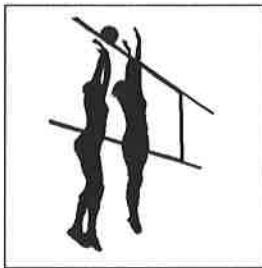


PARKS, RECREATION, AND OPEN SPACE MASTER PLAN



Summary
Report

2



Analysis and Recommendations



Prepared by Landplan Engineering of Missouri, Inc.

PARKS, RECREATION, AND OPEN SPACE MASTER PLAN

COLUMBIA, MISSOURI

September, 1994

Prepared by

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in association with

Leisure Vision, Inc.

for the

**City of Columbia, Missouri
City Council**

Summary
Report

**Parks and Recreation
Commission**

**Parks and Recreation
Department**

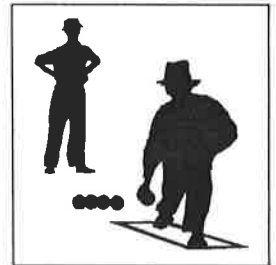
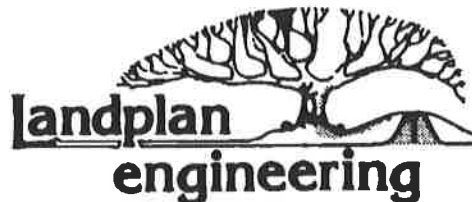
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Project Management by

**Parks and Recreation
Department**

**Division of
Planning and
Development**

Analysis and Recommendations



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PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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 acquisition and development of new park lands. Specific projects are described and listed, along with a statement of probable cost.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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 minimum, 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 purposes of this study, the conservative figure of 1.0% growth per year was used.

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

COMPARISON TO STANDARDS, SUMMARY CHART

Activity / Facility		Recommended Number of Facilities		City Owned			City-Owned Facilities Surplus (+) or Deficiency (-)				Total Facilities (Public and/or Private)	
		*NRPA	*MO Standards				1994 (70,000 pop.)		2005 (78,100 pop.)		1994 (70,000 pop.)	
		# of Units per Pop.	# of Units per Pop.				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 (1 per 5000)	N/A	Outdoor: see #14 Indoor: 0	7 Ind. (Sch.) 14 Ind. (Univ.)	21	-14	N/A	-15.6	N/A	+7	N/A
3	Handball (3-4 wall)	3.5 (1 per 20,000)	14 (1 per 5000)	0	12 Ind. (Univ.) 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 (1 per 2000)	47 (1 per 1,500)	23	4 (Sch.) 32 (Univ.) 6 (Private)	71	-12	-24	-16	-29	+36	+24
6	Volleyball	14 (1 per 5000)	23 (1 per 3,000)	16	+/- 2 (Private)	18	+2	-5	+4	-10	+4	-5
7	Baseball *Lighted	14 (1 per 5000) *2.3 (1 per 50,000)	N/A	10	4 (Priv.) 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
9	Football	3.5 (1 per 20,000)	17.5 (1 per 4,000)	4	2 light (Sch.) (also +/-10)	6	+5	-13.5	+1	-15.5	+2.5	-11.5
10	Soccer	7 (1 per 10,000)	17.5 (1 per 4,000)	19	18 unlit (Sch.) 1 (Private)	38	+12	+1.5	+11.2	-5	+31	+20.5
11	Golf-Driving Range	1.4 (1 per 50,000)	N/A	1	2 (Private)	3	-4	N/A	-5.6	N/A	+1.6	N/A
12	1/4-Mile Running Track	3.5 (1 per 20,000)	N/A	N/A	3 (Sch.) 2 (Univ.)	5	-3.5	N/A	-3.9	N/A	+1.5	N/A
13	Softball	14 (1 per 5,000)	47 (1 per 1,500)	8 (lighted)	1 (Univ.) 1 (Sch.) 12 (Priv.)	22	-6	-39	-7.6	-44	+8	-25
14	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
15	Trails	1 (1 per region)	N/A	1	N/A	1	E	N/A	E	N/A	E	N/A
16	Archery Range	1.4 (1 per 50,000)	N/A	1	1 (Private)	2	-4	N/A	-5.6	N/A	+6	N/A
17	Combination Skeet and Trap Field (8 station)	1.4 (1 per 50,000)	N/A	0	1 (Private)	1	-1.4	N/A	-1.56	N/A	-4	N/A
18	Golf (18-hole standard)	1.4 (1 per 50,000)	2.8 (1 per 25,000)	2	1.5 (Univ.) 2 (Private)	5 (18hole) 1 (9hole)	+6	-8	+4.4	-1.12	+4.1	+2.7
19	Swimming Pools	3.5 (1 per 20,000)	56,000sf. (800sf. per 1,000)	3 1 (Hickman) 22,150 S.F.	3 Ind. (Univ.) 1 Out (Univ.) 6 (Private)	14	+5	-33,850 S.F.	+1	-40,330 S.F.	+10.5	N/A
20	Beach Areas	0	N/A	1	1 (St./Fed.) 1 (Univ.)	3	+1	N/A	N/A	N/A	+3	N/A
21	Picnic Shelter	N/A	35 (1 per 2,000)	31	N/A	31	N/A	-4	N/A	-8	N/A	-4
22	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
23	Playground	N/A	70 (1 per 1,000)	24	19 (School)	43	N/A	-46	N/A	-54	N/A	-27
24	Wading Pool	N/A	14 (1 per 5000)	3	N/A	3	N/A	-11	N/A	-12.6	N/A	-11
25	Multi-Use Trails	N/A	23 (1 mi. per 3,000)	14.3	N/A	14.3	N/A	-8.7	N/A	-11.7	N/A	-8.7
26	Tent Camping	N/A	233 (1 site per 300)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
27	Shuffle Board Court	N/A	35 (1 per 2,000)	0	N/A	0	N/A	-35	N/A	-39	N/A	-35
28	Horseshoe Court	N/A	35 (1 site per 2,000)	18	N/A	18	N/A	-17	N/A	-21	N/A	-17
29	Boat Ramp	N/A	N/A (1 ramp per 5 river miles)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
30	Amphitheater	N/A	7 (1 per 10,000)	1	N/A	N/A	N/A	-6	N/A	-6.8	N/A	-6
31	Horse Arena	N/A	9.3 (1 per 7,500)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

N/A= Data not available and/or applicable

*Assuming a population of 70,000

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

NATIONAL RECREATION AND PARK ASSOCIATION

Recreation, Park, and Open Space Standards and Guidelines

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
Badminton	1620 sq. ft.	Singles - 17' x 44' Doubles - 20' x 44' with 5' unobstructed area on all sides	Long axis north-south	1 per 5000	¼-½ mile	Usually in school, recreation center, or church facility. Safe walking or bike access.
Basketball 1. Youth 2. High School 3. Collegiate	2400-3036 sq. ft. 5040-7280 sq. ft. 5600-7980 sq. ft.	46' 50" x 84' 50' x 84' 50 x 94' with 5' unobstructed space on all sides	Long axis north-south	1 per 5000	¼-½ mile	Same as badminton. Outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings.
Handball (3-4 wall)	800 sq. ft. for 4-wall, 1000 for 3-wall	20' x 40' - Minimum of 10' to rear of 3-wall court. Minimum 20' overhead clearance.	Long axis north-south. Front wall at north end.	1 per 20,000	15-30 minute travel time	4-wall usually indoor as part of multi-purpose facility. 3-wall usually outdoor in park or school setting.
Ice Hockey	22,000 sq. ft. including support area.	Rink 85' x 200' (minimum 85' x 185'). Additional 5000 sq. ft. support area.	Long axis north-south if outdoor	Indoor-1 per 100,000. Outdoor--depends on climate.	¼-1 hour travel time	Climate important consideration affecting no. of units. Best as part of multi-purpose facility.
Tennis	Minimum of 7,200 sq. ft. single court. (2 acres for complex.)	36' x 78'. 12' clearance on both sides; 21' clearance on both ends.	Long axis north-south.	1 court per 2000.	¼-½ mile	Best in batteries of 2-4. Located in neighborhood/community park or adjacent to school site.
Volleyball	Minimum of 4,000 sq. ft.	30' x 60'. Minimum 6' clearance on all sides.	Long axis north-south	1 court per 5000.	¼-½ mile	Same as other court activities (e.g., bad- minton, basketball, etc.)
Baseball 1. Official 2. Little League	3.0-3.85 A minimum 1.2 A minimum	• Baselines-90' Pitching distance- 60 ½' Foul lines-min. 320' Center field-400' • Baselines-60' Pitching distance-46' Foul lines-200' Center field-200'- 250'	Locate home plate so pitcher throwing across sun and batter not facing it. Line from home plate through pitcher's mound run east-north-east.	1 per 5000 Lighted-1 per 30,000	¼-½ mile	Part of neighborhood complex. Lighted fields part of community complex.
Field Hockey	Minimum 1.5A	180' x 300' with a minimum of 10' clearance on all sides.	Fall season-long axis northwest to southeast. For longer periods, north to south.	1 per 20,000	15-30 minutes travel time	Usually part of base- ball, football, soccer complex in community park or adjacent to high school.
Football	Minimum 1.5A	160' x 360' with a minimum of 6' clearance on all sides.	Same as field hockey.	1 per 20,000	15-30 minutes travel time	Same as field hockey.
Soccer	1.7 to 2.1A	195' to 225' x 330' to 360' with a 10' mini- mum clearance on all sides.	Same as field hockey.	1 per 10,000	1-2 miles	Number of units de- pends on popularity. Youth soccer on small- er fields adjacent to schools or neighbor- hood parks.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

NATIONAL RECREATION ANAD PARK ASSOCIATION

Recreation, Park, and Open Space Standards and Guidelines

Golf—Driving Range	13.5A for minimum of 25 tees	900' x 690' wide. Add 12' width for each additional tee.	Long axis south-west-northeast with golfer driving toward north-east.	1 per 50,000	30 minutes travel time	Part of golf course complex. As a separate unit, may be privately operated.
½ Mile Running Track	4.3A	Overall width—276' length—600.02' Track width for 8 to 4 lanes is 32'.	Long axis in sector from north to south to north-west-south-east with finish line at northerly end.	1 per 20,000	15-30 minutes travel time	Usually part of high school, or in community park complex in combination with football, soccer, etc.
Softball	1.5 to 2.0A	Baselines—60' Pitching distance—46' min. 40'—women. Fast pitch field radius from plate—225' between foul lines. Slow pitch—275' (men) 250' (women)	Same as baseball.	1 per 5,000 (if also used for youth baseball)	¼-½ mile	Slight difference in dimensions for 16" slow pitch. May also be used for youth baseball.
Multiple Recreation Court (basketball, volleyball, tennis)	9,840 sq. ft.	120' x 80'	Long axis of courts with primary use is north-south.	1 per 10,000	1-2 miles.	
Trails	N/A	Well defined head maximum 10' width, maximum average grade 5% not to exceed 15%. Capacity rural trails—40 hikers/day/mile. Urban trails—90 hikers/day/mile.	N/A	1 system per region	N/A	
Archery Range	Minimum 0.65A	300' length x minimum 10' wide between targets. Roped clear space on sides of range minimum of 30'. Clear space behind targets minimum of 90' x 45' with bunker.	Archer facing north + or - 45°.	1 per 50,000	30 minutes travel time	Part of a regional/metro park complex.
Combination Skeet and Trap Field (8 station)	Minimum 30A	All walks and structures occur within an area approximately 130' wide by 115' deep. Minimum cleared area is contained within two superimposed segments with 100-yard radii (4 acres). Shot-fall danger zone is contained within two superimposed segments with 300-yard radii (36 acres).	Center line of length runs northeast-south-west with shooter facing northeast.	1 per 50,000	30 minutes travel time	Part of a regional/metro park complex.
Golf 1. Par 3 (18-Hole) 2. 9-hole standard 3. 18-hole standard	• 50-60A • Minimum 50A • Minimum 110A	• Average length—vary 600-2700 yards • Average length—2250 yards • Average length—6500 yards	Majority of holes on north-south axis.	• 1/25,000 • 1/50,000	½ to 1 hour travel time	• 9-hole course can accommodate 350 people/day. • 18-hole course can accommodate 500-550 people a day. Course may be located in community or district park, but should not be over 20 miles from population center.
Swimming Pools	Varies on size of pool and amenities. Usually ½ to 2A site.	Teaching—minimum of 25 yards x 45' even depth of 3 to 4 feet. Competitive—minimum of 25m x 16m. Minimum of 27 square feet of water surface per swimmer. Ratios of 2:1 deck vs. water.	None—although care must be taken in siting of lifeguard stations in relation to afternoon sun.	1 per 20,000 (Pools should accommodate 3 to 5% of total population at a time.)	15 to 30 minutes travel time	Pools for general community use should be planned for teaching, competitive, and recreational purposes with enough depth (3.4m) to accommodate 1m and 3m diving boards. Located in community park or school site.
Beach Areas	N/A	Beach area should have 50 sq. ft. of land and 50 sq. ft. of water per user. Turnover rate is 3. There should be 3-4A supporting land per A of beach.	N/A	N/A	N/A	Should have sand bottom with slope a maximum of 5% (flat preferable). Boating areas completely segregated from swimming areas.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

MISSOURI DEPARTMENT OF NATURAL RESOURCES

Goals for Development Projects

Facility

Goal for Urban Areas

Football Field	1 field per 4,000 population
Soccer Field	1 field per 4,000 population
Picnic Shelter	1 shelter per 2,000 population
Picnic Table	1 table per 125 population
Ball Diamond	1 diamond per 1,500 population
Tennis Court	1 court per 1,500 population
Handball Court	1 court per 5,000 population
Playground	1 playground per 1,000 population
Swimming Pool	800 sq.ft. per 1,000 population
Wading Pool	1 pool per 5,000 population
Ice Skating Rink	1 rink per 50,000 population
Multi-Use Trails	1 mile per 3,000 population
Hiking Trail	1 mile per 4,000 population
Nature or Interpretive Trail	1 mile per 2,500 population
Equestrian Trail	1 mile per 6,250 population
Bicycle Trail	1 mile per 2,600 population
Jogging Trail	1 mile per 2,000 population
Exercise Trail	1 mile per 7,500 population
Multi-use Court	1 court per 3,000 population
Tent Camping	1 site per 300 population
Shuffleboard Court	1 court per 2,000 population
Horseshoe Court	1 site per 2,000 population
Volleyball Court	1 court per 3,000 population
Boat Ramp	1 ramp per 5 river miles in SMSA 1 ramp in 10 river miles in non-SMSA
Golf Course (9- or 18-holes)	1 course per 25,000 population
Amphitheater	1 amphitheater per 10,000 population
Horse Arena	1 arena per 7,500 population

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

STANDARDS

Conclusions	<p>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.</p> <p>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.</p> <p>The following conclusions regarding major facility categories are based upon comparison to standards.</p>
Basketball	<p>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.</p> <p>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.</p>
Ice Hockey	<p>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.</p>
Tennis Courts	<p>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.</p>

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Tennis courts are another item where the school and private facilities should be noted. If the total number of tennis courts in the community 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 when compared to National standards, with that number rising to 5.5 fields at the end of the planning period.

Softball Suggested numbers of softball facilities vary widely between National and State standards. In comparison with National, Columbia has a deficiency of 6 fields currently, with that number rising to 7.6 by the year 2005. In comparison with State standards, Columbia has a deficiency of 39 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 when compared to NRPA standards. However, when compared to 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

There are 63 holes of private golf in the City of Columbia. If those are entered into the equation, Columbia has a surplus of golf courses, 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

PARTICIPATION LEVELS

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

CITIZEN SURVEY

Overview

As detailed in Summary Report 1, this study conducted a Citizen Survey of over 2,000 Columbia residents. This eight-page questionnaire 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%)." (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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 1, 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:

Neighborhood Parks

Columbia's twenty-nine (29) neighborhood parks are located in various parts of the City. When a one-half mile radius is plotted around each of these parks (the yellow rings on the first of the three following maps), 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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

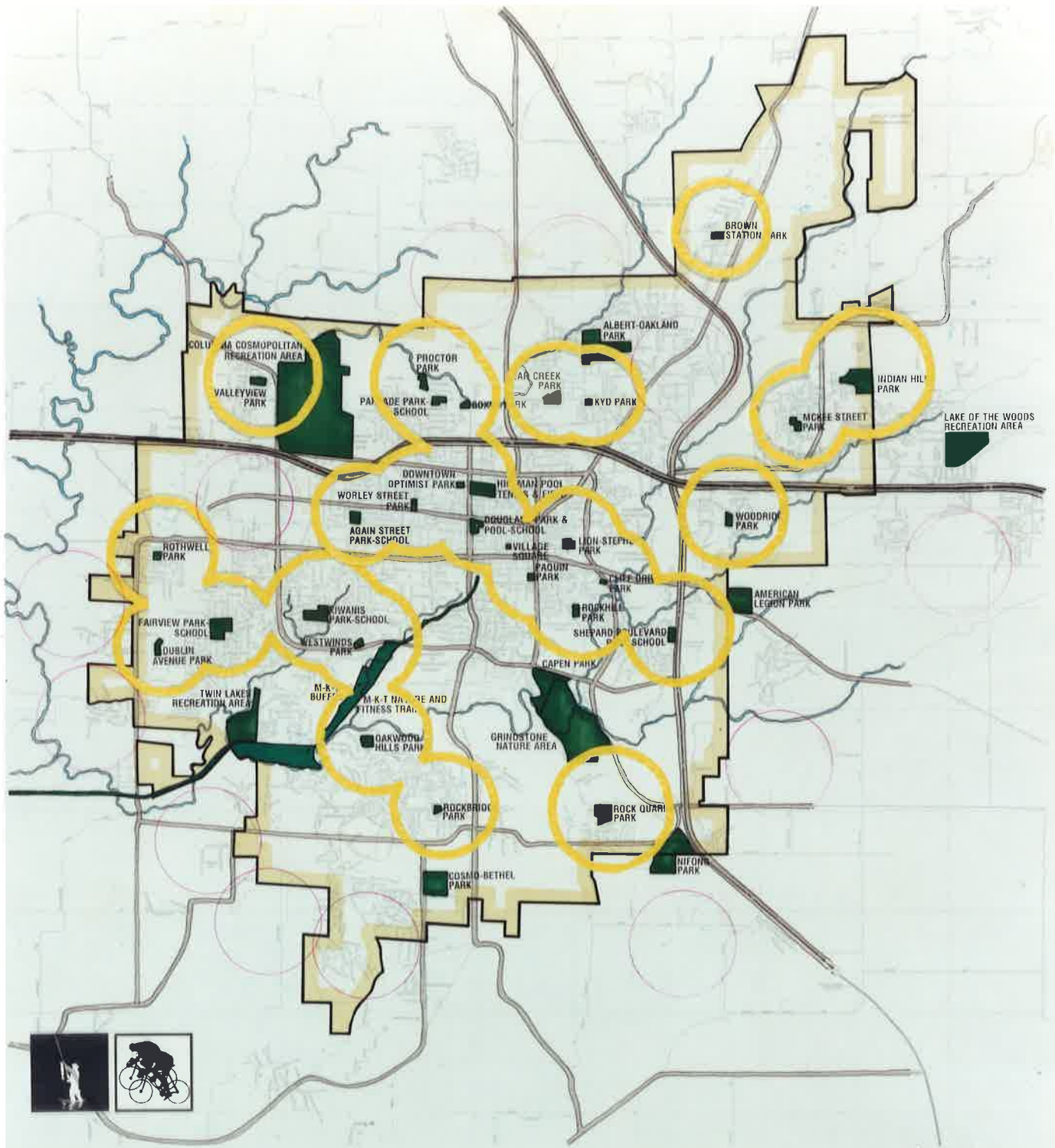
individual park met the goal of a "true" community park. That is, is this a park where the majority of citizens find activities that play an important role in their everyday lives? Swimming, open space, sports, playgrounds, and picnic facilities are such facilities which are included in most definitions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



Park Name	Location	Acres
Adams-Belmont Park	South St. & Main St.	10
Adams-Belmont Park	South St. & Main St.	10
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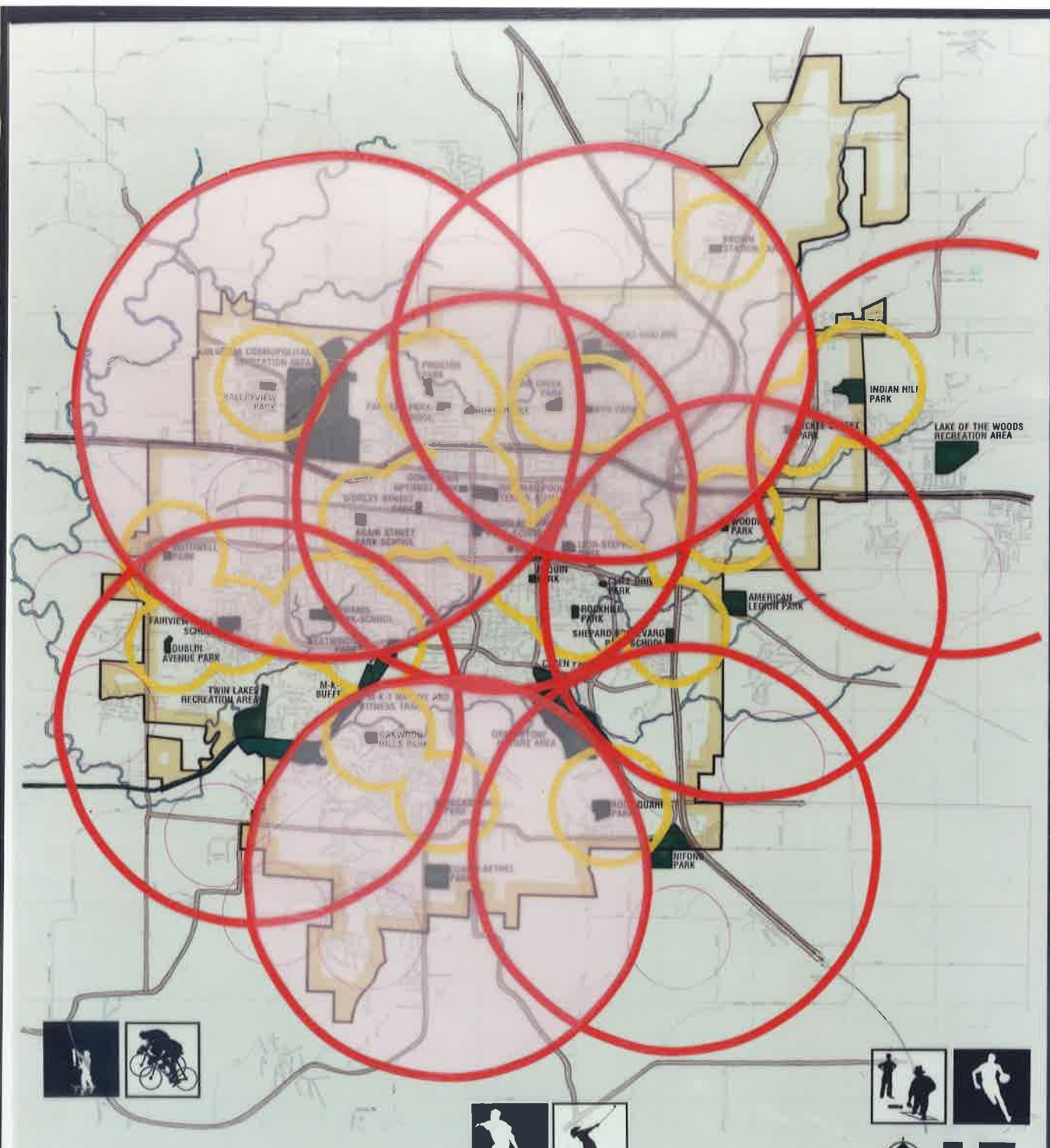


1 South 7th
Columbia, Missouri 65205
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HOTLINE: 874-7683

EXISTING PARKS - CITY **Parks, Recreation and Open Space Master Plan** CITY OF COLUMBIA, MISSOURI



4049 Pennsylvania
Kansas City, Missouri 64111
(816) 931-4442
FAX (816) 931-4212



Park Name	Location	Acres
Adams Park	Adams St. & 10th St.	10
Adams Park	Adams St. & 10th St.	10
Adams Park	Adams St. & 10th St.	10
Adams Park	Adams St. & 10th St.	10
Adams Park	Adams St. & 10th St.	10

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Adams Park	Adams St. & 10th St.	10
Adams Park	Adams St. & 10th St.	10

EXISTING PARKS - CITY

INVENTORY

Parks, Recreation and Open Space Master Plan

City of Columbia, Missouri

Columbia's Parks and Recreation
 1 South 7th
 Columbia, Missouri 65208
 (314) 874-7463
 HOTLINE: 874-7463

landplan engineering
 6049 Pennsylvania
 Kansas City, Missouri 64111
 (816) 931-4442
 FAX (816) 931-4212

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 abandoned 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.

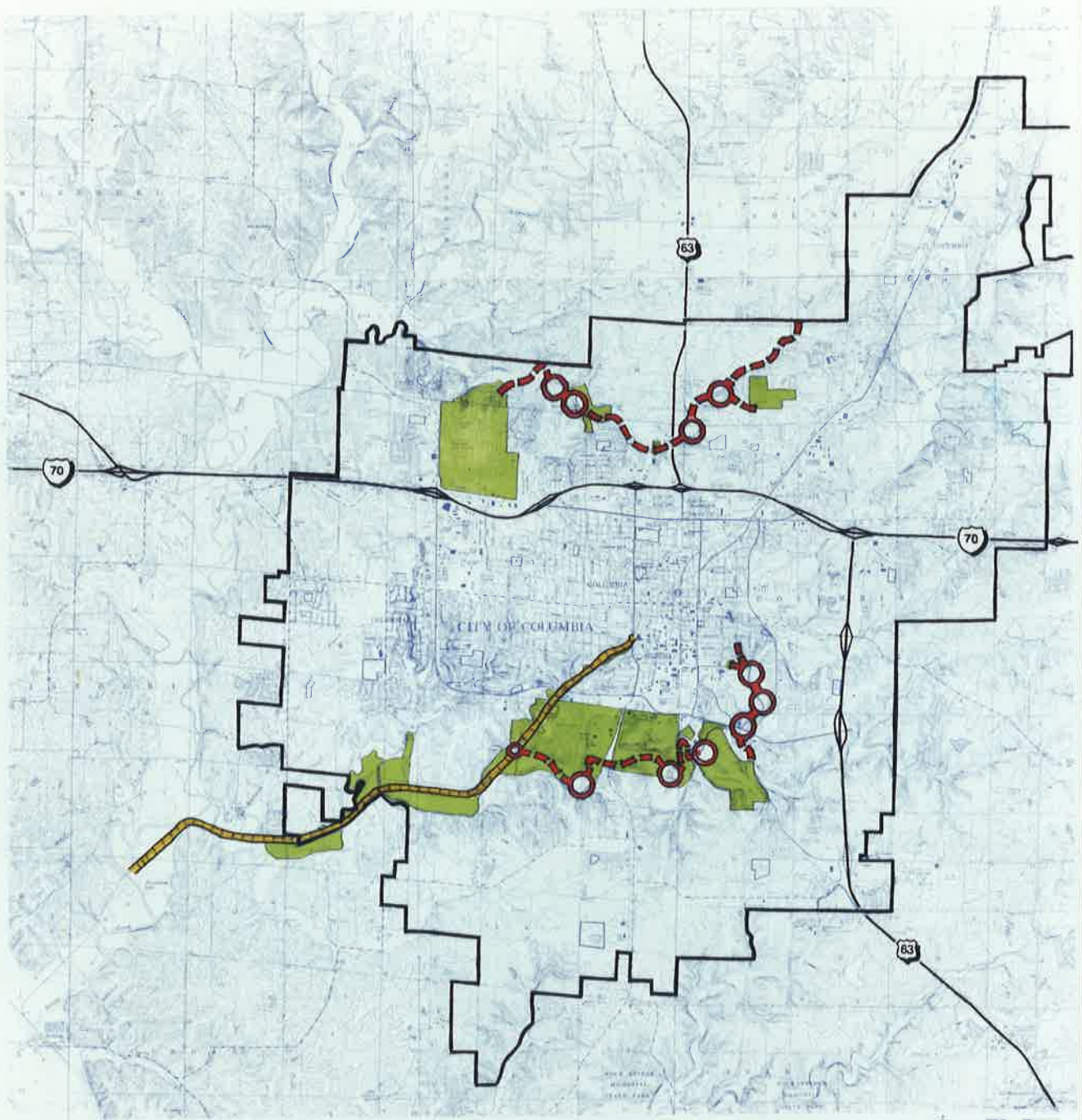
In addition to the MKT Trail, the City has also actively pursued the acquisition of land to implement the Greenbelt system. As shown in green on the following map, large areas of land are currently under City and/or public ownership along the identified portion of the Greenbelt route. To date, the acquisition 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 trail 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).

