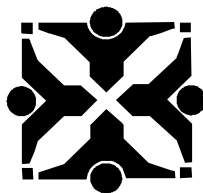


# Convention and Tourism Fund



*City of Columbia*  
*Columbia, Missouri*

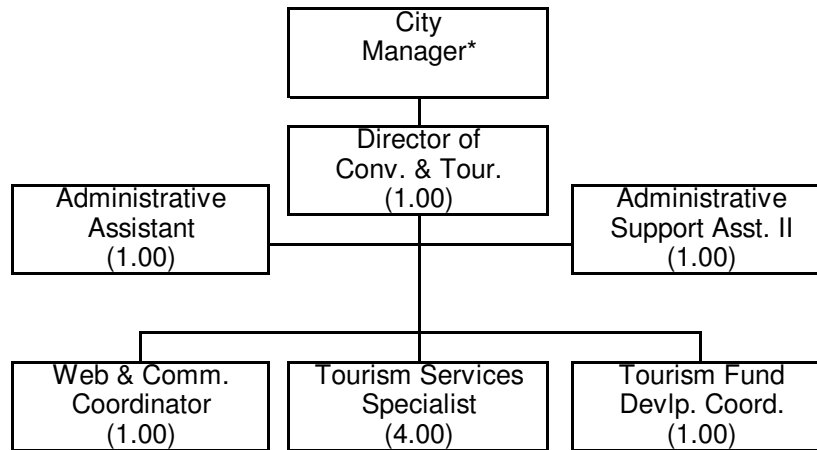


# City of Columbia - Convention and Tourism

9.00 FTE Positions



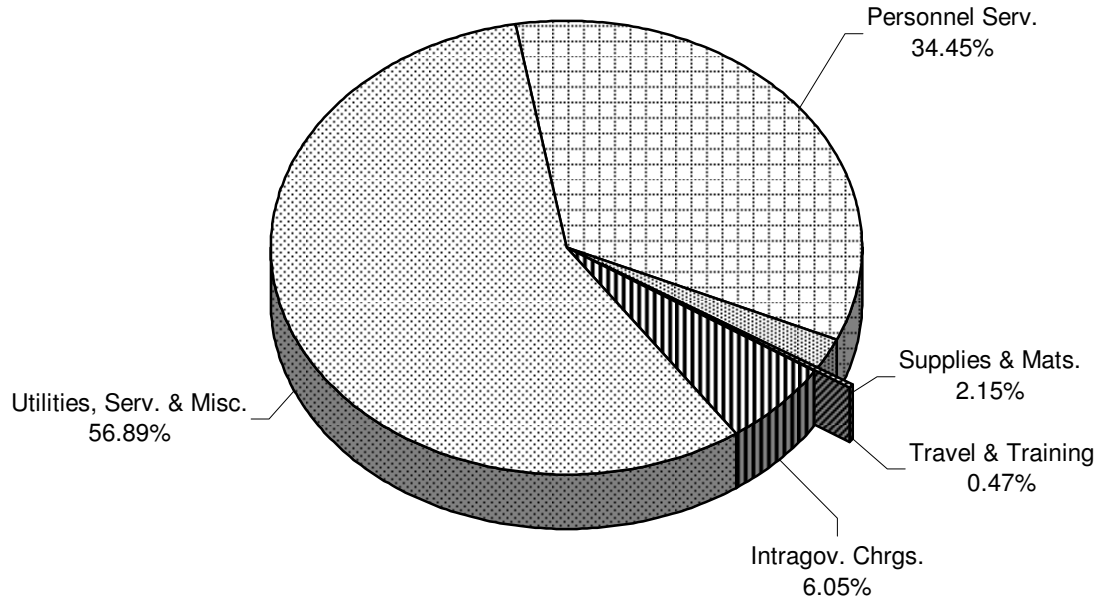
**Director of  
Convention &  
Tourism:**  
Lorah Steiner  
**Description:**  
Promotes Columbia  
as a tour destination.  
**Contact Number:**  
573-875-1231



\* Positions not included in Convention & Tourism's FTE count.

