



Summary Report





# Analysis and Recommendations





Prepared by Landplan Engineering of Missouri, Inc.

COLUMBIA, MISSOURI September, 1994

Prepared by

Landplan Engineering of Missouri, Inc. 4049 Pennslyvania, Suite 205, Kansas City, MO 64111 (816) 931-4462

in association with Leisure Vision, Inc.

for the City of Columbia, Missouri City Council

Summary Report

Analysis and Parks and Recreation Commission

 $\mathbf{2}$ 

Parks and Recreation Department

> Project Management by Parks and Recreation Department

> > Division of Planning and Development





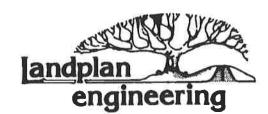








Recommendations



The following information, in the following order, is contained within this Summary Report 2: Analysis and Recommendations.

#### Introduction

Analysis of Facilities

Standards

Comparison to Standards, Summary Chart

NRPA Guidelines

State of Missouri Guidelines

Standards, Conclusions

Participation Levels

Citizen Survey

**Existing Parks Locations** 

Neighborhood Parks Service Radius Map Community Parks Service Radius Map Community Parks Service Radius Map

Open Space

Greenbelt Map

#### Analysis of Services and Staffing, and Financial Issues

Overview

Program and Services Satisfaction Levels

**Community Center** 

Staffing Analysis

Maintenance Comparisons to Comparable Communities

Staffing Recommendations

Maintenance Standards and Procedures

#### **Facilities Recommendations**

Overview

**Development Packages Descriptions** 

A: Acquisition

- B: Neighborhood Parks: Renovation and New Development
- C: Athletic Facilities and Sports Fields
- D: Greenbelt and Trail System
- E: Special Facilities

Recommended Capital Improvement Projects, 1995-2004:

Existing Parks Renovation and Development Recommended Capital Improvement Projects, 1995-2004: Acquisition and Development of New Park Lands Citizens Needs Provided Through Master Plan Projects

#### **Financing Alternatives and Methods**

Summary Types and Definitions Funding Sources Definition of Rating Criteria Ratings of Potential Financing Sources Identification of Primary and Secondary Funding Sources Financial Operations

#### **Agency Action Plan**

Introduction Capital Improvement Projects Staffing

Appendix

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

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**

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 minumum, based upon an individual communities' specific needs.

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

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

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

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

C
-

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

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

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

122

Columbia, Missouri

### COMPARISON TO STANDARDS, SUMMARY CHART

#### NATIONAL RECREATION ANAD PARK ASSOCIATION

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

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
Badminten	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	‰.½ mile	Usually in school, rec- reation 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 northisouth	1 per 5000	% % mile	Same as badminton, Outdoor courts in neighborhood and com- munity 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 multipurpose facility, 3 wall usually outdoor in park or school setting.
lee Hockey	22,000 sq. ft, including support area	Rink 85' x 200' (minimum 85' x 185'). Additional 5000 sq. [t. support area.	Long axis north-south if duidoor	Indoor-1 per 100,000 Outdoor-depends on climate	½±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-¥ mile	Best in batteries of 2-4, Located in neighbor- hood/community park or adjacent to school site
Vollayball	Minimum o ( 4,000 ing. 11.	30' x 60' Minimum 6' clearance on all sides.	Long axis north-south	1 court per 5000.	%-% mile	Same as other court activities (e.g., bad minton, basketball, etc.)
Baseball 1. Official 2. Little League	3.03.85 A minimum	Baselines-90' Pitching distance- 60 %' Foul lines-min, 320' Center Hild-400'+ Baselines-60' Pitching distance-46' Foul lines-200' Center Hild-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-% mile	Part of neighborhood complex, Lighted fields part of com- munity 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' elearance 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 edjacent to schools or neighbor- hood parks.

#### 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 loward north- east	1 per 50,000	30 minutes travel time	Part of golf course complex. As a separate unit, may be privately operated.
‰Mile Aunning Track	4.3A	Overall width-276' length-600.02' Track width for 8 to 4 lones 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 com- munity park complex in combination with football, soccer, etg.
Softball	1,5 to 2,0A	Baselines-60' Pitching distance-46' min, 40'-women. Fast pitch field radius Irom plate-225' between faul lines. Slow pitch-275' (men) 250' (women)	Same as baseball <sub>a</sub>	1 por 5,000 (if ofso used for youth baseball)	%-% 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' 🕱 80'	Long axis of courts with <i>primary</i> use is north south,	1 per 10,000	1-2 miles	
T rañs	N/A	Well defined head max- imum 10' width, maxi- mum øverage grade 5%, not to exceed 15%, Capacity rural trails– 40 hikers/day/mile, Urban trails–90 hikors/ day/mile,	N/A	1 system per region	N/A	31
Archery Range	Minimum 0,65A	300' length x minimum 10' wide between tar- gets. Roped clear space on sides of range mini- mum 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. Min- imum cleared area is contained within two superimposed segments with 100-yard radii (4 acres). Shot-fall danger zone is contained with- in 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	<ul> <li>Average length-vary 600-2700 yards</li> <li>Average length2250 yards</li> <li>Average length6500 yards</li> </ul>	Majority of holes on north south axis	<ul><li>1/25,000</li><li>1/50,000</li></ul>	% to 1 hour travel time	<ul> <li>9-hole course can accommodate 350 people/day.</li> <li>18-hole course can accommodate 500- 550 people a day.</li> <li>Course may be located in community or distric park, but should not be over 20 miles from population center.</li> </ul>
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 swim- er. Ratios of 2:1 deck vs. water.	None-although care must be taken in sitting of lifeguard stations in relation to afternoon sun.	l par 20,000 (Pools should accom- modate 3 to 5% of total population at a time;)	15 to 30 minutes travel time	Pools for general com- munity use should be planned for teaching, compatitive, and recre- ational purposes with enough depth 13.4m bit accommodate 1m and 3m diving boards. Lo- cated in community park or school site.
Beech 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 bot- tom with slope a max- imum of 5% (flat preferable). Boating areas completely seg- regated from swimming areas

#### MISSOURI DEPARTMENT OF NATURAL RESOURCES

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

#### Facility

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

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

#### Goal for Urban Areas

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

Columbia, Missouri

#### STANDARDS

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

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

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

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

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

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

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.

	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.

Columbia, Missouri

#### PARTICIPATION LEVELS

Overview	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.
	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.
Youth Sports	Participation in Youth Sports programs increased 61% during the study period. That increase included a 26% increase from 1991 to 1992.
Adult Sports	Adult Sports programs saw a decrease of 17% from 1988 to 1991, however, a 35% increase in participation was recorded from 1991 to 1992.
	Both Youth and Adult Sports programs saw a sudden increase in the 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.
Aquatics	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.
Golf	Golf operations have shown a modest increase of 17% usership during the period from 1988 to 1992.
Senior and Adaptive Recreation	Participation levels in this category have increased steadily every year, for a total of a 10.5% increase. These programs are anticipated to continue to increase in the number of users, as our population continues to age.

-

Columbia, Missouri

#### CITIZEN SURVEY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Columbia, Missouri

#### EXISTING PARKS LOCATION

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

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

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

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

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

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

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

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

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

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

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

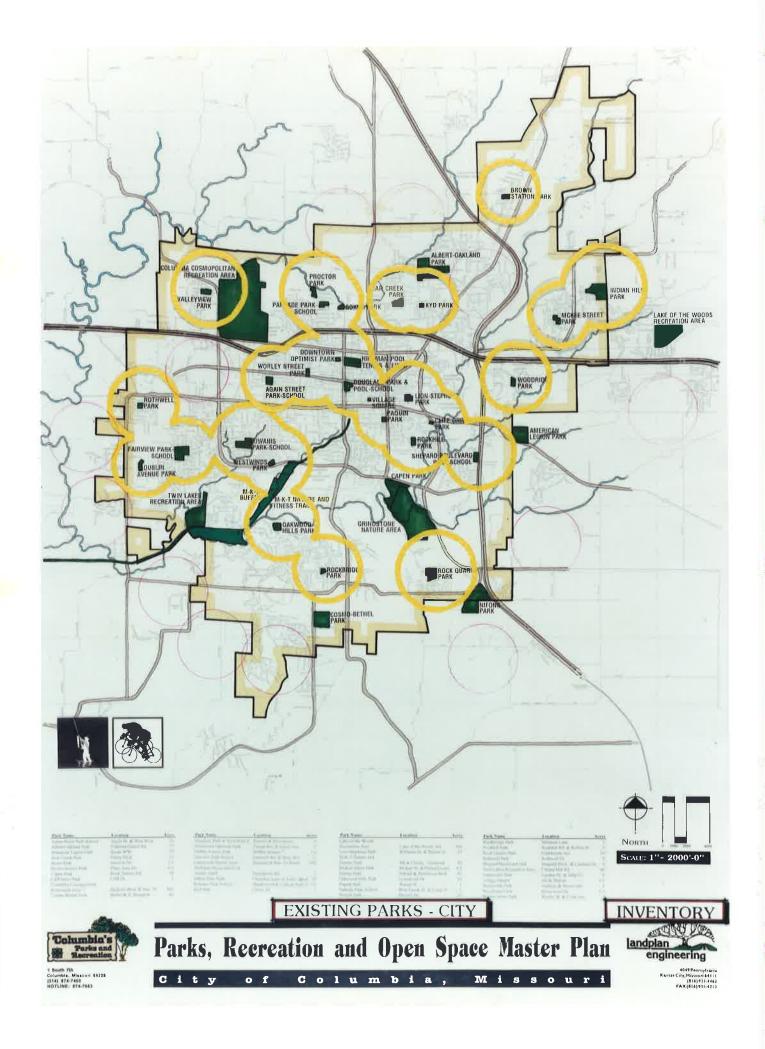
individual park met the goal of a "true" community park. That is, is this a park where the majority of citizens find activities that play an important role in their everyday lives? Swimming, open space, sports, playgrounds, and picnic facilities are such facilities which are included in most definitions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