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.



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MO/UND 574-5422

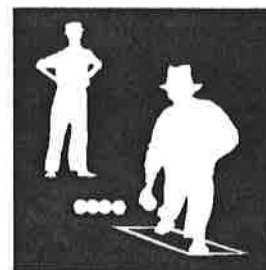
Parks, Recreation and Open Space Master Plan

CITY OF COLUMBIA, MISSOURI



8040 Pennsylvania
Kansas City, Missouri 64111
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KANSAS CITY, MISSOURI

Analysis of Services & Staffing, and Financial Issues



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

SERVICES AND STAFFING

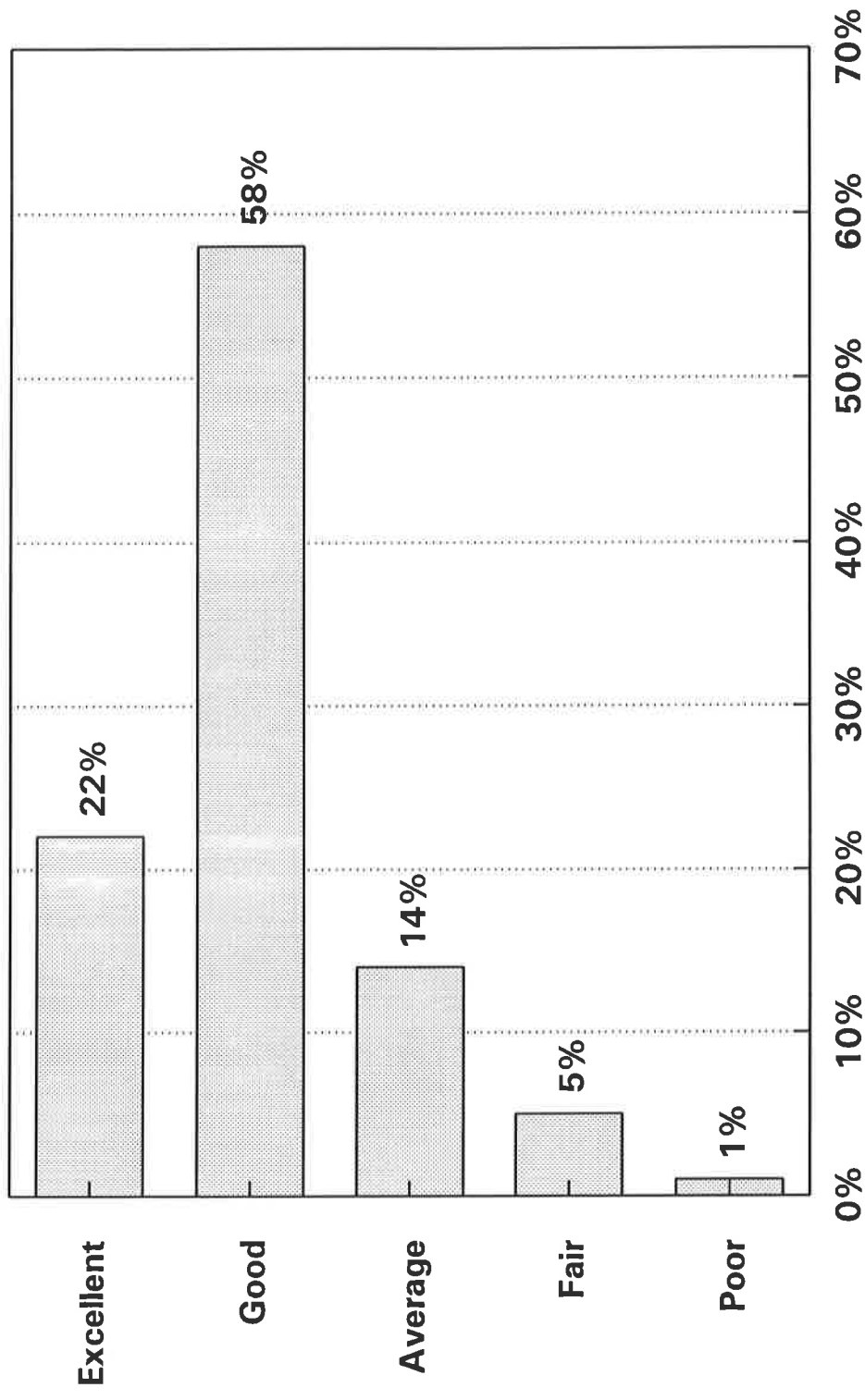
Citizen Participation and Satisfaction in Programs and Services is Very High

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. One-fifth (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



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

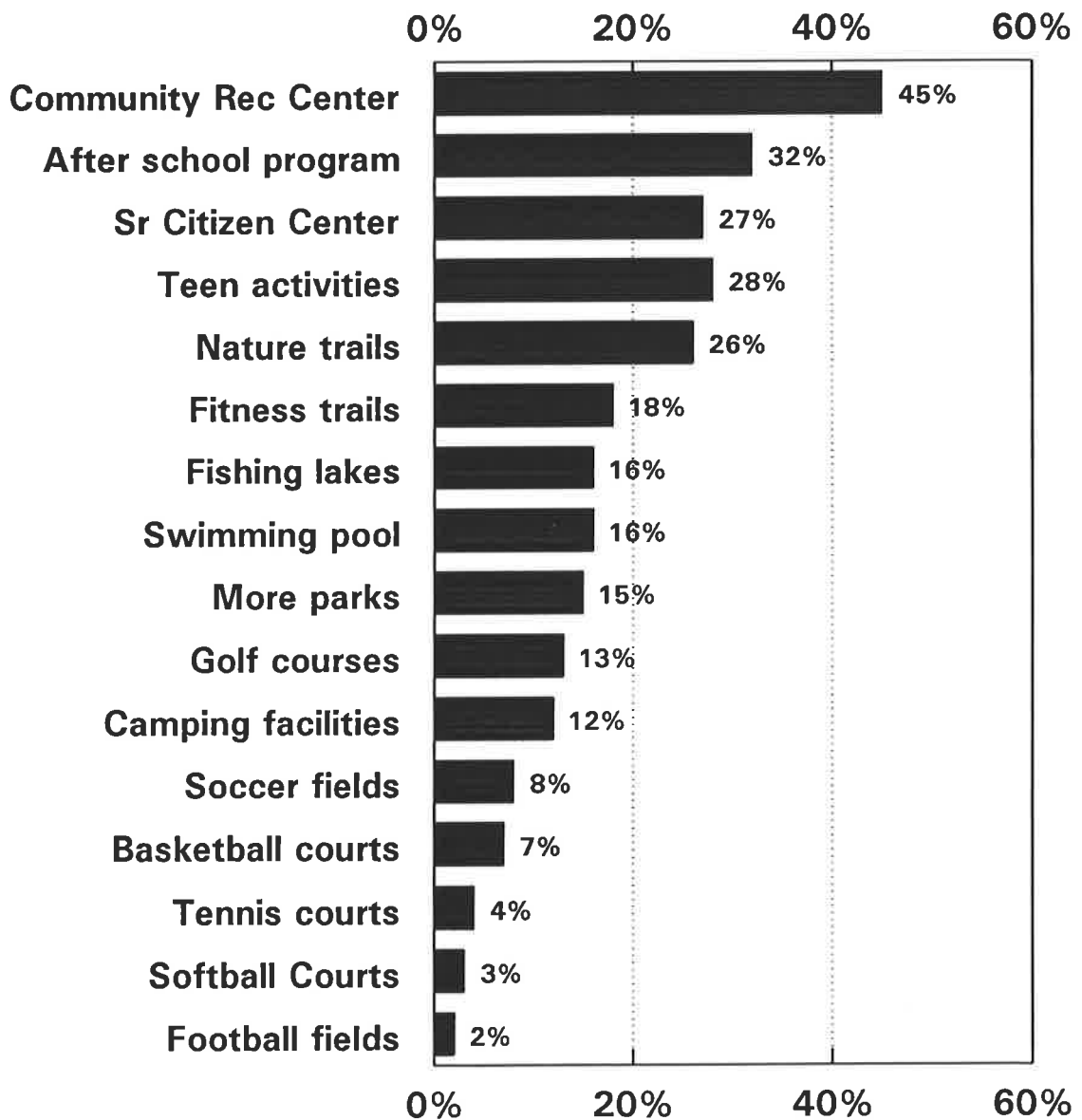
The Master Plan addresses the vast majority of needs expressed by citizens in the Community Survey. These comments were the foundation for development of the Master Plan.

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.

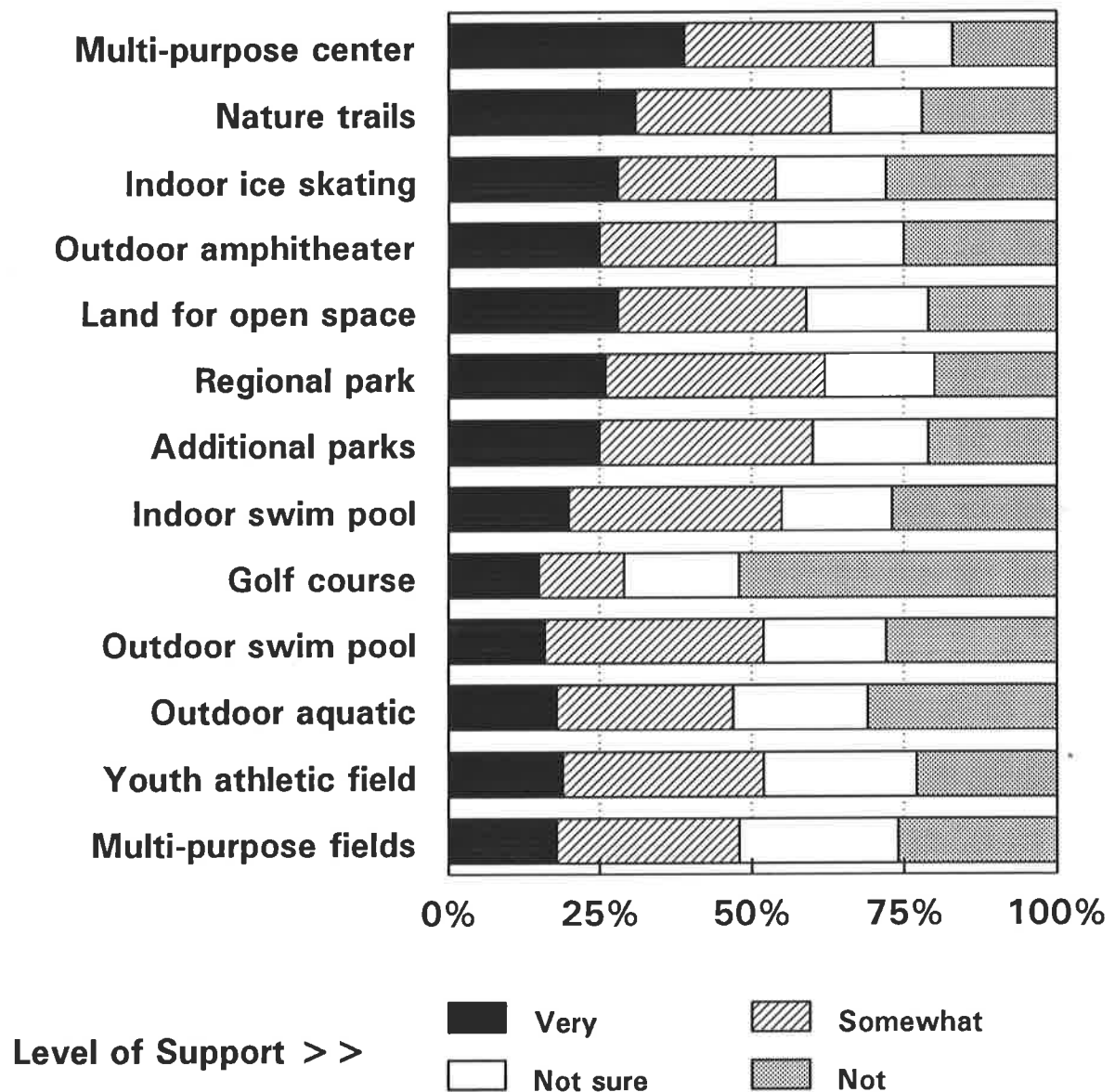
The following three (3) pages indicate information regarding priorities for parks and recreation facilities and specific facilities within the Community Center.

Top 3 Priorities for Park and Recreation Facilities and Activities to Develop

(Combined top 3 preferences)

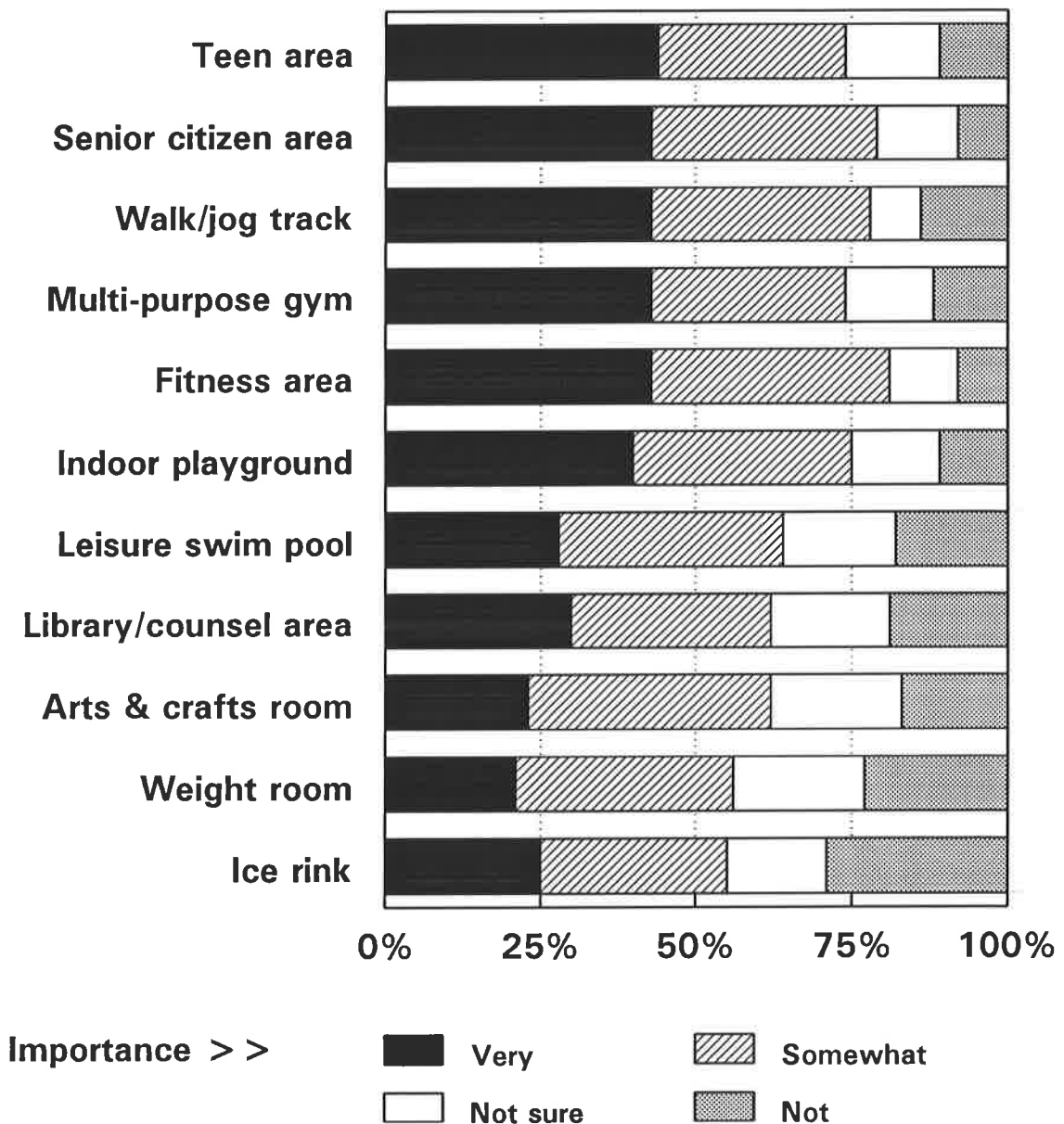


High Level of Support with Tax Dollars for Multi-Purpose Recreation Center *



* With pool, gymnasium, fitness area
and classrooms

Level of Importance for Specific Facilities Within Community Center



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

	Fiscal Year <u>1984</u>	Fiscal Year <u>1994</u>	Increase/ <u>Decrease</u>
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 5% increase over 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

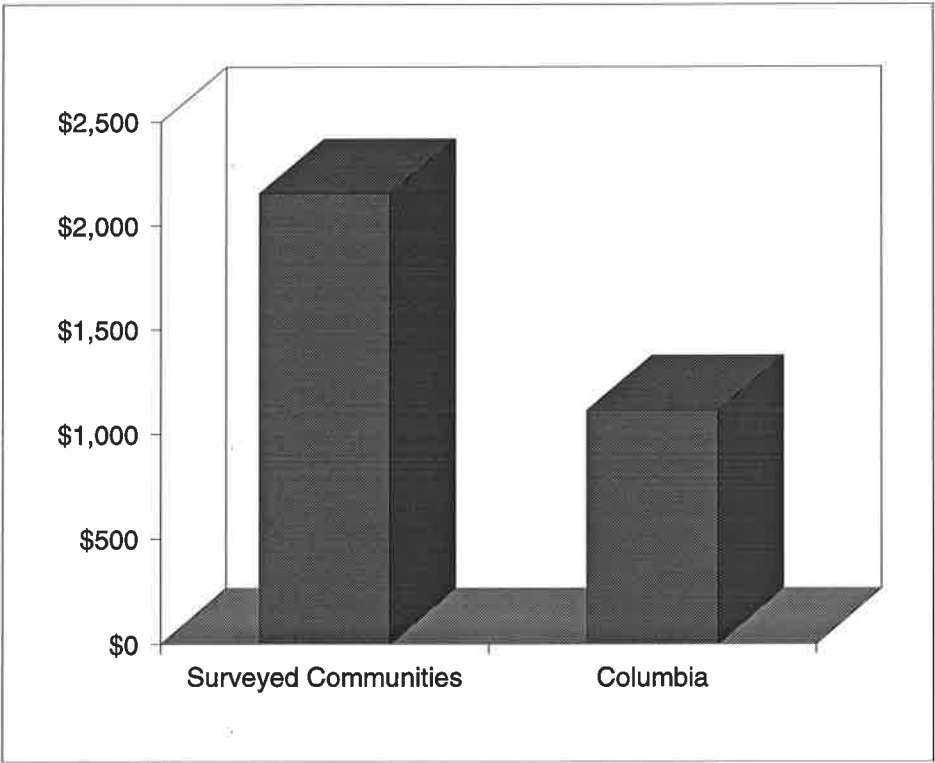
The charts on the following two (2) pages indicate a summary of this information.

Comparisons of Acreage Maintained and Budgets for Surveyed Communities & Columbia

CITY	STATE	POPULATION	PARK ACRES	FTE	ACRES @		TOTAL BUDGET	BUDGET @	
					FTE	1,000 POP.		ACRES	1,000 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	OK	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	OK	51,000	635	32	19.84	12.45	\$2,100,000	\$3,307	\$41,176
Ferguson	MO	22,800	114	9	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	NC	50,000	500	15	33.33	10.00	\$900,000	\$1,800	\$18,000
LaCrosse	WI	100,000	1500	11	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	OK	82,000	700	21	33.33	8.54	\$735,000	\$1,050	\$8,963
Lee's Summit	MO	55,000	215	10	21.50	3.91	\$400,000	\$1,860	\$7,273
Loraine	OH	76,000	600	12	50.00	7.89	NOT SENT	N/A	N/A
Mansfield	OH	50,000	400	9	44.44	8.00	NOT SENT	N/A	N/A
New Albany	IN	64,400	300	9	33.33	4.66	\$500,000	\$1,667	\$7,764
Raytown	MO	31,000	153	6	25.50	4.94	\$238,491	\$1,559	\$7,693
Schaumburg	IL	72,000	1135	24	47.29	15.76	\$1,200,000	\$1,057	\$16,667
Skokie	IL	60,000	170	11	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	MO	23,000	119	7	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
COLUMBIA	MO	72,000	1319	17	77.59	18.32	\$1,467,528	\$1,113	\$20,382

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

	Budget Per Acre
Surveyed Communities	\$2,155
Columbia	\$1,113



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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).

Additional Positions Required By Categories For Columbia's Maintenance Operations To Reach Average of Surveyed Communities

[illegible]

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 part-time 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 66.74 acres maintained per each FTE part-time staff. By comparison, the City of Columbia maintains 1319 acres of parks, which divided by 16.97 FTE maintenance positions equals 77.75 acres maintained per each FTE part-time staff.

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

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

CITY	PARK ACRES	PT 0-520 Hr.	PT 521- 1040 Hr.	PT 1041 Hr. +	Total 0-520 Hr. Av. 260 Hr.	Total Hrs. 521-1040 Ave. 780.5 Hr.	Total Hrs. + 1041 Hrs. + Av. 1270 Hrs.	Total Part-Time Hours	Total FTE Part-Time Staff	Acres Per FTE Part-Time Staff
Arlington Heights, IL.	650	12	6	12	3,126	4,683	15,240	23,049	11.08	58.66
Blue Springs, MO.	354	3	0	8	782	0	10,160	10,942	5.26	67.30
Broken Arrow, OK	600	23	0	0	5,992	0	0	5,992	2.88	208.30
Cape Girardeau, MO.	462	0	15	10	0	11,708	12,700	24,408	11.73	39.37
Edmond, OK	635	1	17	10	261	13,269	12,700	26,229	12.61	50.36
Ferguson, MO.	114	14	0	0	3,647	0	0	3,647	1.75	65.02
Florissant, MO.	400	150	12	10	39,075	9,366	12,700	61,141	29.39	13.61
Gladstone, MO.	250	0	2	1	0	1,561	1,270	2,831	1.36	183.68
Greenville, NC.	500	8	6	4	2,084	4,683	5,080	11,847	5.70	87.79
LaCrosse, WI.	1500	0	6	0	0	4,683	0	4,683	2.25	666.24
Lawrence, KS.	1450	8	21	6	2,084	16,391	7,620	26,095	12.55	115.58
Lawton, OK.	700	10	3	5	2,605	2,342	6,350	11,297	5.43	128.89
Lee's Summit, MO.	215	3	0	0	782	0	0	782	0.38	572.23
Loraine, OH.	600	0	0	125	0	0	158,750	158,750	76.32	7.86
Mansfield, OH.	400	52	0	0	13,546	0	0	13,546	6.51	61.42
New Albany, IN.	300	5	0	3	1,303	0	3,810	5,113	2.46	122.05
Raytown, MO.	153	1	0	0	261	0	0	261	0.13	1221.65
Schaumburg, IL.	1135	6	0	14	1,563	0	17,780	19,343	9.30	122.05
Skokie, IL.	170	8	8	4	2,084	6,244	5,080	13,408	6.45	26.37
Topeka, KS.	1600	0	22	0	0	17,171	0	17,171	8.26	193.82
Waterloo, IA.	2554	4	22	0	1,042	17,171	0	18,213	8.76	291.68
Webster Groves, MO.	119	0	0	4	0	0	5,080	5,080	2.44	48.72
AVERAGE	675.50	14.00	6.36	9.82	3647.00	4966.82	12469.09	21082.91	10.14	66.64
COLUMBIA	1319	5.00	11.00	20.00	1,303	8,586	25,400	35,288	16.97	77.75

Average Hours Computed As Follows:

Measurement	Low	High
Hours	1.00	520
Hours	521.00	1040
Hours	1041.00	1500
Average	260.5	780.5
	1270.5	

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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 target of 55 acres to be maintained per full-time maintenance staff in Columbia.

Calculations based on reaching this target are as follows:

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Third, we would recommend that adjustments be made in the number of part-time staff positions to complement the recommendations in full-time 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. Additionally, 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-Time	0-520 Hours	521-1040 Hours	1041-1500 Hours	Total
<u>Present</u>					
Number of Positions	17	5	11	20	
Average Hours	2,080	260.5	780.5	1270.5	
Total Hours	35,360	1,302.5	8,585.5	25,410	70,658.00
<u>Recommended</u>					
Number of Position	26	15	11	11	
Average Hours	2080	260.5	780.5	1270.5	
Total Hours	54,080	3,907.50	8,585.50	13,975.50	80,548.5

Total Adjustments in Full and Part-Time Hours:

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 Hours	Rate	Total Dollars
Full-Time	9	2080	18,720	12.65	\$236,808
Part-Time					
0-520	10	260.5	2,605	5.95	\$15,500
521-1040	--	--	--	--	--
1041-1500	(9)	1270.5	11,435	5.95	(\$68,038)
Total					\$184,270.00

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

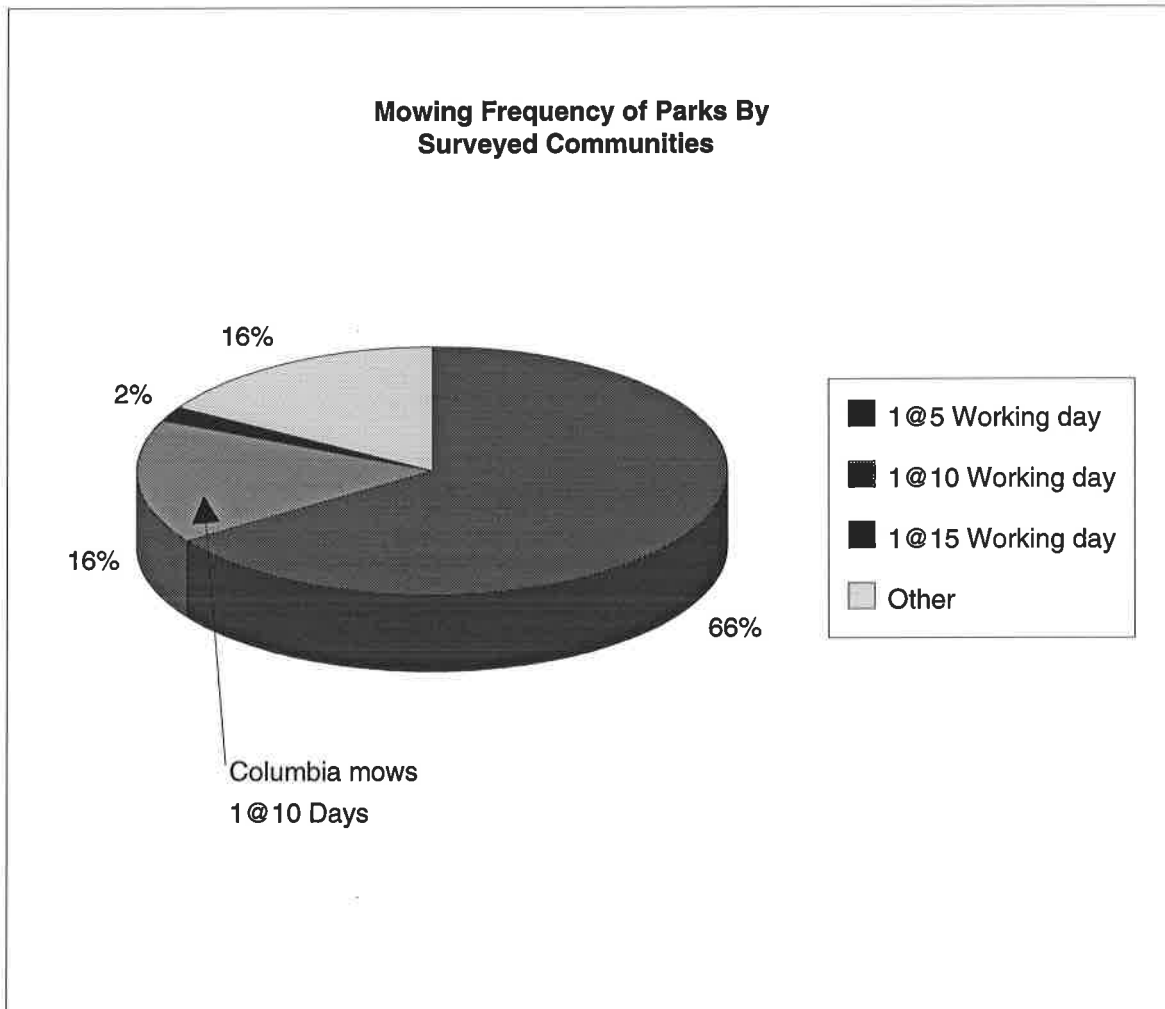
The following page contains a graph indicating comparisons of Columbia with surveyed communities.

