

CITY OF COLUMBIA, MISSOURI
COUNCIL-MANAGER FORM OF GOVERNMENT

City Manager's Proposed Budget
Fiscal Year Ended September 30, 2010

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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For the Fiscal Year Beginning

October 1, 2009

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Columbia, Missouri for its annual budget for the fiscal year beginning October 1, 2009.

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

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

This is the 14th consecutive year the City of Columbia has received this award.

**City of Columbia
Proposed Budget**

**FY 2011
Table of Contents**

	<u>Page</u>
BUDGET MESSAGE	
Budget Message	CM-I
Budget in Brief	I-XII
GENERAL INFORMATION	
How to Use this Budget Document	1
Organizational Chart	2
Organizational Demographics	4
Demographic Statistics	7
Assessed Values of Taxable Property	8
Budget Calendar/Budget Process	10
Types of Funds Budgeted	12
Notes and Comments	13
Fiscal and Budget Policies	14
City Manager's Annual Report on Programs and Priorities (State of the City)	17
EXPENDITURE SUMMARIES	
Overall Budget Summary: Appropriations by Category of All Funds	25
Expenditure Graphs By Fund Type	28
Expenditure Summary By Fund Type	30
Expenditure By Department Funding Source	32
Expenditure By Department And Category	34
General Government Expenditures By Function	41
Enterprise Fund Expenses By Fund	42
Internal Service Fund Expenses By Fund	43
REVENUE SUMMARIES	
Overall Revenue Summary	45
Revenues By Category and Funding Source	48
General Government Revenues	49
General Fund Revenues	50
Enterprise Fund Revenues	54
Internal Service Fund Revenues	56
FUND STATEMENTS	
Summary of Estimated Sources and Uses	62
Summary - Operating Statements for All Service Funds	66
Individual Fund Statements	68
Summary of Total Revenues and Total Expenses By Fund	112
OPERATING BUDGETS	
General Fund Summary	115
City General - Non Departmental Expenditures	119
Administrative	
City Council	123
City Clerk and Elections	129
City Manager	137
Finance Department	143
General Fund Operations	149
Utility Customer Services Fund	157
Self-Insurance Reserve Fund	159
Human Resources	161
Law Department	167

OPERATING BUDGETS (cont.)

Public Safety

Municipal Court	175
Police Department	183
Fire Department	193
Emergency Communications & Management	203

Health and Environment

Public Health & Human Services Department	211
Planning and Development	227
General Fund Operations	233
Community Development Block Grant	237
Department of Economic Development	239
Cultural Affairs	245
Neighborhood Services	251

Parks and Recreation Department

Parks and Recreation	257
General Fund Operations	263
Recreation Services Fund	273

Public Works Department

Public Works Department	279
General Fund Operations	285
Public Transportation Fund	298
Regional Airport Fund	305
Sanitary Sewer Utility Fund	316
Parking Facilities Fund	327
Solid Waste Utility Fund	333
Storm Water Utility Fund	345
Custodial and Maintenance Services Fund	353
Fleet Operations Fund	359

Water and Electric Department

Railroad Fund	365
Water and Electric Utility Fund	373
Water Utility	379
Electric Utility	389

Other Funds

Convention and Tourism Fund	401
Office of Sustainability Fund	409
Employee Benefit Fund	415
Information Technologies Fund	421
Public Communications Fund	427
Contributions Fund	439
Other Special Revenues	443
99 Quarter Cent Sales Tax	447
Parks Sales Tax	448
Transportation Sales Tax Fund	449
Public Improvement Fund	450
Special Road District Tax Fund	451

CAPITAL PROJECTS

Capital Projects - Summary 453
Funding Source Descriptions 454
Capital Projects - General Government 457
Capital Projects - Enterprise Funds 489

DEBT SERVICE

Debt Service - Summary 526
Summary of Outstanding Debt 527
Water and Electric Revenue Bonds 529
Sanitary Sewer Bonds 529
Solid Waste System Bonds 532
Parking System Bonds 533
Special Obligation Bonds 534

APPENDIX

Community Development Block Grant 539
Home Requests 540
Personnel Summary Information 541
Performance Measurements 547
Glossary 608

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CITY OF COLUMBIA, MISSOURI

July 28, 2010

OFFICE OF CITY MANAGER

Honorable Mayor and City Council
City of Columbia, Missouri

It is an honor to transmit the City Manager's FY 2011 budget proposal for your consideration. As required by our Charter, the budget provides a complete financial plan for the City of Columbia for the period starting October 1, 2010 and ending September 30, 2011. Submitting the budget officially launches the community decision-making process that allocates public resources for the benefit of citizens.

When I delivered my State-of-the-City remarks earlier this year, I said that our fiscal position was stable. That holds true today because we predicted how revenues would change over three years, starting in 2008. We continue to bring spending in line with our projections to get through this fiscal year.

Even though operating expenses are up slightly, we're making significant cuts in total budgeted expenses. We're still sustaining core City services and fulfilling our obligations to voters and bond-holders. We're still seeking opportunities to save..."SOS." Some of this reduction involves sacrifice; some is just smarter planning and execution.

To the best of our ability, we're limiting "pocket-book" effects on families and businesses. I am not recommending any fee or tax increases for FY 2011. On the other hand, we're budgeting unavoidable utility rate increases that will cost about \$8.25 per month for the average residential customer.

These three points...stability, sustained core services and limits...are the essence of my FY 2011 budget proposal. In the coming weeks, the City Council will hold hearings to discuss these recommendations with the public. Final Council action on the budget is expected near the end of September.

Financial Stability: FY 2011 Revenues

Overall, we expect total City revenues to be 2.7 percent *higher* in FY 2011 than estimated for FY 2010. That's over \$9 million more for the coming year, but keep this in mind: more than \$8 million in new income results from rate increases for the electric, water, sewer and solid waste utilities. Most of this was approved by voters in ballot issues.

We also will transfer income that's been accumulating in accounts over to the operating and capital sides, so that we can build voter-approved projects. This includes close to \$3 million in excess reserve funds to balance total revenue with total expenses in the General Fund.