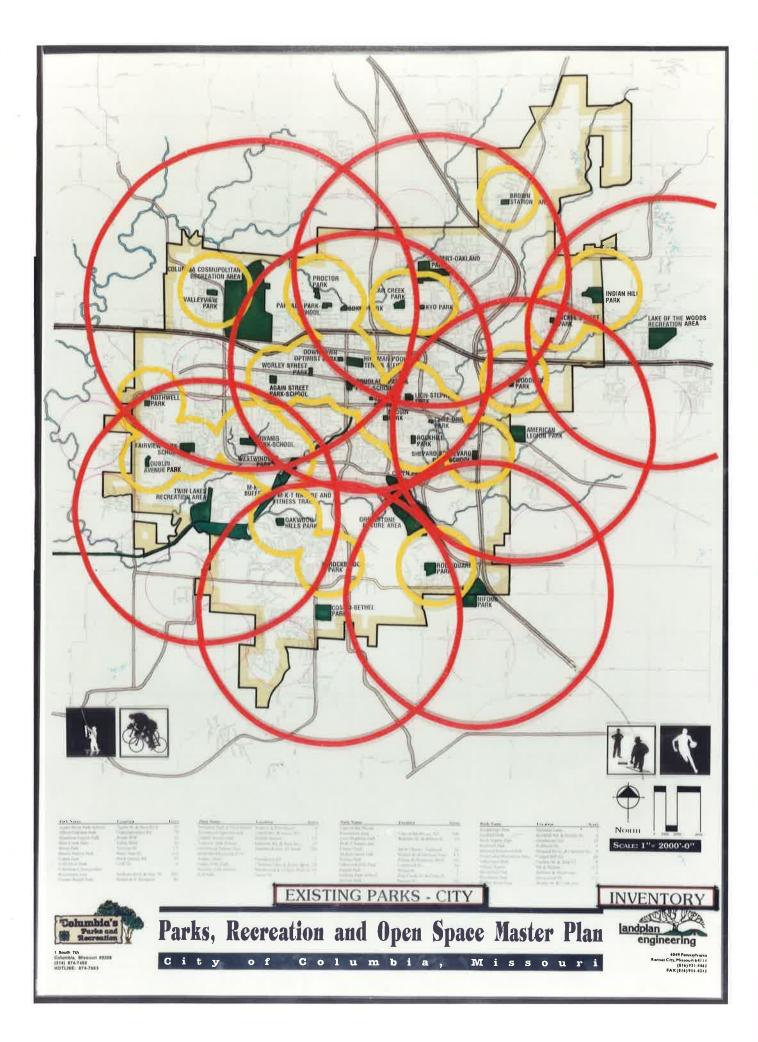
When looked at in this light, several of the community parks did not provide such activities and, in fact, operate much like a "special-use" park.

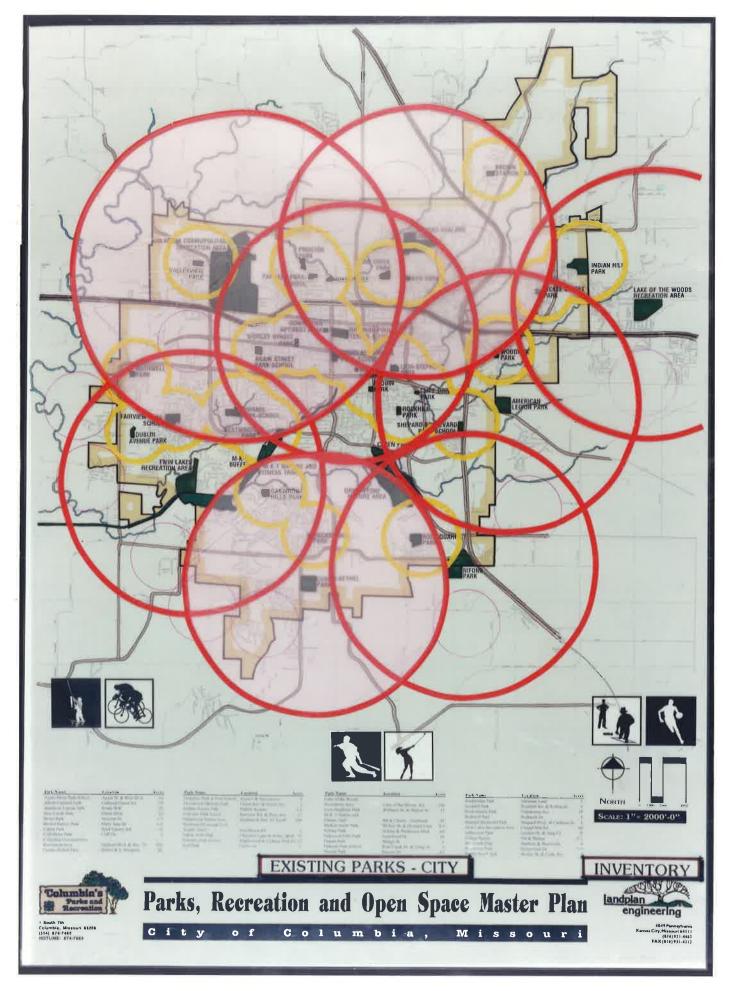
Parks meeting this study's definition of community park include Columbia Cosmopolitan Park, Cosmo-Bethel Park, and Albert-Oakland Park. The following third map illustrates the service radius' of these parks with a pink color.

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

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







Columbia, Missouri

#### OPEN SPACE

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

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

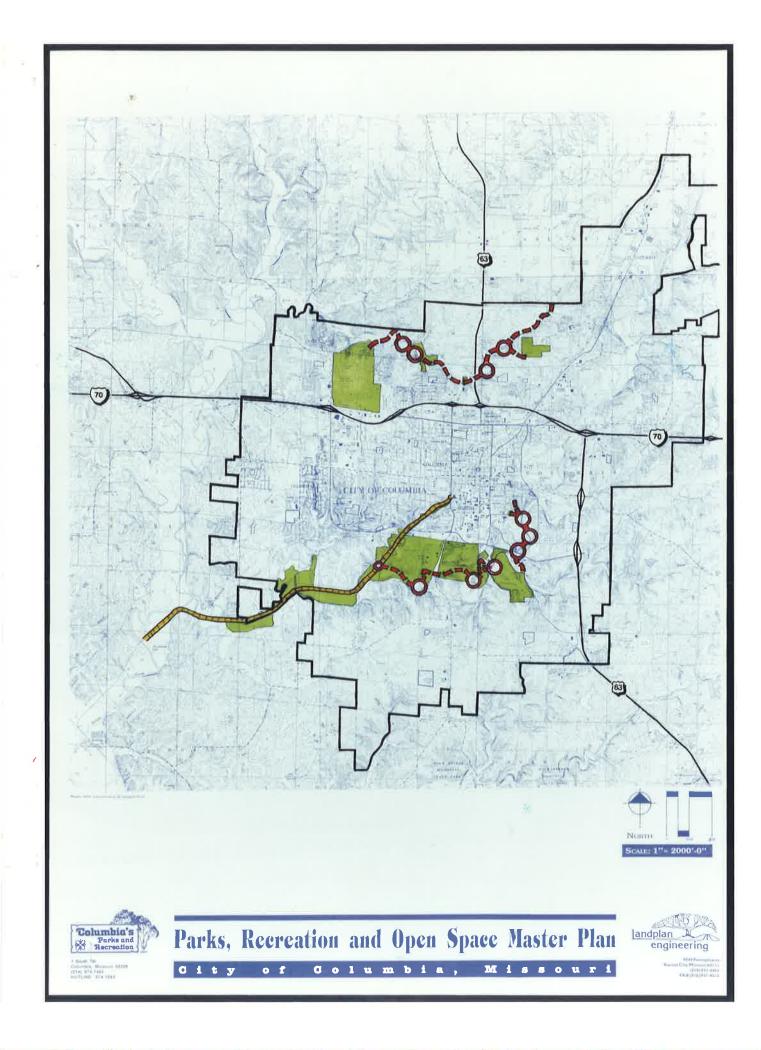
The Parks Department has had success with implementation of a system of trails. The MKT Trail, a 4.7 mile biking and hiking trail on abandoned railroad right-of-way, runs from downtown Columbia southwest to Route TT. Boone County is scheduled to complete a 3.5 mile section of the trail from Route TT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

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

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

Columbia, Missouri

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





Analysis of Services & Staffing, and Financial Issues

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

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

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

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

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

#### SERVICES AND STAFFING

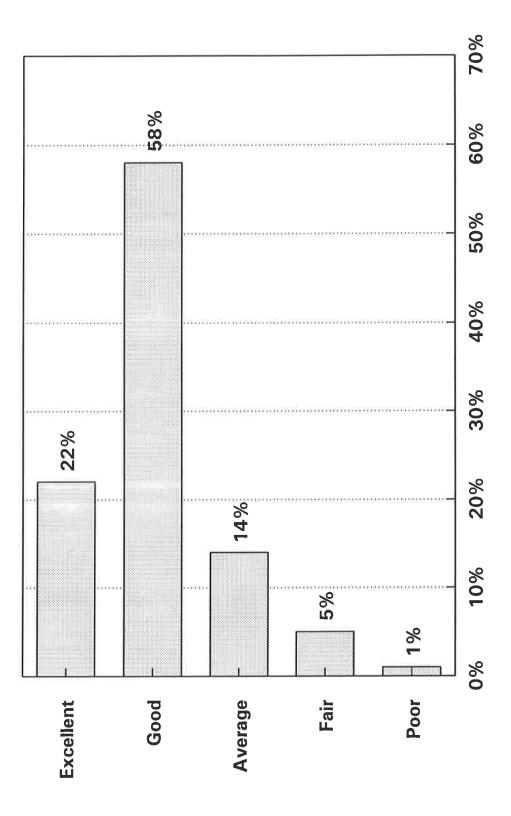
#### Citizen Participation and Satisfaction in Programs and Services is Very High

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

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

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

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



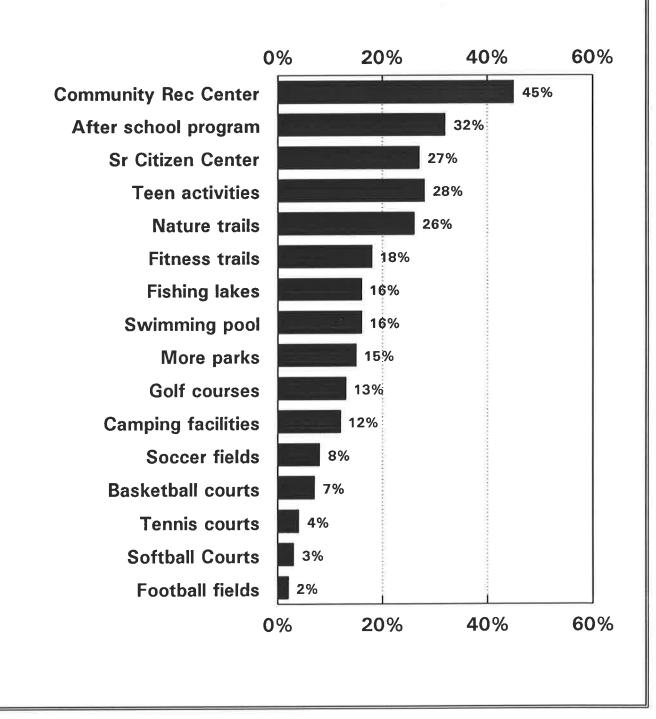
Citizens "Top Priority" for a facility to develop is a Community Recreation Center. Other facilities and activities highly rated include an after school program, Sr. Citizen Center, teen activities, nature and fitness trails.