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

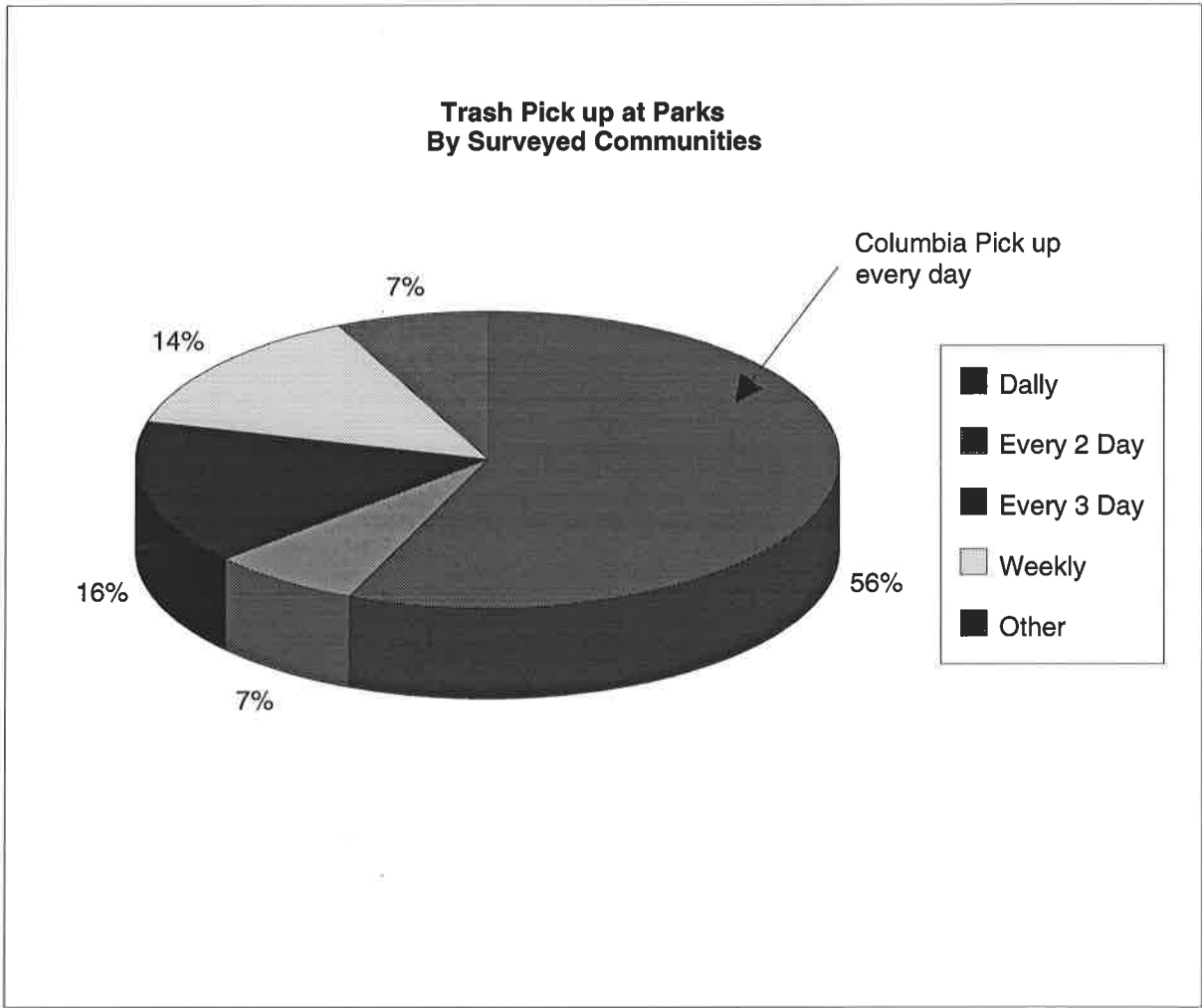
Trash maintenance levels in Columbia are similar to that maintained at other surveyed communities. Columbia picks up trash in its most heavily used parks on a daily basis. Over half (57%) of surveyed communities maintain daily trash pick up, with 7% picking up trash every 2 days and 16% maintaining trash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



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



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

The department owns and maintains over 130 engine powered self-propelled 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

Community	Population	Park Maintenance Standards And Procedures						
		Standards of Care	Evaluation Forms	Productivity Standards	Playground Inspections	Maint Task Procedures	Bi-Weekly Planning	Maintenance Categories
Abilene	7,500							
Arlington Hts.	78,000	Y	Y	Y	Y	Y	Y	Y
Blackburn	34,000				Y			
Blue Springs	40,125			Y	Y			Y
Broken Arrow	60,000	Y	Y	Y	Y	Y	Y	Y
Cape Girardeau	35,000				Y	Y		
Council Bluffs	54,600				Y			
Denver	90,000							
Duncanville	35,000				Y			
Edmond	57,000			Y	Y	Y	Y	Y
Elkhart	43,000	Y		Y	Y		Y	Y
Ferguson	22,800	Y						
Florissant	52,000	Y	Y	Y	Y			Y
Fort Dodge	25,000	Y		Y	Y			Y
Gladstone	28,000			Y	Y			Y
Greenville	50,000				Y	Y	Y	
La Crosse	100,000				Y			
Lawrence	66,000	Y		Y	Y	Y		Y
Lawton	82,000	Y	Y	Y	Y	Y		Y
Leavenworth	38,000							
Lee' Summit	55,000				Y			
Lenexa	35,000	Y		Y	Y	Y	Y	Y
Lorain	76,000				Y			
Mansfield	50,000	Y		Y	Y	Y		Y
Marion	32,000	Y		Y	Y		Y	Y
Marshalltown	25,000							
Mentor	48,500				Y	Y		
New Albany	64,400	Y	Y		Y			
Northbrook	38,000	Y		Y	Y	Y	Y	Y
Park Forest	25,000				Y	Y		
Pittsburg	18,000				Y			
Portage	35,000	Y			Y	Y		
Raytown	31,000	Y		Y	Y	Y	Y	Y
Salesbury	23,000				Y		Y	
Schaumburg	72,000				Y	Y	Y	
Skokie	60,000	Y			Y	Y		
Smithville					Y			
Urbana	36,000	Y			Y	Y		
Villa Park	22,279		Y		Y			
W Des Moines	34,000				Y			
W Groves	23,000		Y		Y			
Waterloo	66,000	Y	Y	Y	Y			Y
Wheat Ridge	30,000				Y			
Zanesville	26,800	Y			Y			
Percentage Yes		43%	18%	36%	89%	39%	25%	36%
Columbia	70,100	N	N	N	Y	Y	Y	Y

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

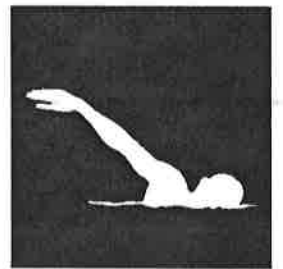
Columbia, Missouri

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



PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

DEVELOPMENT PACKAGE "A"; ACQUISITION

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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 acquisition. 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.

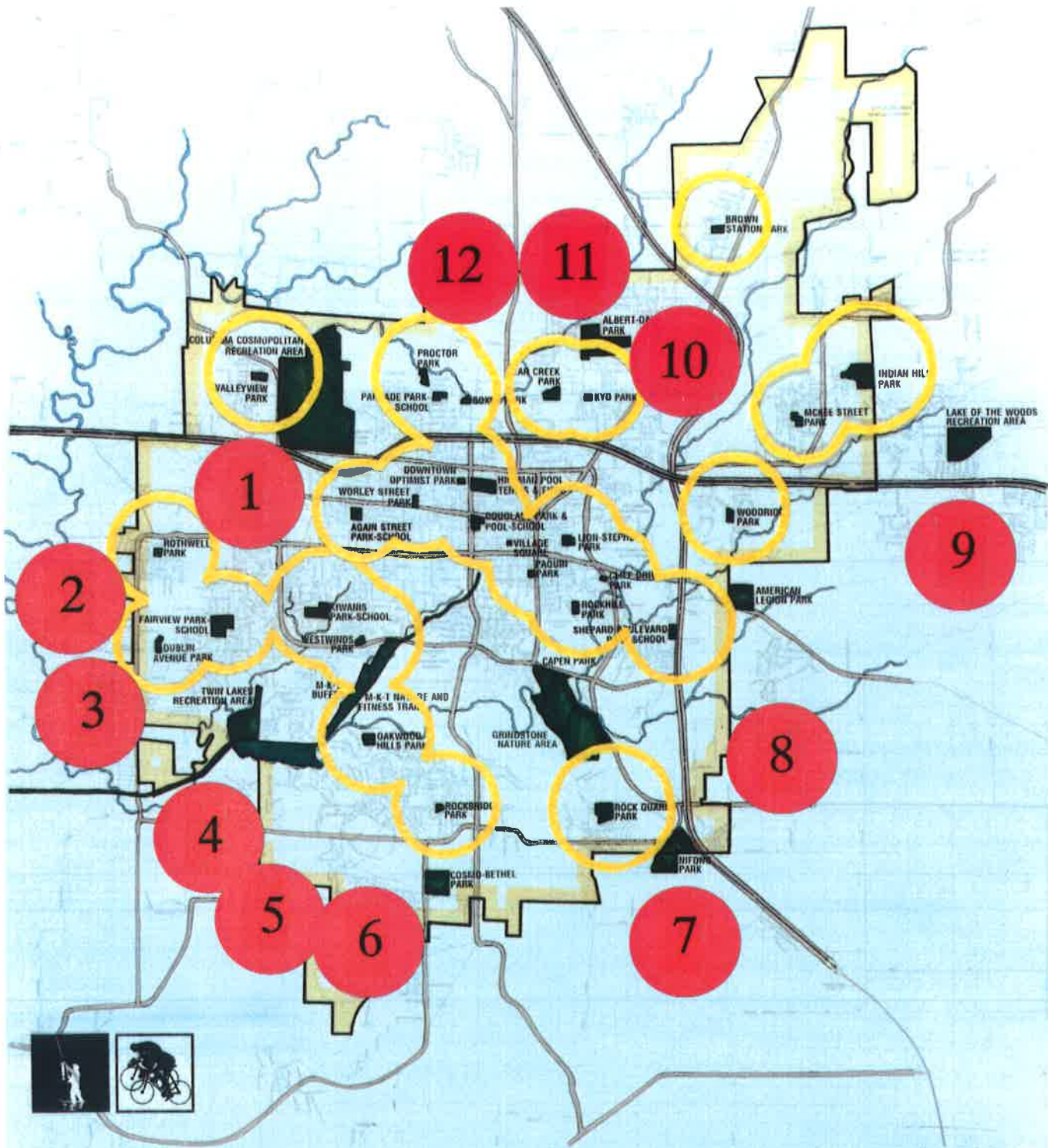
The City has recently learned that it will be deeded 100 acres of farmland adjacent to Fairview Park at some point in the future. This land, known as the Russell property, is being given to the City by the owners as a gift, to be used for a park. This land, when acquired, will solve the acquisition issue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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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 acquisition 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.



Park Name	Location	Area
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1

Park Name	Location	Area
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1

Park Name	Location	Area
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Adams Park	Adams St. & 1st St.	0.1
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Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1

Park Name	Location	Area
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1
Adams Park	Adams St. & 1st St.	0.1

EXISTING PARKS - CITY

INVENTORY



Parks, Recreation and Open Space Master Plan



City of Columbia, Missouri

1 South 7th
Columbia, Missouri 65206
(314) 874-7660
HOTLINE: 874-7663

4049 Perryman
Kansas City, Missouri 64111
(816) 931-4441
PAX (816) 931-4211

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

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Columbia, Missouri

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 acquisition 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.

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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 facilities. 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 deteriorating 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.

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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": Acquisition 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.

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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 acquisitions (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 simliar 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 acquisition 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.

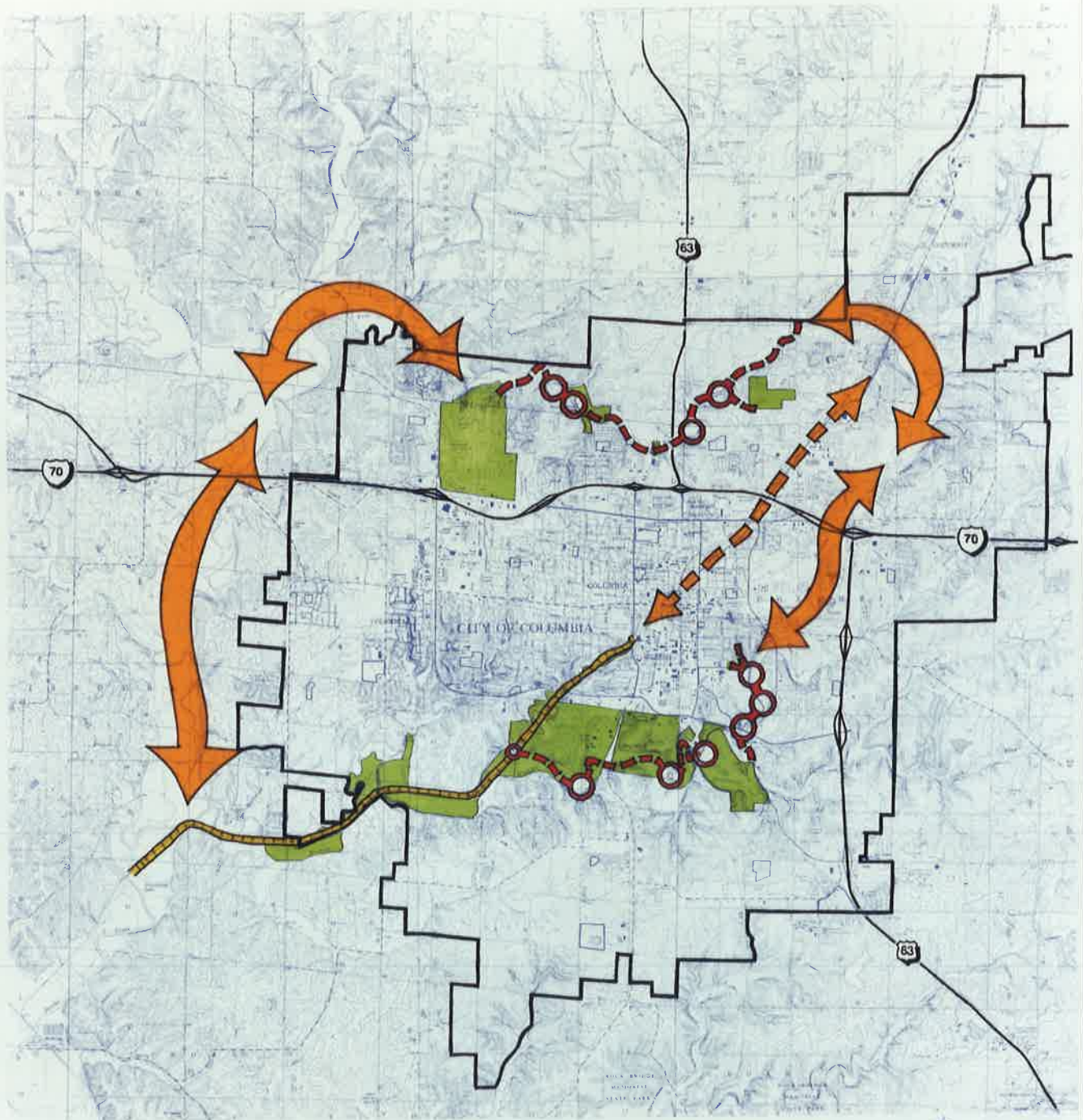
The trail system itself should be designed to continue the work previously initated. As shown on the following map, the "loop" should be connected from the Hinkson to the Bear Creek drainageways, and along the Perche Creek drainageway to connect the northern and southern legs of the Greenbelt.

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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.



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Parks, Recreation and Open Space Master Plan

CITY OF COLUMBIA, MISSOURI



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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 year-round 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

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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.

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

Note: Probable Costs as shown below represent contracted work.

<u>Location</u>	<u>Project</u>	<u>Probable Cost</u>
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	

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Cliff Drive	Install New Play Equipment	\$ 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	\$ 6,000
	Construct Horseshoe Pits	\$ 3,000
	Renovate Playground	\$ 40,000
	Construct Outdoor Basketball Court	\$ 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	\$ 15,000
	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:	
	Renovate Shelter	\$ 30,000
	Construct Accessible Playground	\$ 56,000
	Parks Management Center:	
	Renovate Shop Building	\$ 80,000
	- Energy Efficiency, Multi-Bay Entry @ North	
	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
	Construct Drive and Parking (100) (north edge of property)	\$ 100,000
Douglass	Replace Fence along Providence	\$ 45,000
	Upgrade Lights & Install Underground Light Wiring	\$ 10,000

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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	Upgrade Sand Volleyball Court	\$ 3,000
	Shelter Area:	
	Construct New Picnic Shelter in location of Existing Parking Lot	\$ 40,000
	Construct New Parking Lot (25) in location of Existing Picnic Shelter	\$ 30,000
	Landscaping & Walks	\$ 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
	- Note: Soccer Field and Parking improvements should 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	\$ 8,000
	Up-grade Playfield/Backstop	\$ 5,000
	Expand Parking to West of Existing Lot	\$ 25,000
	Construct Additional Picnic Shelter	\$ 40,000
	- 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	Up-grade Trail Surfacing	\$ 20,000
	Re-Surface East and West Entry Drive	\$ 40,000
Kyd	Construct Playground	\$ 40,000
	Construct Walking Trail	\$ 20,000
	Landscape	\$ 10,000

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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
	Construct Walking Trail	\$ 40,000
Rock Hill	Up-grade Trail System (esp. steps)	\$ 80,000
Rock Quarry	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
Rothwell	Renovate Existing Structures for Designated Uses	\$ 100,000
Rothwell	Construct Playground (northeast area)	\$ 40,000
	Construct Walking Trail	\$ 40,000

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Shepard	Install Lights at Tennis Courts	\$ 20,000
Twin Lakes	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	\$ 150,000
Valleyview	Re-Surface Sport Court	\$ 8,000
	Play Equipment Surfacing w/ Edging	\$ 2,000
	Replace Backstop	\$ 2,500
Village Square	Replace Benches	\$ 1,000
Westwinds	Construct Playground	\$ 45,000
	Construct Sport Court	\$ 15,000
	Construct Walking Trail	\$ 40,000
	Construct Picnic Shelter	\$ 40,000
Woodridge	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	\$ 40,000
Worley Street	Re-Surface Sport Court	\$ 15,000
	Repair Wood and Chain Link Fencing	\$ 8,000
	Re-Surface Walk	\$ 4,000
GRAND TOTAL:		\$10,988,000

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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	
	Construct Walking Trail	\$ 80,000
	Construct (4) Soccer Fields (Practice)	\$ 60,000
	Construct Drive & Parking Area (50)	\$ 50,000
	Develop Lake & Natural Area ("3rd" Lagoon Cell)	\$ 80,000
	Construct Playground	\$ 45,000
Field School	Construct Picnic Shelter (2)	\$ 40,000
	Negotiate Long-Term Use Agreement with School District	
	Construct Playground	\$ 45,000
	Construct Sport Court	\$ 15,000

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

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

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

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

1	Southeast - Vicinity of New Haven Rd. & Hwy. 63	\$ 850,000
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NEW PARK CAPITAL IMPROVEMENT PROJECTS

NEW NEIGHBORHOOD PARKS

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

<u>Location</u>	<u>Project</u>	<u>Probable Cost</u>
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

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NEW COMMUNITY PARKS

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

Columbia Citizen Needs Provided Through Master Plan Projects RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004									
Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
Neighborhood Park Land									
Park DeVille Neighborhood		\$40,000			X		X		
West Central		\$50,000			X		X		
West South		\$50,000			X		X		
West Southwest		\$60,000			X		X		
Central Southwest		\$60,000			X		X		
East Southwest		\$70,000			X		X		
West Southwest		\$50,000			X		X		
East Southeast		\$40,000			X		X		
East		\$40,000			X		X		
Northeast		\$40,000			X		X		
East North (Central)		\$30,000			X		X		
West North Central		\$50,000			X		X		
Community Park Land									
Acquisition									
Southeast		\$850,000				X	X	X	
New Neighborhood Parks									
Development									
Park DeVille Neighborhood	Park Development	\$155,000			X			X	
West Central	Park Development	\$155,000			X			X	
West South	Park Development	\$155,000			X			X	
West Southwest	Park Development	\$155,000			X			X	
Central Southwest	Park Development	\$155,000			X			X	
East Southwest	Park Development	\$155,000			X			X	
West Southwest	Park Development	\$155,000			X			X	
East Southeast	Park Development	\$155,000			X			X	
East	Park Development	\$155,000			X			X	
Northeast	Park Development	\$155,000			X			X	
East North (Central)	Park Development	\$155,000			X			X	
West North Central	Park Development	\$155,000			X			X	
Subtotal New Parks Acquisition & Development		\$3,290,000							

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
Community Park Land Development									
	Park Development								
Russell Property	5 Field Softball Youth Complex	\$1,500,000				X		X	X
	4 Field Soccer Complex	\$500,000				X		X	X
Boone County Fairgrounds	Community Recreation Center - Indoor Gymnasium & Leisure Pool, Seniors & Youth Program Areas, Parking & Utilities	\$11,500,000							
	Ice Arena								
	Recommended to be a joint development with private developer								
	Golf Course	\$4,000,000							
	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	\$100,000							
	If the city obtains control of the facility, renovation for the gymnasium and office space is recommended								

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
Again Street	Replace Backstop	\$1,500	X		X				
	Construct Sand Volleyball Court Near Shelter	\$5,000			X		X		
	Play Equipment Surfacing w/Edging	\$2,000	X	X	X				
Albert Oakland	Renovate Pool (mechanical & deck)	\$750,000	X	X		X	X	X	
	Reconstruct Tennis Courts (5)	\$150,000	X			X	X	X	
	Renovate Playground	\$60,000	X	X	X	X	X		
	Resurface Volleyball/ Basketball Courts	\$10,000	X			X	X		
	Install New Light Fixtures at Ball Field	\$25,000	X			X		X	
	Replace 20 station Fitness Course	\$5,000	X			X	X		
	Upgrade Sand Volleyball Court	\$3,000	X			X	X	X	
American Legion	Renovate Playground	\$45,000							
	Renovate Bleachers Area	\$20,000							
	Replace Fencing at Fields	\$10,000	X	X		X		X	
Bear Creek	Renovate Playground w/Edging	\$2,000	X	X	X		X		
	Remove Large Play Equip. Piece	\$500		X	X		X		
	Resurface Sport Court	\$8,000	X		X		X	X	
Boxer	Construct Pedestrian Access	\$1,500					X		

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

[illegible]

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
	Shelter Complex								
	Construct Soccer Practice Area/Playfield	\$15,000	X			X	X	X	
	Construct Walking Trail	\$60,000				X	X		
	Construct Swimming Pool (north of Lake)	\$2,000,000				X	X	X	
	Construct Drive and Parking (100)(north edge of property)	\$100,000				X	X	X	
Douglas	Replace Fence Along Providence	\$45,000	X		X				
	Upgrade Lights and Install Underground Light Wiring	\$10,000	X		X		X	X	
	Upgrade Sand Volleyball Court	\$3,000	X		X		X	X	
	Shelter Area:								
	Construct New Picnic Shelter in location of Existing Parking Lot	\$40,000	X		X		X	X	
	Construct New Parking Lot (25) in location of Existing Picnic Shelter	\$30,000	X		X		X	X	
	Landscaping and Walks	\$10,000	X		X				
Downtown Optomist	Resurface Sport Court	\$8,000	X		X		X		
	Construct Walk from Street to Shelter	\$3,000	X		X		X		
	Replace Playground Equip.	\$30,000	X	X	X				X
Dublin Avenue	Construct Playground	\$40,000			X		X		
	Construct Walking Trail	\$40,000			X		X		
Fairview	Construct Restroom	\$60,000				X	X	X	
	Install Lights at Tennis Courts	\$40,000				X	X	X	
	Construct Sand Volleyball	\$5,000				X	X	X	

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
	Court								
	Upgrade Soccer Practice Fields	\$10,000	X			X	X	X	
	Construct Parking Lot (30) at Plymoth Drive	\$20,000	X			X	X	X	
Grindstone	Construct Walking Trail	see Greenbelt	X			X	X		X
	Resurface Parking Lot	\$10,000	X			X			X
	Construct Creek Crossing	\$30,000	X			X			X
	Construct Nature Center	\$1,000,000				X	X	X	X
	Construct Restroom	\$60,000	X			X	X		X
Indian Hills	Additional Playgrounds	\$40,000	X		X		X		
	Resurface Parking Lot	\$8,000	X	X	X		X		
	Upgrade Playfield/Backstop	\$5,000	X		X		X		
	Expand Parking to West of Existing Lot	\$25,000	X			X	X		
	Construct Additional Picnic Shelter	\$40,000	X		X	X	X	X	
Kiwanis	Upgrade Trail Surfacing	\$20,000	X		X		X		
	Resurface West Entry Drive	\$40,000	X			X			
Kyd	Construct Playground	\$40,000			X		X		
	Construct Walking Trail	\$20,000			X		X		
	Landscape	\$10,000			X				
Lake of the Woods	Drill New Irrigation Well	\$50,000	X			X			X
	Irrigate Fairways	\$125,000	X			X		X	
	Construct Concrete Cart Paths	\$250,000	X			X		X	
Lions Stephens	Resurface Walking Trail	\$20,000	X		X		X		
McKee Street	Resurface Sport Court	\$8,000	X		X		X		

Columbia Citizen Needs Provided Through Master Plan Projects RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004									
Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
	Install Seating near Playground	\$5,000	X		X		X		
M.K.T. Trail	Upgrade and Widen Surface	\$100,000	X			X	X		X
	Renovate Bridge Abatements	\$100,000	X	X		X	X		X
Nifong	Renovate Historical Buildings	\$500,000	X			X	X	X	
	Construct New Outdoor Amphitheater	\$200,000	X			X		X	
	Construct Walk Between Museum and Maplewood	\$15,000				X	X	X	
	Construct Playground	\$40,000				X	X		X
	Expand and Resurface Parking	\$150,000	X			X	X	X	
Oakwood Hills	Resurface Sport Court	\$8,000	X			X	X		X
	Replace Playground Equip.	\$30,000	X	X	X		X		X
Paquin	Upgrade Horseshoe Pits	\$3,000	X		X		X		
Proctor	Construct Playground	\$40,000	X		X		X		X
	Relocate Picnic Shelter to North Avenue	\$8,000	X		X		X		X
	Construct Walking Trail (connect to Greenbelt)	\$40,000			X	X	X		X
Rockbridge	Replace Play Equipment	\$40,000	X	X	X		X		X
	Replace Backstop Fence Fabric	\$4,000	X	X	X				
	Resurface Sport Court	\$8,000	X		X		X		X
	Construct Walking Trail	\$40,000			X		X		X
Rock Hill	Upgrade Trail System	\$80,000	X		X		X		X

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
Rock Quarry	Construct Roads and Parking	\$150,000				X		X	
	Construct Playground	\$40,000			X	X	X		X
	Construct Picnic Shelter	\$40,000			X	X	X	X	X
	Construct (3) Playfields	\$15,000			X		X		
	Construct (2) Soccer, 1 Softball								
	Construct (4) Tennis Courts	\$170,000				X	X		X
	with lighting								
	Construct Sport Court	\$20,000			X		X		X
	Construct Walking Trail	\$80,000			X	X	X		X
	Renovate Existing Structures for Designated Uses	\$100,000				X	X	X	
Rothwell									
	Construct Playground (northeast area)	\$40,000			X		X		X
	Construct Walking Trail	\$40,000			X		X		X
Shepard	Install Lights and Tennis Courts	\$20,000	X			X	X	X	X
Twin Lakes	Construct Additional Parking	\$100,000	X			X	X	X	
	Upgrade Trails	\$40,000	X			X	X		X
	Construct Boat Launch	\$20,000	X			X	X		
	Construct Concession Building	\$200,000	X			X	X	X	
	Construct Restroom	\$60,000	X			X	X	X	X
	Construct Walks	\$25,000	X			X	X		X
	Upgrade Entry Drive & Existing Parking Lot	\$150,000	X			X	X	X	
Valleyview	Resurface Sport Court	\$8,000	X		X		X		X
	Play Equipment Surfacing with Edging	\$2,000	X	X	X				X
	Repair Backstop	\$2,500	X	X	X				
Village Square									
	Replace Benches	\$1,000	X						

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

[illegible]

**Columbia Citizen Needs Provided Through Master Plan Projects
RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004**

Location	Project	Probable Cost	Improvements to Existing Facilities	Safety Needs	Neighborhood Park Needs	Community Park Needs	Needed Drop-In Recreation	Needed Scheduled Recreation	High Relationship to Survey
Bear Creek	Transfer Ownership	See Greenbelt				X			
	Construct Walking Trail	\$80,000				X	X		X
	Construct (4) Soccer Fields (Practice)	\$60,000				X	X	X	
	Construct Drive and Parking Area (50)	\$50,000				X	X	X	
	Develop Lake and Natural Area (3rd Lagoon Cell)	\$80,000				X			
	Construct Playground	\$45,000			X	X	X		X
	Construct Picnic Shelter (2)	\$40,000			X	X	X	X	X
Field School	Construct Playground	\$45,000			X		X		X
	Construct Sport Court	\$15,000			X		X		X
Subtotal		\$415,000							
Boone County Fairgrounds	Community Recreation Center - Indoor Gymnasium & Leisure Pool, Seniors & Youth Program Areas, Parking & Utilities	\$11,500,000				X	X	X	X

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 and 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.