# Convention & Tourism Fund

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 546,488	\$ 607,179	\$ 545,224	\$ 607,744	0.1%
Supplies & Materials	31,924	42,265	42,359	37,850	(10.4%)
Travel & Training	5,477	9,200	6,987	8,220	(10.7%)
Intragovernmental Charges	89,651	104,081	104,081	106,752	2.6%
Utilities, Services & Misc.	1,049,262	995,529	945,634	1,003,559	0.8%
Capital	0	0	0	0	
Other	63,096	0	12,000	0	
<b>Total</b>	<b>1,785,898</b>	<b>1,758,254</b>	<b>1,656,285</b>	<b>1,764,125</b>	<b>0.3%</b>
Summary					
Operating Expenses	1,722,802	1,758,254	1,644,285	1,764,125	0.3%
Non-Operating Expenses	63,096	0	12,000	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,785,898</b>	<b>\$ 1,758,254</b>	<b>\$ 1,656,285</b>	<b>\$ 1,764,125</b>	<b>0.3%</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

The Convention and Visitors Bureau (CVB) promotes Columbia as a meeting, leisure and group tour destination through direct solicitations, tradeshow attendance, advertising and marketing.

**DEPARTMENT OBJECTIVES**

To increase the number of regional and national conventions held in Columbia; to increase the number of Sunday through Thursday visitors and lodgers while retaining existing weekend business; to increase leisure travel visitation through the enhancement and development of festivals, events and attractions; to provide exceptional service to our convention and meeting customers; to increase awareness of tourism as a viable form of economic development.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

Hotel gross receipts tax revenue declined by more than 15% in FY 2009. The second quarter of FY 2010 is showing signs of recovery although not to pre-recession levels. We are budgeting 2011 revenues flat with 2010 as the tourism industry is still somewhat fragile. It is very dependent upon the state of the economy, recovery in manufacturing and service industry sectors, gas prices and the unemployment rate. Industry projections for 2011 are 2-3% growth in occupancy. We are budgeting for no growth but hoping that the projections are correct.

2011 marketing initiatives included a \$104,000 cooperative marketing campaign which will focus, primarily, on a state-wide radio campaign promoting Columbia's festivals and our reputation as a dining and entertainment destination.

In FY 2011 the CVB will contract for the development of earned media. Earned media is media that is generated at no cost to the CVB. This may be through articles by travel writers, magazine articles or newspaper coverage of some aspect of Columbia's tourism product. Earned media has nine times the value of placed media (advertising).

Work on arts tourism development over the past decade is evident in the overall increase in arts initiatives, press coverage and arts based activities. Many of our cultural assets face critical funding deficits and many have greatly reduced services, staffing and hours of operation. Our challenge is to maintain the viability of our cultural assets until the economy rebounds.

Goals in 2011 include: Meet or exceed 2010 room night production of 20,000 room nights. Meet or exceed current 90.7% excellent rating on post convention surveys. Increase social, military, religious and fraternal organization bookings by 3%. Generate a minimum of \$150,000 in earned media. Increase group tours by 10%.

**Web and Communications**

E-news letters are now sent to our hospitality community as well as our clients. Video has been added to our website. The CVB is now able to monitor earned media (non-paid media) through our subscription to Cision. We also participate in a pay-per-click program through the Missouri Division of Tourism. Our Twitter followers now exceed 1800 and we have over 350 facebook fans. We're working with the University Missouri's School of Journalism on a smart phone application which will provide guided tours of Columbia's downtown and campus.

Primary focus for 2011 includes: Community newsletter, quality You Tube videos of local attractions and leisure activities, and more real time promotions of local events and festivals.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
Operations	9.00	9.00	9.00	9.00	
Tourism	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	9.00	9.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

\* Performance Measurements are located on page 602 in the appendix.

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DESCRIPTION**

The Convention and Visitors Bureau has four primary responsibilities: 1) to promote Columbia as a destination for meetings and conventions; 2) to promote Columbia as an overnight and day-trip destination for leisure travelers and group tours; 3) to facilitate partnerships and cooperation among Columbia's tourism related businesses and associations and 4) to assure that Columbia is a "user friendly" destination for visitors through the provision of visitor brochures in tourism information centers and in businesses throughout Columbia.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

FY 2011 Goals: Long-term Investments for the Public Good and Managing Costs and Services

We have adjusted our budget for FY 2011 to allow for the reinstatement of the Administrative Support Assistant II which was left vacant in 2009 and 2010. This will relieve the Administrative Assistant's position of a great deal of additional work and give support to the Web and Communications position which has grown in scope and the volume of work delegated to it.