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

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

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

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



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

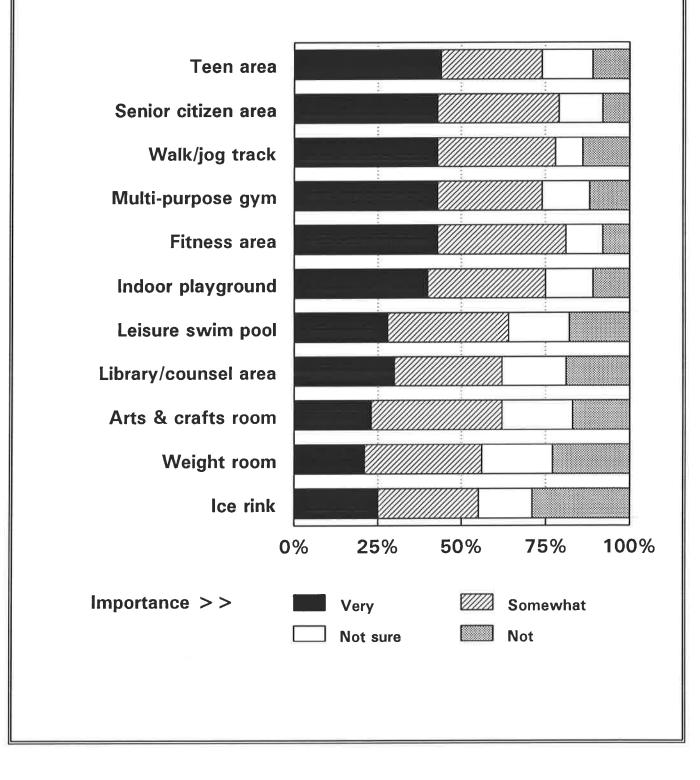
**Multi-purpose center** Nature trails Indoor ice skating **Outdoor amphitheater** Land for open space **Regional park Additional parks** Indoor swim pool Golf course **Outdoor swim pool Outdoor aquatic** Youth athletic field Multi-purpose fields 0% 25% 50% VIIIA Somewhat Very Level of Support >> Not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

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

75%

100%

# Level of Importance for Specific Facilities Within Community Center



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

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

Personnel Trends Overview

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

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

#### PARKS DEVELOPED AND ADDED

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

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

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

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

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

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

Brown Station Neighborhood Park -playground

Rothwell Neighborhood Park -picnic sites

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

Providence and Broadway - major landscape bed

Columbia, Missouri

#### NEW FACILITIES ADDED TO EXISTING PARKS

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

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

Youth Baseball - 2 T-Ball Fields, Batting Cages

David Magner Memorial - Landscape Circle

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

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

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

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

Rockhill Park - Additional 1/4 mile of hiking trail

Oakland Park - 2 soccer practice fields

Fairview Park - 2 soccer practice fields

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

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

Columbia, Missouri

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

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

#### SPORTS PROGRAMMING:

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

Columbia, Missouri

#### COMMUNITY RECREATION:

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

#### AQUATICS & OUTDOOR RECREATION:

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

Columbia, Missouri

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

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

#### SENIOR/ADAPTIVE AND LIFE ENRICHMENT PROGRAMS

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

Summary Report 2: Analysis/Recommendations

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

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

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

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

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

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

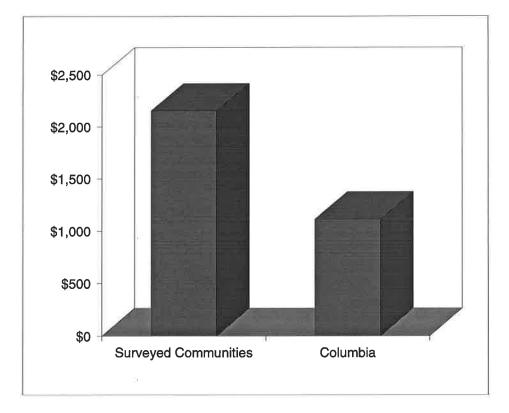
## Funding To Maintain Parks Is Less In Columbia Than Surveyed Communities

Budget Per Acre
\$2,155

## Columbia

Surveyed Communities

\$1,113



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

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

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

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

Columbia, Missouri

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

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

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

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

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

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

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

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

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

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

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

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

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

Calculations based on reaching this target are as follows:

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

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

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

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

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

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

#### Columbia Full and Part Time Maintenance Staff

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

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

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

Columbia, Missouri

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

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

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

#### COSTS FOR IMPLEMENTING STAFFING RECOMMENDATIONS

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

Total

\$184,270.00

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

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

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

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

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

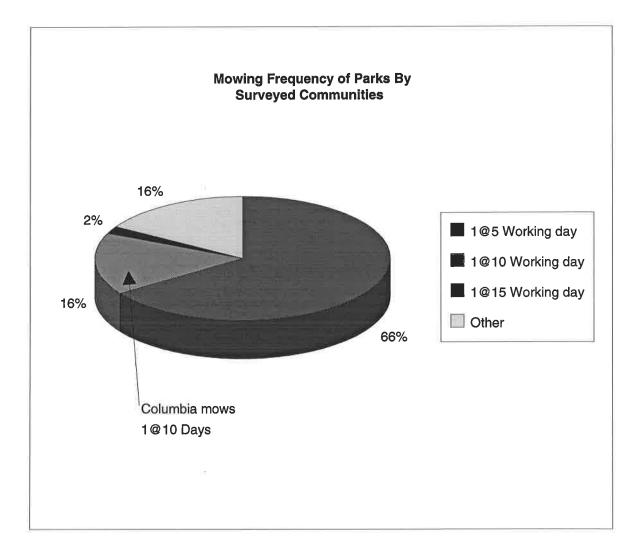
The following page contains a graph indicating comparisons of Columbia with surveyed communities.

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

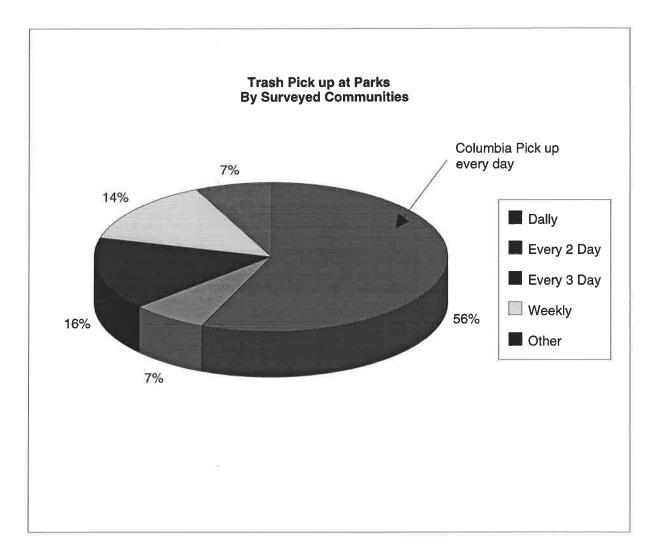
Trash maintenance levels in Columbia are similar to that maintained at other surveyed communities. Columbia picks up trash in its most heavily used parks on a daily basis. Over half (57%) of surveyed communities maintain daily trash pick up, with 7% picking up trash every 2 days and 16% maintaining trash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

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

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



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



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

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

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

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

Columbia, Missouri

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

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

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

Summary Report 2: Analysis/Recommendations

Community	Population		Park N	Park Maintenance Standards And Procedures	e standard	s And Pro	cedures	
		Standards	Evaluation	Productivity	Playground	Maint Task	<b>Bi-Weekly</b>	<b>Bi-Weekly Maintenance</b>
		of Care	Forms	Standards	Inspections	Procedures	Planning	Planning Categories
hilono	1							
Ablielle	nne'/	:	:					
Arlington Hts.	/8,000	>	~	>	>	>	~	≻
Blackburn	34,000			;	>;			:
spings	40,125	-		>	٨			۲
Broken Arrow	60,000	>	>	>	×	>	≻	>
Cape Girardeau	35,000				~	~		
Council Bluffs	54,600				~			
Denver	000'06							
Duncanville	35,000				Y			
Edmond	57,000			۲	7		7	7
Elkhart	43,000	7		7	۲	۲		7
Ferguson	22,800	7					۲	
Florissant	52,000	7	¥	7	Y			7
Fort Dodge	25,000	7		7	7			۶
Gladstone	28,000			7	Y			7
Greenville	50,000				Y	۲	۲	
La Crosse	100,000				٢			
Lawrence	66,000	۲		۲	٢	7		×
awton	82,000	۲	Y	٢	Y	۲		7
Leavenworth	38,000							
Lee' Summit	55,000				Y			
Lenexa	35,000	~		۲	۲	7	٢	٢
Lorain	76,000				۲			
Mansfield	50,000	7		>	≻	>		۶
Marion	32,000	>		7	≻		۲	>
Marshalltown	25,000							
Mentor	48,500				7	~		
New Albany	64,400	7	~		7			
Northbrook	38,000	7		7	~	>	≻	>
Park Forest	25,000				~	۲		
Pittsburg	18,000				۲			
Portage	35,000	>			>	>		
Havtown	31,000	>		>	>	>	>	>
Sallesbury	23,000				7		>	
Schaumburg	72,000				۲	>	۲	
Skokie	60,000	>			7	>		
Smithville	000.95	>			> >	>		
וטמוומ	000.00	-			-	-		
Villa Park	22.279		~		> :			
W Des Moine	34,000		;		× >			
VV GLOVES	23,000	;	- :		- :			:
Waterloo	66.000	>	>	>	> >			>
wheat Hidge	30,000	;			-			
Zanesville	26,800	7			~			
Percentage Yes		43%	18%	36%	89%	39%	25%	36%
	and have a set of the set of the set of the set		With the second s				Contraction of the other	12 - 12 - 14 - 14 - 14 - 14 - 14 - 14 -

-

.