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Columbia, Missouri

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.

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There are several types of lease purchase funding mechanisms, including certificates of participation in which investors can purchase tax free investments in the leased facility, and sales leaseback 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 million in enhancement dollars available for transportation related projects including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification programs.

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Columbia, Missouri

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

<u>Sources</u>	<u>Principal</u>	<u>Second</u>	<u>Third</u>	<u>Total</u>
General Obligation 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

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Columbia, Missouri

Community	Long Range Capital Improvement Program Principal Sources of Revenue		
	Principal Source	Second Major Source	Third Major 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		
Broken Arrow, OK	Sales Tax	General Obligation Bond	Fund Raising
Burlington, 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		
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
Ft. Collins, CO	Sales Tax	Development Fees	
Grand Junction, CO			
Grandview, MO		Other	User Fees
Hazelwood, MO		Other	
Highland Park, IL	User Fees	Fund Raising	Other
Iowa City, IA	General Obligation Bond	Hotel Tax	Inter. Government Agree.
Janesville, WI	General Obligation Bond	Fund Raising	User Fees
Jefferson City, MO	Sales Tax	User Fees	Fund Raising
Kirkwood, MO	Sales Tax	Inter. Government Agree.	Fund Raising
Kokomo, IN			Fund Raising
Lawrence, IN	General Obligation Bond	Inter. Government Agree.	Development Fees
Liberty, MO	Sales Tax	Development Fees	
Lincoln, NE	User Fees	Other	Inter. Government Agree.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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Community	Long Range Capital Improvement Program Principal Sources of Revenue		
	Principal Source	Second Major Source	Third Major 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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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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

2. Compatibility with other City Policies

Points	Definition
5 pts	Yes
0 pts	No

3. Traditional Source of Funding

Points	Definition
5 pts	Very much
3 pts	Often
1 pt	Occasionally
0 pts	Seldom/Never

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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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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Sources of Funds	Rating Criteria					Totals	Recommendations
	Presently Used	Compatible with other	Traditional Source	Local Tax Impact	Potential Source of		
Dedication/Development Fee	0	0	5	5	6	16	R
Foundations/Grants/Gifts	5	5	3	5	10	28	R
Recreation Service Fund	5	5	3	5	6	24	R
Community Development Block Grants	5	5	5	5	6	26	R
1/4¢ Sales Tax	5	5	5	1	10	26	R
Land & Water Conservation Fund	5	5	5	5	2	22	R
General Obligation Bonds	1	5	5	0	10	21	R
Industrial Development Bonds	0	0	1	1	6	8	NR
Ad Valorem Property Tax	0	5	5	0	10	20	R
Hotel, Motel and Restaurant Tax	0	0	1	3	6	10	NR
Sales Tax	5	5	5	1	10	26	R
Special Improvement District/ Benefit District	0	5	1	3	2	11	NR
Lease Purchase Financing	0	0	1	1	10	12	NR
Interlocal Agreement	0	5	3	3	10	21	R
Revenue Bonds	0	5	1	3	6	15	NR
Private Concessionaires	0	0	3	5	2	10	NR
ISTEA	3	5	3	3	10	24	R

NR - Not Recommended

R - Recommended

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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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 average 50% of a project. Secondary funding sources were also identified. As many secondary sources as deemed appropriate for the project type were identified. On average, 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	\$982,698	5.81%
Interlocal Agreement	\$971,899	6.49%
ISTEA	\$979,706	5.86%
TOTAL	\$16,673,000	100%

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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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 Ice Rink	\$11,500,000	1/4¢ Sales Tax Joint Venture with Private Developer
Golf Course	\$4,000,000	Revenue Bond
National Guard Armory	\$1,000,000	1/4¢ Sales Tax & Foundation/Gifts

RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004													
Location	Project	Probable Cost	Dedication Fee	Foundation/Gifts	Recreation Service Fund	Community Devel. Block Grant	1/4c Sales Tax	Land & Water Conserv. Fund	Gen. Obligation Bonds	Ad. Valorem Property Taxes	Sales Tax	Interlocal Agreement	ISTEA
Neighborhood Park Land													
Acquisition													
Park DeVille Neighborhood		\$40,000	\$			\$	P				\$		
West Central		\$50,000	\$				P				\$		
West South		\$50,000	\$				P				\$		
West Southwest		\$60,000	\$				P				\$		
Central Southwest		\$60,000	\$				P				\$		
East Southwest		\$70,000	\$				P				\$		
West Southwest		\$50,000	\$				P				\$		
East Southeast		\$40,000	\$				P				\$		
East		\$40,000	\$				P				\$		
Northeast		\$40,000	\$			\$	P				\$		
East North (Central)		\$30,000	\$				P				\$		
West North Central		\$50,000	\$				P				\$		
Community Park Land													
Acquisition													
Southeast		\$850,000	\$	\$			P				\$		
New Neighborhood Parks													
Development													
Park DeVille Neighborhood	Park Development	\$155,000		\$		\$	P	\$					
West Central	Park Development	\$155,000		\$			P	\$					
West South	Park Development	\$155,000		\$			P	\$					
West Southwest	Park Development	\$155,000		\$			P	\$					
Central Southwest	Park Development	\$155,000		\$			P	\$					
East Southwest	Park Development	\$155,000		\$			P	\$					
West Southwest	Park Development	\$155,000		\$			P	\$					
East Southwest	Park Development	\$155,000		\$			P	\$					
East	Park Development	\$155,000		\$			P	\$					
Northeast	Park Development	\$155,000		\$		\$	P	\$					
East North (Central)	Park Development	\$155,000		\$			P	\$					
West North Central	Park Development	\$155,000		\$			P	\$					

RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004

Location	Project	Probable Cost	Dedication Fee	Foundation/Gifts	Recreation Service Fund	Community Devel. Block Grant	1/4c Sales Tax	Land & Water Conserv. Fund	Gen. Obligation Bonds	Ad. Valorem Property Taxes	Sales Tax	Interlocal Agreement	ISTEA
Capen	Reconstruct Entry Drive & Construct Parking (25)	\$40,000											
	Construct Picnic Shelter	\$40,000		S		P	S						S
	Construct Restroom	\$60,000				P							S
	Construct Trail	see Greenbelt											S
Cliff Drive	Install New Play Equipment	\$10,000								S	P		
Cosmopolitan	Rainbow Softball Complex												
	Expand Restroom & Indoor Concession	\$100,000			P								
	Install Anti-Glare Shields on Ballfield Lights	\$10,000			P								
	Upgrade Sand Volleyball Courts	\$6,000								S	P		
	Construct Softball Pits	\$3,000								S	P		
	Renovate Playground	\$40,000			P					S	P		
	Construct Outdoor Basketball Court	\$20,000								S	P		
	Antimi Baseball Complex												
	Relocate Harris Shelter	\$20,000					P				S		
	Re-route Service Road												
	Construct Parking (100)	\$100,000			S		P						
	Construct (2) Girls Fastpitch Softball Fields - Lighted, Fenced, Bleachers, & Walks	\$200,000		S	P							S	
	Upgrade 2 Temporary T-Ball Fields to Permanent	\$30,000		S	P								
	Replace Ballfield Lighting Fixtures	\$15,000		S	P								
	Construct Playground (north side of entry walk)	\$60,000			S		P				S		
	Soccer Fields:												
	Install Lighting at 2 Fields	\$40,000		S	P								

RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004

Location	Project	Probable Cost	Dedication Fee	Foundation/Gifts	Recreation Service Fund	Community Devel. Block Grant	1/4c Sales Tax	Land & Water Conserv. Fund	Gen. Obligation Bonds	Ad. Valorem Property Taxes	Sales Tax	Interlocal Agreement	ISTEA
Grindstone	Construct Walking Trail	see Greenbelt											
	Resurface Parking Lot	\$10,000											
	Construct Creek Crossing	\$30,000											
	Construct Nature Center	\$1,000,000		P									S
	Construct Restroom	\$60,000											S
Indian Hills	Additional Playgrounds	\$40,000											
	Resurface Parking Lot	\$8,000				P							
	Upgrade Playfield/Backstop	\$5,000				P							
	Expand Parking to West of Existing Lot	\$25,000				P							
	Construct Additional Picnic Shelter	\$40,000				P							
Kiwanis	Upgrade Trail Surfacing	\$20,000		S									
	Resurface West Entry Drive	\$40,000		S									
Kyd	Construct Playground	\$40,000		S									
	Construct Walking Trail	\$20,000					P	S					
	Landscape	\$10,000					P	S					
Lake of the Woods	Drill New Irrigation Well	\$50,000			P								
	Irrigate Fairways	\$125,000			P								
	Construct Concrete Cart Paths	\$250,000			P								
Lions Stephens	Resurface Walking Trail	\$20,000				P							
McKee Street	Resurface Sport Court	\$8,000											
	Install Seating near Playground	\$5,000											
M.K.T. Trail	Upgrade and Widen Surface	\$100,000											S
	Renovate Bridge Abatements	\$100,000					P						S

RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004

[illegible]

RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004

[illegible]

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Comparisons of Rental Rates Columbia to Surveyed Communities			
Facility	Type	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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

PROGRAM AND FACILITY FEES

Outdoor Pool Fees

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

<u>Category</u>	<u>Average Surveyed 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

Memberships - 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Indoor Pool Daily Fees

Daily Fees - 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.

<u>Category</u>	<u>Average Surveyed Communities</u>	<u>Columbia</u>
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

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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

Adult Mens/Womens Basketball

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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.

<u>Category</u>	<u>Average Surveyed Communities</u>	<u>Columbia</u>
Adult Soccer		
Men's Team Fee	\$262.00	\$250.00
Games per Season	10	7
Team Fee per Game	\$ 23.39	\$ 35.71
Women's Team Fee	\$383.33	\$250.00
Games per Season	9	7
Team Fee per Game	\$ 42.59	\$ 35.71
<u>Adult Volleyball</u>		

<u>Category</u>	<u>Average Surveyed Communities</u>	<u>Columbia</u>
Adult Volleyball		
Men's Team Fee	\$133.10	\$147.20
Games per Season	8.7	8
Team Fee per Game	\$ 7.85	\$ 18.40
Women's Team Fee	\$134.38	\$147.20
Games per Season	9	7
Team Fee per Game	\$ 11.51	\$18.40
Co-Ed Team Fee	\$135.26	\$147.20
Games per Season	10	8
Team Fee per Game	\$ 12.72	\$ 18.40

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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.

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

<u>Category</u>	<u>Average Surveyed 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

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

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

Other Fees and Policies - 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.

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Approximately 2/3 (62%) of surveyed communities do not 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.

Community	Population	GOLF COURSE MEMBERSHIP FEES									
		Individual		Family		Senior		Junior		Non-Res.	
		Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.
Ames, Iowa	49,900	\$490		\$380		\$165		\$165		\$165	
Ardmore, OK	25,500	\$390		\$565		\$315		\$88		\$88	
Arvada, CO	100,000	\$350		\$625		\$170		\$145		\$145	
Ashville, N.C.	62,000										
Ballwin, MO	21,406										
Beloit, IL	37,152	\$250	\$320	\$500		\$180	\$250	\$50	\$80		
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										
Brentwood, MO	60,000										
Broken Arrow, OK	58,043										
Burlington, 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	\$900	\$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			

Community	Population	GOLF COURSE MEMBERSHIP FEES									
		Individual		Family		Senior		Junior		Junior	
		Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.
Manhattan, KS	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						
Rocky Mount, NC	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			

Community	Population	Green Fees and Lessons									
		Green Fees		Green Fees		Green Fees		Cart Rentals		Cart Rentals	
		Weekdays		Weekdays		Weekends		18 Holes		18 Holes	
		Residents	Non-Res.	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		\$16.00		\$25.00	
Ashville, N.C.	62,000	\$15.00	\$18.00	\$15.00	\$18.00	\$15.00	\$18.00	\$16.00	\$18.00	\$30.00	\$35.00
Bailwin, MO	21,406	\$9.00	\$18.00	\$11.00	\$22.00	\$12.00	\$16.00	\$16.00	\$16.00	\$25.00	\$30.00
Beloit, IL	37,152	\$14.00	\$14.00	\$15.00	\$15.00	\$15.00	\$15.00	\$10.00	\$10.00		
Bloomington, IN	60,000	\$15.00	\$15.00	\$16.00	\$16.00	\$16.00	\$16.00	\$20.00	\$18.00	\$60.00	
Blue Springs, MO	40,153	\$13.00	\$16.00	\$13.00	\$16.00	\$13.00	\$16.00	\$18.00	\$18.00	\$40.00	\$48.00
Boulder, CO	88,312	\$13.00									
Bowling Green, OH	28,500										
Brentwood, MO	60,000										
Broken Arrow, OK	58,043										
Burlington, IA	28,000	\$6.75	\$6.75	\$8.75	\$8.75	\$14.00	\$14.00	\$14.00	\$14.00		
Cedar Rapids, IA	110,000	\$8.75		\$5.75		\$16.00		\$16.00		\$16.00	
Champaign, IL	65,000										
Council Bluffs, IA	54,600	\$11.00		\$11.00		\$14.00					
Crystal Lake, IL	40,000	\$12.00		\$15.00							
Davenport, IA	98,000	\$9.50	\$10.50	\$20.00		\$15.00				\$18.00	
Dubuque, IA	58,000	\$7.50		\$9.00							
Emporia, KS	25,600										
Fayetteville, N.C.	76,000										
Ft. Collins, CO	87,758	\$13.00		\$15.00		\$16.00		\$16.00			
Grand Junction, CO	29,034	\$16.00	\$16.00	\$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	\$23.00	\$29.00	\$24.00	\$24.00	\$70.00	\$105.00
Iowa City, IA	60,000										
Janesville, WI	52,538	\$16.05	\$17.07	\$18.25	\$19.25	\$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	\$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	Green Fees and Lessons							
			Green Fees Weekdays Residents	Green Fees Weekdays Non-Res.	Green Fees Weekends Residents	Green Fees Weekends Non-Res.	Cart Rentals 18 Holes Residents	Cart Rentals 18 Holes Non-Res.	Golf Lesson Group Resident	Golf Lesson Group 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	
Piano, 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	\$14.53	\$13.05	\$16.91	\$16.44	\$17.85	\$41.85	\$48.44
Columbia Youth Adult		70,100	\$7.25		\$8.75		\$17.00		\$23.85	\$27.20

Community	Population	Golf Course Charges and Policies															
		Cart Storage Resident		Cart Storage Non-Res.	Allow Priv.	Private Cart	Limit #	Have Grand-		Serve	Allow Ind. or Tournaments						
		Fee-Annual		Fee-Annual	Carts On Course	Fee-Annual	Private Carts	Fathered out	Memberships/ Private Carts/ Etc.			Alcohol	Bring Alcohol On Course				
Ames, Iowa	49,900					Y		\$40.00	Y	N	Y					N	
Ardmore, OK	25,500	\$330.00				Y		\$220.00	N	Y	Y				Y	Y	N
Arvada, CO	100,000					N				N	Y						
Ashville, N.C.	62,000																
Ballwin, MO	21,406					N			N	N	Y					N	N
Beloit, IL	37,152	\$275.00				Y		\$85.00	Y	Y	Y					N	N
Bloomington, IN	60,000					N				N	Y					N	N
Blue Springs, MO	40,153					N				N	Y					N	N
Boulder, CO	88,312					N				Y	Y					N	N
Bowling Green, OH	28,500																
Brentwood, MO	60,000																
Broken Arrow, OK	58,043																
Burlington, IA	28,000	\$270.00		\$270.00		Y			Y	Y	Y						N
Cedar Rapids, IA	110,000					N			N	N	Y						N
Champaign, IL	65,000																
Council Bluffs, IA	54,600					N				Y	N						N
Crystal Lake, IL	40,000																
Davenport, IA	98,000					N			N	N	Y					N	N
Dubuque, IA	58,000					N			N	N	Y					N	N
Emporia, KS	25,600	\$125.00				Y				Y	N					N	N
Fayetteville, N.C.	76,000																
Ft. Collins, CO	87,758					Y		\$125.00	N	N	Y					N	N
Grand Junction, CO	29,034					N				N	Y						
Grandview, MO	25,000																
Hazelwood, MO	15,512																
Highland Park, IL	30,575					N			N	N	Y					N	N
Iowa City, IA	60,000																
Janesville, WI	52,538					N											
Jefferson City, MO	35,517					N				Y	Y					N	N
Kirkwood, MO	29,000									N	N					Y	Y
Kokomo, IN	88,000																
Lawrence, IN	27,000																
Liberty, MO	21,000																
Lincoln, NE	191,972					Y		\$116.00	Y	Y	N					Y	Y

Community	Population	Golf Course Charges and Policies									
		Cart Storage Resident Fee-Annual	Cart Storage Non-Res. Fee-Annual	Allow Priv. Carts On Course	Private Cart Fee-Annual	Limit # Private Carts	Have Grand-Fathered out Memberships/Private Carts/etc.	Serve Alcohol	Allow Ind. or Tournaments Bring Alcohol On Course		
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										
Average		\$250.00	\$270.00		\$64.40						
Percent Yes				38%		44%	26%	87%	13%		
Percent No				62%		56%	74%	13%	87%		
Columbia	70,100	\$290.00		Y	\$100.00	N	N	Y	Ind. Y Tournaments N		

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Youth Sports

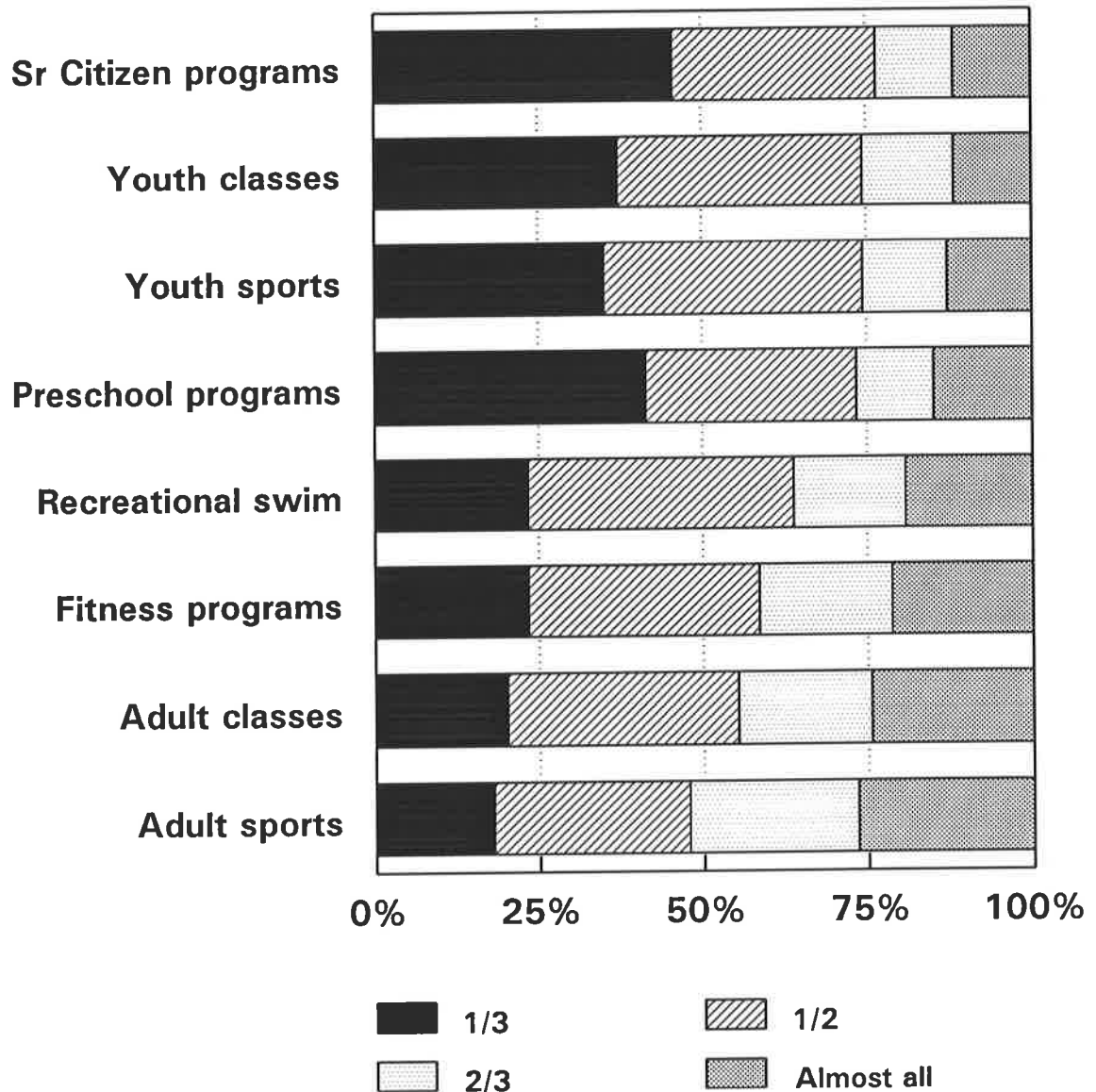
The City of Columbia offers a comprehensive youth program including baseball, boys and girls soccer, co-ed soccer, girls basketball, boys basketball, girls fast pitch softball, boys flag football, boys tackle football, and boys t-ball. No other community surveyed had the comprehensiveness of programming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



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Girls Fast Pitch

Individual Fee	\$20.75	\$35.00
# of Officials per Game	1.75	2
Games per Season	11	12
Individual Fee per Game	\$ 1.97	\$ 2.92

Boys Flag Football

Individual Fee	\$16.50	\$25.00
# of Officials per Game	2.75	2
Games per Season	7.73	6
Individual Fee per Game	\$ 2.28	\$ 4.17

Boys Tackle Football

Individual Fee	\$45.13	\$50.00
# of Officials per Game	3.5	3
Games per Season	8	6
Individual Fee per Game	\$ 7.19	\$ 8.33

Boys T-Ball

Individual Fee	\$21.13	\$30.00
# of Officials per Game	1.5	1
Games per Season	8	12
Individual Fee per Game	\$ 3.03	\$ 2.50

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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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 & Recreation Department Fee Generation				
		Operating Budget	Fee Generation	Fee Generated	Percent	Fees @ 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
Burlington, 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
Fayetteville, 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 & Recreation Department Fee Generation			
		Operating Budget	Fee Generation	Percent of Fee Generated	Fees @ 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

PARKS, RECREATION & OPEN SPACE MASTER PLAN

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

PERCENT OF COSTS RECOVERED THROUGH FEES

Facility/Program	Most Frequent Response	2nd Most Frequent 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 Interest Classes	90%-100%	70%-89%	70%-89%
Youth Special Interest Classes	90%-100%	70%-89%	70%-89%

Agency Action Plan



PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

INTRODUCTION

Overview

This section of Summary Report II synthesizes recommendations for Capital Improvement Projects and staffing increases into a **ten-year Agency Action Plan**. This document should serve as a **guideline** to assist 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 recommended to be funded outside of the normal Department budget. These projects should be inserted into the ten-year program as funding becomes available.

AGENCY ACTION PLAN EXISTING PARKS RENOVATION AND DEVELOPMENT

Numbers below represent dollars in thousands.

