



Summary Report





# Analysis and Recommendations





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for the City of Columbia, Missouri City Council

Summary Report

Analysis and Parks and Recreation Commission

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Parks and Recreation Department

> Project Management by Parks and Recreation Department

> > Division of Planning and Development





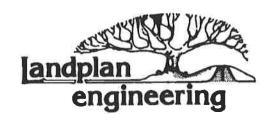








Recommendations



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#### INTRODUCTION

**Overview** This Summary Report II synthesizes the analysis and recommendations portion of the Parks, Recreation, and Open Space Master Plan for the City of Columbia, Missouri.

Previous work, contained in **Summary Report I:** Facilities Inventory, documented the Department's current physical facilities, program offerings, maintenance operations and staffing, and current funding sources and levels.

That part of the Master Plan study also included a **Community Survey**, which questioned citizens about their use of the Department's services, as well as their perceptions of Department strengths and needs. In addition, approximately 45 similar communities' Parks Departments through the Midwest were surveyed in two areas: 1) **Maintenance** and 2) Financial operations. This data is analyzed with regard to Columbia's Department within this Summary Report.

This document provides an analysis of information gathered during the initial phase of the Master Plan study. One area of analysis focused on the quantity and quality of physical facilities as compared to National and State standards, as compared to the Community Survey results, and as compared to recent trends in Department participation levels. Mapping of existing parks was analyzed by type (neighborhood or community park) to evaluate locations of parks within different areas of the City.

This Master Plan also analyzes and makes recommendations concerning staffing, maintenance, and operational issues. A survey was completed of approximately 50 other, similar Parks Departments throughout the Midwest, requesting information concerning these issues. Along with comparisons to accepted standards, this data provides baselines from which recommendations were formulated.

Based upon the analysis of data, recommendations were formulated for specific areas of facilities. These Capital Improvement Projects are categorized by improvements to existing parks, and by acquistion and development of new park lands. Specific projects are described and listed, along with a statement of probable cost.

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The communities **surveyed** throughout the Midwest were also questioned regarding their capital and operational **budgets**. This data was analyzed, and conclusions were drawn from that information. That, along with analysis and recommendations regarding **available funding sources**, is summarized in the **Capital Funding Sources** section of this Master Plan.

Finally, these recommendations are organized via the 2004 Agency Action Plan - a ten-year plan for implementation of the various recommendations. This plan's development was guided by prioritization of recommended improvement and available funding sources.



# **Analysis of Facilities**

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#### STANDARDS

Introduction One method of evaluating existing parks facilities' adequacy within the City of Columbia is by comparison to National and State standards for recreational facilities. By no means the definitive guide, this method does, however, allow for a quantitative analysis of facilities' surplus and/or deficiencies.

The National Recreation and Park Association's (NRPA) "Recreation, Park, and Open Space Standards and Guidelines (3rd printing, 1987)" provides minimum standards for parks facilities. Standards are a measure of what an acceptable spatial requirement might be for a specific activity. In addition, standards set the **minimum** levels for what this acceptable requirement may be - many activities or facilities may require more than the minumum, based upon an individual communities' specific needs.

The State of Missouri, through its' Department of Natural Resources (DNR), also publishes "Goals for Development Projects". These standards are similar to those of the NRPA, but differ slightly in method of application and in suggested levels of facilities supply.

Both sets of standards are based upon recommended number of facilities per population. For example, swimming pools are recommended at one (1) pool per 20,000 population by NRPA, while the State recommends 800 square feet of pool area per 1,000 population.

This Master Plan compared Columbia's facilities to both sets of standards. The population figures used in the comparisons included both current population and projected population at the end of the study's ten-year planning period (2005). These projections - minimum of 1.0% growth per year to a maximum estimate of 2.5% growth per year - were provided by the City's Planning Department. For the puposes of this study, the conservative figure of 1.0% growth per year was used.

A comparitive chart, copies of the NRPA and State standards, and major conclusions from standards comparison follows.

| C |
|---|
| - |

|          |   | Recommended N                         | umber of Facilities                      |                                 | _  |                         |            |               | d Facilities<br>Deficiency (-) |              |                    | Facilities<br>nd/or Private) |
|----------|---|---------------------------------------|--|---------------------------------|--|-------------------------|------------|---------------|--------------------------------|--------------|--------------------|------------------------------|
|          |   | *NRPA                                 | *MO Standards                            |                                 |  |                         | 1994 (7)   | 0,000 pop.)   | 2005 (7                        | 8,100 pop.)  | 1994 (70,000 pop.) |                              |
| _        | Activity / Facility   | Рор.                                  | # of Units per # of Units per            | City Owned                      | Private Owners                                 | Total<br>Facilities     | NRPA       | MO            | NRPA                           | MO           | NRPA               | MO                           |
| 1        | Badminton   | 14 (1 per 5000)                       | N/A                                      | N/A                             | 21 Ind. (Univ.)                                | 21                      | -14        | N/A           | -15.6                          | N/A          | +7                 | N/A                          |
| 2        | Basketball  | 14 (1per 5000)                        | N/A                                      | Outdoor: see#14<br>Indoor: 0    | 7 Ind. (Sch.)<br>14 Ind. (Univ.)               | 21                      | -14        | N/A           | -15.6                          | N/A          | +7                 | N/A<br>N/A                   |
| 3        | Handball (3-4 wall)   | 3.5 (1 per 20,000)                    | 14 (1 per 5000)                          | 0                               | 12 Ind. (Univ.)<br>11 Ind. (Univ.)             | 23                      | -3.5       | -14           | -3.9                           | -15.6        | +19.5              | +9                           |
| 4        | Ice Hockey  | 0                                     | 1 (1 per 50,000)                         | 0                               | 0  | 0                       | E          | -1            | E                              | -1           | E                  | -1                           |
| 5        | Tennis  | 35 (1per 2000)                        | 47 (1 per 1,500)                         | 23                              | 4 (Sch.)<br>32 (Univ.)<br>6 (Private)          | 71                      | -12        | -24           | -16                            | -29          | +36                | +24                          |
| 6<br>7   | Volleyball  | 14 (1 per 5000)                       | 23 (1 per 3,000)                         | 16                              | +/- 2 (Private)                                | 18                      | +2         | -5            | +.4                            | -10          | +4                 | -5                           |
|          | Baseball<br>*Lighted  | 14 (1per 5000)<br>*2.3 (1 per 50,000) | N/A                                      | 10                              | 4 (Priv.)<br>1 (Sch.)                          | 15                      | -4         | N/A           | -5.6                           | N/A          | +1                 | N/A                          |
| 8        | Field Hockey  | 3.5 (1 per 20,000)                    | N/A                                      | See #10 & #11                   | N/A  | N/A                     | N/A        | N/A           | N/A                            | N/A          | N/A                | N/A                          |
| _        | Football  | 3.5 (1 per 20,000)                    | 17.5 (1 per 4,000)                       | 4                               | 2 light(Sch.)<br>(also +/-10)                  | 6                       | +.5        | -13.5         | +.1                            | -15.5        | +2.5               | -11.5                        |
|          | Soccer  | 7 (1 per 10,000)                      | 17.5 (1 per 4,000)                       | 19                              | 18 unlit (Sch.)<br>1 (Private)                 | 38                      | +12        | +1.5          | +11.2                          | 5            | +31                | +20.5                        |
|          | Golf-Driving Range  | 1.4 (1 per 50,000)                    | N/A                                      | 1                               | 2 (Private)                                    | 3                       | -,4        | N/A           | -,56                           | N/A          | +1.6               | N/A                          |
| 2        | 1/4-Mile Running Track  | 3.5 (1 per 20,000)                    | N/A                                      | N/A                             | 3 (Sch.)<br>2 (Univ.)                          | 5                       | -3.5       | N/A           | -3.9                           | N/A          | +1.5               | N/A                          |
|          | Softball  | 14 (1 per 5,000)                      | 47 (1 per 1,500)                         | 8 (lighted)                     | 1 (Univ.)<br>1 (Sch.)<br>12 (Priv.)            | 22                      | -6         | -39           | -7.6                           | -44          | +8                 | -25                          |
|          | Multi-Recreation Court (basketball, volleyball, tennis)                 | 7 (1 per 10,000)                      | 23 (1 per 3,000)                         | 18                              | 22 (Sch.)                                      | 40                      | +11        | -5            | +10.2                          | -8           | +33                | +17                          |
| _        | Trails  | 1 (1 per region)                      | N/A                                      | 1                               | N/A  | 1                       | E          | N/A           | E                              | N/A          | E                  | N/A                          |
| 6        | Archery Range   | 1.4 (1 per 50,000)                    | N/A                                      | 1                               | 1 (Private)                                    | 2                       | 4          | N/A           | 56                             | N/A          | +.6                | N/A                          |
| 18       | Combination Skeet and Trap Field (8 station)<br>Golf (18-hole standard) | 1.4 (1 per 50,000)                    | N/A                                      | 0                               | 1 (Private)                                    | 1                       | -1.4       | N/A           | -1.56                          | N/A          | 4                  | N/A                          |
|          | Swimming Pools  | 1.4 (1 per 50,000)                    | 2.8 (1 per 25,000)                       | 2                               | 1.5 (Univ.)<br>2 (Private)                     | 5 (18hole)<br>1 (9hole) | +.6        | 8             | +.44                           | -1.12        | +4.1               | +2.7                         |
|          |   | 3.5 (1 per 20,000)                    | 56,000sf.<br>(800sf. per 1,000)          | 3<br>1 (Hickman)<br>22,150 S.F. | 3 Ind. (Univ.)<br>1 Out (Univ.)<br>6 (Private) | 14                      | +.5        | - 33,850 S.F. | +.1                            | -40,330 S.F. | +10.5              | N/A                          |
|          | Beach Areas   | 0                                     | N/A                                      | 1                               | 1 (St./Fed.)<br>1 (Univ.)                      | 3                       | +1         | N/A           | N/A                            | N/A          | +3                 | N/A                          |
|          | Picnic Shelter  | N/A                                   | 35 (1 per 2,000)                         | 31                              | N/A  | 31                      | N/A        | -4            | N/A                            | -8           | N/A                | -4                           |
| 2        | Picnic Table  | N/A                                   | 560 (1 per 125)                          | N/A                             | N/A  | N/A                     | N/A        | N/A           | N/A                            | N/A          | N/A                | N/A                          |
| 3<br>4   | Playground<br>Wading Pool   | N/A                                   | 70 (1per 1,000)                          | 24                              | 19 (School)                                    | 43                      | N/A        | -46           | N/A                            | -54          | N/A                | -27                          |
| .4<br>5  | Multi-Use Trails  | N/A                                   | 14 (1 per 5000)                          | 3                               | N/A  | 3                       | N/A        | -11           | N/A                            | -12.6        | N/A                | -11                          |
| _        | Tent Camping  | N/A                                   | 23 (1mi. per 3,000)                      | 14.3                            | N/A  | 14.3                    | N/A        | -8.7          | N/A                            | -11.7        | N/A                | -8.7                         |
| .0<br>?7 | Shuffle Board Court   | N/A<br>N/A                            | 233 (1 site per 300)<br>35 (1 per 2,000) | N/A<br>0                        | N/A<br>N/A                                     | N/A                     | N/A        | N/A           | N/A                            | N/A          | N/A                | N/A                          |
| 28       | Horseshoe Court   | N/A<br>N/A                            | 35 (1 per 2,000)                         | 18                              | N/A<br>N/A                                     | 0                       | N/A        | -35           | N/A                            | -39          | N/A                | -35                          |
|          | Boat Ramp   | N/A<br>N/A                            | N/A (1 ramp per 5 river<br>miles)        | N/A                             | N/A<br>N/A                                     | 18<br>N/A               | N/A<br>N/A | -17<br>N/A    | N/A<br>N/A                     | -21<br>N/A   | N/A<br>N/A         | -17<br>N/A                   |
|          | Amphitheater  | N/A                                   | 7 (1 per 10,000)                         | 1                               | N/A  | N/A                     | N/A        | -6            | N/A                            | -6.8         | N/A                | 0                            |
| 24       | Horse Arena   | N/A                                   | 9.3 (1 per 7,500)                        | N/A                             | N/A  | N/A                     | N/A        | N/A           | N/A N/A                        | -6.8<br>N/A  | IN/A               | -6<br>N/A                    |

N/A= Data not available and/or applicable \*Assuming a population of 70,000

#### PARKS, RECREATION & OPEN SPACE MASTER PLAN

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### COMPARISON TO STANDARDS, SUMMARY CHART

#### NATIONAL RECREATION ANAD PARK ASSOCIATION

#### Recreation, Park, and Open Space Standards and Guidelines

| ACTIVITY/<br>FACILITY                                     | RECOMMENDED<br>SPACE<br>REQUIREMENTS                              | RECOMMENDED<br>SIZE AND<br>DIMENSIONS   | RECOMMENDED   | NO. OF UNITS PER<br>POPULATION                        | SERVICE<br>RADIUS            | LOCATION<br>NOTES  |
|---|---|---|---|---|------------------------------|--|
| Badminten   | 1620 sq. ft.  | Singles 17' x 44'<br>Doubles 20' x 44'<br>with 5' unobstructed<br>area on all sides   | Long axis north-south   | 1 per 5000  | ‰.½ mile                     | Usually in school, rec-<br>reation center, or church<br>facility. Safe walking<br>or bike access.  |
| Basketball<br>1. Youth<br>2. High School<br>3. Collegiate | 2400-3036 sq. ft.<br>5040-7280 sq. ft.<br>5600-7980 sq. ft.       | 46' 50' x 84'<br>50' x 84'<br>50 x 94'<br>with 5' unobstructed<br>space on all sides  | Long axis northisouth   | 1 per 5000  | % % mile                     | Same as badminton,<br>Outdoor courts in<br>neighborhood and com-<br>munity parks, plus<br>active recreation areas<br>in other park settings. |
| Handball<br>(3-4 wall)                                    | 800 sq. ft. for 4 wall,<br>1000 for 3 wall                        | 20' x 40' - Minimum<br>of 10' to rear of 3-wall<br>court, Minimum 20'<br>overhead clearance.  | Long axis north-south,<br>Front wall at north end.  | 1 per 20,000  | 15-30 minute travel<br>time  | 4 wall usually indoor<br>as part of multipurpose<br>facility, 3 wall usually<br>outdoor in park or<br>school setting.                        |
| lee Hockey  | 22,000 sq. ft, including support area                             | Rink 85' x 200'<br>(minimum 85' x 185').<br>Additional 5000 sq. [t.<br>support area.  | Long axis north-south<br>if duidoor   | Indoor-1 per 100,000<br>Outdoor-depends on<br>climate | ½±1 hour travel time         | Climate important<br>consideration affecting<br>no, of units, Best as<br>part of multi-purpose<br>facility,                                  |
| Tennis  | Minimum of 7,200<br>sq. ft_single court<br>(2 acres for complex.) | 36' x 78' 12' clearance<br>on both sides; 21'<br>clearance on both ends   | Long axis north-south   | 1 court per 2000                                      | ¼-¥ mile                     | Best in batteries of 2-4,<br>Located in neighbor-<br>hood/community park<br>or adjacent to school<br>site                                    |
| Vollayball  | Minimum o ( 4,000<br>ing. 11.                                     | 30' x 60' Minimum 6'<br>clearance on all sides.   | Long axis north-south   | 1 court per 5000.                                     | %-% mile                     | Same as other court<br>activities (e.g., bad<br>minton, basketball, etc.)  |
| Baseball<br>1. Official<br>2. Little League               | 3.03.85 A minimum   | Baselines-90'<br>Pitching distance-<br>60 %'<br>Foul lines-min, 320'<br>Center Hild-400'+<br>Baselines-60'<br>Pitching distance-46'<br>Foul lines-200'<br>Center Hild-200'-<br>250' | Locate home plate so<br>pitcher throwing<br>across sun and batter<br>not facing it, Line from<br>home plate through<br>pitcher's mound run<br>east-north-east | 1 per 5000<br>Lighted—1 per 30,000                    | ¼-% mile                     | Part of neighborhood<br>complex, Lighted<br>fields part of com-<br>munity complex,   |
| Field Hockey  | Minimum 1,5A  | 180' x 300' with a minimum of 10' clearance on all sides.   | Fall season—long axis<br>northwest to southeast,<br>For longer periods,<br>north to south.  | 1 per 20,000  | 15-30 minutes travel<br>Time | Usually part of base-<br>ball, football, soccer<br>complex in community<br>park or adjacent to<br>high school                                |
| Football  | Minimum 1,5A  | 160' x 360' with a minimum of 6' elearance on all sides.  | Same as field hockey,   | 1 per 20,000  | 15:30 minutes travel<br>time | Same as field hockey.  |
| Soccer  | 1.7 to 2.1A   | 195' to 225' x 330' to<br>360' with a 10' mini-<br>mum clearance on all<br>sides,   | Same as field hockey.   | 1 per 10,000  | 1-2 miles                    | Number of units de-<br>pends on popularity.<br>Youth soccer on small-<br>er fields edjacent to<br>schools or neighbor-<br>hood parks.        |

#### NATIONAL RECREATION ANAD PARK ASSOCIATION

#### Recreation, Park, and Open Space Standards and Guidelines

| Golf-Driving Range  | 13,5A for minimum of<br>25 tees                                   | 900' x 690' wide, Add<br>12' width for each<br>additional tee,  | Long axis south-west-<br>northeast with golfer<br>driving loward north-<br>east                                 | 1 per 50,000  | 30 minutes travel time          | Part of golf course<br>complex. As a separate<br>unit, may be privately<br>operated.  |
|---|---|---|---|---|---------------------------------|---|
| ‰Mile Aunning Track   | 4.3A  | Overall width-276'<br>length-600.02'<br>Track width for 8 to 4<br>lones is 32'.   | Long axis in sector<br>from north to south<br>to north-west-south-<br>east with finish line<br>at northerly end | 1 per 20,000  | 15-30 minutes travel<br>time    | Usually part of high<br>school, or in com-<br>munity park complex<br>in combination with<br>football, soccer, etg.  |
| Softball  | 1,5 to 2,0A   | Baselines-60'<br>Pitching distance-46'<br>min, 40'-women.<br>Fast pitch field radius<br>Irom plate-225'<br>between faul lines.<br>Slow pitch-275' (men)<br>250' (women)   | Same as baseball <sub>a</sub>   | 1 por 5,000 (if ofso<br>used for youth<br>baseball)                                       | %-% mile                        | Slight difference in<br>dimensions for 16"<br>slow pitch. May also<br>be used for youth<br>baseball,  |
| Multiple Recreation<br>Court<br>(basketball, volleyball,<br>tennis)     | 9,840 sq. ft.   | 120' 🕱 80'  | Long axis of courts<br>with <i>primary</i> use is<br>north south,   | 1 per 10,000  | 1-2 miles                       |   |
| T rañs  | N/A   | Well defined head max-<br>imum 10' width, maxi-<br>mum øverage grade 5%,<br>not to exceed 15%,<br>Capacity rural trails–<br>40 hikers/day/mile,<br>Urban trails–90 hikors/<br>day/mile,   | N/A   | 1 system per region   | N/A                             | 31  |
| Archery Range   | Minimum 0,65A   | 300' length x minimum<br>10' wide between tar-<br>gets. Roped clear space<br>on sides of range mini-<br>mum of 30', clear space<br>behind targets minimum<br>of 90' x 45' with<br>bunker.   | Archer facing north<br>+ or - 45°   | 1 per 50,000  | 30 minutes travel time          | Part of a regional/<br>metro park complex.  |
| Combination Skeet and<br>Trap Field<br>(8 station)                      | Minimum 30A   | All walks and structures<br>occur within an area<br>approximately 130'<br>wide by 115' deep. Min-<br>imum cleared area is<br>contained within two<br>superimposed segments<br>with 100-yard radii (4<br>acres). Shot-fall danger<br>zone is contained with-<br>in two superimposed<br>segments with 300-yard<br>radii (36 acres). | Center line of length<br>runs northeast-south-<br>west with shooter<br>facing northeast.                        | 1 per 50,000  | 30 minutes travel time          | Part of a regional/<br>metro park complex_  |
| Golf<br>1. Par 3 (18-Hole)<br>2. 9-hole standard<br>3. 18-hole standard | • 50-60A<br>• Minimum 50A<br>• Minimum 110A                       | <ul> <li>Average length-vary<br/>600-2700 yards</li> <li>Average length2250<br/>yards</li> <li>Average length6500<br/>yards</li> </ul>  | Majority of holes on<br>north south axis  | <ul><li>1/25,000</li><li>1/50,000</li></ul>   | % to 1 hour travel time         | <ul> <li>9-hole course can<br/>accommodate 350<br/>people/day.</li> <li>18-hole course can<br/>accommodate 500-<br/>550 people a day.</li> <li>Course may be located<br/>in community or distric<br/>park, but should not be<br/>over 20 miles from<br/>population center.</li> </ul> |
| Swimming Pools  | Varies on size of pool<br>and amenities. Usually<br>½ to 2A site_ | Teaching-minimum of<br>25 yards x 45' even<br>depth of 3 to 4 feet.<br>Competitive-minimum<br>of 25m x 16m. Minimum<br>of 27 square feet of<br>water surface per swim-<br>er. Ratios of 2:1 deck<br>vs. water.  | None-although care<br>must be taken in sitting<br>of lifeguard stations in<br>relation to afternoon<br>sun.     | l par 20,000<br>(Pools should accom-<br>modate 3 to 5% of total<br>population at a time;) | 15 to 30 minutes travel<br>time | Pools for general com-<br>munity use should be<br>planned for teaching,<br>compatitive, and recre-<br>ational purposes with<br>enough depth 13.4m bit<br>accommodate 1m and<br>3m diving boards. Lo-<br>cated in community<br>park or school site.                                    |
| Beech Areas   | N/A   | Beach area should have<br>50 sq. ft. of land and<br>50 sq. ft. of water per<br>user. Turnover rate is<br>3. There should be 3-4A<br>supporting land per A<br>of beach.  | N/A   | N/A   | N/A                             | Should have sand bot-<br>tom with slope a max-<br>imum of 5% (flat<br>preferable). Boating<br>areas completely seg-<br>regated from swimming<br>areas   |

#### MISSOURI DEPARTMENT OF NATURAL RESOURCES

#### **Goals for Development Projects**

#### Facility

Football Field Soccer Field **Picnic Shelter** Picnic Table Ball Diamond Tennis Court Handball Court Playground Swimming Pool Wading Pool Ice Skating Rink Multi-Use Trails **Hiking Trail** Nature or Interpretive Trail Equestrian Trail Bicycle Trail Jogging Trail **Exercise** Trail Multi-use Court Tent Camping Shuffleboard Court Horseshoe Court Volleyball Court Boat Ramp

Golf Course (9- or 18-holes) Amphitheater Horse Arena

#### Goal for Urban Areas

1 field per 4,000 population 1 field per 4,000 population 1 shelter per 2,000 population 1 table per 125 population 1 diamond per 1,500 population 1 court per 1,500 population 1 court per 5,000 population 1 playground per 1,000 population 800 sq.ft. per 1.000 population 1 pool per 5,000 population 1 rink per 50,000 population 1 mile per 3,000 population 1 mile per 4,000 population 1 mile per 2,500 population 1 mile per 6,250 population 1 mile per 2,600 population 1 mile per 2,000 population 1 mile per 7,500 population 1 court per 3,000 population 1 site per 300 population 1 court per 2,000 population 1 site per 2,000 population 1 court per 3,000 population 1 ramp per 5 river miles in SMSA 1 ramp in 10 river miles in non-SMSA 1 course per 25,000 population 1 amphitheater per 10,000 population 1 arena per 7,500 population

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#### STANDARDS

**Conclusions** The standards for recreational facilities as set forth by the National Recreation and Parks Association, as well as those set forth by the State of Missouri's Department of Natural Resources, attempt to establish minimum standards. However, these comparisons must always be examined in the context of each individual community. Additional analysis following this section looks at other factors influencing the adequacy of existing facilities.

Comparisons were made with regard to the number of City-owned facilities. While private and school facilities were inventoried and compared in a separate column, the standards are established for public facilities only - accessible to **all** members of the community. For the purposes of this study, the comparisons for public facilities are the benchmark.

The following conclusions regarding major facility categories are based upon comparison to standards.

Basketball The City of Columbia currently owns no indoor basketball courts. Comparison with standards indicate a current deficiency of fourteen (14) courts. This number will rise to 15.6 courts by the end of the planning period.

An item of note - if University and school courts are included in the comparison - the community has a surplus of seven (7) courts. However, as stated earlier, these are not accessible to all members of the community.

- Ice Hockey The standards suggest one (1) ice hockey rink per 100,000 population. While Columbia does not technically rate a deficiency in this column at this time, population by the end of the planning period will be approaching the 100,000 level.
- **Tennis Courts** In comparison to standards, tennis courts show one of the most dramatic deficiencies of all facilities. Per National standards, the City has a deficiency of 12 courts at this time, with that number rising to 16 by the end of the planning period. With State standards, the number is more extreme 24 court deficiency now and 29 by the year 2005.

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|                     | Tennis courts are another item where the school and private facilities<br>should be noted. If the total number of tennis courts in the community<br>are compared to standards, the community has a surplus of courts.  |
|---------------------|--|
| Volleyball          | The City currently has a slight surplus to a slight deficiency in volleyball courts when compared to standards.  |
| Baseball            | The City of Columbia has a deficiency of four (4) baseball fields currently<br>when compared to National standards, with that number rising to 5.5<br>fields at the end of the planning period.  |
| Softball            | Suggested numbers of softball facilities vary widely between National and<br>State standards. In comparison with National, Columbia has a deficiency<br>of 6 fields currently, with that number rising to 7.6 by the year 2005.<br>In comparison with State standards, Columbia has a deficiency of 39<br>fields now, with 44 in 2005. |
| Soccer              | The City of Columbia currently has a surplus of 12 soccer fields when compared to NRPA standards, and a surplus of 1.5 fields when compared to State standards.  |
| Football            | In comparison to National standards, the City has the appropriate number of football fields. However, per State standards, the City has a deficiency of 13.5 fields.   |
|                     | It should be noted that, if the school facilities are included in the equation, the community has an adequate number of football fields per either standard.   |
| Multi-Purpose Court | The City's existing courts in various parks suggest a surplus of courts<br>when compared to NRPA standards. However, when compared to<br>Missouri standards the City currently has a deficiency of 5 courts.   |
| Golf Course         | The City of Columbia currently has the appropriate number of golf courses when compared to standards. However, by the year 2005, that comparison shows a deficiency of one (1) course.   |
|                     |  |

|                   | There are 63 holes of private golf in the City of Columbia. If those are<br>entered into the equation, Columbia has a surplus of golf courses,<br>however, all are not open to the public.   |
|-------------------|--|
| Swimming          | Swimming pool standards are established differently by NRPA and the Missouri DNR. The National standards are based on numbers of pools per population, regardless of size. Missouri standards are based upon square feet of pool area per population.  |
|                   | In comparison to National standards, the City of Columbia has a surplus of 1/2 pool. However, when compared to State standards, the City has a deficiency of 33,850 square feet of pools - approximately 4 to 5 pool sites.  |
| Picnic Facilities | While National standards do not specifically specify picnic facilities, the comparison to Missouri standards the City has the approximate number of suggested facilities.  |
| Playground        | This category also does not appear in the National standards. Missouri standards suggest a severe deficiency in the number of playgrounds - from 46 currently to 54 by the end of the planning period. If school playgrounds are factored in, the deficit is 27 currently, and 35 at the end of the planning period. |

Columbia, Missouri

#### PARTICIPATION LEVELS

| Overview                             | In order to help provide a balance between the needs of the Columbia<br>Parks system and national/state standards, participation levels for<br>selected program categories were researched.  |
|--------------------------------------|--|
|                                      | Data was included within Summary Report I which listed participation<br>levels for major categories of the Recreation Services division from 1988<br>through 1992. Following are primary conclusions drawn from that data.   |
| Youth Sports                         | Participation in Youth Sports programs increased 61% during the study period. That increase included a 26% increase from 1991 to 1992.   |
| Adult Sports                         | Adult Sports programs saw a decrease of 17% from 1988 to 1991, however, a 35% increase in participation was recorded from 1991 to 1992.  |
|                                      | Both Youth and Adult Sports programs saw a sudden increase in the<br>same year. This can be partly attributed to the Department's expansion<br>of age limits for Youth Sports and the expansion of the girl's sports<br>leagues.   |
| Aquatics                             | Participation levels have remained relatively stable from 1988 to 1991.<br>An average of approximately 81,000 users participate in aquatics<br>programs annually. Limited numbers of facilities and the limitations of<br>these facilities may contribute to the flat growth rate of this program<br>area. |
| Golf                                 | Golf operations have shown a modest increase of 17% usership during the period from 1988 to 1992.  |
| Senior and<br>Adaptive<br>Recreation | Participation levels in this category have increased steadily every year, for a total of a 10.5% increase. These programs are anticipated to continue to increase in the number of users, as our population continues to age.  |

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Columbia, Missouri

#### CITIZEN SURVEY

Overview As detailed in Summary Report I, this study conducted a Citizen Survey of over 2,000 Columbia residents. This eight-page questionaire asked for responses to a variety of issues. These included funding/financing, demographic information on respondents, past participation in Department programs, and on condition and adequacy of facilities.

With regard to the adequacy of the existing numbers of facilities, the question was asked: "How would you rate the adequacy (with respect to number) of the facilities in the City of Columbia Park and Recreation Department for:". Respondents were asked to indicate their perception of needs for a variety of facilities by checking either "Very Adequate", "Somewhat Adequate", "Need More Facilities", or "Don't Know". A large percentage of persons frequently indicated that they did not know how to rate the adequacy of the number of facilities. For the purposes of this studies' analysis, the "Don't Know" responses were not included.

A complete listing of these responses follows, however, some major findings included:

65% (the highest response) indicated that more activities for teens were needed.

The 50% range of responses included "Indoor Heated Swimming Pool" (56%), "Gymnasium Space" (53%), and "Fitness Equipment and Space (52%).

A variety of responses were included within the 40-49% range -Basketball Courts, Park Restrooms, Meeting Space, and Gymnastics Facilities.

The remaining responses were below the 40% mark, however, within these items some facilities of interest include:

39% feel a need for more outdoor swimming pools.25% desire more fitness and nature trails.21% see a need for another golf course.

One final item of note: Sports Fields (football, soccer, baseball, and softball) were all at or under the 20% response for "need more". The perceived need by the community for these facilities is relatively low.

#### CITIZEN SURVEY - ADEQUACY OF NUMBER OF FACILITIES AND ACTIVITIES

Question: How would you rate the adequacy (with respect to number) of the facilities in the City of Columbia Parks and Recreation Department for:

- 65% Activities for teens
- 56% Indoor heated swimming pool
- 53% Gymnasium space
- 52% Fitness equipment and space
- 47% Basketball courts
  - 46% Park restrooms
- 44% Public meeting/social activity space
- 43% Gymnastics
- 39% Outdoor swimming pool
- 39% Dance classes
- 38% Classroom space for leisure activities
- 38% Arts and crafts space
- 37% Playgrounds for young children
- 31% Park shelters
- 27% Tennis courts
- 25% Fitness and nature trails
- 21% Golf courses
- 20% Football fields
- 16% Soccer fields
- 15% Baseball fields
- 12% Softball fields

At least one-fourth of the households indicated that "more facilities" were needed for seven types of needs.

- 37% Park restrooms
- 34% Indoor heated swimming pool
- 31% Activities for teens
- 27% Playgrounds for young children
- 26% Outdoor swimming pool
- 25% Park shelters
- 25% Gymnasium space

Columbia, Missouri

#### EXISTING PARKS LOCATION

**Overview** Existing parks were evaluated with regard to their location within the City of Columbia - namely, which areas of town are adequately served by parks, and which are not. As identified in Summary Report I, the City's parks are classified into two categories: 1) neighborhood parks, and 2) community parks.

Per the National Recreation and Parks Association's "Recreation, Park, and Open Space Standards and Guidelines", a neighborhood park serves an area of an approximately one-half (1/2) mile radius around that park. A community park has a service radius of approximately three (3) miles surrounding that park.

Subsequent pages illustrate the current service radius' of both neighborhood and community parks. Major findings are as follows:

NeighborhoodColumbia's twenty-nine (29) neighbohood parks are located in variousParksparts of the City. When a one-half mile radius is plotted around each of<br/>these parks (the yellow rings on the first of the three following maps),<br/>several patterns start to emerge. Some major conclusions include:

The downtown, west-central, and near southwest areas of the City are "covered" by neighborhood parks very well.

The northern parts of the City are generally served adequately by neighborhood parks.

A deficiency of neighborhood parks was observed in the southwest portion of Columbia - the fastest-growing area of the City.

Another area of growth, the western area of town just to the south of I-70, has no neighborhood park.

In the northern part of the City, a need for neighborhood parks was observed just to the north and east of Albert-Oakland Park.

**Community Parks** Columbia currently has eight (8) parks classified as community parks - primarily due to their size. The red rings on the second following map represents a three-mile radius around these parks. When looked at in the whole, the City is extremely well-served by these parks. Virtually all areas of the City are within three miles of a community park.

For the purposes of this study, these parks were further evaluated. This analysis examined if the facilities and activities provided for in that

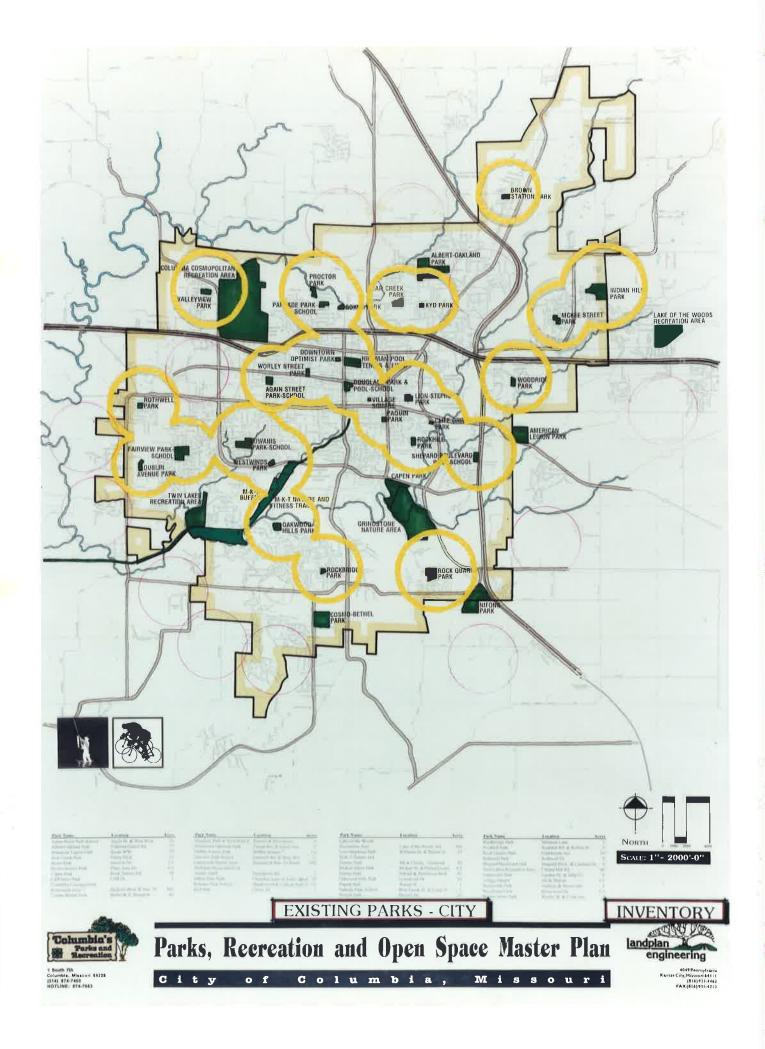
individual park met the goal of a "true" community park. That is, is this a park where the majority of citizens find activities that play an important role in their everyday lives? Swimming, open space, sports, playgrounds, and picnic facilities are such facilities which are included in most definitions of a community park.

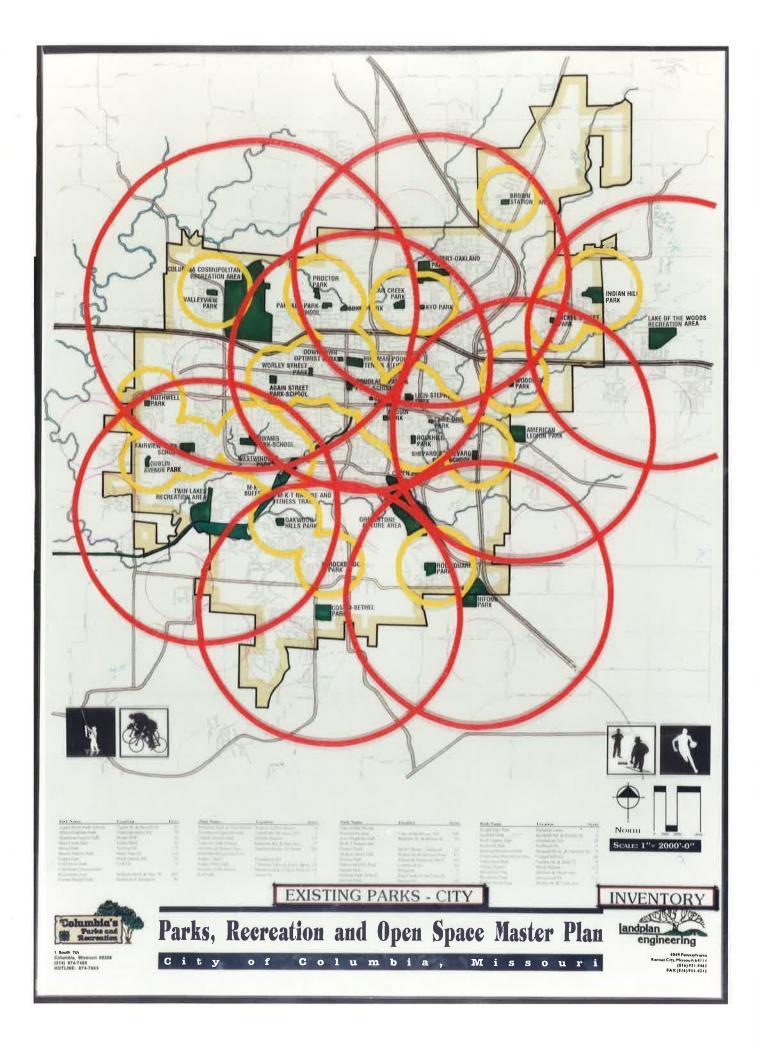
When looked at in this light, several of the community parks did not provide such activities and, in fact, operate much like a "special-use" park.

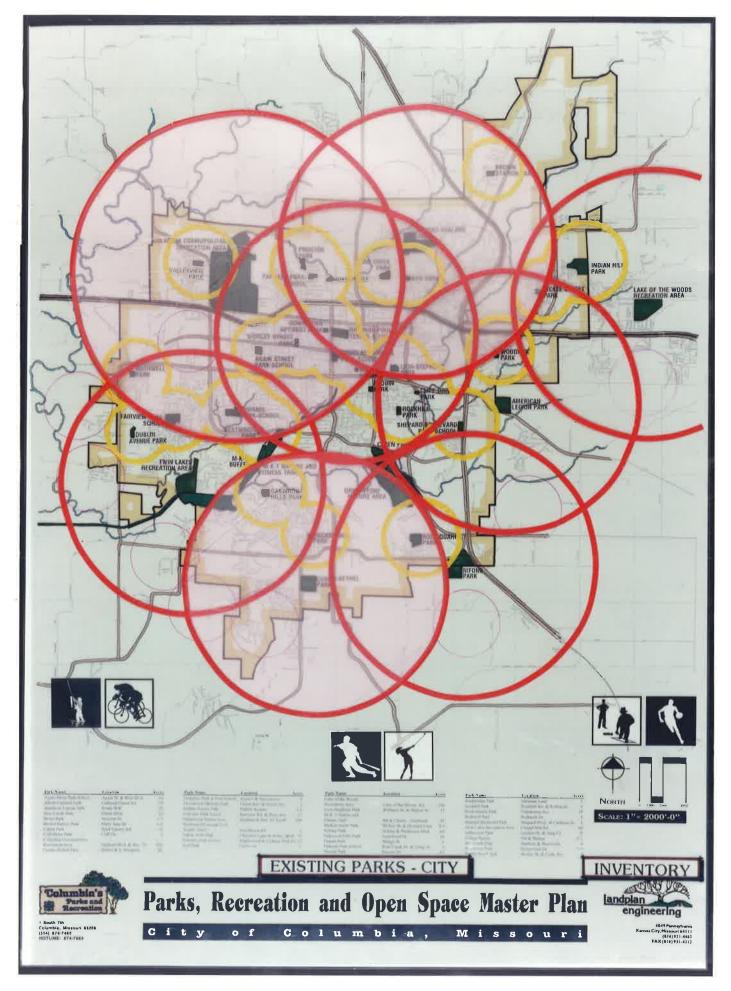
Parks meeting this study's definition of community park include Columbia Cosmopolitan Park, Cosmo-Bethel Park, and Albert-Oakland Park. The following third map illustrates the service radius' of these parks with a pink color.

Parks not meeting this definition include Lake of the Woods (golf course), American Legion (baseball), Nifong (historical), Twin Lakes (swimming and fishing lakes), and the Hickman High School Pool, Tennis and Sports Fields.

When these five (5) parks are excluded from the locational study as shown on the previously mentioned map, two areas of the City show a deficiency in community parks. These are: 1) Southeast (along the Highway 63 corridor, south of I-70), and 2) Southwest (in the Twin Lakes area).







Columbia, Missouri

#### OPEN SPACE

**Overview** In addition to serving recreational purposes, existing park lands provide open space within the urban environment. This study also examined the concept of open space within the City of Columbia as a part of the planning process.

The City of Columbia and its residents have proven to be farsighted with regard to the planning for permanent open space within the City. For the past several years, a concept has been pursued to develop a "Greenbelt" throughout the City, linking various areas via trails and open space. This effort has been advocated by a private group, the Greenbelt Coalition, and planning/mapping has begun through the City Planning and Zoning Department.

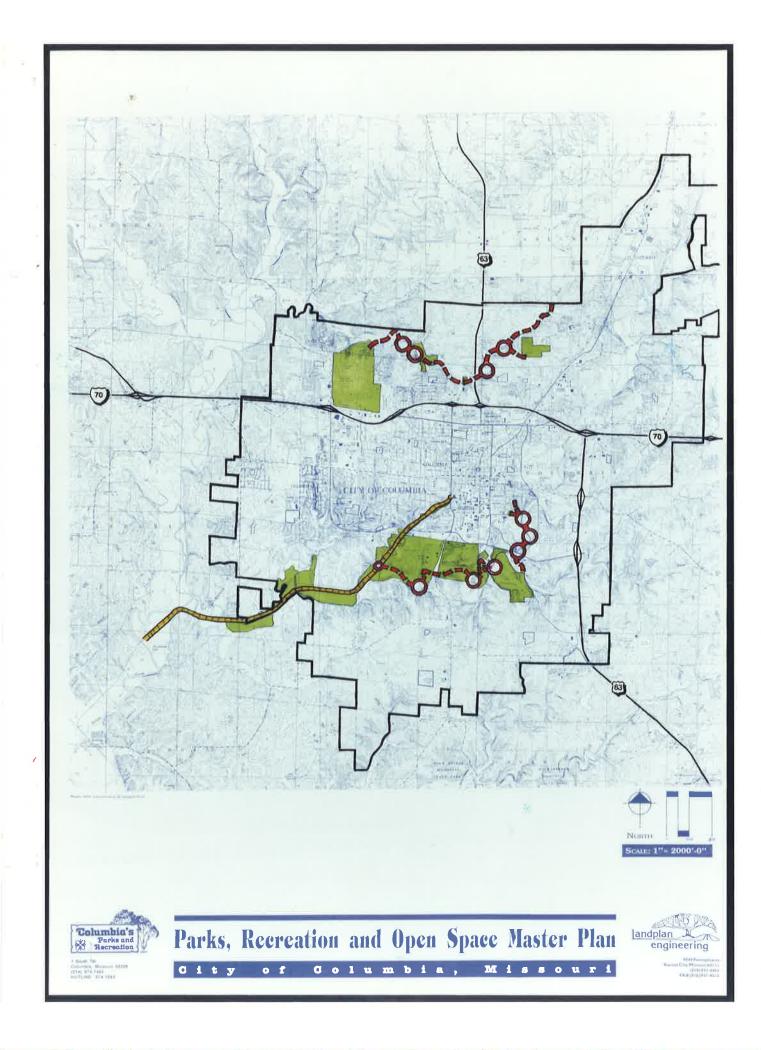
The Parks Department has had success with implementation of a system of trails. The MKT Trail, a 4.7 mile biking and hiking trail on abandoned railroad right-of-way, runs from downtown Columbia southwest to Route TT. Boone County is scheduled to complete a 3.5 mile section of the trail from Route TT to the Katy Trail in 1995. The Katy Trail is a biking and hiking trail on abandonded railroad right-of-way which currently runs from Sedalia, west of Columbia, to St. Louis. Plans call for the trail to be eventually extended to Kansas City.

In addition to the MKT Trail, the City has also actively pursued the acquisition of land to implement the Greenbelt system. As shown in green on the following map, large areas of land are currently under City and/or public ownership along the identified portion of the Greenbelt route. To date, the acquistion has been primarily along the southern leg of the corridor. This land is held by the City of Columbia, the University of Missouri, or the Nature Conservancy. Other parcels of land are currently under public ownership in other, scattered parts of the Greenbelt as well.

As illustrated in red on the following map, the City's Planning and Zoning Department has identified a preliminary route for portions of the trail. These two legs of the trial are located at 1) the south and eastern edges of the City, and 2) through the north-central portion of the City. Areas have been identified where water crossings are likely (shown as circles).

Columbia, Missouri

The City and citizens of Columbia have made a substantial beginning on the development of a Greenbelt throughout the City. Possibly 30% of the land needed for such a facility has already been acquired. The MKT Trail is a unique facility - a rails-to-trails conversion project within the downtown area, connected to a cross-state trail.





Analysis of Services & Staffing, and Financial Issues

#### ANALYSIS OF SERVICES & STAFFING, AND FINANCIAL ISSUES

The success of the Master Plan is ultimately measured in its ability to provide a higher level of service to Columbia citizens. To a large extent this will be governed by the ability of the Department of Parks and Recreation to effectively incorporate the management of Master Plan projects into their ongoing citizen services.

Therefore, an important component of the Master Plan addresses operating issues to ensure that the maximum benefits from projects can be met. Issues analyzed included:

- Services & Staffing including trends in Columbia's full-time staffing over the past ten years as relates to growths in responsibilities; comparisons of staffing levels with comparative communities; recommendations as to staffing levels and positions during the implementation of the master plan; citizens satisfaction with existing programs, citizen interest in new programs, maintenance services, standards of care utilized, and operating procedures.
- **Finances** including analysis of fees and charges, programming costs, current and potential methods for funding capital projects, operating costs, and citizen support for funding alternatives.

Methodologies used for the analysis included reviews of departmental records, staff interviews, results of maintenance and financial questionnaires received from over 100 parks and recreation agencies, field observations, and information from the citizens' survey.

#### SERVICES AND STAFFING

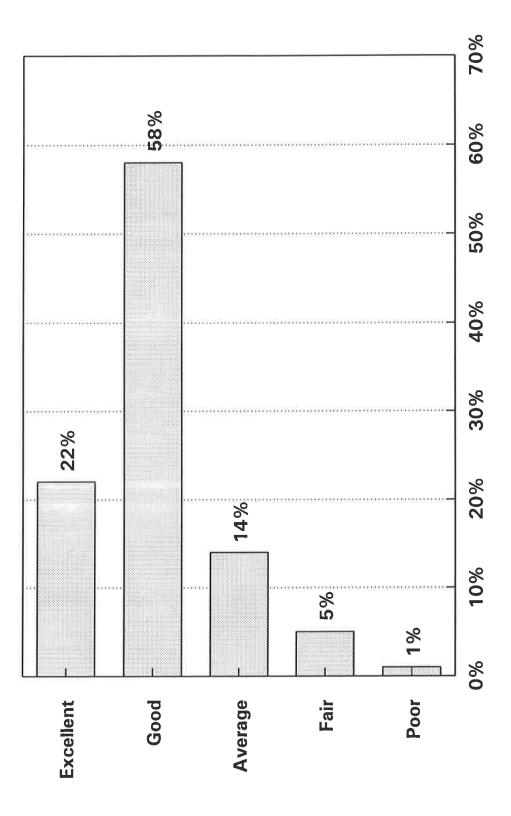
#### Citizen Participation and Satisfaction in Programs and Services is Very High

Information from the citizen survey indicated that a high percentage of households (87%) have used at least one leisure activity resource (e.g., park, class, activity, program) during the last year. More than half (58%) of the study participants indicated that someone in their families had participated in one of the specific services offered by the parks and recreation department.

More than three-fourths (81%) of the households have used a neighborhood park at least once over during the past year. Onefifth (20%) have used a park at least 20 times during the last year. Households with at least one child under the age of 10 were the most frequent users of the parks with "almost all" using the parks at least one time during the year.

Last and importantly, 80% of citizens rate Parks and Recreation Programs as Excellent or Good (chart next page).

# 80% Rate Parks and Recreation Programs As Excellent or Good



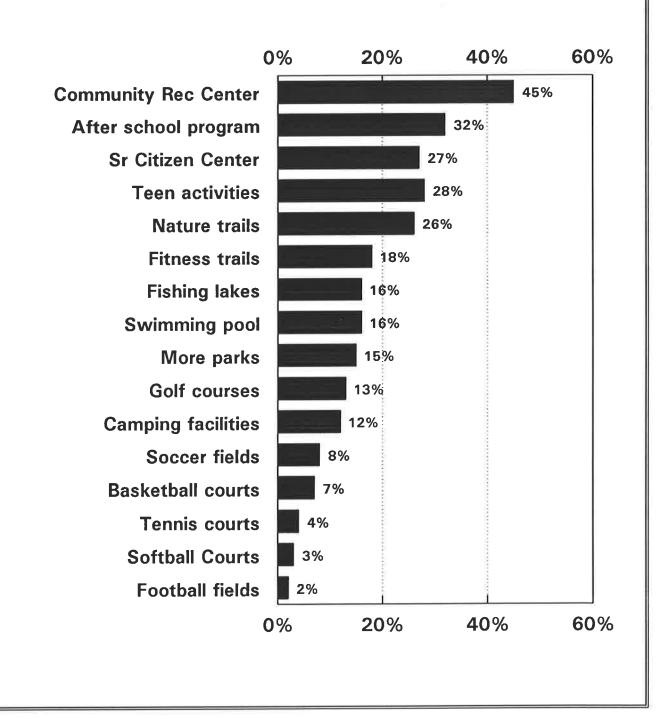
Citizens "Top Priority" for a facility to develop is a Community Recreation Center. Other facilities and activities highly rated include an after school program, Sr. Citizen Center, teen activities, nature and fitness trails.

The Master Plan addresses the vast majority of needs expressed by citizens in the Community Survey. These comments were the foundation for development of the Master Plan.

A Community Recreation Center is the top priority of citizens as a facility to develop. This also translates into willingness to support with tax dollars costs for the center.

The following three (3) pages indicate information regarding priorities for parks and recreation facilities and specific facilities within the Community Center.

## Top 3 Priorities for Park and Recreation Facilities and Activities to Develop (Combined top 3 preferences)



# **High Level of Support with Tax Dollars** for Multi-Purpose Recreation Center \*

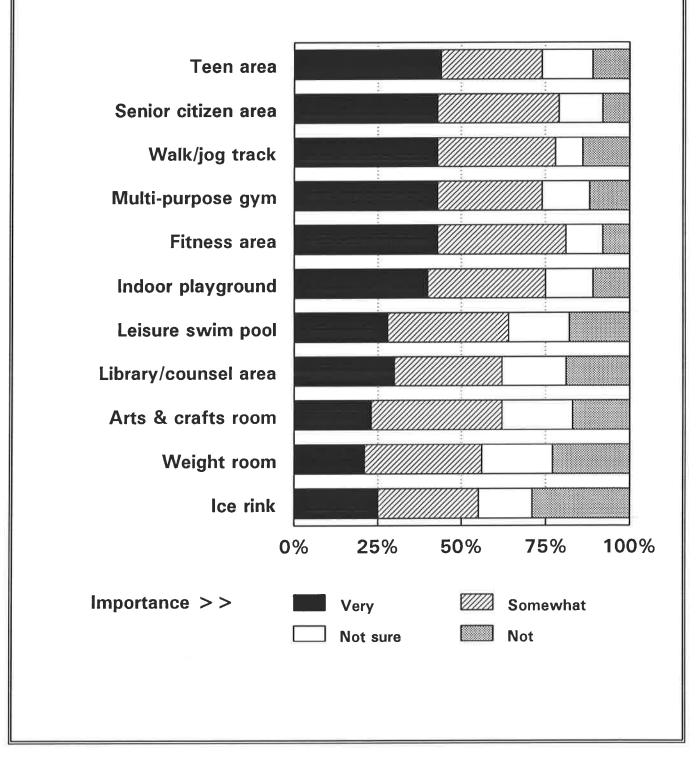
**Multi-purpose center** Nature trails Indoor ice skating **Outdoor amphitheater** Land for open space **Regional park Additional parks** Indoor swim pool Golf course **Outdoor swim pool Outdoor aquatic** Youth athletic field Multi-purpose fields 0% 25% 50% VIIIA Somewhat Very Level of Support >> Not sure Not

> \* With pool, gymnasium, fitness area and classrooms

75%

100%

# Level of Importance for Specific Facilities Within Community Center



## Since 1984, staffing has increased approximately 5% while there has been a dramatic increase in responsibilities

In 1984, full-time staffing for the Parks and Recreation Department was 49.4 budgeted positions. In 1994, it is 52.25 budgeted positions, less than a 5.7% growth. During this same period there has been a significant increase in responsibilities.

Personnel Trends Overview

| Fis                    | cal Year<br><u>1984</u> | Fiscal Year<br><u>1994</u> | Increase/<br>Decrease                            |
|------------------------|-------------------------|----------------------------|--|
| Administration         | 3.9                     | 4.75                       | + .85 positions                                  |
| Recreation Services    | 18.5                    | 20.5                       | + 2 positions                                    |
| Management &           |                         |                            |  |
| Operations             | 18.0*                   | 17.0                       | - 1 positions                                    |
| Planning & Development | 9.0                     | 10.0*                      | + 1 positions                                    |
| Total                  | 49.4                    | 52.25                      | + 2.85 positions<br>5% increase over<br>10 years |

#### Management Center secretary was listed under Maintenance and Park Operations in 1984 and is under Planning and Development in 1994. Position serves both division.

The following pages list significant resources and program additions to the Parks and Recreation system since 1983.

The Parks and Recreation staff should be commended for their ability to substantially increase citizen services with a very minimal increase in staffing. Communities across the country are attempting to do the same with not nearly the positive results. At the same time, our research shows that there is both a present and future need to make adjustments in staffing levels in order to meet indicated citizen service needs.

#### **RESOURCES NEW TO THE SYSTEM SINCE 1983**

#### PARKS DEVELOPED AND ADDED

MKT Trail and Access Sites - 4.7 miles of trail, 13 bridges, 20 station fitness course, benches, two parking lots (approx. 130 spaces), restroom, landscaped areas

**Oakwood Hills Neighborhood Park -** playground, basketball court, fitness court, picnic sites, trails

**Twin Lakes Recreation Area -** swimming lake and beach, diving dock, fishing lake, picnic shelter, parking lot, bathhouse, trails, landscape beds, water playground (under construction), boat dock and restroom (scheduled construction)

**Parkade Neighborhood Park -**playground, shelter, fitness court, playfield, walkways

Martin L. King Memorial Garden -memorial, walkways, benches, numerous landscape beds

**Shepard Blvd. Neighborhood Park -**playground, reservable picnic shelter, sand volleyball court, soccer practice field, restrooms

Brown Station Neighborhood Park -playground

Rothwell Neighborhood Park -picnic sites

**Rockbridge High School -** 1 baseball field, 1 softball field (under construction; summer maintenance only)

Providence and Broadway - major landscape bed

Columbia, Missouri

#### NEW FACILITIES ADDED TO EXISTING PARKS

**Columbia Cosmopolitan Recreation Area** -Rainbow Softball Center - 6 softball fields - irrigated and lighted, concession/restroom building, 2 lighted sand volleyball courts, 500 car parking lot, playground, batting cages, landscape areas, irrigation lake, pump station

Soccer - 2 premier fields, irrigated; 4 regulation fields, irrigated; 2 youth fields; restroom/concession building; irrigation pump station, deep well

Youth Baseball - 2 T-Ball Fields, Batting Cages

David Magner Memorial - Landscape Circle

**Cosmo-Bethel Park** -Large playground and deck, sand volleyball court, horseshoe pits, playfield, small shelter

**Lion-Stephens Park -** 1/3 mile asphalt trail with 20 station fitness course, 2 major pieces of playground equipment

**Douglass Park -** Wading pool with raindrop fountain, double loop water slide, shelter

American Legion Park - T-Ball Field (Youth Baseball)

Rockhill Park - Additional 1/4 mile of hiking trail

Oakland Park - 2 soccer practice fields

Fairview Park - 2 soccer practice fields

Lake of the Woods Recreation Area - Covered golf cart storage facility

**Park Management Center -** 2000 square foot addition including operating greenhouse

Columbia, Missouri

#### **COMMUNITY-WIDE EVENTS:**

- Halloween Haunting
- Easter Egg Hunt
- Show Me State Games

#### SPORTS PROGRAMMING:

- Adult Flag Football
- Senior High and Junior High Basketball Leagues
- Youth Baseball/Softball Age Changes have included 6-7 year olds
- Active Kids Club
- Jog-Walk Club for adults
- Co-ed Soccer for adults
- Bike Rodeo
- Turkey "Fowl" Shoot
- Kid's Triathlon
- Kid's Biathlon
- Youth Fitness Day
- Tennis Leagues
- Tennis Lessons
- Youth Volleyball Leagues
- Teen Fun Night
- Youth Baseball and Softball increased season lengths from 8 weeks to 14 weeks

Columbia, Missouri

#### COMMUNITY RECREATION:

- Special Programs for At-Risk Youth
- Sunset Camp for Youth 8-12
- Sunset League Youth basketball program for kids ages 13-17
- Moonlight Hoops Basketball program for Young Adults
- Youth Sports Teams in Track & Field, Basketball and Softball
- Summer Concerts in the Douglass Park
- Special Shows in Douglass Park
- Special tournaments in Douglass Park Horseshoes, dominoes, softball, etc.
- Co-sponsorship of Special Events Vacation Bible School, Fun Day for Youth, Youth Day, Youth Fest, March for Jesus, Juneteenth Day, Black & White Ball Weekend, Missouri Negro Alumni Weekend.
- Special Events Operation Sleighride, Kwanza Celebration, Martin Luther King Day, Juneteenth Day, Women's Month activities, Heritage Weekend, Black History Month celebration.
- Events at the Community Recreation Building.

#### AQUATICS & OUTDOOR RECREATION:

- Revised Red Cross Learn to Swim Program
- Gus & Goldie drowning prevention program Twin Lakes Recreation Area (opened in 1986)
- Swimming dock at Twin Lakes
- Refurbished Douglass Pool
- Numerous Special Events at Each Aquatic Facility
- Aquatic Fitness Classes
- Birthday Parties at Aquatic Facilities
- Outdoor Recreation Classes
- Fishing Derby
- Travel Program

Columbia, Missouri

#### **GOLF AND ADULT RECREATION**

- Holiday Lighting Contest
- Snow Person Contest
- Adult Open Gym
- Shamble Tournaments
- Match Play
- On course Junior Golf Lessons
- Douglass Pool Concessions
- New L.A. Nickell Club House

#### SENIOR/ADAPTIVE AND LIFE ENRICHMENT PROGRAMS

- Life Enrichment Programs Art Classes, Self- Improvement Classes, Music, Business and Exercise Classes
- New Community Special Events Fall Volkswalking, Christmas Craft Show, Civil War Drills, Civil War Encampment, Children's Day - Have a Blast in the Past, Tradesmen of the 19th Century
- New Special Olympics Events Unified Softball, Basketball and Soccer Teams, Gymnastics
- New Inter-generational Programs Music, Art, Story Telling and Wellness Classes
- New Musical Programs New musical groups (3), Musical Performances at Hospitals, Day Care Centers, Public Schools and Retirement Communities
- Community Outreach Programs
- Senior Sports Programs Tennis, Fly Fishing, Softball, Golf, Basketball, Water Aerobics, Lap Swimming and Senior League Play.

Summary Report 2: Analysis/Recommendations

# Columbia full-time staff maintain almost twice the park acreage of staff in comparable communities

On average, staff in Columbia maintain 77.50 acres per full-time staff member. Results of information gathered from 23 other Parks and Recreation Departments serving communities of over 50,000 people and/or located in Missouri, indicate they maintain on average 40 acres per full-time staff.

The City of Columbia also spends considerably less in maintaining an acre of park than expended by surveyed communities. The maintenance budget in Columbia per acre of park maintained is \$1,113.00 as compared to the average figure for surveyed communities of \$2,155.00.

The City of Columbia does expend slighted more dollars per thousand population than that of surveyed communities. The maintenance budget per each 1,000 persons in Columbia is \$20,382.00 as compared to \$17,578 in surveyed communities. This higher figure is reflective of the fact that the City of Columbia has nearly double the park acreage of the average surveyed community reflective of the high value placed by the community on quality of life.

The charts on the following two (2) pages indicate a summary of this information.

|                   | U     | Comparisons | of Acrea | ige Ma | intained                    | of Acreage Maintained and Budgets for | lets for    |          |          |
|-------------------|-------|-------------|----------|--------|-----------------------------|---------------------------------------|-------------|----------|----------|
|                   |       | Survi       | eyed Co  | unuu   | eyed Communities & Columbia | olumbia                               |             |          |          |
| CITY              | STATE | POPULATION  | PAAK     | Ë      | ACRES @                     | ACRES @                               | TOTAL       | BUDGET @ | BUDGET @ |
|                   |       |             | ACRES    |        | FTE                         | 1,000                                 | BUDGET      | ACRES    |          |
|                   |       |             |          |        |                             | POP.                                  |             |          |          |
| Arlington Heights | IL    | 78,000      | 650      | 39     | 16.67                       | 8.33                                  | \$2,443.086 | \$3.759  | \$31.322 |
| Blue Springs      | MO    | 40,125      | 354      | 12     | 29.50                       | 8.82                                  | \$639,853   | \$1,807  | \$15,946 |
| Broken Arrow      | QK    | 60,000      | 600      | 13     | 46.15                       | 10.00                                 | \$600,000   | \$1,000  | \$10,000 |
| Cape Girardeau    | MO    | 35,000      | 462      | 12     | 38.50                       | 13.20                                 | \$690,000   | \$1,494  | \$19,714 |
| Edmond            | Х     | 51,000      | 635      | 32     | 19.84                       | 12.45                                 | \$2,100,000 | \$3,307  | \$41,176 |
| Furguson          | MO    | 22,800      | 114      | σ      | 12.67                       | 5.00                                  | \$575,000   | \$5,044  | \$25,219 |
| Florissant        | MO    | 52,000      | 400      | 17     | 23.53                       | 7.69                                  | \$2,500,000 | \$6,250  | \$48,077 |
| Gladstone         | MO    | 28,000      | 250      | 4      | 62.50                       | 8.93                                  | \$421,695   | \$1,687  | \$15,061 |
| Greenville        | SC    | 50,000      | 500      | 15     | 33.33                       | 10.00                                 | \$900,000   | \$1,800  | \$18,000 |
| LaCrosse          | M     | 100,000     | 1500     | =      | 136.36                      | 15.00                                 | \$396,000   | \$264    | \$3,960  |
| Lawrence          | KS    | 66,000      | 1450     | 37     | 39.19                       | 21.97                                 | \$926,874   | \$639    | \$14,044 |
| Lawton            | Х     | 82,000      | 700      | 21     | 33.33                       | 8.54                                  | \$735,000   | \$1,050  | \$8,963  |
| Lee's Summit      | MO    | 55,000      | 215      | 9      | 21.50                       | 3.91                                  | \$400,000   | \$1,860  | \$7,273  |
| Loraine           | НО    | 76,000      | 600      | 12     | 50.00                       | 7.89                                  | NOT SENT    | N/A      | N/A      |
| Mansfield         | НО    | 50,000      | 400      | 6      | 44.44                       | 8.00                                  | NOT SENT    | N/A      | N/A      |
| New Albany        | Z     | 64,400      | 300      | 6      | 33.33                       | 4.66                                  | \$500,000   | \$1,667  | \$7,764  |
| Raytown           | MO    | 31,000      | 153      | 9      | 25.50                       | 4.94                                  | \$238,491   | \$1,559  | \$7,693  |
| Schaumburg        | H     | 72,000      | 1135     | 24     | 47.29                       | 15.76                                 | \$1,200,000 | \$1,057  | \$16,667 |
| Skokie            |       | 60,000      | 170      | 7      | 15.45                       | 2.83                                  | \$800,000   | \$4,706  | \$13,333 |
| Topeka            | KS    | 120,000     | 1600     | 44     | 36.36                       | 13.33                                 | \$2,187,049 | \$1,367  | \$18,225 |
| Waterloo          | IA    | 66,000      | 2554     | 26     | 98.23                       | 38.70                                 | \$2,000,000 | \$783    | \$30,303 |
| Webster Groves    | Q     | 23,000      | 119      | 2      | 17.00                       | 5.17                                  | \$238,465   | \$2,004  | \$10,368 |
| AVERAGE           |       | 58,288      | 675.50   | 17.27  | 40.03                       | 11.59                                 | \$1,024,576 | \$2,155  | \$17,578 |
| COLIMBIA          | QW    | 7000        | 1310     | 17     | 77 60                       | 001                                   | 64 401 F00  |          |          |

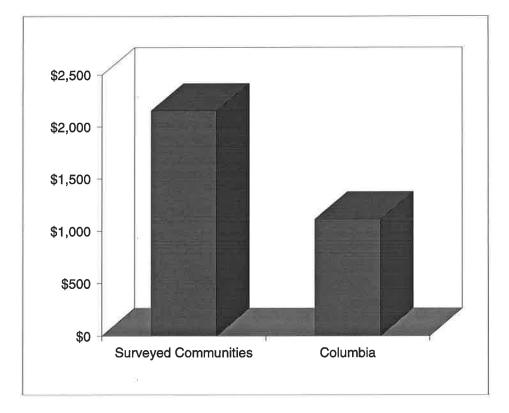
## Funding To Maintain Parks Is Less In Columbia Than Surveyed Communities

| Budget Per Acre |
|-----------------|
| \$2,155         |

## Columbia

Surveyed Communities

\$1,113



The City would need to double the present number of maintenance personnel in order to reach the average maintenance staffing of surveyed communities.

As the chart on the following page indicates, the City of Columbia would need to add 18 full-time maintenance positions in order to reach the average maintenance staffing levels for surveyed communities. The most critically needed area of staffing is for "general park field staff" an area in which the department is almost 12 positions short of the average surveyed community.

This deficiency in staffing is reflected in on-going maintenance care and noticed by citizens. In the recent community survey, the facilities perceived as having the greatest need for improvement were shelter houses and restrooms, playgrounds, neighborhood parks, and natural/open space areas (Second page following).

| I o React Average of Surveye           PARK         FTE         park         Supt.         Supt.         Forestry           CRES         Supt.         Supt.         Supt.         Supt.         Forestry         Forestry           CRES         Supt.         Supt.         Supt.         Supt.         Supt.         Field         Park           650         39         1         7         4         1         0         1         0         1         0         1         0 <td< th=""><th>Auduluorial Positions Required by Categories For Columpia's Maintenance Operations</th><th>y categoi</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></td<> | Auduluorial Positions Required by Categories For Columpia's Maintenance Operations | y categoi       |         |                  |          |       |          |         |                       |        |        |
|---|--|-----------------|---------|------------------|----------|-------|----------|---------|-----------------------|--------|--------|
| STATE         POPU-         PARK         FTE         Park         Super         Honticul-         Forestry           1         LATION         ACHES         Supt.         Supt.         Visors         turallists         Field           1         Table         MO         35,000         650         39         1         7         4         1           1         Tob         40,125         354         12         1         3         1         0           1         Tob         40,125         354         12         1         3         1         0           1         Tob         35,000         650         39         1         7         4         1         0           1         MO         35,000         482         1         1         1         0         1         0           1         MO         52,000         145         1         1         1         0         1         0           1         MO         52,000         145         1         1         1         0         1         1         0         1         1         0         0         1         1         1 <th>Reach</th> <th>verage of !</th> <th>Surveye</th> <th>d Comm</th> <th>unitie</th> <th>S</th> <th></th> <th></th> <th></th> <th></th> <th></th>                                  | Reach  | verage of !     | Surveye | d Comm           | unitie   | S     |          |         |                       |        |        |
| I Heights         LATION         ACRES         Supt.         visors         turalitists         Field           I Heights         IL         7 300         650         33         1         7         4         1           Arrow         MO         51,000         650         33         1         3         1         0           Arrow         MO         51,000         650         13         1         3         1         0           Iardeau         MO         51,000         650         11         1         3         1         0           Iardeau         MO         51,000         650         11         0         1         0           Introband         MO         22,000         550         15         1         4         1         0           Int         MO         50,000         550         15         1         2         1         0           Interteduat         MO         50,000         550         15         1         4         1         0           Interteduat         MO         50,000         10         1         1         1         0           Interteduat   | FTE Park   | uper- Horticul- | 1       | Gen. Park        | Veh.     | Plum- | Elec-    | Carpen- | Carpen- Grounds- Golf | Golf   | Equip. |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | Supt.  |                 |         | Field            | Maint. b | bers  | tricians | ters    | keepers               | Maint. | Oper.  |
| Ings         MO $40,125$ $354$ $12$ $1$ $3$ $1$ Arrow         OK $60,000$ $600$ $13$ $1$ $3$ $1$ arrow         OK $51,000$ $635$ $32$ $1$ $3$ $1$ n         MO $22,800$ $114$ $9$ $1$ $1$ $0$ n         MO $22,000$ $500$ $150$ $1$ $4$ $1$ n         MO $22,000$ $500$ $150$ $1$ $4$ $1$ n         MO $22,000$ $1500$ $116$ $0$ $1$ $1$ n         MO $25,000$ $250$ $116$ $1$ $1$ $1$ e         VI $100,000$ $1500$ $116$ $0$ $1$ $1$ mmit         MO $55,000$ $210$ $210$ $2$ $1$ $1$ e         KS         IN         MO  |  |                 | -       | 4                | ~        | 0     | 2        |         |                       |        | 4      |
|   | 12   |                 | 0       | 9                | 0        | 0.5   | 0.5      | 0       | 0                     | 0      | 0      |
|   | 13   |                 | 0       | 0                | 0        | 0     | 0        | -       |                       |        | -      |
|   | 12   |                 | 0       | 7                |          | 0     | 0        | 0       |                       |        | 0      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 32   |                 | 0       | 22               |          | 0     | 0        | 0       |                       |        | 0      |
| Int         MO         52,000         400         17         1         1         0           Ine         MO         28,000         550         1         4         1         0           Ine         NC         50,000         500         150         1         4         1         0           Ine         NC         50,000         1500         11         0         2         0           NM         100,000         1500         1450         37         2         10         5         0           NM         S2,000         215         10         1         2         1         4         1           Inmit         MO         55,000         215         10         1         2         1           Inmit         MO         55,000         210         12         1         2         1           Inmit         MO         51,000         153         4         1         4         4           Inmit         MO         51,000         133         2         1         1         1         1           Inmit         MO         1         2         1         2 <t< td=""><td>6</td><td></td><td>-</td><td>5</td><td></td><td>0</td><td>0</td><td>-</td><td></td><td>0</td><td>0</td></t<>  | 6  |                 | -       | 5                |          | 0     | 0        | -       |                       | 0      | 0      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 17   |                 | -       | 13               |          | 0     | 0        | 0       |                       |        | 0      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 4  |                 | n       | 0                |          | 0     | 0        | 0       |                       |        | 0      |
| WI         100,000         1500         11         0         2         0         5 $KS$ 66,000         1450         37         2         10         5         1         5 $MMMM$ 55,000         215         10         1         2         1         5 $MMMM$ 55,000         215         10         1         2         1         5 $MMMM$ 55,000         55,000         215         10         1         2         1 $MO$ 55,000         600         400         9         1         1         0         0 $MO$ 31,000         153         6         1         1         1         1 $MO$ 31,000         153         6         1         1         1         1 $MO$ 1         7         2         1         3         1         1 $MO$ 1         10         7         2         1         3         1 $MO$ 23,000         150         15         2         3         1         1   | 15   |                 | 0       | 2                |          | 0     | **       | 1       |                       | 0      | 4      |
| ee         KS         66,000         1450         37         2         10         5           Immit         MO         55,000         215         10         1         2         1           Immit         MO         55,000         215         10         1         2         1           Immit         MO         55,000         215         10         1         2         1           Immit         MO         55,000         600         12         1         2         1           Immit         MO         55,000         600         153         6         1         1         0           Immit         MO         31,000         153         6         1         1         1         1           Immit         MO         31,000         150         26         1         3         1           Immit         MO         1         7         26         1         3         1           Immit         KS         120,000         1600         213         3         1         1           Immit         KS         120,000         1600         26         1         3 <td< td=""><td>÷</td><td></td><td>0</td><td>6</td><td></td><td>0</td><td>0</td><td>0</td><td></td><td></td><td>0</td></td<>   | ÷  |                 | 0       | 6                |          | 0     | 0        | 0       |                       |        | 0      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 37   |                 | e       | 7                |          | 0     | -        | 0       |                       |        | n      |
| $\begin{tabular}{ c c c c c c c c c c c c c c c c c c c$  | 21   |                 | 0       | 2                |          | 0     | 0        | 0       |                       |        | 9      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 10   |                 | 0       | 5<br>2           |          | 0     | 0        | 0       |                       |        | 0      |
|   | 12   |                 | 0       | 8                |          | 0     | 0        | -       | 0                     |        | 0      |
| any         IN $64,400$ $300$ $9$ $1$ $1$ $0$ burg         IL         72,000         153 $6$ 1         1         1         1           burg         IL         72,000         1135 $24$ 1 $5$ $2$ burg         IL         60,000         170 $26$ $1$ $4$ $4$ KS         120,000         1600 $44$ $1$ $4$ $4$ D         KS         120,000         1600 $44$ $1$ $4$ $4$ D         KS         120,000         1600 $2554$ $26$ $3$ $0$ Croves         MO         23,000         119 $7$ $0$ $1$ $0$ Groves         MO         23,000         119 $7$ $0$ $1$ $0$ Sintrained         Sintrained         Sintrained $0.03$ $001$ $005$ $002$ Es Maintained         MO         72,000         1319 $17$   | 6  |                 | -       | 0                |          | -     | •        | ł       |                       |        | -      |
|   | 6  |                 | 0       | 0                |          | 1     | 2        | 1       | 1                     |        | F      |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | 9  |                 | 0       | 2                | o.       | 0     | 0.5      | 0       |                       |        | 0      |
| $ \begin{array}{                                    $   | 24   |                 | n       | 4                |          | 0     | 0        | 0       | 2                     |        | 0      |
| KS         120,000         1600         44         1         4         4           0         IA         66,000         2554         26         2         3         0           Groves         MO         23,000         119         7         0         1         0           Groves         MO         23,000         119         7         0         1         0           Sinteract         58,288         675.50         17.95         0.955         3.09         1.09           Is In Each Category         58,288         675.50         17.95         0.055         3.09         1.09           Is In Each Category         NO         72,000         1319         17         1         2         0           BIA         MO         72,000         1319         17         1         2         0           Is In Each Category         No         7         .013         .001         .002         .000           Is In Each Category         Is Simitained         18.02         0.86         4.04         2.13         .13  | 26   |                 | 0       | 15               |          | 0     | 0        | 0       | 2                     |        | -      |
| D         IA         66,000         2554         26         2         3         0           Groves         MO         23,000         119         7         0         1         0           Groves         MO         23,000         119         7         0         1         0           Figures         S8,288         675.50         17.95         0.955         3.09         1.09           Is In Each Category         58,288         675.50         17.95         0.055         3.09         1.09           res Maintained         0         7         0.03         .001         .005         .002           BIA         MO         72,000         1319         17         1         2         0           BIA         MO         72,000         1319         17         1         2         0           BIA         MO         72,000         1319         .01         .002         .000           Is In Each Category         .013         .013         .001         .002         .000           Is In Each Category         .086         4.04         2.13   |  |                 | σ       | 17               |          | 0     | 2        | -       | 0                     | 2<br>2 | -      |
| Index       MO       23,000       119       7       0       1       0         Figure       58,288       675.50       17.95       0.955       3.09       1.09         Ins In Each Category       58,288       675.50       17.95       0.955       3.09       1.09         Ins In Each Category       0.03       0.01       .005       .002       .002         Is In Each Category       72,000       1319       17       1       2       0         Is In Each Category       0.013       .001       .002       .000       .002       .000         Is In Each Category       0.1319       17       1       2       0   | 26   |                 | m       | e                | -        | -     | 0        | 4       | 0                     |        | 0      |
| 58,288         675.50         17.95         0.955         3.09         1.09           ns In Each Category         58,288         675.50         17.95         0.955         3.09         1.09           res Maintained         0.03         .001         .005         .002         .002           BIA         MO         72,000         1319         17         1         2         0           ns In Each Category         0.013         .001         .001         .002         .000           ns In Each Category         0.13         .013         .001         .002         .000           ns In Each Category         18.02         0.86         4.04         2.13         .001  | 7  |                 | 0       | 2                | 0        | 0     | F        | -       | 0                     |        | -      |
| In Each Category         0.03         001         005         002           res Maintained         0.03         001         .005         .002           BIA         MO         72,000         1319         17         1         2         0           ns In Each Category         .013         .001         .002         .000         .001         .002         .000           ns In Each Category         .013         .001         .002         .000         .000         .000         .001         .002         .000           nal Positions in Each Category         18.02         0.86         4.04         2.13         .001         .013         .013         .014         2.13         .013   | 17.95  | 60              | 1.14    | 6.05             | 0.66     | 0.25  | 0.50     | 0.73    | 1.55                  | 0.86   | 1.05   |
| 0.03     .001     .005     .002       1319     17     1     2     0       .013     .001     .002     .000       .013     .001     .002     .000       .013     .001     .002     .000       .013     .001     .002     .000       .013     .001     .002     .000       .013     .001     .002     .000       .013     .001     .002     .000   |  |                 |         |                  |          |       |          |         |                       |        |        |
| 1319         17         1         2         0           .013         .001         .002         .000           .18.02         0.86         4.04         2.13   | 8  |                 | .002    | 600 <sup>-</sup> | .001     | 000   | .001     | .001    | .002                  | .001   | .002   |
| .013 .001 .002 .000<br>18.02 0.86 4.04 2.13   |  |                 | C       | C                | e.       | -     | T        |         | e.                    | 4      |        |
| 18.02 0.86 4.04 2.13  | .013   |                 |         | 000              | .002     | 100   | .001     | 001     | .002                  | 8      | .00    |
| 18.02 0.86 4.04 2.13 2  |  |                 |         |                  |          |       |          |         |                       |        |        |
| 18.02 0.86 4.04 2.13 2  |  |                 |         |                  |          |       |          |         |                       |        |        |
|   | 18.02 0.   |                 | 2.22    | 11.80            | -1.71    | -0.51 | -0.02    | 0.42    | 0.02                  | -2.31  | 1.04   |
| Required For Columbia to Reach Average  |  |                 |         |                  |          |       |          |         |                       |        |        |
|   |  |                 |         |                  |          |       |          |         |                       |        |        |

Columbia, Missouri

Columbia does not make up this acreage difference through employing part-time maintenance staff. In actuality, Columbia part-time staff also maintain considerably more park acreage than staff in comparable communities

Data was collected from the same 23 park departments for part-time staff positions in three different categories, those being:

- Number of part-time staff positions under 520 hours
- Number of part-time staff positions between 521-1040 hours
- Number of part-time staff positions between 1041-1500 hours

The information collected was compiled in a manner so as to estimate the number of full-time equivalent (FTE) positions each park system had when adding up the average hours for all of their part-time maintenance staff. This was done by finding the mid-point for each of the above categories and multiplying the number of staff in each category by this mid-point number of hours.

The information indicated that on average, surveyed communities employed the equivalent of 10.14 FTE maintenance personnel in their parttime positions. The City of Columbia employs the equivalent of 16.97 maintenance personnel in their part-time positions.

The information was further analyzed as per the average park acreage maintained by FTE part-time staff. The average surveyed community maintains 675.50 acres of parks, which divided by 10.14 FTE maintenance positions equals <u>66.74 acres maintained per each FTE part-time staff</u>. By comparison, the City of Columbia maintains 1319 acres of parks, which divided by 16.97 FTE maintenance positions equals <u>77.75 acres maintained per each FTE part-time staff</u>.

A chart representing the calculations used for estimating FTE hours for part-time staff positions in the surveyed communities is on the following page.