And we estimate one percent growth in general sales tax revenue, or about \$185,000. Last year we did not expect *any* growth in sales tax, so this trend is somewhat encouraging. It's possible that new business activity from IBM, Linen King and even spill-over effects from new businesses elsewhere in Mid-Missouri will increase sales tax revenue. That remains to be seen.

At this time, General Fund revenue, which supports many services traditionally associated with local government, is expected to drop by close to \$578,000. Several grant resources are slowing down or expiring, such as those funding some public health, police and non-motorized transportation programs. This is expected, as grants usually have expiration dates. Opportunities to be renewed depend on resources available from federal and state government and

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from foundations. It is not prudent, however...and it's against our long-standing budgeting policy...to budget grant funds until we're sure we will receive them.

We also have not budgeted revenue from the current one-eighth cent capital sales tax for parks that is subject to voter renewal every five years. Next month City Council members are expected to authorize placing the question on the November 2 ballot. Voters will have an opportunity to extend the tax another five years. If they do so, Council can amend the budget to appropriate the funds then.

Sustaining Core Services and Meeting Obligations: FY 2011 Expenses

Frankly, our current budget and what I propose for FY 2011 are based on getting through FY 2012, which we think will be a very tight year. The State of Missouri's budget office also projects that 2012 and 2013 will be low points with continuing cuts and adjustments.

We expect our total overall expenses to be more than \$79 million lower next year than budgeted in FY 2010. That's a 17 percent drop from last year, and it includes all accounts.

Enterprise Fund spending, which supports all City utilities and other user-paid services, will decrease by about 25 percent, primarily due to acquisition of the Columbia Energy Center and construction of our Wastewater Treatment Plant. Both were budgeted for FY 2010. This money is spent and no longer recorded in our capital budget. Funds needed to run these facilities are now reflected in our utility operating budgets.

Spending for internal support services that City government provides to itself will drop by almost \$956,000. Functions such as building maintenance and information services, for example, are supported by fees assessed to internal customers...other City departments. We account for this on both revenue and expense sides, and lower spending for internal services translates to lower costs for all departments.

I propose lowering General Fund total expenses by about \$1.1 million. The General Fund supports public safety, public health, parks, the City Council and Clerk, Municipal Court and other functions traditionally associated with local government. The General Fund pays for both operating expenses and the cost of equipment. Changes in sales tax revenue affect these services more than others, and we can't use enterprise funds, internal service revenues or other dedicated funding sources to subsidize these services.

Last Spring, I felt more optimistic about our ability to pay for in FY 2011 some of the staff and equipment we deferred last fiscal year. In good faith, however, I must make prudent recommendations based on current conditions, and here is our reality, as I see it.

- The economy is reviving, but not all at once. We've seen some steps forward and back that affect local business activity and the community's ability to generate tax revenue for City services.
- Residential housing and new commercial permits have not picked up as hoped, and other signs are sluggish.
- Employee pension cost increases are higher than expected, and they must be satisfied as long as our current benefit structure is in place.
- "Red light cameras" were installed to increase road safety. They also increased revenue but not to the extent projected by our early experience with them.

- State budget cutbacks have tentacles that reach to counties and cities, including Columbia. As state-supported programs and facilities...like the University...feel pinched, the pain travels to the rest of us.
- There are a few bright spots. In addition to a slight increase in sales tax revenue, the City has a small surplus in its health insurance fund. Inflation remains low. Inflation remains low. Our bond rating is strong, and we continue to make the "best places" lists.

My job as City Manager is to keep our City financially strong, and that is the intent of the recommendations that follow.

Public Safety and Municipal Court

I recommend an additional \$476,023 for these General Fund agencies to cover increased Fire and Police pension costs; replacement of 16 Police vehicles; costs related to five new communication tower sites; technology maintenance agreements; full-year funding for positions related to increased traffic enforcement; and conversion of overtime pay to more reasonable costs for temporary staff. In addition, capital projects should include radio enhancements for Public Safety Joint Communications and replacing a pumper and rescue squad for the Fire Department

The FY 2011 budget eliminates eight vacant firefighter positions, continues closure of one of the two engine companies housed at Fire Station No. 2 and maintains an engine company at Station No. 9. It eliminates five Police vehicles for School Resource Officers, who will share vehicles with other Police staff, and reduces expenses for supplies and materials. The budget eliminates a vacant administrative support position at Municipal Court.

Streets and Sidewalks

In addition to funds for regular street maintenance, I recommend capital funding for improvements to Rolling Hills Road, from Old Hawthorne to Richland Road; for traffic improvements study at the Providence and Burnham Road intersection; and for the third phase of sidewalk improvements in east Columbia. We will continue cleaning streets at the reduced levels we established for FY 2010. Pending no penalty from the Department of Natural Resources, we'll continue to use salt for ice and snow removal.

Parks and Recreation

We will continue the CARE program that provides Columbia youth with summer work experience, and I propose capital funding for work at the Activities and Recreation Center, on our trails and pedways and in neighborhood parks. We also will improve the intersection of the MKT Trail and Hinkson Creek, near the Martin Luther King, Jr. Memorial, where we will restore a natural area. We will continue mowing and maintenance schedules at the reduced levels we established in FY 2010.

Health and Social Services

Current funding levels should be maintained for local social service contracts, most of which is leveraged to bring other funds to the community. A small increase is budgeted for the City's animal control contract with Central Missouri Humane Society.

Administration and Other Departments

A new half-time position is proposed for the Office of Neighborhood Services, and six new positions for building maintenance, custodial service and City fleet operations. The budget includes loss of an engineering position as our federal non-motorized transportation grant starts to wind down and loss of an attorney due to decreased resources needed to enforce traffic citations.

The budget includes funding to support the Citizen Police Review Board; a citizen satisfaction survey; retro-fits for City buildings, based on energy audits conducted through our Sustainability

block grant; and capital funding for Eighth Street improvements consistent with work done on City Hall.

I also hope that Council will support the City's "journey to excellence," shorthand for making City services more productive and focused on customer service. Last winter, Council directed us to pursue state and national quality awards. In my opinion, the journey is even more important than winning the prize. With Council's further guidance, I propose to assess our City organization, eliminate needless and out-dated processes and prepare our workforce for the future. We will start a formalized review to examine every activity to make it more productive and customer-friendly. Like an energy audit, I see this as an investment that will pay dividends for years.