Location	Project	Probable Cost	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Again Street	Replace Backstop	\$ 1,500		1.5								
	Construct Sand Volleyball Court near Shelter	\$ 5,000					5					
	Play Equipment Surfacing w/ Edging	\$ 2,000	2									
Note: Evaluate Play Equipment for Safety Compliance												
Albert-Oakland	Renovate Pool (mechanical & deck)	\$ 750,000		750								
	Re-construct Tennis Courts (5)	\$ 150,000			150							
	Renovate Playground	\$ 60,000				10		60				
	Re-surface Volleyball/Basketball Courts	\$ 10,000										
	Install New Light Fixtures at Ballfields	\$ 25,000		25								
	Replace 20-station Fitness Course	\$ 5,000								5		
	Upgrade Sand Volleyball Court	\$ 3,000					3					
American Legion	Renovate Playground	\$ 45,000					45					
	Renovate Bleachers Area	\$ 20,000			20							
	Replace Fencing at Small Ballfield	\$ 10,000		10								
Bear Creek	Play Equipment Surfacing w/ Edging	\$ 2,000	2									
	Remove Large Play Equipment Piece	\$ 500	0.5									
	Re-Surface Sport Court	\$ 8,000									8	
Boxer	Construct Pedestrian Access	\$ 1,500				1.5						
Note: Maintain park in natural state as part of Bear Creek Greenbelt.												
Brown Station	Construct Play Court	\$ 15,000					15					
	Construct Picnic Shelter	\$ 40,000		40								
	Construct Walking Trail	\$ 40,000								40		
	Upgrade Playground Surfacing	\$ 1,000		1					15			
	Park Entry	\$ 15,000										
	- Walk surfacing, Landscaping, Signage											
Capen	Re-construct Entry Drive & Construct Parking (25)	\$ 40,000					40					
	Construct Picnic Shelter	\$ 40,000								40		
	Construct Restroom	\$ 60,000										60
	Construct Trail as part of Greenbelt											
Cliff Drive	Install New Play Equipment	\$ 10,000		10								
Cosmopolitan	Rainbow Softball Center:											
	Expand Restroom and Indoor Concession	\$ 100,000			100							
	Install Anti-Glare Shields on Ballfield Lights	\$ 10,000				10						
	Upgrade Sand Volleyball Courts	\$ 6,000				6						
	Construct Horseshoe Pits	\$ 3,000					3					
	Renovate Playground	\$ 40,000						40				
	Construct Outdoor Basketball Court	\$ 20,000		20								
Antimi Youth Baseball Complex:	Re-locate Harris Shelter (north of Soccer C 9)	\$ 20,000					20					
	Re-route Service Road, Construct Parking (100)	\$ 100,000					100					
	Construct (2) Girls Fast-Pitch Softball Fields	\$ 200,000					200					
	- Lighted, Fenced, Bleachers & Walks											
	Upgrade (2) Temporary T-Ball Fields to Permanent	\$ 30,000		30								
	Replace Ballfield Lighting Fixtures	\$ 15,000			15							
	Construct Playground (north side of main entry walk)	\$ 60,000						60				
Soccer Fields:	Install Lighting at Two (2) Fields	\$ 60,000		60								

Location	Project	Probable Cost	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Kiwanis	Up-grade Trail Surfacing	\$ 20,000										
	Re-Surface East and West Entry Drive	\$ 40,000							40		20	
Kyd	Construct Playground	\$ 40,000					40					
	Construct Walking Trail	\$ 20,000										20
	Landscape	\$ 10,000							10			
Lake of the Woods	Drill New Irrigation Well	\$ 50,000			50							
	Irrigate Fairways	\$ 125,000			125				75			50
	Construct Concrete Cart Paths	\$ 250,000								125		
Lion-Stephens	Re-Surface Walking Trail	\$ 20,000									20	
McKee Street	Re-Surface Sport Court	\$ 8,000				5						8
	Install Seating near Playground	\$ 5,000										
M.K.T. Trail	Up-grade and Widen Surface	\$ 100,000		20				40				
	Renovate Bridge Abutments	\$ 100,000				50				40	50	
Nifong	Renovate Historical Buildings	\$ 500,000							200			300
	Construct New Outdoor Amphitheater	\$ 200,000								200		
	Construct Walk between Museum & Maplewood	\$ 15,000			15							
	Construct Playground	\$ 40,000					40					
	Expand and Re-Surface Parking	\$ 150,000		75				75				
Oakwood Hills	Re-Surface Sport Court	\$ 8,000									8	
	Replace Playground Equipment	\$ 30,000					30					
Paquin	Up-grade Horseshoe Pits	\$ 3,000		3								
Proctor	Construct Playground	\$ 40,000									40	
	Re-locate Picnic Shelter to North Area	\$ 8,000				8						
	Construct Walking Trail (connect to Greenbelt)	\$ 40,000							40			
Rockbridge	Replace Play Equipment	\$ 40,000		40								
	Replace Backstop Fence Fabric	\$ 4,000		4								
	Re-Surface Sport Court	\$ 8,000									8	
	Construct Walking Trail	\$ 40,000						40				
Rock Hill	Up-grade Trail System (esp. steps)	\$ 80,000				80						
Rock Quarry	Construct Roads & Parking (100)	\$ 150,000						150				
	Construct Playground	\$ 40,000		40								
	Construct Picnic Shelter	\$ 40,000		40								
	Construct (3) Playfields (2-Soccer, 1-Softball)	\$ 15,000				15						
	Construct (4) Tennis Courts w/ Lighting	\$ 170,000									20	170
	Construct Sport Court	\$ 20,000								80		
	Construct Walking Trail	\$ 80,000							100			
	Renovate Existing Structures for Designated Uses	\$ 100,000										
Rothwell	Construct Playground (northeast area)	\$ 40,000					40					
	Construct Walking Trail	\$ 40,000								40		
Shepard	Install Lights at Tennis Courts	\$ 20,000										20
Twin Lakes	Construct Additional Parking	\$ 100,000			100							
	Up-grade Trails	\$ 40,000				40						
	Construct Boat Launch	\$ 20,000							20			
	Construct Concession Building	\$ 200,000					200					
	Construct Restroom	\$ 60,000				60						
	Construct Walks	\$ 25,000			25							
	Up-grade Entry Drive & Existing Parking Lot	\$ 150,000						150				

Location	Project	Probable Cost	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Valleyview	Re-Surface Sport Court	\$ 8,000									8	
	Play Equipment Surfacing w/ Edging	\$ 2,000										
	Replace Backstop	\$ 2,500	2	2.5								
Village Square	Replace Benches	\$ 1,000			1							
	Construct Playground	\$ 45,000			45							
	Construct Sport Court	\$ 15,000							40			15
	Construct Walking Trail	\$ 40,000					40					
Woodridge	Construct Picnic Shelter	\$ 40,000										
	Replace Selected Playground Equipment	\$ 20,000		20								
	Play Equipment Surfacing w/ Edging	\$ 2,000	2									
	Re-Surface Sport Court	\$ 15,000								40		15
	Construct Picnic Shelter	\$ 40,000						40				
Worley Street	Construct Walking Trail	\$ 40,000										
	Re-Surface Sport Court	\$ 15,000			15							
	Repair Wood and Chain Link Fencing	\$ 8,000		8								
	Re-Surface Walk	\$ 4,000		4								
Subtotal:			\$ 64.5	\$ 1,447	\$ 831	\$ 880.5	\$ 789	\$ 910	\$ 870	\$ 780	\$ 477	\$ 839

Note: Special Facilities Not Included:

- 1) Swimming Pool & Parking @ Cosmo - Bethel \$ 2,100,000
- 2) Nature Center @ Grindstone \$ 1,000,000

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											
	Construct Walking Trail	\$ 80,000			80							
	Construct (4) Soccer Fields (Practice)	\$ 60,000									60	
	Construct Drive & Parking Area (50)	\$ 50,000									50	
	Develop Lake & Natural Area ("3rd" Lagoon Cell)	\$ 80,000									80	
	Construct Playground	\$ 45,000									45	
Field School	Construct Picnic Shelter (2)	\$ 40,000									40	
	Negotiate Long-Term Use Agreement with School District											
	Construct Playground	\$ 45,000			45							
	Construct Sport Court	\$ 15,000			15							
Subtotal:					\$ 140						\$ 275	
Total:			\$ 64.5	\$ 1,447	\$ 971	\$ 880.5	\$ 789	\$ 910	\$ 870	\$ 780	\$ 752	\$ 839

NEIGHBORHOOD PARK LAND ACQUISITION (approx. 1.5 acres)

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

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

NEW PARK CAPITAL IMPROVEMENT PROJECTS

NEW NEIGHBORHOOD PARKS

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

Location	Project	Probable Cost	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Park De Ville	Park Development	\$ 155,000			155							
West Central	Park Development	\$ 155,000				155						
West South	Park Development	\$ 155,000						155				
West Southwest	Park Development	\$ 155,000						155				
Central Southwest	Park Development	\$ 155,000								155		
East Southwest	Park Development	\$ 155,000				155						
West Southeast	Park Development	\$ 155,000										155
East Southeast	Park Development	\$ 155,000								155		
East	Park Development	\$ 155,000									155	
Northeast	Park Development	\$ 155,000				155						
East Northcentral	Park Development	\$ 155,000									155	
West Northcentral	Park Development	\$ 155,000										155
			\$ -	\$ -	\$ 155	\$ 310	\$ 155	\$ 155	\$ 155	\$ 310	\$ 310	\$ 310

NEW COMMUNITY PARKS

Russell Property	\$-Field Softball/Youth Complex Lighted, Irrigated, Fenced, Concession/Restroom, Parking (200), Grading, & Utilities	\$ 1,500,000
	4-Field Soccer Complex Lighted, Irrigated, Concession/Restroom, Parking (100), & Grading	\$ 500,000
Boone County Fairgrounds	Community Recreation Center Indoor Gymnasiums & Leisure Pool, Seniors & Youth Program Areas, Parking & Utilities	\$ 11,500,000
	Ice Arena Recommended to be a Joint-Venture with Private Developer	
	Golf Course At some point in the future, the City may consider a third golf golf course. Land may be purchased or acquired in some some other manner. One possibility may be land adjacent to to the Russell property.	\$ 4,000,000
	National Guard Armory If the City obtains control of the facility, renovation for gymnasium and office space is recommended.	\$ 1,000,000

** 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 Cost	Running 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 (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 & 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 (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 & 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 (Average of 260.5 hours)	\$3,100	
	Delete two (2) 1041-1500 hour part-time maintenance positions (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

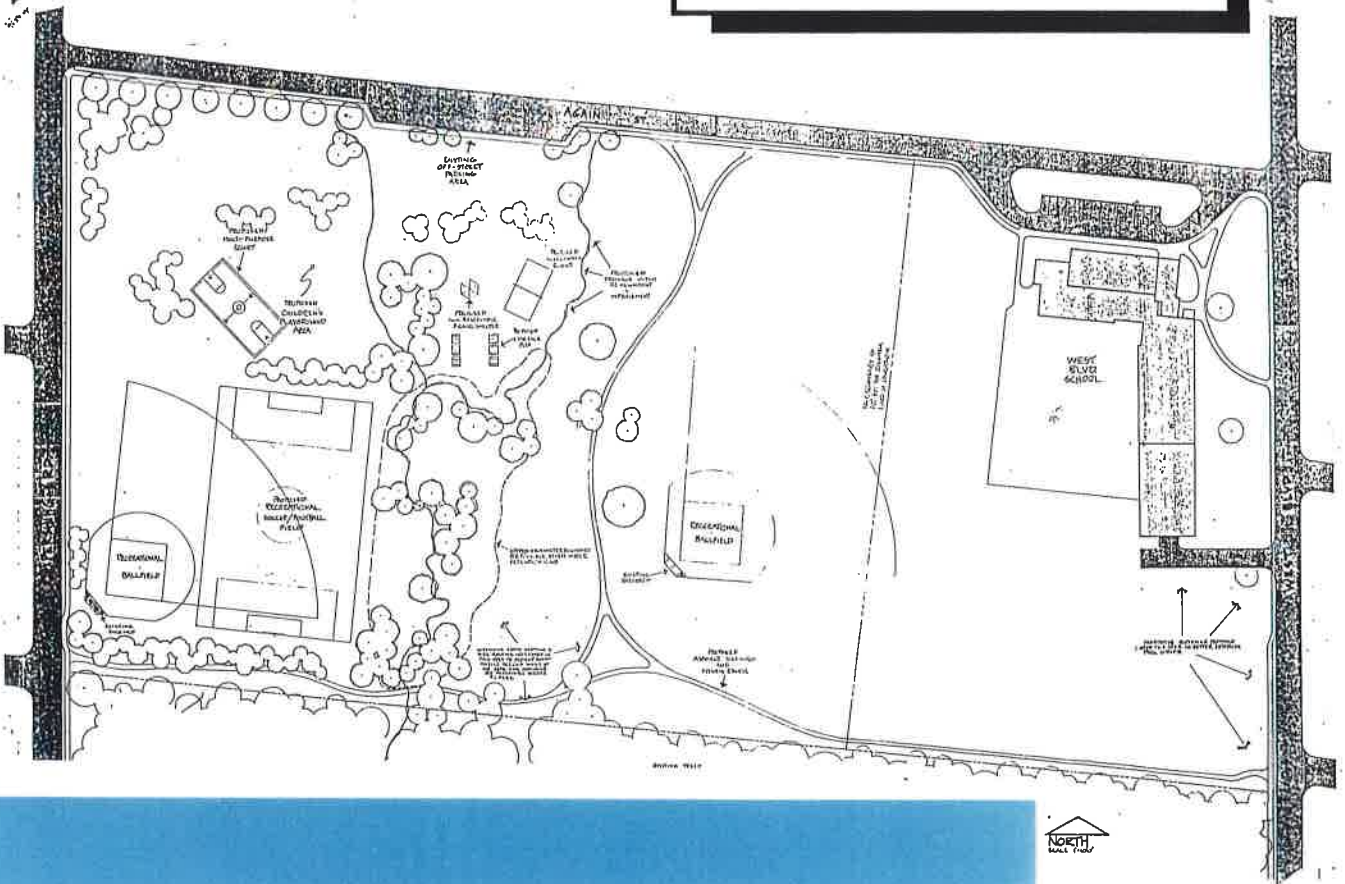
Year	Staffing Recommendation	Estimated Cost	Running Total
1998	Add (1) Full-Time Maintenance Staff	\$26,312	
	Add two (2) 1-520 hour part-time maintenance staff (Average of 260.5 hours)	\$3,100	
	Delete two (2) 1041-1500 hour part-time maintenance positions (Average of 1270.5 hours)	(\$15,119)	
	Subtotal	\$14,293	\$184,742
1999	Add (1) Full-Time Maintenance Staff for new parkland	\$26,312	
	Add two (2) 1-520 hour part-time maintenance staff (Average of 260.5 hours)	\$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	\$26,312	
	Subtotal	\$26,312	\$232,906

Appendix



Again Street Park

This ten-acre neighborhood park, located at Again Street & West Boulevard, shares a site with the West Boulevard Elementary School. Activities available include picnicking, playground, and sports courts.

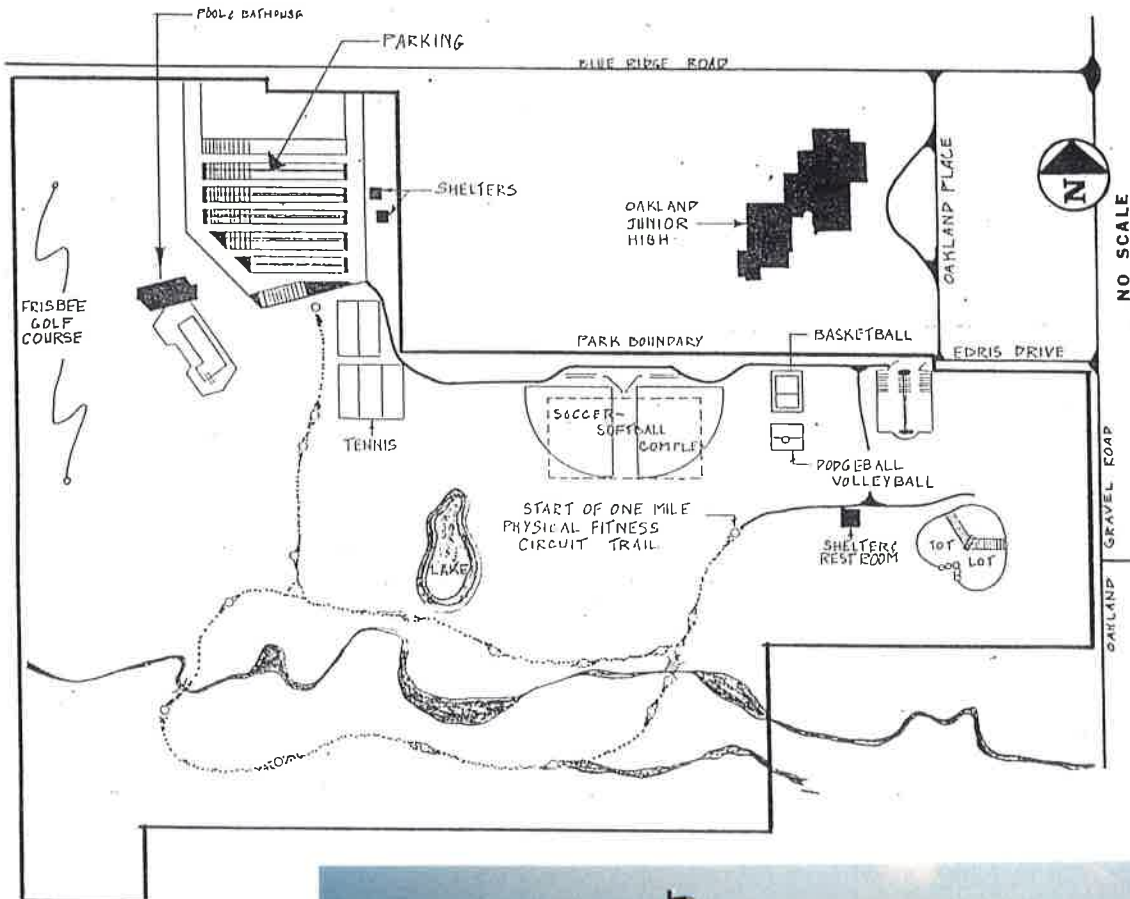


AGAIN STREET PARK

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

Albert - Oakland Park

Located in the north-central portion of Columbia, this 75-acre community park offers tennis and sports courts, soft-ball 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>\$ 3,000</u>
	\$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	\$ 45,000
Renovate Bleachers Area	\$ 20,000
Replace Fencing at Small Ballfield	<u>\$ 10,000</u>
	\$ 75,000

Bear Creek Park

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>\$ 8,000</u>
	\$ 10,500

Boxer Park

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



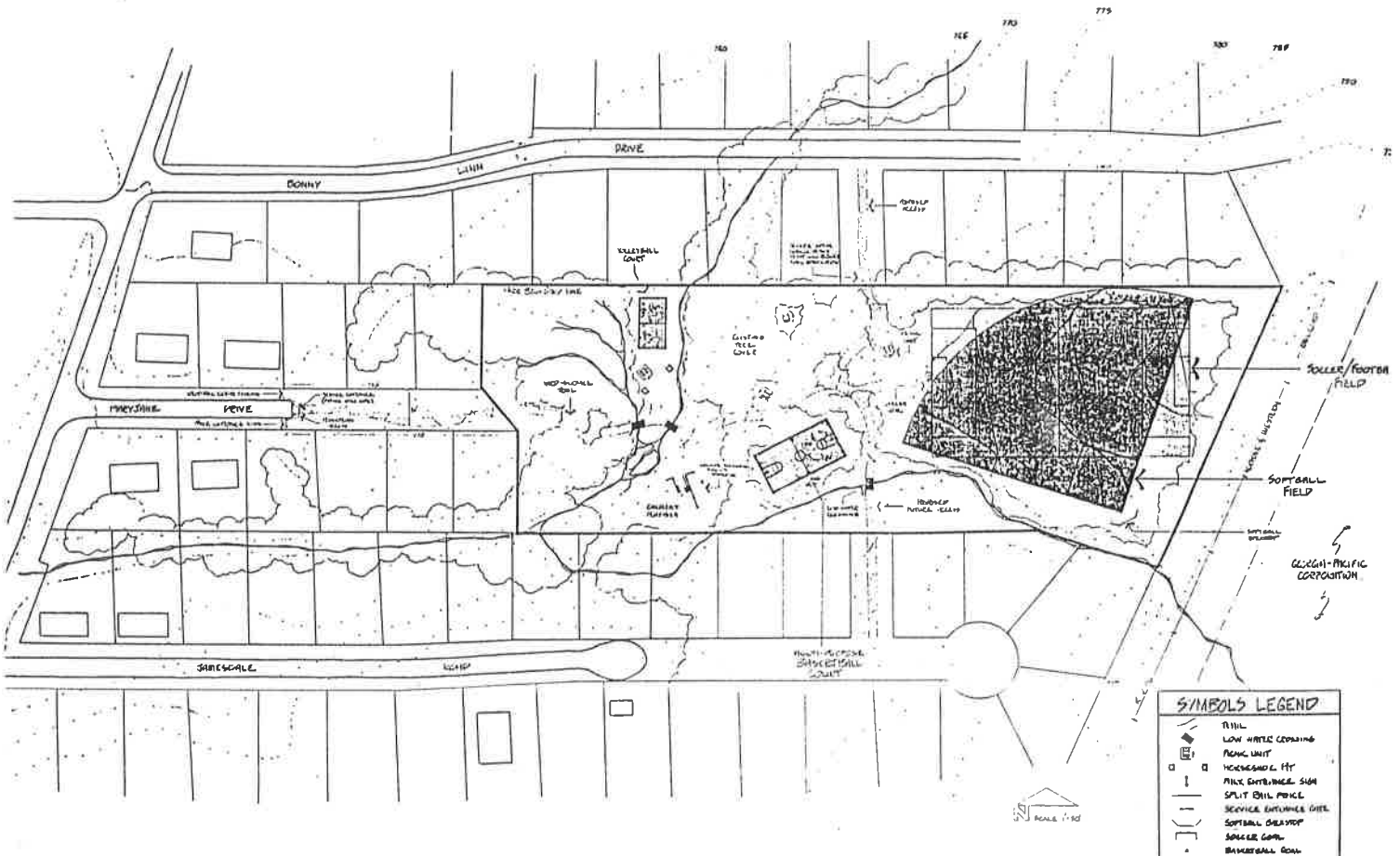
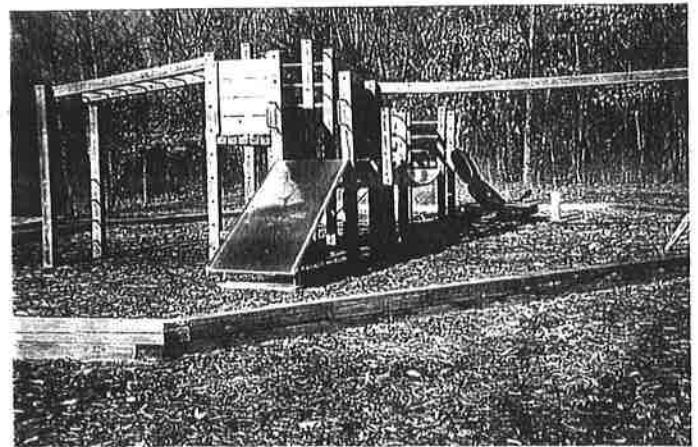
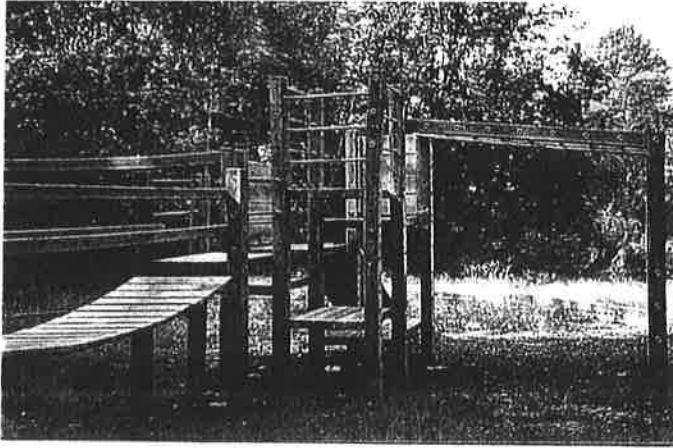
BOXER PARK

Construct Pedestrian Access	\$ 1,500
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- Note: Maintain park in natural state as part of Bear Creek Greenbelt.

Brown Station Park

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



BROWN STATION PARK

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

Capen Park

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

Cliff Drive Park

This one-acre neighborhood park contains picnic facilities.



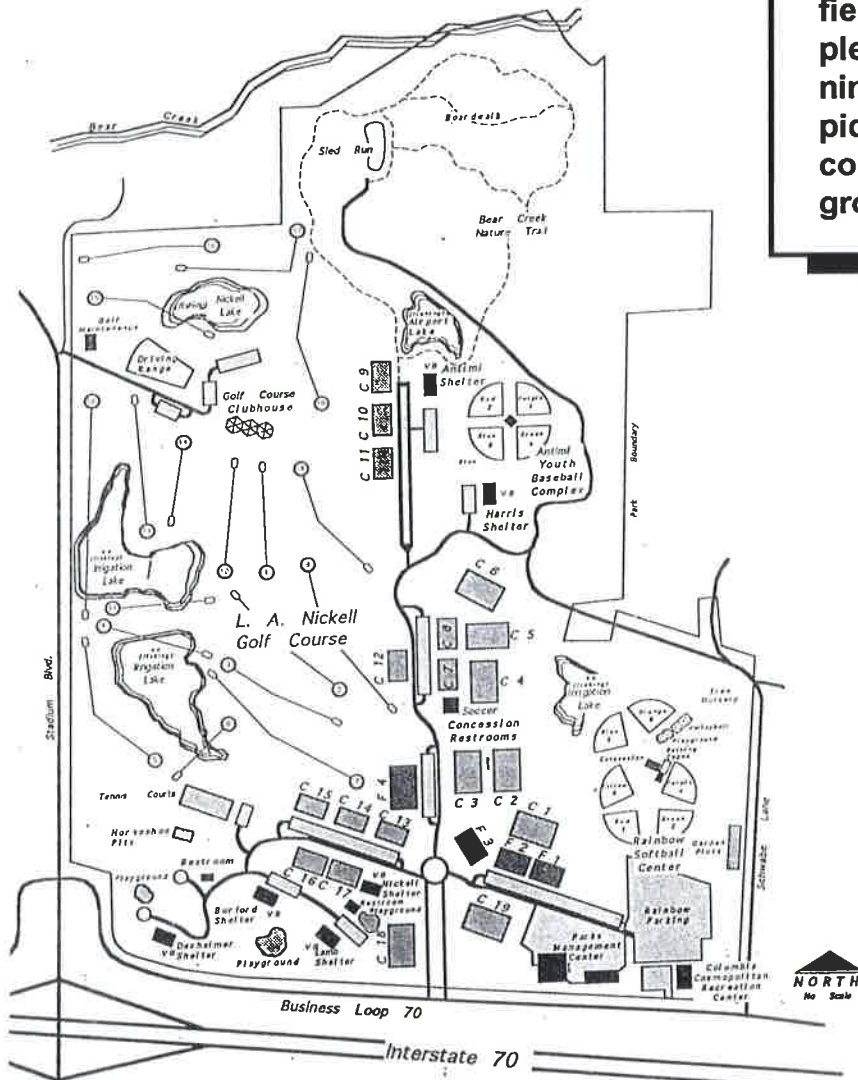
CLIFF DRIVE PARK

Install New Play Equipment

\$ 10,000

Cosmopolitan Park

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



COLUMBIA COSMOPOLITAN PARK

Rainbow Softball Center:

Expand Restroom and Indoor Concession	\$ 100,000
Install Anti-Glare Shields on Ballfield Lights	\$ 10,000
Upgrade Sand Volleyball Courts	\$ 6,000
Construct Horseshoe Pits	\$ 3,000
Renovate Playground	\$ 40,000
Construct Outdoor Basketball Court	\$ 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	\$ 15,000
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:

Renovate Shelter	\$ 30,000
Construct Accessible Playground	\$ 56,000

Parks Management Center:

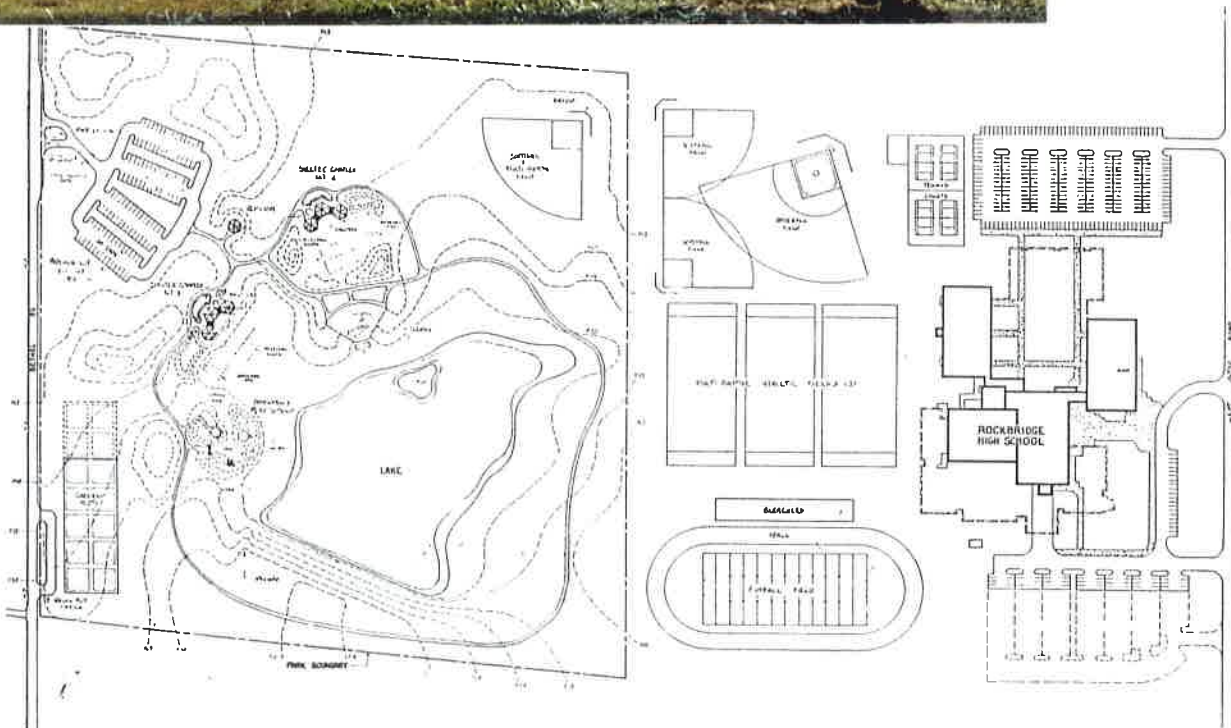
Renovate Shop Building	\$ 80,000
- Energy Efficiency, Multi-Bay Entry @ North	
Construct Additional Storage Sheds	\$ 30,000

Construct Walking Trail throughout Park (10 mi.) \$ 400,000

\$2,160,000

Cosmo-Bethel Park

This 40-acre park in the south-central 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>\$ 100,000</u>
	\$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
Shelter Area:	
Construct New Picnic Shelter in location of Existing Parking Lot	\$ 40,000
Construct New Parking Lot (25) in location of Existing Picnic Shelter	\$ 30,000
Landscaping & Walks	<u>\$ 10,000</u>
	\$ 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>\$ 30,000</u>
	\$ 41,000

Dublin Avenue Park

This neighborhood park is currently undeveloped.