Than Part-Time Staff in the Average Surveyed Community Columbia's Part-Time Staff Maintain More Acreage

77.75 E 67.30 39.37 50.36 65.02 183.68 87.79 666.24 115.58 128.89 572.23 7.86 61.42 122.05 122.05 26.37 193.82 291.68 48.72 66.64 58.66 13.61 Acres Per Part-Time Staff 208.30 221.65 2.46 0.38 9.30 6.45 8.26 8.76 10.14 2.88 1.36 5.70 12.55 5.43 76.32 0.13 16.97 Total E Staff 5.26 11.73 1.75 29.39 2.25 6.51 2.44 Part-Time 1.08 13,408 Hours 4,683 26,095 158,750 13,546 5,113 19,343 18,213 5,080 35,288 Total 23,049 10,942 5,992 24,408 26,229 3,647 2,831 11,847 11,297 782 21082.91 Part-Time 61,141 17,171 261 58,750 17,780 7,620 6,350 5,080 25,400 15,240 10,160 12,700 12,700 12,700 1,270 5,080 0 C C 3,810 0 5,080 12469.09 Total Hrs. 0 1041 Hrs. + Av. 1270 Hrs. 780.5 1270.5 260.5 521-1040 13,269 9,366 4,683 4,683 2,342 17,171 8,586 4,683 0 0 0 1,561 16,391 0 0 0 0 0 C 17,171 C 4966.82 Total Hrs. Ave. 780.5 Hr. 11,708 6,244 Average 5,992 2,605 13,546 1,303 1,303 High 520 1040 1500 782 3,647 39,075 2,084 782 1,563 2,084 1,042 3,126 261 2,084 0 0 261 C 3647.00 Total 0 0-520 Hr. Av. 260 Hr. 1.00 521.00 1041.00 9.82 20.00 Low 0 8 0 00 0 2 4 0 9 0 125 0 3 0 14 4 0 PT -521- 1041 Hr.+ Hours Hours 11.00 Hours 6.36 0 0 15 17 12 12 6 6  $m \circ \circ \circ \circ$ 22800 22 Measurement Ы 21 1040 Hr. 14.00 5.00 0 150 0 808080 52 ഹ 9 00 0 က 23 14 4 Ч 0-520 Hr. Average Hours Computed As Follows: ACRES 400 250 500 1450 700 215 600 675.50 1319 650 354 600 462 635 114 1500 400 300 153 1135 170 1600 PARK 2554 119 Webster Groves, MO. Cape Girardeau, MO. Arlington Heights, IL. Lee's Summit, MO. Broken Arrow, OK Blue Springs, MO. New Albany, IN. Schaumburg, IL. Gladstone, MO. Florissant, MO. Ferguson, MO. Greenville, NC. Mansfield, OH. Lawrence, KS. Raytown, MO. LaCrosse, WI. Lawton, OK. Loraine, OH. Waterloo, IA. Edmond, OK Topeka, KS. COLUMBIA Skokie, IL. AVERAGE LT L

The following three staffing recommendations are made to address full and part-time maintenance staffing needs.

First, it is recommended that Columbia increase its full-time maintenance staffing levels to provide the higher level of service citizens are requesting. At the same time, Columbia should strive to continue maintaining a higher level of maintenance service per staff member than other communities.

The project consultants do not feel it is realistic that Columbia try and increase staffing levels to those of surveyed communities. However, increases in full-time staffing and adjustments in part-time staffing levels are needed.

As indicated previously, full-time staff in the average surveyed community maintain 39.11 acres per staff, while Columbia full-time maintenance staff maintain 77.59 acres per staff. We would recommend that a <u>target of 55 acres</u> to be maintained per full-time maintenance staff in Columbia.

Calculations based on reaching this target are as follows:

| Present Park System   | Park<br>Acres | Full-Time<br>Staff | Acres @<br>Staff |
|---|---------------|--------------------|------------------|
| Av. of Surveyed Communities<br>Columbia                         | 675.5<br>1319 | 17.27<br>17        | 39.11<br>77.59   |
| Target Acres per Staff  |               |                    | 55.00            |
| Total Positions to Reach Target<br>Total Present Positions      |               |                    | 23.98<br>17.00   |
| Total New Positions Needed to<br>Reach Target for Present Parks |               |                    | 6.98             |

Based on these calculations, an additional seven (7) full-time positions are required to maintain the present system.

Columbia, Missouri

#### Second, an additional two (2) full-time maintenance staff will be required over the next ten (10) years to maintain the 55 acre standard as parkland is acquired to meet citizen needs.

The master plan recommends the acquisition of twelve (12) neighborhood parks and one (1) community park over the next 10 years. As indicated below, it is estimated that the total of these 13 acquisitions will add approximately 96 acres of parkland to the system.

As the acreage is developed and to maintain a target of 55 developed acres to be maintained per each full-time staff would require the hiring of an additional 1.75 staff, rounded off to 2 full-time staff.

#### **NEW PARKS**

|  | Average<br>Acres | Number<br>of Parks | Total<br>Projected<br>Acres |
|--|------------------|--------------------|-----------------------------|
| Neighborhood Parks<br>Community Parks                    | 3<br>60          | 12<br>1            | 36<br>60                    |
| Total  |                  | 25                 | 96                          |
| Total New Acres to Maintain<br>Target Acres per Staff to |                  |                    | 96                          |
| Maintain   |                  |                    | 55                          |
| Total Additional Staff needed for New Acreage            |                  |                    | 1.75                        |

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

Third, we would recommend that adjustments be made in the number of part-time staff positions to complement the recommendations in fulltime positions. Specifically, we would recommend decreasing the number of 1041-1500 hour part-time staff positions and increasing the number of 0-520 hour positions.

The additional nine full-time staff would allow for a phasing out of approximately one-half of the 1041-1500 hour positions. Additional we would recommend that an additional ten (10) 0-520 hour positions be added to handle seasonal needs of the system.

The following are the hourly impacts of the recommendations as relate to all position criteria:

#### Columbia Full and Part Time Maintenance Staff

| Present  | Full-<br>Time         | 0-520<br>Hours          | 521-1040<br>Hours       | 1041-1500<br>Hours        | Total     |
|--|-----------------------|-------------------------|-------------------------|---------------------------|-----------|
| <u>Present</u><br>Number of Positions<br>Average Hours<br>Total Hours    | 17<br>2,080<br>35,360 | 5<br>260.5<br>1,302.5   | 11<br>780.5<br>8,585.5  | 20<br>1270.5<br>25,410    | 70,658.00 |
| <u>Recommended</u><br>Number of Position<br>Average Hours<br>Total Hours | 26<br>2080<br>54,080  | 15<br>260.5<br>3,907.50 | 11<br>780.5<br>8,585.50 | 11<br>1270.5<br>13,975.50 | 80,548.5  |

#### Total Adjustments in Full and Part-Time Hours:

| 4           | <b>Full-time</b> | Part-time  |
|-------------|------------------|------------|
| Current     | 35,360           | 35,298.00  |
| Recommended | 54,080           | 26,468.50  |
| Add/Minus   | 18,720           | (8,829.50) |

Columbia, Missouri

Costs for implementing full and part-time staffing recommendations for maintenance staff are estimated at \$184,270 per year, when fully implemented.

The aforementioned staffing recommendations are projected to be implemented over a ten (10) year period. The recommendations indicate both increases and decreases in personnel to best meet current and future needs of the system.

The following table outlines costs for implementing staffing recommendations. Costs are based on average full-time staffing costs and benefits of \$12.65 per hour, which is the average of current staff positions. Costs for part-time positions are based on an average of \$5.95 per hour.

#### COSTS FOR IMPLEMENTING STAFFING RECOMMENDATIONS

| Positions                      | Number        | Hours     | Total<br>Hours | Rate         | Total<br>Dollars           |
|--------------------------------|---------------|-----------|----------------|--------------|----------------------------|
| Full-Time<br>Part-Time         | 9             | 2080      | 18,720         | 12.65        | \$236,808                  |
| 0-520<br>521-1040<br>1041-1500 | 10<br><br>(9) | 260.5<br> | 2,605<br>      | 5.95<br>5.95 | \$15,500<br><br>(\$68,038) |

Total

\$184,270.00

Park staff do a significant amount of non-park duties impacting their ability to address park maintenance needs.

Parks crews are responsible for maintaining downtown trees and trees on city properties other than parks. Park maintenance is also in charge of the surplus property program for the city and the moving of furniture.

A shifting of responsibilities should be made to other city operations. This would additionally assist the department in meeting its principal service mission without adding staff to the average levels of surveyed communities.

#### Present staffing levels impact the department's ability to mow parks

Mowing frequency in Columbia is far less frequent than maintained in surveyed communities. Sixty-five percent of surveyed communities indicated they mowed city parks once every 5 working days with 16% indicating parks were mowed every 10 working days. The City of Columbia mows parks once every 10 working days.

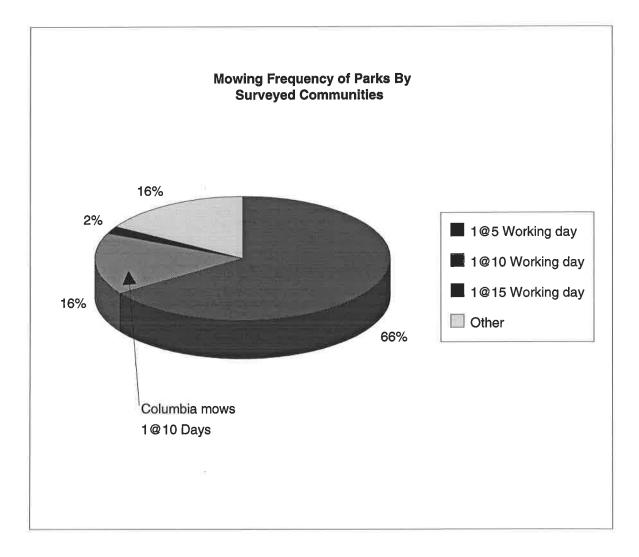
The following page contains a graph indicating comparisons of Columbia with surveyed communities.

#### Columbia maintains trash pick-up at levels similar to other communities

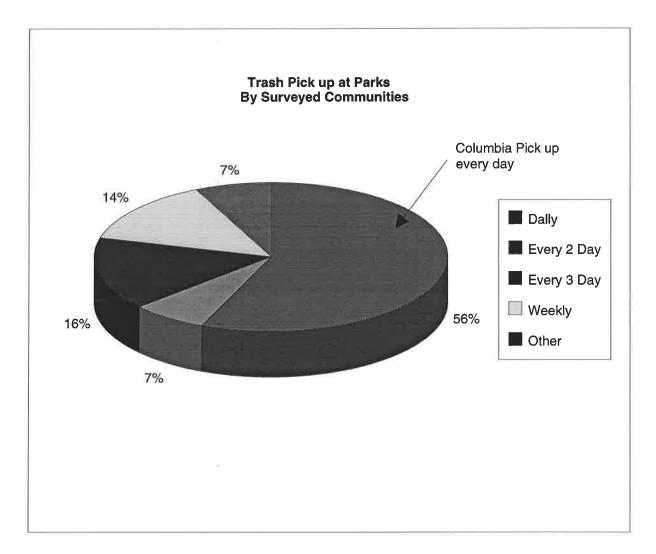
Trash maintenance levels in Columbia are similar to that maintained at other surveyed communities. Columbia picks up trash in its most heavily used parks on a daily basis. Over half (57%) of surveyed communities maintain daily trash pick up, with 7% picking up trash every 2 days and 16% maintaining trash pick up every three days.

The second page following contains a graph indicating comparisons of Columbia with surveyed communities.

## 66% of Surveyed Communities Mow Parks More Frequenty Than Columbia



## Columbia's Trash Pick-up is at Same Level as Majority of Surveyed Communities



# A better system for providing preventive maintenance to park vehicles needs to be developed

The department owns and maintains over 130 engine powered selfpropelled pieces of equipment. Vehicle maintenance is handled by three (3) full-time staff, including one (1) supervisor, who by position is to be a working supervisor.

Field observations including employee interviews point to weaknesses in the vehicle preventive maintenance program. These weaknesses principally relate to a failure on the part of fleet maintenance staff to communicate with operators of vehicles when their vehicles are due for routine maintenance checks. This communication breakdown frequently causes vehicles to be in the field when they need to be in for their preventive maintenance checks, leaving vehicle maintenance staff to search the compound for vehicles due for preventive maintenance and not being used. The system causes inefficient usage of time.

It is recommended that a system be implemented in which staff and supervisors are notified at least one week in advance of when their vehicles require routine maintenance. This will allow the needed maintenance to occur, with efficient use of staff time.

Columbia, Missouri

The City of Columbia has good park maintenance standards and procedures which can also be improved.

Surveyed communities were requested information regarding on-going Park Maintenance Standards and Procedures (see chart on following page). The City of Columbia does currently have specific procedures for playground inspections, maintenance task procedures, bi-weekly planning, and maintenance categories. In three of these areas, less than 40% of cities have written procedures and Columbia should be commended for their practices.

The City of Columbia currently does not utilize standards of care, evaluation forms and/or productivity standards in their maintenance operations. It is recommended that each of these practices be implemented and that a Maintenance Manual be developed.

Summary Report 2: Analysis/Recommendations

| Community      | Population                                      |           | Park N  | Park Maintenance Standards And Procedures | e standard  | s And Pro  | cedures                  |   |
|----------------|---|-----------|---|---|-------------|------------|--------------------------|---|
|                |   | Standards | Evaluation  | Productivity                              | Playground  | Maint Task | <b>Bi-Weekly</b>         | <b>Bi-Weekly Maintenance</b>            |
|                |   | of Care   | Forms   | Standards                                 | Inspections | Procedures | Planning                 | Planning Categories                     |
| hilono         | 1   |           |   |   |             |            |                          |   |
| Ablielle       | nne'/   | :         | :   |   |             |            |                          |   |
| Arlington Hts. | /8,000  | >         | ~   | >   | >           | >          | ~                        | ≻                                       |
| Blackburn      | 34,000  |           |   | ;   | >;          |            |                          | :                                       |
| spings         | 40,125  | -         |   | >   | ٨           |            |                          | ۲                                       |
| Broken Arrow   | 60,000  | >         | >   | >   | ×           | >          | ≻                        | >                                       |
| Cape Girardeau | 35,000  |           |   |   | ~           | ~          |                          |   |
| Council Bluffs | 54,600  |           |   |   | ~           |            |                          |   |
| Denver         | 000'06  |           |   |   |             |            |                          |   |
| Duncanville    | 35,000  |           |   |   | Y           |            |                          |   |
| Edmond         | 57,000  |           |   | ۲   | 7           |            | 7                        | 7                                       |
| Elkhart        | 43,000  | 7         |   | 7   | ۲           | ۲          |                          | 7                                       |
| Ferguson       | 22,800  | 7         |   |   |             |            | ۲                        |   |
| Florissant     | 52,000  | 7         | ¥   | 7   | Y           |            |                          | 7                                       |
| Fort Dodge     | 25,000  | 7         |   | 7   | 7           |            |                          | ۶                                       |
| Gladstone      | 28,000  |           |   | 7   | Y           |            |                          | 7                                       |
| Greenville     | 50,000  |           |   |   | Y           | ۲          | ۲                        |   |
| La Crosse      | 100,000   |           |   |   | ٢           |            |                          |   |
| Lawrence       | 66,000  | ۲         |   | ۲   | ٢           | 7          |                          | ×                                       |
| awton          | 82,000  | ۲         | Y   | ٢   | Y           | ۲          |                          | 7                                       |
| Leavenworth    | 38,000  |           |   |   |             |            |                          |   |
| Lee' Summit    | 55,000  |           |   |   | Y           |            |                          |   |
| Lenexa         | 35,000  | ~         |   | ۲   | ۲           | 7          | ٢                        | ٢                                       |
| Lorain         | 76,000  |           |   |   | ۲           |            |                          |   |
| Mansfield      | 50,000  | 7         |   | >   | ≻           | >          |                          | ۶                                       |
| Marion         | 32,000  | >         |   | 7   | ≻           |            | ۲                        | >                                       |
| Marshalltown   | 25,000  |           |   |   |             |            |                          |   |
| Mentor         | 48,500  |           |   |   | 7           | ~          |                          |   |
| New Albany     | 64,400  | 7         | ~   |   | 7           |            |                          |   |
| Northbrook     | 38,000  | 7         |   | 7   | ~           | >          | ≻                        | >                                       |
| Park Forest    | 25,000  |           |   |   | ~           | ۲          |                          |   |
| Pittsburg      | 18,000  |           |   |   | ۲           |            |                          |   |
| Portage        | 35,000  | >         |   |   | >           | >          |                          |   |
| Havtown        | 31,000  | >         |   | >   | >           | >          | >                        | >                                       |
| Sallesbury     | 23,000  |           |   |   | 7           |            | >                        |   |
| Schaumburg     | 72,000  |           |   |   | ۲           | >          | ۲                        |   |
| Skokie         | 60,000  | >         |   |   | 7           | >          |                          |   |
| Smithville     | 000.95  | >         |   |   | > >         | >          |                          |   |
| וטמוומ         | 000.00  | -         |   |   | -           | -          |                          |   |
| Villa Park     | 22.279  |           | ~   |   | > :         |            |                          |   |
| W Des Moine    | 34,000  |           | ;   |   | × >         |            |                          |   |
| VV GLOVES      | 23,000  | ;         | - :   |   | - :         |            |                          | :                                       |
| Waterloo       | 66.000  | >         | >   | >   | > >         |            |                          | >                                       |
| wheat Hidge    | 30,000  | ;         |   |   | -           |            |                          |   |
| Zanesville     | 26,800  | 7         |   |   | ~           |            |                          |   |
| Percentage Yes |   | 43%       | 18%   | 36%                                       | 89%         | 39%        | 25%                      | 36%                                     |
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Columbia, Missouri

The responsibilities of the Planning & Development Division have increased significantly over the past ten years while staffing levels have not increased.

Staffing levels for Planning & Development have remained stable while significant new resources have been added and developed in the park system since 1983.

A great percentage of the division's work relates to the construction of the capital improvement projects undertaken by the Parks and Recreation Department. Currently, the division has over \$500,000 of projects underway or scheduled to be initiated in the next few months. This work will increase as projects in the master plan are undertaken.

This work is principally handled through 4 construction crews, each headed up by a full-time staff person and supported through part-time/seasonal staff. One 1,500 hour person is on each of the crews.

The use of the 1,500 hour personnel was a cost effective decision when initially implemented years ago, but has outlived its effectiveness to the City. As project loads have increased, the costs for training new personnel and scheduling difficulties have caused problems in total completion of projects and meeting important citizen needs.

It is recommended that the 1,500 hour person on each of the crews be replaced by a full-time person. The cost to fully implement this recommendation for all four positions would be less than \$35,000 annually. We would recommend that implementation occur over a 2 year period.

It is important to note that the Master Plan has been developed estimating project costs based upon contract labor and assuming that the current project work load for the Planning & Development Division will remain relatively constant. Should this change, and the City desire the Division to do a greater number of projects per year, than staffing levels would need to reflect these additional responsibilities.

A Parks and Recreation Foundation should be established to assist in raising private dollars for capital projects and to help support operations in some newly developed facilities.

As indicated under the "Financial" section of the report, the use of private fund-raising to assist in developing capital projects for parks and recreation departments is increasing. While few communities list fund-raising as their principal source for raising revenues, fund-raising was listed by more communities as one of their "top 3 funding sources" than any other funding source.

To assist the department in maximizing revenues from private sources, a parks and recreation foundation is recommended to be developed. Such foundations have been successful in several other communities as a means for increasing revenues from private donors.

Additionally, we would recommend that the City of Columbia consider adopting a policy whereby they would leverage public dollars with private dollars raised to build parks and recreation capital projects in selected areas. For instance, the City would offer to match dollar for dollar private fund-raising efforts of community organizations. Such public/private partnerships have proven extremely successful in other communities and serve as a catalyst for action.

Columbia, Missouri

The City of Columbia should consider creating a new position with primary responsibility for increasing private fund raising.

We would recommend that the City consider the hiring of a part-time person as a "Development Officer". This position would be principally involved with various fund-raising activities including donor research, solicitation, grant writing and administration of a donor/potential donor data base.

The position should be self sufficient from donated revenues within 3 years of its creation. As revenues warrant, the position should be moved to full-time status.



# **Facilities Recommendations**

Columbia, Missouri

## RECOMMENDED CAPITAL IMPROVEMENT PROJECTS

Overview The City of Columbia has a Parks and Recreation Department that is among the top departments in the state. Numbers of parks, acres of park lands, programs offered, and the quality of maintenance all contribute to the success of the Department.

> Projects at existing parks that are recommended within this report generally fall into one of three categories:

- 1. Projects recommended due to recent safety guidelines and/or due to routine renovation.
- 2. Projects recommended to increase useability of a particular site or to increase the potential for recreational programming.
- 3. Projects recommended that have been planned for some time but not implemented.

New park land acquisition and development projects are recommended within this report as well. These are designed to address deficiencies noted during the analysis portion of the Master Plan, and to develop facilities in areas of the City where facilities appear to be lacking.

Recommended Capital Improvement Projects have been separated into "Development Packages". This grouping of projects which are similar in type and scope allows for recommendations which match areas of analysis. These Development Packages are:

Development Package "A": Acquisition

Development Package "B": Neighborhood Parks: Renovation and New Development

Development Package "C": Athletic Facilities and Sports Fields

Development Package "D": Greenbelt and Trail System

Development Package "E": Special Facilities

A complete listing of recommended Capital Improvement Projects for the ten-year planning period follows a description of each Development Package.

## DEVELOPMENT PACKAGE "A"; ACQUISTION

Based upon the analysis regarding existing parks locations within the City, recommendations are made for acquisition of new park land. While several areas of the City are served very well by parks, others are not so well served.

### Neighborhood Parks

It is recommended that the goal of the Department be to provide a neighborhood park within one-half mile of all residential areas of the City. Currently, the central area of the City is served as such, but areas of the southwest and other areas of town are not. This Master Plan recommends that the City pursue the acquisition of twelve (12) neighborhood park sites in various areas of town.

These twelve general areas of recommended acquisition are shown on the following map. They are shown in areas that are not currently served adequately by a neighborhood park. Some are in developed areas of the City, and others are in areas of planned growth.

- A neighborhood park should be acquired in the Park DeVille area.
- The west and southwest areas of Columbia should be targeted for approximately five (5) new neighborhood parks.
- Three (3) new parks should be located in the southeast area of the City.
- Three new parks should be pursued in the north-central area of Columbia, as well.

These new neighborhood parks should range in size from 1 - 5 acres, should be located within residential neighborhoods, and should be accessible by pedestrians.

Available methods of acquisition are numerous. It is the recommendation of this Master Plan that park land be acquired in one or a combination of the following methods:

A) The simplest method of acquiring land will be to simply buy it. However, funding limitations may restrict the effectiveness of this

method. In addition, recommendations such as those contained in this report tend to result in speculative land prices.

B) In developed areas of the City, tax-delinquent properties should be examined to see if any opportunities exist.

C) The City should actively pursue any public-private partnership opportunities to gain park land. For instance, the City may offer utility extensions or taxing benefits in return for land deeded to the City.

D) Another method of land acquisition involves a dedication ordinance. When property is being developed within the City limits, the developer either deeds land for park space to the City, or contributes to a fund dedicated to park land acquistion. Many communities throughout the country have such ordinances. The City may make this dedication a part of the platting process for new subdivisions, should set criteria for what types of land can be deeded to the City, and the City should include development of that park in its' Capital Improvement Program.

#### **Community Parks**

During the Analysis portion of the Master Plan, community parks were divided into two types - 1) the "true" community park (open space, sports fields, picnic facilities, tennis, etc.), and 2) those which, although classified as community parks due to size, are more special-use in nature (golf, historical, etc.). Recommendations of this Master Plan are for the first type of community park.

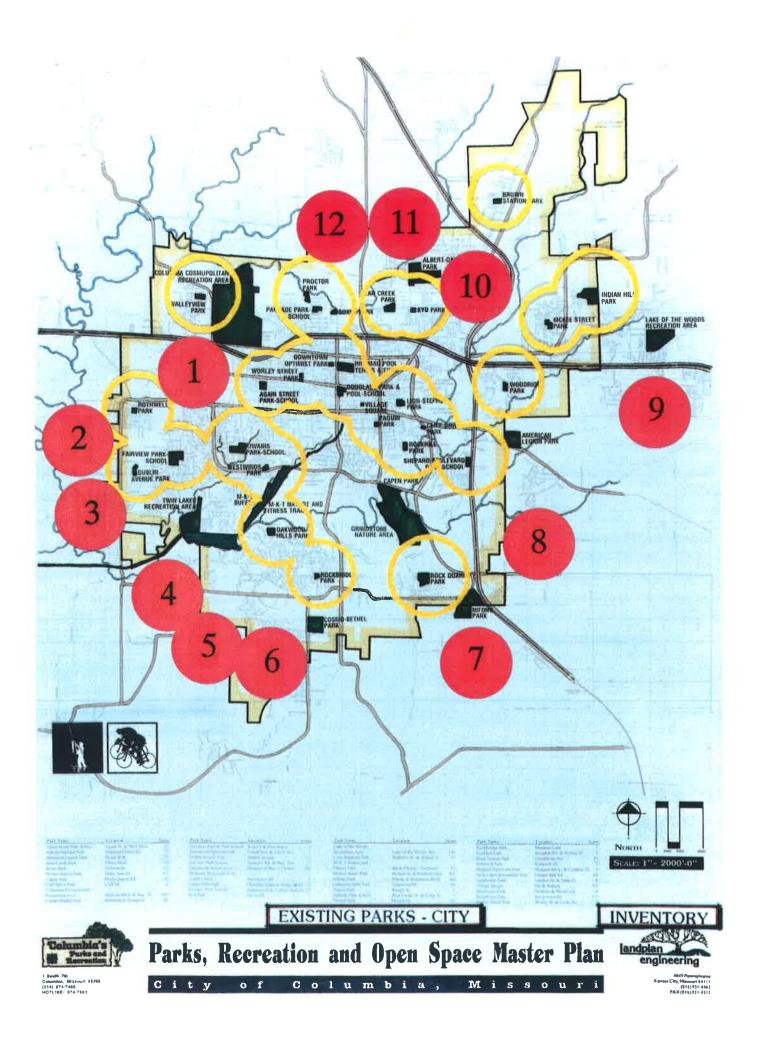
A deficiency was recognized during the Analysis phase for a community park in two areas of the City - 1) the southwest area, and 2) the southeast.

The City has recently learned that it will be deeded 100 acres of farmland adjacent to Fairview Park at some point in the future. This land, known as the Russell property, is being given to the City by the owners as a gift, to be used for a park. This land, when acquired, will solve the acquisition issue in this area of town. In the future, the City may also want to explore the acquisiton of another parcel of similar size

adjacent to this tract (owned by the same owner). This would provide options for development well into the next century.

The City should actively pursue the acquisiton of a community park site in the southeast area of town. This site should be located in the vicinity of New Haven Road and Highway 63, and should be a minimum of approximately 80 acres in size.

Summary Report 2: Analysis/Recommendations



## DEVELOPMENT PACKAGE "B": NEIGHBORHOOD PARKS: RENOVATION AND NEW DEVELOPMENT

This area of recommendations deal with both existing and proposed neighborhood park sites. Following this section is a detailed listing of proposed projects by park, accompanied by a statement of probable cost.

The objective of a neighborhood park should be twofold: 1) to provide open space within neighborhoods, and 2) to provide play opportunities for children and, secondarily, adults.

To this end, recommended Capital Improvement Projects for existing parks are designed to meet these objectives. Recommended improvements include renovating playgrounds to meet current safety standards, to provide for access and use by the disabled, and to provide a playground in every neighborhood park. Other improvements deal with sports courts and fields, tennis courts, picnic areas, and with the construction of walking trails. Some of the projects are highlighted below.

Again Street Park is recommended to have a new surface installed under the playground equipment which meets current safety standards.

**Boxer Park** is recommended to remain in its' natural state, and to become a link in the proposed greenbelt.

A new sport court, picnic shelter, and walking trail is recommended for Brown Station Park.

At **Douglass Park**, recommended improvements include new fencing along Providence Road, as well as upgraded lighting.

To address concerns at Douglass regarding the fact that pool patrons coming from the north and east (parking lot) must pass directly by a picnic shelter which makes many uncomfortable, one solution may be to initiate a Project which will "flip-flop" the parking lot and shelter.

Dublin Avenue Park is slated to receive a playground and walking trail.

**Indian Hills Park** is recommended to have an additional playground constructed, to receive new surfacing on the sport court, and expanded parking. The eastern portion of the park should be reserved for possible future soccer or play fields.

**Kyd Park**, currently undeveloped in the north portion of the City, is recommended to have a playground the walking trail constructed.

A new playground is slated for **Proctor Park**, and the picnic shelter on the south side of the road is recommended to be relocated near the new playground (on the north side).

The new **Rock Quarry Park**, in the southeast part of town, is recommended to be developed. This will provide a needed neighborhood park in this area. Improvements may include tennis courts, playground, picnic shelters, playfields, and the renovation of the existing buildings for program uses.

Development Package "A" provided recommendations regarding acquisition of new neighborhood park sites. This Development Package makes recommendations for improvements to those sites.

New neighborhood parks should be developed similarly, however, not identical. Each individual site must be evaluated after acquistion to determine the appropriateness of planned improvements. For example, topography may not permit soccer fields. However, for the purpose of the Master Plan, the following improvements are recommended to occur in ne neighborhood parks:

- Playground meeting current safety and accessibility guidelines.
- Sport court (basketball/volleyball).
- Picnic shelter and/or tables.
- ► A walking trail which meets guidelines for accessibility.

## DEVELOPMENT PACKAGE "C": ATHLETIC FACILITIES AND SPORTS FIELDS

Recommendations are made within this Master Plan for existing facilities' renovation and maintenance, as well as for new facilites. A detailed listing of these projects is included within the Capital Improvement Project listings following, along with statements of probable costs.

Projects are recommended to increase the potential for users, to increase the "playability" of fields, to renovate detiorating facilities, and to provide facilities in various areas of the City which may currently be underserved.

In existing parks, projects deal mainly with renovation and improvements to existing facilities. However, some proposed projects will increase the number of facilities within a given park. Some highlights of proposed projects for existing parks are:

Albert-Oakland Park's swimming pool is in need of renovation mechanical systems and decking. This project is recommended to occur, and should include features such as slides, water play structures, and others intended to increase the pool's usage as a aquatic, leisure facility. The existing tennis courts should be re-surfaced and remove the crown which now exists on the courts.

Renovation of the bleachers and playground, as well as new fencing on the small softball field is recommended at American Legion Park.

Columbia **Cosomopolitan Park**, home to the Rainbow Softball Complex, soccer fields, the Antimi Youth Baseball Complex, and the Nickell Golf Course, is recommended to receive several new projects which will increase the available number of facilities. This will allow the Department to increase the number of adult and youth sports teams able to participate. These include:

At the **Rainbow Complex**, the restroom and concession building should be expanded, anti-glare shields should be installed on the ballfield lighting, and an outdoor basketball court is recommended to facilitate a night basketball league.

At the Antimi Youth Baseball Complex, a renovation is recommended which will add two (2) girl's fast-pitch softball fields to the complex. The Harris Picnic Shelter is recommended to be re-located to the north of soccer field C 9, which will allow for the two new fields and approximately 100 parking spaces to be constructed in the area to the southeast of the existing fields. In addition, the temporary T-ball fields should be upgraded to permanent, and a new playground should be installed near the entrance to the complex.

Two soccer fields should receive lighting in the near future, with possibly two more at some point.

The southern portion of Columbia currently has no City-owned swimming pool. A new outdoor swimming pool is recommended for construction in the northern part of **Cosmo-Bethel Park**.

Fairview Park is recommended for the installation of lighting at the tennis courts (should be shielded from adjacent residences), the construction a restroom near the tennis courts, and for the upgrade of the existing soccer fields in the western portion of the park.

Capital Improvement Projects are recommended for the new community park as identified in Development Package "A": Acquistion as the **Russell Property**. These include:

The construction of a **five-field softball/youth baseball complex**. These fields should be lighted, irrigated, and fenced. These should be sized to have the capability of hosting tournament play. A restroom and concession building should be constructed in the center of the complex, and parking for approximately 300 should be constructed.

A minimum **four-field soccer complex** is also recommended for implementation at this park. These should be lighted and irrigated, and should either share the restroom/concession facility or have a separate facility. Parking for 100 should be included within this project.

Columbia, Missouri

## DEVELOPMENT PACKAGE "D": GREENBELT AND TRAIL SYSTEM

As discussed in the analysis portion of this Master Plan, the City and private citizens have already made great strides in the development of a greenbelt and trail system throughout the City.

This Master Plan recommends that the City continue to pursue the development of this system. The Greenbelt will provide open space throughout the City, will provide hiking and biking opportunities for Columbia residents, and can serve as a mechanism to preserve floodplains. The following conceptual map shows a general route (illustrated as orange arrows) for the completion of the Greenbelt loop.

Acquisition of the land and/or easements required should be the first priority of the Greenbelt project. The development of the trail itself may be incremented in pieces, however, that can not occur until the land is aquired.

The acquisition of this land should be pursued on several fronts. New plats along the identified route should dedicate the land for the system to the City. Other acquistions (utilities, public works lands, etc.) should be planned so that the Greenbelt can "piggy-back" onto them. Other public ownerships (railroad, highways, etc.) may also be able to accomodate the trail system. The City may be able to initiate other plans similar to the agreement in place for the City to obtain the Quarry adjacent to Cosomopolitan Park (in 2028). This parcel is recommended to become a part of the Greenbelt.

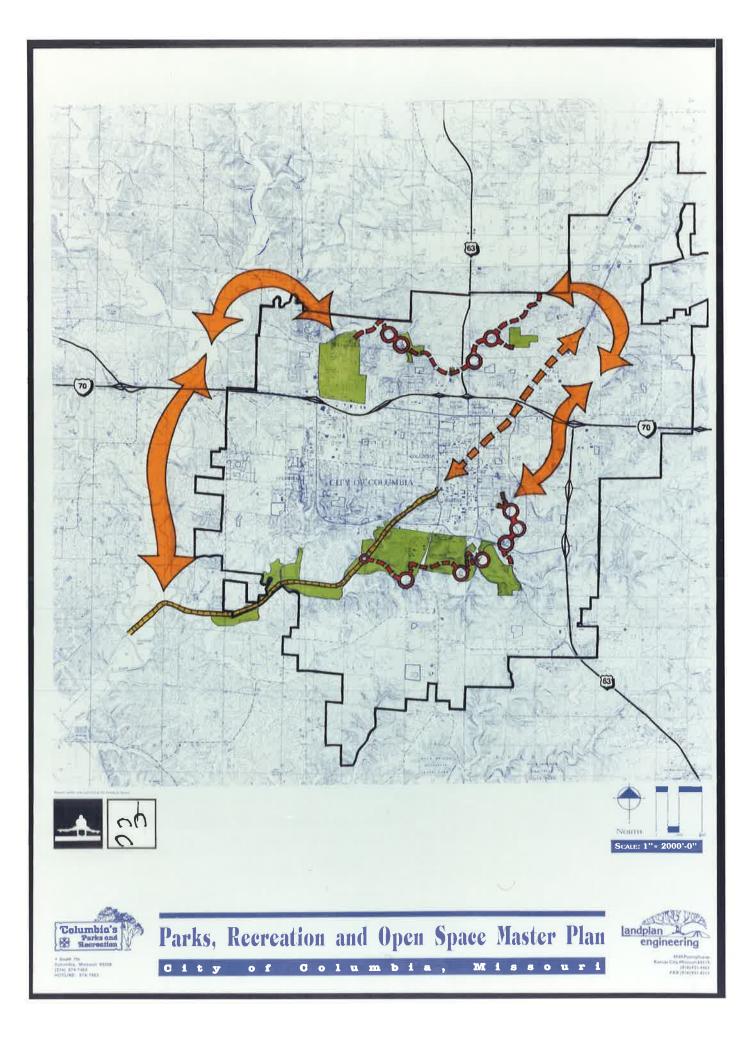
The City should also actively pursue funding outside of the normal Parks Department funding stream for the acquistion and development of the trail system. Some available sources may be Land and Water Conservation Fund grants, ISTEA grants, private foundations such as the Nature Conservancy or the Trust for Public Land, private sponsorship, and land gifts.

The trail system itself should be designed to continue the work previously initated. As shown on the following map, the "loop" should be connected from the Hinkson to the Bear Creek drainageways, and along the Perche Creek drainageway to connect the northern and southern legs of the Greenbelt.

Columbia, Missouri

In addition, "spokes" should be developed from the Greenbelt to the interior of the City. Users should be able to walk and/or bicycle from neighborhoods to the Greenbelt. This may be accomplished by developing trails in other parks which provide linkages and by providing sidewalks and/or bicycle lanes to the Greenbelt. These spokes should not only connect neighborhoods, but should also attempt to link other transit opportunities such as bus service to the Greenbelt. A potential link that should be explored is the railroad right-of-way between downtown and the northeast corner of town. This link, if available for use, would connect downtown and the MKT Trail through the center of the City to the Greenbelt. This particular project might have potential for ISTEA funding due to its' dual use of a transportation corridor.

The trails should be designed to be fully accessible per the guidelines of ADAAG, should, wherever possible, separate pedestrians and cyclists (for safety reasons), should minimize water crossings to reduce cost, and should have rest areas at selected locations.



Columbia, Missouri

#### DEVELOPMENT PACKAGE "E": SPECIAL FACILITIES

Capital Improvement Projects recommended as a part of this package are considered separately from the previously mentioned projects due to one of two primary factors. They are either 1) of a specialized nature and/or use, or 2) they require a large capital expense which may not be fundable through the normal operating budget. These recommended projects are as follows:

The City of Columbia should pursue the development of a **Community Recreation Center** at the former site of the Boone County Fairgrounds. This multi-million dollar project potentially may be funded through a financing mechanism that may include the issuance of bonds requiring a vote of the people. The Center should include features as outlined in the Programming Guide for the Center which was prepared in March of 1994. Features to be contained within the Center include:

- Gymnasium space which will accomodate three (3) full-sized basketball courts (which will allow six small courts).
- ► Five (5) racquetball courts.
- ► A natatorium which will include a leisure pool, lap pool, warm water (therapeutic) pool, and sauna/steam room.
- An adult/seniors activity area with lounge, game room, kitchen, meeting space, and office space.
- A youth activity area which can include program areas for after-school programs as well as game rooms.
- ► A children's area with an indoor playground.
- Miscellaneous administrative, meeting space, and locker facilities.

As currently programmed, this facility will contain approximately 105,000 square feet, and is estimated to be an approximately \$ 11.5 million facility.

As an adjacent or attached facility, this Master Plan recommends that the City pursue the development of an Ice Arena. This would be a yearround facility which would provide for ice hockey leagues as well as open skating. It is the recommendation of this Master Plan that the City pursue this project as a joint-venture operation with a private developer. This developer would then provide some measure of the funding, and

would be the operator of the facility.

Nifong Park is also recommended to receive improvements in this Development Package. The historical buildings in the Park are recommended to be renovated. This renovation should provide for updated mechanical and electrical systems, and should meet all requirements of the ADAAG. In addition, a new outdoor amphitheater is recommended for inclusion into the park, as well as parking lot renovation and expansion.

A Nature Center is recommended to be constructed at Grindstone Nature area. This Center should be explored as a joint-venture with the State of Missouri, possibly the Department of Conservation. The Center should be designed in an "environment-friendly" manner, and could provide interpretative/educational programs for the general public and school groups. Adjacent to Grindstone, Capen Park is recommended to receive a picnic shelter, restroom, and parking lot.

Near the Burford Shelter in Cosmopolitan Park, an Accessible Playground is recommended for construction. This Playground will provide play opportunities for disabled children alongside able-bodied children.

At some point in the future, the City will, in all likelihood, need to develop a **third golf course**. One possible scenario for this would be to acquire the remainder of the Russell property (see Development Packages "A" & "C") to construct this course on the City's west side.

The City should actively pursue gaining full control of the National Guard Armory downtown. At present, the City has a use agreement with the Federal government which allows them to use the gymnasium on a limited basis. If control is gained, recommended improvements include expanding gymnasium space and renovation for office space.

Columbia, Missouri

# RECOMMENDED CAPITAL IMPROVEMENT PROJECTS, 1995-2004: EXISTING PARKS RENOVATION AND DEVELOPMENT

Note: Probable Costs as shown below represent contracted work.

| <u>Location</u> | Project   | Pro | bable Cost |
|-----------------|---|-----|------------|
| Again Street    | Replace Backstop                                      | \$  | 1,500      |
|                 | Construct Sand Volleyball Court near Shelter          | \$  | 5,000      |
|                 | Play Equipment Surfacing w/ Edging                    | \$  | 2,000      |
|                 | - Note: Evaluate Play Equipment for Safety Compliance |     |            |
| Albert-Oakland  | Renovate Pool (mechanical & deck)                     | \$  | 750,000    |
|                 | Re-construct Tennis Courts (5)                        | \$  | 150,000    |
|                 | Renovate Playground                                   | \$  | 60,000     |
|                 | Re-surface Volleyball/Basketball Courts               | \$  | 10,000     |
|                 | Install New Light Fixtures at Ballfields              | \$  | 25,000     |
|                 | Replace 20-station Fitness Course                     | \$  | 5,000      |
|                 | Upgrade Sand Volleyball Court                         | \$  | 3,000      |
| American Legion | Renovate Playground                                   | \$  | 45,000     |
|                 | Renovate Bleachers Area                               | \$  | 20,000     |
|                 | Replace Fencing at Small Ballfield                    | \$  | 10,000     |
| Bear Creek      | Play Equipment Surfacing w/ Edging                    | \$  | 2,000      |
| ×               | Remove Large Play Equipment Piece                     | \$  | 500        |
|                 | Re-Surface Sport Court                                | \$  | 8,000      |
| Boxer           | Construct Pedestrian Access                           | \$  | 1,500      |
|                 | - Note: Maintain park in natural state as part of     |     |            |
|                 | Bear Creek Greenbelt.                                 |     |            |
| Brown Station   | Construct Play Court                                  | \$  | 15,000     |
|                 | Construct Picnic Shelter                              | \$  | 40,000     |
|                 | Construct Walking Trail                               | \$  | 40,000     |
|                 | Upgrade Playground Surfacing                          | \$  | 1,000      |
|                 | Park Entry  | \$  | 15,000     |
|                 | - Walk surfacing, Landscaping, Signage                |     |            |
| Capen           | Re-construct Entry Drive & Construct Parking (25)     | \$  | 40,000     |
|                 | Construct Picnic Shelter                              | \$  | 40,000     |
|                 | Construct Restroom                                    | \$  | 60,000     |
|                 | Construct Trail as part of Greenbelt                  |     |            |

Columbia, Missouri

| Cliff Drive  | Install New Day Reviewant                                      | \$      | 10,000    |
|--------------|--|---------|-----------|
|              | Install New Play Equipment                                     | 3       | 10,000    |
| Cosmopolitan | Rainbow Softball Center:                                       |         |           |
|              | Expand Restroom and Indoor Concession                          | \$      | 100,000   |
|              | Install Anti-Glare Shields on Ballfield Lights                 | \$      | 10,000    |
|              | Upgrade Sand Volleyball Courts                                 | S       | 6,000     |
|              | Construct Horseshoe Pits                                       | \$      | 3,000     |
|              | Renovate Playground  | \$      |           |
|              | Construct Outdoor Basketball Court                             | S       | 20,000    |
|              | Antimi Youth Baseball Complex:                                 |         |           |
|              | Re-locate Harris Shelter (north of Soccer C 9)                 | \$      | 20,000    |
|              | Re-route Service Road, Construct Parking (100)                 | \$      | 100,000   |
|              | Construct (2) Girl's Fast-Pitch Softball Fields                | \$      | 200,000   |
|              | - Lighted, Fenced, Bleachers & Walks                           |         |           |
|              | Upgrade (2) Temporary T-Ball Fields to Permanent               | \$      | 30,000    |
|              | Replace Ballfield Lighting Fixtures                            | \$      |           |
|              | Construct Playground (north side of main entry walk)           | \$      | 60,000    |
|              | Soccer Fields: Install Lighting at Two (2) Fields              | \$      | 60,000    |
|              | Nickell Golf Course:   |         |           |
|              | Re-build Approx. 1/2 Greens and Tees                           | \$      | 450,000   |
|              | Irrigate Fairways  |         | 125,000   |
|              | Construct Concrete Cart Paths                                  |         | 250,000   |
|              | Re-build Driving Range Tees & Replace Net/Poles                | \$      | 75,000    |
|              | Burford Shelter Area:  |         |           |
|              |  | \$      | 30,000    |
|              | Renovate Shelter   | ء<br>\$ | 56,000    |
|              | Construct Accessible Playground                                | 9       | 50,000    |
|              | Parks Management Center:                                       |         |           |
|              | Renovate Shop Building   | S       | 80,000    |
|              | <ul> <li>Energy Efficiency, Multi-Bay Entry @ North</li> </ul> |         |           |
|              | Construct Additional Storage Sheds                             | \$      | 30,000    |
|              | Construct Walking Trail throughout Park (10 mi.)               | \$      | 400,000   |
| Cosmo-Bethel | Construct Additional Picnic Shelter Complex                    | \$      | 80,000    |
|              | Construct Soccer Practice Area/Playfield                       | \$      | 15,000    |
|              | Construct Walking Trail  | \$      | 60,000    |
|              | Construct Swimming Pool (north of Lake)                        | \$      | 2,000,000 |
| 20           | Construct Drive and Parking (100) (north edge of property)     | \$      |           |
| Douglass     | Replace Fence along Providence                                 | \$      | 45,000    |
| Donkiass     | Upgrade Lights & Install Underground Light Wiring              | ŝ       |           |
|              | opgrade lights a listal onderground light writing              | ę       | 10,000    |

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

|                   | Upgrade Sand Volleyball Court<br>Shelter Area:                         | \$     | 3,000     |
|-------------------|--|--------|-----------|
|                   | Construct New Picnic Shelter in location of                            | \$     | 40,000    |
|                   | Existing Parking Lot   |        |           |
|                   | Construct New Parking Lot (25) in location of                          | \$     | 30,000    |
|                   | Existing Picnic Shelter<br>Landscaping & Walks                         | \$     | 10.000    |
|                   | Landscaping & Walks  | 3      | 10,000    |
| Downtown Optimist | Re-Surface Sport Court   | \$     | 8,000     |
|                   | Construct Walk from Street to Shelter                                  | \$     | 3,000     |
|                   | Replace Playground Equipment   | \$     | 30,000    |
| Dublin Avenue     | Construct Playground   | \$     | 40,000    |
|                   | Construct Walking Trail  | \$     | 40,000    |
|                   |  |        |           |
| Fairview          | Construct Restroom & Drinking Fountain                                 | \$     | 60,000    |
|                   | Install Lights at Tennis Courts (shield from neighborhood)             | \$     | 40,000    |
|                   | Construct Sand Volleyball Court  | \$     | 5,000     |
|                   | Up-grade Soccer Practice Fields  | \$     | 10,000    |
|                   | Construct Parking Lot (30) at Plymouth Dr.                             | \$     | 20,000    |
|                   | <ul> <li>Note: Soccer Field and Parking improvements should</li> </ul> |        |           |
|                   | occur at time of Russell property development.                         |        |           |
| Grindstone        | Construct Walking Trail as part of Greenbelt                           |        |           |
|                   | Re-Surface Parking Lot   | \$     | 10,000    |
|                   | Construct Creek Crossing(s)  | \$     | 30,000    |
|                   | Construct Nature Center  | \$1    | ,000,000  |
|                   | Construct Restroom   | \$     | 60,000    |
| Indian Hills      | Construct Additional Playground  | \$     | 40,000    |
|                   | Re-Surface Sport Court   | ŝ      | 8,000     |
|                   | Up-grade Playfield/Backstop  | ŝ      | 5,000     |
|                   | Expand Parking to West of Existing Lot                                 | \$     | 25,000    |
|                   | Construct Additional Picnic Shelter                                    | s<br>S | 40,000    |
|                   | - Note: Land in Eastern portion of Park should                         | Э      | 40,000    |
|                   | be reserved for future play fields. Improvements                       |        |           |
|                   | should be designed to provide for future access to                     |        |           |
|                   | these fields.  |        |           |
|                   | utese fields.  |        |           |
| Kiwanis           | Up-grade Trail Surfacing   |        | \$ 20,000 |
|                   | Re-Surface East and West Entry Drive                                   | \$     | 40,000    |
| Kyd               | Construct Playground   | \$     | 40,000    |
|                   | Construct Walking Trail  | Š      | 20,000    |
|                   | Landscape  | Š      | 10,000    |
|                   |  | •      |           |

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Columbia, Missouri

| Lake of the Woods | Drill New Irrigation Well                        | \$                                    | 50,000  |
|-------------------|--|---------------------------------------|---------|
|                   | Irrigate Fairways                                | \$                                    | 125,000 |
|                   | Construct Concrete Cart Paths                    | \$                                    | 250,000 |
| Lion-Stephens     | Re-Surface Walking Trail                         | \$                                    | 20,000  |
| McKee Street      | Re-Surface Sport Court                           | \$                                    | 8,000   |
|                   | Install Seating near Playground                  | \$                                    | 5,000   |
| M.K.T. Trail      | Up-grade and Widen Surface                       | \$                                    | 100,000 |
|                   | Renovate Bridge Abutments                        | \$                                    | 100,000 |
| Nifong            | Renovate Historical Buildings                    | · · · · · · · · · · · · · · · · · · · | 500,000 |
|                   | Construct New Outdoor Amphitheater               | \$                                    | 200,000 |
|                   | Construct Walk between Museum & Maplewood        | \$                                    | 15,000  |
|                   | Construct Playground                             | \$                                    | 40,000  |
|                   | Expand and Re-Surface Parking                    | \$                                    | 150,000 |
| Oakwood Hills     | Re-Surface Sport Court                           | \$                                    | 8,000   |
|                   | Replace Playground Equipment                     | \$                                    | 30,000  |
| Paquin            | Up-grade Horseshoe Pits                          | \$                                    | 3,000   |
| Proctor           | Construct Playground                             | \$                                    | 40,000  |
|                   | Re-locate Picnic Shelter to North Area           | \$                                    | 8,000   |
|                   | Construct Walking Trail (connect to Greenbelt)   | \$                                    | 40,000  |
| Rockbridge        | Replace Play Equipment                           | \$                                    | 40,000  |
|                   | Replace Backstop Fence Fabric                    | \$                                    | 4,000   |
|                   | Re-Surface Sport Court                           | - \$                                  | 8,000   |
| 100<br>₩1         | Construct Walking Trail                          | \$                                    | 40,000  |
| Rock Hill         | Up-grade Trail System (esp. steps)               | \$                                    | 80,000  |
| Rock Quarry       | Construct Roads & Parking (100)                  | S                                     | 150,000 |
|                   | Construct Playground                             | \$                                    | 40,000  |
|                   | Construct Picnic Shelter                         | \$                                    | 40,000  |
|                   | Construct (3) Playfields (2-Soccer, 1-Softball)  | \$                                    | 15,000  |
|                   | Construct (4) Tennis Courts w/ Lighting          | \$                                    | 170,000 |
|                   | Construct Sport Court                            | \$                                    |         |
|                   | Construct Walking Trail                          | \$                                    |         |
|                   | Renovate Existing Structures for Designated Uses | \$                                    | 100,000 |
| Rothwell          | Construct Playground (northeast area)            | \$                                    | 40,000  |
|                   | Construct Walking Trail                          | \$                                    | 40,000  |
|                   |  |                                       |         |

Columbia, Missouri

| Shepard        | Install Lights at Tennis Courts             | \$<br>20,000  |
|----------------|---|---------------|
| Twin Lakes     | Construct Additional Parking                | \$<br>100,000 |
|                | Up-grade Trails                             | \$<br>40,000  |
|                | Construct Boat Launch                       | \$<br>20,000  |
|                | Construct Concession Building               | \$<br>200,000 |
|                | Construct Restroom                          | \$<br>60,000  |
|                | Construct Walks                             | \$<br>25,000  |
|                | Up-grade Entry Drive & Existing Parking Lot | \$<br>150,000 |
| Valleyview     | Re-Surface Sport Court                      | \$<br>8,000   |
| -              | Play Equipment Surfacing w/ Edging          | \$<br>2,000   |
|                | Replace Backstop                            | \$<br>2,500   |
| Village Square | Replace Benches                             | \$<br>1,000   |
| Westwinds      | Construct Playground                        | \$<br>45,000  |
|                | Construct Sport Court                       | \$<br>        |
|                | Construct Walking Trail                     | \$<br>        |
|                | Construct Picnic Shelter                    | \$<br>40,000  |
| Woodridge      | Replace Selected Playground Equipment       | \$<br>20,000  |
|                | Play Equipment Surfacing w/ Edging          | \$<br>        |
|                | Re-Surface Sport Court                      | \$<br>        |
|                | Construct Picnic Shelter                    | \$<br>40,000  |
|                | Construct Walking Trail                     | \$<br>40,000  |
| Worley Street  | Re-Surface Sport Court                      | \$<br>15,000  |
|                | Repair Wood and Chain Link Fencing          | \$<br>8,000   |
| 18             | Re-Surface Walk                             | \$<br>4,000   |

#### GRAND TOTAL:

\$10,988,000

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

Note: The following recommendations deal with two parcels of land which are not currently under the purview of the Parks Department, but which are recommended to become so. The first of these, the Bear Creek tract, is owned by the City's Public Works Department. The second, Field School, is School District property used and operated by the Parks Department.
 Bear Creek Transfer Ownership to Parks Department as part of Greenbelt

| веаг Сгеек   | Transfer Ownership to Parks Department as part of Greenbell |              |
|--------------|---|--------------|
|              | Construct Walking Trail                                     | \$<br>80,000 |
|              | Construct (4) Soccer Fields (Practice)                      | \$<br>60,000 |
|              | Construct Drive & Parking Area (50)                         | \$<br>50,000 |
|              | Develop Lake & Natural Area ("3rd" Lagoon Cell)             | \$<br>80,000 |
|              | Construct Playground  | \$<br>45,000 |
|              | Construct Picnic Shelter (2)                                | \$<br>40,000 |
| Field School | Negotiate Long-Term Use Agreement with School District      |              |
|              | Construct Playground  | \$<br>45,000 |
|              | Construct Sport Court                                       | \$<br>15,000 |
|              |   |              |

Columbia, Missouri

## RECOMMENDED CAPITAL IMPROVEMENT PROJECTS, 1995-2004: ACQUISITION AND DEVELOPMENT OF NEW PARK LAND

#### NEIGHBORHOOD PARK LAND ACQUISITION (approx. 1-5 acres)

| <u>Number</u> | Location  | <u>Prot</u> | able Cost |
|---------------|---|-------------|-----------|
| 1             | Park DeVille Neighborhood<br>- West of Stadium Dr., North of Broadway St.         | \$          | 40,000    |
| 2             | West Central<br>- West of Rte. TT, Near Georgetown/Smith Dr.                      | \$          | 50,000    |
| 3             | West South<br>- West of Rte. TT, Near Gillespie Bridge Rd.                        | \$          | 50,000    |
| 4             | West Southwest<br>- Vicinity of Vawter School Rd., East of Rte. TT                | \$          | 60,000    |
| 5             | Central Southwest<br>- Between Rte. KK & Sinclair St., South of Vawter School Rd. | \$          | 60,000    |
| 6             | East Southwest - South of Vawter School Rd., West of Bethel St.                   | \$          | 70,000    |
| 7             | West Southeast<br>- South of Nifong Park, West of Hwy. 63                         | \$          | 50,000    |
| 8             | East Southeast<br>- Vicinity of Warren Dr. & New Haven Rd.                        | \$          | 40,000    |
| 9             | East<br>- South of Lake of the Woods, South of I-70                               | \$          | 40,000    |
| 10            | Northeast<br>- Vicinity of Paris Rd. & Brown Station Rd.                          | \$          | 40,000    |
| 11            | East Northcentral<br>- East of Providence Rd. (extended), Vicinity of Smiley Ln.  | \$          | 30,000    |
| 12            | West Northcentral<br>- West of Providence Rd. (extended), Vicinity of Smiley Ln.  | \$          | 50,000    |

#### COMMUNITY PARK LAND ACQUISITION (approx. 40 acres or greater)

| 1 | Southeast                             | \$ 850,000 |
|---|---------------------------------------|------------|
|   | - Vicinity of New Haven Rd. & Hwy. 63 |            |

Columbia, Missouri

#### NEW PARK CAPITAL IMPROVEMENT PROJECTS

#### **NEW NEIGHBORHOOD PARKS**

General: Develop new Neighborhood Parks with minimum of Playground, Sport Court, Walking Trail, and Picnic Facilities.

| Location          | Project          | Probable Cost |
|-------------------|------------------|---------------|
| Rothwell          | Park Development | \$ 155,000    |
| West Central      | Park Development | \$ 155,000    |
| West South        | Park Development | \$ 155,000    |
| West Southwest    | Park Development | \$ 155,000    |
| Central Southwest | Park Development | \$ 155,000    |
| East Southwest    | Park Development | \$ 155,000    |
| West Southeast    | Park Development | \$ 155,000    |
| East Southeast    | Park Development | \$ 155,000    |
| East              | Park Development | \$ 155,000    |
| Northeast         | Park Development | \$ 155,000    |
| East Northcentral | Park Development | \$ 155,000    |
| West Northcentral | Park Development | \$ 155,000    |

Columbia, Missouri

**NEW COMMUNITY PARKS** 

| Russell Property            | <ul> <li>5-Field Softball/Youth Complex</li> <li>Lighted, Irrigated, Fenced, Concession/Restroom,<br/>Parking (300), Grading, &amp; Utilities</li> </ul>   | \$1,500,000  |
|-----------------------------|--|--------------|
|                             | <ul> <li>4-Field Soccer Complex</li> <li>Lighted, Irrigated, Concession/Restroom,<br/>Parking (100), &amp; Grading</li> </ul>  | \$ 500,000   |
| Boone County<br>Fairgrounds | Community Recreation Center<br>- Indoor Gymnasiums & Leisure Pool, Seniors &<br>Youth Program Areas, Parking & Utilities   | \$11,500,000 |
|                             | Ice Arena<br>- Recommended to be a Joint-Venture with Private Developer  |              |
|                             | Golf Course  | \$ 4,000,000 |
|                             | <ul> <li>At some point in the future, the City may consider a third golf<br/>golf course. Land may be purchased or acquired in some other m<br/>One possibility may be land adjacent to the Russell property.</li> </ul> | nanner.      |
| 12                          |  | \$5 - \$2    |
|                             | National Guard Armory  | \$ 1,000,000 |
|                             | <ul> <li>If the City obtains control of the facility, renovation for<br/>gymnasium and office space is recommended.</li> </ul>   |              |

Summary Report 2: Analysis/Recommendations

|  | Columbia Citizen Needs Provided Through Master Plan Projects<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | eeds Provided<br>D CAPITAL IM | nbia Citizen Needs Provided Through Master Plan Pr<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995 2004 | er Plan Pro<br>995-2004 | lects                |                           |                              |              |
|--|--|-------------------------------|--|-------------------------|----------------------|---------------------------|------------------------------|--------------|
| Location                                     | Project  | Probable Cost                 | eelitilse7 gnitsix3 ot stremevorgmi  | Velghborhood Park Needs | Community Park Needs | Veeded Drop-in Recreetion | notreetoeff beluberto SobeeV | Aevid Survey |
| Neighborhood Dark 1 and                      |  |                               |  |                         | >                    | V                         | N                            | H            |
| Park DeVille Neighborhood                    |  | \$40,000                      |  | >                       |                      | >                         |                              | >            |
|  |  | 000,046                       |  | < :                     |                      | × 1                       |                              | ×            |
| west central                                 |  | \$50,000                      |  | ×                       |                      | ×                         |                              | ×            |
| West South                                   |  | \$50,000                      |  | ×                       |                      | ×                         |                              | ×            |
| West Southwest                               |  | \$60,000                      |  | ×                       |                      | ×                         |                              | ×            |
| Central Southwest                            |  | \$60,000                      |  | ×                       |                      | ×                         |                              | ×            |
| East Soutwest                                |  | \$70,000                      |  | ×                       |                      | ×                         |                              | ×            |
| West Southwest                               |  | \$50,000                      |  | ×                       |                      | ×                         |                              | ×            |
| East Southeast                               |  | \$40,000                      |  | ×                       |                      | ×                         |                              | ×            |
| East   |  | \$40,000                      |  | ×                       |                      | ×                         |                              | ×            |
| Northeast                                    |  | \$40,000                      |  | ×                       |                      | ×                         |                              | ×            |
| East North (Central)                         |  | \$30,000                      |  | ×                       |                      | ×                         |                              | ×            |
| West North Central                           |  | \$50,000                      |  | ×                       |                      | ×                         |                              | ×            |
|  |  |                               |  |                         |                      |                           |                              |              |
| Community Park Land                          |  |                               |  |                         |                      |                           |                              |              |
| Acquistion                                   |  |                               |  |                         |                      |                           |                              |              |
| Southeast                                    |  | \$850,000                     |  |                         | ×                    | ×                         | ×                            | ×            |
| New Neighborhood Parks                       |  |                               |  |                         |                      |                           |                              |              |
| Development                                  |  |                               |  |                         |                      |                           |                              |              |
| Park DeVille Neighborhood                    | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| West Central                                 | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| West South                                   | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| West Southwest                               | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| Central Southwest                            | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| East Soutwest                                | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| West Southwest                               | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| East Southeast                               | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| East   |  | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| Northeast                                    | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| East North (Central)                         |  | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
| West North Central                           | Park Development   | \$155,000                     |  | ×                       |                      |                           | ×                            | ×            |
|  |  |                               |  |                         |                      |                           |                              |              |
| SUDICIAL IVEW FAIKS ACQUISTION & DEVELOPMENT |  | \$3,230,000                   |  |                         | -                    | -                         |                              |              |

|  | yeviu2 of qifianolfelefi dgif             | I             |             |                  |   | ×                      |         | ×                      |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               | , I - I                  |                           |                             |                   |                       |                                    |                              |                            | ]              |
|--|---|---------------|-------------|------------------|---|------------------------|---------|------------------------|-------|--------------------------|---------------------------|-------------------------|------------------------|---------------------|----------|-------------------|-------------------|---|-------------|--------------------------|-------------------------------|--------------------------|---------------------------|-----------------------------|-------------------|-----------------------|------------------------------------|------------------------------|----------------------------|----------------|
|  | noisserceñ belubericS bebee/              | 1             |             |                  |   | ×                      |         | ×                      | (     |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            | _              |
|  | noiteeta Drop-In Recreetion               |               |             |                  |   |                        |         |                        |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            |                |
| ojects   | Community Park Needs                      | ł             |             |                  | : | ×                      |         | ×                      |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            | _              |
| r Plan Pr<br>995-2004  | abaan Park Naads                          | 1             |             |                  |   |                        |         |                        |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            |                |
| h Maste<br>AENTS 13  | sbeety Needs                              |               |             |                  |   |                        |         |                        |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            | _              |
| d Throug<br>APROVEN  | eeiiilise? galatia to Existing Facilities |               |             |                  |   |                        |         |                        |       |                          |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            |                |
| eds Provide<br>D CAPITAL IA  | Probable Cost                             |               |             |                  |   | \$1,500,000            |         | \$500.000              | 00000 | \$11,500,000             |                           |                         |                        |                     |          |                   |                   |   | \$4,000,000 |                          |                               |                          |                           |                             |                   | <br>\$100,000         |                                    |                              |                            |                |
| Columbia Citizen Needs Provided Through Master Plan Projects<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | Project                                   |               |             | Park Development |   | 5 Field Softball Youth | Complex | 4 Field Soccer Complex |       | Community Recreation     | Center - Indoor Gymnasium | & Leisure Pool, Seniors | & Youth Program Areas, | Parking & Utilities | ac Arnes | Decommonded to be | recommended to be | a joint development with<br>private developer | Golf Course | At some point city might | consider a third golf course. | Land may be purchased or | acquired. One possibility | may be land adjacent to the | Russell property. | National Guard Armory | If the city obtains control of the | facility, renovation for the | gymnasium and office space | Is recommended |
|  | Location                                  | ity Park Land | Development |                  |   | Kussell Property       |         |                        |       | Boone County Fairgrounds |                           |                         |                        |                     |          |                   |                   |   |             |                          |                               |                          |                           |                             |                   |                       |                                    |                              |                            |                |

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|---|-------------------------------|--|-----------|------------------------------------|--------------|------------------------|----------------------|---------------------------|-----------------------------|------------------------------|
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | Project                       | Proba  | able Cost | aitilitag galteix3 of stremevorymi | sbeev yjetes | иеідироцьоф Беrk Иееds | Community Park Needs | Needed Drop-in Recreation | Needed Scheduled Recreation | yevrus of gintenoitsiba ngiH |
| $v_{10,000}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{2}$  | Construct Play Court          |  | ¢15 000   |                                    |              | >                      |                      |                           |                             |                              |
| $$40,000$ $\times$  | Construct Picnic Shelter      |  | \$40.000  |                                    |              | < >                    |                      | *                         |                             |                              |
| $\begin{array}{c ccccccccccccccccccccccccccccccccccc$   | Construct Walking Trail       |  | \$40,000  |                                    |              | ×                      |                      | :                         |                             |                              |
| $\begin{array}{c c c c c c c c c c c c c c c c c c c $  | Upgrade Playground Surf       |  | \$1,000   |                                    |              | ×                      |                      |                           |                             |                              |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | Wallk Surfacing, Landscape,   | ape,   | \$15,000  | ×                                  | ×            | ×                      |                      |                           |                             |                              |
| $\begin{array}{ c c c c c c c c c c c c c c c c c c c$  | Signage                       |  |           | ×                                  |              | ×                      |                      |                           |                             |                              |
| \$40,000 $$40,000$ $$40,000$ $$40,000$ $$x         x           see Greenbett         $10,000 x x x x $10,000 x x x x x x $10,000 x x x x x x $100,000 x x x x x x $10,000 x x x x x x$  | Reconstruct Entry Drive       | ৵  | \$40,000  |                                    |              |                        |                      |                           |                             |                              |
| \$40,000       \$40,000       \$40,000       \$40,000       \$50,000 | Construct Parking (25)        |  |           |                                    |              |                        |                      |                           |                             |                              |
| \$60,000       x       x       x         \$10,000       x       x       x         \$100,000       x       x       x         \$50,000       x       x       x         \$20,000       x       x       x         \$20,000       x       x       x         \$100,000       x       x <td>Construct Picnic Shelter</td> <td></td> <td>\$40,000</td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td></td>   | Construct Picnic Shelter      |  | \$40,000  |                                    |              |                        |                      | ×                         |                             |                              |
| see Greenbert       \$10,000       X       X       X         \$100,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X <td>Construct Restroom</td> <td>-07-1</td> <td>\$60,000</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>   | Construct Restroom            | -07-1  | \$60,000  |                                    |              |                        |                      |                           |                             |                              |
| \$10,000       X       X       X         \$100,000       X       X       X         \$10,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X  | Construct Trail               | see  | Greenbelt |                                    |              |                        |                      |                           |                             |                              |
| \$100,000       X       X         \$100,000       X       X         \$100,000       X       X         \$\$100,000       X       X         \$\$\$5,000       X       X         \$  | Install New Play Equipment    |  | \$10,000  | ×                                  | ×            | ×                      |                      |                           |                             |                              |
| \$100,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X  | Rainbow Softball Complex      | ex   |           |                                    |              |                        |                      |                           |                             |                              |
| \$10,000       X       X       X         \$6,000       X       X       X         \$6,000       X       X       X         \$3,000       X       X       X         \$40,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X  | Expand Restroom & Indoor      |  | 100,000   | ×                                  |              |                        | ×                    |                           | ×                           |                              |
| \$10,000       X       X       X         \$6,000       X       X       X         \$6,000       X       X       X         \$3,000       X       X       X         \$40,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X  | Concession                    |  |           |                                    |              |                        |                      |                           |                             |                              |
| \$10,000       X       X         \$6,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X  | Install Anti-Glare Shields    |  |           |                                    |              |                        |                      |                           |                             |                              |
| \$6,000     X     X     X       \$3,000     X     X     X       \$40,000     X     X     X       \$20,000     X     X     X       \$20,000     X     X     X       \$20,000     X     X     X       \$100,000     X     X     X       \$100,000     X     X     X   | on Ballfield Lights           |  | \$10,000  | ×                                  |              |                        | ×                    |                           | ×                           |                              |
| \$3,000       X       X       X       X         \$40,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X         \$100,000       X       X       X       X   | Courts                        |  | 000'06    | <                                  |              |                        | <                    | ×                         | <                           |                              |
| \$40,000     X     X     X     X       \$20,000     X     X     X     X       \$20,000     X     X     X     X       \$100,000     X     X     X     X       \$100,000     X     X     X     X  | Construct Softball Pits       |  | \$3,000   |                                    |              |                        | ×                    | ×                         | ×                           |                              |
| \$20,000 X X X X X X 4 4 4 4 4 4 4 4 4 4 4 4  | Renovate Playground           | *  | \$40,000  | ×                                  | ×            |                        | ×                    | ×                         |                             |                              |
| \$20,000 X X X X X X X X X X X X X X X X X  | Construct Outdoor Basketbal   | ketball  |           |                                    |              |                        |                      |                           |                             |                              |
| \$20,000 X X X X X X X X X X X X X X X X X  | Court                         | \$   | \$20,000  | ×                                  |              |                        | ×                    | the second                |                             | ×                            |
| \$100,000 X X X X X X X X   |                               |  |           |                                    |              |                        |                      |                           |                             |                              |
| \$100,000 X X X X   | Relocate Harris Shelter       | *  | \$20,000  | ×                                  |              |                        | ×                    | ×                         | ×                           |                              |
|   | Re-route Service Road         |  | 100,000   | ×                                  |              |                        | ×                    | ×                         | ×                           |                              |
|   | Construct (2) Girls Fastpitch |  | 200,000   |                                    |              |                        |                      |                           |                             |                              |
| tpitch \$200,000  | Diamonds - Lighted, Fenced    |  |           |                                    |              |                        |                      |                           |                             |                              |
| Ť   | STUDELS & WALKS               | ň  |           |                                    |              |                        |                      |                           |                             |                              |

|  | YevruS of qiftenoiteleR figH        |                         |                     |                            |          |                      |                             |                                |                  |          |                     |                         |          |                   |                               |                            |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |
|--|-------------------------------------|-------------------------|---------------------|----------------------------|----------|----------------------|-----------------------------|--------------------------------|------------------|----------|---------------------|-------------------------|----------|-------------------|-------------------------------|----------------------------|-----------------------|------------------|----------------------|------------------------|----------|---|--------------------------|------------------------|----------------------------|-------------------|------------------------------|-------|-------------------------|----------------------------|-------|---|
|  | noitseted Belubeds Sebeel           | ×                       |                     | ×                          |          |                      |                             | >                              | <                |          | >                   | ×                       |          | ×                 | ×                             | ×                          |                       | ×                |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |
|  | Needed Drop-In Recrestion           | ×                       |                     |                            |          | ×                    |                             |                                |                  |          |                     |                         |          |                   |                               |                            |                       | ×                |                      |                        | _        |   |                          |                        |                            |                   |                              |       | ×                       |                            |       |   |
| acts   | Community Park Needs                | ×                       |                     | ×                          |          | ×                    |                             | >                              | <                |          | ;                   | ×                       |          | ×                 | ×                             | ×                          |                       | ×                |                      |                        |          |   |                          | ×                      |                            |                   |                              |       | ×                       |                            |       |   |
| an Proje<br>-2004  | sbeeN And boorhodrigieN             |                         |                     |                            |          |                      |                             |                                |                  |          |                     |                         |          |                   |                               |                            | _                     |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |
| 1995   | Safety Needs                        |                         |                     |                            |          |                      |                             |                                |                  | +        |                     |                         | _        | _                 |                               |                            |                       |                  |                      |                        |          | _ | _                        |                        |                            |                   |                              |       |                         |                            | <br>_ |   |
| gh Ma:<br>MENTS  |                                     |                         |                     |                            |          |                      |                             |                                |                  |          |                     |                         |          |                   |                               |                            |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |
| PROVE  | selfillos7 gniteix3 ot etnemevorqmi | ×                       |                     | ×                          |          |                      |                             | >                              | <                |          |                     | ×                       |          | ~                 | ×                             | ×                          |                       | ×                |                      |                        |          |   |                          | ×                      |                            |                   |                              |       |                         |                            |       |   |
| Columbia Citizen Needs Provided Through Master Plan Projects<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | Probable Cost                       | \$30,000                |                     | \$15,000                   |          | \$60,000             |                             | 000000                         | 000,04%          |          | AE0 000             | \$450,000               |          | \$125,000         | \$250,000                     | \$75,000                   |                       | \$30,000         | \$100,000            |                        |          |   |                          | \$80,000               |                            |                   | \$30,000                     |       | \$400,000               |                            |       |   |
|  |                                     | Balt                    |                     | 0                          |          |                      | allk)                       | ahta                           | GIIIS            |          |                     |                         |          |                   | t Paths                       | ees                        |                       |                  |                      | pe                     |          |   | ter:                     |                        | ılti-                      |                   | orage                        |       |                         | files)                     |       | _ |
| RECON  | ż                                   | Upgrade 2 Tempory T-Bal | ermanent            | Replace Ballfield Lighting |          | Jayground            | (north side of entry wallk) | Conner Einligen Install Lichte | Ture (10) Elelle | / Lieids | Course:             | Hebuild Selected Greens |          | ways              | Construct Concrete Cart Paths | Rebuild Driving Range Tees | elter Area:           | helter           | Accessible           | Playground * Scheduled |          |   | Parks Management Center: | Renovate Shop Building | -Energy Efficiency, Multi- | @ North           | Construct Additional Storage |       | Construct Walking Trail | throughout Park (10 Miles) |       |   |
| 3  | Project                             | Upgrade 2               | Fields to Permanent | Replace Ba                 | Fixtures | Construct Playground | (north sid                  | Coccer Fiel                    | Source Lie       |          | NICKEI GOIT COURSE: | Hebuild Sel             | and Tees | Irrigate Fairways | Construct (                   | Rebuild Dri                | Burford Shelter Area: | Renovate Shelter | Construct Accessible | Playgroun              | for 1995 | - | Parks Mana               | Renovate S             | -Energy E                  | Bay Entry @ North | Construct /                  | Sheds | Construct \             | throughou                  |       |   |
|  | Ř                                   | II Complex              |                     |                            |          |                      |                             |                                |                  |          |                     |                         |          |                   |                               |                            |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |
|  | Location                            | Antimi Baseball Complex | (Continued)         |                            |          |                      |                             |                                |                  |          |                     |                         |          |                   |                               |                            |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |       |   |

| RECOMMENDE   | RECOMMENDED CAPITAL IMPROVEMENTS 1995.2004 | Columbia Citizen Needs Provided Through Master Plan Projects<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | aster P<br>S 1995 | an Proj<br>-2004       | ects                |                         |                              |                               |
|--|--|--|-------------------|------------------------|---------------------|-------------------------|------------------------------|-------------------------------|
| Project  | Probable Cost                              | seitilisad gniteixa ot stnemevorqm   | sbeen yjets       | иерриоглоод Рагк Мееds | sbeeN Are9 virummoC | nobsersef ni-qord bebee | nolteetoef belubertos bebeel | yevtuS of qirtsnoffsleff righ |
| Shelter Complex  |  | I  |                   | -                      | 2                   | 4                       | 4                            | 1                             |
| Construct Soccer Practice                                    | \$15,000                                   | ×  |                   |                        | ×                   | ×                       | ×                            |                               |
| Area/Playfield   |  |  |                   | -                      |                     |                         |                              |                               |
| Construct Walking Trail                                      | \$60,000                                   |  |                   |                        | ×                   | ×                       |                              |                               |
| Construct Swimming Pool                                      | \$2,000,000                                |  |                   |                        | ×                   | ×                       | ×                            |                               |
| (north of Lake)  |  |  |                   |                        |                     |                         |                              |                               |
| Construct Drive and Parking<br>(100)(north edge of property) | \$100,000                                  |  |                   |                        | ×                   | ×                       | ×                            |                               |
|  |  |  |                   |                        |                     |                         |                              |                               |
| Replace Fence Along  | \$45,000                                   | ×  |                   | ×                      |                     |                         |                              |                               |
| Providence   |  |  |                   |                        |                     |                         |                              |                               |
| Upgrade Lights and Install                                   | \$10,000                                   | ×  |                   | ×                      |                     | ×                       | ×                            |                               |
| Underground Light Wiring                                     |  |  |                   |                        |                     |                         |                              |                               |
| Upgrade Sand Volleyball                                      | \$3,000                                    | ×  |                   | ×                      |                     | ×                       | ×                            |                               |
| ourt   |  |  |                   |                        |                     |                         |                              |                               |
| Iter Area:   |  |  |                   |                        |                     |                         |                              |                               |
| Construct New Picnic Shelter                                 | \$40,000                                   | ×  | _                 | ×                      |                     | ×                       | ×                            |                               |
| In location of Existing                                      |  |  |                   |                        |                     |                         |                              |                               |
|  | 000 001                                    | ;  |                   | ;                      |                     | ;                       | ;                            |                               |
| Construct New Parking Lot<br>(25) in location of Existing    | \$30,000                                   | ×  |                   | ×                      |                     | ×                       | ×                            |                               |
| Picnic Shelter   |  |  |                   |                        |                     |                         |                              |                               |
| Landscaping and Walks  | \$10,000                                   | ×  |                   | ×                      |                     |                         |                              |                               |
| Resurface Sport Court  | \$8.000                                    | ×  |                   | ×                      |                     | ×                       |                              |                               |
| Construct Walk from Street                                   | \$3.000                                    | ×  |                   | ×                      |                     | ×                       |                              |                               |
| to Shelter   |  |  |                   |                        |                     | :                       |                              |                               |
| Replace Playground Equip.                                    | \$30,000                                   | ×  | ×                 | ×                      |                     |                         |                              | ×                             |
| struct Playground  | \$40,000                                   |  |                   | ×                      |                     | ×                       |                              |                               |
| Construct Walking Trail                                      | \$40,000                                   |  |                   | ×                      |                     | ×                       |                              |                               |
|  |  | * (*   |                   |                        | -                   | -                       |                              |                               |
| Construct Restroom   | \$60,000                                   |  |                   |                        | ×                   | ×                       | ××                           |                               |
| tall Lights at Tennis Courts                                 | \$40,000                                   |  |                   |                        | ×                   | ×                       | ×                            |                               |
| Construct Sand Volleyball                                    | 000,6\$                                    |  |                   |                        | ×                   | ×                       | ×                            |                               |

|                   | RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | ndia Citizen Needs Provided Inrough Master Plan Pri<br>RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | I hrough Ma<br>ROVEMENT          | ster Plan I<br>5 1995-200 | rojects<br>)4        |               |                              |                                     |
|-------------------|--|---|----------------------------------|---------------------------|----------------------|---------------|------------------------------|-------------------------------------|
| Lo sation         | Project                                    | Probable Cost   | selilitaa gnitsta ot stremevorqm | stety Needs               | Community Park Needs | noiteerestion | noiteetoeA beluberto2 bebeel | լլցր <b>Զ</b> elstionship to Տurvey |
|                   |  |   | 4                                |                           |                      | N             | N                            | н                                   |
|                   | Court                                      |   |                                  |                           |                      |               |                              |                                     |
|                   | Upgrade Soccer Practice                    | \$10,000  | ×                                |                           | ×                    | ×             | ×                            |                                     |
|                   |  |   |                                  |                           |                      |               |                              |                                     |
|                   | Construct Parking Lot (30) at              | \$20,000  | ×                                |                           | ×                    | ×             | ×                            |                                     |
|                   | Plymoth Drive                              |   |                                  |                           |                      |               |                              |                                     |
| Grindstone        | Construct Walking Trail                    | see Greenbelt   | ×                                |                           | ×                    | ×             |                              | ×                                   |
|                   | Resurface Parking Lot                      | \$10,000  | ×                                |                           | ×                    |               |                              | ×                                   |
|                   | Construct Creek Crossing                   | \$30,000  | ×                                |                           | ×                    |               |                              | ×                                   |
|                   | Construct Nature Center                    | \$1,000,000   |                                  |                           | ×                    | ×             | ×                            | ×                                   |
|                   | Construct Restroom                         | \$60,000  | ×                                |                           | ×                    | ×             |                              | ×                                   |
| Indian Hills      | Additional Playgrounds                     | \$40,000  | ×                                |                           | ×                    | ×             |                              |                                     |
|                   | Resurface Parking Lot                      | \$8,000   | ×                                | ×                         |                      | ×             |                              |                                     |
|                   | Upgrade Playfield/Backstop                 | \$5,000   | ×                                |                           |                      | ×             |                              |                                     |
|                   | Expand Parking to West of                  | \$25,000  | ×                                |                           | ×                    | ×             |                              |                                     |
|                   | Construct Additional Picnic                | \$40.000  | >                                | >                         | >                    | >             | >                            |                                     |
|                   | Shelter                                    | 000/014   | <                                |                           |                      | <             | <                            |                                     |
| Kiwanis           | Upgrade Trail Surfacing                    | \$20,000  | ×                                |                           | ×                    | ×             |                              |                                     |
|                   | Resurface West Entry Drive                 | \$40,000  | ×                                |                           | ×                    |               |                              |                                     |
| Kvd               | Construct Plavaround                       | \$40.000  |                                  |                           |                      | ×             |                              |                                     |
|                   | Construct Walking Trail                    | \$20,000  |                                  |                           |                      | ×             |                              |                                     |
|                   | Landscape                                  | \$10,000  |                                  | : ×                       |                      | (             |                              |                                     |
| Lake of the Woods | Drill New Irrigation Well                  | \$50,000  | ×                                |                           | ×                    |               |                              |                                     |
|                   | Irrigate Fairways                          | \$125,000   | ×                                |                           | ×                    |               | ×                            |                                     |
|                   | Construct Concrete Cart Paths              | \$250,000   | ×                                |                           | ×                    |               | ×                            |                                     |
| Lions Stephens    | Resurface Walking Trail                    | \$20,000  | ×                                | ×                         |                      | ×             |                              |                                     |
|                   |  |   |                                  |                           |                      |               |                              |                                     |

|               | NEUCONINIENULI                                  | RECOMMENDED CAPITAL IMPROVEMENTS 1995 2004 | PROVEMEN                            | 18 1991     | 5002-                   |                      |                         |                             |                               |
|---------------|---|--|-------------------------------------|-------------|-------------------------|----------------------|-------------------------|-----------------------------|-------------------------------|
| Location      | Project   | Probable Cost                              | əəljilicə7 gniteix3 of etnemevorum) | sbeek ysees | Nelghborhood Park Needs | Commutity Park Needs | nofreereefining bebeefi | Needed Scheduled Recrestion | γεντις οτ girtenotrelefi dβlH |
|               | Install Seating near                            | \$5,000                                    | ×                                   |             | ×                       |                      | ×                       |                             |                               |
|               | Playground                                      |  |                                     |             |                         |                      |                         |                             |                               |
| M.K.T. Trail  | Indrade and Widen Surface                       | \$100.000                                  | >                                   |             |                         | >                    | >                       |                             | >                             |
|               | Renovate Bridge Abatements                      | \$100,000                                  | ××                                  | ×           |                         | < ×                  | < ×                     |                             | < ×                           |
|               |   |  |                                     |             |                         |                      |                         |                             |                               |
| Nitong        | Renovate Historical Buildings                   | \$500,000                                  | ×                                   |             |                         | ×                    | ×                       | ×                           |                               |
|               | Construct New Outdoor                           | \$200,000                                  | ×                                   |             |                         | ×                    |                         | ×                           |                               |
|               | Ampnitneater                                    | A11 000                                    |                                     |             |                         | ;                    | ;                       | 3                           |                               |
|               | Construct valk between<br>Miselim and Manlewood | 000,61\$                                   |                                     |             |                         | ×                    | ×                       | ×                           |                               |
|               |   | \$40.000                                   |                                     |             | >                       | >                    | >                       |                             | >                             |
|               | Expand and Resurface                            | \$150.000                                  | ×                                   |             | <                       | <                    | < >                     | *                           | <                             |
|               | Parking   |  |                                     |             |                         | :                    | <                       | <                           |                               |
|               | 2   |  |                                     |             |                         |                      |                         |                             |                               |
| Oakwood Hills | Resurface Sport Court                           | \$8,000                                    | ×                                   |             |                         | ×                    | ×                       |                             | ×                             |
|               | Replace Playground Equip.                       | \$30,000                                   | ×                                   | ×           | ×                       |                      | ×                       |                             | ×                             |
| Paquin        | Upgrade Horsehoe Pits                           | \$3,000                                    | ×                                   |             | ×                       |                      | ×                       |                             |                               |
| Proctor       | Construct Playaround                            | \$40.000                                   | ×                                   |             | ×                       |                      | ×                       |                             | ×                             |
|               | Relocate Picnic Shelter                         | \$8,000                                    | ×                                   |             | ×                       |                      | ×                       |                             | ×                             |
|               | to North Avenue                                 |  |                                     |             |                         |                      |                         |                             |                               |
|               | Construct Walking Trail                         | \$40,000                                   |                                     |             | ×                       | ×                    | ×                       |                             | ×                             |
|               | (connect to Greenbelt)                          |  |                                     |             |                         |                      |                         |                             |                               |
| Bockbridge    | Renlace Play Equipment                          | \$40.000                                   | ×                                   | *           | >                       |                      | >                       |                             | ×                             |
| 0             | Replace Backstop Fence                          | \$4.000                                    | : ×                                 | < ×         | ×                       |                      | <                       |                             |                               |
|               | Fabric  |  |                                     |             |                         |                      |                         |                             |                               |
|               | Resurface Sport Court                           | \$8,000                                    | ×                                   |             | ×                       |                      | ×                       |                             | ×                             |
|               | Construct Walking Trail                         | \$40,000                                   |                                     |             | ×                       |                      | ×                       |                             | ×                             |
| Rock Hill     | Upgrade Trail System                            | \$80,000                                   | ×                                   |             | ×                       |                      | ×                       | T                           | ×                             |
|               | 2   |  | :                                   |             | :                       |                      | :                       | T                           |                               |

|                | RECOMMENDI                                   | RECOMMENDED CAPITAL IMPROVEMENTS 1995 2004 | RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | 1996<br>S 1996 | an Prc<br>-2004          | jects                | -                        | -                           |                               |
|----------------|--|--|--|----------------|--------------------------|----------------------|--------------------------|-----------------------------|-------------------------------|
| Location       | Project                                      | Probable Cost                              | selfillosi gultsist of stinemevorymi       | Safety Needs   | sbeek Ars9 boorhodrigieV | Community Park Needs | пойзетсеЯ пі-qоті bebeeV | noitaetsef belubedtS bebeeV | Yeviu2 of qiftenoffslefi figh |
| Rock Quarry    | Construct Roads and Parking                  | \$150,000                                  |  |                |                          | ×                    |                          | ×                           | 1                             |
|                | Construct Playground                         | \$40,000                                   |  |                | ×                        | ×                    | ×                        |                             | ×                             |
|                | Construct Picnic Shelter                     | \$40,000                                   |  |                | ×                        | ×                    | ×                        | ×                           | ×                             |
|                | Construct (3) Playfields                     | \$15,000                                   |  |                | ×                        |                      | ×                        |                             |                               |
|                | (2 Soccer, 1 Softball)                       | 000 0114                                   |  |                |                          |                      |                          |                             |                               |
|                | Construct (4) Lennis Courts<br>with lighting | \$1 /0,000                                 |  |                |                          | ×                    | ×                        | Ì                           | ×                             |
|                | Construct Sport Court                        | \$20,000                                   |  |                | >                        |                      | >                        |                             | >                             |
|                | Construct Walking Trail                      | \$80,000                                   |  |                | < >                      | *                    | < >                      |                             | < >                           |
|                | Renovate Existing Structures                 | \$100,000                                  |  |                | <                        | < ×                  | < ×                      | ×                           | <                             |
|                | for Designated Uses                          |  |  |                |                          |                      |                          |                             |                               |
| Rothwell       | Construct Playground                         | \$40,000                                   |  |                | ×                        |                      | ×                        |                             | ×                             |
|                | (northeast area)                             |  |  |                |                          |                      |                          |                             |                               |
|                | Construct Walking Trail                      | \$40,000                                   |  |                | ×                        |                      | ×                        |                             | ×                             |
| Shepard        | Install Lights and Tennis                    | \$20,000                                   | ×  |                |                          | ×                    | ×                        | ×                           | ×                             |
| •              | Courts                                       |  | :  |                |                          |                      |                          | :                           |                               |
| Twin Lakes     | Construct Additional Parking                 | \$100.000                                  | ×  |                |                          | >                    | >                        | >                           |                               |
|                | Upgrade Trails                               | \$40,000                                   | ×  |                |                          | < ×                  | < ×                      | <                           | ×                             |
|                | Construct Boat Launch                        | \$20,000                                   | ×  |                |                          | ×                    | ×                        |                             |                               |
|                | Construct Concession                         | \$200,000                                  | ×  |                |                          | ×                    | ×                        | ×                           |                               |
|                | Building                                     |  |  |                |                          |                      |                          |                             |                               |
|                | Construct Restroom                           | \$60,000                                   | ×  |                |                          | ×                    | ×                        | ×                           | ×                             |
|                | Construct Walks                              | \$25,000                                   | ×  |                |                          | ×                    | ×                        |                             | ×                             |
|                | Upgrade Entry Drive &                        | \$150,000                                  | ×  |                |                          | ×                    | ×                        | ×                           |                               |
|                |  |  |  |                |                          |                      |                          |                             |                               |
| Valleyview     | Resurface Sport Court                        | \$8,000                                    | ×  |                | ×                        |                      | ×                        |                             | ×                             |
|                | Play Equipment Surfacing                     | \$2,000                                    | ×  | ×              | ×                        | _                    |                          |                             | ×                             |
|                |  | 40 LOO                                     | >  | ;              | ;                        |                      |                          |                             |                               |
|                | nepair backstop                              | 000'7\$                                    | ×  | ×              | ×                        |                      |                          |                             |                               |
| Village Square | Replace Benches                              | \$1,000                                    | ×  |                |                          |                      |                          | -                           |                               |

|               |                          |               |                                     |              |                         |                      | -                         |                               |                                |
|---------------|--------------------------|---------------|-------------------------------------|--------------|-------------------------|----------------------|---------------------------|-------------------------------|--------------------------------|
| Location      | Project                  | Probable Cost | seiillise7 gnitzix3 ot stnemevorqmi | sbeev vistaS | Neighborhood Park Needs | Community Park Needs | Needed Drop-in Recreation | noitserceff beluberto& bebeeN | yevruS of qirienoiteleff rigiH |
| Westwinds     | Construct Plavoround     | \$45 000      |                                     |              | >                       |                      | >                         |                               |                                |
|               | Construct Sport Court    | \$15,000      |                                     |              | < >                     |                      | < >                       |                               | < >                            |
|               | Construct Walking Trail  | 0000/014      |                                     | Ī            | < >                     | T                    | < >                       |                               |                                |
|               |                          | 000,04%       |                                     |              | < :                     |                      | <                         |                               | ×                              |
|               | Construct Picnic Shelter | \$40,000      |                                     |              | ×                       |                      | ×                         |                               | ×                              |
| Woodridae     | Replace Selected         | \$20.000      | ×                                   | ×            | ×                       |                      | ×                         |                               | ×                              |
|               | Plavaround Equipment     |               |                                     |              | (                       |                      | <                         |                               |                                |
|               | Play Equipment Surfacing | \$2,000       | ×                                   | ×            | ×                       |                      | ×                         |                               | ×                              |
|               | with Edging              |               |                                     |              |                         |                      |                           |                               |                                |
|               | Resurface Sport Court    | \$15,000      | ×                                   |              | ×                       |                      | ×                         |                               | ×                              |
|               | Construct Picnic Shelter | \$40,000      |                                     |              | ×                       |                      | ×                         |                               | ×                              |
|               | Construct Walking Trail  | \$40,000      |                                     |              | ×                       |                      | ×                         |                               | ×                              |
| Worley Street | Resurface Sport Court    | \$15,000      | ×                                   |              | ×                       |                      | ×                         |                               | ×                              |
|               | Repair Wood Fencing      | \$8,000       | ×                                   |              | ×                       |                      |                           |                               |                                |
|               | and Chain Link Fence     |               |                                     |              |                         |                      |                           |                               |                                |
|               | Resurface Walk           | \$4,000       | ×                                   |              | ×                       |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |
|               |                          |               |                                     |              |                         |                      |                           |                               |                                |

| Location                 | Project                                   | Probable Cost | Sefety Needs | Иејдироцион Бекк Иееда | sbeek Vark Veeds | Needa Drop-In Recreation | Needed Scheduled Recreation | yeviu? of qifterolfalagi figH |
|--------------------------|---|---------------|--------------|------------------------|------------------|--------------------------|-----------------------------|-------------------------------|
| Bear Creek               | Transfer Ownershin                        | Saa Graanhalt |              |                        | >                |                          |                             |                               |
|                          | Construct Walking Trail                   | \$80.000      |              |                        | < >              | >                        |                             | >                             |
|                          | Construct (A) Constructed                 |               |              |                        | < >              | < ;                      | ;                           | <                             |
|                          | Construct (4) Soccer Fields<br>(Practice) | \$00,000      |              |                        | ×                | ×                        | ×                           |                               |
|                          | Construct Drive and Parking               | \$50.000      |              |                        | ×                | ×                        | ×                           |                               |
|                          | Area (50)                                 |               |              |                        |                  |                          |                             |                               |
|                          | Develop Lake and Natural                  | \$80,000      |              |                        | ×                |                          |                             |                               |
|                          | Area (3rd Lagoon Cell)                    |               |              |                        |                  |                          |                             |                               |
|                          | Construct Playground                      | \$45,000      |              | ×                      | ×                | ×                        |                             | ×                             |
|                          | Construct Picnic Shelter (2)              | \$40,000      |              | ×                      | ×                | ×                        | ×                           | ×                             |
| Field School             | Construct Playground                      | \$45,000      |              | ×                      |                  | ×                        |                             | ×                             |
|                          | Construct Sport Court                     | \$15,000      |              | ×                      |                  | ×                        |                             | ×                             |
| Subtotal                 |   | \$415,000     |              |                        |                  |                          |                             |                               |
| Boone County Fairgrounds | Community Recreation                      | \$11,500,000  |              |                        | ×                | ×                        | ×                           | ×                             |
|                          | Center - Indoor Gymnasium                 |               |              |                        |                  |                          |                             |                               |
|                          | & Leisure Pool, Seniors                   |               |              |                        |                  |                          |                             |                               |
|                          | & Youth Program Areas,                    |               |              |                        |                  |                          |                             |                               |
|                          | Parking & Utilities                       |               |              |                        |                  |                          |                             |                               |



# **Financing Alternatives and Methods**

# **Financing Alternatives and Methods**

#### Summary

An evaluation of financing alternatives and methods for development of Master Plan projects was conducted. The evaluation included:

- Identification and definition of potential funding sources.
- Analysis of funding sources used by other communities for parks and recreation capital projects
- Rating of each potential funding source as per its ability to serve as a principal funding source.
- Identification of priority and secondary funding sources for projects.
- Identification of potential revenues from each funding source to fund projects.

