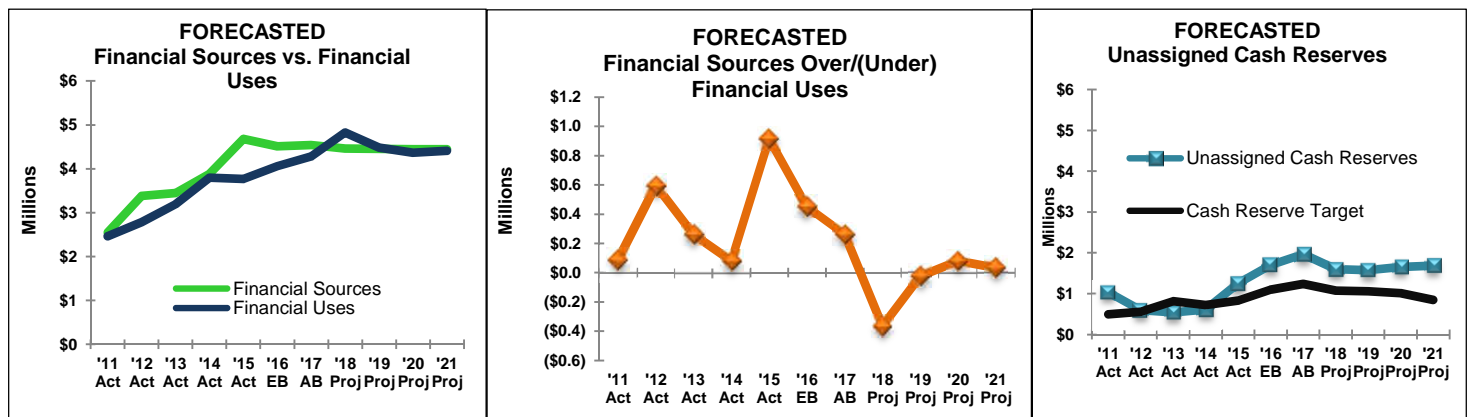
Fund 556x

Forecasted Sources and Uses (For Information Purposes Only)

	Proposed 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Financial Sources					
Interest	\$361,980	\$339,331	\$333,918	\$328,202	\$322,157
Rent Revenue	\$140,429	\$140,429	\$139,833	\$138,642	\$138,642
Meters	\$1,703,176	\$1,653,176	\$1,653,176	\$1,653,176	\$1,653,176
Garages	\$1,930,971	\$1,926,894	\$1,926,894	\$1,926,894	\$1,926,894
Reserved Lot Fees	\$351,262	\$351,262	\$351,262	\$351,262	\$351,262
Loading Zone Fees	\$20,300	\$16,163	\$16,163	\$16,163	\$16,163
City Ramp	\$35,136	\$35,136	\$35,136	\$35,136	\$35,136
Other Local Revenues	\$450	\$450	\$450	\$450	\$450
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$4,543,704	\$4,462,840	\$4,456,831	\$4,449,924	\$4,443,879
Financial Uses					
Personnel Services	\$592,628	\$734,227	\$778,281	\$824,977	\$874,476
Supplies and Materials	\$339,333	\$328,649	\$245,382	\$184,558	\$193,206
Travel & Training	\$7,000	\$7,140	\$7,283	\$7,428	\$7,576
Intragovernmental	\$287,009	\$304,617	\$323,452	\$343,605	\$365,177
Utilities, Services, & Misc.	\$475,596	\$738,533	\$674,495	\$524,149	\$558,336
Operating Transfers to Other Funds	\$295,563	\$296,058	\$296,058	\$296,058	\$296,058
Interest Payments and Non-Oper. Cash Pmts	\$950,419	\$917,892	\$884,292	\$847,005	\$807,123
Principal Payments	\$1,014,411	\$1,041,694	\$1,069,016	\$1,101,380	\$1,128,785
Capital Additions	\$20,000	\$20,000	\$3,500	\$40,000	\$0
Enterprise Revenues used for Capital Projects	\$300,000	\$440,000	\$200,000	\$200,000	\$180,000
Total Financial Uses	\$4,281,959	\$4,828,810	\$4,481,759	\$4,369,160	\$4,410,737
Financial Sources Over/(Under) Uses					
	\$261,745	(\$365,970)	(\$24,927)	\$80,764	\$33,142
Beginning Unassigned Cash Reserve	\$1,704,391	\$1,966,136	\$1,600,166	\$1,575,239	\$1,656,003
Ending Unassigned Cash Reserve	\$1,966,136	\$1,600,166	\$1,575,239	\$1,656,003	\$1,689,145
Cash Reserve Target					
	\$1,236,392	\$1,077,762	\$1,056,352	\$1,013,832	\$846,147
Cash Above/(Below) Cash Reserve Target					
	729,744	522,404	518,887	642,171	842,998

Five Year Forecast Highlights:

- No fee or permit changes proposed for FY 2017.
- Most of the garages will be converted to an arm system for entry/exit which will result in a single charge for permit holders (other than reserved).
- The City will look to expand credit card capable meters in areas where there is demand for these options.



Major Projects

- 6th and Cherry Major Maintenance
- Automated Payment for 6th and Cherry Garage-Design
- Automated Payment for Plaza Garage-Design

Fiscal Impact

FY 2017 budget includes \$270,000 for 6th and Cherry major maintenance, \$20,000 for automated payment for 6th and Cherry garage, and \$10,000 for Plaza garage.

Budget Detail

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Percent Change
Personnel Services	\$345	\$0	\$0	\$0	
Supplies and Materials	\$408	\$0	\$0	\$0	
Travel and Training	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	
Utilities, Services, & Misc.	\$2,588	\$80,000	\$80,000	\$300,000	275.0%
Capital	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	
Total	\$3,341	\$80,000	\$80,000	\$300,000	275.0%

Parking

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Parking							
1 6th and Cherry Major Maintenance - PK057 [ID: 1785]						2016	2017
Ent Rev	\$30,000	\$270,000					
Total	\$30,000	\$270,000					
2 Automated Payment for 6th & Cherry Garage - PK059 [ID: 1873]						2017	2018
Ent Rev		\$20,000	\$180,000				
Total		\$20,000	\$180,000				
3 Automated Payment for Plaza Garage - PK060 [ID: 1784]						2017	2018
Ent Rev		\$10,000	\$240,000				
Total		\$10,000	\$240,000				
4 Automated payment for 10th & Cherry Garage [ID: 1874]						2018	2019
Ent Rev			\$20,000	\$180,000			
Total			\$20,000	\$180,000			
5 Automated Payment for 5th & Walnut Garage [ID: 1875]						2019	2020
Ent Rev				\$200,000			
Total				\$200,000			
6 Automated Payment for 8th & Cherry garage [ID: 1876]						2020	2021
Ent Rev				\$200,000			
Total				\$200,000			

Parking Funding Source Summary

Ent Rev	\$30,000	\$300,000	\$440,000	\$580,000	
New Funding	\$30,000	\$300,000	\$440,000	\$580,000	\$0
Total	\$30,000	\$300,000	\$440,000	\$580,000	\$0

Parking Current Capital Projects

1 8th & Cherry - Energy Efficiency - PK058 [ID: 1968]	2016	2016
2 Ramp Parking Surface Repair - PK054 [ID: 1514]	2014	2016
3 Short St. Parking Garage - PK051 [ID: 971]	2011	2012

Parking Impact of Capital Projects

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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.

Debt Service Information

09/01/09 Parking System Taxable Special Oblig. Improvement Bonds (Building America Bonds/Direct Subsidy) Annual Appropriation) (Interest rates: 4.30% - 6.20%)

Original issue - \$13,030,000

Balance as of 09/30/2016 - \$13,030,000

Maturity Date - 3/1/2034

In September 2009, the City issued \$13,030,000 of Taxable Special Obligation Improvement Bonds. The Bonds were issued for the purpose of financing the Downtown Parking Garage on Walnut between 5th and 6th Streets.

03/08/12 Parking System Special Oblig. Improvement Bonds (Interest Rates: .55% - 4.00%)

Original issue - \$8,925,000

Balance as of 09/30/2016 - \$7,335,000

Maturity Date - 3/1/2031

In March 2012, the City issued \$8,925,000 of Taxable (\$1,665,000) and Tax-Exempt (\$7,260,000) Special Obligation Improvement Bonds. The Bonds were issued for the purpose of financing the Short Street Garage.

12/08/15 Parking System Special Oblig. Refunding Bonds (Interest Rates: 5.00%)

Original issue - \$1,135,000

Balance as of 09/30/2016 - \$525,000

Maturity Date - 2/1/2021

In December 2015, the City issued \$7,080,000 of Special Obligation Revenue Refunding Bonds. A portion of the issue, \$1,135,000 was to currently refund the outstanding portion, \$1,135,000 of the City's Special Obligation Revenue Refunding and Improvement Bonds, Series 2006 Parking portions

Debt Service Requirements

Parking Special Obligation Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$885,000	\$936,740	\$1,821,740
2018	\$910,000	\$907,011	\$1,817,011
2019	\$935,000	\$875,733	\$1,810,733
2020	\$965,000	\$840,810	\$1,805,810
2021	\$990,000	\$803,333	\$1,793,333
2022	\$1,140,000	\$762,720	\$1,902,720
2023	\$1,170,000	\$716,537	\$1,886,537
2024	\$1,210,000	\$668,480	\$1,878,480
2025	\$1,245,000	\$617,047	\$1,862,047
2026	\$1,285,000	\$561,179	\$1,846,179
2027	\$1,330,000	\$502,636	\$1,832,636
2028	\$1,375,000	\$440,578	\$1,815,578
2029	\$1,420,000	\$375,702	\$1,795,702
2030	\$1,470,000	\$304,775	\$1,774,775
2031	\$1,530,000	\$227,343	\$1,757,343
2032	\$970,000	\$157,790	\$1,127,790
2033	\$1,010,000	\$96,410	\$1,106,410
2034	\$1,050,000	\$32,550	\$1,082,550
Total	\$20,890,000	\$9,827,374	\$30,717,374

Loans Between Funds

06/18/12 Loan from Designated Loan Fund for Short Street Garage

Ordinance # 021351

Original Issue - \$1,307,120

Balance as of 09/30/2016 - \$811,519

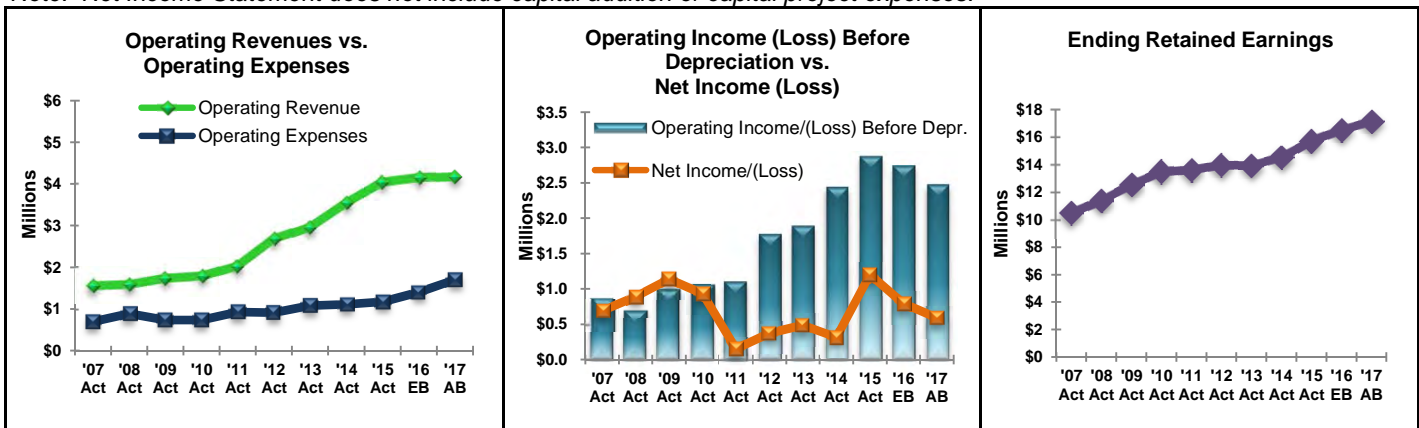
Maturity date - 09/30/2022

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2017	\$129,411	\$13,164	\$142,575
2018	\$131,694	\$10,881	\$142,575
2019	\$134,016	\$8,559	\$142,575
2020	\$136,380	\$6,195	\$142,575
2021	\$138,785	\$3,790	\$142,575
2022	\$141,233	\$1,342	\$142,575
	<u>\$811,519</u>	<u>\$43,931</u>	<u>\$855,450</u>

Net Income Statement Parking Utility Fund

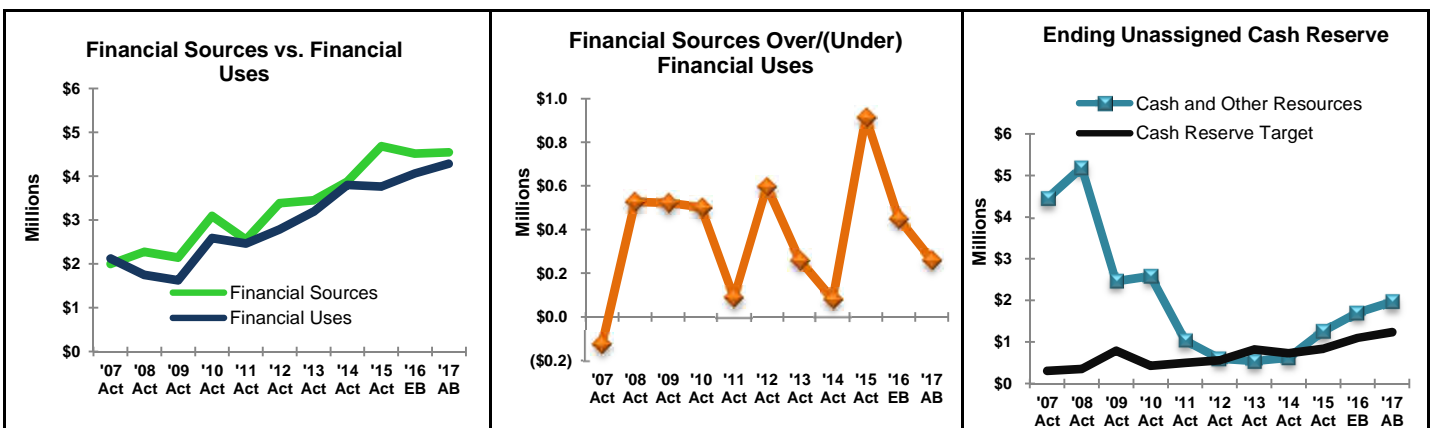
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Rent Revenue	\$140,429	\$140,321	\$140,429	\$140,429
Meters	\$1,705,507	\$1,544,390	\$1,756,317	\$1,703,176
Garages	\$1,773,357	\$1,822,330	\$1,838,298	\$1,930,971
Reserved Lot Fees	\$376,158	\$367,476	\$363,780	\$351,262
Loading Zone Fees	\$14,370	\$16,163	\$14,042	\$20,300
City Ramp	\$34,022	\$24,888	\$37,332	\$35,136
Other Misc. Operating Revenues	\$454	\$450	\$454	\$450
Total Operating Revenues	\$4,044,297	\$3,916,018	\$4,150,652	\$4,181,724
Operating Expenses:				
Personnel Services	\$470,607	\$556,773	\$548,925	\$592,628
Supplies & Materials	\$169,036	\$270,488	\$259,711	\$339,333
Travel & Training	\$2,707	\$3,750	\$3,750	\$7,000
Intragovernmental Charges	\$234,440	\$199,949	\$199,949	\$287,009
Utilities, Services & Other Misc.	\$291,287	\$393,556	\$392,953	\$475,596
Total Operating Expenses	\$1,168,077	\$1,424,516	\$1,405,288	\$1,701,566
Operating Income (Loss) Before Depreciation	\$2,876,220	\$2,491,502	\$2,745,364	\$2,480,158
Depreciation	(\$998,746)	(\$1,003,523)	(\$1,002,438)	(\$1,002,438)
Operating Income	\$1,877,474	\$1,487,979	\$1,742,926	\$1,477,720
Non-Operating Revenues:				
Investment Revenue	\$398,292	\$342,568	\$361,980	\$361,980
Revenue From Other Govt. Units	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$2,043	\$0	\$425	\$0
Total Non-Operating Revenues	\$400,335	\$342,568	\$362,405	\$361,980
Non-Operating Expenses:				
Interest Expense	\$1,034,409	\$1,002,241	\$1,002,241	\$949,904
Bank & Paying Agent Fees	\$39,640	\$12,710	\$13,313	\$515
Loss on Disposal Assets	\$3,405	\$0	\$0	\$0
Amortization	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$1,077,454	\$1,014,951	\$1,015,554	\$950,419
Operating Transfers From Other Funds	\$300,000	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$296,058)	(\$296,058)	(\$296,058)	(\$295,563)
Total Operating Transfers	\$3,942	(\$296,058)	(\$296,058)	(\$295,563)
Net Income (Loss) Before Capital Contributions	\$1,204,297	\$519,538	\$793,719	\$593,718
Capital Contribution	\$0	\$0	\$0	\$0
Net Income (Loss)	\$1,204,297	\$519,538	\$793,719	\$593,718
Amortization of Contributions	\$0	\$0	\$0	\$0
Net Income/(Loss) Transferred To Retained Earnings	\$1,204,297	\$519,538	\$793,719	\$593,718
Beginning Retained Earnings	\$14,532,186	\$15,736,483	\$15,736,483	\$16,530,202
Ending Retained Earnings	\$15,736,483	\$16,256,021	\$16,530,202	\$17,123,920

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Parking Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o FY GASB 31 Adjustment)	\$334,692	\$342,568	\$361,980	\$361,980
Fees and Service Charges	\$4,044,297	\$3,916,018	\$4,150,652	\$4,181,724
Other Local Revenues	\$2,043	\$0	\$425	\$0
	\$4,381,032	\$4,258,586	\$4,513,057	\$4,543,704
Other Funding Sources/Transfers	\$300,000	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$4,681,032	\$4,258,586	\$4,513,057	\$4,543,704
Financial Uses				
Operating Expenses	\$1,168,077	\$1,424,516	\$1,405,288	\$1,701,566
Operating Transfers to Other Funds	\$296,058	\$296,058	\$296,058	\$295,563
Interest Payments and Non-Oper. Cash Pmts	\$1,074,049	\$1,014,951	\$1,015,554	\$950,419
Principal Payments	\$1,174,964	\$1,217,168	\$1,217,168	\$1,014,411
Capital Additions	\$53,169	\$51,450	\$47,900	\$20,000
Enterprise Revenues used for Capital Projects	\$0	\$80,000	\$80,000	\$300,000
Total Financial Uses	\$3,766,317	\$4,084,143	\$4,061,968	\$4,281,959
Financial Sources Over/(Under) Uses	\$914,715	\$174,443	\$451,089	\$261,745
Beginning Unassigned Cash Reserve		\$1,253,302	\$1,253,302	\$1,704,391
Financial Sources Over/(Under) Uses		\$174,443	\$451,089	\$261,745
Cash and Cash Equivalents	\$929,436			
Less: Total GASB 31 Pooled Cash Adjustment	(\$323,866)			
Plus: Inventory	\$0			
Ending Unassigned Cash Reserve	\$1,253,302	\$1,427,745	\$1,704,391	\$1,966,136
Total Financial Uses	\$3,766,317	\$4,084,143	\$4,061,968	\$4,281,959
Less: Ent Rev used for current year CIP	\$0	(\$80,000)	(\$80,000)	(\$300,000)
Expenses for Operations	\$3,766,317	\$4,004,143	\$3,981,968	\$3,981,959
20% Guideline for Operational Expenses	\$753,263	\$800,829	\$796,394	\$796,392
Add: Ent Rev for next year CIP	\$80,000	\$300,000	\$300,000	\$440,000
Cash Reserve Target	\$833,263	\$1,100,829	\$1,096,394	\$1,236,392
Cash Above/(Below) Cash Reserve Target	\$420,039	\$326,916	\$607,997	\$729,744



Parking Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Hourly parking; fees for certain facilities				
Parking fees between the hours of 8:00 am and 6:00 pm on the municipal parking plaza (except on Saturdays, Sundays and holidays)	14-391(a)(1)	12-02-13	\$0.25/ half hour	\$0.25/ half hour
Parking fees between the hours of 8:00 a.m. and 6:00 p.m. in the areas designated for public parking in the municipal parking garage located at the northeast corner of Cherry and Eighth Streets (except Saturdays, Sundays and holidays)	14-391(1)(2)	12-02-13	\$0.25/ half hour	\$0.25/ half hour
Parking fees between the hours of 8:00 a.m. and 6:00 p.m. in the areas designated for public parking in the municipal parking garage located at the southeast corner of Cherry and Tenth Streets (except Saturdays, Sundays and holidays)	14-391(1)(3)	12-02-13	\$0.50/half hour	\$0.50/half hour
Parking fees between the hours of 8:00 a.m. and 6:00 p.m. in the areas designated for public parking in the municipal parking garage located at the southwest corner of Cherry and Sixth Streets (except Saturdays, Sundays and holidays)	14-391(1)(4)	12-02-13	\$0.50/half hour	\$0.50/half hour
Parking fees between the hours of 8:00 a.m. and 6:00 p.m. in the areas designated for public parking in the municipal parking garage located at the southeast corner of Walnut Street and Fifth Streets (except Saturdays, Sundays and holidays)	14-391(1)(5)	12-02-13	\$0.50/half hour	\$0.50/half hour
Parking fees between the hours of 8:00 a.m. and 6:00 p.m. in the areas designated for public parking in the municipal parking garage located at the southeast and southwest corners of Short Street and Walnut Street intersection (except Saturdays, Sundays and holidays)	14-391(1)(6)	12-02-13	\$0.50/half hour	\$0.50/half hour
Parking fees for unmetered off-street facilities				
8th & Cherry Covered	14-393(a)			
Parking permit for parking in a non-designated unmetered parking space in the municipal parking garage located at the northeast corner of Eighth and Cherry Streets (Covered)				
First, second, third and fourth floors:				
- Monthly		10-01-13	\$75	\$75
- Quarterly		10-01-13	\$220	\$220
- Yearly		10-01-13	\$825	\$825

Parking Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
8th & Cherry Reserved Designated parking space in the municipal parking garage located at the northeast corner of Eighth and Cherry Streets (Reserved) - Monthly - Quarterly - Yearly The yearly permit rate will be discounted by five (5) percent when purchased in groups of five (5) or more by any one (1) individual, business or agency.	14-393(a)	10-01-13 10-01-13 10-01-13	\$115 \$345 \$1,380	\$115 \$345 \$1,380
Armory Lot Parking permit for parking in a non-designated parking space in the municipal lot located at Eighth and Ash Streets - Monthly - Quarterly - Yearly	14-393(b)	01-01-16 01-01-16 01-01-16	\$70 \$205 \$770	\$70 \$205 \$770
9th & Ash Lot Parking permit for parking in designated parking spaces in Municipal Lot No. 7, located north of Ash Street between Eighth and Ninth Streets - Monthly - Quarterly - Yearly	14-393(c)	01-01-16 01-01-16 01-01-16	\$70 \$205 \$770	\$70 \$205 \$770
Wabash Parking permit for parking in all parking spaces in the municipal lot located east of Tenth Street and north of the alley north of Walnut Street - Monthly - Quarterly - Yearly	14-393(d)	01-01-16 01-01-16 01-01-16	\$70 \$205 \$770	\$70 \$205 \$770
5th & Cherry Lot Parking permit for all parking spaces in the municipal lot located at the southeast corner of the intersections of Fifth Street and Cherry Street - Monthly - Quarterly - Yearly	14-393(e)	01-01-16 01-01-16 01-01-16	\$70 \$205 \$770	\$70 \$205 \$770
Plaza Uncovered and Covered Parking permit for parking in non-designated unmetered parking spaces in the municipal parking plaza located south of Walnut Street between Seventh and Eighth Streets Top Tier: (Uncovered) - Monthly - Quarterly - Yearly	14-393(f)(1)	01-01-16 01-01-16 01-01-16	\$75 \$220 \$825	\$75 \$220 \$825

Parking Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Plaza Uncovered and Covered - continued				
Fourth floor, third floor the NE and SW Sections, and the north 1/2 of the bottom tier: (Covered)	14-393(f)(2)			
- Monthly		10-01-13	\$75	\$75
- Quarterly		10-01-13	\$220	\$220
- Yearly		10-01-13	\$825	\$825
Plaza Reserved				
Designated parking space in the municipal parking plaza located south of Walnut Street between Seventh and Eighth Streets (Reserved)	14-393(f)			
- Monthly		10-01-13	\$115	\$115
- Quarterly		10-01-13	\$345	\$345
- Yearly		10-01-13	\$1,380	\$1,380
The yearly permit rate will be discounted by five (5) percent when purchased in groups of five (5) or more by any one (1) individual, business or agency.				
Providence & Broadway Lot (not currently used)				
Parking permit for parking in all parking spaces in the west row of the municipal lot located at the southeast corner of Broadway and Providence Road	14-393(g)			
- Monthly		01-01-16	\$70	\$70
- Quarterly		01-01-16	\$205	\$205
- Yearly		01-01-16	\$770	\$770
10th & Cherry Covered and Uncovered				
Parking permit for parking in a non-designated parking space in the areas designated for permit parking in the municipal parking structure located at the southeast corner of Tenth and Cherry Streets				
First, second and third floors: (Covered)	14-393(h)(1)			
- Monthly		10-01-13	\$75	\$75
- Quarterly		10-01-13	\$220	\$220
- Yearly		10-01-13	\$825	\$825
Top tier (Uncovered):	14-393(h)(2)			
- Monthly		01-01-16	\$75	\$75
- Quarterly		01-01-16	\$220	\$220
- Yearly		01-01-16	\$825	\$825
10th & Cherry Reserved				
Designated parking space in the municipal parking structure located at the southeast corner of Tenth and Cherry Streets (Reserved)	14-393(h)			
- Monthly		10-01-13	\$115	\$115
- Quarterly		10-01-13	\$345	\$345
- Yearly		10-01-13	\$1,380	\$1,380

Parking Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
6th & Cherry covered and Uncovered				
Parking permit for parking in a non-designated parking space in the areas designated for permit parking in the municipal parking structure located at the southwest corner of Sixth and Cherry Streets	14-393(i)(1)			
First, second and third floors: (Covered)				
- Monthly		10-01-13	\$75	\$75
- Quarterly		10-01-13	\$220	\$220
- Yearly		10-01-13	\$825	\$825
Top tier (Uncovered):	14-393(i)(2)			
- Monthly		01-01-16	\$75	\$75
- Quarterly		01-01-16	\$220	\$220
- Yearly		01-01-16	\$825	\$825
6th & Cherry Reserved				
Designated parking space in the municipal parking structure located at the southeast corner of Tenth and Cherry Streets (Reserved)	14-393(i)			
- Monthly		10-01-13	\$115	\$115
- Quarterly		10-01-13	\$345	\$345
- Yearly		10-01-13	\$1,380	\$1,380
5th & Walnut covered & uncovered				
Parking permit for parking in a non-designated parking space in the areas designated for permit parking in the municipal parking structure located at the southeast corner of Walnut Street and Fifth Street				
All covered floors: (Covered)	14-393(j)(1)			
- Monthly		10-01-13	\$75	\$75
- Quarterly		10-01-13	\$220	\$220
- Yearly		10-01-13	\$825	\$825
5th & Walnut covered & uncovered (Continued)				
Top tier (Uncovered):	14-393(j)(2)			
- Monthly		01-01-16	\$75	\$75
- Quarterly		01-01-16	\$220	\$220
- Yearly		01-01-16	\$825	\$825
5th & Walnut Reserved				
Designated parking space in the municipal parking structure located at the southeast corner of Tenth and Cherry Streets (Reserved)	14-393(j)			
- Monthly		10-01-13	\$115	\$115
- Quarterly		10-01-13	\$345	\$345
- Yearly		10-01-13	\$1,380	\$1,380
Short Street covered and uncovered				
Parking permit for parking in a non-designated parking space in the areas designated for permit parking in the municipal parking structure located at the southeast and southwest corners of the Short Street and Walnut Street intersection				
All non-reserved permitted spaces	14-393(k)(1)			
- Monthly		09-15-14	\$75	\$75
- Quarterly		09-15-14	\$220	\$220
- Yearly		09-15-14	\$825	\$825

Parking Fees and Charges

			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Short Street Reserved				
Designated parking space in the municipal parking structure located at the southeast and southwest corners of the Short Street and Walnut Street intersection (Reserved)	14-393(k)			
- Monthly		09-15-14	\$115	\$115
- Quarterly		09-15-14	\$345	\$345
- Yearly		09-15-14	\$1,380	\$1,380
Parking Meter Rates				
<i>Five (5) minutes for each five cents (\$0.05):</i>	14-413(a)(1)			
One-hour parking meter zone	14-413(a)(1)(a)	09-15-13	\$0.60	\$0.60
Two-hour parking meter zone	14-413(a)(1)(b)	09-15-13	\$1.20	\$1.20
Four-hour parking meter zone	14-413(a)(1)(c)	09-15-13	\$2.40	\$2.40
Five-hour parking meter zone	14-413(a)(1)(d)	09-15-13	\$3.00	\$3.00
<i>Five (5) minutes for each five cents (\$0.05):</i>				
Ten-hour parking meter zone	14-413(a)(2)	09-16-13	\$6.00	\$6.00
<i>Five (5) minutes for each five cents (\$0.05):</i>				
Twenty-four minute parking meter zone	14-413(a)(3)	09-16-13	\$0.24	\$0.24
Except that the parking meter rate for all City of Columbia parking meters located in the campus area shall be one dollar (\$1.00) per hour for all periods of time between the hours of 9:00 a.m. and 7:00 p.m. except on Sundays and holidays.	14-413(a)(4)	10-01-13	\$1.00/hour	\$1.00/hour
Special Hoods				
Contractors and service agencies, who exhibit a need to park vehicles at specific meter locations in order to perform their work	14-424(a)(1)	01-01-16	\$10/day	\$10/day
Private utilities companies, for the parking of service vehicles identifiable as such by color or signs	14-424(a)(2)	01-01-16	\$10/day	\$10/day
Churches and any business that establishes a business-related need for the issuance of such hoods	14-424(a)(3)	01-01-16	\$10/day	\$10/day
Handicapped persons, who establish an employment need for the issuance of such hood and who either are nonambulatory or who present a physician's certificate of need with respect to their handicap	14-424(a)(4)	05-07-12	\$2.50/day or	\$2.50/day or

Parking Fees and Charges

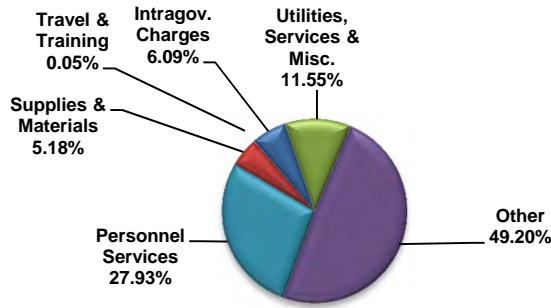
			FY 2016	FY 2017
	Chapter/ Section	Date Last Changed	Fee	Fee
Annual or Monthly Parking hoods				
The city manager shall have the authority to issue annual and or monthly parking hoods to service agencies, private utility companies, theater operators and funeral home operators who establish a reasonably definite basis of estimating their annual use of such hoods				
- Minimum fee for issuance of annual hoods	14-424(c)	05-07-12	\$0.60/est hour of usage	\$0.60/est hour of usage
- Monthly fee	14-424(c)	01-01-16	\$200	\$200
- Annual hood fee	14-424(c)	01-01-16	\$2,000	\$2,000
Volunteer Police Works parking hoods				
The city manager shall have the authority to issue parking hoods to the chief of police for the use of volunteer police workers while working in the police building and for use by the municipal court bailiff for duties relating to transporting inmates to and from municipal court.				
	14-424(d)	05-07-12	\$0.60/est hour of hood usage	\$0.60/est hour of hood usage
Curb Loading Zones				
Application fee	14-352	09-15-14	\$950/ parking space/ yr	\$950/ parking space/ yr

Railroad Utility Fund

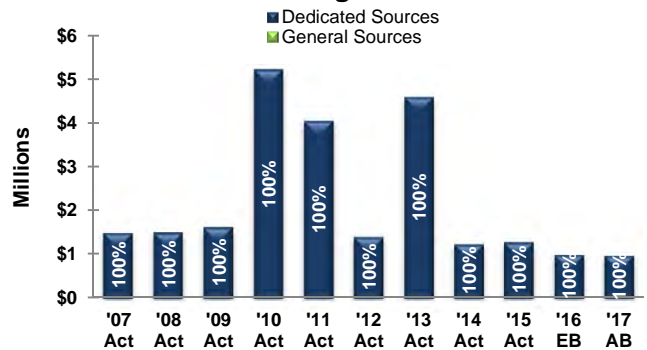
(Enterprise Fund)

Railroad Utility Fund

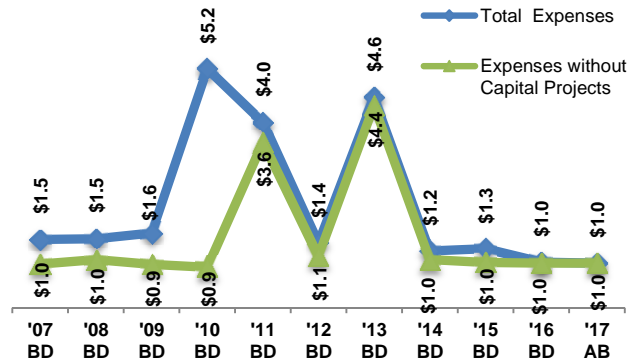
FY 2017 Total Expenditures By Category



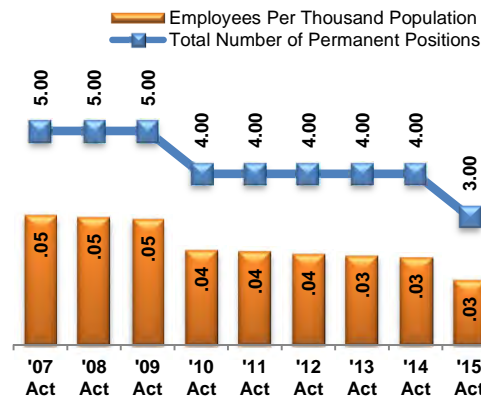
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$250,141	\$267,600	\$247,133	\$271,846	10.0%	1.6%
Supplies & Materials	\$51,356	\$72,130	\$49,396	\$50,380	2.0%	(30.2%)
Travel & Training	\$70	\$3,100	\$872	\$500	(42.7%)	(83.9%)
Intragov. Charges	\$90,575	\$85,888	\$85,888	\$59,268	(31.0%)	(31.0%)
Utilities, Services & Misc.	\$117,137	\$140,040	\$102,985	\$112,450	9.2%	(19.7%)
Capital	\$279,802	\$25,957	\$25,957	\$0	(100.0%)	(100.0%)
Other	\$493,564	\$489,616	\$481,636	\$478,916	(0.6%)	(2.2%)
Total	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)
Operating Expenses	\$490,039	\$569,715	\$487,231	\$494,444	1.5%	(13.2%)
Non-Operating Expenses	\$470,372	\$469,042	\$461,062	\$461,062	0.0%	(1.7%)
Debt Service	\$23,192	\$20,574	\$20,574	\$17,854	(13.2%)	(13.2%)
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$299,042	\$25,000	\$25,000	\$0	(100.0%)	(100.0%)
Total Expenses	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$1,172,151	\$0	\$0	\$0		
Interest Revenue	\$22,239	\$15,706	\$8,604	\$8,604	0.0%	(45.2%)
Fees and Service Charges	\$431,885	\$343,615	\$288,800	\$270,000	(6.5%)	(21.4%)
Other Local Revenues	\$975	\$0	\$1,230	\$0	(100.0%)	
Transfers	\$150,000	\$150,000	\$150,000	\$307,223	104.8%	104.8%
Use of Prior Year Sources	\$0	\$575,010	\$545,233	\$387,533	(28.9%)	(32.6%)
Less: Current Year Surplus	(\$494,605)	\$0	\$0	\$0		
Dedicated Sources	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)

Railroad Fund - Summary

Fund 503x

Description

This fund is responsible for the operation and maintenance of the short line Columbia Terminal Railroad (COLT).

Railroad is a department liasion for the Railroad Advisory Baord.

Department Objectives

To provide the customers of the Columbia Terminal Railroad with safe, reliable, and efficient rail service.

Highlights/Significant Changes

- The elimination of coal shipments has significantly impacted total rail traffic.
- A Railroad Business Plan is being developed to determine the long-term viability of the Railroad.
- No FY 2017 funding of capital projects is included to insure positive cash flow.
- Beginning in FY 2017, the Railroad will receive a transfer from the utilities.

Authorized Personnel

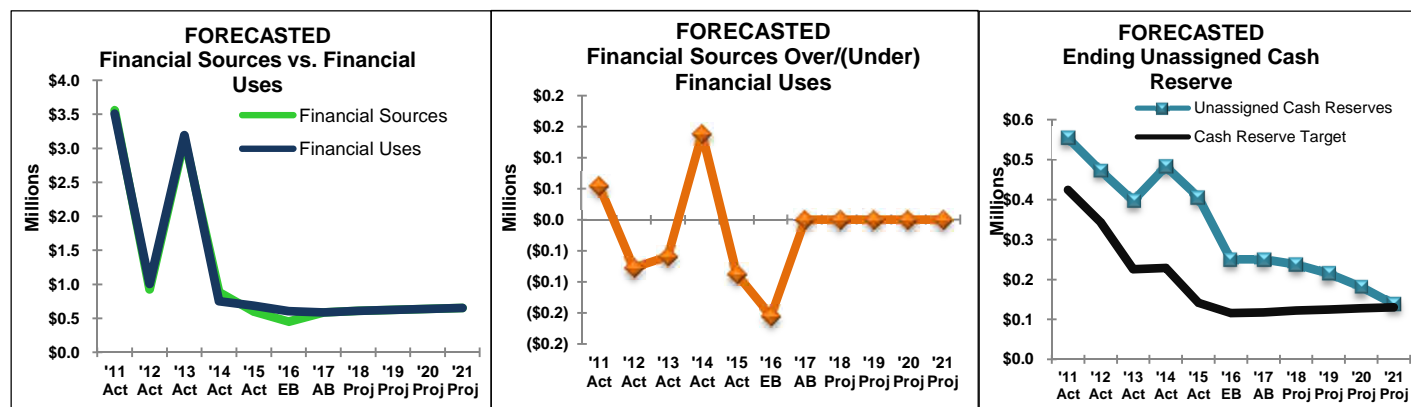
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Railroad Fund Operations	3.00	3.00	3.00	3.00	
Total Personnel	3.00	3.00	3.00	3.00	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	3.00	

Railroad Fund - Summary

Fund 503x

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Interest (w/o FY GASB 31 Adjustment)	\$8,604	\$8,604	\$8,604	\$8,604	\$8,604
Fees and Service Charges					
Switching Fees	\$244,000	\$246,440	\$248,904	\$251,393	\$253,907
User Charges	\$26,000	\$26,520	\$27,050	\$27,591	\$28,143
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Other Funding Sources/Transfers	\$307,223	\$330,121	\$340,135	\$350,439	\$361,039
Total Financial Sources: Less	\$585,827	\$611,685	\$624,693	\$638,027	\$651,693
Appropriate Fund Balance					
Financial Uses					
Operating Expenses	\$494,444	\$520,303	\$533,311	\$546,644	\$560,310
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0
Interest Exp. and Non-Oper. Cash Pm	\$17,854	\$15,028	\$12,092	\$9,042	\$5,872
Principal Payments	\$73,529	\$76,354	\$79,290	\$82,341	\$85,511
Capital Additions	\$0	\$0	\$0	\$0	\$0
Enterprise Rev. used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$585,827	\$611,685	\$624,693	\$638,027	\$651,693
Financial Sources Over/(Under) Uses					
	\$0	\$0	\$0	\$0	\$0
Beginning Unassigned Cash Reserve	\$250,787	\$237,618	\$214,720	\$181,808	\$138,592
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Ending Unassigned Cash Reserve	\$250,787	\$237,618	\$214,720	\$181,808	\$138,592
Total Expenditures Uses					
	\$585,827	\$611,685	\$624,693	\$638,027	\$651,693
Less: Ent Rev used for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$585,827	\$611,685	\$624,693	\$638,027	\$651,693
20% Guideline for Operational Expenses					
	\$117,165	\$122,337	\$124,939	\$127,605	\$130,339
Add: Ent Rev for next year CIP	\$0	\$0	\$0	\$0	\$0
Cash Reserve Target	\$117,165	\$122,337	\$124,939	\$127,605	\$130,339
Cash Above/(Below) Cash Reserve Target					
	\$133,622	\$115,281	\$89,781	\$54,203	\$8,253



Railroad Fund - Summary

Budget Detail by Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 14/13EB	% Change 14/13B
Operations:						
Personnel Services	\$239,845	\$267,600	\$247,133	\$271,846	10.0%	1.6%
Supplies and Materials	\$51,346	\$72,130	\$49,396	\$50,380	2.0%	(30.2%)
Travel and Training	\$70	\$3,100	\$872	\$500	(42.7%)	(83.9%)
Intragovernmental Charges	\$90,575	\$85,888	\$85,888	\$59,268	(31.0%)	(31.0%)
Utilities, Services, & Misc.	\$108,203	\$140,997	\$103,942	\$112,450	8.2%	(20.2%)
Capital	\$0	\$0	\$0	\$0		
Other	\$493,564	\$489,616	\$481,636	\$478,916	(0.6%)	(2.2%)
Total	\$983,603	\$1,059,331	\$968,867	\$973,360	0.5%	(8.1%)

Capital Projects:

Personnel Services	\$10,296	\$0	\$0	\$0		
Supplies and Materials	\$10	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$8,934	(\$957)	(\$957)	\$0	(100.0%)	(100.0%)
Capital	\$279,802	\$25,957	\$25,957	\$0	(100.0%)	(100.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$299,042	\$25,000	\$25,000	\$0	(100.0%)	(100.0%)

Department Totals

Personnel Services	\$250,141	\$267,600	\$247,133	\$271,846	10.0%	1.6%
Supplies and Materials	\$51,356	\$72,130	\$49,396	\$50,380	2.0%	(30.2%)
Travel and Training	\$70	\$3,100	\$872	\$500	(42.7%)	(83.9%)
Intragovernmental Charges	\$90,575	\$85,888	\$85,888	\$59,268	(31.0%)	(31.0%)
Utilities, Services, & Misc.	\$117,137	\$140,040	\$102,985	\$112,450	9.2%	(19.7%)
Capital	\$279,802	\$25,957	\$25,957	\$0	(100.0%)	(100.0%)
Other	\$493,564	\$489,616	\$481,636	\$478,916	(0.6%)	(2.2%)
Total	\$1,282,645	\$1,084,331	\$993,867	\$973,360	(2.1%)	(10.2%)

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
2626 - Railroad Operator	1.00	1.00	1.00	1.00	
2620 - Railroad Operations Manager	1.00	1.00	1.00	1.00	
2410 - Railroad Maint. Specialist	1.00	1.00	1.00	1.00	
Total Personnel	3.00	3.00	3.00	3.00	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	3.00	

Railroad Fund - Capital Projects

Fund 503x

Major Projects

- Some prior year funding is available for basic capital maintenance.

Fiscal Impact

- None

Railroad

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Railroad							
1 Annual Capital Maintenance - R0045 [ID: 626]							
Ent Rev	\$25,000						
Total	\$25,000						
2 Annual Rail Replacement Program - R0014 [ID: 627]							
Total							
3 Annual Surfacing Program - R0013 [ID: 629]							
Total							
4 Annual Tie Program - R0012 [ID: 630]							
Total							

Railroad Funding Source Summary

Ent Rev	\$25,000		
New Funding	\$25,000		\$0
Total	\$25,000		\$0

Railroad Current Capital Projects

1	Access Control & Video Monitoring System [ID: 2006]	2016	2016
2	Orear Crossing Improvement [ID: 2005]		

Railroad Impact of Capital Projects

Annual Capital Maintenance - R0045 [ID: 626]	
Routine repairs required to keep railroad in service.	
Annual Rail Replacement Program - R0014 [ID: 627]	
Routine replacement of rail, some approaching 100 years old, is required to maintain safety of railroad operations.	
Annual Surfacing Program - R0013 [ID: 629]	
Track surface, or smoothness, must be maintained within prescribed limits to maintain railroad service.	
Annual Tie Program - R0012 [ID: 630]	
Routine tie replacement required to keep railroad operating at acceptable level of service.	

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Railroad Fund

Debt Service Information

9/01/07 Railroad Loan #1 (Interest rates: 3.61%)

Original Issue - \$914,511

Balance As of 9/30/2016 - \$425,856

Final Payment - 9/30/2022

1/01/09 Railroad Loan #2 (Interest rates: 5.00%)

Original Issue - \$130,000

Balance As of 9/30/2016 - \$74,892

Final Payment - 12/1/2023

Loan Between Funds (Railroad & Electric)

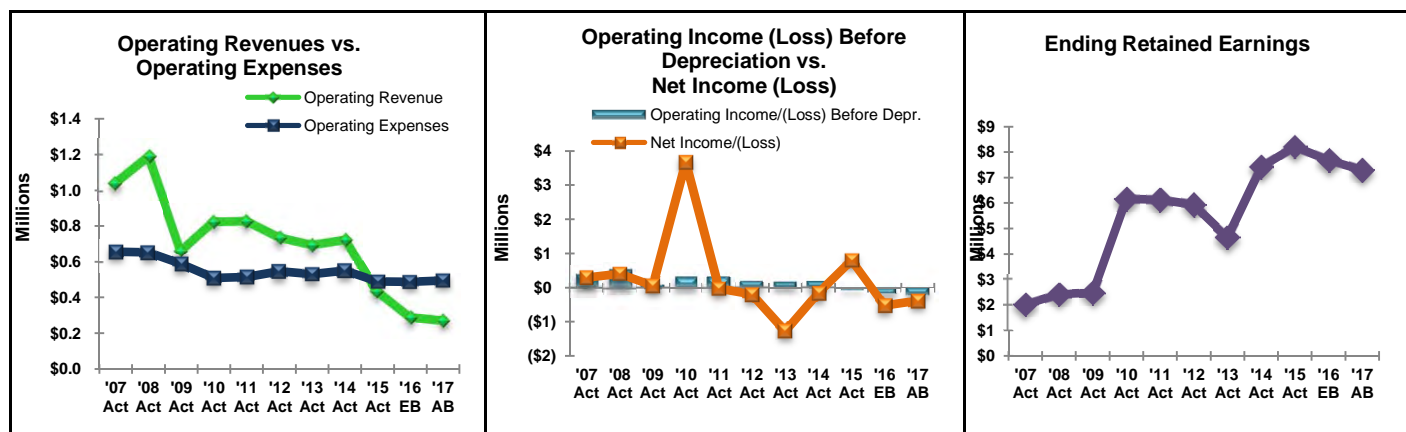
Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$73,529	\$17,854	\$91,383
2018	\$76,354	\$15,028	\$91,382
2019	\$79,290	\$12,092	\$91,382
2020	\$82,341	\$9,042	\$91,383
2021	\$85,511	\$5,872	\$91,383
2022	\$88,805	\$2,578	\$91,383
2023	\$11,860	\$477	\$12,337
2024	\$3,059	\$26	\$3,085
	\$500,749	\$62,969	\$563,718

Net Income Statement Railroad Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Switching Fees	\$345,652	\$325,000	\$250,000	\$244,000
User Charges	\$86,233	\$18,615	\$38,800	\$26,000
Total Operating Revenues	\$431,885	\$343,615	\$288,800	\$270,000
Operating Expenses:				
Personnel Services	\$239,845	\$267,600	\$247,133	\$271,846
Supplies & Materials	\$51,346	\$72,130	\$49,396	\$50,380
Travel & Training	\$70	\$3,100	\$872	\$500
Intragovernmental Charges	\$90,575	\$85,888	\$85,888	\$59,268
Utilities, Services & Other Misc.	\$108,203	\$140,997	\$103,942	\$112,450
Total Operating Expenses	\$490,039	\$569,715	\$487,231	\$494,444
Operating Income (Loss) Before Depreciation	(\$58,154)	(\$226,100)	(\$198,431)	(\$224,444)
Depreciation	(\$470,372)	(\$469,042)	(\$461,062)	(\$461,062)
Operating Income	(\$528,526)	(\$695,142)	(\$659,493)	(\$685,506)
Non-Operating Revenues:				
Investment Revenue	\$22,239	\$15,706	\$8,604	\$8,604
Misc. Non-Operating Revenue	\$975	\$0	\$1,230	\$0
Total Non-Operating Revenues	\$23,214	\$15,706	\$9,834	\$8,604
Non-Operating Expenses:				
Interest Expense	\$23,192	\$20,574	\$20,574	\$17,854
Loss on Disposal of Fixed Assets	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$23,192	\$20,574	\$20,574	\$17,854
Operating Transfers:				
Operating Transfers From Other Funds	\$150,000	\$150,000	\$150,000	\$307,223
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0
	\$150,000	\$150,000	\$150,000	\$307,223
Net Income (Loss) Before Capital Contributions	(\$378,504)	(\$550,010)	(\$520,233)	(\$387,533)
Capital Contribution	\$1,172,151	\$0	\$0	\$0
Net Income/(Loss) Transferred to Retained Earnings	\$793,647	(\$550,010)	(\$520,233)	(\$387,533) ~
Beginning Retained Earnings	\$7,412,228	\$8,205,875	\$8,205,875	\$7,685,642
Ending Retained Earnings	\$8,205,875	\$7,655,865	\$7,685,642	\$7,298,109

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

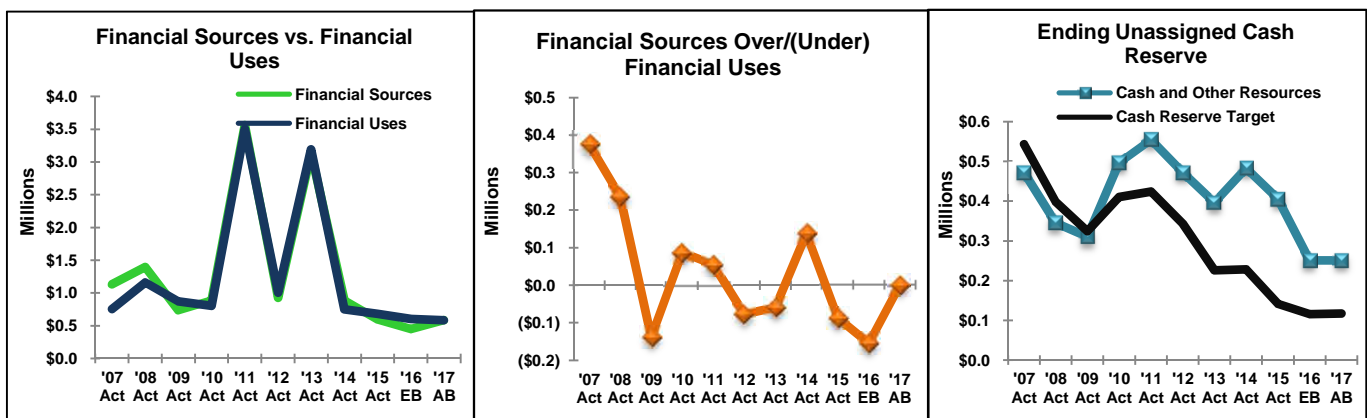
Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Railroad Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$13,816	\$15,706	\$8,604	\$8,604
Fees and Service Charges	\$431,885	\$343,615	\$288,800	\$270,000
Other Local Revenues	\$975	\$0	\$1,230	\$0
	\$446,676	\$359,321	\$298,634	\$278,604
Other Funding Sources/Transfers	\$150,000	\$150,000	\$150,000	\$307,223
Total Financial Sources: Less				
Appropriated Fund Balance	\$596,676	\$509,321	\$448,634	\$585,827
Financial Uses				
Operating Expenses	\$490,039	\$569,715	\$487,231	\$494,444
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest Expense and Non-Oper. Cash Pmts	\$23,192	\$20,574	\$20,574	\$17,854
Principal Payments	\$70,809	\$70,809	\$70,809	\$73,529
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$100,000	\$25,000	\$25,000	\$0
Total Financial Uses	\$684,040	\$686,098	\$603,614	\$585,827
Financial Sources Over/(Under) Uses	(\$87,364)	(\$176,777)	(\$154,980)	\$0
Beginning Unassigned Cash Reserve		\$405,767	\$405,767	\$250,787
Financial Sources Over/(Under) Uses		(\$176,777)	(\$154,980)	\$0
Cash and Cash Equivalents	\$243,298			
Less: GASB 31 Pooled Cash Adj	(\$3,847)			
Add: Inventory	\$158,622			
Projected Unassigned Cash Reserve	\$405,767	\$228,990	\$250,787	\$250,787
Total Expenditures Uses	\$684,040	\$686,098	\$603,614	\$585,827
Less: One-Time expenses related to Transload	\$0	\$0	\$0	\$0
Less: Ent Rev used for current year CIP	(\$100,000)	(\$25,000)	(\$25,000)	\$0
Operational Expenses	\$584,040	\$661,098	\$578,614	\$585,827
20% Guideline for Operational Expenses	\$116,808	\$132,220	\$115,723	\$117,165
Add: Ent Rev for next year CIP	\$25,000	\$0	\$0	\$0
Cash Reserve Target	\$141,808	\$132,220	\$115,723	\$117,165
Cash Above/(Below) Cash Reserve Target	\$263,959	\$96,770	\$135,064	\$133,622

* Operating Transfers to Other Funds do not include transfers that impact fund equity and not cash.