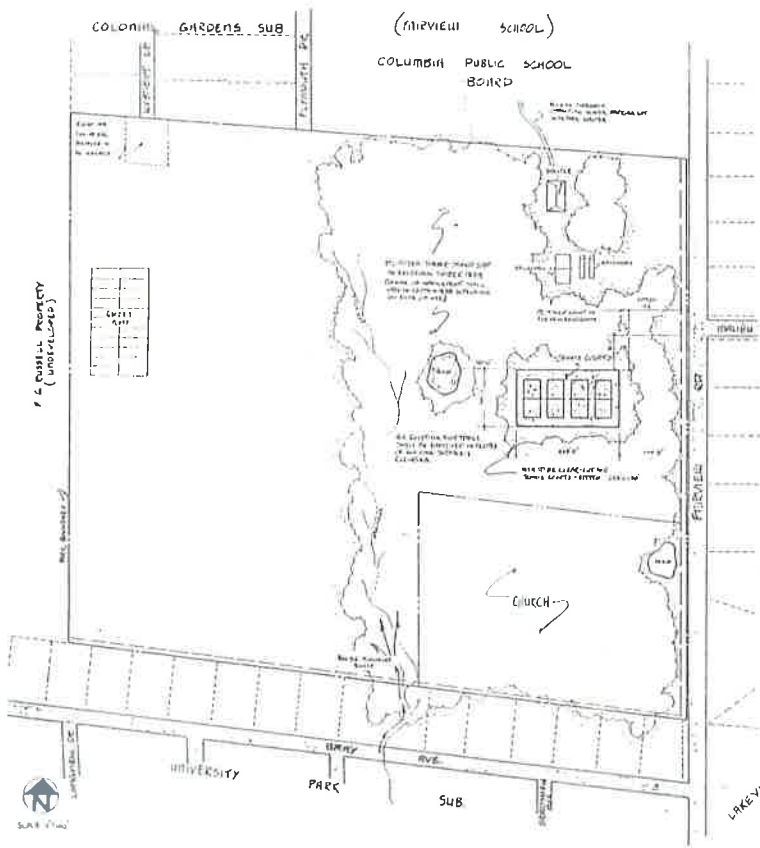


DUBLIN AVENUE PARK

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

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>\$ 20,000</u>
	\$ 135,000

- 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

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

NOTE: Construct Walking Trail as part of Greenbelt.

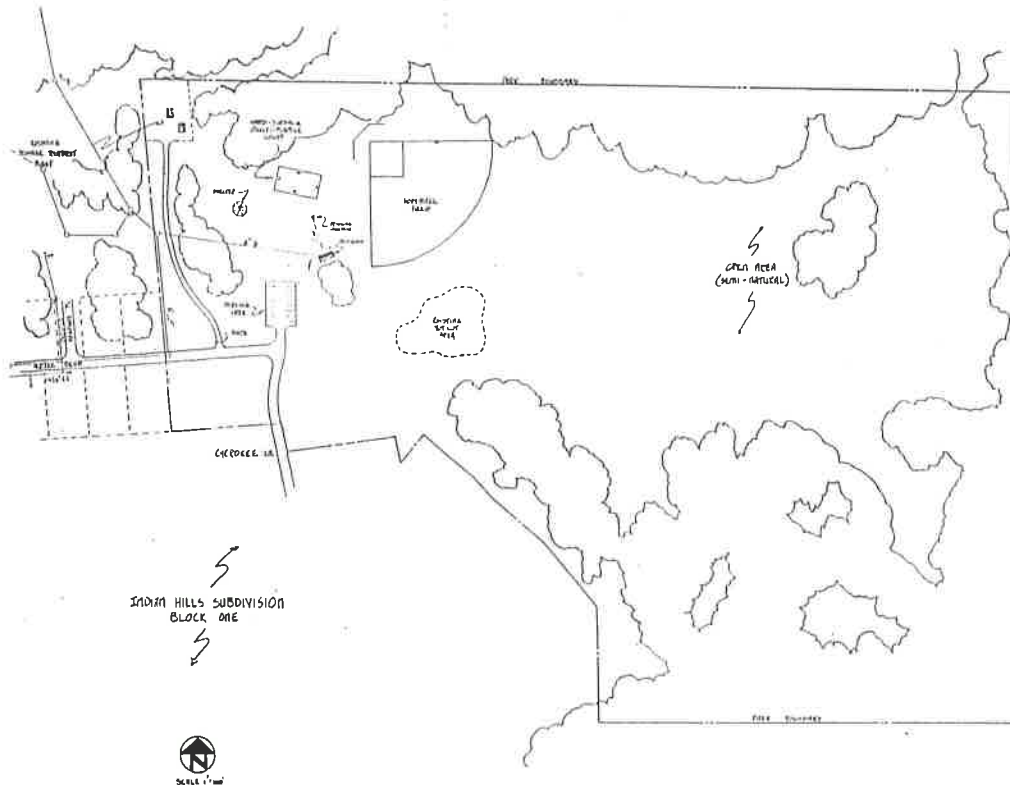
Hickman Municipal

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	\$ 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>\$ 40,000</u>
	\$ 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.

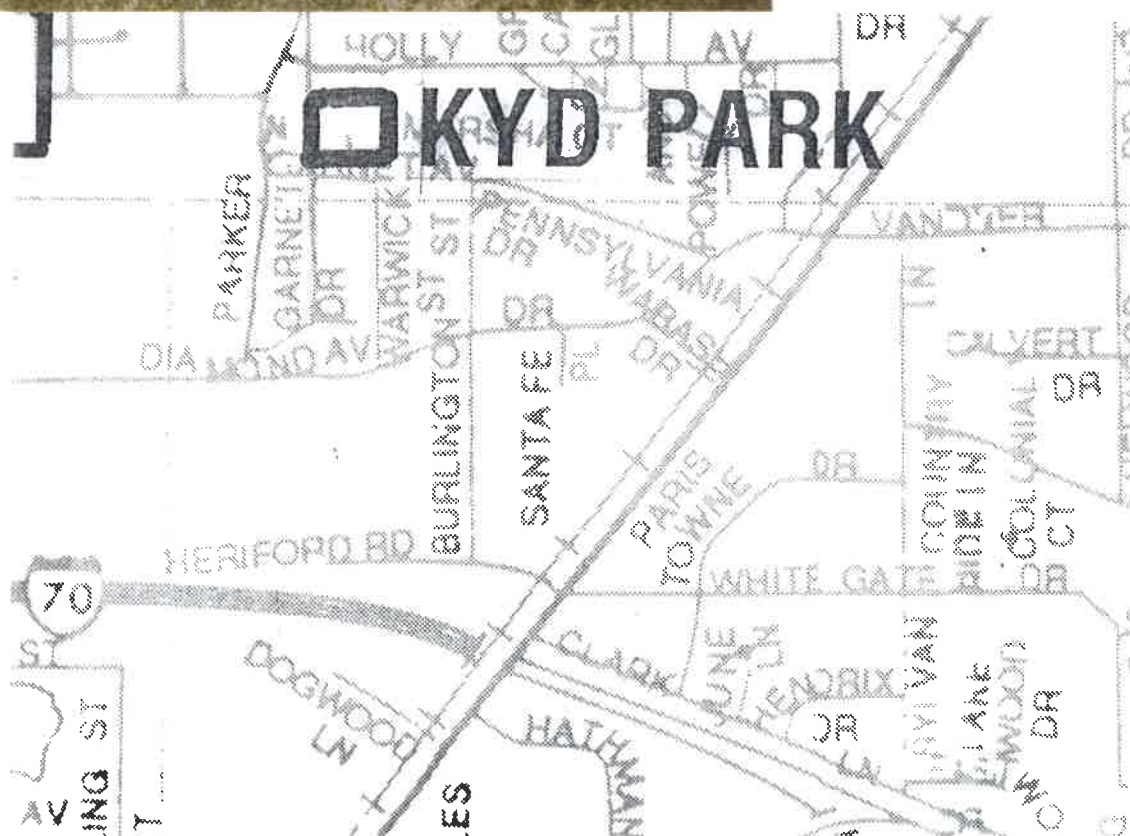


KIWANIS PARK

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

Kyd Park

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>\$ 10,000</u>
	\$ 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.

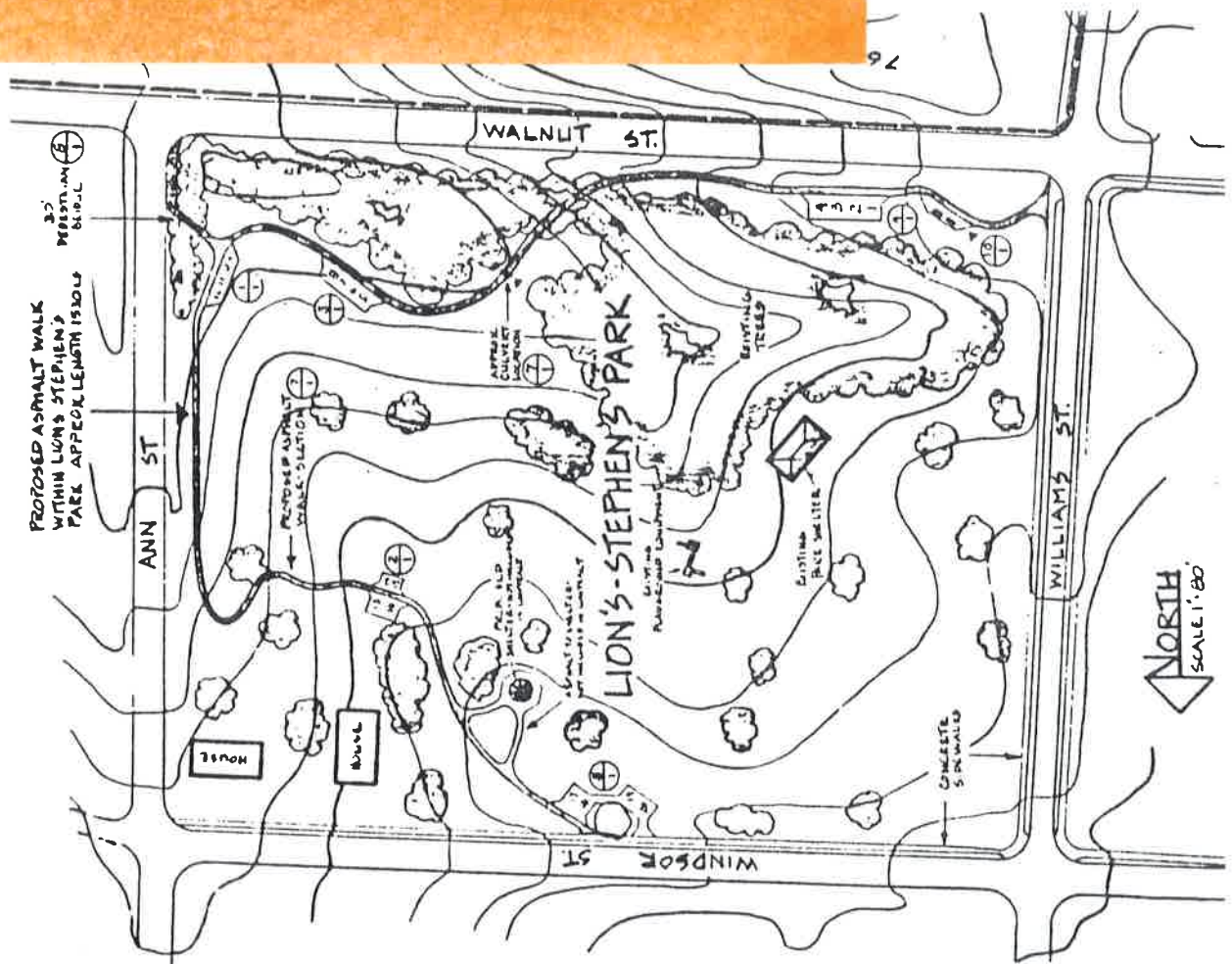


LAKE OF THE WOODS GOLF COURSE

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

Lion-Stephens Park

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

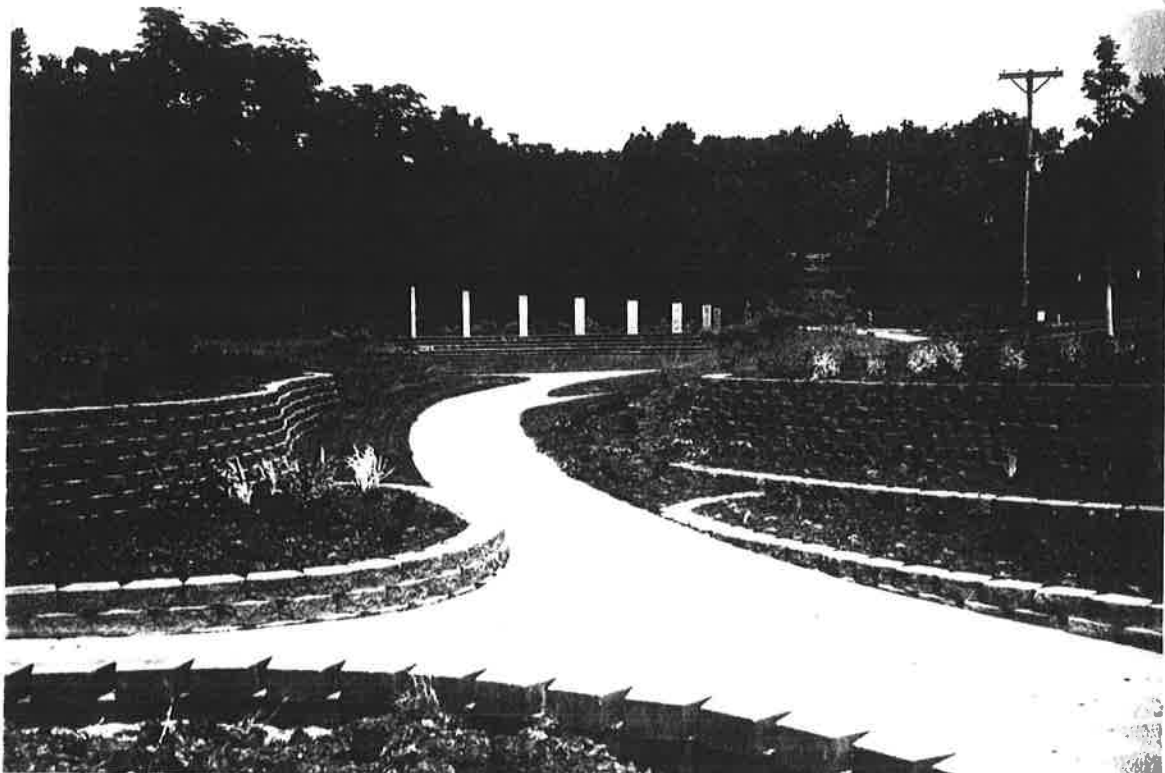


LION-STEPHENS PARK

Re-Surface Walking Trail	\$ 20,000
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Martin Luther King Jr. Memorial Garden

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



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
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Install Seating near Playground	<u>\$ 5,000</u>
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	\$ 13,000
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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 unparalleled recreational opportunity. Several hundred acres of buffer land have been acquired along the trail to eliminate the possibility of incompatible development.

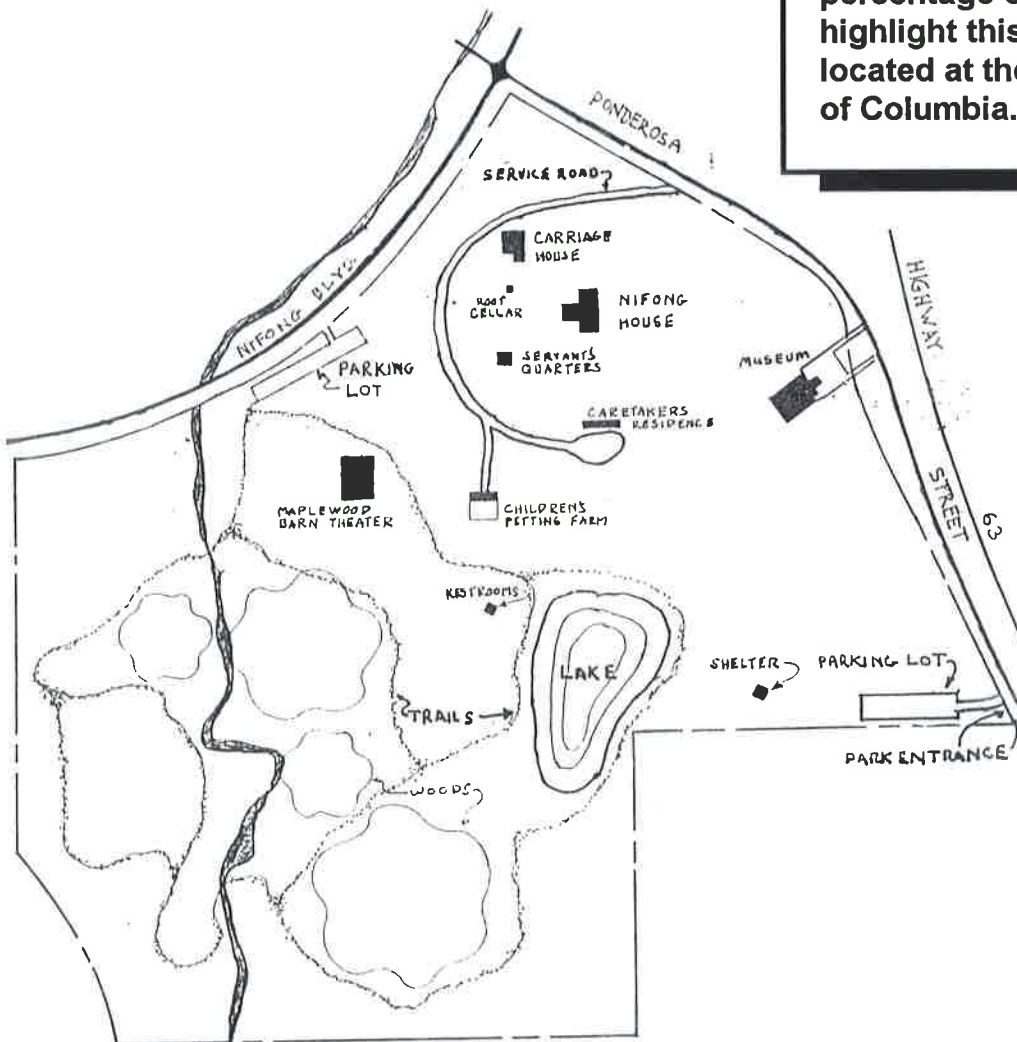


M.K.T. TRAIL

Up-grade and Widen Surface	\$ 100,000
Renovate Bridge Abutments	<u>\$ 100,000</u>
	\$ 200,000

Nifong Park

An outdoor theater, historic site, day camps, and a large percentage of natural areas highlight this 60-acre park located at the southeast corner of Columbia.



NIFONG PARK

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>\$ 150,000</u>
	\$ 905,000

Oakwood Hills Park

This ten-acre neighborhood park contains picnic sites, trails, a playground, and open play areas.



OAKWOOD HILLS PARK

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

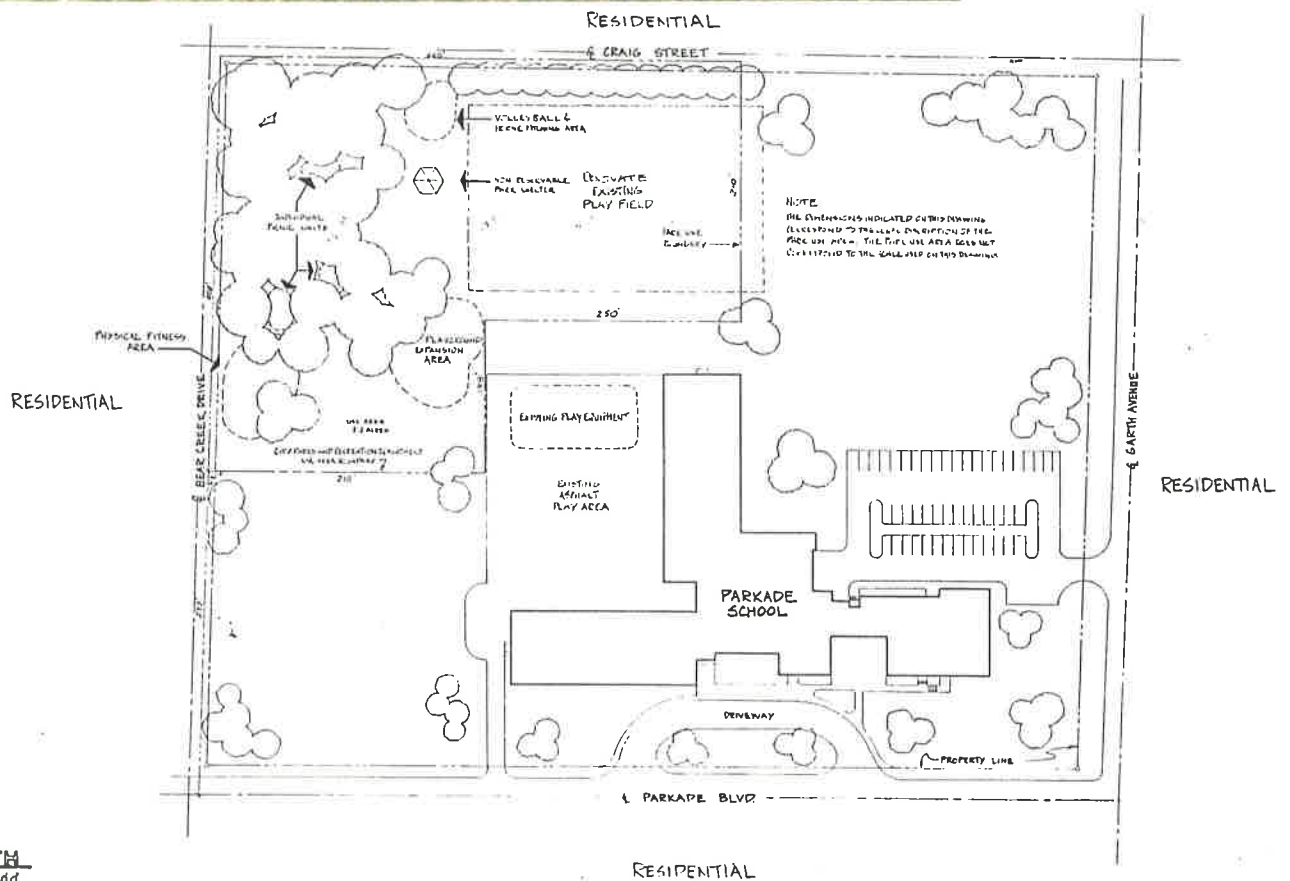


PAQUIN PARK

Up-grade Horseshoe Pits	\$ 3,000
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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	\$ 40,000
Re-locate Picnic Shelter to North Area	\$ 8,000
Construct Walking Trail (connect to Greenbelt)	<u>\$ 40,000</u>
	\$ 88,000

Rock Bridge Park

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

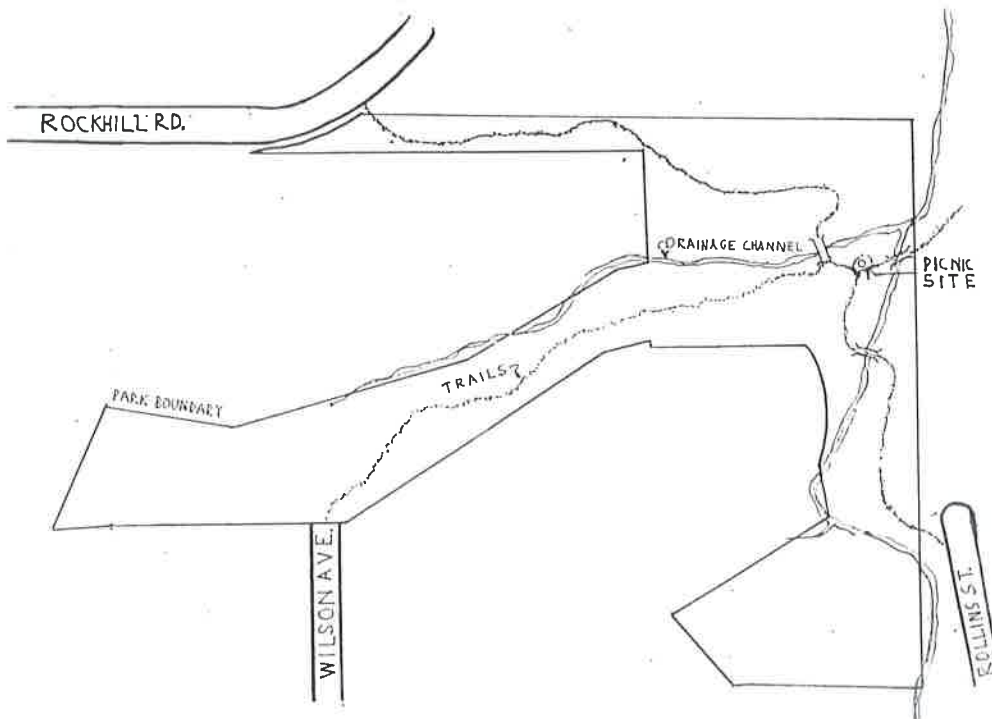


ROCKBRIDGE PARK

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

Rock Hill Park

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

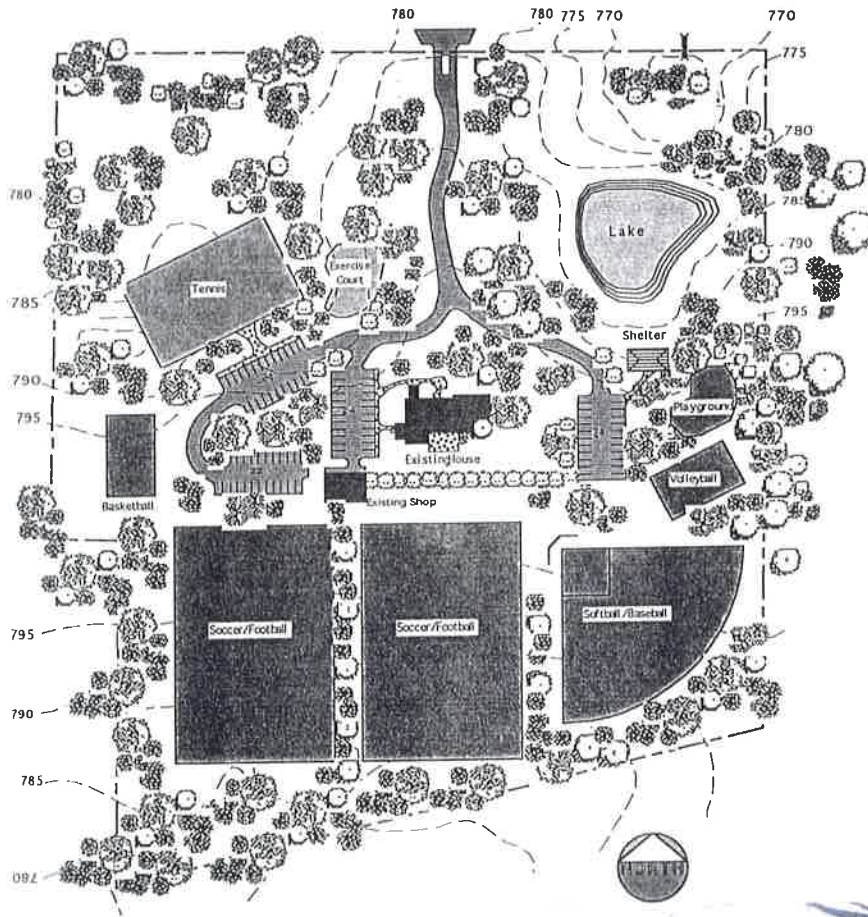


ROCK HILL PARK

Up-grade Trail System (esp. steps)	\$ 80,000
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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>\$ 100,000</u>
	\$ 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
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Construct Walking Trail	<u>\$ 40,000</u>
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	\$ 80,000
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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/boat-house 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>\$ 150,000</u>
	\$ 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	<u>\$ 2,500</u>
	\$ 12,500

Village Square Park

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



VILLAGE SQUARE PARK

Replace Benches	\$ 1,000
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Westwinds Park

This 4-acre park is currently undeveloped.