The evaluation process concluded that the following sources should serve as primary methods for funding master plan projects:

- Dedication/Development Fees
- Foundation/Grant gifts
- Recreation Service Fund
- Community Development Block Grants
- 1/4 cent Sales Tax
- Land and Water Conservation Fund
- General Obligation Bonds
- Ad Valorem Property Tax
- Sales Taxes
- Inter-local Agreement
- ISTEA

Columbia, Missouri

#### **TYPES AND DEFINITIONS**

Parks and Recreation projects are funded in a multitude of manners. Seventeen separate methods of financing projects used in various Missouri communities were identified for consideration in funding Columbia projects. These methods and their definitions follow.

**Dedication/Development Fees:** Dedication of open space or payment of fees for park development or recreation purposes.

**Foundations/Grants/Gifts:** Tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities or issues. Offers a variety of means to fund capital projects including capital campaigns, gifts catalogs, fund raisers, endowments, sales of items.

**Recreation Service Fund:** This is a dedicated user fee established by ordinance for the purpose of constructing and maintaining recreation facilities. The fee applies to all organized activities which require a reservation of some type. User fees generate approximately \$125,000 to \$130,000 per year.

**Community Development Block Grants:** These are federal grants which are distributed to cities and can be used for a wide variety of municipal projects within areas which meet program guidelines, such as income levels for area residents.

**1/4 Sales Tax Dedicated to Capital Improvements:** This sales tax was passed in 1991 with a five year sunset. It funded a specific list of projects citywide. Two projects were for Parks and Recreation.

Land and Water Conservation Fund: Funds awarded for acquisition and development of parks, recreation ad supporting facilities through the National Park Service and Missouri Department of Natural Resources.

**General Obligation Bonds:** Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

**Industrial Development Bonds:** Specialized revenue bonds issued on behalf of privately-owned, self-supporting facilities.

Ad Valorem Property Tax: Tax levied on the assessed valuation of all non-exempt real and personal property.

**Hotel, Motel and Restaurant Tax:** Tax based on gross receipts from charges and meal services which may be used to build and operate golf courses, tennis courts and other special park and recreation facilities.

**General Sales Tax Committed to the City's Public Improvement Fund:** A Sales Tax is a tax on the retail sales of taxable goods and services. The City of Columbia currently has a 1% general sales tax. About 8.2% (\$873,791) of monies generated by this sales tax is budgeted for citywide capital improvements through the city's public improvement fund. Each year about \$300,000 of the \$873,000 is budgeted for architectural and engineering fees leaving approximately \$500,000 for projects.

#### Special Improvement District/Benefit District: Taxing districts

established to provide funds for certain types of improvements which benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, the acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

The State of Missouri passed in 1991, a new "Neighborhood Benefit District Act - Statute #67.453. General Obligation Bonds are one of the available funding sources by the statute.

**Lease Purchase Financing:** Facilities for public use financed and built through an entity separate from the municipality - either another public entity, a non-profit corporation set up for that purpose, a bank of leasing company, or joint powers authority.

There are several types of lease purchase funding mechanisms, including <u>certificates of participation</u> in which investors can purchase tax free investments in the leased facility, and <u>sales leaseback</u> which is a means for public entities to sell an existing facility to a separate entity such as a non-profit organization, an investor, or a group of investors. Improvements can be made by the separate entity who then leases the facility back to the public entity for an agreed to period of time and interest rate.

**Interlocal Agreement:** Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of a program or facility.

**Revenue Bonds:** Bonds used for capital projects which will generate revenue for debt service where fees can be set to support repayment of the bond.

**Private Concessionaires:** Contracts with private business to provide and operate desirable recreational activities financed, constructed and operated by the private sector with additional compensation paid to the City.

**Intermodal Transportation and Efficiency Act:** This funding program, commonly called ISTEA, was authorized by the Federal Government in 1991. Funds are distributed through the Missouri Highway and Transportation Commission. There are nearly \$7 millon in enhancement dollars available for transportation related projects including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification programs.

# SOURCES FOR FUNDING CAPITAL PROJECTS IN SURVEYED COMMUNITIES

General obligations bonds and sales tax revenues are the two principle funding sources utilized by surveyed communities for funding parks and recreation capital projects. Of the thirty-seven responding communities, 15 listed general obligation bonds as their principle source of funding capital projects and 15 listed sales tax revenue as the principle source of funding. Private fund raising and user fees were the next highest rated principle sources, indicated by only 3 communities each.

However, in evaluating the top three funding sources utilized by each community, private fund raising is the highest rated source of funding capital projects; followed by general obligation bonds and sales tax revenues. While only three (3) communities listed private fund raising as their principal source of funding capital projects, sixteen (16) communities listed private fund raising as their third best source of funding capital projects.

The project consultants strongly recommend general obligations bonds be utilized to help fund parks and recreation capital projects in the future and that private fund raising efforts be increased.

The following pages list the principal, secondary, and third funding sources utilized by communities both by sources and communities.

Columbia, Missouri

Top 3 Identified Methods for Funding Capital Projects in Surveyed Communities.

| Sources                     | <b>Principal</b> | <u>Second</u> | <u>Third</u> | Total |
|-----------------------------|------------------|---------------|--------------|-------|
| General Obligation<br>Bonds | 15               | 5             | 1            | 21    |
| Sales Tax                   | 15               | 1             |              | 16    |
| Fundraising                 | 3                | 5             | 16           | 24    |
| User Fees                   | 3                | 10            | 4            | 17    |
| Other                       | 1                | 3             | 5            | 12    |
| Hotel                       |                  | 6             | 1            | 7     |
| Intergovernmental           |                  | 3             | 5            | 8     |
| Development                 |                  | 3             | 2            | 5     |
| Special                     |                  |               | 1            | 1     |
| Concession                  |                  | 1             |              | 1     |
| TOTAL                       | 37               | 37            | 35           | 112   |

Summary Report 2: Analysis/Recommendations

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Columbia, Missouri

| Community          | Long Range Ca           | pital Improvement F      | Program Principal        |
|--------------------|-------------------------|--------------------------|--------------------------|
|                    |                         | Sources of Reven         | ue                       |
|                    | Principal               | Second Major             | Third Major              |
|                    | Source                  | Source                   | Source                   |
| Ames, Iowa         | Sales Tax               | Hotel Tax                |                          |
| Ardmore, OK        | Sales Tax               | Fund Raising             | Other                    |
| Arvada. CO         |                         |                          |                          |
| Ashville, N.C.     |                         |                          |                          |
| Ballwin, MO        |                         | General Obligation Bond  | Fund Raising             |
| Beloit, IL.        | General Obligation Bond |                          | Fund Raising             |
| Bloomington, IN    | General Obligation Bond | Other                    | Special Improv. Dist.    |
| Blue Springs, MO   | Other                   | User Fees                |                          |
| Boulder, CO        |                         |                          |                          |
| Bowling Green, OH  |                         | Inter. Government Agree. | Fund Raising             |
| Brentwood, MO      | General Obligation Bond |                          | and habing               |
| Broken Arrow, OK   | Sales Tax               | General Obligation Bond  | Fund Raising             |
| Burllington, IA    | Fund Raising            | Hotel Tax                | General Obligation Bond  |
| Cedar Rapids, IA   | General Obligation Bond | User Fees                | Fund Raising             |
| Champaign, IL      | General Obligation Bond | User Fees                | Inter. Government Agree  |
| Council Bluffs, IA | General Obligation Bond | Hotel Tax                | Inter. Government Agree  |
| Crystal Lake,IL    | General Obligation Bond |                          | interi doverninent Agree |
| Davenport, IA      | General Obligation Bond | Hotel Tax                | Fund Raising             |
| Dubuque,IA         | General Obligation Bond | Sales Tax                | Fund Raising             |
| Emporia, KS        | Fund Raising            | User Fees                | Other                    |
| Fayetteville, N.C. | General Obligation Bond | Fund Raising             | User Fees                |
| -t. Collins, CO    | Sales Tax               | Development Fees         | 03er Tees                |
| Grand Junction, CO |                         | Development rees         |                          |
| Grandview, MO      |                         | Other                    | User Fees                |
| Hazelwood, MO      |                         | Other                    | Userrees                 |
| Highland Park, IL  | User Fees               | Fund Raising             | Other                    |
| owa City, IA       | General Obligation Bond | Hotel Tax                | Inter. Government Agree  |
| lanesville, WI     | General Obligation Bond | Fund Raising             |                          |
| lefferson City, MO | Sales Tax               | User Fees                | User Fees                |
| (irkwood, MO       | Sales Tax               |                          | Fund Raising             |
| Kokomo, IN         | Jaies I dx              | Inter. Government Agree. | Fund Raising             |
| awrence, IN        | General Obligation Band | Inter Covernment A       | Fund Raising             |
| liberty, MO        | General Obligation Bond | Inter. Government Agree. | Development Fees         |
| incoln, NE         | Sales Tax               | Development Fees         |                          |
| Incoln, NE         | User Fees               | Other                    | Inter. Government Agree. |

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Columbia, Missouri

| Community          | Long Range Ca           | pital Improvement P     | rogram Principal         |
|--------------------|-------------------------|-------------------------|--------------------------|
|                    |                         | Sources of Revenu       |                          |
|                    | Principal               | Second Major            | Third Major              |
|                    | Source                  | Source                  | Source                   |
| Manhattan, KS      | Sales Tax               | Other                   | Other                    |
| Marshalltown, IA   | Fund Raising            | Concess Contract        | User Fees                |
| Maryville, MO      |                         |                         |                          |
| Middletown, OH     | General Obligation Bond | Development Fees        | Fund Raising             |
| Normal, IL         | Sales Tax               | User Fees               | Development Fees         |
| Norman, OK         | Sales Tax               | General Obligation Bond | Hotel Tax                |
| Odessa, TX         |                         | User Fees               | Fund Raising             |
| Overland Park, KS  | Sales Tax               | General Obligation Bond | Inter. Government Agree. |
| Plano, TX          |                         |                         |                          |
| Rocky Mount, NC    |                         |                         |                          |
| Salina, KS         | Sales Tax               | User Fees               | Fund Raising             |
| Shaker Heights, OH |                         |                         |                          |
| Sioux Falls, SD    | Sales Tax               | Other                   | Fund Raising             |
| St. Joseph, MO     | Sales Tax               | Fund Raising            |                          |
| St. Peters, MO     | Sales Tax               | Hotel Tax               |                          |
| Topeka, KS         |                         | User Fees               | Fund Raising             |
| Wichita, KS        | General Obligation Bond | User Fees               | Fund Raising             |
| Wilmette, IL       | User Fees               | General Obligation Bond | Other                    |
| Wyoming, MI        |                         |                         |                          |
| Columbia           | Sale Tax                | User Fees               | Other                    |

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Columbia, Missouri

#### **Definitions of Rating Criteria**

The following criteria were used in evaluating potential funding sources to implement the Parks and Recreation Master Plan.

- 1 **Presently Used By the City** Is the funding source presently being used or being developed? The more a funding source mirrored present usage the greater points it received.
- 2 Compatibility With Other City Policies Is the funding source compatible with other city funding sources and policies? Those funding sources that were received higher points.
- **3 Traditional Source of Funding** Is the funding source traditionally used for the types of projects being recommended for the Columbia Parks and Recreation Department? The better suited the funding source was for such projects the more points it received.
- 4 Local Tax Impact It is considered important to maximize the use of non-tax funding sources. The less a funding source relied on tax revenues the more points it received.
- 5 **Potential Source of Substantial Funding** Considerable revenues will be needed to implement the master plan. Therefore, the greater a revenue source's potential to raise substantial funding, the more points it received.

Columbia, Missouri

#### Point System

Criteria 1-4 were rated on a scale of 0 - 5 (with 5 being the highest rating and 0 the lowest. Criteria #5 (Potential Source of Substantial Funding) was rated on a scale of 0 - 10 (10 the highest and 0 the lowest). This was done to give extra weight for a source's potential ability to raise significant revenues.

Point ratings for each of the criteria were determined as follows:

#### 1. Presently Used by the City

| Points | Definition                |
|--------|---------------------------|
| 5 pts  | Yes being used            |
| 3 pts  | In progress of developing |
| 1 pt   | Used in past              |
| 0 pts  | Not used                  |

#### **Compatibility with other City Policies** 2.

| Points | Definition |
|--------|------------|
| 5 pts  | Yes        |
| 0 pts  | No         |

#### Traditional Source of Funding 3.

| Points Def | finition |
|------------|----------|
|------------|----------|

| 5 | pts | Very | much |
|---|-----|------|------|
|   |     |      |      |

- 3 pts Often
- 1 pt Occasionally
- 0 pts Seldom/Never

Columbia, Missouri

#### 4. Local Tax Impact

| Points | Definition |
|--------|------------|
| 5 pts  | None       |
| 3 pts  | Little     |
| 1 pt   | Moderate   |
| 0 pts  | High       |

#### 5. Potential Source of Substantial Funding

| Points | Definition |
|--------|------------|
| 10     | Very High  |
| 6      | High       |
| 2      | Moderate   |
| 0      | Low        |

Summary Report 2: Analysis/Recommendations

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Columbia, Missouri

| Ratings of Potential<br>Financing SourcesImage: SourcesI |                          | Rating Criteria |                       |                    |                  |                     |        |                 |
|--|--------------------------|-----------------|-----------------------|--------------------|------------------|---------------------|--------|-----------------|
| FeeIIIIIFoundations/Grants/Gifts55351028RRecreation Service Fund5535624RCommunity Development<br>Block Grants5555626R $1/4 \varphi$ Sales Tax55511026RLand & Water Conservation<br>Fund555511026RGeneral Obligation Bonds15501021RIndustrial Development<br>Bonds001168NRBonds15501020RAd Valorem Property Tax05511026RSales Tax55511026RSales Tax55511026RSpecial Improvement<br>District/<br>Lease Purchase Financing00111026RLease Purchase Financing00111012NRInterlocal Agreement05331021RPrivate Concessionaires0035210NR  | Financing Sources        | Presently Used  | Compatible with other | Traditional Source | Local Tax Impact | Potential Source of | Totals | Recommendations |
| Recreation Service Fund5535624RCommunity Development<br>Block Grants5555626R $1/4\varphi$ Sales Tax55511026RLand & Water Conservation<br>Fund5555222RGeneral Obligation Bonds15501021RIndustrial Development<br>Bonds001168NRAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax05511026RSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing<br>Revenue Bonds0513615NRPrivate Concessionaires0035210NR  | -                        | 0               | 0                     | 5                  | 5                | 6                   | 16     | R               |
| Community Development<br>Block Grants5555626R $1/4 \varphi$ Sales Tax55511026RLand & Water Conservation<br>Fund5555222RGeneral Obligation Bonds15501021RIndustrial Development<br>Bonds001168NRAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District00111012NRLease Purchase Financing00111012NRRevenue Bonds0513615NRPrivate Concessionaires0035210NR   | Foundations/Grants/Gifts | 5               | 5                     | 3                  | 5                | 10                  | 28     | R               |
| Block Grants5555626R $1/4\epsilon$ Sales Tax55511026RLand & Water Conservation5555222RFund555501021RGeneral Obligation Bonds15501021RIndustrial Development001168NRBonds05501020RAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District00111012NRInterlocal Agreement05331021RRevenue Bonds0513615NRPrivate Concessionaires0035210NR  | Recreation Service Fund  | 5               | 5                     | 3                  | 5                | 6                   | 24     | R               |
| Land & Water Conservation<br>Fund5555222RGeneral Obligation Bonds15501021RIndustrial Development<br>Bonds001168NRAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing<br>Revenue Bonds0513615NRPrivate Concessionaires0035210NR  |                          | 5               | 5                     | 5                  | 5                | 6                   | 26     | R               |
| FundImage: constraint of the systemImage: constraint of the systemImage: constraint of the systemImage: constraint of the systemGeneral Obligation Bonds15501021RIndustrial Development001168NRBonds05501020RAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Lease Purchase Financing00111012NRInterlocal Agreement05331021RRevenue Bonds0513615NRPrivate Concessionaires0035210NR  | 1/4¢ Sales Tax           | 5               | 5                     | 5                  | 1                | 10                  | 26     | R               |
| Industrial Development<br>Bonds001168NRAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing00111012NRInterlocal Agreement0513615NRPrivate Concessionaires0035210NR   |                          | 5               | 5                     | 5                  | 5                | 2                   | 22     | R               |
| BondsImage: Second periodImage: Second periodImage: Second periodAd Valorem Property Tax05501020RHotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing00111012NRInterlocal Agreement0513615NRPrivate Concessionaires0035210NR   | General Obligation Bonds | 1               | 5                     | 5                  | 0                | 10                  | 21     | R               |
| Hotel, Motel and<br>Restaurant Tax0013610NRSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing<br>Interlocal Agreement00111012NRRevenue Bonds0513615NRPrivate Concessionaires0035210NR   |                          | 0               | 0                     | 1                  | 1                | 6                   | 8      | NR              |
| Restaurant Tax55511026RSales Tax55511026RSpecial Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing<br>Interlocal Agreement00111012NRRevenue Bonds0513615NRPrivate Concessionaires0035210NR   | Ad Valorem Property Tax  | 0               | 5                     | 5                  | 0                | 10                  | 20     | R               |
| Special Improvement<br>District/<br>Benefit District0513211NRLease Purchase Financing00111012NRInterlocal Agreement05331021RRevenue Bonds0513615NRPrivate Concessionaires0035210NR   |                          | 0               | 0                     | 1                  | 3                | 6                   | 10     | NR              |
| District/<br>Benefit District0513211NRLease Purchase Financing00111012NRInterlocal Agreement05331021RRevenue Bonds0513615NRPrivate Concessionaires0035210NR  | Sales Tax                | 5               | 5                     | 5                  | 1                | 10                  | 26     | R               |
| Interlocal Agreement05331021RRevenue Bonds0513615NRPrivate Concessionaires0035210NR  | District/                | 0               | 5                     | 1                  | 3                | 2                   | 11     | NR              |
| Revenue Bonds0513615NRPrivate Concessionaires0035210NR   | Lease Purchase Financing | 0               | 0                     | 1                  | 1                | 10                  | 12     | NR              |
| Private Concessionaires 0 0 3 5 2 10 NR  | Interlocal Agreement     | 0               | 5                     | 3                  | 3                | 10                  | 21     | R               |
|  | Revenue Bonds            | 0               | 5                     | 1                  | 3                | 6                   | 15     | NR              |
| ISTEA 3 5 3 3 10 24 R  | Private Concessionaires  | 0               | 0                     | 3                  | 5                | 2                   | 10     | NR              |
| N R - Not Recommended  |                          | 3               | 5                     | 3                  | 3                | 10                  | 24     | R               |

R - Recommended

Summary Report 2: Analysis/Recommendations

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# Identification of Priority and Secondary Funding Sources

An analysis was conducted to match master plan projects with their most appropriate funding sources.

### **Project Type**

The analysis was conducted for each project type identified for the master plan, i.e., parkland acquisition, renovate playground, reconstruct tennis courts, construct picnic shelter, construct trail, etc. For each "type" of project one (1) priority source of funding was identified. A priority funding source was identified as one which was estimated to fund on <u>average</u> 50% of a project. Secondary funding sources were also identified. As many secondary sources as deemed appropriate for the project type were identified. On <u>average</u>, second sources were estimated to fund 25% of a particular project.

As a result of the analysis, estimated revenues from primary and secondary funding sources for all projects (with the exception of the Community Center, Ice Rink, Golf Course and National Guard Armory) are as follows:

| Source                           | Revenue Estimates  | Percent |
|----------------------------------|--------------------|---------|
| Dedication Fee                   | \$360,149          | 2.15%   |
| Foundation/Gifts                 | \$2,516,258        | 15.05%  |
| Recreation Service Fund          | \$2,759,044        | 16.50%  |
| Community Development            |                    |         |
| Block Grant                      | \$697,279          | 4.17%   |
| 1/4 Cent Sales Tax               | \$4,159,557        | 24.88%  |
| Land and Water Conservation Fund | \$737,928          | 4.41%   |
| General Obligation Bonds         | \$2,065,191        | 12.35%  |
| Ad Valorem Property Taxes        | \$340,505          | 2.04%   |
| Sales Tax                        | \$982 <i>,</i> 698 | 5.81%   |
| Interlocal Agreement             | \$971,899          | 6.49%   |
| ISTEA                            | \$979,706          | 5.86%   |
| TOTAL                            | \$16,673,000       | 100%    |

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

Based on present information, it is recommended that the following sources of funding be utilized for the community center, ice rink, golf course, and National Guard Armory projects.

| Project                              | Cost Estimate              | Funding Source                                  |
|--------------------------------------|----------------------------|---|
| Community Center<br>Ice Rink         | \$11,500,000               | 1/4¢ Sales Tax<br>Joint Venture<br>with Private |
| Golf Course<br>National Guard Armory | \$4,000,000<br>\$1,000,000 | Developer<br>Revenue Bond<br>1/4¢ Sales Tax     |
|                                      | \$1,000,000                | & Foundation/Gifts                              |

Summary Report 2: Analysis/Recommendations

202

|                           |                  |                |                | ITAL IMPRO                                  | RECOMMENDED CAPITAL MPROVEMENTS 1995-2004             | 935-2004      |                           |                       |                           |          |                     |      |
|---------------------------|------------------|----------------|----------------|---|---|---------------|---------------------------|-----------------------|---------------------------|----------|---------------------|------|
| Losation<br>Losation      | Project          | Proitable Cree | ee7 noiteoibe( | esti@\noisebnuo:<br>lecreation Service Fund | seresuon servics Pund<br>Sommunity Devel. Block Grant | xeT cela2 24/ | ала & Water Conserv. Fund | abnoß nolsegildo .nei | a. Velorem Property Texes | xsT seis | tnemesigA Iscolieti | A∃T: |
| Neighborhood Park Land    | Nofer I          |                | 0              |   |   | L             | 'n                        | อ                     | A                         | s        | u                   | 31   |
| Acquistiion               | -                |                |                |   |   |               |                           |                       |                           |          |                     |      |
| Park DeVille Neighborhood |                  | \$40,000       | S              |   | S   | •             |                           |                       |                           | v        |                     |      |
| West Central              |                  | \$50,000       | s              |   |   | 0.            |                           |                       |                           | o v      |                     |      |
| West South                |                  | \$50,000       | S              |   |   | ۵.            |                           |                       |                           | 0 00     |                     |      |
| West Southwest            |                  | \$60,000       | s              |   |   | ۵.            |                           |                       |                           | o o      |                     |      |
| Central Southwest         |                  | \$60,000       | s              |   |   | ۵.            |                           |                       |                           | 0        |                     |      |
| East Soutwest             |                  | \$70,000       | s              |   |   | 4             |                           |                       |                           | 0        |                     |      |
| West Southwest            |                  | \$50,000       | S              |   |   | ۵.            |                           |                       |                           | s        |                     |      |
| East Southeast            |                  | \$40,000       | s              |   |   | 4             |                           |                       |                           | s        |                     |      |
| East                      |                  | \$40,000       | S              |   |   | ٩.            |                           |                       |                           | s        |                     |      |
| Northeast                 |                  | \$40,000       | s              |   | S   | 4             |                           |                       |                           | s        |                     |      |
| East North (Central)      |                  | \$30,000       | s              |   |   | ۵.            |                           |                       |                           | s        |                     |      |
| west North Central        |                  | \$50,000       | s              |   |   | ٩             |                           |                       |                           | s        |                     |      |
| Committy Dark Land        |                  |                |                |   |   |               |                           |                       |                           |          |                     |      |
| Acquistion                |                  |                |                |   |   |               |                           |                       |                           |          |                     |      |
|                           |                  |                |                |   |   |               |                           |                       |                           |          |                     |      |
| Southeast                 |                  | \$850,000      | s              | S   |   | ¢.            |                           |                       |                           | S        | s                   |      |
| New Neighborhood Parks    |                  |                |                |   |   |               |                           |                       |                           |          |                     |      |
| Development               |                  |                |                |   |   |               |                           |                       |                           |          |                     |      |
| Dark DeVille Neishharhand | Back Development | 01EE 200       |                |   |   |               |                           |                       |                           |          |                     |      |
| West Central              | Park Development | \$155,000      |                | 0 0   | 0   | 2 0           | 0 0                       |                       |                           |          |                     |      |
| West South                | Park Development | \$155,000      |                | o 0   |   | - 0           | 0 0                       |                       |                           |          |                     |      |
| West Southwest            | Park Development | \$155.000      |                | 5   |   | . a           | v                         |                       |                           |          |                     |      |
| Central Southwest         | Park Development | \$155,000      |                | s   |   | . a           | o s                       |                       |                           |          |                     |      |
| East Soutwest             | Park Development | \$155,000      |                | S   |   | ٩             | S                         |                       |                           |          |                     |      |
| West Southwest            | Park Development | \$155,000      |                | s   |   | ٩             | s                         |                       |                           |          |                     |      |
| East Southeast            | Park Development | \$155,000      |                | s   |   | ٩             | s                         |                       |                           |          |                     |      |
| East                      | Park Development | \$155,000      |                | s   |   | ₽.            | S                         |                       |                           |          |                     |      |
| Northeast                 | Park Development | \$155,000      |                | S   | s   | •             | s                         |                       |                           |          |                     |      |
| East North (Central)      | Park Development | \$155,000      |                | ŝ   |   | ۵.            | v                         |                       |                           |          |                     |      |
|                           |                  |                |                |   |   |               | ,                         |                       |                           |          |                     |      |

| A∃T  | 31                  | Π           |                  |                        |         |                        |             |                          |                         | T           |  |  | Τ | 1 |  | T | T | T |  | Τ | Τ |
|--|---------------------|-------------|------------------|------------------------|---------|------------------------|-------------|--------------------------|-------------------------|-------------|--|--|---|---|--|---|---|---|--|---|---|
|  |                     |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| terlocal Agreement   | 1                   |             |                  | S                      |         | s                      |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| xeT sele   | S                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| ıd. Valorem Property Texes   | ٥                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| ien. Obilgetion Bonde  | 0                   |             |                  | 0.                     |         | ٩                      |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| tond & Water Conserv. Fund   | ו                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| Dedication Fee<br>Community Devel. Block Grant<br>Screetion Service Fund<br>Community Devel. Block Grant<br>Screetion Service Fund | 6                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| Community Devel. Block Grent   | D                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| E Ferrica Fund   | 1                   |             |                  | S                      |         | S                      |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| ajti©\noitabnuo <sup>-</sup>   |                     |             |                  | S                      |         | S                      |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| Adication Fee  | 1                   |             |                  |                        |         |                        |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| RECO.  |                     |             |                  | \$1,500,000            |         | \$500,000              | \$5,290,000 |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
|  |                     |             | Park Development | 5 Field Softball Youth |         | 4 Field Soccer Complex |             |                          |                         |             |  |  |   |   |  |   |   |   |  |   |   |
| Project  |                     |             | Park Dev         | 5 Field S              | Complex | 4 Field S              |             |                          |                         |             |  |  |   |   |  |   | - |   |  |   |   |
| ation  | Community Park Land | tent        | operty           |                        |         |                        |             | Neighborhood & Community | Park Land Acquisition & | lent        |  |  |   |   |  |   |   |   |  |   |   |
| Location   | Communi             | Development | Russell Property |                        |         |                        | Subtotal:   | Neighborh                | Park Land               | Development |  |  |   |   |  |   |   |   |  |   |   |

| Project<br>Replace Backstop<br>Construct Sand Volleyball<br>Court Near Shelter<br>Court Near Shelter<br>Play Equipment Surfacing<br>w/Edging<br>w/Edging<br>(mechanical & deck)<br>Renovate Pool<br>(mechanical & deck)<br>Renovate Pool<br>(mechanical & deck)<br>Restricter Volleyball/<br>Basketball Courts<br>Install New Light Fixtures<br>Replace 20 station<br>Fitness Course<br>Upgrade Sand Volleyball   |
|---|
| Probable Cost<br>\$1,500<br>\$5,000<br>\$2,000<br>\$750,000<br>\$150,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$3,000<br>\$5,000<br>\$5,000<br>\$5,000<br>\$5,000<br>\$5,000<br>\$5,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,0000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,000<br>\$10,0000\$1000\$000\$0000000000  |
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|--|------------------------------|---------------------------|------------------------|---------------------------------|--------------------|-----------------|---|----------------------------|--------------------------|----------------------------|------------|-------------------------------|---------------------|-------------------------|--------|-------------------------|---------------------|-------------------|------------------|-------------------------|-------------------------|-----------------------|-------------------------|-------------------------------|----------------------------|--------------------|---------|--------------------------|---------------------|-------------------|----------------------|-----------------------------|------------|------------------------------|---------------------|
|  | ദാലാലുക് പ്രാവംദാ            | 1                         |                        |                                 |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         | U.                            | )                          |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
|  | xaT selač                    | 5                         |                        |                                 |                    |                 |   | ٩                          |                          |                            |            |                               |                     |                         |        | •                       |                     | ۹.                |                  | T                       |                         | v                     |                         |                               |                            |                    |         |                          |                     |                   | C                    | 0                           |            |                              |                     |
|  | Аd. Valorem Property Тахез   | 1                         |                        |                                 |                    |                 |   | s                          |                          |                            |            |                               |                     | U                       |        | s                       |                     | S                 |                  | T                       |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
|  | Bon. Obligation Bonds        |                           |                        |                                 |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
|  | لand & Water Conserv. Fund   |                           |                        |                                 |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
| RECOMMENDED CAPTIAL MAPROVEMENTS 1995-2004 | xeT sele2 o <del>1</del> /f  |                           |                        | S                               |                    | S               |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         | 4                       | <u>ъ</u>              | ٩                       |                               |                            |                    |         |                          |                     |                   | Þ                    |                             |            |                              |                     |
| MENTS                                      | Community Davel. Block Grant | •                         |                        | ۵.                              | ۵.                 | a.              |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
| NORAM                                      | Recreation Service Fund      |                           |                        |                                 |                    |                 |   |                            |                          | 4                          |            | ٥                             |                     |                         |        |                         | ٩                   |                   |                  |                         |                         |                       | S                       | •                             |                            |                    |         | ٩                        |                     | •                 | U                    | 2                           |            | 1                            | D                   |
| CAPTIAL                                    | Foundation/Gifts             |                           |                        | s                               |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         | S                             |                            |                    |         | S                        |                     | s                 |                      |                             |            |                              | Ū                   |
| MENDED                                     | Dedication Fee               |                           |                        |                                 |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
| RECOM                                      | Probable Cost                | \$40,000                  |                        | \$40,000                        | \$60,000           | see Greenbelt   |   | \$10,000                   |                          | ¢100.000                   | 000/0014   | \$10.000                      | 200/01              | \$6,000                 |        | \$3,000                 | \$40,000            | \$20,000          |                  |                         | 000 003                 | 000'074               | \$100,000               | \$200,000                     |                            |                    |         | \$30,000                 |                     | \$15,000          | \$60.000             |                             |            | 440.000                      | S201111011          |
|  |                              | v Drive &                 | 1g (25)                | Shelter                         | шо                 |                 |   | Equipment                  | Comolou                  | & Indoor                   |            | Shields on                    | tis concern         | lleyball                |        | If Pits                 | pun                 | J                 |                  | omplex                  | baltar                  | Brad                  | 100) bi                 | s Fastpitch                   | Lighted,                   | rs,                |         | ory T-Ball               | lent                |                   | pui                  | ntry wallk)                 |            | C Fields                     | Z FIBIOS            |
|  | Project                      | Reconstruct Entry Drive & | Construct Parking (25) | <b>Construct Picnic Shelter</b> | Construct Restroom | Construct Trail |   | Install New Play Equipment | Rainhow Coffball Complex | Extrand Restroom 8. Indoor | Concession | Install Anti-Glare Shields on | on Ballfield Lights | Upgrade Sand Volleyball | Courts | Construct Softball Pits | Renovate Playground | Construct Outdoor | Basketball Court | Antimi Baseball Complex | Relocate Harrie Chaltar | Re-route Service Boad | Construct Parking (100) | Construct (2) Girls Fastpitch | Softball Fields - Lighted, | Fenced, Bleachers, | & Walks | Upgrade 2 Tempory T-Ball | Fields to Permanent | replace Ballfield | Construct Playoround | (north side of entry wallk) | Same Calda | Joctoff Lighting of D Fields | Install Lighting at |
|  |                              |                           |                        |                                 |                    |                 |   |                            |                          |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |
|  | Location                     | Capen                     |                        |                                 |                    |                 |   | Cliff Drive                | Cosmonolitan             |                            |            |                               |                     |                         |        |                         |                     |                   |                  |                         |                         |                       |                         |                               |                            |                    |         |                          |                     |                   |                      |                             |            |                              |                     |

|  | AƏTR                         | ī                   | Г                          | Γ        | Γ                 | Π                             | Π                          |   | T                     |                  |                      |                        |          |   |                          |                        |                            |                   |                              | Π     | ٩                       | Π                          | T                           | Τ               |                           |                |                         | S                       |                 | S                           |                               |  | 1 |  |
|--|------------------------------|---------------------|----------------------------|----------|-------------------|-------------------------------|----------------------------|---|-----------------------|------------------|----------------------|------------------------|----------|---|--------------------------|------------------------|----------------------------|-------------------|------------------------------|-------|-------------------------|----------------------------|-----------------------------|-----------------|---------------------------|----------------|-------------------------|-------------------------|-----------------|-----------------------------|-------------------------------|--|---|--|
|  |                              |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
|  | fnemeergA Isoohefn           |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
|  | xeT sole2                    |                     |                            |          |                   |                               |                            |   |                       |                  | S                    |                        |          |   |                          | ۵.                     |                            |                   | ۵.                           |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
|  | dalorem Property Texes       |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          | s                      |                            |                   | S                            |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
|  | Gen. Obligation Bonds        |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         | •                       |                 | ۵.                          |                               |  |   |  |
| 4  | Land & Water Conserv. Fund   |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
| RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | x8T 8988 3⊅\r                |                     |                            |          |                   |                               |                            |   |                       | ۹.               |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            | ٩                           |                 | 0-                        |                | م                       |                         |                 |                             |                               |  |   |  |
| EMENTS                                     | Community Devel. Block Grant |                     |                            |          |                   |                               |                            |   |                       |                  | ٩.                   |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
| L IMPROV                                   | Recreation Service Fund      |                     | ٩                          |          | ٩                 | Ч                             | ٩                          |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 | S                         |                |                         |                         |                 |                             |                               |  |   |  |
| O CAPITA                                   | sifi@\noisabnuo3             |                     |                            |          |                   |                               |                            |   |                       | S                | s                    |                        |          |   |                          |                        |                            |                   |                              |       | S                       |                            | S                           |                 | S                         |                | S                       |                         |                 |                             |                               |  |   |  |
| NMENDE                                     | Dedication Fee               |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            |                             |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |
|  | Probable Cost                |                     | \$450,000                  |          | \$125,000         | \$250,000                     | \$75,000                   |   |                       | \$30,000         | \$56,000             |                        |          |   |                          | \$80,000               |                            |                   | \$30,000                     |       | \$400,000               |                            | \$80.000                    |                 | \$15,000                  |                | \$60,000                | \$2,000,000             |                 | \$100,000                   |                               |  |   |  |
|  |                              | Nickel Golf Course: | Rebuild Approx. 1/2 Greens | ees      | Irrigate Fairways | Construct Concrete Cart Paths | Rebuild Driving Range Tees | • | Burtord Shelter Area: | Renovate Shelter | Construct Accessible | Playground * Scheduled | 994      |   | Parks Management Center: | Renovate Shop Building | -Energy Efficiency, Multi- | Bay Entry @ North | Construct Additional Storage |       | Construct Walking Trail | throughout Park (10 Miles) | Construct Additional Picnic | Shelter Complex | Construct Soccer Practice | Area/Playfield | Construct Walking Trail | Construct Swimming Pool | (north of Lake) | Construct Drive and Parking | (100)(north edge of property) |  |   |  |
|  | Project                      | Nickel (            | Rebuild                    | and Tees | Irrigate          | Constru                       | Rebuild                    |   | Burtord               | Renova           | Constru              | Playgr                 | for 1994 | - | Parks N                  | Renova                 | -Energ                     | Bay El            | Constru                      | Sheds | Constru                 | throug                     |                             |                 | Constru                   | Area/F         | Constru                 | Constru                 | (north          | Constru                     | (100)(                        |  |   |  |
|  | Location                     |                     |                            |          |                   |                               |                            |   |                       |                  |                      |                        |          |   |                          |                        |                            |                   |                              |       |                         |                            | Cosmo-Bethel                |                 |                           |                |                         |                         |                 |                             |                               |  |   |  |

|  | STEA                         |   | 6                   |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         |                    |                                 |                           |       |                         | Γ      |                               |               |  |   |
|--|------------------------------|---|---------------------|------------|----------------------------|--------------------------|---------|-------|---------------|------------------------------|-----------------------------|-------------------------|---------|---------------------------|------------------------------|----------------|-----------------------|-----------------------|----------------------------|------------|--------------------------|----------------------|-------------------------|--------------------|---------------------------------|---------------------------|-------|-------------------------|--------|-------------------------------|---------------|--|---|
|  | tnemeergA lacohein           | I |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         |                    |                                 |                           |       |                         |        |                               |               |  |   |
|  | xsT sela2                    |   |                     |            | ٩.                         |                          | ۵.      |       |               | -                            | S                           |                         |         | S                         |                              |                | ۵.                    | •                     |                            | 2          | s                        |                      |                         |                    |                                 | 0                         |       | ٩                       |        | s                             |               |  |   |
|  | Ad. Valorem Property Taxes   |   |                     |            | S                          |                          | S       |       |               |                              |                             |                         |         |                           |                              |                | S                     | U                     | 0                          | n          |                          |                      |                         |                    |                                 | U                         | 0     | S                       |        |                               |               |  |   |
|  | Gen. Obligation Bonds        |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         |                    |                                 |                           |       |                         |        |                               |               |  |   |
| 4  | Land & Water Conserv. Fund   |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          | ŝ                    | s                       |                    |                                 |                           |       |                         |        |                               |               |  | Ī |
| 1995-200                                   | 74¢ \$989 Tex                |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          | ₽.                   | ۵.                      | 0                  | - 0                             | 2                         |       |                         |        | ۵.                            |               |  |   |
| RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | Community Devel. Block Grant |   | S                   |            |                            |                          |         |       |               | ¢                            | •                           |                         |         | ۵.                        |                              |                |                       |                       |                            |            | ۵                        |                      |                         |                    | Ī                               | Ī                         |       |                         |        |                               |               |  |   |
| WPROV                                      | Recreation Service Fund      |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         |                    |                                 |                           |       |                         |        |                               |               |  |   |
| CAPITAL                                    | sîî©\noîîsbnuo <sup>‡</sup>  |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         | U                  | >                               |                           |       |                         |        |                               |               |  |   |
| WMENDEL                                    | Dedication Fee               |   |                     |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       |                       |                            |            |                          |                      |                         |                    |                                 |                           |       |                         |        |                               |               |  |   |
| RECO                                       | Probable Cost                |   | \$45,000            |            | \$10,000                   | 000 01                   | \$3,000 |       |               | \$40.000                     | \$40,000                    |                         | 100 000 | \$30,000                  |                              |                | \$10,000              | \$8,000               | \$3.000                    | 000/04     | \$30,000                 | \$40,000             | \$40,000                | \$60,000           | \$40,000                        | \$5,000                   |       | \$10,000                |        | \$20,000                      |               |  |   |
|  | Project                      |   | Replace Fence Along | Providence | Upgrade Lights and Install | Underground Light Wiring |         | Court | Shalter Area: | Construct New Diraio Chalton | COISUUCT New FICHIC SHELLER | In location of Existing |         | Construct New Parking Lot | (25) in location of Existing | Picnic Shelter | Landscaping and Walks | Resurface Sport Court | Construct Walk from Street | to Shelter | Replace Playground Equip | Construct Playground | Construct Walking Irail | Construct Restroom | Install Lights at Tennis Courts | Construct Sand Vollevball | Court | Upgrade Soccer Practice | Fields | Construct Parking Lot (30) at | Plymoth Drive |  |   |
|  | Location                     |   | Douglas             |            |                            |                          |         |       |               |                              |                             |                         |         |                           |                              |                |                       | Downtown Optomist     |                            |            |                          | <br>Dublin Avenue    |                         | Fairview           |                                 |                           |       |                         |        |                               |               |  |   |

| AJTEA   | 1                       |                        |                          | N                       | 0                  | 0     |                        |                       |                           |                           |              |                             |         |                         |                            |         |                      |                         |           |                          |                   |                               |       |                         |               |              |           |            | S                         | N N                        |  |  |
|---|-------------------------|------------------------|--------------------------|-------------------------|--------------------|-------|------------------------|-----------------------|---------------------------|---------------------------|--------------|-----------------------------|---------|-------------------------|----------------------------|---------|----------------------|-------------------------|-----------|--------------------------|-------------------|-------------------------------|-------|-------------------------|---------------|--------------|-----------|------------|---------------------------|----------------------------|--|--|
| tnemeergA lecohetn  | 4                       |                        |                          | 6                       | 0                  |       |                        |                       |                           |                           |              |                             |         |                         |                            |         |                      |                         |           |                          |                   |                               |       |                         |               |              |           |            |                           |                            |  |  |
| xaT selač   | 5                       |                        | <b>D</b>                 |                         |                    |       |                        | s                     | s                         | s                         |              |                             |         |                         |                            |         |                      |                         | ٩         |                          |                   |                               |       | s                       |               | ٩            | •         |            | s                         | S                          |  |  |
| Ad. Velorem Property Taxes  | 1                       |                        | s                        |                         |                    |       |                        | S                     | S                         |                           |              |                             |         |                         |                            |         |                      |                         | s         |                          | 1                 |                               |       |                         |               | s            | s         |            |                           |                            |  |  |
| sbroß noljsgildO .nsS   | )                       |                        |                          | Ī                       |                    |       |                        |                       |                           |                           |              |                             |         |                         |                            |         |                      |                         |           |                          |                   |                               |       |                         |               |              |           |            |                           |                            |  |  |
| Land & Water Conserv. Fund  | 1                       |                        |                          |                         |                    |       | s                      |                       |                           |                           |              | s                           |         |                         |                            | t       | U.                   | 0 00                    |           |                          |                   |                               |       |                         |               |              |           |            |                           |                            |  |  |
| Dedication Fee<br>Dedication Fee<br>Foundation/Gifts<br>Mecreation Sarvice Fund<br>Community Devel. Block Grant<br>Sarvice Fund<br>Community Devel. Block Grant<br>Sarvice Fund |                         |                        | 0                        | L U                     | ) a.               |       |                        |                       |                           |                           |              |                             |         | C                       | r (                        | 2       | 0                    | . α.                    |           |                          |                   |                               |       |                         |               |              |           |            | ٩                         | ď                          |  |  |
| Community Devel. Block Grant  |                         |                        |                          |                         |                    |       | ٩.                     | a.                    | ٩                         | ۵.                        |              | α.                          |         |                         |                            |         |                      |                         |           |                          |                   |                               |       | ٩                       |               |              |           |            |                           |                            |  |  |
| Recreation Service Fund   |                         |                        |                          |                         |                    |       |                        |                       |                           |                           |              |                             |         |                         |                            |         |                      |                         |           |                          | -                 | 2 0                           |       |                         |               |              |           |            |                           |                            |  |  |
| ettiD\noi/abnuo7  |                         |                        |                          | ٩                       |                    |       |                        |                       |                           |                           |              |                             |         | 0                       | 0                          | n       | S                    |                         |           |                          |                   |                               |       |                         |               |              |           |            |                           |                            |  |  |
| Dedication Fee  |                         |                        |                          |                         |                    |       |                        |                       |                           |                           |              |                             |         |                         |                            |         |                      |                         |           |                          |                   |                               |       |                         |               |              |           |            |                           |                            |  |  |
| Probable Cost   | -                       | see Greenbelt          | \$30,000                 | \$1,000,000             | \$60,000           |       | \$40,000               | \$8,000               | \$5,000                   | \$25,000                  |              | \$40,000                    |         | \$20,000                | \$40,000                   | 0000012 | \$40,000             | \$20,000                | \$10,000  | 450.000                  | \$17E 000         | \$ 123,000                    | 00000 | \$20,000                | 10 000        | \$8,000      | nnn'e¢    |            | \$100,000                 | \$100,000                  |  |  |
| Project   | Content of Melline Taul | Construct Walking Hall | Construct Creek Crossing | Construct Nature Center | Construct Restroom |       | Additional Playgrounds | Hesurface Parking Lot | Upgrade Mayfield/Backstop | Expand Parking to West of | Existing Lot | Construct Additional Picnic | Shelter | Unorade Trail Surfacino | Resurface West Entry Drive |         | Construct Playground | Construct Walking Trail | Landscape | Cell Marri Indeedon MARI | Irritate Esitwave | Construct Concrete Cart Paths |       | Resurface Walking Trail |               |              | Pavoround | 0.00.07.01 | Upgrade and Widen Surface | Renovate Bridge Abatements |  |  |
| Location  | Grindetone              |                        |                          |                         |                    | - 111 | Indian Hills           |                       |                           |                           |              |                             |         | Kiwanis                 |                            |         | Kyd                  |                         |           | l ska nf tha Monde       |                   |                               |       | Lions Stephens          | Moleco Connot | MICHAE SUBEL |           |            | M.K.T. Trail              |                            |  |  |

|  | AJT2                         |                               |                       |              |                        | T                    |                      |                      |         |                       |                           |         |                       |                      |                         |                 | S                       |                        | T                      |                        |        |                       |                         |                      |   |  |  |  | Π |  |
|--|------------------------------|-------------------------------|-----------------------|--------------|------------------------|----------------------|----------------------|----------------------|---------|-----------------------|---------------------------|---------|-----------------------|----------------------|-------------------------|-----------------|-------------------------|------------------------|------------------------|------------------------|--------|-----------------------|-------------------------|----------------------|---|--|--|--|---|--|
|  | jnemeergA lsooheini          |                               |                       | S            |                        |                      |                      |                      |         |                       |                           |         |                       |                      |                         |                 |                         |                        |                        |                        |        |                       |                         |                      |   |  |  |  |   |  |
|  | xaT seleS                    |                               |                       |              |                        |                      |                      | S                    |         |                       | 2 (                       | x       | ۵.                    |                      | 0                       |                 |                         |                        |                        | ۵.                     |        | đ.                    |                         |                      |   |  |  |  |   |  |
|  | Аd. Valorem Property Тахез   |                               |                       |              |                        |                      |                      |                      |         | C                     | n                         |         | s                     |                      | S                       |                 |                         |                        |                        | s                      |        | S                     |                         |                      |   |  |  |  |   |  |
|  | Gen. Obligation Bonds        |                               |                       |              |                        |                      |                      |                      |         |                       |                           |         |                       |                      |                         |                 |                         |                        |                        |                        |        |                       |                         |                      |   |  |  |  |   |  |
| 4  | Land & Water Conserv. Fund   |                               |                       |              |                        |                      | S                    |                      |         |                       |                           |         |                       | S                    |                         |                 |                         |                        | S                      |                        |        |                       | S                       | U                    | 2 |  |  |  |   |  |
| RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | xeT sele≳ o⊅\f               |                               | vo u                  | s            | ٥                      |                      | ۵.                   | ٩                    |         |                       | 6                         | 2       |                       | ٩.                   |                         |                 | •                       |                        | ۵.                     |                        |        |                       | 0                       | ٩                    | - |  |  |  |   |  |
| EMENTS                                     | Community Devel. Block Grant |                               |                       |              |                        |                      |                      |                      |         |                       |                           |         |                       |                      |                         |                 |                         |                        |                        |                        |        |                       |                         |                      |   |  |  |  |   |  |
| L HMPROV                                   | Recreation Service Fund      |                               |                       |              |                        |                      |                      |                      |         |                       |                           |         |                       |                      |                         |                 |                         |                        |                        |                        |        |                       |                         |                      |   |  |  |  |   |  |
| o capita                                   | Foundstinu/noisebnuo         | 4                             | 7 (                   | 7            | U.                     | 2                    | S                    |                      |         |                       |                           |         |                       | S                    |                         |                 |                         |                        |                        |                        |        |                       |                         | U.                   |   |  |  |  |   |  |
| MMENDE                                     | Dedication Fee               |                               |                       |              |                        |                      |                      |                      |         |                       |                           |         |                       |                      |                         |                 |                         |                        |                        |                        |        |                       |                         |                      |   |  |  |  |   |  |
| RECO                                       | Probable Cost                | \$500 000                     | 000,0004              | 000'0074     | \$15.000               |                      | \$40,000             | \$150,000            |         | 000 8\$               | 000,054                   | 200,000 | \$3,000               | \$40,000             | \$8,000                 |                 | \$40,000                |                        | \$40,000               | \$4,000                |        | \$8,000               | \$40,000                | \$80.000             |   |  |  |  |   |  |
|  | Project                      | Renovate Historical Buildings | Construct New Outdoor | Amphitheater | Construct Walk Between | Museum and Maplewood | Construct Playground | Expand and Resurface | Parking | Resultace Sport Court | Replace Plavaround Entito |         | Upgrade Horsehoe Pits | Construct Playground | Relocate Picnic Shelter | to North Avenue | Construct Walking Trail | (connect to Greenbelt) | Replace Play Equipment | Replace Backstop Fence | Fabric | Resurface Sport Court | Construct Walking Trail | Uporade Trail Svstem |   |  |  |  |   |  |
|  | Location                     | Nifona                        |                       |              |                        |                      |                      |                      |         | Oakwood Hills         |                           |         | Paquin                | Proctor              |                         |                 |                         |                        | Rockbridge             |                        |        |                       |                         | Rock Hill            |   |  |  |  |   |  |

| Aat  | SI                          |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              | S              |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
|--|-----------------------------|----------------------|--------------------------|--------------------------|------------------------|-----------------------------|---------------|-----------------------|-------------------------|------------------------------|---------------------|---------------------|------------------|-------------------------|---------|---------------------------|--------|------------------------------|----------------|-----------------------|----------------------|---------|----------|-----------------|---------------------|-----------------------|--------------------------|-------------|-----------------|------------------|---|--|
| terlocal Agreement   | ч                           |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         | S        |                 |                     | T                     |                          |             |                 |                  |   |  |
| xaT sele   | S                           | 0                    |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     | a                     |                          |             | a.              | ٩                |   |  |
| d. Valorem Property Taxes  | 4                           |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     | 0                     | o o                      |             | S               | U.               | 2 |  |
| en. Obilgetion Bonds   | 9                           |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
| and & Water Conserv. Fund  |                             |                      |                          |                          |                        | S                           |               |                       |                         |                              |                     | 1                   | S                |                         | n       |                           |        |                              |                |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
| 00<br>01<br>01<br>02<br>04/<br>05<br>05/<br>05/<br>05/<br>05/<br>05/<br>05/<br>05/<br>05/<br>05/ | L                           | - 0                  | . 07                     | S                        |                        | ٩                           |               | S                     | S                       | a.                           |                     | ľ                   | 7                | ſ                       | r       |                           |        | s                            | S              | S                     | S                    |         | an a     | S I             | N                   |                       |                          |             |                 |                  |   |  |
| ommunity Devel. Block Grant  | <sup>v</sup> c              | 0 00                 | <u>م</u>                 | •                        |                        | S                           |               | ۵.                    | ۵.                      | S                            |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
| ecreation Service Fund   | H                           |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     | -                |                         |         | ۵.                        |        | ٩.                           | •              | ۵.                    | •                    |         | -        | <b>⊾</b> (      | 2                   |                       |                          |             |                 |                  |   |  |
| atili indiation  | 3                           |                      |                          |                          |                        | S                           |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
| COMMENDED CAPITAL III<br>Addrestion Fee<br>ounderion/Gifts                                       | 2                           |                      |                          |                          |                        |                             |               |                       |                         |                              |                     |                     |                  |                         |         |                           |        |                              |                |                       |                      |         |          |                 |                     |                       |                          |             |                 |                  |   |  |
| RECOR  | \$150.000                   | \$40,000             | \$40,000                 | \$15,000                 |                        | \$170,000                   |               | \$20,000              | \$80,000                | \$100,000                    |                     | 000 07 0            | \$40,000         | \$40.000                | 000,044 | \$20,000                  |        | \$100,000                    | \$40,000       | \$20,000              | \$200,000            | 100 000 | \$00,000 | \$150,000       | 000,061 \$          | \$8,000               | \$2,000                  |             | \$2,500         | \$1,000          |   |  |
| Project  | Construct Roads and Parking | Construct Playground | Construct Picnic Shelter | Construct (3) Playfields | (2 Soccer, 1 Softball) | Construct (4) Tennis Courts | with lighting | Construct Sport Court | Construct Walking Trail | Renovate Existing Structures | tor Designated Uses | Construct Manazound | (northeast area) | Construct Walking Trail |         | Install Lights and Tennis | Courts | Construct Additional Parking | Upgrade Trails | Construct Boat Launch | Construct Concession |         |          | Construct Walks | upgrade chiry brive | Resurface Sport Court | Play Equipment Surfacing | with Edging | Repair Backstop | Replace Benches  |   |  |
|  | arry                        |                      |                          | 5                        |                        |                             |               |                       |                         |                              |                     | Bothwell            |                  |                         |         | Shepard In                |        | 1 win Lakes                  |                |                       |                      |         |          |                 |                     | Valleyview            |                          |             | LE.             | Village Square R |   |  |

|  | Internet Parts               |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
|--|------------------------------|----------------------|-----------------------|-----------------------|--------------------------|-----|------------------|----------------------|--------------------------|-------------|-----------------------|--------------------------|-------------------------|-----------------------|---------------------|----------------|---|--------------|----------------------------|--|--|--|--|--|---|--|
|  | tnemeergA lsoolretni         |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
|  | xeT 20182                    |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       | a.                  |                |   |              |                            |  |  |  |  |  |   |  |
|  | Αά. Υείοτεm Ρτορετέγ Τεχεε   |                      |                       |                       |                          |     |                  |                      | S                        |             |                       |                          |                         | U                     | o v.                | S              |   |              |                            |  |  |  |  |  |   |  |
|  | sbnoß nolfsgildO .neĐ        |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       |                     |                |   |              |                            |  |  |  |  |  | Ĩ |  |
|  | Land & Water Conserv. Fund   | ¢                    | γ (                   | s                     | S C                      | 0   | s                |                      |                          |             |                       | S                        | s                       |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
| RECOMMENDED CAPITAL IMPROVEMENTS 1995 2004 | XBT 29162 34/f               | c                    | 2                     | 2                     | 2 0                      |     | ٩                |                      |                          |             | æ                     | ٩                        | ۵.                      |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
| NENTS 1                                    | Community Davel. Block Grant |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         | •                     |                     | d              |   |              |                            |  |  |  |  |  |   |  |
| INDRIOVE                                   | Becreation Service Fund      |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
| CAPITAL                                    | sîîD\noîsebnuoî              | U                    | 0 0                   | 0                     | n u                      | 2   |                  |                      |                          |             |                       |                          |                         |                       |                     |                | _ |              |                            |  |  |  |  |  |   |  |
| UNENDED                                    | Dedication Fee               |                      |                       |                       |                          |     |                  |                      |                          |             |                       |                          |                         |                       |                     |                |   |              |                            |  |  |  |  |  |   |  |
|  | Probable Cast                | \$45.000             | \$15 000              | 000'01¢               | \$40,000                 | 222 | \$20,000         |                      | \$2,000                  |             | \$15,000              | \$40,000                 | \$40,000                | \$15,000              | \$8,000             | \$4,000        |   | \$10,968,000 |                            |  |  |  |  |  |   |  |
| -  | Project                      | Construct Playornind | Construct Short Court | Construct Oport Court | Construct Picnic Shelter |     | Replace Selected | Playground Equipment | Play Equipment Surfacing | with Edging | Resurface Sport Court | Construct Picnic Shelter | Construct Walking Trail | Resurface Sport Court | Repair Wood Fencing | Resurface Walk |   |              |                            |  |  |  |  |  |   |  |
|  | P.                           | Westwinds            |                       |                       |                          |     | Woodridge Re     | -                    | Δ                        | -           | œ                     | Ũ                        | 0                       | Worley Street Re      |                     | Ř              |   | Subtotal     | Existing Park Improvements |  |  |  |  |  |   |  |

|  | A∃T2I                               |                    | 6                       | 0                           |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         | Γ                         |                       |  |
|--|-------------------------------------|--------------------|-------------------------|-----------------------------|------------|-----------------------------|-----------|------------------------|----------------------|------------------------------|----------------------|-----------------------|-----------|---------------------------------|-----------------------------|--------------|----------------------------|--------|------------------------|--------------------------|-------------------|---------------|-----------------------------|-----------------------|-------------------------|----------------------|------------------------------|------------------------|------------------------------|-------------------------|---------------------------|-----------------------|--|
|  | tnemeergA is⊃ofretni                |                    |                         |                             |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
|  | xsT esia2                           |                    |                         |                             |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
|  | εөхаТ γ≀еqоי9 me≀ola⊻. bA           |                    |                         |                             |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
|  | Gen. Obligation Bonda               |                    |                         |                             |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              | T                          |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        | Ī                            |                         |                           |                       |  |
|  | Land & Water Conserv. Fund          |                    | U                       | 0                           |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
| RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004 | xeT sele8 o₽\f                      | c                  | 2 0                     | - 0                         | D          | S                           | "         | 2                      | •                    | •                            | s                    | S                     |           |                                 |                             |              | ٩                          |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        | -                            |                         |                           |                       |  |
| EMENTS 1                                   | Community Devel. Block Grant        |                    |                         |                             |            |                             |           |                        |                      |                              | ۵.                   | •                     |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
| IMPROVI                                    | Recreation Service Fund             |                    |                         | ٩                           | •          | ۵.                          |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
| CAPITAL                                    | នវិវិទ្រិ\noiፃsbnuo <sup>-</sup> រី |                    |                         |                             |            |                             | C         | 0                      | s                    | S                            |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              | U                      | 0                            |                         |                           |                       |  |
| AMENDED                                    | Dedication Fee                      |                    |                         |                             |            |                             |           |                        |                      |                              |                      |                       |           |                                 |                             |              |                            |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        |                              |                         |                           |                       |  |
| RECON                                      | Probable Cost                       | Coo Grooobalt      | Sec direction           | \$60,000                    |            | \$50,000                    | 000 004   | 000,000                | \$45,000             | \$40,000                     | \$45,000             | \$15,000              | \$415,000 |                                 | - 12                        | \$16,673,000 | \$11,500,000               |        |                        |                          |                   | 64 000 000    | \$4,000,000                 |                       |                         |                      |                              | \$1 000 000            |                              |                         |                           | \$33,173,000          |  |
|  | Project                             | Tranefar Ownarchin | Construct Walking Trail | Construct (4) Soccer Fields | (Practice) | Construct Drive and Parking | Area (50) | Area (3rd Lagoon Cell) | Construct Playground | Construct Picnic Shelter (2) | Construct Playground | Construct Sport Court |           |                                 |                             |              | Community Recreation       | Center | loe Arene: Recommended | to be joint venture with | Private Developer | Colf Contract | City: mour consider a third | out curse land may be | por course. Land may be | manner Possibly land | adjacent to Russell property | National Guard Armory. | If City obtains control room | vation of avmnasium and | office space is recommend |                       |  |
|  | Location                            | Rear Creek         |                         |                             |            |                             |           |                        |                      |                              | Field School         | -                     | Subtotal  | Total of Projects not including | Doorle County Fairgrounds & | Golf Course  | Boone County Fairgrounds 0 |        |                        |                          |                   |               |                             |                       |                         |                      |                              |                        | -                            |                         |                           | Total of All Projects |  |

Columbia, Missouri

#### FINANCIAL OPERATIONS

An extensive review of financial operations was conducted for the Parks and Recreation Department which included surveying over 50 other parks and recreation agencies. Analysis and recommendations include the following:

The Columbia Parks and Recreation Department has a well developed and comprehensive fee policy as compared with other communities.

Direct costs which are factored into program fees for Columbia include part-time salaries and benefits, equipment supplies, maintenance costs, direct utility costs, rental of non-owned facilities and advertising. Indirect costs factored into programming fees include a pro-rated percent of administrative staff costs and pro-rated percent of program staff costs.

Less than 2/3rds of surveyed communities include maintenance costs and direct utility costs in developing their fees as Columbia does. There are only a few indirect costs utilized by other communities in factoring program fees that Columbia does not use and none of these are utilized by over 50% of other communities.

Columbia has targets for the percentage of fee support derived from program areas. These targets are:

Youth Sports - 10%-25% fee supported Adult Sports - 90% fee supported Aquatics - 50% fee supported Golf - 100% fee supported Tours - 100% fee supported Senior Adults - 10% fee supported Adaptive Recreation - 10% fee supported

The current User Fee Policy is very good and it is recommended to remain substantially the same. However, consideration should also be given to increasing the targeted fee support for specific program areas. This will be covered in the body of the narrative.

Charts in the Appendix indicate fee policies for surveyed communities.

Columbia's rental fees for utilizing facilities are generally higher than those for surveyed communities.

Hourly rental rates which are higher in Columbia than the average surveyed communities include: 50 meter outdoor pool, 25 meter outdoor pool, indoor pool, picnic shelter for over 100 people, picnic shelter for under 100 people, soccer field/unlighted, baseball field/unlighted, baseball field/lighted, softball fields/unlighted, softball fields/lighted, and football fields/unlighted.

The only rental fees in which surveyed communities were higher than Columbia are for indoor gymnasium. The average hourly rate charged by surveyed communities is \$26.93 for rental of an indoor gymnasium as compared to \$12.50 in Columbia. Columbia does not have an indoor gymnasium of suitable quality to charge rental rates received by other communities, therefore resulting in less revenue opportunities to the community.

It is recommended that the current rental fees remain constant. However, currently, Columbia has only per hour and per day rental rates for its facilities. Our research has shown that many communities also have half day rental rates. It is recommended that the city of Columbia consider implementing half day rental rates as an additional source of potential revenue.

A summary comparison of Columbia's rental fees to surveyed communities is on the following page. Detailed comparisons of rental fees are in the Appendix.

Columbia, Missouri

| Co                               | mparisons of  | Rental Rates        |          |
|----------------------------------|---------------|---------------------|----------|
| Colum                            | bia to Survey | ed Communities      |          |
| Facility                         | Туре          | Average of Surveyed | Columbia |
|                                  | Rental        | Communities         |          |
| Outdoor Pool - 50 meters         | Hourly        | \$37.08             | \$60.00  |
| Outdoor Pool - 25 meters         | Hourly        | \$35.56             | \$60.00  |
| Outdoor Pool - Kiddie Area       | Hourly        | \$41.67             | N/A      |
| Indoor Pool                      | Hourly        | \$37.83             | \$60.00  |
| Picnic Shelter < 100 people      | Hourly        | \$11.40             | \$20.00  |
| Picnic Shelter > 100 people      | Hourly        | \$11.00             | \$20.00  |
| Indoor Gymnasium                 | Hourly        | \$26.93             | \$12.50  |
| Indoor Gymnasium                 | Daily         | \$92.67             | \$90.00  |
| Sand volleyball                  | Hourly        | \$4.75              | N/A      |
| Soccer Field - Unlighted         | Hourly        | \$6.50              | \$12.50  |
| Soccer Field - Unlighted         | Daily         | \$61.25             | \$90.00  |
| Soccer Field - Premier/Irrigated | Hourly        | \$7.50              | N/A      |
| Soccer Field - Lighted           | Hourly        | \$7.00              | N/A      |
| Baseball Fields - Unlighted      | Hourly        | \$9.89              | \$12.50  |
| Baseball Fields - Unlighted      | Daily         | \$73.33             | \$90.00  |
| Baseball Fields - Lighted        | Hourly        | \$13.83             | \$17.50  |
| Baseball Fields - Lighted        | Daily         | \$71.82             | \$90.00  |
| Softball Fields - Unlighted      | Hourly        | \$9.00              | \$12.50  |
| Softball Fields - Unlighted      | Daily         | \$63.62             | \$90.00  |
| Softball Fields - Lighted        | Hourly        | \$14.78             | \$17.50  |
| Softball Fields - Lighted        | Daily         | \$59.47             | \$90.00  |
| Football Fields - Unlighted      | Hourly        | \$6.33              | \$12.50  |
| Football Fields - Unlighted      | Daily         | \$51.25             | \$90.00  |

Summary Report 2: Analysis/Recommendations

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Columbia, Missouri

#### PROGRAM AND FACILITY FEES

#### **Outdoor Pool Fees**

**<u>Daily Fees</u>** - **Outdoor pool daily admission fees are similar between the surveyed communities and Columbia and no changes are recommended.** 

| Category         | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u> |
|------------------|---|-----------------|
| Young Child Res. | \$ 1.11                                   | \$ 1.10         |
| Child/Teen Res.  | \$ 1.43                                   | \$ 1.85         |
| Adult Res.       | \$ 1.90                                   | \$ 2.25         |
| Senior Res.      | \$ 1.60                                   | \$ 2.25         |

<u>Memberships</u> - Approximately 2/3 of surveyed communities have some type of membership for usage of outdoor pools. The city of Columbia does not presently have a membership program. **Research on past projects has shown that many communities which have membership programs are looking to phase out of these programs. No membership fee category is recommended for the City of Columbia.** 

Columbia, Missouri

#### **Indoor Pool Daily Fees**

<u>Daily Fees</u> - Fees for indoor pool usage is slightly higher for Columbia than surveyed communities with the exception of young child resident fees. As noted later in the report, Columbia also covers a greater percentage of operating costs from fees than surveyed communities. No fee change is recommended.

|                  | Average<br>Surveyed |          |
|------------------|---------------------|----------|
| <u>Category</u>  | <u>Communities</u>  | Columbia |
| Young Child Res. | \$ 1.94             | \$ 1.10  |
| Child/Teen Res.  | \$ 1.38             | \$ 1.85  |
| Adult Res.       | \$ 2.16             | \$ 2.25  |
| Senior Res.      | \$ 1.80             | \$ 2.25  |
|                  | 1                   | · ·1 A   |

Detailed information on survey results for pools appear in the Appendix.

#### **Adults Sports**

The City of Columbia has a very comprehensive program for adult athletics." We did not find any community which had a more extensive array of programs. Team fees for many programs are higher for Columbia than for surveyed communities. However, the City of Columbia offers more games per season than the average surveyed communities. Therefore when looking at per game costs, the City of Columbia's fees are generally very comparable to those of surveyed communities. Currently, Columbia is generating 70%-89% of program costs through fees. This is slightly lower than the target of 90% fee support. The most frequent response from surveyed communities regarding their fee support for adult athletics was in the 90%-100% range. It is recommended that fee support for adult athletics move toward the 90% target.

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

| Category  | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u>               |
|---|---|-------------------------------|
| Womens Slow Pitch<br>Games per Season<br>Team Fee per Game                  | \$312.63<br>13.00<br>\$ 24.42             | \$336.00<br>12.00<br>\$ 28.00 |
| Mens Slow Pitch<br>Team Fee<br>Games per Season<br>Team Fee per Game        | \$312.61<br>13.00<br>\$ 24.26             | \$336.00<br>12.00<br>\$ 28.00 |
| Adult Co-ed Slow<br>Pitch Team Fee<br>Games per Season<br>Team Fee per Game | \$264.17<br>\$ 17.00<br>\$ 22.32          | \$336.00<br>12.00<br>\$ 28.00 |
| Adult Fast Pitch<br>Team Fee<br>Games per Season<br>Team Fee per Game       | \$321.86<br>\$ 11.00<br>\$ 30.16          | \$336.00<br>12.00<br>\$ 28.00 |

### Adult Mens/Womens Basketball

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| Category   | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u>                 |
|--|---|---------------------------------|
| <b>Adult Basketball</b><br>Mens Team Fee<br># of Officials per Game<br>Games per Season<br>Team Fee per Game | \$281.82<br>2<br>11<br>\$ 24.01           | \$284.00<br>2<br>10<br>\$ 28.40 |
| Womens Team Fee<br># of Officials per Game<br>Games per Season<br>Team Fee per Game                          | \$215.08<br>2<br>10<br>\$ 20.34           | \$284.00<br>2<br>10<br>\$ 28.40 |

Columbia, Missouri

### Adult Men's and Women's Soccer

Very few communities offer adult men/women soccer programs. Less than 10% of surveyed communities offer such a program. Therefore it is difficult to have a meaningful comparison of programming costs.

| Category   | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u>           |
|--|---|---------------------------|
| <b>Adult Soccer</b><br>Men's Team Fee<br>Games per Season<br>Team Fee per Game       | \$262.00<br>10<br>\$ 23.39                | \$250.00<br>7<br>\$ 35.71 |
| Women's Team Fee<br>Games per Season<br>Team Fee per Game<br><u>Adult Volleyball</u> | \$383.33<br>9<br>\$ 42.59                 | \$250.00<br>7<br>\$ 35.71 |
| <u>Category</u>  | Average<br>Surveyed<br>Communities        | <u>Columbia</u>           |
| <b>Adult Volleyball</b><br>Men's Team Fee<br>Games per Season<br>Team Fee per Game   | \$133.10<br>8.7<br>\$ 7.85                | \$147.20<br>8<br>\$ 18.40 |
| Women's Team Fee<br>Games per Season<br>Team Fee per Game                            | \$134.38<br>9<br>\$ 11.51                 | \$147.20<br>7<br>\$18.40  |
| Co-Ed Team Fee<br>Games per Season<br>Team Fee per Game                              | \$135.26<br>10<br>\$ 12.72                | \$147.20<br>8<br>\$ 18.40 |

Detailed information on survey results for adult sports appear in the Appendix.

### **Golf Course Fees**

A variety of fees were surveyed regarding golf course operations including memberships, daily green fees, cart storage, and cart rentals. Additionally, information regarding golf course policies was gathered from surveyed communities relating to usage of private carts on the course, serving of alcohol, and grandfathering out of certain policies and procedures.