Columbia, Missouri

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

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

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

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

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

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

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

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

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

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

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

Columbia, Missouri

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

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

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



# **Facilities Recommendations**

Columbia, Missouri

## RECOMMENDED CAPITAL IMPROVEMENT PROJECTS

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

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

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

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

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

Development Package "A": Acquisition

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

Development Package "C": Athletic Facilities and Sports Fields

Development Package "D": Greenbelt and Trail System

Development Package "E": Special Facilities

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

## DEVELOPMENT PACKAGE "A"; ACQUISTION

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

### Neighborhood Parks

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

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

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

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

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

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

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

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

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

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

#### **Community Parks**

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

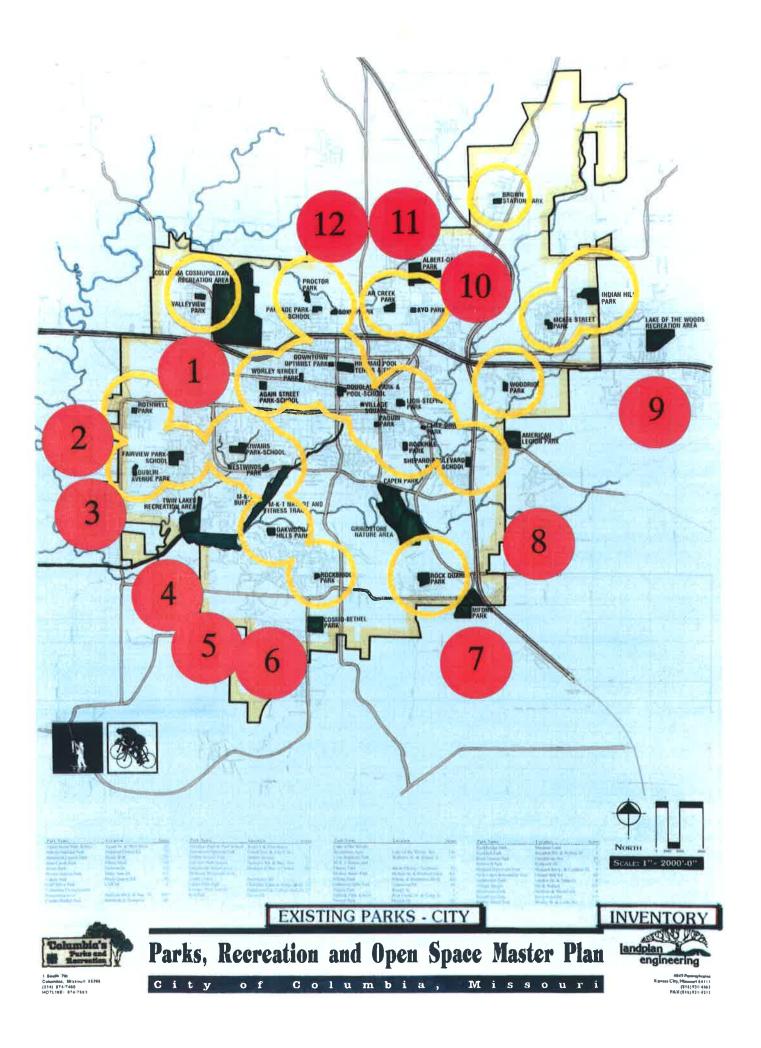
A deficiency was recognized during the Analysis phase for a community park in two areas of the City - 1) the southwest area, and 2) the southeast.

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

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

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

Summary Report 2: Analysis/Recommendations



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Columbia, Missouri

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

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

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

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

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

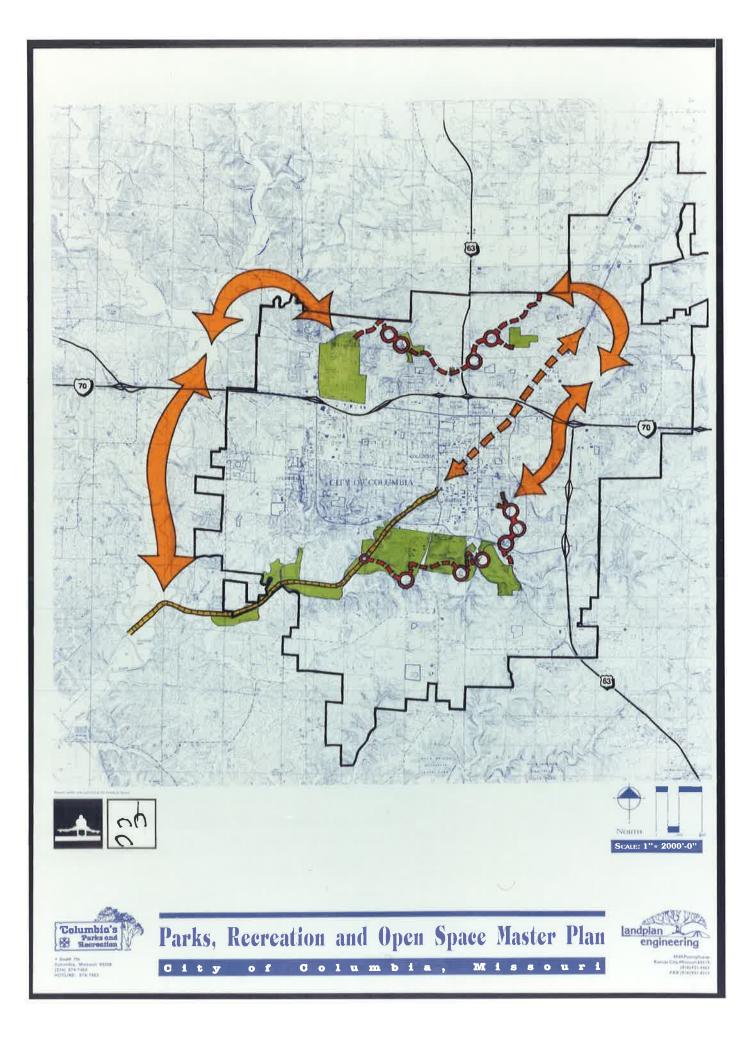
The City should also actively pursue funding outside of the normal Parks Department funding stream for the acquistion and development of the trail system. Some available sources may be Land and Water Conservation Fund grants, ISTEA grants, private foundations such as the Nature Conservancy or the Trust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

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

Columbia, Missouri

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

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



Columbia, Missouri

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

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

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

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

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

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

would be the operator of the facility.

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

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

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

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

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

Columbia, Missouri

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

Note: Probable Costs as shown below represent contracted work.

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

Columbia, Missouri

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

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

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

14

Columbia, Missouri

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

Columbia, Missouri

Shepard	Install Lights at Tennis Courts	\$ 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	\$ 
	Construct Walking Trail	\$ 
	Construct Picnic Shelter	\$ 40,000
Woodridge	Replace Selected Playground Equipment	\$ 20,000
	Play Equipment Surfacing w/ Edging	\$ 
	Re-Surface Sport Court	\$ 
	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
18	Re-Surface Walk	\$ 4,000

#### GRAND TOTAL:

\$10,988,000

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

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

веаг Сгеек	Transfer Ownership to Parks Department as part of Greenbell	
	Construct Walking Trail	\$ 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
	Construct Picnic Shelter (2)	\$ 40,000
Field School	Negotiate Long-Term Use Agreement with School District	
	Construct Playground	\$ 45,000
	Construct Sport Court	\$ 15,000

Columbia, Missouri

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

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

<u>Number</u>	Location	<u>Prot</u>	able Cost
1	Park DeVille Neighborhood - 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	\$ 850,000
	- Vicinity of New Haven Rd. & Hwy. 63	

Columbia, Missouri

#### NEW PARK CAPITAL IMPROVEMENT PROJECTS

#### **NEW NEIGHBORHOOD PARKS**

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

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

Columbia, Missouri

**NEW COMMUNITY PARKS** 

Russell Property	<ul> <li>5-Field Softball/Youth Complex</li> <li>Lighted, Irrigated, Fenced, Concession/Restroom, Parking (300), Grading, &amp; Utilities</li> </ul>	\$1,500,000
	<ul> <li>4-Field Soccer Complex</li> <li>Lighted, Irrigated, Concession/Restroom, Parking (100), &amp; Grading</li> </ul>	\$ 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	\$ 4,000,000
	<ul> <li>At some point in the future, the City may consider a third golf golf course. Land may be purchased or acquired in some other m One possibility may be land adjacent to the Russell property.</li> </ul>	nanner.
12		\$5 - \$2
	National Guard Armory	\$ 1,000,000
	<ul> <li>If the City obtains control of the facility, renovation for gymnasium and office space is recommended.</li> </ul>	

Summary Report 2: Analysis/Recommendations

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

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

×       ×
x x x x x x x x x x x x x x x x x x x
× × ×
x x x x x x x x x x x x x x x x x x x
×××
×××
x
×
\$8,000 X X
\$1.500