WESTWINDS PARK

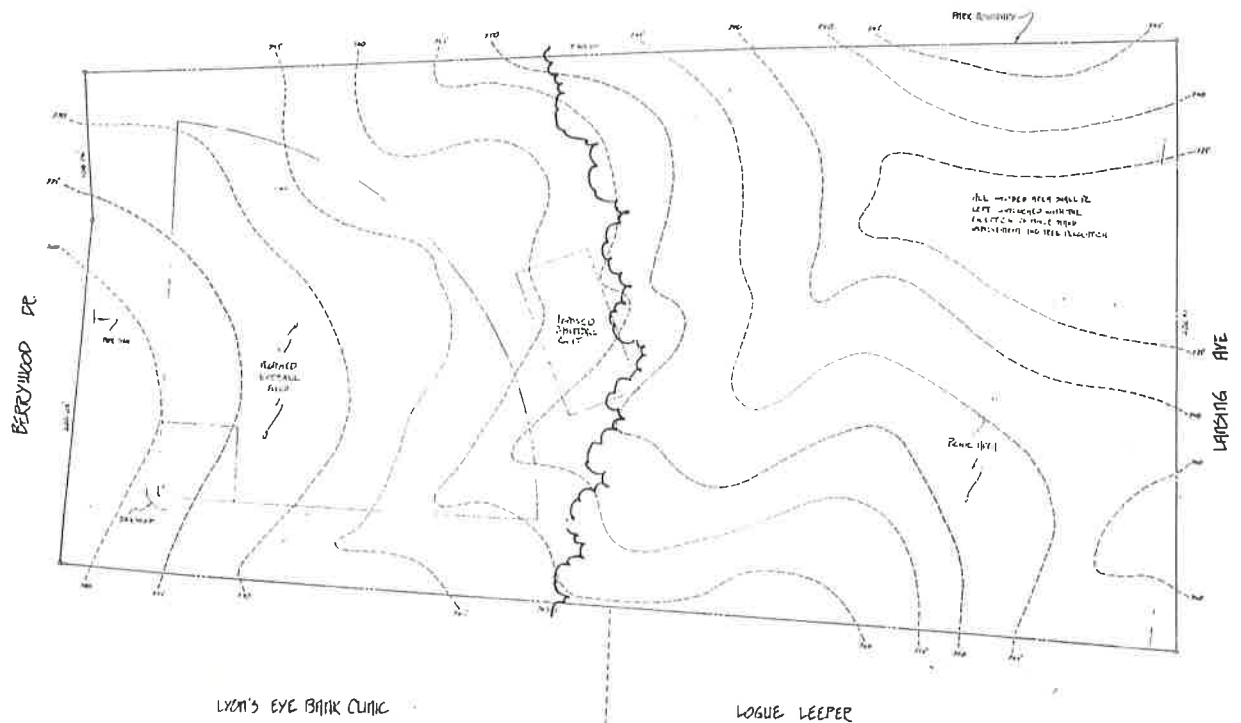
Construct Playground	\$ 45,000
Construct Sport Court	\$ 15,000
Construct Walking Trail	\$ 40,000
Construct Picnic Shelter	<u>\$ 40,000</u>
	\$ 140,000

Woodridge Park

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



WOODRIDGE 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>\$ 40,000</u>
	\$ 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>\$ 4,000</u>
	\$ 27,000

Community	Population	Soccer Field Rental							
		Unlighted				Premier			
		Per Hour	Per Half Day	Unlighted Per Day	Unlighted Per Day	Irrigated Per Hour	Irrigated Per Half Day	Irrigated Per Day	Lighted Per Half Day
Ames, Iowa	49,900								
Ardmore, OK	25,500								
Anvada, 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								
Burlington, 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								
Iowa 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	\$75.00				\$6.00	\$6.00
Lincoln, NE	191,972								

Community	Population	Soccer Field Rental							
		Unlighted Per Hour	Unlighted Per Half Day	Unlighted Per Day	Premier Irrigated Per Hour	Premier Irrigated Per Half Day	Premier Irrigated Per Day	Lighted Per Hour	Lighted Per Half 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	\$7.00	\$3.67
Columbia	70,100	\$12.50		\$90.00	N/A			N/A	

Community	Population	Baseball Field Rentals					
		Unlighted		Unlighted		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						
Burlington, 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		
Iowa 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	Baseball Field Rentals					
		Unlighted Per Hour	Unlighted Half Day	Unlighted Per Day	Lighted Per Hour	Lighted Half Day	Lighted 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		\$9.89		\$73.33	\$13.83	\$16.20	\$71.82
Columbia	70,100	\$12.50		\$90.00	\$17.50		\$90.00

Community	Population	Softball Field Rentals					
		Unlighted		Unlighted		Lighted	
		Per Hour	Per Half Day	Per Day	Per Hour	Per Half Day	Per Day
Ames, Iowa	49,900						
Ardmore, OK	25,500	\$8.00	\$8.00		\$15.00	\$5.00	
Arvada, CO	100,000						
Ashville, N.C.	62,000			\$12.00			\$17.00
Ballwin, MO	21,406						
Beloit, IL	37,152						
Bloomington, IN	60,000	\$6.00	\$61.00	\$150.00	\$18.00	\$8.00	\$150.00
Blue Springs, MO	40,153						
Boulder, CO	88,312	\$15.00	\$5.00	\$90.00	\$40.00		\$90.00
Bowling Green, OH	28,500			\$15.00			\$35.00
Brentwood, MO	60,000						
Broken Arrow, OK	58,043						
Burlington, IA	28,000						
Cedar Rapids, IA	110,000				\$15.00	\$5.00	\$10.00
Champaign, IL	65,000	\$5.00	\$5.00		\$30.00		
Council Bluffs, IA	54,600	\$3.00	\$3.00		\$15.00	\$5.00	
Crystal Lake, IL	40,000					\$4.00	
Davenport, IA	98,000	\$2.00	\$2.00		\$2.00	\$2.00	
Dubuque, IA	58,000						
Emporia, KS	25,600			\$50.00			\$75.00
Fayetteville, N.C.	76,000			\$35.00			\$35.00
Ft. Collins, CO	87,758						
Grand Junction, CO	29,034	\$1.00	\$51.00	\$110.00			
Grandview, MO	25,000		\$1.00	\$100.00			\$130.00
Hazelwood, MO	15,512						
Highland Park, IL	30,575				\$2.00	\$5.00	
Iowa City, IA	60,000	\$3.00	\$3.00		\$10.00		
Janesville, WI	52,538	\$17.00	\$7.00		\$20.00		
Jefferson City, MO	35,517					\$40.00	\$55.00
Kirkwood, MO	29,000						
Kokomo, IN	88,000						
Lawrence, IN	27,000	\$25.00	\$51.00	\$100.00	\$25.00	\$5.00	\$100.00
Liberty, MO	21,000	\$2.00	\$2.00		\$6.00	\$6.00	
Lincoln, NE	191,972				\$4.00	\$4.00	

Community	Population	Softball Field Rentals					
		Unlighted Per Hour	Unlighted Per Half Day	Unlighted Per Day	Lighted Per Hour	Lighted Per Half Day	Lighted 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		\$90.00

Community	Population	Football Field Rental Rates			
		Unlighted Per Hour	Unlighted Per Half Day	Unlighted 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				
Burlington, 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				\$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		
Lincoln, NE	191,972				

Community	Population	Football Field Rental Rates			
		Unlighted		Unlighted	
		Per Hour	Per Half Day	Per 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				
Average		\$6.33	\$3.00		\$51.25
Columbia	70,100	\$12.50			\$90.00

Community	Population	Outdoor Pool Rental							
		25 Meters		25 Meters		50 Meters		50 Meters	
		Per Hour	Per Half Day	Per Hour	Per Half Day	Per Hour	Per Half Day	Per Hour	Per Half Day
Ames, Iowa	49,900								
Ardmore, OK	25,500								
Arvada, CO	100,000					\$25.00	\$5.00		
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								
Boulder, CO	88,312	\$55.00	\$5.00			\$55.00	\$5.00		
Bowling Green, OH	28,500					\$50.00			
Brentwood, MO	60,000								
Broken Arrow, OK	58,043								
Burlington, IA	28,000								
Cedar Rapids, IA	110,000	\$3.00	\$3.00			\$3.00	\$18.00		
Champaign, IL	65,000					\$3.00	\$3.00		
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			\$9.00	\$9.00		\$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								
Janesville, WI	52,538					\$75.00	\$5.00		
Jefferson City, MO	35,517					\$55.00	\$5.00		
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						

Community	Population	Outdoor Pool Rental					
		25 Meters		25 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	\$6.67	\$412.50
Columbia	70,100	\$60.00			\$60.00		

Community	Population	Outdoor Pool Kiddie Area & Indoor Pool Rental							
		Outdoor Pool		Outdoor Pool		Outdoor Pool		Indoor Pool	
		Kiddie Area	Per Hour	Kiddie Area	Per Half Day	Kiddie Area	Per Day	Per Hour	Per Half 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								
Burlington, IA	28,000							\$25.00	
Cedar Rapids, IA	110,000					\$50.00		\$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	Outdoor Pool Kiddie Area & Indoor Pool Rental							
		Outdoor Pool		Outdoor Pool		Outdoor Pool		Indoor Pool	
		Kiddie Area	Per Hour	Kiddie Area	Per Half Day	Kiddie Area	Per Day	Per Hour	Per Half 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		\$41.67				\$35.00		\$37.83	\$25.00
Columbia	70,100	N/A						\$60.00	

Community		Picnic Shelter Rental Fees					
		Shelter<100 Per Hour	Shelter<100 Per Half Day	Shelter<100 Per Hour	Shelter>100 Per Hour	Shelter>100 Per Half Day	Shelter>100 Per Hour
Ames, Iowa	49,900	\$4.00					
Armore, 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
Burlington, 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
Iowa 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			

Community	Population	Picnic Shelter Rental Fees							
		Shelter<100		Shelter<100		Shelter<100		Shelter>100	
		Per Hour	Per Half Day	Per Hour	Per Half Day	Per Hour	Per Half Day	Per Hour	Per Half Day
Manhattan, KS	\$37,000.00		\$10.00	\$20.00			\$10.00	\$20.00	
Marshalltown, IA	\$25,000.00								
Maryville, MO	\$10,600.00		\$10.00	\$15.00			\$10.00	\$15.00	
Middletown, OH	\$50,000.00			\$15.00				\$15.00	
Normal, IL	\$40,023.00								
Norman, OK	\$80,071.00	\$20.00							
Odessa, TX	\$89,633.00	\$3.00				\$3.00			
Overland Park, KS	\$120,000.00								
Plano, TX	\$128,713.00								
Rocky Mount, NC	\$50,000.00	\$5.00							
Salina, KS	\$43,000.00								
Shaker Heights, OH	\$32,000.00	\$25.00							
Sioux Falls, SD	\$105,000.00								
St. Joseph, MO	\$71,852.00								
St. Peters, MO	\$45,000.00								
Topeka, KS	\$125,000.00								
Wichita, KS	\$400,000.00	\$15.00				\$25.00			
Wilmette, IL	\$26,000.00								
Wyoming, MI	\$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	Indoor Gym Rentals		
		Indoor Gym Per Hour	Indoor Gym Per Half Day	Indoor Gym 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		
Burlington, 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		
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			
Liberty, MO	21,000	\$40.00		
Lincoln, NE	191,972	21	84	168

Community	Population	Indoor Gym Rentals		
		Indoor Gym Per Hour	Indoor Gym Per Half Day	Indoor Gym Per Hour
Manhattan, KS	\$37,000.00			
Marshalltown, 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		\$90.00

Community	Population	Volleyball		
		Unlighted Per Hour	Unlighted Per Half Day	Unlighted Per Day
Ames, Iowa	49,900	\$3.00	\$3.00	
Ardmore, OK	25,500			
Arvada, CO	100,000			
Ashville, N.C.	62,000			
Bailwin, 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			
Burlington, 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			\$25.00
Liberty, MO	21,000	\$2.00	\$2.00	
Lincoln, NE	191,972			

Community	Population	Volleyball		
		Unlighted Per Hour	Unlighted Per Half Day	Unlighted Per Day
Manhattan, KS	37,000		\$1.00	\$20.00
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	\$3.00	\$3.00	
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			\$25.00
Wichita, KS	400,000		\$5.00	\$5.00
Wilmette, IL	26,000			
Wyoming, MI	65,000		\$1.00	\$100.00
Average		\$4.75	\$2.29	\$41.67
Columbia	70,100	N/A		

Community	Population	Outdoor Pools Daily Admission									
		Young Child		Child/Teen		Adult		Disabled		Senior	
		Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.	Resident	Non-Res.
Ames, Iowa	49,900										
Ardmore, OK	25,500					\$2.00	\$2.00			\$1.50	\$1.50
Arvada, CO	100,000	\$0.50	\$0.50	\$2.00	\$2.00	\$2.25	\$2.25				
Ashville, N.C.	62,000	\$1.00		\$1.00		\$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					\$1.75	\$2.25			\$1.75	\$2.25
Bloomington, IN	60,000					\$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				
Burlington, 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	\$1.00	\$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	\$3.00	\$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					\$2.25	\$2.50	\$1.00		\$2.00	\$3.00
Lincoln, NE	191,972	\$0.50		\$0.75		\$1.50		\$1.00		\$0.75	

Community	Population	Outdoor Pools Daily Admission											
		Young Child				Child/Teen				Adult			
		Resident	Non-Res.	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
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	\$0.50	\$1.00	\$1.00			\$1.00	\$1.00
Overland Park, KS	120,000	\$2.00	\$2.00		\$2.50	\$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		\$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	\$1.60	\$2.15
Columbia	70,100	\$1.10		\$1.85		\$2.25						\$2.25	

Community		Population	Outdoor Pools Memberships & Lessons															
			Membership Individual Resident		Membership Individual Non-Res.	Membership Family Resident		Membership Family Non-Res.	Membership Child Resident		Membership Child Non-Res.	Membership Senior Resident		Membership Senior Non-Res.	Lessons			
Ames, Iowa		49,900	\$30.00	\$35.00	\$84.00			\$89.00		\$26.00	\$31.00	\$26.00		\$31.00	\$17.00	\$22.00		
Armstrong, OK		25,500																
Arvada, CO		100,000	\$120.00		\$211.00					\$58.00					\$25.00	\$30.00		
Ashville, N.C.		62,000																
Ballwin, MO		21,406	\$45.00	\$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							
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																
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						
Burlington, IA		28,000	\$35.00	\$35.00	\$55.00			\$55.00		\$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	\$40.00	\$50.00	\$85.00			\$100.00		\$40.00	\$50.00	\$25.00		\$25.00	\$30.00	\$30.00		
Hazelwood, MO		15,512	\$25.00	\$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				
Iowa City, IA		60,000	\$50.00		\$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	\$50.00	\$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			

Community	Population	Woman's & Men's Slowpitch Softball									
		Womens		Number of		Fees @		Games @		Team Fee @	
		Slowpitch	Team Fee	Officials @	Game	Official	Season	Team Fee	Game	Official	Season
Ames, Iowa	49,900	\$288.00		2			12	\$288.00	2		12
Ardmore, OK	25,500	\$200.00		2			10	\$240.00	2		12
Anvada, CO	100,000	\$360.00		2		\$12.00	14	\$400.00	2	\$12.00	14
Ashville, N.C.	62,000	\$425.00		2			18	\$425.00	2		10
Ballwin, MO	21,406										
Beloit, IL	37,152	\$325.00				\$10.00	14	\$325.00		\$10.00	14
Bloomington, IN	60,000	\$350.00		2		\$12.00	15	\$350.00	2	\$12.00	10
Blue Springs, MO	40,153	\$365.00		1		\$14.25	10	\$365.00	1	\$14.25	10
Boulder, CO	88,312	\$320.00		2			12	\$320.00	2		12
Bowling Green, OH	28,500							\$215.00		\$12.00	
Brentwood, MO	60,000	\$385.00				\$12.50	12	\$385.00		\$12.50	12
Broken Arrow, OK	58,043										
Burlington, IA	28,000										
Cedar Rapids, IA	110,000	\$240.00				\$13.00	12	\$240.00		\$13.00	12
Champaign, IL	65,000	\$325.00		1		\$15.00	14	\$315.00	2	\$10.00	14
Council Bluffs, IA	54,600	\$181.00						\$181.00			
Crystal Lake, IL	40,000	\$480.00				\$18.00				\$18.00	
Davenport, IA	98,000							\$250.00		\$13.00	18
Dubuque, IA	58,000	\$290.00				\$9.00	14	\$290.00		\$9.00	14
Emporia, KS	25,600	\$238.00				\$10.00	12	\$238.00		\$10.00	12
Fayetteville, N.C.	76,000	\$300.00		2		\$10.00		\$300.00	2	\$10.00	
Ft. Collins, CO	87,758	\$464.00		2			12	\$464.00	2		12
Grand Junction, CO	29,034	\$284.00		2			10	\$284.00	2		10
Grandview, MO	25,000	\$400.00		1			14	\$400.00	1		14
Hazelwood, MO	15,512										
Highland Park, IL	30,575	\$380.00		1			10	\$360.00	1		10
Iowa City, IA	60,000	\$325.00				\$13.00	14	\$325.00		\$13.00	14
Janesville, WI	52,538	\$235.00				\$10.00	14	\$235.00		\$10.00	14
Jefferson City, MO	35,517	\$299.00		2			12	\$299.00	2		12
Kirkwood, MO	29,000	\$300.00				\$16.00		\$300.00		\$16.00	
Kokomo, IN	88,000	\$330.00				\$12.00	16	\$330.00		\$12.00	16
Lawrence, IN	27,000	\$275.00				\$15.00	12	\$275.00		\$15.00	12
Liberty, MO	21,000										
Lincoln, NE	191,972	\$180.00				\$8.00		\$180.00		\$8.00	

Community	Population	Woman's & Men's Slowpitch Softball									
		Womens		Number of		Fees @		Games @		Fees @	
		Slowpitch	Team Fee	Officials @	Game	Official	Game	Season	Official	Season	Team Fee @
											Game
Manhattan, KS	37,000	\$255.00				\$12.00	\$15.00	17	\$12.00	23	\$14.13
Marshalltown, IA	25,000	\$264.00		2		\$11.00	\$22.00	12	\$11.00	12	\$22.00
Maryville, MO	10,600	\$65.00		1			\$5.91	11		12	\$5.17
Middletown, OH	50,000	\$325.00				\$15.00			\$15.00		
Normal, IL	40,023	\$250.00					\$22.73	11		11	\$22.73
Norman, OK	80,071										
Odessa, TX	89,633										
Overland Park, KS	120,000	\$275.00		1			\$27.50	10		10	\$27.50
Plano, TX	128,713	\$325.00		2			\$40.63	8		8	\$40.63
Rocky Mount, NC	50,000	\$390.00				\$11.00	\$26.00	15	\$11.00	15	\$26.00
Salina, KS	43,000	\$130.00		1		\$10.50	\$13.00	10	\$10.50	10	\$13.00
Shaker Heights, OH	32,000								\$16.00	42	\$9.52
Sioux Falls, SD	105,000	\$675.00				\$10.00			\$10.00		
St. Joseph, MO	71,852	\$120.00		2			\$12.00	10		10	\$12.00
St. Peters, MO	45,000								\$11.00	12	\$15.00
Topeka, KS	125,000	\$325.00				\$11.00	\$21.67	15	\$11.00	15	\$21.67
Wichita, KS	400,000										
Wilmette, IL	26,000	\$500.00				\$27.00	\$38.46	13	\$27.00	13	\$38.46
Wyoming, MI	65,000	\$375.00				\$13.00			\$13.00		
Average		\$312.63		1.65		\$12.70	\$24.42	13	\$12.58	13	\$24.25
Columbia		\$336.00		2			\$28.00	12		12	\$28.00

Community		Adult Co-Ed Slowpitch Softball & Adult Fastpitch Softball									
	Population	Adult Co-Ed Slowpitch Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game	Adult Fastpitch Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game
Manhattan, KS	37,000	\$165.00		\$12.00	10	\$16.50					
Marshalltown, IA	25,000	\$132.00	2	\$11.00	6	\$22.00					
Maryville, MO	10,600	\$65.00	1		12	\$5.42					
Middletown, OH	50,000	\$325.00		\$15.00							
Normal, IL	40,023	\$250.00			11	\$22.73					
Norman, OK	80,071										
Odessa, TX	89,633										
Overland Park, KS	120,000	\$275.00	1		10	\$27.50					
Plano, TX	128,713	\$325.00	2		8	\$40.63	\$325.00	2		8	\$40.63
Rocky Mount, NC	50,000	\$250.00		\$11.00	15	\$16.67					
Salina, KS	43,000	\$130.00	1	\$10.50	10	\$13.00					
Shaker Heights, OH	32,000	\$200.00	1	\$16.00	16	\$12.50					
Sioux Falls, SD	105,000	\$110.00									
St. Joseph, MO	71,852	\$120.00	2		10	\$12.00	\$120.00	2		10	\$12.00
St. Peters, MO	45,000	\$180.00		\$11.00	12	\$15.00					
Topeka, KS	125,000	\$325.00		\$11.00	15	\$21.67					
Wichita, KS	400,000	\$400.00	1								
Wilmette, IL	26,000										
Wyoming, MI	65,000	\$375.00									
Average		\$264.17	2	\$12.30	17	\$22.32	\$321.86	2	\$17.00	11	\$30.16
Columbia		\$336.00	2		12	\$28.00	\$336.00	2		12	\$28.00

[illegible]

Community	Population	Adult Men's and Women's Basketball									
		Adult Basketball-M Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game	Basketball-W Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game
Manhattan, KS	37,000	\$260.00		\$11.00	12	\$21.67	\$190.00		\$11.00	9	\$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	2		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	2	\$10.50	10	\$16.00	\$160.00	2	\$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		6	\$0.00		2		6	
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	11	\$24.01	\$215.08	2	\$13.38	10	\$20.34
Columbia		\$284.00	2		10	\$28.40	\$284.00	2		10	\$28.40

[illegible]

Community	Population	Adult Men's & Women's Soccer									
		Mens Soccer Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game	Womens Soccer Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game
Manhattan, KS	37,000	\$200.00		\$11.00	8	\$25.00	\$200.00			8	\$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	9	\$44.17
Columbia		\$250.00	1		7	\$35.71	\$250.00	1		7	\$35.71

Community	Population	Adult Men's & Women's Volleyball									
		Mens					Womens				
		Volleyball Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game	Volleyball Team Fee	Number of Officials @ Game	Fees @ Official	Games @ Season	Team Fee @ Game
Ames, Iowa	49,900	\$153.00	1		18	\$8.50	\$153.00	1		18	\$8.50
Ardmore, OK	25,500	\$100.00	1		8	\$12.50	\$100.00	1		8	\$12.50
Arvada, CO	100,000	\$155.00	1	\$11.00	10	\$15.50	\$155.00	1	\$11.00	10	\$15.50
Ashville, N.C.	62,000	\$85.00			14	\$6.07	\$85.00			14	\$6.07
Baltwin, 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	1	\$8.00	8	\$17.50	\$140.00	1	\$8.00	8	\$17.50
Boulder, CO	88,312	\$360.00	1		10	\$36.00	\$360.00	1		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										
Burlington, 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				
Cystal 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	8	\$0.00
Fayetteville, N.C.	76,000										
Ft. Collins, CO	87,758	\$168.00	2		10	\$16.80	\$168.00	2		10	\$16.80
Grand Junction, CO	29,034	\$162.00	1		10	\$16.20	\$162.00	1		10	\$16.20
Grandview, MO	25,000	\$150.00	1		10	\$15.00	\$150.00	1		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	1		9	\$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 Men's & Women's Volleyball									
		Mens		Number of		Fees @		Games @		Team Fee @	
		Volleyball	Team Fee	Officials @	Game	Official	Game	Season	Game	Womens	Team Fee
Manhattan, KS	37,000	\$100.00				\$10.00	\$7.69	13.00		\$100.00	
Marshalltown, IA	25,000										\$7.69
Maryville, MO	10,600	\$50.00		1			\$4.17	12.00		\$50.00	
Middletown, OH	50,000	\$150.00				\$8.00				\$150.00	\$4.17
Normal, IL	40,023	\$120.00					\$12.00	10.00			
Norman, OK	80,071										
Odessa, TX	89,633										
Overland Park, KS	120,000	\$100.00		1		\$9.00				\$100.00	
Plano, TX	128,713	\$175.00		1			\$17.50	10.00		\$175.00	\$17.50
Rocky Mount, NC	50,000	\$140.00				\$7.50	\$3.11	45.00		\$140.00	\$3.11
Salina, KS	43,000	\$70.00		1		\$10.00	\$7.00	10.00		\$70.00	\$7.00
Shaker Heights, OH	32,000										
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										
Wilmington, IL	26,000									\$150.00	\$18.75
Wyoming, MI	65,000									\$185.00	\$15.00
Average		\$133.10		1		\$9.70	\$7.85	8.70		\$134.38	\$11.51
Columbia		\$147.20		1			\$18.40	8.00		\$147.20	\$18.40