<u>Membership Fees</u> - Columbia's membership fees are lower than those of surveyed communities in all categories with the exception of junior resident.

| Category   | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u> |
|------------|---|-----------------|
| Individual | \$367.00                                  | \$283.00        |
| Family     | \$552.00                                  | \$360.00        |
| Senior     | \$238.00                                  | \$203.00        |
| Junior     | \$116.00                                  | \$132.00        |

<u>Green Fees</u> - Weekday and weekend green fees were also higher at surveyed communities than they were at Columbia. Fees are as follows:

|                 | Average<br>Surveyed |                 |
|-----------------|---------------------|-----------------|
| <u>Category</u> | <u>Communities</u>  | <u>Columbia</u> |
| Weekdays        | \$11.41             | \$ 7.25         |
| Weekends        | \$13.05             | \$ 8.75         |

<u>Other Fees and Policies</u> - Cart rental fees charged for Columbia are very similar to surveyed communities. The average surveyed community charges \$16.44 for an 18-hole cart rental as compared to \$17.00 for Columbia's golf courses. The average group lesson fee in surveyed communities is \$38.00 as compared with \$41.85 for Columbia. The average cart storage for surveyed communities is \$250.00 compared with \$290 in Columbia.

Approximately 2/3 (62%) of surveyed communities do <u>not</u> allow the use of private carts on their courses. The City of Columbia allows such usage. Of those communities which do allow private cart usage, an average annual fee of \$64.40 was charged for this privilege. In Columbia the fee is \$100.00. Approximately 1/2 (44%) of courses which allow private carts limit their usage. The City of Columbia has no limit on the number of private carts on the course.

Finally, a vast majority (87%) of courses surveyed allow alcohol on the course. Of these only 13% allow individuals or tournaments to bring alcohol onto the course. The City of Columbia both allows alcohol to be served on the course and for individuals to bring alcohol onto the course.

Recommendations - Increases in fees for golf course usage are recommended. Revenues for this increased usage should go to help pay on-going capital costs and future capital needs at the golf course. Additionally, some communities such as Overland Park, Kansas are eliminating memberships in favor of User Passes which give discounts on each round of golf. Such a User Pass should not be implemented but should be considered in the future. Last, consideration should be given to limiting the number of private golf carts on the course and/or grandfathering in those users already using carts and limiting future private cart usage.

The following several pages give detailed information on golf course fees and policies from surveyed communities as compare with Columbia.

|                    | ropulation |            | 5          | しつつ ししつ  | LUCT SE  | GOLF COURSE MEMBERSHIP FEES |          | Ś        |          |
|--------------------|------------|------------|------------|----------|----------|-----------------------------|----------|----------|----------|
|                    |            | Individual | Individual | Family   | Family   | Senior                      | Senior   | Junior   | Juniior  |
|                    |            | Resident   | Non-Res.   | Resident | Non-Res. | Resident                    | Non-Res. | Resident | Non-Res. |
| Ames, Iowa         | 49,900     | \$490      |            | \$380    |          | \$165                       |          | \$165    |          |
|                    | 25,500     | \$390      |            | \$565    |          | \$315                       |          | \$88     |          |
| Arvada. CO         | 100,000    | \$350      |            | \$625    |          | \$170                       |          | \$145    |          |
| Ashville, N.C.     | 62,000     |            |            |          |          |                             |          | 2        | l.       |
| Ballwin, MO        | 21,406     |            |            |          |          |                             |          |          |          |
| Beloit, IL.        | 37,152     | \$250      | \$320      | \$500    |          | \$180                       | \$250    | \$50     | \$RO     |
| Bloomington, IN    | 60,000     | \$345      | \$410      | \$530    | \$630    | \$220                       | \$310    | \$100    | \$135    |
| Blue Springs, MO   | 40,153     | \$650      |            | \$900    |          |                             |          | -        |          |
| Boulder, CO        | 88,312     | \$295      | \$340      |          |          | \$145                       | \$340    | \$145    | \$340    |
| Bowling Green, OH  | 28,500     |            |            |          |          | -                           |          |          | 2        |
| Brentwood, MO      | 60,000     |            |            |          |          |                             |          |          |          |
| Broken Arrow, OK   | 58,043     |            |            |          |          |                             |          |          |          |
| Burllington, IA    | 28,000     | \$230      | \$230      | \$405    | \$405    | \$205                       | \$205    | \$110    | \$110    |
| Cedar Rapids, IA   | 110,000    | \$280      |            |          |          | \$190                       |          | \$115    |          |
| Champaign, IL      | 65,000     |            |            |          |          |                             |          | +        |          |
| Council Bluffs, IA | 54,600     |            |            |          |          |                             |          |          |          |
| Crystal Lake, IL   | 40,000     |            |            |          |          |                             |          |          |          |
| Davenport, IA      | 98,000     |            |            |          |          |                             |          |          |          |
| Dubuque, IA        | 58,000     | \$365      |            | \$550    |          |                             |          | \$185    |          |
| Emporia, KS        | 25,600     | \$315      |            |          |          | \$285                       |          | •        |          |
| Fayetteville, N.C. | 76,000     |            |            |          |          | -                           |          |          |          |
| Ft. Collins, CO    | 87,758     | \$400      |            | \$900    |          | \$300                       |          | \$200    |          |
| Grand Junction, CO | 29,034     | \$200      | \$250      | ÷.       | \$160    | \$200                       |          | \$70     | \$88     |
| Grandview, MO      | 25,000     |            |            |          |          | •                           |          |          |          |
| Hazelwood, MO      | 15,512     |            |            |          |          |                             |          |          |          |
| Highland Park, IL  | 30,575     | \$650      | 006\$      | \$1,175  |          | \$330                       |          | \$250    |          |
| Iowa City, IA      | 60,000     |            |            |          |          |                             |          |          |          |
| Janesville, WI     | 52,538     | \$455      | \$510      | \$696    | \$778    | \$333                       | \$386    | \$159    | \$219    |
| Jefferson City, MO | 35,517     | \$203      | \$280      | \$243    | \$335    | \$177                       | \$243    | \$102    | \$141    |
| Kirkwood, MO       | 29,000     |            |            |          |          |                             |          |          |          |
| Kokomo, IN         | 88,000     |            |            |          |          |                             |          |          |          |
| Lincoln, NE        | 191,972    | \$259      |            | \$488    |          | \$91                        |          | \$50     |          |

| Manhattan, KS          | Lopulation |            | 5          | JLF COU  | GOLF COURSE MEMBERSHIP FEES | MBERSI   | HIP FEE  | 'n       |          |
|------------------------|------------|------------|------------|----------|-----------------------------|----------|----------|----------|----------|
| Manhattan, KS          |            | Individual | Individual | Family   | Family                      | Senior   | Senior   | Junior   | Juniior  |
| Manhattan, KS          |            | Resident   | Non-Res.   | Resident | Non-Res.                    | Resident | Non-Res. | Resident | Non-Res. |
|                        | 37,000     |            |            |          |                             |          |          |          |          |
| Marshalltown, IA       | 25,000     |            |            |          |                             |          |          |          |          |
| Marville, MO           | 10,600     |            |            |          |                             |          |          |          |          |
| Middletown, OH         | 50,000     |            |            |          |                             |          |          |          |          |
| Normal, IL             | 40,023     |            |            |          |                             |          |          |          |          |
| Norman, OK             | 80,071     | \$1,075    |            |          |                             | \$645    |          | \$108    |          |
| Odessa, TX             | 89,633     |            |            |          |                             | •        |          |          |          |
| Overland Park, KS      | 120,000    |            |            |          |                             |          |          |          |          |
| Plano, TX              | 128,713    | \$96       |            | \$100    | \$100                       |          |          |          |          |
| <b>Rocky Mount, NC</b> | 50,000     |            |            |          |                             |          |          |          |          |
| Salina, KS             | 43,000     | \$400      |            |          |                             | \$400    |          | \$100    |          |
| Shaker Heights, OH     | 32,000     |            |            |          |                             |          |          | -        |          |
| Sioux Falls, SD        | 105,000    | \$309      | \$309      | \$557    |                             | \$231    |          | \$93     |          |
| St. Joseph, MO         | 71,852     | \$300      |            | \$395    |                             | \$190    |          | \$100    |          |
| St. Peters, MO         | 45,000     | \$250      |            | \$275    |                             | \$250    |          |          |          |
| Topeka, KS             | 153,000    | \$386      | \$386      |          |                             | \$340    | \$340    | \$97     | \$97     |
| Wichita, KS            | 400,000    | \$500      |            | \$650    |                             | \$35     |          | \$100    |          |
| Wilmette, IL           | 26,000     | \$110      | \$220      |          |                             | \$80     |          | \$20     | \$40     |
| Wyoming, MI            | 65,000     |            |            |          |                             |          |          |          |          |
| AVERAGE                | -          | \$367      | \$378      | \$552    | \$401                       | \$238    | \$296    | \$116    | \$139    |
| COLUMBIA               | 70,100     | \$283      |            | \$360    |                             | \$203    |          | \$132    | -        |

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| Community          | Population |            |            | 5          | een Fees   | Green Fees and Lessons | us           |             |             |
|--------------------|------------|------------|------------|------------|------------|------------------------|--------------|-------------|-------------|
|                    |            | Green Fees | Green Fees | Green Fees | Green Fees | Cart Rentals           | Cart Rentals | Golf Lesson | Golf Lesson |
|                    |            | Weekdays   | Weekdays   | Weekends   | Weekends   | 18 Holes               | 18 Holes     | Group       | Group       |
|                    |            | Residents  | Non-Res.   | Residents  | Non-Res.   | Residents              | Non-Res.     | Resident    | Non-Res.    |
|                    |            |            |            |            |            |                        |              |             |             |
| Ames, Iowa         | 49,900     |            |            |            |            |                        |              |             |             |
| Ardmore, OK        | 25,500     | \$8.25     |            | \$9.00     |            |                        |              | \$32.00     |             |
| Arvada. CO         | 100,000    | \$8.50     |            | \$10.75    |            | \$16.00                |              | \$25.00     |             |
| Ashville, N.C.     | 62,000     | \$15.00    | \$18.00    | \$15.00    | \$18.00    | \$16.00                | \$18.00      | \$30.00     | \$35.00     |
| Ballwin, MO        | 21,406     | \$9.00     | \$18.00    | \$11.00    | \$22.00    | \$12.00                | \$16.00      | \$25.00     | \$30.00     |
| Belolt, IL.        | 37,152     | \$14.00    | \$14.00    | \$15.00    | \$15.00    |                        |              |             |             |
| Bloomington, IN    | 60,000     | \$15.00    | \$15.00    | \$16.00    | \$16.00    | \$10.00                | \$10.00      |             |             |
| Blue Springs, MO   | 40,153     | \$13.00    |            | \$15.00    |            | \$20.00                |              | \$60.00     |             |
| Boulder, CO        | 88,312     | \$13.00    | \$16.00    | \$13.00    | \$16.00    | \$18.00                | \$18.00      | \$40.00     | \$48.00     |
| Bowling Green, OH  | 28,500     |            |            |            |            |                        |              |             |             |
| Brentwood, MO      | 60,000     |            |            |            |            |                        |              |             |             |
| Broken Arrow, OK   | 58,043     |            |            |            |            |                        |              |             |             |
| Burllington, IA    | 28,000     | \$6.75     | \$6.75     | \$8.75     | \$8.75     | \$14.00                | \$14.00      |             |             |
| Cedar Rapids, IA   | 110,000    | \$8.75     |            | \$5.75     |            | \$16.00                |              | \$16.00     |             |
| Champalgn, IL      | 65,000     |            |            |            |            |                        |              |             |             |
| Council Bluffs, IA | 54,600     | \$11.00    |            | \$11.00    |            | \$14.00                |              |             |             |
| Crystal Lake, IL   | 40,000     |            |            |            |            |                        |              |             |             |
| Davenport, IA      | 98,000     | \$12.00    |            | \$15.00    |            |                        |              |             |             |
| Dubuque, IA        | 58,000     | \$9.50     | \$10.50    | \$20.00    |            |                        |              | \$18.00     |             |
| Emporia, KS        | 25,600     | \$7.50     |            | \$9.00     |            | \$15.00                |              |             |             |
| Fayetteville, N.C. | 76,000     |            |            |            |            |                        |              |             |             |
| Ft. Collins, CO    | 87,758     | \$13.00    |            | \$15.00    |            | \$16.00                |              |             |             |
| Grand Junction, CO | 29,034     | \$16.00    | \$16.00    | \$16.00    | \$16.00    | \$16.00                | \$16.00      | \$40.00     | \$40.00     |
| Grandview, MO      | 25,000     |            |            |            |            |                        |              |             |             |
| Hazelwood, MO      | 15,512     |            |            |            |            |                        |              |             |             |
| Highland Park, IL  | 30,575     | \$17.00    | \$23.00    | \$23.00    | \$29.00    | \$24.00                | \$24.00      | \$70.00     | \$105.00    |
| lowa City, IA      | 60,000     |            |            |            |            |                        |              |             |             |
| Janesville, WI     | 52,538     | \$16.05    | \$17.07    | \$18.25    | \$19.25    | \$21.40                | \$21.40      | \$40.00     | \$60.00     |
| Jefferson City, MO | 35,517     | \$6.50     | \$9.00     | \$8.00     | \$10.50    | \$16.00                | \$16.00      | \$30.00     | \$40.00     |
| Kirkwood, MO       | 29,000     |            |            |            |            |                        |              |             |             |
| Kokomo, IN         | 88,000     |            |            |            |            |                        |              |             |             |
| Lawrence, IN       | 27,000     |            |            |            |            |                        |              |             |             |
| Liberty, MO        | 21,000     |            |            |            |            |                        |              |             |             |
| Lincoln, NE        | 191,972    | \$10.75    |            | \$12.00    |            |                        |              |             |             |

| Community          | Population  |            |            | 5          | Green rees and Lessons | and Lessol   | ş            |             |             |
|--------------------|---|------------|------------|------------|------------------------|--------------|--------------|-------------|-------------|
|                    |   | Green Fees | Green Fees | Green Fees | Green Fees             | Cart Rentals | Cart Rentals | Golf Lesson | Golf Lesson |
|                    |   | Weekdays   | Weekdays   | Weekends   | Weekends               | 18 Holes     | 18 Holes     | Group       | Group       |
|                    |   | Residents  | Non-Res.   | Residents  | Non-Res.               | Residents    | Non-Res.     | Resident    | Non-Res.    |
| Manhattan, KS      | 37,000  |            |            |            |                        |              |              |             |             |
| Marshalltown, IA   | 25,000  |            |            |            |                        |              |              |             |             |
| Maryville, MO      | 10,600  |            |            |            |                        |              |              |             |             |
| Middletown, OH     | 50,000  | \$14.00    | \$14.00    | \$14.00    | \$14.00                | \$18.00      | \$18.00      | \$50.00     |             |
| Normal, IL         | 40,023  | \$11.00    | \$13.25    | \$11.00    | \$13.25                | \$16.00      | \$16.00      | \$40.00     | \$40.00     |
| Norman, OK         | 80,071  | \$10.75    |            | \$10.75    |                        | \$16.13      |              | \$30.00     |             |
| Odessa, TX         | 89,633  |            |            |            |                        |              |              |             |             |
| Overland Park, KS  | 120,000   | \$11.00    | \$13.00    |            |                        | \$20.50      | \$20.50      | \$75.00     |             |
| Plano, TX          | 128,713   | \$11.00    | \$11.00    | \$14.00    | \$14.00                | \$17.00      |              |             |             |
| Rocky Mount, NC    | 50,000  |            |            |            |                        |              |              |             |             |
| Salina, KS         | 43,000  | \$8.00     |            | \$10.00    |                        | \$17.00      |              | \$25.00     |             |
| Shaker Heights, OH | 32,000  |            |            |            |                        |              |              |             |             |
| Sioux Falls, SD    | 105,000   | \$12.00    |            | \$12.00    |                        | \$16.00      |              | \$53.00     |             |
| St. Joseph, MO     | 71,852  | \$9.00     |            | \$10.50    |                        | \$8.50       |              | \$100.00    |             |
| St. Peters, MO     | 45,000  | \$14.00    | \$16.00    | \$18.00    | \$20.00                | \$18.00      | \$18.00      |             |             |
| Topeka, KS         | 125,000   | \$6.80     | \$6.80     | \$9.75     | \$9.75                 |              |              |             |             |
| Wichita, KS        | 400,000   | \$12.00    |            | \$12.00    |                        | \$16.00      |              |             |             |
| Wilmette, IL       | 26,000  | \$15.00    | \$26.00    | \$16.00    | \$29.00                | \$20.00      | \$24.00      | \$38.00     | \$38.00     |
| Wyoming, MI        | 65,000  |            |            |            |                        |              |              |             |             |
| Average            |   | \$11.41    | \$14.63    | \$13.05    | \$16.91                | \$16.44      | \$17.85      | \$41.85     | \$48.44     |
| Columbia           | 70,100  | \$7.25     | -          | \$8.75     |                        | \$17.00      |              |             | THE THE WAY |
| Youth              | 100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>100000<br>1000000 |            |            |            |                        |              |              | \$23.85     |             |
| Adult              |   |            |            |            |                        |              |              | \$27.20     |             |

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| Community          | Population |              |              | Golf C      | ourse Cha    | <b>Golf Course Charges and Policies</b> | Policies       |          |                       |
|--------------------|------------|--------------|--------------|-------------|--------------|---|----------------|----------|-----------------------|
|                    |            | Cart Storage | Cart Storage | Allow Priv. | Private Cart | Limit #                                 | Have Grand-    | Serve    | Allow Ind. or         |
|                    |            | Resident     | Non-Res.     | Carts On    | Fee-Annual   | Private Carts                           | Fathered out   | Alchohol | Tournaments           |
|                    |            | Fee-Annual   | Fee-Annual   | Course      |              |   | Memberships/   |          | <b>Bring Alchohol</b> |
|                    |            |              |              |             |              |   | Private Carts/ |          | On Course             |
|                    |            |              |              |             |              |   | Etc.           |          |                       |
| Ames, Iowa         | 49,900     |              |              | Y           | \$40.00      | 7                                       | z              | 7        | z                     |
| Ardmore, OK        | 25,500     | \$330.00     |              | 7           | \$220.00     | z                                       | 7              | Y        | 7                     |
| Arvada. CO         | 100,000    |              |              | z           |              |   | z              | ۲        | z                     |
| Ashville, N.C.     | 62,000     |              |              |             |              |   |                |          |                       |
| Ballwin, MO        | 21,406     |              |              | Z           |              | Z                                       | z              | ۲        | Z                     |
| Beloit, IL.        | 37,152     | \$275.00     |              | ٢           | \$85.00      | ۲                                       | Y              | ۲        | Z                     |
| Bloomington, IN    | 60,000     |              |              | z           |              |   | z              | z        | Z                     |
| Blue Springs, MO   | 40,153     |              |              | z           |              |   | z              | ۲        | Z                     |
| Boulder, CO        | 88,312     |              |              | z           |              |   | 7              | 7        | Z                     |
| Bowling Green, OH  | 28,500     |              |              |             |              |   |                |          |                       |
| Brentwood, MO      | 60,000     |              |              |             |              |   |                |          |                       |
| Broken Arrow, OK   | 58,043     |              |              |             |              |   |                |          |                       |
| Burllington, IA    | 28,000     | \$270.00     | \$270.00     | ٢           |              | ۲                                       | ۲              | ۲        | z                     |
| Cedar Rapids, IA   | 110,000    |              |              | z           |              | N                                       | z              | Y        | z                     |
| Champaign, IL      | 65,000     |              |              |             |              |   |                |          |                       |
| Council Bluffs, IA | 54,600     |              |              | z           |              | ۲                                       | z              | ۲        | Z                     |
| Crystał Lake, IL   | 40,000     |              |              |             |              |   |                |          |                       |
| Davenport, IA      | 98,000     |              |              | z           |              | Z                                       | N              | ٢        | Z                     |
| Dubuque,IA         | 58,000     |              |              | z           |              |   | Z              | Y        | z                     |
| Emporia, KS        | 25,600     | \$125.00     |              | ۲           |              | ۲                                       | N              | ۲        | Z                     |
| Fayetteville, N.C. | 76,000     |              |              |             |              |   |                |          |                       |
| Ft. Collins, CO    | 87,758     |              |              | 7           | \$125.00     | Z                                       | Z              | ۲        | Z                     |
| Grand Junction, CO | 29,034     |              |              | z           |              |   | N              | ۲        | Z                     |
| Grandview, MO      | 25,000     |              |              |             |              |   |                |          |                       |
| Hazelwood, MO      | 15,512     |              |              |             |              |   |                |          |                       |
| Highland Park, IL  | 30,575     |              |              | z           |              | N                                       | z              | ٢        | Z                     |
| Iowa City, IA      | 60,000     |              |              |             |              |   |                |          |                       |
| Janesville, WI     | 52,538     |              |              | z           |              |   | ۲              | ۲        | Z                     |
| Jefferson City, MO | 35,517     |              |              | z           |              |   | Z              | Z        | ۲                     |
| Kirkwood, MO       | 29,000     |              |              |             |              |   |                |          |                       |
| Kokomo, IN         | 88,000     |              |              |             |              |   |                |          |                       |
| Lawrence, IN       | 27,000     |              |              |             |              |   |                |          |                       |
| Liberty, MO        | 21,000     |              |              |             |              |   |                |          |                       |
| Lincoln, NE        | 191.972    |              |              | 7           | \$116.00     | Y                                       | Y              | z        | Y                     |

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| Community          | Population |              |              | Golf C  | ourse Cha    | Golf Course Charges and Policies | Policies       |          |                |
|--------------------|------------|--------------|--------------|---|--------------|----------------------------------|----------------|----------|----------------|
|                    |            | Cart Storage | Cart Storade | Allow Priv  | Private Cart |                                  | Have Grand     | Conio    | Allow Ind an   |
|                    |            | Resident     | Non-Res.     | Carts On  | Fee-Annual   | Private Carts                    | Fathered out   | Alchohol | Tournaments    |
|                    |            | Fee-Annual   | Fee-Annual   | Course  |              |                                  | Memberships/   |          | Bring Alchohol |
|                    |            |              |              |   |              |                                  | Private Carts/ |          | On Course      |
|                    |            |              |              |   |              |                                  | etc.           |          |                |
| Manhattan, KS      | 37 000     |              |              |   |              |                                  |                |          |                |
| Marshalitown, IA   | 25.000     |              |              |   |              |                                  |                |          |                |
| Maryville, MO      | 10,600     |              |              |   |              |                                  |                |          |                |
| Middletown, OH     | 50,000     |              |              | z   |              |                                  | z              | >        | Z              |
| Normal, IL         | 40,023     |              |              | Y   | \$320.00     | z                                | z              | 7        | Z              |
| Norman, OK         | 80,071     |              |              | 7   |              |                                  | z              | 7        | Z              |
| Odessa, TX         | 89,633     |              |              |   |              |                                  |                |          |                |
| Overland Park, KS  | 120,000    |              |              |   |              | ۲                                | z              | ۲        | Z              |
| Plano, TX          | 128,713    |              |              | z   |              |                                  | z              | z        | z              |
| Rocky Mount, NC    | 50,000     |              |              |   |              |                                  |                |          |                |
| Salina, KS         | 43,000     |              |              | z   | \$5.00       | Z                                | z              | ۲        | 7              |
| Shaker Heights, OH | 32,000     |              |              |   |              |                                  |                |          |                |
| Sioux Falls, SD    | 105,000    |              |              | ۲   | \$100.00     | z                                | z              | 7        | z              |
| St. Joseph, MO     | 71,852     |              |              | z   |              |                                  | z              | 7        | Z              |
| St. Peters, MO     | 45,000     |              |              | ۲   | \$125.00     | Y                                | Y              | 7        | Z              |
| Topeka, KS         | 125,000    |              |              | Y   | \$94.00      | N                                | z              | 7        | Z              |
| Wichita, KS        | 400,000    |              |              | z   |              |                                  |                |          |                |
| Wilmette, IL       | 26,000     |              |              | z   |              |                                  | ¥              | Y        | Z              |
| Wyoming, MI        | 65,000     |              |              |   |              |                                  |                |          |                |
| Average            |            | \$250.00     | \$270.00     | to the second | \$64.40      |                                  |                |          |                |
| Percent Yes        |            |              |              | 38%   |              | 44%                              | 26%            | 87%      | 13%            |
| Percent No         |            |              |              | 62%   |              | 56%                              | 74%            | 13%      | 87%            |
| Columbia           | 70,100     | \$290.00     | 1            | 1   | \$100.00     | 2                                | 2              | X        | Ind. Y         |
|                    |            |              |              |   |              |                                  |                |          | Tournaments N  |

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### **Youth Sports**

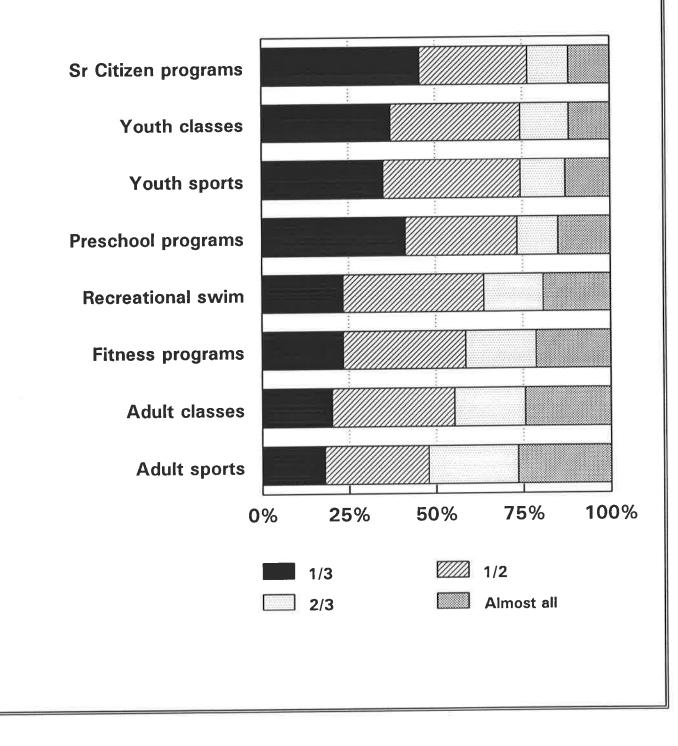
The City of Columbia offers a comprehensive youth program including baseball, boys and girls soccer, co-ed soccer, girls basketball, boys basketball, girls fast pitch softball, boys flag football, boys tackle football, and boys t-ball. No other community surveyed had the comprehensiveness of programming for youth as did Columbia.

In general fees for youth sports programs in Columbia are very comparable to that of surveyed communities. We found Columbia to have higher fees than certain program areas and lower fees than others. However, in almost all programming areas the City of Columbia offered more games in their season than other communities surveyed.

As noted later in the narrative under the "Percent of Costs Recovered Through User Fees" most communities recover a higher percentage of program costs for youth athletics than Columbia. 20.5% of communities recover 70%-89% of costs though fees; while 40.9% of communities recover 90%-100% of costs through fees. Columbia recovers between 25%-49% of costs through fees. However, this is consistent with results from community survey which indicated that a vast majority of citizens wanted the user share of operating costs for children, youth, and senior adult activities to pay less than 50% of operating costs (See chart on next page). No fee increase is therefore recommended.

Specific fees for programs included:

# Children, Youth, and Senior Citizens Should Pay Lower Percentages of Program Operating Costs



Columbia, Missouri

| <u>Category</u>  | Average<br>Surveyed<br><u>Communities</u> | <u>Columbia</u>               |
|--|---|-------------------------------|
| <b>Youth Baseball</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game  | \$24.79<br>2<br>13<br>\$ 1.95             | \$35.00<br>2<br>12<br>\$ 2.92 |
| <b>Boys Soccer</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game     | \$23.42<br>2<br>7.63<br>\$ 3.45           | \$40.00<br>2<br>14<br>\$ 2.86 |
| <b>Girls Soccer</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game    | \$15.83<br>2<br>8<br>\$ 2.26              | \$40.00<br>2<br>14<br>\$ 2.86 |
| <b>Co-Ed Soccer</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game    | \$22.88<br>2<br>7<br>\$ 3.54              | \$40.00<br>2<br>14<br>\$ 2.86 |
| Youth Basketball<br>Girls Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game | \$26.68<br>2<br>10<br>\$ 2.72             | \$25.00<br>2<br>10<br>\$ 2.50 |
| Boys Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game                      | \$27.50<br>1.88<br>9.47<br>\$ 2.30        | \$25.00<br>2<br>10<br>\$ 2.50 |

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Columbia, Missouri

| <b>Girls Fast Pitch</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game     | \$20.75<br>1.75<br>11<br>\$ 1.97   | \$35.00<br>2<br>12<br>\$ 2.92 |
|---|------------------------------------|-------------------------------|
| <b>Boys Flag Football</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game   | \$16.50<br>2.75<br>7.73<br>\$ 2.28 | \$25.00<br>2<br>6<br>\$ 4.17  |
| <b>Boys Tackle Football</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game | \$45.13<br>3.5<br>8<br>\$ 7.19     | \$50.00<br>3<br>6<br>\$ 8.33  |
| <b>Boys T-Ball</b><br>Individual Fee<br># of Officials per Game<br>Games per Season<br>Individual Fee per Game          | \$21.13<br>1.5<br>8<br>\$ 3.03     | \$30.00<br>1<br>12<br>\$ 2.50 |

A detail of program costs for surveyed communities is in the Appendix.

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Columbia, Missouri

The Columbia Parks and Recreation Department generates a slightly higher percentage of its total operating budget from fees than surveyed communities.

The Columbia Parks and Recreation Department generates 41.89% of its annual budget through user fees. The average surveyed community generated 41.83% of its annual budget through user fees. Columbia also generates \$26.59 in fees per capita from user fees compared to \$20.82 in the average surveyed community. A synopsis of fee generation from surveyed parks and recreation departments is located in the Appendix.

The Charts on the following pages indicate comparisons of Columbia's fee support with other surveyed communities.

| Community          | Population | Parks & Rec  | reation Depa | Parks & Recreation Department Fee Generation | eration  |
|--------------------|------------|--------------|--------------|--|----------|
|                    |            | Operating    | Fee          | Percent                                      | Fees @   |
|                    |            | Budget       | Generation   | Fee Generated                                | Capital  |
| Ames, Iowa         | 49,900     | \$2,000,000  | \$1,000,000  | 50.00%                                       | \$20.04  |
| Ardmore, OK        | 25,500     | \$803,511    | \$419,000    | 52.15%                                       | \$16.43  |
| Arvada. CO         | 100,000    | \$4,442,624  | \$3,428,818  | 77.18%                                       | \$34.29  |
| Ashville, N.C.     | 62,000     | \$4,500,000  | \$600,000    | 13.33%                                       | \$9.68   |
| Ballwin, MO        | 21,406     | \$1,376,875  | \$558,250    | 40.54%                                       | \$26.08  |
| Beloit, IL.        | 37,152     | \$1,993,242  | \$582,894    | 29.24%                                       | \$15.69  |
| Bloomington, IN    | 60,000     | \$3,500,000  | \$1,600,000  | 45.71%                                       | \$26.67  |
| Blue Springs, MO   | 40,153     | \$14,750,000 | \$3,600,000  | 24.41%                                       | \$89.66  |
| Boulder, CO        | 88,312     | \$10,411,000 | \$4,550,000  | 43.70%                                       | \$51.52  |
| Bowling Green, OH  | 28,500     | \$650,000    | \$292,500    | 45.00%                                       | \$10.26  |
| Brentwood, MO      | 60,000     | \$940,000    | \$843,000    | 89.68%                                       | \$14.05  |
| Burllington, IA    | 28,000     | \$650,000    | \$350,000    | 53.85%                                       | \$12.50  |
| Cedar Rapids, IA   | 110,000    | \$4,100,000  | \$1,730,000  | 42.20%                                       | \$15.73  |
| Champaign, IL      | 65,000     | \$2,041,919  | \$1,346,299  | 65.93%                                       | \$20.71  |
| Council Bluffs, IA | 54,600     | \$2,200,000  | \$1,078,000  | 49.00%                                       | \$19.74  |
| Crystal Lake,IL    | 40,000     | \$6,200,000  | \$3,700,000  | 59.68%                                       | \$92.50  |
| Davenport, IA      | 98,000     | \$3,200,000  | \$1,300,000  | 40.63%                                       | \$13.27  |
| Dubuque, IA        | 58,000     | \$975,000    | \$832,000    | 85.33%                                       | \$14.34  |
| Emporia, KS        | 25,600     | \$1,349,032  | \$492,381    | 36.50%                                       | \$19.23  |
| Favetteville, N.C. | 76,000     | \$3,200,000  | \$300,000    | 9.38%  | \$3.95   |
| Ft. Collins, CO    | 87,758     | \$3,119,492  | \$1,890,164  | 60.59%                                       | \$21.54  |
| Grandview, MO      | 25,000     | \$870,299    | \$194,389    | 22.34%                                       | \$7.78   |
| Hazelwood, MO      | 15,512     | \$1,486,363  | \$275,000    | 18.50%                                       | \$17.73  |
| Highland Park, IL  | 30,575     | \$9,888,505  | \$4,346,046  | 43.95%                                       | \$142.14 |
| Iowa City, IA      | 60,000     | \$3,098,600  | \$721,600    | 23.29%                                       | \$12.03  |
| Janesville, WI     | 52,538     | \$1,937,118  | \$554,282    | 28.61%                                       | \$10.55  |
| Jefferson City, MO | 35,517     | \$2,084,948  | \$920,408    | 44.15%                                       | \$25.91  |
| Kirkwood, MO       | 29,000     | \$1,100,000  | \$560,000    | 50.91%                                       | \$19.31  |
| Kokomo, IN         | 88,000     | \$1,580,864  | \$82,500     | 5.22%  | \$0.94   |
| Lawrence, IN       | 27,000     | \$400,000    | \$100,000    | 25.00%                                       | \$3.70   |
| Liberty, MO        | 21.000     | \$1,430,700  | \$350,000    | 24.46%                                       | \$16.67  |

| Community          | Population | Parks & Rec  | reation Dep | Parks & Recreation Department Fee Generation | eration  |
|--------------------|------------|--------------|-------------|--|----------|
|                    |            | Operating    | Fee         | Percent of Budget                            | Fees @   |
|                    |            | Budget       | Generation  | Fee Generated                                | Capital  |
| Manhattan, KS      | 37,000     | \$2,905,093  | \$516,487   | 17.78%                                       | \$13.96  |
| Marshalltown, IA   | 25,000     | \$270,729    | \$135,248   | 49.96%                                       | \$5.41   |
| Maryville, MO      | 10,600     | \$388,225    | \$175,025   | 45.08%                                       | \$16.51  |
| Middletown, OH     | 50,000     | \$1,225,671  | \$1,387,000 | 113.16%                                      | \$27.74  |
| Normal, IL         | 40,023     | \$2,112,637  | \$903,382   | 42.76%                                       | \$22.57  |
| Norman, OK         | 80,071     | \$2,278,279  | \$920,585   | 40.41%                                       | \$11.50  |
| Rocky Mount, NC    | 50,000     | \$2,617,337  | \$325,000   | 12.42%                                       | \$6.50   |
| Salina, KS         | 43,000     | \$2,155,559  | \$962,390   | 44.65%                                       | \$22.38  |
| Shaker Heights, OH | 32,000     | \$2,329,550  | \$1,712,500 | 73.51%                                       | \$53.52  |
| Sioux Falls, SD    | 105,000    | \$6,135,000  | \$1,047,000 | 17.07%                                       | \$9.97   |
| St. Joseph, MO     | 71,852     | \$1,938,000  | \$600,000   | 30.96%                                       | \$8.35   |
| Topeka, KS         | 125,000    | \$2,400,000  | \$1,032,000 | 43.00%                                       | \$8.26   |
| Wichita, KS        | 400,000    | \$110,000    | \$100,000   | 90.91%                                       | \$0.25   |
| Wilmette, IL       | 26,000     | \$11,000,000 | \$7,700,000 | 70.00%                                       | \$296.15 |
| Total              | 59,902     | 2,981,026    | 1,246,981   | 41.83%                                       | \$20.82  |
| Columbia           | 70,100     | \$4,450,231  | \$1,864,228 | 41.89%                                       | \$26.59  |

Columbia, Missouri

### Percent of Costs Recovered through User Fees

Comparisons were conducted with surveyed communities regarding the percentage of costs recovered through user fees for various facilities and program operations. Responses from communities were categorized as follows:

- 0-24% Fees Supported
- 25-49% Fees Supported
- 50-69% Fees Supported
- 70-89% Fees Supported
- 90-100% Fees Supported

Generally the percent of fee support for Columbia's programs and major facilities compared favorably with responses from surveyed communities. The chart on the following page indicates the most frequent response and second most frequent response from surveyed communities for their various facility/programs and the response from Columbia.

The chart shows that Columbia receives considerably higher fee support (50-69%) for its outdoor pool operations than the most frequent response from surveyed communities (25-49%). This supports the Department's practice not to have pool memberships but rather rely on daily admissions to generate pool revenues.

Columbia has equal fee support to the most frequent response of surveyed communities for several activities and programs including golf course, concession facility, senior center, and tours. Columbia has slightly lower fee support as a percentage of total cost than the most frequent response of surveyed communities for adult sports, adult special interest classes, and youth special interest classes.

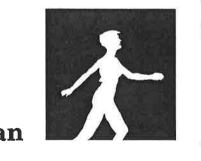
In the areas of youth sports, adaptive recreation, and senior adult programs, Columbia has considerably less fees support as a percentage of total cost than the most frequent response of surveyed communities. However the fees support in each of these program areas is consistent with present user fee policy and citizen opinions expressed in the residence surveys.

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

| Facility/Program                  | Most<br>Frequent<br>Response | 2nd Most<br>Frequent<br>Response | Columbia |
|-----------------------------------|------------------------------|----------------------------------|----------|
| Outdoor Swimming Pool             | 25%-49%                      | 0%-24%                           | 50%-69%  |
| Golf Course                       | 90%-100%                     | 70%-89%                          | 90%-100% |
| Concession Facility               | 90%-100%                     | 70%-89%                          | 90%-100% |
| Senior Center                     | 0%-24%                       | 25%-49%                          | 0%-24%   |
| Youth Sports                      | 90%-100%                     | 70%-89%                          | 25%-49%  |
| Adult Sports                      | 90%-100%                     | 70%-89%                          | 70%-89%  |
| Tours                             | 90%-100%                     | 70%-89%                          | 90%-100% |
| Senior Adult Programs             | 90%-100%                     | 0%-24%                           | 0%-25%   |
| Adoptive Recreation               | 90%-100%                     | 25%-49%                          | 0%-24%   |
| Adult Special<br>Interest Classes | 90%-100%                     | 70%-89%                          | 70%-89%  |
| Youth Special<br>Interest Classes | 90%-100%                     | 70%-89%                          | 70%-89%  |

### PERCENT OF COSTS RECOVERED THROUGH FEES



Agency Action Plan

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

### INTRODUCTION

OverviewThis section of Summary Report II synthesizes recommendations for<br/>Capital Improvement Projects and staffing increases into a ten-year<br/>Agency Action Plan. This document should serve as a guideline to assist<br/>the Parks Department in preparation of annual budget requests.

Capital Improvement Projects are prioritized based upon...

- Safety and Accessibility Requirements
- ► Relationship to Citizen Survey
- Level of Demand or Need for said Project
- ► Budget

This Agency Action Plan does not include those projects identified under Development Package "E": Special Facilities into the ten-year program. These items, due to either cost or other constraints of implementation, are are recommended to be funded outside of the normal Department budget. These projects should be inserted into the ten-year program as funding becomes available.

| ENCY ACTION PLAN | PARKS RENOVATION AND DEVELOPMENT |
|------------------|----------------------------------|
| AGENCY ACT       | <b>EXISTING PARK</b>             |

| Location        | Project   | Prob         | Probable Cost  |
|-----------------|---|--------------|--|
| Again Street    | Replace Backstop<br>Construct Sand Volleyball Court near Shelter<br>Play Equipment Surfacing w/ Edging<br>Note: Evaluate Play Equipment for Safety Compliance   | <b>м м м</b> | 1,500<br>5,000<br>2,000  |
| Albert-Oakland  | Renovate Pool (mechanical & deck)<br>Re-construct Tennis Courts (5)<br>Renovate Playground<br>Re-surface Volleyball/Basketball Courts<br>Install New Light Fratures at Ballfields<br>Replace 20-station Fitness Course<br>Upgrade Sand Volleyball Court   | ~~~~~        | 750,000<br>150,000<br>60,000<br>10,000<br>25,000<br>3,000<br>3,000 |
| American Legion | Renovate Playground<br>Renovate Bleachers Area<br>Replace Fencing at Small Balifield  | <b>6 6 6</b> | 45,000<br>20,000<br>10,000   |
| Bear Creek      | Play Equipment Surfacing w/ Edging<br>Remove Large Play Equipment Piece<br>Re-Surface Sport Court   | 6 6 6 G      | 2,000<br>500<br>8,000  |
| Boxer           | Construct Pedestrian Access<br>Note: Maintain park in natural state as part of<br>Bear Creek Greenbeft.   | Ś            | 1,500  |
| Brown Station   | Construct Play Court<br>Construct Planic Shelter<br>Construct Walking Trail<br>Upgrade Playground Surfacing<br>Park Entry<br>- Walk surfacing, Landscaping, Signage   | ស ស ស ស ស    | 15,000<br>40,000<br>15,000<br>15,000<br>15,000                     |
| Capen           | Re-construct Entry Drive & Construct Parking (25)<br>Construct Picnic Shelter<br>Construct Restroom<br>Construct Trail as part of Greenbelt   | សសស          | 40,000<br>40,000<br>60,000   |
| Cliff Drive     | Install New Play Equipment  | 69           | 10,000   |
| Cosmopolitan    | Rainbow Softball Center:<br>Expand Restroom and Indoor Concession<br>Install Anti-Clare Shields on Balffield Lights<br>Upgrade Sand Voileyball Courts<br>Construct Horseshoe Pits<br>Renovate Playground<br>Construct Outdoor Basketball Court  | <b></b>      | 100,000<br>10,000<br>6,000<br>40,000<br>20,000                     |
|                 | Antimi Youth Baseball Complex:<br>Re-locate Harris Shetter (north of Soccer C 9)<br>Re-route Service Road, Construct Parking (100)<br>Construct (2) Girfs Fast-Pirch Sothall Fields<br>- Lighted, Fernced, Bleachers & Walls<br>Upgrade (2) Temporary T-Ball Fields to Permanent<br>Replace Ballfield Lighting Fixtures<br>Construct Playground (north side of main entry walk) | <b></b>      | 20,000<br>30,000<br>15,000<br>60,000                               |
|                 | Soccer Flelds: Install Lighting at Two (2) Fields   | ω            | 60,000   |

Numbers below represent dollars in thousands.

| 2004 |    |     |       |          |     |      | 6  |    |      |
|------|----|-----|-------|----------|-----|------|----|----|------|
| 2003 |    |     |       | ß        |     |      |    |    |      |
| 2002 |    | ŋ   |       |          |     | 40   | 40 |    |      |
| 2001 |    |     |       |          |     | 5    |    |    |      |
| 2000 |    | 8   |       |          |     |      |    |    | 4    |
| 1999 | 2  | e.  | 45    |          |     | t)   | 49 |    |      |
| 1998 |    | 10  |       |          | 1.5 |      |    |    | 9 10 |
| 1997 |    | 150 | 10 20 |          |     |      |    |    | 9    |
| 1996 | 15 | 750 | 10    |          |     | - 40 |    | 10 |      |
| 1995 | 2  |     |       | 2<br>0.5 |     |      |    |    |      |

| (17.)<br>1 |       | -            | The second second | -     | -        | -              |
|------------|-------|--------------|-------------------|-------|----------|----------------|
|            | 822   | 222          | 1888              | 323   | 223      | 188            |
| 333        |       | 333          | 19333             | 333   | 1933     | - 28           |
| 289        | 332   | 233          | 1828              | 333   | 1333     | - 133          |
| 88         | 200   | 888 B        | 1883              | 2223  | 1889     | 123            |
| 223        | 888   | 888          | 1888              | 2332  | 1888     | 1322           |
| 223        | 888   | 888          | 1888              | 883   | 1000     |                |
| 283        | 888   | 8831         | 1886              | 223   | 822      | - 132          |
|            |       | 888          | 1898              | 202   | 888      |                |
| ****       | -     |              | 1000              |       | <b>.</b> | - 666          |
|            | 200   | 3335         | 188               | 8888  | 838      | - 183          |
|            | 289   | 828          | 1898              | 888   | 888      | - 33           |
|            | 88    | 888          | 1888              | 2005  | 888      | 233            |
|            | 898   | 888          | 1823              | 888   | 888      | 123            |
|            | 883   | 888          | 1358              | 283   | 8338     | - 323          |
| 8883       | 888   | 838.         | 1352              | 888   | 2333     | - 100          |
| 8883       | 568   | 883          | 1238              | 2228  | 2002     | 188            |
| 883        | 888   | 983).        | 1888              | 2002  | XX2      |                |
| 1000       | our:  | 1010         | 1000              |       | 1000     |                |
| 888        | 833   | 888.         | 1033              | 888   |          | 88             |
| 2001       | 832   | 833          | 1000              |       | 2331     | - 23           |
|            | 2223  | 8888         | 16233             | 1000  | 1000     |                |
| 200        | 283   | 1000         | 1000              | 0000  | 1000     | 22             |
| 888        | 838   | 3331         | 1,000             | 2000  |          | 1 322          |
| 0.83       | 1223  | 1000         | 1333              | 286   | 1000     | 183            |
| 320        | 600   | 1000         | 12223             | 1000  | 1000     | 183            |
| 288        | 333   | 1888         | 13333             | 1383  | 1888     | - 183          |
|            |       |              | 1000              | 133   |          | 199            |
| 23.23      | 1223  | 200          | 12222             | 8226  | 222      | 123            |
| 2533       | 8837  | 1883         | 18821             | 1880  | 1920     | 188            |
| 233        | 888   | 1000         | 1222              | 2263  | 1223     |                |
| 888        | 1830  | 1000         | 16363             | 1883  | 1888     | 22             |
| 263        | 386   | 323          | 1888              | 8384  | 1238     | 52             |
| 223        |       |              | 10000             | 2229  | 2003     | 123            |
| 638        | 6231  | 233          | 12231             | 883   | 2228     | 1.133          |
| 888        | 8883  | 1000         | 1888              | 888   | 888      |                |
| ****       |       | -            | 1000              |       | 1724     | 1999           |
| 2335       | 2000  | 2223         | 15883             | 1588  | 111      | 35             |
| 2222       |       | 8888         | 18883             | 888   | 1        | 33             |
| 5335       | 8883  | 888          | 18333             | 1000  | 8        | - 23           |
| 3333       | 8888  | 5333         | 13323             | 833   | Q        | 193            |
| 2003       | 8222  | 233          | 1232              | 889   | (Q)      |                |
| 2223       | 888 F | 283          | 1839              | 12322 |          | - 33           |
| ****       | 888   | 888          | 1535              | 233   |          | - 1883<br>1983 |
| 2000       | 366   | 988)         | 1,5333            | 10000 |          |                |
|            | -     |              |                   |       |          | 100            |
| 2223       | 222   | 2003         | 10000             | 22212 | 888      |                |
| 888        | 823   | 883          | 43233             | 1888  | 5000     | 68             |
| 200        | 888   | 888          | 13333             | 333   | 933      | - 633          |
| 1000       | 223   | 2001         | 1888              | 885   | 1993     | - 38           |
| 2000       | 222   | 1223         | 1866              |       | 3333     | - 33           |
| 1000       | 888   | 9333         | 1988              | 8335  | 3333     |                |
| 1000       | 333   | 533          | 1,5353            | 12223 | 1933     | - 33           |
| 2002       | 883   | 10000        | 10000             | 2000  | 10000    | 123            |
|            |       | خفت          | 1111              |       | ****     | 64             |
|            |       | -            | 13233             |       | 13323    | 33             |
|            | I     |              | 1.888             | 2222  | 2223     | 1 88           |
| -          |       | $\mathbf{O}$ | 1,838             | 2000  | 2000     | 28             |
| 0          | G     | 200          | 1233              | 10000 | 1000     |                |
|            | 1     | X            | 1000              | 888   | 1888     |                |
|            | 1     |              | 16382             | 1000  | 1863     |                |
| 20         | 1101  |              | 12323             | 1000  | 1000     | 1 23           |
|            |       |              | 3,200             | 1000  | 1992     |                |
|            |       |              |                   |       |          |                |
|            |       |              | 1                 |       |          |                |
|            |       |              |                   |       |          | 100            |
|            |       |              |                   |       |          |                |
|            |       |              | -                 |       |          |                |
|            |       |              | -                 | 5     |          |                |
|            |       |              | 1                 | 15    |          |                |
|            |       |              | 1                 | 15    |          |                |
|            |       |              | 1                 | 15    |          |                |
|            |       |              | 1                 | 15    |          |                |
|            |       |              | 1                 | 15    |          |                |
|            |       |              |                   | 15    |          | 4              |
| 1          |       |              | _                 | 15    |          | 1              |
|            |       |              |                   | 15    |          |                |
|            |       |              | 0                 | 15    |          | - t            |
|            |       |              | 30                | 15    |          | en t           |
|            |       |              | 30                | 15    |          | An t           |
|            |       |              | 30                | 15    |          | en t           |
|            |       |              | 30                | 15    |          | en t           |
|            |       |              | 30                | 15    |          | en t           |
|            |       |              | 30 1 1            | 15    |          | en t           |
|            |       |              | 30 1 1            | 15    |          | en t           |
|            |       |              | 30                | 15    |          | I en t         |
|            |       |              | 30 1 1 1          | 15    |          | l en l         |
|            |       |              | 30                | 15    |          | t en t         |
|            |       |              | 30                | 15    |          | l fin l        |
|            |       |              | 30                | 15    |          | en t           |

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|               | La constructional  | lindered   |  |  |   |  | hand hand   | -  | Local and and   | -   |  |  |  |
|---------------|--|--|--|--|---|--|---|--|---|---|--|--|--|
| Probable Cost | \$ 450,000<br>\$ 125,000<br>\$ 250,000<br>\$ 75,000  | \$ 30,000<br>\$ 56,000   | \$ 80,000<br>\$ 30,000   | \$ 400,000                                       | \$ 80,000<br>\$ 15,000<br>\$ 60,000<br>\$ 2,000,000<br>\$ 100,000   | \$ 45,000<br>\$ 10,000<br>\$ 3,000   | \$ 40,000<br>\$ 30,000  | \$ 10,000                                      | s<br>5,000<br>30,000<br>8,000   | \$ 40,000<br>\$ 40,000                          | 60,000<br>5,000<br>5,000<br>5,000<br>20,000<br>20,000<br>20,000  | \$ 10,000<br>\$ 30,000<br>\$ 1,000,000<br>\$ 60,000  | \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$   |
| Project       | Nickell Goff Course:<br>Re-build Approx 1/2 Greens and Tees<br>Irrigate Fairways<br>Construct Concrete Cart Paths<br>Re-build Driving Range Tees & Replace Net/Poles | Burford Shetter Area:<br>Renovate Shetter<br>Construct Accessible Playground | Parks Management Center.<br>Renovate Shop Building<br>- Energy Efficiency, Multi-Bay Entry @ North<br>Construct Additional Storage Sheds | Construct Walking Trail throughout Park (10 mi.) | Construct Additional Picnic Shefter Complex<br>Construct Socoer Practice Area/Playfield<br>Construct Walking Trail<br>Construct Swimming Pool (north of Lake)<br>Construct Drive and Parking (100) (north edge of property) | Replace Fence along Providence<br>Upgrade Lights & Install Underground Light Wining<br>Upgrade Sand Volleyball Court | Shefter Area:<br>Construct New Picnic Shefter in location of<br>Existing Parking Lot<br>Construct New Parking Lot (25) in location of | Existing Pichic Shelter<br>Landscaping & Walks | Re-Surface Sport Court<br>Construct Walk from Street to Shetter<br>Replace Playground Equipment | Construct Playground<br>Construct Walking Trail | Construct Restroom & Drinking Fountain<br>Install Lights at Tennis Courts (shield from neighborhood)<br>Construct Sand Volleyball Court<br>Up-grade Soccer Practice Fields<br>Construct Parking Lot (30) at Plymouth Dr.<br>Note: Soccer Field and Parking improvements should<br>occur at time of Russell property development. | Construct Walking Trail as part of Greenbelt<br>Re-Surface Parking Lot<br>Construct Creek Crossing(s)<br>Construct Nature Center<br>Construct Restroom | Construct Additional Playground<br>Re-Surface Sport Court<br>Up-grade PlayfieldBackstop<br>Expand Parking to West of Existing Lot<br>Construct Additional Picnic Shelter<br>Note: Land in Eastern portion of park should<br>be reserved for future play fields. Improvements should<br>be designed to provide for future access to these fields. |
| Location      |  |  |  |  | Cosmo-Bethel  | Douglass   |   |  | Downtown Optimist   | Dublin Avenue                                   | Fairview   | Grindstone   | Indian Hills   |

|        | CONTRACT FORM | 1000 | C2011 12020 12                        |    |    | 1223  | 1000 I | 10000000 |    |    |
|--------|---------------|------|---------------------------------------|----|----|-------|--------|----------|----|----|
| 2004   | 125           |      |                                       |    |    |       | ω      |          | 40 |    |
| 2003   | 150           |      |                                       |    |    |       |        |          | 8  |    |
| 2002   |               |      |                                       | 88 |    |       |        |          | 20 | 8  |
| 2001   | 150           |      | , , , , , , , , , , , , , , , , , , , |    | 10 |       |        | 6        |    | R  |
| 2000   | 125           |      |                                       |    |    |       |        |          | a. |    |
| 1999   | 150           |      |                                       | 15 | 8  | 30 40 | 10     |          |    |    |
| 1998   | 125           |      |                                       |    |    |       |        | 40       |    |    |
| 1997   |               | 30   |                                       | 8  |    |       | 8      |          |    | 10 |
| 1996   | 75            |      | 8                                     |    | 45 |       |        |          |    |    |
| 1995 1 |               | 28   |                                       |    |    |       |        |          |    |    |
| 4      |               |      |                                       |    |    |       |        |          |    |    |

|       | and the second | 1000  | 1000          |        | 1.22          | -          | CONT.     | mont | control 1 |
|-------|----------------|-------|---------------|--------|---------------|------------|-----------|------|-----------|
| 200   | 838            | 1823  | 6883          | 1000   | 888           |            | 88        | 233  | 888       |
| 339   | 1282           | 1333  | 1888          | 1888   | 1000          | P 3        | 888       | 883  | 183       |
| 201   | 286            | 1223  | 1993          | 1000   | 200           | 1.1        | B333      | 1000 | 1000      |
| 328   | 622            | 1222  | 1883          |        | 1385          | 8          | 836       | 380  | 5331      |
| 32    | 188            | 1888  | 1000          | 288    | 884           | ~          | 233       | 888  | 6331      |
| 32    | 188            | 1322  | 200           | 1987   | 233           | 1          | 883       | XX 9 | 888       |
| 201   | 1986           | 633   | 1000          |        | 1885          | 6 3        | 883       | 1885 | 881       |
| 881   | 1822           | 1883  | 13338         | 1888   | 1888          | 6 3        | 688       | 235  | 1882      |
|       | 44 C           |       | ****          |        |               |            | 2020      | 202  | 222       |
| 888   | 3888           | 888   | 888           | 2002   | 888           | 888        | 1.00      | 1888 | 888       |
| 888   | 888            | 838   | R333          | -288 B | 2002          | 886        | 8 3       | 883  | 888       |
| 882   | 933 I          | 1993  | 1000          | 1993   | 3333          | 12225      | -         | 1000 | 2333      |
| 833   | 886            | 838   | 2003          | 5000   | 9333          | 888        | ŝ         | 1883 | 883       |
| 883   | <b>988</b>     | 200   | 8333          | 13333  | 6333          | 8888       |           | 1000 | 988 B     |
| 8.63  | 5882           | 888   | 888           | 2003   | 3333          | 2002       | 2 1       | 5333 | 9888      |
| 633   | 3333           | 888   | 888 B         | 233    | 883           | 288        | 8 8       | 888  | 3888      |
| 200   | XXX            | 223   | 2003          | 888    | 888           | <b>B</b> B | 6 8       | 888  | ****      |
|       | Line,          | ŝ     | 2002          | 222    | 200           | 144        | -         | 200  | 200       |
| 223   | 2000           | 333   | 611           |        | 333           | 336        | 2223      | 8888 | 888       |
| 8.8   | 2222           | 2022  | 8.1           | 11 - 3 | 9333          | 1828       | 3223      | 2003 | 202       |
| 100   | 1.15           | 200   | 8             | 1113   | 1652          | 1630       | 200       | 1335 | 1323      |
|       | 1883           | 222   | 0             |        | 12.2          | 1883       | 1024      | 133  | 1993      |
|       | 633            | 8383  | (Q)           |        | 2.22          | 1330       | 1663      | 5.83 | 1000      |
| 830   |                | 588 B | 674           |        | 888           | 233        | 1360      | 1333 | 13334     |
| 133   | 1.00           | 233   | 6 I           | 1 3    | 13.63         | 1000       | 1321      | 1362 | 6333      |
| 100   | 1000           | 333   | C             | 1      | 12.5          | 1658       | 1883      | 1326 | 1223      |
| 1.1   | 2000           | 220   | 1             |        | 1022          | 162.23     | 1022      | 1.1  | 1220      |
| 8.8   |                | 5000  | 1000          | 1000   | 6358          | 10339      | 1000      | 100  | 0000      |
| 333   |                | 1887  | 6334          | 1233   | 6364          | 337        | 1833      | 1222 | 1983      |
| 833   |                | 1000  | 638           | 1333   | 13.5          | 1883       | 12004     | 1326 | 1838      |
| 333   | 8              | 1000  | 288           | 1886   | 1223          | 6888       | 5884      | 1855 | 1883      |
| 1884  | 3              | 1885  | 1383          | 1382   | 1000          | 5339       | 8881      | 188  | 13339     |
| 1388  | 1.1            | 188   | 1228          | 18.8   | 1333          | 223        | 1000      | 1338 | 1883      |
| 888   |                | 2335  | 6384          | 1322   | 1889          | 382        | 2335      | 1388 | 1888      |
| 330   |                | 533   | 13.2          | 1936   | 2333          | 222        | 18893     |      | 1000      |
| 88 C  |                | 1000  | 5333          | 1000   |               | 1000       | 880       | 862  | 2333      |
| 1000  | 1000           | 1666  | 1886          | 1555   | 1000          | 1363       | 500       |      | 1888      |
| 188   | 122            | 1883  | 323           | 1928   | 1888          | 200        | ROAL      |      | 1222      |
| 28    | (200)<br>1     | 5 A S | 535           | 200    | 1200          | 2000       | 880)<br>1 | 1.1  |           |
| 282   | 892            | 8339. | 1000          | 10000  | 1000          | 200        | 282       | 22   | 1999      |
|       | 2003           | 6933  | 1888          | 2003   |               | 2005       | 883       | 12.1 | 5333      |
| 200   | 1333           | 1935  | 1836          | 332    | 682           | 13323      | 8823      | 6.4  | 8333      |
| 888   | <b>8</b> 889   | 200   | 1883          | 1000   | 1000          | 10000      | 2853      | 1.1  | 3000      |
| 222   | 688            | 888   | 1883          | 1888   | 8000          | 888        | 888       | 1 I. |           |
| 1888  | <b>6</b> 88    | 638   | 1683          | 1998   | <b>P</b> 2001 | 10000      | 1883      | 1.1  | 1888      |
| ***   |                | -     | 1000          |        | 100           | 1000       | 100       |      |           |
| 88    | <b>8</b> 336   | 1380  | 1828          | 332    | 6.1           | 1882       | 1333      | 235  | 1000      |
| 1988  | 683            | 1883  | 6333          | 1000   | E 1           | 1888       | 1223      | 1888 | 6283      |
| 888   | 100            | 0.33  | 1332          | 88     | -             | 1882       | 22.1      | 1000 |           |
| 200   |                | 10.00 | 166           | 1000   | \$            | 3824       | 1003      | 1000 | 1033      |
| 1000  | 138            | 100   | 660           | 1000   | 4             | 1332       | 1666      | 1883 | 1889      |
| 033   | 1996           | 1.000 | 1996          | 1000   | 1997          | 1000       | 1996      | 566  | 1000      |
| 888   | 1888           | 12.23 | 1333          | 1888   | E 2           | 1888       | 1323      | 338  | 1000      |
|       | 100            | 1330  | 1000          | 100    | R 3           | 6383       | 1863      | 1338 | 1000      |
| 200   | 1.23           | 1863  | 1000          | 000    | -             | 1222       | 2003      | 1389 | 2000      |
| 885   | 1835           | 100   | 1882          | 1000   | 1000          | 1220       | 0.00      | 1000 | 1000      |
| 888   | 1633)<br>1     | 1200  | 1888          | 1889   | 1000          | 1888       | 1883      | 1000 | 1000      |
| 1000  | 12.5           | 1000  | 1000          | 1889   | 1833          | 18893      | 1255      | 336  | 1000      |
| 1000  | 1888           | 1332  | 1888          | 1998   | <b>1</b> 888  | 1883       | 1883      | 1889 | 1886      |
| 332   | 1226           | 1333  | 1333          | 1000   | 1883          | 1883       | 1000      | 1000 | 1000      |
| 138   | (883)          | 1333  | (333)         | 1889   | 1888          | 1888       | 1685      | 1000 | 1886      |
| 888   | 1333           | 1988  | 1000          | 1889   | 1885          | 1883       | 8.83      | 1000 | 1888      |
| 339   | 1000           | 1333  | 1000          | 133    | 888           | 1332       | 1339      | 1000 | 1.20      |
| 1888  | 1332           | 1282  | 1288          | 1333   | 133           | 1999       | 638       | 335  | 1885      |
| لغلطه |                |       | t inter       | 1000   | t to be       | 1000       | interio d | -    | -         |
|       | 1332           | 1283  | 10000         | 1885   | 1888          | 1888       | 1388      | 1938 |           |
|       | 1982           | 620   | 1000          | 133    | 1332          | 1828       | 1223      | 1338 |           |
| -     | 6324           | 1352  | 1886          | 132    | 1993          | 1000       | 133       | 1336 |           |
| 2     | 1889           | 1368  | 1888          | 1288   | 1683          | 1000       | 688       | 1334 | 8         |
| -     | 138            | 1220  | 200           | 1888   | E86           | 1333       | 608       | 1382 | V         |
|       | 1338           | 6332  | 1.22          | 588    | 1992          | 2826       | 1388      | 1383 | 1.1       |
|       | 1322           | 1000  | 1000          | 1993   | 1395          | 1323       | 1333      | 1869 |           |
|       | 1882           | 1888  | 1888          | 16.8   | 122           | 13282      | 1283      | 1883 | 1.11      |
| -     | 1.00           | 1000  | 100           | 1440   | 1.11          | 1400       | 100       | -    | -         |
| 1995  | 1.25           | 1000  | 100           | 6.51   | 1993          | 1633       | 1000      | 1988 | 529       |
| 123   | 1000           | 1223  | 100           | 263    | 3.3           | 1333       | 13321     | 1882 | 122       |
| 89    | 1283           | 100   | <b>1</b> 000  | 132    | 1333          | 1883       | 1283      | 1383 | 1000      |
| 133   | 1888)<br>1988) | 1889  | <b>8</b> 80   | 133    | 188           | 1.80       | 1888      | 1335 | 1335      |
| 139   | 1888           | 1899  | <b>1</b> 888) | 1832   | 183           | 1333       | 1000      | 693  | 1223      |
| 1993  | <b>1</b> 000   | 1000  | <u>1000</u>   | 136    | 1992          | 1323       | 1222      | 1993 | 1000      |
| 632   | £888           | 1888  | <b>8</b> 80   | 1333   | <b>1</b>      | 1333       | (333)     | 1883 | 0888      |
|       | ESS-           | 1332  | 8 C (         | 1332   | 1334          | 1386       | 1389      | 1886 | 1686      |
| 688   | 1000           | 333   | 6.4           | 300    | 1889          | 1000       | 1000      | 1000 | 666       |
|       |                | 1000  |               | 1000   |               | 1000       | 100       | 1000 | 100       |
|       |                | 1523  | 1 - C         | 188    | KS '          |            |           | . C. | 1.32      |
|       |                |       | 1 C C C       |        | F             | 100        | 100 C     | 100  | 1 🕬       |
|       |                |       |               |        |               |            |           |      |           |
|       |                |       |               | 10 C   |               |            |           | 200  |           |
|       |                |       |               |        |               |            |           |      |           |
|       |                |       |               |        |               |            |           |      |           |
|       |                |       |               |        |               |            |           |      |           |
|       |                |       |               |        |               |            |           |      |           |
|       |                |       |               |        |               |            |           |      |           |

| 1995         1996         1997         1998         1999         2000         2001         2002         2003         2004 |  | 50         50         75         50           125         125         125         50 |                          |   | 20     40     40       50     50     50                 | 15         200         300           75         40         75         75  | 30   |                         |  | 40<br>4 4<br>4 4<br>4 4<br>4 4<br>4 4<br>4 4<br>4 4<br>4 4<br>4 4<br>4                                       |                                    | $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$  | 40 40 40   | 20                              | 100     40     20       20     20       20     20       25     90       75     150  |
|---|--|--|--------------------------|---|---|---|--|-------------------------|--|--|------------------------------------|--|--|---------------------------------|---|
| Probable Cost<br>20,000   | 40,000<br>20,000<br>10,000                                   | 50,000<br>125,000<br>250,000   | 20,000                   | 8,000<br>5,000  | 100,000<br>100,000                                      | 500,000<br>200,000<br>15,000<br>40,000<br>150,000   | 8,000<br>30,000  | 3,000                   | 40,000<br>8,000<br>40,000  | 40,000<br>8,000<br>8,000   | 80,000                             | 150,000<br>40,000<br>15,000<br>20,000<br>80,000<br>100,000   | 40,000<br>40,000   | 20,000                          | 100,000<br>40,000<br>20,000<br>200,000<br>60,000<br>25,000<br>150,000   |
| e e e   | 9 <b>669</b>   | សសស  | θ                        | <del></del> ө ө   | <del></del> ө ө   | <b>ស ស ស ស</b> ស  | юю   | 69                      | ააა  | <b>សស</b> ស  | θ                                  | <b>ស</b> សសសសសស  | <del>ю</del> ю   | s                               | <b>ຑຑຑຑຑຑຑ</b>  |
| Project<br>Up-grade Trail Surfacing   | Construct Playground<br>Construct Walking Trail<br>Landscape | Drill New Irrigation Well<br>Irrigate Faitways<br>Construct Concrete Cart Paths      | Re-Surface Walking Trail | Re-Surface Sport Court<br>Install Seating near Playground | Up-grade and Widen Surface<br>Renovate Bridge Abutments | Renovate Historical Buildings<br>Construct New Outdoor Amphitheater<br>Construct Walk between Museum & Maplewood<br>Construct Playground<br>Expand and Re-Surface Parking | Re-Surface Sport Court<br>Replace Playground Equipment | Up-grade Horseshoe Pits | Construct Playground<br>Re-locate Picnic Shefter to North Area<br>Construct Walking Trail (connect to Greenbett) | Replace Play Equipment<br>Replace Backstop Fence Fabric<br>Re-Surface Sport Court<br>Construct Walking Trail | Up-grade Trail System (esp. steps) | Construct Roads & Parking (100)<br>Construct Playground<br>Construct Pronic Shelter<br>Construct (4) Tennis Courts w/ Lighting<br>Construct Valking Trail<br>Construct Walking Trail<br>Renovate Existing Structures for Designated Uses | Construct Playground (northeast area)<br>Construct Walking Trail | Install Lights at Tennis Courts | Construct Additional Parking<br>Up-grade Trails<br>Construct Boat Launch<br>Construct Concession Building<br>Construct Restroom<br>Construct Walks<br>Up-grade Entry Drive & Existing Parking Lot |
| <u>Location</u><br>KIwanis  | рЛу  | Lake of the Woods  | Lion-Stephens            | McKee Street  | M.K.T. Trail  | Nifong  | Oakwood Hills  | Paquin                  | Proctor  | Rockbridge   | Rock Hill                          | Rock Quarry  | Rothwell   | Shepard                         | Twin Lakes  |

| 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 | 2 B B 25   |                    | 45         45           10         40           11         40  | 2 20 15 15 15 15 15 15 15 15 15 15 15 15 15  | 4     15     15   | S 64.5 \$ 1,447 \$ 831 \$ 880.5 \$ 789 \$ 910 \$ 870 \$ 780 \$ 477 \$ 839 |   | not currently under the purview of the Parks Department, but which are recommended to become so.<br>/orks Department. The second, Field School, is School District property used and operated by the Parks Department. |  | 45     45       15     15   | \$ 275    | S 64.5 S 1,447 S 971 S 880.5 S 789 S 910 S 870 S 780 S 752 S 839 |  |
|---|--|--------------------|--|--|---|---|---|--|--|---|-----------|--|--|
| Probable Cost                                     | 8,000<br>2,000<br>2,500  | 1,000              | 45,000<br>15,000<br>40,000<br>40,000   | 20,000<br>15,000<br>40,000<br>40,000   | 15,000<br>8,000<br>4,000  |   | 2,100,000<br>1,000,000  | ot currently under the j<br>orks Department. The s   | 80,000<br>50,000<br>45,000<br>40,000   | 45,000<br>15,000  |           |  |  |
| Project   | Re-Surface Sport Court<br>Play Equipment Surfacing w/ Edging<br>Replace Backstop | Replace Benches \$ | Construct Playground \$ Construct Sport Court Construct Walking Trail Construct Picnic Shelter \$ Construct Picnic Shelter | Replace Selected Playground Equipment<br>Play Equipment Surfacing w/ Edging<br>Re-Surface Sport Court<br>Construct Picnic Shetter<br>Construct Walking Trail | Re-Surface Sport Court<br>Repair Wood and Chain Link Fencing<br>Re-Surface Walk |   | Note: Special Facilities Not Included:<br>1) Swimming Pool & Parking @ Cosmo - Bethel<br>2) Nature Center @ Grindstone \$ | Note: The following recommendations deal with two parcets of land which are not currently unde<br>The first of these, the Bear Creek tract, is owned by the City's Public Works Department.                            | Transfer Ownership to Parks Department as part of Greenbett<br>Construct Walking Trail<br>Construct (4) Soccer Fields (Practice)<br>Construct (4) Soccer Fields (Practice)<br>Construct Drive & Parting Area (50)<br>Develop Lake & Natural Area ("3rd" Lagoon Cell)<br>Construct Playground<br>Construct Provic Shelter (2) | Negotiate Long-Term Use Agreement with School District \$<br>Construct Playground<br>Construct Sport Court \$ |           |  |  |
| Location  | Valleyview   | Village Square     | Westwinds  | Woodridge  | Worley Street   | Subtotal:   |   |  | Bear Creek   | Field School  | Subtotal: | Total:   |  |

| 03 2004             |  |   |  |          |                     |        | <b>50</b> |           |        |        |                         | ŝ      | 70 \$ 100                  |
|---------------------|--|---|--|----------|---------------------|--------|-----------|-----------|--------|--------|-------------------------|--------|----------------------------|
| 2002 2003           | _  | -   |  |          | 8                   |        |           | -         | 40     | -      | 30                      |        | 80                         |
| 2001 24             |  |   | -  |          |                     |        |           | 40        |        |        |                         |        | <b>8</b>                   |
| 2000                | -  | _   | ß  |          |                     |        |           |           |        |        |                         |        | 8                          |
| 1999                |  |   |  | 60       |                     |        |           |           |        |        |                         |        | 2<br>2<br>2<br>2<br>2<br>2 |
| 1998                |  |   |  |          |                     |        |           |           |        | 40     |                         |        | \$ 40                      |
| 1997                |  |   |  |          |                     | 02     |           |           |        |        |                         |        | 20 \$                      |
| 1996                | 40   | 20  |  |          |                     |        |           |           |        |        |                         |        | 8                          |
| 1995                |  |   |  |          |                     |        |           |           |        |        |                         |        | -                          |
| Probable Cost       | 40,000   | 50,000  | 50,000   | 60,000   | 60,000              | 70,000 | 50,000    | 40,000    | 40,000 | 40,000 | 30,000                  | 50,000 |                            |
| ē                   |  |   |  | •        | -                   |        | 47        | 4         | 4      | 4      | õ                       | 4)     |                            |
| Pro                 | \$   | \$  | s  | \$       | \$                  | 5      | 5         | \$        | \$     | \$     | 8<br>8                  | \$     |                            |
| Number Location Pro | Park DeVille Neighborhood<br>- Woeth of Shorth of Brondmant St | verset on classificity of the product of the second of the terms of terms | West South<br>- West of Re. TT Near Gillespie Bridge Rd. | \$<br>11 | \$<br>er School Rd. | 69     | s         | <b>69</b> | \$     | es     | \$<br>ity of Smiley Ln. | ∽.     |                            |

ACQUISTION AND DEVELOPMENT OF NEW PARK LAND

AGENCY ACTION PLAN

NEIGHBORHOOD PARK LAND ACQUISITION (approx. 1-5 acres)

# COMMUNITY PARK LAND ACQUISITION (approx. 40 acres or greater)

| \$        |                                       |
|-----------|---------------------------------------|
| Southeast | - Vicinity of New Haven Rd. & Hwy. 63 |

-

850,000

## NEW PARK CAPITAL IMPROVEMENT PROJECTS

## NEW NEIGHBORHOOD PARKS

Generat Develop new Neighborhood Parks with minimum of Playground, Sport Court, Walking Trail, and Picric Facilities.

| Location          | Project          | Probe | Probable Cost |
|-------------------|------------------|-------|---------------|
| Park De Ville     | Park Development | ŝ     | 155,000       |
| West Central      | Park Development | \$    | 155,000       |
| West South        | Park Development | 64    | 155,000       |
| West Southwest    | Park Development | \$    | 155,000       |
| Central Southwest | Park Development | \$    | 155,000       |
| East Southwest    | Park Development | \$    | 155,000       |
| West Southeast    | Park Development | 63    | 155,000       |
| East Southeast    | Park Development | 64    | 155,000       |
| East              | Park Development | \$    | 156,000       |
| Northeast         | Park Development | \$    | 155,000       |
| East Northcentral | Park Development | \$    | 155,000       |
| West Northcentral | Park Development | 63    | 155,000       |

| CARL | 200 | 1001 | 2021 |     |     |  |     |     |     |
|------|-----|------|------|-----|-----|--|-----|-----|-----|
|      |     | 155  |      |     |     |  |     |     |     |
| 1    |     |      | 155  |     | 1   |  |     |     |     |
|      |     | ł    |      |     |     | 155 🛛  |     |     |     |
|      |     |      |      |     | 155 |  |     |     |     |
|      |     |      |      |     | 1   |  | 155 |     |     |
|      |     |      | 155  |     |     |  |     |     |     |
| 1    |     |      | 1    |     |     | S. A. S. |     |     | 155 |
|      |     |      | I    |     |     |  | 155 |     |     |
| ł    |     |      |      |     | I   | ł  |     | 155 |     |
|      |     |      |      | 155 | -   |  |     |     |     |
| 1    | 1   | ł    | 1    | ł   | 1   |  |     | 155 |     |
|      |     |      |      |     | T   |  |     |     | 156 |
|      |     |      |      |     |     |  |     |     |     |

### **NEW COMMUNITY PARKS**

| \$ 1,500,000   | \$ 500,000   | \$ 11,500,000  |   | \$ 4,000,000   | \$ 1,000,000   |
|--|--|--|---|--|--|
| 5-Field SoftballYouth Complex<br>Ugited, Irrigated, Ferred, ConcessionRestroom,<br>Parting (300), Grading, & Utities | 4-Field Soccer Complex<br>Lighted, Irrigated, Concession/Restroom,<br>Parking (100), & Grading | Community Recreation Center<br>Indoor Gymnasiums & Leisure Pool, Sentors &<br>Youth Program Areas, Parking & Utilities | lee Arena<br>Recommended to be a Joint-Venture with Private Developer | Golf Course<br>At some point in the future, the City may consider a third golf<br>golf course. Landmay be purchased or acquired in some<br>some other marmer. One possibility may be land adacent to<br>to the Russell property. | National Guard Armory<br>If the City obtains control of the facility, renovation for<br>gyrmasium and office space is recommended. |
| Russell Property   |  | Boone County<br>Fairgrounds  |   |  |  |

\*\* Note: Above projects listed as "Development Package E: Special Facilities." These are not listed in the ten-year plan due to cost or issues out of the control of the Department.

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

### Park and Recreation Master Plan Staffing Action Plan

| Year | Staffing Recommendation  | Estimated<br>Cost | Running<br>Total |
|------|--|-------------------|------------------|
| 1995 | Add two (2) Full-Time Maintenance Staff  | \$52,624          |                  |
|      | Add two (2) Full-Time Planning & Development Division Staff                                | \$41,065          |                  |
|      | Add one (1) 1040 hour Development Officer Staff  | \$14,560          |                  |
|      | Add two (2) 1-520 hour part-time maintenance staff<br>(Average of 260.5 hours)             | \$3,100           |                  |
|      | Delete two (2) 1041-1500 hour part-time maintenance positions (Average of 1270.5 hours)    | (\$15,119)        |                  |
|      | Delete two (2) 1041-1500 hour part-time Planning &<br>Development Division positions       | (\$24,028)        |                  |
|      | Subtotal   | \$72,202          | \$72,202         |
| 1996 | Add two (2) Full-Time Maintenance Staff  | \$52,624          |                  |
|      | Add two (2) Full-Time Planning & Development Division Staff                                | \$41,065          |                  |
|      | Add two (2) 1-520 hour part-time maintenance staff<br>(Average of 260.5 hours)             | \$3,100           |                  |
|      | Delete two (2) 1041-1500 hour part-time maintenance positions (Average of 1270.5 hours)    | (\$15,119)        |                  |
|      | Delete two (2) 1041-1500 hour part-time Planning &<br>Development Division positions       | (\$24,028)        |                  |
|      | Subtotal   | \$57,642          | \$129,844        |
| 1997 | Add two (2) Full-Time Maintenance Staff  | \$52,624          |                  |
|      | Add two (2) 1-520 hour part-time maintenance staff<br>(Average of 260.5 hours)             | \$3,100           |                  |
|      | Delete two (2) 1041-1500 hour part-time maintenance positions<br>(Average of 1270.5 hours) | (\$15,119)        |                  |
|      | Subtotal   | \$40,605          | \$170,449        |

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

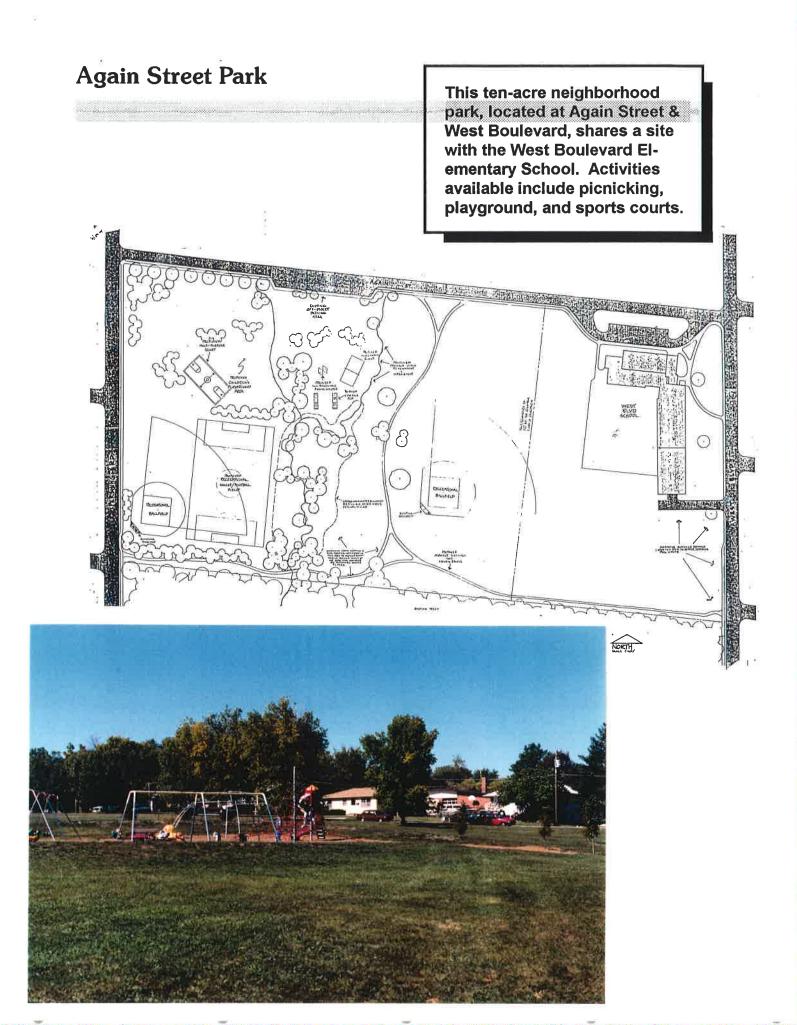
### Park and Recreation Master Plan Staffing Action Plan

| Year | Staffing Recommendation  | Estimated<br>Cost           | Running<br>Total |
|------|--|-----------------------------|------------------|
| 1998 | Add (1) Full-Time Maintenance Staff<br>Add two (2) 1-520 hour part-time maintenance staff<br>(Average of 260.5 hours)                  | \$26,312<br>\$3,100         |                  |
|      | Delete two (2) 1041-1500 hour part-time maintenance positions<br>(Average of 1270.5 hours)   | (\$15,119)                  |                  |
|      | Subtotal   | \$14,293                    | \$184,742        |
| 1999 | Add (1) Full-Time Maintenance Staff for new parkland<br>Add two (2) 1-520 hour part-time maintenance staff<br>(Average of 260.5 hours) | \$26,312<br>\$3,100         |                  |
|      | Delete one (1) 1041-1500 hour part-time maintenance positions (Average of 1270.5 hours)  | (\$7,559)                   |                  |
|      | Subtotal   | \$21,852                    | \$206,594        |
| 2000 | No positions recommended   |                             |                  |
| 2001 | No positions recommended   |                             |                  |
| 2002 | No positions recommended   |                             |                  |
| 2003 | No positions recommended   |                             |                  |
| 2004 | Add (1) Full-Time Maintenance Staff for new parkland Subtotal  | \$26,312<br><b>\$26,312</b> | \$232,906        |

Summary Report 2: Analysis/Recommendations



### Appendix

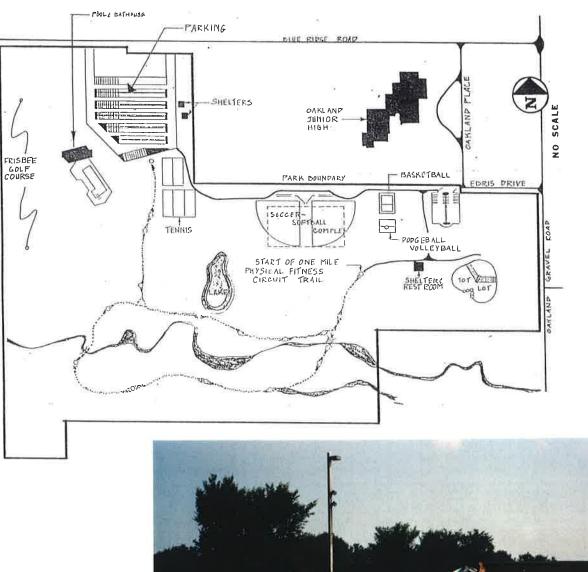


### AGAIN STREET PARK

| Replace Backstop  | \$        | 1,500 |
|---|-----------|-------|
| Construct Sand Volleyball Court near Shelter  | \$        | 5,000 |
| Play Equipment Surfacing w/ Edging<br>- Note: Evaluate Play Equipment for Safety Compliance | <u>\$</u> | 2,000 |
| ;=  | \$        | 8,500 |

### Albert - Oakland Park

Located in the north-central portion of Columbia, this 75acre community park offers tennis and sports courts, softball fields, a playground, swimming, fishing, and Frisbee golf.