Sewer Utility

Two new positions are needed at the wastewater treatment plant and an additional supervisor position for sewer maintenance. I also recommend several capital projects that will stabilize a portion of Bear Creek; provide outfall relief sewers and extensions; correct problems with some private common collector sewers; and being a pilot project to rid our system of inflow and infiltration problems.

Solid Waste Utility

I recommend two new positions to handle growing demands for solid waste roll-off services and to improve our bioreactor operations, where we convert trash to methane gas and electric energy. We also plan to build a second bioreactor landfill cell, and we'll have some higher costs for permits required by the federal Environmental Protection Agency.

Parking Utility

I propose one new position to maintain our new parking garage at 5th and Walnut, and I recommend increases for garage maintenance and for replacing 800 parking meters.

Electric Utility

I ask Council to support two permanent positions at the Transload Facility serving COLT Railroad customers; increased funds for heavy equipment and for operating the Columbia Energy Center; and, in addition to annual system improvements, capital funds for work at our Primary Control Center and on a couple of our major transmission lines.

Water Utility

I recommend one new position at the City's water treatment plant; increased funds for removing sludge and meeting Department of Natural Resources requirements; and, in addition to annual system improvements, capital funds for a new alluvial well and for work on large service and transmission mains.

Public Transit

The budget includes additional funds to expand our bus routes and upgrade bus radios to meet narrowband requirements set by the Federal Communications Commission. My capital recommendations include funds for a vehicle locator system and for replacing ten buses and two paratransit vans.

Airport

I recommend funds to renovate restrooms at our terminal and to accommodate our growing passenger base. Capital recommendations include funds for snow removal equipment and for runway designs.

Implementing the Community Vision

Of a total of 46 implementation tasks outlined for 2009 – 2011, Council members have directed we take no more action to create a business ombudsman in the City Manager's office, due to budget constraints. Of the remaining 45 tasks, 32 have been completed or are being implemented now. At their June retreat, City Council members discussed 14 tasks and identified

eight that deserved consideration in the FY 2011 budget. These tasks relate to economic development, affordable housing and to convening discussions on timely issues.

Personnel

Costs to support our City workforce make up about one-fourth of the budget, and these costs are disproportionately found in the General Fund agencies. Although one of my highest priorities has been the care and development of the people who serve citizens every day, I have been disappointed in my ability to recommend paying them what they really deserve. Again, it comes down to dollars and, in particular, our duty to only use dedicated funds for their intended purposes.

Suggestions to spend less on parks and more on public safety, for example, offer a false choice. We mostly fund parks with a voter-approved sales tax. Those taxes simply can't be used for anything else. The real choices, at this time, force us to weigh General Fund agencies against each other and to do everything possible to prudently spend General Fund resources.

So, for FY 2011, I recommend no across-the-board or performance increases for City employees, the same as my recommendation in FY 2010. Our last across-the-board raise was \$0.25/hour for all City employees in FY 2009. Many of our employees saw cuts in their take-home pay this year, including the City Manager.

This restraint allows me to propose stable benefits in other areas: no increases in employee contributions to health insurance; continued funding for all pension programs; no cuts in other benefits; a new high-deductible health plan; voluntary vision benefits, offered at-cost; and restoration of fixed holiday hours when calculating overtime pay.

Limiting Pocket-Book Effects

In FY 2011 I recommend no fee or tax increases. We will live within whatever limits these revenue sources provide.

City utility customers can expect residential rate increases for refuse, sewer, water and electric services. The average monthly increase for a residential customer is projected at \$8.25, a little less than the \$8.70 average increase last year, but still steep when many residents are having real problems paying utility bills now.

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

The Big Deal about FY 2012

Why all this fuss about surviving FY 2011 and preparing for worse the year after that? What issues make this such a big deal? This is what I see coming to meet us.

- Pension and health insurance – Like the State of Missouri, we will need to address the continued, substantial City contributions to our retirement and health care benefits. We need to start talking with stakeholders, soon.
- Eliminating programs and personnel, at levels similar to or slightly higher than what FY 2010 and 2011.
- The transportation sales tax may no longer provide enough funds to subsidize bus, airport and street operations at current levels. Shortfalls will need to be made up with General Fund revenues, competing for this already scarce resource.

- Voters may not approve extending the one-eighth cent park sales tax. If they don't, about \$250,000 in major, annual maintenance costs will need to be covered by the General Fund.
- We need to invest big dollars and human resources to replace an outdated Citywide financial and management information system, an initiative that fits well with our journey to excellence.

The City of Columbia is a large, complex, continually changing business operation. These are cautious times that demand, if not a cautious response, one that is alert to risks and opportunities.

I thank you for your support and for the opportunity to serve as your City Manager with an outstanding, hard-working cadre of 1,302 public service professionals. Let me recognize, in particular, City Finance Director Lori Fleming, Budget Officer Laura Peveler and the rest of the Finance Department for again guiding this year's budget process. My thanks also go to City department directors and other staff members who contributed ideas and time in preparing this document.

And thanks to our employees. Without their willingness to help, many more layoffs and program reductions would have been necessary.

More details are included in the "Budget in Brief" found in the budget document. You may view the complete budget on our website at www.GoColumbiaMo.com; at City Hall; at the Daniel Boone Regional Library; and at the libraries at the University of Missouri, Stephens College and Columbia College. I look forward to discussing this proposal with the citizens of Columbia in the weeks ahead.