Community	Population	Adult Co-Ed Volleyball							
		Co-Ed	Number of	Fees @	Games @	Team Fee @			
		Volleyball Team Fee	Officials @ Game	Official	Season	Game			
Ames, Iowa	49,900	\$153.00	1						
Ardmore, OK	25,500	\$100.00	1				18	\$8.50	
Arvada, CO	100,000	\$155.00	1	\$11.00			8	\$12.50	
Ashville, N.C.	62,000	\$85.00					10	\$15.50	
Ballwin, MO	21,406	\$80.00					14	\$6.07	
Beloit, IL	37,152	\$125.00		\$10.00			7	\$11.43	
Bloomington, IN	60,000	\$85.00	1	\$9.00			15	\$8.33	
Blue Springs, MO	40,153	\$140.00	1	\$8.00			12	\$7.08	
Boulder, CO	88,312	\$360.00	1				8	\$17.50	
Bowling Green, OH	28,500						10	\$36.00	
Brentwood, MO	60,000	\$100.00		\$10.00			10	\$10.00	
Broken Arrow, OK	58,043								
Burlington, 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			8	\$0.00	
Fayetteville, N.C.	76,000								
Ft. Collins, CO	87,758	\$168.00	2				10	\$16.80	
Grand Junction, CO	29,034	\$162.00	1				10	\$16.20	
Grandview, MO	25,000	\$150.00	1				10	\$15.00	
Hazelwood, MO	15,512	\$120.00		\$12.00					
Highland Park, IL	30,575	\$330.00	1				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				9	\$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	1				10	\$7.50	
Lincoln, NE	191,972	\$150.00		\$9.00					

Community	Population	Adult Co-Ed Volleyball				
		Co-Ed	Number of	Fees @	Games @	Team Fee @
		Volleyball Team Fee	Officials @ Game	Official	Season	Game
Manhattan, KS	37,000	\$100.00		\$10.00	13	\$7.69
Marshalltown, IA	25,000					
Maryville, MO	10,600	\$50.00	1		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					
Plano, TX	128,713	\$175.00	1		10	\$17.50
Rocky Mount, NC	50,000					
Salina, KS	43,000	\$70.00	1	\$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	8	\$18.75
Topeka, KS	125,000	\$95.00		\$7.00	8	\$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	1	\$10.55	10	\$12.72
Columbia		\$147.20	1		8	\$18.40

Community	Population	Youth Baseball							
		Youth		Youth Baseball Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind.Fee @ Game	
		Baseball Ind. Res.	Baseball Team						
Ames, Iowa	49,900								
Ardmore, OK	25,500								
Arvada, CO	100,000								
Ashville, N.C.	62,000	\$25.00			2		14	\$1.79	
Ballwin, MO	21,406								
Beloit, IL.	37,152								
Bloomington, IN	60,000	\$15.00	\$300.00	\$25.00	2		\$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								
Burlington, 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	2		\$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
Iowa 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	Youth Baseball						
		Youth Baseball		Youth Baseball		Fees @		Ind. Fee @
		Ind. Res.	Team	Ind.-N.R	Officials @	Official	Season	
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							
Piano, 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	1	\$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	\$170.00	\$28.60	2	\$10.73	13	\$1.95
Columbia	70,100	\$35.00			2		12	\$2.92

Community	Population	Boys Soccer							
		Boys Soccer		Boys Soccer Team	Boys Soccer Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee Game-Res.
		Ind. Res.							
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			3	\$32.00	8	
Boulder, CO	88,312								
Bowling Green, OH	28,500								
Brentwood, MO	60,000								
Broken Arrow, OK	58,043								
Burlington, 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	6	\$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		6	\$3.33
Lincoln, NE	191,972								

Community	Population	Boys Soccer						
		Boys Soccer Ind. Res.	Boys Soccer Team	Boys Soccer Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee @ Game-Res.
Manhattan, KS	37,000			\$10.00		9.00	8	
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							
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
Columbia	70,100	\$40.00			2		14	\$2.86

Community	Population	Girls Soccer								
		Girls Soccer Ind. Res.	Girls Soccer Team	Girls Soccer Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee@ Game-Res.		
Ames, Iowa	49,900	\$15.00		\$20.00			8	\$1.88		
Ardmore, OK	25,500									
Anvada, 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									
Burlington, 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	6	\$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	1		6	\$3.33		
Lincoln, NE	191,972									

Community	Population	Girls Soccer						
		Girls Soccer Ind. Res.	Girls Soccer Team	Girls Soccer Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee Game-Res.
Manhattan, KS	37,000	\$10.00		\$10.00		\$9.00	8	\$1.25
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							
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
Columbia	70,100	\$40.00			2		14	\$2.86

Community	Population	Co-Rec Soccer-Youth						
		Co-Rec Soccer Ind. Res.	Co-Rec Soccer Team	Co-Rec Soccer Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee @ Game-Res.
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		3	\$32.00	8	
Boulder, CO	88,312							
Bowling Green, OH	28,500	\$15.00						
Brentwood, MO	60,000							
Broken Arrow, OK	58,043							
Burlington, IA	28,000							
Cedar Rapids, IA	110,000	\$23.00		\$23.00			6	\$3.83
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							
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	6	\$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	1		6	\$3.33
Lincoln, NE	191,972							

Community	Population	Co-Rec Soccer-Youth						
		Co-Rec	Co-Rec	Co-Rec	Number of	Fees @	Games @	Ind. Fee@
		Soccer	Soccer	Soccer	Officials @	Official	Season	Game-Res.
		Ind. Res.	Team	Ind.-N.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	\$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	7	\$3.54
Columbia	70,100	\$40.00			2		14	\$2.86

Community	Population	Girls Basketball									
		Girls Basketball		Girls Basketball		Girls Basketball		Fees @		Games @	
		Ind. Res.	Team	Ind.-N.R.	Number of Officials @ Game	Official	Season	Ind. Fee	Game-Res.		
Manhattan, KS	37,000	\$10.00		\$10.00		\$7.00	8	\$1.25			
Marshalltown, IA	25,000			\$8.00	2						
Maryville, MO	10,600	\$25.00		\$25.00							
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				\$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					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									
Average		\$26.68	\$80.00	\$28.80	2	\$8.64	10	\$2.72			
Columbia	70,100	\$25.00			2		10	\$2.50			

Community	Population	Boys Basketball						
		Boys Basketball		Boys Basketball		Fees @		Ind.Fee@ Game-Res.
		Ind. Res.	Team	Ind.-N.R	Number of Officials @ Game	Official	Season	
Ames, Iowa	49,900	\$21.00					8	\$2.63
Ardmore, OK	25,500							
Arvada, CO	100,000						14	
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		\$45.00			8	\$4.75
Bowling Green, OH	28,500	\$25.00						
Brentwood, MO	60,000							
Broken Arrow, OK	58,043							
Burlington, IA	28,000							
Cedar Rapids, IA	110,000	\$29.00		\$29.00			12	\$2.42
Champaign, IL	65,000	\$30.00			2	\$8.00	8	\$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	1		7	\$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	6	\$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					6	\$5.83
Liberty, MO	21,000	\$30.00		\$35.00	2		8	\$3.75
Lincoln, NE	191,972							

Community	Population	Boys Basketball									
		Boys Basketball		Boys Basketball		Boys Basketball		Boys Basketball		Boys Basketball	
		Ind. Res.	Team	Ind.-N.R	Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee@ Game-Res.			
Manhattan, KS	37,000	\$10.00		\$10.00		\$7.00	8	\$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	1.88	\$9.43	9.47	\$2.30			
Columbia	70,100	\$25.00			2		10	\$2.50			

Community	Population	Girls Fastpitch						
		Girls Fastpitch Ind. Res.	Girls Fastpitch Team	Girls Fastpitch Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee@ Game-Res.
Ames, Iowa	49,900							
Ardenmore, 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	\$35.00	\$200.00			\$20.00		
Brentwood, MO	60,000							
Broken Arrow, OK	58,043							
Burlington, IA	28,000							
Cedar Rapids, IA	110,000							
Champaign, IL	65,000		\$35.00		2		15	
Council Bluffs, IA	54,600							
Crystal Lake, IL	40,000							
Davenport, IA	98,000							
Dubuque, IA	58,000	\$13.00					8	\$1.63
Emporia, KS	25,600	\$12.00		\$14.00		\$10.00	12	\$1.00
Fayetteville, N.C.	76,000							
Ft. Collins, CO	87,758	\$24.00				\$8.50	7	\$3.43
Grand Junction, CO	29,034	\$11.00	\$284.00	\$13.00	2		10	\$1.10
Grandview, MO	25,000							
Hazelwood, MO	15,512							
Highland Park, IL	30,575	\$70.00		\$99.00	1		12	\$5.83
Iowa City, IA	60,000	\$15.00				\$15.00	15	\$1.00
Janesville, WI	52,538	\$18.00		\$18.00		\$4.75	15	\$1.20
Jefferson City, MO	35,517							
Kirkwood, MO	29,000							
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	Girls Fastpitch						
		Girls Fastpitch Ind. Res.	Girls Fastpitch Team	Girls Fastpitch Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee @ Game-Res.
Manhattan, KS	37,000	\$10.00		\$10.00		\$9.00	14	\$0.71
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							
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, 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							
Average		\$20.75	\$137.80	\$24.14	1.75	\$10.59	11	\$1.97
Columbia	70,100	\$35.00			2		12	\$2.92

Community	Population	Boys Flag Football						
		Boys		Boys		Boys		Ind. Fee @ Game-Res.
		Flag Football Ind. Res.	Flag Football Team	Flag Football Ind.-N.R	Boys Ind.-N.R	Number of Officials @ Game	Fees @ Official	
Ames, Iowa	49,900	\$11.00			\$27.00	3		8 \$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							
Burlington, 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						8 \$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							
Iowa City, IA	60,000	\$12.00			\$5.00		\$5.00	6 \$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						8 \$2.50
Liberty, MO	21,000	\$25.00			\$30.00	2		6 \$4.17
Lincoln, NE	191,972							

Community		Population	Boys Flag Football											
			Boys		Boys		Boys		Fees @		Games @		Ind. Fee@	
			Flag Football	Ind. Res.	Flag Football	Boys Team	Flag Football	Ind.-N.R	Officials @	Official	Season	Game-Res.		
									Game					
Manhattan, KS		37,000		\$10.00				\$10.00						
Marshalltown, IA		25,000								\$7.00		8		\$1.25
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				8		\$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		\$7.50		6		\$2.50
Wichita, KS		400,000												
Wilmette, IL		26,000												
Wyoming, MI		65,000												
Average			\$16.50				\$21.38	2.75	\$8.29		7.73		\$2.28	
Columbia		70,100	\$25.00					2				6		\$4.17

Community	Population	Boys Teeball						
		Boys Teeball Ind. Res.	Boys Teeball Team	Boys Teeball Ind.-N.R.	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee @ Game-Res.
Manhattan, KS	37,000	\$10.00		\$10.00			8	\$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	10	\$0.80
Salina, KS	43,000							
Shaker Heights, OH	32,000	\$40.00		\$47.00			8	\$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			1		12	\$2.50

Community	Population	Boys Tackle Football									
		Boys		Boys		Boys		Boys		Boys	
		Tackle Foot. Ind. Res.	Team	Tackle Foot.	Ind.-N.R.	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee @ Game-Res.		
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										
Burlington, 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	3		11	\$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 Tackle Football							
		Boys Tackle Foot. Ind. Res.	Boys Tackle Foot. Team	Tackle Foot. Ind.-N.R	Boys Tackle Foot. Ind.-N.R	Number of Officials @ Game	Fees @ Official	Games @ Season	Ind. Fee Game-Res.
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		\$99.00			\$35.00	6	\$15.00
Wyoming, MI	65,000								
Average		\$45.14		\$81.33		3.5	\$18.63	8	\$7.19
Columbia	70,100	\$50				3		6	\$8.33

City of Columbia, Missouri

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

City of Columbia, Missouri

Community	Population	Direct Costs									
		Written Fees Policy	Salaries Enclita Ets	Equipment Supplies	Maintenance Costs	Direct Utility Costs	Rental of Owned Facilities	Rental of Non-owned Facilities	Insurance	Bodies and/or	Fees to Gov. Advertising Printing
Manhattan, KS	37,000	N	Y	Y				Y		Y	
Marshalltown, IA	25,000	N	Y	Y	Y	Y	Y				
Maryville, MO	10,800	Y	Y	Y	Y	Y	Y				Y
Middletown, OH	50,000	Y	Y	Y	Y	Y		Y		Y	Y
Normal, IL	40,023	N	Y	Y	Y	Y		Y		Y	Y
Norman, OK	80,071	Y	Y	Y	Y	Y			Y	Y	Y
Odessa, TX	89,633	Y	Y	Y	Y	Y	Y		Y	Y	Y
Overland Park, KS	120,000	Y	Y	Y	Y	Y	Y			Y	Y
Plano, TX	128,713	Y	Y	Y	Y	Y	Y			Y	Y
Rocky Mount, NC	60,000	N	Y	Y			Y	Y			Y
Salina, KS	43,000	Y	Y	Y				Y		Y	Y
Shaker Heights, OH	32,000	Y	Y	Y	Y	Y		Y	Y	Y	Y
Sioux Falls, SD	105,000	Y	Y	Y	Y			Y		Y	Y
St. Joseph, MO	71,862	Y	Y	Y	Y	Y			Y	Y	Y
St. Peters, MO	45,000	N	Y	Y	Y		Y			Y	Y
Topeka, KS	126,000	Y	Y	Y	Y			Y		Y	Y
Wichita, KS	400,000	Y	Y	Y		Y					Y
Wilmington, IL	26,000		Y	Y				Y		Y	Y
Wyoming, MI	65,000	Y	Y	Y	Y						Y
Total Resp.	377,120	70%	52%	45%	35%	27%	22%	28%	18%	27%	42%
Percent Yes		70%	98%	91%	88%	51%	42%	53%	34%	51%	79%
Percent No		23%									
Columbia	70,100	Y	Y	Y	Y	Y	Y	Y			Y

City of Columbia, Missouri

Indirect Costs

COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

City of Columbia, Missouri

Community	Population	Indirect Costs										
		Flat Percent of Costs	Prorated Percent Adm. Staff	Prorated Percent Program Staff	Office Costs	Prorated Percent Advertising	Prorated Percent Non- Separable Utilities	Prorated Percent Non- Separable Maintenance	Insurance	Fees to Bodies	Advertising Printing	
Manhattan, KS	37,000											
Marshalltown, IA	25,000				Y		Y	Y				
Maryville, MO	10,600				Y							
Middletown, OH	50,000	Y										
Normal, IL	40,023											
Norman, OK	80,071		Y									
Odesse, TX	89,633											
Overland Park, KS	120,000	Y			Y		Y	Y				
Piano, TX		Y		Y								
Rocky Mount, NC	60,000	Y										
Salina, KS	43,000											
Shaker Heights, OH	32,000	Y										
Sioux Falls, SD	106,000											
St. Joseph, MO	71,852		Y	Y	Y							
St. Peters, MO	45,000			Y	Y							
Topeka, KS	125,000			Y	Y							
Wichita, KS	400,000	Y										
Wilmette, IL	26,000	Y										
Wyoming, MI	65,000		Y	Y		Y						
Total Pop.		127	13%	13%	20%	57	4%	5%				
Percent Yes		23%	25%	36%	58%	17%	8%	9%				
Columbia	70,100		Y	Y								

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

Community	Population	Percent of Costs Recovered Through Fees				
		Outdoor Swimming Pool				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Manhattan, KS	37,000			X		
Marshalltown, IA	25,000		X			
Maryville, MO	10,600					
Middletown, OH	50,000		X			
Normal, IL	40,023				X	
Norman, OK	80,071	X				
Odessa, TX	89,633	X				
Overland Park, KS	120,000			X		
Plano, TX	128,713	X				
Rocky Mount, NC	50,000	X				
Salina, KS	43,000		X			
Shaker Heights, OH	32,000	X				
Sioux Falls, SD	105,000	X				
St. Joseph, MO	71,852		X			
St. Peters, MO	45,000				X	
Topeka, KS	125,000				X	
Wichita, KS	400,000		X			
Wilmette, IL	26,000					X
Wyoming, MI	65,000	X				
Percentage		25.5%	31.9%	10.6%	10.6%	21.3%
Columbia	70,100			X		

Community	Population	Percent of Costs Recovered Through Fees				
		Community Center With Pool				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Ames, Iowa	49,900					
Ardmore, OK	25,500					
Arvada, CO	100,000			X		
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		X			
Bowling Green, OH	28,500					
Brentwood, MO	60,000					
Broken Arrow, OK	58,043					
Burlington, 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				X	
Fayetteville, N.C.	76,000					
Ft. Collins, CO	87,758					
Grand Junction, CO	29,034			X		
Grandview, MO	25,000					
Hazelwood, MO	15,512					
Highland Park, IL	30,575					
Iowa City, IA	60,000	X				
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		X			
Lincoln, NE	191,972					

Community	Population	Percent of Costs Recovered Through Fees				
		Community Center With Pool				
		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		X			
Percentage		14.3%	42.9%	28.6%	14.3%	
Columbia	70,100	N/A				

Community	Population	Percent of Costs Recovered Through Fees				
		Community Center Without Pool				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Ames, Iowa	49,900	X				
Ardmore, OK	25,500	X				
Arvada, CO	100,000					
Ashville, N.C.	62,000	X				
Ballwin, MO	21,406					
Beloit, IL	37,152					
Bloomington, IN	60,000	X				
Blue Springs, MO	40,153					X
Boulder, CO	88,312					
Bowling Green, OH	28,500					
Brentwood, MO	60,000				X	
Broken Arrow, OK	58,043		X			
Burlington, IA	28,000					
Cedar Rapids, IA	110,000	X				
Champaign, IL	65,000			X		
Council Bluffs, IA	54,600					
Crystal Lake, IL	40,000					
Davenport, IA	98,000					X
Dubuque, IA	58,000					
Emporia, KS	25,600					
Fayetteville, N.C.	76,000		X			
Ft. Collins, CO	87,758					
Grand Junction, CO	29,034					
Grandview, MO	25,000					
Hazelwood, MO	15,512	X				
Highland Park, IL	30,575			X		
Iowa City, IA	60,000					
Janesville, WI	52,538					
Jefferson City, MO	35,517					
Kirkwood, MO	29,000		X			
Kokomo, IN	88,000					
Lawrence, IN	27,000					
Liberty, MO	21,000					
Lincoln, NE	191,972	X				

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

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

Community	Population	Percent of Costs Recovered Through Fees				
		Golf Course				
		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					X
Normal, IL	40,023					X
Norman, OK	80,071					
Odessa, TX	89,633					
Overland Park, KS	120,000					X
Plano, TX	128,713					
Rocky Mount, NC	50,000					
Salina, KS	43,000					X
Shaker Heights, OH	32,000					
Sioux Falls, SD	105,000					X
St. Joseph, MO	71,852					X
St. Peters, MO	45,000					
Topeka, KS	125,000					X
Wichita, KS	400,000					
Wilmette, IL	26,000					X
Wyoming, MI	65,000					
Percentage					4.3%	95.7%
Columbia	70,100					X

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

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

Community	Population	Percent of Costs Recovered Through Fees							
		Zero Depth Pool							
		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								X
Boulder, CO	88,312								
Bowling Green, OH	28,500								
Brentwood, MO	60,000								
Broken Arrow, OK	58,043								
Burlington, 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								X
Emporia, KS	25,600	X							
Fayetteville, N.C.	76,000								
Ft. Collins, CO	87,758								
Grand Junction, CO	29,034								
Grandview, MO	25,000								X
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								

Community	Population	Percent of Costs Recovered Through Fees				
		Zero Depth Pool				
		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				X	
Norman, OK	80,071					
Odessa, TX	89,633					
Overland Park, KS	120,000				X	
Plano, TX	128,713					
Rocky Mount, NC	50,000					
Salina, KS	43,000					
Shaker Heights, OH	32,000					
Sioux Falls, SD	105,000		X			
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%	14.3%		28.6%	42.9%
Columbia	70,100	N/A				

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

Community	Population	Percent of Costs Recovered Through Fees				
		Senior Center				
		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	X				
Odessa, TX	89,633					
Overland Park, KS	120,000			X		
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		X			
St. Peters, MO	45,000		X			
Topeka, KS	125,000					
Wichita, KS	400,000					
Wilmotte, IL	26,000					
Wyoming, MI	65,000	X				
Percentage		61.9%	33.3%	4.8%		
Columbia	70,100	X				

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

Community	Population	Percent of Costs Recovered Through Fees				
		Youth Sports				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Manhattan, KS	37,000	X				
Marshalltown, IA	25,000					X
Maryville, MO	10,600					
Middletown, OH	50,000					
Normal, IL	40,023			X		
Norman, OK	80,071					X
Odessa, TX	89,633					
Overland Park, KS	120,000					
Plano, TX	128,713					
Rocky Mount, NC	50,000	X				
Salina, KS	43,000			X		
Shaker Heights, OH	32,030		X			
Sioux Falls, SD	105,000	X				
St. Joseph, MO	71,852				X	
St. Peters, MO	45,000					X
Topeka, KS	125,000				X	
Wichita, KS	400,000					X
Wilmette, IL	26,000					X
Wyoming, MI	65,000					X
Percentage		11.4%	13.6%	13.6%	20.5%	40.9%
Columbia	70,100		X			

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

Community	Population	Percent of Costs Recovered Through Fees				
		Adult Sports				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Manhattan, KS	37,000					X
Marshalltown, IA	25,000					X
Maryville, MO	10,600					
Middletown, OH	50,000					X
Normal, IL	40,023					X
Norman, OK	80,071					X
Odessa, TX	89,633					
Overland Park, KS	120,000					X
Plano, TX	128,713					X
Rocky Mount, NC	50,000			X		
Salina, KS	43,000				X	
Shaker Heights, OH	32,000		X			
Sioux Falls, SD	105,000			X		
St. Joseph, MO	71,852				X	
St. Peters, MO	45,000					X
Topeka, KS	125,000				X	
Wichita, KS	400,000					X
Wilmette, IL	26,000					X
Wyoming, MI	65,000					X
Percentage		3.9%	2.0%	5.9%	19.6%	66.7%
Columbia	70,100				X	

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

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

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

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

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

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

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

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

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

Community	Population	Percent of Costs Recovered Through Fees				
		Youth Special Interest Classes				
		0%-24%	25%-49%	50%-69%	70%-89%	90%-100%
Manhattan, KS	37,000		X			
Marshalltown, IA	25,000					
Maryville, MO	10,600					
Middletown, OH	50,000					
Normal, IL	40,023			X		
Norman, OK	80,071					
Odessa, TX	89,633					X
Overland Park, KS	120,000					
Plano, TX	128,713					X
Rocky Mount, NC	50,000					
Salina, KS	43,000		X			
Shaker Heights, OH	32,000		X			
Sioux Falls, SD	105,000					
St. Joseph, MO	71,852		X			
St. Peters, MO	45,000				X	
Topeka, KS	125,000				X	
Wichita, KS	400,000					X
Wilmette, IL	26,000					X
Wyoming, MI	65,000					X
Percentage		12.2%	14.6%	7.3%	29.3%	36.6%
Columbia	70,100				X	

Community	Population	Long Range Capital Improvement Program	Length of Program In Years	Money		Sources of Revenue				Concess. Contract	Fund Raising	Other
				Allocated For P&R	Sales Tax	Hotel Tax	User Fees	GOB	Dev. Fees	Inter Govern. Agree	Special Imp. Dist.	
Ames, Iowa	49,900	Y	5		X	X						
Ardmore, OK	25,500	N			X		X					X
Arvada, CO	100,000	N			X			X	X			X
Ashville, N.C.	62,000	Y	6	\$3,500,000								
Ballwin, MO	21,406	N						X				X
Beloit, WI	37,152	Y	5	\$2,339,000			X	X		X		X
Bloomington, IN	60,000	Y	5					X		X		X
Blue Springs, MO	40,153	Y	5	\$3,000,000			X	X			X	X
Boulder, CO	88,312	Y	6	\$11,838,000					X			X
Bowling Green, OH	28,500	Y	5	\$450,000			X					X
Brentwood, MO	60,000	Y	5	\$1,000,000				X				
Broken Arrow, OK	58,043	N			X	X		X				
Burlington, IA	28,000	Y	1	\$350,000		X	X	X				X
Cedar Rapids, IA	110,000	Y	5	\$1,000,000			X	X		X		
Champaign, IL	65,000	N					X	X		X		
Council Bluffs, IA	54,600	N				X	X	X	X			X
Crystal Lake, IL	40,000	N						X				
Davenport, IA	98,000	Y	5	\$6,000,000		X		X				X
Dubuque, IA	58,000	Y	5	\$1,200,000	X	X	X	X				X
Emporia, KS	25,600	Y	5	\$1,436,377			X	X				X
Fayetteville, N.C.	76,000	Y	5	\$1,450,000			X	X				
Ft. Collins, CO	87,758	Y	7	\$8,500,000	X			X	X			X
Grand Junction, CO	29,034	Y	10				X	X				X
Grandview, MO	25,000	Y	10	\$2,000,000	X		X	X	X	X		X
Hazelwood, MO	15,512	Y	5	\$750,000						X		X
Highland Park, IL	30,575	Y	5	\$500,000			X					X
Iowa City, IA	60,000	Y	7	\$20,955,000		X		X	X			X
Janesville, WI	52,538	Y	5	\$1,800,000	X		X	X				X
Jefferson City, MO	35,517	Y	5	\$3,485,000	X		X					X
Kirkwood, MO	29,000	Y	6	\$4,500,000	X					X		X
Kokomo, IN	88,000	Y	5	\$1,375,000								X
Lawrence, IN	27,000	Y	5	\$1,500,000			X	X	X			X
Liberty, MO	21,000	Y	5	\$450,000	X							
Lincoln, NE	191,972	Y	6	\$3,786,500			X	X	X	X		X

Community		Long Range Capital Improvement Program	Length of Program In Years	Money Allocated For P&R	Sources of Revenue									
					Sales Tax	Hotel Tax	User Fees	GOB	Dev. Fees	Inter Govern. Agree	Special Imp. Dist.	Concess. Contract	Fund Raising	Other
Manhattan, KS	37,000	Y	6	\$2,533,850	X		X	X		X		X	X	
Marshalltown, IA	25,000	Y	5	\$261,150			X					X	X	
Maryville, MO	10,600	Y	5	\$183,500										
Middletown, OH	50,000	Y	5	\$150,000	X			X	X	X		X	X	
Normal, IL	40,023	Y	5		X	X	X	X	X			X	X	
Norman, OK	80,071	Y	5	\$1,500,000	X	X		X				X	X	
Odessa, TX	89,633	N												
Overland Park, KS	120,000	Y	5	\$1,000,000	X	X	X	X		X		X		
Plano, TX	128,713	Y	5	\$44,265,000				X	X			X	X	
Rocky Mount, NC	50,000	Y	5	\$3,470,000										X
Salina, KS	43,000	Y	5	\$1,615,000	X		X	X						
Shaker Heights, OH	32,000	Y	5	\$7,500,000										
Sioux Falls, SD	105,000	Y	5	\$5,800,000	X					X		X	X	
St. Joseph, MO	71,852	Y	5	\$1,651,000	X		X	X		X		X	X	
St. Peters, MO	45,000	N			X	X	X	X		X				
Shawnee County, KS	153,000	N												
Wichita, KS	400,000	Y	4	\$2,500,000			X	X	X					
Wilmette, IL	26,000	Y	5				X	X						X
Wyoming, MI	65,000	Y	5	\$2,000,000				X						
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														
Percent No														
Columbia		Y	5	\$5,294,900	X		X	X					X	X