### ALBERT-OAKLAND PARK

| Renovate Pool (mechanical & deck)        | \$        | 750,000   |
|--|-----------|-----------|
| Re-construct Tennis Courts (5)           | \$        | 150,000   |
| Renovate Playground                      | \$        | 60,000    |
| Re-surface Volleyball/Basketball Courts  | \$        | 10,000    |
| Install New Light Fixtures at Ballfields | \$        | 25,000    |
| Replace 20-station Fitness Course        | \$        | 5,000     |
| Upgrade Sand Volleyball Court            | <u>\$</u> | 3,000     |
|  | \$        | 1,003,000 |

### American Legion Park

This community use park - 20 acres - contains baseball fields for the American Legion baseball team(s), an organization providing youth baseball leagues. Other facilities include picnic tables, a playground, and an archery range.





### AMERICAN LEGION PARK

| Renovate Playground                | \$<br>45,000 |
|------------------------------------|--------------|
| Renovate Bleachers Area            | \$<br>20,000 |
| Replace Fencing at Small Ballfield | \$<br>10,000 |
|                                    | \$<br>75,000 |

This 10-acre park in the north central area of Columbia is located adjacent to the Housing Authorities Recreation Center of the same name. Park facilities include a picnic shelter and tot lot.

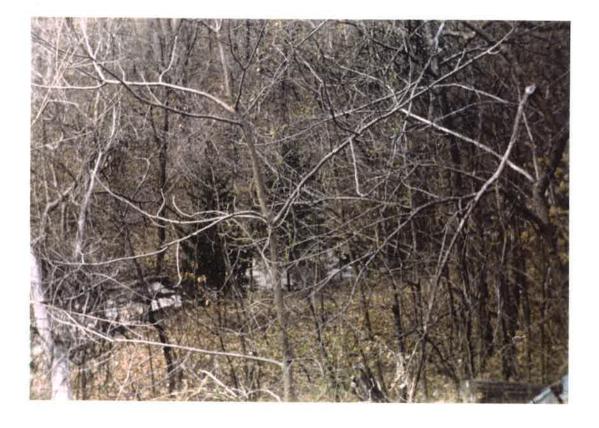




### **BEAR CREEK PARK**

| Play Equipment Surfacing w/ Edging | \$        | 2,000  |
|------------------------------------|-----------|--------|
| Remove Large Play Equipment Piece  | \$        | 500    |
| Re-Surface Sport Court             | <u>\$</u> | 8,000  |
|                                    | \$        | 10,500 |

This 3.3 acre site, consisting primarily of a deep wooded ravine, is currently undeveloped.



### BOXER PARK

**Construct Pedestrian Access** 

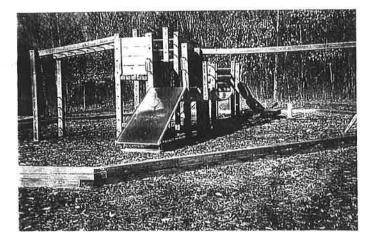
\$ 1,500

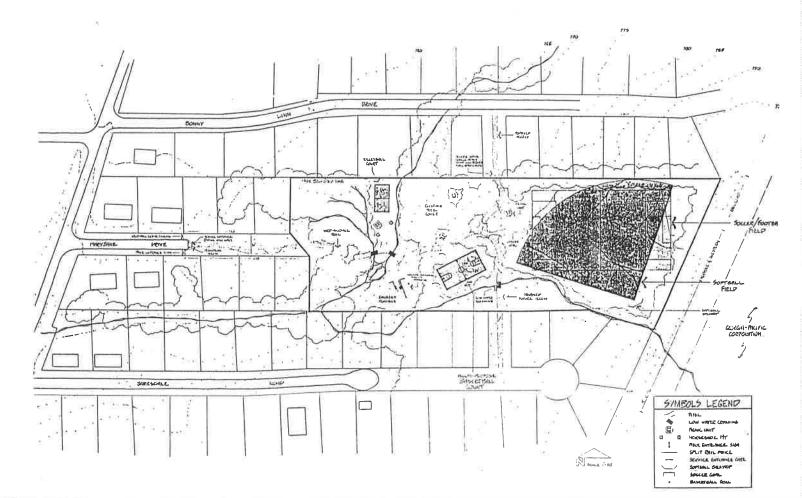
- Note: Maintain park in natural state as part of Bear Creek Greenbelt.

### **Brown Station Park**



Playground equipment is located within this wooded 6.5acre neighborhood park in the northeast area of the city.





### **BROWN STATION PARK**

|  | \$        | 111,000 |
|--|-----------|---------|
| Park Entry<br>- Walk surfacing, Landscaping, Signage | <u>\$</u> | 15,000  |
| Upgrade Playground Surfacing                         | \$        | 1,000   |
| Construct Walking Trail                              | \$        | 40,000  |
| Construct Picnic Shelter                             | \$        | 40,000  |
| Construct Play Court                                 | \$        | 15,000  |

Located adjacent to the Grindstone Nature Area, this 30-acre parcel is devoted to preservation of the natural environment and its' current facilities are confined to hiking trails.



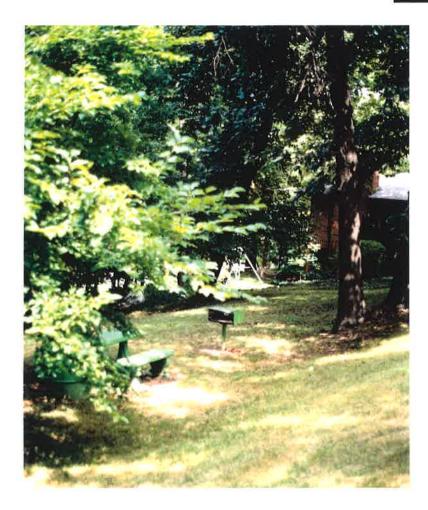


### CAPEN PARK

| Re-construct Entry Drive & Construct Parking (25) | \$ 40,000        |
|---|------------------|
| Construct Picnic Shelter                          | \$ 40,000        |
| Construct Restroom                                | <u>\$ 60,000</u> |
|   | \$ 140,000       |
|   |                  |

NOTE: Construct Trail as part of Greenbelt

This one-acre neighborhood park contains picnic facilities.



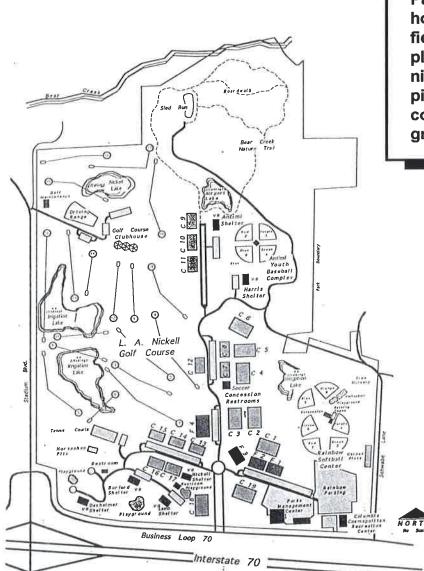


### CLIFF DRIVE PARK

Install New Play Equipment

\$ 10,000

### **Cosmopolitan Park**



The largest single park in the City system, 520-acre Cosmo Park is home to an eighteenhole golf course, a lighted tenfield softball & baseball complex, the Department's Planning and Development Center, picnic areas, eight tennis courts, soccer fields, playgrounds, and open space.



### COLUMBIA COSMOPOLITAN PARK

-

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| Rainbow Softball Center:<br>Expand Restroom and Indoor Concession<br>Install Anti-Glare Shields on Ballfield Lights<br>Upgrade Sand Volleyball Courts<br>Construct Horseshoe Pits<br>Renovate Playground<br>Construct Outdoor Basketball Court   | <ul> <li>\$ 100,000</li> <li>\$ 10,000</li> <li>\$ 6,000</li> <li>\$ 3,000</li> <li>\$ 40,000</li> <li>\$ 20,000</li> </ul> |
|--|---|
| Antimi Youth Baseball Complex:<br>Re-locate Harris Shelter (north of Soccer C 9)<br>Re-route Service Road, Construct Parking (100)<br>Construct (2) Girl's Fast-Pitch Softball Fields<br>- Lighted, Fenced, Bleachers & Walks<br>Upgrade (2) Temporary T-Ball Fields to Permanent<br>Replace Ballfield Lighting Fixtures | \$ 20,000<br>\$ 100,000<br>\$ 200,000<br>\$ 30,000<br>\$ 15,000   |
| Construct Playground (north side of main entry walk)<br>Soccer Fields: Install Lighting at Two (2) Fields<br>Nickell Golf Course:<br>Re-build Approx. 1/2 Greens and Tees  | \$ 60,000<br>\$ 60,000<br>\$ 450,000  |
| Irrigate Fairways<br>Construct Concrete Cart Paths<br>Re-build Driving Range Tees & Replace Net/Poles<br>Burford Shelter Area:   | <pre>\$ 125,000 \$ 250,000 \$ 75,000</pre>  |
| Renovate Shelter<br>Construct Accessible Playground<br>Parks Management Center:  | \$ 30,000<br>\$ 56,000  |
| Renovate Shop Building<br>- Energy Efficiency, Multi-Bay Entry @ North<br>Construct Additional Storage Sheds<br>Construct Walking Trail throughout Park (10 mi.)   | \$ 80,000<br>\$ 30,000<br><u>\$ 400,000</u>   |
| denotitete warking fran enfoughout fark (10 mil)   | <u>\$ 400,000</u><br>\$2,160,000  |

### **Cosmo-Bethel Park**

This 40-acre park in the southcentral area of the City (located adjacent to Rockbridge High School) offers picnicking, fishing pond, playground, community gardens, and sand volleyball courts.



### COSMO-BETHEL PARK

| Construct Additional Picnic Shelter Complex | \$        | 80,000   |
|---|-----------|----------|
| Construct Soccer Practice Area/Playfield    | \$        | 15,000   |
| Construct Walking Trail                     | \$        | 60,000   |
| Construct Swimming Pool (north of Lake)     | \$2       | ,000,000 |
| Construct Drive and Parking (100)           | <u>\$</u> | 100,000  |
|   | \$2       | ,255,000 |

### **Douglass Park**

A swimming pool and sports courts are the primary features of this 8-acre park near the center of the City.





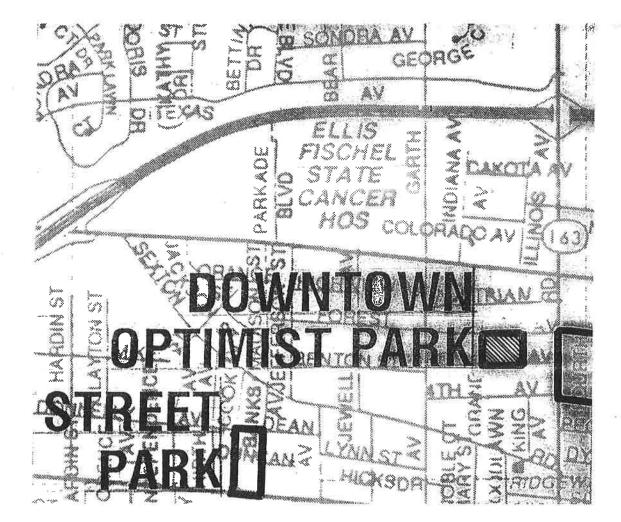
### DOUGLASS PARK

| Replace Fence along Providence   | \$        | 45,000  |
|--|-----------|---------|
| Upgrade Lights & Install Underground Light Wiring                                    | \$        | 10,000  |
| Upgrade Sand Volleyball Court  | \$        | 3,000   |
| Shaltan Aran   |           |         |
| Shelter Area:<br>Construct New Picnic Shelter in location of<br>Existing Parking Lot | \$        | 40,000  |
| Construct New Parking Lot (25) in location of<br>Existing Picnic Shelter             | \$        | 30,000  |
| Landscaping & Walks  | <u>\$</u> | 10,000  |
|  | \$        | 138,000 |

### **Downtown Optimist Park**



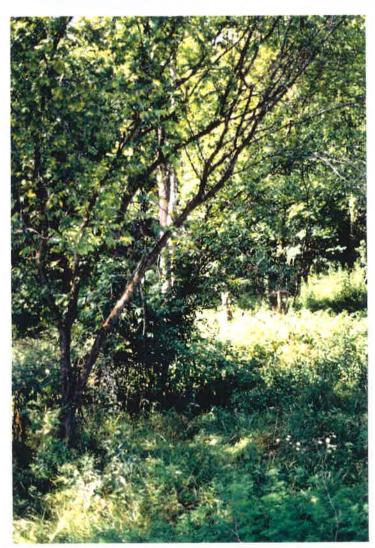
This one-acre neighborhood park is home to a playground and sports court.



#### DOWNTOWN OPTIMIST PARK

| Re-Surface Sport Court                | \$        | 8,000  |
|---------------------------------------|-----------|--------|
| Construct Walk from Street to Shelter | \$        | 3,000  |
| Replace Playground Equipment          | <u>\$</u> | 30,000 |
|                                       | \$        | 41,000 |

# Dublin Avenue Park



This neighborhood park is currently undeveloped.

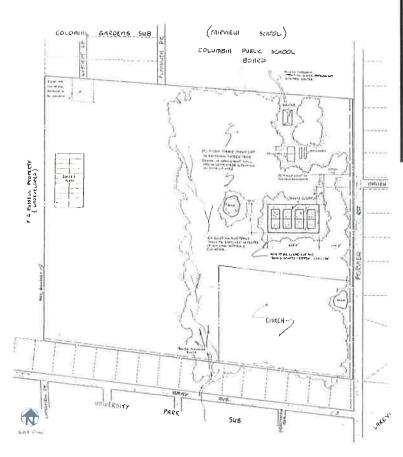


#### DUBLIN AVENUE PARK

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| Construct Playground    | \$        | 40,000 |
|-------------------------|-----------|--------|
| Construct Walking Trail | <u>\$</u> | 40,000 |
|                         | \$        | 80,000 |

### Fairview Park



This twenty-seven acre park located adjacent to the Fairview Elementary School contains picnic facilities and tennis courts. Playgrounds and sports fields are located on the adjacent school property. The Parks Department has been deeded an adjacent 100-acre parcel to the west, to be developed in the future.



### FAIRVIEW PARK

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| Construct Restroom & Drinking Fountain     | \$        | 60,000  |
|--|-----------|---------|
| Install Lights at Tennis Courts            | \$        | 40,000  |
| Construct Sand Volleyball Court            | \$        | 5,000   |
| Up-grade Soccer Practice Fields            | \$        | 10,000  |
| Construct Parking Lot (30) at Plymouth Dr. | <u>\$</u> | 20,000  |
|  | \$        | 135,000 |

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- Note: Soccer Field and Parking improvements should occur at time of Russell property development.

# **Grindstone Nature Area**

The 200-acre Grindstone Nature Area contains nature and interpretative areas, natural grassland areas, trails, and approximately 90% of the site remains in its' natural state.





#### **GRINDSTONE NATURE AREA**

|                             | \$1       | ,100,000 |
|-----------------------------|-----------|----------|
| Construct Restroom          | <u>\$</u> | 60,000   |
| Construct Nature Center     | \$1       | ,000,000 |
| Construct Creek Crossing(s) | \$        | 30,000   |
| Re-Surface Parking Lot      | \$        | 10,000   |

NOTE: Construct Walking Trail as part of Greenbelt.

# Hickman Municipal

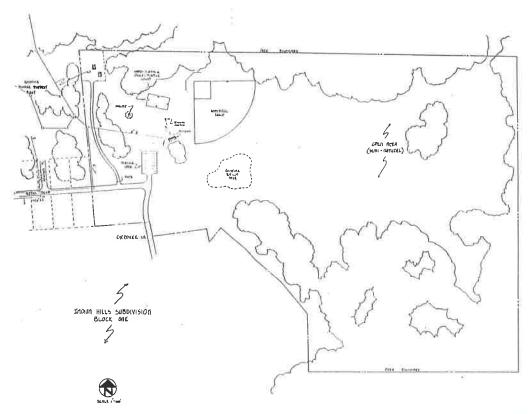
A shared facility with Hickman High School, facilities include a indoor swimming pool, 4 tennis courts, and a baseball field.





Indian Hills Park

This 38-acre park contains picnicking facilities, sports courts, playground and a rugby field.





#### INDIAN HILLS PARK

| Construct Additional Playground        | 2         | 40,000  |
|--|-----------|---------|
| Re-Surface Sport Court                 | \$        | 8,000   |
| Up-grade Playfield/Backstop            | \$        | 5,000   |
| Expand Parking to West of Existing Lot | \$        | 25,000  |
| Construct Additional Picnic Shelter    | <u>\$</u> | 40,000  |
|  | \$        | 118,000 |

- Note: Land in Eastern portion of Park should be reserved for future play fields. Improvements should be designed to provide for future access to these fields.

### Kiwanis Park



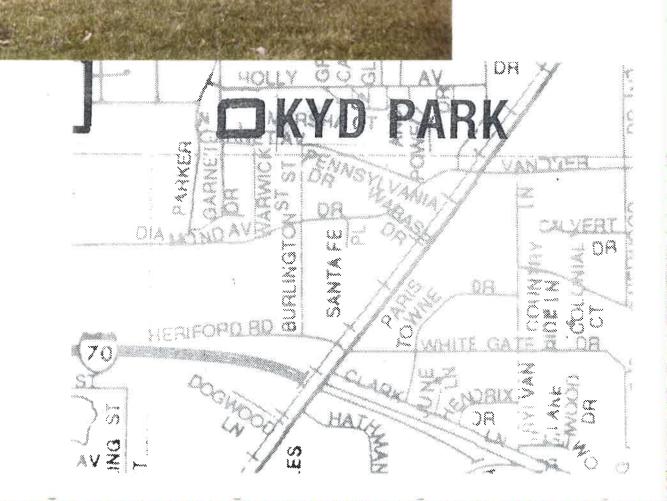
Picnicking, trails, and open space are the primary features of this 19-acre neighborhood park on the City's near west side. A playground is located on the adjacent Russell Elementary School Site.



### **KIWANIS PARK**

| Up-grade Trail Surfacing             | \$        | 20,000 |
|--------------------------------------|-----------|--------|
| Re-Surface East and West Entry Drive | <u>\$</u> | 40,000 |
|                                      | \$        | 60,000 |

This 2-acre neighborhood park, located in the north-central area of Columbia, is currently undeveloped.



### KYD PARK

| Construct Playground    | \$ 40,         | ,000 |
|-------------------------|----------------|------|
| Construct Walking Trail | \$ 20,         | ,000 |
| Landscape               | <u>\$ 10</u> , | ,000 |
|                         | \$ 70,         | ,000 |

## Lake of the Woods Recreation Area

This 148-acre recreation area on the City's east side is home to an eighteen-hole golf course, a swimming pool, fishing ponds, and picnic areas.



### LAKE OF THE WOODS GOLF COURSE

| Drill New Irrigation Well     | \$        | 50,000  |
|-------------------------------|-----------|---------|
| Irrigate Fairways             | \$        | 125,000 |
| Construct Concrete Cart Paths | <u>\$</u> | 250,000 |
|                               | \$        | 425,000 |

## **Lion-Stephens Park**

Picnicking, a playground, trails, and open space constitute the major features of this neighborhood park.

91 WALNUT Meisman ( 51. PROPOSED ASPMALT WALK WITHIN LUN'S STEPILEN'S PARK APPECK LENGTH ISLOU H.C. Th Tr. 3 5 ANN S C うううう TEROH Ð Nº. ~ MINDEOL 15

### LION-STEPHENS PARK

Re-Surface Walking Trail

1.00

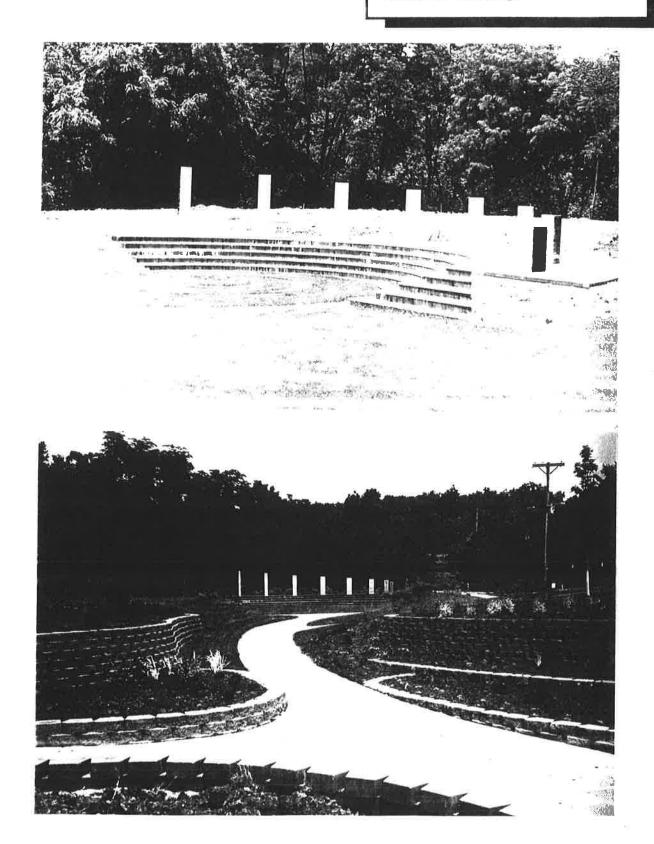
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\$ 20,000

100

### Martin Luther King Jr. Memorial Garden

This recently completed facility includes a memorial amphitheater (designed through a competition), parking, and the Audubon Bulding.



## McKee Street Park

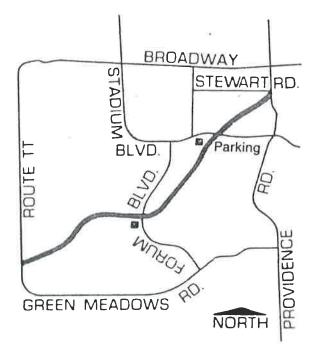
This 4.5-acre neighborhood park is home to a sports court, playground, and open play areas, with area available for expansion.



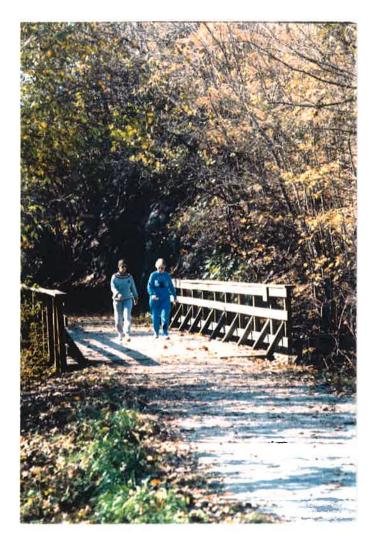
### Mckee Street Park

| Re-Surface Sport Court          | \$        | 8,000  |
|---------------------------------|-----------|--------|
| Install Seating near Playground | <u>\$</u> | 5,000  |
|                                 | \$        | 13,000 |

## M.K.T. Trail



This 4.7 mile trail connects downtown Columbia to the cross-state Katy Trail State Park, southwest of the City. While preserving large areas of natural beauty, the trail provides bicyclist, walkers, and nature enthusiasts an unparalled recreational opportunity. Several hundred acres of buffer land have been acquired along the trail to eliminate the possibility of incompatible development.



### M.K.T. TRAIL

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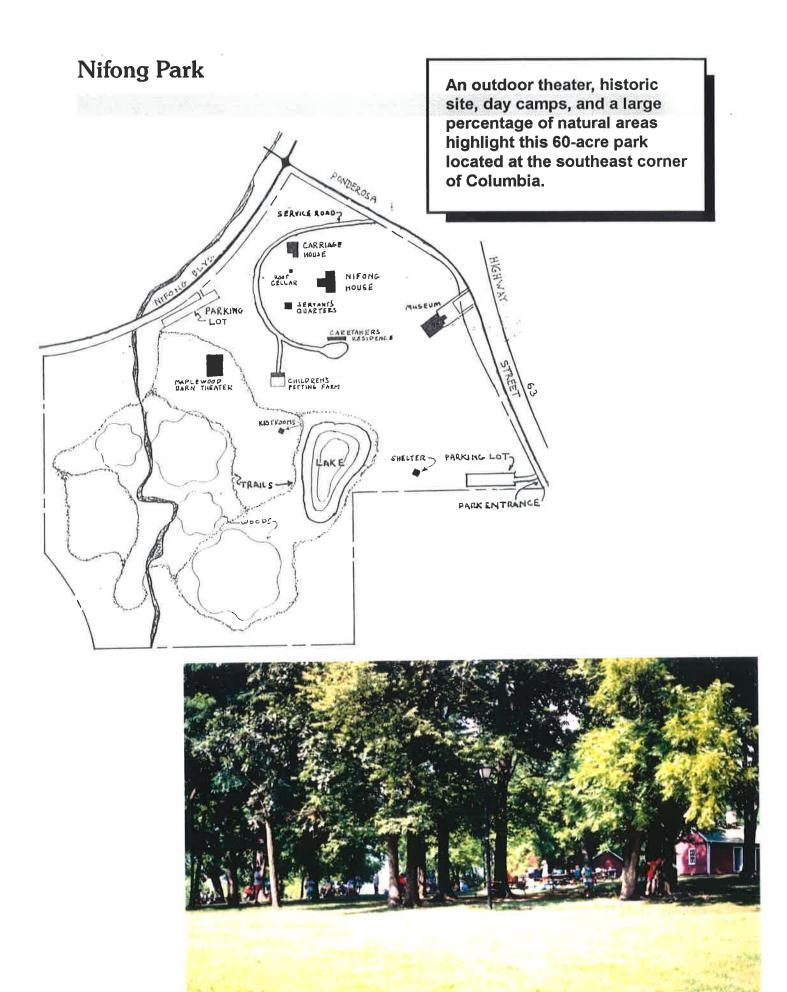
Up-grade and Widen Surface \$ 100,000

Renovate Bridge Abutments

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<u>\$ 100,000</u>

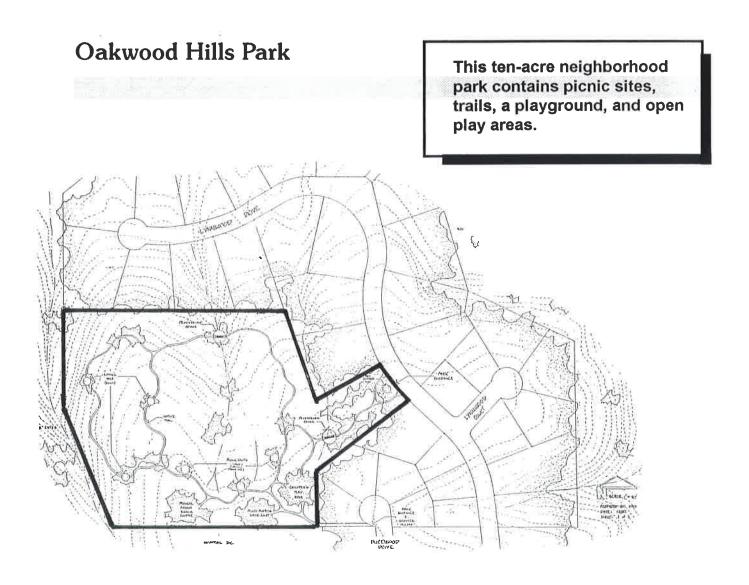
\$ 200,000



### NIFONG PARK

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| Renovate Historical Buildings             | \$        | 500,000 |
|---|-----------|---------|
| Construct New Outdoor Amphitheater        | \$        | 200,000 |
| Construct Walk between Museum & Maplewood | \$        | 15,000  |
| Construct Playground                      | \$        | 40,000  |
| Expand and Re-Surface Parking             | <u>\$</u> | 150,000 |
|   | \$        | 905,000 |





### OAKWOOD HILLS PARK

| Re-Surface Sport Court       | \$        | 8,000  |
|------------------------------|-----------|--------|
| Replace Playground Equipment | <u>\$</u> | 30,000 |
|                              | \$        | 38,000 |

## Paquin Park

Located adjacent to the Pacquin High-Rise (seniors/ disabled housing) this facility contains gardening sites, horseshoe pits, and a picnic shelter accessible to residents.





### PAQUIN PARK

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The C

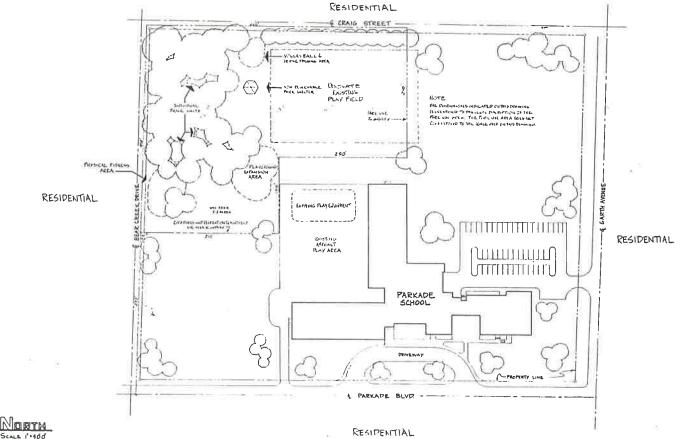
Up-grade Horseshoe Pits

\$ 3,000

### Parkade Park

A shared facility with the Parkade Elementary School, picnic shelter, playground, and a fitness course are located within this 3-acre site.





### **Proctor Park**

This 10-acre neighborhood park in the City's northern area contains a picnic shelter, playground, and hiking trail.





#### **PROCTOR PARK**

| Construct Playground                           | \$<br>40,000 |
|--|--------------|
| Re-locate Picnic Shelter to North Area         | \$<br>8,000  |
| Construct Walking Trail (connect to Greenbelt) | \$<br>40,000 |
|  | \$<br>88,000 |

# Rock Bridge Park

Only three acres, this park contains a picnic shelter, a sports court, and a playground in a natural setting.





#### **ROCKBRIDGE PARK**

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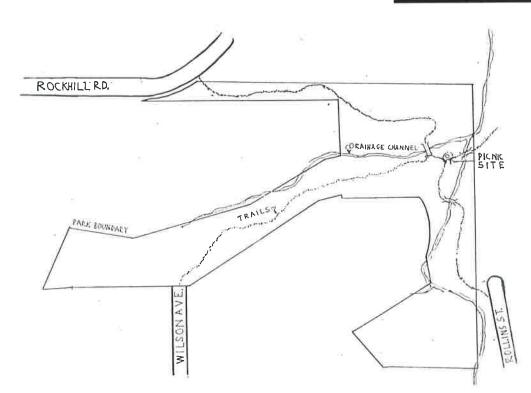
| Replace Play Equipment        | \$        | 40,000 |
|-------------------------------|-----------|--------|
| Replace Backstop Fence Fabric | \$        | 4,000  |
| Re-Surface Sport Court        | \$        | 8,000  |
| Construct Walking Trail       | <u>\$</u> | 40,000 |
|                               | \$        | 92,000 |

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Rock Hill Park

This 5-acre park is currently developed with hiking trails, with the majority of the site maintained in a natural state.





### ROCK HILL PARK

-

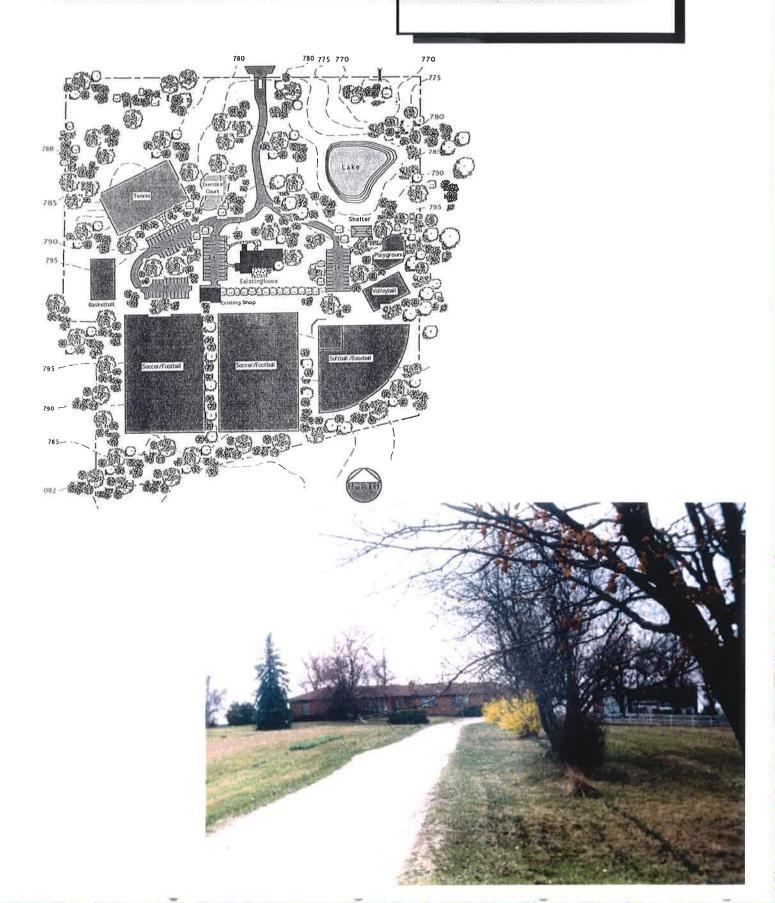
Up-grade Trail System (esp. steps)

\$ 80,000

-

**Rock Quarry Park** 

This 19-acre parcel currently is undeveloped.



### ROCK QUARRY PARK

| Construct Roads & Parking (100)                  | \$        | 150,000 |
|--|-----------|---------|
| Construct Playground                             | \$        | 40,000  |
| Construct Picnic Shelter                         | \$        | 40,000  |
| Construct (3) Playfields (2-Soccer, 1-Softball)  | \$        | 15,000  |
| Construct (4) Tennis Courts w/ Lighting          | \$        | 170,000 |
| Construct Sport Court                            | \$        | 20,000  |
| Construct Walking Trail                          | \$        | 80,000  |
| Renovate Existing Structures for Designated Uses | <u>\$</u> | 100,000 |
|  | \$        | 615,000 |

## **Rothwell Park**

Another 5-acre neighborhood park, currently undeveloped except for picnic sites and open play areas.



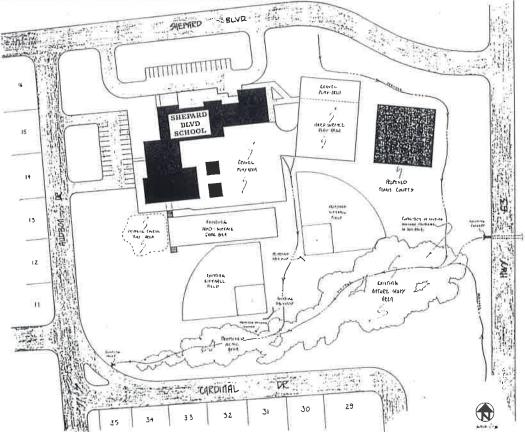
#### **ROTHWELL PARK**

| Construct Playground (northeast area) | \$        | 40,000 |
|---------------------------------------|-----------|--------|
| Construct Walking Trail               | <u>\$</u> | 40,000 |
|                                       | \$        | 80,000 |

## **Shepard Park**

A shared facility with Shepard Elementary School, picnicking, tennis, soccer field, and a playground all are located within this 5-acre park.





#### SHEPARD PARK

Install Lights at Tennis Courts

\$ 20,000

### **Twin Lakes Recreation Area**



The 60-acre Twin Lakes Recreation Area, located adjacent to the M.K.T. Trail, contains an approximately 20-acre fishing lake, an approximately 5-acre swimming lake (currently undergoing renovation), a concession/restroom/boathouse building, parking, and picnic facilities w/ large group shelter.





#### TWIN LAKES RECREATION AREA

| Construct Additional Parking                | \$        | 100,000 |
|---|-----------|---------|
| Up-grade Trails                             | \$        | 40,000  |
| Construct Boat Launch                       | \$        | 20,000  |
| Construct Concession Building               | \$        | 200,000 |
| Construct Restroom                          | \$        | 60,000  |
| Construct Walks                             | \$        | 25,000  |
| Up-grade Entry Drive & Existing Parking Lot | <u>\$</u> | 150,000 |
|   | \$        | 595,000 |

## Valleyview Park

This 8-acre neighborhood park contains a sports court, playground, and open play areas.





#### VALLEYVIEW PARK

| Re-Surface Sport Court             | \$ 8,000  |
|------------------------------------|-----------|
| Play Equipment Surfacing w/ Edging | \$ 2,000  |
| Replace Backstop                   | \$ 2,500  |
|                                    | \$ 12,500 |

### Village Square Park

Located in downtown Columbia, this 0.25 acre park is home to picnic facilities.





### VILLAGE SQUARE PARK

Replace Benches

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\$ 1,000

### Westwinds Park

This 4-acre park is currently undeveloped.





#### WESTWINDS PARK

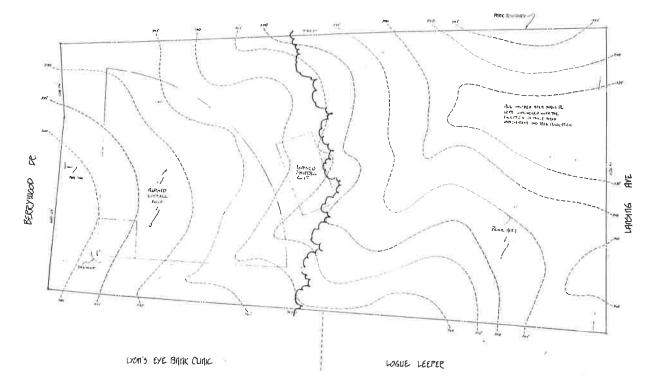
| Construct Playground     | \$        | 45,000  |
|--------------------------|-----------|---------|
| Construct Sport Court    | \$        | 15,000  |
| Construct Walking Trail  | \$        | 40,000  |
| Construct Picnic Shelter | <u>\$</u> | 40,000  |
|                          | \$        | 140,000 |

# Woodridge Park

Open play areas, sports courts, playgrounds, and soccer fields are located within this 6.5-acre neighborhood park.



WOODPIDGE SUB BLK +6

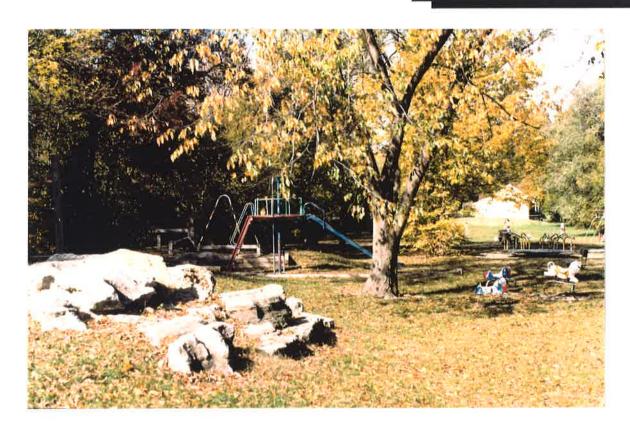


#### WOODRIDGE PARK

| Replace Selected Playground Equipment | \$        | 20,000  |
|---------------------------------------|-----------|---------|
| Play Equipment Surfacing w/ Edging    | \$        | 2,000   |
| Re-Surface Sport Court                | \$        | 15,000  |
| Construct Picnic Shelter              | \$        | 40,000  |
| Construct Walking Trail               | <u>\$</u> | 40,000  |
|                                       | \$        | 117,000 |

## Worley Street Park

A playground, picnic facilities, and open play areas are contained within this 3-acre neighborhood park.





#### WORLEY STREET PARK

| Re-Surface Sport Court             | \$        | 15,000 |
|------------------------------------|-----------|--------|
| Repair Wood and Chain Link Fencing | \$        | 8,000  |
| Re-Surface Walk                    | <u>\$</u> | 4,000  |
|                                    | \$        | 27,000 |

| Community          | Population |           |              |           | Soco      | Soccer Field Rental | ntal      |          |              |
|--------------------|------------|-----------|--------------|-----------|-----------|---------------------|-----------|----------|--------------|
|                    |            | Unlighted | Unlighted    | Unlighted | Premier   | Premier             | Premier   | Lighted  | Lighted      |
|                    |            | Per Hour  | Per Half Day | Per Day   | Irrigated | Irrigated           | Irrigated | Per Hour | Per Half Day |
|                    |            |           |              |           | Per Hour  | Per Half Day        | Per Day   |          |              |
| Ames, Iowa         | 49,900     |           |              |           |           |                     |           |          |              |
| Ardmore, OK        | 25,500     |           |              |           |           |                     |           |          |              |
| Arvada. CO         | 100,000    |           |              |           |           |                     |           |          |              |
| Ashville, N.C.     | 62,000     |           |              |           |           |                     |           |          |              |
| Ballwin, MO        | 21,406     |           |              |           |           |                     |           |          |              |
| Beloit, IL.        | 37,152     |           |              |           |           |                     |           |          |              |
| Bloomington, IN    | 60,000     |           |              |           |           |                     |           |          |              |
| Blue Springs, MO   | 40,153     |           |              |           |           |                     |           |          |              |
| Boulder, CO        | 88,312     | \$15.00   | \$5.00       | \$90.00   |           |                     |           |          |              |
| Bowling Green, OH  | 28,500     |           |              |           |           |                     |           |          |              |
| Brentwood, MO      | 60,000     |           |              |           |           |                     |           |          |              |
| Broken Arrow, OK   | 58,043     |           |              |           |           |                     |           |          |              |
| Burllington, IA    | 28,000     |           |              |           |           |                     |           |          |              |
| Cedar Rapids, IA   | 110,000    |           |              |           |           |                     |           |          |              |
| Champaign, IL      | 65,000     | \$5.00    | \$5.00       |           |           |                     |           |          |              |
| Council Bluffs, IA | 54,600     | \$3.00    | \$3.00       |           | \$3.00    | \$3.00              |           | \$3.00   | \$3.00       |
| Crystal Lake, IL   | 40,000     |           |              |           |           |                     |           |          |              |
| Davenport, IA      | 98,000     | \$2.00    | \$2.00       |           |           |                     |           |          |              |
| Dubuque,IA         | 58,000     |           |              |           |           |                     |           |          |              |
| Emporia, KS        | 25,600     |           |              |           |           |                     |           |          |              |
| Fayetteville, N.C. | 76,000     |           |              |           |           |                     |           |          |              |
| Ft. Collins, CO    | 87,758     | \$8.00    | \$8.00       |           |           |                     |           |          |              |
| Grand Junction, CO | 29,034     |           |              |           |           |                     |           |          |              |
| Grandview, MO      | 25,000     |           |              |           |           |                     |           |          |              |
| Hazelwood, MO      | 15,512     |           |              |           |           |                     |           |          |              |
| Highland Park, IL  | 30,575     |           |              |           |           |                     |           |          |              |
| lowa City, IA      | 60,000     |           |              |           |           |                     |           |          |              |
| Janesville, WI     | 52,538     |           |              | \$30.00   |           |                     |           |          |              |
| Jefferson City, MO | 35,517     |           |              |           |           |                     |           |          |              |
| Kirkwood, MO       | 29,000     |           |              |           |           |                     |           |          |              |
| Kokomo, IN         | 88,000     |           |              |           |           |                     |           |          |              |
| Lawrence, IN       | 27,000     |           | -            | \$75.00   |           |                     | \$75.00   |          |              |
| Liberty, MO        | 21,000     | \$2.00    | \$2.00       |           |           |                     |           | \$6.00   | \$6.00       |
| Lincoln. NE        | 191,972    |           |              |           |           |                     |           |          |              |

|                    |         |           |              |           | 5000      | SOCCEL FIEID HERITAI | ntal      |          |              |
|--------------------|---------|-----------|--------------|-----------|-----------|----------------------|-----------|----------|--------------|
|                    |         | Unlighted | Unlighted    | Unlighted | Premier   | Premier              | Premier   | Lighted  | Lighted      |
|                    |         | Per Hour  | Per Half Day | Per Day   | Irrigated | Irrigated            | Irrigated | Per Hour | Per Half Day |
|                    |         |           |              |           | Per Hour  | Per Half Day         | Per Day   |          |              |
| Manhattan, KS      | 37,000  | \$12.00   | \$2.00       | \$50.00   | \$12.00   | \$2.00               | \$50.00   | \$12.00  | \$2.00       |
| Marshalltown, IA   | 25,000  |           |              |           |           |                      |           |          |              |
| Maryville, MO      | 10,600  |           |              |           |           |                      |           |          |              |
| Middletown, OH     | 50,000  |           |              |           |           |                      |           |          |              |
| Normal, IL         | 40,023  |           |              |           |           |                      |           |          |              |
| Norman, OK         | 80,071  |           |              |           |           |                      |           |          |              |
| Odessa, TX         | 89,633  |           |              |           |           |                      |           |          |              |
| Overland Park, KS  | 120,000 |           |              |           |           |                      |           |          |              |
| Plano, TX          | 128,713 |           |              |           |           |                      | \$10.00   |          |              |
| Rocky Mount, NC    | 50,000  | \$5.00    | \$5.00       |           |           |                      |           |          |              |
| Salina, KS         | 43,000  |           |              |           |           |                      |           |          |              |
| Shaker Heights, OH | 32,000  |           |              |           |           |                      |           |          |              |
| Sioux Falls, SD    | 105,000 |           |              |           |           |                      |           |          |              |
| St. Joseph, MO     | 71,852  |           |              |           |           |                      |           |          |              |
| St. Peters, MO     | 45,000  |           |              |           |           |                      |           |          |              |
| Topeka, KS         | 125,000 |           |              |           |           |                      |           |          |              |
| Wichita, KS        | 400,000 |           |              |           |           |                      |           |          |              |
| Wilmette, IL       | 26,000  |           |              |           |           |                      |           |          |              |
| Wyoming, MI        | 65,000  |           |              |           |           |                      |           |          |              |
| Average            |         | \$6.50    | \$4.00       | \$61.25   | \$7.50    | \$2.50               | \$45.00   | S7.00    | \$3.67       |
| Columbia           | 70,100  | \$12.50   |              | 00'06\$   | NA        | _                    |           | NA       |              |

| Community          | Population |           | base      | <b>Baseball Field Rentals</b> | d Rental | s        |          |
|--------------------|------------|-----------|-----------|-------------------------------|----------|----------|----------|
|                    |            | Unlighted | Unlighted | Unlighted                     | Lighted  | Lighted  | Lighted  |
|                    |            | Per Hour  | Half Day  | Per Day                       | Per Hour | Half Day | Per Day  |
| Ames, Iowa         | 49,900     | \$7.00    |           |                               | \$11.00  |          |          |
| Ardmore, OK        | 25,500     |           |           |                               |          |          |          |
| Arvada. CO         | 100,000    |           |           |                               |          |          |          |
| Ashville, N.C.     | 62,000     |           |           |                               |          |          |          |
| Ballwin, MO        | 21,406     |           |           |                               |          |          |          |
| Beloit, IL.        | 37,152     |           |           |                               |          |          |          |
| Bloomington, IN    | 60,000     | \$6.00    |           | \$150.00                      | \$18.00  |          | \$150.00 |
| Blue Springs, MO   | 40,153     | \$15.00   |           |                               |          |          |          |
| Boulder, CO        | 88,312     | \$15.00   |           | \$90.00                       | \$40.00  |          | \$90.00  |
| Bowling Green, OH  | 28,500     |           |           |                               |          |          |          |
| Brentwood, MO      | 60,000     |           |           |                               |          |          |          |
| Broken Arrow, OK   | 58,043     |           |           |                               |          |          |          |
| Burllington, IA    | 28,000     |           |           |                               |          |          |          |
| Cedar Rapids, IA   | 110,000    |           |           |                               |          |          |          |
| Champaign, IL      | 65,000     | \$5.00    |           |                               | \$15.00  |          |          |
| Council Bluffs, IA | 54,600     | \$3.00    |           |                               | \$15.00  |          |          |
| Crystal Lake, IL   | 40,000     | \$3.00    |           |                               |          |          |          |
| Davenport, IA      | 98,000     | \$2.00    |           |                               | \$2.00   |          |          |
| Dubuque, IA        | 58,000     | \$20.00   |           |                               |          |          |          |
| Emporia, KS        | 25,600     |           |           |                               |          |          |          |
| Fayetteville, N.C. | 76,000     |           |           | \$35.00                       |          |          | \$35.00  |
| Ft. Collins, CO    | 87,758     | \$10.00   |           |                               | \$20.00  |          |          |
| Grand Junction, CO | 29,034     |           |           | \$50.00                       |          |          | \$35.00  |
| Grandview, MO      | 25,000     |           |           | \$100.00                      |          |          | \$130.00 |
| Hazelwood, MO      | 15,512     |           |           |                               |          |          |          |
| Highland Park, IL  | 30,575     |           |           |                               | \$2.00   |          |          |
| lowa City, IA      | 60,000     | \$3.00    |           |                               | \$10.00  |          |          |
| Janesville, WI     | 52,538     | \$17.00   |           |                               | \$25.00  |          |          |
| Jefferson City, MO | 35,517     |           |           |                               |          |          | \$55.00  |
| Kirkwood, MO       | 29,000     |           |           |                               |          |          |          |
| Kokomo, IN         | 88,000     |           |           |                               |          |          |          |
| Lawrence, IN       | 27,000     | \$20.00   |           | \$75.00                       | \$25.00  |          | \$100.00 |
| Liberty, MO        | 21,000     | \$2.00    |           |                               | \$6.00   |          |          |
| Lincoln, NE        | 191.972    |           |           |                               |          |          |          |

| Community          | Population |           | Base      | <b>Baseball Field Rentals</b> | d Rental | S        |         |
|--------------------|------------|-----------|-----------|-------------------------------|----------|----------|---------|
|                    |            | Unlighted | Unlighted | Unlighted                     | Lighted  | Lighted  | Lighted |
|                    |            | Per Hour  | Half Day  | Per Day                       | Per Hour | Half Day | Per Day |
| Manhattan, KS      | 37,000     | \$12.00   | \$25.00   | \$50.00                       | \$1.00   | \$25.00  | \$50.00 |
| Marshalltown, IA   | 25,000     |           |           |                               |          |          |         |
| Maryville, MO      | 10,600     |           | \$15.00   | \$75.00                       |          | \$25.00  | \$75.00 |
| Middletown, OH     | 50,000     |           |           |                               |          |          |         |
| Normal, IL         | 40,023     |           |           |                               |          |          |         |
| Norman, OK         | 80,071     | \$8.00    |           |                               | \$13.00  | \$3.00   |         |
| Odessa, TX         | 89,633     |           |           |                               |          |          |         |
| Overland Park, KS  | 120,000    |           |           |                               |          |          | \$35.00 |
| Plano, TX          | 128,713    |           |           |                               |          |          |         |
| Rocky Mount, NC    | 50,000     | \$5.00    |           |                               | \$10.00  |          |         |
| Salina, KS         | 43,000     |           |           |                               |          |          |         |
| Shaker Heights, OH | 32,000     |           |           |                               | \$10.00  |          |         |
| Sioux Falls, SD    | 105,000    |           |           |                               |          |          |         |
| St. Joseph, MO     | 71,852     |           |           | \$35.00                       |          |          | \$35.00 |
| St. Peters, MO     | 45,000     |           |           |                               |          |          |         |
| Topeka, KS         | 125,000    |           |           |                               |          |          |         |
| Wichita, KS        | 400,000    |           |           |                               | \$1.00   | \$100.00 |         |
| Wilmette, IL       | 26,000     |           |           |                               |          |          |         |
| Wyoming, MI        | 65,000     | \$25.00   |           |                               | \$25.00  | \$5.00   |         |
| Average            | _          | S9.89     |           | \$73.33                       | \$13.83  | \$16.20  | \$71.82 |
| Columbia           | 70,100     | \$12.50   |           | \$90.00                       | \$17.50  |          | \$90.00 |

|   |         | Inlighted  |              |           |          |              |          |
|---|---------|------------|--------------|-----------|----------|--------------|----------|
|   |         | nanifillin | Unlighted    | Unlighted | Lighted  | Lighted      | Lighted  |
|   |         | Per Hour   | Per Half Day | Per Day   | Per Hour | Per Half Day | Per Day  |
|   | 49,900  |            |              |           |          |              |          |
|   | 25,500  | \$8.00     | \$8.00       |           | \$15.00  | \$5.00       |          |
| A<br>S, IA<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A<br>A                               | 100,000 |            |              |           |          | -            |          |
| A<br>S, IA<br>A<br>A<br>C<br>C<br>A<br>A<br>C<br>A<br>A<br>C<br>A<br>A<br>A<br>A<br>C<br>A<br>A<br>A<br>A | 62,000  |            |              | \$12.00   |          |              | \$17.00  |
| s, IN<br>en. OH<br>MO<br>MO<br>MO<br>S, IA<br>S, IA<br>IL<br>IL<br>IL<br>IL                               | 21,406  |            |              |           |          |              |          |
| s, IN<br>en. OH<br>MO<br>MO<br>MO<br>S, IA<br>I.<br>I.<br>I.<br>I.<br>I.<br>I.<br>I.                      | 37,152  |            |              |           |          |              |          |
| s, MO<br>en, OH<br>MO<br>MO<br>MO<br>S, IA<br>S, IA<br>IL<br>IL<br>IL<br>IL                               | 60,000  | \$6.00     | \$61.00      | \$150.00  | \$18.00  | \$8.00       | \$150.00 |
| en OH<br>MO<br>MO<br>A<br>A<br>S, IA<br>IL<br>IL<br>IL<br>IL  | 40,153  |            |              |           |          |              | -        |
| en OH<br>MO<br>A<br>A<br>S, IA<br>IL<br>IL<br>S, IA<br>A  | 88,312  | \$15.00    | \$5.00       | \$90.00   | \$40.00  |              | \$90.00  |
| MO<br>A<br>A<br>S, IA<br>IL<br>IL<br>IL<br>S, IA<br>A   | 28,500  |            |              | \$15.00   |          |              | \$35.00  |
| A A A A A A A A A A A A A A A A A A A   | 60,000  |            |              |           |          |              |          |
| A<br>%,IA<br>A.IL<br>A.IL   | 58,043  |            |              |           |          |              |          |
| 8, IA<br>IL<br>S, IA<br>A   | 28,000  |            |              |           |          |              |          |
| s, IA<br>A  | 10,000  |            |              |           | \$15.00  | \$5.00       | \$10.00  |
| s, IA<br>,IL<br>A   | 65,000  | \$5.00     | \$5.00       |           | \$30.00  |              |          |
|   | 54,600  | \$3.00     | \$3.00       |           | \$15.00  | \$5.00       |          |
| 4   | 40,000  |            |              |           |          | \$4.00       |          |
|   | 98,000  | \$2.00     | \$2.00       |           | \$2.00   | \$2.00       |          |
|   | 58,000  |            |              |           |          |              |          |
| Emporia, KS 25,   | 25,600  |            |              | \$50.00   |          |              | \$75.00  |
| Fayetteville, N.C. 76,0   | 76,000  |            |              | \$35.00   |          |              | \$35.00  |
| Ft. Collins, CO 87,   | 87,758  |            |              |           |          |              |          |
| 00  | 29,034  | \$1.00     | \$51.00      | \$110.00  |          |              |          |
| Grandview, MO 25,(  | 25,000  |            | \$1.00       | \$100.00  |          |              | \$130.00 |
| Hazelwood, MO 15,   | 15,512  |            |              |           |          |              |          |
| Highland Park, IL 30,   | 30,575  |            |              |           | \$2.00   | \$5.00       |          |
|   | 60,000  | \$3.00     | \$3.00       |           | \$10.00  |              |          |
| Janesville, WI 52,  | 52,538  | \$17.00    | \$7.00       |           | \$20.00  |              |          |
| Jefferson City, MO 35,  | 35,517  |            |              |           |          | \$40.00      | \$55.00  |
| Kirkwood, MO 29,(   | 29,000  |            |              |           |          |              |          |
| Kokomo, IN 88,(   | 88,000  |            |              |           |          |              |          |
| Lawrence, IN 27,(   | 27,000  | \$25.00    | \$51.00      | \$100.00  | \$25.00  | \$5.00       | \$100.00 |
|   | 21,000  | \$2.00     | \$2.00       |           | \$6.00   | \$6.00       |          |
| Lincoln, NE 191,9   | 91,972  |            |              |           | \$4.00   | \$4.00       |          |

| Community          | Population |           | Sof          | Softball Field Rentals | I Rentals |              |         |
|--------------------|------------|-----------|--------------|------------------------|-----------|--------------|---------|
|                    |            | Unlighted | Unlighted    | Unlighted              | Lighted   | Lighted      | Lighted |
|                    |            | Per Hour  | Per Half Day | Per Day                | Per Hour  | Per Half Day | Per Day |
| Manhattan, KS      | 37,000     | \$1.00    | \$2.00       | \$50.00                | \$1.00    | \$25.00      | \$50.00 |
| Marshalltown, IA   | 25,000     | \$12.00   | \$2.00       |                        |           |              |         |
| Maryville, MO      | 10,600     |           | \$1.00       | \$75.00                |           | \$25.00      | \$75.00 |
| Middletown, OH     | 50,000     |           |              |                        |           |              |         |
| Normal, IL         | 40,023     |           |              |                        |           |              | \$10.00 |
| Norman, OK         | 80,071     | \$13.00   | \$3.00       |                        | \$13.00   | \$3.00       |         |
| Odessa, TX         | 89,633     |           |              |                        |           |              |         |
| Overland Park, KS  | 120,000    |           |              |                        |           |              |         |
| Plano, TX          | 128,713    |           |              |                        |           |              | \$25.00 |
| Rocky Mount, NC    | 50,000     | \$5.00    | \$5.00       |                        | \$10.00   |              |         |
| Salina, KS         | 43,000     |           |              |                        |           |              |         |
| Shaker Heights, OH | 32,000     | \$10.00   |              |                        |           |              |         |
| Sioux Falls, SD    | 105,000    |           |              |                        |           |              |         |
| St. Joseph, MO     | 71,852     |           |              | \$35.00                |           |              | \$35.00 |
| St. Peters, MO     | 45,000     |           |              |                        |           |              |         |
| Topeka, KS         | 125,000    |           |              |                        | \$5.00    | \$5.00       |         |
| Wichita, KS        | 400,000    |           | \$25.00      | \$5.00                 |           | \$45.00      |         |
| Wilmette, IL       | 26,000     |           |              |                        |           |              |         |
| Wyoming, MI        | 65,000     | \$25.00   | \$5.00       |                        | \$35.00   | \$5.00       |         |
| Average            |            | \$9.00    | \$12.74      | \$63.62                | \$14.78   | \$11.59      | \$59.47 |
| Columbia           | 70,100     | \$12.50   |              | \$90.00                | \$17.50   |              | S90.00  |

| Community          | Population | Football  | Football Field Rental Rates | <b>Rates</b> |
|--------------------|------------|-----------|-----------------------------|--------------|
|                    |            | Unlighted | Unlighted                   | Unlighted    |
|                    |            | Per Hour  | Per Half Day                | Per Day      |
| Ames, Iowa         | 49,900     |           |                             |              |
| Ardmore, OK        | 25,500     |           |                             |              |
| Arvada. CO         | 100,000    |           |                             |              |
| Ashville, N.C.     | 62,000     |           |                             |              |
| Ballwin, MO        | 21,406     |           |                             |              |
| Beloit, IL.        | 37,152     |           |                             |              |
| Bloomington, IN    | 60,000     |           |                             |              |
| Blue Springs, MO   | 40,153     |           |                             |              |
| Boulder, CO        | 88,312     |           |                             |              |
| Bowling Green, OH  | 28,500     |           |                             |              |
| Brentwood, MO      | 60,000     |           |                             |              |
| Broken Arrow, OK   | 58,043     |           |                             |              |
| Burllington, IA    | 28,000     |           |                             |              |
| Cedar Rapids, IA   | 110,000    |           |                             |              |
| Champaign, IL      | 65,000     |           |                             |              |
| Council Bluffs, IA | 54,600     |           |                             |              |
| Crystal Lake, IL   | 40,000     |           |                             |              |
| Davenport, IA      | 98,000     |           |                             |              |
| Dubuque, IA        | 58,000     |           |                             |              |
| Emporia, KS        | 25,600     |           |                             |              |
| Fayetteville, N.C. | 76,000     |           |                             |              |
| Ft. Collins, CO    | 87,758     |           |                             |              |
| Grand Junction, CO | 29,034     |           |                             |              |
| Grandview, MO      | 25,000     |           |                             |              |
| Hazelwood, MO      | 15,512     |           |                             |              |
| Highland Park, IL  | 30,575     |           |                             |              |
| lowa City, IA      | 60,000     |           |                             |              |
| Janesville, WI     | 52,538     |           |                             | \$30.00      |
| Jefferson City, MO | 35,517     |           |                             |              |
| Kirkwood, MO       | 29,000     |           |                             |              |
| Kokomo, IN         | 88,000     |           |                             |              |
| Lawrence, IN       | 27,000     |           |                             | \$75.00      |
| Liberty, MO        | 21,000     | \$2.00    | \$2.00                      |              |
| l incoln NF        | 191.972    |           |                             |              |

|                    | Population | Football  | Football Field Rental Rates | <b>Rates</b>       |
|--------------------|------------|-----------|-----------------------------|--------------------|
|                    |            | Unlighted | Unlighted                   | Unlighted          |
|                    |            | Per Hour  | Per Half Day                | Per Day            |
| Manhattan, KS      | 37,000     | \$12.00   | \$2.00                      | \$50.00            |
| Marshalltown, IA   | 25,000     |           |                             | •                  |
| Maryville, MO      | 10,600     |           |                             |                    |
| Middletown, OH     | 50,000     |           |                             |                    |
| Normal, IL         | 40,023     |           |                             |                    |
| Norman, OK         | 80,071     |           |                             |                    |
| Odessa, TX         | 89,633     |           |                             |                    |
| Overland Park, KS  | 120,000    |           |                             |                    |
| Plano, TX          | 128,713    |           |                             |                    |
| Rocky Mount, NC    | 50,000     | \$5.00    | \$5.00                      |                    |
| Salina, KS         | 43,000     |           |                             |                    |
| Shaker Heights, OH | 32,000     |           |                             |                    |
| Sioux Falls, SD    | 105,000    |           |                             |                    |
| St. Joseph, MO     | 71,852     |           |                             |                    |
| St. Peters, MO     | 45,000     |           |                             |                    |
| Topeka, KS         | 125,000    |           |                             |                    |
| Wichita, KS        | 400,000    |           |                             | \$50.00            |
| Wilmette, IL       | 26,000     |           |                             |                    |
| Wyoming, MI        | 65,000     |           |                             |                    |
|                    |            | 00.20     |                             | 15.716             |
| Hverage            |            | 55.05     | 20,56                       | C7.1CC             |
| Columbia           | 70.100     | S12.50    |                             | 00 <sup>-06S</sup> |

| Community          | Population |           | 0            | Outdoor Pool Rental | ool Renta |              |           |
|--------------------|------------|-----------|--------------|---------------------|-----------|--------------|-----------|
|                    |            | 25 Meters | 25 Meters    | 25 Meters           | 50 Meters | 50 Meters    | 50 Meters |
|                    |            | Per Hour  | Per Half Day | Per Day             | Per Hour  | Per Half Day | Per Day   |
| Ames, Iowa         | 49,900     |           |              |                     |           |              |           |
| Ardmore, OK        | 25,500     |           |              |                     | \$25.00   | \$5.00       |           |
| Arvada. CO         | 100,000    |           |              |                     |           | 00.00        |           |
| Ashville, N.C.     | 62,000     |           |              |                     |           |              |           |
| Ballwin, MO        | 21,406     |           |              |                     |           |              |           |
| Beloit, IL.        | 37,152     |           |              |                     |           |              |           |
| Bloomington, IN    | 60,000     | \$75.00   | \$5.00       |                     | \$75.00   | \$5.00       |           |
| Blue Springs, MO   | 40,153     |           |              |                     |           | 2000         |           |
| Boulder, CO        | 88,312     | \$55.00   | \$5.00       |                     | \$55.00   | \$5.00       |           |
| Bowling Green, OH  | 28,500     |           |              |                     | \$50.00   | 2            |           |
| Brentwood, MO      | 60,000     |           |              |                     |           |              |           |
| Broken Arrow, OK   | 58,043     |           |              |                     |           |              |           |
| Burllington, IA    | 28,000     |           |              |                     | \$3.00    | \$18.00      |           |
| Cedar Rapids, IA   | 110,000    | \$3.00    | \$3.00       |                     | \$3.00    | \$300        |           |
| Champaign, IL      | 65,000     |           |              |                     |           | 0000         |           |
| Council Bluffs, IA | 54,600     |           | \$30.00      |                     |           |              |           |
| Crystal Lake, IL   | 40,000     |           |              |                     |           |              |           |
| Davenport, IA      | 98,000     | \$40.00   |              |                     |           |              |           |
| Dubuque,IA         | 58,000     |           |              |                     |           |              |           |
| Emporia, KS        | 25,600     |           |              | \$45.00             |           |              |           |
| Fayetteville, N.C. | 76,000     |           |              |                     |           |              |           |
| Ft. Collins, CO    | 87,758     | \$7.00    | \$7.00       | \$750.00            | \$9.00    | 89.00        | \$750.00  |
| Grand Junction, CO | 29,034     |           |              |                     |           |              |           |
| Grandview, MO      | 25,000     | \$10.00   |              |                     | \$10.00   |              |           |
| Hazelwood, MO      | 15,512     |           |              |                     |           |              |           |
| Highland Park, IL  | 30,575     |           |              |                     |           |              |           |
| Iowa City, IA      | 60,000     |           |              |                     | \$75.00   | \$5.00       |           |
| Janesville, WI     | 52,538     |           |              |                     | \$55.00   | \$5.00       |           |
| Jefferson City, MO | 35,517     |           |              |                     |           |              |           |
| Kirkwood, MO       | 29,000     |           |              |                     |           |              |           |
| Kokomo, IN         | 88,000     |           |              |                     | \$50.00   |              |           |
| Lawrence, IN       | 27,000     |           |              |                     |           |              |           |
| Liberty, MO        | 21,000     | \$45.00   | \$5.00       |                     | -         |              |           |
| Lincoln, NE        | 191.972    | \$55.00   | \$5.00       |                     |           |              |           |

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| Community          | Population |           | ō            | <b>Outdoor Pool Rental</b> | ol Rental |              |           |
|--------------------|------------|-----------|--------------|----------------------------|-----------|--------------|-----------|
|                    |            | 25 Meters | 25 Meters    | 25 Meters                  | 50 Meters | 50 Meters    | 50 Meters |
|                    |            | Per Hour  | Per Half Day | Per Day                    | Per Hour  | Per Half Day | Per Day   |
| Manhattan, KS      | 37,000     |           |              |                            |           |              | \$75.00   |
| Marshalltown, IA   | 25,000     |           |              |                            |           |              |           |
| Maryville, MO      | 10,600     |           |              | \$75.00                    |           |              |           |
| Middletown, OH     | 50,000     |           |              |                            |           |              |           |
| Normal, IL         | 40,023     |           |              |                            |           |              |           |
| Norman, OK         | 80,071     |           |              |                            |           |              |           |
| Odessa, TX         | 89,633     |           |              |                            |           |              |           |
| Overland Park, KS  | 120,000    |           |              |                            |           |              |           |
| Plano, TX          | 128,713    |           |              |                            |           |              |           |
| Rocky Mount, NC    | 50,000     |           |              |                            |           |              |           |
| Salina, KS         | 43,000     |           |              |                            |           |              |           |
| Shaker Heights, OH | 32,000     |           |              |                            |           |              |           |
| Sioux Falls, SD    | 105,000    |           |              |                            |           |              |           |
| St. Joseph, MO     | 71,852     |           |              |                            |           |              |           |
| St. Peters, MO     | 45,000     | \$30.00   |              |                            |           |              |           |
| Topeka, KS         | 125,000    |           |              |                            |           |              |           |
| Wichita, KS        | 400,000    |           |              |                            |           |              |           |
| Wilmette, IL       | 26,000     |           |              |                            |           |              |           |
| Wyoming, MI        | 65,000     |           |              |                            | \$35.00   | \$5.00       |           |
| Average            |            | \$35.56   | \$8.57       | \$290.00                   | \$37.08   | S6.67        | \$412.50  |
| Columbia           | 70,100     | \$60.00   |              |                            | \$60.00   |              |           |

| Community          | Population | ЪО           | Outdoor Pool Kiddie Area & Indoor Pool Rental | Kiddie Are   | a & Indoor  | Pool Rent    | al          |
|--------------------|------------|--------------|---|--------------|-------------|--------------|-------------|
|                    |            | Outdoor Pool | Outdoor Pool Outdoor Pool Outdoor Pool        | Outdoor Pool | Indoor Pool | Indoor Pool  | Indoor Pool |
|                    |            | Kiddie Area  | Kiddie Area                                   | Kiddie Area  | Per Hour    | Per Half Day | Per Day     |
|                    |            | Per Hour     | Per Half Day                                  | Per Day      |             |              |             |
| Ames, Iowa         | 49,900     |              |   |              |             |              |             |
| Ardmore, OK        | 25,500     |              |   |              |             |              |             |
| Arvada. CO         | 100,000    |              |   |              |             |              |             |
| Ashville, N.C.     | 62,000     |              |   |              |             |              |             |
| Ballwin, MO        | 21,406     |              |   |              |             |              |             |
| Beloit, IL.        | 37,152     |              |   |              |             |              |             |
| Bloomington, IN    | 60,000     | \$50.00      |   |              |             |              |             |
| Blue Springs, MO   | 40,153     |              |   |              |             |              |             |
| Boulder, CO        | 88,312     | \$55.00      |   |              | \$55.00     |              |             |
| Bowling Green, OH  | 28,500     |              |   |              |             |              |             |
| Brentwood, MO      | 60,000     |              |   |              |             |              |             |
| Broken Arrow, OK   | 58,043     |              |   |              |             |              |             |
| Burllington, IA    | 28,000     |              |   |              | \$50.00     | \$25.00      |             |
| Cedar Rapids, IA   | 110,000    |              |   |              | \$2.00      |              |             |
| Champaign, IL      | 65,000     |              |   |              |             |              |             |
| Council Bluffs, IA | 54,600     |              |   |              |             |              |             |
| Crystal Lake, IL   | 40,000     |              |   |              |             |              |             |
| Davenport, IA      | 98,000     |              |   |              |             |              |             |
| Dubuque, IA        | 58,000     |              |   |              |             |              |             |
| Emporia, KS        | 25,600     |              |   | \$35.00      |             |              | \$25.00     |
| Fayetteville, N.C. | 76,000     |              |   |              |             |              |             |
| Ft. Collins, CO    | 87,758     |              |   |              |             |              |             |
| Grand Junction, CO | 29,034     |              |   |              |             |              |             |
| Grandview, MO      | 25,000     |              |   |              |             |              |             |
| Hazelwood, MO      | 15,512     |              |   |              |             |              |             |
| Highland Park, IL  | 30,575     |              |   |              |             |              |             |
| Iowa City, IA      | 60,000     |              |   |              | \$25.00     |              |             |
| Janesville, WI     | 52,538     |              |   |              |             |              |             |
| Jefferson City, MO | 35,517     |              |   |              |             |              |             |
| Kirkwood, MO       | 29,000     |              |   |              |             |              |             |
| Kokomo, IN         | 88,000     |              |   |              |             |              |             |
| Lawrence, IN       | 27,000     | \$20.00      |   |              |             |              |             |
| Liberty, MO        | 21,000     |              |   |              | \$60.00     |              |             |
| Lincoln, NE        | 191,972    |              |   |              |             |              |             |

| Community          | Population | INO          | Idoor Pool                | Outdoor Pool Kiddie Area & Indoor Pool Rental | a & Indoor  | Pool Rent    | al          |
|--------------------|------------|--------------|---------------------------|---|-------------|--------------|-------------|
|                    |            | Outdoor Pool | Outdoor Pool Outdoor Pool | Outdoor Pool                                  | Indoor Pool | Indoor Pool  | Indoor Pool |
|                    |            | Kiddie Area  | Kiddie Area               | Kiddie Area                                   | Per Hour    | Per Half Day | Per Day     |
|                    |            | Per Hour     | Per Half Day              | Per Day                                       |             |              |             |
| Manhattan, KS      | 37,000     |              |                           |   |             |              |             |
| Marshalltown, IA   | 25,000     |              |                           |   |             |              |             |
| Maryville, MO      | 10,600     |              |                           |   |             |              |             |
| Middletown, OH     | 50,000     |              |                           |   |             |              |             |
| Normal, IL         | 40,023     |              |                           |   |             |              |             |
| Norman, OK         | 80,071     |              |                           |   |             |              |             |
| Odessa, TX         | 89,633     |              |                           |   |             |              |             |
| Overland Park, KS  | 120,000    |              |                           |   |             |              |             |
| Plano, TX          | 128,713    |              |                           |   |             |              |             |
| Rocky Mount, NC    | 50,000     |              |                           |   |             |              |             |
| Salina, KS         | 43,000     |              |                           |   |             |              |             |
| Shaker Heights, OH | 32,000     |              |                           |   |             |              |             |
| Sioux Falls, SD    | 105,000    |              |                           |   |             |              |             |
| St. Joseph, MO     | 71,852     |              |                           |   |             |              |             |
| St. Peters, MO     | 45,000     |              |                           |   |             |              |             |
| Topeka, KS         | 125,000    |              |                           |   |             |              |             |
| Wichita, KS        | 400,000    |              |                           |   |             |              |             |
| Wilmette, IL       | 26,000     |              |                           |   |             |              |             |
| Wyoming, MI        | 65,000     |              |                           |   | \$35.00     |              |             |
| Average            |            | S41.67       |                           | \$35.00                                       | \$37.83     | \$25.00      | \$25.00     |
| Columbia           | 70.100     | N/A          |                           |   | \$60.00     |              |             |

| Community          |         |             | Picn         | iic Shelter | Picnic Shelter Rental Fees | es           |             |
|--------------------|---------|-------------|--------------|-------------|----------------------------|--------------|-------------|
|                    |         | Shelter<100 | Shelter<100  | Shelter<100 | Shelter>100                | Shelter>100  | Shelter>100 |
|                    |         | Per Hour    | Per Half Day | Per Hour    | Per Hour                   | Per Half Day | Per Hour    |
| Ames, Iowa         | 49,900  | \$4.00      |              |             |                            |              |             |
| Ardmore, OK        | 25,500  |             |              |             |                            |              |             |
| Arvada. CO         | 100,000 |             |              |             |                            |              |             |
| Ashville, N.C.     | 62,000  |             |              |             |                            |              |             |
| Ballwin, MO        | 21,406  |             |              |             |                            |              |             |
| Beloit, IL.        | 37,152  |             |              | \$15.00     |                            |              | \$30.00     |
| Bloomington, IN    | 60,000  |             |              |             |                            |              |             |
| Blue Springs, MO   | 40,153  |             |              | \$60.00     |                            |              |             |
| Boulder, CO        | 88,312  |             |              |             |                            |              |             |
| Bowling Green, OH  | 28,500  |             | \$20.00      | \$25.00     |                            |              |             |
| Brentwood, MO      | 60,000  |             |              |             |                            |              |             |
| Broken Arrow, OK   | 58,043  |             |              | \$5.00      |                            |              | \$5.00      |
| Burllington, IA    | 28,000  |             |              |             |                            |              |             |
| Cedar Rapids, IA   | 110,000 |             | \$13.00      | \$25.00     |                            | \$17.00      | \$35.00     |
| Champaign, IL      | 65,000  |             |              |             |                            |              |             |
| Council Bluffs, IA | 54,600  |             |              |             |                            |              |             |
| Crystal Lake, IL   | 40,000  |             |              |             |                            |              |             |
| Davenport, IA      | 98,000  |             |              | \$10.00     |                            |              | \$10.00     |
| Dubuque,IA         | 58,000  |             |              |             |                            |              |             |
| Emporia, KS        | 25,600  |             |              |             |                            |              |             |
| Fayetteville, N.C. | 76,000  |             | \$20.00      | \$30.00     |                            | \$40.00      | \$60.00     |
| Ft. Collins, CO    | 87,758  |             |              |             |                            |              |             |
| Grand Junction, CO | 29,034  |             |              | \$20.00     |                            |              | \$20.00     |
| Grandview, MO      | 25,000  |             |              |             |                            |              |             |
| Hazelwood, MO      | 15,512  |             |              |             |                            |              |             |
| Highland Park, IL  | 30,575  |             |              | \$20.00     |                            |              | \$30.00     |
| lowa City, IA      | 60,000  |             |              |             |                            |              |             |
| Janesville, WI     | 52,538  |             |              | \$10.00     |                            |              | \$25.00     |
| Jefferson City, MO | 35,517  |             |              |             |                            |              |             |
| Kirkwood, MO       | 29,000  |             |              |             |                            |              |             |
| Kokomo, IN         | 88,000  |             |              | \$15.00     |                            |              | \$25.00     |
| Lawrence, IN       | 27,000  |             |              | \$45.00     |                            |              |             |
| Liberty, MO        | 21,000  | \$5.00      |              |             | \$5.00                     |              |             |
| Lincoln. NE        | 191.972 | \$12.00     | \$35.00      | \$70.00     |                            |              |             |

| Manhattan, KS \$3<br>Marshalltown, IA \$20<br>Marvville, MO \$10 |              |             | 7017         | <b>lic Shelter</b> | <b>Picnic Shelter Rental Fees</b> | es           |             |
|--|--------------|-------------|--------------|--------------------|-----------------------------------|--------------|-------------|
|  |              | Shelter<100 | Shelter<100  | Shelter<100        | Shelter>100                       | Shelter>100  | Shelter>100 |
|  |              | Per Hour    | Per Half Day | Per Hour           | Per Hour                          | Per Half Day | Per Hour    |
|  | \$37,000.00  |             | \$10.00      | \$20.00            |                                   | \$10.00      | \$20.00     |
|  | \$25,000.00  |             |              |                    |                                   |              |             |
|  | \$10,600.00  |             | \$10.00      | \$15.00            |                                   | \$10.00      | \$15.00     |
| Middletown, OH \$50  | \$50,000.00  |             |              | \$15.00            |                                   |              | \$15.00     |
| Normal, IL \$40  | \$40,023.00  |             |              |                    |                                   |              | 2           |
| Norman, OK \$8(  | \$80,071.00  | \$20.00     |              |                    |                                   |              |             |
|  | \$89,633.00  | \$3.00      |              |                    | \$3.00                            |              |             |
| Overland Park, KS \$120  | \$120,000.00 |             |              |                    |                                   |              |             |
| Plano, TX \$128  | \$128,713.00 |             |              |                    |                                   |              |             |
| Rocky Mount, NC \$50   | \$50,000.00  | \$5.00      |              |                    |                                   |              |             |
|  | \$43,000.00  |             |              |                    |                                   |              |             |
| Shaker Heights, OH \$32  | \$32,000.00  | \$25.00     |              |                    |                                   |              |             |
|  | \$105,000.00 |             |              |                    |                                   |              |             |
| St. Joseph, MO \$71  | \$71,852.00  |             |              |                    |                                   |              |             |
| St. Peters, MO \$45  | \$45,000.00  |             |              |                    |                                   |              |             |
|  | \$125,000.00 |             |              |                    |                                   |              |             |
| Wichita, KS \$400  | \$400,000.00 | \$15.00     |              |                    | \$25.00                           |              |             |
| Wilmette, IL \$26  | \$26,000.00  |             |              |                    |                                   |              |             |
| Wyoming, MI \$65   | \$65,000.00  | \$25.00     |              |                    |                                   |              |             |
| Average  |              | \$11.40     | \$18.00      | \$25.00            | \$11.00                           | \$19.25      | \$24.17     |
| Columbia   | 70,100       | \$20.00     |              |                    | \$50.00                           |              |             |