Sincerely,



Bill Watkins
City Manager

BUDGET IN BRIEF

Overall Expense Highlights

OPERATING EXPENSES

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	\$75,906,719	\$74,795,984	(\$1,110,735)	(1.5%)
Enterprise Funds	\$153,765,449	\$156,459,158	\$2,693,709	1.8%
Internal Service Funds	\$33,491,679	\$32,533,836	(\$957,843)	(2.9%)
Total Operating Expenses	\$263,163,847	\$263,788,978	\$625,131	0.2%
General Fund Oper. Expenses	\$72,948,441	\$72,146,222	(\$802,219)	(1.1%)

- General Government: In response to current economic conditions and an effort to smooth out projected budget deficits over the next two to three years, the City made significant changes in 2011 to reduce costs in the following areas: personnel costs were reduced by eliminating eleven vacant positions as well as reductions in materials and supplies. There were also several significant grants in the Police, Health, and Public Works Department which ended in 2010.
- Enterprise operations reflect an increase of \$1.2 million in personnel due to the addition of nine positions, primarily due to expansion of existing facilities (landfill, parking, and wastewater treatment facilities). There are also significant contractual service increases in Water for sludge removal due to changes in regulations and in Electric for the administrative fees to operate the City's portion of the Columbia Energy Center and rebuilding of the landfill generators.
- Internal Service operations reflect decreases in materials and supplies due to economic constraints and reductions in premiums and claims in the Employee Benefit Fund.

CAPITAL ADDITIONS (Items Over \$5,000 - Rolling Stock Replacement, Major Equip, Etc.)

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	\$1,401,175	\$1,416,773	\$15,598	1.1%
Enterprise Funds	\$3,130,170	\$1,424,111	(\$1,706,059)	(54.5%)
Internal Service Funds	\$217,738	\$284,377	\$66,639	30.6%
Total Capital Additions	\$4,749,083	\$3,125,261	(\$1,690,461)	(35.6%)
General Fund	\$1,401,175	\$1,093,748	(\$307,427)	(21.9%)

- The General Fund portion reflects a decrease of \$307,427, primarily in the Streets and Sidewalks area. The Police Department will continue efforts to reduce their fleet size by eliminating the cars used by the school resource officers. The Office of Sustainability Fund reflects an increase of \$323,000 to begin retrofits on our city facilities based on grant funded energy assessments.
- The largest decreases in equipment purchases are in the Solid Waste and Electric Utilities. The need to begin the construction of a new landfill cell in 2011 made it necessary to put off all capital additions until that project is completed. The Electric Utility budgeted for the replacement of several large pieces of equipment in 2010.
- The largest increases in equipment purchases are in Building Maintenance and Information Technologies. Building Maintenance is budgeting for replacement of a van and a lawn tractor. Information Technologies is budgeting for four storage area network units.

CAPITAL PROJECTS

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	\$11,611,179	\$9,246,000	(\$2,365,179)	(20.4%)
Enterprise Funds	\$113,409,739	\$30,190,335	(\$83,219,404)	(73.4%)
Total Capital Projects	\$125,020,918	\$39,436,335	(\$85,584,583)	(68.5%)

- Reflects a large decrease in Street & Sidewalks and Parks and Recreation due to fewer ballot projects still to be completed.
- Reflects a large decrease in Electric due to the purchase of the transload facility and the Columbia Energy Center in 2010; and Sewer due to the Waste Water Treatment Plant facility in 2010.

TOTAL BUDGETED EXPENSES

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	\$117,789,568	\$118,913,512	\$1,123,944	1.0%
Enterprise Funds	\$312,240,603	\$232,869,592	(\$79,371,011)	(25.4%)
Internal Service Funds	\$34,649,907	\$33,694,075	(\$955,832)	(2.8%)
Total Expenses	\$464,680,078	\$385,477,179	(\$79,202,899)	(17.0%)
General Fund Total Expenses	\$77,260,282	\$76,155,029	(\$1,105,253)	(1.4%)

- General Government: While operations and capital additions are down compared to FY 2010, there are increases in debt payments as well as special revenue funds transferred to fund the capital improvement plan.
- The decrease in the Enterprise Funds is primarily in the area of new capital project funding. The Electric utility budgeted for the purchase of a generation unit at the Columbia Energy Center in 2010 and the Sewer utility budgeted for the cost of the Waste Water Treatment expansion in 2010.
- The same cost saving strategies used by the General Government departments have been applied to Internal Service activities.

Personnel Package

The overall increase in personnel services is 1.2%.

- No across-the-board increase or performance pay increases have been budgeted.
- The internal review of all classifications was completed and the fourth year of recommended changes implemented in FY 2010. The FY 2011 review consisted of only new position requests, reorganization reviews and special department requests.
- Departments submitted twenty-one reorganization reviews and three special review requests. Fourteen were approved, impacting fifteen employees.
- Full funding of pension requirements which increased over \$830,000 for FY 2011.
- Continued funding for employee health screenings on a two year rotation.
- The City will continue to pay the full cost of employee health insurance premiums and will continue subsidizing dependent coverage premiums.
- Health insurance premiums for active employee dependent coverage will not increase under the current \$750 deductible plan. Retiree rates are expected to increase 7.5% for pre-65 retirees and a minimum of 15% for Medicare eligible retirees.
- A new \$1,500 deductible plan will be offered in 2011. A high deductible plan with a health savings account may also be offered. The City sponsored fully insured Medicare supplement plan is being bid to determine if lower rates are available.
- Retiree health insurance rate subsidies remain at a fixed rate as set by Council Resolution. The budget includes fully funding the required contribution for the post-employment liability.
- Continue Sick Leave Buyback benefit at 50% for hours sold above 1,040 hours of accumulated sick leave.
- Vision care will be offered to employees as a voluntary benefit at a cost to employees.
- Holiday hours will be considered as hours worked for purposes of calculating overtime.
- The FLSA cycle for Police employees will change from 170 hours in 28 days to 160.
- A change in the step-up pay policy to allow for payment of step-up pay in half shift increments instead of full shift increments.