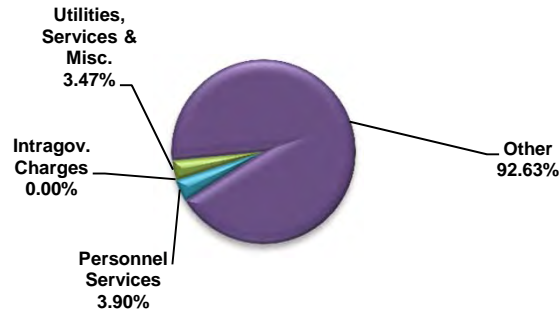


Transload Facility

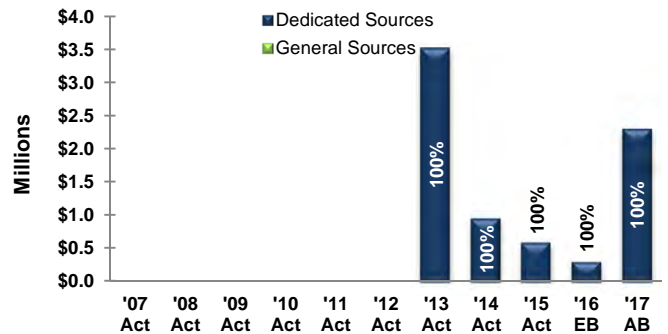
(Enterprise Fund)

Transload Facility

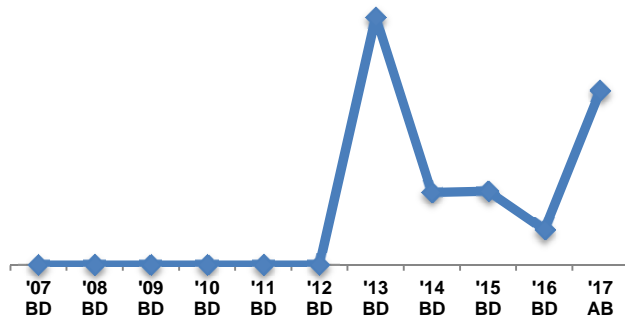
FY 2017 Total Expenditures By Category



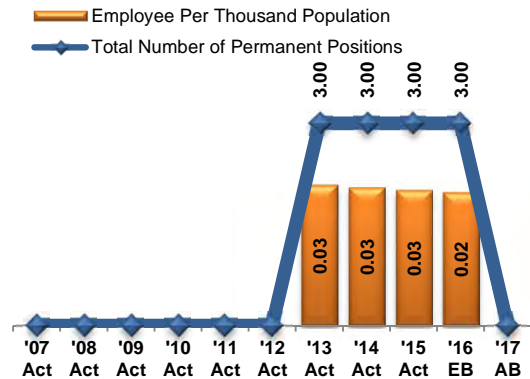
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$179,790	\$185,923	\$81,681	\$90,000	10.2%	(51.6%)
Supplies & Materials	\$10,216	\$13,921	\$4,651	\$0	(100.0%)	(100.0%)
Travel & Training	\$0	\$1,100	\$440	\$0	(100.0%)	(100.0%)
Intragov. Charges	\$29,946	\$44,117	\$44,117	\$0	(100.0%)	(100.0%)
Utilities, Services & Misc.	\$268,385	\$133,149	\$88,508	\$80,000	(9.6%)	(39.9%)
Capital	\$7,000	\$0	\$0	\$0		
Other	\$98,920	\$85,269	\$84,985	\$2,136,569	2414.1%	2405.7%
Total	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%
Operating Expenses	\$488,337	\$378,210	\$219,397	\$170,000	(22.5%)	(55.1%)
Non-Operating Expenses	\$87,888	\$74,237	\$73,953	\$2,136,569	2789.1%	2778.0%
Debt Service	\$11,032	\$11,032	\$11,032	\$0	(100.0%)	(100.0%)
Capital Additions	\$7,000	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$0	\$0	\$0	\$0		
Interest Revenue	\$3,010	\$2,192	\$1,226	\$1,226	0.0%	(44.1%)
Fees and Service Charges	\$328,724	\$90,000	\$134,800	\$168,774	25.2%	87.5%
Other Local Revenues	\$14,205	\$0	\$0	\$0		
Transfers	\$125,000	\$208,650	\$208,650	\$2,206,390	957.5%	957.5%
Use of Prior Year Sources	\$123,318	\$162,637	\$0	\$0		(100.0%)
Less: Current Year Surplus	\$0	\$0	(\$40,294)	(\$69,821)	73.3%	
Dedicated Sources	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$594,257	\$463,479	\$304,382	\$2,306,569	657.8%	397.7%

Transload Facility - Summary

Fund 5040

Description

This fund is responsible for the operation and maintenance of the Transload Facility

Department Objectives

To provide the customers of the Transload Facility with safe, reliable, and efficient service.

Highlights/Significant Changes

- The Transload Facility was established as a separate fund in the FY 2013 budget.
- The FY 2017 Budget returns the building and staff to the electric utility and establishes the facility as part of the storeroom operations for the electric and water utilities. The Transload fund will continue to operate the rail car off-load function as a separate entity. The Transload fund will rent floor space from the electric utility and personnel will charge time to the Transload fund when performing those functions
- A Transload Business Plan is being developed that will outline the long-term viability of the Transload fund

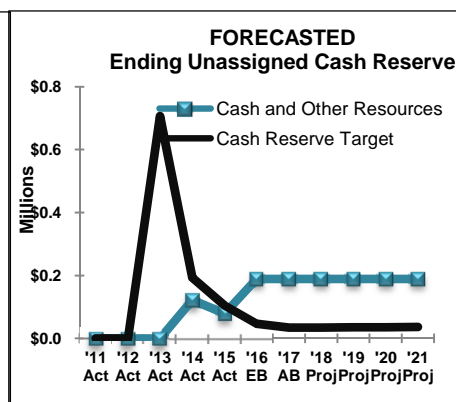
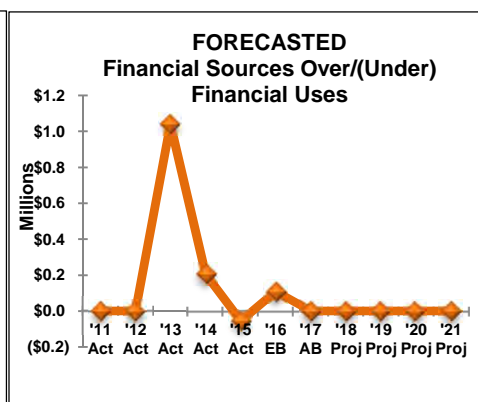
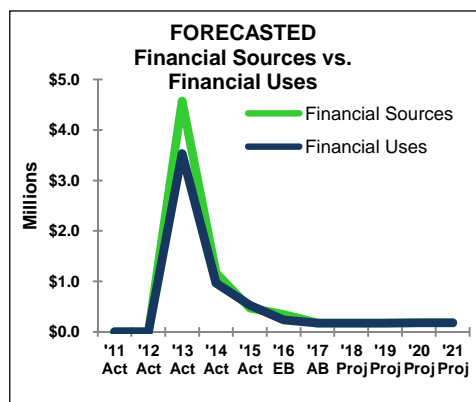
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
2616 - Transload Operations Suprv. +	1.00	1.00	1.00	0.00	(1.00)
2298 - Equipment Operator III +	1.00	1.00	1.00	0.00	(1.00)
1006 - Senior Admin Support Asst +	1.00	1.00	1.00	0.00	(1.00)
Total Personnel	3.00	3.00	3.00	0.00	(3.00)
Permanent Full-Time	3.00	3.00	3.00	0.00	(3.00)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	3.00	3.00	3.00	0.00	(3.00)

+ In FY 2017, the Transload positions are being transferred to Electric and will charge time to this budget when there is activity.

Forecasted Sources and Uses (For Information Purposes Only)

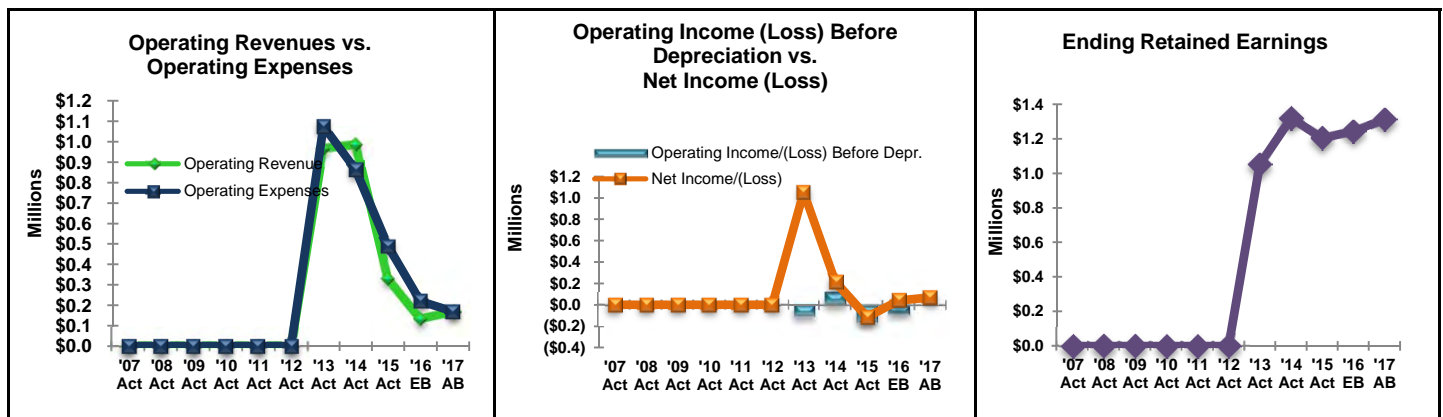
	Proposed FY 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
Financial Sources					
Interest (w/o FY GASB 31 Adjustment)	\$1,226	\$1,226	\$1,226	\$1,226	\$1,226
Fees and Service Charges					
Handling Fees	\$83,774	\$84,612	\$85,458	\$86,313	\$87,176
Warehousing	\$85,000	\$86,700	\$88,434	\$90,203	\$92,007
Services	\$0	\$0	\$0	\$0	\$0
Other Local Revenues	\$0	\$0	\$0	\$0	\$0
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less	\$170,000	\$172,538	\$175,118	\$177,742	\$180,409
Appropriate Fund Balance					
Financial Uses					
Operating Expenses	\$170,000	\$172,538	\$175,118	\$177,742	\$180,409
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0
Interest Exp. and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$0	\$0	\$0	\$0
Enterprise Rev. used for Capital Projects	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$170,000	\$172,538	\$175,118	\$177,742	\$180,409
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Beginning Unassigned Cash Reserve	\$188,926	\$188,926	\$188,926	\$188,926	\$188,926
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Ending Unassigned Cash Reserve	\$188,926	\$188,926	\$188,926	\$188,926	\$188,926
Total Expenditures Uses					
Total Expenditures Uses	\$170,000	\$172,538	\$175,118	\$177,742	\$180,409
Less: Ent Rev used for current year CIP	\$0	\$0	\$0	\$0	\$0
Operational Expenses	\$170,000	\$172,538	\$175,118	\$177,742	\$180,409
20% Guideline for Operational Expenses	\$34,000	\$34,508	\$35,024	\$35,548	\$36,082
Add: Ent Rev for next year CIP	\$0	\$0	\$0	\$0	\$0
Cash Reserve Target	\$34,000	\$34,508	\$35,024	\$35,548	\$36,082
Cash Above/(Below) Cash Reserve Target	\$154,926	\$154,418	\$153,902	\$153,378	\$152,844



Net Income Statement Transload Facility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Handling Fees	\$94,222	\$46,000	\$49,800	\$83,774
Warehousing	\$70,702	\$34,000	\$85,000	\$85,000
Services	\$163,800	\$10,000	\$0	\$0
Total Operating Revenues	\$328,724	\$90,000	\$134,800	\$168,774
Operating Expenses:				
Personnel Services	\$179,790	\$185,923	\$81,681	\$90,000
Supplies & Materials	\$10,216	\$13,921	\$4,651	\$0
Travel & Training	\$0	\$1,100	\$440	\$0
Intragovernmental Charges	\$29,946	\$44,117	\$44,117	\$0
Utilities, Services & Other Misc.	\$268,385	\$133,149	\$88,508	\$80,000
Total Operating Expenses	\$488,337	\$378,210	\$219,397	\$170,000
Operating Income (Loss) Before Depreciation	(\$159,613)	(\$288,210)	(\$84,597)	(\$1,226)
Depreciation	(\$69,689)	(\$69,760)	(\$69,476)	\$0
Operating Income	(\$229,302)	(\$357,970)	(\$154,073)	(\$1,226)
Non-Operating Revenues:				
Investment Revenue	\$3,010	\$2,192	\$1,226	\$1,226
Misc. Non-Operating Revenue	\$14,205	\$0	\$0	\$0
Total Non-Operating Revenues	\$17,215	\$2,192	\$1,226	\$1,226
Non-Operating Expenses:				
Interest Expense	\$11,032	\$11,032	\$11,032	\$0
Miscellaneous Expense	\$13,692	\$0	\$0	\$0
Total Non-Operating Expenses	\$24,724	\$11,032	\$11,032	\$0
Operating Transfers:				
Operating Transfers From Other Funds	\$125,000	\$208,650	\$208,650	\$2,206,390
Operating Transfers To Other Funds	(\$4,507)	(\$4,477)	(\$4,477)	(\$2,136,569)
	\$120,493	\$204,173	\$204,173	\$69,821
Net Income (Loss) Before Capital Contributions	(\$116,318)	(\$162,637)	\$40,294	\$69,821
Capital Contribution	\$0	\$0	\$0	\$0
Net Income/(Loss) Transferred To Retained Earning	(\$116,318)	(\$162,637)	\$40,294	\$69,821
Beginning Retained Earnings	\$1,320,023	\$1,203,705	\$1,203,705	\$1,243,999
Ending Retained Earnings	\$1,203,705	\$1,041,068	\$1,243,999	\$1,313,820

Note: Net Income Statement does not include capital addition or capital project expenses.

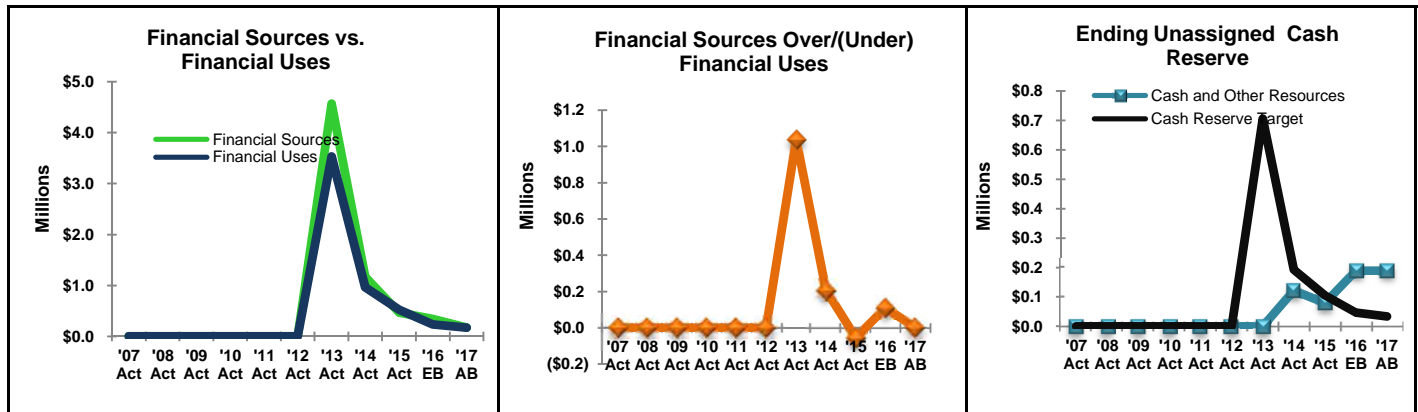


Funding Sources and Uses Transload Facility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest (w/o GASB 31 Adjustment)	\$1,943	\$2,192	\$1,226	\$1,226
Fees and Service Charges	\$328,724	\$90,000	\$134,800	\$168,774
Other Local Revenues	\$14,205	\$0	\$0	\$0
	\$344,872	\$92,192	\$136,026	\$170,000
Other Funding Sources/Transfers	\$125,000	\$208,650	\$208,650	\$0 +
Total Financial Sources: Less				
Appropriated Fund Balance	\$469,872	\$300,842	\$344,676	\$170,000
Financial Uses				
Operating Expenses	\$488,337	\$378,210	\$219,397	\$170,000
Operating Transfers to Other Funds *	\$4,507	\$4,477	\$4,477	\$0
Interest Expense and Non-Oper. Cash Pmts	\$24,724	\$11,032	\$11,032	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$7,000	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects	\$0	\$0	\$0	\$0
Total Financial Uses	\$524,568	\$393,719	\$234,906	\$170,000
Financial Sources Over/(Under) Uses	(\$54,696)	(\$92,877)	\$109,770	\$0
Beginning Unassigned Cash Reserve		\$79,156	\$79,156	\$188,926
Financial Sources Over/(Under) Uses		(\$92,877)	\$109,770	\$0
Cash and cash equivalents	\$79,366			
Less: GASB 31 Pooled Cash Adj	\$210			
Add: Inventory				
Projected Unassigned Cash Reserve	\$79,156	(\$13,721)	\$188,926	\$188,926
Total Expenditures Uses	\$524,568	\$393,719	\$234,906	\$170,000
Less: Ent Rev used for current year CIP	\$0	\$0	\$0	\$0
Operational Expenses	\$524,568	\$393,719	\$234,906	\$170,000
20% Guideline	\$104,914	\$78,744	\$46,981	\$34,000
Next Year Capital Projects Ent Revenue	\$0	\$0	\$0	\$0
Cash Reserve Target	\$104,914	\$78,744	\$46,981	\$34,000
Cash Above/(Below) Cash Reserve Target	(\$25,758)	(\$92,465)	\$141,945	\$154,926

* Operating Transfers to Other Funds do not include transfers that impact fund equity and not cash.

+ Transfers in FY 2017 are to transfer Transload building to Electric. As this is a non-cash item, it will not be reflected in the Funding Sources and Uses Statement





Utility Departments



Description

The City of Columbia owns and operates the Water, Electric, Sewer, Solid Waste, and Storm Water utilities. Each of these departments are classified as Enterprise Fund operations which means that they are to be self-supporting activities which render services to the general public on a user-charged basis. The revenues received are dedicated to the department they are generated in. The revenues cannot be used to fund General Fund operations.

The customer service function of these utility departments is performed by the Utility Customer Services Fund, which is classified as an Internal Service Fund. Internal Service funds provide goods and services to other departments on a cost reimbursement basis. These services include the setting up of utility accounts, transfers, closing accounts, payment agreements, coordination of disconnection for non-payment, and generation and mailing of monthly bills. For these services, each of the utility departments pay a portion of the cost of the Utility Customer Services budget. For detailed information on the expenses of the Utility Customer Services Fund, refer to the Supporting Activities Section, located on page 424.

Each of these utility departments pay an intragovernmental charge to the General Fund called General and Administrative Charges. This fee is used to recover the cost of functions which have been centralized with the City such as Finance, City Council, City Manager, City Clerk, Human Resources, Law, and Public Works Administration for (Sewer, Storm Water, and Solid Waste). The Treasury Management division of the Finance Department is responsible for collecting the money from the utility customers.

The Water and Electric utilities also pay an amount to the General Fund as a Payment In Lieu of Taxes. This payment, with a legal authorization of City Charter Chapter 99, Article XII, Section 102 states that the Water and Electric utilities will pay an amount substantially equivalent to the sum which would be paid in taxes if the utilities were owned privately. The tax is equal to 7% of gross receipts and the property tax equivalent is equal to 33.33% of net fixed assets multiplied by the total City rate.

Water and Electric Fund

Water and Electric Utility Fund accounts for the billing and collection of charges for water and electric service for most city residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

Sanitary Sewer Utility Fund

Sanitary Sewer Utility Fund accounts 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.

Solid Waste Utility Fund

Solid Waste Utility Fund accounts for the revenues and expenditures of solid waste collection and operations at the landfill and the material recovery facility.

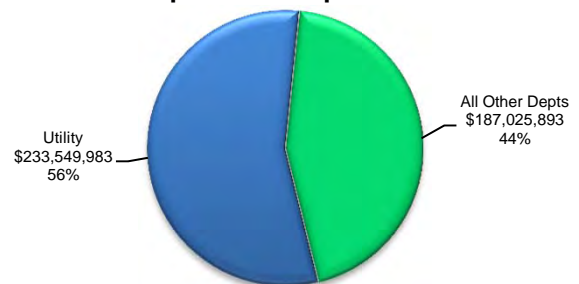
Mid Missouri Solid Waste Management District

The Mid-Missouri Solid Waste Management District (MMSWMD) provides planning, technical and financial support in the area of solid waste management for an eight-county region that includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau and Osage. Prior to FY 2016, this budget was a part of the Solid Waste budget.

Storm Water Utility Fund

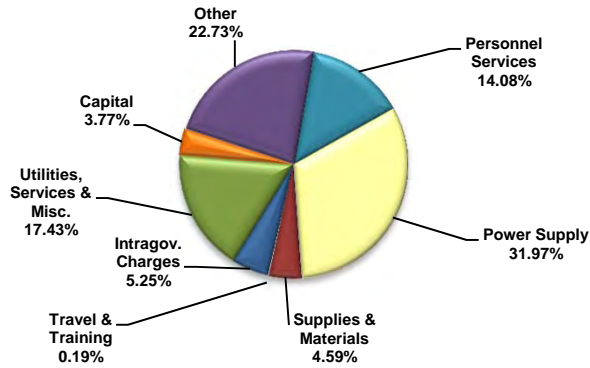
Storm Water Utility Fund accounts for storm water funding, implementation of storm water management projects, and provides maintenance to existing drainage facilities.

Total Utility Expenses vs. All Other Department Expenses

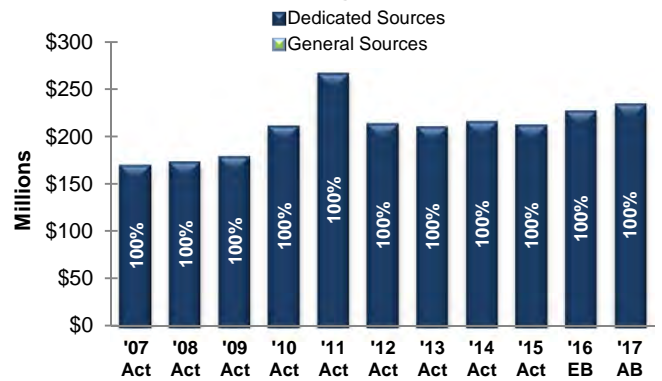


Utility Departments - Summary

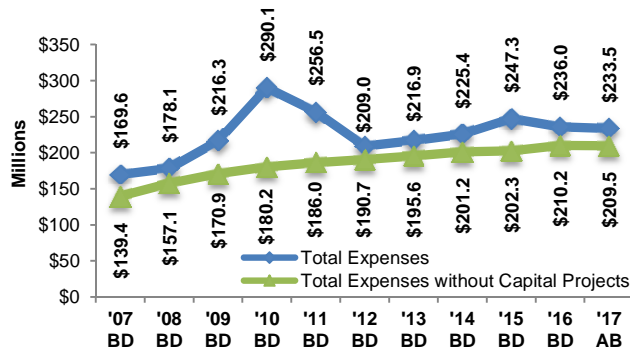
FY 2017 Total Expenses By Category



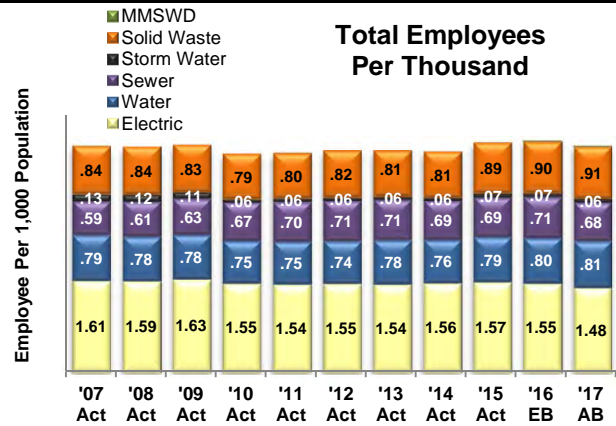
Funding Sources



Budgeted Expense History



Total Employees Per Thousand



Appropriations (Where the Money Goes)

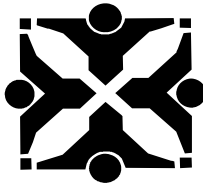
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$31,820,353	\$33,171,053	\$31,186,799	\$32,876,005	5.4%	(0.9%)
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies & Materials	\$9,297,155	\$10,673,178	\$9,845,030	\$10,720,460	8.9%	0.4%
Travel & Training	\$305,856	\$424,312	\$423,127	\$440,507	4.1%	3.8%
Intragov. Charges	\$9,363,998	\$10,649,852	\$10,649,852	\$12,259,098	15.1%	15.1%
Utilities, Services & Misc.	\$22,360,589	\$31,175,094	\$29,761,618	\$40,717,168	36.8%	30.6%
Capital	\$17,102,643	\$22,945,899	\$22,776,069	\$8,793,800	(61.4%)	(61.7%)
Other	\$50,564,894	\$50,914,895	\$51,305,300	\$53,084,945	3.5%	4.3%
Total	\$211,064,365	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)
Operating Expenses	\$133,870,951	\$153,179,594	\$143,096,503	\$150,398,974	5.1%	(1.8%)
Non-Operating Expenses	\$38,973,570	\$39,309,794	\$39,928,245	\$41,951,648	5.1%	6.7%
Debt Service	\$10,877,974	\$11,605,101	\$11,377,055	\$11,133,297	(2.1%)	(4.1%)
Capital Additions	\$4,965,314	\$6,136,042	\$5,940,995	\$6,043,800	1.7%	(1.5%)
Capital Projects	\$22,376,556	\$25,802,997	\$25,802,997	\$24,022,264	(6.9%)	(6.9%)
Total Expenses	\$211,064,365	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$2,486,161	\$470,583	\$470,583	\$474,603	0.9%	0.9%
Interest	\$4,491,843	\$3,340,463	\$3,759,397	\$3,597,390	(4.3%)	7.7%
Fees and Service Charges	\$187,783,569	\$199,003,844	\$196,473,018	\$202,987,143	3.3%	2.0%
Other Local Revenues	\$2,128,258	\$1,676,352	\$2,241,415	\$1,534,458	(31.5%)	(8.5%)
Transfers	\$542,552	\$48,271	\$68,517	\$2,183,266	3086.5%	4422.9%
Use of Prior Year Sources	\$16,645,269	\$31,494,015	\$23,132,865	\$22,773,123	(1.6%)	(27.7%)
Less: Current Year Surplus	(\$3,422,418)	\$0	\$0	\$0		
Dedicated Sources	\$210,655,234	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$210,655,234	\$236,033,528	\$226,145,795	\$233,549,983	3.3%	(1.1%)

Water & Electric Utility Fund (Enterprise Fund)

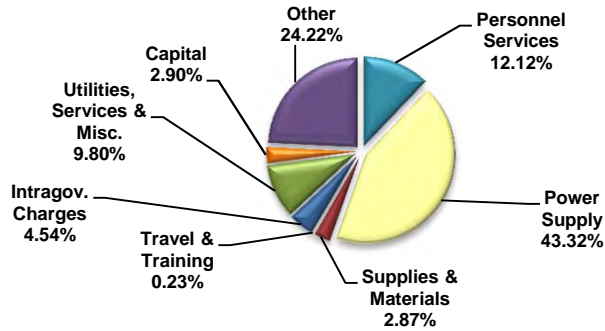
While the Water and Electric are two separate functions within the City's organization, they are legally one fund within the accounting system.



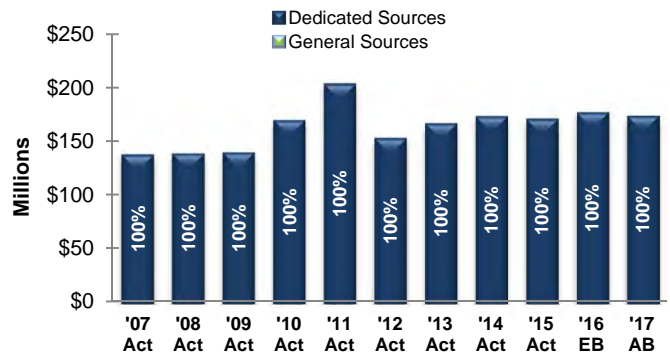
*City of Columbia
Columbia, Missouri*

Water and Electric Utility - Summary

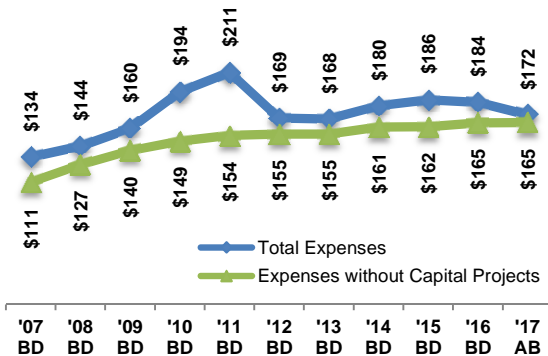
FY 2017 Total Expenses By Category



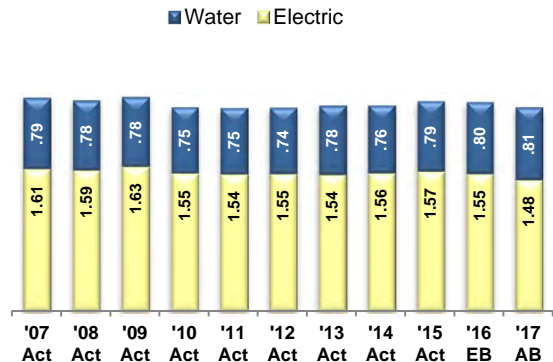
Funding Sources



Budgeted Expense History (in Millions)



Total Employees Per Thousand



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$20,887,759	\$21,177,067	\$19,757,369	\$20,888,763	5.7%	(1.4%)
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies & Materials	\$4,128,853	\$4,919,159	\$4,399,853	\$4,950,707	12.5%	0.6%
Travel & Training	\$290,399	\$385,867	\$385,314	\$403,367	4.7%	4.5%
Intragov. Charges	\$5,481,712	\$6,363,710	\$6,363,710	\$7,820,500	22.9%	22.9%
Utilities, Services & Misc.	\$14,967,103	\$16,599,022	\$15,977,050	\$16,888,376	5.7%	1.7%
Capital	\$14,796,460	\$18,929,314	\$18,864,362	\$5,000,000	(73.5%)	(73.6%)
Other	\$39,109,726	\$39,420,206	\$39,707,020	\$41,745,002	5.1%	5.9%
Total	\$169,910,889	\$183,873,590	\$175,652,678	\$172,354,715	(1.9%)	(6.3%)
Operating Expenses	\$110,335,849	\$123,685,166	\$115,242,392	\$121,309,713	5.3%	(1.9%)
Non-Operating Expenses	\$30,903,514	\$31,231,376	\$31,488,152	\$33,893,296	7.6%	8.5%
Debt Service	\$7,574,763	\$8,188,830	\$8,218,868	\$7,851,706	(4.5%)	(4.1%)
Capital Additions	\$2,675,313	\$2,119,457	\$2,054,505	\$2,250,000	9.5%	6.2%
Capital Projects	\$18,421,450	\$18,648,761	\$18,648,761	\$7,050,000	(62.2%)	(62.2%)
Total Expenses	\$169,910,889	\$183,873,590	\$175,652,678	\$172,354,715	(1.9%)	(6.3%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contribution	\$421,122	\$0	\$0	\$0		
Interest	\$2,757,064	\$2,100,000	\$2,188,644	\$2,038,644	(6.9%)	(2.9%)
Fees and Service Charges	\$148,017,154	\$157,071,420	\$154,763,323	\$159,291,470	2.9%	1.4%
Other Local Revenues	\$1,726,411	\$1,460,355	\$1,751,045	\$1,336,620	(23.7%)	(8.5%)
Transfers	\$503,552	\$0	\$0	\$2,136,569		
Use of Prior Year Sources	\$16,485,586	\$23,241,815	\$16,949,666	\$7,551,412	(55.4%)	(67.5%)
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$169,910,889	\$183,873,590	\$175,652,678	\$172,354,715	(1.9%)	(6.3%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$169,910,889	\$183,873,590	\$175,652,678	\$172,354,715	(1.9%)	(1.9%)

Water and Electric Fund - Summary

Forecasted Sources and Uses (For Information Purposes Only)

Financial Sources

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o FY GASB 31 Adjustment)	\$2,038,644	\$2,030,000	\$2,030,000	\$2,030,000	\$2,030,000
Fees and Service Charges	\$159,291,470	\$164,721,224	\$170,328,023	\$174,603,015	\$180,153,811
Other Local Revenues	\$1,336,620	\$1,275,120	\$1,275,120	\$1,275,120	\$1,275,120
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less	\$162,666,734	\$168,026,344	\$173,633,143	\$177,908,135	\$183,458,931
Appropriate Fund Balance					

Financial Uses

Operating Expenses	\$121,309,755	\$124,748,101	\$128,406,634	\$132,173,417	\$136,051,671
Operating Transfers to Other Funds	\$16,661,354	\$16,522,460	\$17,209,380	\$17,820,472	\$18,539,327
Interest Exp. and Non-Oper. Cash Pmts	\$7,851,706	\$8,996,908	\$8,587,968	\$8,142,159	\$7,711,871
Principal Payments	\$7,060,000	\$9,777,856	\$10,189,746	\$10,652,756	\$11,086,943
Capital Additions	\$2,250,000	\$1,325,000	\$1,325,000	\$1,325,000	\$1,325,000
Ent Rev. used for Capital Projects	\$7,050,000	\$7,170,000	\$5,895,000	\$9,400,000	\$8,650,000
Total Financial Uses	\$162,182,815	\$168,540,325	\$171,613,728	\$179,513,804	\$183,364,812

Financial Sources Over/(Under) Uses

	\$483,919	(\$513,981)	\$2,019,415	(\$1,605,669)	\$94,119
Beginning Unassigned Cash Reserve	\$33,430,468	\$33,914,387	\$33,400,406	\$35,419,821	\$33,814,152
Financial Sources Over/(Under) Uses	\$483,919	(\$513,981)	\$2,019,415	(\$1,605,669)	\$94,119
Ending Unassigned Cash Reserve	\$33,914,387	\$33,400,406	\$35,419,821	\$33,814,152	\$33,908,271

Total Expense Uses	\$162,182,815	\$168,540,325	\$171,613,728	\$179,513,804	\$183,364,812
Less: Ent Rev used for current year CIP	(\$7,050,000)	(\$7,170,000)	(\$5,895,000)	(\$9,400,000)	(\$8,650,000)
Operational Expenses	\$155,132,815	\$161,370,325	\$165,718,728	\$170,113,804	\$174,714,812

20% Guideline for Operational Expenses	\$31,026,563	\$32,274,065	\$33,143,746	\$34,022,761	\$34,942,962
Add: Ent Rev for next year CIP	\$7,170,000	\$5,895,000	\$9,400,000	\$8,650,000	\$10,180,000
Cash Reserve Target	\$38,196,563	\$38,169,065	\$42,543,746	\$42,672,761	\$45,122,962

Cash Above/(Below) Cash

Reserve Target	(\$4,282,176)	(\$4,768,659)	(\$7,123,925)	(\$8,858,609)	(\$11,214,691)
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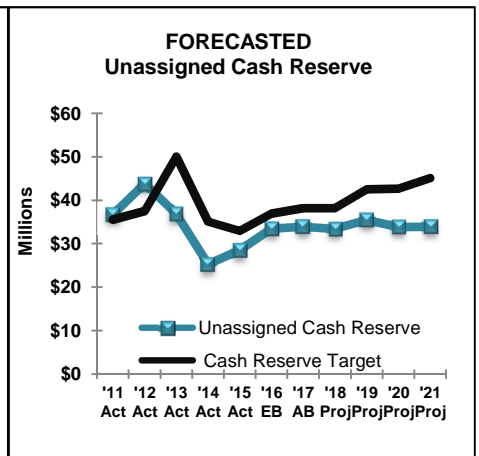
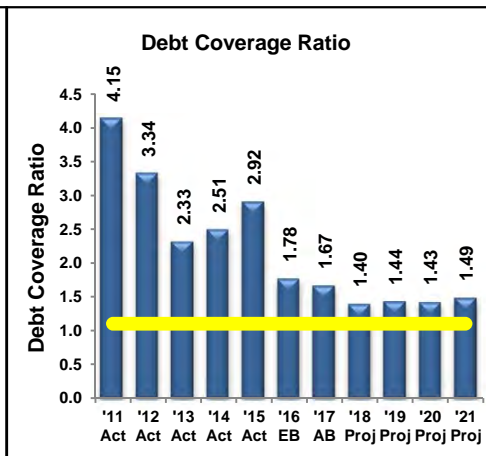
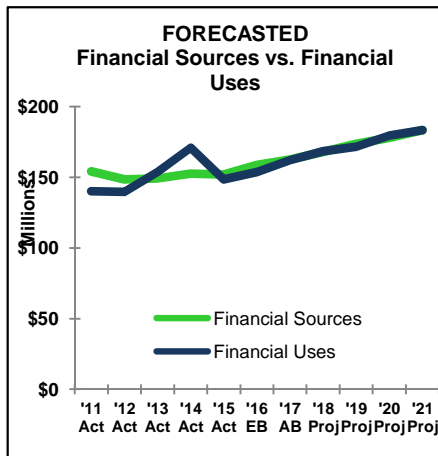
Debt Coverage Ratio	1.67	1.40	1.44	1.43	1.49
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Rate Increases:

Water - Operating	2.00%	4.00%	3.50%	3.00%	2.00%
Water - Voter Approved	2.00%	4.00%	3.50%	3.00%	2.00%

Electric - Operating

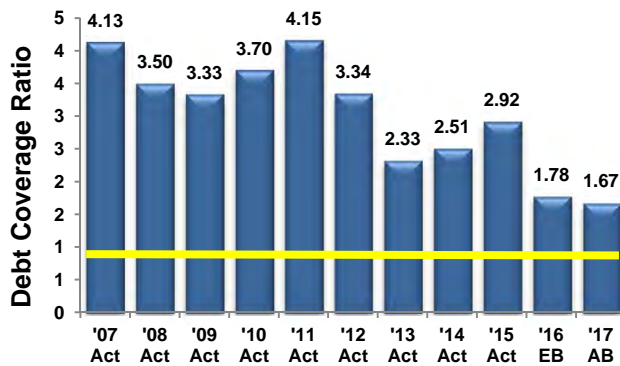
Electric - Voter Approved	2.00%	2.00%	2.00%	2.00%	3.00%
	2.00%	2.00%	3.00%	2.00%	3.00%



Water and Electric Bonds

Debt Service Ratios

Debt Coverage



Debt coverage ratio is **net operating income** (operating revenues plus interest less operating expenses) divided by **total debt service** (annual interest plus annual principal payments on long-term debt).

The debt coverage ratio is a measure of the entity's ability to meet its annual interest and principal payments.

A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring.

Credit rating firms look at this debt service coverage to determine the funds financial health and ability to obtain bonds in the future.

For the period shown, the debt coverage ratio has been consistently above the 1.10 level.

Debt Service Information

09/29/09 Water and Electric Improvement Bonds (Interest rates: 3.00% - 4.125%)

Original Issue - \$16,725,000

Balance As of 9/30/2016 - \$16,540,000

Maturity Date - 10/1/2034

In September of 2009 the city issued \$16,725,000 in Water and Electric Improvement Bonds. The bonds are payable solely from, and secured by a pledge of the revenues of the Water and Electric system. The bonds were issued to provide funding for improvements to the Water Utility System.

05/17/11 Water and Electric Refunding and Improvement Bonds (Interest rates: 3.00% - 5.00%)

Original Issue - \$84,180,000

Balance As of 9/30/2016 - \$75,375,000

Maturity Date - 10/1/2041

In May of 2011, the City issued \$84,180,000 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. \$12,465,000 of the bonds were issued to refund \$11,680,000 of the outstanding 2002 Water and Electric Refunding bonds. \$22,215,000 were issued to provide funding for improvements and additions to the City's water facilities, and \$49,500,000 were issued to purchase the Columbia Energy Center.

05/21/12 Electric Special Obligation Bonds (Interest rates: 2.00% - 5.00%)

Original Issue - \$25,400,000

Balance As of 9/30/2016 - \$22,050,000

Maturity Date - 10/1/2033

In May of 2012, the City issued \$25,400,000 of Electric Special Obligation Revenue Bonds. The bonds are planned to be payable solely from, and secured by, a pledge of revenues from the Electric System. The bonds were issued to refund the \$21,465,000 of the outstanding 2008 Electric Special Obligation Bonds.

12/13/12 Electric Special Obligation Bonds (Interest rates: 2.00% - 4.00%)

Original Issue - \$39,955,000

Balance As of 9/30/2016 - \$37,955,000

Maturity Date - 09/01/2032

In December of 2012, the City issued \$39,955,000 of Electric Special Obligation Revenue Bonds. The bonds are planned to be payable solely from, and secured by, a pledge of revenues from the Electric System. The bonds were issued to refund the \$38,535,000 of the outstanding 2006 Electric Special Obligation Bonds.

Water and Electric Bonds

Debt Service Information

07/07/2014 Water and Electric System Revenue Refunding Bonds (Interest rates: 2.00% - 3.00%)

Original Issue - \$14,180,000

Balance As of 9/30/2016 - \$11,550,000

Maturity Date - 10/01/2028

In July of 2014, the City issued \$14,180,000 of Water and Electric System Revenue Refunding Bonds. The bonds are planned to be payable solely from, and secured by a pledge of the revenues of the Water and Electric system. The bonds were issued to refund the \$2,010,000 of the outstanding 2003 Water and Electric Series A Refunding Bonds and the \$12,745,000 of the outstanding 2004 Water and Electric Series A Improvement Bonds.

08/05/2015 Water and Electric System Refunding & Improvement Revenue Bonds (Interest rates: 3.125% - 5.00%)

Original Issue - \$51,280,000

Balance As of 9/30/2016 - \$49,455,000

Maturity Date - 10/01/2045

In August 2015, the City issued \$51,280,000 of Water and Electric System Refunding & Improvement Revenue Bonds. The bonds are planned to be payable solely from, and secured by a pledge of the revenues by the Water and Electric system. \$18,065,000 of the bonds were issued to refund \$20,620,000 of the outstanding 2005 Water and Electric Series A Refunding & Improvement Bond. \$33,215,000 of the bonds were issued to provide funding for extending and improving the Electric Utility.

Water and Electric Bonds

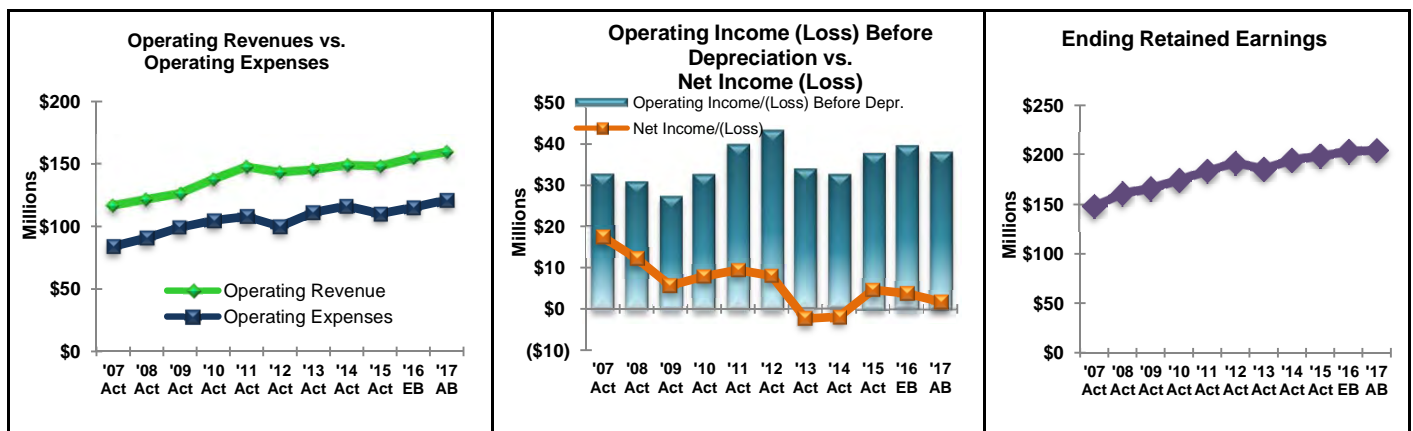
Debt Service Requirements

Fiscal Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$7,060,000	\$7,848,750	\$14,908,750
2018	\$9,350,000	\$7,547,625	\$16,897,625
2019	\$9,740,000	\$7,160,575	\$16,900,575
2020	\$10,180,000	\$6,737,775	\$16,917,775
2021	\$10,590,000	\$6,331,675	\$16,921,675
2022	\$11,000,000	\$5,930,400	\$16,930,400
2023	\$11,400,000	\$5,549,981	\$16,949,981
2024	\$9,895,000	\$5,190,488	\$15,085,488
2025	\$10,215,000	\$4,874,463	\$15,089,463
2026	\$10,545,000	\$4,552,500	\$15,097,500
2027	\$10,905,000	\$4,207,616	\$15,112,616
2028	\$10,125,000	\$3,854,522	\$13,979,522
2029	\$10,470,000	\$3,507,513	\$13,977,513
2030	\$9,780,000	\$3,155,875	\$12,935,875
2031	\$9,650,000	\$2,808,622	\$12,458,622
2032	\$10,015,000	\$2,450,000	\$12,465,000
2033	\$7,305,000	\$2,071,844	\$9,376,844
2034	\$7,630,000	\$1,765,844	\$9,395,844
2035	\$6,355,000	\$1,469,597	\$7,824,597
2036	\$5,215,000	\$1,213,481	\$6,428,481
2037	\$5,455,001	\$972,569	\$6,427,570
2038	\$2,410,000	\$796,441	\$3,206,441
2039	\$2,515,000	\$688,228	\$3,203,228
2040	\$2,630,000	\$575,881	\$3,205,881
2041	\$2,745,000	\$459,213	\$3,204,213
2042	\$2,865,000	\$337,413	\$3,202,413
2043	\$1,620,000	\$242,800	\$1,862,800
2044	\$1,685,000	\$176,700	\$1,861,700
2045	\$1,750,000	\$108,000	\$1,858,000
2046	\$1,825,000	\$36,500	\$1,861,500
Total	\$212,925,001	\$92,622,891	\$305,547,892

Net Income Statement Water and Electric Utility

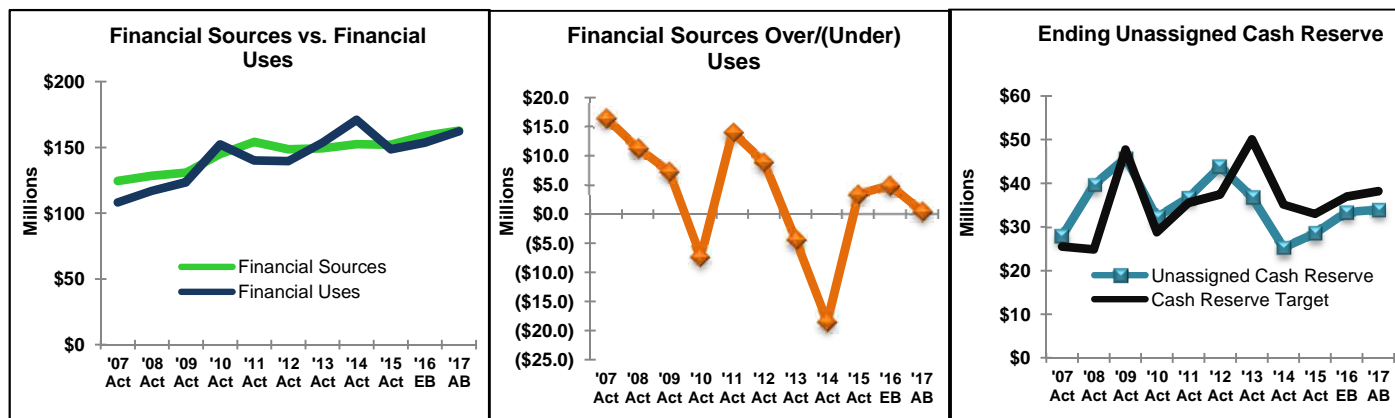
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Fees and Service Charges	\$148,017,154	\$157,071,420	\$154,763,323	\$159,291,470
Total Operating Revenues	\$148,017,154	\$157,071,420	\$154,763,323	\$159,291,470
Operating Expenses:				
Personnel Services	\$18,837,101	\$19,659,178	\$18,239,480	\$19,338,763
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000
Supplies & Materials	\$4,127,264	\$4,919,159	\$4,399,853	\$4,950,707
Travel & Training	\$290,399	\$385,867	\$385,314	\$403,367
Intragovernmental Charges	\$5,481,712	\$6,363,710	\$6,363,710	\$7,820,500
Utilities, Services & Other Misc.	\$11,350,496	\$16,278,007	\$15,656,035	\$14,138,376
Total Operating Expenses	\$110,335,849	\$123,685,166	\$115,242,392	\$121,309,713
Operating Income (Loss) Before Depreciation	\$37,681,305	\$33,386,254	\$39,520,931	\$37,981,757
Depreciation	(\$14,822,021)	(\$14,763,734)	(\$14,973,510)	(\$14,973,510)
Operating Income	\$22,859,284	\$18,622,520	\$24,547,421	\$23,008,247
Non-Operating Revenues:				
Investment Revenue	\$2,757,064	\$2,100,000	\$2,188,644	\$2,038,644
Revenue From Other Gov't Units	\$11,991	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$1,726,411	\$1,460,355	\$1,751,045	\$1,336,620
Total Non-Operating Revenues	\$4,495,466	\$3,560,355	\$3,939,689	\$3,375,264
Non-Operating Expenses:				
Bond Interest	\$6,951,636	\$8,178,130	\$8,216,368	\$7,849,206
Bank & Paying Agent Fees	\$623,127	\$10,700	\$2,500	\$2,500
Loss on Disposal Assets	\$59,045	\$60,000	\$77,000	\$52,000
Amortization	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$7,633,808	\$8,248,830	\$8,295,868	\$7,903,706
Operating Transfers:				
Operating Transfers From Other Funds	\$503,552	\$0	\$0	\$2,136,569
P.I.L.O.T.	(\$15,223,336)	(\$15,420,000)	(\$15,450,000)	(\$15,750,595)
Operating Transfers To Other Funds	(\$799,112)	(\$987,642)	(\$987,642)	(\$3,117,191)
Total Operating Transfers	(\$15,518,896)	(\$16,407,642)	(\$16,437,642)	(\$16,731,217)
Capital Contribution	\$409,131	\$0	\$0	\$0
Net Income/(Loss) Transferred to Retained Earnings	\$4,611,177	(\$2,473,597)	\$3,753,600	\$1,748,588
Beginning Retained Earnings	\$194,830,032	\$199,441,209	\$199,441,209	\$203,194,809
Ending Retained Earnings	\$199,441,209	\$196,967,612	\$203,194,809	\$204,943,397

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Water and Electric Utility

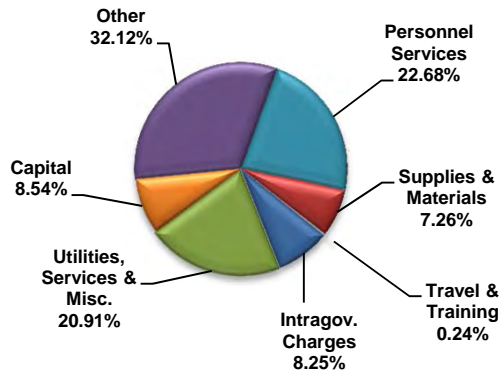
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes	\$0	\$0	\$0	\$0
Property Taxes	\$0	\$0	\$0	\$0
Gross Receipts & Other Local Taxes	\$0	\$0	\$0	\$0
Intragovernmental Revenues	\$0	\$0	\$0	\$0
Grants	\$11,991	\$0	\$0	\$0
Interest (w/o GASB 31 adjustment)	\$1,725,242	\$2,100,000	\$2,188,644	\$2,038,644
Fees and Service Charges	\$148,017,154	\$157,071,420	\$154,763,323	\$159,291,470
Other Local Revenues	\$1,726,411	\$1,460,355	\$1,751,045	\$1,336,620
	\$151,480,798	\$160,631,775	\$158,703,012	\$162,666,734
Other Funding Sources/Transfers	\$503,552	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$151,984,350	\$160,631,775	\$158,703,012	\$162,666,734
Financial Uses				
Operating Expenses	\$110,335,849	\$123,685,166	\$115,242,392	\$121,309,713
Operating Transfers to Other Funds	\$16,022,448	\$16,407,642	\$16,437,642	\$16,661,396
Interest Expense and Other Non-Op Cash Exp	\$7,574,763	\$8,188,830	\$8,218,868	\$7,851,706
Principal Payments	\$6,745,000	\$7,534,423	\$7,534,423	\$7,060,000
Capital Additions	\$2,675,313	\$2,119,457	\$2,054,505	\$2,250,000
Enterprise Revenues used for Capital Projects	\$5,200,000	\$4,300,000	\$4,300,000	\$7,050,000
Total Financial Uses	\$148,553,373	\$162,235,518	\$153,787,830	\$162,182,815
Financial Sources Over/(Under) Uses	\$3,430,977	(\$1,603,743)	\$4,915,182	\$483,919
Beginning Unassigned Cash Reserve		\$28,515,286	\$28,515,286	\$33,430,468
Financial Sources Over/(Under) Uses		(\$1,603,743)	\$4,915,182	\$483,919
Cash and Cash Equivalents	\$21,006,770			
Less: GASB 31 Pooled Cash Adj	(\$237,059)			
Add: Inventory	\$7,271,457			
Projected Unassigned Cash Reserve	\$28,515,286	\$26,911,543	\$33,430,468	\$33,914,387
Total Expenditures Uses	\$148,553,373	\$162,235,518	\$153,787,830	\$162,182,815
Less: Ent Rev used for current year CIP	(\$5,200,000)	(\$4,300,000)	(\$4,300,000)	(\$7,050,000)
	\$143,353,373	\$157,935,518	\$149,487,830	\$155,132,815
20% Guideline	\$28,670,675	\$31,587,104	\$29,897,566	\$31,026,563
Next Year Capital Projects Ent Revenue	\$4,300,000	\$7,050,000	\$7,050,000	\$7,170,000
Cash Reserve Target	\$32,970,675	\$38,637,104	\$36,947,566	\$38,196,563
Cash Above/(Below) Cash Reserve Target	(\$4,455,389)	(\$11,725,561)	(\$3,517,098)	(\$4,282,176)



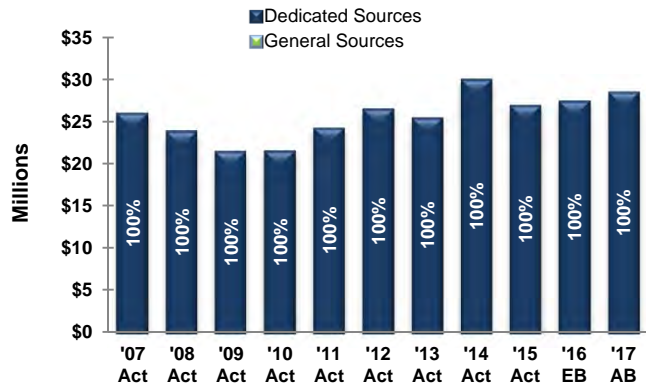
Water Utility Fund (Enterprise Fund)

Water Utility- Summary

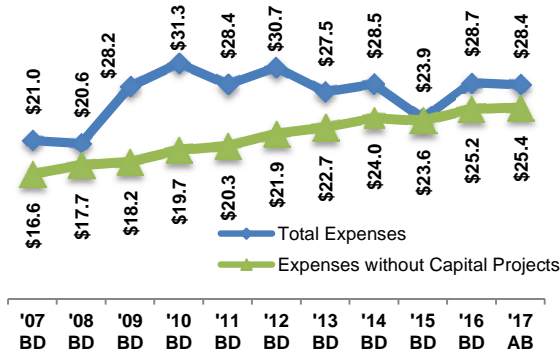
FY 2017 Total Expenses By Category



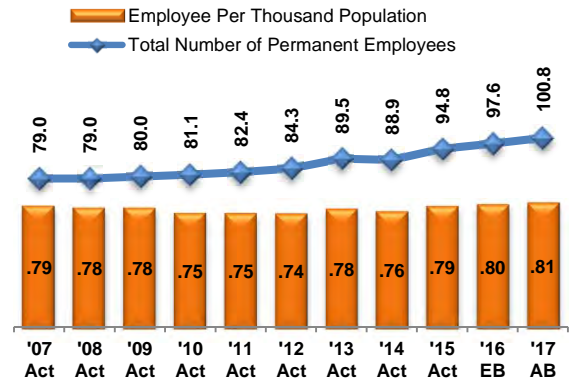
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$6,132,562	\$6,205,995	\$5,601,641	\$6,443,019	15.0%	3.8%
Supplies & Materials	\$1,836,495	\$2,052,125	\$1,891,893	\$2,062,388	9.0%	0.5%
Travel & Training	\$29,988	\$52,506	\$52,506	\$67,006	27.6%	27.6%
Intragov. Charges	\$1,915,761	\$2,059,670	\$2,059,670	\$2,342,777	13.7%	13.7%
Utilities, Services & Misc.	\$5,130,705	\$5,676,636	\$5,054,664	\$5,939,675	17.5%	4.6%
Capital	\$2,546,031	\$3,642,857	\$3,628,933	\$2,426,000	(33.1%)	(33.4%)
Other	\$9,224,424	\$9,004,825	\$9,023,152	\$9,124,850	1.1%	1.3%
Total	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)
Operating Expenses	\$12,807,513	\$15,498,028	\$14,111,470	\$15,354,865	8.8%	(0.9%)
Non-Operating Expenses	\$6,578,422	\$6,476,054	\$6,670,652	\$6,748,350	1.2%	4.2%
Debt Service	\$2,014,553	\$2,528,771	\$2,352,500	\$2,376,500	1.0%	(6.0%)
Capital Additions	\$953,627	\$653,000	\$639,076	\$926,000	44.9%	41.8%
Capital Projects	\$4,461,851	\$3,538,761	\$3,538,761	\$3,000,000	(15.2%)	(15.2%)
Total Expenses	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$409,131	\$0	\$0	\$0		
Interest	\$1,125,454	\$700,000	\$673,760	\$673,760	0.0%	(3.7%)
Fees and Service Charges	\$23,176,746	\$24,658,000	\$24,049,403	\$25,341,691	5.4%	2.8%
Other Local Revenues	\$219,103	\$230,600	\$252,400	\$188,000	(25.5%)	(18.5%)
Transfers	\$932	\$0	\$0	\$0		
Use of Prior Year Sources	\$1,884,600	\$3,106,014	\$2,336,896	\$2,202,264	(5.8%)	(29.1%)
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	4.0%	(1.0%)

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 and some is contracted to outside companies. The Water Utility serves over 48,860 customers.