| Community          | Population | Indoo      | Indoor Gym Rentals | ntals      |
|--------------------|------------|------------|--------------------|------------|
|                    |            | Indoor Gym | Indoor Gym         | Indoor Gym |
|                    |            | Per Hour   | Per Half Day       | Per Hour   |
| Ames, Iowa         | 49,900     |            |                    |            |
| Ardmore, OK        | 25,500     |            |                    |            |
| Arvada. CO         | 100,000    |            |                    |            |
| Ashville, N.C.     | 62,000     |            |                    |            |
| Ballwin, MO        | 21,406     |            |                    |            |
| Beloit, IL.        | 37,152     |            |                    |            |
| Bloomington, IN    | 60,000     | \$35.00    |                    |            |
| Blue Springs, MO   | 40,153     |            |                    | \$100.00   |
| Boulder, CO        | 88,312     | \$60.00    |                    |            |
| Bowling Green, OH  | 28,500     |            |                    |            |
| Brentwood, MO      | 60,000     |            |                    |            |
| Broken Arrow, OK   | 58,043     | \$20.00    |                    |            |
| Burllington, IA    | 28,000     |            |                    |            |
| Cedar Rapids, IA   | 110,000    | \$15.00    |                    |            |
| Champaign, IL      | 65,000     |            |                    |            |
| Council Bluffs, IA | 54,600     |            |                    |            |
| Crystal Lake, IL   | 40,000     |            |                    |            |
| Davenport, IA      | 98,000     |            |                    |            |
| Dubuque, IA        | 58,000     |            |                    |            |
| Emporia, KS        | 25,600     |            |                    |            |
| Fayetteville, N.C. | 76,000     |            |                    |            |
| Ft. Collins, CO    | 87,758     |            |                    |            |
| Grand Junction, CO | 29,034     | \$10.00    | \$10.00            | \$10.00    |
| Grandview, MO      | 25,000     |            |                    |            |
| Hazelwood, MO      | 15,512     |            |                    |            |
| Highland Park, IL  | 30,575     | \$28.00    |                    |            |
| lowa City, IA      | 60,000     | \$25.00    |                    |            |
| Janesville, WI     | 52,538     |            |                    |            |
| Jefferson City, MO | 35,517     |            |                    |            |
| Kirkwood, MO       | 29,000     |            |                    |            |
| Kokomo, IN         | 88,000     |            |                    |            |
| Lawrence, IN       | 27,000     |            |                    |            |
| Liberty, MO        | 21,000     | \$40.00    |                    |            |
| Lincoln, NE        | 191,972    | 21         | 84                 | 168        |

| Community          | Population   | oopul      | Indoor Gym Rentals | tals       |
|--------------------|--------------|------------|--------------------|------------|
|                    |              | Indoor Gym | Indoor Gym         | Indoor Gym |
|                    |              | Per Hour   | Per Half Day       | Per Hour   |
| Manhattan, KS      | \$37,000.00  |            |                    |            |
| Marshalitown, IA   | \$25,000.00  | \$10.00    |                    |            |
| Maryville, MO      | \$10,600.00  |            |                    |            |
| Middletown, OH     | \$50,000.00  |            |                    |            |
| Normal, IL         | \$40,023.00  |            |                    |            |
| Norman, OK         | \$80,071.00  |            |                    |            |
| Odessa, TX         | \$89,633.00  | \$30.00    |                    |            |
| Overland Park, KS  | \$120,000.00 |            |                    |            |
| Plano, TX          | \$128,713.00 | \$20.00    |                    |            |
| Rocky Mount, NC    | \$50,000.00  |            |                    |            |
| Salina, KS         | \$43,000.00  | \$30.00    |                    |            |
| Shaker Heights, OH | \$32,000.00  |            |                    |            |
| Sioux Falls, SD    | \$105,000.00 |            |                    |            |
| St. Joseph, MO     | \$71,852.00  |            |                    |            |
| St. Peters, MO     | \$45,000.00  | \$15.00    |                    |            |
| Topeka, KS         | \$125,000.00 |            |                    |            |
| Wichita, KS        | \$400,000.00 |            |                    |            |
| Wilmette, IL       | \$26,000.00  | \$45.00    |                    |            |
| Wyoming, MI        | \$65,000.00  |            |                    |            |
| Average            |              | \$26.93    | \$47.00            | \$92.67    |
| Columbia           | 70.100       | \$12.50    |                    | 00.062     |

| Community          | Population | -         | Volleyball   |           |
|--------------------|------------|-----------|--------------|-----------|
|                    |            | Unlighted | Unlighted    | Unlighted |
|                    |            | Per Hour  | Per Half Day | Per Day   |
| Ames, Iowa         | 49,900     | \$3.00    | \$3.00       |           |
| Ardmore, OK        | 25,500     |           |              |           |
| Arvada. CO         | 100,000    |           |              |           |
| Ashville, N.C.     | 62,000     |           |              |           |
| Ballwin, MO        | 21,406     |           |              |           |
| Beloit, IL.        | 37,152     |           |              |           |
| Bloomington, IN    | 60,000     |           |              |           |
| Blue Springs, MO   | 40,153     |           |              |           |
| Boulder, CO        | 88,312     | \$11.00   | \$1.00       |           |
| Bowling Green, OH  | 28,500     |           |              |           |
| Brentwood, MO      | 60,000     |           |              |           |
| Broken Arrow, OK   | 58,043     |           |              |           |
| Burllington, IA    | 28,000     |           |              |           |
| Cedar Rapids, IA   | 110,000    |           |              |           |
| Champaign, IL      | 65,000     |           |              |           |
| Council Bluffs, IA | 54,600     |           |              |           |
| Crystal Lake,IL    | 40,000     |           |              |           |
| Davenport, IA      | 98,000     |           |              |           |
| Dubuque,IA         | 58,000     |           |              |           |
| Emporia, KS        | 25,600     |           |              |           |
| Fayetteville, N.C. | 76,000     |           |              |           |
| Ft. Collins, CO    | 87,758     |           |              |           |
| Grand Junction, CO | 29,034     |           |              |           |
| Grandview, MO      | 25,000     |           |              |           |
| Hazelwood, MO      | 15,512     |           |              |           |
| Highland Park, IL  | 30,575     |           |              |           |
| lowa City, IA      | 60,000     |           |              |           |
| Janesville, WI     | 52,538     |           |              |           |
| Jefferson City, MO | 35,517     |           |              |           |
| Kirkwood, MO       | 29,000     |           |              |           |
| Kokomo, IN         | 88,000     |           |              |           |
| Lawrence, IN       | 27,000     |           |              | \$25.00   |
| Liberty, MO        | 21,000     | \$2.00    | \$2.00       |           |
| Lincoln, NF        | 191,972    |           |              |           |

| Manhattan, KS 37,000<br>Marshalltown, IA 25,000<br>Maryville, MO 10,600<br>Middletown OH 50,000 | Unlighted | Unlighted    | Unlighted |
|---|-----------|--------------|-----------|
|   | Dor Hour  | Dor Holf Dov |           |
|   |           |              | Per Day   |
|   |           | \$1.00       | \$20.00   |
|   | 0         |              |           |
|   | 0         |              | \$75.00   |
|   | 0         |              |           |
| Normal, IL 40,023   |           |              |           |
| Norman, OK 80,071   |           |              |           |
|   | \$3.00    | \$3.00       |           |
| Overland Park, KS 120,000   | 0         |              |           |
| Plano, TX 128,713   |           |              |           |
| Rocky Mount, NC 50,000  | 0         |              |           |
| Salina, KS 43,000   | 0         |              |           |
| ights, OH   | 0         |              |           |
| Sioux Falls, SD 105,000   | 0         |              |           |
| St. Joseph, MO 71,852   | 0         |              |           |
| St. Peters, MO 45,000   | 0         |              |           |
| Topeka, KS 125,000  |           |              | \$25.00   |
| Wichita, KS 400,000   | 0         | \$5.00       | \$5.00    |
| Wilmette, IL 26,000   | 0         |              |           |
| Wyoming, MI 65,000  |           | \$1.00       | \$100.00  |
| Average   | S4.75     | \$2.29       | \$41.67   |
| Average   |           |              |           |

|                    |         | 0013/01/200700000000000000000000000000000000 |             |            | Onino      | <b>Outdoor Pools Daily Admission</b> | SSIMDA VIIE | lon      |          |          |          |
|--------------------|---------|--|-------------|------------|------------|--------------------------------------|-------------|----------|----------|----------|----------|
|                    |         | Young Child                                  | Young Child | Child/Teen | Child/Teen | Adult                                | Adult       | Disabled | Disabled | Senior   | Senior   |
|                    |         | Resident                                     | Non-Res.    | Resident   | Non-Res.   | Resident                             | Non-Res.    | Resident | Non-Res  | Resident | Non-Res. |
|                    |         |  |             |            |            |                                      |             |          |          |          |          |
| Ames, Iowa         | 49,900  |  |             | \$1.50     | \$1.50     | \$2.00                               | \$2.00      |          |          | \$150    | \$150    |
| Ardmore, OK        | 25,500  |  |             | \$1.00     |            | \$1.50                               |             |          |          |          |          |
| Arvada. CO         | 100,000 | \$0.50                                       | \$0.50      | \$2.00     | \$2.00     | \$2.25                               | \$2.25      | \$1.00   | \$1.00   | \$1.00   | \$1.00   |
| Ashville, N.C.     | 62,000  | \$1.00                                       |             | \$1.00     |            | \$1.00                               |             | \$1.00   |          | \$1.00   |          |
| Ballwin, MO        | 21,406  | \$1.00                                       | \$2.50      |            |            | \$2.00                               | \$3.50      |          |          | \$2.00   | \$3.50   |
| Beloit, IL.        | 37,152  |  |             | \$1.25     | \$1.50     | \$1.75                               | \$2.25      |          |          | \$1.75   | \$2.25   |
| Bloomington, IN    | 60,000  |  |             | \$1.50     | \$1.50     | \$2.00                               | \$2.00      |          |          |          |          |
| Blue Springs, MO   | 40,153  |  |             |            |            |                                      |             |          |          |          |          |
| Boulder, CO        | 88,312  | \$1.25                                       | \$1.50      | \$1.75     | \$2.00     | \$2.75                               | \$3.50      |          |          | \$1.25   | \$1.50   |
| Bowling Green, OH  | 28,500  | \$0.50                                       |             | \$1.25     |            | \$2.25                               |             |          |          |          |          |
| Brentwood, MO      | 60,000  |  |             |            |            |                                      |             |          |          |          |          |
| Broken Arrow, OK   | 58,043  | \$1.00                                       | \$1.00      | \$1.00     | \$1.00     | \$1.50                               | \$1.50      |          |          |          |          |
| Burllington, IA    | 28,000  | \$0.40                                       | \$0.40      | \$1.25     | \$1.25     | \$1.50                               | \$1.50      |          |          | \$0.45   | \$0.45   |
| Cedar Rapids, IA   | 110,000 | \$1.75                                       |             | \$1.75     |            | \$1.75                               |             | \$1.75   |          | \$1.75   |          |
| Champaign, IL      | 65,000  |  | \$1.00      | \$1.00     | \$1.00     | \$1.50                               | \$1.50      | \$1.50   | \$1.50   | \$1.50   | \$1.50   |
| Council Bluffs, IA | 54,600  | \$1.50                                       |             | \$1.50     |            | \$1.50                               |             | \$1.00   |          | \$1.50   |          |
| Crystal Lake, IL   | 40,000  |  |             |            |            |                                      |             |          |          |          |          |
| Davenport, IA      | 98,000  | \$0.50                                       |             | \$0.50     |            | \$1.00                               |             |          |          |          |          |
| Dubuque, IA        | 58,000  | \$0.50                                       |             | \$1.25     |            | \$2.00                               |             |          |          |          |          |
| Emporia, KS        | 25,600  | \$0.25                                       | \$0.25      | \$1.25     | \$1.25     | \$1.75                               | \$1.75      |          |          | \$0.75   | \$0.75   |
| Fayetteville, N.C. | 76,000  | \$1.00                                       |             | \$1.00     |            | \$2.00                               |             | \$1.00   |          | \$1.00   |          |
| Ft. Collins, CO    | 87,758  |  |             | \$1.35     |            | \$2.00                               |             |          |          | \$1.50   |          |
| Grand Junction, CO | 29,034  | \$0.20                                       | \$0.50      | \$2.25     | \$2.25     | \$3.25                               | \$3.25      |          |          | \$2.50   | \$2.50   |
| Grandview, MO      | 25,000  |  | \$5.00      | \$3.00     | \$5.00     | \$3.00                               | \$5.00      | \$3.00   | \$5.00   | \$3.00   | \$5.00   |
| Hazelwood, MO      | 15,512  |  |             | \$0.90     | \$1.25     | \$1.25                               | \$2.00      |          |          | \$1.25   | \$2.00   |
| Highland Park, IL  | 30,575  |  |             | \$0.75     | \$0.75     | \$1.00                               | \$1.00      | \$1.00   | \$1.00   | \$0.75   | \$0.75   |
| Iowa City, IA      | 60,000  |  |             | \$1.00     |            | \$1.50                               |             | \$1.50   |          | \$1.50   |          |
| Janesville, WI     | 52,538  |  |             | \$1.00     | \$1.00     | \$1.75                               | \$1.75      | \$1.75   | \$1.75   | \$1.00   | \$1.00   |
| Jefferson City, MO | 35,517  | \$1.00                                       |             | \$1.00     |            | \$1.50                               |             | \$1.50   |          | \$1.50   |          |
| Kirkwood, MO       | 29,000  |  |             | \$1.50     | \$2.00     | \$2.25                               | \$2.75      |          |          | \$1.15   | \$2.75   |
| Kokomo, IN         | 88,000  | \$1.00                                       | \$1.00      | \$1.00     | \$1.00     |                                      | \$1.00      | \$1.00   | \$1.00   | \$1.00   | \$1.00   |
| Lawrence, IN       | 27,000  |  |             |            |            |                                      |             |          |          |          |          |
| Liberty, MO        | 21,000  |  |             | \$1.50     | _          | \$2.25                               | \$2.50      | \$1.00   |          | \$2.00   | \$3.00   |
| Lincoln, NE        | 191,972 | \$0.50                                       |             | \$0.75     |            | \$1.50                               |             |          |          | \$0.75   |          |

| Community                | Population |             |             |            | Outdoo     | Outdoor Pools Daily Admission | ily Admiss | lon      |          |          |          |
|--------------------------|------------|-------------|-------------|------------|------------|-------------------------------|------------|----------|----------|----------|----------|
| +7                       |            | Young Child | Young Child | Child/Teen | Child/Teen | Adult                         | Adult      | Disabled | Disabled | Senior   | Senior   |
|                          |            | Resident    | Non-Res.    | Resident   | Non-Res.   | Resident                      | Non-Res.   | Resident | Non-Res  | Resident | Non-Res. |
| Manhattan, KS            | 37,000     | \$1.00      |             | \$1.00     |            | \$1.75                        |            |          |          |          |          |
| Marshalltown, IA         | 25,000     | \$1.50      | \$1.50      | \$1.50     | \$1.50     | \$1.50                        | \$1.50     | \$1.50   | \$1.50   | \$1.50   | \$150    |
| Maryville, MO            | 10,600     | \$2.50      | \$3.00      | \$2.50     | \$3.00     | \$2.50                        | \$3.00     | \$2.50   | \$3.00   | \$2.50   | \$3.00   |
| Middletown, OH           | 50,000     |             |             | \$4.00     | \$4.00     | \$4.00                        | \$4.00     | \$4.00   | \$4.00   | \$4.00   | \$4.00   |
| Normal, IL               | 40,023     |             |             | \$1.25     | \$1.25     | \$2.50                        | \$2.50     |          |          |          |          |
| Norman, OK               | 80,071     | \$2.00      |             | \$2.00     |            | \$2.00                        |            | \$2.00   |          | \$2.00   |          |
| Odessa, TX               | 89,633     | \$0.50      | \$0.50      | \$0.50     | \$0.50     | \$1.00                        | \$1.00     |          |          | \$1.00   | \$1.00   |
| <b>Overland Park, KS</b> | 120,000    | \$2.00      | \$2.00      | \$2.50     | \$2.50     |                               |            |          |          |          |          |
| Plano, TX                | 128,713    |             |             | \$1.25     |            | \$1.25                        |            | \$1.25   |          | \$1.25   |          |
| Rocky Mount, NC          | 50,000     | \$0.50      |             | \$2.00     |            | \$2.00                        |            | \$2.00   |          | \$2.00   |          |
| Salina, KS               | 43,000     |             |             | \$0.75     | \$0.75     | \$1.25                        | \$1.25     |          |          |          |          |
| Shaker Heights, OH       | 32,000     | \$3.00      | \$3.50      | \$3.00     | \$3.50     | \$4.00                        | \$4.50     | \$3.00   | \$3.50   | \$3.00   | \$3.50   |
| Sioux Falls, SD          | 105,000    | \$1.00      | \$1.00      | \$1.00     | \$1.00     | \$2.00                        | \$2.00     | \$2.00   | \$2.00   | \$2.00   | \$2.00   |
| St. Joseph, MO           | 71,852     |             |             | \$1.00     |            | \$1.50                        |            |          |          |          |          |
| St. Peters, MO           | 45,000     | \$1.00      | \$2.00      | \$1.75     | \$2.50     | \$2.50                        | \$3.00     |          |          |          | \$2.00   |
| Topeka, KS               | 125,000    | \$0.50      |             | \$1.00     |            | \$1.50                        |            |          |          |          |          |
| Wichita, KS              | 400,000    | \$0.75      | \$0.75      | \$1.00     | \$1.00     | \$1.50                        | \$1.50     | \$1.50   | \$1.50   | \$1.50   | \$1.50   |
| Wilmette, IL             | 26,000     | \$2.00      | \$2.00      | \$2.50     | \$5.00     | \$2.50                        | \$5.00     | \$2.50   | \$5.00   | \$2.50   | \$5.00   |
| Wyoming, MI              | 65,000     | \$0.50      | \$1.00      | \$0.50     | \$1.00     | \$1.00                        | \$2.00     | \$1.00   | \$2.00   | \$1.00   | \$2.00   |
| Average                  |            | \$1.11      | \$1.55      | \$1.43     | \$1.85     | \$1.90                        | \$2.41     | \$1.72   | \$2.14   | \$1.60   | \$2.15   |
| Columbia                 | 70,100     | \$1.10      |             | \$1.85     | _          | \$2.25                        |            |          |          | \$2.25   |          |

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| Community          | Population |            |            |            | Outdoor F  | <b>Outdoor Pools Memberships &amp;</b> | erships &  | Lessons    |                    |                    |          |
|--------------------|------------|------------|------------|------------|------------|--|------------|------------|--------------------|--------------------|----------|
|                    |            | Membership | Membership | Membership | Membership | Membership                             | Membership | Membership | Membership Lessons | Lessons            | Lessons  |
|                    |            | Individual | Individual | Family     | Family     | Child                                  | Chlid      | Senior     | Senior             |                    |          |
|                    |            | Resident   | Non-Res.   | Resident   | Non-Res.   | Resident                               | Non-Res.   | Resident   | Non-Res.           | Non-Res. Residents | Non-Res. |
|                    |            |            |            |            |            |  |            |            |                    | 0)                 |          |
| Ames, Iowa         | 49,900     | \$30.00    | \$35.00    | \$84.00    | \$89.00    | \$26.00                                | \$31.00    | \$26.00    | \$31.00            | \$17.00            | \$00 W   |
| Ardmore, OK        | 25,500     |            |            |            |            |  |            | 000        | 00.100             | 0.19               | 0.770    |
| Arvada. CO         | 100,000    | \$120.00   |            | \$211.00   |            | \$58.00                                |            |            |                    | \$25 M             | \$30.00  |
| Ashville, N.C.     | 62,000     |            |            |            |            |  |            |            |                    | \$50.00            | 0.000    |
| Ballwin, MO        | 21,406     | \$45.00    |            | \$85.00    | \$225.00   | \$35.00                                |            | \$45.00    |                    | \$25.00            | \$40.00  |
| Beloit, IL.        | 37,152     | \$35.00    | \$45.00    | \$50.00    | \$65.00    | \$25.00                                | \$30.00    |            |                    |                    | 2        |
| Bloomington, IN    | 60,000     | \$50.00    | \$50.00    | \$100.00   | \$100.00   | \$40.00                                | \$40.00    |            |                    | \$15.00            | \$26.00  |
| Blue Springs, MO   | 40,153     |            |            |            |            |  |            |            |                    |                    | 0000     |
| Boulder, CO        | 88,312     | \$200.00   | \$200.00   | \$155.00   | \$170.00   | \$158.00                               | \$174.00   | \$158.00   | \$174.00           | \$30.00            | \$36.00  |
| Bowling Green, OH  | 28,500     | \$40.00    | \$55.00    | \$60.00    | \$75.00    | \$30.00                                |            | \$10.00    |                    |                    |          |
| Brentwood, MO      | 60,000     |            |            |            |            |  |            |            |                    |                    |          |
| Broken Arrow, OK   | 58,043     | \$30.00    | \$30.00    | \$80.00    | \$80.00    | \$25.00                                | \$25.00    |            |                    |                    |          |
| Burllington, IA    | 28,000     | \$35.00    | \$35.00    | \$55.00    | \$55.00    | \$25.00                                | \$25.00    | \$35.00    | \$35.00            |                    |          |
| Cedar Rapids, IA   | 110,000    | \$38.00    |            | \$78.00    |            | \$38.00                                |            | \$29.00    |                    |                    |          |
| Champaign, IL      | 65,000     | \$39.00    | \$78.00    | \$57.00    | \$114.00   | \$34.00                                | \$68.00    | \$22.00    | \$44.00            | \$14.00            | \$28.00  |
| Council Bluffs, IA | 54,600     |            |            |            |            |  |            |            |                    |                    |          |
| Crystal Lake, IL   | 40,000     |            |            |            |            |  |            |            |                    |                    |          |
| Davenport, IA      | 98,000     |            |            |            |            |  |            |            |                    |                    |          |
| Dubuque, IA        | 58,000     |            |            | \$78.00    | \$106.00   |  |            | \$40.00    |                    |                    |          |
| Emporia, KS        | 25,600     |            |            |            |            |  |            |            |                    |                    |          |
| Fayetteville, N.C. | 76,000     |            |            |            |            |  |            |            |                    | \$15.00            |          |
| Ft. Collins, CO    | 87,758     |            |            |            |            |  |            |            |                    |                    |          |
| Grand Junction, CO | 29,034     | \$72.90    | \$91.10    | \$200.50   | \$250.60   | \$43.75                                | \$60.15    | \$51.00    | \$70.15            | \$21.35            | \$26.70  |
| Grandview, MO      | 25,000     |            | \$50.00    | \$85.00    | \$100.00   | \$40.00                                | \$50.00    | \$25.00    | \$25.00            | \$30.00            | \$30.00  |
| Hazelwood, MO      | 15,512     |            | \$25.00    | \$45.00    | \$90.00    | \$25.00                                | \$50.00    | \$24.00    | \$50.00            | \$11.00            | \$14.00  |
| Highland Park, IL  | 30,575     | \$40.00    | \$40.00    | \$110.00   | \$110.00   | \$40.00                                | \$40.00    | \$40.00    | \$40.00            |                    |          |
| lowa City, IA      | 60,000     |            |            | \$90.00    |            | \$40.00                                |            | \$50.00    |                    | \$15.00            |          |
| Janesville, WI     | 52,538     | \$35.00    | \$35.00    | \$85.00    | \$85.00    | \$20.00                                | \$20.00    | \$20.00    | \$20.00            | \$12.00            | \$12.00  |
| Jefferson City, MO | 35,517     |            |            |            |            |  |            |            |                    | \$14.00            | \$19.25  |
| Kirkwood, MO       | 29,000     |            | \$75.00    | \$80.00    | \$110.00   | \$35.00                                | \$50.00    | \$25.00    | \$75.00            | \$25.00            | \$37.50  |
| Kokomo, IN         | 88,000     | \$20.00    | \$20.00    | \$15.00    | \$15.00    | \$15.00                                | \$15.00    | \$15.00    | \$15.00            | \$5.00             | \$5.00   |
| Lawrence, IN       | 27,000     |            |            |            |            |  |            |            |                    |                    |          |
| Liberty, MO        | 21,000     | \$40.00    | \$60.00    | \$80.00    | \$120.00   | \$30.00                                | \$45.00    | \$35.00    | \$53.00            |                    |          |
| Lincoln. NE        | 191,972    | \$55.00    |            | \$90.00    |            | \$18.00                                |            | \$35.00    |                    | \$20.00            |          |

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| ·         Mentality         Mental  | Community          | Population |            |            |            | Outdoor I  | Outdoor Pools Memberships & Lessons | berships & | Lessons    |            |           |          |
|---|--------------------|------------|------------|------------|------------|------------|-------------------------------------|------------|------------|------------|-----------|----------|
| Individual         Family Family         Family Family Family         Family Family Family         Family Family Family Family         Family Fami |                    |            | Membership | Membership | Membership | Membership | Membership                          | Membership | Membership | Membership | Lessons   | Lessons  |
| Nor-Heat         Realdent         Nor-Heat         Realdent         Nor-Heat         Realdent         Nor-Heat         Realdent         Nor-Heat         Realdent         Nor-Heat         Realdent         Nor-Heat   |                    |            | Individual | Individual | Family     | Family     | Chlid                               | Child      | Senlor     | Senior     | 3         |          |
| I.K.       J.Y.00       S55.00       S55.00       S55.00       S56.00       S16.00   |                    |            | Resident   | Non-Res.   | Resident   | Non-Res.   | Resident                            | Non-Res.   | Resident   | Non-Res.   | Residents | Non-Res. |
| 1, Kis         37,000         \$25,00         \$50,00<  |                    |            |            |            |            |            |                                     |            |            |            | 195       |          |
| M. I.A         25.000         58.435         58.935         58.935         58.930         58.030<   | Manhattan, KS      | 37,000     | \$25.00    | \$25.00    | \$50.00    | \$50.00    | \$18.00                             | \$18.00    |            |            |           |          |
| M0         10600         585.00         545.00         510.00         585.00         510.00         585.00         565.00         575.00   | Marshalltown, IA   | 25,000     |            | \$34.95    | \$69.95    | \$69.95    |                                     |            |            |            |           |          |
| n.0H         50.000         555.00         565.00         565.00         565.00         565.00         565.00         560.00 <td>Maryville, MO</td> <td>10,600</td> <td></td> <td>\$45.00</td> <td>\$100.00</td> <td>\$120.00</td> <td>\$38.00</td> <td>\$45.00</td> <td>\$38.00</td> <td>\$45.00</td> <td></td> <td></td>  | Maryville, MO      | 10,600     |            | \$45.00    | \$100.00   | \$120.00   | \$38.00                             | \$45.00    | \$38.00    | \$45.00    |           |          |
| 40,023         525,00         540,00         560,00         560,00         560,00         560,00         560,00         560,00         560,00         560,00         550,00         515,00 <td>Middletown, OH</td> <td>50,000</td> <td></td> <td>\$55.00</td> <td>\$65.00</td> <td>\$65.00</td> <td>\$50.00</td> <td>\$50.00</td> <td>\$27.50</td> <td>\$27.50</td> <td>\$50.00</td> <td>62.00</td>  | Middletown, OH     | 50,000     |            | \$55.00    | \$65.00    | \$65.00    | \$50.00                             | \$50.00    | \$27.50    | \$27.50    | \$50.00   | 62.00    |
| XC         80.01         555.00         585.00   | Normal, IL         | 40,023     |            | \$40.00    | \$60.00    | \$80.00    |                                     |            |            |            | \$10.00   | 10.00    |
| X         B6.53         S5.00         55.00         55.00         55.00         55.00         55.00         55.00         55.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.00         55.00         51.   | Norman, OK         | 80,071     | \$35.00    |            | \$89.00    |            |                                     |            |            |            | \$25.00   |          |
| Park, KS         120,000         355,00         565,00         565,00         565,00         565,00         565,00         575,   | Odessa, TX         | 89,633     |            |            |            |            |                                     |            |            |            |           |          |
| 128,713         \$50.00         513.00         \$10.00         \$13.00         \$23.00         \$33.00  | Overland Park, KS  | 120,000    |            | \$50.00    | \$65.00    | \$90.00    | \$25.00                             | \$35.00    | \$15.00    | \$25.00    | \$14.00   | 14.00    |
| unt.NC         50,00         \$25,00         \$50,00         \$51,00         \$51,00         \$51,00 </td <td>Plano, TX</td> <td>128,713</td> <td></td> <td></td> <td>\$130.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>     | Plano, TX          | 128,713    |            |            | \$130.00   |            |                                     |            |            |            |           |          |
| 1       43,000       5700       515,00       515,00       515,00       530,00       555,00       530,00       555,00       530,00       550,00       530,00       550,00       530,00       550,00       530,00       550,00       530,00       550,00       531,00       531,00 <t< td=""><td>Rocky Mount, NC</td><td>50,000</td><td>\$25.00</td><td></td><td>\$50.00</td><td></td><td></td><td></td><td></td><td></td><td>\$15.00</td><td></td></t<>  | Rocky Mount, NC    | 50,000     | \$25.00    |            | \$50.00    |            |                                     |            |            |            | \$15.00   |          |
| Ights. OH         32.000         \$70.00         \$115.00         \$130.00         \$80.00         \$70.00         \$350.00  | Salina, KS         | 43,000     |            |            |            |            |                                     |            |            |            | \$3.00    | 3.00     |
| S.D       105,000       \$21,00       \$21,00       \$45,00       \$12,00       \$12,00       \$12,00       \$10,00   | Shaker Heights, OH | 32,000     | \$60.00    | \$70.00    | \$115.00   | \$130.00   | \$60.00                             | \$70.00    | \$30.00    | \$35.00    | \$20.00   | 40.00    |
| M00       71,852       M0       850,00       \$50,00       \$50,00       \$25,00 <t< td=""><td>Sioux Falls, SD</td><td>105,000</td><td>\$21.00</td><td>\$21.00</td><td>\$45.00</td><td>\$45.00</td><td>\$12.00</td><td>\$12.00</td><td></td><td></td><td>\$10.00</td><td>10.00</td></t<>                                | Sioux Falls, SD    | 105,000    | \$21.00    | \$21.00    | \$45.00    | \$45.00    | \$12.00                             | \$12.00    |            |            | \$10.00   | 10.00    |
| MO       45,000       \$25,00       \$50,00       \$55,00       \$25,00       \$24,00       \$25,00       \$24,00       \$24,00       \$25,00       \$25,00       \$25,00       \$25,00       \$15,00   | St. Joseph, MO     | 71,852     |            |            |            |            |                                     |            |            |            |           |          |
| 3         125,000         125,000         524,00         524,00         524,00         524,00         524,00         524,00         515,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         535,00         515,00         535,00         515,00         535,00         515,00         535,00         515,00         535,00         515,00         535,00         516,00         516,00 <td>St. Peters, MO</td> <td>45,000</td> <td>\$25.00</td> <td></td> <td>\$50.00</td> <td></td> <td>\$25.00</td> <td></td> <td></td> <td></td> <td>\$26.00</td> <td>31.00</td>  | St. Peters, MO     | 45,000     | \$25.00    |            | \$50.00    |            | \$25.00                             |            |            |            | \$26.00   | 31.00    |
| S         400.000         515.00         \$15.00  | Topeka, KS         | 125,000    |            |            |            |            |                                     |            |            |            | \$24.00   |          |
| L       26.00       \$25.00       \$53.00       \$43.00       \$12.50       <   | Wichita, KS        | 400,000    |            |            |            |            |                                     |            |            |            | \$15.00   | 15.00    |
| MI     65.000     \$16.00     \$16.00     \$16.00     \$16.00     \$16.00     \$16.00     \$16.00     \$10.00     \$20.00   | Wilmette, IL       | 26,000     | \$25.00    | \$50.00    | \$43.00    | \$86.00    | \$6.00                              | \$12.00    | \$12.50    |            | \$36.00   | 52.50    |
| \$44.57         \$52.60         \$81.54         \$93.84         \$35.03         \$43.87         \$35.13         \$47.79         \$19.39           N/A   | Wyoming, MI        | 65,000     | \$16.00    |            | \$30.00    |            | \$16.00                             |            |            |            | \$20.00   | 30.00    |
|   | Average            |            | \$44.57    | \$52.60    | \$81.54    | \$99.84    | \$35.03                             | \$43.87    | \$35.13    | \$47.79    | \$19.39   | 25.82    |
|   | Columbia           | N/A        | NA         | NA         | NA         | N/A        | NA                                  | NA         | NIA        | MA         | NA        | MA       |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |
|   |                    |            |            |            |            |            |                                     |            |            |            |           |          |

| Community          | Population |           |             |          | Woman   | Woman's & Men's Slowpitch Softbal | <b>Jowpitch S</b> | oftball     |          |         |            |
|--------------------|------------|-----------|-------------|----------|---------|-----------------------------------|-------------------|-------------|----------|---------|------------|
|                    |            | Womens    | Number of   | Fees @   | Games @ | Team Fee @                        | Mens              | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Slowpitch | Officials @ | Official | Season  | Game                              | Slowpitch         | Officials @ | Official | Season  | Game       |
|                    |            | Team Fee  | Game        |          |         |                                   | Team Fee          | Game        |          |         |            |
| Ames. Iowa         | 49.900     | \$288.00  | 0           |          | 4       | \$24.00                           | \$288.00          | ~           |          | 4       | \$24.00    |
| Ardmore. OK        | 25.500     | \$200.00  | 0           |          | 10      | \$20.00                           | \$240.00          | 2           |          | 12      | \$20.00    |
| Arvada. CO         | 100,000    | \$360.00  | 0           | \$12.00  | 14      | \$25.71                           | \$400.00          | 5           | \$12.00  | 14      | \$28.57    |
| Ashville, N.C.     | 62,000     | \$425.00  | 5           |          | 18      | \$23.61                           | \$425.00          | 2           |          | 10      | \$42.50    |
| Ballwin, MO        | 21,406     |           |             |          |         |                                   |                   |             |          |         |            |
| Beloit, IL.        | 37,152     | \$325.00  |             | \$10.00  | 14      | \$23.21                           | \$325.00          |             | \$10.00  | 14      | \$23.21    |
| Bloomington, IN    | 60,000     | \$350.00  | 2           | \$12.00  | 15      | \$23.33                           | \$350.00          | 2           | \$12.00  | 10      | \$35.00    |
| Blue Springs, MO   | 40,153     | \$365.00  | -           | \$14.25  | 10      | \$36.50                           | \$365.00          | 1           | \$14.25  | 10      | \$36.50    |
| Boulder, CO        | 88,312     | \$320.00  | 2           |          | 12      | \$26.67                           | \$320.00          | 2           |          | 12      | \$26.67    |
| Bowling Green, OH  | 28,500     |           |             |          |         |                                   | \$215.00          |             | \$12.00  |         |            |
| Brentwood, MO      | 60,000     | \$385.00  |             | \$12.50  | 12      | \$32.08                           | \$385.00          |             | \$12.50  | 12      | \$32.08    |
| Broken Arrow, OK   | 58,043     |           |             |          |         |                                   |                   |             |          |         |            |
| Burllington, IA    | 28,000     |           |             |          |         |                                   |                   |             |          |         |            |
| Cedar Rapids, IA   | 110,000    | \$240.00  |             | \$13.00  | 12      | \$20.00                           | \$240.00          |             | \$13.00  | 12      | \$20.00    |
| Champaign, IL      | 65,000     | \$325.00  | 1           | \$15.00  | 14      | \$23.21                           | \$315.00          | 2           | \$10.00  | 14      | \$22.50    |
| Council Bluffs, IA | 54,600     | \$181.00  |             |          |         |                                   | \$181.00          |             |          |         |            |
| Crystal Lake, IL   | 40,000     | \$480.00  |             | \$18.00  |         |                                   | \$480.00          |             | \$18.00  |         |            |
| Davenport, IA      | 98,000     |           |             |          |         |                                   | \$250.00          |             | \$13.00  | 18      | \$13.89    |
| Dubuque, IA        | 58,000     | \$290.00  |             | \$9.00   | 14      | \$20.71                           | \$290.00          |             | \$9.00   | 14      | \$20.71    |
| Emporia, KS        | 25,600     | \$238.00  |             | \$10.00  | 12      | \$19.83                           | \$238.00          |             | \$10.00  | 12      | \$19.83    |
| Favetteville, N.C. | 76,000     | \$300.00  | N           | \$10.00  |         |                                   | \$300.00          | 2           | \$10.00  |         |            |
| Ft. Collins, CO    | 87,758     | \$464.00  | 2           |          | 12      | \$38.67                           | \$464.00          | 0           |          | 12      | \$38.67    |
| Grand Junction, CO | 29,034     | \$284.00  | 0           |          | 10      | \$28.40                           | \$284.00          | 0           |          | 10      | \$28.40    |
| Grandview, MO      | 25,000     | \$400.00  | 1           |          | 14      | \$28.57                           | \$400.00          | -           |          | 14      | \$28.57    |
| Hazelwood, MO      | 15,512     |           |             |          |         |                                   |                   |             |          |         |            |
| Highland Park, IL  | 30,575     | \$380.00  | -           |          | 10      | \$38.00                           | \$360.00          |             |          | 10      | \$36.00    |
| lowa City, IA      | 60,000     | \$325.00  |             | \$13.00  | 14      | \$23.21                           | \$325.00          |             | \$13.00  | 14      | \$23.21    |
| Janesville, WI     | 52,538     | \$235.00  |             | \$10.00  | 14      | \$16.79                           | \$235.00          |             | \$10.00  | 14      | \$16.79    |
| Jefferson City, MO | 35,517     | \$299.00  | N           |          | 12      | \$24.92                           | \$299.00          | CI          |          | 12      | \$24.92    |
| Kirkwood, MO       | 29,000     | \$300.00  |             | \$16.00  |         |                                   | \$300.00          |             | \$16.00  |         |            |
| Kokomo, IN         | 88,000     | \$330.00  |             | \$12.00  | 16      | \$20.63                           | \$330.00          |             | \$12.00  | 16      | \$20.63    |
| Lawrence, IN       | 27,000     | \$275.00  |             | \$15.00  | 12      | \$22.92                           | \$275.00          |             | \$15.00  | 12      | \$22.92    |
| Liberty, MO        | 21,000     |           |             |          |         |                                   |                   |             |          |         |            |
| It incoln. NE      | 191.972    | \$180.00  |             | \$8.00   |         |                                   | \$180.00          |             | \$8.00   |         |            |

| Community          | Population |           |             |          | Woman'  | Woman's & Men's Slowpitch Softball | lowpitch S | oftball     |          |         |            |
|--------------------|------------|-----------|-------------|----------|---------|------------------------------------|------------|-------------|----------|---------|------------|
|                    |            | Womens    | Number of   | Fees @   | Games @ | Team Fee @                         | Mens       | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Slowpitch | Officials @ | Official | Season  | Game                               | Slowpitch  | Officials @ | Official | Season  | Game       |
|                    |            | Team Fee  | Game        |          |         |                                    | Team Fee   | Game        |          |         |            |
| Manhattan, KS      | 37,000     | \$255.00  |             | \$12.00  | 17      | \$15.00                            | \$325.00   |             | \$12.00  | 23      | \$14.13    |
| Varshalltown, IA   | 25,000     | \$264.00  | N           | \$11.00  | 12      | \$22.00                            | \$264.00   | 2           | \$11.00  | 12      | \$22.00    |
| Maryville, MO      | 10,600     | \$65.00   | F           |          | ÷       | \$5.91                             | \$62.00    | Ŧ           |          | 12      | \$5.17     |
| Middletown, OH     | 50,000     | \$325.00  |             | \$15.00  |         |                                    | \$325.00   |             | \$15.00  |         |            |
| Normal, IL         | 40,023     | \$250.00  |             |          | ÷       | \$22.73                            | \$250.00   |             |          | 11      | \$22.73    |
| orman, OK          | 80,071     |           |             |          |         |                                    |            |             |          |         |            |
| Odessa, TX         | 89,633     |           |             |          |         |                                    |            |             |          |         |            |
| Overland Park, KS  | 120,000    | \$275.00  | Ŧ           |          | 10      | \$27.50                            | \$275.00   | Ŧ           |          | 10      | \$27.50    |
| Plano, TX          | 128,713    | \$325.00  | 2           |          | 80      | \$40.63                            | \$325.00   | 0           |          | 80      | \$40.63    |
| Rocky Mount, NC    | 50,000     | \$390.00  |             | \$11.00  | 15      | \$26.00                            | \$390.00   |             | \$11.00  | 15      | \$26.00    |
| Salina, KS         | 43,000     | \$130.00  | -           | \$10.50  | 10      | \$13.00                            | \$130.00   | -           | \$10.50  | 10      | \$13.00    |
| Shaker Heights, OH | 32,000     |           |             |          |         |                                    | \$400.00   | -           | \$16.00  | 42      | \$9.52     |
| Sioux Falls, SD    | 105,000    | \$675.00  |             | \$10.00  |         |                                    | \$675.00   |             | \$10.00  |         |            |
| St. Joseph, MO     | 71,852     | \$120.00  | 2           |          | 10      | \$12.00                            | \$120.00   | 2           |          | 10      | \$12.00    |
| St. Peters, MO     | 45,000     |           |             |          |         |                                    | \$180.00   | 2           | \$11.00  | 12      | \$15.00    |
| Topeka, KS         | 125,000    | \$325.00  |             | \$11.00  | 15      | \$21.67                            | \$325.00   |             | \$11.00  | 15      | \$21.67    |
| Vichita, KS        | 400,000    |           |             |          |         |                                    | \$400.00   | 1           |          |         |            |
| Vilmette, IL       | 26,000     | \$500.00  |             | \$27.00  | 13      | \$38.46                            | \$500.00   |             | \$27.00  | 13      | \$38.46    |
| Nyoming, MI        | 65,000     | \$375.00  |             | \$13.00  |         |                                    | \$375.00   |             | \$13.00  |         |            |
| Average            |            | \$312.63  | 1.65        | \$12.70  | 13      | \$24.42<br>-                       | \$312.61   | 2           | \$12.58  | 13      | \$24.26    |
|                    |            | 4996 AD   | -           |          | ¢       | 00.00                              | C326.00    | •           |          | ¢       | 00.802     |

| Community          | Population |             |             | Adult Co- | Ed Slowpi | tch Softbal | 8 Adult I | Adult Co-Ed Slowpitch Softball & Adult Fastpitch Softball | oftball  |         |            |
|--------------------|------------|-------------|-------------|-----------|-----------|-------------|-----------|---|----------|---------|------------|
|                    |            | Adult-Co-Ed | Number of   | Fees @    | Games @   | Team Fee @  | Adult     | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Slowpitch   | Officials @ | Official  | Season    | Game        | Fastpitch | Officials @   | Official | Season  | Game       |
|                    |            | Team Fee    | Game        |           |           |             | Team Fee  | Game  |          |         |            |
| Ames, Iowa         | 49,900     | \$288.00    | 2           |           | 12        | \$24.00     |           |   |          |         |            |
| Ardmore, OK        | 25,500     | \$200.00    | 2           |           | 10        | \$20.00     |           |   |          |         |            |
| Arvada. CO         | 100,000    | \$360.00    | 2           | \$12.00   | 14        | \$25.71     |           |   |          |         |            |
| Ashville, N.C.     | 62,000     |             |             |           |           |             | \$405.00  | 0   | \$17.00  | 12      | \$33.75    |
| Ballwin, MO        | 21,406     |             |             |           |           |             |           |   |          |         |            |
| Beloit, IL.        | 37,152     | \$325.00    |             | \$10.00   | 14        | \$23.21     |           |   |          |         |            |
| Bloomington, IN    | 60,000     | \$230.00    | 2           | \$12.00   | 10        | \$23.00     |           |   |          |         |            |
| Blue Springs, MO   | 40,153     |             |             |           |           |             |           |   |          |         |            |
| Boulder, CO        | 88,312     | \$320.00    | 2           |           | 12        | \$26.67     |           |   |          |         |            |
| Bowling Green, OH  | 28,500     | \$254.00    |             |           |           |             | \$320.00  | 2   |          | 12      | \$26.67    |
| Brentwood, MO      | 60,000     | \$385.00    |             | \$12.50   | 12        | \$32.08     |           |   |          |         |            |
| Broken Arrow, OK   | 58,043     |             |             |           |           |             |           |   |          |         |            |
| Burllington, IA    | 28,000     |             |             |           |           |             |           |   |          |         |            |
| Cedar Rapids, IA   | 110,000    | \$240.00    |             | \$13.00   | 12        | \$20.00     |           |   |          |         |            |
| Champaign, IL      | 65,000     | \$370.00    | 2           | \$10.00   | 14        | \$26.43     |           |   |          |         |            |
| Council Bluffs, IA | 54,600     | \$181.00    |             |           |           |             |           |   |          |         |            |
| Crystal Lake, IL   | 40,000     | \$360.00    |             | \$18.00   |           |             |           |   |          |         |            |
| Davenport, IA      | 98,000     | \$250.00    |             | \$13.00   | 18        | \$13.89     |           |   |          |         |            |
| Dubuque, IA        | 58,000     | \$290.00    |             | \$11.00   | 14        | \$20.71     |           |   |          |         |            |
| Emporia, KS        | 25,600     | \$238.00    | -           | \$10.00   | 12        | \$19.83     |           |   |          |         |            |
| Fayetteville, N.C. | 76,000     | \$235.00    | 2           | \$10.00   |           |             |           |   |          |         |            |
| Ft. Collins, CO    | 87,758     | \$464.00    | 2           |           | 12        | \$38.67     |           |   |          |         |            |
| Grand Junction, CO | 29,034     | \$284.00    | 2           |           | 10        | \$28.40     | \$474.00  | 2   |          | 12      | \$39.50    |
| Grandview, MO      | 25,000     | \$400.00    | 1           |           | 14        | \$28.57     | \$284.00  | 2   |          | 10      | \$28.40    |
| Hazelwood, MO      | 15,512     |             |             |           |           |             |           |   |          |         |            |
| Highland Park, IL  | 30,575     | \$330.00    | 1           |           | 10        | \$33.00     |           |   |          |         |            |
| lowa City, IA      | 60,000     | \$325.00    |             | \$13.00   | 14        | \$23.21     |           |   |          |         |            |
| Janesville, WI     | 52,538     | \$160.00    |             | \$10.00   | 12        | \$13.33     |           |   |          |         |            |
| Jefferson City, MO | 35,517     | \$299.00    | 2           |           | 12        | \$24.92     |           |   |          |         |            |
| Kirkwood, MO       | 29,000     | \$300.00    |             | \$16.00   |           |             |           |   |          |         |            |
| Kokomo, IN         | 88,000     |             |             |           |           |             |           |   |          |         |            |
| Lawrence, IN       | 27,000     | \$275.00    |             | \$15.00   | 12        | \$22.92     | \$325.00  |   |          |         |            |
| Liberty, MO        | 21,000     |             |             |           |           |             |           |   |          |         |            |
| Lincoln, NE        | 191 972    | \$105.00    |             |           |           |             |           |   |          |         |            |

|  | Community          | Population |             |             | Adult Co- | Ed Slowp | itch Softba | II & Adult | Adult Co-Ed Slowpitch Softball & Adult Fastpitch Softball | oftball  |         |            |
|--|--------------------|------------|-------------|-------------|-----------|----------|-------------|------------|---|----------|---------|------------|
|  |                    |            | Adult Co-Ed | Number of   | Fees @    | Games @  | Team Fee @  | Adult      | Number of   | Fees @   | Games @ | Team Fee @ |
| Image: field of the sector of the  |                    |            | Slowpitch   | Officials @ | Official  | Season   | Game        | Fastpitch  | Officials @   | Official | Season  | Game       |
| KS         37,000         \$165.00 $$165.00$ $$165.00$ $$165.00$ $$165.00$ $$122.00$ $$165.00$ $$122.00$ $$100$ $$165.00$ $$122.00$ $$100$ $$122.00$ $$100$ $$122.00$ $$100$ $$1000$ $$3100$ $$3100$ $$315.00$ $$1100$ $$52.00$ $$100$ $$52.00$ $$100$ $$1000$ $$3100$ $$3100$ $$527.00$ $$11$ $$27.70$ $$11$ $$27.70$ $$11$ $$27.70$ $$11$ $$27.70$ $$11$ $$27.70$ $$21$ <  |                    |            | Team Fee    | Game        |           |          |             | Team Fee   | Game  |          |         |            |
| m, i,  | Manhattan, KS      | 37,000     |             |             | \$12.00   | 10       | \$16.50     |            |   |          |         |            |
|  | Marshalltown, IA   | 25,000     |             | 2           | \$11.00   | 9        | \$22.00     |            |   |          |         |            |
| OH         50,000         \$325,00         \$15,00         \$15,00         \$15,00         \$15,00         \$10  | Maryville, MO      | 10,600     |             | -           |           | 12       | \$5.42      |            |   |          |         |            |
|  | Middletown, OH     | 50,000     |             |             | \$15.00   |          |             |            |   |          |         |            |
| K $80,071$ $80,071$ $80,071$ $80,071$ $80,071$ $80,071$ $80,633$ <th< td=""><td>Normal, IL</td><td>40,023</td><td></td><td></td><td></td><td>11</td><td>\$22.73</td><td></td><td></td><td></td><td></td><td></td></th<>  | Normal, IL         | 40,023     |             |             |           | 11       | \$22.73     |            |   |          |         |            |
| $ \left( \begin{array}{cccccccccccccccccccccccccccccccccccc$   | Norman, OK         | 80,071     |             |             |           |          |             |            |   |          |         |            |
| afk, K3         120,000         \$275,00         1         10         \$27,50         2         10         \$27,50         2         10         2         10         2         10         2         10         2         10         2         10         2         10         10         10         10         10         10         2         10 <th10< th="">         10         10</th10<>  | Odessa, TX         | 89,633     |             |             |           |          |             |            |   |          |         |            |
| 128,713         \$325.00         2         8         \$40.63         \$325.00         2         7           ni, NC         50,000         \$250.00         \$11.00         \$11.00         \$13.00         \$10         \$10         \$13.00         \$10   | Overland Park, KS  | 120,000    |             | -           |           | 10       | \$27.50     |            |   |          |         |            |
| nt, NC         50,000         \$250,00         \$11,00         15         \$16,67         10         \$16,67         10         10         10         10           ghts, OH         32,000         \$130,00         \$130,00         \$130,00         \$130,00         10         \$13.00         10         \$13.00         10         \$10,00         \$11,00         10         \$12.50         \$10  | Plano, TX          | 128,713    |             | 2           |           | 8        | \$40.63     | \$325.00   | 0   |          | 80      | \$40.63    |
|  | Rocky Mount, NC    | 50,000     |             |             | \$11.00   | 15       | \$16.67     |            |   |          |         |            |
| ghts, OH         32,000         \$200.00         1         \$16.00         16         \$12.50         1   | Salina, KS         | 43,000     |             | -           | \$10.50   | 10       | \$13.00     |            |   |          |         |            |
| SD         105,000         \$110.00         \$10.00         \$110.00         \$110.00         \$125,000         \$110.00         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$125,000         \$11.00         \$11.00         \$125,000 <td>Shaker Heights, OH</td> <td>32,000</td> <td></td> <td>-</td> <td>\$16.00</td> <td>16</td> <td>\$12.50</td> <td></td> <td></td> <td></td> <td></td> <td></td>  | Shaker Heights, OH | 32,000     |             | -           | \$16.00   | 16       | \$12.50     |            |   |          |         |            |
| MO         71,852         \$120.00         2         10         \$12.00         \$120.00         2         1           MO         45,000         \$180.00         \$11.00         \$11.00         \$125.00         \$125.00         \$125.00         \$125.00         \$10  | Sioux Falls, SD    | 105,000    |             |             |           |          |             |            |   |          |         |            |
| MO         45,000         \$18.00         \$11.00         \$11.00         12         \$15.00         \$16.00         \$10.00   | St. Joseph, MO     | 71,852     |             | 2           |           | 10       | \$12.00     | \$120.00   | 0   |          | 10      | \$12.00    |
| 325.00       \$325.00       \$325.00       \$11.00       15       \$21.67       0       0       0         1       400,000       \$400.000       1       0       1       0       1       0       1       0       1       0       1  | St. Peters, MO     | 45,000     |             |             | \$11.00   | 12       | \$15.00     |            |   |          |         | •          |
| 3400,000       \$400,000 <th< td=""><td>Topeka, KS</td><td>125,000</td><td></td><td></td><td>\$11.00</td><td>15</td><td>\$21.67</td><td></td><td></td><td></td><td></td><td></td></th<>  | Topeka, KS         | 125,000    |             |             | \$11.00   | 15       | \$21.67     |            |   |          |         |            |
| - 26,000 \$375.00 \$375.00 \$12.30 17 \$22.32 \$321.86 2 \$17.00 | Wichita, KS        | 400,000    |             | ÷           |           |          |             |            |   |          |         |            |
| MI 65,000 \$375.00 \$12.30 1 1 522.32 \$321.86 2 \$17.00 517.00 517.00 1   | Wilmette, IL       | 26,000     |             |             |           |          |             |            |   |          |         |            |
| 2         \$12.30         17         \$321.36         2         \$17.00           1         1         1         1         1         2         \$17.00  | Wyoming, MI        | 65,000     |             |             |           |          |             |            |   |          |         |            |
|  | Average            |            | S264.17     | 2           | \$12.30   | 4        | \$22.32     | \$321.86   | 3   | \$17.00  | 11      | \$30.16    |
|  | Columbia           |            | 6336.00     | •           |           |          | 00 000      | 6336.60    | ¢   |          |         |            |

| Community          | Population |              |             |          | Aguit Me | en's and W | AQUIT MEN S and WOMEN'S BASKETDAIL | Ketball     |          |         |            |
|--------------------|------------|--------------|-------------|----------|----------|------------|------------------------------------|-------------|----------|---------|------------|
|                    |            | Adult        | Number of   | Fees @   | Games @  | Team Fee @ | Adult                              | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Basketball-M | Officials @ | Official | Season   | Game       | Basketball-W                       | Officials @ | Official | Season  | Game       |
|                    |            | Team Fee     | Game        |          |          |            | Team Fee                           | Game        |          |         |            |
| Ames, Iowa         | 49,900     | \$198.00     | (C)         |          | 12       | \$16.50    | \$198.00                           |             |          |         |            |
| Ardmore, OK        | 25,500     | \$190.00     | 2           |          | 10       | \$19.00    | \$150.00                           | CN          |          | 00      | \$18.75    |
| Arvada. CO         | 100,000    | \$275.00     | 2           | \$12.00  | 10       | \$27.50    |                                    | I           |          | )       |            |
| Ashville, N.C.     | 62,000     | \$425.00     | 2           |          | 10       | \$42.50    |                                    |             |          |         |            |
| Ballwin, MO        | 21,406     |              |             |          |          |            |                                    |             |          |         |            |
| Beloit, IL.        | 37,152     | \$250.00     |             | \$10.00  | 10       | \$25.00    |                                    |             |          |         |            |
| Bloomington, IN    | 60,000     | \$335.00     | 2           | \$15.00  | 14       | \$23.93    |                                    |             |          |         |            |
| Blue Springs, MO   | 40,153     | \$250.00     | 2           | \$15.00  | ø        | \$31.25    | \$250.00                           |             |          |         |            |
| Boulder, CO        | 88,312     | \$230.00     | 2           |          | 80       | \$28.75    | \$230.00                           | N           |          | 00      | \$28.75    |
| Bowling Green, OH  | 28,500     | \$320.00     |             | \$12.00  |          |            |                                    |             |          |         |            |
| Brentwood, MO      | 60,000     |              |             |          |          |            |                                    |             |          |         |            |
| Broken Arrow, OK   | 58,043     |              |             |          |          |            |                                    |             |          |         |            |
| Burllington, IA    | 28,000     |              |             |          |          |            |                                    |             |          |         |            |
| Cedar Rapids, IA   | 110,000    | \$150.00     |             |          | 12       | \$12.50    |                                    |             |          |         |            |
| Champaign, IL      | 65,000     | \$300.00     | 2           | \$14.00  | 14       | \$21.43    | \$180.00                           | 0           | \$14.00  | 14      | \$12.86    |
| Council Bluffs, IA | 54,600     | \$75.00      |             |          |          |            |                                    |             |          |         | •          |
| Crystal Lake, IL   | 40,000     | \$460.00     |             | \$18.00  |          |            | \$420.00                           |             | \$18.00  |         |            |
| Davenport, IA      | 98,000     | \$350.00     |             | \$13.00  | 15       | \$23.33    |                                    |             |          |         |            |
| Dubuque, IA        | 58,000     | \$423.00     |             | \$16.00  | 14       | \$30.21    |                                    |             |          |         |            |
| Emporia, KS        | 25,600     | \$175.00     |             | \$10.00  | 80       | \$21.88    |                                    |             |          |         |            |
| Fayetteville, N.C. | 76,000     | \$375.00     | 2           | \$12.00  |          |            |                                    |             |          |         |            |
| Ft. Collins, CO    | 87,758     | \$285.00     | 0           |          | 80       | \$35.63    | \$258.00                           | 0           |          | 8       | \$32.25    |
| Grand Junction, CO | 29,034     | \$182.00     | 2           |          |          |            |                                    |             |          |         |            |
| Grandview, MO      | 25,000     | \$450.00     | 2           |          | 10       | \$45.00    | \$450.00                           | 0           |          | 10      | \$45.00    |
| Hazelwood, MO      | 15,512     | \$175.00     |             | \$15.00  |          |            |                                    |             |          |         |            |
| Highland Park, IL  | 30,575     | \$500.00     | 2           |          | 10       | \$50.00    |                                    |             |          |         |            |
| lowa City, IA      | 60,000     | \$178.00     |             | \$13.00  | 7        | \$25.43    |                                    |             |          |         |            |
| Janesville, WI     | 52,538     | \$225.00     |             | \$10.00  | 12       | \$18.75    |                                    |             |          |         |            |
| Jefferson City, MO | 35,517     | \$60.00      | 2           |          | 6        | \$6.67     |                                    |             |          |         |            |
| Kirkwood, MO       | 29,000     | \$400.00     |             | \$18.00  |          |            |                                    |             |          |         |            |
| Kokomo, IN         | 88,000     | \$400.00     |             | \$16.00  | 14       | \$28.57    |                                    |             |          |         |            |
| Lawrence, IN       | 27,000     | \$400.00     |             | \$45.00  | 8        | \$50.00    |                                    |             |          |         |            |
| Liberty, MO        | 21,000     |              | 5           |          | 10       |            |                                    |             |          |         |            |
| l incola NE        | 101 070    |              |             |          |          |            |                                    |             |          |         |            |

| Community          | Population |              |             |          | Adult Me | n's and W  | Adult Men's and Women's Basketball | ketball     |          |         |            |
|--------------------|------------|--------------|-------------|----------|----------|------------|------------------------------------|-------------|----------|---------|------------|
|                    |            | Adult        | Number of   | Fees @   | Games @  | Team Fee @ | Adult                              | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Basketball-M | Officials @ | Official | Season   | Game       | Basketball-W                       | Officials @ | Official | Season  | Game       |
|                    |            | Team Fee     | Game        |          |          |            | Team Fee                           | Game        |          |         |            |
| Manhattan, KS      | 37,000     | \$260.00     |             | \$11.00  | 12       | \$21.67    | \$190.00                           |             | \$11.00  | 5       | \$21.11    |
| Marshalltown, IA   | 25,000     | \$25.00      |             |          | 10       | \$2.50     | \$25.00                            |             |          | 10      | \$2.50     |
| Maryville, MO      | 10,600     | \$70.00      | 2           |          | 12       | \$5.83     | \$70.00                            | Q           |          | 12      | \$5.83     |
| Middletown, OH     | 50,000     |              |             |          |          |            |                                    |             |          | !       |            |
| Normal, IL         | 40,023     | \$260.00     |             |          | 10       | \$26.00    |                                    |             |          |         |            |
| Norman, OK         | 80,071     |              |             |          |          |            |                                    |             |          |         |            |
| Odessa, TX         | 89,633     |              |             |          |          |            |                                    |             |          |         |            |
| Overland Park, KS  | 120,000    |              |             |          |          |            |                                    |             |          |         |            |
| Plano, TX          | 128,713    | \$340.00     | 2           |          | 10       | \$34.00    |                                    |             |          |         |            |
| Rocky Mount, NC    | 50,000     | \$390.00     |             | \$11.00  | 15       | \$26.00    |                                    |             |          |         |            |
| Salina, KS         | 43,000     | \$160.00     | 0           | \$10.50  | 10       | \$16.00    | \$160.00                           | 0           | \$10.50  | 10      | \$16.00    |
| Shaker Heights, OH | 32,000     |              |             |          |          |            |                                    |             |          |         |            |
| Sioux Falls, SD    | 105,000    | \$350.00     |             | \$10.00  |          |            |                                    |             |          |         |            |
| St. Joseph, MO     | 71,852     |              | 2           |          | 9        | \$0.00     |                                    | 0           |          | 9       |            |
| St. Peters, MO     | 45,000     |              |             | \$12.00  |          |            |                                    |             |          |         |            |
| Topeka, KS         | 125,000    | \$200.00     | 2           |          | 7        | \$28.57    |                                    |             |          |         |            |
| Wichita, KS        | 400,000    |              |             | \$27.00  | 16       | \$0.00     |                                    |             |          |         |            |
| Wilmette, IL       | 26,000     | \$525.00     |             | \$15.00  |          |            |                                    |             |          |         |            |
| Wyoming, MI        | 65,000     | \$375.00     |             |          |          |            |                                    |             |          |         |            |
| Average            |            | \$281.82     | 2           | \$15.02  | Υ        | \$24.01    | \$215.08                           | 2           | \$13.38  | 10      | \$20.34    |
| Columkis           |            | 6204 00      |             |          |          |            | 00 8000                            | - •         |          |         |            |
|                    |            | 001020       |             |          | 0        | 04.026     | 00.9556                            | 7           |          |         | 04.070     |

| Ments         Number of<br>Ease         Rames of<br>Ease         Team Fee         Womens         Number of<br>Ease         Number of<br>Ease <th< th=""><th>Number of Fees @ Officials @ Officials @ Officials @ Officials @ Official 3 3 \$18.00</th><th></th><th></th></th<> | Number of Fees @ Officials @ Officials @ Officials @ Officials @ Official 3 3 \$18.00 |        |            |
|--|---|--------|------------|
| Image: sector officials         Seccer officials         Official         Season         Game         Soccer           Image: sector officials         TeamFee         Officials         Officials         Season         Game         Soccer           Image: sector officials         TeamFee         Game         TeamFee         Soccer         Soccer           Image: sector officials         Easily of the sector official         Season         Game         Soccer           Image: sector official official         Easily of the sector of the                        |   |        | Team Fee @ |
| Team Fee         Game         Team Fee         Game           49,900         25,500         25,500         100,000 <th></th> <th>Season</th> <th>Game</th>   |   | Season | Game       |
| 49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       49,900       40,900       40,900       40,900       40,900       40,900       40,900       40,900       40,900       40,900       40,900       88,312       \$450.000       2       \$18,000       8       \$62,500       450.00       <   |   |        |            |
| 25,500       25,500         100,000       100,000         62,000       62,000         21,406       10         37,152       10         N       60,000         37,152       5500.00         NO       40,153         \$500.00       2         \$8,312       \$450.00         \$8,312       \$450.00         \$0       60,000         \$0       10         \$1       10         \$37,152       10         \$37,152       \$450.00         \$37,152       \$450.00         \$37,153       \$500.00         \$37,153       \$500.00         \$37,153       \$500.00         \$37,153       \$500.00         \$37,153       \$500.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$38,312       \$5450.00         \$39,413       10         \$45,000       10         \$45,000       10         \$45,000  |   |        |            |
| 100,000         100,000 <t< td=""><td></td><td></td><td></td></t<>   |   |        |            |
| 62,000         62,000         62,000         62,000         62,000         62,000         60,000         7152   |   |        |            |
| 21,406         21,406         21,406         21,406         21,406         21,406         21,406         21,406         21,406         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         21,52         25,00         21,52         25,00         21,52         245,00         21,52         245,00         21,52         245,00         21,52         245,00         21,52         245,00         21,52         245,00         21,52         245,00   |   |        |            |
| N         37,152         N         37,152         N         87,152         N         86,000         N         N         60,000         N         N         86,250         N         N         86,250         N         N         86,250         N         N         10         86,250         N         N         10         86,250         N         N         10         86,250         N  |   |        |            |
| N         60,000         80,000         2         \$18.00         86.2.50           MO         40,153         \$500.00         2         \$18.00         8         \$62.50           N         88,312         \$450.00         3         10         \$45.00           N         28,500         3         10         \$45.00           N         60,000         3         10         \$45.00           N         60,000         3         10         \$45.00           N         28,943         10         10         \$45.00           N         28,001         10         10         \$45.00  |   |        |            |
| M0         40,153         \$500.00         2         \$18.00         8         \$62.50           R8,312         \$450.00         3         10         \$45.00           A0         28,500         3         10         \$45.00           A0         28,000         10         10         \$45.00           A0         58,043         10         10         10         10           A0         110,000         10         10         10         10   |   |        |            |
| 88,312         \$450.00         3         10         \$45.00           O         28,500         3         10         \$45.00           O         60,000         3         10         \$45.00           O         60,000         1         10         \$45.00           O         28,000         1         1         1           IA         110,000         1         1         1         1   | e   | 8      | \$62.50    |
| A A  |   | 10     | \$45.00    |
| oxo ₹  |   |        |            |
| A A  |   |        |            |
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| IA   |   |        |            |
|  |   |        |            |
| Champaign, IL 65,000   |   |        |            |
| PI   |   |        |            |
| Crystal Lake, IL 40,000 Crystal Lake, IL 40,000  |   |        |            |
| Davenport, IA 98,000   |   |        |            |
| Dubuque,IA 58,000  |   |        |            |
| Emporia, KS 25,600   |   |        |            |
| Fayetteville, N.C. 76,000  |   |        |            |
| Ft. Collins, CO 87,758   |   |        |            |
| Grand Junction, CO 29,034  |   |        |            |
| Grandview, MO 25,000 25,000  |   |        |            |
| Hazelwood, MO 15,512 15,512  |   |        |            |
| Highland Park, IL 30,575 Highland Park, IL 30,575  |   |        |            |
| owa City, IA 60,000 60,000   |   |        |            |
| Janesville, WI 52,538  |   |        |            |
| Jefferson City, MO 35,517 35,517   |   |        |            |
| Kirkwood, MO 29,000  |   |        |            |
| Kokomo, IN 88,000  |   |        |            |
| Lawrence, IN 27,000 22,000   |   |        |            |
| Liberty, MO 21,000 21,000  |   |        |            |
| Lincoln, NE 191,972  |   |        |            |

| Community                                     | Population |          |             |          | Adult   | Adult Men's & Wemen's Soccer | omen's Soc | ccer        |          |         |  |
|---|------------|----------|-------------|----------|---------|------------------------------|------------|-------------|----------|---------|--|
|   |            | Mens     | Number of   | Fees @   | Games @ | Team Fee @                   | Womens     | Number of   | Fees @   | Games @ | Team Fee @   |
|   |            | Soccer   | Officials @ | Official | Season  | Game                         | Soccer     | Officials @ | Official | Season  | Game   |
|   |            | Team Fee | Game        |          |         |                              | Team Fee   | Game        |          |         |  |
| Manhattan, KS                                 | 37,000     | \$200.00 |             | \$11.00  | 8       | \$25.00                      | \$200.00   |             |          | 80      | \$25.00  |
| Marshalltown, IA                              | 25,000     | \$35.00  |             |          | 10      |                              |            |             |          |         |  |
| Maryville, MO                                 | 10,600     |          |             |          |         |                              |            |             |          |         |  |
| Middletown, OH                                | 50,000     |          |             |          |         |                              |            |             |          |         |  |
| Normal, IL                                    | 40,023     | \$125.00 |             |          | 20      |                              |            |             |          |         |  |
| Norman, OK                                    | 80,071     |          |             |          |         |                              |            |             |          |         |  |
| Odessa, TX                                    | 89,633     |          |             |          |         |                              |            |             |          |         |  |
| Overland Park, KS                             | 120,000    |          |             |          |         |                              |            |             |          |         |  |
| Plano, TX                                     | 128,713    |          |             |          |         |                              |            |             |          |         |  |
| Rocky Mount, NC                               | 50,000     |          |             |          |         |                              |            |             |          |         |  |
| Salina, KS                                    | 43,000     |          |             |          |         |                              |            |             |          |         |  |
| Shaker Heights, OH                            | 32,000     |          |             |          |         |                              |            |             |          |         |  |
| Sioux Falls, SD                               | 105,000    |          |             |          |         |                              |            |             |          |         |  |
| St. Joseph, MO                                | 71,852     |          |             |          |         |                              |            |             |          |         |  |
| St. Peters, MO                                | 45,000     |          |             |          |         |                              |            |             |          |         |  |
| Topeka, KS                                    | 125,000    |          |             |          |         |                              |            |             |          |         |  |
| Wichita, KS                                   | 400,000    |          |             |          |         |                              |            |             |          |         |  |
| Wilmette, IL                                  | 26,000     |          |             |          |         |                              |            |             |          |         |  |
| Wyoming, MI                                   | 65,000     |          |             |          |         |                              |            |             |          |         |  |
| Average                                       |            | \$262.00 | 3           | \$14.50  | 11      | \$23.39                      | \$383.33   | 3           | \$18.00  | 6       | \$44.17  |
| 41424000 0.0171711111111111111111111111111111 |            |          |             |          |         |                              |            |             |          |         | And a second |
|   |            |          |             |          |         |                              |            |             |          |         |  |

| Community          | Population |            |             |          | Adult N | Adult Men's & Women's Vollevball | nen's Volle | vball       |          |            |            |
|--------------------|------------|------------|-------------|----------|---------|----------------------------------|-------------|-------------|----------|------------|------------|
|                    |            | Mens       | Number of   | Fees @   | Games @ | Team Fee @                       | Womens      | Number of   | Fees @   | Games @    | Team Fee @ |
|                    |            | Volleyball | Officials @ | Official | Season  | Game                             | Volleyball  | Officials @ | Official | Séason     | Game       |
|                    |            | Team Fee   | Game        |          |         |                                  | Team Fee    | Game        |          |            |            |
| Ames, Iowa         | 49,900     | \$153.00   | -           |          | 18      | \$8.50                           | \$153.00    | -           |          | - <b>1</b> | ¢8 50      |
| Ardmore, OK        | 25,500     | \$100.00   | -           |          | 00      | \$12.50                          | \$100.00    | •           |          |            | \$10 ED    |
| Arvada. CO         | 100,000    | \$155.00   | -           | \$11.00  | 10      | \$15.50                          | \$155.00    | •           | \$11.00  | 9 0        | \$15.50    |
| Ashville, N.C.     | 62,000     | \$85.00    |             |          | 14      | \$6.07                           | \$85.00     |             |          | 14         | \$6.07     |
| Ballwin, MO        | 21,406     |            |             |          |         |                                  |             |             |          |            |            |
| Beloit, IL.        | 37,152     | \$125.00   |             | \$10.00  | 15      | \$8.33                           | \$125.00    |             | \$10.00  | 15         | \$8.33     |
| Bloomington, IN    | 60,000     |            |             |          |         |                                  |             |             |          |            |            |
| Blue Springs, MO   | 40,153     | \$140.00   | +           | \$8.00   | 80      | \$17.50                          | \$140.00    | -           | \$8.00   | 80         | \$17.50    |
| Boulder, CO        | 88,312     | \$360.00   | 1           |          | 10      | \$36.00                          | \$360.00    | -           |          | 10         | \$36.00    |
| Bowling Green, OH  | 28,500     | \$150.00   |             |          |         |                                  | \$180.00    |             | \$4.50   |            |            |
| Brentwood, MO      | 60,000     | \$100.00   |             | \$10.00  | 10      | \$10.00                          | \$100.00    |             | \$10.00  | 10         | \$10.00    |
| Broken Arrow, OK   | 58,043     |            |             |          |         |                                  |             |             |          |            |            |
| Burllington, IA    | 28,000     |            |             |          |         |                                  |             |             |          |            |            |
| Cedar Rapids, IA   | 110,000    |            |             |          |         |                                  |             |             |          |            |            |
| Champaign, IL      | 65,000     | \$105.00   |             | \$9.20   | 11      | \$9.55                           | \$105.00    |             |          |            |            |
| Council Bluffs, IA | 54,600     | \$50.00    |             |          |         |                                  | \$50.00     |             |          |            |            |
| Crystal Lake, IL   | 40,000     | \$340.00   |             | \$14.00  |         |                                  | \$340.00    |             | \$14.00  |            |            |
| Davenport, IA      | 98,000     | \$95.00    |             | \$12.00  | 10      | \$9.50                           | \$95.00     |             | \$12.00  | 10         | \$9.50     |
| Dubuque, IA        | 58,000     | \$160.00   |             |          | 14      | \$11.43                          | \$160.00    |             |          | 14         | \$11.43    |
| Emporia, KS        | 25,600     |            |             | \$6.50   | 8       | \$0.00                           |             |             | \$6.50   | 80         | \$0.00     |
| Fayetteville, N.C. | 76,000     |            |             |          |         |                                  |             |             |          |            |            |
| Ft. Collins, CO    | 87,758     | \$168.00   | 2           |          | 10      | \$16.80                          | \$168.00    | 0           |          | 10         | \$16.80    |
| Grand Junction, CO | 29,034     | \$162.00   | 1           |          | 10      | \$16.20                          | \$162.00    | -           |          | 10         | \$16.20    |
| Grandview, MO      | 25,000     | \$150.00   | -           |          | 10      | \$15.00                          | \$150.00    | F           |          | 10         | \$15.00    |
| Hazelwood, MO      | 15,512     |            |             |          |         |                                  |             |             |          |            |            |
| Highland Park, IL  | 30,575     |            |             |          |         |                                  |             |             |          |            |            |
| Iowa City, IA      | 60,000     | \$80.00    |             | \$10.00  | 7       | \$11.43                          | \$80.00     |             | \$10.00  | 7          | \$11.43    |
| Janesville, WI     | 52,538     | \$45.00    |             |          | 14      | \$3.21                           | \$45.00     |             |          | 14         | \$3.21     |
| Jefferson City, MO | 35,517     |            |             |          |         |                                  | \$77.00     | -           |          | 6          | \$8.56     |
| Kirkwood, MO       | 29,000     | \$125.00   |             | \$11.00  |         |                                  | \$110.00    |             | \$11.00  |            |            |
| Kokomo, IN         | 88,000     |            |             |          |         |                                  |             |             |          |            |            |
| Lawrence, IN       | 27,000     |            |             |          |         |                                  |             |             |          |            |            |
| Liberty, MO        | 21,000     |            |             |          |         |                                  |             |             |          |            |            |
| Lincoln, NE        |            | \$165.00   |             | \$9.00   |         |                                  | \$165.00    |             | \$9.00   |            |            |

| Community          | Population |            |             |          | Adult N | Adult Men's & Women's Volleyball | nen's Volle | vball       |          |         |            |
|--------------------|------------|------------|-------------|----------|---------|----------------------------------|-------------|-------------|----------|---------|------------|
| 50                 |            | Mens       | Number of   | Fees @   | Games @ | Team Fee @                       | Womens      | Number of   | Fees @   | Games @ | Team Fee @ |
|                    |            | Volleyball | Officials @ | Official | Season  | Game                             | Volleyball  | Officials @ | Official | Season  | Game       |
|                    |            | Team Fee   | Game        |          |         |                                  | Team Fee    | Game        |          |         |            |
| Manhattan. KS      | 37,000     | \$100.00   |             | \$10.00  | 12.00   | ¢7.60                            | ¢100.00     |             | e10.00   | - ;     |            |
| Marshalltown, IA   | 25.000     |            |             | <b>2</b> | 2       | co. 14                           | 00000       |             | \$ 10.00 | 2       | 60.16      |
| Maryville, MO      | 10,600     | \$50.00    | -           |          | 12.00   | \$4.17                           | \$50.00     | -           |          | 10      | \$4.17     |
| Middletown, OH     | 50,000     | \$150.00   |             | \$8.00   |         |                                  | \$150.00    | •           | \$8.00   | 4       |            |
| Normal, IL         | 40,023     | \$120.00   |             |          | 10.00   | \$12.00                          |             |             | 200      |         |            |
| Norman, OK         | 80.071     |            |             |          |         |                                  |             |             |          |         |            |
| Odessa, TX         | 89,633     |            |             |          |         |                                  |             |             |          |         |            |
| Overland Park, KS  | 120,000    | \$100.00   | +           | \$9.00   |         |                                  | \$100.00    | -           |          |         |            |
| Plano, TX          | 128,713    | \$175.00   | -           |          | 10.00   | \$17.50                          | \$175.00    | -           |          | 10      | \$17.50    |
| Rocky Mount, NC    | 50,000     | \$140.00   |             | \$7.50   | 45.00   | \$3.11                           | \$140.00    |             | \$7.50   | 45      | \$3 11     |
| Salina, KS         | 43,000     | \$70.00    | -           | \$10.00  | 10.00   | \$7.00                           | \$70.00     | -           | \$10.00  | 1       | \$7 00     |
| Shaker Heights, OH | 32,000     |            |             |          |         |                                  |             |             |          | 2       |            |
| Sioux Falls, SD    | 105,000    | \$75.00    |             |          |         |                                  | \$75.00     |             |          |         |            |
| St. Joseph, MO     | 71,852     |            |             |          |         |                                  |             |             |          |         |            |
| St. Peters, MO     | 45,000     |            |             |          |         |                                  |             |             |          |         |            |
| Topeka, KS         | 125,000    |            |             |          |         |                                  |             |             |          |         |            |
| Wichita, KS        | 400,000    |            |             |          |         |                                  |             |             |          |         |            |
| Wilmette, IL       | 26,000     |            |             |          |         |                                  | \$150.00    |             | \$18.00  | 80      | \$18.75    |
| Wyoming, MI        | 65,000     |            |             |          |         |                                  | \$185.00    |             | \$15.00  |         |            |
| Average            | -          | \$133.10   | -           | \$9.70   | 8.70    | \$7.85                           | \$134.38    | -           | \$10.26  | 12      | \$11.51    |
| Columbia           |            | \$147.20   | -           |          | 8.00    | \$18.40                          | \$147,20    |             | -        |         | \$18.40    |

| Community          | Population |            | Adult Co    | Adult Co-Ed Volleyball | /ball   |            |
|--------------------|------------|------------|-------------|------------------------|---------|------------|
| 4                  |            | Co-Ed      | Number of   | Fees @                 | Games @ | Team Fee @ |
|                    |            | Volleyball | Officials @ | Official               | Season  | Game       |
|                    |            | Team Fee   | Сате        |                        |         |            |
| Ames, Iowa         | 49,900     | \$153.00   | -           |                        | 18      | \$8.50     |
| Ardmore, OK        | 25,500     | \$100.00   | -           |                        | 00      | \$12.50    |
| Arvada. CO         | 100,000    | \$155.00   | -           | \$11.00                | 10      | \$15.50    |
| Ashville, N.C.     | 62,000     | \$85.00    |             |                        | 14      | \$6.07     |
| Ballwin, MO        | 21,406     | \$80.00    |             |                        | 2       | \$11.43    |
| Beloit, IL.        | 37,152     | \$125.00   |             | \$10.00                | 15      | \$8.33     |
| Bloomington, IN    | 60,000     | \$85.00    | +-          | \$9.00                 | 12      | \$7.08     |
| Blue Springs, MO   | 40,153     | \$140.00   | -           | \$8.00                 | 8       | \$17.50    |
| Boulder, CO        | 88,312     | \$360.00   | -           |                        | 10      | \$36.00    |
| Bowling Green, OH  | 28,500     |            |             |                        |         |            |
| Brentwood, MO      | 60,000     | \$100.00   |             | \$10.00                | 10      | \$10.00    |
| Broken Arrow, OK   | 58,043     |            |             |                        |         |            |
| Burllington, IA    | 28,000     |            |             |                        |         |            |
| Cedar Rapids, IA   | 110,000    | \$175.00   |             |                        | 12      | \$14.58    |
| Champaign, IL      | 65,000     | \$105.00   |             |                        |         |            |
| Council Bluffs, IA | 54,600     | \$50.00    |             |                        |         |            |
| Crystal Lake, IL   | 40,000     | \$340.00   |             | \$14.00                |         |            |
| Davenport, IA      | 98,000     | \$95.00    |             | \$12.00                | 10      | \$9.50     |
| Dubuque, IA        | 58,000     | \$160.00   |             |                        | 14      | \$11.43    |
| Emporia, KS        | 25,600     |            |             | \$6.50                 | 80      | \$0.00     |
| Fayetteville, N.C. | 76,000     |            |             |                        |         |            |
| Ft. Collins, CO    | 87,758     | \$168.00   | 0           |                        | 10      | \$16.80    |
| Grand Junction, CO | 29,034     | \$162.00   | -           |                        | 10      | \$16.20    |
| Grandview, MO      | 25,000     | \$150.00   | -           |                        | 10      | \$15.00    |
| Hazelwood, MO      | 15,512     | \$120.00   |             | \$12.00                |         |            |
| Highland Park, IL  | 30,575     | \$330.00   | -           |                        | 12      | \$27.50    |
| Iowa City, IA      | 60,000     | \$80.00    |             | \$10.00                | 7       | \$11.43    |
| Janesville, WI     | 52,538     | \$40.00    |             |                        | 12      | \$3.33     |
| Jefferson City, MO | 35,517     | \$77.00    | 1           |                        | 6       | \$8.56     |
| Kirkwood, MO       | 29,000     | \$110.00   |             | \$11.00                |         |            |
| Kokomo, IN         | 88,000     |            |             |                        |         |            |
| Lawrence, IN       | 27,000     | \$75.00    |             |                        | 8       | \$9.38     |
| Liberty, MO        | 21,000     | \$75.00    | -           |                        | 10      | \$7.50     |
| Lincoln, NE        | 191,972    | \$150.00   |             | \$9.00                 |         |            |

| Community          | Population |            | Adult       | Adult Co-Ed Volleyball | rball   |            |
|--------------------|------------|------------|-------------|------------------------|---------|------------|
| 2                  |            | Co-Ed      | Number of   | Fees @                 | Games @ | Team Fee @ |
|                    |            | Volleybali | Officials @ | Official               | Season  | Game       |
|                    |            | Team Fee   | Game        |                        |         |            |
| Manhattan, KS      | 37,000     | \$100.00   |             | \$10.00                | 13      | \$7.69     |
| Marshalltown, IA   | 25,000     |            |             |                        |         |            |
| Maryville, MO      | 10,600     | \$50.00    | +           |                        | 12      | \$4.17     |
| Middletown, OH     | 50,000     | \$150.00   |             | \$8.00                 |         |            |
| Normal, IL         | 40,023     | \$120.00   |             |                        | 10      | \$12.00    |
| Norman, OK         | 80,071     |            |             |                        |         |            |
| Odessa, TX         | 89,633     |            |             |                        |         |            |
| Overland Park, KS  | 120,000    |            |             | 2011                   |         |            |
| Plano, TX          | 128,713    | \$175.00   | -           |                        | 10      | \$17.50    |
| Rocky Mount, NC    | 50,000     |            |             |                        |         |            |
| Salina, KS         | 43,000     | \$70.00    | -           | \$10.00                | 10      | \$7.00     |
| Shaker Heights, OH | 32,000     |            |             |                        |         |            |
| Sioux Falls, SD    | 105,000    | \$85.00    |             |                        |         |            |
| St. Joseph, MO     | 71,852     |            |             |                        |         |            |
| St. Peters, MO     | 45,000     | \$150.00   |             | \$10.00                | 80      | \$18.75    |
| Topeka, KS         | 125,000    | \$95.00    |             | \$7.00                 | 80      | \$11.88    |
| Wichita, KS        | 400,000    |            |             |                        |         |            |
| Wilmette, IL       | 26,000     | \$250.00   |             | \$18.00                | 8       | \$31.25    |
| Wyoming, MI        | 65,000     | \$185.00   |             | \$15.00                |         |            |
| Average            |            | \$135.26   | -           | \$10.55                | 10      | \$12.72    |
| Columbia           |            | \$147.20   |             | -                      | - 8     | \$18.40    |