x       x		Columbia Critzen Needs Provided Through Master Plan Projects RECOMMENDED CAPITAL IMPROVEMENTS 1995-2004	ITAL IM				-			
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Project	Proba	able Cost	aitilitag galteix3 of stremevorymi	sbeev yjetes	иеідироцьоф Беrk Иееds	Community Park Needs	Needed Drop-in Recreation	Needed Scheduled Recreation	yevrus of gintenoitsiba ngiH
$v_{10,000}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{1}$ $v_{2}$	Construct Play Court		¢15 000			>				
$$40,000$ $\times$	Construct Picnic Shelter		\$40.000			< >		*		
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	Construct Walking Trail		\$40,000			×		:		
$\begin{array}{c c c c c c c c c c c c c c c c c c c $	Upgrade Playground Surf		\$1,000			×				
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Wallk Surfacing, Landscape,	ape,	\$15,000	×	×	×				
$\begin{array}{ c c c c c c c c c c c c c c c c c c c$	Signage			×		×				
\$40,000 $$40,000$ $$40,000$ $$40,000$ $$x         x           see Greenbett         $10,000 x x x x $10,000 x x x x x x $10,000 x x x x x x $100,000 x x x x x x $10,000 x x x x x x$	Reconstruct Entry Drive	৵	\$40,000							
\$40,000       \$40,000       \$40,000       \$40,000       \$50,000	Construct Parking (25)									
\$60,000       x       x       x         \$10,000       x       x       x         \$100,000       x       x       x         \$50,000       x       x       x         \$20,000       x       x       x         \$20,000       x       x       x         \$100,000       x       x <td>Construct Picnic Shelter</td> <td></td> <td>\$40,000</td> <td></td> <td></td> <td></td> <td></td> <td>×</td> <td></td> <td></td>	Construct Picnic Shelter		\$40,000					×		
see Greenbert       \$10,000       X       X       X         \$100,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X <td>Construct Restroom</td> <td>-07-1</td> <td>\$60,000</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Construct Restroom	-07-1	\$60,000							
\$10,000       X       X       X         \$100,000       X       X       X         \$10,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X	Construct Trail	see	Greenbelt							
\$100,000       X       X         \$100,000       X       X         \$100,000       X       X         \$\$100,000       X       X         \$\$\$5,000       X       X         \$	Install New Play Equipment		\$10,000	×	×	×				
\$100,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$10,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X	Rainbow Softball Complex	ex								
\$10,000       X       X       X         \$6,000       X       X       X         \$6,000       X       X       X         \$3,000       X       X       X         \$40,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X	Expand Restroom & Indoor		100,000	×			×		×	
\$10,000       X       X       X         \$6,000       X       X       X         \$6,000       X       X       X         \$3,000       X       X       X         \$40,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X	Concession									
\$10,000       X       X         \$6,000       X       X       X         \$50,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$20,000       X       X       X         \$100,000       X       X       X         \$100,000       X       X       X	Install Anti-Glare Shields									
\$6,000     X     X     X       \$3,000     X     X     X       \$40,000     X     X     X       \$20,000     X     X     X       \$20,000     X     X     X       \$20,000     X     X     X       \$100,000     X     X     X       \$100,000     X     X     X	on Ballfield Lights		\$10,000	×			×		×	
\$3,000       X       X       X       X         \$40,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$20,000       X       X       X       X         \$100,000       X       X       X       X         \$100,000       X       X       X       X	Courts		000'06	<			<	×	<	
\$40,000     X     X     X     X       \$20,000     X     X     X     X       \$20,000     X     X     X     X       \$100,000     X     X     X     X       \$100,000     X     X     X     X	Construct Softball Pits		\$3,000				×	×	×	
\$20,000 X X X X X X 4 4 4 4 4 4 4 4 4 4 4 4	Renovate Playground	*	\$40,000	×	×		×	×		
\$20,000 X X X X X X X X X X X X X X X X X	Construct Outdoor Basketbal	ketball								
\$20,000 X X X X X X X X X X X X X X X X X	Court	\$	\$20,000	×			×	the second		×
\$100,000 X X X X X X X X										
\$100,000 X X X X	Relocate Harris Shelter	*	\$20,000	×			×	×	×	
	Re-route Service Road		100,000	×			×	×	×	
	Construct (2) Girls Fastpitch		200,000							
tpitch \$200,000	Diamonds - Lighted, Fenced									
Ť	STUDELS & WALKS	ň								

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

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

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

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

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

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

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



# **Financing Alternatives and Methods**

# **Financing Alternatives and Methods**

#### Summary

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

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

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

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

Columbia, Missouri

#### **TYPES AND DEFINITIONS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# SOURCES FOR FUNDING CAPITAL PROJECTS IN SURVEYED COMMUNITIES

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

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

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

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

Columbia, Missouri

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

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

Summary Report 2: Analysis/Recommendations

- -

Columbia, Missouri

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

, j

Columbia, Missouri

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

 $\omega_{\mu}$ 

Columbia, Missouri

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

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

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

Columbia, Missouri

#### Point System

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

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

#### 1. Presently Used by the City

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

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

Points	Definition
5 pts	Yes
0 pts	No

#### Traditional Source of Funding 3.

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

5	pts	Very	much

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

Columbia, Missouri

#### 4. Local Tax Impact

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

#### 5. Potential Source of Substantial Funding

Points	Definition
10	Very High
6	High
2	Moderate
0	Low

Summary Report 2: Analysis/Recommendations

х,

Columbia, Missouri

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

R - Recommended

Summary Report 2: Analysis/Recommendations

۰.

# Identification of Priority and Secondary Funding Sources

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

### **Project Type**

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

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

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

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

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

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

Summary Report 2: Analysis/Recommendations

202

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

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

Project Replace Backstop Construct Sand Volleyball Court Near Shelter Court Near Shelter Play Equipment Surfacing w/Edging w/Edging (mechanical & deck) Renovate Pool (mechanical & deck) Renovate Pool (mechanical & deck) Restricter Volleyball/ Basketball Courts Install New Light Fixtures Replace 20 station Fitness Course Upgrade Sand Volleyball
Probable Cost \$1,500 \$5,000 \$2,000 \$750,000 \$150,000 \$10,000 \$10,000 \$10,000 \$10,000 \$3,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$10,0000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,000 \$10,0000\$1000\$000\$0000000000
\$1,500 \$5,000 \$2,000 \$2,000 \$150,000 \$10,0000\$1000\$1
\$5,000 \$2,000 \$750,000 \$150,000 \$10,000 \$10,000 \$10,000 \$5,000 \$3,000 \$3,000
\$2,000 \$750,000 \$150,000 \$10,000 \$10,000 \$10,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000
\$2,000 \$750,000 \$150,000 \$60,000 \$10,000 \$10,000 \$5,000 \$5,000 \$5,000 \$5,000 \$5,000
\$750,000 \$150,000 \$150,000 \$10,000 \$10,000 \$25,000 \$5,000 \$3,000 \$3,000
\$750,000 \$150,000 \$10,000 \$10,000 \$10,000 \$5,000 \$5,000 \$3,000
\$750,000 \$150,000 \$10,000 \$10,000 \$10,000 \$5,000 \$5,000 \$5,000 \$3,000
\$150,000 \$150,000 \$10,000 \$10,000 \$5,000 \$5,000 \$3,000
\$150,000 \$60,000 \$10,000 \$25,000 \$5,000 \$5,000 \$3,000
\$60,000 \$10,000 \$25,000 \$5,000 \$5,000 \$3,000
\$10,000 \$25,000 \$5,000 \$3,000 \$3,000
\$25,000 \$5,000 \$3,000
\$5,000 \$5,000 \$3,000
\$5,000
\$3,000
\$3,000
\$45 000
\$20,000
\$10,000
200/01 4
000 04
000°7¢
0014
nne¢
000'00
\$1,500
\$15,000
\$40,000
\$40,000
\$1.000
\$15,000

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

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

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

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

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

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

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

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

Columbia, Missouri

#### FINANCIAL OPERATIONS

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

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

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

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

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

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

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

Charts in the Appendix indicate fee policies for surveyed communities.

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

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

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

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

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

Columbia, Missouri

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

Summary Report 2: Analysis/Recommendations

۰.

Columbia, Missouri

#### PROGRAM AND FACILITY FEES

#### **Outdoor Pool Fees**

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

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

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

Columbia, Missouri

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

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

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

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

#### **Adults Sports**

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

Summary Report 2: Analysis/Recommendations

Columbia, Missouri

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

### Adult Mens/Womens Basketball

.

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

Columbia, Missouri

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

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

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

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

### **Golf Course Fees**

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

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

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

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

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

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

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

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

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

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

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

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

-

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

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

\*

¥

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

 $\hat{\mathbf{x}}$ 

282

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

\*

34 H

~

### **Youth Sports**

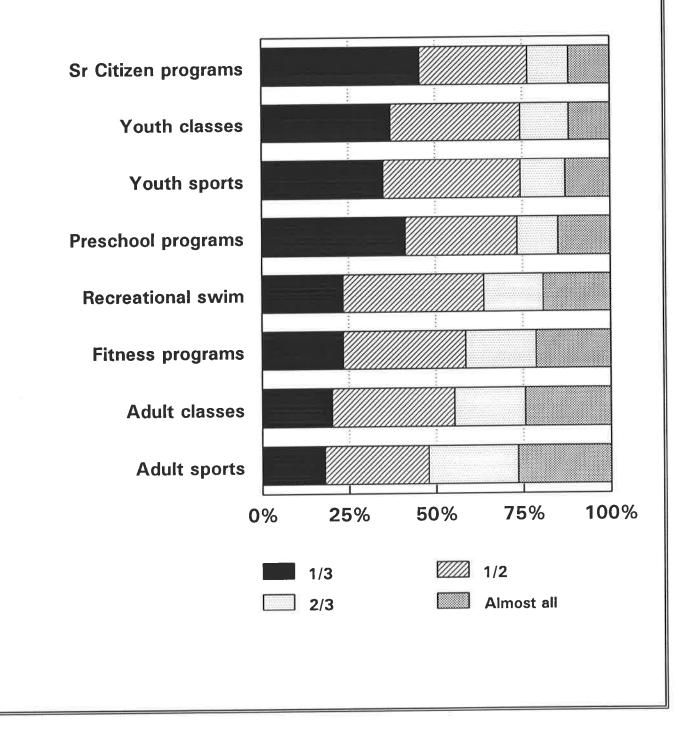
The City of Columbia offers a comprehensive youth program including baseball, boys and girls soccer, co-ed soccer, girls basketball, boys basketball, girls fast pitch softball, boys flag football, boys tackle football, and boys t-ball. No other community surveyed had the comprehensiveness of programming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

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

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

Specific fees for programs included:

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



Columbia, Missouri

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

-

-

-

Columbia, Missouri

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

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

1.4

Columbia, Missouri

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

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

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

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

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

Columbia, Missouri

### Percent of Costs Recovered through User Fees

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

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

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

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

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

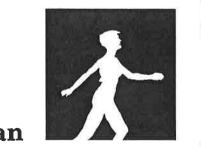
In the areas of youth sports, adaptive recreation, and senior adult programs, Columbia has considerably less fees support as a percentage of total cost than the most frequent response of surveyed communities. However the fees support in each of these program areas is consistent with present user fee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

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

Facility/Program	Most 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%

### PERCENT OF COSTS RECOVERED THROUGH FEES



Agency Action Plan

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

### INTRODUCTION

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

Capital Improvement Projects are prioritized based upon...

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

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

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

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

Numbers below represent dollars in thousands.