We continue to support the operations and development of the Columbia Regional Airport. Our marketing support in 2009 and 2010 decreased due to the airport's successful application for federal funds designated for advertising and marketing. The status of those funds for 2011 is in question. We will incorporate the airport into our marketing and promotions whenever possible if federal funding is not available..

**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 546,488	\$ 607,179	\$ 545,224	\$ 607,744	0.1%
Supplies and Materials	31,924	42,265	42,359	37,850	(10.4%)
Travel and Training	5,477	9,200	6,987	8,220	(10.7%)
Intragovernmental Charges	89,651	104,081	104,081	106,752	2.6%
Utilities, Services, & Misc.	610,980	590,529	574,718	598,559	1.4%
Capital	0	0	0	0	
Other	53,096	0	0	0	
<b>Total</b>	<b>\$ 1,337,616</b>	<b>\$ 1,353,254</b>	<b>\$ 1,273,369</b>	<b>\$ 1,359,125</b>	<b>0.4%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
8950 - Director Convention & Tourism	1.00	1.00	1.00	1.00	
4350 - Web & Communication Coord.	1.00	1.00	1.00	1.00	
4300 - Tourism Services Specialist	5.00	5.00	5.00	5.00	
1101 - Administrative Assistant	1.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	
Permanent Full-Time	9.00	9.00	9.00	9.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

**DESCRIPTION**

In November, 1999, Columbia citizens passed a 2% increase in the hotel/motel tax. Of the 2%, one-half was designated for the enhancement or development of festivals, events and attractions. The Convention and Visitors Advisory Board was expanded to 12 members and charged with the development of guidelines for the Tourism Development program. The Board is also responsible for the review of applications and submission of funding recommendations to the City Council for final review and approval or amendment. In 2007, the program was divided into three separate funds: Festival and Events, Attraction Development and Sports Development.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

Tourism Development Fund (TDP)

- In 2009, the Council approved the creation of the Signature Series for the Tourism Development Program's Festival and Events fund. Signature Series events are those which have been funded through the TDP for a minimum of five years; have been excellent stewards of TDP funds and have a proven ability to attract out of market visitors and generate overnight visitation. The Signature Series has allowed us to stabilize funding for those long-lasting, high quality events.
- The recession created financial difficulties for our existing and developing attractions. Loss of federal funds, along with declining contributions, has created challenges that in some cases could not be overcome. We have and will continue to make every effort to assist our attraction base with advertising and marketing support.
- In 2011, our goal is to better define the mission of the Attraction Development Fund and what attractions might be the best fit for Columbia. We propose doing this through a dialogue with the community either in the form of a Charrette or another structured feed-back process.
- Our Sports Development Fund (SDF) has produced more than 25,000 room nights since its inception and is one of our most successful programs. In 2009 we began attending TEAMS with the Missouri Association of Convention and Visitors Bureaus. The tradeshow offers us the opportunity to meet with sports event planners from across the country. We have booked several events following the tradeshow.

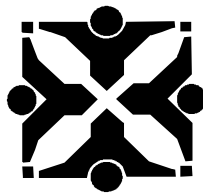
**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies and Materials	0	0	0	0	
Travel and Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services, & Misc.	438,282	405,000	370,916	405,000	0.0%
Capital	0	0	0	0	
Other	10,000	0	12,000	0	
<b>Total</b>	<b>\$ 448,282</b>	<b>\$ 405,000</b>	<b>\$ 382,916</b>	<b>405,000</b>	<b>0.0%</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2008</b>	<b>Budget FY 2009</b>	<b>Estimated FY 2009</b>	<b>Proposed FY 2010</b>	<b>Position Changes</b>
There are no personnel assigned to this budget.					