The sale of water is the major revenue source for this fund. The growth rate in new customers has increased from the low points of the economic recession to about 1.5% per year.

Water is the department liaison for the following:

- Integrated Water Resource Planning Committee
- Source Water Protection Plan Task Force
- Water and Light Advisory Board

Highlights/Significant Changes (cont.)

Strategic Priority - Operational Excellence

- Adds one (1) Water Distribution Operator position to Water Distribution. This position, along with the (1) additional Water Distribution Foreman position, will establish a basic water flushing crew. The addition of this crew is necessary to ensure continuing compliance with regulations in regards to the annual flushing program.

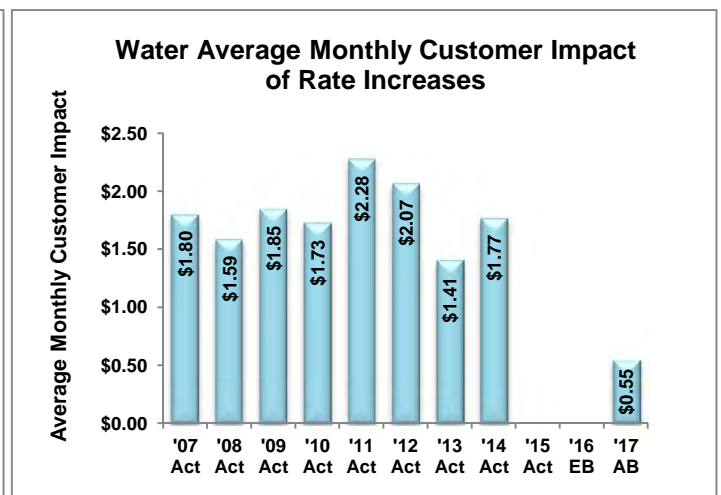
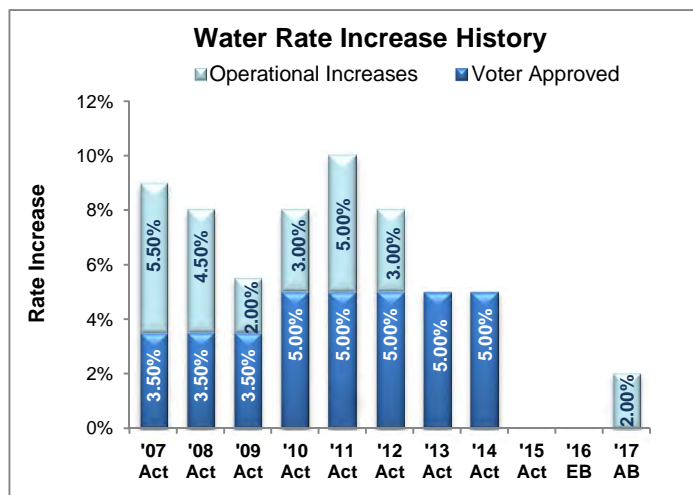
Highlights/Significant Changes

- A proposal to increase rates that will provide a 2% operating revenue increase is included. This increase is to cover increased operation and maintenance costs.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration and General	14.40	14.12	14.12	14.20	0.08
Production	22.50	23.50	23.50	20.00	(3.50)
Distribution	57.90	60.00	60.00	66.55	6.55
Total Personnel	94.80	97.62	97.62	100.75	3.13
Permanent Full-Time	94.80	97.62	97.62	100.75	3.13
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	94.80	97.62	97.62	100.75	3.13

Rate Increase Information



Forecasted Sources and Uses (For Information Purposes Only)

Financial Sources

	Projected FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Interest (w/o FY GASB 31 Adjustment)	\$673,760	\$700,000	\$700,000	\$700,000	\$700,000
Fees and Service Charges	\$25,341,691	\$26,311,239	\$27,193,527	\$27,976,243	\$28,513,708
Other Local Revenues	\$188,000	\$150,000	\$150,000	\$150,000	\$150,000
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less Appropriate Fund Balance	\$26,203,451	\$27,161,239	\$28,043,527	\$28,826,243	\$29,363,708

Financial Uses

Operating Expenses	\$15,354,865	\$15,510,790	\$15,991,624	\$16,487,365	\$16,998,473
Operating Transfers to Other Funds	\$3,684,918	\$3,676,196	\$3,871,770	\$4,069,741	\$4,260,568
Interest Exp. and Non-Oper. Cash Pmts	\$2,376,500	\$2,261,764	\$2,137,069	\$2,002,921	\$1,871,718
Principal Payments	\$2,696,990	\$3,319,910	\$3,447,520	\$3,592,500	\$3,739,860
Capital Additions	\$926,000	\$325,000	\$325,000	\$325,000	\$325,000
Ent Rev. used for Capital Projects	\$3,000,000	\$3,620,000	\$2,345,000	\$2,150,000	\$1,950,000
Total Financial Uses	\$28,039,273	\$28,713,660	\$28,117,983	\$28,627,527	\$29,145,619

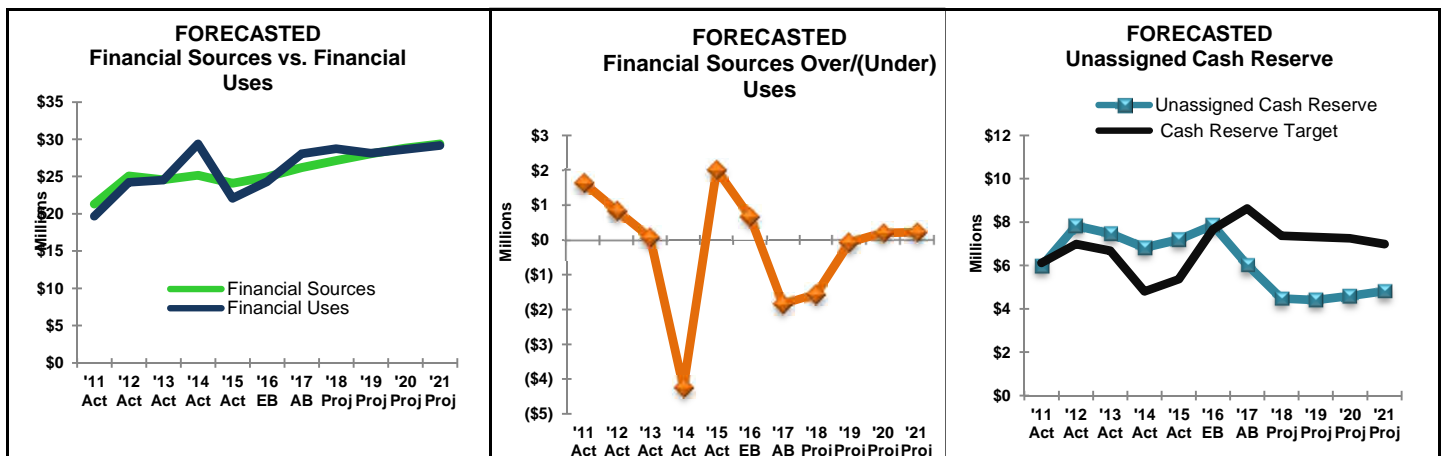
Financial Sources Over/(Under) Uses	(\$1,835,822)	(\$1,552,421)	(\$74,456)	\$198,716	\$218,089
Beginning Unassigned Cash Reserve	\$7,858,225	\$6,022,403	\$4,469,982	\$4,395,526	\$4,594,242
Financial Sources Over/(Under) Uses	(\$1,835,822)	(\$1,552,421)	(\$74,456)	\$198,716	\$218,089
Ending Unassigned Cash Reserve	\$6,022,403	\$4,469,982	\$4,395,526	\$4,594,242	\$4,812,331

Total Expenditures Uses	\$28,039,273	\$28,713,660	\$28,117,983	\$28,627,527	\$29,145,619
Less: Ent Rev used for current year CIP	(\$3,000,000)	(\$3,620,000)	(\$2,345,000)	(\$2,150,000)	(\$1,950,000)
Operational Expenses	\$25,039,273	\$25,093,660	\$25,772,983	\$26,477,527	\$27,195,619
20% Guideline for Operational Expenses	\$5,007,855	\$5,018,732	\$5,154,597	\$5,295,505	\$5,439,124
Add: Ent Rev for next year CIP	\$3,620,000	\$2,345,000	\$2,150,000	\$1,950,000	\$1,550,000
Cash Reserve Target	\$8,627,855	\$7,363,732	\$7,304,597	\$7,245,505	\$6,989,124

Cash Above/(Below) Cash Reserve Target	(\$2,605,452)	(\$2,893,750)	(\$2,909,071)	(\$2,651,263)	(\$2,176,793)
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Assumptions:

Operating rate increase	2.00%	4.00%	3.50%	3.00%	2.00%
Voter approved rate increase	2.00%	4.00%	3.50%	3.00%	2.00%



Water Fund

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Admin & General						
Personnel Services	\$1,027,801	\$1,140,170	\$979,294	\$1,135,404	15.9%	(0.4%)
Supplies and Materials	\$25,527	\$22,684	\$18,450	\$26,326	42.7%	16.1%
Travel and Training	\$5,296	\$9,864	\$9,864	\$9,864	0.0%	0.0%
Intragovernmental Charges	\$1,834,931	\$1,979,882	\$1,979,882	\$2,261,560	14.2%	14.2%
Utilities, Services, & Misc.	\$193,936	\$994,534	\$651,304	\$581,090	(10.8%)	(41.6%)
Capital	\$0	\$0	\$0	\$0		
Other	\$8,592,975	\$9,004,825	\$9,023,152	\$9,124,850	1.1%	1.3%
Total	\$11,680,466	\$13,151,959	\$12,661,946	\$13,139,094	3.8%	(0.1%)
Production						
Personnel Services	\$1,215,527	\$1,361,956	\$1,159,265	\$1,303,203	12.4%	(4.3%)
Supplies and Materials	\$1,046,232	\$1,170,480	\$1,061,200	\$1,172,800	10.5%	0.2%
Travel and Training	\$10,150	\$11,700	\$11,700	\$21,700	85.5%	85.5%
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$2,669,455	\$3,738,402	\$3,455,170	\$3,359,706	(2.8%)	(10.1%)
Capital	\$0	\$12,000	\$12,000	\$28,000	133.3%	133.3%
Other	\$0	\$0	\$0	\$0		
Total	\$4,941,364	\$6,294,538	\$5,699,335	\$5,885,409	3.3%	(6.5%)
Distribution						
Personnel Services	\$3,281,324	\$3,475,980	\$3,235,193	\$3,654,412	13.0%	5.1%
Supplies and Materials	\$764,736	\$858,961	\$812,243	\$863,262	6.3%	0.5%
Travel and Training	\$14,542	\$30,942	\$30,942	\$35,442	14.5%	14.5%
Intragovernmental Charges	\$80,830	\$79,788	\$79,788	\$81,217	1.8%	1.8%
Utilities, Services, & Misc.	\$637,226	\$622,685	\$627,175	\$848,879	35.3%	36.3%
Capital	\$953,627	\$641,000	\$627,076	\$898,000	43.2%	40.1%
Other	\$0	\$0	\$0	\$0		
Total	\$5,732,285	\$5,709,356	\$5,412,417	\$6,381,212	17.9%	11.8%
Capital Projects						
Personnel Services	\$607,910	\$227,889	\$227,889	\$350,000	53.6%	53.6%
Supplies and Materials	\$0	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$1,630,088	\$321,015	\$321,015	\$1,150,000	258.2%	258.2%
Capital	\$1,592,404	\$2,989,857	\$2,989,857	\$1,500,000	(49.8%)	(49.8%)
Other	\$631,449	\$0	\$0	\$0		
Total	\$4,461,851	\$3,538,761	\$3,538,761	\$3,000,000	(15.2%)	(15.2%)
Department Totals						
Personnel Services	\$6,132,562	\$6,205,995	\$5,601,641	\$6,443,019	(8.7%)	3.8%
Supplies and Materials	\$1,836,495	\$2,052,125	\$1,891,893	\$2,062,388	3.0%	0.5%
Travel and Training	\$29,988	\$52,506	\$52,506	\$67,006	75.1%	27.6%
Intragovernmental Charges	\$1,915,761	\$2,059,670	\$2,059,670	\$2,342,777	7.5%	13.7%
Utilities, Services, & Misc.	\$5,130,705	\$5,676,636	\$5,054,664	\$5,939,675	(1.5%)	4.6%
Capital	\$2,546,031	\$3,642,857	\$3,628,933	\$2,426,000	42.5%	(33.4%)
Other	\$9,224,424	\$9,004,825	\$9,023,152	\$9,124,850	(2.2%)	1.3%
Total	\$26,815,966	\$28,694,614	\$27,312,459	\$28,405,715	1.9%	(1.0%)

Water - Production

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration and General					
9905 - Deputy City Manager *	0.00	0.12	0.12	0.12	
5135 - Water Quality Compliance Officer	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	
5098/5113 - Engineering Specialist/Engr.	2.00	2.00	2.00	2.00	
5006 - Water Inspection Foreman	1.00	1.00	1.00	1.00	
5004 - Senior Engineering Technician	2.00	2.00	2.00	2.00	
5000 - Associate Engineering Tech **	2.00	0.60	0.60	0.00	(0.60)
4998 - Project Compliance Inspector **	0.00	1.00	1.00	3.00	2.00
4800 - Comm. and Mrktng Supv. ***	0.20	0.20	0.20	0.00	(0.20)
4799 - Comm. & Mrktng Manager ***	0.00	0.00	0.00	0.08	0.08
4518 - Energy Services Superintendent ^^	0.20	0.20	0.20	0.00	(0.20)
4514 - Utility Services Manager	0.20	0.20	0.20	0.20	
4510 - Energy Management Specialist	0.20	0.20	0.20	0.20	
4503 - Utility Financial Manager	0.20	0.00	0.00	0.00	
4502 - Senior Rate Analyst +++	0.40	0.40	0.40	0.20	(0.20)
4501 - Rate Analyst	0.20	0.20	0.20	0.20	
4102 - Plan Reviewer	0.40	0.00	0.00	0.00	
2990 - Director, City Utilities *	0.20	0.20	0.20	0.20	
2980 - Asst. Director, City Utilities *	0.20	0.40	0.40	0.40	
2408 - Construction Project Supervisor	0.00	0.40	0.40	0.40	
2185 - GIS Supervisor ^	0.20	0.20	0.20	0.00	(0.20)
2180 - GIS Specialist ^	0.40	0.40	0.40	0.00	(0.40)
2175 - GIS Analyst ^	0.20	0.20	0.20	0.00	(0.20)
1400 - Administrative Technician	0.00	0.00	0.00	0.00	
1007 - Administrative Supervisor	0.40	0.40	0.40	0.40	
1006 - Senior Admin. Support Assistant	1.20	1.20	1.20	1.20	
1005 - Administrative Support Assistant	0.40	0.40	0.40	0.40	
Total Personnel	14.40	14.12	14.12	14.20	0.08
Permanent Full-Time	14.40	14.12	14.12	14.20	0.08
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	14.40	14.12	14.12	14.20	0.08
Production					
5134 - Laboratory Supervisor	1.00	1.00	1.00	0.00	(1.00)
5041 - Lab Technician	2.00	2.00	2.00	0.00	(2.00)
2690 - Water Distribution Manager	0.50	0.50	0.50	0.00	(0.50)
2661 - Water Production Manager	1.00	1.00	1.00	1.00	
2645 - Water Production Superintendent	1.00	1.00	1.00	1.00	
2642/2643 - Wtr Trtmt Plt Op. II/ III	6.00	6.00	6.00	6.00	
2641 - Wtr Treatment Plant Oper I	5.00	6.00	6.00	6.00	
2426 - Utility Maint. Supervisor	1.00	1.00	1.00	1.00	
2425 - Utility Maint. Mechanic	3.00	3.00	3.00	3.00	
2325 - Instrument Technician	2.00	2.00	2.00	2.00	
Total Personnel	22.50	23.50	23.50	20.00	(3.50)
Permanent Full-Time	22.50	23.50	23.50	20.00	(3.50)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	22.50	23.50	23.50	20.00	(3.50)

* In FY 2016 job titles and splits between various departments occurred due to a citywide reorganization.

** FY 2016 Reassignment

*** In FY 2017, position was reassigned and moved to Community Relations to centralize the public information officer function

^ GIS positions were moved to the GIS department due to a reorganization to centralize all duties to one department.

^^ Electric Services Superintendent position is being eliminated in FY 2017

+++ Position was reassigned in FY 2017

Water - Distribution

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Distribution					
6105 - Stores Superintendent	0.40	0.40	0.40	0.40	
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	
5134 - Laboratory Supervisor	0.00	0.00	0.00	1.00	1.00
5041 - Lab Technician	0.00	0.00	0.00	2.00	2.00
5004 - Sr Engineering Technician ***	1.00	1.00	1.00	0.00	(1.00)
4995 - Data Technician ***	0.00	0.00	0.00	1.00	1.00
2883 - Lead Utility Service Worker	1.00	2.00	2.00	2.00	
2880 - Utility Service Worker	4.40	4.50	4.50	4.00	(0.50)
2877 - Lead Meter Reader	0.40	0.40	0.40	0.50	0.10
2875 - Asst. Meter Reading Supv.	0.00	0.00	0.00	0.00	
2874 - Senior Meter Reader	0.80	0.80	0.80	0.80	
2870 - Meter Reader	2.80	2.80	2.80	2.80	
2771 - Wtr. Distrib. Services Supt.	0.00	0.00	0.00	0.00	
2770 - Electric Services Supt	0.00	0.00	0.00	0.25	0.25
2690 - Water Distribution Manager	0.50	0.50	0.50	1.00	0.50
2655 - Water Distribution Supt.	2.00	2.00	2.00	2.00	
2616 - Transload Ops Supv	0.00	0.00	0.00	0.40	0.40
2319 - Meter Shop Foreman **	0.00	1.00	1.00	1.00	
2317 - Water Distribution Supervisor	3.00	3.00	3.00	3.00	
2314 - Wtr Distribution Foreman ** +	11.00	10.00	10.00	11.00	1.00
2312 - Wtr Distribution Technician	6.00	6.00	6.00	6.00	
2302 - Equipment Operator II	12.40	13.40	13.40	13.40	
2301 - Equipment Operator I	0.40	0.40	0.40	0.40	
2298 - Equipment Operator III ++	0.00	0.00	0.00	0.40	0.40
2297 - Water Distribution Lead Operator	7.00	7.00	7.00	7.00	
2296 - Water Distribution Operator +	0.00	0.00	0.00	1.00	1.00
2104 - Vehicle Maintenance Supr. I	0.00	0.00	0.00	0.00	
1006 - Senior Admin. Support Asst ++	2.00	2.00	2.00	2.40	0.40
Total Personnel	57.90	60.00	60.00	66.55	6.55
Permanent Full-Time	57.90	60.00	60.00	66.55	6.55
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	57.90	60.00	60.00	66.55	6.55
Department Totals					
Permanent Full-Time	94.80	97.62	97.62	100.75	3.13
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	94.80	97.62	97.62	100.75	3.13

** FY 2016 Reassignment

*** In FY 2017, position was reassigned and moved to Community Relations to centralize the public information officer function

+ In FY 2017 a Water Distribution Foreman and Water Distribution Operator were added to establish a basic water flushing crew.

++ In FY 2017 40% of an Equipment Operator III and Sr ASA were reallocated from the Transload budget.

Major Projects

This budget provides funding for the following projects:

- Annual Main Relocation for Streets & Highways
- Annual Meter Replacements
- Annual New Service Connections/Installs
- Well & Pump Station Control
- Well Field Valve Upgrades
- WTP Reclaim Well Modifications
- WTP Scada Upgrades

Fiscal Impact

The budget includes the major capital improvements that are outlined in our Capital Improvement Program. Any future proposed rate increases do not include capital.

Highlights/Significant Changes

Additional capital projects have been identified and will be funded from enterprise revenues or from funds remaining in projects that were completed under budget. These capital investments in the water system will help insure continued reliable service.

Long range water plan completion expected prior to FY 2018.

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water							
1 Annual Close Loops - W0123 [ID: 586]							
Ent Rev			\$150,000	\$450,000	\$750,000		
Total			\$150,000	\$450,000	\$750,000		
2 Annual Contingency - W0009 [ID: 718]							
Future Ballot			\$100,000	\$300,000	\$100,000		
Total			\$100,000	\$300,000	\$100,000		
3 Annual Differential Payments - W0143 [ID: 642]							
Ent Rev			\$200,000	\$600,000	\$1,000,000		
Total			\$200,000	\$600,000	\$1,000,000		
4 Annual Fire Hydrants & Valve Replacements - W0127 [ID: 587]							
Ent Rev			\$250,000	\$750,000	\$1,250,000		
Total			\$250,000	\$750,000	\$1,250,000		
5 Annual Main Relctn for Streets & Highways - W0125 [ID: 589]							
Ent Rev		\$450,000		\$400,000	\$2,200,000		
Future Ballot			\$500,000	\$1,100,000	\$300,000		
Total		\$450,000	\$500,000	\$1,500,000	\$2,500,000		
6 Annual Meter Replacement Program - W0231 [ID: 1362]							
Ent Rev	\$300,000	\$1,000,000			\$2,400,000		
Future Ballot			\$1,500,000	\$4,500,000	\$1,500,000		
PYA - various	\$300,000						
Total	\$600,000	\$1,000,000	\$1,500,000	\$4,500,000	\$3,900,000		
7 Annual New Srvcs Connections: Install/Rpl W0128 [ID: 592]							
Ent Rev	\$500,000	\$500,000	\$500,000	\$1,500,000	\$2,500,000		
Total	\$500,000	\$500,000	\$500,000	\$1,500,000	\$2,500,000		
8 Annual Water Main Replacements - W0130 [ID: 590]							
Ent Rev				\$300,000	\$1,350,000		
Future Ballot			\$250,000	\$450,000	\$150,000		
Total			\$250,000	\$750,000	\$1,500,000		
9 Contingency - Enterprise Revenue - W0003 [ID: 1865]							
Ent Rev				\$200,000	\$400,000		
Total				\$200,000	\$400,000		
10 ASR #3 - Conversion of Existing Deep Well - WT0140 [ID: 581]							
Ent Rev			\$600,000			2016	2018
Total			\$600,000				
11 Bus Loop - Phase 6A - 3,200' Main Replace - W0200 [ID: 722]							
Ent Rev			\$520,000			2016	2018
Total			\$520,000				
12 Country Club Drive S/E Walnut Phase 2 - WT0273 [ID: 1935]							
Future Ballot			\$560,000			2017	2018
Total			\$560,000				

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water							
13 DT: Paquin Av: Hitt to College Main Upgrade WT0176 [ID: 696]							
Future Ballot			\$196,000			2018	2018
Total			\$196,000				
14 Garth Main Replacement - 2,800 FT - WT0247 [ID: 1498]							
Future Ballot			\$840,000			2017	2018
Total			\$840,000				
15 Gibbs Road/Dawn Drive - W0272 [ID: 1934]							
Future Ballot			\$712,000			2017	2018
PYA Ent Rev	\$712,000						
Total	\$712,000		\$712,000				
16 Highway Crossings - W0119 [ID: 604]							
Ent Rev	\$200,000		\$200,000			2017	2018
Total	\$200,000		\$200,000				
17 Lime Softening Residual Discharge Pipe - W0234 [ID: 1485]							
Ent Rev			\$1,000,000	\$1,000,000		2016	2018
Total			\$1,000,000	\$1,000,000			
18 NC: Park Av: Providence-8th St Main Upg WT0182 [ID: 703]							
Future Bond			\$407,000			2018	2018
Total			\$407,000				
19 Riback Road/Blackberry Lane - WT0270 [ID: 1932]							
Future Ballot			\$135,000			2017	2018
Total			\$135,000				
20 Sierra Madre - El Cortez to Dead End - WT0266 [ID: 1928]							
Future Ballot			\$127,500			2018	2018
Total			\$127,500				
21 Stadium Crossing @ Audubon - WT0250 [ID: 1501]							
Future Ballot			\$115,600			2018	2018
Total			\$115,600				
22 Well & Pump Station Control W0264 [ID: 1887]							
Ent Rev		\$100,000				2014	2015
Total		\$100,000					
23 Well Field Valve Upgrades - W0274 [ID: 1983]							
Ent Rev		\$250,000				2017	2017
Total		\$250,000					
24 WTP Reclaim Well Modifications - W0275 [ID: 1984]							
Ent Rev		\$200,000				2017	2017
Total		\$200,000					
25 WTP Scada Upgrades - W0278 [ID: 1987]							
Ent Rev		\$500,000				2017	2017
Total		\$500,000					

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water							
26 16" Main - Barberry to Worley - 4,300 FT - WT0244 [ID: 1495]						2021	2021
Future Ballot				\$1,400,000			
Total				\$1,400,000			
27 16" Transmission Main to Prathersville Tank-WT0242 [ID: 1493]						2017	2020
Ent Rev				\$400,000			
Future Ballot				\$9,100,000			
Total				\$9,500,000			
28 2MG Elevated Storage - Prathersville - WT0243 [ID: 1494]						2020	2021
Ent Rev				\$400,000			
Future Ballot				\$7,300,000			
Total				\$7,700,000			
29 Alluvial Wells #19 AND #20 - WT0277 [ID: 1986]						2020	2020
Future Ballot				\$2,000,000			
Total				\$2,000,000			
30 Bingham Road - Phase II - WT0254 [ID: 1505]						2020	2020
Future Ballot				\$375,000			
Total				\$375,000			
31 Booster Chlorination at ASR's - WT0238 [ID: 1489]						2018	2019
Future Ballot			\$330,000	\$330,000			
Total			\$330,000	\$330,000			
32 Brown Station Rd - Stark Av to Mojave Ct - WT0241 [ID: 1492]						2021	2021
Future Ballot			\$200,000	\$835,000			
Total			\$200,000	\$835,000			
33 Bus Loop - Garth-Prov - 2,600' Main Replace -W0198 [ID: 720]						2019	2019
Ent Rev			\$200,000	\$445,000			
Total			\$200,000	\$445,000			
34 Bus Loop - Phase 5 - 3,800' Main Replace - WT0199 [ID: 721]						2020	2021
Future Ballot				\$1,322,000			
Total				\$1,322,000			
35 Clinkscales Road Replacement - WT0265 [ID: 1927]						2021	2021
Future Ballot				\$280,000			
Total				\$280,000			
36 DT: 7th St: Broadway to Ash Main Rpl WT0166 [ID: 669]						2020	2020
Future Ballot				\$160,000			
Total				\$160,000			
37 DT: Waugh St: Locust to Paquin Main Upgrade WT0180 [ID: 700]						2020	2020
Future Ballot				\$133,400			
Total				\$133,400			
38 Loop Closure, Charles St - Business Loop - WT0240 [ID: 1491]						2018	2019
Future Ballot			\$480,000				
Total			\$480,000				

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water							
39 Main Adjustment-Forum Blvd Improvements-WT0253 [ID: 1504]						2019	2019
PYA - various				\$45,000			
Total				\$45,000			
40 Main Adjustment-Nifong Blvd Improvements-WT0256 [ID: 1507]						2019	2019
PYA - various				\$250,000			
Total				\$250,000			
41 Morris Drive/Heying Drive - WT0271 [ID: 1933]						2019	2019
Future Ballot				\$187,500			
Total				\$187,500			
42 NC: 5th St: Ash-Hickman Main Upgrade WT0183 [ID: 704]						2019	2019
Future Ballot				\$323,000			
Total				\$323,000			
43 New Southeast Pump Station - WT0280 [ID: 1989]						2019	2020
Future Ballot				\$2,800,000			
Total				\$2,800,000			
44 New Well Platforms - WT0279 [ID: 1988]						2021	2021
Future Ballot				\$1,600,000			
Total				\$1,600,000			
45 Parkade Blvd Main Replacement -3,600 FT- WT0246 [ID: 1497]						2019	2019
Future Ballot				\$856,800			
Total				\$856,800			
46 Proctor Dr - Bear Creak to Creasy Springs-WT0257 [ID: 1508]						2018	2019
Future Ballot			\$400,000	\$592,500			
Total			\$400,000	\$592,500			
47 Replace Alluvial Wells #2 AND #7 - WT0276 [ID: 1985]						2019	2019
Future Ballot				\$1,200,000			
Total				\$1,200,000			
48 Water Treatment Plant Upgrade - Phase 1 - WT0236 [ID: 1487]						2018	2020
Future Ballot			\$5,000,000	\$30,000,000			
Total			\$5,000,000	\$30,000,000			
49 West Ash Upgrades WT0145 [ID: 644]						2018	2019
Future Ballot			\$300,000	\$3,000,000			
Total			\$300,000	\$3,000,000			
50 Waco Rd - Brown Station to Oakland - WT0251 [ID: 1502]						2021	2022
Future Ballot				\$562,000	\$730,000		
Total				\$562,000	\$730,000		
51 Waco Rd - Route B to Rogers - WT0252 [ID: 1503]						2021	2022
Future Ballot				\$445,000	\$656,000		
Total				\$445,000	\$656,000		

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water Funding Source Summary							
Ent Rev	\$1,000,000	\$3,000,000	\$3,620,000	\$6,445,000	\$11,850,000		
New Funding	\$1,000,000	\$3,000,000	\$3,620,000	\$6,445,000	\$11,850,000		
PYA - various	\$300,000			\$295,000			
PYA Ent Rev	\$712,000						
Prior Year Funding	\$1,012,000			\$295,000	\$0		
Future Bond			\$407,000				
Future Funding			\$407,000		\$0		
Future Ballot			\$11,746,100	\$71,152,200	\$3,436,000		
Future Ballot			\$11,746,100	\$71,152,200	\$3,436,000		
Total	\$2,012,000	\$3,000,000	\$15,773,100	\$77,892,200	\$15,286,000		

Water Current Capital Projects

1	16" Main-Hwy63 - West Crossing to Stadium-W0229 [ID: 1283]	2013	2015
2	16"Main-BrownStationRd-Route B to Peabody-W0230 [ID: 1284]	2011	2015
3	Backup Generators for ASR's & Pump Stations W0150 [ID: 649]	2014	2016
4	BL 70 Phase 2:Jackson-Garth Main Rpl W0131 [ID: 576]	2008	2012
5	Broadway Main Replacement Garth to W Blvd - W0141 [ID: 575]	2015	2021
6	Build New Lab at Power Plant - W0262 [ID: 1694]	2014	2016
7	Central Neighborhoods Main Upgrades - WT0281 [ID: 2012]	2017	2017
8	Construct Warehouse & Enclosed Parking - W0263 [ID: 1695]	2019	2022
9	Crown Point - Loop to Spring Valley - W0267 [ID: 1929]	2020	2020
10	Deep Well Abandonment - W0249 [ID: 1500]	2013	2014
11	Drill Alluvial Wells # 16 #17 and #18 - W0138 [ID: 582]	2010	2015
12	DT: 6th St: Broadway to Elm Main Upgrade W0177 [ID: 697]	2016	2016
13	DT: Locust: 6th to 8th Main Upgrade - W0175 [ID: 695]	2016	2016
14	GL: Burnam/Rollins/Providence Intrscn MR W0184 [ID: 705]	2014	2016
15	Gregory Heights District Replacement - W0255 [ID: 1506]	2016	2016
16	Heller Road (E) 27,000' of 12"&16" Mains - W0178 [ID: 698]	2011	2013
17	I-70 - Close Loops - W0153 [ID: 656]	2010	2015
18	Install Climbers Cables For Towers - W0260 [ID: 1556]	2013	2015
19	Install Motor Safety Disconnects - W0258 [ID: 1564]	2013	2013
20	Manor Replacement-2,700 FT-W0248 [ID: 1499]	2015	2015
21	N Section of 24" East Transmsn Main W0136 [ID: 578]	2009	2012
22	Oakland Church Road - 12,000' of 16" Main - W0209 [ID: 1004]	2014	2014
23	Replace 14 Filter Valves-WTP - W0261 [ID: 1583]	2013	2013
24	Replace Starters On 8 Wells - W0259 [ID: 1555]	2013	2013
25	Replumb Influent Connections at WTP W0211 [ID: 1110]	2014	2016
26	Thilly & Westmount 6" Main - 2,800 FT - W0235 [ID: 1486]	2013	2016
27	Westridge Drive - W Broadway to Rollins - W0268 [ID: 1930]	2016	2016

Water 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.

Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Water Impact of Capital Projects							
Water							
Annual Close Loops - W0123 [ID: 586]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Differential Payments - W0143 [ID: 642]							
Expansion of system requires additional maintenance							
Annual Fire Hydrants & Valve Replacements - W0127 [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 - W0125 [ID: 589]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual New Srvs Connections:Install/Rpl W0128 [ID: 592]							
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.							
Annual Water Main Replacements - W0130 [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 W0150 [ID: 649]							
Increased maintenance requirement							
Drill Alluvial Wells # 16 #17 and #18 - W0138 [ID: 582]							
Incremental impact on operational costs. Two additional wells to maintain.							
West Ash Upgrades WT0145 [ID: 644]							
Will provide greater flexibility in operation							

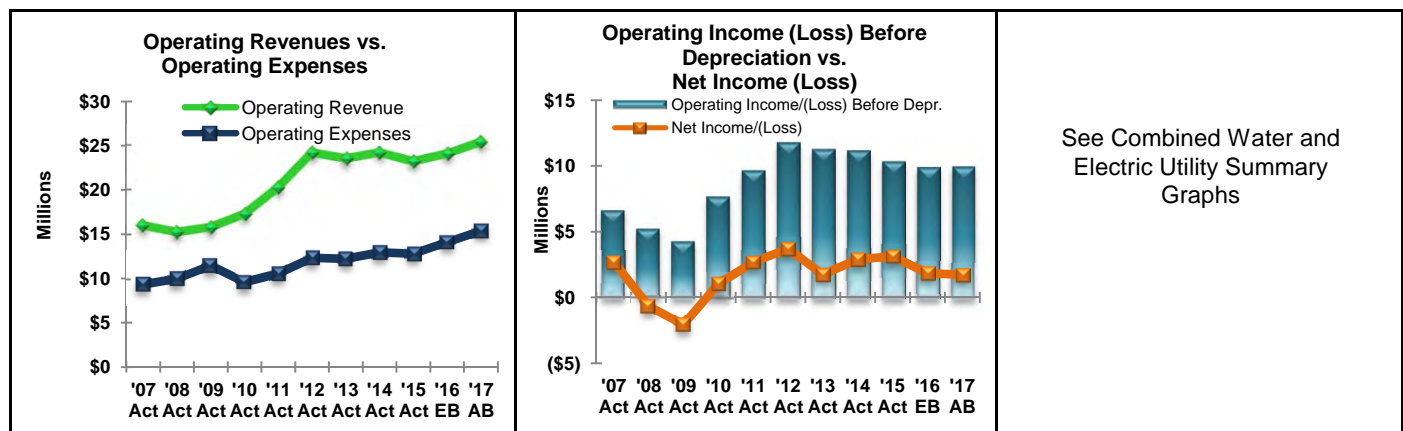
D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Net Income Statement Water Utility Fund

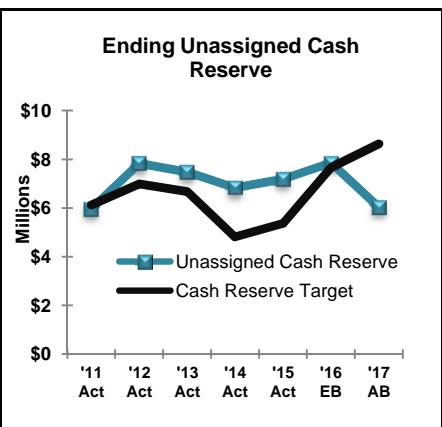
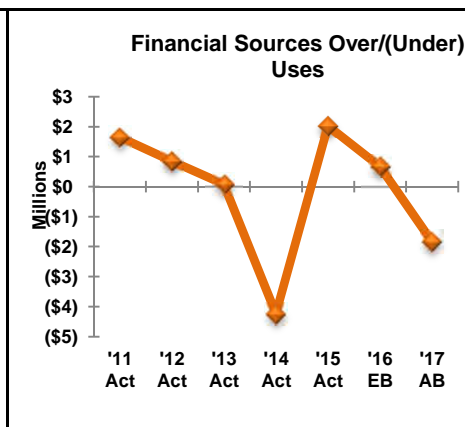
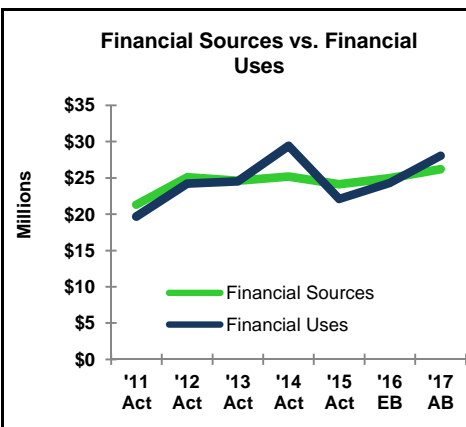
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Fees and Service Charges	\$23,176,746	\$24,658,000	\$24,049,403	\$25,341,691
Total Operating Revenues	\$23,176,746	\$24,658,000	\$24,049,403	\$25,341,691
Operating Expenses:				
Personnel Services	\$5,524,652	\$5,978,106	\$5,373,752	\$6,093,019
Supplies & Materials	\$1,836,495	\$2,052,125	\$1,891,893	\$2,062,388
Travel & Training	\$29,988	\$52,506	\$52,506	\$67,006
Intragovernmental Charges	\$1,915,761	\$2,059,670	\$2,059,670	\$2,342,777
Utilities, Services & Other Misc.	\$3,500,617	\$5,355,621	\$4,733,649	\$4,789,675
Total Operating Expenses	\$12,807,513	\$15,498,028	\$14,111,470	\$15,354,865
Operating Income (Loss) Before Depreciation	\$10,369,233	\$9,159,972	\$9,937,933	\$9,986,826
Depreciation	(\$2,964,837)	(\$2,913,834)	(\$3,063,432)	(\$3,063,432)
Operating Income	\$7,404,396	\$6,246,138	\$6,874,501	\$6,923,394
Non-Operating Revenues:				
Investment Revenue	\$1,125,454	\$700,000	\$673,760	\$673,760
Revenue From Other Gov't Units	\$0	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$219,103	\$230,600	\$252,400	\$188,000
Total Non-Operating Revenues	\$1,344,557	\$930,600	\$926,160	\$861,760
Non-Operating Expenses:				
Bond Interest	\$1,867,683	\$2,527,071	\$2,350,000	\$2,374,000
Bank & Paying Agent Fees	\$146,870	\$1,700	\$2,500	\$2,500
Other Miscellaneous Expenses	\$0	\$0	\$0	\$0
Loss on Disposal Assets	\$7,273	\$10,000	\$25,000	\$0
Amortization	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$2,021,826	\$2,538,771	\$2,377,500	\$2,376,500
Operating Transfers:				
Operating Transfers From Other Funds	\$932	\$0	\$0	\$0
P.I.L.O.T.	(\$3,512,668)	(\$3,420,000)	(\$3,450,000)	(\$3,483,268)
Operating Transfers To Other Funds	(\$93,644)	(\$132,220)	(\$132,220)	(\$201,650)
Total Operating Transfers	(\$3,605,380)	(\$3,552,220)	(\$3,582,220)	(\$3,684,918)
Net Income (Loss)	\$3,121,747	\$1,085,747	\$1,840,941	\$1,723,736
Capital Contributions	\$409,131	\$0	\$0	\$0

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Water Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$0	\$0	\$0	\$0
Interest (w/o GASB 31 adjustment)	\$718,330	\$700,000	\$673,760	\$673,760
Fees and Service Charges	\$23,176,746	\$24,658,000	\$24,049,403	\$25,341,691
Other Local Revenues	\$219,103	\$230,600	\$252,400	\$188,000
	<u>\$24,114,179</u>	<u>\$25,588,600</u>	<u>\$24,975,563</u>	<u>\$26,203,451</u>
Other Funding Sources/Transfers	\$932	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	<u><u>\$24,115,111</u></u>	<u><u>\$25,588,600</u></u>	<u><u>\$24,975,563</u></u>	<u><u>\$26,203,451</u></u>
Financial Uses of Unrestricted Cash				
Operating Expenses	\$12,807,513	\$15,498,028	\$14,111,470	\$15,354,865
Operating Transfers to Other Funds	\$3,606,312	\$3,552,220	\$3,582,220	\$3,684,918
Interest Expense and Other Non-Oper Cash Items	\$2,014,553	\$2,528,771	\$2,352,500	\$2,376,500
Principal Payments	\$2,632,522	\$2,619,276	\$2,619,276	\$2,696,990
Capital Additions	\$953,627	\$653,000	\$639,076	\$926,000
Enterprise Revenues used for Capital Projects	\$300,000	\$1,000,000	\$1,000,000	\$3,000,000
Total Financial Uses	<u><u>\$22,093,900</u></u>	<u><u>\$25,851,295</u></u>	<u><u>\$24,304,542</u></u>	<u><u>\$28,039,273</u></u>
Financial Sources Over/(Under) Uses	\$2,021,211	(\$262,695)	\$671,021	(\$1,835,822)
Beginning Unassigned Cash Reserve		\$7,187,204	\$7,187,204	\$7,858,225
Financial Sources Over/(Under) Uses		(\$262,695)	\$671,021	(\$1,835,822)
Cash and Cash Equivalent	\$4,814,907			
Less: GASB 31 Pooled Cash Adj	(\$1,091,613)			
Add: Inventory	\$1,280,684			
Projected Unassigned Cash Reserve	<u><u>\$7,187,204</u></u>	<u><u>\$6,924,509</u></u>	<u><u>\$7,858,225</u></u>	<u><u>\$6,022,403</u></u>
Total Expenditure Uses	\$22,093,900	\$25,851,295	\$24,304,542	\$28,039,273
Less: Ent Rev used for current year CIP	(\$300,000)	(\$1,000,000)	(\$1,000,000)	(\$3,000,000)
	<u><u>\$21,793,900</u></u>	<u><u>\$24,851,295</u></u>	<u><u>\$23,304,542</u></u>	<u><u>\$25,039,273</u></u>
20% Guideline	\$4,358,780	\$4,970,259	\$4,660,908	\$5,007,855
Next Year's Capital Project Ent Rev	\$1,000,000	\$3,000,000	\$3,000,000	\$3,620,000
Cash Reserve Target	\$5,358,780	\$7,970,259	\$7,660,908	\$8,627,855
Cash Above/(Below) Cash Reserve Target	\$1,828,424	(\$1,045,750)	\$197,317	(\$2,605,452)



Water Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
System Equity Charge Size of water meter: 5/8" and 3/4" 1" 1 1/2" 2" 3" 4" 6"	27-52(c)(1)	09-15-14	\$576	\$576	
		09-15-14	\$576	\$576	
		09-15-14	\$1,296	\$1,296	
		09-15-14	\$2,303	\$2,303	
		09-15-14	\$5,182	\$5,182	
		09-15-14	\$9,213	\$9,213	
		09-15-14	\$20,729	\$20,729	
Tap Fee This fee shall be in addition to the system equity charge and meter fee and shall be assessed for each tap made by the department on public water mains. The tap fee will be waived when the only purpose of the tap is for installing a sprinkler system in a structure built before the requirement of fire sprinklers. Meter size: 1" 1 1/2" - 2" or 1" commercial 4" and larger	27-52(c)(2)				
		09-15-14	\$750	\$750	
		09-15-14	\$250	\$250	
		09-15-14	\$575	\$575	
Meter box and appurtenances fee On properties served by public mains Meter size: 5/8" 1"	27-52(c)(3)				
		09-15-14	\$450	\$450	
		09-15-14	\$450	\$450	
Meter fee In addition to the system equity charge, each customer who requests service to previously unserved properties, or to properties where a meter of greater size than the previous meter is required. Meter size: 5/8" 3/4" 1"	27-52(c)(4)				
		09-15-14	\$250	\$250	
		09-15-14	\$270	\$270	
		09-15-14	\$300	\$300	
Water rates inside city limits - residential/commercial multiple-family facilities Water furnished to residential customers, commercial multiple family facilities customers, and multiple commercial facilities served with one meter within city limits - All water, beginning with first one hundred (100) cubic feet (1 ccf) - Summer water usage Minimum charge per month - Meter size: 5/8 and 3/4" 1" 1 1/2" 2" 3" 4" 6"	27-122(a)				
		27-122(a)(1)	09-16-13	\$2.79	\$2.79
		27-122(a)(1)	09-16-13	\$3.91	\$3.91
		27-122(a)(2)			
			09-16-13	\$8.30	\$8.85
			09-16-13	\$8.73	\$10.52
			09-16-13	\$12.84	\$17.09
			09-16-13	\$13.46	\$18.51
			09-16-13	\$22.67	\$34.01
			09-16-13	\$33.61	\$50.42
			09-16-13	\$64.63	\$96.95
					10-01-16
					10-01-16
					10-01-16
					10-01-16

Water Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Water rates inside city limits - residential/commercial multiple-family facilities (continued) Fire flow charge per month: - Meter size: 5/8 and 3/4" 1" 1 1/2" 2" 3" 4" 6" Backflow prevention charge per month: - For each backflow device at a customer location location	27-122(a)(3)	09-16-13	\$1.55	\$1.55	
		09-16-13	\$1.64	\$1.64	
		09-16-13	\$2.38	\$2.38	
		09-16-13	\$2.56	\$2.56	
		09-16-13	\$6.15	\$6.15	
		09-16-13	\$9.51	\$9.51	
		09-16-13	\$19.03	\$19.03	
	27-122(a)(4)	09-15-14	\$2.00	\$2.00	
Commercial Water furnished to commercial customers within the city limits who use 50,000 cubic fee (500 ccf) or less per month - All water, beginning with first one hundred (100) cubic feet (1 ccf) - Summer water usage Minimum charge per month - Meter size: 5/8 and 3/4" 1" 1 1/2" 2" 3" 4" 6" Fire flow charge per month: - Meter size: 5/8 and 3/4" 1" 1 1/2" 2" 3" 4" 6" Backflow prevention charge per month: - For each backflow device at a customer location	27-122.1(a)				
	27-122.1(a)(1)	09-16-13	\$2.60	\$2.63	10-01-16
		09-16-13	\$3.91	\$3.91	
	27-122.1(a)(2)				
		09-16-13	\$8.30	\$8.85	10-01-16
		09-16-13	\$8.73	\$10.52	10-01-16
		09-16-13	\$12.84	\$17.09	10-01-16
		09-16-13	\$13.46	\$18.51	10-01-16
		09-16-13	\$22.67	\$34.01	10-01-16
		09-16-13	\$33.61	\$50.42	10-01-16
		09-16-13	\$64.63	\$96.95	10-01-16
	27-122.1(a)(3)				
		09-16-13	\$1.55	\$1.55	
		09-16-13	\$1.64	\$1.64	
		09-16-13	\$2.38	\$2.38	
		09-16-13	\$2.56	\$2.56	
		09-16-13	\$6.15	\$6.15	
		09-16-13	\$9.51	\$9.51	
		09-16-13	\$19.03	\$19.03	
	27-122.1(a)(4)	09-15-14	\$2.00	\$2.00	
Large Commercial Water furnished to commercial customers within the city limits who use 50,000 cubic fee (500 ccf) or less per month - All water, beginning with first one hundred (100) cubic feet (1 ccf) - Summer water usage Minimum charge per month - Meter size: 1" 1 1/2" 2" 3" 4" 6"	27-122.2(a)(1)				
		09-16-13	\$2.43	\$2.45	10-01-16
		09-16-13	\$3.91	\$3.91	
	27-122.2(a)(2)				
		09-16-13	\$8.73	\$10.52	10-01-16
		09-16-13	\$12.84	\$17.09	10-01-16
		09-16-13	\$13.46	\$18.51	10-01-16
		09-16-13	\$22.67	\$34.01	10-01-16
		09-16-13	\$33.61	\$50.42	10-01-16
		09-16-13	\$64.63	\$96.95	10-01-16