4.50 FTE New Positions Added

Public Safety (Net (9) positions)	Public Works (Net 11 Positions)
(8) Reduction of Firefighters - Close Engine 2 (1) Reduction Admin Support Asst - Mun. Court	(1) Reduction of Eng. Spec I - Non-Motorized Grant (1) WWTP Operator I (6 months) - Sewer (1) Utility Maintenance Mech II (6 months) - Sewer (1) Public Works Supervisor I (9 months) - Sewer (1) Maint. Asst II (6 months) - Parking (1) Refuse Collector III (6 months) - Solid Waste (1) Equipment Operator III (6 months) - Solid Waste Bioreactor (1) Maint. Mech - Building Maintenance (1) Custodian - Custodial Services (1) Custodian (8 months) - Custodial Services (1) Administrative Support Asst III - Fleet Operations (1) Stores Clerk - Fleet Operations (1) Vehicle Mechanic - Fleet Operations
Administrative and Other (Net (0.50) positions)	
(1) Reduction Assistant City Counselor II - Law Dept (0.50) Admin Support Asst II - Office of Neigh. Serv.	
Water (Net 1 Position)	
(1) Water Treatment Plant Oper II/III	
Electric (Net 2 Positions)	
(1) Equipment Operator III (Transload Facility) (1) Transload Operations Supervisor	

Overall Revenue Highlights

TOTAL BUDGETED REVENUES				
	Estimated FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
General Government Funds	\$118,206,137	\$117,650,379	(\$555,758)	(0.5%)
Enterprise Funds	\$192,360,128	\$200,728,966	\$8,368,838	4.4%
Internal Service Funds	\$31,441,267	\$32,797,854	\$1,356,587	4.3%
Total Revenues	\$342,007,532	\$351,177,199	\$9,169,667	2.7%
General Fund	\$76,732,601	\$76,154,929	(\$577,672)	(0.8%)

- The City is projecting significant decreases in General Government for both operating and capital grant revenues. These decreases are more than offset by transfers of special revenues to support the Capital Improvement Plan.
- General Fund grant revenues are projected to be down substantially due to the loss of grants for Non Motorized Grant activity, Health Department, and Police Department. Sales Taxes are projected to increase 1% over Estimated FY 2010.
- Increases in Enterprise Fund revenues are the result of rate increases in Electric, Water, Sewer, and Solid Waste utilities.
- Fees to City departments for other insurance were increased 10% to offset increasing costs to provide coverage. In addition, custodial and maintenance fees were increased to cover the cost of additional employees needed to clean and maintain the expanded Daniel Boone Building.

MAJOR REVENUE SOURCES				
	Estimated FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change
Sales Taxes	\$37,750,000	\$37,316,900	(\$433,100)	(1.1%)
Transfers	\$23,928,589	\$25,892,048	\$1,963,459	8.2%
Grants & Capital Contributions	\$16,690,138	\$14,563,334	(\$2,126,804)	(12.7%)

- The single most significant source of funding for General Government operating and capital activities is sales tax revenue. FY 2011 reflects a 1.1% decrease over Estimated FY 2010 due to expiration of the 1/8th cent Parks Sales Tax in March, 2011. Voters will be asked to renew this in November, 2010. The City is projecting a 1% growth in sales taxes for 2011.
- Transfers are up significantly for 2011. Operating subsidies of sales taxes for parks, transit and airport increased 1% over 2010 levels. Transfers of Special Revenues for the Capital Improvement Plan such as capital improvement sales tax funds, public improvement funds, and special road district tax funds are also up in 2011.
- The City is projecting significant decreases in the General Government for both operating and capital grant revenues. The City is also projecting slightly lower levels of federal funding for transportation in 2011. Any new grant awards will be appropriated during FY 2011.

Tax Rate Changes

There are no proposed City tax increases for FY 2011.

- Property Tax Rates (No increase over the current \$0.41 per \$100 assessed valuation)
- Sales Tax Rates (No City increase proposed) Current Total Sales Tax Rate = 7.35% in all areas of the City except those located in TDDs where the rate is higher. The City's portion is as follows:
 - * 1.000% - General Sales Taxes - funds basic government services
 - * 0.250% - Capital Sales Tax - restricted for capital related uses only - expires December 31, 2015
 - * 0.500% - Transportation Sales Tax - restricted for transportation use only
 - * 0.125% - Parks Sales Tax - restricted for park purposes (Permanent)
 - * 0.125% - Parks Sales Tax - restricted for park purposes - expires March 31, 2011. Voters will be asked to renew this in Nov. 2010.
- Gross Receipts Tax Rates (No increase over the 7% current rate). The state legislature has now ruled that gross receipts must be paid on wireless services.

Fees and User Charge Changes

- There are no fee and user charge changes proposed for FY 2011.

Utility Rate Changes - Average Monthly Customer Impact

	Average Monthly Customer Impact
• Refuse Rate (\$1/month residential rate increase)	\$1.00
• Sewer (15% Rate Increase) - 13% approved by voters in April 2008 and 2% to cover operating expenses	\$2.43
• Water (10% Rate Increase) - 5% approved by voters in Nov 2008, and 5% to cover increased operating expenses	\$2.28
• Electric (3% Rate Increase) - to cover operating and maintenance costs of the system	\$2.54
	\$8.25

Monthly Utility Rate Comparisons with Proposed Rate Increases

Water Residential Rate Comparison <i>Based on average usage of 7 ccf</i>	
Consolidated # 1 (Boone County)	\$39.30
Jefferson City, MO	\$32.23
St. Joseph, MO	\$30.63
Moberly, MO	\$29.56
Water Dist. # 9 (Boone County)	\$27.02
Fayetteville, AR	\$25.13
Columbia, MO (FY 11)	\$25.04
St. Louis Co., MO	\$22.98
Lawrence, KS	\$21.63
Sedalia, MO	\$19.12
Springfield, MO	\$19.08
Ames, IA	\$19.04
Independence, MO	\$19.03
Springfield, IL	\$18.25
City of Fulton, MO	\$16.74

Electric Residential Rate Comparison Residential Charges for 822 kWh		
Utility name	Summer	Non-Summer
Independence MO	\$106.17	\$99.67
Kansas City Power & Light	\$94.98	\$77.88
Boone Electric	\$88.99	\$88.99
Ameren UE	\$88.62	\$63.98
Columbia W&L (FY 11)*	\$88.18	\$86.79
Springfield IL	\$86.61	\$74.69
Empire Utilities MO	\$84.59	\$78.29
Fulton, MO	\$79.95	\$79.95
Springfield MO	\$65.68	\$62.39

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

Sewer Residential Rate Comparison <i>Based on average usage of 7 ccf</i>	
Boone County Regional Swr Dist.	\$36.20
Des Moines, IA	\$33.80
Kansas City, MO	\$24.56
St. Louis, MO	\$24.34
Independence, MO	\$22.90
Fulton, MO	\$21.66
Norman, OK	\$19.82
Jefferson City, MO	\$19.64
Columbia, MO (FY 11)	\$18.59
Cedar Rapids, IA	\$17.48
Springfield, MO	\$16.48
Sedalia, MO	\$12.67

Refuse Residential Rate Comparison	
Denton, TX *	\$15.50 - \$18.75
Waco, TX **	\$14.20
Veolia (Superior/Onyx) Columbia, MO +	\$16.25
Lubbock, TX +	\$13.53
Fulton, MO ^	\$14.00
Columbia, MO (FY 11)	\$15.42
College Station, TX ++	\$14.40
Allied Waste (Mid State) Jeff City, MO +	\$15.34

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

+ No recycling or yard waste options available.