# Office of Sustainability Fund



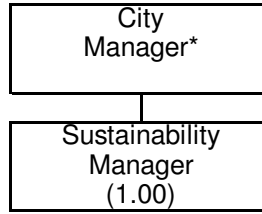
*City of Columbia*  
*Columbia, Missouri*



City of Columbia - Office of Sustainability  
1.00 FTE Positions



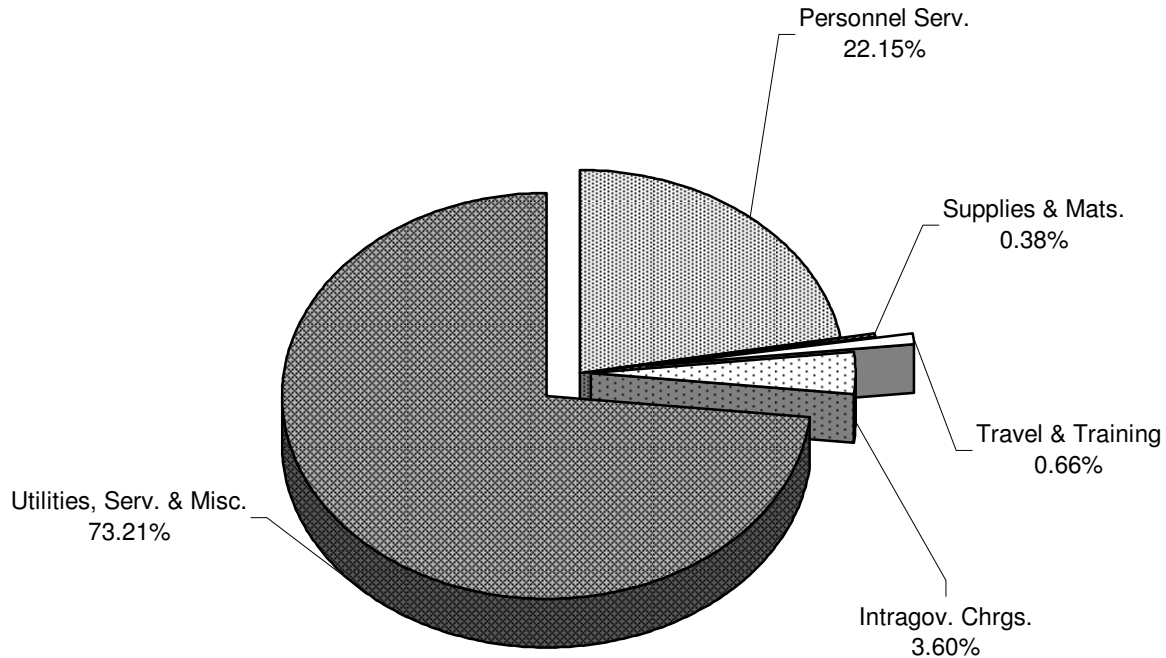
**Office of Sustainability:**  
**Barbara Buffaloe**  
**Description:** Promotes Sustainability and energy efficiency in City operations and the community. Manages the Energy Efficiency and Conservation Block Grant.  
**Contact Number:**  
573-817-5025



\* Positions not included in the Office of Sustainability's FTE count.

# Office of Sustainability

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 0	\$ 52,544	\$ 47,312	\$ 87,373	66.3%
Supplies & Materials	0	5,275	4,385	1,500	(71.6%)
Travel & Training	0	2,600	2,000	2,600	0.0%
Intragovernmental Charges	0	25,300	25,300	14,189	(43.9%)
Utilities, Services & Misc.	0	211,649	201,649	288,711	36.4%
Capital	0	0	0	323,025	
Other	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>297,368</b>	<b>280,646</b>	<b>717,398</b>	<b>141.2%</b>
Summary					
Operating Expenses	0	297,368	280,646	394,373	32.6%
Non-Operating Expenses	0	0	0	0	
Debt Service	0	0	0	0	
Capital Additions	0	0	0	323,025	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 0</b>	<b>\$ 297,368</b>	<b>\$ 280,646</b>	<b>\$ 717,398</b>	<b>141.2%</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

The Office of Sustainability was implemented in FY 2010 to further implement Resolution 160-06 A endorsing the U.S. Mayors Climate Protection Agreement and to set forth a road map for sustainability and energy efficiency in the community. As part of that overall plan, it was felt important to have a department and staff dedicated to spearheading all of the sustainability efforts for the community. This will ensure that all areas of the local government and community are working together to reach the same goals guided by this department and staff.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The City received a Department of Energy Stimulus Block Grant in the later part of FY 2009 with partial funding for a Sustainability Manager. This department will be responsible for planning, directing, coordinating and integrating short and long term sustainable comprehensive action plans, resource conservation, and related sustainability programs, personnel and operations to advance a more sustainable, vital and well planned future for Columbia.