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

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

20

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

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

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

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

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

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

ACQUISTION AND DEVELOPMENT OF NEW PARK LAND

AGENCY ACTION PLAN

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

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

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

-

850,000

## NEW PARK CAPITAL IMPROVEMENT PROJECTS

## NEW NEIGHBORHOOD PARKS

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

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

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

### **NEW COMMUNITY PARKS**

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

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

### PARKS, RECREATION & OPEN SPACE MASTER PLAN

Columbia, Missouri

### Park and Recreation Master Plan Staffing Action Plan

Year	Staffing Recommendation	Estimated 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

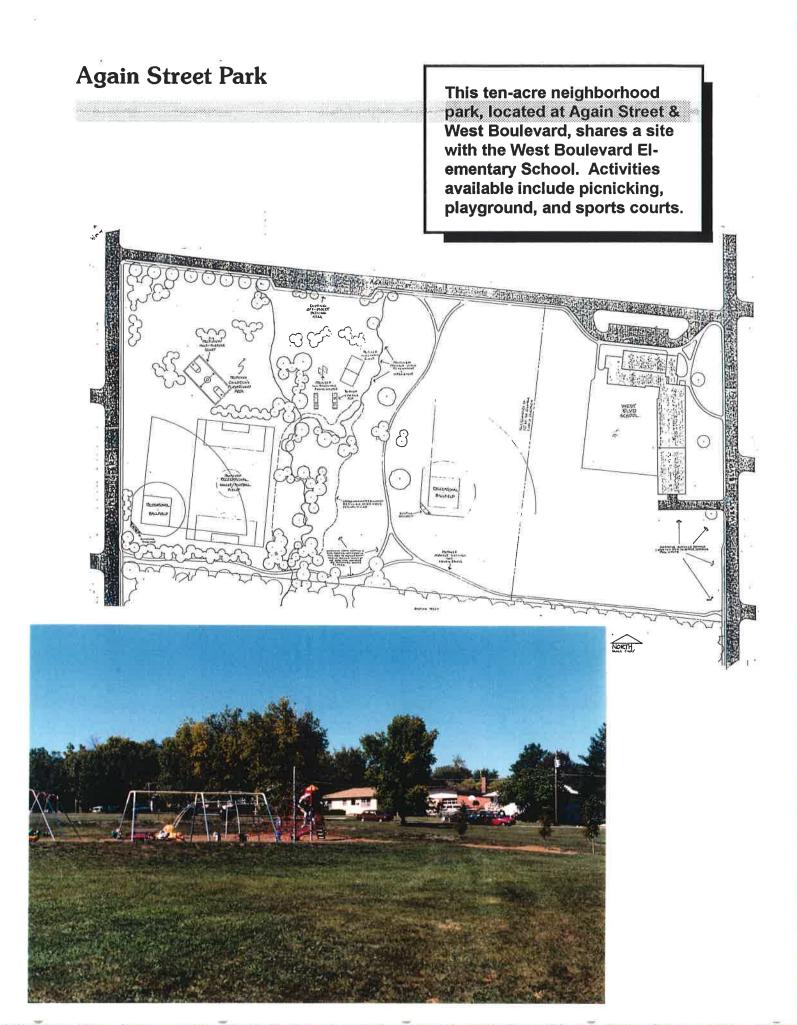
### Park and Recreation Master Plan Staffing Action Plan

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

Summary Report 2: Analysis/Recommendations



### Appendix

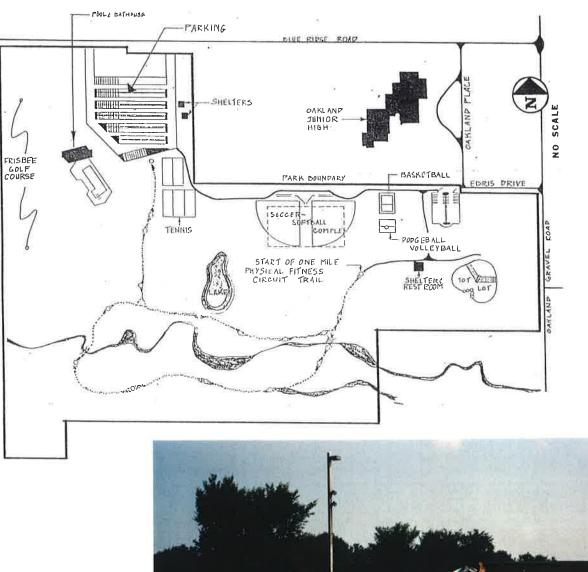


### AGAIN STREET PARK

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

### Albert - Oakland Park

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





### ALBERT-OAKLAND PARK

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

### American Legion Park

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





### AMERICAN LEGION PARK

Renovate Playground	\$ 45,000
Renovate Bleachers Area	\$ 20,000
Replace Fencing at Small Ballfield	\$ 10,000
	\$ 75,000

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

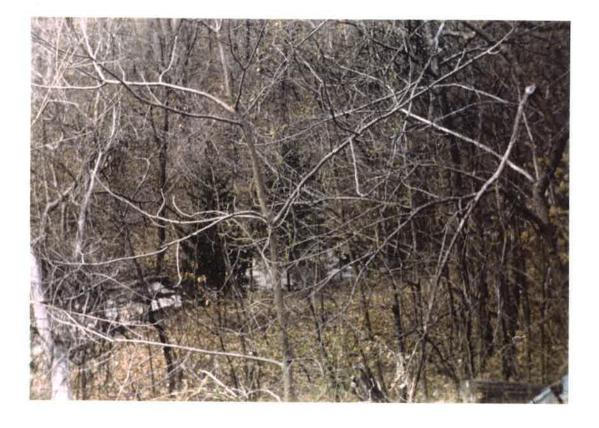




### **BEAR CREEK PARK**

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

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



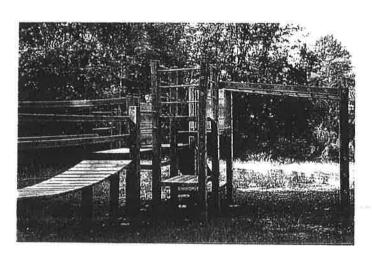
### BOXER PARK

**Construct Pedestrian Access** 

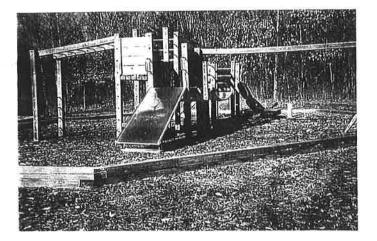
\$ 1,500

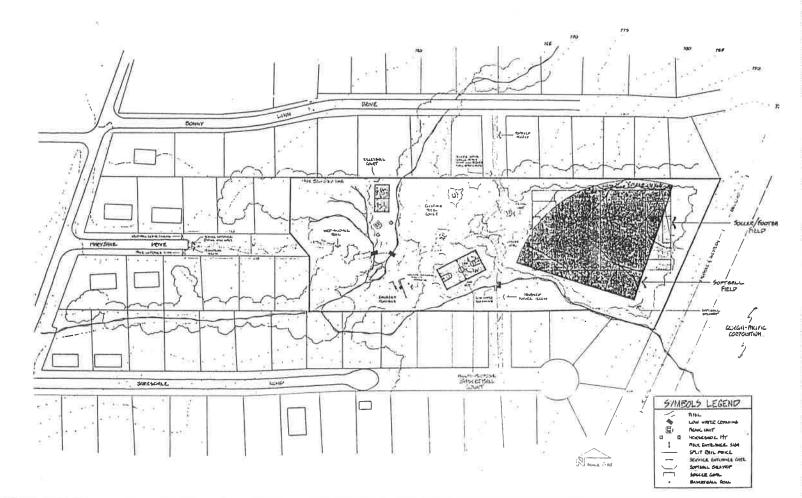
- Note: Maintain park in natural state as part of Bear Creek Greenbelt.

### **Brown Station Park**



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





### **BROWN STATION PARK**

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

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



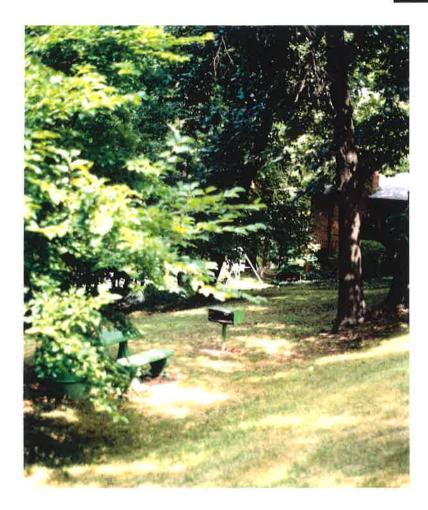


### CAPEN PARK

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

NOTE: Construct Trail as part of Greenbelt

This one-acre neighborhood park contains picnic facilities.



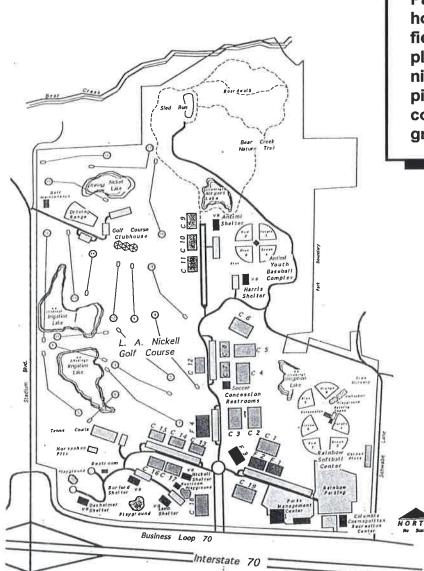


### CLIFF DRIVE PARK

Install New Play Equipment

\$ 10,000

### **Cosmopolitan Park**



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



### COLUMBIA COSMOPOLITAN PARK

-

-----

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

### **Cosmo-Bethel Park**

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



### COSMO-BETHEL PARK

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

### **Douglass Park**

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





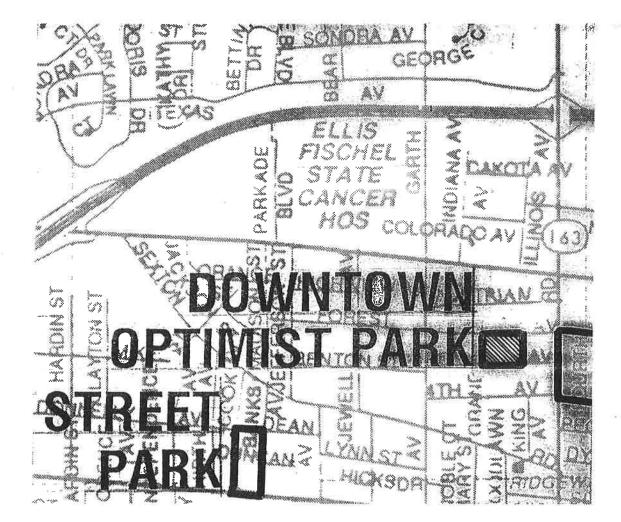
### DOUGLASS PARK

Replace Fence along Providence	\$	45,000
Upgrade Lights & Install Underground Light Wiring	\$	10,000
Upgrade Sand Volleyball Court	\$	3,000
Shaltan Aran		
Shelter Area: 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>\$</u>	10,000
	\$	138,000

### **Downtown Optimist Park**



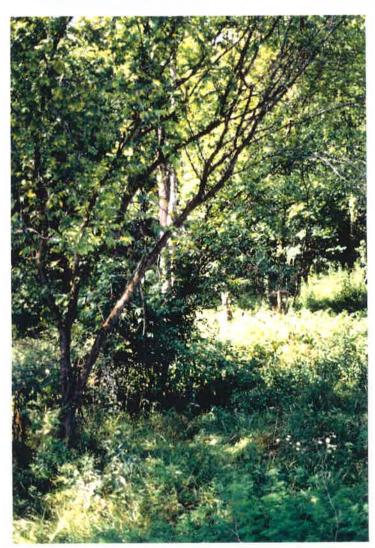
This one-acre neighborhood park is home to a playground and sports court.