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

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

^ \$14 base fee for one can, \$14 for each additional can. Services include weekly pick-up of recycling and yard waste.

Department Budget Highlights

PUBLIC SAFETY DEPARTMENTS

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Police	\$19,818,867	\$19,776,172	(\$42,695)	(0.2%)	3.7%
Fire	\$14,255,658	\$14,393,493	\$137,835	1.0%	3.8%
Municipal Court	\$934,727	\$1,186,095	\$251,368	26.9%	12.1%
Emer. Mgmt & Communications	\$2,733,167	\$2,862,682	\$129,515	4.7%	3.0%
Total Public Safety	\$37,742,419	\$38,218,442	\$476,023	1.3%	3.9%

Police Department

- There was a significant increase in pension costs for FY 2011.
- Due to budget constraints, the department significantly reduced their materials and supplies category.
- In a continuing effort to reduce the Police fleet, five school resource officer vehicles will be eliminated for FY 2011.
- There are no new positions approved.
- Fleet replacement for 2011 will be sixteen patrol vehicles. This is lower than the scheduled replacement due to budget constraints.
- The FLSA cycle for Police employees will change from 170 hours in 28 days to 160.

Fire Department

- There was a significant increase in pension costs for FY 2011.
- Due to budget constraints there are (8) vacant fire fighter positions were eliminated. This will result in permanent closing of one of the two engine companies at Station 2.

Municipal Court

- Eliminated vacant administrative position due to lower than anticipated number of red light camera citations.
- Includes a full year of funding for the three positions added during FY 2010 and other operating costs associated with the red light camera program.

Emergency Management and Communications

- Includes additional funding for temporary funding to help control overtime costs and ensure adequate coverage in the operations center.
- Significant increases in telephones for five additional tower sites added.
- Significant increases in monthly tower rental agreements.
- Significant increases in annual maintenance agreements for CAD and wireless equipment.

HEALTH AND ENVIRONMENT

	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Health & Human Services	\$8,055,052	\$7,248,058	(\$806,994)	(10.0%)	2.1%
Planning	\$1,760,677	\$1,368,633	(\$392,044)	(22.3%)	4.6%
Economic Development	\$419,379	\$418,778	(\$601)	(0.1%)	3.8%
Cultural Affairs	\$391,669	\$378,251	(\$13,418)	(3.4%)	1.2%
Neighborhood Services	\$808,541	\$919,027	\$110,486	13.7%	
Total Health and Environment	\$11,435,318	\$10,332,747	(\$1,102,571)	(9.6%)	4.3%

Public Health and Human Services

- Significant decrease in temporary positions and supplies and materials due to end expiration of H1N1 grant.
- Maintains the funding level approved in 2010 and an additional \$3,000 for the animal control contract with the Central Missouri Humane Society.
- No fee increases proposed for FY 2011.
- Maintains the 2010 funding level of \$893,556 for social service contracts.

Planning Department

- Reduction due to funds budgeted in FY 2010 for the Comprehensive Master Plan Update.
- Eliminated employee home ownership assistance program (\$30,000) due to budget constraints.
- Includes funding to convert permanent record files to digital records.

Economic Development

- No significant changes.

Cultural Affairs

- Decrease due to the lower anticipated grant funding from the Missouri Arts Council.

Neighborhood Services

- Fully funds Trust Officer position added during FY 2010 and the addition of a 0.50 FTE administrative position.
- Reduction of \$12,500 in Neighborhood Response Team funding due to budget constraints.
- Transferred \$26,000 in demolition funding from Public Works.
- Transferred additional operating costs for the rental inspection program from Public Works.

PARKS & RECREATION DEPARTMENT					
	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Parks & Recreation	\$4,975,987	\$4,969,104	(\$6,883)	(0.1%)	3.3%
Recreation Services Fund	\$7,410,263	\$7,407,778	(\$2,485)	(0.0%)	0.9%
Total Excluding CIP Projects	\$12,386,250	\$12,376,882	(\$9,368)	(0.1%)	1.8%

Parks and Recreation General Fund Operations

- Increased temporary help by \$9,760 in parks management.
- Fleet replacement down \$17,000 from 2010 due to budget constraints.
- Maintains CARE funding at the FY 2010 level.

Recreation Services Fund

- No significant changes

PUBLIC WORKS DEPARTMENT:					
	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Public Works - Gen. Fund Oper.	\$10,965,403	\$10,294,056	(\$671,347)	(6.1%)	3.4%
Public Transportation Fund	\$5,493,258	\$5,774,912	\$281,654	5.1%	6.4%
Airport Fund	\$2,697,445	\$2,643,453	(\$53,992)	(2.0%)	5.6%
Sanitary Sewer Utility Fund	\$13,936,141	\$15,665,998	\$1,729,857	12.4%	8.7%
Parking Utility Fund	\$2,084,373	\$2,716,001	\$631,628	30.3%	9.6%
Solid Waste Utility Fund	\$16,152,220	\$15,041,423	(\$1,110,797)	(6.9%)	1.8%
Storm Water Utility Fund	\$1,472,806	\$1,464,653	(\$8,153)	(0.6%)	1.1%
Custodial / Maintenance Fund	\$1,439,585	\$1,663,472	\$223,887	15.6%	8.8%
Fleet Operations Fund	\$7,058,179	\$7,112,574	\$54,395	0.8%	8.1%
Total Public Works Dept. Excluding CIP Projects	\$61,299,410	\$62,376,542	\$1,077,132	1.8%	5.0%

Public Works - General Fund Operations

- Eliminates (1) engineering position and other operating costs (\$335,000) due to the expiration of non-motorized grant funding.
- Movement of 1.42 FTE engineering positions to other funds to reflect changes in work assignments.
- Fleet replacement \$467,400 is down \$160,500 from FY 2010 due to budget constraints.
- Maintains FY 2010 level for Street Maintenance (\$1.85 million).
- Includes funding for continuation of speed display board program with schools by budgeting for speed display boards at Jefferson Junior High School and West Junior High School.
- Includes \$48,000 funding for Phase I of an electronic plan review process which involves setting up a stand alone workstation. If successful, it will require an additional \$60,000 in FY 2012 to fully implement.