Department will direct, plan, organize, integrate, and evaluate the activities related to sustainability and develop appropriate processes and monitoring and tracking systems that include life cycle and cost/benefit analyses as well as coordinate the Building a Sustainable Columbia Steering Committee and Community Wide Planning Process. The Manager of Sustainability will be responsible for coordinating and directing development and writing of Building a Sustainable Columbia Action Plan for the Community and City Owned Facilities.

Department will write and administer sustainable related grant applications/awards; coordinate development and establishment of green house gas (GHG), Energy and other Sustainable Targeted Reduction Goals; coordinate and integrate city facility and community wide public outreach and education programs/public forums; develop, track, monitor and measure verifiable and replicable data to achieve reduction goals in all city owned facilities and communitywide.

Significant in 2011 is funding from the Department of Energy to coordinate retrofitting of city facilities to achieve green house gas (GHG), energy and other sustainable targeted reduction goals. Department will direct and oversee preparation of analyses and recommendations regarding policy issues with regards to sustainability and long range plans.

Department will assume a high degree of cross-functional interactions with departments, particularly Public Works and Water & Light as well as the City Manager's Office, alignment of efforts with the state, federal government, University of Missouri, other institutions of higher education and residents.

**Anticipated Outcomes/Benefits:**

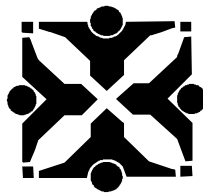
- Demonstrate that the City of Columbia is taking a proactive approach to managing their environmental impacts across a range of disciplines, such as energy, waste management, and transportation for the entire community.
- GHG and energy reduction goals will be achieved and cost savings realized as a result of the efforts of this department.
- Columbia will have a verifiable and replicable Sustainable Action Plan for other communities to model.
- Columbia will be able to share guidance and best practices with the state and other municipalities.
- Through education, public communication, and outreach the community will be aware of sustainable best practices.
- Implement related Imagine Columbia's Future goals and strategies.
- Funding of position for three years with City, block grant funding and savings to be reviewed upon completion of that time period.

**AUTHORIZED PERSONNEL**

	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Estimated FY 2010</u>	<u>Proposed FY 2011</u>	<u>Position Changes</u>
9915 - Sustainability Manager	0.00	1.00	1.00	1.00	
1002 - Admin. Support Assistant II	0.00	0.25	0.00	0.00	
<b>Total Personnel</b>	<b>0.00</b>	<b>1.25</b>	<b>1.00</b>	<b>1.00</b>	
Permanent Full-Time	0.00	1.25	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>0.00</b>	<b>1.25</b>	<b>1.00</b>	<b>1.00</b>	

(THIS PAGE INTENTIONALLY LEFT BLANK)