#### DOWNTOWN OPTIMIST PARK

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

# Dublin Avenue Park



This neighborhood park is currently undeveloped.

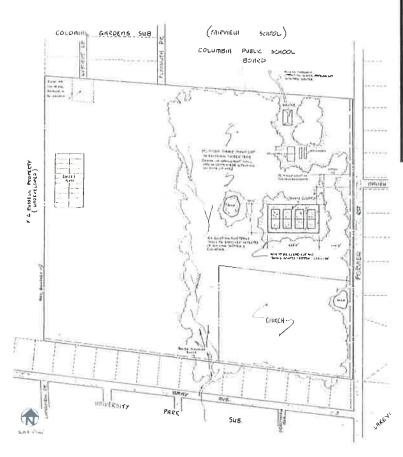


#### DUBLIN AVENUE PARK

-

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

### Fairview Park



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



### FAIRVIEW PARK

-

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

-----

-----

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

# **Grindstone Nature Area**

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





#### **GRINDSTONE NATURE AREA**

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

NOTE: Construct Walking Trail as part of Greenbelt.

# Hickman Municipal

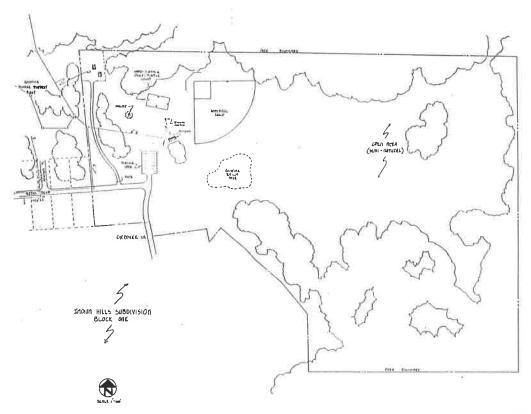
A shared facility with Hickman High School, facilities include a indoor swimming pool, 4 tennis courts, and a baseball field.





Indian Hills Park

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





#### INDIAN HILLS PARK

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

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

### Kiwanis Park



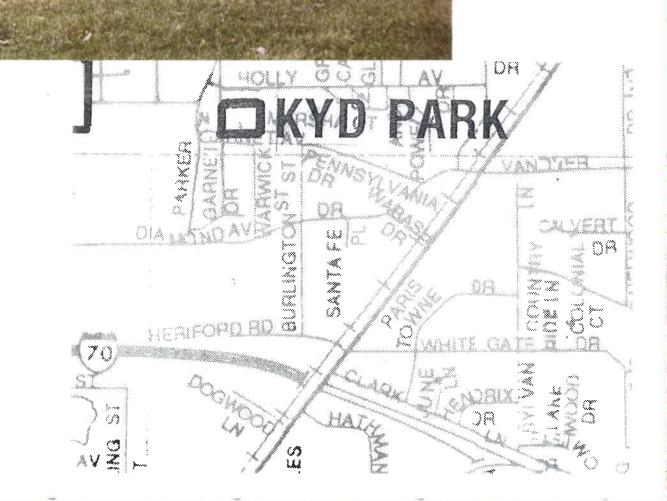
Picnicking, trails, and open space are the primary features of this 19-acre neighborhood park on the City's near west side. A playground is located on the adjacent Russell Elementary School Site.



### **KIWANIS PARK**

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

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



### KYD PARK

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

## Lake of the Woods Recreation Area

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



### LAKE OF THE WOODS GOLF COURSE

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

## **Lion-Stephens Park**

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

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

### LION-STEPHENS PARK

Re-Surface Walking Trail

1.00

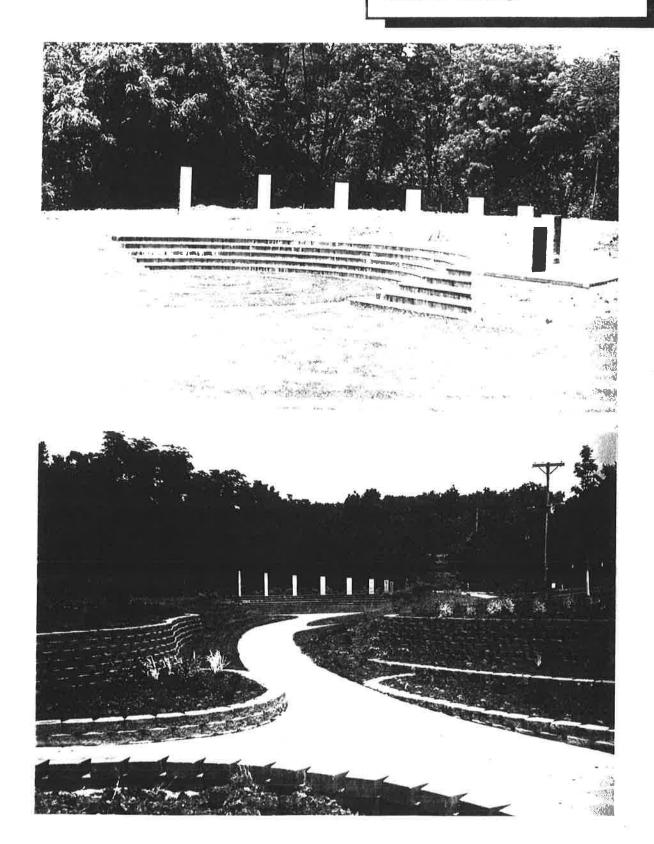
-

\$ 20,000

100

### Martin Luther King Jr. Memorial Garden

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



## McKee Street Park

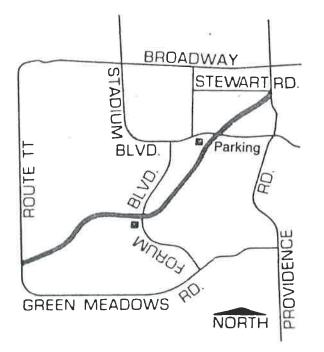
This 4.5-acre neighborhood park is home to a sports court, playground, and open play areas, with area available for expansion.