Water Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Large Commercial (continued)					
Fire flow charge per month:	27-122.2(a)(3)				
- Meter size:					
1"		09-16-13	\$1.64	\$1.64	
1 1/2"		09-16-13	\$2.38	\$2.38	
2"		09-16-13	\$2.56	\$2.56	
3"		09-16-13	\$6.15	\$6.15	
4"		09-16-13	\$9.51	\$9.51	
6"		09-16-13	\$19.03	\$19.03	
Backflow prevention charge per month:	27-122.2(a)(4)				
- For each backflow device at a customer location		09-15-14	\$2.00	\$2.00	
Water temporarily supplied by adjoining water district					
Water furnished to residential or commercial customers	27-122.3(b)(2)				
Minimum charge per month:					
- Meter size:					
5/8 and 3/4"		05-01-16	\$8.30	\$8.85	10-01-16
1"		05-01-16	\$8.73	\$10.52	10-01-16
1 1/2"		05-01-16	\$12.84	\$17.09	10-01-16
2"		05-01-16	\$13.46	\$18.51	10-01-16
3"		05-01-16	\$22.67	\$34.01	10-01-16
4"		05-01-16	\$33.61	\$50.42	10-01-16
6"		05-01-16	\$64.63	\$96.95	10-01-16
Water rates outside city limits - residential/commercial multiple-family facilities					
Water furnished to residential customers, commercial multiple family facilities customers, and multiple commercial facilities served with one meter within city limits					
- All water, except applicable summer water usage	27-123(a)(1)	05-01-16	(\$2.79 x 1.33) x CCF	(\$2.79 x 1.33) x CCF	
- Summer water usage		05-01-16	(\$3.91 x 1.33) x CCF	(\$3.91 x 1.33) x CCF	
Minimum charge per month based on meter size	27-123(a)(2)	05-01-16	(\$8.30 x 1.33) x CCF	(\$8.85 x 1.33) x CCF	10-01-16
Fire flow charge per month:	27-123(a)(3)	05-01-16	(\$1.55 x 1.33) x CCF	(\$1.55 x 1.33) x CCF	
Backflow prevention charge per month:	27-123(a)(4)	05-01-16	(\$2.00 x 1.33) x CCF	(\$2.00 x 1.33) x CCF	
- For each backflow device at a customer location					
Commercial					
Water furnished to commercial customers outside the city limits who use 50,000 cubic feet (500 ccf) or less per month	27-123.1(a)(1)				
- All water, except applicable summer water usage		05-01-16	(\$2.60 x 1.33) x CCF	(\$2.63 x 1.33) x CCF	10-01-16
Minimum charge per month based on meter size	27-123.1(a)(2)	05-01-16	(\$8.30 x 1.33) x CCF	(\$8.85 x 1.33) x CCF	10-01-16

Water Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Fire flow charge per month:	27-123.1(a)(3)	05-01-16	(\$1.55 x 1.33) x CCF	(\$1.55 x 1.33) x CCF	
Backflow prevention charge per month:	27-123.1(a)(4)	05-01-16	(\$2.00 x 1.33) x CCF	(\$2.00 x 1.33) x CCF	
Large Commercial					
Water furnished to commercial customers within the city limits who use 50,000 cubic fee (500 ccf) or less per month					
- All water, except applicable summer water usage	27-123.2(a)(1)	05-01-16	(\$2.43 x 1.33) x CCF	(\$2.45 x 1.33) x CCF	10-01-16
- Summer water usage		05-01-16	(\$3.91 x 1.33) x CCF	(\$3.91 x 1.33) x CCF	
Minimum charge per month based on meter size	27-123.2(a)(2)	05-01-16	(\$8.73 x 1.33) x CCF	(\$10.52 x 1.33) x CCF	10-01-16
Fire flow charge per month:	27-123.2(a)(3)	05-01-16	(\$1.64 x 1.33) x CCF	(\$1.64 x 1.33) x CCF	
Backflow prevention charge per month:	27-123.2(a)(4)	05-01-16	(\$2.00 x 1.33) x CCF	(\$2.00 x 1.33) x CCF	
Columbia Regional Airport					
- All water, except applicable summer water usage	27-123.3(a)(1)	02-15-10	\$4.114	\$4.114	
Minimum charge per month based on meter size	27-123.3(a)(2)	05-01-16	(\$8.73 x 1.33) x CCF	(\$10.52 x 1.33) x CCF	10-01-16
Backflow prevention charge per month:	27-123.3(a)(3)	02-15-10	\$2.00	\$2.00	
Water rates, within former boundaries of dissolved Public Water Supply Districts No. 1 and No. 2 outside city limits - Residential/commercial multiple-family facilities					
Water furnished to residential customers, commercial multiple-family facilities customers, and multiple commercial facilities served with one meter, outside city limits within the former boundaries of dissolved Public Water Supply Districts No. 1 and No. 2					
- All water, except applicable summer water usage	27-124(a)(1)	05-01-16	(\$2.79 x 1.157) x CCF	(\$2.79 x 1.157) x CCF	
- Summer water usage		05-01-16	(\$3.91 x 1.157) x CCF	(\$3.91 x 1.157) x CCF	
Minimum charge per month based on meter size	27-124(a)(2)	05-01-16	(\$9.60 x 1.157) x CCF	(\$10.24 x 1.157) x CCF	10-01-16

Water Fees/Charges/Fines

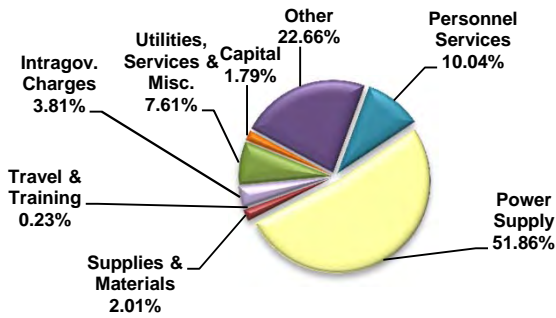
			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Fire flow charge per month:	27-124(a)(3)	05-01-16	$(\$1.64 \times 1.33) \times \text{CCF}$	$(\$1.64 \times 1.33) \times \text{CCF}$	
Backflow prevention charge per month:	27-124(a)(4)	05-01-16	$(\$2.00 \times 1.33) \times \text{CCF}$	$(\$2.00 \times 1.33) \times \text{CCF}$	
Commercial					
Water furnished to commercial customers outside the city limits within the former boundaries of dissolved Public Water Supply Districts No.1 and No. 2 who use 50,000 cubic feet (500 ccf) or less per month average during nonsummer months	27-124.1				
- All water, except applicable summer water usage	27-124.1(a)(1)	05-01-16	$(\$2.60 \times 1.157) \times \text{CCF}$	$(\$2.63 \times 1.157) \times \text{CCF}$	10-01-16
- Summer water usage		05-01-16	$(\$3.91 \times 1.157) \times \text{CCF}$	$(\$3.91 \times 1.157) \times \text{CCF}$	
Minimum charge per month based on meter size	27-124.1(a)(2)	05-01-16	$(\$8.30 \times 1.157) \times \text{CCF}$	$(\$8.85 \times 1.157) \times \text{CCF}$	10-01-16
Fire flow charge per month:	27-124.1(a)(3)	05-01-16	$(\$1.55 \times 1.33) \times \text{CCF}$	$(\$1.55 \times 1.33) \times \text{CCF}$	
Backflow prevention charge per month:	27-124.1(a)(4)	05-01-16	$(\$2.00 \times 1.33) \times \text{CCF}$	$(\$2.00 \times 1.33) \times \text{CCF}$	
Large Commercial					
Water furnished to commercial customers outside the city limits within the former boundaries of dissolved Public Water Supply District No. 1, who use more than 50,000 cubic feet per month average during nonsummer months	27-124.2				
- All water, except applicable summer water usage	27-124.2(a)(1)	05-01-16	$(\$2.43 \times 1.33) \times \text{CCF}$	$(\$2.45 \times 1.33) \times \text{CCF}$	10-01-16
- Summer water usage			$(\$3.91 \times 1.33) \times \text{CCF}$	$(\$3.91 \times 1.33) \times \text{CCF}$	
Minimum charge per month based on meter size	27-124.2(a)(2)	05-01-16	$(\$8.73 \times 1.33) \times \text{CCF}$	$(\$10.52 \times 1.33) \times \text{CCF}$	10-01-16
Fire flow charge per month:	27-124.2(a)(3)	05-01-16	$(\$1.64 \times 1.33) \times \text{CCF}$	$(\$1.64 \times 1.33) \times \text{CCF}$	
Backflow prevention charge per month:	27-124.2(a)(4)	05-01-16	$(\$2.00 \times 1.33) \times \text{CCF}$	$(\$2.00 \times 1.33) \times \text{CCF}$	

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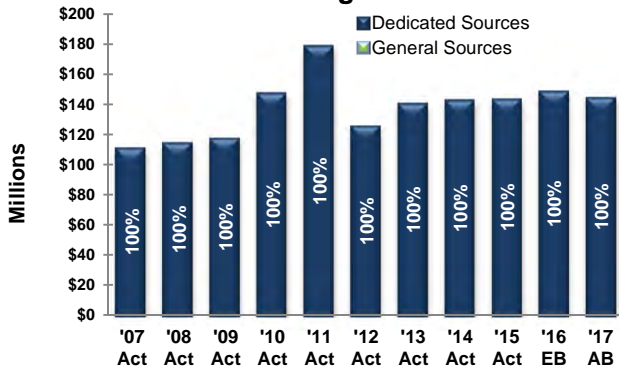
Electric Utility Fund (Enterprise Fund)

Electric Utility- Summary

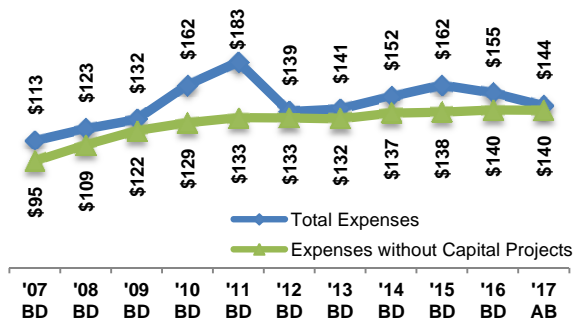
FY 2017 Total Expenditures By Category



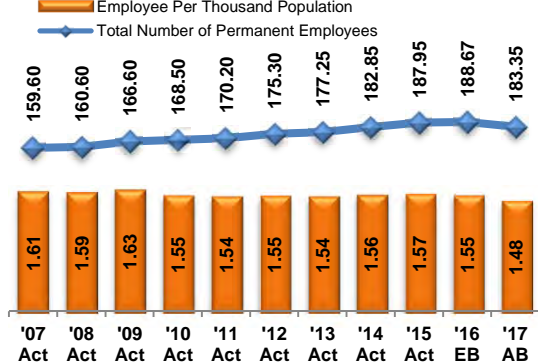
Funding Sources



Budgeted Expenditure History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$14,755,197	\$14,971,072	\$14,155,728	\$14,445,744	2.0%	(3.5%)
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies & Materials	\$2,292,358	\$2,867,034	\$2,507,960	\$2,888,319	15.2%	0.7%
Travel & Training	\$260,411	\$333,361	\$332,808	\$336,361	1.1%	0.9%
Intragov. Charges	\$3,565,951	\$4,304,040	\$4,304,040	\$5,477,723	27.3%	27.3%
Utilities, Services & Misc.	\$9,836,398	\$10,922,386	\$10,922,386	\$10,948,701	0.2%	0.2%
Capital	\$12,250,429	\$15,286,457	\$15,235,429	\$2,574,000	(83.1%)	(83.2%)
Other	\$29,885,302	\$30,415,381	\$30,683,868	\$32,620,152	6.3%	7.2%
Total	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)
Operating Expenses	\$97,528,336	\$108,187,138	\$101,130,922	\$105,954,848	4.8%	(2.1%)
Non-Operating Expenses	\$24,325,092	\$24,755,322	\$24,817,500	\$27,144,946	9.4%	9.7%
Debt Service	\$5,560,210	\$5,660,059	\$5,866,368	\$5,475,206	(6.7%)	(3.3%)
Capital Additions	\$1,721,686	\$1,466,457	\$1,415,429	\$1,324,000	(6.5%)	(9.7%)
Capital Projects	\$13,959,599	\$15,110,000	\$15,110,000	\$4,050,000	(73.2%)	(73.2%)
Total Expenses	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$11,991	\$0	\$0	\$0		
Interest	\$1,631,610	\$1,400,000	\$1,514,884	\$1,364,884	(9.9%)	(2.5%)
Fees and Service Charges	\$124,713,503	\$132,413,420	\$130,713,920	\$133,949,779	2.5%	1.2%
Other Local Revenues	\$1,634,213	\$1,229,755	\$1,498,645	\$1,148,620	(23.4%)	(6.6%)
Transfers	\$502,620	\$0	\$0	\$2,136,569		
Use of Prior Year Sources	\$14,600,986	\$20,135,801	\$14,612,770	\$5,349,148	(63.4%)	(73.4%)
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)

Electric Utility - Summary

Fund 551x

Description

The Electric Utility provides the citizens of Columbia with a safe, reliable and cost effective electric supply. This requires the Department to operate and maintain the electric generating and distribution system to serve over 49,000 customers.

The sale of electricity is a major revenue source for this fund. The growth rate in new customers has increased from the low points of the economic recession to about 1.5% per year. In addition to retail sales to customers, the Electric Utility receives revenues from participation in the Midcontinent Independent System Operator (MISO) energy market and as a transmission owning member of MISO.

Electric is the department liasion for the following:

- Mayor's Task Force on Infrastructure
- Water and Light Advisory Board

Highlights/Significant Changes (cont.)

Strategic Priority - Operational Excellence

- Adds one (1) Utility Locator Supervisor to electric distribution. Electric distribution provides location services (buried lines prior to excavation) for water and sewer in addition to the electric utility. Those utilities reimburse the electric utility for services. This position is needed to provide supervision over the expanding requirements of the locating service.

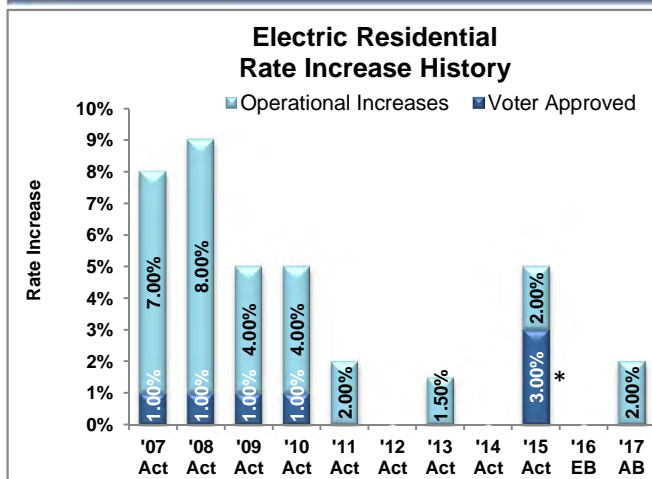
Highlights/Significant Changes

- A proposal to increase rates that will provide a 2% revenue increase is included. This increase is to cover increased operation and maintenance cost.
- The FY 2017 budget for Purchased Power (contracts and energy market purchases) has been reduced by \$2.5 million (3.45%) from the original FY16 budget amount. This is not a trend and some of the reduction was shifted to transmission costs. Market pressures are generally upward and future budgets may reflect an upward pressure.

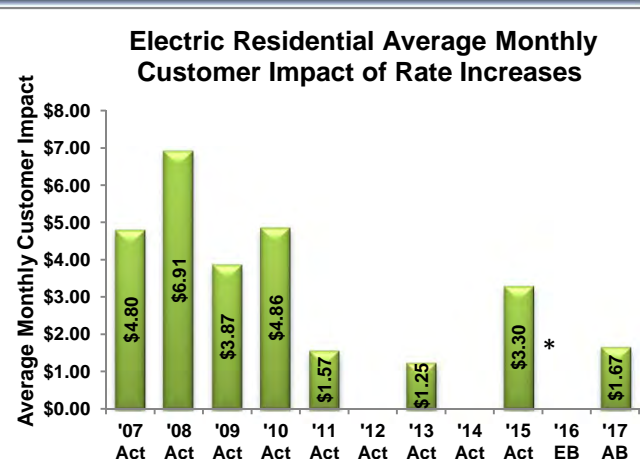
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration and General	42.35	43.17	43.17	34.90	(8.27)
Production	55.00	57.00	57.00	42.50	(14.50)
Transmission and Distribution	90.60	88.50	88.50	105.95	17.45
Total Personnel	187.95	188.67	188.67	183.35	(5.32)
Permanent Full-Time	187.20	187.92	187.92	182.60	(5.32)
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	187.95	188.67	188.67	183.35	(5.32)

Rate Increase Information



* 3% voter approved rate increase effective 6/1/15



* \$2.03 of \$3.30 rate increase effective 6/1/15

Forecasted Sources and Uses (For Information Purposes Only)

	Proposed FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o FY GASB 31 Adjustment)	\$1,364,884	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000
Fees and Service Charges	\$133,949,779	\$138,409,985	\$143,134,496	\$146,626,772	\$151,640,103
Other Local Revenues	\$1,148,620	\$1,125,120	\$1,125,120	\$1,125,120	\$1,125,120
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources: Less	\$136,463,283	\$140,865,105	\$145,589,616	\$149,081,892	\$154,095,223
Appropriate Fund Balance					
Financial Uses					
Operating Expenses	\$105,954,890	\$109,237,311	\$112,415,010	\$115,686,052	\$119,053,198
Operating Transfers to Other Funds	\$12,976,436	\$12,846,264	\$13,337,610	\$13,750,731	\$14,278,759
Interest Exp. and Non-Oper. Cash Pmts	\$5,475,206	\$6,735,144	\$6,450,899	\$6,139,238	\$5,840,153
Principal Payments	\$4,363,010	\$6,457,946	\$6,742,226	\$7,060,256	\$7,347,083
Capital Additions	\$1,324,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Enterprise Rev. used for Capital Projects	\$4,050,000	\$3,550,000	\$3,550,000	\$7,250,000	\$6,700,000
Total Financial Uses	\$134,143,542	\$139,826,665	\$143,495,745	\$150,886,277	\$154,219,193
Financial Sources Over/(Under) Uses	\$2,319,741	\$1,038,440	\$2,093,871	(\$1,804,385)	(\$123,970)
Beginning Unassigned Cash Reserve	\$25,572,243	\$27,891,984	\$28,930,424	\$31,024,295	\$29,219,910
Financial Sources Over/(Under) Uses	\$2,319,741	\$1,038,440	\$2,093,871	(\$1,804,385)	(\$123,970)
Ending Unassigned Cash Reserve	\$27,891,984	\$28,930,424	\$31,024,295	\$29,219,910	\$29,095,940
Total Expenditures Uses	\$134,143,542	\$139,826,665	\$143,495,745	\$150,886,277	\$154,219,193
Less: Ent Rev used for current year CIP	(\$4,050,000)	(\$3,550,000)	(\$3,550,000)	(\$7,250,000)	(\$6,700,000)
Operational Expenses	\$130,093,542	\$136,276,665	\$139,945,745	\$143,636,277	\$147,519,193
20% Guideline for Operational Expenses	\$26,018,708	\$27,255,333	\$27,989,149	\$28,727,255	\$29,503,839
Add: Ent Rev for next year CIP	\$3,550,000	\$3,550,000	\$7,250,000	\$6,700,000	\$8,630,000
Cash Reserve Target	\$29,568,708	\$30,805,333	\$35,239,149	\$35,427,255	\$38,133,839
Cash Above/(Below) Cash Reserve Target	(\$1,676,724)	(\$1,874,909)	(\$4,214,854)	(\$6,207,345)	(\$9,037,899)

Assumptions:

Operating Rate increase

2.00%

2.00%

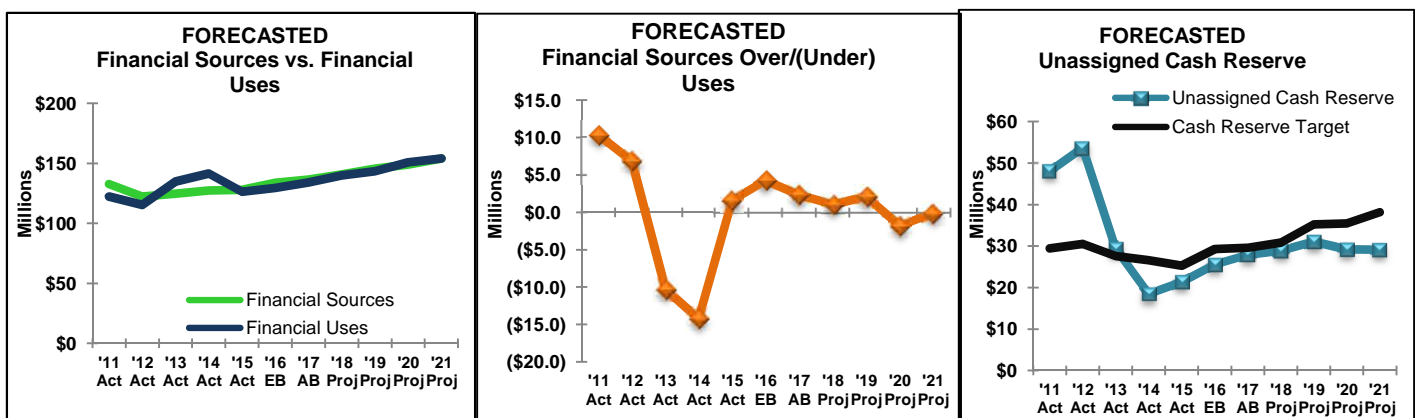
2.00%

3.00%

Voter Approved Rate increase

2.00%

1.00%



Electric Utility - Summary

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Admin & General						
Personnel Services	\$2,890,103	\$3,333,216	\$2,740,285	\$3,040,512	11.0%	(8.8%)
Power Supply	\$0	\$0	\$0	\$0		
Supplies and Materials	\$147,622	\$217,545	\$149,125	\$216,601	45.2%	(0.4%)
Travel and Training	\$102,969	\$102,929	\$105,800	\$105,929	0.1%	2.9%
Intragovernmental Charges	\$3,538,072	\$4,278,680	\$4,278,680	\$5,444,827	27.3%	27.3%
Utilities, Services, & Misc.	\$2,033,638	\$3,616,093	\$2,845,778	\$3,431,422	20.6%	(5.1%)
Capital	\$121,728	\$203,000	\$203,000	\$43,000	(78.8%)	(78.8%)
Other	\$29,848,316	\$30,378,395	\$30,646,882	\$32,583,166	6.3%	7.3%
Total	\$38,682,448	\$42,129,858	\$40,969,550	\$44,865,457	9.5%	6.5%
Production						
Personnel Services	\$2,894,731	\$3,069,145	\$2,801,398	\$3,073,058	9.7%	0.1%
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies and Materials	\$849,980	\$971,540	\$843,400	\$980,240	16.2%	0.9%
Travel and Training	\$20,659	\$48,748	\$35,508	\$48,748	37.3%	0.0%
Intragovernmental Charges	\$1,500	\$578	\$578	\$578	0.0%	0.0%
Utilities, Services, & Misc.	\$2,730,650	\$2,725,791	\$4,795,658	\$2,356,569	(50.9%)	(13.5%)
Capital	\$88,691	\$292,000	\$321,422	\$188,000	(41.5%)	(35.6%)
Other	\$0	\$0	\$0	\$0		
Total	\$76,835,088	\$83,187,047	\$78,995,964	\$81,305,193	2.9%	(2.3%)
Transmission and Distribution						
Personnel Services	\$7,527,615	\$7,278,711	\$7,324,045	\$7,132,174	(2.6%)	(2.0%)
Power Supply	\$0	\$0	\$0	\$0		
Supplies and Materials	\$1,293,167	\$1,677,949	\$1,515,435	\$1,691,478	11.6%	0.8%
Travel and Training	\$136,783	\$181,684	\$191,500	\$181,684	(5.1%)	0.0%
Intragovernmental Charges	\$26,379	\$24,782	\$24,782	\$32,318	30.4%	30.4%
Utilities, Services, & Misc.	\$3,085,591	\$4,580,502	\$3,280,950	\$3,560,710	8.5%	(22.3%)
Capital	\$1,511,267	\$971,457	\$891,007	\$1,093,000	22.7%	12.5%
Other	\$36,986	\$36,986	\$36,986	\$36,986	0.0%	0.0%
Total	\$13,617,788	\$14,752,071	\$13,264,705	\$13,728,350	3.5%	(6.9%)
Capital Projects						
Personnel Services	\$1,442,748	\$1,290,000	\$1,290,000	\$1,200,000	(7.0%)	(7.0%)
Power Supply	\$0	\$0	\$0	\$0		
Supplies and Materials	\$1,589	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$1,986,519	\$0	\$0	\$1,600,000		
Capital	\$10,528,743	\$13,820,000	\$13,820,000	\$1,250,000	(91.0%)	(91.0%)
Other	\$0	\$0	\$0	\$0		
Total	\$13,959,599	\$15,110,000	\$15,110,000	\$4,050,000	(73.2%)	(73.2%)
Department Totals						
Personnel Services	\$14,755,197	\$14,971,072	\$14,155,728	\$14,445,744	2.0%	(3.5%)
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000	6.4%	(1.9%)
Supplies and Materials	\$2,292,358	\$2,867,034	\$2,507,960	\$2,888,319	15.2%	0.7%
Travel and Training	\$260,411	\$333,361	\$332,808	\$336,361	1.1%	0.9%
Intragovernmental Charges	\$3,565,951	\$4,304,040	\$4,304,040	\$5,477,723	27.3%	27.3%
Utilities, Services, & Misc.	\$9,836,398	\$10,922,386	\$10,922,386	\$10,948,701	0.2%	0.2%
Capital	\$12,250,429	\$15,286,457	\$15,235,429	\$2,574,000	(83.1%)	(83.2%)
Other	\$29,885,302	\$30,415,381	\$30,683,868	\$32,620,152	6.3%	7.2%
Total	\$143,094,923	\$155,178,976	\$148,340,219	\$143,949,000	(3.0%)	(7.2%)

Electric Utility - Summary

5510-7400 to 5510-7600

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration and General					
9905 - Deputy City Manager **	0.00	0.17	0.17	0.18	0.01
5109 - Engineering Supervisor	2.00	2.00	2.00	2.00	
5108 - Engineering Manager	0.80	0.80	0.80	0.80	
5098/5113 - Engineering Specialist/Engineer	7.75	7.75	7.75	7.75	
5003 - Engineering Technician ++	3.00	4.00	4.00	1.00	(3.00)
5000 - Associate Engineering Technician	2.00	1.40	1.40	2.00	0.60
4998 - Project Compliance Inspector **	0.00	1.00	1.00	0.00	(1.00)
4803 - Graphic Artist #	1.00	1.00	1.00	0.40	(0.60)
4800 - Comm. & Mrkting Supv. * #	0.80	0.80	0.80	0.00	(0.80)
4799 - Comm & Mrkting Manager * #	0.00	0.00	0.00	0.32	0.32
4521 - Energy Technician	3.00	3.00	3.00	3.00	
4518 - Energy Services Supt. ***	0.80	0.80	0.80	0.00	(0.80)
4514 - Utility Services Manager	0.80	0.80	0.80	0.80	
4513 - Energy Services Supervisor	2.00	2.00	2.00	2.00	
4510 - Energy Management Specialist	5.80	5.80	5.80	5.80	
4509 - Energy Educator +++	1.00	1.00	1.00	0.00	(1.00)
4503 - Utility Financial Manager **	0.80	0.00	0.00	0.00	
4502 - Senior Rate Analyst *	1.60	1.60	1.60	0.80	(0.80)
4501 - Rate Analyst	1.80	1.80	1.80	1.80	
4500 - Energy Market Analyst *	0.00	0.00	0.00	1.00	1.00
4102 - Plan Reviewer	0.60	0.00	0.00	0.00	
2990 - Director, City Utilities **	0.80	0.45	0.45	0.45	
2980 - Asst. Director, City Utilities **	0.80	1.20	1.20	1.20	
2408 - Construction Project Supervisor	0.00	0.60	0.60	0.60	
2185 - GIS Supervisor ++	0.80	0.80	0.80	0.00	(0.80)
2180 - GIS Specialist ++	0.60	0.60	0.60	0.00	(0.60)
2175 - GIS Analyst ++	0.80	0.80	0.80	0.00	(0.80)
1007 - Administrative Supervisor	0.60	0.60	0.60	0.60	
1006 - Senior Admin. Support Assistant	1.80	1.80	1.80	1.80	
1005 - Administrative Support Assistant	0.60	0.60	0.60	0.60	
Total Personnel	42.35	43.17	43.17	34.90	(8.27)
Permanent Full-Time	41.60	42.42	42.42	34.15	(8.27)
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	42.35	43.17	43.17	34.90	(8.27)

Production

7695 - Columbia Energy Center Supvsr	1.00	1.00	1.00	1.00	
7694 - Bio Gas Plant Supervisor	1.00	1.00	1.00	1.00	
7693 - Bio Gas Plant Technician	1.00	1.00	1.00	1.00	
7692 - Columbia Energy Center Tech.	1.00	1.00	1.00	1.00	
6104 - Storeroom Assistant-773	1.00	1.00	1.00	0.00	(1.00)
6100 - Stores Clerk-773	1.00	1.00	1.00	1.00	
5040 - Lab Technician - 773	2.00	2.00	2.00	2.00	
2888 - NERC Compliance Officer-773	1.00	1.00	1.00	0.00	(1.00)
2889 - Asst NERC Compliance Offcr - 773	1.00	1.00	1.00	0.00	(1.00)
2695 - Lead Power Plant Operator-773	5.00	5.00	5.00	5.00	
2694 - Power Plant Operator-773	10.00	10.00	10.00	10.00	
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.	3.00	3.00	3.00	2.00	(1.00)
2631 - Associate Power Plant Oper-773	4.00	4.00	4.00	4.00	
2630/2640 - App. BAO/NERC BAO+-773	8.00	10.00	10.00	0.00	(10.00)
2429 - Utility Maint. Mechanic-773	2.00	0.00	0.00	0.00	
2426 - Utility Maintenance Supv.	2.00	2.00	2.00	2.00	
2422 - Associate Utility Maint. Mech - W&L	0.00	0.00	0.00	4.00	4.00
2421 - Sr Utility Maint Mechanic - W&L	0.00	0.00	0.00	2.00	2.00
2420 - Sr Utility Maint. Mechanic-773	2.00	2.00	2.00	0.00	(2.00)

+BAO - Balancing Authority Operator

* Positions were reassigned during FY 2017

** In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization

*** Electric Services Superintendent position is being eliminated in FY 2017

FY 2017 positions moved to Community Relations to centralize the public information officer function

++ In FY 2017, positions moved to GIS Fund due to a reorganization to centralize all duties to one department.

+++ In FY 2017 position moved to Sustainability

Electric Utility

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Production- (cont)					
2419 - Associate Utility Maint. Mech-773	4.00	4.00	4.00	0.00	(4.00)
2324 - Instrument Technician-773	2.00	2.00	2.00	2.00	
2303 - Equipment Operator III-773	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II-773	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	0.50	(0.50)
Total Personnel	53.00	53.00	53.00	42.50	(10.50)
Permanent Full-Time	53.00	53.00	53.00	42.50	(10.50)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	53.00	53.00	53.00	42.50	(10.50)
Transmission and Distribution					
6105 - Stores Superintendent	0.60	0.60	0.60	0.60	
6104 - Storeroom Asst 773	0.00	0.00	0.00	1.00	1.00
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	
2888 - NERC Compliance Offcr - 773	0.00	0.00	0.00	2.00	2.00
2883 - Lead Utility Service Worker	1.00	2.00	2.00	2.00	
2880 - Utility Service Worker	2.60	2.50	2.50	3.00	0.50
2877 - Lead Meter Reader	0.60	0.60	0.60	0.50	(0.10)
2874 - Senior Meter Reader	1.20	1.20	1.20	1.20	
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	2.00	0.00	0.00	0.00	
2803 - Lead Elec. Meter Rpr Worker *	1.00	1.00	1.00	2.00	1.00
2801 - Electric Meter Repair Worker *	3.00	3.00	3.00	2.00	(1.00)
2781 - Lead Consulting Utility Forester	1.00	1.00	1.00	1.00	
2780 - Consulting Utility Forester	1.00	1.00	1.00	1.00	
2770 - Elec. Services Superintndnt.	1.00	1.00	1.00	0.75	(0.25)
2730 - Line Superintendent	2.00	2.00	2.00	2.00	
2706 - Line Foreman	12.00	12.00	12.00	12.00	
2703/2701 Journeyman Linewrkr/App Linewrkr	29.00	29.00	29.00	29.00	
2635 - Asst. Power Production Supt.	0.00	0.00	0.00	1.00	1.00
2616 - Transload Ops Supv +	0.00	0.00	0.00	0.60	0.60
2434 - Utility Locator Supervisor ^	0.00	0.00	0.00	1.00	1.00
2432 - Utility Locator Foreman	1.00	1.00	1.00	1.00	
2431 - Utility Locator	3.00	3.00	3.00	3.00	
2630/2640 - App. BAO/NERC BAO+-773	0.00	0.00	0.00	10.00	10.00
2337 - Substation Repair Supt.	1.00	1.00	1.00	1.00	
2335 - Substation Technician Foreman	3.00	3.00	3.00	3.00	
2333/2334 Journeyman Substn. Tech./App S.T.	3.00	3.00	3.00	3.00	
2332 - Comm. Technician Foreman	1.00	1.00	1.00	1.00	
2330/2331 - App. Comm. Tech/Journeyman C.T.	2.00	2.00	2.00	2.00	
2302 - Equipment Operator II	4.60	3.60	3.60	3.60	
2301 - Equipment Operator I	0.60	0.60	0.60	0.60	
2298 - Equipment Operator III +	2.00	2.00	2.00	2.60	0.60
1400 - Administrative Technician	0.00	0.00	0.00	0.50	0.50
1006 - Senior Admin. Support Assistant +	1.00	1.00	1.00	1.60	0.60
Total Personnel	90.60	88.50	88.50	105.95	17.45
Permanent Full-Time	90.60	88.50	88.50	105.95	17.45
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	90.60	88.50	88.50	105.95	17.45
Department Totals					
Permanent Full-Time	185.20	183.92	183.92	182.60	(1.32)
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	185.95	184.67	184.67	183.35	(1.32)

+ In FY 2017, the Transload Ops Supv, Equipment Operator III and Senior ASA positions were reallocated from the Transload budget to the Water and Electric budget

^ In FY 2017 a Utility Locator Supervisor position was added to provide supervision over the expanding requirements of the locating service

Major Projects

This budget provides funding for the following projects:

- Numerous Annual Projects:
 - Commercial Expansion
 - Fiber Optic Cable
 - New Electric Connections
 - Residential Expansion
 - Street Light Additions
 - Relocation of Distribution Lines
- Downtown Streetlights
- More's Lake Restoration
- Replace Landfill Gas Generator Engines

Highlights/Goals

- Projects authorized by voters in the April 2015 ballot proposal are included in this budget

Fiscal Impact

This includes the major capital improvements that are outlined in our Capital Improvement Program.

Electric

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Electric							
1 Annual Bond Contingency - EL0009 [ID: 557]							
2015 Electric Bond	\$400,000		\$300,000	\$300,000			
Total	\$400,000		\$300,000	\$300,000			
2 Annual Commercial Expansion - E0117 [ID: 556]							
Ent Rev	\$900,000	\$500,000	\$700,000	\$2,100,000	\$5,000,000		
Total	\$900,000	\$500,000	\$700,000	\$2,100,000	\$5,000,000		
3 Annual Distrib. Transformers & Capacitors - E0021 [ID: 559]							
2015 Electric Bond	\$800,000		\$800,000	\$1,600,000			
Ent Rev			\$400,000	\$2,400,000	\$5,000,000		
Total	\$800,000		\$1,200,000	\$4,000,000	\$5,000,000		
4 Annual Ent Rev Contingency - EL0003 [ID: 1359]							
Ent Rev					\$2,000,000		
Total					\$2,000,000		
5 Annual Fiber Optic Cable - E0082 [ID: 560]							
Ent Rev	\$100,000	\$100,000	\$100,000	\$300,000	\$400,000		
Total	\$100,000	\$100,000	\$100,000	\$300,000	\$400,000		
6 Annual Load Management - E0049 [ID: 561]							
Total							
7 Annual New Electric Connections - E0053 [ID: 563]							
Ent Rev	\$800,000	\$900,000	\$1,000,000	\$3,000,000	\$5,000,000		
Total	\$800,000	\$900,000	\$1,000,000	\$3,000,000	\$5,000,000		
8 Annual Relocation of Distribution Lines - E0199 [ID: 1847]							
Ent Rev	\$200,000	\$200,000	\$200,000	\$600,000	\$1,000,000		
Total	\$200,000	\$200,000	\$200,000	\$600,000	\$1,000,000		
9 Annual Replace Circuit Breakers - E0153 [ID: 1109]							
2015 Electric Bond			\$250,000	\$250,000		2018	2019
Ent Rev				\$500,000	\$1,250,000		
Total			\$250,000	\$750,000	\$1,250,000		
10 Annual Replacement of Existing Overhead - E0118 [ID: 651]							
2015 Electric Bond	\$600,000		\$600,000	\$1,200,000			
Ent Rev			\$100,000	\$1,300,000	\$3,000,000		
Total	\$600,000		\$700,000	\$2,500,000	\$3,000,000		
11 Annual Replacement of Existing UG System - E0107 [ID: 562]							
2015 Electric Bond	\$250,000		\$250,000	\$500,000			
Ent Rev			\$50,000	\$450,000	\$1,000,000		
Total	\$250,000		\$300,000	\$950,000	\$1,000,000		
12 Annual Residential Expansion - E0116 [ID: 564]							
Ent Rev	\$600,000	\$200,000	\$400,000	\$1,400,000	\$4,000,000		
Total	\$600,000	\$200,000	\$400,000	\$1,400,000	\$4,000,000		
13 Annual Street Light Additions - E0052 [ID: 565]							
Ent Rev	\$150,000	\$50,000	\$50,000	\$150,000	\$750,000		
Total	\$150,000	\$50,000	\$50,000	\$150,000	\$750,000		

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Electric

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Electric							
14 Annual Substation Feeder Additions - E0115 [ID: 566]							
Ent Rev	\$300,000		\$100,000	\$1,700,000	\$6,000,000		
Total	\$300,000		\$100,000	\$1,700,000	\$6,000,000		
15 Annual Transmission System Replacement - E0101 [ID: 567]							
2015 Electric Bond	\$100,000		\$100,000	\$200,000			
Ent Rev			\$50,000	\$450,000	\$1,000,000		
Total	\$100,000		\$150,000	\$650,000	\$1,000,000		
16 Annual Underground Conversion - E0027 [ID: 555]							
Ent Rev				\$1,600,000	\$4,000,000		
Total				\$1,600,000	\$4,000,000		
17 Mercury Vapor Streetlight Replacement - E0182 [ID: 1599]							
Ent Rev			\$100,000	\$100,000		2014	2018
Total			\$100,000	\$100,000			
18 Replace Switchgear at Substations - EL0189 [ID: 1773]							
2015 Electric Bond			\$350,000			2018	2018
Ent Rev				\$350,000	\$700,000		
Total			\$350,000	\$350,000	\$700,000		
19 Substation Transformer Replacement - E0192 [ID: 1776]							
2015 Electric Bond	\$300,000		\$300,000	\$300,000			
Ent Rev				\$600,000	\$1,500,000		
Total	\$300,000		\$300,000	\$900,000	\$1,500,000		
20 Downtown Streetlights - EL0180 [ID: 1597]							
Ent Rev	\$100,000	\$100,000	\$100,000	\$100,000		2014	2016
Total	\$100,000	\$100,000	\$100,000	\$100,000			
21 Landfill Gas Generator #4 - EL0175 [ID: 1584]							
2015 Electric Bond			\$1,600,000			2018	2018
Total			\$1,600,000				
22 Mill Creek Sub Transmisn Connect to 2 Subs-E0148 [ID: 1050]							
2015 Electric Bond	\$5,000,000		\$8,000,000			2011	2018
Total	\$5,000,000		\$8,000,000				
23 More's Lake Restoration - E0204 [ID: 1982]							
Ent Rev		\$1,000,000				2016	2018
PYA Ent Rev	\$300,000						
Total	\$300,000	\$1,000,000					
24 Reconfiguration of Substation Feeders-E0201 [ID: 1894]							
2015 Electric Bond	\$1,450,000		\$4,300,000			2016	2018
Total	\$1,450,000		\$4,300,000				
25 Replace Landfill Gas Generator Engines - E0203 [ID: 1978]							
Ent Rev		\$1,000,000				2017	2017
Total		\$1,000,000					

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Electric

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Electric							
26 UG Distribution Lines in Trans Corridor - EL0198 [ID: 1845]							
2015 Electric Bond	\$2,500,000		\$2,500,000			2016	2018
Total	\$2,500,000		\$2,500,000				
27 Brushwood Lake Road Loop Closure - EL0185 [ID: 1602]							
Unfunded				\$750,000		2020	2020
Total				\$750,000			
28 Business Loop 70 - Phase 5 Undergrounding - EL0140 [ID: 689]							
Unfunded				\$2,450,000		2020	2021
Total				\$2,450,000			
29 Extend Hinkson Creek Substation Feeders - EL0193 [ID: 1837]							
2015 Electric Bond			\$5,000,000			2018	2019
Unfunded				\$5,000,000			
Total			\$5,000,000	\$5,000,000			
30 Future Substation Transformer - E0184 [ID: 1601]							
Ent Rev			\$200,000	\$400,000		2018	2019
Total			\$200,000	\$400,000			
31 McBaine Substation Upgrades - EL0196 [ID: 1840]							
Unfunded				\$2,500,000		2021	2021
Total				\$2,500,000			
32 Mill Creek & McBaine Interconnection - EL0195 [ID: 1839]							
Unfunded				\$10,000,000		2021	2021
Total				\$10,000,000			
33 Warehouse & Enclosed Equipment Parking - E0176 [ID: 1593]							
Unfunded				\$4,400,000		2020	2020
Total				\$4,400,000			
34 Business Loop 70 - Phase 6 Undergrounding - EL0141 [ID: 690]							
Unfunded				\$1,500,000		2021	2022
Total				\$1,500,000			

Electric Funding Source Summary

2015 Electric Bond	\$11,400,000		\$24,350,000	\$4,350,000	
Ent Rev	\$3,150,000	\$4,050,000	\$3,550,000	\$17,500,000	\$41,600,000
New Funding	\$14,550,000	\$4,050,000	\$27,900,000	\$21,850,000	\$41,600,000
PYA Ent Rev	\$300,000				
Prior Year Funding	\$300,000				\$0
Unfunded				\$26,600,000	
Unfunded				\$26,600,000	\$0
Total	\$14,850,000	\$4,050,000	\$27,900,000	\$48,450,000	\$41,600,000

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Electric Current Capital Projects							
Electric							
1	69 Kv System Relay Upgrade - E0145 [ID: 984]					2012	2015
2	BLoop 70 - Phase 4 Undergrndg Garth-Prov - E0127 [ID: 675]					2013	2015
3	Boiler 8 Upgrades - E0183 [ID: 1600]					2014	2016
4	Broadway Undergrounding - E0120 [ID: 549]					2021	2021
5	Build New Lab - Power Plant - E0174 [ID: 1582]					2014	2016
6	CEC - Distributed Control Systems - E0186 [ID: 1692]					2014	2016
7	College Undergrounding-Univ to Bouchelle - EL0179 [ID: 1596]					2016	2017
8	Distribution Automation - E0200 [ID: 1893]					2017	2017
9	EMS Upgrade - E0187 [ID: 1693]					2014	2015
10	New South Side 161/13.8 Kv Substation - E0121 [ID: 551]					2014	2016
11	Power Plant Substation Upgrades - EL0151 [ID: 1056]					2016	2019
12	Replace Measurement & Data Acquisition Sys - E0159 [ID: 1203]					2014	2016
13	Replace UG electric, Keene & Lansing - E0168 [ID: 1391]					2016	2016
14	Substation Upgrades-Grnstn & Perche - EL0194 [ID: 1838]					2015	2016

Electric Impact of Capital Projects

Annual Commercial Expansion - E0117 [ID: 556]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Distrib. Transformers & Capacitors - E0021 [ID: 559]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Fiber Optic Cable - E0082 [ID: 560]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Load Management - E0049 [ID: 561]
Growth in number of switches requires additional people to check and maintain. Installation reduces growth in system load, thereby reducing purchased power costs.
Annual New Electric Connections - E0053 [ID: 563]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Replacement of Existing UG System - E0107 [ID: 562]
Work is performed because of numerous faults on a line. Replacing problem cable will reduce outages.
Annual Residential Expansion - E0116 [ID: 564]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Street Light Additions - E0052 [ID: 565]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Substation Feeder Additions - E0115 [ID: 566]
Incremental impact on operational costs. General growth in system will require additional maintenance with periodic increase in staff.
Annual Underground Conversion - E0027 [ID: 555]
Long-term could reduce maintenance
More's Lake Restoration - E0204 [ID: 1982]
W&L ceased using lake for ash handling in September 2015.
New South Side 161/13.8 Kv Substation - E0121 [ID: 551]
Additional substation to maintain may require additional staff.

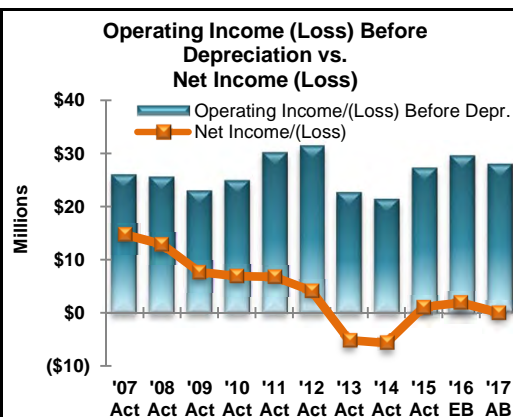
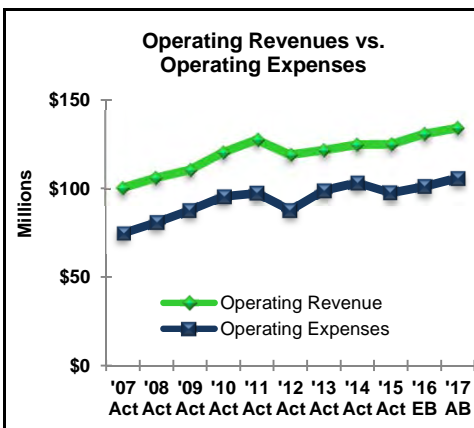
D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Net Income Statement Electric Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Fees and Service Charges	\$124,554,843	\$132,255,000	\$130,555,500	\$133,788,501
Miscellaneous Revenue	\$126,905	\$0	\$0	\$0
Locator Service Fees	\$158,660	\$158,420	\$158,420	\$161,278
Total Operating Revenues	\$124,840,408	\$132,413,420	\$130,713,920	\$133,949,779
Operating Expenses:				
Personnel Services	\$13,312,449	\$13,681,072	\$12,865,728	\$13,245,744
Power Supply	\$70,248,877	\$76,079,245	\$70,198,000	\$74,658,000
Supplies & Materials	\$2,290,769	\$2,867,034	\$2,507,960	\$2,888,319
Travel & Training	\$260,411	\$333,361	\$332,808	\$336,361
Intragovernmental Charges	\$3,565,951	\$4,304,040	\$4,304,040	\$5,477,723
Utilities, Services & Other Misc.	\$7,849,879	\$10,922,386	\$10,922,386	\$9,348,701
Total Operating Expenses	\$97,528,336	\$108,187,138	\$101,130,922	\$105,954,848
Operating Income (Loss) Before Depreciation	\$27,312,072	\$24,226,282	\$29,582,998	\$27,994,931
Depreciation	(\$11,857,184)	(\$11,849,900)	(\$11,910,078)	(\$11,910,078)
Operating Income	\$15,454,888	\$12,376,382	\$17,672,920	\$16,084,853
Non-Operating Revenues:				
Investment Revenue	\$1,631,610	\$1,400,000	\$1,514,884	\$1,364,884
Revenue From Other Gov't Units	\$11,991	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$1,507,308	\$1,229,755	\$1,498,645	\$1,148,620
Total Non-Operating Revenues	\$3,150,909	\$2,629,755	\$3,013,529	\$2,513,504
Non-Operating Expenses:				
Bond Interest	\$5,083,953	\$5,651,059	\$5,866,368	\$5,475,206
Bank & Paying Agent Fees	\$476,257	\$9,000	\$0	\$0
Loss on Disposal Assets	\$51,772	\$50,000	\$52,000	\$52,000
Amortization	\$0	\$0	\$0	\$0
Total Non-Operating Expenses	\$5,611,982	\$5,710,059	\$5,918,368	\$5,527,206
Operating Transfers:				
Operating Transfers From Other Funds	\$502,620	\$0	\$0	\$2,136,569
P.I.L.O.T.	(\$11,710,668)	(\$12,000,000)	(\$12,000,000)	(\$12,267,327)
Operating Transfers To Other Funds	(\$705,468)	(\$855,422)	(\$855,422)	(\$2,915,541)
Total Operating Transfers	(\$11,913,516)	(\$12,855,422)	(\$12,855,422)	(\$13,046,299)
Net Income(Loss)	\$1,080,299	(\$3,559,344)	\$1,912,659	\$24,852

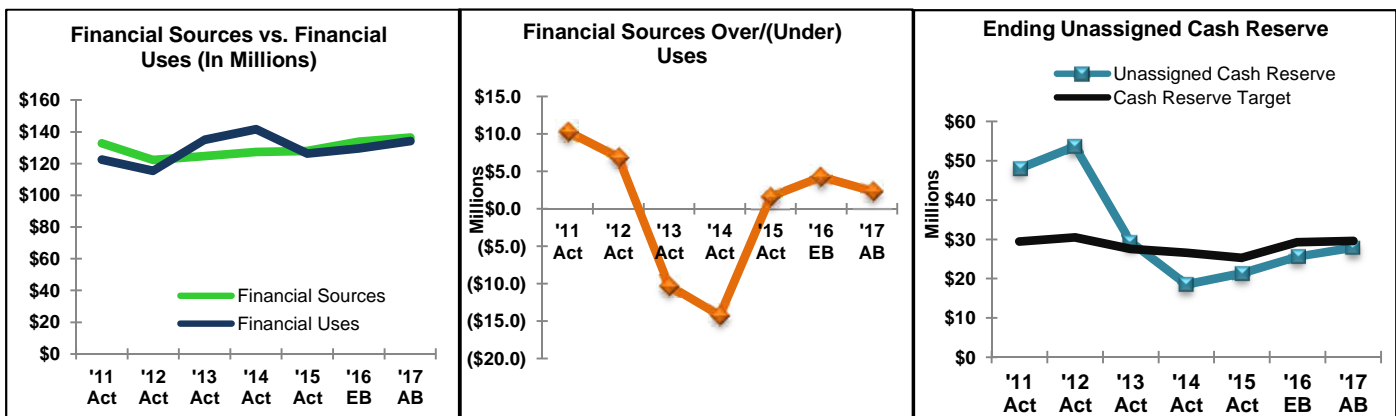
Note: Net Income Statement does not include capital addition or capital project expenses.