Public Transportation

- Includes funding for narrow band radio upgrades and programming to meet 2012 mandates.
- Includes funding for expansion of routes to new areas and the alleviation of present timing difficulties on existing routes.
- Significant increases in vehicle maintenance costs to reflect actual trends in maintenance history.

Airport

- Includes funding for restroom repairs renovations at the airport terminal building.
- Continues to fund the maintenance and upgrades to the airfield facilities to accommodate increasing airline and airport operational needs.

Sanitary Sewer

- Includes 15% rate increase - necessary to support ballot issue passed by voters in April 2008 and increased operating costs.
- Adds (2) positions and additional operating cost due to the expansion of the Wastewater Treatment Plant.
- Includes full cost and an additional position for the mid-year reorganization and movement of engineering positions from the General Fund.
- Increase in interest expense due to debt issued in FY 2009 for the Wastewater Treatment Plant and other projects.

Parking Utility

- Adds (1) maintenance position due to opening of the additional parking garage.
- Includes funding to replace 800 parking meters (\$112,000).
- Includes funding for major maintenance at the 7th and Walnut Garage and the 5th and Cherry Garage.
- Increase in interest expense due to debt issued for the 5th and Walnut parking garage.

Solid Waste Utility

- Adds (1) position and operating costs for the Bioreactor operation.
- Adds (1) position in mini roll off services due to increased activities.
- Includes \$1/month increase in residential rates to provide funds for needed capital projects.
- Increase of \$106,000 for permitting required by the EPA related to Storm Water pollutants.
- Includes no replacement of fleet in order to provide funding for the new landfill cell to be constructed in FY 2011.

Storm Water Utility

- No significant changes.

Custodial and Building Maintenance

- Adds (2) Custodians and (1) Building Maintenance position and operating costs due to the expansion of city facilities.

Fleet Operations

- Adds (3) positions to more cost effectively service vehicles in house.

WATER AND ELECTRIC DEPARTMENT					
	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Water & Electric Department					
Water Utility Fund	\$19,724,921	\$20,276,361	\$551,440	2.8%	6.2%
Electric Utility Fund	\$128,874,053	\$130,704,842	\$1,830,789	1.4%	9.3%
TI. Water & Electric Dept. Excluding CIP Projects	\$148,598,974	\$150,981,203	\$2,382,229	1.6%	8.9%
Railroad Fund Excluding CIP Projects	\$985,384	\$983,836	(\$1,548)	(0.2%)	0.4%

Water Utility

- Adds (1) Relief Water Plant Operator to help reduce overtime costs.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 10% water rate increase. Of this amount, 5% approved by voters in Nov 2008, and 5% to cover increased operating costs.
- Includes a significant increase (\$315,000) for sludge removal due to changes in regulations.

Electric Utility

- Adds (2) positions for the recently purchased Transload Facility.
- Fully funds the mid-year reorganization and positions added during FY 2010.
- Includes a 3% Rate Increase to cover operating and maintenance costs of the system
- Includes \$370,000 for costs related to the relocation to the government center.
- Increase of \$2 million in costs due to the recent purchase of an additional generation unit at the Columbia Energy Center.

Railroad

- No significant changes.

ADMINISTRATIVE DEPARTMENTS					
	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
City Council	\$290,732	\$279,853	(\$10,879)	(3.7%)	0.7%
City Clerk	\$333,246	\$347,921	\$14,675	4.4%	6.8%
City Manager	\$1,061,104	\$1,060,332	(\$772)	(0.1%)	4.2%
Finance	\$3,522,464	\$3,420,077	(\$102,387)	(2.9%)	1.5%
Human Resources	\$1,030,559	\$1,037,401	\$6,842	0.7%	6.1%
Law	\$1,328,067	\$1,294,432	(\$33,635)	(2.5%)	8.0%
Total Administrative	\$7,566,172	\$7,440,016	(\$126,156)	(1.7%)	3.5%
General City (Nondepartmental)	\$5,357,855	\$5,339,879	(\$17,976)	(0.3%)	(1.2%)

City Council

- Boards and Commissions increased \$23,347 which Includes \$20,000 for the Citizens Police Review Board.
- Significant decrease in Intragovernmental charges due to changes in allocation for custodial and building maintenance in the new government center.

City Clerk

- Fully funds the clerical position added in FY 2010.

City Manager

- No significant changes.

Finance

- Personnel down to the elimination of a clerical position mid-year 2010.
- Due to budget constraints, materials and supplies category has been decreased.
- Building rentals has decreased \$43,000 due to the relocation to the new government center.

Human Resources

- No significant changes

Law Department

- Eliminated (1) vacant City Counselor position due to lower than anticipated number of red light camera citations.

City General (Non-Departmental)

- Includes \$100,000 to establish a Leadership for Excellence Division.
- Reduced street lighting costs \$200,000 due to a change in the way street light costs are calculated.
- Includes \$100,000 in Contingency and \$100,000 in Council Reserve.