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|                    | I oppindo i |           |          | Zor      | Youth Baseball |          |         |           |
|--------------------|-------------|-----------|----------|----------|----------------|----------|---------|-----------|
|                    |             | Youth     | Youth    | Youth    | Number of      | Fees @   | Games @ | Ind.Fee @ |
|                    |             | Baseball  | Baseball | Baseball | Officials @    | Official | Season  | Game      |
|                    |             | Ind. Res. | Team     | IndN.R   | Game           |          |         |           |
| Ames, Iowa         | 49,900      |           |          |          |                |          |         |           |
| Ardmore, OK        | 25,500      |           |          |          |                |          |         |           |
| Arvada. CO         | 100,000     |           |          |          |                |          |         |           |
| Ashville, N.C.     | 62,000      | \$25.00   |          |          | 0              |          | 14      | \$1.79    |
| Ballwin, MO        | 21,406      |           |          |          |                |          |         |           |
| Beloit, IL.        | 37,152      |           |          |          |                |          |         |           |
| Bloomington, IN    | 60,000      | \$15.00   | \$300.00 | \$25.00  | N              | \$9.00   | 14      | \$1.07    |
| Blue Springs, MO   | 40,153      |           |          |          |                |          |         |           |
| Boulder, CO        | 88,312      |           |          |          |                |          |         |           |
| Bowling Green, OH  | 28,500      | \$45.00   |          |          |                | \$10.00  |         |           |
| Brentwood, MO      | 60,000      | \$2.00    |          |          |                |          |         |           |
| Broken Arrow, OK   | 58,043      |           |          |          |                |          |         |           |
| Burllington, IA    | 28,000      |           |          |          |                |          |         |           |
| Cedar Rapids, IA   | 110,000     | \$24.00   |          | \$24.00  |                | \$5.00   | 12      | \$2.00    |
| Champaign, IL      | 65,000      | \$45.00   |          | \$55.00  | 0              | \$20.00  | 13      | \$3.46    |
| Council Bluffs, IA | 54,600      |           | \$225.00 |          |                |          |         |           |
| Crystal Lake, IL   | 40,000      | \$44.00   |          |          |                |          |         |           |
| Davenport, IA      | 98,000      |           |          |          |                |          |         |           |
| Dubuque, IA        | 58,000      | \$13.00   |          |          |                |          | 8       | \$1.63    |
| Emporia, KS        | 25,600      | \$12.00   |          | \$15.00  |                | \$10.00  | 12      | \$1.00    |
| Fayetteville, N.C. | 76,000      | \$15.00   |          |          | 2              | \$15.00  |         |           |
| Ft. Collins, CO    | 87,758      |           |          |          |                |          |         |           |
| Grand Junction, CO | 29,034      |           |          |          |                |          | -       |           |
| Grandview, MO      | 25,000      |           |          |          |                |          |         |           |
| Hazelwood, MO      | 15,512      |           |          |          |                |          |         |           |
| Highland Park, IL  | 30,575      | \$90.00   |          | \$99.00  | 2              |          | 14      | \$6.43    |
| lowa City, IA      | 60,000      | \$15.00   |          | \$18.00  |                | \$7.50   | 15      | \$1.00    |
| Janesville, WI     | 52,538      | \$18.00   |          |          |                | \$4.75   | 16      | \$1.13    |
| Jefferson City, MO | 35,517      |           |          |          |                |          |         |           |
| Kirkwood, MO       | 29,000      |           |          |          |                |          |         |           |
| Kokomo, IN         | 88,000      |           |          |          |                |          |         |           |
| Lawrence, IN       | 27,000      | \$30.00   |          |          |                | \$7.00   | 8       | \$3.75    |
| Liberty, MO        | 21,000      |           |          |          |                |          |         |           |
| Lincoln, NE        | 191,972     |           |          |          |                |          |         |           |

| Community          | Population |             |          | γοι      | Youth Baseball |          |         |            |
|--------------------|------------|-------------|----------|----------|----------------|----------|---------|------------|
|                    |            | Youth       | Youth    | Youth    | Number of      | Fees @   | Games @ | Ind. Fee @ |
|                    |            | Basebali    | Baseball | Baseball | Officials @    | Official | Season  | Game       |
|                    |            | Ind. Res.   | Team     | IndN.R   | Game           |          |         |            |
| Manhattan, KS      | 37,000     | \$10.00     |          | \$10.00  |                | \$15.00  | 13      | \$0.77     |
| Marshalltown, IA   | 25,000     |             |          |          |                |          |         |            |
| Maryville, MO      | 10,600     | \$10.00     | \$50.00  | \$12.00  |                |          |         |            |
| Middletown, OH     | 50,000     |             |          |          |                |          |         |            |
| Normal, IL         | 40,023     |             |          |          |                |          |         |            |
| Norman, OK         | 80,071     | \$40.00     |          |          |                |          |         |            |
| Odessa, TX         | 89,633     |             |          |          |                |          |         |            |
| Overland Park, KS  | 120,000    |             |          |          |                |          |         |            |
| Plano, TX          | 128,713    |             |          |          |                |          |         |            |
| Rocky Mount, NC    | 50,000     | \$15.00     |          | \$25.00  |                | \$12.50  | 15      | \$1.00     |
| Salina, KS         | 43,000     | \$3.00      | \$175.00 | \$3.00   | -              | \$13.00  | 10      | \$0.30     |
| Shaker Heights, OH | 32,000     |             |          |          |                |          |         |            |
| Sioux Falls, SD    | 105,000    |             |          |          |                |          |         |            |
| St. Joseph, MO     | 71,852     |             |          |          |                |          |         |            |
| St. Peters, MO     | 45,000     |             |          |          |                |          |         |            |
| Shawnee County, KS | 160,000    |             |          |          |                |          |         |            |
| Wichita, KS        | 400,000    |             | \$100.00 |          |                |          |         |            |
| Wilmette, IL       | 26,000     |             |          |          |                |          |         |            |
| Wyoming, MI        | 65,000     |             |          |          |                |          |         |            |
| Average            | _          | \$24.79<br> | \$170.00 | \$28.60  | 2              | \$10.73  |         | \$1.95     |
| Columbia           | 70.100     | \$35,00     |          |          | •              | _        | 10      | CD C3      |

| Community          | Population |           |          | ã       | <b>Boys Soccer</b> |          |         |           |
|--------------------|------------|-----------|----------|---------|--------------------|----------|---------|-----------|
|                    |            | Boys      | Boys     | Boys    | Number of          | Fees @   | Games @ | Ind. Fee  |
|                    |            | Soccer    | Soccer   | Soccer  | Officials @        | Official | Season  | Game-Res. |
|                    |            | Ind. Res. | Team     | IndN.R  | Game               |          |         |           |
| Ames, Iowa         | 49,900     | \$15.00   |          | \$20.00 |                    |          | 8       | \$1.88    |
| Ardmore, OK        | 25,500     |           |          |         |                    |          |         |           |
| Arvada. CO         | 100,000    |           |          |         |                    |          |         |           |
| Ashville, N.C.     | 62,000     |           |          |         |                    |          |         |           |
| Ballwin, MO        | 21,406     |           |          |         |                    |          |         |           |
| Beloit, IL.        | 37,152     |           |          |         |                    |          |         |           |
| Bloomington, IN    | 60,000     |           |          |         |                    |          |         |           |
| Blue Springs, MO   | 40,153     |           | \$435.00 |         | m                  | \$32.00  | 80      |           |
| Boulder, CO        | 88,312     |           |          |         |                    |          |         |           |
| Bowling Green, OH  | 28,500     |           |          |         |                    |          |         |           |
| Brentwood, MO      | 60,000     |           |          |         |                    |          |         |           |
| Broken Arrow, OK   | 58,043     |           |          |         |                    |          |         |           |
| Burllington, IA    | 28,000     |           |          |         |                    |          |         |           |
| Cedar Rapids, IA   | 110,000    |           |          |         |                    |          |         |           |
| Champaign, IL      | 65,000     | \$15.00   |          | \$25.00 | 2                  | \$8.00   | 10      | \$1.50    |
| Council Bluffs, IA | 54,600     |           |          |         |                    |          |         |           |
| Crystal Lake, IL   | 40,000     |           |          |         |                    |          |         |           |
| Davenport, IA      | 98,000     |           |          |         |                    |          |         |           |
| Dubuque, IA        | 58,000     |           |          |         |                    |          |         |           |
| Emporia, KS        | 25,600     |           |          |         |                    |          |         |           |
| Fayetteville, N.C. | 76,000     | \$15.00   |          |         | 2                  | \$16.00  |         |           |
| Ft. Collins, CO    | 87,758     |           |          |         |                    |          |         |           |
| Grand Junction, CO | 29,034     |           |          |         |                    |          |         |           |
| Grandview, MO      | 25,000     |           |          |         |                    |          |         |           |
| Hazelwood, MO      | 15,512     |           |          |         |                    |          |         |           |
| Highland Park, IL  | 30,575     |           |          |         |                    |          |         |           |
| Iowa City, IA      | 60,000     | \$20.00   |          |         |                    | \$6.50   | 9       | \$3.33    |
| Janesville, WI     | 52,538     |           |          |         |                    |          |         |           |
| Jefferson City, MO | 35,517     |           |          |         |                    |          |         |           |
| Kirkwood, MO       | 29,000     |           |          |         |                    |          |         |           |
| Kokomo, IN         | 88,000     |           |          |         |                    |          |         |           |
| Lawrence, IN       | 27,000     | \$35.00   |          |         |                    | \$12.00  | 8       | \$4.38    |
| Liberty, MO        | 21,000     | \$20.00   |          | \$25.00 | 1                  |          | 9       | \$3.33    |
| Lincoln. NE        | 191,972    |           |          |         |                    |          |         |           |

| Community          | Population |           |          | ă       | Boys Soccer |          |         |           |
|--------------------|------------|-----------|----------|---------|-------------|----------|---------|-----------|
|                    |            | Boys      | Boys     | Boys    | Number of   | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Soccer    | Soccer   | Soccer  | Officials @ | Official | Season  | Game-Res. |
|                    |            | Ind. Res. | Team     | IndN.R  | Game        |          |         |           |
| Manhattan, KS      | 37,000     |           |          | \$10.00 |             | 0.00     | œ       |           |
| Marshalltown, IA   | 25,000     |           |          |         |             |          |         |           |
| Maryville, MO      | 10,600     |           |          |         |             |          |         |           |
| Middletown, OH     | 50,000     |           |          |         |             |          |         |           |
| Normal, IL         | 40,023     |           |          |         |             |          |         |           |
| Norman, OK         | 80,071     |           |          |         |             |          |         |           |
| Odessa, TX         | 89,633     |           |          |         |             |          |         |           |
| Overland Park, KS  | 120,000    |           |          |         |             |          |         |           |
| Plano, TX          | 128,713    |           |          |         |             |          |         |           |
| Rocky Mount, NC    | 50,000     |           |          |         |             |          |         |           |
| Salina, KS         | 43,000     |           |          |         |             |          |         |           |
| Shaker Heights, OH | 32,000     |           |          |         |             |          |         |           |
| Sioux Falls, SD    | 105,000    |           |          |         |             |          |         |           |
| St. Joseph, MO     | 71,852     |           |          |         |             |          |         |           |
| St. Peters, MO     | 45,000     |           |          |         |             |          |         |           |
| Shawnee County, KS | 125,000    |           |          |         |             |          |         |           |
| Wichita, KS        | 400,000    |           |          |         |             |          |         | 0         |
| Wilmette, IL       | 26,000     | \$44.00   |          | \$54.00 |             | 12.00    | 7       | \$6.29    |
| Wyoming, MI        | 65,000     |           | -        |         |             |          |         |           |
| Average            | -          | \$23.43   | \$435.00 | \$26.80 | 2           | \$13.64  | 7.63    | \$3.45    |
|                    |            |           |          |         |             |          |         | 20.02     |

|                    |         |           |          | 5       | פובה מכככנו |          |         |           |
|--------------------|---------|-----------|----------|---------|-------------|----------|---------|-----------|
|                    |         | Girls     | Girls    | Girls   | Number of   | Fees @   | Games @ | Ind. Fee@ |
|                    |         | Soccer    | Soccer   | Soccer  | Officials @ | Official | Season  | Game-Res. |
|                    |         | Ind. Res. | Team     | IndN.R  | Game        |          |         |           |
| Ames. Iowa         | 49.900  | \$15.00   |          | \$20.00 |             |          | ac      | \$1.88    |
| Ardmore. OK        | 25.500  | •         |          |         |             |          | •       |           |
| Arvada. CO         | 100,000 |           |          |         |             |          |         |           |
| Ashville, N.C.     | 62,000  |           |          |         |             |          |         |           |
| Ballwin, MO        | 21,406  |           |          |         |             |          |         |           |
| Beloit, IL.        | 37,152  |           |          |         |             |          |         |           |
| Bloomington, IN    | 60,000  |           |          |         |             |          |         |           |
| Blue Springs, MO   | 40,153  |           | \$435.00 |         | 3           | \$32.00  | 8       |           |
| Boulder, CO        | 88,312  |           |          |         |             |          |         |           |
| Bowling Green, OH  | 28,500  |           |          |         |             |          |         |           |
| Brentwood, MO      | 60,000  |           |          |         |             |          |         |           |
| Broken Arrow, OK   | 58,043  |           |          |         |             |          |         |           |
| Burllington, IA    | 28,000  |           |          |         |             |          |         |           |
| Cedar Rapids, IA   | 110,000 |           |          |         |             |          |         |           |
| Champaign, IL      | 65,000  | \$15.00   |          | \$25.00 | 2           | \$8.00   | 10      | \$1.50    |
| Council Bluffs, IA | 54,600  |           |          |         |             |          |         |           |
| Crystal Lake,IL    | 40,000  |           |          |         |             |          |         |           |
| Davenport, IA      | 98,000  | -         |          |         |             |          |         |           |
| Dubuque,IA         | 58,000  |           |          |         |             |          |         |           |
| Emporia, KS        | 25,600  |           |          |         |             |          |         |           |
| Fayetteville, N.C. | 76,000  | \$15.00   |          |         | 2           | \$16.00  |         |           |
| Ft. Collins, CO    | 87,758  |           |          |         |             |          |         |           |
| Grand Junction, CO | 29,034  |           |          |         |             |          |         |           |
| Grandview, MO      | 25,000  |           |          |         |             |          |         |           |
| Hazelwood, MO      | 15,512  |           |          |         |             |          |         |           |
| Highland Park, IL  | 30,575  |           | -        |         |             |          |         |           |
| lowa City, IA      | 60,000  | \$20.00   |          |         |             | \$6.50   | 9       | \$3.33    |
| Janesville, WI     | 52,538  |           |          |         |             |          |         |           |
| Jefferson City, MO | 35,517  |           |          |         |             |          |         |           |
| Kirkwood, MO       | 29,000  |           |          |         |             |          |         |           |
| Kokomo, IN         | 88,000  |           |          |         |             |          |         |           |
| Lawrence, IN       | 27,000  |           |          |         |             |          |         |           |
| Liberty, MO        | 21,000  | \$20.00   |          | \$25.00 | -           |          | 9       | \$3.33    |
| Lincoln, NE        | 191,972 |           |          |         |             |          |         |           |

| Community          | Population |           |          | ច       | Girls Soccer |          |         |           |
|--------------------|------------|-----------|----------|---------|--------------|----------|---------|-----------|
|                    |            | Girls     | Girls    | Girls   | Number of    | Fees @   | Games @ | Ind. Fee  |
|                    |            | Soccer    | Soccer   | Soccer  | Officials @  | Official | Season  | Game-Res. |
|                    |            | Ind. Res. | Team     | IndN.R  | Game         |          |         |           |
| Manhattan, KS      | 37,000     | \$10.00   |          | \$10.00 |              | \$9.00   | œ       | \$1.25    |
| Marshalitown, IA   | 25,000     |           |          |         |              |          |         |           |
| Maryville, MO      | 10,600     |           |          |         |              |          |         |           |
| Middletown, OH     | 50,000     |           |          |         |              |          |         |           |
| Normal, IL         | 40,023     |           |          |         |              |          |         |           |
| Norman, OK         | 80,071     |           |          |         |              |          |         |           |
| Odessa, TX         | 89,633     |           |          |         |              |          |         |           |
| Overland Park, KS  | 120,000    |           |          |         |              |          |         |           |
| Plano, TX          | 128,713    |           |          |         |              |          |         |           |
| Rocky Mount, NC    | 50,000     |           |          |         |              |          |         |           |
| Salina, KS         | 43,000     |           |          |         |              |          |         |           |
| Shaker Heights, OH | 32,000     |           |          |         |              |          |         |           |
| Sioux Falls, SD    | 105,000    |           |          |         |              |          |         |           |
| St. Joseph, MO     | 71,852     |           |          |         |              |          |         |           |
| St. Peters, MO     | 45,000     |           |          |         |              |          |         |           |
| Shawnee County, KS | 125,000    |           |          |         |              |          |         |           |
| Wichita, KS        | 400,000    |           |          |         |              |          |         |           |
| Wilmette, IL       | 26,000     |           | \$44.00  |         |              | \$12.00  | 7       |           |
| Wyoming, MI        | 65,000     |           |          |         |              |          |         |           |
| Average            | _          | \$15.83   | \$239.50 | \$20.00 | 2            | \$13.92  | 8       | \$2.26    |
|                    | UCT OZ     | extran    |          |         | 0            |          |         | 50 BG     |

| Community          | Population |           |          | Co-Rec    | Co-Rec Soccer-Youth | Ith      |         |           |
|--------------------|------------|-----------|----------|-----------|---------------------|----------|---------|-----------|
|                    |            | Co-Rec    | Co-Rec   | Co-Rec    | Number of           | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Soccer    | Soccer   | Soccer    | Officials @         | Official | Season  | Game-Res. |
|                    |            | Ind. Res. | Team     | IndN.R    | Game                |          |         |           |
| Ames, Iowa         | 49,900     |           |          |           |                     |          |         |           |
| Ardmore, OK        | 25,500     |           |          |           |                     |          |         |           |
| Arvada. CO         | 100,000    |           |          |           |                     |          |         |           |
| Ashville, N.C.     | 62,000     |           |          |           |                     |          |         |           |
| Ballwin, MO        | 21,406     | \$25.00   |          | \$38.00   |                     |          |         |           |
| Beloit, IL.        | 37,152     |           |          |           |                     |          |         |           |
| Bloomington, IN    | 60,000     |           |          |           |                     |          |         |           |
| Blue Springs, MO   | 40,153     |           | \$435.00 |           | n                   | \$32.00  | 80      |           |
| Boulder, CO        | 88,312     |           |          |           |                     |          |         |           |
| Bowling Green, OH  | 28,500     | \$15.00   |          |           |                     |          |         |           |
| Brentwood, MO      | 60,000     |           |          |           |                     |          |         |           |
| Broken Arrow, OK   | 58,043     |           |          |           |                     |          |         |           |
| Burllington, IA    | 28,000     |           |          |           |                     |          |         |           |
| Cedar Rapids, IA   | 110,000    | \$23.00   |          | \$23.00   |                     |          | 9       | \$3.83    |
| Champaign, IL      | 65,000     | \$15.00   |          | \$25.00   | 0                   | \$8.00   | 10      | \$1.50    |
| Council Bluffs, IA | 54,600     |           |          |           |                     |          |         |           |
| Crystal Lake, IL   | 40,000     |           |          |           |                     |          |         |           |
| Davenport, IA      | 98,000     |           |          |           |                     |          |         |           |
| Dubuque, IA        | 58,000     |           |          |           |                     |          |         |           |
| Emporia, KS        | 25,600     |           |          |           |                     |          |         |           |
| Fayetteville, N.C. | 76,000     |           |          |           |                     |          |         |           |
| Ft. Collins, CO    | 87,758     |           |          |           |                     |          |         |           |
| Grand Junction, CO | 29,034     |           |          |           |                     |          |         |           |
| Grandview, MO      | 25,000     |           |          |           |                     |          |         |           |
| Hazelwood, MO      | 15,512     |           |          | <br> <br> |                     |          |         |           |
| Highland Park, IL  | 30,575     |           |          |           |                     |          |         |           |
| lowa City, IA      | 60,000     | \$20.00   |          |           |                     | \$6.50   | 9       | \$3.33    |
| Janesville, WI     | 52,538     |           |          |           |                     |          |         |           |
| Jefferson City, MO | 35,517     |           |          |           |                     |          |         |           |
| Kirkwood, MO       | 29,000     |           | \$165.00 |           |                     |          |         |           |
| Kokomo, IN         | 88,000     |           |          |           |                     |          |         |           |
| Lawrence, IN       | 27,000     |           |          |           |                     |          |         |           |
| Liberty, MO        | 21,000     | \$20.00   |          | \$25.00   | -                   |          | 9       | \$3.33    |
| Lincoln, NE        | 191,972    |           |          |           |                     |          |         |           |

| Community          | Population |           |          | Co-Rei  | Co-Rec Soccer-Youth | ith         |         |           |
|--------------------|------------|-----------|----------|---------|---------------------|-------------|---------|-----------|
|                    |            | Co-Rec    | Co-Rec   | Co-Rec  | Number of           | Fees @      | Games @ | Ind. Fee@ |
|                    |            | Soccer    | Soccer   | Soccer  | Officials @         | Official    | Season  | Game-Res. |
|                    |            | Ind. Res. | Team     | IndN.R  | Game                |             |         |           |
| Manhattan, KS      | 37,000     |           |          |         |                     |             |         |           |
| Marshalltown, IA   | 25,000     |           |          |         |                     |             |         |           |
| Maryville, MO      | 10,600     |           |          |         |                     |             |         |           |
| Middletown, OH     | 50,000     |           |          |         |                     |             |         |           |
| Normal, 1L         | 40,023     |           |          |         |                     |             |         |           |
| Norman, OK         | 80,071     |           |          |         |                     |             |         |           |
| Odessa, TX         | 89,633     |           |          |         |                     |             |         |           |
| Overland Park, KS  | 120,000    |           |          |         |                     |             |         |           |
| Plano, TX          | 128,713    |           |          |         |                     |             |         |           |
| Rocky Mount, NC    | 50,000     |           |          |         |                     |             |         |           |
| Salina, KS         | 43,000     |           |          |         |                     |             |         |           |
| Shaker Heights, OH | 32,000     | \$40.00   |          | \$47.00 |                     |             | 7       | \$5.71    |
| Sioux Falls, SD    | 105,000    |           |          |         |                     |             |         |           |
| St. Joseph, MO     | 71,852     |           |          |         |                     |             |         |           |
| St. Peters, MO     | 45,000     |           |          |         |                     |             |         |           |
| Shawnee County, KS | 125,000    |           |          |         |                     |             |         |           |
| Wichita, KS        | 400,000    |           |          |         |                     |             |         |           |
| Wilmette, IL       | 26,000     |           |          |         |                     |             |         |           |
| Wyoming, MI        | 65,000     | \$25.00   |          | \$35.00 |                     |             |         |           |
| Average            |            | \$22.88   | \$300.00 | \$32.17 | 2                   | \$15.50<br> | 1       | \$3.54    |
| Columbia           | 70.100     | \$40.00   | _        | _       | - 2                 |             | 14      | \$2.86    |

| Community          | Population |            |            | Girl       | <b>Girls Basketball</b> |          |         |           |
|--------------------|------------|------------|------------|------------|-------------------------|----------|---------|-----------|
|                    |            | Girls      | Girls      | Girls      | Number of               | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Basketball | Basketball | Basketball | Officials @             | Official | Season  | Game-Res. |
|                    |            | Ind. Res.  | Team       | IndN.R     | Game                    |          |         |           |
| Ames, Iowa         | 49,900     | \$21.00    |            | \$26.00    |                         |          | 00      | \$2.63    |
| Ardmore, OK        | 25,500     |            |            |            |                         |          |         |           |
| Arvada. CO         | 100,000    |            |            |            |                         |          |         |           |
| Ashville, N.C.     | 62,000     |            |            |            |                         |          |         |           |
| Ballwin, MO        | 21,406     |            |            |            |                         |          |         |           |
| Beloit, IL.        | 37,152     |            |            |            |                         |          |         |           |
| Bloomington, IN    | 60,000     |            |            |            |                         |          |         |           |
| Blue Springs, MO   | 40,153     |            |            |            |                         |          |         |           |
| Boulder, CO        | 88,312     |            |            |            |                         |          |         |           |
| Bowling Green, OH  | 28,500     | \$25.00    |            |            |                         |          |         |           |
| Brentwood, MO      | 60,000     |            |            |            |                         |          |         |           |
| Broken Arrow, OK   | 58,043     |            |            |            |                         |          |         |           |
| Burllington, IA    | 28,000     |            |            |            |                         |          |         |           |
| Cedar Rapids, IA   | 110,000    | \$29.00    |            | \$29.00    |                         |          | 12      | \$2.42    |
| Champaign, IL      | 65,000     | \$30.00    |            | \$25.00    | 5                       | \$8.00   | œ       | \$3.75    |
| Council Bluffs, IA | 54,600     |            |            |            |                         |          |         |           |
| Crystal Lake, IL   | 40,000     | \$38.00    |            | \$57.00    |                         | \$10.00  |         |           |
| Davenport, IA      | 98,000     |            |            |            |                         |          |         |           |
| Dubuque, IA        | 58,000     |            |            |            |                         |          |         |           |
| Emporia, KS        | 25,600     | \$12.00    |            | \$14.00    |                         | \$4.25   | 12      | \$1.00    |
| Fayetteville, N.C. | 76,000     | \$15.00    |            |            | 2                       | \$13.00  |         |           |
| Ft. Collins, CO    | 87,758     |            |            |            |                         |          |         |           |
| Grand Junction, CO | 29,034     | \$13.00    |            | \$16.00    | -                       |          | 7       | \$1.86    |
| Grandview, MO      | 25,000     |            |            |            |                         |          |         |           |
| Hazelwood, MO      | 15,512     |            |            |            |                         |          |         |           |
| Highland Park, IL  | 30,575     | \$75.00    |            | \$99.00    | 0                       |          | 12      | \$6.25    |
| Iowa City, IA      | 60,000     | \$12.00    |            | \$5.00     |                         | \$5.00   | 9       | \$2.00    |
| Janesville, WI     | 52,538     |            |            |            |                         |          |         |           |
| Jefferson City, MO | 35,517     |            |            |            |                         |          |         |           |
| Kirkwood, MO       | 29,000     |            |            |            |                         |          |         |           |
| Kokomo, IN         | 88,000     |            |            |            |                         |          |         |           |
| Lawrence, IN       | 27,000     |            |            |            |                         |          |         |           |
| Liberty, MO        | 21,000     | \$30.00    |            | \$35.00    | 2                       |          | 8       | \$3.75    |
| Lincoln, NE        | 191,972    |            |            |            |                         |          |         |           |
|                    |            |            |            |            |                         |          |         |           |

| Manhattan, KS<br>Marshalltown, IA 23<br>Marvville MO 10 |         | AND DO TO THE REPORT OF THE RE | A STATE OF THE OWNER AND | and the second sec |             |          |         |           |
|---|---------|--|--|--|-------------|----------|---------|-----------|
|   |         | Girls  | Girls  | Girls  | Number of   | Fees @   | Games @ | Ind. Fee  |
|   |         | Basketball   | Basketball   | Basketball   | Officials @ | Official | Season  | Game-Res. |
|   |         | Ind. Res.  | Team   | IndN.R   | Game        |          |         |           |
|   | 37,000  | \$10.00  |  | \$10.00  |             | \$7.00   | œ       | \$1.25    |
|   | 25,000  |  |  | \$8.00   | 2           |          |         |           |
|   | 10,600  | \$25.00  |  | \$25.00  |             |          |         |           |
| Middletown, OH 50                                       | 50,000  |  |  |  |             |          |         |           |
| Normal, IL 4(   | 40,023  | \$40.00  |  |  |             |          |         |           |
| Norman, OK 8(   | 80,071  |  |  |  |             |          |         |           |
| Odessa, TX 8(   | 89,633  |  |  |  |             |          |         |           |
| Overland Park, KS 120                                   | 120,000 |  |  |  |             |          |         |           |
| Plano, TX 128   | 128,713 |  |  |  |             |          |         |           |
| Rocky Mount, NC 50                                      | 50,000  | \$9.00   |  | \$25.00  |             | \$10.00  | 15      | \$0.60    |
| Salina, KS 45   | 43,000  | \$3.00   | \$100.00   | \$3.00   | 2           | \$8.50   | 10      | \$0.30    |
| , OH  | 32,000  | \$50.00  |  |  |             |          | 10      | \$5.00    |
| Sioux Falls, SD 105                                     | 105,000 | 2 American   |  |  |             |          |         |           |
|   | 71,852  |  | \$60.00  |  | 2           |          | 7       |           |
|   | 45,000  |  |  |  |             |          |         |           |
| Shawnee County, KS 125                                  | 125,000 |  |  |  |             |          |         |           |
| Wichita, KS 400   | 400,000 |  |  |  |             |          |         |           |
| Wilmette, IL 26   | 26,000  | \$45.00  |  | \$55.00  |             | \$12.00  | 10      | \$4.50    |
| Wyoming, Mi 65  | 65,000  | \$25.00  |  |  |             |          |         |           |
| Average   |         | \$26.68  | \$80.00  | \$28.80  | 2           | \$8.64   | 10      | \$2.72    |
| Columbia 70   | 70.100  | \$25.00  | —  | _  | -2          | _        | 10      | \$2.50    |

|                    | Population |            |            | Boy        | <b>Boys Basketball</b> |          |         |           |
|--------------------|------------|------------|------------|------------|------------------------|----------|---------|-----------|
|                    |            | Boys       | Boys       | Boys       | Number of              | Fees @   | Games @ | Ind.Fee@  |
|                    |            | Basketball | Basketball | Basketball | Officials @            | Official | Season  | Game-Res. |
|                    |            | Ind. Res.  | Team       | IndN.R     | Game                   |          |         |           |
| Ames, Iowa         | 49,900     | \$21.00    |            |            |                        |          | œ       | \$2.63    |
| Ardmore, OK        | 25,500     |            |            |            |                        |          |         |           |
| Arvada. CO         | 100,000    |            |            |            |                        |          |         |           |
| Ashville, N.C.     | 62,000     |            |            |            |                        |          | 14      |           |
| Ballwin, MO        | 21,406     |            |            |            |                        |          |         |           |
| Beloit, IL.        | 37,152     |            |            |            |                        |          |         |           |
| Bloomington, IN    | 60,000     |            |            |            |                        |          |         |           |
| Blue Springs, MO   | 40,153     |            |            |            |                        | -        |         |           |
| Boulder, CO        | 88,312     | \$38.00    |            | \$45.00    |                        | 0        | 8       | \$4.75    |
| Bowling Green, OH  | 28,500     | \$25.00    |            |            |                        |          |         |           |
| Brentwood, MO      | 60,000     |            |            |            |                        |          |         |           |
| Broken Arrow, OK   | 58,043     |            |            |            |                        |          |         |           |
| Burllington, IA    | 28,000     |            |            |            |                        |          |         |           |
| Cedar Rapids, IA   | 110,000    | \$29.00    |            | \$29.00    |                        |          | 12      | \$2.42    |
| Champaign, IL      | 65,000     | \$30.00    |            |            | 2                      | \$8.00   | 80      | \$3.75    |
| Council Bluffs, IA | 54,600     |            |            |            |                        |          |         |           |
| Crystal Lake, IL   | 40,000     | \$38.00    |            | \$57.00    |                        | \$10.00  |         |           |
| Davenport, IA      | 98,000     |            |            |            |                        |          |         |           |
| Dubuque,IA         | 58,000     |            |            |            |                        |          |         |           |
| Emporia, KS        | 25,600     | \$12.00    |            | \$14.00    |                        | \$4.25   | 12      | \$1.00    |
| Fayetteville, N.C. | 76,000     | \$15.00    |            |            | 2                      | \$13.00  |         |           |
| Ft. Collins, CO    | 87,758     |            | \$24.00    |            |                        | \$8.50   | 7       |           |
| Grand Junction, CO | 29,034     | \$13.00    |            | \$16.00    | -                      |          | 2       | \$1.86    |
| Grandview, MO      | 25,000     |            |            |            |                        |          |         |           |
| Hazelwood, MO      | 15,512     |            |            |            | 2                      |          |         |           |
| Highland Park, IL  | 30,575     | \$70.00    |            | \$99.00    |                        |          | 12      | \$5.83    |
| Iowa City, IA      | 60,000     | \$12.00    |            | \$5.00     |                        | \$5.00   | 9       | \$2.00    |
| Janesville, WI     | 52,538     |            |            |            |                        |          |         |           |
| Jefferson City, MO | 35,517     |            |            |            |                        |          |         |           |
| Kirkwood, MO       | 29,000     |            |            |            |                        |          |         |           |
| Kokomo, IN         | 88,000     | \$30.00    |            | \$30.00    |                        | \$17.50  | 12      | \$2.50    |
| Lawrence, IN       | 27,000     | \$35.00    |            |            |                        |          | 9       | \$5.83    |
| Liberty, MO        | 21,000     | \$30.00    |            | \$35.00    | 0                      |          | 80      | \$3.75    |
| Lincoln, NE        | 191,972    |            |            |            |                        |          |         |           |

| Community          | Population |            |            | Boy         | <b>Boys Basketball</b> |          |         |           |
|--------------------|------------|------------|------------|-------------|------------------------|----------|---------|-----------|
|                    |            | Boys       | Boys       | Boys        | Number of              | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Basketball | Basketball | Basketball  | Officials @            | Official | Season  | Game-Res. |
|                    |            | Ind. Res.  | Team       | IndN.R      | Game                   |          |         |           |
| Manhattan, KS      | 37,000     | \$10.00    |            | \$10.00     |                        | \$7.00   | œ       | \$1.25    |
| Marshalltown, IA   | 25,000     |            |            |             |                        |          |         |           |
| Maryville, MO      | 10,600     | \$25.00    |            | \$25.00     | 2                      |          |         |           |
| Middletown, OH     | 50,000     |            |            |             |                        |          |         |           |
| Normal, IL         | 40,023     | \$40.00    |            |             |                        |          |         |           |
| Norman, OK         | 80,071     |            |            |             |                        |          |         |           |
| Odessa, TX         | 89,633     |            |            |             |                        |          |         |           |
| Overland Park, KS  | 120,000    |            |            |             |                        |          |         |           |
| Plano, TX          | 128,713    |            |            |             |                        |          |         |           |
| Rocky Mount, NC    | 50,000     | \$9.00     |            | \$25.00     |                        | \$10.00  | 15      | \$0.60    |
| Salina, KS         | 43,000     | \$3.00     | \$100.00   | \$3.00      | 2                      | \$8.50   | 10      | \$0.30    |
| Shaker Heights, OH | 32,000     | \$50.00    |            | \$62.00     |                        |          | 10      | \$5.00    |
| Sioux Falls, SD    | 105,000    |            |            |             |                        |          |         |           |
| St. Joseph, MO     | 71,852     |            | \$60.00    |             | 2                      |          | 7       |           |
| St. Peters, MO     | 45,000     |            |            |             |                        |          |         |           |
| Shawnee County, KS | 125,000    |            |            |             |                        |          |         |           |
| Wichita, KS        | 400,000    |            |            |             |                        |          |         |           |
| Wilmette, IL       | 26,000     | \$45.00    |            | \$55.00     |                        | \$12.00  | 10      | \$4.50    |
| Wyoming, MI        | 65,000     | \$25.00    |            | \$25.00     |                        |          |         |           |
| Average            |            | \$27.50    | \$61.33    | \$33.44<br> | 1.88                   | \$9.43   | 9.47    | \$2.30    |
| Columbia           | 70,100     | \$25.00    |            |             | 2                      |          | 10      | \$2.50    |

| dirt         dirt <th< th=""><th>Community</th><th>Population</th><th></th><th></th><th>Gir</th><th><b>Girls Fastpitch</b></th><th></th><th></th><th></th></th<>   | Community          | Population |           |           | Gir       | <b>Girls Fastpitch</b> |          |         |           |
|--|--------------------|------------|-----------|-----------|-----------|------------------------|----------|---------|-----------|
|  |                    |            | Girls     | Girls     | Girls     | Number of              | Fees @   | Games @ | Ind. Fee@ |
|  |                    |            | Fastpitch | Fastpitch | Fastpitch | Officials @            | Official | Season  | Game-Res. |
| 49.900         49.900         49.900         49.900         49.900         49.900         49.900         25.500         25.500         21.406         1         <  |                    |            | Ind. Res. | Team      | IndN.R    | Game                   |          |         |           |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$  | Ames, Iowa         | 49,900     |           |           |           |                        |          |         |           |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$  | Ardmore, OK        | 25,500     |           |           |           |                        |          |         |           |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$  | Arvada. CO         | 100,000    |           |           |           |                        |          |         |           |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$  | Ashville, N.C.     | 62,000     |           |           |           |                        |          |         |           |
|  | Ballwin, MO        | 21,406     |           |           |           |                        |          |         |           |
|  | Beloit, IL.        | 37,152     |           |           |           |                        |          |         |           |
|  | Bloomington, IN    | 60,000     |           |           |           |                        |          |         |           |
| 88,312         55.00         520.00         53.00         520.00         53.00   | Blue Springs, MO   | 40,153     |           |           |           |                        |          |         |           |
| OH         28,500         \$320,00         \$200,00         \$210 | Boulder, CO        | 88,312     |           |           |           |                        |          |         |           |
| 60,000 $60,000$ $60,000$ $80,000$ $835,003$ $80,000$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $835,00$ $831,00$ $832,00$ $932,00$   | Bowling Green, OH  | 28,500     | \$35.00   | \$200.00  |           |                        | \$20.00  |         |           |
| NK         58,043 $=$  | Brentwood, MO      | 60,000     |           |           |           |                        |          |         |           |
| 28,000 $28,000$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $835.00$ $831.00$  | Broken Arrow, OK   | 58,043     |           |           |           |                        |          |         |           |
| A         110,000         \$35.00         \$31.00                              | Burllington, IA    | 28,000     |           |           |           |                        |          |         |           |
| A         65,000         \$35.00         \$35.00         \$35.00         \$35.00         \$35.00         \$35.00         \$31.00                               | Cedar Rapids, IA   | 110,000    |           |           |           |                        |          |         |           |
| A         54,600         54,75  | Champaign, IL      | 65,000     |           | \$35.00   |           | 2                      |          | 15      |           |
|  | Council Bluffs, IA | 54,600     |           |           |           |                        |          |         |           |
| 98,000         58,000         513.00         514.00         514.00         514.00         513.00<  | Crystal Lake, IL   | 40,000     |           |           |           |                        |          |         |           |
| 58,000 $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$13.00$ $$10.00$ $$10.00$ $$10.00$ $$10.00$ $$10.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$285.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$ $$284.00$ $$313.00$   | Davenport, IA      | 98,000     |           |           |           |                        |          |         |           |
| 25,600 $$12.00$ $$14.00$ $$14.00$ $$10.00$ $87,758$ $$24.00$ $$24.00$ $$8.50$ $$8.50$ $87,758$ $$24.00$ $$53.00$ $$29.034$ $$$11.00$ $$$28.50$ $15,512$ $$$71.00$ $$$284.00$ $$$13.00$ $$$28.00$ $$$8.50$ $15,512$ $$$70.00$ $$$284.00$ $$$284.00$ $$$13.00$ $$$28.00$ $15,512$ $$$700$ $$$25.00$ $$$27.00$ $$$28.00$ $$$28.00$ $16,512$ $$$700$ $$$25.538$ $$$18.00$ $$$28.00$ $$$28.00$ $$$25,538$ $$$18.00$ $$$25.538$ $$$18.00$ $$$28.00$ $$$28.00$ $$$000$ $$$25.538$ $$$18.00$ $$$28.00$ $$$28.00$ $$$28.00$ $$$000$ $$$25.538$ $$$18.00$ $$$28.00$ $$$28.00$ $$$28.00$ $$$000$ $$$25.538$ $$$28.00$ $$$28.00$ $$$28.00$ $$$28.00$ $$$000$ $$$29.00$ $$$20.00$ $$$20.00$   | Dubuque,IA         | 58,000     | \$13.00   |           |           |                        |          | 8       | \$1.63    |
| 76,000 $76,000$ $87,758$ $$24,00$ $$28,50$ $$8,50$ $87,758$ $$24,00$ $$28,100$ $$28,300$ $$8,50$ $$8,50$ $15,512$ $$5100$ $$51,00$ $$58,50$ $$7,70$ $$8,500$ $$8,15,00$ $15,512$ $$5700$ $$5700$ $$5700$ $$510$ $$700$ $$515,00$ $16,512$ $$5700$ $$510$ $$510$ $$510$ $$510$ $$510$ $16,512$ $$5700$ $$510$ $$510$ $$510$ $$510$ $$510$ $$510$ $10,000$ $$510$ $$510$ $$510$ $$510$ $$510$ $$510$ $$510$ $10,000$ $$52,538$ $$518,00$ $$518,00$ $$518,00$ $$518,00$ $$518,00$ $$518,00$ $$510$  | Emporia, KS        | 25,600     | \$12.00   |           | \$14.00   |                        | \$10.00  | 12      | \$1.00    |
| 87,758         \$24.00         \$28.50         \$8.50           CO         29,034         \$11.00         \$284.00         \$13.00         \$8.50           0         25,000         \$11.00         \$284.00         \$13.00         \$15.00         \$15.00           0         15,512         \$70.00         \$510         \$15.00         \$15.00         \$15.00           1         30,575         \$70.00         \$15.00         \$15.00         \$15.00         \$15.00           1         30,575         \$70.00         \$15.00         \$15.00         \$15.00         \$15.00           1         30,575         \$70.00         \$18.00         \$18.00         \$18.00         \$18.00           1         52,538         \$18.00         \$18.00         \$18.00         \$18.00         \$18.00           1         52,538         \$18.00         \$18.00         \$18.00         \$18.00         \$18.00           1         22,538         \$18.00         \$18.00         \$18.00         \$18.00         \$18.00           1         22,538         \$18.00         \$18.00         \$18.00         \$18.00         \$19.00           1         23,000         \$19.00         \$19.00         \$19.00 <t< td=""><td>Fayetteville, N.C.</td><td>76,000</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>  | Fayetteville, N.C. | 76,000     |           |           |           |                        |          |         |           |
| CO $29,034$ $\$11.00$ $\$284.00$ $\$13.00$ $$29,034$ $\$11.00$ $\$284.00$ $\$13.00$ $$25,000$ $$25,000$ $$25,000$ $$25,000$ $$15,010$ $$20,000$ $$$70.00$ $$$70.00$ $$$70.00$ $$$70.00$ $$$70.00$ $$$710.00$ $$$710.00$ $$$715.00$ $$$710.00$ $$$715.00$ $$$710.00$ $$$715.00$ $$$710.00$  | Ft. Collins, CO    | 87,758     | \$24.00   |           |           |                        | \$8.50   | 7       | \$3.43    |
| 25,000 $25,000$ $25,000$ $515.2$ $570.00$ $575.2$ $570.00$ $515.00$ $517.00$ <th< td=""><td>Grand Junction, CO</td><td>29,034</td><td>\$11.00</td><td>\$284.00</td><td>\$13.00</td><td>2</td><td></td><td>10</td><td>\$1.10</td></th<>  | Grand Junction, CO | 29,034     | \$11.00   | \$284.00  | \$13.00   | 2                      |          | 10      | \$1.10    |
| IO         15,512         \$\$70.00         \$\$99.00         1         \$\$15.00           i, IL         30,575         \$70.00         \$15.00         \$\$15.00         \$\$15.00           i         60,000         \$15.00         \$\$15.00         \$\$15.00         \$\$15.00           i         52,538         \$\$18.00         \$\$18.00         \$\$4.75           i         0.000         \$\$18.00         \$\$18.00         \$\$4.75           i         0.000         \$\$25.00         \$\$18.00         \$\$4.75           i         0.000         \$\$28.00         \$\$18.00         \$\$4.75           i         191,972         191,972         \$\$         \$\$   | Grandview, MO      | 25,000     |           |           |           |                        |          |         |           |
| I.L.       30,575       \$70.00       \$15.00       \$15.00       \$15.00         60,000       \$15.00       \$15.00       \$15.00       \$15.00         52,538       \$18.00       \$18.00       \$4.75         MO       35,517       \$18.00       \$4.75         MO       35,517       \$18.00       \$18.00         MO       35,517       \$18.00       \$18.00         S8,000       \$29,000       \$18.00       \$18.00         130,000       \$28.00       \$18.00       \$18.00         27,000       \$28.00       \$18.00       \$10.00         21,000       \$28.00       \$10.00       \$57.00         131,972       131,972       \$10.00       \$10.00  | Hazelwood, MO      | 15,512     |           |           |           |                        |          |         |           |
| 60,000         \$15.00         \$15.00         \$15.00           52,538         \$18.00         \$18.00         \$4.75           MO         35,517         \$18.00         \$4.75           MO         35,517         \$18.00         \$4.75           \$8,000         \$29,000         \$28,000         \$4.70           \$8,000         \$22,000         \$28,000         \$28,000           \$11,972         \$11,972         \$11,972         \$11,972   | Highland Park, IL  | 30,575     | \$70.00   |           | \$99.00   | Ŧ                      |          | 12      | \$5.83    |
| 52,538         \$18.00         \$18.00         \$4.75           MO         35,517          \$18.00         \$4.75           MO         35,517           \$4.75           \$8,000         38,000           \$7.00         \$7.00           \$11,972         21,000         \$28.00           \$7.00         \$7.00           \$11,972         111,972             \$7.00         \$7.00   | lowa City, IA      | 60,000     | \$15.00   |           |           |                        | \$15.00  | 15      | \$1.00    |
| 35,517         35,517           29,000         29,000           88,000         \$8,000           27,000         \$28.00           21,000         \$28.00           191,972         191,972   | Janesville, WI     | 52,538     | \$18.00   |           | \$18.00   |                        | \$4.75   | 15      | \$1.20    |
| 29,000       29,000         88,000       88,000         27,000       \$28,000         21,000       191,972         191,972       191,972   | Jefferson City, MO | 35,517     |           |           |           |                        |          |         |           |
| 88,000         88,000         \$7.00         \$7.00           27,000         \$28.00         \$7.00         \$7.00           21,000         191,972         191,972         191,972  | Kirkwood, MO       | 29,000     |           |           |           |                        |          |         |           |
| N     27,000     \$28.00     \$7.00       21,000     191,972     191,972   | Kokomo, IN         | 88,000     |           |           |           |                        |          |         |           |
|  | Lawrence, IN       | 27,000     | \$28.00   |           |           |                        | \$7.00   | 8       | \$3.50    |
|  | Liberty, MO        | 21,000     |           |           |           |                        |          |         |           |
|  | Lincoln, NE        | 191,972    |           |           |           |                        |          |         |           |
|  |                    |            |           |           |           |                        |          |         |           |

| Community                     | Population |           |           | Giri      | <b>Girls Fastpitch</b> |          |         |           |
|-------------------------------|------------|-----------|-----------|-----------|------------------------|----------|---------|-----------|
|                               | 1000006    | Girls     | Girls     | Girls     | Number of              | Fees @   | Games @ | Ind. Fee@ |
|                               |            | Fastpitch | Fastpitch | Fastpitch | Officials @            | Official | Season  | Game-Res. |
|                               |            | Ind. Res. | Team      | IndN.R    | Game                   |          |         |           |
| Manhattan, KS                 | 37.000     | \$10.00   |           | \$10.00   |                        | 00.6%    | 14      | \$0.71    |
| Marshalltown, IA              | 25,000     |           |           |           |                        | )<br>)   |         |           |
| Maryville, MO                 | 10,600     | \$10.00   | \$50.00   | \$12.00   |                        |          |         |           |
| Middletown, OH                | 50,000     |           |           |           |                        |          |         |           |
| Normal, IL                    | 40,023     |           |           |           |                        |          |         |           |
| Norman, OK                    | 80,071     |           |           |           |                        |          |         |           |
| Odessa, TX                    | 89,633     |           |           |           |                        |          |         |           |
| Overland Park, KS             | 120,000    |           |           |           |                        |          |         |           |
| Plano, TX                     | 128,713    |           |           |           |                        |          |         |           |
| Rocky Mount, NC               | 50,000     |           |           |           |                        |          |         |           |
| Salina, KS                    | 43,000     | \$3.00    | \$120.00  | \$3.00    | 2                      | \$10.50  | 10      | \$0.30    |
| Shaker Heights, OH            | 32,000     |           |           |           |                        |          |         |           |
| SIOUX Falls, SU               | 105,000    |           |           |           |                        |          |         |           |
| St. Joseph, MO                | 71,852     |           |           |           |                        |          |         |           |
| St. Peters, MO                | 45,000     |           |           |           |                        |          |         |           |
| Shawnee County, KS            | 125,000    |           |           |           |                        |          |         |           |
| WICHITA, KS                   | 400,000    |           |           |           |                        |          |         |           |
| Willitette, IL<br>Misoming MI | 20,000     |           |           |           |                        |          |         |           |
| Average                       | 00000      | \$20.75   | \$137.80  | \$24.14   | 1.75                   | \$10.59  | - 5     | \$1.97    |
|                               |            |           |           |           |                        |          |         |           |
| Columbia                      | 70,100     | \$35.00   |           |           | 2                      |          | 12      | \$2.92    |

| Community          | Population |               |               | Boys          | <b>Boys Flag Football</b> |          |         |           |
|--------------------|------------|---------------|---------------|---------------|---------------------------|----------|---------|-----------|
|                    |            | Boys          | Boys          | Boys          | Number of                 | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Flag Football | Flag Football | Flag Football | Officials @               | Official | Season  | Game-Res. |
|                    |            | Ind. Res.     | Team          | IndN.R        | Game                      |          |         |           |
| Ames, Iowa         | 49,900     | \$11.00       |               | \$27.00       | m                         |          | œ       | \$1.38    |
| Ardmore, OK        | 25,500     |               |               |               |                           |          |         |           |
| Arvada. CO         | 100,000    |               |               |               |                           |          |         |           |
| Ashville, N.C.     | 62,000     |               |               |               |                           |          |         |           |
| Ballwin, MO        | 21,406     |               |               |               |                           |          |         |           |
| Beloit, IL.        | 37,152     |               |               |               |                           |          |         |           |
| Bloomington, IN    | 60,000     |               |               |               |                           |          |         |           |
| Blue Springs, MO   | 40,153     |               |               |               |                           |          |         |           |
| Boulder, CO        | 88,312     |               |               |               |                           |          |         |           |
| Bowling Green, OH  | 28,500     |               |               |               |                           |          |         |           |
| Brentwood, MO      | 60,000     |               |               |               |                           |          |         |           |
| Broken Arrow, OK   | 58,043     |               |               |               |                           |          |         |           |
| Burllington, IA    | 28,000     |               |               |               |                           |          |         |           |
| Cedar Rapids, IA   | 110,000    |               |               |               |                           |          |         |           |
| Champaign, IL      | 65,000     |               |               |               |                           |          |         |           |
| Council Bluffs, IA | 54,600     |               |               |               |                           |          |         |           |
| Crystal Lake, IL   | 40,000     |               |               |               |                           |          |         |           |
| Davenport, IA      | 98,000     |               |               |               |                           |          |         |           |
| Dubuque, IA        | 58,000     | \$9.00        |               |               |                           |          | 80      | \$1.13    |
| Emporia, KS        | 25,600     | \$11.00       |               | \$12.00       | -                         | \$7.00   | 10      | \$1.10    |
| Fayetteville, N.C. | 76,000     | \$15.00       |               |               | 4                         | \$13.00  |         |           |
| Ft. Collins, CO    | 87,758     | \$24.00       |               |               |                           | \$8.50   | 7       | \$3.43    |
| Grand Junction, CO | 29,034     |               |               |               |                           |          |         |           |
| Grandview, MO      | 25,000     |               |               |               |                           |          |         |           |
| Hazelwood, MO      | 15,512     |               |               |               |                           |          |         |           |
| Highland Park, IL  | 30,575     |               |               |               |                           |          |         |           |
| lowa City, IA      | 60,000     | \$12.00       |               | \$5.00        |                           | \$5.00   | 9       | \$2.00    |
| Janesville, WI     | 52,538     |               |               |               |                           |          |         |           |
| Jefferson City, MO | 35,517     |               |               |               |                           |          |         |           |
| Kirkwood, MO       | 29,000     |               |               |               |                           |          |         |           |
| Kokomo, IN         | 88,000     |               |               |               |                           |          |         |           |
| Lawrence, IN       | 27,000     | \$20.00       |               |               |                           |          | œ       | \$2.50    |
| Liberty, MO        | 21,000     | \$25.00       |               | \$30.00       | 0                         |          | 9       | \$4.17    |
| Lincoln, NE        | 191,972    |               |               |               |                           |          |         |           |

|                    | Population |               |               | Boys          | Boys Flag Football | =        |         |           |
|--------------------|------------|---------------|---------------|---------------|--------------------|----------|---------|-----------|
|                    |            | Boys          | Boys          | Boys          | Number of          | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Flag Football | Flag Football | Flag Football | Officials @        | Official | Season  | Game-Res. |
|                    |            | Ind. Res.     | Team          | IndN.R        | Game               |          |         |           |
| Manhattan, KS      | 37,000     | \$10.00       |               | \$10.00       |                    | \$7.00   | œ       | \$1.25    |
| Marshalltown, IA   | 25,000     |               |               |               |                    |          | 2       | ,         |
| Maryville, MO      | 10,600     |               |               |               |                    |          |         |           |
| Middletown, OH     | 50,000     |               |               |               |                    |          |         |           |
| Normal, IL         | 40,023     |               |               |               |                    |          |         |           |
| Norman, OK         | 80,071     |               |               |               |                    |          |         |           |
| Odessa, TX         | 89,633     |               |               |               |                    |          |         |           |
| Overland Park, KS  | 120,000    |               |               |               |                    |          |         |           |
| Plano, TX          | 128,713    |               |               |               |                    |          |         |           |
| Rocky Mount, NC    | 50,000     | \$6.00        |               | \$25.00       |                    | \$10.00  | 10      | \$0.60    |
| Salina, KS         | 43,000     |               |               |               |                    |          |         |           |
| Shaker Heights, OH | 32,000     | \$40.00       |               | \$47.00       |                    |          | 00      | \$5.00    |
| Sioux Falls, SD    | 105,000    |               |               |               |                    |          |         |           |
| St. Joseph, MO     | 71,852     |               |               |               |                    |          |         |           |
| St. Peters, MO     | 45,000     |               |               |               |                    |          |         |           |
| Shawnee County, KS | 125,000    | \$15.00       |               | \$15.00       | 0                  | \$7.50   | 9       | \$2.50    |
| Wichita, KS        | 400,000    |               |               |               |                    |          |         |           |
| Wilmette, IL       | 26,000     |               |               |               |                    |          |         |           |
| Wyoming, Mi        | 65,000     |               |               |               |                    |          |         |           |
| Average            |            | \$16.50       |               | \$21.38       | 2.75               | \$8.29   | 51-15   | \$2.28    |
| Columbia           |            | 00 202        |               |               |                    |          |         |           |

| Community          | Population |           |         | ä       | Boys Teeball |          |         |            |
|--------------------|------------|-----------|---------|---------|--------------|----------|---------|------------|
|                    |            | Boys      | Boys    | Boys    | Number of    | Fees @   | Games @ | Ind. Fee @ |
|                    |            | Teeball   | Teeball | Teeball | Officials @  | Official | Season  | Game-Res.  |
|                    |            | Ind. Res. | Team    | IndN.R  | Game         |          |         |            |
| Ames, Iowa         | 49,900     | \$18.00   |         | \$23.00 |              |          |         |            |
| Ardmore, OK        | 25,500     |           |         |         |              |          |         |            |
| Arvada. CO         | 100,000    |           |         |         |              |          |         |            |
| Ashville, N.C.     | 62,000     |           |         |         |              |          |         |            |
| Ballwin, MO        | 21,406     |           |         |         |              |          |         |            |
| Beloit, IL.        | 37,152     |           |         |         |              |          |         |            |
| Bloomington, IN    | 60,000     | \$12.00   |         | \$18.00 |              |          |         |            |
| Blue Springs, MO   | 40,153     |           |         |         |              |          |         |            |
| Boulder, CO        | 88,312     |           |         |         |              |          |         |            |
| Bowling Green, OH  | 28,500     | \$40.00   |         |         |              | \$10.00  |         |            |
| Brentwood, MO      | 60,000     |           |         |         |              |          |         |            |
| Broken Arrow, OK   | 58,043     |           |         |         |              |          |         |            |
| Burllington, IA    | 28,000     |           |         |         |              |          |         |            |
| Cedar Rapids, IA   | 110,000    | \$19.00   |         | \$19.00 |              | \$5.00   | 9       | \$3.17     |
| Champaign, IL      | 65,000     | \$22.00   |         | \$32.00 |              |          |         |            |
| Council Bluffs, IA | 54,600     | \$10.00   |         |         |              |          |         |            |
| Crystal Lake,IL    | 40,000     |           | \$30.00 |         |              |          |         |            |
| Davenport, IA      | 98,000     |           |         |         |              |          |         |            |
| Dubuque,IA         | 58,000     | \$13.00   |         |         |              |          | 80      | \$1.63     |
| Emporia, KS        | 25,600     | \$9.00    |         | \$11.00 |              | \$5.50   | 7       | \$1.29     |
| Fayetteville, N.C. | 76,000     | \$15.00   |         |         | -            | \$7.50   |         |            |
| Ft. Collins, CO    | 87,758     | \$30.00   |         |         |              | \$8.50   | 7       | \$4.29     |
| Grand Junction, CO | 29,034     |           |         |         |              |          |         |            |
| Grandview, MO      | 25,000     |           |         |         |              |          |         |            |
| Hazelwood, MO      | 15,512     |           |         |         |              |          |         |            |
| Highland Park, IL  | 30,575     | \$57.00   |         | \$84.00 | F            |          | 80      | \$7.13     |
| Iowa City, IA      | 60,000     | \$15.00   |         |         |              | \$7.50   | 15      | \$1.00     |
| Janesville, WI     | 52,538     |           |         |         |              |          |         |            |
| Jefferson City, MO | 35,517     | \$16.00   |         | \$22.00 | 2            |          | 9       | \$2.67     |
| Kirkwood, MO       | 29,000     |           |         |         |              |          |         |            |
| Kokomo, IN         | 88,000     |           |         |         |              |          |         |            |
| Lawrence, IN       | 27,000     | \$22.00   |         |         |              |          | 8       | \$2.75     |
| Liberty, MO        | 21,000     | \$20.00   |         | \$25.00 | 2            |          | 8       | \$2.50     |
| Lincoln. NE        | 191,972    |           |         |         |              |          |         |            |

| Community          | Population |           |         | ñ       | <b>Boys Teeball</b> |          |         |           |
|--------------------|------------|-----------|---------|---------|---------------------|----------|---------|-----------|
|                    |            | Boys      | Boys    | Boys    | Number of           | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Teeball   | Teeball | Teeball | Officials @         | Official | Season  | Game-Res. |
|                    |            | Ind. Res. | Team    | IndN.R  | Game                |          |         |           |
| Manhattan, KS      | 37,000     | \$10.00   |         | \$10.00 |                     |          | œ       | \$1.25    |
| Marshalltown, IA   | 25,000     |           |         |         |                     |          |         | +         |
| Maryville, MO      | 10,600     | \$10.00   | \$50.00 | \$12.00 |                     |          |         |           |
| Middletown, OH     | 50,000     |           |         |         |                     |          |         |           |
| Normal, IL         | 40,023     | \$12.00   |         |         |                     |          |         |           |
| Norman, OK         | 80,071     | \$40.00   |         |         |                     |          |         |           |
| Odessa, TX         | 89,633     |           |         |         |                     |          |         |           |
| Overland Park, KS  | 120,000    |           |         |         |                     |          |         |           |
| Plano, TX          | 128,713    |           |         |         |                     |          |         |           |
| Rocky Mount, NC    | 50,000     | \$8.00    |         | \$25.00 |                     | \$5.00   | 9       | \$0.80    |
| Salina, KS         | 43,000     |           |         |         |                     |          |         |           |
| Shaker Heights, OH | 32,000     | \$40.00   |         | \$47.00 |                     |          | 80      | \$5.00    |
| Sioux Falls, SD    | 105,000    |           |         |         |                     |          |         |           |
| St. Joseph, MO     | 71,852     |           |         |         |                     |          |         |           |
| St. Peters, MO     | 45,000     |           |         |         |                     |          |         |           |
| Shawnee County, KS | 125,000    |           |         |         |                     |          |         |           |
| Wichita, KS        | 400,000    | \$18.00   |         |         |                     |          |         |           |
| Wilmette, IL       | 26,000     | \$30.00   |         | \$37.00 |                     | \$8.00   | 5       | \$6.00    |
| Wyoming, MI        | 65,000     |           |         |         |                     |          |         |           |
| Average            | -          | \$21.13   | \$40.00 | \$28.08 | 1.5                 | \$7.13   | 8       | \$3.03    |
| Columbia           | 70,100     | \$30.00   |         |         | -                   |          | 12      | \$2:50    |

| Community          | Population |              |              | Boys'        | <b>Boys Tackle Footbal</b> | all      |         |           |
|--------------------|------------|--------------|--------------|--------------|----------------------------|----------|---------|-----------|
|                    |            | Boys         | Boys         | Boys         | Number of                  | Fees @   | Games @ | Ind. Fee@ |
|                    |            | Tackle Foot. | Tackle Foot. | Tackle Foot. | Officials @                | Official | Season  | Game-Res. |
|                    |            | Ind. Res.    | Team         | IndN.R       | Game                       |          |         |           |
| Ames, Iowa         | 49,900     |              |              |              |                            |          |         |           |
| Ardmore, OK        | 25,500     |              |              |              |                            |          |         |           |
| Arvada. CO         | 100,000    |              |              |              |                            |          |         |           |
| Ashville, N.C.     | 62,000     |              |              |              |                            |          |         |           |
| Ballwin, MO        | 21,406     |              |              |              |                            |          |         |           |
| Beloit, IL.        | 37,152     |              |              |              |                            |          |         |           |
| Bloomington, IN    | 60,000     |              |              |              |                            |          |         |           |
| Blue Springs, MO   | 40,153     |              |              |              |                            |          |         |           |
| Boulder, CO        | 88,312     | \$38.00      |              | \$46.00      |                            |          | 8       | \$4.75    |
| Bowling Green, OH  | 28,500     |              |              |              |                            |          |         |           |
| Brentwood, MO      | 60,000     |              |              |              |                            |          |         |           |
| Broken Arrow, OK   | 58,043     |              |              |              |                            |          |         |           |
| Burllington, IA    | 28,000     |              |              |              |                            |          |         |           |
| Cedar Rapids, IA   | 110,000    |              |              |              |                            |          |         |           |
| Champaign, IL      | 65,000     |              |              |              |                            |          |         |           |
| Council Bluffs, IA | 54,600     |              |              |              |                            |          |         |           |
| Crystal Lake, IL   | 40,000     |              |              |              |                            |          |         |           |
| Davenport, IA      | 98,000     |              |              |              |                            |          |         |           |
| Dubuque, IA        | 58,000     |              |              |              |                            |          |         |           |
| Emporia, KS        | 25,600     |              |              |              |                            |          |         |           |
| Fayetteville, N.C. | 76,000     | \$15.00      |              |              | 4                          | \$16.00  |         |           |
| Ft. Collins, CO    | 87,758     | \$24.00      |              |              |                            | \$8.50   | 7       | \$3.43    |
| Grand Junction, CO | 29,034     |              |              |              |                            |          |         |           |
| Grandview, MO      | 25,000     |              |              |              |                            |          |         |           |
| Hazelwood, MO      | 15,512     |              |              |              |                            |          |         |           |
| Highland Park, IL  | 30,575     | \$99.00      |              | \$99.00      | n                          |          | ÷       | \$9.00    |
| Iowa City, IA      | 60,000     |              |              |              |                            |          |         |           |
| Janesville, WI     | 52,538     |              |              |              |                            |          |         |           |
| Jefferson City, MO | 35,517     |              |              |              |                            |          |         |           |
| Kirkwood, MO       | 29,000     |              |              |              |                            |          |         |           |
| Kokomo, IN         | 88,000     |              |              |              |                            |          |         |           |
| Lawrence, IN       | 27,000     | \$30.00      |              |              |                            | \$15.00  | 8       | \$3.75    |
| Liberty, MO        | 21,000     |              |              |              |                            |          |         |           |
| Lincoln, NE        | 191,972    |              |              |              |                            |          |         |           |

| Community          | Population |              |              | Boys 1       | <b>Boys Tackle Football</b> | lle      |         |           |
|--------------------|------------|--------------|--------------|--------------|-----------------------------|----------|---------|-----------|
|                    |            | Boys         | Boys         | Boys         | Number of                   | Fees @   | Games @ | Ind. Fee  |
|                    |            | Tackle Foot. | Tackle Foot. | Tackle Foot. | Officials @                 | Official | Season  | Game-Res. |
|                    |            | Ind. Res.    | Team         | IndN.R       | Game                        |          |         |           |
| Manhattan, KS      | 37,000     |              |              |              |                             |          |         |           |
| Marshalltown, IA   | 25,000     |              |              |              |                             |          |         |           |
| Maryville, MO      | 10,600     |              |              |              |                             |          |         |           |
| Middletown, OH     | 50,000     |              |              |              |                             |          |         |           |
| Normal, IL         | 40,023     |              |              |              |                             |          |         |           |
| Norman, OK         | 80,071     |              |              |              |                             |          |         |           |
| Odessa, TX         | 89,633     |              |              |              |                             |          |         |           |
| Overland Park, KS  | 120,000    |              |              |              |                             |          |         |           |
| Plano, TX          | 128,713    |              |              |              |                             |          |         |           |
| Rocky Mount, NC    | 50,000     |              |              |              |                             |          |         |           |
| Salina, KS         | 43,000     |              |              |              |                             |          |         |           |
| Shaker Heights, OH | 32,000     |              |              |              |                             |          |         |           |
| Sioux Falls, SD    | 105,000    |              |              |              |                             |          |         |           |
| St. Joseph, MO     | 71,852     |              |              |              |                             |          |         |           |
| St. Peters, MO     | 45,000     |              |              |              |                             |          |         |           |
| Shawnee County, KS | 125,000    |              |              |              |                             |          |         |           |
| Wichita, KS        | 400,000    | \$20.00      |              |              |                             |          |         |           |
| Wilmette, IL       | 26,000     | \$90.00      |              | 00.96\$      |                             | \$35.00  | 9       | \$15.00   |
| Wyoming, MI        | 65,000     |              |              |              |                             |          |         |           |
| Average            | -          | \$45.14      | _            | \$81.33      | 3.5                         | \$18.63  | 8       | \$7.19    |
| Columbia           | 00+04      |              |              |              | <b>c</b>                    |          |         | 56.33     |

## COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

| Community          | Population |              |             |           |             | Direct Costs  | <u>8</u> 28 |            |           |                          |             |
|--------------------|------------|--------------|-------------|-----------|-------------|---------------|-------------|------------|-----------|--------------------------|-------------|
|                    |            | Written Fees | Salaries    | Equipment | Maintenance | Direct Unline | Densel of   |            |           |                          |             |
|                    |            | Policy       | Enefits Ets | Supplies  | Costs       | Costs         | Durnard     | Inental Of | Insurance | Fees to Gov. Advertising | Advertising |
|                    |            |              |             |           |             |               | Facilities  |            |           | Bodies and/or            | Printing    |
| Amas Inus          | 000.01     |              |             |           |             |               |             | ractities  |           | Comp.                    |             |
| Automatic OV       | 006'54     | z            | ۲           | ۲         | 7           | >             |             | 3          |           |                          |             |
| NO STATE           | 25,500     | N            | ۲           | X         | >           |               | ,           | -          |           | ۲                        | 7           |
| Arvada. CO         | 100,000    | ٨            | 7           | •         | . >         | 2             | -           |            | ٨         | 7                        | 7           |
| Ashville, N.C.     | 62,000     |              | ~           |           | -           |               | ٨           | ۲          |           | 7                        |             |
| Ballwin, MO        | 21,406     | ٨            | . >         | - >       |             |               |             |            | 7         |                          |             |
| Beloit, IL.        | 37,152     |              |             | - >       | -           |               |             | ۲          | >         |                          | *           |
| Bloomington, IN    | 60,000     | >            | . >         | ->        | :           |               | ٨           |            |           |                          |             |
| Blue Springs, MO   | 40,153     |              | . >         | - >       |             |               |             |            | 7         | 7                        | >           |
| Boulder, CO        | 88.312     |              | ~ >         | - >       | >           | >             |             | ٨          |           | ,                        |             |
| Bowling Green, OH  | 28,500     | >            | ->          | .,        | >           | >             | ٢           |            |           |                          |             |
| Brentwood, MO      | 60.000     | N            |             | - 2       | >           | ٨             | ۲           | ٨          |           | 7                        | >           |
| Broken Arrow, OK   | 58,043     |              | -           | -         | >           | ٨             | ۲           | ٨          | 7         |                          |             |
| Burllington, IA    | 28,000     | N            | >           |           |             |               | ٨           |            |           |                          |             |
| Cedar Rapids, IA   | 110,000    | >            | >           | ,         | >           | >             |             |            | ۲         |                          |             |
| Champaign, IL      | 65,000     | . >          | ~           | - >       | Å           | 7             |             | ۲          |           |                          | >           |
| Council Bluffs, IA | 54,600     | z            | • >         | ->        | ,           |               | >           |            | 0         |                          |             |
| Crystal Lake, IL   | 40,000     | z            | >           | ~         | - 3         | *             |             | ٢          |           |                          | *           |
| Davenport, IA      | 98,000     | 7            | >           | -         | - >         |               |             | ٢          | ٨         | 7                        | ×           |
| Dubuque, IA        | 58,000     | z            |             | >         | - >         |               | 7           | ٢          | ۲         | ٢                        | 7           |
| Emporia, KS        | 25,600     | >            |             | - >       | -;          | >             | 7           |            |           | 7                        |             |
| Fayetteville, N.C. | 76,000     | ~            |             | - >       | - >         | *             | >           |            | 7         |                          | *           |
| Ft. Collins, CO    | 87,758     | 7            |             | - >       | - >         | X             |             |            | Y         | ٨                        | ٨           |
| Grand Junction, CO | 29,034     | ٨            |             | -         | -           |               |             | ۲          |           |                          | 7           |
| Grandview, MO      | 26,000     | 7            | ~           | >         | >           |               |             |            |           |                          |             |
| Hazelwood, MO      | 15,512     | 7            | >           | - >       | -           | 2             | X           |            |           |                          | ~           |
| Highland Park, IL  | 30,576     | 7            |             | . >       | ,           | ,             | >           | ۲          | Y         | ٨                        | 7           |
| lowa City, IA      | 60,000     | 7            | >           | ~         | - >         | >             |             |            |           | 7                        | 7           |
| Janesville, WI     | 62,538     | X            |             | . >       | ->          | > 3           |             | 7          |           | 7                        | X           |
| Jefferson City, MO | 35,617     | 7            | . >         |           | - >         | -             |             | >          |           |                          | Y           |
| Kirkwood, MO       | 29,000     | 7            |             | . ,       | -           | -             | >           | ٨          | ۲         | ٢                        | ٢           |
| Kokomo, IN         | 88,000     | ٨            | X           | -         |             |               |             | ٨          | ٨         | ۲                        | ۲           |
| Lawrence, IN       | 27,000     | ٨            | >           | >         |             |               | -           | >          | ۲         |                          | Y           |
| Liberty, MO        | 21,000     | ٨            |             | >         | >           |               | > ;         |            |           |                          | ۲           |
| Incolo MC          |            |              |             |           |             |               |             |            |           |                          |             |

| Mitter Fase         Equipment         Mutationed         Deck         Mutationed         Mutationed <th>Ammunico</th> <th>Population</th> <th></th> <th></th> <th></th> <th></th> <th>Direct Costs</th> <th>2513</th> <th></th> <th></th> <th></th> <th></th> | Ammunico               | Population |              |     |     |             | Direct Costs   | 2513       |                     |            |               |             |
|--|------------------------|------------|--------------|-----|-----|-------------|----------------|------------|---------------------|------------|---------------|-------------|
| Field         France         Costs         <   |                        |            | Written Fees |     |     | Maintanance | Direct Utility |            | Rental of           | Insurance  | Fame to Gau   | Advantation |
| Ki         37,000         N         Y         Y         Facilities         Facilities         Facilities         Comp.           0.1         1,0600         Y </th <th></th> <th></th> <th>rolicy</th> <th></th> <th></th> <th>Costs</th> <th>Costs</th> <th></th> <th>Non-owned</th> <th>-</th> <th>Rodian and/or</th> <th>Delating</th>  |                        |            | rolicy       |     |     | Costs       | Costs          |            | Non-owned           | -          | Rodian and/or | Delating    |
| KS         37,000         N         Y </th <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>Facilities</th> <th>Facilities</th> <th></th> <th>Comp</th> <th>finner -</th>   |                        |            |              |     |     |             |                | Facilities | Facilities          |            | Comp          | finner -    |
| $ \begin{array}{c ccccccccccccccccccccccccccccccccccc$   | fanhattan, KS          | 37.000     |              | >   | ,   |             |                |            |                     |            |               |             |
| 0         10.600         Y <td>farshalltown, IA</td> <td>25.000</td> <td></td> <td>- &gt;</td> <td>- &gt;</td> <td></td> <td></td> <td></td> <td>٢</td> <td></td> <td>Y</td> <td></td>   | farshalltown, IA       | 25.000     |              | - > | - > |             |                |            | ٢                   |            | Y             |             |
| OH         60.000         Y </td <td>faryville, MO</td> <td>10,600</td> <td></td> <td>. &gt;</td> <td>-&gt;</td> <td>*</td> <td>&gt;</td> <td>۲</td> <td></td> <td></td> <td></td> <td></td>   | faryville, MO          | 10,600     |              | . > | ->  | *           | >              | ۲          |                     |            |               |             |
| 40,023       N       Y <thy< th="">       Y       <thy< th=""> <thy< th=""></thy<></thy<></thy<>   | Niddletown, OH         | 50,000     |              | . > | ->  | ,           | >:             | >          |                     |            |               | ۲.          |
| $ \begin{array}{c ccccccccccccccccccccccccccccccccccc$   | ormal, IL              | 40,023     |              | . > | - > | 7           | >              |            | ۲                   |            | ۲             | 7           |
| B9,633       Y <td>orman, OK</td> <td>80,071</td> <td></td> <td>. &gt;</td> <td>-&gt;</td> <td>,</td> <td></td> <td></td> <td>7</td> <td></td> <td>7</td> <td>Y</td>   | orman, OK              | 80,071     |              | . > | ->  | ,           |                |            | 7                   |            | 7             | Y           |
| (i, KS       120,000       Y <t< td=""><td>dessa, TX</td><td>89,633</td><td></td><td></td><td>- &gt;</td><td>- &gt;</td><td>,</td><td>-</td><td></td><td>λ</td><td></td><td>٨</td></t<>  | dessa, TX              | 89,633     |              |     | - > | - >         | ,              | -          |                     | λ          |               | ٨           |
| 128,713       Y </td <td>verland Park, KS</td> <td>120,000</td> <td></td> <td>&gt;</td> <td>-&gt;</td> <td>- &gt;</td> <td></td> <td>&gt;</td> <td></td> <td>٨</td> <td>۲</td> <td>۲</td>  | verland Park, KS       | 120,000    |              | >   | ->  | - >         |                | >          |                     | ٨          | ۲             | ۲           |
| I, NC       60,000       N       Y   | ano, TX                | 128,713    |              |     | - > |             | 1              | *          |                     |            | ۲             |             |
| His. OH       43.000       Y <t< td=""><td>ocky Mount, NC</td><td>60,000</td><td></td><td>. &gt;</td><td>- &gt;</td><td></td><td></td><td>2</td><td></td><td></td><td></td><td>&gt;</td></t<>  | ocky Mount, NC         | 60,000     |              | . > | - > |             |                | 2          |                     |            |               | >           |
| NII:     0H     32,000     Y     Y     Y     Y     Y       SD     106,000     Y     Y     Y     Y     Y     Y       MO     71,872     Y     Y     Y     Y     Y     Y       MO     11,872     Y     Y     Y     Y     Y     Y       10     126,000     Y     Y     Y     Y     Y     Y       11     126,000     Y     Y     Y     Y     Y     Y       11     126,000     Y     Y     Y     Y     Y     Y       11     65,000     Y     Y     Y     Y     Y     Y       126,000     Y     Y     Y     Y     Y     Y     Y       11     65,000     Y     Y     Y     Y     Y     Y       11     65,000     Y     <   | alina, KS              | 43,000     |              | >   | . > |             |                |            | >                   |            | ٨             |             |
| SD     105,000     Y     <   | haker Heights, OH      | 32.000     |              | >   | ,   |             |                |            | 7                   |            | 7             | ٨           |
| MO         71,852         Y<   | oux Falls, SD          | 105,000    |              | - > | ->  | - >         | >              |            | 7                   | ٢          | 7             | 7           |
| 10 45,000 N Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y Y  | . Joseph, MO           | 71.852     |              | >   | ->  | - >         | ;              |            | ٨                   |            |               | ٨           |
| 125,000     Υ     Υ     Υ     Υ       400,000     Υ     Υ     Υ     Υ       26,000     Υ     Υ     Υ       1     65,000     Υ     Υ       1     65,000     Υ     Υ       1     65,000     Υ     Υ       1     7     Υ     Υ       1     7     Υ     Υ       1     7     Υ     Υ       1     7     Υ       1     7     Υ       1     81%     53%       2.3%     53%       2.3%     53%  | . Peters, MO           | 45.000     |              | >   | - , | -           | -              |            |                     | ۲          | >             | ٨           |
| 400.000         Υ<   | speka, KS              | 125.000    |              | ->  | - > |             |                | ٨          | ٨                   |            | *             | ٨           |
| 26,000         Y </td <td>Ichita, KS</td> <td>400,000</td> <td></td> <td>- &gt;</td> <td>- &gt;</td> <td>-</td> <td></td> <td></td> <td>*</td> <td></td> <td></td> <td>٨</td>  | Ichita, KS             | 400,000    |              | - > | - > | -           |                |            | *                   |            |               | ٨           |
| 1 65,000 Y Y Y Y 237 237 237 237 237 237 237 237 237 237   | limette, IL            | 26,000     |              | - > | ->  |             | >              |            |                     |            |               |             |
| 517 12M 52Y 46Y 35Y 27Y 22Y 28Y 40Y 27Y 22Y 28Y 10Y 27Y 22Y 28Y 10Y 27Y 23% 34% 51%  | 'yoming, MI            | 65,000     |              | X   | ->  | >           |                |            | 7                   |            | 7             | ۲           |
| 70% 98% 51% 68% 51% 42% 53% 34% 51%  | Mei Rasp.              |            | STY 12N      | 82Y | 487 | 35V         | ALL            | 250        |                     |            |               | ۲           |
|  | stcart Yes<br>scart Na |            | 70%<br>23%   | 38% | 91% |             | 212<br>212     | 42%        | -<br>20<br>20<br>20 | 187<br>34% | 21%<br>\$13   | 79%         |

| Community          | Population |          |          |          |        | Indiract Costs | :DSIS     |             |                         |             |
|--------------------|------------|----------|----------|----------|--------|----------------|-----------|-------------|-------------------------|-------------|
|                    |            | Flat     | Prorated | Proratad | Office | Prorated       | Prorated  | Browned     |                         |             |
|                    |            | Parcent  | Parcent  | Percent  | Costa  | Parcant        | Parcent   | Deneral     | maniance reas to pooles | Advertising |
|                    |            | of Costs | Adm.     | Program  |        | Addentising    | Non-      | Non-        |                         | Printing    |
|                    |            |          | Staff    | Staff    |        |                | Seperable | Saperable   |                         |             |
| Ames. Iowa         |            |          |          |          |        |                | Utilities | Mclatenance |                         |             |
| Ardmore, OK        | 25 500     |          |          |          |        |                |           |             |                         |             |
| Arvada. CO         | 100,001    |          | ,        |          | >      | ٨              | _         |             |                         |             |
| Ashville, N.C.     | 000 09     |          | -        |          | >      | 7              | ٢         | ۲           |                         |             |
| Ballwin MO         | 21 405     |          |          |          | >      | ٨              |           |             |                         |             |
| Beloit. IL.        | 37 153     |          |          | >        |        |                |           |             |                         |             |
| Bloomington, IN    | 60.000     |          |          |          |        |                |           |             |                         |             |
| Blue Springs, MO   | 40.153     |          |          |          | ,      |                |           |             |                         |             |
| Boulder, CO        |            |          |          |          | 1      | *              |           |             |                         |             |
| Bowling Green, OH  | 28,500     |          |          | >        |        |                |           |             |                         |             |
| Brentwood, MO      | 60,000     |          | >        | .,       | >      |                |           |             |                         |             |
| Broken Arrow, OK   |            |          |          | •        | - >    |                |           |             |                         |             |
| Burllington, IA    | 28,000     |          | 7        | *        |        |                |           |             |                         |             |
| Cedar Rapids, IA   | 110,000    |          |          |          | >      | >              |           |             |                         |             |
| Champaign, IL      | 65,000     |          |          |          |        | -              |           |             |                         |             |
| Council Bluffs, IA | 54,600     |          |          | >        | >      |                |           |             |                         |             |
| Crystal Lake, IL   | 40,000     |          |          | ~        | ~      |                |           |             |                         |             |
| Davenport, IA      | 98,000     |          |          |          |        |                |           |             |                         |             |
| Dubuque, IA        | 58,000     |          | 7        | >        | >      | >              | 2         | 3           |                         |             |
| Emporia, KS        | 25,600     | 7        |          |          | -      |                | -         | -           |                         |             |
| Fayetteville, N.C. | 76,000     |          |          | >        | >      | >              |           |             |                         |             |
| Ft. Collins, CO    | 87,758     |          | Y        |          | . >    | . >            |           |             |                         |             |
| Grand Junction, CO | 29,034     | ٨        | Y        | 7        | >      |                |           |             |                         |             |
| Grandview, MO      | 25,000     |          | ٢        | >        |        |                |           |             |                         |             |
| Hazelwood, MO      | 15,512     | ۲        |          | ~        |        |                |           |             |                         |             |
| Highland Park, IL  | 30,575     |          | ٨        |          | >      |                |           |             |                         |             |
| Iowa City, IA      | 60,000     |          |          |          |        |                |           |             |                         |             |
| Janesville, WI     | 52,538     |          | 7        | >        |        | >              |           | >           |                         | -           |
| Jefferson City, MO | 35,517     |          |          |          |        |                | ·         | -           |                         |             |
| Kirkwood, MO       | 29,000     | ۲        |          |          |        |                |           |             |                         | 1           |
| Kokomo, IN         | 88.000     |          |          |          |        |                |           |             |                         |             |
| Lawrence, IN       | 27,000     |          |          |          |        |                |           |             |                         |             |
| Liberty, MO        | 21,000     |          |          |          |        |                |           |             |                         |             |
|                    |            |          |          |          |        |                |           |             |                         |             |

|                    | Population |           |          |          |        | Indirect Costs | osts      |             |                          |             |
|--------------------|------------|-----------|----------|----------|--------|----------------|-----------|-------------|--------------------------|-------------|
|                    |            | Flat      | Prorated | Prorated | Office | Prorated       | Prorated  | Prorated    | Instrument Free A. R. A. |             |
|                    |            | Percent   | Percent  | Parcent  | Costs  | Percent        | Parcant   | Percent     | manuality Leas to boolet | Advertising |
|                    |            | of Costs  | Adm.     | Program  |        | Addentising    | Non-      | Non-        |                          | Printing    |
|                    |            |           | Staff    | Staff    |        |                | Seperable | Seperable   |                          |             |
| Manhattan, KS      | 37,000     |           |          |          |        |                | Utilities | Mciatenance |                          |             |
| Marshalltown, IA   | 25.000     |           |          |          | ,      |                |           |             |                          |             |
| Maryville, MO      | 10,600     |           |          |          | - >    |                | >         | ٨           |                          |             |
| Middletown, OH     | 50,000     | 7         |          |          |        |                |           |             |                          |             |
| Normal, IL         | 40,023     |           |          |          |        |                |           |             |                          |             |
| Norman, OK         | 80,071     |           | >        |          |        |                |           |             |                          |             |
| Odesse, TX         | 89,633     |           |          |          |        |                |           |             |                          |             |
| Overland Park, KS  | 120.000    | X         |          |          | ,      |                |           |             |                          |             |
| Plano, TX          |            | >         |          | >        | -      |                | >         | >           |                          |             |
| Rocky Mount, NC    | 60,000     | X         |          |          |        |                |           |             |                          |             |
| Salina, KS         | 43,000     |           |          |          |        |                |           |             |                          |             |
| Shaker Heights, OH | 32,000     | 7         |          |          |        |                |           |             |                          |             |
| Sloux Falls, SD    | 106,000    |           |          |          |        |                |           |             |                          |             |
| St. Joseph, MO     | 71,852     |           | 7        | ٨        | >      |                |           |             |                          |             |
| St. Peters, MO     | 45,000     |           |          |          | . >    |                |           |             |                          |             |
| opeka, KS          | 125,000    |           |          | >        |        |                |           |             |                          |             |
| Wichita, KS        | 400,000    | 7         |          |          | -      |                |           |             |                          |             |
| Wilmette, iL       | 26,000     | ٨         |          |          |        |                |           |             |                          |             |
| Vyoming, MI        | 65,000     |           | ٢        | ٢        |        | >              |           |             |                          |             |
| Total Rasp.        |            | 121       | ASt      | 187      | 207    | 16             | 41        | 57          |                          | _           |
|                    |            | <br> <br> | 35%      | 36%      | 38%    | 175            | 836       | ¥.6         |                          |             |
| Columbia           | and of     | _         |          |          |        |                | -         |             |                          |             |

| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | Ih Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        | Outd       | <b>Outdoor Swimming Pool</b>            | ng Pool    |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Ames, Iowa         | 49.900     |        |            | ×                                       |            |          |
| Ardmore, OK        | 25,500     |        | ×          |   |            |          |
| Arvada. CO         | 100,000    | 0      |            |   |            | ×        |
| Ashville, N.C.     | 62,000     | ×      |            |   |            |          |
| Ballwin, MO        | 21,406     |        |            |   |            |          |
| Beloit, IL.        | 37,152     | 0      | ×          |   |            |          |
| Bloomington, IN    | 60,000     |        |            |   |            | ×        |
| Blue Springs, MO   | 40,153     | ~      |            |   |            |          |
| Boulder, CO        | 88,312     | 0      | ×          |   |            |          |
| Bowling Green, OH  | 28,500     | 0      |            |   |            | ×        |
| Brentwood, MO      | 60,000     | 0      |            |   |            |          |
| Broken Arrow, OK   | 58,043     | ~      | ×          |   |            |          |
| Burllington, IA    | 28,000     | 0      |            | ×                                       |            |          |
| Cedar Rapids, IA   | 110,000    | 0      |            |   | ×          |          |
| Champaign, IL      | 65,000     | 0      |            |   |            | ×        |
| Council Bluffs, IA | 54,600     |        | ×          |   |            |          |
| Crystal Lake, IL   | 40,000     |        |            |   |            |          |
| Davenport, IA      | 98,000     |        | ×          |   |            |          |
| Dubuque, IA        | 58,000     |        |            |   |            | ×        |
| Emporia, KS        | 25,630     |        |            |   | ×          |          |
| Fayetteville, N.C. | 76,000     | ×      |            |   |            |          |
| Ft. Collins, CO    | 87,758     |        |            |   |            |          |
| Grand Junction, CO | 29,034     |        |            |   |            | ×        |
| Grandview, MO      | 25,000     | 0      |            |   |            | ×        |
| Hazelwood, MO      | 15,512     | ×      |            |   |            |          |
| Highland Park, IL  | 30,575     | 10     |            | ×                                       |            |          |
| lowa City, IA      | 60,000     | 0      |            |   |            | ×        |
| Janesville, WI     | 52,538     |        | ×          |   |            |          |
| Jefferson City, MO | 35,517     |        | ×          |   |            |          |
| Kirkwood, MO       | 29,000     |        |            |   |            | ×        |
| Kokomo, IN         | 88,000     |        | ×          |   |            |          |
| Lawrence, IN       | 27,000     |        |            |   |            |          |
| Liberty, MO        | 21,000     |        | ×          |   |            |          |
| Lincoln, NE        | 191,972    | ×      |            |   |            |          |

|                    | Population | hero   | ent of Cos | Percent of Costs Recovered Through Fees | ed Throug | h Fees   |
|--------------------|------------|--------|------------|---|-----------|----------|
|                    |            |        | Outd       | <b>Outdoor Swimming Pool</b>            | Iood Bu   |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%   | 90%-100% |
| Manhattan, KS      | 37,000     | 8      |            | ×                                       |           |          |
| Marshalltown, IA   | 25,000     | 0      | ×          |   |           |          |
| Maryville, MO      | 10,600     | 8      |            |   |           |          |
| Middletown, OH     | 50,000     | 8      | ×          |   |           |          |
| Normal, IL         | 40,023     | 53     |            |   | ×         |          |
| Norman, OK         | 80,071     | 71 X   |            |   |           |          |
| Odessa, TX         | 89,633     | 33 X   |            |   |           |          |
| Overland Park, KS  | 120,000    | 8      |            | ×                                       |           |          |
| Plano, TX          | 128,713    | 13 ×   |            |   |           |          |
| Rocky Mount, NC    | 50,000     | ×      |            |   |           |          |
| Salina, KS         | 43,000     | 0      | ×          |   |           |          |
| Shaker Heights, OH | 32,000     | × 00   |            |   |           |          |
| Sioux Falls, SD    | 105,000    | ×      |            |   |           |          |
| St. Joseph, MO     | 71,852     | 52     | ×          |   |           |          |
| St. Peters, MO     | 45,000     | 0      |            |   | ×         |          |
| Topeka, KS         | 125,000    | 0      |            |   | ×         |          |
| Wichita, KS        | 400,000    | 0      | ×          |   |           |          |
| Wilmette, IL       | 26,000     | 0      |            |   |           | ×        |
| Wyoming, MI        | 65,000     | X 00   |            |   |           |          |
| Percentage         |            | 25.5%  | 31.9%      | 10.6%                                   | 10.6%     | 21.3%    |
| , columbia         |            | - 5    | _          | ,                                       |           |          |