See Combined Water and Electric Utility Summary Graphs

Funding Sources and Uses Electric Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$11,991	\$0	\$0	\$0
Interest (w/o GASB 31 adjustment)	\$1,006,912	\$1,400,000	\$1,514,884	\$1,364,884
Fees and Service Charges	\$124,840,408	\$132,413,420	\$130,713,920	\$133,949,779
Other Local Revenues	\$1,507,308	\$1,229,755	\$1,498,645	\$1,148,620
	\$127,366,619	\$135,043,175	\$133,727,449	\$136,463,283
Other Funding Sources/Transfers	\$502,620	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$127,869,239	\$135,043,175	\$133,727,449	\$136,463,283
Financial Uses of Unrestricted Cash				
Operating Expenses	\$97,528,336	\$108,187,138	\$101,130,922	\$105,954,848
Operating Transfers to Other Funds	\$12,416,136	\$12,855,422	\$12,855,422	\$12,976,478
Interest Expense and Other Non-Oper Cash Items	\$5,560,210	\$5,660,059	\$5,866,368	\$5,475,206
Principal Payments	\$4,112,478	\$4,915,147	\$4,915,147	\$4,363,010
Capital Additions	\$1,721,686	\$1,466,457	\$1,415,429	\$1,324,000
Enterprise Revenues used for Capital Projects	\$4,900,000	\$3,300,000	\$3,300,000	\$4,050,000
Total Financial Uses	\$126,238,846	\$136,384,223	\$129,483,288	\$134,143,542
Financial Sources Over/(Under) Uses	\$1,630,393	(\$1,341,048)	\$4,244,161	\$2,319,741
Beginning Unassigned Cash Reserve		\$21,328,082	\$21,328,082	\$25,572,243
Financial Sources Over/(Under) Uses		(\$1,341,048)	\$4,244,161	\$2,319,741
Cash and Cash Equivalent	\$16,191,863			
Less: GASB 31 Pooled Cash Adj.	\$854,554			
Add: Inventory	\$5,990,773			
Projected Unassigned Cash Reserve	\$21,328,082	\$19,987,034	\$25,572,243	\$27,891,984
Total Expenditure Uses	\$126,238,846	\$136,384,223	\$129,483,288	\$134,143,542
Less: Ent Rev used for current year CIP	(\$4,900,000)	(\$3,300,000)	(\$3,300,000)	(\$4,050,000)
Total Operational Expenses	\$121,338,846	\$133,084,223	\$126,183,288	\$130,093,542
20% Guideline	\$24,267,769	\$26,616,845	\$25,236,658	\$26,018,708
Add: Next Year's Ent Rev for CIP	\$3,300,000	\$4,050,000	\$4,050,000	\$3,550,000
Cash Reserve Target	\$27,567,769	\$30,666,845	\$29,286,658	\$29,568,708
Cash Above/(Below) Cash Reserve Target	(\$6,239,687)	(\$10,679,811)	(\$3,714,415)	(\$1,676,724)



Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Secondary metering If a residential customer requests that a non-standard electric meter be installed, the customer shall pay a nonrefundable fee	27-95(b)	06-16-14	\$75	\$75	
Request for meter test If any test made at the request of the customer discloses that the meter is registering correctly, or within two (2) percent of normal, the customer shall bear the expense of such test for residential meters	27-97(b)	1964	\$16 (not to exceed)	\$65	10-01-16
If any test made at the request of the customer discloses that the meter is registering correctly, or within two (2) percent of normal, the customer shall bear the expense of such test for commercial and industrial meters	27-97(b)	1964	\$32 (not to exceed)	\$120	10-01-16
Temporary electric service The charge for a single phase, 3 wire, up to one hundred (100) amperes, temporary electric service	27-100(a)	09-19-94	\$75	\$75	
Residential Service Rate Monthly rate charge: Customer charge Non-standard electric meter customer charge	27-112 27-112(c)(1) 27-112(c)(1)	09-15-14 09-15-14	\$15.60/month \$20.60/month	\$15.91 \$21.01	10-01-16 10-01-16
Energy Charge Summer: First 300 kwh	27-112(c)(2)	09-15-14	7.52 cents per kwh	7.67 cents per kwh	10-01-16
Next 450 kwh		09-15-14	9.8 cents per kwh	10.00 cents per kwh	10-01-16
Next 1,250 kwh		09-15-14	13.36 cents per kwh	13.63 cents per kwh	10-01-16
All remaining kwh		09-15-14	14.45 cents per kwh	14.74 cents per kwh	10-01-16
Nonsummer: First 300 kwh	27-112(c)(2)	09-15-14	7.52 cents per kwh	7.67 cents per kwh	10-01-16
Next 450 kwh		09-15-14	9.8 cents per kwh	10.00 cents per kwh	10-01-16
All remaining kwh		09-15-14	11.32 cents per kwh	11.55 cents per kwh	10-01-16

Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Residential Service Rate (continued) Except when the customer has permanently installed in a living area a minimum of five (5) kilowatts of utility-approved electric space heating equipment which is the sole source of comfort heating (except decorative fireplaces) for the area(s) to be heated, the rate per kwh for the non-summer season will be	27-112(c)(2)	09-15-14	7.52 cents per kwh	7.67 cents per kwh	10-01-16
		09-15-14	9.8 cents per kwh	10.00 cents per kwh	10-01-16
		09-15-14	9.42 cents per kwh	9.61 cents per kwh	10-01-16
	27-112(d)	09-15-14	\$15.60	\$15.91	10-01-16
	27-112(d)	09-15-14	\$20.60	\$21.01	10-01-16
Residential heat pump rate Monthly rate charge: Customer charge Non-standard electric meter customer	27-113(c)	09-15-14	\$15.60	\$15.91	10-01-16
		09-15-14	\$20.60	\$21.01	10-01-16
		09-15-14	7.52 cents per kwh	7.67 cents per kwh	10-01-16
		09-15-14	9.8 cents per kwh	10.00 cents per kwh	10-01-16
		09-15-14	8.93 cents per kwh	9.11 cents per kwh	10-01-16
Small general service rate Monthly rate charge Customer charge: Single-phase service Three-phase service	27-114(c)(1) 27-114(c)(1)	09-15-14	\$15.60	\$15.91	10-01-16
		09-15-14	\$25.70	\$26.22	10-01-16

Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Small General Service Rate (continued)					
Energy charge:	27-114(c)(2)				
Summer					
First 500 kwh		09-15-14	8.0 cents per kwh	8.16 cents per kwh	10-01-16
Next 1,000 kwh		09-15-14	10.2 cents per kwh	10.4 cents per kwh	10-01-16
All remaining kwh		09-15-14	14.07 cents per kwh	14.35 cents per kwh	10-01-16
Nonsummer	27-114(c)(2)				
First 500 kwh		09-15-14	8.0 cents per kwh	8.16 cents per kwh	10-01-16
All remaining kwh		09-15-14	10.2 cents per kwh	10.4 cents per kwh	10-01-16
Space heating	27-114(d)				
First 500 kwh		09-15-14	8.0 cents per kwh	8.16 cents per kwh	10-01-16
Next 1,000 kwh		09-15-14	10.2 cents per kwh	10.4 cents per kwh	10-01-16
All remaining kwh		09-15-14	9.4 cents per kwh	9.59 cents per kwh	10-01-16
High efficiency heat pumps	27-114(e)				
First 500 kwh		09-15-14	8.0 cents per kwh	8.16 cents per kwh	10-01-16
Next 1,000 kwh		09-15-14	10.2 cents per kwh	10.4 cents per kwh	10-01-16
All remaining kwh		09-15-14	8.86 cents per kwh	9.04 cents per kwh	10-01-16
Minimum bill	27-114(f)				
Single-phase service		09-15-14	\$15.60	\$15.91	10-01-16
Three-phase service		09-15-14	\$25.70	\$26.22	10-01-16
Optional rate schedule: customers in this rate class may voluntarily be placed on a demand billing rate	27-114(l)				
Customer charge	27-114(l)(1)	09-15-14	\$45	\$45.90	10-01-16

Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Small General Service Rate (continued)					
Demand charge: Summer	27-114(l)(2)	09-15-14	All kw at \$15.60 per kw	All kw at \$15.91 per kw	10-01-16
Non-summer		09-15-14	All kw at \$12.50 per kw	All kw at \$12.75 per kw	10-01-16
Energy charge:	27-114(l)(3)	09-15-14	All kwh at \$5.63 cents per kwh	All kwh at \$5.74 cents per kwh	10-01-16
Summer					
Non-summer		09-15-14	All kwh at \$4.9 cents per kwh	All kwh at \$5.00 cents per kwh	10-01-16
Interruptible service rate					
Application: The interruptible service rate shall apply to identifiable load where the service is supplied at one (1) point of delivery and measured through one (1) meter. At the time of interruption the meter reading for that period should register zero.	27-115(b)				
Customers with auxiliary power connected to the interruptible load will be allowed up to one (1) percent of the interruptible kilowatt load on the meter before the charge for the auxiliary load will be billed.	27-115(b)	06-07-1999	\$36.40/ kilowatt	\$36.40/ kilowatt	
Monthly Rate Charge per kilowatt hour	27-115(c)				
- Customer charge (per month)	27-115(c)(1)				
Summer		09-17-12	\$60	\$61.20	10-01-16
Non-Summer		09-17-12	\$60	\$61.20	10-01-16
- Demand charge (per kilowatt)	27-115(c)(2)				
Summer		09-17-12	10.08	10.28	10-01-16
Non-Summer		09-17-12	8.07	8.23	10-01-16
- Energy charge (per kilowatt hour)	27-115(c)(3)				
Summer		09-15-14	0.0469	0.0478	10-01-16
Non-Summer		09-15-14	0.0438	0.0447	10-01-16

Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Large general service					
Monthly rate charge:					
- Customer charge	27-116(c)(1)	09-15-14	\$45/month	\$45.90/month	10-01-16
Demand Charge	27-116(c)(2)				
- Minimum demand charge - 25 kw or less					
Summer		09-15-14	\$360	\$367.20	10-01-16
Non-Summer		09-15-14	\$270	\$275.40	10-01-16
- All additional kw (per kw)					
Summer		09-15-14	15.60	15.91	10-01-16
Non-Summer		09-15-14	12.50	12.75	10-01-16
Energy charge	27-116(c)(3)				
- All kwh (per kwh)					
Summer		09-15-14	0.0563	0.0574	10-01-16
Non-Summer		09-15-14	0.049	0.05	10-01-16
Industrial service rate					
Monthly rate charge:					
- Customer charge	27-117(c)(1)	09-15-14	\$150/month	\$153.00/month	10-01-16
Demand Charge					
- Minimum demand charge - 750 kw or less	27-117(c)(2)				
Summer		09-15-14	\$15,525	\$15,835.50	10-01-16
Non-Summer		09-15-14	\$12,375	\$12,622.50	10-01-16
- All additional kw (per kw)					
Summer		09-15-14	20.70	21.11	10-01-16
Non-Summer		09-15-14	16.50	16.83	10-01-16
Energy charge	27-117(c)(3)				
- All kwh (per kwh)					
Summer		09-15-14	0.0473	0.0482	10-01-16
Non-Summer		09-15-14	0.0404	0.0412	10-01-16
Thermal storage rider					
Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Summer shall be charged	27-117(k)	09-15-14	3.69 cents per kwh	3.76 cents per kwh	10-01-16
Thermal storage rider					
Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Non-Summer shall be charged	27-117(k)		3.3 cents per kwh	3.37 cents per kwh	10-01-16

Electric Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Data transfer and communication equipment structure rate Monthly rate charge per kilowatt hour - Customer charge, per month - Cost per kWh Minimum monthly bill for single or three phase service	27-119(c)	07-15-13	\$10.85	\$26.22	10-01-16
		07-15-13	9.44 cents per kWh	10.40 cents per kWh	10-01-16
		07-15-13	\$10.85/month	\$26.22/month	10-01-16
Small power producer/cogenerator rate Capacity Payment Energy	27-120 27-120(c)(1)	11-03-03	\$9.86 per kW with a total annual payment of \$118.32 per Kw	\$4.60 per kW with a total annual payment of \$55.20 per Kw	10-01-16
	27-120(c)(2)	11-03-03	\$0.02 per kWh	\$0.03 per kWh	10-01-16
Outdoor area lighting (dusk to dawn) rate Replaced with Lumen Rates, Effective 10/1/2016					
Required for private street lighting or for outdoor area (dusk to dawn) lighting, a pole with one span of #6 aluminum wire, up to one hundred fifty (150) feet, and necessary pole line hardware and accessories - Wood pole - Aluminum pole - Steel pole	27-121(c)	09-15-14	\$3.06/month	Lumen Rates	10-01-16
		09-15-14	\$11.26/month	Lumen Rates	10-01-16
		09-15-14	\$10.65/month	Lumen Rates	10-01-16
Outdoor area lighting Size of lamp: 100 watt mercury vapor 100 watt high pressure sodium 100 watt high pressure sodium decorative post top luminaire 175 watt mercury vapor 175 watt mercury vapor decorative post top luminaire 250 watt mercury vapor 250 watt high pressure sodium 400 watt high pressure sodium 400 watt mercury vapor 700 watt mercury vapor	27-121(d)	09-20-10	\$4	Lumen Rates	10-01-16
		09-20-10	4.38	Lumen Rates	10-01-16
		09-20-10	9.78	Lumen Rates	10-01-16
		09-20-10	5.04	Lumen Rates	10-01-16
		09-20-10	9.72	Lumen Rates	10-01-16
		09-20-10	7.13	Lumen Rates	10-01-16
		09-20-10	12.97	Lumen Rates	10-01-16
		09-20-10	15.57	Lumen Rates	10-01-16
		09-20-10	10.1	Lumen Rates	10-01-16
		09-20-10	20.75	Lumen Rates	10-01-16
		09-20-10		Lumen Rates	10-01-16

Electric Fees/Charges/Fines

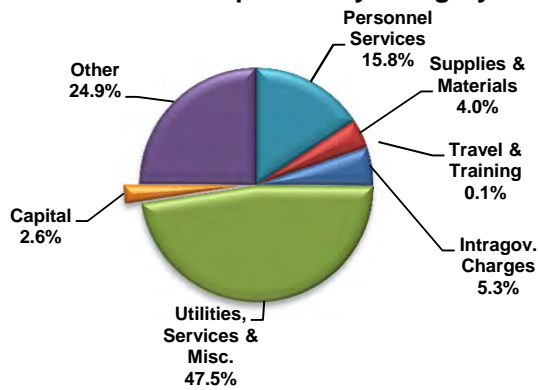
			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Special outdoor lighting Monthly rate charge per kilowatt hour - Customer charge - Cost per Kwh Minimum monthly bill	27-121.1				
	27-121.1(c)	09-15-14	\$55	\$56.10	10-01-16
	27-121.1(c)	09-15-14	12.49 cents per kwh	12.74 cents per kwh	10-01-16
		09-20-10	\$50	\$56.10	10-01-16
Solar one utility program Fees for Solar One blocks of energy 100 kwh - Direct Purchase - Monthly Billing	27-169				
		09-06-11	\$40.21	\$40.21	
		09-06-11	\$3.35	\$3.35	
Off-Peak Discount - Industrial Service Rate Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Summer shall be charged Energy charge: Energy supplied for period beginning midnight and ending at 6:00 am during Non-Summer shall be charged	27-117(l)	09-15-14	3.78 cents per kwh	3.86 cents per kwh	10-01-16
	27-117(l)	09-15-14	3.39 cents per kwh	3.46 cents per kwh	10-01-16
Outdoor area lighting (Lumen Range) rate					
Required for private street lighting or for outdoor area (lumen range) lighting, a pole with one span of #6 aluminum wire, up to one hundred fifty (150) feet, and necessary pole line hardware and accessories - Wood pole - Aluminum pole - Steel pole Outdoor area lighting Size of lumens: 7,000 lumens to 11,000 lumens 25,000 lumens to 30,000 lumens 42,000 lumens to 52,000 lumens 7,000 lumens to 11,000 lumens Post-Top Luminaire	27-121 (?)				
		NA			
		NA			
		NA	See Dusk to Dawn Rates	Actual cost of pole on that date	10-01-16 10-01-16 10-01-16
	27-121(?)				
		NA		\$6.00/mo/light	10-01-16
		NA		\$12.97/mo/light	10-01-16
		NA	See Dusk to Dawn Rates	\$15.57/mo/light	10-01-16
		NA		\$9.72/light	10-01-16

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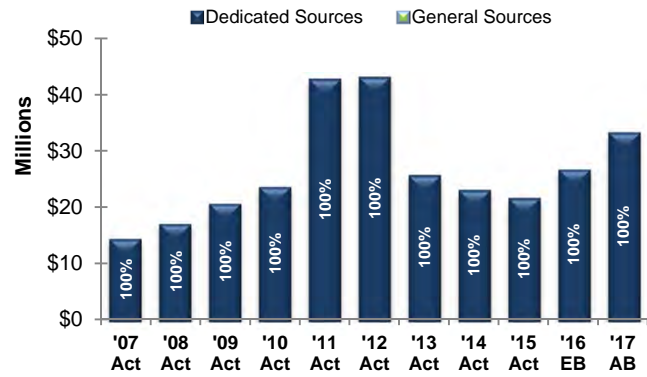
Sewer Utility Fund (Enterprise Fund)

Sewer Utility - Summary

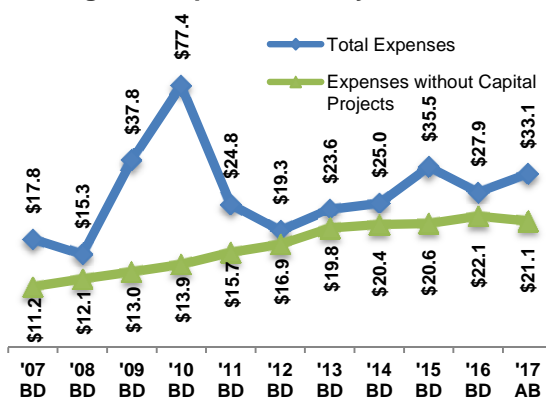
FY 2017 Total Expenses By Category



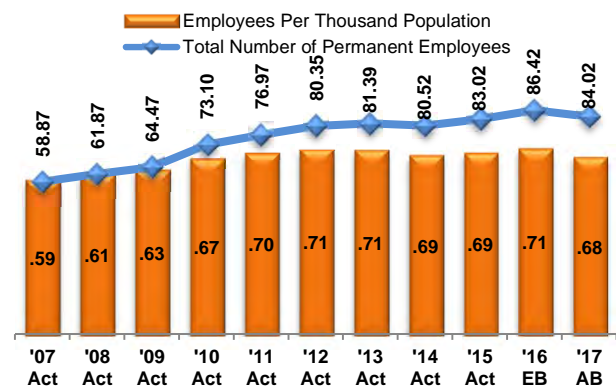
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$4,830,751	\$5,336,067	\$5,075,411	\$5,218,392	2.8%	(2.2%)
Supplies & Materials	\$1,104,333	\$1,324,440	\$1,280,804	\$1,317,011	2.8%	(0.6%)
Travel & Training	\$7,820	\$19,122	\$19,122	\$19,122	0.0%	0.0%
Intragov. Charges	\$1,614,286	\$1,702,198	\$1,702,198	\$1,758,684	3.3%	3.3%
Utilities, Services & Misc.	\$4,920,634	\$9,899,634	\$9,111,541	\$15,721,380	72.5%	58.8%
Capital	\$574,756	\$984,202	\$968,301	\$847,500	(12.5%)	(13.9%)
Other	\$8,431,577	\$8,617,909	\$8,411,535	\$8,240,974	(2.0%)	(4.4%)
Total	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%
Operating Expenses	\$9,221,642	\$12,510,546	\$11,443,378	\$12,041,346	5.2%	(3.8%)
Non-Operating Expenses	\$5,179,385	\$5,357,565	\$5,392,986	\$5,187,157	(3.8%)	(3.2%)
Debt Service	\$3,170,291	\$3,260,344	\$3,018,549	\$3,053,817	1.2%	(6.3%)
Capital Additions	\$558,574	\$984,202	\$943,084	\$847,500	(10.1%)	(13.9%)
Capital Projects	\$3,354,265	\$5,770,915	\$5,770,915	\$11,993,243	107.8%	107.8%
Total Expenses	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$2,266,627	\$375,000	\$375,000	\$375,000	0.0%	0.0%
Interest	\$1,300,201	\$960,131	\$1,204,429	\$1,221,834	1.4%	27.3%
Fees and Service Charges	\$20,597,586	\$21,006,153	\$20,747,951	\$21,396,281	3.1%	1.9%
Other Local Revenues	\$35,578	\$42,333	\$338,699	\$12,300	(96.4%)	(70.9%)
Transfers	\$0	\$0	\$27,923	\$0	(100.0%)	
Use of Prior Year Sources	\$0	\$5,499,955	\$3,874,910	\$10,117,648	161.1%	84.0%
Less: Current Year Surplus	(\$2,715,835)	\$0	\$0	\$0		
Dedicated Sources	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%

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.

Sewer charges are the major revenue source for this fund. There are approximately 48,680 Sewer Utility customers.

The Sewer department is a department liaison for the Mayor's Task Force on Infrastructure.

Highlights/Significant Changes

Strategic Priority: Infrastructure - Connecting the Community

- In FY 2017 sewer rates are proposed to increase by 5%; 4% for bond costs (approved by voters in Nov. 2013) and 1% for an increase in operations and maintenance expenses.
- In FY 2017 the Sewer Utility will fund and construct Private Common Collector Elimination projects, Inflow and Infiltration reduction projects, and sewer extension projects such as Henderson Branch Sewer and the Upper Hinkson Sewer.
- The Sewer Utility will continue to evaluate operations at the Columbia Regional Wastewater Treatment Plant and make improvements to reduce the incidence of sanitary sewer overflows along the Hinkson, Perche and Meredith trunk sewers.

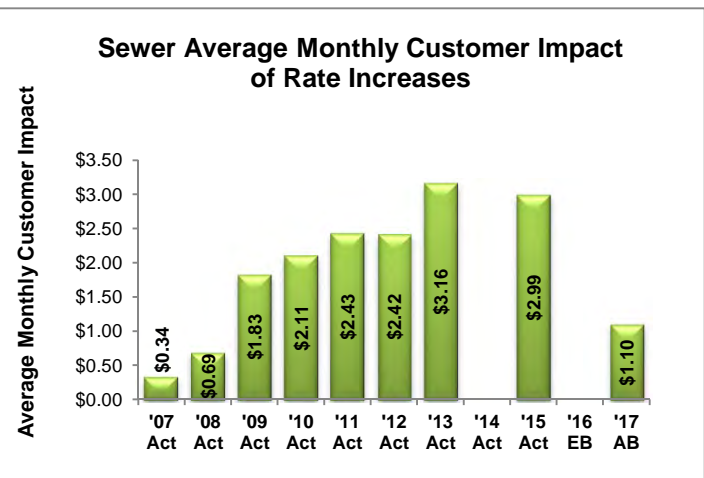
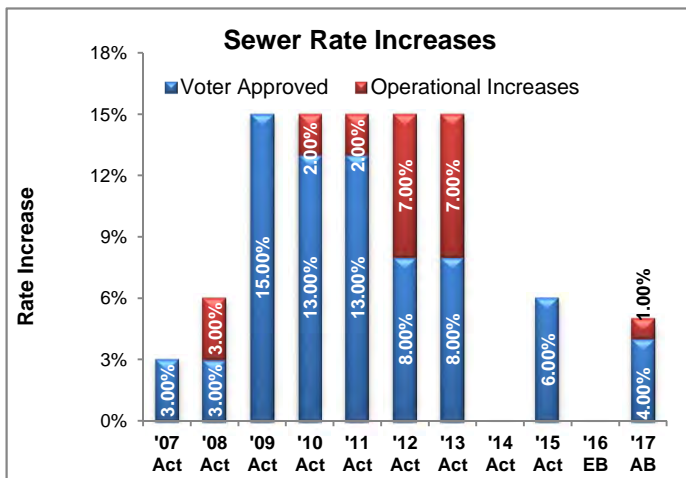
Department Objectives

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 discharged 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.

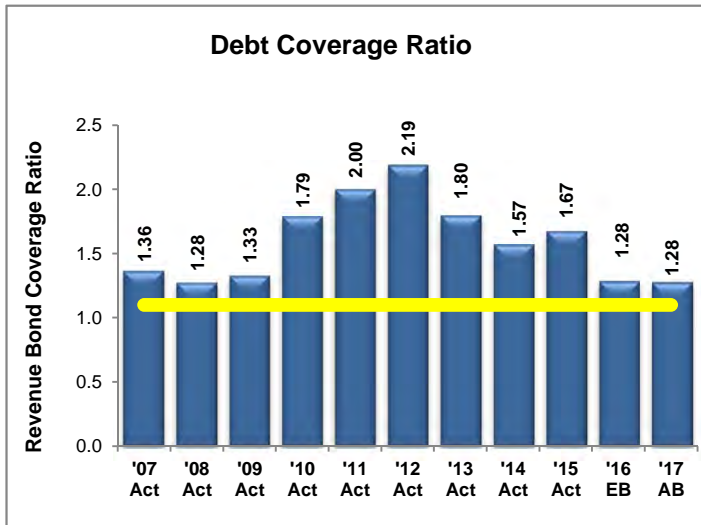
Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	2.57	3.42	3.42	4.32	0.90
Engineering	15.45	16.00	16.00	12.80	(3.20)
Treatment Plant/Field O & M	44.00	44.00	44.00	44.00	
Line Maintenance	21.00	23.00	23.00	22.90	(0.10)
Total Personnel	83.02	86.42	86.42	84.02	(2.40)
Permanent Full-Time	82.27	86.42	86.42	84.02	(2.40)
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	83.02	86.42	86.42	84.02	(2.40)

Rate Increase Information



Debt Coverage Ratios



Debt coverage ratio is **net operating income** (operating revenues plus interest income less operating expenses) divided by **total debt service** (annual interest plus annual principal payments on long-term debt).

The debt coverage ratio is a measure to show the entity's ability to meet its annual interest and principal payments.

A ratio of less than 1.10 or a declining trend of three or more years is a negative factor and warrants close monitoring.

Credit rating firms look at this debt service coverage to determine the funds financial health and ability to obtain bonds in the future.

For the period shown, the debt coverage ratio has been consistently above the 1.10 level.

Sewer Fund - Summary

Fund 555x

Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Interest (w/o FY GASB 31 Adjustment)	\$1,221,834	\$424,338	\$399,338	\$374,338	\$349,338
Fees and Service Charges					
Sewer Charges	\$17,471,518	\$18,061,072	\$18,519,093	\$19,429,615	\$20,533,713
M.U. Sewer Charges	\$1,320,161	\$1,345,871	\$1,362,877	\$1,420,288	\$1,490,516
Sharecropping	\$9,900	\$9,900	\$9,900	\$9,900	\$9,900
BCRSD Wholesale Revenue	\$960,668	\$992,147	\$1,027,021	\$1,085,839	\$1,148,497
Sewer Connection Fees	\$1,500,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
Other Misc. Operating Revenues	\$134,034	\$134,034	\$134,034	\$134,034	\$134,034
Other Local Revenues	\$12,300	\$300	\$300	\$300	\$300
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0	\$0
Total Financial Sources	\$22,630,415	\$22,767,662	\$23,252,563	\$24,254,314	\$25,466,298

Financial Uses

Operating Expenses	\$12,041,346	\$12,577,665	\$13,142,725	\$13,738,384	\$14,366,640
Operating Transfers to Other Funds	\$49,924	\$49,924	\$49,924	\$49,924	\$49,924
Interest Expense	\$2,713,817	\$2,567,344	\$2,418,961	\$2,268,276	\$2,118,703
Bank and Paying Agent Fee	\$340,000	\$350,200	\$360,706	\$371,527	\$382,673
Principal Payments	\$5,557,000	\$5,695,000	\$5,173,900	\$5,299,000	\$5,135,100
Capital Additions	\$847,500	\$700,500	\$843,000	\$400,000	\$486,200
Enterprise Rev. used for Capital Projects	\$4,811,043	\$455,000	\$832,800	\$432,318	\$4,458,756
Total Financial Uses	\$26,360,630	\$22,395,633	\$22,822,016	\$22,559,429	\$26,997,996

Financial Sources Over/(Under) Uses	(\$3,730,215)	\$372,029	\$430,547	\$1,694,885	(\$1,531,698)
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Beginning Unassigned Cash Reserve	\$9,368,653	\$5,638,438	\$6,010,467	\$6,441,014	\$8,135,899
Financial Sources Over/(Under) Uses	(\$3,730,215)	\$372,029	\$430,547	\$1,694,885	(\$1,531,698)
Cash and Cash Equivalents	\$0	\$0	\$0	\$0	\$0
Less: GASB 31 Adj	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0
Ending Unassigned Cash Reserve	\$5,638,438	\$6,010,467	\$6,441,014	\$8,135,899	\$6,604,201

Total Expenditures Uses	\$26,360,630	\$22,395,633	\$22,822,016	\$22,559,429	\$26,997,996
Less: Ent Rev used for current year CIP	\$4,811,043	\$455,000	\$832,800	\$432,318	\$4,458,756
Operational Expenses	\$21,549,587	\$21,940,633	\$21,989,216	\$22,127,111	\$22,539,240

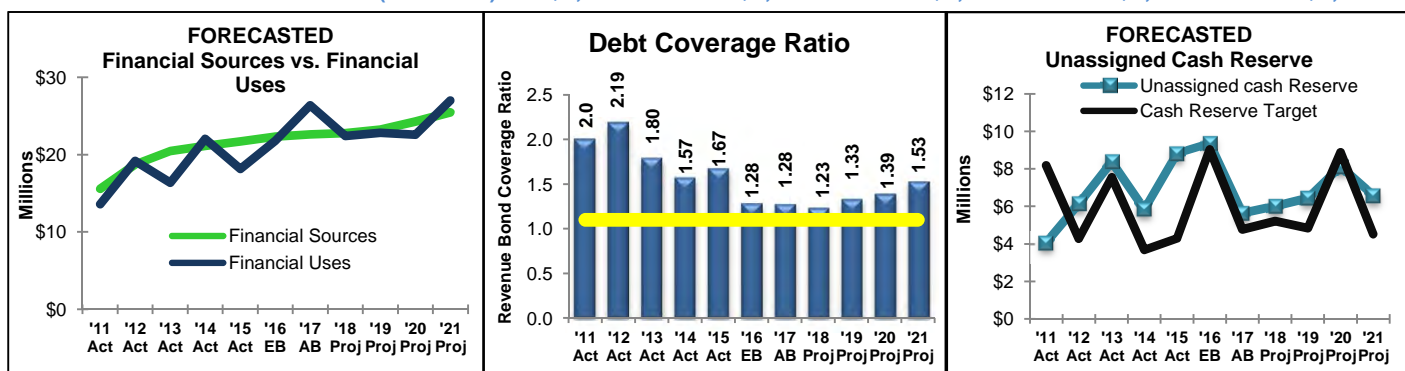
20% Guideline for Operational Expenses	\$4,309,917	\$4,388,127	\$4,397,843	\$4,425,422	\$4,507,848
Add: Ent Rev for next year CIP	\$455,000	\$832,800	\$432,318	\$4,458,756	\$0
Cash Reserve Target	\$4,764,917	\$5,220,927	\$4,830,161	\$8,884,178	\$4,507,848

Cash Above/(Below) Cash Reserve Target	\$ 873,521	\$ 789,540	\$ 1,610,853	\$ (748,279)	\$ 2,096,353
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Average Monthly Customer Impact	\$1.10	\$0.48	\$0.97	\$1.26	\$1.06
Debt Coverage Ratio (minimum 1.10)	1.28	1.23	1.33	1.39	1.53

Assumptions:

Operating Rate Increase	1.00%	1.00%	3.00%	5.00%	4.00%
Voter Approved Rate Increase	4.00%	1.00%	1.00%		
Sewer Connection Fee Increase (5/8" meter)	\$2,000	\$2,400	\$2,400	\$2,400	\$2,400



Sanitary Sewer Utility Fund

Fund 555x

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration						
Personnel Services	\$233,114	\$365,083	\$269,597	\$375,880	39.4%	3.0%
Supplies and Materials	\$7,948	\$13,749	\$17,003	\$24,053	41.5%	74.9%
Travel and Training	\$2,681	\$3,108	\$3,108	\$3,108	0.0%	0.0%
Intragovernmental Charges	\$1,087,726	\$1,174,912	\$1,174,912	\$1,233,093	5.0%	5.0%
Utilities, Services, & Misc.	\$159,984	\$897,233	\$909,713	\$170,547	(81.3%)	(81.0%)
Capital	\$25,605	\$0	\$0	\$0		
Other	\$6,357,868	\$6,506,448	\$6,267,444	\$6,165,464	(1.6%)	(5.2%)
Total	\$7,874,926	\$8,960,533	\$8,641,777	\$7,972,145	(7.7%)	(11.0%)
Engineering						
Personnel Services	\$938,250	\$919,656	\$922,731	\$1,065,402	15.5%	15.8%
Supplies and Materials	\$15,853	\$27,925	\$25,399	\$27,542	8.4%	(1.4%)
Travel and Training	\$2,159	\$4,416	\$4,416	\$4,416	0.0%	0.0%
Intragovernmental Charges	\$135,739	\$142,176	\$142,176	\$90,499	(36.3%)	(36.3%)
Utilities, Services, & Misc.	\$58,517	\$50,612	\$62,950	\$123,757	96.6%	144.5%
Capital	\$0	\$25,000	\$0	\$0		(100.0%)
Other	\$20,838	\$61,067	\$75,065	\$32,850	(56.2%)	(46.2%)
Total	\$1,171,356	\$1,230,852	\$1,232,737	\$1,344,466	9.1%	9.2%
Treatment Plant/Field O&M						
Personnel Services	\$2,428,096	\$2,531,571	\$2,387,241	\$2,544,192	6.6%	0.5%
Supplies and Materials	\$847,738	\$1,076,965	\$990,825	\$989,147	(0.2%)	(8.2%)
Travel and Training	\$2,980	\$6,623	\$6,623	\$6,623	0.0%	0.0%
Intragovernmental Charges	\$236,150	\$230,525	\$230,525	\$224,147	(2.8%)	(2.8%)
Utilities, Services, & Misc.	\$1,504,552	\$2,629,195	\$2,439,455	\$2,614,644	7.2%	(0.6%)
Capital	\$222,252	\$452,625	\$436,639	\$532,500	22.0%	17.6%
Other	\$185,908	\$208,896	\$182,492	\$182,492	0.0%	(12.6%)
Total	\$5,427,676	\$7,136,400	\$6,673,800	\$7,093,745	6.3%	(0.6%)
Line Maintenance						
Personnel Services	\$1,062,314	\$1,220,998	\$1,188,556	\$1,232,918	3.7%	1.0%
Supplies and Materials	\$197,263	\$205,801	\$243,657	\$276,269	13.4%	34.2%
Travel and Training	\$0	\$4,975	\$4,975	\$4,975	0.0%	0.0%
Intragovernmental Charges	\$154,671	\$154,585	\$154,585	\$210,945	36.5%	36.5%
Utilities, Services, & Misc.	\$145,907	\$850,438	\$264,931	\$819,189	209.2%	(3.7%)
Capital	\$310,717	\$506,577	\$506,445	\$315,000	(37.8%)	(37.8%)
Other	\$1,785,062	\$1,841,498	\$1,886,534	\$1,860,168	(1.4%)	1.0%
Total	\$3,655,934	\$4,784,872	\$4,249,683	\$4,719,464	11.1%	(1.4%)
Capital Projects						
Personnel Services	\$168,977	\$298,759	\$307,286	\$0	(100.0%)	(100.0%)
Supplies and Materials	\$35,531	\$0	\$3,920	\$0	(100.0%)	
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$3,051,674	\$5,472,156	\$5,434,492	\$11,993,243	120.7%	119.2%
Capital	\$16,182	\$0	\$25,217	\$0	(100.0%)	
Other	\$81,901	\$0	\$0	\$0		
Total	\$3,354,265	\$5,770,915	\$5,770,915	\$11,993,243	107.8%	107.8%
Department Totals						
Personnel Services	\$4,830,751	\$5,336,067	\$5,075,411	\$5,218,392	2.8%	(2.2%)
Supplies and Materials	\$1,104,333	\$1,324,440	\$1,280,804	\$1,317,011	2.8%	(0.6%)
Travel and Training	\$7,820	\$19,122	\$19,122	\$19,122	0.0%	0.0%
Intragovernmental Charges	\$1,614,286	\$1,702,198	\$1,702,198	\$1,758,684	3.3%	3.3%
Utilities, Services, & Misc.	\$4,920,634	\$9,899,634	\$9,111,541	\$15,721,380	72.5%	58.8%
Capital	\$574,756	\$984,202	\$968,301	\$847,500	(12.5%)	(13.9%)
Other	\$8,431,577	\$8,617,909	\$8,411,535	\$8,240,974	(2.0%)	(4.4%)
Total	\$21,484,157	\$27,883,572	\$26,568,912	\$33,123,063	24.7%	18.8%

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration					
9905 - Deputy City Manager *	0.00	0.12	0.12	0.12	
6595 - Risk Management Specialist *	0.10	0.00	0.00	0.00	
6204 - Financial Analyst *	0.15	0.00	0.00	0.00	
6200 - Senior Financial Analyst *	0.15	0.00	0.00	0.00	
5901 - Director, Public Works *	0.22	0.00	0.00	0.00	
5800 - Asst to the Pub. Works Dir. *	0.10	0.00	0.00	0.00	
5109 - Engineering Supervisor *	0.00	0.00	0.00	0.00	
5108 - Engineering Manager	0.80	0.80	0.80	0.80	
4802 - Public Information Specialist	0.05	0.00	0.00	0.00	
4501 - Rate Analyst	0.00	0.50	0.50	0.50	
2990 - Director, City Utilities	0.00	0.20	0.20	0.20	
2980 - Asst Director, City Utilities	0.00	0.80	0.80	0.80	
1006 - Senior Admin. Support Assistant +	1.00	1.00	1.00	1.90	0.90
Total Personnel	2.57	3.42	3.42	4.32	0.90
Permanent Full-Time	2.57	3.42	3.42	4.32	0.90
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.57	3.42	3.42	4.32	0.90
Engineering					
5109 - Engineering Supervisor ++++	0.80	1.00	1.00	0.80	(0.20)
5098/5113 - Engineering Spec/Engineer	6.00	5.00	5.00	5.00	
5023 - City Land Surveyor +++	0.25	0.50	0.50	0.00	(0.50)
5022 - Asst City Land Surveyor +++	0.00	0.00	0.50	0.00	(0.50)
5015 - Property Acquisition Coordinator +++	0.15	0.50	0.50	0.00	(0.50)
5003 - Engineering Technician +++	4.50	4.50	4.50	4.00	(0.50)
5000 - Associate Engineering Tech +++	3.50	1.50	1.00	0.00	(1.00)
4998 - Project Compliance Inspector **	0.00	3.00	3.00	3.00	
2408 - Construction Project Supv *	0.25	0.00	0.00	0.00	
Total Personnel	15.45	16.00	16.00	12.80	(3.20)
Permanent Full-Time	14.70	16.00	16.00	12.80	(3.20)
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	15.45	16.00	16.00	12.80	(3.20)
Treatment Plant/Field O&M					
SLUDGE MANAGEMENT:					
2614 - Wastewater Operations Supv.	1.00	1.00	1.00	1.00	
2419 - Associate Utility Maint. Mech-773	2.00	2.00	2.00	2.00	
2591 - Sewer Supervisor ***	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III-773	3.00	3.00	3.00	3.00	
FIELD OPERATIONS:					
2885 - Wetlands Lead Operator-773	1.00	1.00	1.00	1.00	
2601 - WWTP Operator-773	2.00	2.00	2.00	2.00	
WWT OPERATIONS:					
2606 - WWTP Superintendent	1.00	1.00	1.00	1.00	
2601 - WWTP Operator-773	12.00	12.00	12.00	12.00	
2590 - Sewer Utility Lead Oper-773	3.00	3.00	3.00	3.00	

* In FY 2016 job titles and splits between various departments occurred due to a city-wide reorganization which moved the Sewer, Solid Waste, and Storm Water Budgets from Public Works to the Utilities Department.

** FY 2016 Reassignment

*** In FY 2016 position was changed from 2306 - Public Works Supervisor II to Sewer Supervisor

+ In FY 2017, added .90 Sr ASA with the other .10 in Storm Water.

+++ In FY 2017, positions moved to Streets & Engineering budget.

++++ In FY 2017, Eng. Supr. reallocated to Storm Water.

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Treatment Plant/Field O&M - (cont)					
WWT MAINTENANCE:					
2606 - WWTP Superintendent	1.00	1.00	1.00	1.00	
2429 - Utility Maint. Mechanic-773	1.00	1.00	1.00	1.00	
2426 - Utility Maintenance Supv.	1.00	1.00	1.00	1.00	
2420 - Sr. Utility Maint. Mechanic-773	1.00	1.00	1.00	1.00	
2419 - Associate Utility Maint. Mech-773	4.00	4.00	4.00	4.00	
2397 - Maintenance Assistant-773	2.00	2.00	2.00	2.00	
2324 - Instrument Technician-773	1.00	1.00	1.00	1.00	
2003 - Custodian-773	2.00	2.00	2.00	2.00	
LABORATORY:					
5134 - Laboratory Supervisor	1.00	1.00	1.00	1.00	
5132 - Laboratory Analyst	1.00	1.00	1.00	1.00	
5040 - Laboratory Technician - 773	2.00	2.00	2.00	2.00	
4999 - Pretreatment Inspector	1.00	1.00	1.00	1.00	
Total Personnel	44.00	44.00	44.00	44.00	
Permanent Full-Time	44.00	44.00	44.00	44.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	44.00	44.00	44.00	44.00	
Line Maintenance					
2884 - Jet Lead Operator-773	3.00	3.00	3.00	3.00	
2430 - Sewer Maintenance Supt. ++	1.00	1.00	1.00	0.90	(0.10)
2428 - Sewer Maintenance Supv	2.00	2.00	2.00	2.00	
2320 - CCTV Technician	2.00	2.00	2.00	2.00	
2303 - Equipment Operator III-773	1.00	1.00	1.00	2.00	1.00
2300 - Equipment Operator II-773	12.00	14.00	14.00	13.00	(1.00)
Total Personnel	21.00	23.00	23.00	22.90	(0.10)
Permanent Full-Time	21.00	23.00	23.00	22.90	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	21.00	23.00	23.00	22.90	(0.10)
Total Department					
Permanent Full-Time	82.27	86.42	86.42	84.02	(2.40)
Permanent Part-Time	0.75	0.00	0.00	0.00	
Total Permanent	83.02	86.42	86.42	84.02	(2.40)

++ Reallocated to Storm Water.

Major Projects

Voters approved a \$32.3 million revenue bond issue in November 2013 which provides funding for several sewer improvement projects. Projects include Inflow and Infiltration reduction efforts, collection system rehabilitation, Waste Water Treatment Plant digester improvements, private common collector elimination (PCCE), economic development extensions and 100 acre point sewer extensions.

Fiscal Impact

In FY 2017 sewer rates are proposed to increase by 5%; 4% voter approved and 1% for an increase in operations and maintenance expenses.

Highlights/Significant Changes

- The CIP projects to be completed during or by the end of FY 2016 include FY15 Sewer Main Rehabilitation Project, Westwood Avenue Sewer Relocation, Hominy Branch Outfall Relief Sewer - Phase 2, North Grindstone Creek Bank Stabilization Project.
- The CIP projects that are anticipated to be completed or under construction in FY 2017 include Flat Branch to Turner Relief Sewer, Flat Branch Stadium to Elm Relief Sewer, Flat Branch Relief Sewer Elm and Sixth, PCCE#20 Ridgemont, PCCE #24 St. James & St. Joseph, Upper Hinkson Outfall Sewer Extension, PCCE #39 Hubbell Drive Sewer Improvement, Upper Merideth Branch Stream Bank Stabilization, and PCCE #8 Thilly, Lathrop Westmount, PCCE #3 Stewart & Medavista.
- Other CIP projects that are or will be in design and easement acquisition during FY 2017 include, PCCE # 16 - Bingham Rd & West Ridgeley Rd, PCCE #18 Spring Valley Road, Woodrail Sewer Replacement Project, PCCE #27 Grace Ellen and Henderson Branch Outfall Relief Sewer.
- The Inflow and Infiltration (I&I) Reduction Program continues to identify public and private defects in the sanitary sewer system. Substantial removal of defects in Flat Branch sub-basins will be complete by the end of FY 2015, with flow testing to follow. Rehabilitation work to eliminate defects in County House Branch and Flat Branch sub-basins will be addressed as part of the FY 2017 rehabilitation projects.
- The Sewer Utility will complete another \$2.7 million sewer main and manhole rehabilitation and I&I projects by "no-dig" methods where feasible in FY 2017 as part of the ongoing effort to reduce inflow and infiltration.

Sewer

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sewer							
1 Annual 100-Acre Point Trunks Revolving Fd - SW111 [ID: 749]							
2014 Ballot	\$140,000	\$140,000	\$140,000	\$140,000			
Total	\$140,000	\$140,000	\$140,000	\$140,000			
2 Annual Inflow & Infiltration Program - SW251 [ID: 1718]							
2014 Ballot	\$2,000,000	\$2,466,000	\$2,466,000	\$2,466,000			
Future Ballot				\$5,000,000	\$10,000,000		
Total	\$2,000,000	\$2,466,000	\$2,466,000	\$7,466,000	\$10,000,000		
3 Annual Private Common Collectors - SW112 [ID: 752]							
2014 Ballot	\$500,000	\$276,300	\$276,300	\$276,300			
Total	\$500,000	\$276,300	\$276,300	\$276,300			
4 Annual Sewer Main and Manhole Rehab - SW100 [ID: 753]							
2014 Ballot	\$290,000	\$700,000	\$700,000	\$700,000			
Future Ballot				\$1,000,000			
Total	\$290,000	\$700,000	\$700,000	\$1,700,000			
5 Annual Sewer System Improvements - SW183 [ID: 750]							
2014 Ballot		\$500,000	\$500,000	\$500,000			
Ent Rev		\$500,000					
Future Ballot				\$1,000,000	\$500,000		
Total		\$1,000,000	\$500,000	\$1,500,000	\$500,000		
6 Again Street 1105 Property Acquisition - SW509 [ID: 2002]							
Total						2016	2017
7 Court and Hickory Street Sewer Relocation - SW505 [ID: 1890]							
Ent Rev				\$427,793		2015	2017
PYA Ent Rev	\$32,207						
Total	\$32,207			\$427,793			
8 Henderson Brnch Sewer :Midway Sewer Ext -SW255 [ID: 1060]							
2014 Ballot		\$2,300,000				2015	2017
BCRSD			\$628,047				
Ent Rev		\$1,400,000					
Total		\$3,700,000	\$628,047				
9 PCCE #16 - Bingham Rd & West Ridgeley Rd SW240 [ID: 1366]							
2014 Ballot		\$133,900				2013	2017
Ent Rev		\$671,043					
PYA - various	\$28,307						
Total	\$28,307	\$804,943					
10 PCCE #20 - Ridgemont - SW248 [ID: 1369]							
2014 Ballot		\$216,000				2015	2016
PYA - various	\$103,933						
Total	\$103,933	\$216,000					
11 PCCE #21 - Stanford - SW507 [ID: 1912]							
Ent Rev		\$15,000	\$80,000			2017	2018
Total		\$15,000	\$80,000				

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Sewer

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sewer							
12 PCCE #22 - Shannon Place - SW502 [ID: 1603]						2016	2018
2014 Ballot			\$100,000				
Ent Rev	\$9,000						
Total	\$9,000		\$100,000				
13 SD #172 Northland Drive - SW506 [ID: 1977]						2016	2018
Ent Rev		\$225,000					
PYA Ballot	\$25,000						
Total	\$25,000	\$225,000					
14 Upper Hinkson Creek Outfall Ext, SW213 [ID: 806]						2012	2017
Ent Rev		\$2,000,000					
Total		\$2,000,000					
15 WWTP - Digester Complex Improvements - SW508 [ID: 1303]						2017	2018
2014 Ballot		\$450,000	\$3,650,000				
Ent Rev			\$350,000				
Total		\$450,000	\$4,000,000				
16 FBRS - 4th Street - Elm to Rogers/Broadway -SW258 [ID: 1864]						2018	2019
Ent Rev				\$3,862,251			
Total				\$3,862,251			
17 Gans Creek Pump Station Upgrade [ID: 1196]						2020	2021
Future Ballot					\$2,750,000		
Total					\$2,750,000		
18 North Grindstone Outfall Ext, Phase III SW214 [ID: 732]						2019	2019
2014 Ballot				\$1,140,000			
Ent Rev				\$260,000			
Total				\$1,400,000			
19 PCCE #23 - Lakeshore Drive & Edgewood Ave - SW503 [ID: 1911]						2018	2019
Ent Rev			\$25,000	\$250,000			
Total			\$25,000	\$250,000			
20 PCCE #25 - Glenwood & Redbud - SW504 [ID: 1605]						2017	2019
2014 Ballot				\$327,200			
Ent Rev	\$50,000			\$232,800			
Total	\$50,000			\$560,000			
21 PCCE #28 - Hickory Hill Drive & Sunset Drive [ID: 1910]						2019	2020
Ent Rev				\$20,000			
Future Ballot				\$160,000			
Total				\$180,000			
22 PCCE #29 - East Sunset Lane [ID: 1909]						2019	2020
Ent Rev				\$25,000			
Future Ballot				\$250,000			
Total				\$275,000			
23 PCCE #30 - West Stewart, Edgewood, Westmount ave [ID: 1908]						2019	2020
Ent Rev				\$35,000			
Future Ballot				\$360,000			
Total				\$395,000			

D = Year being designed; C = Year construction will begin.

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Sewer

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sewer							
24 PCCE #31 - Oakwood Court [ID: 1907]						2020	2021
Future Ballot				\$170,000			
Total				\$170,000			
25 PCCE #33 - Lyon Street [ID: 1906]						2019	2020
Ent Rev				\$10,000			
Future Ballot				\$85,000			
Total				\$95,000			
26 PCCE #34 - Forest Hill Court & Ridge Road [ID: 1905]						2020	2021
Future Ballot				\$610,000			
Total				\$610,000			
27 PCCE #35 - Richmond Avenue [ID: 1904]						2020	2021
Future Ballot				\$155,000			
Total				\$155,000			
28 Sexton Road Relief Sewer [ID: 1326]						2020	2021
Total							
29 Stephens Park Sewer Relocation [ID: 747]						2020	2021
Future Ballot				\$140,000			
Total				\$140,000			
30 Upper Bear Creek Sewer Replacement [ID: 1529]						2020	2021
Ent Rev				\$601,030			
Total				\$601,030			
31 Little Bonne Femme Regional Pump Station [ID: 729]						2021	2023
Future Ballot				\$1,000,000	\$9,000,000		
Total				\$1,000,000	\$9,000,000		
32 Sewer District #171 - Crites Lane - SW263 [ID: 1361]						2020	2022
Future Ballot				\$72,438			
Total				\$72,438			
33 Sewer District - Hillcreek Road [ID: 1370]						2021	2022
Future Ballot				\$74,756	\$436,407		
Total				\$74,756	\$436,407		

Sewer Funding Source Summary

2014 Ballot	\$2,930,000	\$7,182,200	\$7,832,300	\$5,549,500	
BCRSD			\$628,047		
Ent Rev	\$59,000	\$4,811,043	\$455,000	\$5,723,874	
New Funding	\$2,989,000	\$11,993,243	\$8,915,347	\$11,273,374	\$0
PYA - various	\$125,701				
PYA Ballot	\$25,000				
PYA Ent Rev	\$32,207				

Sewer

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sewer Funding Source Summary							
Prior Year Funding	\$182,908				\$0		
Future Ballot				\$10,077,194	\$22,686,407		
Future Ballot				\$10,077,194	\$22,686,407		
Total	\$3,171,908	\$11,993,243	\$8,915,347	\$21,350,568	\$22,686,407		

Sewer Current Capital Projects

1	Calvert Drive Sewer Relocation - SW252 [ID: 1698]	2025	2026
2	FBRS - Elm & 6th Street #3- SW257 [ID: 1863]	2014	2016
3	FBRS - Stadium to Elm #1- SW256 [ID: 1862]	2014	2016
4	FBRS to Turner Relief Sewer #2- SW250 [ID: 1793]	2014	2016
5	FY2014 Sewer Main Rehab - SW260 [ID: 1885]	2014	2014
6	FY2015 Sewer Main Rehab - SW501 [ID: 1946]	2015	2015
7	Hominy Branch Outfall relief Sewer SW210 [ID: 797]	2009	2011
8	North Grindstone Creek Bank Stabilization SW244 [ID: 1530]	2013	2016
9	PCCE # 3 - Stewart & Medavista - SW198 [ID: 780]	2012	2016
10	PCCE # 8 : Thilly Lathrop SW221 [ID: 1241]	2010	2016
11	PCCE #18 - Spring Valley Road SW241 [ID: 1365]	2016	2017
12	PCCE #24 - St. James & St. Joseph - SW253 [ID: 1604]	2015	2016
13	PCCE #27 - Grace Ellen - SW254 [ID: 1606]	2016	2017
14	PCCE #39 Hubbell Drive Sewer Improvement - SW500 [ID: 1886]	2014	2016
15	Sewer District #170 - S. Bethel Church Road SW232 [ID: 1158]	2011	2016
16	Upper Merideth Branch Stream Bank Stabiliz. SW245 [ID: 1531]	2013	2016
17	Westwood Avenue Sewer Relocation SW246 [ID: 1518]	2013	2015
18	Woodrail Sewer Replacement Project -SW247 [ID: 1528]	2016	2016
19	WWTP Engineering Addition - SW264 [ID: 1972]	2015	2016
20	WWTP Improvement Project Phase I - SW194 [ID: 791]	2008	2010

Sewer Impact of Capital Projects

Annual Inflow & Infiltration Program - SW251 [ID: 1718]
Reduce I&I, lower treatment costs and reduce SSOs and sewer backups
Annual Private Common Collectors - SW112 [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
Calvert Drive Sewer Relocation - SW252 [ID: 1698]
Eliminate sewer main from under a building.
Court and Hickory Street Sewer Relocation - SW505 [ID: 1890]
Removing sewer from under an existing building improves access for maintenance. Replacing deteriorated sewer will reduce inflow and infiltration.
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
FBRS - 4th Street - Elm to Rogers/Broadway -SW258 [ID: 1864]
none

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Sewer

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Sewer Impact of Capital Projects							
Sewer							
FBRS - Elm & 6th Street #3- SW257 [ID: 1863]							
None							
FBRS - Stadium to Elm #1- SW256 [ID: 1862]							
None							
FBRS to Turner Relief Sewer #2- SW250 [ID: 1793]							
none							
FY2014 Sewer Main Rehab - SW260 [ID: 1885]							
This project will reduce I&I and sanitary sewer overflows and basement backups.							
FY2015 Sewer Main Rehab - SW501 [ID: 1946]							
Reduce I&I and repair structural defects							
Gans Creek Pump Station Upgrade [ID: 1196]							
\$35,000 to operate and maintain larger pump station							
Haystack Acres Pump Station Interceptor SW230 [ID: 1304]							
Eliminating the two pump stations will reduce operational cost by \$15,000 per year.							
Hominy Branch Outfall Ext:LOW Rd-Mxco Grvl [ID: 727]							
Add \$12,000/yr to maintain and operate sewer							
Hominy Branch Outfall relief Sewer SW210 [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 Southwest Outfall Relief Sewer - SW261 [ID: 798]							
Add \$4,000/yr to operate & maintain sewer							
North Grindstone Outfall Ext. Phase III SW214 [ID: 732]							
Add \$10,000 to maintain and operate sewer							
PCCE # 3 - Stewart & Medavista - SW198 [ID: 780]							
Add \$7,000/yr for tv inspections and cleaning sewer							
PCCE #16 - Bingham Rd & West Ridgeley Rd SW240 [ID: 1366]							
\$1,000/year							
PCCE #18 - Spring Valley Road SW241 [ID: 1365]							
\$1,000/year							
PCCE #20 - Ridgemont - SW248 [ID: 1369]							
\$1,000/year							
PCCE #22 - Shannon Place - SW502 [ID: 1603]							
Update failing infrastructure							
PCCE #24 - St. James & St. Joseph - SW253 [ID: 1604]							
Update failing infrastructure							
PCCE #25 - Glenwood & Redbud - SW504 [ID: 1605]							
update failing infrastructure							
PCCE #27 - Grace Ellen - SW254 [ID: 1606]							
update failing infrastructure							
Rocky Fork Outfall Sewer [ID: 733]							
Add \$34,000/yr to maintain and operate sewer							
SD #172 Northland Drive - SW506 [ID: 1977]							
Eliminate on site systems, slight increase to collections infrastructure, adds customers							
Sewer District #171 - Crites Lane - SW263 [ID: 1361]							
Additional \$1,000/year							
Sewer District - Hillcreek Road [ID: 1370]							
\$1,500/year							

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 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
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Sewer Impact of Capital Projects**Sewer**

Southwest Trunk #2 Relief Sewer [ID: 799]

Add \$6,000/yr to operate and maintain sewer

Upper Hinkson Creek Outfall Ext. SW213 [ID: 806]

Eliminate a pump station, simplifying maintenance. Additional \$27,810 to maintain and operate sewer.