OTHER DEPARTMENTS					
	Budget FY 2010	Proposed FY 2011	Increase/ (Decrease)	Percent Change	5 Year Avg. Inc.
Convention & Tourism Fund	\$1,758,254	\$1,764,125	\$5,871	0.3%	2.2%
Office of Sustainability	\$297,368	\$717,398	\$420,030		
Employee Benefit Fund	\$12,543,343	\$12,157,032	(\$386,311)	(3.1%)	2.2%
Self Insurance Reserve Fund	\$4,397,340	\$4,393,032	(\$4,308)	(0.1%)	8.1%
Information Technologies Fund	\$5,128,575	\$4,617,146	(\$511,429)	(10.0%)	2.2%
Public Communications Fund	\$1,809,169	\$1,693,854	(\$115,315)	(6.4%)	12.5%
Utility Customer Services Fund	\$2,273,716	\$2,056,965	(\$216,751)	(9.5%)	5.6%
Contributions Fund	\$94,928	\$87,122	(\$7,806)	(8.2%)	1.7%
Total Other Funds	\$28,302,693	\$27,486,674	(\$816,019)	-2.9%	4.1%

Convention & Tourism

- No significant changes

Office of Sustainability

- Includes over \$600,000 in grant funds for retrofits to city facilities based on energy assessments.
- Includes full year funding for department operations. FY 2010 only included 6 months of costs.

Employee Benefit Fund

- Decrease due to staff's efforts to stabilize expenses over the past few years.
- Health insurance premiums for active employee dependent coverage will not increase under the current \$750 deductible plan. Retiree rates are expected to increase 7.5% for pre-65 retirees and a minimum of 15% for Medicare eligible retirees.
- A new \$1,500 deductible plan will be offered in 2011. A high deductible plan with a health savings account may also be offered. The City sponsored fully insured Medicare supplement plan is being bid to determine if lower rates are available.

Self Insurance Reserve Fund

- No significant changes.

Information Technologies Fund

- Due to budget constraints, the department significantly reduced all categories based on historical trends.

Public Communications Fund

- Includes \$35,000 for a citizen survey.
- Adds \$10,000 in temporary help to provide after hours support for the first floor of the government center.
- Print Shop name has been changed to Document Support Services and have increased services to include document imaging and shredding.
- Decrease in building rentals due to relocation of the City Channel into the government center.
- Reduction in capital and communication equipment due to significant purchases in FY 2010.

Utility Customer Services Fund

- Reflects a decrease in postage due to electronic billing and efforts to reduce credit card fees.

Contributions Fund

- No significant changes. Donations are not budgeted. They are appropriated when they are received.

Capital Project Highlights - Major Projects Scheduled/Funded

Streets and Sidewalks

- Rolling Hills Road - Old Hawthorn to Richland
- Providence Study - Burnham Intersection
- East side Sidewalks Phase III

Parks and Recreation

- ARC Floor and Improvements
- Capen/Grindstone Trailhead Improvements
- Rock Hill Park Improvements
- Scott's Branch Phase II: Chapel Pedway to Perche Creek
- MKT Sewer Plant #2 Natural Area Restoration

Public Safety

- Radio system enhancements for Public Safety Joint Communication Center
- Replace Pumper and Rescue Squad

Other General Government

- Eighth Street Plan Avenue of the Columns

Electric

- Annual Commercial Expansion
- Annual new electric connections
- Annual Substation feeders
- Annual street light additions
- Primary Control Center
- Relocation of 69kV Line - Hinkson to Perche
- Reconductor 69kV line - Boldstad-Switzler

Water

- Annual new service connections
- Annual water main replacements
- Annual water main relocations
- 16" Main - Brown Station Rd: Rt B to Peabody
- Drill Alluvial Wells #16
- Oakland church Road - 12,000' of 16" Main
- Route PP Main Upgrade - 25,00' of 12" Main
- S Section of 24" East Transmission Main

Sewer

- Bear Creek Bank Stabilization - Wonder Bread Site
- Hominy Branch Outfall Relief Sewer
- PCCE #3 - Stewart & Medavista
- PCCE #8 - Thilly Lathrop
- Sewer District #165 - Maple Bluff Dr. Area
- Upper Hinkson Creek Outfall Extension
- WWTP Improvement Phase I - continued

Storm Water

- No new projects due to fiscal constraints

Solid Waste

- Landfill Cell #5

Transit

- Automated Vehicle Locator System
- Rpl. (4) 35' Eldorado Buses with 40' buses
- Rpl. (6) 35' New Flyer Buses
- Rpl. (2) Paratransit Vehicles

Airport

- Snow Removal Equipment (SRE) Runway Tow Brown & Tow De-icer
- Design Extension of Crosswind RW and parallel TW

BUDGET HEARING GUIDELINES

The budget hearing at the **August 16, 2010, regular City Council meeting** shall begin at 6:00 p.m. in the City Council Chambers. Items will be considered in the following order:

- Presentation of Commission recommendations:
 - Community Services Advisory Commission
 - Community Development Commission
 - Cultural Affairs Commission
 - Public Communications Resource Advisory Committee

- Any person or organization wishing to be heard on any item in the proposed budget.

Budget hearing continued to **September 7, 2010, regular City Council meeting**.

The budget hearing at the **September 7, 2010, regular City Council meeting** shall begin at 7 p.m. in the City Council Chambers. Items will be considered in the following order:

- Any other person wishing to be heard who has not previously addressed the Council.

Budget hearing continued to **September 20, 2010, regular City Council meeting**.

The budget hearing at the **September 20, 2010, regular City Council meeting** will begin at 7 p.m. in the City Council Chambers. Items will be considered in the following order:

- Any person or organization wishing to be heard who has not previously addressed the Council followed by anyone wishing to make final comments on any budget item before the hearing is closed and the budget third read and adopted for fiscal year 2011.

The total time allotted to the budget hearing at each meeting shall be sixty minutes.

The following guidelines will be followed at the hearings:

1. Persons commenting on the budget shall first state their name and address for the record.
2. Comments are limited to three minutes per speaker except that representatives of organized groups may speak for five minutes and this shall be so noted at the beginning of the presentations.
3. Comments must pertain to the subject matter before the Council. The Mayor may rule out of order any comments which do not address the subject matter before the Council.
4. Citizens may also submit written comments to the City Clerk for the record and copies of such will also be provided to the Mayor and the Council. The address is P.O. Box 6015, Columbia, MO 65205.

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