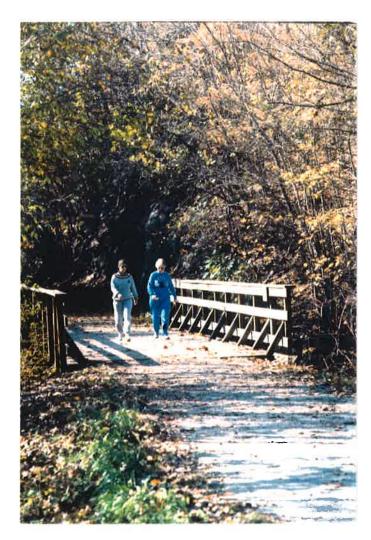
### Mckee Street Park

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

## M.K.T. Trail



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



### M.K.T. TRAIL

-

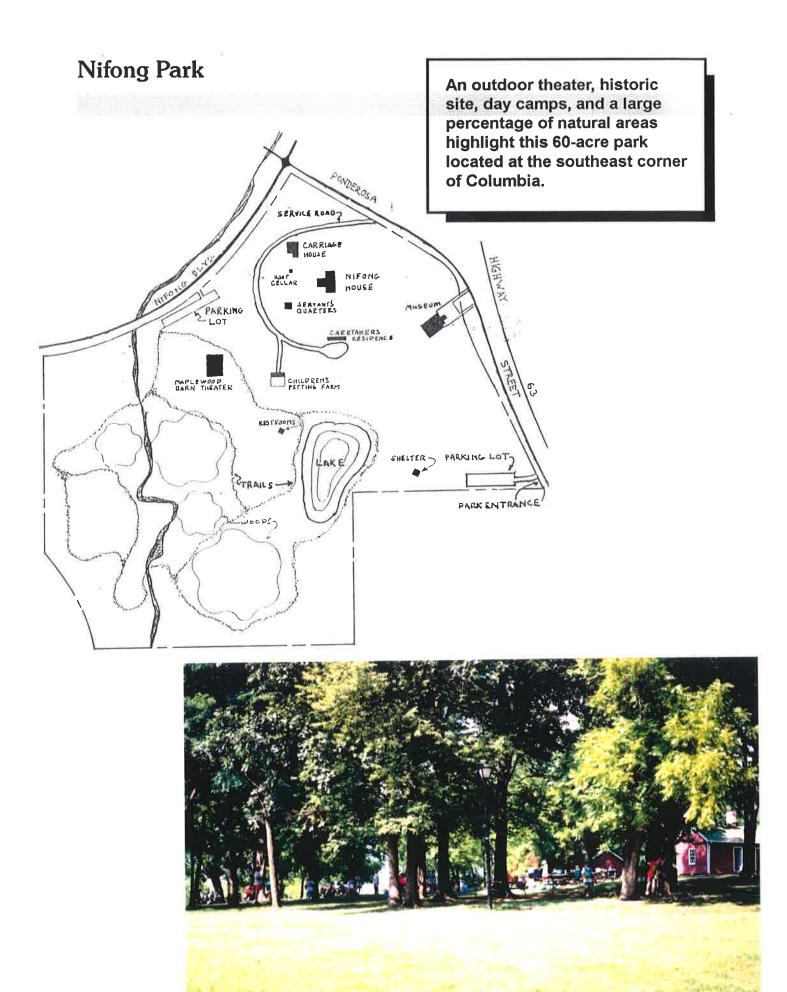
Up-grade and Widen Surface \$ 100,000

Renovate Bridge Abutments

-

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

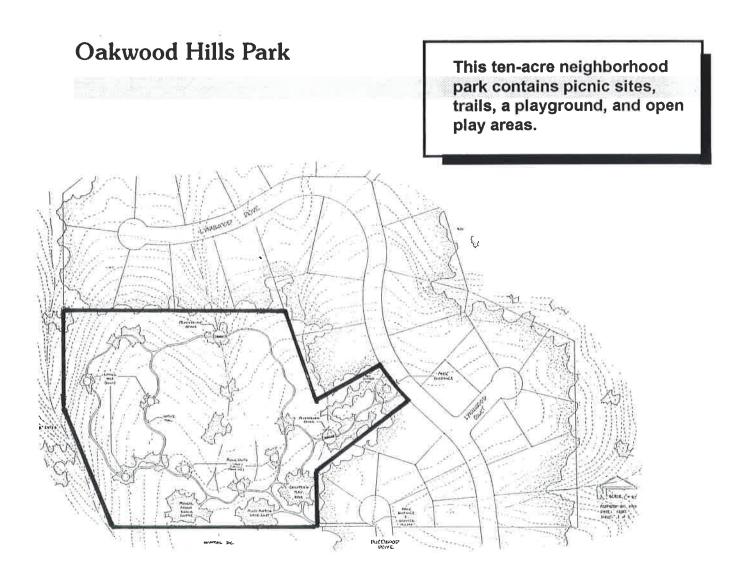
\$ 200,000



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





### OAKWOOD HILLS PARK

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

## Paquin Park

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





### PAQUIN PARK

-

-----

------

The C

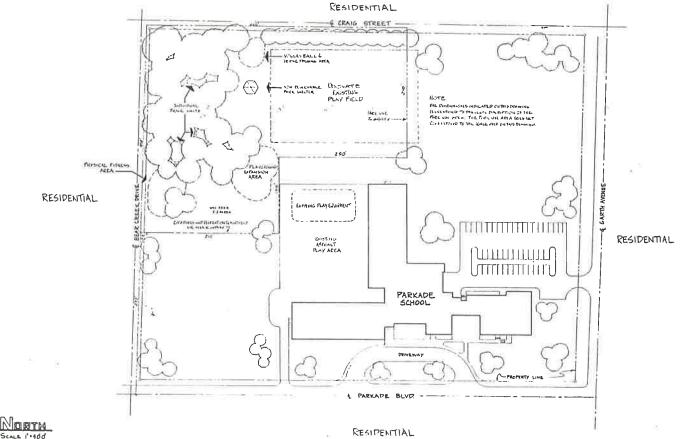
Up-grade Horseshoe Pits

\$ 3,000

### Parkade Park

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





### **Proctor Park**

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



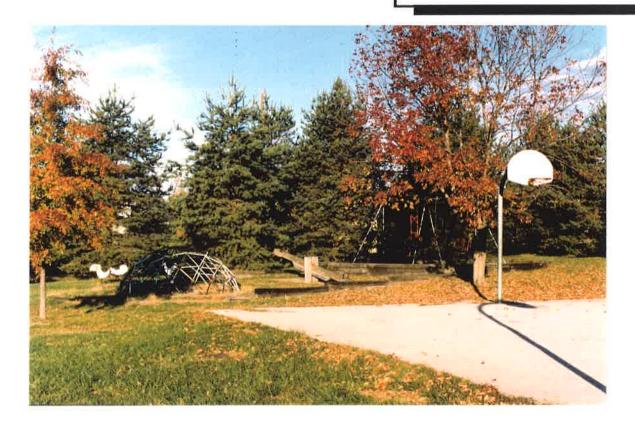


#### **PROCTOR PARK**

Construct Playground	\$ 40,000
Re-locate Picnic Shelter to North Area	\$ 8,000
Construct Walking Trail (connect to Greenbelt)	\$ 40,000
	\$ 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**

-

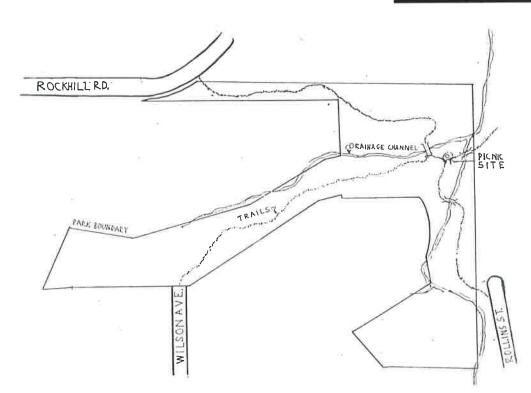
Replace Play Equipment	\$	40,000
Replace Backstop Fence Fabric	\$	4,000
Re-Surface Sport Court	\$	8,000
Construct Walking Trail	<u>\$</u>	40,000
	\$	92,000

-

-

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

-

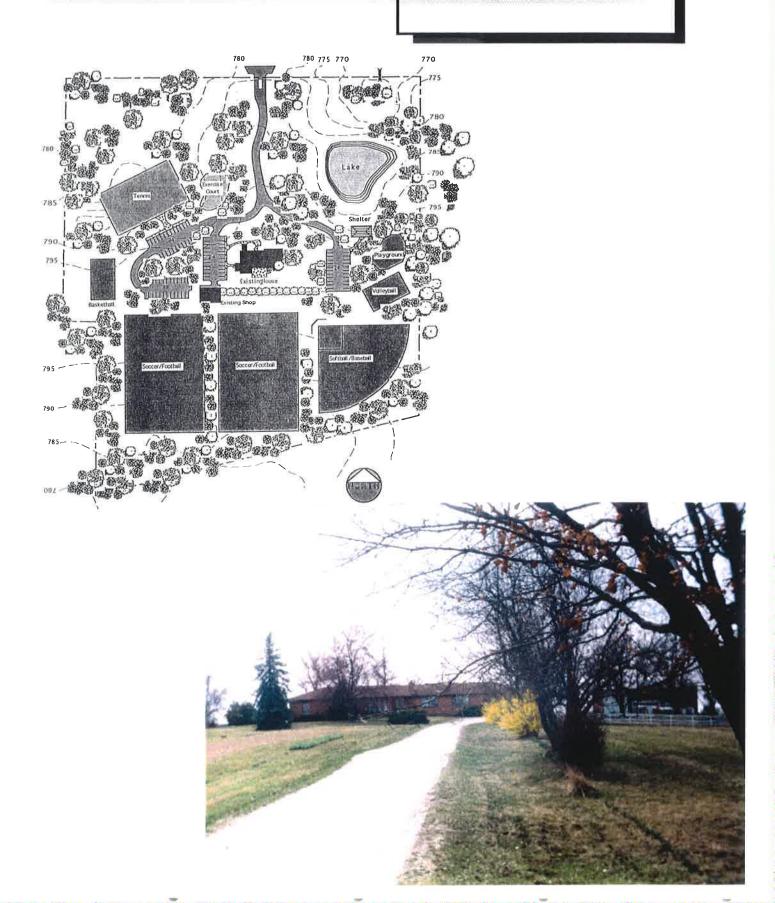
Up-grade Trail System (esp. steps)

\$ 80,000

-

**Rock Quarry Park** 

This 19-acre parcel currently is undeveloped.



### ROCK QUARRY PARK

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

## **Rothwell Park**

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



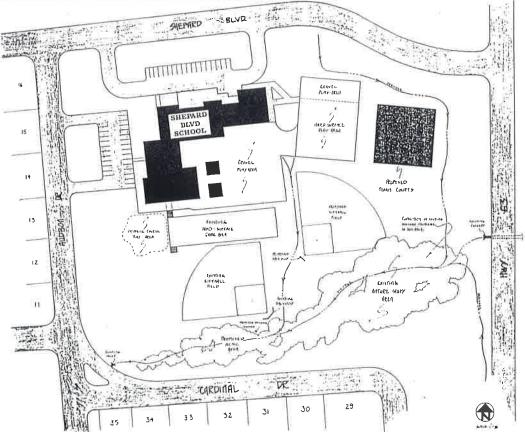
#### **ROTHWELL PARK**

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

## **Shepard Park**

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





#### SHEPARD PARK

Install Lights at Tennis Courts

\$ 20,000

### **Twin Lakes Recreation Area**



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





#### TWIN LAKES RECREATION AREA

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

## Valleyview Park

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





#### VALLEYVIEW PARK

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

### Village Square Park

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





### VILLAGE SQUARE PARK

Replace Benches

-

-

-

\$ 1,000

### Westwinds Park

This 4-acre park is currently undeveloped.





#### WESTWINDS PARK

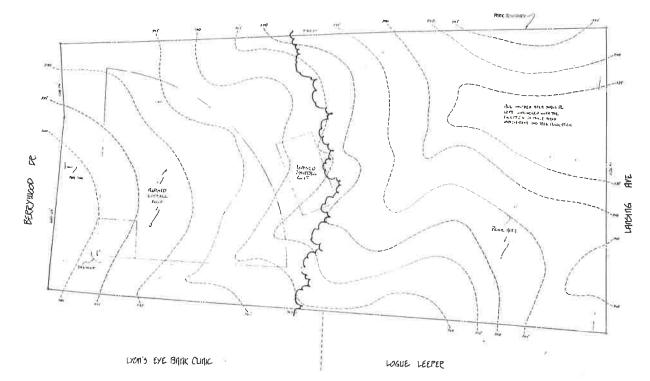
Construct Playground	\$	45,000
Construct Sport Court	\$	15,000
Construct Walking Trail	\$	40,000
Construct Picnic Shelter	<u>\$</u>	40,000
	\$	140,000

# Woodridge Park

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



WOODPIDGE SUB BLK +6

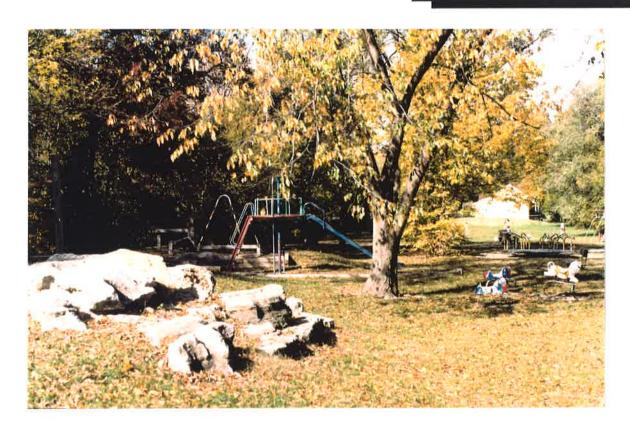


#### WOODRIDGE PARK

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

## Worley Street Park

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





#### WORLEY STREET PARK

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

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

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

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

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

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

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

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

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

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

C.

(A) >

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

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

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

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

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

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

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

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

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

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

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

-

-

-

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

-----

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

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

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

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

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

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

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

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

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

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

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

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

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

Ð

15 15 1.53

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

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

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

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

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

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

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

S8.1

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

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

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

\*

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

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

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

ŝ

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

 $\approx$ 

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

(\*:

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

 $\mathbf{x}_{i}$ 

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

(K)

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

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

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

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

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

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

26.2

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

u.

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

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

1.5

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

10 C

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

 $(\mathbf{x})$ 

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

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

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

le.

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

.

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

.

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

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