Upper Southwest Outfall Relief [ID: 800]

Add \$2,000/yr to operate & maintain sewer

WWTP Engineering Addition - SW264 [ID: 1972]

Reduction in budget for utilities, custodial services, etc. Will allow for increased interaction between design and operations/maintenance personnel.

WWTP Improvement Project Phase I - SW194 [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.

Sanitary Sewer Utility Fund - Debt Service

Debt Service Information

06/01/99 Sanitary Sewerage System Series A (Interest rate: 3.625% - 5.25%)

Original Issue - \$3,730,000

Balance As of 9/30/2016 - \$870,000

Maturity Date - 1/1/2020

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 9/30/2016 - \$330,000

Maturity Date - 7/1/2020

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 9/30/2016 - \$710,000

Maturity Date - 7/1/2021

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 9/30/2016 - \$880,000

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.

04/01/03 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)

Original Issue - \$3,620,000

Balance As of 9/30/2016 - \$1,625,000

Maturity Date - 1/1/2024

In 2003, the City participated in the State Revolving Loan Program to issue \$3,620,000 in bonds. Voters approved the issuance of these bonds in November of 1997.

05/28/04 Sanitary Sewerage System Revenue Bonds (Interest rates: 2.00% - 5.25%)

Original Issue - \$650,000

Balance As of 9/30/2016 - \$335,000

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.

11/01/06 Sanitary Sewerage System Revenue Bonds (Interest rates: 4.00% - 5.00%)

Original Issue - \$915,000

Balance As of 9/30/2016 - \$505,000

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 9/30/2016 - \$1,160,000

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.

Sanitary Sewer Utility Fund - Debt Service

Debt Service Information

09/29/09 Sanitary Sewerage System Taxable Revenue Bonds (Build America Bonds/Direct Subsidy) (Interest rates: 5.44% - 6.02%)

Original Issue - \$10,405,000

Balance As of 9/30/2016 - \$10,405,000

Maturity Date - 10/1/2034

In September 2009, the City issued \$10,405,000 of Taxable Revenue Bonds. The bonds were issued for the purpose of constructing, improving, and extending the City-owned sanitary sewer utility. Voters authorized the issuance of \$18,500,000 of sanitary sewer system revenue bonds in 2003, of which \$9,526,000 remained and was allocated to this issue. The remaining \$879,000 was from 2008 voter approval of \$77,000,000.

01/14/10 Sanitary Sewerage System Revenue Bonds (State of Missouri - Direct Loan Program - ARRA) (Interest rates: 1.49%)

Original Issue - \$59,335,000

Balance As of 9/30/2016 - \$50,394,300

Maturity Date - 7/1/2032

In January 2010, the City participated in the State Revolving Loan Program to issue \$59,335,000 in bonds. The bonds were issued for the purpose of improvements for the wastewater treatment plant. Voters approved the issuance of these bonds in April 2008. * The bond issue of \$59,335,000 is a "not to exceed" amount. Interest expense, included in the debt service requirements listed, is based on principal of \$59,335,000. Actual interest expense will be 1.49% of the actual draw downs made towards the maximum amount of \$59,335,000.

03/29/12 Sewerage System Revenue Bonds (Interest rates: .35% - 3.75%)

Original Issue - \$9,365,000

Balance As of 9/30/2016 - \$8,220,000

Maturity Date - 10/01/2036

In March 2012, the City issued \$9,365,000 of Sewerage System Revenue bonds. The bonds were issued for the purpose of constructing, improving and extending the City-owned sanitary sewer utility. This issuance is part of a 2008 voter approval of \$77,000,000.

05/21/12 Special Obligation Refunding Bonds, Series 2012 B (Interest rate: 2.00%)

Original Issue - \$1,465,000

Balance As of 9/30/2016 - \$840,000

Maturity Date - 10/01/2020

In May 2012, the City issued \$29,515,000 of Special Obligation Refunding Bonds. A portion of this issue, \$1,465,000, was to currently refund the outstanding portion, \$1,525,000 of the City's Special Obligation Bonds, Series 2001A.

07/2/13 Sanitary Sewerage System Revenue Refunding Bonds (Interest rates: .38%-1.10%)

Original Issue - \$3,325,000

Balance As of 9/30/2016 - \$1,325,000

Maturity Date - 10/01/2017

In July of 2013, the City issued \$3,325,000 of Sewerage System Revenue Refunding Bonds. These bonds are to be paid by the net revenues of the system. These bonds were issued to refund the 2002 Sewerage System Revenue Refunding Bonds.

03/31/15 Sanitary Sewerage System Revenue Revenue Bonds (Interest rates: 3.00% - 5.00%)

Original Issue - \$18,200,000

Balance As of 9/30/2016 - \$17,665,000

Maturity Date - 10/01/2035

In March 2015, the City issued \$18,200,000 of Sewerage System Revenue Bonds. The bonds were issued for the purpose of constructing, improving and extending the City-owned sanitary sewer utility. This issuance is part of a 2008 voter approval of \$77,000,000. (\$7,421,000) and a 2013 voter approval of \$32,340,000 (\$10,779,000).

12/8/15 Sanitary Sewerage Special Obligation Revenue Refunding Bonds (Interest rates 2.00%-5.00%)

Original Issue - \$4,710,000

Balance As of 9/30/2016 - \$4,315,000

Maturity Date - 2/1/2026

In December 2015, the City issued \$7,080,000 of Special Obligation Revenue Refunding Bonds. A portion of this issued, \$4,710,000 was to currently refund the outstanding portion, \$4,710,000 of the City's Special Obligation Revenue Refunding and Improvement Bonds Series 2006, sewer portion.

Sanitary Sewer Utility Fund - Debt Service

Debt Service Requirements

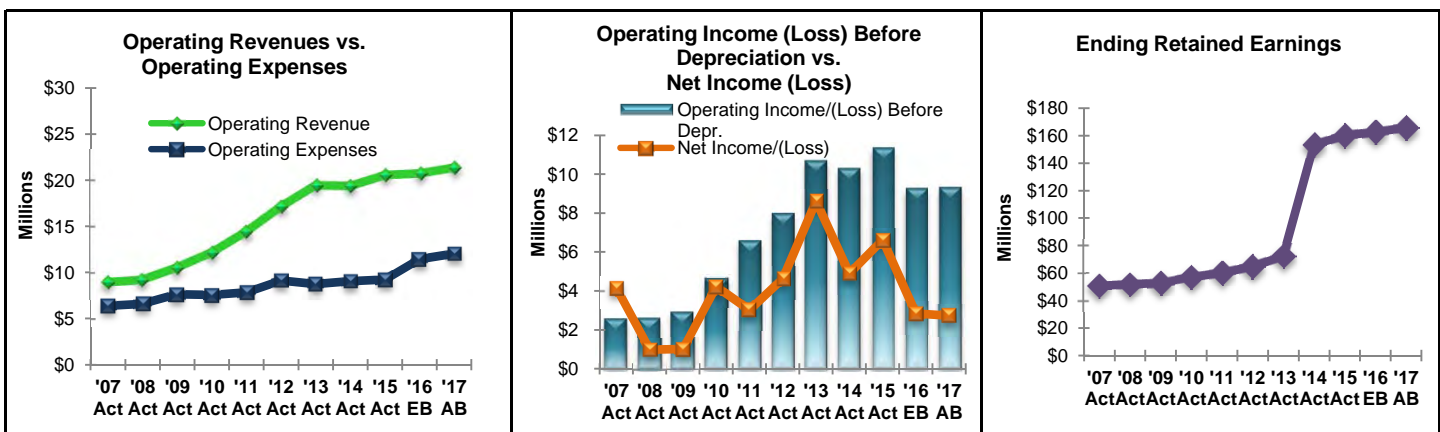
Sewer Revenue and Special Obligation Bonds

<u>Year</u>	<u>Principal Requirements</u>	<u>Interest Requirements</u>	<u>Total Requirements</u>
2017	\$5,557,000	\$2,713,817	\$8,270,817
2018	\$5,695,000	\$2,567,344	\$8,262,344
2019	\$5,173,900	\$2,418,961	\$7,592,861
2020	\$5,299,000	\$2,268,276	\$7,567,276
2021	\$5,135,100	\$2,118,703	\$7,253,803
2022	\$4,932,400	\$1,981,515	\$6,913,915
2023	\$5,060,900	\$1,856,871	\$6,917,771
2024	\$5,065,400	\$1,731,677	\$6,797,077
2025	\$5,076,300	\$1,606,140	\$6,682,440
2026	\$5,208,300	\$1,486,594	\$6,694,894
2027	\$5,476,600	\$1,357,128	\$6,833,728
2028	\$5,621,100	\$1,209,854	\$6,830,954
2029	\$5,777,000	\$1,056,135	\$6,833,135
2030	\$5,929,200	\$895,664	\$6,824,864
2031	\$6,082,800	\$731,229	\$6,814,029
2032	\$6,247,700	\$563,757	\$6,811,457
2033	\$2,790,000	\$403,652	\$3,193,652
2034	\$2,895,000	\$277,502	\$3,172,502
2035	\$3,000,000	\$145,348	\$3,145,348
2036	\$1,725,000	\$48,950	\$1,773,950
2037	\$535,000	\$10,031	\$545,031
Total	<u>\$98,282,700</u>	<u>\$27,449,148</u>	<u>\$125,731,848</u>

Net Income Statement **Sanitary Sewer Utility Fund**

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Sewer Charges	\$17,296,305	\$17,060,000	\$16,724,264	\$17,471,518
M.U. Sewer Charges	\$1,332,486	\$1,328,472	\$1,287,953	\$1,320,161
Sharecropping	\$10,190	\$11,364	\$4,900	\$9,900
BCRSD Wholesale Revenue	\$788,024	\$844,092	\$881,000	\$960,668
Sewer Connection Fees	\$1,060,495	\$1,666,625	\$1,700,000	\$1,500,000
Other Misc. Operating Revenues	\$110,086	\$95,600	\$149,834	\$134,034
Total Operating Revenues	\$20,597,586	\$21,006,153	\$20,747,951	\$21,396,281
Operating Expenses:				
Personnel Services	\$4,661,774	\$5,037,308	\$4,768,125	\$5,218,392
Supplies & Materials	\$1,068,802	\$1,324,440	\$1,276,884	\$1,317,011
Travel & Training	\$7,820	\$19,122	\$19,122	\$19,122
Intragovernmental Charges	\$1,614,286	\$1,702,198	\$1,702,198	\$1,758,684
Utilities, Services & Other Misc.	\$1,868,960	\$4,427,478	\$3,677,049	\$3,728,137
Total Operating Expenses	\$9,221,642	\$12,510,546	\$11,443,378	\$12,041,346
Operating Income (Loss) Before Depreciation	\$11,375,944	\$8,495,607	\$9,304,573	\$9,354,935
Depreciation	(\$5,048,510)	(\$5,101,812)	(\$5,119,334)	(\$5,119,334)
Operating Income	\$6,327,434	\$3,393,795	\$4,185,239	\$4,235,601
Non-Operating Revenues:				
Investment Revenue	\$1,300,201	\$960,131	\$1,204,429	\$1,221,834
Misc. Non-Operating Revenue	\$35,578	\$42,333	\$338,699	\$12,300
Total Non-Operating Revenues	\$1,335,779	\$1,002,464	\$1,543,128	\$1,234,134
Non-Operating Expenses:				
Interest Expense	\$2,561,784	\$2,920,344	\$2,678,549	\$2,713,817
Bank & Paying Agent Fees	\$608,507	\$340,000	\$340,000	\$340,000
Loss on Disposal Assets	\$13,938	\$0	\$17,899	\$17,899
Amortization	\$0	\$70,617	\$70,617	\$0
Total Non-Operating Expenses	\$3,184,229	\$3,330,961	\$3,107,065	\$3,071,716
Operating Transfers:				
Operating Transfers From Other Funds	\$0	\$0	\$27,923	\$0
Operating Transfers To Other Funds	(\$116,937)	(\$185,136)	(\$185,136)	(\$49,924)
Total Operating Transfers	(\$116,937)	(\$185,136)	(\$157,213)	(\$49,924)
Net Income (Loss) Before Capital Contribution	\$4,362,047	\$880,162	\$2,464,089	\$2,348,095
Capital Contribution	\$2,266,627	\$375,000	\$375,000	\$375,000
Net Income (Loss) Transferred to Retained Earnings	\$6,628,674	\$1,255,162	\$2,839,089	\$2,723,095
Beginning Retained Earnings	\$153,489,050	\$160,117,724	\$160,117,724	\$162,956,813
Ending Retained Earnings	\$160,117,724	\$161,372,886	\$162,956,813	\$165,679,908

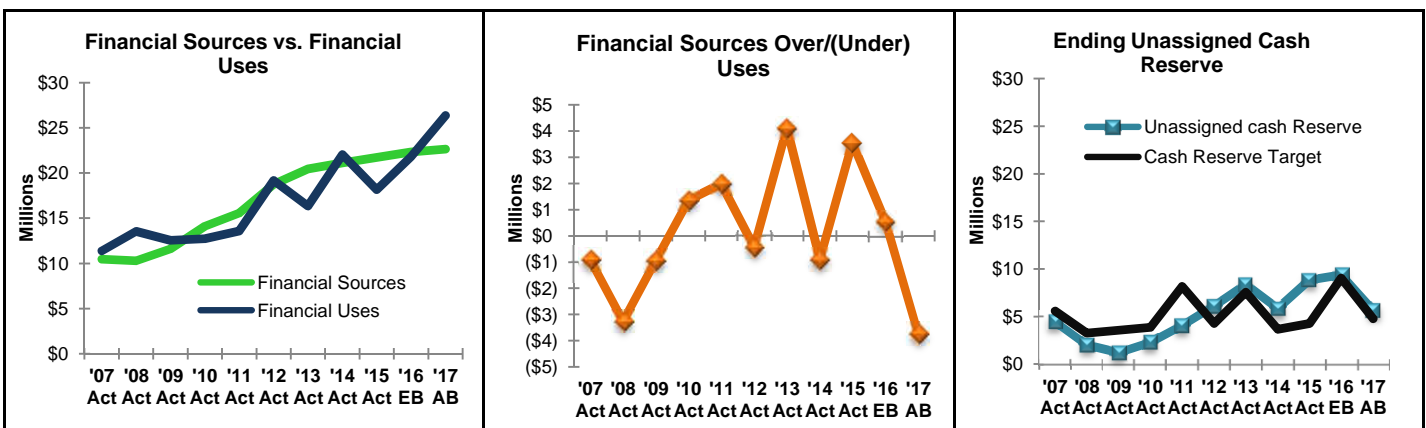
Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Sanitary Sewer Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants				
Interest	\$1,077,361	\$960,131	\$1,204,429	\$1,221,834
Fees and Service Charges	\$20,597,586	\$21,006,153	\$20,747,951	\$21,396,281
Other Local Revenues	\$35,578	\$42,333	\$338,699	\$12,300
	\$21,710,525	\$22,008,617	\$22,291,079	\$22,630,415
Other Funding Sources/Transfers*	\$0	\$0	\$27,923	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$21,710,525	\$22,008,617	\$22,319,002	\$22,630,415
Financial Uses of Unrestricted Cash				
Operating Expenses	\$9,221,642	\$12,510,546	\$11,443,378	\$12,041,346
Operating Transfers to Other Funds	\$116,937	\$185,136	\$185,136	\$49,924
Interest and Other Non-Oper Cash Exp	\$3,170,291	\$3,260,344	\$3,018,549	\$3,053,817
Principal Payments	\$4,900,545	\$5,505,300	\$5,505,300	\$5,557,000
Capital Additions	\$558,574	\$984,202	\$943,084	\$847,500
Enterprise Revenues used for Capital Projects	\$194,794	\$689,970	\$689,970	\$4,811,043
Total Financial Uses	\$18,162,783	\$23,135,498	\$21,785,417	\$26,360,630
Beginning Unassigned Cash Reserve		\$8,835,068	\$8,835,068	\$9,368,653
Financial Sources Over/(Under) Uses		(\$1,126,881)	\$533,585	(\$3,730,215)
Cash and Cash Equivalent	\$7,984,554			
Less: GASB 31 Pooled Cash Adj	(\$846,797)			
Add: Inventory	\$3,717			
Projected Unassigned Cash Reserve	\$8,835,068	\$7,708,187	\$9,368,653	\$5,638,438
Total Expenditures Uses	\$18,162,783	\$23,135,498	\$21,785,417	\$26,360,630
Less: Ent Revenue used for current year CIP	(\$194,794)	(\$689,970)	(\$689,970)	(\$4,811,043)
	\$17,967,989	\$22,445,528	\$21,095,447	\$21,549,587
20% Guideline	\$3,593,598	\$4,489,106	\$4,219,089	\$4,309,917
Next Year Capital Projects Ent Revenue	\$689,970	\$4,811,043	\$4,811,043	\$455,000
Cash Reserve Target	\$4,283,568	\$9,300,149	\$9,030,132	\$4,764,917
Cash Above/(Below) Cash Reserve Target	\$4,551,500	(\$1,591,962)	\$338,521	\$873,521

*Capital Contribution is not included as it is a non-cash item.



Sanitary Sewer Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Inflow and infiltration reduction program Eligible participants for private inflow and infiltration source: Maximum City Reimbursement - Sump pump (disconnect existing pump from sewer and permanently discharge outside residence) - Downspout (up to 4) - Uncapped cleanout (s) - Lateral connection	22-217.3(b)(5)				
		03-07-11	\$1,000	\$1,000	
		03-07-11	\$500	\$500	
		03-07-11	\$75 each \$2,500	\$75 each \$2,500	
Sewer service charge rates					
Residential Base Charge	22-263(b)(1)	9-15-14	\$11.01	\$11.56	10-01-16
Non-residential Base Charge	22-263(b)(1)				
Water meter size:					
- 3/4"		09-15-14	\$16.52	\$17.35	10-01-16
- 1"		09-15-14	\$27.53	\$28.91	10-01-16
- 1 1/2"		09-15-14	\$55.05	\$57.80	10-01-16
- 2"		09-15-14	\$88.08	\$92.48	10-01-16
- 3"		09-15-14	\$176.16	\$184.97	10-01-16
- 4"		09-15-14	\$275.25	\$289.01	10-01-16
- 6"		09-15-14	\$550.50	\$578.02	10-01-16
- 8"		09-15-14	\$880.80	\$924.84	10-01-16
- 10"		09-15-14	\$1,266.15	\$1,329.46	10-01-16
- 12"		09-15-14	\$2,367.15	\$2,485.51	10-01-16
Volume Charge	22-263(b)(1)	09-15-14	\$2.27/Ccf	\$2.38/Ccf	10-01-16
Extra strength charge	22-263(b)(2)	09-15-14	\$0.289	\$0.303	10-01-16
Unit charge for BOD in dollars per pound; of which \$ 0.203 represents the user charge portion and \$ 0.100 represents capital charges					
Unit charge for suspended solids in dollars per pound; of which \$0.13936 represents the user charge portion and \$0.06864 represents capital charges		09-15-14	\$0.198	\$0.208	10-01-16
Connection Fees					
Water meter size:	22-264(b)				
- 5/8"		10-01-15	\$1,600	\$2,000	10-01-16
- 3/4"		10-01-15	\$2,400	\$3,000	10-01-16
- 1"		10-01-15	\$4,000	\$5,000	10-01-16
- 1 1/2"		10-01-15	\$8,000	\$10,000	10-01-16
- 2"		10-01-15	\$12,800	\$16,000	10-01-16
- 3"		10-01-15	\$25,600	\$32,000	10-01-16
- 4"		10-01-15	\$40,000	\$50,000	10-01-16
- 6"		10-01-15	\$80,000	\$100,000	10-01-16
- 8"		10-01-15	\$128,000	\$160,000	10-01-16
- 10"		10-01-15	\$184,000	\$230,000	10-01-16
- 12"		10-01-15	\$344,000	\$430,000	10-01-16
Sewer Extension permit					
Application for sanitary sewer extension permits	22-271(c)	06-21-10	\$300	\$300	

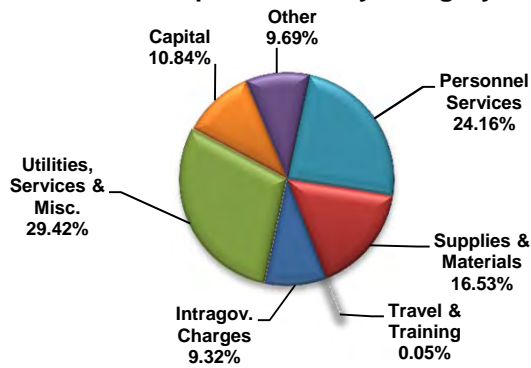
Sanitary Sewer Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Hauled Liquid Waste					
Waste activated sludge from package wastewater treatment plants and stabilization pond sludge	13-192(b)(1)	09-15-14	\$0.043/ gallon	\$0.045/ gallon	10-01-16
Portable/chemical toilet, domestic holding tank, septic tank, grease trap wastes and other wastewater	13-192(b)(2)	09-15-14	\$0.082/ gallon	\$0.086/ gallon	10-01-16
Treatment service availability	13-192(b)(3)	09-15-14	\$11.01/load	\$11.56/load	10-01-16

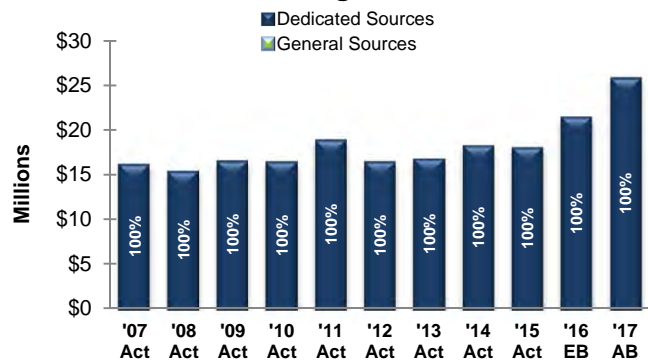
Solid Waste Utility Fund (Enterprise Fund)

Solid Waste Utility Fund - Summary

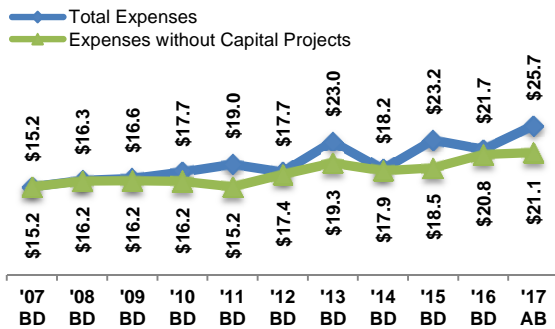
FY 2017 Total Expenditures By Category



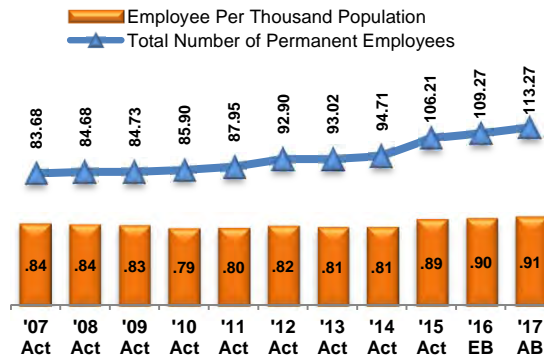
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$5,640,170	\$6,063,086	\$5,791,008	\$6,211,244	7.3%	2.4%
Supplies & Materials	\$3,895,248	\$4,240,662	\$3,982,835	\$4,249,123	6.7%	0.2%
Travel & Training	\$5,966	\$13,420	\$12,788	\$12,115	(5.3%)	(9.7%)
Intragov. Charges	\$2,072,096	\$2,348,476	\$2,348,476	\$2,396,999	2.1%	2.1%
Utilities, Services & Misc.	\$2,178,967	\$3,915,170	\$3,911,861	\$7,563,812	93.4%	93.2%
Capital	\$1,731,427	\$2,790,460	\$2,713,239	\$2,788,300	2.8%	(0.1%)
Other	\$2,450,638	\$2,289,596	\$2,605,772	\$2,490,203	(4.4%)	8.8%
Total	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%
Operating Expenses	\$13,302,335	\$15,700,814	\$15,166,968	\$15,788,293	4.1%	0.6%
Non-Operating Expenses	\$2,317,718	\$2,133,669	\$2,466,134	\$2,262,429	(8.3%)	6.0%
Debt Service	\$132,920	\$155,927	\$139,638	\$227,774	63.1%	46.1%
Capital Additions	\$1,731,427	\$2,790,460	\$2,713,239	\$2,788,300	2.8%	(0.1%)
Capital Projects	\$490,112	\$880,000	\$880,000	\$4,645,000	427.8%	427.8%
Total Expenses	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$87,752	\$0	\$0	\$0		
Interest	\$355,053	\$226,192	\$309,553	\$276,086	(10.8%)	22.1%
Fees and Service Charges	\$18,022,245	\$19,343,771	\$19,434,244	\$20,471,267	5.3%	5.8%
Other Local Revenues	\$216,045	\$165,664	\$143,896	\$179,038	24.4%	8.1%
Transfers	\$0	\$0	\$0	\$0		
Use of Prior Year Sources	\$0	\$1,925,243	\$1,478,286	\$4,785,405	223.7%	148.6%
Less: Current Year Surplus	(\$706,583)	\$0	\$0	\$0		
Dedicated Sources	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	20.3%	18.7%

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, refuse and recycling management for the protection of the environment. There are over 48,350 Solid Waste Utility accounts served by the City.

Department Objectives

To provide an efficient collection, material recovery, and disposal service while protecting the environment.

Highlights/Significant Changes

Strategic Priority: Operational Excellence

- In FY 2016, the Material Recovery Facility continued conversion of temporary labor to permanent positions, resulting in improved employee retention and decreased workers' compensation claims.
- Relocated the Compost Facility at the Landfill site.
- Food waste collection and composting program expanded into roll-cart collection as grant funds helped secure automated collection equipment.
- Drop-off Recycling sites changed with the loss of the Gerbes on Broadway, the loss of Gerbes on Paris Road site and the addition of a South Providence site.
- Recycling services were integrated into the CID solid waste rate structure to provide greater recycling coverage and more equitable cost-sharing in the downtown area.

Highlights/Significant Changes (cont.)

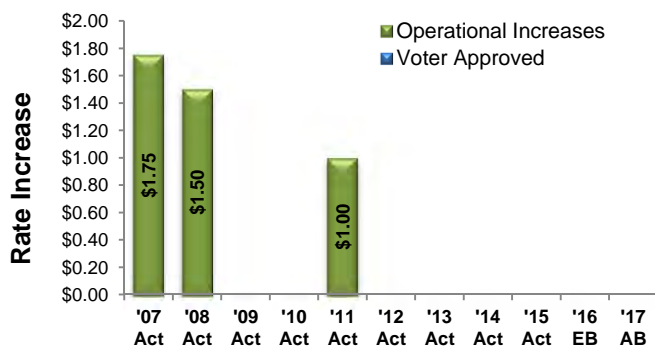
- The Utility continues to transition to Compressed Natural Gas (CNG) heavy-duty trucks with thirteen in the current fleet and eight others on order for greater efficiency in collection operations. Fuel cost savings continue to be realized as CNG fleet are integrated into fleet.
- The landfill gas system expansion resulted in sufficient quantities of gas collected to justify initiation of a 4th engine at the Bioenergy plant, which is being evaluated by Water & Light.
- The Utility added 5 FTE positions in FY 2016 primarily to transition year round temporary positions and provide greater customer safety at the landfill. Five additional FTE are planned for FY 2017.
- Awarded contract and began construction on Solid Waste Administration and Maintenance facility to move collections and administration to the landfill property for improved efficiency and operations management. Anticipate new facility opening in summer, 2017.
- Purchased several pieces of commercial recycling equipment from Civic Recycling, a local private recycling company that closed. This resulted in increased recycling processed at the Material Recovery Facility.
- Realigned residential collection routes due to growth on south side of town to better equalize routes on Tuesday, Wednesday and Thursday.
- Due to a reorganization to centralize sustainability efforts, the Waste Minimization Coordinator position has been transferred to the Office of Sustainability in FY 2017. The utility will continue to pay for the cost of the position via a transfer to the Office of Sustainability.

Authorized Personnel

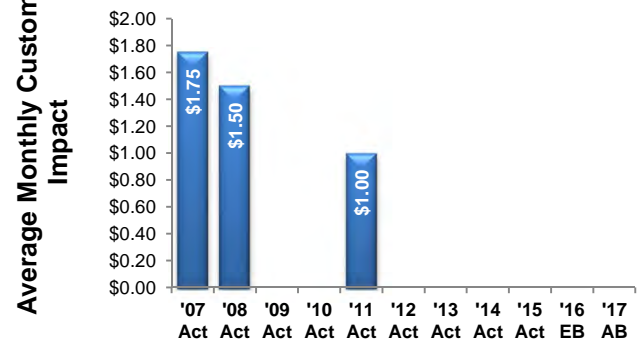
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration	8.46	7.02	8.02	9.02	1.00
Commercial	22.40	20.70	20.70	19.05	(1.65)
Residential	24.00	25.20	25.20	26.20	1.00
Landfill	17.00	18.25	18.25	18.25	
University	2.80	3.80	3.80	3.10	(0.70)
Recycling	31.55	33.30	33.30	37.65	4.35
Total Personnel	106.21	108.27	109.27	113.27	4.00
Permanent Full-Time	103.96	106.52	107.52	111.52	4.00
Permanent Part-Time	2.25	1.75	1.75	1.75	
Total Permanent	106.21	108.27	109.27	113.27	4.00

Rate Increase Information

Solid Waste Residential Rate Increase History



Solid Waste Average Residential Monthly Customer Impact of Rate Increases



Solid Waste Fund - Summary

Fund 557x

Forecasted Sources and Uses (For Information Purposes Only)

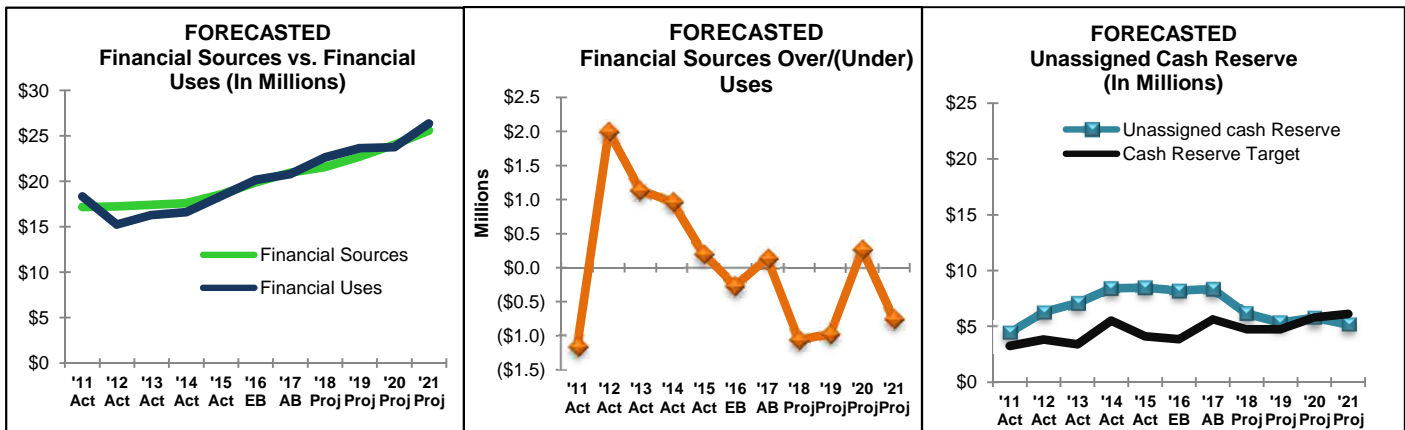
	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Residential					
Total Financial Sources	\$9,357,194	\$9,654,788	\$10,105,611	\$10,583,828	\$11,188,277
Total Financial Uses	\$9,238,532	\$9,873,278	\$10,692,173	\$10,582,755	\$11,738,883
Financial Sources Over/(Under) Uses	\$118,662	(\$218,490)	(\$586,562)	\$1,073	(\$550,606)
Commercial					
Total Financial Sources	\$5,269,390	\$5,641,336	\$6,168,502	\$6,871,713	\$7,660,226
Total Financial Uses	\$6,500,997	\$6,893,444	\$7,251,035	\$6,836,073	\$7,718,872
Financial Sources Over/(Under) Uses	(\$1,231,607)	(\$1,252,108)	(\$1,082,533)	\$35,640	(\$58,646)
Roll-Off					
Total Financial Sources	\$1,616,003	\$1,639,497	\$1,784,317	\$1,942,914	\$2,116,007
Total Financial Uses	\$1,527,469	\$2,373,439	\$1,626,319	\$2,022,324	\$1,895,439
Financial Sources Over/(Under) Uses	\$88,534	(\$733,942)	\$157,998	(\$79,410)	\$220,568
Landfill					
Total Financial Sources	\$4,096,641	\$4,043,626	\$4,042,234	\$4,042,230	\$4,042,681
Total Financial Uses	\$3,088,779	\$4,057,938	\$3,439,093	\$3,627,904	\$4,276,645
Financial Sources Over/(Under) Uses	\$1,007,862	(\$14,312)	\$603,141	\$414,326	(\$233,964)
CID					
Total Financial Sources	\$587,163	\$581,772	\$581,545	\$581,544	\$581,618
Total Financial Uses	\$433,234	\$553,313	\$480,451	\$526,195	\$551,004
Financial Sources Over/(Under) Uses	\$153,929	\$28,459	\$101,094	\$55,349	\$30,614
MMSWMD					
Total Financial Sources	\$0	\$0	\$0	\$0	\$0
Total Financial Uses	\$0	\$0	\$0	\$0	\$0
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0	\$0
Total Utility					
Total Financial Sources	\$20,926,391	\$21,561,019	\$22,682,209	\$24,022,229	\$25,588,809
Total Financial Uses	\$20,789,011	\$23,751,412	\$23,489,071	\$23,595,251	\$26,180,843
Financial Sources Over/(Under) Uses	\$137,380	(\$2,190,393)	(\$806,862)	\$426,978	(\$592,034)
Beginning Unassigned Cash Reserve	\$8,196,228	\$8,333,608	\$6,143,215	\$5,336,353	\$5,763,331
Financial Sources Over/(Under) Uses	\$137,380	(\$2,190,393)	(\$806,862)	\$426,978	(\$592,034)
Projected Unassigned Cash Reserve	\$8,333,608	\$6,143,215	\$5,336,353	\$5,763,331	\$5,171,297
Total Financial Uses	\$20,789,011	\$23,751,412	\$23,489,071	\$23,595,251	\$26,180,843
Less Ent Rev used for ONLY CIP	(\$645,000)	(\$1,600,000)	(\$300,000)	(\$100,000)	(\$1,100,000)
Total	\$20,144,011	\$22,151,412	\$23,189,071	\$23,495,251	\$25,080,843
20% Guideline	\$4,028,802	\$4,430,282	\$4,637,814	\$4,699,050	\$5,016,169
Add: Next year CIP (cash projects)	\$1,600,000	\$300,000	\$100,000	\$1,100,000	\$1,100,000
Cash Reserve Target	\$5,628,802	\$4,730,282	\$4,737,814	\$5,799,050	\$6,116,169
Cash above(below) target	\$2,704,806	\$1,412,933	\$598,539	(\$35,719)	(\$944,872)

Forecasted Sources and Uses (For Information Purposes Only)

- A cost of service study was completed in FY 2015 and provides the basis for this five year forecast.
- The major focus on the next five years will be in following a rate path to reach a cost recovery on each of the various services provided and looking for lower cost options to provide those services.
- Commercial rates will need to be rebalanced to take into account the type of collection, size of the container, and the number of collections per week. This will occur from FY 2016 to FY 2018 in order to reach full cost recovery.
- CID rates have been rebalanced in FY 2015 and now include recycling.

Proposed Rate Increases

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
* CID	0.0%	0.0%	0.0%	0.0%	0.0%
Residential	0.0%	4.0%	4.0%	4.0%	5.0%
Landfill	2.5%	0.0%	0.0%	0.0%	0.0%
* Commercial	Rebalance	Rebalance	13.0%	12.0%	12.0%



Solid Waste Utility Fund

Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Administration						
Personnel Services	\$667,403	\$676,850	\$667,935	\$687,483	2.9%	1.6%
Supplies and Materials	\$11,814	\$10,030	\$10,060	\$12,384	23.1%	23.5%
Travel and Training	\$2,508	\$4,632	\$4,000	\$4,000	0.0%	(13.6%)
Intragovernmental Charges	\$1,130,800	\$1,445,220	\$1,445,220	\$1,423,231	(1.5%)	(1.5%)
Utilities, Services, & Misc.	\$160,253	\$191,056	\$191,784	\$207,517	8.2%	8.6%
Capital	\$0	\$0	\$0	\$0		
Other	\$599,932	\$370,016	\$658,244	\$542,675	(17.6%)	46.7%
Total	\$2,572,710	\$2,697,804	\$2,977,243	\$2,877,290	(3.4%)	6.7%
Commercial						
Personnel Services	\$1,104,663	\$1,186,978	\$1,100,895	\$1,122,862	2.0%	(5.4%)
Supplies and Materials	\$789,142	\$1,051,931	\$949,585	\$987,242	4.0%	(6.1%)
Travel and Training	\$309	\$1,634	\$1,634	\$969	(40.7%)	(40.7%)
Intragovernmental Charges	\$227,425	\$204,400	\$204,400	\$209,422	2.5%	2.5%
Utilities, Services, & Misc.	\$337,500	\$551,710	\$499,466	\$510,733	2.3%	(7.4%)
Capital	\$517,234	\$554,339	\$554,339	\$1,287,800	132.3%	132.3%
Other	\$267,803	\$263,868	\$303,236	\$303,236	0.0%	14.9%
Total	\$3,244,076	\$3,814,860	\$3,613,555	\$4,422,264	22.4%	15.9%
Residential						
Personnel Services	\$1,029,000	\$1,206,460	\$1,098,387	\$1,257,935	14.5%	4.3%
Supplies and Materials	\$1,081,751	\$1,153,459	\$1,061,971	\$1,192,037	12.2%	3.3%
Travel and Training	\$289	\$580	\$580	\$580	0.0%	0.0%
Intragovernmental Charges	\$263,230	\$262,626	\$262,626	\$316,610	20.6%	20.6%
Utilities, Services, & Misc.	\$332,380	\$297,099	\$347,165	\$325,391	(6.3%)	9.5%
Capital	\$50,369	\$683,846	\$681,451	\$1,190,000	74.6%	74.0%
Other	\$105,746	\$152,724	\$133,710	\$133,710	0.0%	(12.4%)
Total	\$2,862,765	\$3,756,794	\$3,585,890	\$4,416,263	23.2%	17.6%
Landfill						
Personnel Services	\$995,658	\$1,031,138	\$1,014,051	\$1,101,016	8.6%	6.8%
Supplies and Materials	\$856,502	\$886,219	\$868,888	\$902,225	3.8%	1.8%
Travel and Training	\$1,360	\$3,666	\$3,666	\$3,666	0.0%	0.0%
Intragovernmental Charges	\$103,205	\$109,061	\$109,061	\$119,059	9.2%	9.2%
Utilities, Services, & Misc.	\$561,996	\$1,577,310	\$1,578,674	\$1,453,694	(7.9%)	(7.8%)
Capital	\$312,675	\$810,048	\$647,522	\$283,000	(56.3%)	(65.1%)
Other	\$1,004,364	\$1,010,256	\$1,026,570	\$1,026,570	0.0%	1.6%
Total	\$3,835,760	\$5,427,698	\$5,248,432	\$4,889,230	(6.8%)	(9.9%)
University						
Personnel Services	\$216,914	\$222,082	\$203,887	\$175,735	(13.8%)	(20.9%)
Supplies and Materials	\$154,326	\$140,435	\$107,181	\$137,705	28.5%	(1.9%)
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$16,525	\$20,514	\$20,514	\$21,842	6.5%	6.5%
Utilities, Services, & Misc.	\$57,815	\$44,965	\$39,363	\$39,091	(0.7%)	(13.1%)
Capital	\$290,050	\$41,581	\$41,581	\$27,500	(33.9%)	(33.9%)
Other	\$34,895	\$35,568	\$35,968	\$35,968	0.0%	1.1%
Total	\$770,525	\$505,145	\$448,494	\$437,841	(2.4%)	(13.3%)
Recycling						
Personnel Services	\$1,620,111	\$1,739,578	\$1,705,853	\$1,866,213	9.4%	7.3%
Supplies and Materials	\$902,199	\$998,588	\$985,150	\$1,017,530	3.3%	1.9%
Travel and Training	\$1,500	\$2,908	\$2,908	\$2,900	(0.3%)	(0.3%)
Intragovernmental Charges	\$330,911	\$306,655	\$306,655	\$306,835	0.1%	0.1%
Utilities, Services, & Misc.	\$344,846	\$373,030	\$375,409	\$382,386	1.9%	2.5%
Capital	\$561,099	\$700,646	\$788,346	\$0	(100.0%)	(100.0%)
Other	\$437,898	\$457,164	\$448,044	\$448,044	0.0%	(2.0%)
Total	\$4,198,564	\$4,578,569	\$4,612,365	\$4,023,908	(12.8%)	(12.1%)

Solid Waste

Budget Detail By Division- (continued)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Capital Projects						
Personnel Services	\$6,421	\$0	\$0	\$0		
Supplies and Materials	\$99,514	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$384,177	\$880,000	\$880,000	\$4,645,000	427.8%	427.8%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$490,112	\$880,000	\$880,000	\$4,645,000	427.8%	427.8%
Department Totals						
Personnel Services	\$5,640,170	\$6,063,086	\$5,791,008	\$6,211,244	7.3%	2.4%
Supplies and Materials	\$3,895,248	\$4,240,662	\$3,982,835	\$4,249,123	6.7%	0.2%
Travel and Training	\$5,966	\$13,420	\$12,788	\$12,115	(5.3%)	(9.7%)
Intragovernmental Charges	\$2,072,096	\$2,348,476	\$2,348,476	\$2,396,999	2.1%	2.1%
Utilities, Services, & Misc.	\$2,178,967	\$3,915,170	\$3,911,861	\$7,563,812	93.4%	93.2%
Capital	\$1,731,427	\$2,790,460	\$2,713,239	\$2,788,300	2.8%	(0.1%)
Other	\$2,450,638	\$2,289,596	\$2,605,772	\$2,490,203	(4.4%)	8.8%
Total	\$17,974,512	\$21,660,870	\$21,365,979	\$25,711,796	18.9%	18.7%

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration:					
9905 - Deputy City Manager *	0.00	0.12	0.12	0.12	
6595 - Risk Management Specialist *	0.50	0.00	0.00	0.00	
6204 - Financial Analyst *	0.15	0.00	0.00	0.00	
6200 - Senior Financial Analyst *	0.15	0.00	0.00	0.00	
5901 - Director, Public Works *	0.26	0.00	0.00	0.00	
5106 - Asst. Director, Public Works *	0.25	0.00	0.00	0.00	
4802 - Public Information Specialist *	0.25	0.00	0.00	0.00	
4533 Waste Minimization Coordinator ***	0.00	1.00	1.00	0.00	(1.00)
4501 - Rate Analyst *	0.00	0.50	0.50	0.50	
2990 - Director, City Utilities *	0.00	0.10	0.10	0.10	
2980- Asst Director, City Utilities *	0.00	0.30	0.30	0.30	
2209 - Recovery Superintendent	0.00	0.00	0.00	1.00	1.00
2208 - Solid Waste District Admin. **	1.00	0.00	0.00	0.00	
2206 - Solid Waste Collection Superint.	1.00	1.00	1.00	1.00	
2205 - Solid Waste Manager	1.00	1.00	1.00	1.00	
1400 - Administrative Technician **	1.00	0.00	0.00	0.00	
1007 - Administrative Supervisor	0.00	0.00	1.00	1.00	
1006 - Senior Admin. Support Asst. +	1.90	2.00	2.00	3.00	1.00
1005 - Administrative Support Asst.	1.00	1.00	1.00	1.00	
Total Personnel	8.46	7.02	8.02	9.02	1.00
Permanent Full-Time	8.46	7.02	8.02	9.02	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.46	7.02	8.02	9.02	1.00

* In FY 2016 job titles and splits between various departments occurred due to a citywide reorganization which created a Deputy City Manager position and moved Sewer, Solid Waste, and Storm Water out of the Public Works Department and into the Utility Department.

** Positions moved in FY 2016 to Mid Missouri Solid Waste District fund.

*** Position reassigned from Waste Minimization Supervisor to Waste Minimization Coordinator in FY 2016 and moved to the office of Sustainability in FY 2017 as a part of a reorganization to centralize sustainability efforts across all departments.

+ In FY 2017, (2) Material Handlers & (1) Sr. ASA were added, converting temporary positions to permanent positions. (2) Sr. Refuse Collectors were added to Recycling and 2.65 FTE were reallocated to Residential.

Solid Waste Utility Fund

Authorized Personnel By Division - (continued)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Commercial:					
2218 - Solid Waste Supervisor III ***	1.00	1.00	1.00	1.00	
2217 - Solid Waste Supervisor II ****	0.90	0.90	0.90	0.90	
2216 - Solid Waste Supervisor I *****	1.00	1.00	1.00	1.00	
2214 - Senior Refuse Collector-773	14.50	13.10	13.10	12.75	(0.35)
2211 - Refuse Collector-773	5.00	4.70	4.70	3.40	(1.30)
Total Personnel	22.40	20.70	20.70	19.05	(1.65)
Permanent Full-Time	21.65	20.45	20.45	18.80	(1.65)
Permanent Part-Time	0.75	0.25	0.25	0.25	
Total Permanent	22.40	20.70	20.70	19.05	(1.65)
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Residential:					
2218 - Solid Waste Supervisor III ***	1.00	1.00	1.00	1.00	
2217 - Solid Waste Supervisor II ****	1.00	1.00	1.00	1.00	
2214 - Senior Refuse Collector-773 +	1.00	2.20	2.20	5.20	3.00
2211 - Refuse Collector-773	21.00	21.00	21.00	19.00	(2.00)
Total Personnel	24.00	25.20	25.20	26.20	1.00
Permanent Full-Time	24.00	25.20	25.20	26.20	1.00
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	24.00	25.20	25.20	26.20	1.00
Landfill:					
5114 - Bioreactor Specialist	1.00	1.00	1.00	1.00	
2303 - Equipment Operator III-773	10.00	10.00	10.00	10.00	
2300 - Equipment Operator II-773	0.00	1.00	1.00	1.00	
2299 - Equipment Operator I-773	1.00	0.00	0.00	0.00	
2220 - Traffic Control Operator - 773	0.00	1.00	1.00	1.00	
2218 - Solid Waste Supervisor III ***	1.00	1.00	1.00	1.00	
2217 - Solid Waste Supervisor II ****	1.00	1.00	1.00	1.00	
2207 - Landfill Superintendent	0.75	1.00	1.00	1.00	
1201 - Cashier	1.75	1.75	1.75	1.75	
1006 - Senior Admin. Support Assistant	0.50	0.50	0.50	0.50	
Total Personnel	17.00	18.25	18.25	18.25	
Permanent Full-Time	16.25	17.50	17.50	17.50	
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	17.00	18.25	18.25	18.25	
University:					
2217 - Solid Waste Supervisor II ****	0.10	0.10	0.10	0.10	
2214 - Senior Refuse Collector - 773	0.00	1.20	1.20	1.20	
2211 - Refuse Collector-773	2.70	2.50	2.50	1.80	(0.70)
Total Personnel	2.80	3.80	3.80	3.10	(0.70)
Permanent Full-Time	2.80	3.80	3.80	3.10	(0.70)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	2.80	3.80	3.80	3.10	(0.70)

*** In FY 2016 position was changed from 2307 - Public Works Supervisor III to Solid Waste Supervisor III

**** In FY 2016 position was changed from 2306 - Public Works Supervisor II to Solid Waste Supervisor II

***** In FY 2016 position was changed from 2305- Public Works Supervisor I to Solid Waste Supervisor I

+ In FY 2017, (2) Material Handlers & (1) Sr. ASA were added, converting temporary positions to permanent positions.

(2) Sr. Refuse Collectors were added to Recycling and 2.65 FTE were reallocated to Residential.

Authorized Personnel By Division - (continued)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Recycling:					
4533 - Waste Minimization Supvrs.	1.00	0.00	0.00	0.00	
2299 - Equipment Operator I-773	3.00	3.00	3.00	3.00	
2218 - Solid Waste Supervisor III ***	1.00	0.00	0.00	0.00	
2217 - Solid Waste Supervisor II ****	1.00	1.00	1.00	1.00	
2216 - Solid Waste Supervisor I *****	3.50	3.00	3.00	3.00	
2214 - Senior Refuse Collector-773 +	9.00	8.00	8.00	7.35	(0.65)
2211 - Refuse Collector-773	4.30	4.80	4.80	8.80	4.00
2210 - Material Handler-773 +	8.00	12.00	12.00	14.00	2.00
2209 - Recovery Superintendent	0.25	1.00	1.00	0.00	(1.00)
1006 - Senior Admin. Support Assistant	0.50	0.50	0.50	0.50	
Total Personnel	31.55	33.30	33.30	37.65	4.35
 Permanent Full-Time	30.80	32.55	32.55	36.90	4.35
Permanent Part-Time	0.75	0.75	0.75	0.75	
Total Permanent	31.55	33.30	33.30	37.65	4.35
 Department Totals					
Permanent Full-Time	103.96	106.52	107.52	111.52	4.00
Permanent Part-Time	2.25	1.75	1.75	1.75	
Total Permanent	106.21	108.27	109.27	113.27	4.00

*** In FY 2016 position was changed from 2307 - Public Works Supervisor III to Solid Waste Supervisor III

**** In FY 2016 position was changed from 2306 - Public Works Supervisor II to Solid Waste Supervisor II

***** In FY 2016 position was changed from 2305- Public Works Supervisor I to Solid Waste Supervisor I

+ In FY 2017, (2) Material Handlers & (1) Sr. ASA were added, converting temporary positions to permanent positions.

(2) Sr. Refuse Collectors were added to Recycling and 2.65 FTE were reallocated to Residential.

Major Projects

- Design of Solid Waste Administration and Collection facility was completed in the summer 2015 for construction at the Landfill property. Construction began summer 2016. This will improve Solid Waste management efficiencies with all Division employees in one location, alleviate overcrowding at the Grissum Building and allow Grissum usage by Transit, CNG Fleet Operations needs and other Public Works Departmental needs. It is anticipated that the building will be operational in summer 2017.
- New Recycling Drop-off site on S. Providence will open in winter 2016 and rain garden and beautification site completed in summer 2016. This offers citizens additional recycling outlet on the south side of town and alleviates material overflow at the Grindstone drop-off site.

CIP projects scheduled for fiscal year 2017:

- Expansion of the Heat Recovery System at the Bioenergy Facility to provide heat to additional facilities at the Landfill property, incorporated in the Administration and Collection facility construction project.
- Construct Bioreactor Disposal Cell 6
- Address Leachate Storage and Handling system needs to meet MDNR regulatory compliance limits of the Waste Water Treatment Facility Operational Permit
- Construct Wetlands at the Sanitary Landfill site to provide additional polishing and pollutant removal of stormwater discharges from the on site basins
- Addition of a Fueling pump at the existing Landfill Fueling station to accommodate collection vehicles that will be stored on site once operations relocate to the new Administration and Collection facility.

Fiscal Impact**Minimal impact on operations.**

- Heat recovered from the Landfill Gas to Energy electrical production process continues to provide heat to the Material Recovery Facility and Container Maintenance bays at the Landfill, a displacement of propane and other heat sources. Expansion of the system for the new Administration and Collection Facility will enable utilization of additional heat from the electrical production process that is currently unused.
- New landfill cell allows the landfill to stay in business which is critical to the financial health of the utility.
- Locating all utility operations at the Landfill site will result in greater operational efficiencies.