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| Community          | Population | Per    | Percent of Costs Recovered Through Fees | its Recover               | red Throug | jh Fees  |
|--------------------|------------|--------|---|---------------------------|------------|----------|
|                    |            |        | Comm                                    | Community Center With Poo | With Pool  |          |
|                    |            | 0%-24% | 25%-49%                                 | 50%-69%                   | 70%-89%    | 90%-100% |
| Ames, Iowa         | 49,        | 49,900 |   |                           |            |          |
| Ardmore, OK        | 25,        | 25,500 |   |                           |            |          |
| Arvada. CO         | 100,000    | 000    |   | ×                         |            |          |
| Ashville, N.C.     | 62,(       | 62,000 |   |                           |            |          |
| Baliwin, MO        | 21,        | 21,406 |   |                           |            |          |
| Beloit, IL.        | 37,        | 37,152 |   |                           |            |          |
| Bloomington, IN    | 60,0       | 60,000 |   |                           |            |          |
| Blue Springs, MO   | 40'        | 40,153 |   |                           |            |          |
| Boulder, CO        | 88.        | 88,312 | ×                                       |                           |            |          |
| Bowling Green, OH  | 28,        | 28,500 |   |                           |            |          |
| Brentwood, MO      | 60,0       | 60,000 |   |                           |            |          |
| Broken Arrow, OK   | 58,0       | 58,043 |   |                           |            |          |
| Burllington, IA    | 28,0       | 28,000 |   |                           |            |          |
| Cedar Rapids, IA   | 110,000    | 000    |   |                           |            |          |
| Champaign, IL      | 65,(       | 65,000 |   |                           |            |          |
| Council Bluffs, IA | 54,600     | 200    |   |                           |            |          |
| Crystal Lake, IL   | 40,(       | 40,000 |   |                           |            |          |
| Davenport, IA      | 98'(       | 98,000 |   |                           |            |          |
| Dubuque, IA        | 58'(       | 58,000 |   |                           |            |          |
| Emporia, KS        | 25,600     | 300    |   |                           | ×          |          |
| Fayetteville, N.C. | 76,0       | 76,000 |   |                           |            |          |
| Ft. Collins, CO    | 87,7       | 87,758 |   |                           |            |          |
| Grand Junction, CO | 29,034     | 034    |   | ×                         |            |          |
| Grandview, MO      | 25,000     | 000    |   |                           |            |          |
| Hazelwood, MO      | 15,5       | 15,512 |   |                           |            |          |
| Highland Park, IL  | 30,5       | 30,575 |   |                           |            |          |
| Iowa City, IA      | 60,000     | X 000  |   |                           |            |          |
| Janesville, WI     | 52,5       | 52,538 |   |                           |            |          |
| Jefferson City, MO | 35,517     | 517    |   |                           |            |          |
| Kirkwood, MO       | 29,000     | 000    |   |                           |            |          |
| Kokomo, IN         | 88,000     | 000    |   |                           |            |          |
| Lawrence, IN       | 27,000     | 000    |   |                           |            |          |
| Liberty, MO        | 21,000     | 00     | ×                                       |                           |            |          |
| Lincoln NE         | 191.972    | 372    |   |                           |            |          |

| Manhattan, KS<br>Marshalltown, IA<br>Maryville, MO<br>Middletown, OH | Lopulation | Perci  | ent of Cos | Percent of Costs Recovered Through Fees | ed Throug | h Fees   |
|--|------------|--------|------------|---|-----------|----------|
| Manhattan, KS<br>Marshalltown, IA<br>Maryville, MO<br>Middletown, OH |            |        | Commu      | Community Center With Pool              | With Pool |          |
| Manhattan, KS<br>Marshalltown, IA<br>Maryville, MO<br>Middletown, OH |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%   | 90%-100% |
| Marshalltown, IA<br>Maryville, MO<br>Middletown, OH                  | 37,000     |        |            |   |           |          |
| Maryville, MO<br>Middletown, OH                                      | 25,000     |        |            |   |           |          |
| Middletown, OH   | 10,600     |        |            |   |           |          |
|  | 50,000     |        |            |   |           |          |
| Normal, IL   | 40,023     |        |            |   |           |          |
| Norman, OK   | 80,071     |        |            |   |           |          |
| Odessa, TX   | 89,633     |        |            |   |           |          |
| Overland Park, KS  | 120,000    |        |            |   |           |          |
| Plano, TX  | 128,713    |        |            |   |           |          |
| Rocky Mount, NC  | 50,000     |        |            |   |           |          |
| Salina, KS   | 43,000     |        |            |   |           |          |
| Shaker Heights, OH   | 32,000     |        |            |   |           |          |
| Sioux Falls, SD  | 105,000    |        |            |   |           |          |
| St. Joseph, MO   | 71,852     |        |            |   |           |          |
| St. Peters, MO   | 45,000     |        |            |   |           |          |
| Topeka, KS   | 125,000    |        |            |   |           |          |
| Wichita, KS  | 400,000    |        |            |   |           |          |
| Wilmette, IL   | 26,000     |        |            |   |           |          |
| Wyoming, MI  | 65,000     |        | ×          |   |           |          |
| Percentage   |            | 14.3%  | 42.9%      | 28.6%                                   | 14.3%     |          |
|  |            |        |            |   |           |          |

| Community          | Population | Perc   | ent of Cos | its Recover                          | Percent of Costs Recovered Through Fees | Ih Fees  |
|--------------------|------------|--------|------------|--------------------------------------|---|----------|
|                    |            |        | Commur     | <b>Community Center Without Pool</b> | Vithout Pool                            |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                              | 70%-89%                                 | 90%-100% |
| Ames, Iowa         | 49,900     | ×      |            |                                      |   |          |
| Ardmore, OK        | 25,500     |        |            |                                      |   |          |
| Arvada. CO         | 100,000    | 0      |            |                                      |   |          |
| Ashville, N.C.     | 62,000     | ×      |            |                                      |   |          |
| Ballwin, MO        | 21,406     | 9      |            |                                      |   |          |
| Beloit, IL.        | 37,152     | 5      |            |                                      |   |          |
| Bloomington, IN    | 60,000     | ×      |            |                                      |   |          |
| Blue Springs, MO   | 40,153     | e      |            |                                      |   | ×        |
| Boulder, CO        | 88,312     | 5      |            |                                      |   |          |
| Bowling Green, OH  | 28,500     | 0      |            |                                      |   |          |
| Brentwood, MO      | 60,000     | 0      |            |                                      | ×                                       |          |
| Broken Arrow, OK   | 58,043     | e      | ×          |                                      |   |          |
| Burllington, IA    | 28,000     | 0      |            |                                      |   |          |
| Cedar Rapids, IA   | 110,000    | ×      |            |                                      |   |          |
| Champaign, IL      | 65,000     | 0      |            | ×                                    |   |          |
| Council Bluffs, IA | 54,600     | 0      |            |                                      |   |          |
| Crystal Lake, IL   | 40,000     | 0      |            |                                      |   |          |
| Davenport, IA      | 98,000     | 0      |            |                                      |   | ×        |
| Dubuque, IA        | 58,000     | 0      |            |                                      |   |          |
| Emporia, KS        | 25,600     | 0      |            |                                      |   |          |
| Fayetteville, N.C. | 76,000     | 0      | ×          |                                      |   |          |
| Ft. Collins, CO    | 87,758     | 8      |            |                                      |   |          |
| Grand Junction, CO | 29,034     | 4      |            |                                      |   |          |
| Grandview, MO      | 25,000     | 0      |            |                                      |   |          |
| Hazelwood, MO      | 15,512     | 2 X    |            |                                      |   |          |
| Highland Park, IL  | 30,575     | 5      |            | ×                                    |   |          |
| lowa City, IA      | 60,000     | 0      |            |                                      |   |          |
| Janesville, WI     | 52,538     | 8      |            |                                      |   |          |
| Jefferson City, MO | 35,517     | 7      |            |                                      |   |          |
| Kirkwood, MO       | 29,000     | 0      | ×          |                                      |   |          |
| Kokomo, IN         | 88,000     | 0      |            |                                      |   |          |
| Lawrence, IN       | 27,000     | 0      |            |                                      |   |          |
| Liberty, MO        | 21,000     | 0      |            |                                      |   |          |
| incoln NF          | 191.972    | ×      |            |                                      |   |          |

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| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | ed Throug    | h Fees   |
|--------------------|------------|--------|------------|---|--------------|----------|
|                    |            |        | Commun     | Community Center Without Pool           | fithout Pool |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%      | 90%-100% |
| Manhattan, KS      | 37,000     | ×      |            |   |              |          |
| Marshalltown, IA   | 25,000     | 1      |            |   |              |          |
| Maryville, MO      | 10,600     |        |            |   |              |          |
| Middletown, OH     | 50,000     |        |            |   |              |          |
| Normal, IL         | 40,023     |        |            |   |              |          |
| Norman, OK         | 80,071     | ×      |            |   |              |          |
| Odessa, TX         | 89,633     | ×      |            |   |              |          |
| Overland Park, KS  | 120,000    |        | ×          |   |              |          |
| Plano, TX          | 128,713    | ×      |            |   |              |          |
| Rocky Mount, NC    | 50,000     | ×      |            |   |              |          |
| Salina, KS         | 43,000     |        |            |   |              |          |
| Shaker Heights, OH | 32,000     |        |            |   |              |          |
| Sioux Falts, SD    | 105,000    |        | ×          |   |              |          |
| St. Joseph, MO     | 71,852     | ×      |            |   |              |          |
| St. Peters, MO     | 45,000     |        |            |   |              |          |
| Topeka, KS         | 125,000    |        |            | ×                                       |              |          |
| Wichita, KS        | 400,000    |        | ×          |   |              |          |
| Wilmette, IL       | 26,000     |        |            | ×                                       |              |          |
| Wyoming, MI        | 65,000     |        |            |   |              |          |
| Percentage         | I.         | 50.0%  | 23.1%      | 15.4%                                   | 3.8%         | 7.7%     |
| Columbia           | 70.100     | NIA    |            | _                                       |              |          |

| Community          | Population | Perc   | ent of Cos | ts Recover  | Percent of Costs Recovered Through Fees | n rees   |
|--------------------|------------|--------|------------|-------------|---|----------|
|                    |            |        |            | Golf Course |   |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%     | 70%-89%                                 | 90%-100% |
| Ames, Iowa         | 49,900     | 0      |            |             |   |          |
| Ardmore, OK        | 25,500     | 0      |            |             |   | ×        |
| Arvada. CO         | 100,000    | 0      |            |             |   |          |
| Ashville, N.C.     | 62,000     | 0      |            |             |   |          |
| Ballwin, MO        | 21,406     | 9      |            |             |   |          |
| Beloit, IL.        | 37,152     | 2      |            |             |   | ×        |
| Bloomington, IN    | 60,000     | 0      |            |             |   | ×        |
| Blue Springs, MO   | 40,153     | 0      |            |             |   |          |
| Boulder, CO        | 88,312     | N      |            |             |   | ×        |
| Bowling Green, OH  | 28,500     | 0      |            |             |   |          |
| Brentwood, MO      | 60,000     | 0      |            |             |   |          |
| Broken Arrow, OK   | 58,043     | e      |            |             |   |          |
| Burllington, IA    | 28,000     | 0      |            |             |   | ×        |
| Cedar Rapids, IA   | 110,000    | 0      |            |             |   | ×        |
| Champaign, IL      | 65,000     | 0      |            |             |   |          |
| Council Bluffs, IA | 54,600     | 0      |            |             |   | ×        |
| Crystal Lake,IL    | 40,000     | 0      |            |             |   |          |
| Davenport, IA      | 98,000     | 0      |            |             |   |          |
| Dubuque, IA        | 58,000     | 0      |            |             |   | ×        |
| Emporia, KS        | 25,600     | 0      |            |             | ×                                       |          |
| Fayetteville, N.C. | 76,000     | 0      |            |             |   |          |
| Ft. Collins, CO    | 87,758     | 8      |            |             |   | ×        |
| Grand Junction, CO | 29,034     | 4      |            |             |   |          |
| Grandview, MO      | 25,000     |        |            |             |   |          |
| Hazelwood, MO      | 15,512     | 0      |            |             |   | ×        |
| Highland Park, IL  | 30,575     | 10     |            |             |   | ×        |
| lowa City, IA      | 60,000     | 0      |            |             |   |          |
| Janesville, WI     | 52,538     | 8      |            |             |   | ×        |
| Jefferson City, MO | 35,517     | 2      |            |             |   |          |
| Kirkwood, MO       | 29,000     | 0      |            |             |   |          |
| Kokomo, IN         | 88,000     | 0      |            |             |   |          |
| _awrence, IN       | 27,000     | 0      |            |             |   |          |
| -iberty, MO        | 21,000     | 0      |            |             |   | ×        |
| incole NE          | 101 070    | 0      |            |             |   |          |

| Community          | Population | Lerc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | h Fees   |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        |            | Golf Course                             | ė          |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Manhattan, KS      | 37,000     |        |            |   |            |          |
| Marshalltown, IA   | 25,000     |        |            |   |            |          |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            | ×        |
| Normal, IL         | 40,023     |        |            |   |            | ×        |
| Norman, OK         | 80,071     |        |            |   |            |          |
| Odessa, TX         | 89,633     |        |            |   |            |          |
| Overland Park, KS  | 120,000    |        |            |   |            | ×        |
| Plano, TX          | 128,713    |        |            |   |            |          |
| Rocky Mount, NC    | 50,000     |        |            |   |            |          |
| Salina, KS         | 43,000     |        |            |   |            | ×        |
| Shaker Heights, OH | 32,000     |        |            |   |            |          |
| Sioux Falls, SD    | 105,000    |        |            |   |            | ×        |
| St. Joseph, MO     | 71,852     |        |            |   |            | ×        |
| St. Peters, MO     | 45,000     |        |            |   |            |          |
| Fopeka, KS         | 125,000    |        |            |   |            | ×        |
| Wichita, KS        | 400,000    |        |            |   |            |          |
| Wilmette, IL       | 26,000     |        |            |   |            | ×        |
| Wyoming, MI        | 65,000     |        |            |   |            |          |
| Percentage         |            |        |            |   | 4.3%       | 95.7%    |
|                    |            |        |            |   |            | •        |

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| community          | Population | Perc   | ent of Cos | ts Recover          | Percent of Costs Recovered Through Fees | jh Fees  |
|--------------------|------------|--------|------------|---------------------|---|----------|
|                    |            |        | ŏ          | Concession Facility | acility                                 |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%             | 70%-89%                                 | 90%-100% |
| Ames, Iowa         | 49,900     | 0      |            |                     |   | ×        |
| Ardmore, OK        | 25,500     | 0      |            |                     |   |          |
| Arvada. CO         | 100,000    | 0      |            |                     |   | ×        |
| Ashville, N.C.     | 62,000     | ×      |            |                     |   |          |
| Ballwin, MO        | 21,406     | 90     |            |                     |   |          |
| Beloit, IL.        | 37,152     | 52     |            |                     |   |          |
| Bloomington, IN    | 60,000     | 0      |            |                     |   | ×        |
| Blue Springs, MO   | 40,153     | 5      |            |                     |   | ×        |
| Boulder, CO        | 88,312     | 2      |            |                     |   |          |
| Bowling Green, OH  | 28,500     | 0      |            |                     |   | ×        |
| Brentwood, MO      | 60,000     | 0      |            |                     |   |          |
| Broken Arrow, OK   | 58,043     | ×      |            |                     |   |          |
| Burllington, IA    | 28,000     | 0      |            |                     |   |          |
| Cedar Rapids, IA   | 110,000    | 0      |            |                     |   | ×        |
| Champaign, IL      | 65,000     | 0      |            |                     |   | ×        |
| Council Bluffs, IA | 54,600     | 0      |            |                     |   |          |
| Crystal Lake,IL    | 40,000     | 0      |            |                     |   |          |
| Davenport, IA      | 98,000     | 0      |            |                     |   | ×        |
| Dubuque, IA        | 58,000     | 0      |            |                     |   |          |
| Emporia, KS        | 25,600     | 0      |            |                     |   | ×        |
| Fayetteville, N.C. | 76,000     | 0      |            |                     |   |          |
| Ft. Collins, CO    | 87,758     | 8      |            |                     |   |          |
| Grand Junction, CO | 29,034     | 4      |            |                     |   | ×        |
| Grandview, MO      | 25,000     | 0      |            |                     |   |          |
| Hazelwood, MO      | 15,512     | 2      | ×          |                     |   |          |
| Highland Park, IL  | 30,575     | 5      |            |                     |   | ×        |
| owa City, IA       | 60,000     | 0      |            |                     |   | ×        |
| Janesville, WI     | 52,538     | 8      |            |                     | ×                                       |          |
| Jefferson City, MO | 35,517     | 7      |            |                     |   | ×        |
| Kirkwood, MO       | 29,000     | 0      |            |                     |   |          |
| Kokomo, IN         | 88,000     | 0      |            |                     |   | ×        |
| -awrence, IN       | 27,000     | 0      |            |                     | ×                                       |          |
| -iberty, MO        | 21,000     | 0      |            |                     |   | ×        |
| incolo NE          | 101 070    | 0      |            |                     |   |          |

 $\approx$ 

| Community          | Population | Perc   | ent of Cos | ts Recover                 | Percent of Costs Recovered Through Fees | h Fees   |
|--------------------|------------|--------|------------|----------------------------|---|----------|
|                    |            |        | ບິ         | <b>Concession Facility</b> | acility                                 |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                    | 70%-89%                                 | 90%-100% |
| Manhattan, KS      | 37,000     |        |            |                            |   | ×        |
| Marshalltown, IA   | 25,000     |        |            |                            |   | ×        |
| Maryville, MO      | 10,600     |        |            |                            |   |          |
| Middletown, OH     | 50,000     |        |            |                            |   | ×        |
| Normal, IL         | 40,023     |        |            |                            |   | ×        |
| Norman, OK         | 80,071     | ×      |            |                            |   |          |
| Odessa, TX         | 89,633     |        |            |                            |   |          |
| Overland Park, KS  | 120,000    |        |            |                            |   | ×        |
| Plano, TX          | 128,713    |        |            |                            |   |          |
| Rocky Mount, NC    | 50,000     |        |            |                            |   |          |
| Salina, KS         | 43,000     |        |            |                            |   | ×        |
| Shaker Heights, OH | 32,000     |        | ×          |                            |   |          |
| Sioux Falls, SD    | 105,000    |        |            |                            |   |          |
| St. Joseph, MO     | 71,852     |        |            |                            |   | ×        |
| St. Peters, MO     | 45,000     |        |            |                            |   | ×        |
| Topeka, KS         | 125,000    |        |            |                            | ×                                       |          |
| Wichita, KS        | 400,000    |        |            |                            | ×                                       |          |
| Wilmette, IL       | 26,000     |        |            |                            |   | ×        |
| Wyoming, MI        | 65,000     |        |            |                            |   | ×        |
| Percentage         |            | 8.8%   | 5.9%       |                            | 11.8%                                   | 73.5%    |
| Columbia           |            |        |            |                            |   |          |

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| community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | jh Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        |            | Zero Depth Pool                         | lool       |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Ames, Iowa         | 49,900     |        |            |   |            |          |
| Ardmore, OK        | 25,500     |        |            |   |            |          |
| Arvada. CO         | 100,000    | 0      |            |   |            |          |
| Ashville, N.C.     | 62,000     | 0      |            |   |            |          |
| Ballwin, MO        | 21,406     | 6      |            |   |            |          |
| Beloit, IL.        | 37,152     | 01     |            |   |            |          |
| Bloomington, IN    | 60,000     | 0      |            |   |            |          |
| Blue Springs, MO   | 40,153     |        |            |   |            | ×        |
| Boulder, CO        | 88,312     | 01     |            |   |            | ;        |
| Bowling Green, OH  | 28,500     | 0      |            |   |            |          |
| Brentwood, MO      | 60,000     | 0      |            |   |            |          |
| Broken Arrow, OK   | 58,043     |        |            |   |            |          |
| Burllington, IA    | 28,000     | 0      |            |   |            |          |
| Cedar Rapids, IA   | 110,000    | 0      |            |   |            |          |
| Champaign, IL      | 65,000     | 0      |            |   |            |          |
| Council Bluffs, IA | 54,600     | 0      |            |   |            |          |
| Crystal Lake,IL    | 40,000     | 0      |            |   |            |          |
| Davenport, IA      | 98,000     | -      |            |   |            |          |
| Dubuque, IA        | 58,000     | 0      |            |   |            | ×        |
| Emporia, KS        | 25,600     | ×      |            |   |            |          |
| Fayetteville, N.C. | 76,000     | 0      |            |   |            |          |
| Ft. Collins, CO    | 87,758     | ~      |            |   |            |          |
| Grand Junction, CO | 29,034     |        |            |   |            |          |
| Grandview, MO      | 25,000     | 0      |            |   |            | ×        |
| Hazelwood, MO      | 15,512     |        |            |   |            |          |
| Highland Park, IL  | 30,575     | 2      |            |   |            |          |
| owa City, IA       | 60,000     | 0      |            |   |            |          |
| Janesville, WI     | 52,538     | 3      |            |   |            |          |
| Jefferson City, MO | 35,517     |        |            |   |            |          |
| Kirkwood, MO       | 29,000     | 0      |            |   |            |          |
| Kokomo, IN         | 88,000     | 0      |            |   |            |          |
| -awrence, IN       | 27,000     |        |            |   |            |          |
| -iberty, MO        | 21,000     |        |            |   |            |          |
| incolo ME          | 101 072    |        |            |   |            |          |

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| Community          | Population | Perc   | ent of Cos | its Recover     | Percent of Costs Recovered Through Fees | Ih Fees  |
|--------------------|------------|--------|------------|-----------------|---|----------|
|                    |            |        |            | Zero Depth Pool | lood                                    |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%         | 70%-89%                                 | 90%-100% |
| Manhattan, KS      | 37,000     |        |            |                 |   |          |
| Marshalltown, IA   | 25,000     | 0      |            |                 |   |          |
| Maryville, MO      | 10,600     | 0      |            |                 |   |          |
| Middletown, OH     | 50,000     | 0      |            |                 |   |          |
| Normal, IL         | 40,023     | m      |            |                 | ×                                       |          |
| Norman, OK         | 80,071     | -      |            |                 |   |          |
| Odessa, TX         | 89,633     |        |            |                 |   |          |
| Overland Park, KS  | 120,000    | 0      |            |                 | ×                                       |          |
| Plano, TX          | 128,713    |        |            |                 |   |          |
| Rocky Mount, NC    | 50,000     | 0      |            |                 |   |          |
| Salina, KS         | 43,000     | 0      |            |                 |   |          |
| Shaker Heights, OH | 32,000     | 0      |            |                 |   |          |
| Sioux Falls, SD    | 105,000    | 0      | ×          |                 |   |          |
| St. Joseph, MO     | 71,852     | 01     |            |                 |   |          |
| St. Peters, MO     | 45,000     | 0      |            |                 | C                                       |          |
| Topeka, KS         | 125,000    | 0      |            |                 |   |          |
| Wichita, KS        | 400,000    | 0      |            |                 |   |          |
| Wilmette, IL       | 26,000     | 0      |            |                 |   |          |
| Wyoming, MI        | 65,000     | 0      |            |                 |   |          |
| Percentage         |            | 14.3%  | 14.3%      |                 | 28.6%                                   | 42.9%    |
| Columbia           | 70.100     | N/A    |            |                 |   |          |

(K)

| Community          | Population | Perc   | ent of Cos | its Recover  | Percent of Costs Recovered Through Fees | h Fees   |
|--------------------|------------|--------|------------|--------------|---|----------|
|                    |            |        |            | Senior Cente | ter                                     |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%      | 70%-89%                                 | 90%-100% |
| Ames Iowa          |            | 6      |            |              |   |          |
| Ardmore, OK        | 25.500     | 200    |            |              |   |          |
| Arvada. CO         | 100,000    | 8      | ×          |              |   |          |
| Ashville, N.C.     | 62,000     | × 00   |            |              |   |          |
| Ballwin, MO        | 21,406     | 96     |            |              |   |          |
| Beloit, IL.        | 37,152     | 52 X   |            |              |   |          |
| Bloomington, IN    | 60,000     | X 00   |            |              |   |          |
| Blue Springs, MO   | 40,153     | 53     |            |              |   |          |
| Boulder, CO        | 88,312     | 12     |            |              |   |          |
| Bowling Green, OH  | 28,500     | 00     |            |              |   |          |
| Brentwood, MO      | 60,000     | 00     |            |              |   |          |
| Broken Arrow, OK   | 58,043     | 43 X   |            |              |   |          |
| Burllington, IA    | 28,000     | 00     |            |              |   |          |
| Cedar Rapids, IA   | 110,000    | X 00   |            |              |   |          |
| Champaign, IL      | 65,000     | 00     | ×          |              |   |          |
| Council Bluffs, IA | 54,600     | 00     |            |              |   |          |
| Crystal Lake, IL   | 40,000     | 00     |            |              |   |          |
| Davenport, IA      | 98,000     | × 00   |            |              |   |          |
| Dubuque, IA        | 58,000     | 00     |            |              |   |          |
| Emporia, KS        | 25,600     | 00     |            |              |   |          |
| Fayetteville, N.C. | 76,000     | 00     | ×          |              |   |          |
| Ft. Collins, CO    | 87,758     | 58     |            |              |   |          |
| Grand Junction, CO | 29,034     | 34 X   |            |              |   |          |
| Grandview, MO      | 25,000     | 00     | ×          |              |   |          |
| Hazelwood, MO      | 15,512     | 12     |            |              |   |          |
| Highland Park, IL  | 30,575     | 75     |            |              |   |          |
| lowa City, IA      | 60,000     | ×      |            |              |   |          |
| Janesville, WI     | 52,538     | 38 X   |            |              |   |          |
| Jefferson City, MO | 35,517     | 17     |            |              |   |          |
| Kirkwood, MO       | 29,000     | 0      |            |              |   |          |
| Kokomo, IN         | 88,000     | ×      |            |              |   |          |
| Lawrence, IN       | 27,000     | 8      | ×          |              |   |          |
| Liberty, MO        | 21,000     | ×      |            |              |   |          |
| I incoln NE        | 191,972    | 72     |            |              |   |          |

| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | Ih Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        |            | Senior Center                           | ter        |          |
|                    |            | 0%-24% | 25%-49%    | 20%-69%                                 | 20%-89%    | 90%-100% |
| Monhotton IVO      |            |        |            |   |            |          |
| Marshailtown. IA   | 37,000     |        |            |   |            |          |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            |          |
| Normal, IL         | 40,023     |        |            |   |            |          |
| Norman, OK         | 80,071     | ×      |            |   |            |          |
| Odessa, TX         | 89,633     |        |            |   |            |          |
| Overland Park, KS  | 120,000    |        |            | ×                                       |            |          |
| Plano, TX          | 128,713    |        |            |   |            |          |
| Rocky Mount, NC    | 50,000     |        |            |   |            |          |
| Salina, KS         | 43,000     |        |            |   |            |          |
| Shaker Heights, OH | 32,000     |        |            |   |            |          |
| Sioux Falls, SD    | 105,000    |        |            |   |            |          |
| St. Joseph, MO     | 71,852     |        | ×          |   |            |          |
| St. Peters, MO     | 45,000     |        | ×          |   |            |          |
| Topeka, KS         | 125,000    |        |            |   |            |          |
| Wichita, KS        | 400,000    |        |            |   |            |          |
| Wilmette, IL       | 26,000     |        |            |   |            |          |
| Wyoming, MI        | 65,000     | ×      |            |   |            |          |
| Percentage         |            | 61.9%  | 33.3%      | 4.8%                                    |            |          |
| Columbia           | 70.100     | X      |            |   |            |          |

| Community          | Population | Perc     | cent of Cos | Percent of Costs Recovered Through Fees | ed Throug | h Fees   |
|--------------------|------------|----------|-------------|---|-----------|----------|
|                    |            |          |             | Youth Sports                            | ts        |          |
|                    |            | 0%-24%   | 25%-49%     | 50%-69%                                 | 70%-89%   | 90%-100% |
| Ames, Iowa         | 49,        | 49,900   |             |   | ×         |          |
| Ardmore, OK        | 25,        | 25,500   |             |   |           |          |
| Arvada. CO         | 100,000    | 000      |             |   | ×         |          |
| Ashville, N.C.     | 62,(       | 62,000   | ×           |   |           |          |
| Ballwin, MO        | 21,        | 21,406 X |             |   |           |          |
| Beloit, IL.        | 37,        | 37,152   |             |   |           |          |
| Bloomington, IN    | 60'(       | 60,000   | ×           |   |           |          |
| Blue Springs, MO   | 40,        | 40,153   |             |   |           | ×        |
| Boulder, CO        | 88,        | 88,312   |             |   | ×         |          |
| Bowling Green, OH  | 28,        | 28,500   |             |   | ×         |          |
| Brentwood, MO      | 60,0       | 60,000   |             |   | ×         |          |
| Broken Arrow, OK   | 58,0       | 58,043 X |             |   |           |          |
| Burllington, IA    | 28,(       | 28,000   |             |   |           |          |
| Cedar Rapids, IA   | 110,000    | 000      |             |   |           | ×        |
| Champaign, IL      | 65,000     | 000      |             |   |           | ×        |
| Council Bluffs, IA | 54,600     | 000      | ×           |   |           |          |
| Crystal Lake,IL    | 40,0       | 40,000   |             |   |           | ×        |
| Davenport, IA      | 98,0       | 98,000   |             |   |           | ×        |
| Dubuque,IA         | 58,0       | 58,000   | ×           |   |           |          |
| Emporia, KS        | 25,6       | 25,600   |             |   | ×         |          |
| Fayetteville, N.C. | 76,0       | 76,000   |             | ×                                       |           |          |
| Ft. Collins, CO    | 87,7       | 87,758   |             |   |           | ×        |
| Grand Junction, CO | 29,034     | 034      |             |   | ×         |          |
| Grandview, MO      | 25,000     | 000      |             |   |           |          |
| Hazelwood, MO      | 15,5       | 15,512   |             |   |           | ×        |
| Highland Park, IL  | 30,575     | 575      |             |   |           | ×        |
| owa City, IA       | 60,000     | 000      |             | ×                                       |           |          |
| Janesville, WI     | 52,538     | 538      | ×           |   |           |          |
| Jefferson City, MO | 35,517     | 517      |             | ×                                       |           |          |
| Kirkwood, MO       | 29,000     | 00       |             |   |           | ×        |
| Kokomo, IN         | 88,000     | 00       |             |   |           | ×        |
| -awrence, IN       | 27,000     | 00       |             | ×                                       |           |          |
| -iberty, MO        | 21,000     | 00       |             |   |           | ×        |
| Lincoln NE         | 191.972    | 172      |             |   |           | ×        |

| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | Jh Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        |            | Youth Sports                            | ts         |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Manhattan, KS      | 37,000     | ×      |            |   | 4          |          |
| Marshalltown, IA   | 25,000     |        |            |   |            | ×        |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            |          |
| Normal, IL         | 40,023     |        |            | ×                                       |            |          |
| Norman, OK         | 80,071     |        |            |   |            | ×        |
| Odessa, TX         | 89,633     |        |            |   |            |          |
| Overland Park, KS  | 120,000    |        |            |   |            |          |
| Plano, TX          | 128,713    |        |            |   |            |          |
| Rocky Mount, NC    | 50,000     | ×      |            |   |            |          |
| Salina, KS         | 43,000     |        |            | ×                                       |            |          |
| Shaker Heights, OH | 32,000     |        | ×          |   |            |          |
| Sioux Falls, SD    | 105,000    | ×      |            |   |            |          |
| St. Joseph, MO     | 71,852     |        |            |   | ×          |          |
| St. Peters, MO     | 45,000     |        |            |   |            | ×        |
| Fopeka, KS         | 125,000    |        |            |   | ×          |          |
| Wichita, KS        | 400,000    |        |            |   |            | ×        |
| Wilmette, IL       | 26,000     |        |            |   |            | ×        |
| Wyoming, MI        | 65,000     |        |            |   |            | ×        |
| Percentage         |            | 11.4%  | 13.6%      | 13.6%                                   | 20.5%      | 40.9%    |
| Columbia           | 20.100     |        | ×          |   |            |          |

| Community          | Population | Per      | cent of Cos | Percent of Costs Recovered Through Fees | ed Throug | ih Fees  |
|--------------------|------------|----------|-------------|---|-----------|----------|
|                    |            |          |             | Adult Sports                            | ţs        |          |
|                    |            | 0%-24%   | 25%-49%     | 50%-69%                                 | 70%-89%   | 90%-100% |
| Ames, Iowa         | 49         | 49,900   |             |   |           | ×        |
| Ardmore, OK        | 25         | 25,500   |             |   | ×         |          |
| Arvada. CO         | 100        | 100,000  |             |   | ×         |          |
| Ashville, N.C.     | 62         | 62,000   |             | ×                                       |           |          |
| Ballwin, MO        | 21         | 21,406 X |             |   |           |          |
| Beloit, IL.        | 37         | 37,152   |             |   |           | ×        |
| Bloomington, IN    | 60         | 60,000   |             |   |           | ×        |
| Blue Springs, MO   | 40         | 40,153   |             |   |           | ×        |
| Boulder, CO        | 88         | 88,312   |             |   |           | ×        |
| Bowling Green, OH  | 28         | 28,500   |             |   |           | ×        |
| Brentwood, MO      | 60         | 60,000   |             |   | ×         |          |
| Broken Arrow, OK   | 58         | 58,043 X |             |   |           |          |
| Burllington, IA    | 28         | 28,000   |             |   |           |          |
| Cedar Rapids, IA   | 110        | 110,000  |             |   |           | ×        |
| Champaign, IL      | 65         | 65,000   | 2           |   |           | ×        |
| Council Bluffs, IA | 54         | 54,600   |             |   |           | ×        |
| Crystal Lake,IL    | 40         | 40,000   |             |   |           | ×        |
| Davenport, IA      | 98         | 98,000   |             |   |           | ×        |
| Dubuque,IA         | 58         | 58,000   |             |   |           | ×        |
| Emporia, KS        | 25         | 25,600   |             |   |           | ×        |
| Fayetteville, N.C. | 76         | 76,000   |             |   | ×         |          |
| Ft. Collins, CO    | 87         | 87,758   |             |   |           | ×        |
| Grand Junction, CO | 29         | 29,034   |             |   | ×         |          |
| Grandview, MO      | 25         | 25,000   |             |   |           | ×        |
| Hazelwood, MO      | 15         | 15,512   |             |   |           | ×        |
| Highland Park, IL  | 30         | 30,575   |             |   |           | ×        |
| owa City, IA       | 60         | 60,000   |             |   |           | ×        |
| Janesville, WI     | 52         | 52,538   |             |   | ×         |          |
| Jefferson City, MO | 35,        | 35,517   |             |   |           | ×        |
| Kirkwood, MO       | 29,        | 29,000   |             |   |           | ×        |
| Kakomo, IN         | 88         | 88,000   |             |   |           | ×        |
| Lawrence, IN       | 27,        | 27,000   |             | -                                       |           | ×        |
| -iberty, MO        | 21,        | 21,000   |             |   |           | ×        |
| Lincoln, NE        | 191,       | 91,972   |             |   | ×         |          |

| 0%-24%  |         | Adult Source |              |          |
|---------|---------|--------------|--------------|----------|
| 0%-24%  |         |              | ts           |          |
|         | 25%-49% | S0%-69%      | 70%-89%      | 90%-100% |
| 37,000  |         |              |              | ×        |
| 25,000  |         |              |              | ×        |
| 10,600  |         |              |              |          |
| 50,000  |         |              |              | ×        |
| 40,023  |         |              |              | ×        |
| 80,071  |         |              |              | ×        |
| 89,633  |         |              |              |          |
| 120,000 |         |              |              | ×        |
| 128,713 |         |              |              | ×        |
| 50,000  |         | ×            |              |          |
| 43,000  |         |              | ×            |          |
| 32,000  | ×       |              |              |          |
| 105,000 |         | ×            |              |          |
| 71,852  |         |              | ×            |          |
| 45,000  |         |              |              | ×        |
| 125,000 |         |              | ×            |          |
| 400,000 |         |              |              | ×        |
| 26,000  |         |              |              | ×        |
| 65,000  |         |              |              | ×        |
| 3.9%    | 2.0%    | 5.9%         | <b>19.6%</b> | 66.7%    |
| 70,100  |         |              | ×            |          |
|         |         | 3.9%         | 3.9% 2.0%    |          |

26.2

| Community          | Population | Perc   | ent of Cos | its Recover | Percent of Costs Recovered Through Fees | h Fees   |
|--------------------|------------|--------|------------|-------------|---|----------|
|                    |            |        |            | Tours       |   |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%     | %68-%02                                 | 90%-100% |
| Ames, Iowa         | 49,900     |        |            |             |   | ×        |
| Ardmore, OK        | 25,500     |        |            |             |   | :        |
| Arvada. CO         | 100,000    |        |            |             | ×                                       |          |
| Ashville, N.C.     | 62,000     |        |            |             |   | ×        |
| Ballwin, MO        | 21,406     | ×      |            |             |   |          |
| Beloit, IL.        | 37,152     |        |            |             |   |          |
| Bloomington, IN    | 60,000     |        |            |             |   | ×        |
| Blue Springs, MO   | 40,153     |        |            |             |   |          |
| Boulder, CO        | 88,312     |        |            |             |   |          |
| Bowling Green, OH  | 28,500     |        |            |             |   |          |
| Brentwood, MO      | 60,000     |        |            |             | ×                                       |          |
| Broken Arrow, OK   | 58,043     |        |            |             |   |          |
| Burllington, IA    | 28,000     |        |            |             |   |          |
| Cedar Rapids, IA   | 110,000    |        |            |             |   | ×        |
| Champaign, IL      | 65,000     |        |            |             |   | ×        |
| Council Bluffs, IA | 54,600     |        |            |             |   |          |
| Crystal Lake,IL    | 40,000     |        |            |             |   | ×        |
| Davenport, IA      | 98,000     |        |            |             |   | ×        |
| Dubuque, IA        | 58,000     |        |            |             |   | ×        |
| Emporia, KS        | 25,600     |        |            |             |   | ×        |
| Fayetteville, N.C. | 76,000     |        |            |             |   | ×        |
| Ft. Collins, CO    | 87,758     |        |            |             |   | ×        |
| Grand Junction, CO | 29,034     |        |            |             |   |          |
| Grandview, MO      | 25,000     |        |            |             |   | ×        |
| Hazelwood, MO      | 15,512     |        |            |             |   | ×        |
| Highland Park, IL  | 30,575     |        |            |             |   | ×        |
| lowa City, IA      | 60,000     |        |            |             |   | ×        |
| Janesville, WI     | 52,538     |        |            |             | ×                                       |          |
| Jefferson City, MO | 35,517     |        |            |             |   |          |
| Kirkwood, MO       | 29,000     |        |            |             |   | ×        |
| Kokomo, IN         | 88,000     |        |            |             |   | ×        |
| -awrence, IN       | 27,000     |        |            |             |   |          |
| Liberty, MO        | 21,000     |        |            |             |   |          |
| incolo NE          | 191.972    |        |            |             |   | >        |

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| Community          | Population | Pero   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | jh Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            | 1      |            | Tours                                   |            |          |
| 7.5                |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Manhattan, KS      | 37,000     |        |            |   |            | ×        |
| Marshalltown, IA   | 25,000     |        |            |   |            |          |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            |          |
| Normal, IL         | 40,023     |        |            |   |            | ×        |
| Norman, OK         | 80,071     |        |            |   |            | ×        |
| Odessa, TX         | 89,633     |        |            |   |            |          |
| Overland Park, KS  | 120,000    |        |            |   |            |          |
| Plano, TX          | 128,713    |        |            |   |            | ×        |
| Rocky Mount, NC    | 50,000     |        |            |   |            |          |
| Salina, KS         | 43,000     |        |            |   |            | ×        |
| Shaker Heights, OH | 32,000     |        | ×          |   |            |          |
| Sioux Falls, SD    | 105,000    |        |            |   | ×          |          |
| St. Joseph, MO     | 71,852     |        |            |   |            | ×        |
| St. Peters, MO     | 45,000     |        |            |   | ×          |          |
| ropeka, KS         | 125,000    |        |            |   |            | ×        |
| Wichita, KS        | 400,000    |        |            |   |            |          |
| Wilmette, IL       | 26,000     |        |            |   |            | ×        |
| Wyoming, MI        | 65,000     | 0      |            |   |            |          |
| Percentage         |            | 3.0%   | 3.0%       |   | 15.2%      | 78.8%    |
| Columbia           | 70,100     | _      |            |   |            | ×        |

| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | Jh Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        | Sen        | Senior Adult Programs                   | ograms     |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | %68-%02    | 90%-100% |
| Ames, Iowa         | 49,900     | ×      |            |   |            |          |
| Ardmore, OK        | 25,500     | 00     |            |   |            |          |
| Arvada. CO         | 100,000    | 8      |            |   | ×          |          |
| Ashville, N.C.     | 62,000     | 8      | ×          |   |            |          |
| Ballwin, MO        | 21,406     | 90     |            |   |            |          |
| Beloit, IL.        | 37,152     | 52 X   |            |   |            |          |
| Bloomington, IN    | 60,000     | × 00   |            |   |            |          |
| Blue Springs, MO   | 40,153     | 53     |            |   |            |          |
| Boulder, CO        | 88,312     | 12     |            |   | ×          |          |
| Bowling Green, OH  | 28,500     | 00     |            |   |            |          |
| Brentwood, MO      | 60,030     | 0      |            |   | ×          |          |
| Broken Arrow, OK   | 58,043     | 43 X   |            |   |            |          |
| Burllington, IA    | 28,000     | 0      |            |   |            |          |
| Cedar Rapids, IA   | 110,000    | 0      |            |   |            | ×        |
| Champaign, IL      | 65,000     | 00     |            | ×                                       |            |          |
| Council Bluffs, IA | 54,600     | 00     |            |   |            |          |
| Crystal Lake,IL    | 40,000     | 00     |            |   |            | ×        |
| Davenport, IA      | 98,000     | 0      |            |   |            | ×        |
| Dubuque, IA        | 58,000     | 00     |            |   |            | ×        |
| Emporia, KS        | 25,600     | 0      |            |   |            | ×        |
| Fayetteville, N.C. | 76,000     | 00     |            | ×                                       | 1          |          |
| Ft. Collins, CO    | 87,758     | 58     |            |   | ×          |          |
| Grand Junction, CO | 29,034     | 34 X   |            |   |            |          |
| Grandview, MO      | 25,000     | 0      | ×          |   |            |          |
| Hazelwood, MO      | 15,512     | 12     |            |   |            | ×        |
| Highland Park, IL  | 30,575     | 75     |            | ×                                       |            |          |
| Iowa City, IA      | 60,000     |        |            |   |            |          |
| Janesville, Wł     | 52,538     | 38 X   |            |   |            |          |
| Jefferson City, MO | 35,517     | 17     |            |   |            |          |
| Kirkwood, MO       | 29,000     | 0      |            |   |            | ×        |
| Kokomo, IN         | 88,000     | 00     |            |   |            | ×        |
| Lawrence, IN       | 27,000     | 0      | ×          |   |            |          |
| Liberty, MO        | 21,000     | ×      |            |   |            |          |
| Lincoln, NE        | 191,972    | 72     | ×          |   |            |          |

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| Community          | Population | Perc   | cent of Cos | Percent of Costs Recovered Through Fees | ed Throug | Ih Fees  |
|--------------------|------------|--------|-------------|---|-----------|----------|
|                    |            |        | Sen         | Senior Adult Programs                   | ograms    |          |
|                    |            | 0%-24% | 25%-49%     | 50%-69%                                 | 70%-89%   | 90%-100% |
| Manhattan, KS      | 37,000     | 8      |             |   |           | ×        |
| Marshailtown, IA   | 25,000     | 00     |             |   |           |          |
| Maryville, MO      | 10,600     | 00     |             |   |           |          |
| Middletown, OH     | 50,000     | 00     |             |   |           |          |
| Normal, IL         | 40,023     | 23     |             | ×                                       |           |          |
| Norman, OK         | 80,071     | 71     |             |   |           |          |
| Odessa, TX         | 89,633     | 33     |             |   |           | ×        |
| Overland Park, KS  | 120,000    | 00     |             |   |           |          |
| Plano, TX          | 128,713    | 13     |             |   |           | ×        |
| Rocky Mount, NC    | 50,000     | 00     |             |   |           |          |
| Salina, KS         | 43,000     | × 00   |             |   |           |          |
| Shaker Heights, OH | 32,000     | 00     | ×           |   |           |          |
| Sioux Falls, SD    | 105,000    | × 00   |             |   |           |          |
| St. Joseph, MO     | 71,852     | 52     |             |   | ×         |          |
| St. Peters, MO     | 45,000     | 00     |             |   |           |          |
| Topeka, KS         | 125,000    | 00     |             |   |           | ×        |
| Wichita, KS        | 400,000    | 00     |             |   |           |          |
| Wilmette, IL       | 26,000     | 00     |             |   | ×         |          |
| Wyoming, MI        | 65,000     | 00     |             |   |           | ×        |
| Percentage         |            | 26.3%  | 13.2%       | 10.5%                                   | 15.8%     | 34.2%    |
| Columbia           | 70.100     | X DO   |             |   |           |          |

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| community          | Population | Perc   | ent of Cos | ts Recover          | Percent of Costs Recovered Through Fees | h Fees   |
|--------------------|------------|--------|------------|---------------------|---|----------|
|                    |            |        | Ac         | Adaptive Recreation | eation                                  |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%             | 70%-89%                                 | 90%-100% |
| Ames, Iowa         | 49,900     | 0      |            |                     |   |          |
| Ardmore, OK        | 25,500     | Q      |            |                     |   |          |
| Arvada. CO         | 100,000    | 0      |            | ×                   |   |          |
| Ashville, N.C.     | 62,000     | 0      |            | ×                   |   |          |
| Ballwin, MO        | 21,406     | 9      |            |                     |   |          |
| Beloit, IL.        | 37,152     | N      |            |                     |   |          |
| Bloomington, IN    | 60,000     | ×      |            |                     |   |          |
| Blue Springs, MO   | 40,153     | 52     |            |                     |   |          |
| Boulder, CO        | 88,312     | 2 ×    |            |                     |   |          |
| Bowling Green, OH  | 28,500     | 0      |            |                     |   |          |
| Brentwood, MO      | 60,000     | 0      | ×          |                     |   |          |
| Broken Arrow, OK   | 58,043     | 6      | ×          |                     |   |          |
| Burllington, IA    | 28,000     | 0      |            |                     |   |          |
| Cedar Rapids, IA   | 110,000    | 0      |            |                     | ×                                       |          |
| Champaign, IL      | 65,000     | 0      |            |                     |   |          |
| Council Bluffs, IA | 54,600     | 0      |            |                     |   | ×        |
| Crystal Lake,IL    | 40,000     | 0      |            |                     |   | ×        |
| Davenport, IA      | 98,000     | 0      |            |                     | ×                                       |          |
| Dubuque,IA         | 58,000     | × 0    |            |                     |   |          |
| Emporia, KS        | 25,600     | ×      |            |                     |   |          |
| Fayetteville, N.C. | 76,000     | 0      |            | ×                   |   |          |
| Ft. Collins, CO    | 87,758     | 8      |            |                     | ×                                       |          |
| Grand Junction, CO | 29,034     | 4      | ×          |                     |   |          |
| Grandview, MO      | 25,000     | 0      |            |                     |   |          |
| Hazelwood, MO      | 15,512     | 2      |            |                     |   | ×        |
| Highland Park, IL  | 30,575     | 5      |            |                     |   | ×        |
| owa City, IA       | 60,000     | x o    |            |                     |   |          |
| Janesville, WI     | 52,538     | 8      |            |                     |   |          |
| Jefferson City, MO | 35,517     | 7 X    |            |                     |   |          |
| Kirkwood, MO       | 29,000     | 0      |            |                     |   | ×        |
| Kokomo, IN         | 88,000     | 0      |            |                     |   |          |
| Lawrence, IN       | 27,000     | 0      |            |                     | ×                                       |          |
| -iberty, MO        | 21,000     | ×      |            |                     |   |          |
| Lincoln NE         | 191.972    | 5      |            | ×                   |   |          |

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| Community Popu     | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug | jh Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        | Ad         | Adaptive Recreation                     | eation     |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Manhattan, KS      | 37,000     |        | ×          |   |            |          |
| Marshalltown, IA   | 25,000     |        |            |   |            |          |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            |          |
| Normal, IL         | 40,023     |        | ×          |   |            |          |
| Norman, OK         | 80,071     |        |            |   |            |          |
| Odessa, TX         | 89,633     |        |            |   |            | ×        |
| Overland Park, KS  | 120,000    |        |            |   |            |          |
| Plano, TX          | 128,713    |        |            |   |            | ×        |
| Rocky Mount, NC    | 50,000     |        |            |   |            |          |
| Salina, KS         | 43,000     |        | ×          |   |            |          |
| Shaker Heights, OH | 32,000     |        | ×          |   |            |          |
| Sioux Falls, SD    | 105,000    |        |            |   |            |          |
| St. Joseph, MO     | 71,852     |        | ×          |   |            |          |
| St. Peters, MO     | 45,000     |        |            |   |            |          |
| Topeka, KS         | 125,000    |        |            |   | ×          |          |
| Wichita, KS        | 400,000    |        |            |   |            | ×        |
| Wilmette, IL       | 26,000     |        |            | ×                                       |            |          |
| Wyoming, MI        | 65,000     |        |            |   |            | ×        |
| Percentage         |            | 20.6%  | 23.5%      | 14.7%                                   | 14.7%      | 26.5%    |
| Columbia           | 70:100     | X      |            |   |            |          |

| Community          | Population | Per    | Percent of Costs Recovered Through Fees | its Recover                    | red Throug | h Fees   |
|--------------------|------------|--------|---|--------------------------------|------------|----------|
|                    |            |        | Adult S                                 | Adult Special Interest Classes | st Classes |          |
|                    |            | 0%-24% | 25%-49%                                 | 50%-69%                        | %68-%02    | 90%-100% |
| Ames, Iowa         | 49,900     | 000    |   |                                |            | ×        |
| Ardmore, OK        | 25,500     | 200    |   |                                |            |          |
| Arvada. CO         | 100,030    | 000    |   |                                | ×          |          |
| Ashville, N.C.     | 62,000     | 000    |   |                                | ×          |          |
| Ballwin, MO        | 21,406     | X 90t  |   |                                |            |          |
| Beloit, IL.        | 37,152     | 152    |   |                                |            | ×        |
| Bloomington, IN    | 60,000     | 000    |   |                                | ×          |          |
| Blue Springs, MO   | 40,153     | 53     |   |                                |            |          |
| Boulder, CO        | 88,312     | 312    |   |                                |            | ×        |
| Bowling Green, OH  | 28,500     | 200    |   |                                |            | ×        |
| Brentwood, MO      | 60,000     | 000    |   |                                | ×          |          |
| Broken Arrow, OK   | 58,043     | 043    |   |                                |            |          |
| Burllington, IA    | 28,000     | 000    |   |                                |            |          |
| Cedar Rapids, IA   | 110,000    | 000    |   |                                |            | ×        |
| Champaign, IL      | 65,000     | 00     |   |                                |            | ×        |
| Council Bluffs, IA | 54,600     | 000    |   |                                |            |          |
| Crystal Lake, IL   | 40,000     | 000    |   |                                |            | ×        |
| Davenport, IA      | 98,000     | 00     |   |                                |            | ×        |
| Dubuque, IA        | 58,000     | 00     |   |                                | ×          |          |
| Emporia, KS        | 25,600     | 000    |   |                                |            | ×        |
| Fayetteville, N.C. | 76,000     | 00     |   |                                |            | ×        |
| Ft. Collins, CO    | 87,758     | 758    |   |                                |            | ×        |
| Grand Junction, CO | 29,034     | 334    |   |                                | ×          |          |
| Grandview, MO      | 25,000     | 000    |   |                                |            | ×        |
| Hazelwood, MO      | 15,6       | 15,512 |   |                                |            | ×        |
| Highland Park, IL  | 30,575     | 575    |   |                                |            | ×        |
| Iowa City, IA      | 60,000     | 00     |   |                                |            | ×        |
| Janesville, WI     | 52,538     | 538    |   |                                | ×          |          |
| Jefferson City, MO | 35,517     | 517    |   |                                |            | ×        |
| Kirkwood, MO       | 29,000     | 00     |   |                                |            | ×        |
| Kokomo, IN         | 88,000     | 00     |   |                                |            | ×        |
| Lawrence, IN       | 27,000     | 00     |   |                                |            | ×        |
| Liberty, MO        | 21,000     | X 000  |   |                                |            |          |
| l incolo NE        | 191.972    | 172    |   | ×                              |            |          |

| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | ed Throug  | th Fees  |
|--------------------|------------|--------|------------|---|------------|----------|
|                    |            |        | Adult S    | Adult Special Interest Classes          | st Classes |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%    | 90%-100% |
| Manhattan, KS      | 37,000     |        |            |   |            | ×        |
| Marshalltown, IA   | 25,000     | 1 I    |            |   |            |          |
| Maryville, MO      | 10,600     |        |            |   |            |          |
| Middletown, OH     | 50,000     |        |            |   |            |          |
| Normal, IL         | 40,023     |        |            |   |            | ×        |
| Norman, OK         | 80,071     |        |            |   |            | ×        |
| Odessa, TX         | 89,633     |        |            |   |            | ×        |
| Overland Park, KS  | 120,000    |        |            |   | ×          |          |
| Plano, TX          | 128,713    |        |            |   |            | ×        |
| Rocky Mount, NC    | 50,000     |        |            |   |            |          |
| Salina, KS         | 43,000     |        |            |   |            | ×        |
| Shaker Heights, OH | 32,000     |        | ×          |   |            |          |
| Sioux Falls, SD    | 105,000    |        |            |   |            |          |
| St. Joseph, MO     | 71,852     |        |            |   |            | ×        |
| St. Peters, MO     | 45,000     |        |            |   |            | ×        |
| Topeka, KS         | 125,000    |        |            |   | ×          |          |
| Wichita, KS        | 400,000    |        |            |   |            | ×        |
| Wilmette, IL       | 26,000     |        |            |   |            | ×        |
| Wyoming, MI        | 65,000     |        |            |   |            |          |
| Percentage         |            | 4.8%   | 2.4%       | 2.4%                                    | 21.4%      | 69.0%    |
| Columbia           |            |        |            |   | <b>X</b>   |          |

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| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | red Throug  | Ih Fees  |
|--------------------|------------|--------|------------|---|-------------|----------|
|                    |            |        | Youth S    | Youth Special Interest Classes          | ist Classes |          |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | 70%-89%     | 90%-100% |
| Ames, Iowa         | 49,900     |        |            |   | ×           |          |
| Ardmore, OK        | 25,500     |        |            |   |             |          |
| Arvada. CO         | 100,000    |        |            |   | ×           |          |
| Ashville, N.C.     | 62,000     | ×      |            |   |             |          |
| Ballwin, MO        | 21,406     | ×      |            |   |             |          |
| Beloit, IL.        | 37,152     |        | ×          |   |             |          |
| Bloomington, IN    | 60,000     |        |            |   | ×           |          |
| Blue Springs, MO   | 40,153     |        |            |   |             |          |
| Boulder, CO        | 88,312     |        | ×          |   |             |          |
| Bowling Green, OH  | 28,500     | ×      |            |   |             |          |
| Brentwood, MO      | 60,000     |        |            |   | ×           |          |
| Broken Arrow, OK   | 58,043     |        |            |   |             |          |
| Burllington, IA    | 28,000     |        |            |   |             |          |
| Cedar Rapids, IA   | 110,000    |        |            |   | ×           |          |
| Champaign, IL      | 65,000     |        |            |   |             | ×        |
| Council Bluffs, IA | 54,600     |        |            |   |             |          |
| Crystal Lake, IL   | 40,000     |        |            |   |             | ×        |
| Davenport, IA      | 98,000     |        |            |   |             | ×        |
| Dubuque, IA        | 58,000     |        |            |   | ×           |          |
| Emporia, KS        | 25,600     |        |            |   |             | ×        |
| Fayetteville, N.C. | 76,000     |        |            | ×                                       |             |          |
| Ft. Collins, CO    | 87,758     |        |            |   |             | ×        |
| Grand Junction, CO | 29,034     |        |            |   | ×           |          |
| Grandview, MO      | 25,000     |        |            |   |             | ×        |
| Hazelwood, MO      | 15,512     |        |            |   |             | ×        |
| Highland Park, IL  | 30,575     |        |            |   |             | ×        |
| Iowa City, IA      | 60,000     |        |            |   | ×           |          |
| Janesville, WI     | 52,538     |        |            |   | ×           |          |
| Jefferson City, MO | 35,517     |        |            |   | ×           |          |
| Kirkwood, MO       | 29,000     |        |            |   |             | ×        |
| Kokomo, IN         | 88,000     | ×      |            |   |             |          |
| Lawrence, IN       | 27,000     |        |            |   |             | ×        |
| Liberty, MO        | 21,000     | ×      |            |   |             |          |
| Lincoln, NE        | 191,972    |        |            | ×                                       |             |          |

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| Community          | Population | Perc   | ent of Cos | Percent of Costs Recovered Through Fees | ed Throug  | h Fees                        |
|--------------------|------------|--------|------------|---|------------|-------------------------------|
|                    |            |        | Youth S    | Youth Special Interest Classes          | st Classes |                               |
|                    |            | 0%-24% | 25%-49%    | 50%-69%                                 | %68-%02    | 90%-100%                      |
| Manhattan, KS      | 37,000     | 0      | ×          |   |            |                               |
| Marshalltown, IA   | 25,000     | 0      |            |   |            |                               |
| Maryville, MO      | 10,600     | 0      |            |   |            |                               |
| Middletown, OH     | 50,000     | 0      |            |   |            |                               |
| Normal, IL         | 40,023     | 0      |            | ×                                       |            |                               |
| Norman, OK         | 80,071     | -      |            |   |            |                               |
| Odessa, TX         | 89,633     | 0      |            |   |            | ×                             |
| Overland Park, KS  | 120,000    | 0      |            |   |            |                               |
| Plano, TX          | 128,713    | 0      |            |   |            | ×                             |
| Rocky Mount, NC    | 50,000     | 0      |            |   |            |                               |
| Salina, KS         | 43,000     | 0      | ×          |   |            |                               |
| Shaker Heights, OH | 32,000     | 0      | ×          |   |            |                               |
| Sioux Falls, SD    | 105,000    | 0      |            |   |            |                               |
| St. Joseph, MO     | 71,852     | 5      | ×          |   |            |                               |
| St. Peters, MO     | 45,000     | 0      |            |   | ×          |                               |
| Topeka, KS         | 125,000    | 0      |            |   | ×          |                               |
| Wichita, KS        | 400,000    | 0      |            |   |            | ×                             |
| Wilmette, IL       | 26,000     | 0      |            |   |            | ×                             |
| Wyoming, MI        | 65,000     | 0      |            |   |            | ×                             |
| Percentage         |            | 12.2%  | 14.6%      | 7.3%                                    | 29.3%      | 36.6%                         |
|                    |            |        |            |   |            | Montanti Dana ana ana ana ana |

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|   | Community          | Population | Long Range  | Length of  | Money        |       |       |      | ŭ   | Sources | of Rev  | Revenue |          |         |       |
|---|--------------------|------------|-------------|------------|--------------|-------|-------|------|-----|---------|---------|---------|----------|---------|-------|
| Instruction         For Parity<br>Program         Tax         Fors         Tax         Fors         Fo   |                    |            | Capital     | Program In | Allocated    | Sales | Hotel | User | GOB | Dev.    | Inter   | Special |          | Fund    | Other |
| Pogan         Pogan         N         Agree         Dist.           55500         N         536000         N         536000         N <t< th=""><th></th><th></th><th>Improvement</th><th>Years</th><th>For P&amp;R</th><th>Тах</th><th>Тах</th><th>Fees</th><th></th><th>Fees</th><th>Govern.</th><th>lmp.</th><th><b>—</b></th><th>Raising</th><th></th></t<> |                    |            | Improvement | Years      | For P&R      | Тах   | Тах   | Fees |     | Fees    | Govern. | lmp.    | <b>—</b> | Raising |       |
| $ \begin{array}{c c c c c c c c c c c c c c c c c c c $   |                    |            | Program     |            |              |       |       |      |     |         | Agree   | Dist.   |          |         |       |
| 24300         Y         S         X <td></td> <td>000 07</td> <td>;</td> <td>1</td> <td></td> <td>;</td> <td>;</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>   |                    | 000 07     | ;           | 1          |              | ;     | ;     |      |     |         |         |         |          |         |       |
| 100000         N         N         N         N         N         N         N           100000         Y         6         33.0000         Y         6         33.0000         Y         N   | Ames, Iowa         | 49,900     | ~           | 2          |              | ×     | ×     |      |     |         |         |         |          |         |       |
| 100000         N         53.50000         N         <   | Ardmore, OK        | 25,500     | z           |            |              | ×     |       | ×    |     |         |         |         |          | ×       | ×     |
| 1           | Arvada. CO         | 100,000    | z           |            |              | ×     |       |      | ×   | ×       |         | ×       |          | ×       | ×     |
| 21406         N         21406         N         X   | Ashville, N.C.     | 62,000     | ۲           | 9          | \$3,500,000  |       |       |      |     |         |         |         |          |         |       |
| 3116         Y         5         5.239,000         X </td <td>Ballwin, MO</td> <td>21,406</td> <td>z</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td>   | Ballwin, MO        | 21,406     | z           |            |              |       |       |      | ×   |         |         |         |          | ×       |       |
| 0         00000         Y         0         530000         Y         X  | Beloit, WI         | 37,152     | Y           | ŋ          | \$2,339,000  |       |       |      | ×   |         | ×       | ×       |          | ×       | ×     |
| 0         40133         Y         6         51,800,000         X        <   | Bloomington, IN    | 60,000     | ٢           | S          |              |       |       | ×    | ×   |         |         | ×       |          | ×       | ×     |
| H $00312$ Y $0$ $0312$ Y $0$ $03100$ Y $0$ $01000$ Y $0$ $0100$ Y $Y$   | Blue Springs, MO   | 40,153     | 7           | υ.         | \$3,000,000  |       |       | ×    | ×   |         | ×       |         | ×        | ×       | ×     |
| H         28,500         Y         5         546000         X <thx< th="">         X</thx<>   | Boulder, CO        | 88,312     |             | 9          | \$11,838,000 |       |       |      |     | ×       |         |         |          |         |       |
| 00000         Y         5         5         100000         Y         X  | Bowling Green, OH  | 28,500     | Y           | ŋ          | \$450,000    |       |       | ×    |     |         | ×       |         |          | ×       |       |
| X         39,043         N         X <td>Brentwood, MO</td> <td>60,000</td> <td>۲</td> <td>S</td> <td>\$1,000,000</td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>                                 | Brentwood, MO      | 60,000     | ۲           | S          | \$1,000,000  |       |       |      | ×   |         |         |         |          |         |       |
| 23000         Y         1         355,000         X </td <td>Broken Arrow, OK</td> <td>58,043</td> <td>z</td> <td></td> <td></td> <td>×</td> <td>×</td> <td></td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td>                                       | Broken Arrow, OK   | 58,043     | z           |            |              | ×     | ×     |      | ×   |         |         |         |          | ×       |       |
| 110000         Y         5         3100000         Y         X </td <td>Burllington, IA</td> <td>28,000</td> <td>Y</td> <td>T</td> <td>\$350,000</td> <td></td> <td>×</td> <td>×</td> <td>×</td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td>                             | Burllington, IA    | 28,000     | Y           | T          | \$350,000    |       | ×     | ×    | ×   |         |         |         |          | ×       |       |
| 65,000         N          × <td>Cedar Rapids, IA</td> <td>110,000</td> <td>۲</td> <td>5</td> <td>\$1,000,000</td> <td></td> <td></td> <td>×</td> <td>×</td> <td></td> <td>×</td> <td></td> <td></td> <td>×</td> <td></td>                                   | Cedar Rapids, IA   | 110,000    | ۲           | 5          | \$1,000,000  |       |       | ×    | ×   |         | ×       |         |          | ×       |       |
| 54600         N         54600         N         S4600         N         S4600         N         S   | Champaign, IL      | 65,000     | z           |            |              |       |       | ×    | ×   |         | ×       |         |          | ×       |       |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | Council Bluffs, IA | 54,600     | z           |            |              |       | ×     | ×    | ×   | ×       | ×       |         |          |         | ×     |
| 99,000         Y         5         5,000,000         X        X <t< td=""><td>Crystal Lake, IL</td><td>40,000</td><td>z</td><td></td><td></td><td></td><td></td><td></td><td>×</td><td></td><td></td><td></td><td></td><td></td><td></td></t<>  | Crystal Lake, IL   | 40,000     | z           |            |              |       |       |      | ×   |         |         |         |          |         |       |
| 86,000         Y         5         5,1200,000         X       <   | Davenport, IA      | 98,000     | ۲           | 5          | \$6,000,000  |       | ×     |      | ×   |         |         |         |          | ×       | ×     |
| $ \begin{array}{ c c c c c c c c c c c c c c c c c c c$   | Dubuque, IA        | 58,000     | ۲           | S          | \$1,200,000  | ×     | ×     | ×    | ×   |         |         |         |          | ×       |       |
| 76,000         Y         5         8,1,450,000         X  | Emporia, KS        | 25,600     | Υ           | 5          | \$1,436,377  |       |       | ×    |     |         |         |         |          | ×       | ×     |
|   | Fayetteville, N.C. | 76,000     | ۲           | 5          | \$1,450,000  |       |       | ×    | ×   |         |         |         |          | ×       |       |
| n,CO         29,034         Y         10         X <thx< td=""><td>Ft. Collins, CO</td><td>87,758</td><td>۲</td><td>7</td><td>\$8,500,000</td><td>×</td><td></td><td></td><td>×</td><td>×</td><td>×</td><td></td><td></td><td>×</td><td></td></thx<>                            | Ft. Collins, CO    | 87,758     | ۲           | 7          | \$8,500,000  | ×     |       |      | ×   | ×       | ×       |         |          | ×       |       |
| 0         25,000         Y         10         8,00000         X         <   |                    | 29,034     | ۲           | 10         |              |       |       | ×    | ×   |         |         |         |          | ×       | ×     |
| 0         15,512         Y         5         \$750,000         N         X         <  | Grandview, MO      | 25,000     | ٢           | 10         | \$2,000,000  | ×     |       | ×    | ×   | ×       | ×       |         | ×        | ×       | ×     |
| (IL         30,575         Y         5         500,000         Y         X        <   | Hazelwood, MO      | 15,512     | ۲           | 5          | \$750,000    |       |       |      |     |         | ×       |         | ×        |         | ×     |
| 60,000         Y         7         20,955,000         X   | Highland Park, IL  | 30,575     | ٢           | S          | \$500,000    |       |       | ×    |     |         | ×       |         |          | ×       | ×     |
| 52,538 $Y$ $5$ $51,00,000$ $X$  | Iowa City, IA      | 60,000     | ۲           | 7          | \$20,955,000 |       | ×     |      | ×   | ×       | ×       |         |          | ×       |       |
| MO $35,517$ $Y$ $6$ $83,485,000$ $X$  | Janesville, WI     | 52,538     | ٢           | S          | \$1,800,000  | ×     |       | ×    | ×   |         |         |         |          | ×       |       |
| 29,000         Y         6         84,500,000         X   | Jefferson City, MO | 35,517     | ٢           | Ω.         | \$3,485,000  | ×     | 8.5   | ×    |     |         |         |         |          | ×       |       |
| B6,000         Y         5         \$1,375,000         N         X         N         X  | Kirkwood, MO       | 29,000     | ۲           | 9          | \$4,500,000  | ×     |       |      |     |         | ×       |         | ×        | ×       |       |
| N 27,000 Y 5 \$1,500,000 X X X X X X X X X X X X X X X X X  | Kokomo, IN         | 88,000     | ٢           | 5          | \$1,375,000  |       |       |      |     |         |         |         |          | ×       |       |
| 21,000     Y     5     \$450,000     X     X     X     X     X       191,972     Y     6     \$3,786,500     X     X     X     X     X     X  | Lawrence, IN       | 27,000     | 7           | S          | \$1,500,000  |       |       | ×    | ×   | ×       | ×       |         |          | ×       |       |
| 191,972 Y 6 \$3,786,500 X X X X X X X X   | Liberty, MO        | 21,000     | 7           | S          | \$450,000    | ×     |       |      |     | ×       |         |         |          |         |       |
|   | Lincoln, NE        | 191,972    | 7           | 9          | \$3,786,500  |       |       | ×    | ×   |         | ×       |         | ×        | ×       | ×     |
|   |                    |            |             |            |              |       |       |      |     |         |         |         |          |         |       |
|   |                    |            |             |            |              |       |       |      |     |         |         |         |          |         |       |
|   |                    |            |             |            |              |       |       |      |     |         |         |         |          |         |       |

| Community          |         | Long Range  | Length of  | Money        |       |       |       | So    | Sources | of Revenue | renue   |         | THINK SHITLE |       |
|--------------------|---------|-------------|------------|--------------|-------|-------|-------|-------|---------|------------|---------|---------|--------------|-------|
|                    |         | Capital     | Program In | Allocated    | Sales | Hotel | User  | GOB   | Dev     | Inter      | Snarial | Conceee | <b>Find</b>  | Othor |
|                    |         | Improvement | Years      | For P&R      | Tax   | Tax   | Fees  |       | Fees    | Govern.    | lmn.    | 1       | Raising      |       |
|                    |         | Program     |            |              |       |       |       |       |         | Adree      | Dist    |         | 2            |       |
| Manhattan, KS      | 37,000  | 7           | 9          | \$2,533,850  | ×     |       | ×     | ×     |         | ×          |         | ×       | ×            | X     |
| Marshalltown, IA   | 25,000  | 7           | 5          | \$261,150    |       |       | ×     |       |         |            |         | <       | <            | <     |
| Maryville, MO      | 10,600  | ۲           | 5          | \$183,500    |       |       |       |       |         |            |         |         | ¢            |       |
| Middletown, OH     | 50,000  | 7           | 5          | \$150,000    | ×     |       |       | ×     | ×       | ×          |         |         | ×            |       |
| Normal, IL         | 40,023  | 7           | S          |              | ×     | ×     | ×     | ×     | . >     | : >        |         | >       | <>           |       |
| Norman, OK         | 80,071  | Y           | CO<br>O    | \$1.500.000  | ×     | < ×   | :     | < ×   | <       | <          |         | <       | < >          |       |
| Odessa, TX         | 89,633  | z           |            |              |       | -     | ×     | :     |         |            |         |         | < >          |       |
| Overland Park, KS  | 120,000 | 7           | S          | \$1.000.000  | ×     | ×     | : ×   | ×     |         | ×          |         | ~       | <            |       |
| Plano, TX          | 128,713 | 7           | 5          | \$44,265,000 |       |       |       | ×     | ×       |            |         | <       | ×            | X     |
| Rocky Mount, NC    | 50,000  | 7           | S          | \$3,470,000  |       |       |       |       |         |            |         |         |              | -     |
| Salina, KS         | 43,000  | 7           | S          | \$1,615,000  | ×     |       | ×     | ×     |         |            |         |         | ×            |       |
| Shaker Heights, OH | 32,000  | Y           | S          | \$7,500,000  |       |       |       |       |         |            |         |         |              |       |
| Sioux Falls, SD    | 105,000 | Y           | 5          | \$5,800,000  | ×     |       |       |       |         | ×          |         |         | ×            | ×     |
| St. Joseph, MO     | 71,852  | ۲           | 5          | \$1,651,000  | ×     |       | ×     | ×     |         | ×          |         | ×       | ×            | -     |
| St. Peters, MO     | 45,000  | z           |            |              | ×     | ×     | ×     | ×     |         | ×          |         | :       | × ×          |       |
| Shawnee County, KS | 153,000 | z           |            |              |       |       | ×     |       |         |            |         |         | : ×          |       |
| Wichita, KS        | 400,000 | 7           | 4          | \$2,500,000  |       |       | ×     | ×     | ×       |            |         |         |              |       |
| Wilmette, IL       | 26,000  | ×           | S          |              |       |       | ×     | ×     |         |            |         |         |              | ×     |
| Wyoming, MI        | 65,000  | Y           | S          | \$2,000,000  |       |       |       |       |         |            |         |         |              | :     |
| Average            |         |             | 5.33       | \$4,147,220  |       |       |       |       |         |            |         |         |              |       |
| Percentage         |         |             |            |              | 81.1% | 73.6% | 37.7% | 20.8% | 54.7%   | 62.3%      | 22.6%   | 39.6%   | 5.7%         | 18.9% |
| Percent Yes        |         | 81.1%       |            |              |       |       |       |       |         | -          |         |         |              | 1912  |
| Percent No         | -       | 18.9%       |            |              |       |       |       |       |         |            |         |         |              |       |
|                    |         |             |            |              |       |       |       |       |         |            |         |         |              |       |
| Columbia           |         | Y           | w          | \$5,294,900  | X     |       | ×     | X     |         |            | -       |         | ×            | X     |