Solid Waste

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Solid Waste							
1 Methane Gas Extraction Wells - RF031 [ID: 883]							2014
Ent Rev	\$100,000	\$100,000	\$100,000	\$300,000	\$200,000		
Total	\$100,000	\$100,000	\$100,000	\$300,000	\$200,000		
2 Disposal Cell #6 - RF059 [ID: 1522]							2016 2017
Ent Rev	\$300,000						
Loan / Bond		\$4,000,000					
Total	\$300,000	\$4,000,000					
3 Landfill Fuel Station Pump Addition - RF060 [ID: 1995]							2017 2017
Ent Rev		\$70,000					
Total		\$70,000					
4 Landfill Wetlands - RF057 [ID: 1788]							2014 2017
Ent Rev		\$275,000					
Total		\$275,000					
5 Material Recovery Facility Phase 1 - RF055 [ID: 884]							2015 2018
Ent Rev			\$1,300,000				
Total			\$1,300,000				
6 Landfill Expansion Permitting - RF061 [ID: 1585]							2017 2019
Ent Rev		\$200,000	\$200,000	\$200,000			
Total		\$200,000	\$200,000	\$200,000			

Solid Waste Funding Source Summary

Ent Rev	\$400,000	\$645,000	\$1,600,000	\$1,500,000	\$200,000
Loan / Bond		\$4,000,000			
New Funding	\$400,000	\$4,645,000	\$1,600,000	\$1,500,000	\$200,000
Total	\$400,000	\$4,645,000	\$1,600,000	\$1,500,000	\$200,000

Solid Waste Current Capital Projects

1	Agriturf for Bioreactor Cell RF050 [ID: 1586]	2016	2016
2	Collection and Admin Relocation-Landfill RF048 [ID: 1250]	2013	2016
3	Landfill & Compost Facility Stormwater Comp RF058 [ID: 1945]	2015	2016
4	Leachate Storage & Handling - RF051 [ID: 1778]	2016	2017
5	LF Gas to Energy (LFGE) Heat Recovery Syst -RF054 [ID: 1789]	2014	2016
6	Recycling Drop-off Site - S. Providence Rd - RF053 [ID: 1881]	2014	2015

Solid Waste Impact of Capital Projects

Agriturf for Bioreactor Cell RF050 [ID: 1586]
Assist in installation
Disposal Cell #7 [ID: 1944]
Continued disposal services for city collections as well as regional waste disposal.
Landfill & Compost Facility Stormwater Comp RF058 [ID: 1945]
Existing manpower and equipment to accomplish BMP installation. Third party contractor hired to clean out large sedimentation basins

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 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
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Solid Waste Impact of Capital Projects

Solid Waste

Landfill Expansion Permitting - RF061 [ID: 1585]

Preparation for future operation

Landfill Fuel Station Pump Addition - RF060 [ID: 1995]

Daily use by route trucks once collections relocates to the site

Landfill Wetlands - RF057 [ID: 1788]

Help maintain regulatory compliance; improve water quality.

Leachate Storage & Handling - RF051 [ID: 1778]

Attain clean water regulatory compliance for WWTP; provide feed water for bioreactor operation.

LF Gas to Energy (LFGE) Heat Recovery Syst -RF054 [ID: 1789]

Additional heating capacity as well as providing redundancy.

Material Recovery Facility Expansion Phase 2 [ID: 1551]

Expansion and modernization of facility for anticipated growth.

Methane Gas Extraction Wells - RF031 [ID: 883]

An additional 0.5 FTE employee to be added to handle increased monitoring of additional wells and bioreactor when that comes along.

Recycling Drop-off Site - S. Providence Rd - RF053 [ID: 1881]

Improved customer service and existing sites will be more manageable as their capacity is often capped out.

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 System Bonds

Debt Service Information

05/21/12 Special Obligation Refunding Bonds, Series 2012C (Interest rate: 2.00%)

Original Issue - \$2,650,000

Balance As of 9/30/2016 - \$1,540,000

Maturity Date - 2/1/2021

In May 2012, the City issued \$29,515,000 of Special Obligation Refunding Bonds. A portion of this issue, \$2,650,000 was to currently refund the outstanding portion, \$2,630,000 of the City's Special Obligation Bonds, Series 2001B.

12/08/15 Solid Waste System Special Oblig. Refunding Bonds (Interest Rates: 2.00%-5.00%)

Original Issue - \$1,235,000

Balance As of 9/30/2016 - \$805,000

Maturity Date - 2/1/2026

In December 2015, the City issued \$7,080,000 of Special Obligation Revenue Refunding Bonds. A portion of this issue, \$1,235,000 was to currently refund the outstanding portion of, \$1,235,000 of the City's Special Obligation Revenue Refunding and Improvement Bonds, Series 2006 solid waste portions.

Debt Service Requirements

Special Obligation and Refunding Solid Waste Bonds

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$365,000	\$54,331	\$419,331
2018	\$370,000	\$44,881	\$414,881
2019	\$380,000	\$35,281	\$415,281
2020	\$395,000	\$25,281	\$420,281
2021	\$400,000	\$14,931	\$414,931
2022	\$80,000	\$8,931	\$88,931
2023	\$85,000	\$7,281	\$92,281
2024	\$85,000	\$5,475	\$90,475
2025	\$85,000	\$3,509	\$88,509
2026	\$100,000	\$1,250	\$101,250
Total	\$2,345,000	\$201,151	\$2,546,151

Solid Waste Utility Fund

Loans Between Funds

04/05/10 Loan from Designated Loan Fund for Waco Road Land Acquisition

Original Issue - \$1,025,000
 Balance As of 9/30/2016- \$451,264
 Maturity Date - 09/30/2020
 Ordinance #020590

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$107,253	\$13,400	\$120,653
2018	\$110,879	\$9,774	\$120,653
2019	\$114,628	\$6,025	\$120,653
2020	\$118,504	\$2,149	\$120,653
	\$451,264	\$31,348	\$482,612

10/01/15 Loan from Designated Loan Fund for Collection and Administration Building Relocation at Landfill

Original Issue - \$2,500,000
 Balance As of 9/30/2016 - \$2,088,011
 Maturity Date - 09/30/2024

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$211,694	\$44,806	\$256,500
2018	\$216,507	\$39,993	\$256,500
2019	\$221,429	\$35,072	\$256,501
2020	\$226,463	\$30,038	\$256,501
2021	\$231,611	\$24,889	\$256,500
2022	\$236,876	\$19,624	\$256,500
2023	\$242,261	\$14,239	\$256,500
2024	\$247,769	\$8,732	\$256,501
2025	\$253,401	\$3,099	\$256,500
	\$2,088,011	\$220,492	\$2,308,503

10/01/16 Proposed Loan for Landfill Cell #6

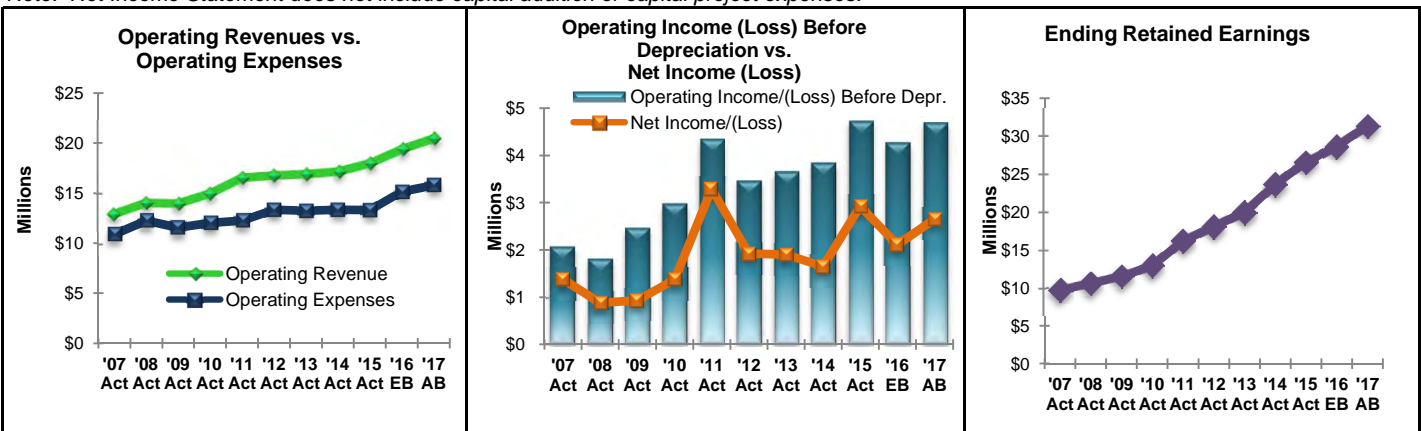
Original Issue - \$4,000,000

Year	Principal Requirements	Interest Requirements	Total Requirements
2017	\$348,254	\$115,237	\$463,492
2018	\$358,847	\$104,645	\$463,492
2019	\$369,761	\$93,730	\$463,492
2020	\$381,008	\$82,484	\$463,492
2021	\$392,597	\$70,895	\$463,492
2022	\$404,538	\$58,954	\$463,492
2023	\$416,842	\$46,649	\$463,492
2024	\$429,521	\$33,971	\$463,492
2025	\$442,585	\$20,906	\$463,492
2026	\$456,047	\$7,445	\$463,492
	\$4,000,000	\$634,916	\$4,634,916

Net Income Statement Solid Waste Utility Fund

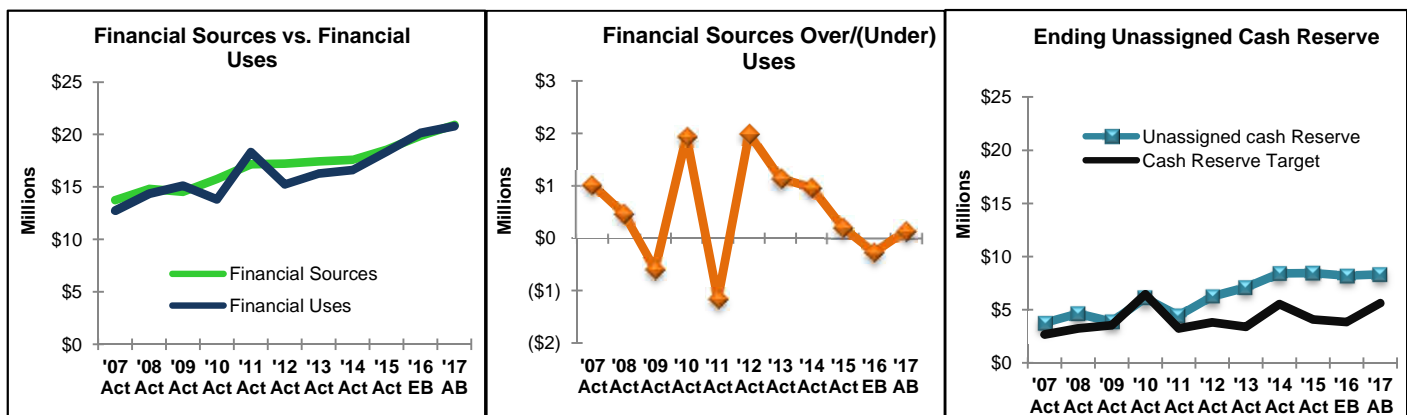
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
Commercial Charges	\$3,392,855	\$3,793,369	\$3,646,412	\$4,048,799
Residential Charges	\$8,586,170	\$8,596,750	\$8,682,535	\$8,689,000
Roll-Off Service Charges	\$1,452,543	\$1,546,005	\$1,502,016	\$1,577,016
Landfill Fees	\$3,036,079	\$3,269,476	\$3,758,323	\$3,936,970
University Fees	\$504,636	\$660,000	\$660,113	\$760,182
Recycling	\$953,565	\$901,800	\$644,530	\$651,980
Other Misc. Operating Revenues	\$96,397	\$576,371	\$540,315	\$807,320
Total Operating Revenues	\$18,022,245	\$19,343,771	\$19,434,244	\$20,471,267
Operating Expenses:				
Personnel Services	\$5,633,749	\$6,063,086	\$5,791,008	\$6,211,244
Supplies & Materials	\$3,795,734	\$4,240,662	\$3,982,835	\$4,249,123
Travel & Training	\$5,966	\$13,420	\$12,788	\$12,115
Intragovernmental Charges	\$2,072,096	\$2,348,476	\$2,348,476	\$2,396,999
Utilities, Services & Other Misc.	\$1,794,790	\$3,035,170	\$3,031,861	\$2,918,812
Total Operating Expenses	\$13,302,335	\$15,700,814	\$15,166,968	\$15,788,293
Operating Income (Loss) Before Depreciation	\$4,719,910	\$3,642,957	\$4,267,276	\$4,682,974
Depreciation	(\$1,858,164)	(\$1,927,038)	(\$1,954,986)	(\$1,954,986)
Operating Income	\$2,861,746	\$1,715,919	\$2,312,290	\$2,727,988
Non-Operating Revenues:				
Investment Revenue	\$355,053	\$226,192	\$309,553	\$276,086
Revenue From Other Gov't Units	\$87,752	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$216,045	\$165,664	\$143,896	\$179,038
Total Non-Operating Revenues	\$658,850	\$391,856	\$453,449	\$455,124
Non-Operating Expenses:				
Interest Expense	\$132,654	\$155,927	\$139,638	\$227,774
Bank & Paying Agent Fees	\$266	\$0	\$0	\$0
Loss on Disposal Assets	\$337,208	\$0	\$312,194	\$0
Amortization	\$0	\$9,300	\$9,300	\$0
Total Non-Operating Expenses	\$470,128	\$165,227	\$461,132	\$227,774
Operating Transfers:				
Operating Transfers From Other Funds	\$0	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$122,346)	(\$197,331)	(\$189,654)	(\$307,443)
Total Operating Transfers	(\$122,346)	(\$197,331)	(\$189,654)	(\$307,443)
Net Income (Loss) Before Capital Contributions	\$2,928,122	\$1,745,217	\$2,114,953	\$2,647,895
Capital Contribution	\$0	\$0	\$0	\$0
Net Income (Loss) Transferred to Retained Earnings	\$2,928,122	\$1,745,217	\$2,114,953	\$2,647,895
Beginning Retained Earnings	\$23,639,883	\$26,568,005	\$26,568,005	\$28,682,958
Ending Retained Earnings	\$26,568,005	\$28,313,222	\$28,682,958	\$31,330,853

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Solid Waste Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$87,752	\$0	\$0	\$0
Interest (w/o GASB 31 adjustment)	\$223,028	\$226,192	\$309,553	\$276,086
Fees and Service Charges	\$18,022,245	\$19,343,771	\$19,434,244	\$20,471,267
Other Local Revenues	\$216,045	\$165,664	\$143,896	\$179,038
	\$18,549,070	\$19,735,627	\$19,887,693	\$20,926,391
Other Funding Sources/Transfers	\$0	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$18,549,070	\$19,735,627	\$19,887,693	\$20,926,391
Financial Uses				
Operating Expenses	\$13,302,335	\$15,700,814	\$15,166,968	\$15,788,293
Operating Transfers to Other Funds	\$122,346	\$197,331	\$189,654	\$307,443
Interest and Other Non-Oper Cash Exp	\$132,920	\$155,927	\$139,638	\$227,774
Principal Payments	\$800,352	\$1,064,683	\$1,064,683	\$1,032,201
Capital Additions	\$1,731,427	\$2,790,460	\$2,713,239	\$2,788,300
Enterprise Revenues used for Capital Projects	\$2,258,584	\$880,000	\$880,000	\$645,000
Total Financial Uses	\$18,347,964	\$20,789,215	\$20,154,182	\$20,789,011
Sources Over (Under) Financial Uses	\$201,106	(\$1,053,588)	(\$266,489)	\$137,380
Beginning Unassigned Cash Reserve		\$8,462,717	\$8,462,717	\$8,196,228
Financial Sources Over/(Under) Uses		(\$1,053,588)	(\$266,489)	\$137,380
Cash and Cash Equivalents	\$7,932,915			
Less: GASB 31 Pooled Cash Adj.	(\$380,243)			
Add: Inventory	\$149,559			
Projected Unassigned Cash Reserve	\$8,462,717	\$7,409,129	\$8,196,228	\$8,333,608
Total Expenditures Uses	\$18,347,964	\$20,789,215	\$20,154,182	\$20,789,011
Less: Ent Revenue used for current year CIP	(\$2,258,584)	(\$880,000)	(\$880,000)	(\$645,000)
Operational Expenses	\$16,089,380	\$19,909,215	\$19,274,182	\$20,144,011
20% Guideline	\$3,217,876	\$3,981,843	\$3,854,836	\$4,028,802
Next Year Capital Projects Ent Revenue	\$880,000	\$645,000	\$645,000	\$1,600,000
Cash Reserve Target	\$4,097,876	\$4,626,843	\$4,499,836	\$5,628,802
Cash Above/(Below) Cash Reserve Target	\$4,364,841	\$2,782,286	\$3,696,392	\$2,704,806



Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Residential Customers					
Residential service shall consist of the removal of refuse, in bags or disposable containers or in centralized containers set for grouped residential units as approved by the director, once weekly. The fees for such service shall be as follows:					
Residences, per month, per residential unit (single-family, duplex, apartment up to four (4) units)	22-159 (a)	09-20-10	\$15.42	\$15.42	
Residences, per month, per residential unit when property is vacant and owner has requested discontinuance of a metered service	22-159 (a)	09-20-10	\$4.90	\$4.90	
Grouped residential units having centralized collection containers, per unit, per month	22-159 (a)	09-20-10	\$14.67	\$14.67	
Major appliance pickup					
Pickup of major appliances at curbside equipped for use of refrigerants, per appliance	22-159(l)	10-01-15	\$20.31	\$20.31	
Pickup of appliances at curbside not requiring refrigerants, per appliance	22-159(l)	10-01-15	\$13.56	\$13.56	
Special pickup of unlawfully placed material					
The city may remove refuse that is untimely placed or allowed to remain at the curb or edge of the roadway in violation of subsection (f) of this section. The city may remove yard waste that is improperly deposited at curbside for pickup in violation of section 22-158(b)(3). The fee for material removal service under this subsection shall be as follows:					
Special pickup	22-159(m)	05-04-09	\$50	\$50	
Apartments in excess of four units per structure					
Collection methods and rates. The following collection methods and rates shall apply to apartment complexes with more than four (4) units per structure:					
The occupant, tenant or lessee of each apartment unit per month for pickup from bulk containers.	22-160(b) 22-160(b)(1)	09-20-10	\$14.67	\$14.67	
Commercial Service					
Commercial collection methods and rates. The following refuse collection methods and rates shall apply to commercial customers as approved by the director					
Commercial hand pickup	22-161(b) 22-161(b)(1)				
The service charge for hand pickup of businesses or commercial places, boarding and rooming houses, fraternities and sororities, per collection minute	22-161(b)(1)(a)	10-01-15	\$2.64	\$2.64	

Solid Waste Fees/Charges/Fines

	Chapter/ Section	Date Last Changed	FY 2016	FY 2017	
			Fee	Fee	Effective Date
Commercial Service continued					
Or a minimum of five (5) minutes per occurrence	22-161(b)(1)(a)	10-01-15	\$13.20	\$13.20	
Bulk Storage Container Collection:	22-161(b)(2)				
Front Loader Collection:					
Cubic Yards/ # of Collections per Week					
1 cu yard/ 1 collection per week		10-01-15	\$68.52	\$72.81	10-01-16
1 cu yard/ 2 collections per week		10-01-15	\$87.02	\$99.46	10-01-16
1 cu yard/ 3 collections per week		10-01-15	\$107.58	\$130.23	10-01-16
1 cu yard/ 4 collections per week		10-01-15	\$130.22	\$165.15	10-01-16
1 cu yard/ 5 collections per week		10-01-15	\$154.91	\$204.20	10-01-16
1 cu yard/ 6 collections per week		10-01-15	\$181.69	\$247.41	10-01-16
2 cu yard/ 1 collection per week		10-01-15	\$77.22	\$82.04	10-01-16
2 cu yard/ 2 collections per week		10-01-15	\$108.59	\$124.11	10-01-16
2 cu yard/ 3 collections per week		10-01-15	\$144.11	\$174.45	10-01-16
2 cu yard/ 4 collections per week		10-01-15	\$183.76	\$233.07	10-01-16
2 cu yard/ 5 collections per week		10-01-15	\$227.56	\$299.97	10-01-16
2 cu yard/ 6 collections per week		10-01-15	\$275.49	\$378.14	10-01-16
3 cu yard/ 1 collection per week		10-01-15	\$84.56	\$88.58	10-01-16
3 cu yard/ 2 collections per week		10-01-15	\$126.45	\$141.32	10-01-16
3 cu yard/ 3 collections per week		10-01-15	\$173.50	\$204.40	10-01-16
3 cu yard/ 4 collections per week		10-01-15	\$225.74	\$277.84	10-01-16
3 cu yard/ 5 collections per week		10-01-15	\$283.14	\$361.60	10-01-16
3 cu yard/ 6 collections per week		10-01-15	\$345.72	\$455.73	10-01-16
4 cu yard/ 1 collection per week		10-01-15	\$91.96	\$96.34	10-01-16
4 cu yard/ 2 collections per week		10-01-15	\$146.16	\$163.35	10-01-16
4 cu yard/ 3 collections per week		10-01-15	\$207.26	\$244.16	10-01-16
4 cu yard/ 4 collections per week		10-01-15	\$275.25	\$338.76	10-01-16
4 cu yard/ 5 collections per week		10-01-15	\$350.14	\$447.16	10-01-16
4 cu yard/ 6 collections per week		10-01-15	\$431.90	\$569.33	10-01-16
6 cu yard/ 1 collection per week		10-01-15	\$110.31	\$114.56	10-01-16
6 cu yard/ 2 collections per week		10-01-15	\$186.08	\$204.02	10-01-16
6 cu yard/ 3 collections per week		10-01-15	\$270.12	\$310.03	10-01-16
6 cu yard/ 4 collections per week		10-01-15	\$362.43	\$432.57	10-01-16
6 cu yard/ 5 collections per week		10-01-15	\$463.02	\$571.69	10-01-16
6 cu yard/ 6 collections per week		10-01-15	\$571.90	\$727.36	10-01-16
8 cu yard/ 1 collection per week		10-01-15	\$127.58	\$131.69	10-01-16
8 cu yard/ 2 collections per week		10-01-15	\$226.85	\$247.48	10-01-16
8 cu yard/ 3 collections per week		10-01-15	\$337.14	\$385.31	10-01-16
8 cu yard/ 4 collections per week		10-01-15	\$458.49	\$545.23	10-01-16
8 cu yard/ 5 collections per week		10-01-15	\$590.86	\$727.22	10-01-16
8 cu yard/ 6 collections per week		10-01-15	\$734.27	\$931.27	10-01-16
Extra Collection (each)		10-01-15	\$50.39	\$53.97	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Bulk Storage Container Collection:	22-161(b)(2)				
Rear Loader Collection:					
Cubic Yards/ # of Collections per Week					
1 cu yard/ 1 collection per week		10-01-15	\$73.88	\$83.51	10-01-16
1 cu yard/ 2 collections per week		10-01-15	\$93.24	\$111.88	10-01-16
1 cu yard/ 3 collections per week		10-01-15	\$114.66	\$144.38	10-01-16
1 cu yard/ 4 collections per week		10-01-15	\$138.16	\$181.03	10-01-16
1 cu yard/ 5 collections per week		10-01-15	\$163.71	\$221.81	10-01-16
1 cu yard/ 6 collections per week		10-01-15	\$191.35	\$266.74	10-01-16
2 cu yard/ 1 collection per week		10-01-15	\$82.04	\$91.70	10-01-16
2 cu yard/ 2 collections per week		10-01-15	\$114.80	\$136.52	10-01-16
2 cu yard/ 3 collections per week		10-01-15	\$151.70	\$189.62	10-01-16
2 cu yard/ 4 collections per week		10-01-15	\$192.73	\$251.00	10-01-16
2 cu yard/ 5 collections per week		10-01-15	\$237.91	\$320.65	10-01-16
2 cu yard/ 6 collections per week		10-01-15	\$287.22	\$398.58	10-01-16
3 cu yard/ 1 collection per week		10-01-15	\$89.93	\$99.32	10-01-16
3 cu yard/ 2 collections per week		10-01-15	\$133.89	\$156.20	10-01-16
3 cu yard/ 3 collections per week		10-01-15	\$183.01	\$223.41	10-01-16
3 cu yard/ 4 collections per week		10-01-15	\$237.32	\$300.99	10-01-16
3 cu yard/ 5 collections per week		10-01-15	\$296.78	\$388.89	10-01-16
3 cu yard/ 6 collections per week		10-01-15	\$361.44	\$487.15	10-01-16
4 cu yard/ 1 collection per week		10-01-15	\$96.34	\$105.10	10-01-16
4 cu yard/ 2 collections per week		10-01-15	\$152.60	\$176.25	10-01-16
4 cu yard/ 3 collections per week		10-01-15	\$215.77	\$261.20	10-01-16
4 cu yard/ 4 collections per week		10-01-15	\$285.83	\$359.94	10-01-16
4 cu yard/ 5 collections per week		10-01-15	\$362.79	\$472.47	10-01-16
4 cu yard/ 6 collections per week		10-01-15	\$446.63	\$598.78	10-01-16
6 cu yard/ 1 collection per week		10-01-15	\$114.91	\$123.75	10-01-16
6 cu yard/ 2 collections per week		10-01-15	\$196.17	\$224.20	10-01-16
6 cu yard/ 3 collections per week		10-01-15	\$287.77	\$345.33	10-01-16
6 cu yard/ 4 collections per week		10-01-15	\$389.71	\$487.13	10-01-16
6 cu yard/ 5 collections per week		10-01-15	\$502.00	\$649.65	10-01-16
6 cu yard/ 6 collections per week		10-01-15	\$624.64	\$832.86	10-01-16
8 cu yard/ 1 collection per week		10-01-15	\$131.69	\$139.93	10-01-16
8 cu yard/ 2 collections per week		10-01-15	\$237.16	\$268.10	10-01-16
8 cu yard/ 3 collections per week		10-01-15	\$256.41	\$423.84	10-01-16
8 cu yard/ 4 collections per week		10-01-15	\$489.47	\$607.18	10-01-16
8 cu yard/ 5 collections per week		10-01-15	\$636.31	\$818.12	10-01-16
8 cu yard/ 6 collections per week		10-01-15	\$796.95	\$1,056.64	10-01-16
Roll cart - 1 collection per week			\$20.51	\$22.92	10-01-16
Extra Collection (each)		10-01-15	\$54.30	\$62.99	10-01-16
Front loading construction dumpsters:	22-161(d)				
Set fee		10-01-15	\$88.44	\$89.76	10-01-16
Collection service from the dumpster shall be					
Minimum monthly charge		10-01-15	\$61.77	\$67.39	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Recycling Services:					
Clean Old Corrugated Cardboard Only Recycling Bulk Storage Container Collection:					
Cubic Yards/ # of Collections per Week					
2 cu yard/ 1 collection per week		05-01-16	\$61.78	\$65.63	10-01-16
2 cu yard/ 2 collections per week		05-01-16	\$86.87	\$99.29	10-01-16
2 cu yard/ 3 collections per week		05-01-16	\$115.29	\$139.56	10-01-16
2 cu yard/ 4 collections per week		05-01-16	\$147.01	\$186.45	10-01-16
2 cu yard/ 5 collections per week		05-01-16	\$182.05	\$239.97	10-01-16
2 cu yard/ 6 collections per week		05-01-16	\$220.39	\$300.11	10-01-16
3 cu yard/ 1 collection per week		05-01-16	\$67.65	\$70.87	10-01-16
3 cu yard/ 2 collections per week		05-01-16	\$101.16	\$113.06	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$138.80	\$163.52	10-01-16
3 cu yard/ 4 collections per week		05-01-16	\$180.59	\$222.27	10-01-16
3 cu yard/ 5 collections per week		05-01-16	\$226.51	\$289.28	10-01-16
3 cu yard/ 6 collections per week		05-01-16	\$276.58	\$364.58	10-01-16
4 cu yard/ 1 collection per week		05-01-16	\$73.57	\$77.07	10-01-16
4 cu yard/ 2 collections per week		05-01-16	\$116.93	\$130.68	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$165.81	\$195.33	10-01-16
4 cu yard/ 4 collections per week		05-01-16	\$220.20	\$271.01	10-01-16
4 cu yard/ 5 collections per week		05-01-16	\$280.11	\$357.73	10-01-16
4 cu yard/ 6 collections per week		05-01-16	\$345.52	\$455.46	10-01-16
6 cu yard/ 1 collection per week		05-01-16	\$88.25	\$91.65	10-01-16
6 cu yard/ 2 collections per week		05-01-16	\$148.86	\$163.21	10-01-16
6 cu yard/ 3 collections per week		05-01-16	\$216.10	\$248.02	10-01-16
6 cu yard/ 4 collections per week		05-01-16	\$289.94	\$346.06	10-01-16
6 cu yard/ 5 collections per week		05-01-16	\$370.42	\$457.35	10-01-16
6 cu yard/ 6 collections per week		05-01-16	\$457.52	\$581.89	10-01-16
8 cu yard/ 1 collection per week		05-01-16	\$102.06	\$105.35	10-01-16
8 cu yard/ 2 collections per week		05-01-16	\$181.48	\$197.98	10-01-16
8 cu yard/ 3 collections per week		05-01-16	\$269.71	\$308.25	10-01-16
8 cu yard/ 4 collections per week		05-01-16	\$366.79	\$436.18	10-01-16
8 cu yard/ 5 collections per week		05-01-16	\$472.69	\$581.77	10-01-16
8 cu yard/ 6 collections per week		05-01-16	\$587.42	\$745.02	10-01-16
Extra Collection (each)		05-01-16	\$40.31	\$43.39	10-01-16
Roll cart - 1 collection per week		05-01-16	\$15.44	\$16.41	10-01-16
Roll cart - 2 collection per week		05-01-16	\$21.72	\$24.82	10-01-16
Roll cart - 3 collection per week		05-01-16	\$28.82	\$34.89	10-01-16
Roll cart - 4 collection per week		05-01-16	\$36.75	\$46.61	10-01-16
Roll cart - 5 collection per week		05-01-16	\$45.51	\$59.99	10-01-16
Roll cart - 6 collection per week		05-01-16	\$55.10	\$75.03	10-01-16
Extra Collection (each)		05-01-16	\$10.08	\$10.85	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Recycling Services:					
Clean Mixed Fiber Material Recycling					
Bulk Storage Container Collection:					
Cubic Yards/ # of Collections per Week					
2 cu yard/ 1 collection per week		05-01-16	\$65.64	\$69.74	10-01-16
2 cu yard/ 2 collections per week		05-01-16	\$92.30	\$105.49	10-01-16
2 cu yard/ 3 collections per week		05-01-16	\$122.49	\$148.28	10-01-16
2 cu yard/ 4 collections per week		05-01-16	\$156.20	\$198.11	10-01-16
2 cu yard/ 5 collections per week		05-01-16	\$193.43	\$254.97	10-01-16
2 cu yard/ 6 collections per week		05-01-16	\$234.17	\$318.87	10-01-16
3 cu yard/ 1 collection per week					
3 cu yard/ 2 collections per week		05-01-16	\$71.88	\$75.30	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$107.48	\$120.12	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$147.48	\$173.74	10-01-16
3 cu yard/ 4 collections per week		05-01-16	\$191.88	\$236.16	10-01-16
3 cu yard/ 5 collections per week		05-01-16	\$240.67	\$307.36	10-01-16
3 cu yard/ 6 collections per week		05-01-16	\$293.86	\$387.37	10-01-16
4 cu yard/ 1 collection per week					
4 cu yard/ 2 collections per week		05-01-16	\$78.17	\$81.89	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$124.24	\$138.85	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$176.17	\$207.54	10-01-16
4 cu yard/ 4 collections per week		05-01-16	\$233.96	\$287.95	10-01-16
4 cu yard/ 5 collections per week		05-01-16	\$297.62	\$380.09	10-01-16
4 cu yard/ 6 collections per week		05-01-16	\$367.12	\$483.93	10-01-16
6 cu yard/ 1 collection per week					
6 cu yard/ 2 collections per week		05-01-16	\$93.76	\$97.37	10-01-16
6 cu yard/ 2 collections per week		05-01-16	\$158.17	\$173.41	10-01-16
6 cu yard/ 3 collections per week		05-01-16	\$229.60	\$263.52	10-01-16
6 cu yard/ 4 collections per week		05-01-16	\$308.07	\$367.69	10-01-16
6 cu yard/ 5 collections per week		05-01-16	\$393.57	\$485.94	10-01-16
6 cu yard/ 6 collections per week		05-01-16	\$486.12	\$618.26	10-01-16
8 cu yard/ 1 collection per week					
8 cu yard/ 2 collections per week		05-01-16	\$108.44	\$111.94	10-01-16
8 cu yard/ 2 collections per week		05-01-16	\$192.82	\$210.36	10-01-16
8 cu yard/ 3 collections per week		05-01-16	\$286.57	\$327.51	10-01-16
8 cu yard/ 4 collections per week		05-01-16	\$389.72	\$463.45	10-01-16
8 cu yard/ 5 collections per week		05-01-16	\$502.23	\$618.13	10-01-16
8 cu yard/ 6 collections per week		05-01-16	\$624.13	\$791.58	10-01-16
Extra Collection (each)					
		05-01-16	\$42.83	\$46.10	10-01-16
Roll cart - 1 collection per week					
Roll cart - 2 collection per week		05-01-16	\$16.41	\$17.43	10-01-16
Roll cart - 2 collection per week		05-01-16	\$23.08	\$26.37	10-01-16
Roll cart - 3 collection per week		05-01-16	\$30.62	\$37.07	10-01-16
Roll cart - 4 collection per week		05-01-16	\$39.05	\$49.53	10-01-16
Roll cart - 5 collection per week		05-01-16	\$48.36	\$63.74	10-01-16
Roll cart - 6 collection per week		05-01-16	\$58.54	\$79.72	10-01-16
Extra Collection (each)					
		05-01-16	\$10.71	\$11.53	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Recycling Services:					
Clean Aluminum, Metal or Plastic Containers					
Recycling Bulk Storage Container Collection					
Cubic Yards/ # of Collections per Week					
2 cu yard/ 1 collection per week		05-01-16	\$65.64	\$69.74	10-01-16
2 cu yard/ 2 collections per week		05-01-16	\$92.30	\$105.49	10-01-16
2 cu yard/ 3 collections per week		05-01-16	\$122.49	\$148.28	10-01-16
2 cu yard/ 4 collections per week		05-01-16	\$156.20	\$198.11	10-01-16
2 cu yard/ 5 collections per week		05-01-16	\$193.43	\$254.97	10-01-16
2 cu yard/ 6 collections per week		05-01-16	\$234.17	\$318.87	10-01-16
3 cu yard/ 1 collection per week		05-01-16	\$71.88	\$75.30	10-01-16
3 cu yard/ 2 collections per week		05-01-16	\$107.48	\$120.12	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$147.48	\$173.74	10-01-16
3 cu yard/ 4 collections per week		05-01-16	\$191.88	\$236.16	10-01-16
3 cu yard/ 5 collections per week		05-01-16	\$240.67	\$307.36	10-01-16
3 cu yard/ 6 collections per week		05-01-16	\$293.86	\$387.37	10-01-16
4 cu yard/ 1 collection per week		05-01-16	\$78.17	\$81.89	10-01-16
4 cu yard/ 2 collections per week		05-01-16	\$124.24	\$138.85	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$176.17	\$207.54	10-01-16
4 cu yard/ 4 collections per week		05-01-16	\$233.96	\$287.95	10-01-16
4 cu yard/ 5 collections per week		05-01-16	\$297.62	\$380.09	10-01-16
4 cu yard/ 6 collections per week		05-01-16	\$367.12	\$483.93	10-01-16
6 cu yard/ 1 collection per week		05-01-16	\$93.76	\$97.37	10-01-16
6 cu yard/ 2 collections per week		05-01-16	\$158.17	\$173.41	10-01-16
6 cu yard/ 3 collections per week		05-01-16	\$229.60	\$263.52	10-01-16
6 cu yard/ 4 collections per week		05-01-16	\$308.07	\$367.69	10-01-16
6 cu yard/ 5 collections per week		05-01-16	\$393.57	\$485.94	10-01-16
6 cu yard/ 6 collections per week		05-01-16	\$486.12	\$618.26	10-01-16
8 cu yard/ 1 collection per week		05-01-16	\$108.44	\$111.94	10-01-16
8 cu yard/ 2 collections per week		05-01-16	\$192.82	\$210.36	10-01-16
8 cu yard/ 3 collections per week		05-01-16	\$286.57	\$327.51	10-01-16
8 cu yard/ 4 collections per week		05-01-16	\$389.72	\$463.45	10-01-16
8 cu yard/ 5 collections per week		05-01-16	\$502.23	\$618.13	10-01-16
8 cu yard/ 6 collections per week		05-01-16	\$624.13	\$791.58	10-01-16
Extra Collection (each)		05-01-16	\$42.83	\$46.10	10-01-16
Roll cart - 1 collection per week		05-01-16	\$16.41	\$17.43	10-01-16
Roll cart - 2 collection per week		05-01-16	\$23.08	\$26.37	10-01-16
Roll cart - 3 collection per week		05-01-16	\$30.62	\$37.07	10-01-16
Roll cart - 4 collection per week		05-01-16	\$39.05	\$49.53	10-01-16
Roll cart - 5 collection per week		05-01-16	\$48.36	\$63.74	10-01-16
Roll cart - 6 collection per week		05-01-16	\$58.54	\$79.72	10-01-16
Extra Collection (each)		05-01-16	\$10.71	\$11.53	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Recycling Services:					
Clean Food Waste Compost Bulk Storage Container Collection:					
Cubic Yards/ # of Collections per Week					
2 cu yard/ 1 collection per week		05-01-16	\$65.64	\$69.74	10-01-16
2 cu yard/ 2 collections per week		05-01-16	\$92.30	\$105.49	10-01-16
2 cu yard/ 3 collections per week		05-01-16	\$122.49	\$148.28	10-01-16
2 cu yard/ 4 collections per week		05-01-16	\$156.20	\$198.11	10-01-16
2 cu yard/ 5 collections per week		05-01-16	\$193.43	\$254.97	10-01-16
2 cu yard/ 6 collections per week		05-01-16	\$234.17	\$318.87	10-01-16
3 cu yard/ 1 collection per week		05-01-16	\$71.88	\$75.30	10-01-16
3 cu yard/ 2 collections per week		05-01-16	\$107.48	\$120.12	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$147.48	\$173.74	10-01-16
3 cu yard/ 4 collections per week		05-01-16	\$191.88	\$236.16	10-01-16
3 cu yard/ 5 collections per week		05-01-16	\$240.67	\$307.36	10-01-16
3 cu yard/ 6 collections per week		05-01-16	\$293.86	\$387.37	10-01-16
4 cu yard/ 1 collection per week		05-01-16	\$78.17	\$81.89	10-01-16
4 cu yard/ 2 collections per week		05-01-16	\$124.24	\$138.85	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$176.17	\$207.54	10-01-16
4 cu yard/ 4 collections per week		05-01-16	\$233.96	\$287.95	10-01-16
4 cu yard/ 5 collections per week		05-01-16	\$297.62	\$380.09	10-01-16
4 cu yard/ 6 collections per week		05-01-16	\$367.12	\$483.93	10-01-16
6 cu yard/ 1 collection per week		05-01-16	\$93.76	\$97.37	10-01-16
6 cu yard/ 2 collections per week		05-01-16	\$158.17	\$173.41	10-01-16
6 cu yard/ 3 collections per week		05-01-16	\$229.60	\$263.52	10-01-16
6 cu yard/ 4 collections per week		05-01-16	\$308.07	\$367.69	10-01-16
6 cu yard/ 5 collections per week		05-01-16	\$393.57	\$485.94	10-01-16
6 cu yard/ 6 collections per week		05-01-16	\$486.12	\$618.26	10-01-16
8 cu yard/ 1 collection per week		05-01-16	\$108.44	\$111.94	10-01-16
8 cu yard/ 2 collections per week		05-01-16	\$192.82	\$210.36	10-01-16
8 cu yard/ 3 collections per week		05-01-16	\$286.57	\$327.51	10-01-16
8 cu yard/ 4 collections per week		05-01-16	\$389.72	\$463.45	10-01-16
8 cu yard/ 5 collections per week		05-01-16	\$502.23	\$618.13	10-01-16
8 cu yard/ 6 collections per week		05-01-16	\$624.13	\$791.58	10-01-16
Extra Collection (each)		05-01-16	\$42.83	\$46.10	10-01-16
Roll cart - 1 collection per week		05-01-16	\$16.41	\$17.43	10-01-16
Roll cart - 2 collection per week		05-01-16	\$23.08	\$26.37	10-01-16
Roll cart - 3 collection per week		05-01-16	\$30.62	\$37.07	10-01-16
Roll cart - 4 collection per week		05-01-16	\$39.05	\$49.53	10-01-16
Roll cart - 5 collection per week		05-01-16	\$48.36	\$63.74	10-01-16
Roll cart - 6 collection per week		05-01-16	\$58.54	\$79.72	10-01-16
Extra Collection (each)		05-01-16	\$10.71	\$11.53	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Recycling Services:					
Glass or Mixed Fiber Material with Containers in the Same Bulk Storage Container Collection					
Cubic Yards/ # of Collections per Week					
2 cu yard/ 1 collection per week		05-01-16	\$77.22	\$82.04	10-01-16
2 cu yard/ 2 collections per week		05-01-16	\$108.59	\$124.11	10-01-16
2 cu yard/ 3 collections per week		05-01-16	\$144.11	\$174.45	10-01-16
2 cu yard/ 4 collections per week		05-01-16	\$183.76	\$233.07	10-01-16
2 cu yard/ 5 collections per week		05-01-16	\$227.56	\$299.97	10-01-16
2 cu yard/ 6 collections per week		05-01-16	\$275.49	\$375.14	10-01-16
3 cu yard/ 1 collection per week		05-01-16	\$84.56	\$88.58	10-01-16
3 cu yard/ 2 collections per week		05-01-16	\$126.45	\$141.32	10-01-16
3 cu yard/ 3 collections per week		05-01-16	\$173.50	\$204.40	10-01-16
3 cu yard/ 4 collections per week		05-01-16	\$225.74	\$277.84	10-01-16
3 cu yard/ 5 collections per week		05-01-16	\$283.14	\$361.60	10-01-16
3 cu yard/ 6 collections per week		05-01-16	\$345.72	\$455.73	10-01-16
4 cu yard/ 1 collection per week		05-01-16	\$91.96	\$96.34	10-01-16
4 cu yard/ 2 collections per week		05-01-16	\$146.16	\$163.35	10-01-16
4 cu yard/ 3 collections per week		05-01-16	\$207.26	\$244.16	10-01-16
4 cu yard/ 4 collections per week		05-01-16	\$275.25	\$338.76	10-01-16
4 cu yard/ 5 collections per week		05-01-16	\$350.14	\$447.16	10-01-16
4 cu yard/ 6 collections per week		05-01-16	\$431.90	\$569.33	10-01-16
6 cu yard/ 1 collection per week		05-01-16	\$110.31	\$114.56	10-01-16
6 cu yard/ 2 collections per week		05-01-16	\$186.08	\$204.02	10-01-16
6 cu yard/ 3 collections per week		05-01-16	\$270.12	\$310.03	10-01-16
6 cu yard/ 4 collections per week		05-01-16	\$362.43	\$432.57	10-01-16
6 cu yard/ 5 collections per week		05-01-16	\$463.02	\$571.69	10-01-16
6 cu yard/ 6 collections per week		05-01-16	\$571.90	\$727.36	10-01-16
8 cu yard/ 1 collection per week		05-01-16	\$127.58	\$131.69	10-01-16
8 cu yard/ 2 collections per week		05-01-16	\$226.85	\$247.48	10-01-16
8 cu yard/ 3 collections per week		05-01-16	\$337.14	\$385.31	10-01-16
8 cu yard/ 4 collections per week		05-01-16	\$458.49	\$545.23	10-01-16
8 cu yard/ 5 collections per week		05-01-16	\$590.86	\$727.22	10-01-16
8 cu yard/ 6 collections per week		05-01-16	\$734.27	\$931.27	10-01-16
Extra Collection (each)		05-01-16	\$50.39	\$54.24	10-01-16
Roll cart - 1 collection per week		05-01-16	\$19.31	\$22.92	10-01-16
Roll cart - 2 collection per week		05-01-16	\$27.15	\$34.13	10-01-16
Roll cart - 3 collection per week		05-01-16	\$36.03	\$47.41	10-01-16
Roll cart - 4 collection per week		05-01-16	\$45.94	\$62.75	10-01-16
Roll cart - 5 collection per week		05-01-16	\$56.89	\$80.16	10-01-16
Roll cart - 6 collection per week		05-01-16	\$68.87	\$99.65	10-01-16
Extra Collection (each)		05-01-16	\$12.60	\$13.56	10-01-16

Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Commercial Service (continued)					
Roll off containers:					
Full-sized compactor style roll-off containers; per collection	22-161(e)(1)	10-01-15	\$89.94 + \$44/ton	\$94.23 + \$45.76/ton	10-01-16
	22-161(e)(1)	10-01-15	\$89.94	\$94.23	10-01-16
Minimum monthly charge					
Full-sized non-compacted roll-off containers; per collection	22-161(e)(2)	10-01-15	\$89.94 + \$44/ton	\$94.23 + \$45.76/ton	10-01-16
	22-161(e)(2)	10-01-15	\$89.94	\$94.23	10-01-16
Minimum monthly charge					
Mini-sized compactor style roll-off containers; per collection	22-161(e)(3)	10-01-15	\$63.94 + \$44/ton	\$66.99 + \$45.76/ton	10-01-16
	22-161(e)(3)	10-01-15	\$63.94	\$66.99	10-01-16
Minimum monthly charge					
Mini-sized non-compacted style roll- off containers; per collection	22-161(e)(4)	10-01-15	\$63.94 + \$44/ton	\$66.99 + \$45.76/ton	10-01-16
	22-161(e)(4)	10-01-15	\$63.94	\$66.99	10-01-16
Minimum monthly charge					
Landfill and disposal areas					
Rates for landfill. Landfill fees shall be determined by weight unless scales are temporarily out of commission. The current state solid waste tonnage fee will be added to all rates where applicable except the "per ton" rate, set forth in subsection (1) below, which includes that fee. Charges for use of the landfill shall be determined by weight or volume as follows:	22-163(a)				
Per ton, or any fraction thereof	22-163(a)(1)	10-01-15	\$44	\$45.76	10-01-16
		10-01-15	\$20	\$20.80	10-01-16
Minimum fee					
Automobiles, each	22-163(a)(2)	10-01-15	\$20	\$20.80	10-01-16
		10-01-15	\$20	\$20.80	10-01-16
Minimum fee					
Any vehicle one ton or larger (trailers with dual wheels or more than one axle will be included in this category unless other specified rates apply), each	22-163(a)(3)	10-01-15	\$116.82	\$116.82	
Noncompacted roll-off boxes, trailers greater than eighteen (18) feet in length (length to be determined by dimension of cargo area) and truck with haul bed greater than eighteen (18) feet in length, each	22-163(a)(4)	10-01-15	\$233.71	\$233.71	
Compactor trucks and compactor roll-off boxes, per cubic yard capacity	22-163(a)(6)	10-01-15	\$20.39	\$20.39	
Uncovered or unsecured loads that may either blow or fall off of the haul vehicle during transit	22-163(a)(7)	10-01-15	\$20	\$25.00	10-01-16

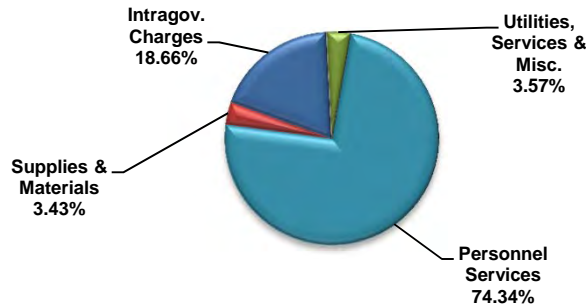
Solid Waste Fees/Charges/Fines

			FY 2016	FY 2017	
	Chapter/ Section	Date Last Changed	Fee	Fee	Effective Date
Landfill and disposal (continued)					
Major appliances delivered to a designated location at the landfill:	22-163(a)(11)				
Appliances equipped for use of refrigerants, per appliance		10-01-15	\$20.31	\$20.31	
Appliances not requiring refrigerant, per appliance		10-01-15	\$13.54	\$13.54	
Community Improvement District Solid Waste rates:					
The following monthly rates shall apply to the categories and classifications as established by this article and shall be billed and collected as provided for by the procedures of Chapter 27, Article II:	22-172(e)				
Category:					
Restaurant -					
Classification I		05-18-15	\$360.63	\$360.63	
Classification II		05-18-15	\$178.21	\$178.21	
Classification III		05-18-15	\$59.41	\$59.41	
Retail -					
Classification I		05-18-15	\$166.97	\$166.97	
Classification II		05-18-15	\$83.49	\$83.49	
Classification III		05-18-15	\$27.01	\$27.01	
Office -					
Classification I		05-18-15	\$137.71	\$137.71	
Classification II		05-18-15	\$68.05	\$68.05	
Classification III		05-18-15	\$22.68	\$22.68	
Church -					
Classification I		05-18-15	\$92.34	\$92.34	
Classification II		05-18-15	\$45.37	\$45.37	
Classification III		05-18-15	\$14.58	\$14.58	
Production/industrial -					
Classification I		05-18-15	\$941.28	\$941.28	
Classification II		05-18-15	\$304.44	\$304.44	
Classification III		05-18-15	\$156.88	\$156.88	
Bank -					
Classification I		05-18-15	\$145.81	\$145.81	
Classification II		05-18-15	\$72.90	\$72.90	
Classification III		05-18-15	\$24.30	\$24.30	
Lodging -					
Classification I		05-18-15	\$577.54	\$577.54	
Classification II		05-18-15	\$286.21	\$286.21	
Classification III		05-18-15	\$97.11	\$97.11	
Printing/production/silk/screening -					
Classification I		05-18-15	\$119.21	\$119.21	
Classification II		05-18-15	\$99.68	\$99.68	
Classification III		05-18-15	\$80.14	\$80.14	
Residential -					
Classification I		05-18-15	\$18.67	\$18.67	
Classification II		05-18-15	\$18.67	\$18.67	
Classification III		05-18-15	\$18.67	\$18.67	

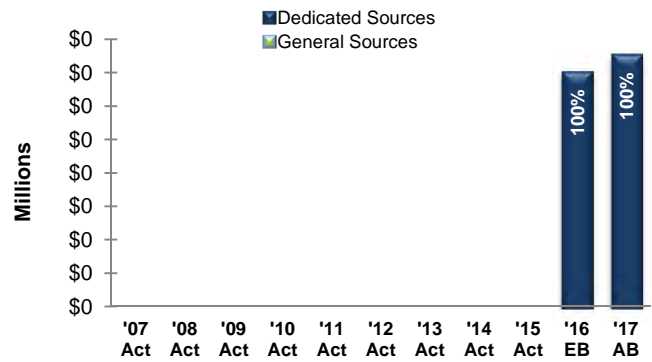
**Mid-Missouri Solid Waste
Management District (MMSWMD)
(Special Revenue Fund)**

Mid-Missouri Solid Waste Management District - Summary

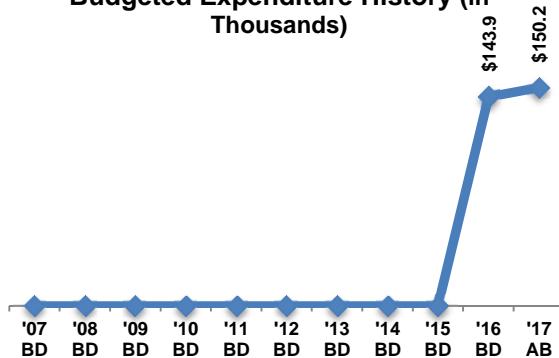
FY 2017 Total Expenditures By Category



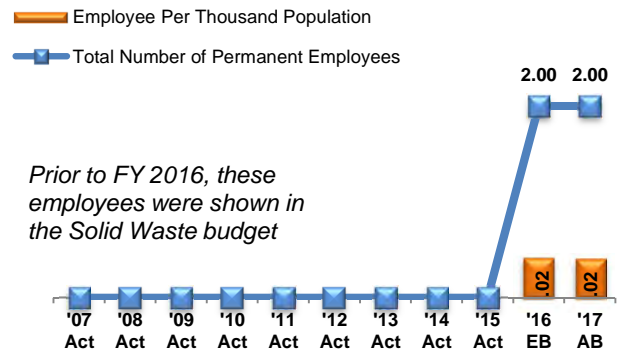
Funding Sources



Budgeted Expenditure History (in Thousands)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$0	\$119,591	\$115,862	\$111,687	(3.6%)	(6.6%)
Supplies & Materials	\$0	\$4,185	\$4,185	\$5,160	23.3%	23.3%
Travel & Training	\$0	\$0	\$0	\$0		
Intragov. Charges	\$0	\$14,868	\$14,868	\$28,041	88.6%	88.6%
Utilities, Services & Misc.	\$0	\$5,210	\$5,210	\$5,360	2.9%	2.9%
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
Operating Expenses	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
Non-Operating Expenses	\$0	\$0	\$0	\$0		
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$0	\$0	\$0		
Capital Projects	\$0	\$0	\$0	\$0		
Total Expenses	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$0	\$95,583	\$95,583	\$99,603	4.2%	4.2%
Interest	\$0	\$0	\$3,948	\$3,948	0.0%	
Transfers	\$0	\$48,271	\$40,594	\$46,697	15.0%	(3.3%)
Use of Prior Year Sources	\$0	\$0	\$0	\$0		
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$0	\$143,854	\$140,125	\$150,248	7.2%	4.4%

Description

The Mid-Missouri Solid Waste Management District (MMSWMD) provides planning, technical and financial support in the area of solid waste management for an eight-county region that includes Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau and Osage.

Department Objectives

Coordinate and provide technical assistance and educational materials and programs for waste reduction. Monitor grant awards to assure compliance with MDNR requirements.

Highlights/Significant Changes

- Beginning in FY 2016, the MMSWMD was setup as a separate fund. Prior to FY 2016, this budget was included in the Solid Waste Utility budget.
- The MMSWMD hosted two district grant workshops in July of 2015 to assist potential grantees in understanding the grant process as well as provided assistance with completing a grant application.
- The MMSWMD hosted a regional recycling summit on April 13, 2016 for recyclers and brokers in the 8 county area.

Highlights/Significant Changes (cont.)

- The MMSWMD awarded three grants totaling \$80,000, to the City of Columbia Solid Waste division for the purchase of commercial recycling bins, food waste bins, and for the purchase of a mini roll-off recycling truck for collecting commercial recycling from business that do not have space for a large compactor or recycling bin.
- The MMSWMD supported local governments by organizing and funding an opportunity of local government to dispose of illegally dumped tires from public property and roadways.
- The MMSWMD, along with the University of Missouri, Boone County, and City of Columbia Public Works & Neighborhood Services, sponsored a one day collection event on June 4, 2016 for scrap tires, electronic waste, appliances and household hazardous waste. 29 tons of tires, 31 tons of electronic waste, and 7 tons of household hazardous waste were diverted from local landfills.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
2208 - Solid Waste District Admin.*	0.00	1.00	1.00	1.00	
1400 - Administrative Technician*	0.00	1.00	1.00	1.00	
Total Personnel	0.00	2.00	2.00	2.00	
Permanent Full-Time	0.00	2.00	2.00	2.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	0.00	2.00	2.00	2.00	

* Prior to FY 2016 positions were included in Solid Waste Fund.

Net Income Statement
Mid-Missouri Solid Waste Management District

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Revenues				
Grant Revenues	\$0	\$95,583	\$95,583	\$99,603
Interest	\$0	\$0	\$3,948	\$3,948
Total Revenues	\$0	\$95,583	\$99,531	\$103,551
Expenditures:				
Personnel Services	\$0	\$119,591	\$115,862	\$111,687
Supplies & Materials	\$0	\$4,185	\$4,185	\$5,160
Travel & Training	\$0	\$0	\$0	\$0
Intragovernmental Charges	\$0	\$14,868	\$14,868	\$28,041
Utilities, Services & Other Misc.	\$0	\$5,210	\$5,210	\$5,360
Total Expenditures	\$0	\$143,854	\$140,125	\$150,248
Excess (Deficiency of Revenues Over Expenditures	\$0	(\$48,271)	(\$40,594)	(\$46,697)
Other Financing Sources (Uses):				
Operating Transfers From Other Funds	\$0	\$48,271	\$40,594	\$46,697
Operating Transfers To Other Funds	\$0	\$0	\$0	\$0
Total Otr. Financing Sources (Uses)	\$0	\$48,271	\$40,594	\$46,697
Excess (Deficiency of Revenues Over Expenditures	\$0	\$0	\$0	\$0
Fund Balance, Beg. of Year	\$0	\$0	\$0	\$0
Fund Balance, End of Year	\$0	\$0	\$0	\$0

Note: Net Income Statement does not include capital addition or capital project expenses.

Funding Sources and Uses
Mid-Missouri Solid Waste Management District

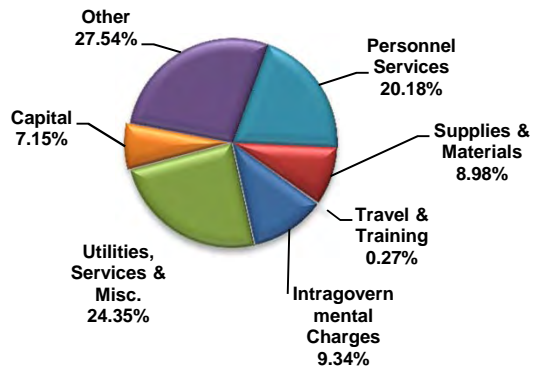
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Grants	\$0	\$95,583	\$95,583	\$99,603
Interest (w/o GASB 31 adjustment)	\$0	\$0	\$3,948	\$3,948
	\$0	\$95,583	\$99,531	\$103,551
Other Funding Sources/Transfers	\$0	\$48,271	\$40,594	\$46,697
Total Financial Sources: Less				
Appropriated Fund Balance	\$0	\$143,854	\$140,125	\$150,248
Financial Uses				
Operating Expenses	\$0	\$143,854	\$140,125	\$150,248
Operating Transfers to Other Funds	\$0	\$0	\$0	\$0
Interest and Other Non-Oper Cash Exp				
Principal Payments				
Capital Additions	\$0	\$0	\$0	\$0
Enterprise Revenues used for Capital Projects				
Total Financial Uses	\$0	\$143,854	\$140,125	\$150,248
Financial Sources Over/(Under) Uses	\$0	\$0	\$0	\$0
Beginning Unassigned Cash Reserve		\$0	\$0	\$0
Projected Ending Unassigned Cash Reserve	\$0	\$0	\$0	\$0

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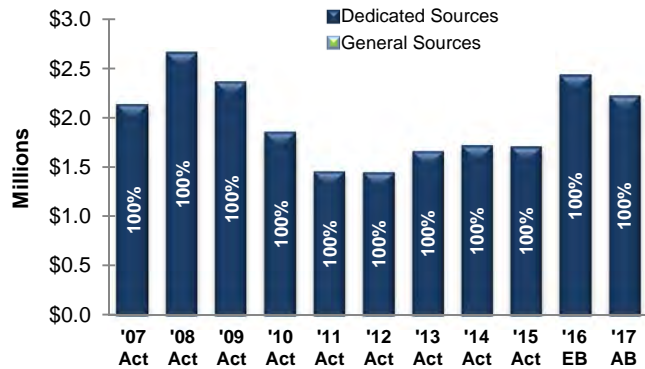
Storm Water Utility Fund (Enterprise Fund)

Storm Water Utility - Summary

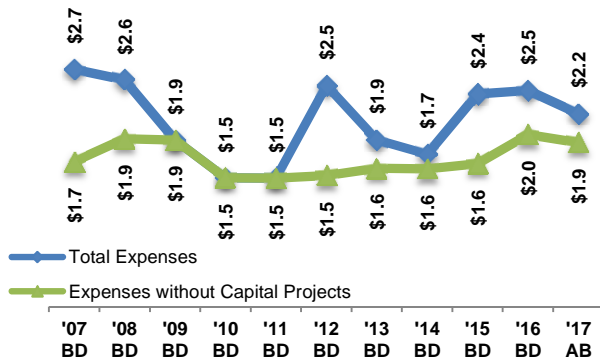
FY 2017 Total Expenditures By Category



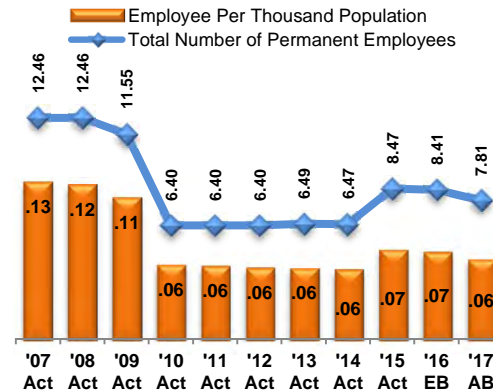
Funding Sources



Budgeted Expense History (in Millions)



Permanent Positions



Appropriations (Where the Money Goes)

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Personnel Services	\$461,673	\$475,242	\$447,149	\$445,919	(0.3%)	(6.2%)
Supplies & Materials	\$168,721	\$184,732	\$177,353	\$198,459	11.9%	7.4%
Travel & Training	\$1,671	\$5,903	\$5,903	\$5,903	0.0%	0.0%
Intragovernmental Charges	\$195,904	\$220,600	\$220,600	\$254,874	15.5%	15.5%
Utilities, Services & Misc.	\$293,885	\$756,058	\$755,956	\$538,240	(28.8%)	(28.8%)
Capital	\$0	\$241,923	\$230,167	\$158,000	(31.4%)	(34.7%)
Other	\$572,953	\$587,184	\$580,973	\$608,766	4.8%	3.7%
Total	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)
Operating Expenses	\$1,011,125	\$1,139,214	\$1,103,640	\$1,109,374	0.5%	(2.6%)
Non-Operating Expenses	\$572,953	\$587,184	\$580,973	\$608,766	4.8%	3.7%
Debt Service	\$0	\$0	\$0	\$0		
Capital Additions	\$0	\$241,923	\$230,167	\$158,000	(31.4%)	(34.7%)
Capital Projects	\$110,729	\$503,321	\$503,321	\$334,021	(33.6%)	(33.6%)
Total Expenses	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)

Funding Sources (Where the Money Comes From)

Grants and Capital Contrib	\$119,791	\$0	\$0	\$0		
Interest	\$79,525	\$54,140	\$52,823	\$56,878	7.7%	5.1%
Fees and Service Charges	\$1,273,489	\$1,582,500	\$1,527,500	\$1,828,125	19.7%	15.5%
Other Local Revenues	\$23,319	\$8,000	\$7,775	\$6,500	(16.4%)	(18.8%)
Transfers	\$39,000	\$0	\$0	\$0		
Use of Prior Year Sources	\$159,683	\$827,002	\$830,003	\$318,658	(61.6%)	(61.5%)
Less: Current Year Surplus	\$0	\$0	\$0	\$0		
Dedicated Sources	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)
General Sources	\$0	\$0	\$0	\$0		
Total Funding Sources	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)

Storm Water Utility Fund - Summary

Fund 558x

Description

The Storm Water Utility operates through funding approved by voters in April 1993 and increased by voters in 2015. Funding sources include development charges on new construction and monthly Storm Water Utility charges for all properties. The Storm Water Utility was established to provide funding for the implementation of storm water management projects and maintenance of existing storm water drainage facilities. In 2002, the Storm Water Utility began funding projects, education and outreach activities to address storm water quality.

Storm Water is a department liaison for the Mayor's Task Force on Infrastructure.

Highlights/Significant Changes

Strategic Priority: Infrastructure - Connecting the Community

- FY 2017 reflects a 25% Storm Water monthly rate increase approved by voters in April 2015.
- The 2017 CIP includes funding for construction of one Capital Improvement Project and the Engineering for one additional Capital Improvement Project with construction to be funded in FY 2018.

Department Objectives

- Assure the movement of emergency vehicles during storm runoff events.
- Protect the public from rapidly flowing storm water runoff or flash floods.
- Minimize losses and property damage resulting from uncontrolled storm water runoff.
- Establish requirements for construction of storm water management facilities in newly developed areas.
- Comply with requirements of the Municipal Separate Storm Sewer System (MS4) permit.

Authorized Personnel

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Administration/Engineering	1.27	1.11	1.11	0.61	(0.50)
Field Operations	7.20	7.30	7.30	7.20	(0.10)
Total Personnel	8.47	8.41	8.41	7.81	(0.60)
Permanent Full-Time	8.47	8.41	8.41	7.81	(0.60)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.47	8.41	8.41	7.81	(0.60)

Rate Increase Information

Storm Water Residential Rate Increase History

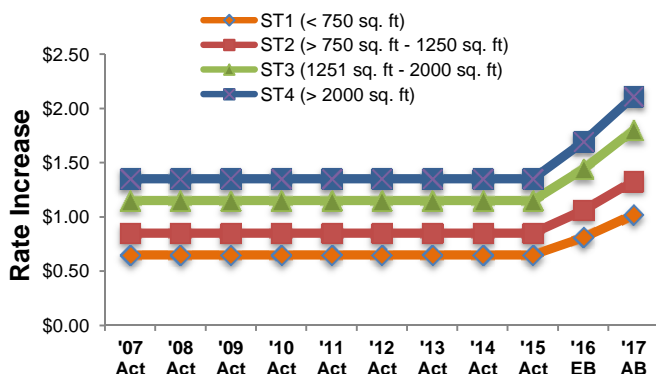
Current rates are as follows: (FY 2016)

ST1	\$0.81/month/unit	residential < 750 sq. feet
ST2	\$1.06/month/unit	residential 751 - 1250 sq. feet
ST3	\$1.44/month/unit	residential 1251 - 2000 sq. feet
ST4	\$1.69/month/unit	residential over 2000 sq. feet

Proposed rates for FY 2017 are as follows:

ST1	\$1.02/month/unit	residential < 750 sq. feet
ST2	\$1.33/month/unit	residential 751 - 1250 sq. feet
ST3	\$1.80/month/unit	residential 1251 - 2000 sq. feet
ST4	\$2.11/month/unit	residential over 2000 sq. feet

Storm Water Residential Average Monthly Customer Impact



Forecasted Sources and Uses (For Information Purposes Only)

	Adopted FY 2017	Projected FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Financial Sources					
Grants	\$0	\$0	\$0	\$0	\$0
Interest (w/o FY GASB 31 Adjustment)	\$56,878	\$50,000	\$50,000	\$50,000	\$50,000
User Charges	\$1,828,125	\$2,266,133	\$2,826,648	\$3,396,599	\$3,424,903
Other Local Revenues	\$6,500	\$1,500	\$1,500	\$1,500	\$1,500
Total Financial Sources: Less Appropriate Fund Balance	\$1,891,503	\$2,317,633	\$2,878,148	\$3,448,099	\$3,476,403
Financial Uses					
Operating Expenses	\$1,109,374	\$1,237,713	\$1,392,948	\$1,660,176	\$1,942,263
Operating Transfers to Other Funds	\$103,788	\$108,977	\$114,426	\$120,148	\$126,155
Interest Exp. and Non-Oper. Cash Pmts	\$0	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$158,000	\$220,000	\$0	\$275,000	\$25,000
Enterprise Rev. for Capital Projects	\$334,021	\$1,249,940	\$654,650	\$1,479,290	\$1,116,800
Total Financial Uses	\$1,705,183	\$2,816,630	\$2,162,024	\$3,534,614	\$3,210,218
Financial Sources Over/(Under) Uses	\$186,320	(\$498,997)	\$716,124	(\$86,515)	\$266,185
Beginning Unassigned Cash Reserve	\$950,784	\$1,137,104	\$638,107	\$1,354,231	\$1,267,716
Financial Sources Over/(Under) Uses	\$186,320	(\$498,997)	\$716,124	(\$86,515)	\$266,185
Cash and Cash Equivalents					
Less: GASB 31 Pooled Cash Adj					
Add: Inventory	\$0	\$0	\$0	\$0	
Ending Unassigned Cash Reserve	\$1,137,104	\$638,107	\$1,354,231	\$1,267,716	\$1,533,901
Total Expenditures Uses	\$1,705,183	\$2,816,630	\$2,162,024	\$3,534,614	\$3,210,218
Less: Ent Rev used for current year CIP	(\$334,021)	(\$1,249,940)	(\$654,650)	(\$1,479,290)	(\$1,116,800)
Operational Expenses	\$1,371,162	\$1,566,690	\$1,507,374	\$2,055,324	\$2,093,418
20% Guideline for Operational Expenses	\$274,232	\$313,338	\$301,475	\$411,065	\$418,684
Add: Ent Rev for next year CIP	\$1,249,940	\$654,650	\$1,479,290	\$1,116,800	\$515,000
Cash Reserve Target	\$1,524,172	\$967,988	\$1,780,765	\$1,527,865	\$933,684
Cash Above/(Below) Cash Reserve Target	(\$387,068)	(\$329,881)	(\$426,534)	(\$260,149)	\$600,217

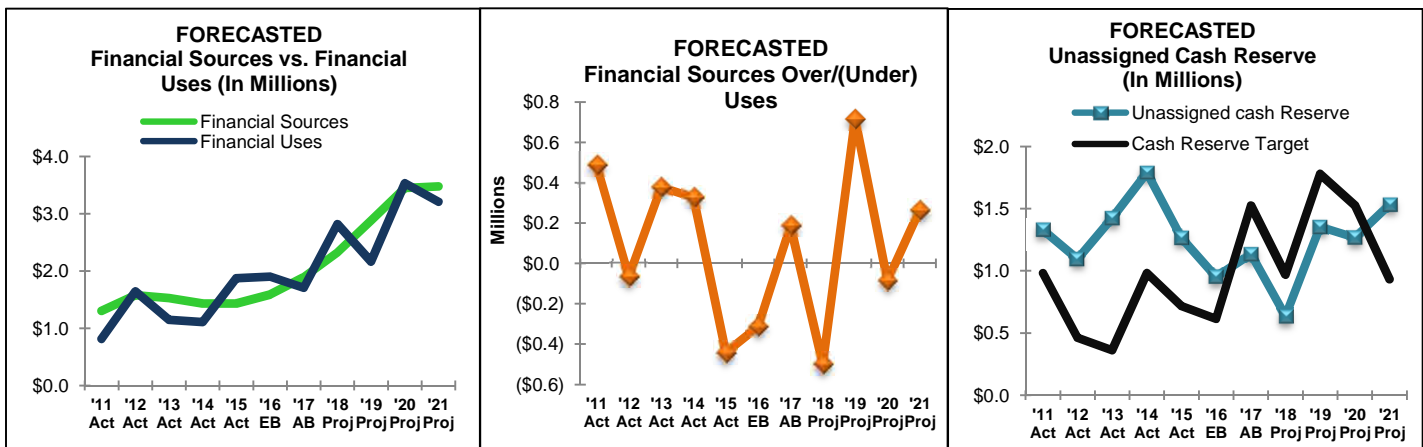
Assumptions:

Customer Growth Rates:

- Residential	0.81%	0.80%	0.80%	0.80%	0.80%
- Non-Residential	0.95%	0.95%	0.95%	0.94%	0.93%

Utility Rate Increases:

- Residential	25.00%	25.00%	25.00%	20.00%	0.00%
- Non-Residential	25.00%	25.00%	25.00%	20.00%	0.00%



Budget Detail By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	% Change 17/16EB	% Change 17/16B
Admin/Education/Engineering						
Personnel Services	\$126,406	\$85,697	\$84,527	\$69,878	(17.3%)	(18.5%)
Supplies and Materials	\$27,046	\$28,526	\$27,716	\$26,485	(4.4%)	(7.2%)
Travel and Training	\$1,671	\$5,370	\$5,370	\$5,370	0.0%	0.0%
Intragovernmental Charges	\$158,049	\$160,700	\$160,700	\$192,353	19.7%	19.7%
Utilities, Services, & Misc.	(\$35,606)	\$117,643	\$117,229	\$38,696	(67.0%)	(67.1%)
Capital	\$0	\$0	\$0	\$0		
Other	\$61,053	\$64,525	\$75,995	\$103,788	36.6%	60.8%
Total	\$338,619	\$462,461	\$471,537	\$436,570	(7.4%)	(5.6%)
Field Operations						
Personnel Services	\$334,753	\$389,545	\$362,622	\$376,041	3.7%	(3.5%)
Supplies and Materials	\$140,677	\$156,206	\$149,637	\$171,974	14.9%	10.1%
Travel and Training	\$0	\$533	\$533	\$533	0.0%	0.0%
Intragovernmental Charges	\$37,855	\$59,900	\$59,900	\$62,521	4.4%	4.4%
Utilities, Services, & Misc.	\$220,274	\$135,094	\$135,406	\$165,523	22.2%	22.5%
Capital	\$0	\$241,923	\$230,167	\$158,000	(31.4%)	(34.7%)
Other	\$511,900	\$522,659	\$504,978	\$504,978	0.0%	(3.4%)
Total	\$1,245,459	\$1,505,860	\$1,443,243	\$1,439,570	(0.3%)	(4.4%)
Capital Projects						
Personnel Services	\$514	\$0	\$0	\$0		
Supplies and Materials	\$998	\$0	\$0	\$0		
Travel and Training	\$0	\$0	\$0	\$0		
Intragovernmental Charges	\$0	\$0	\$0	\$0		
Utilities, Services, & Misc.	\$109,217	\$503,321	\$503,321	\$334,021	(33.6%)	(33.6%)
Capital	\$0	\$0	\$0	\$0		
Other	\$0	\$0	\$0	\$0		
Total	\$110,729	\$503,321	\$503,321	\$334,021	(33.6%)	(33.6%)
Department Totals						
Personnel Services	\$461,673	\$475,242	\$447,149	\$445,919	(0.3%)	(6.2%)
Supplies and Materials	\$168,721	\$184,732	\$177,353	\$198,459	11.9%	7.4%
Travel and Training	\$1,671	\$5,903	\$5,903	\$5,903	0.0%	0.0%
Intragovernmental Charges	\$195,904	\$220,600	\$220,600	\$254,874	15.5%	15.5%
Utilities, Services, & Misc.	\$293,885	\$756,058	\$755,956	\$538,240	(28.8%)	(28.8%)
Capital	\$0	\$241,923	\$230,167	\$158,000	(31.4%)	(34.7%)
Other	\$572,953	\$587,184	\$580,973	\$608,766	4.8%	3.7%
Total	\$1,694,807	\$2,471,642	\$2,418,101	\$2,210,161	(8.6%)	(10.6%)

Authorized Personnel By Division

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017	Position Changes
Admin/Education/Engineering					
9905 - Deputy City Manager *	0.00	0.06	0.06	0.06	
5901 - Director, Public Works *	0.02	0.00	0.00	0.00	
5113 - Engineer	0.00	0.00	0.00	0.00	
5109 - Engineering Supervisor	0.20	0.00	0.00	0.20	0.20
5108 - Engineering Manager	0.00	0.00	0.00	0.20	0.20
5004 - Senior Engineering Technician +	1.00	1.00	1.00	0.00	(1.00)
4802 - Public Information Specialist *	0.05	0.00	0.00	0.00	
2990 - Director, City Utilities *	0.00	0.05	0.05	0.05	
1006 - Senior Admin Support Asst. ++	0.00	0.00	0.00	0.10	0.10
Total Personnel	1.27	1.11	1.11	0.61	(0.50)
Permanent Full-Time	1.27	1.11	1.11	0.61	(0.50)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	1.27	1.11	1.11	0.61	(0.50)
Field Operations					
5109 - Engineering Supervisor	0.00	0.00	0.00	0.00	
5108 - Engineering Manager	0.20	0.20	0.20	0.00	(0.20)
2980 - Asst Director, City Utilities *	0.00	0.10	0.10	0.10	
2884 - Jet Lead Operator-773	1.00	1.00	1.00	1.00	
2585 - Storm Water Supervisor **	1.00	1.00	1.00	1.00	
2430 - Sewer Maint Supt +++	0.00	0.00	0.00	0.10	0.10
2303 - Equipment Operator III-773	1.00	1.00	1.00	1.00	
2300 - Equipment Operator II-773	4.00	4.00	4.00	4.00	
2299 - Equipment Operator I-773	0.00	0.00	0.00	0.00	
Total Personnel	7.20	7.30	7.30	7.20	(0.10)
Permanent Full-Time	7.20	7.30	7.30	7.20	(0.10)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	7.20	7.30	7.30	7.20	(0.10)
Department Totals					
Permanent Full-Time	8.47	8.41	8.41	7.81	(0.60)
Permanent Part-Time	0.00	0.00	0.00	0.00	
Total Permanent	8.47	8.41	8.41	7.81	(0.60)

* In FY 2016 job titles and splits between various departments occurred due to a citywide reorganization.

** In FY 2016 position was changed from 2306 - Public Works Supervisor II to Storm Water Supervisor.

+ In FY 2017, due to a reorganization, the Senior Engineering Technician position was transferred to the Office of Sustainability to improve coordination of citywide sustainability efforts.

++ In FY 2017, an additional Senior Admin Support Assistant was added with 10% of the position allocated to Storm Water and 90% to Sewer.

+++ In FY 2017, the Sewer Maint. Supt. position is being reallocated to the Sewer Utility.

Major Projects

- Projects completed in FY 2016 include the Trimble Road and East Point Storm Pipe Lining projects and the first Improved Downtown Tree Planter located at 10th and Broadway.
- CIP projects to be completed during or by the end of FY 2017 include Rollins Road Culvert at Rock Creek and Manor Drive system.
- Construction of the Hitt and Elm and Ninth and Elm projects are expected to be completed in FY 2017. These projects will improve and replace failing systems. These projects will be constructed with the Flat Branch Relief Sewer Elm and Sixth project.
- Storm water quality improvements for Nifong & Bethel at the Peachtree connector project should be constructed in FY 2017.
- Other CIP projects that will be in engineering design during FY 2017 include Garth @ Oak Tower and Hickman at 6th & 7th.
- Support of the Collaborative Adaptive Management process to address the Hinkson Creek Total Maximum Daily Load by continuing to fund a third of the Hubbard Flow and Sediment Study along with the University of Missouri and Boone County. This study will analyze flow and sediment data from Hinkson Creek to improve understanding of the water quality impairment in the creek. The City will also continue to fund a third of the study for the CAM Forum Nature Area level spreader monitoring.

Fiscal Impact

FY 2017 reflects a 25% storm water monthly rate increase approved by voters in April 2015.

Storm Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Storm Water							
1 Annual CAM Projects - SS114 [ID: 1611]							
Ent Rev - 2015 Ballot		\$50,000	\$20,000	\$50,000			
Future Ballot				\$30,000	\$30,000		
Total		\$50,000	\$20,000	\$80,000	\$30,000		
2 Annual Downtown Tree Planters - SS115 [ID: 1621]							
Ent Rev - 2015 Ballot			\$25,000	\$25,000			
Future Ballot				\$25,000	\$25,000		
Total			\$25,000	\$50,000	\$25,000		
3 Annual Floodplain Mapping - SS116 [ID: 1614]							
Future Ballot				\$50,000			
Total				\$50,000			
4 Annual Mitigation Bank Program - SS133 [ID: 1866]							
						2017	2021
Ent Rev - 2015 Ballot		\$50,000	\$20,000	\$50,000			
Future Ballot				\$30,000			
Total		\$50,000	\$20,000	\$80,000			
5 Annual Projects - SS017 [ID: 839]							
Ent Rev				\$125,000	\$125,000		
Ent Rev - 2015 Ballot	\$50,000	\$75,000	\$125,000	\$250,000			
PYA Ent Rev	\$107,000						
Total	\$157,000	\$75,000	\$125,000	\$375,000	\$125,000		
6 Annual Property Acquisition - SS118 [ID: 1726]							
Ent Rev			\$25,000	\$75,000	\$50,000		
Future Ballot				\$50,000	\$50,000		
Total			\$25,000	\$125,000	\$100,000		
7 Annual TV Inspections [ID: 1867]							
Total							
8 Again Street 1105 Property Acquisition - SS135 [ID: 2003]							
						2016	2017
Total							
9 CAM - Hubbard Flow & Sediment Study - SS128 [ID: 1871]							
						2014	2016
Ent Rev - 2015 Ballot	\$23,321	\$24,021	\$24,940				
Total	\$23,321	\$24,021	\$24,940				
10 Garth @ Oak Tower SS110 [ID: 819]							
						2017	2018
Ent Rev - 2015 Ballot		\$50,000	\$410,000				
Total		\$50,000	\$410,000				
11 Mill Creek - 307 W Alhambra - SS136 [ID: 2008]							
						2017	2018
Ent Rev		\$50,000	\$150,000				
Total		\$50,000	\$150,000				
12 Sinclair Culvert at Mill Creek - SS131 [ID: 1914]							
						2016	2017
Ent Rev - 2015 Ballot	\$25,000		\$400,000				
PYA Ent Rev	\$30,000						
Total	\$55,000		\$400,000				

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Storm Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Storm Water							
13 Worley Street 1104 - SS137 [ID: 2010]						2016	2017
Ent Rev		\$170,000					
PYA Ent Rev	\$10,000						
Total	\$10,000	\$170,000					
14 Alan Lane [ID: 870]						2020	2021
Ent Rev - 2015 Ballot				\$276,840			
Total				\$276,840			
15 Capri Estates Drainage [ID: 828]						2020	2021
Ent Rev - 2015 Ballot				\$410,000			
Total				\$410,000			
16 Greenwood South [ID: 1631]						2019	2020
Ent Rev - 2015 Ballot				\$215,000			
Total				\$215,000			
17 Hickman & 6th & 7th - SS134 [ID: 1618]						2017	2019
Ent Rev - 2015 Ballot		\$35,000		\$340,000			
Total		\$35,000		\$340,000			
18 Nebraska Avenue [ID: 1616]						2019	2021
Ent Rev - 2015 Ballot				\$390,000			
Total				\$390,000			
19 Quail Drive - C49067 [ID: 821]						2018	2020
Ent Rev - 2015 Ballot			\$50,000	\$305,000			
Total			\$50,000	\$305,000			
20 Rockhill Rd [ID: 873]						2019	2020
Ent Rev - 2015 Ballot				\$505,050			
Total				\$505,050			
21 Seventh and Locust [ID: 1374]						2019	2020
Ent Rev - 2015 Ballot				\$173,850			
Total				\$173,850			
22 Braemore Drainage [ID: 817]						2021	2022
Future Ballot				\$30,000	\$270,000		
Total				\$30,000	\$270,000		
23 Sexton/McBaine Drainage [ID: 825]						2021	2023
Future Ballot				\$30,000	\$250,000		
Total				\$30,000	\$250,000		
24 Vandiver/Sylvan Storm Drainage [ID: 826]						2021	2022
Future Ballot				\$100,000	\$1,000,000		
Total				\$100,000	\$1,000,000		
25 Worley Again East Phase I [ID: 1629]						2021	2022
Ent Rev - 2015 Ballot				\$60,000	\$390,000		
Total				\$60,000	\$390,000		

Storm Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Storm Water Funding Source Summary							
Ent Rev		\$220,000	\$175,000	\$200,000	\$175,000		
Ent Rev - 2015 Ballot	\$98,321	\$284,021	\$1,074,940	\$3,050,740	\$390,000		
New Funding	\$98,321	\$504,021	\$1,249,940	\$3,250,740	\$565,000		
PYA Ent Rev	\$10,000						
Prior Year Funding	\$10,000				\$0		
Future Ballot				\$345,000	\$1,625,000		
Future Ballot				\$345,000	\$1,625,000		
Total	\$108,321	\$504,021	\$1,249,940	\$3,595,740	\$2,190,000		

Storm Water Current Capital Projects

1	Aldeah & Ash Storm Pipe Rehab - SS123 [ID: 1868]	2016	2017
2	CAM - Forum Nature Area - SS113 [ID: 1811]	2013	2014
3	Downtown Tree Planter 2015 - SS127 [ID: 1970]	2015	2016
4	E Nifong Culvert Rehab - SS124 [ID: 1869]	2016	2016
5	East Point Lining - SS122 [ID: 1913]	2016	2016
6	Hinkson Bacteria Assessment - SS126 [ID: 1947]	2015	2015
7	Hitt and Elm SS099 [ID: 1373]	2011	2015
8	Manor Drive - SS129 [ID: 1915]	2016	2017
9	Nifong & Bethel Drainage Project - SS105 [ID: 1475]	2013	2017
10	Ninth and Elm Storm Drain Replacement - SS121 [ID: 1889]	2015	2016
11	Rollins Rd at Rock Creek - SS130 [ID: 1364]	2016	2016
12	Trimble Rd Storm Lining - SS132 [ID: 1964]	2015	2016

Storm Water Impact of Capital Projects

2302 Business 70 East [ID: 1372]
Less maintenance. Will avert further emergency repair.
Aldeah & Ash Storm Pipe Rehab - SS123 [ID: 1868]
none
Annual CAM Projects - SS114 [ID: 1611]
Maintenance requirements on water quality improvements still to be understood.
Annual Downtown Tree Planters - SS115 [ID: 1621]
Maintenance requirements on water quality improvements are still to be understood.
Annual Mitigation Bank Program - SS133 [ID: 1866]
None
Annual Property Acquisition - SS118 [ID: 1726]
Maintenance requirements on water quality improvements still to be understood.
Bourn Avenue [ID: 1623]
Upgrade failing infrastructure. Maintenance requirements on water quality improvements still to be understood.
Calvert Drive - SS117 [ID: 1612]
Installing more water quality features will require a different level of maintenance than what Public Works is accustomed to; this will need to be evaluated and upgraded as we move forward with these types of projects.
CAM - Hubbart Flow & Sediment Study - SS128 [ID: 1871]
unknown

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 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Storm Water Impact of Capital Projects							
Storm Water							
East Downtown [ID: 1613]							
Will eliminate a regular maintenance issue concerning sinkholes, failing pipes and inlets. Water quality improvements will require maintenance.							
East Point Lining - SS122 [ID: 1913]							
Line existing metal pipe that is very deep.							
Flat Branch System Inventory Model [ID: 1609]							
Dependent upon what information is provided in the final report. Expect enough information to prioritize future repairs.							
Garth-Jewell [ID: 1617]							
Upgrade failing infrastructure.							
Gillespie Bridge Road [ID: 1628]							
Improved culverts may require less regular cleaning.							
Grasslands-Brandon Drainage [ID: 830]							
Eliminate street flooding issue. Maintenance on LID/Water quality practices is still to be understood.							
Greenwood South [ID: 1631]							
Update failing infrastructure.							
Greenwood Stewart Phase 2 [ID: 1615]							
Eliminate a crumbling box that has holes that has been an intermittent maintenance issue. Maintenance on LID/ water quality practices are still to be understood.							
Hickman & 6th & 7th - SS134 [ID: 1618]							
Upgrade failing infrastructure. Maintenance on LID/ water quality practices are still to be determined.							
Hinkson Bacteria Assessment - SS126 [ID: 1947]							
none							
Hitt and Elm SS099 [ID: 1373]							
Less maintenance. Will avert emergency repair.							
Kelly Detention Retrofit - SS108 [ID: 1420]							
Increased maintenance to remove captured pollutants.							
Lakshire Estates Lake Modification [ID: 1622]							
Will need to negotiate maintenance requirements with homeowners.							
Leawood Subdivision [ID: 1627]							
Improved system requires less regular cleaning, but there will be more to maintain. Maintenance activity for water quality improvements are unknown.							
Manor Drive - SS129 [ID: 1915]							
Replacing existing system, maintenance will be similar or less.							
Mary Jane Jamesdale [ID: 1619]							
Upgrade failing infrastructure							
Mill Creek - 307 W Alhambra - SS136 [ID: 2008]							
Minimal.							
Mill Creek Detention Retrofits [ID: 1625]							
Will require maintenance agreement with homeowners association so they will maintain.							
Mill Creek Phase 3 - SS111 [ID: 1620]							
Additional infrastructure to maintain. Maintenance requirements on water quality improvements still to be understood.							
Nebraska Avenue [ID: 1616]							
Eliminate street flooding issues. Maintenance on LID/ water quality practices are still to be determined.							
Nifong & Bethel Drainage Project - SS105 [ID: 1475]							
\$4,000/year maintenance							
Ninth and Elm Storm Drain Replacement - SS121 [ID: 1889]							
Replace failed drainage system							
Parkade Blvd and Plaza [ID: 1630]							
Maintenance activity for water quality improvements are unknown.							
Rangeline Street Smith Street [ID: 1478]							
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.

Storm Water

Annual and 5 Year Capital Projects

Funding Source	Current Budget FY 2016	Adopted Budget FY 2017	Requested Budget FY 2018	Priority Needs FY 2019 - FY 2021	Future Cost	D	C
Storm Water Impact of Capital Projects							
Storm Water							
Rockhill Rd [ID: 873]							
Will eliminate a regular maintenance issue concerning sinkholes, failing pipes and inlets. Water quality improvements will require maintenance.							
Rockingham - E. Briarwood [ID: 1626]							
Improved system require less regular cleaning, but there will be more to maintain. Maintenance activity for water quality improvements are unknown.							
Rollins Rd at Rock Creek - SS130 [ID: 1364]							
Less maintenance. Will avert emergency repair							
Royal Lytham - Fallwood - SS090 [ID: 815]							
Reduction in maintenance. Less labor, materials and equipment costs to repair previously inadequate facilities.							
Seventh and Locust [ID: 1374]							
Less street maintenance. Will avert emergency repair. Will require yearly cleaning of water quality best management practices.							
Sinclair Culvert at Mill Creek - SS131 [ID: 1914]							
Upgraded box will require less maintenance due to clogging.							
Trimble Rd Storm Lining - SS132 [ID: 1964]							
Line existing metal pipe that is difficult to replace							
Wilson Ross - SS112 [ID: 1608]							
Upgrade failing infrastructure							
Worley Again East Phase I [ID: 1629]							
Maintenance activity for water quality improvements are unknown.							

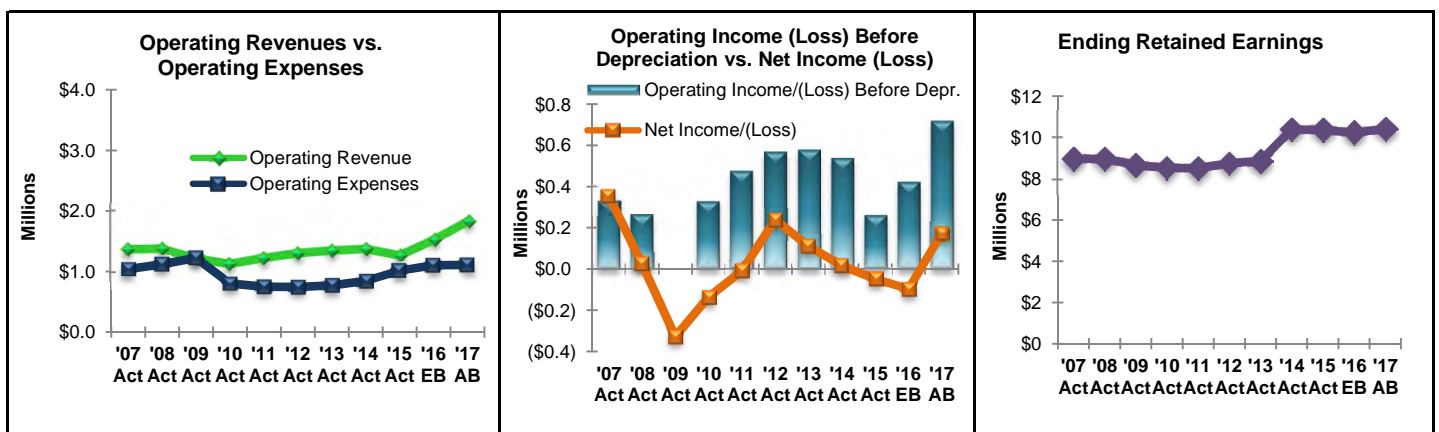
D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

Net Income Statement Storm Water Utility Fund

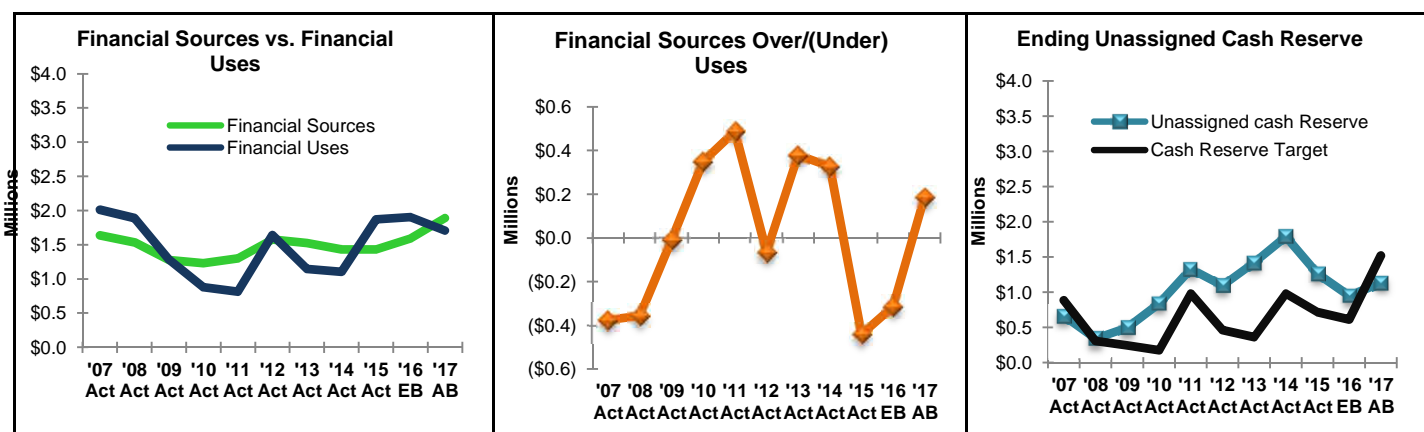
	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Operating Revenues:				
User Charges	\$1,273,489	\$1,582,500	\$1,527,500	\$1,828,125
Total Operating Revenues	\$1,273,489	\$1,582,500	\$1,527,500	\$1,828,125
Operating Expenses:				
Personnel Services	\$461,159	\$475,242	\$447,149	\$445,919
Supplies & Materials	\$167,723	\$184,732	\$177,353	\$198,459
Travel & Training	\$1,671	\$5,903	\$5,903	\$5,903
Intragovernmental Charges	\$195,904	\$220,600	\$220,600	\$254,874
Utilities, Services & Other Misc.	\$184,668	\$252,737	\$252,635	\$204,219
Total Operating Expenses	\$1,011,125	\$1,139,214	\$1,103,640	\$1,109,374
Operating Income (Loss) Before Depreciation	\$262,364	\$443,286	\$423,860	\$718,751
Depreciation	(\$511,900)	(\$522,659)	(\$504,978)	(\$504,978)
Operating Income	(\$249,536)	(\$79,373)	(\$81,118)	\$213,773
Non-Operating Revenues:				
Investment Revenue	\$79,525	\$54,140	\$52,823	\$56,878
Rev. from other governmental units	\$43,271	\$0	\$0	\$0
Misc. Non-Operating Revenue	\$23,319	\$8,000	\$7,775	\$6,500
Total Non-Operating Revenues	\$146,115	\$62,140	\$60,598	\$63,378
Non-Operating Expenses:				
Loss On Disposal Assets	\$0	\$0	\$11,470	\$0
Total Non-Operating Expenses	\$0	\$0	\$11,470	\$0
Operating Transfers:				
Operating Transfers From Other Funds.	\$39,000	\$0	\$0	\$0
Operating Transfers To Other Funds	(\$61,053)	(\$64,525)	(\$64,525)	(\$103,788)
Total Operating Transfers	(\$22,053)	(\$64,525)	(\$64,525)	(\$103,788)
Net Income (Loss) Before Capital Contributions	(\$125,474)	(\$81,758)	(\$96,515)	\$173,363
Capital Contribution	\$76,520	\$0	\$0	\$0
Net Income (Loss)	(\$48,954)	(\$81,758)	(\$96,515)	\$173,363
Amortization of Contributions	\$0	\$0	\$0	\$0
Net Income/(Loss) Transferred to Retained Earnings	(\$48,954)	(\$81,758)	(\$96,515)	\$173,363
Beginning Retained Earnings	\$10,395,870	\$10,346,916	\$10,346,916	\$10,250,401
Ending Retained Earnings	\$10,346,916	\$10,265,158	\$10,250,401	\$10,423,764

Note: Net Income Statement does not include capital addition or capital project expenses.



Funding Sources and Uses Storm Water Utility Fund

	Actual FY 2015	Adj. Budget FY 2016	Estimated FY 2016	Adopted FY 2017
Financial Sources				
Sales Taxes				
Property Taxes				
Gross Receipts & Other Local Taxes				
Intragovernmental Revenues				
Grants	\$43,271	\$0	\$0	\$0
Interest (w/o GASB 31 adjustment)	\$51,614	\$54,140	\$52,823	\$56,878
Fees and Service Charges	\$1,273,489	\$1,582,500	\$1,527,500	\$1,828,125
Other Local Revenues	\$23,319	\$8,000	\$7,775	\$6,500
	\$1,391,693	\$1,644,640	\$1,588,098	\$1,891,503
Other Funding Sources/Transfers	\$39,000	\$0	\$0	\$0
Total Financial Sources: Less				
Appropriated Fund Balance	\$1,430,693	\$1,644,640	\$1,588,098	\$1,891,503
Financial Uses of Unrestricted Cash				
Operating Expenses	\$1,011,125	\$1,139,214	\$1,103,640	\$1,109,374
Operating Transfers to Other Funds	\$61,053	\$64,525	\$64,525	\$103,788
Interest and Other Non-Oper Cash Exp	\$0	\$0	\$0	\$0
Principal Payments	\$0	\$0	\$0	\$0
Capital Additions	\$0	\$241,923	\$230,167	\$158,000
Enterprise Revenues used for Capital Projects	\$800,000	\$503,321	\$503,321	\$334,021
Total Financial Uses	\$1,872,178	\$1,948,983	\$1,901,653	\$1,705,183
Financial Sources Over/(Under) Uses	(\$441,485)	(\$304,343)	(\$313,555)	\$186,320
Beginning Unassigned Cash Reserve		\$1,264,339	\$1,264,339	\$950,784
Financial Sources Over/(Under) Uses		(\$304,343)	(\$313,555)	\$186,320
Cash and Cash Equivalents	\$1,183,219			
Less: GASB 31 Pooled Cash Adj	(\$81,120)			
Add: Inventory				
Projected Unassigned Cash Reserve	\$1,264,339	\$959,996	\$950,784	\$1,137,104
Total expenditures Uses	\$1,872,178	\$1,948,983	\$1,901,653	\$1,705,183
Less: Ent Revenue used for current year CIP	(\$800,000)	(\$503,321)	(\$503,321)	(\$334,021)
	\$1,072,178	\$1,445,662	\$1,398,332	\$1,371,162
20% Guideline	\$214,436	\$289,132	\$279,666	\$274,232
Next Year Capital Projects Ent Revenue	\$503,321	\$334,021	\$334,021	\$1,249,940
Cash Reserve Target	\$717,757	\$623,153	\$613,687	\$1,524,172
Cash Above/(Below) Cash Reserve Target	\$546,582	\$336,843	\$337,097	(\$387,068)



Storm Water Fees/Charges/Fines

	Chapter/ Section	Date Last Changed	FY 2016	FY 2017	
			Fee	Fee	Effective Date
Storm Water Development charge Stormwater development charge for issuance of building permit for new construction Category: - Single-family residences; duplexes - Multiple-family buildings; offices; schools; churches.... - Commercial; industrial; use categories not listed above...	26-170	02-15-1993 02-15-1993 02-15-1993	\$0.09 per sq. ft of total floor area of new construction \$0.16 per sq. ft of total floor area of new construction \$0.195 per sq. ft of total floor area of new construction	\$0.09 per sq. ft of total floor area of new construction \$0.16 per sq. ft of total floor area of new construction \$0.195 per sq. ft of total floor area of new construction	
Stormwater utility charge Multiple-family buildings having more than four units; single-family residences having a main floor area less than 750 sq. ft. Multiple-family buildings having four or less units; mobile homes; single-family residences having a main floor area of from 750 sq. ft. to 1,250 sq. ft. Single-family residences having a main floor area of from 1,251 sq. ft. to 2,000 sq. ft. Single-family residence having a main floor area more than 2,000 sq. ft. All non-residential uses of developed land	12A-148 12A-148 12A-148 12A-148 12A-148	10-01-15 10-01-15 10-01-15 10-01-15 10-01-15	\$0.81 per unit \$1.06 per unit \$1.44 per unit \$1.69 per unit \$5.00 or \$0.05 per 100 sq. feet impervious area, whichever is greater	\$1.02 per unit \$1.33 per unit \$1.80 per unit \$2.11 per unit \$6.25 or \$0.063 per 100 sq. feet impervious area, whichever is greater	10-01-16 10-01-16 10-01-16 10-01-16 10-01-16
Billing practices Mixed Multiple-family and Nonresidential use. Where a parcel of land or single structure is developed with both multiple-family and nonresidential uses, the stormwater utility charge shall be billed to the owner or single entity representing multiple owners. The director, in determining the billing category of land to use for the monthly stormwater utility charge, shall compute the charge by comparing the total number of multiple family units charge to the total non-residential uses charge and shall apply whichever charge is greater	12A-151(d)	09-21-15			

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Accrual Basis of Accounting - Internal Service Fund and Enterprise Fund revenues and expenses are recognized on the accrual basis. Under this method of accounting, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period occurred.

Account Number - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, in such a manner that the number sequence used quickly reveals certain required information.

Adopted Budget - Refers to the budget amount as originally approved by the City Council at the beginning of the fiscal year.

Anticipated Expenditures and Revenues - The expenditures or revenues that are expected by the close of the budget year/fiscal year.

Appropriation - The legal authorizations made by the City Council (who approve department budgets) to the departments, offices and agencies of the City, allowing the departments to make expenditures and incur obligations for specific purposes within the amounts approved.

Assessed Valuation - This is the value of property set for tax purposes. The assessed value is set by the County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

Budget - The financial plan for the operation of the City for the fiscal year.

Budgetary Control - The control and management of a governmental 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 - This fund was established to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements within the general government funds.

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, Transit, Solid Waste Collection, Parking Facilities, Recreation Services, Railroad, and Storm Water Utility.

Expenditure - An actual obligation incurred for goods or services received whether or not yet paid by a City check or by an interfund transfer for internal City bills.

Fiscal Year - The period used for the accounting year. The City of Columbia has a fiscal year of October 1st through the following September 30th.

Fund - A fund is a self balancing set of accounts designed to track specific revenues and the uses of those revenues.

Fund Balance - An accumulated excess of revenues over expenditures. Any amount left over after expenditures are subtracted from resources is then added to the beginning fund balance each year. Each fund begins and ends each year with a positive or negative fund balance. The exception to this is Enterprise Funds and Internal Service Funds which are accounted for in the same manner as private businesses and record retained earnings as opposed to a fund balance.

Fund Equity - Additional funds generated by the cost of operating as internal service funds which is used to offset charges assessed to other internal departments.

Fund Type - In governmental accounting, all funds are classified into seven generic fund types: General, Special Revenues, Debt Service, Capital Projects, Enterprise, Internal Service and Trust and Agency.

GAAP - Generally Accepted Accounting Principals

General Fund - The fund used to account for all City activities not required to be accounted for elsewhere. The General Fund of a governmental unit is made up of the resources available for the purpose of carrying on the unit's operating activities. The General Fund includes the following departments: City Council, City Clerk and Elections, City Manager, Municipal Court, Human Resources, Law, Community Development, 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 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, GIS Fund, Public Communications, Employee Benefit Fund, and Self-Insurance Reserve Fund.

Intragovernmental Charges - Charges assessed to all other departments i.e. Enterprise, Special Revenue, Governmental and other Internal Service funds for services provided to those various departments. Some of the services include, delivery of mail, vehicle repair, custodial and building maintenance & computer support.

Modified Accrual Basis - General Fund, Special Revenue, Debt Service, Capital Projects, and Expendable Trust Funds are recognized on the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. This basis measures resources available to the City.

Net Assets - A funds total assets less all liabilities.

Net Income - The excess of revenues over expenses. Net income is calculated for Internal Service Funds and Enterprise Funds. Net income is not calculated for a governmental fund.

Net-Working Capital - The total of all current assets less the total of all current liabilities.

Non-Operating Expenses - Expenses incurred by Enterprise and Internal Service Funds that are not directly related to the fund's primary service activities. Examples of non-operating expenses include Interest Expense, Loss on Disposal of Fixed Assets, and Miscellaneous Expenses.

Non-Operating Revenues - Enterprise and Internal Service Fund revenues that are not directly related to the fund's primary service activities. Examples of non-operating revenues include Interest revenue, gain on disposal of fixed assets, and miscellaneous revenue.

Operating Budget - The annual budget and process which provide a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital projects which are determined by a separate, but interrelated process.

Property Tax - This refers to the property tax placed on property. The tax income is determined by multiplying the tax rate by each \$100 of assessed valuation.

Proposed Budget - The recommended City budget submitted by the City Manager to the City Council in late July each year.

Retained Earnings - Profits generated by enterprise funds that are either reinvested into the fund or are kept as a reserve for specific objectives - such as to pay off a debt or purchase capital assets.

Revenue Bonds - Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition, these bonds may contain a mortgage on the enterprise fund's property.

Revenues - Money generated through taxes, charges, licenses and other sources to fund City operations.

Special Obligation Bonds - Special obligations of the City. The payment of the principal of and the interest on the Bonds is subject to an annual appropriation by the City. The City is not required or obligated to make any such annual appropriation.

Special Revenue Funds - These funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes. Budgeted special revenue funds include: Convention and Tourism Fund, Transportation Sales Tax Fund, Community Development Block Grant Fund, Cultural Affairs Fund, Parks Sales Tax, Capital Impr. 1/4 Cent Tax, Special Road District Tax Fund, and Public Improvement Fund.

Subsidy - Legally authorized subsidy from a fund receiving revenue to the fund through which the resources are to be expended.

Supplementals - A list of requests by each department which include computers, all other equipment, vehicles, trucks (capital items) and personnel. Requests are listed in priority order and then reviewed and amended by the City Manager and the Department Director based on the budget year's spending limitations.

Transfer - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

Trust Funds - These funds are used to account for assets held by the government in a trustee capacity. Trust Funds are composed of two main types, Non-Expendable and Expendable

User Charges or Fees - The payment of a charge or fee for direct receipt of a service such as; admission into a swimming pool, health services or police and fire services.

Utility Charges - applied based on the consumption of a commodity - charges for sewer, water and publicly provided electricity etc.