# Employee Benefit Fund

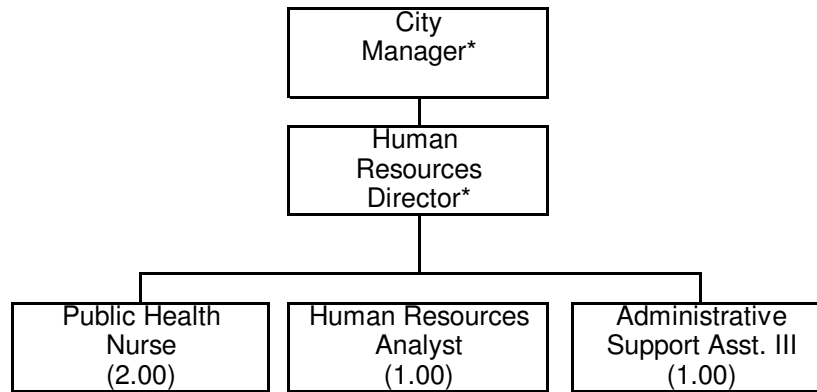


*City of Columbia*  
*Columbia, Missouri*



# City of Columbia - Employee Benefit Fund

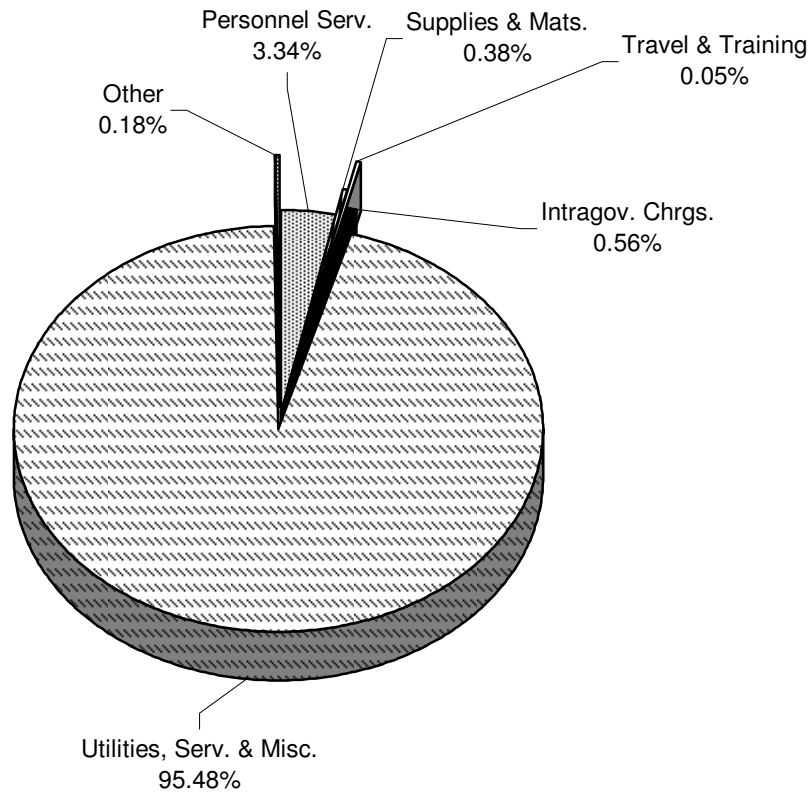
4.00 FTE Positions



\* Positions not included in the Employee Benefit Fund's FTE count.

# Employee Benefit Fund

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 251,714	\$ 407,462	\$ 338,805	\$ 406,098	(0.3%)
Supplies & Materials	30,403	59,770	44,675	46,525	(22.2%)
Travel & Training	2,427	8,075	5,865	5,845	(27.6%)
Intragovernmental Charges	66,506	70,203	70,203	68,681	(2.2%)
Utilities, Services & Misc.	12,508,223	11,975,965	11,976,098	11,608,015	(3.1%)
Capital	0	0	0	0	
Other	21,916	21,868	21,868	21,868	0.0%
<b>Total</b>	<b>12,881,189</b>	<b>12,543,343</b>	<b>12,457,514</b>	<b>12,157,032</b>	<b>(3.1%)</b>
Summary					
Operating Expenses	12,859,273	12,521,475	12,435,646	12,135,164	(3.1%)
Non-Operating Expenses	21,916	21,868	21,868	21,868	0.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 12,881,189</b>	<b>\$ 12,543,343</b>	<b>\$ 12,457,514</b>	<b>\$ 12,157,032</b>	<b>(3.1%)</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

The Employee Benefit Fund accounts for the transactions and reserves associated with the City's medical, dental, prescription drug, life and long-term disability programs for City employees, plus other benefits such as safety and service awards and sick leave buyback. Employee health and wellness programs are also managed through this fund. Coverage for health, dental, and prescription drug plans are self-insured. Other coverages are placed with commercial insurance carriers.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The City's self-funded health insurance plan continues to experience increases in claim costs. The highest rate of increase continues to be in the prescription drug portion of the plan. Claims experience will continue to be closely monitored, and enrollment audits will be completed. The impact of OPEB/GASB 45 on retiree health plan participation is evaluated annually. The City implemented changes in 2008 that significantly reduced this liability.

Employee health and wellness programs that target prevention/reduction of chronic health conditions are a primary focus of the Employee Health unit. Activities include an annual health fair, Weight Watchers At Work, physical activity challenges, employee exercise classes at the ARC and access to health screening services every two years. A pilot program for employee discounted memberships at the ARC was implemented in 2010. Data from that program will be used to develop recommendations for employee incentives in the future with the goal to decrease health claims costs of wellness program participants.

Employee education and information sessions on benefit plans have been expanded. Additional benefit fact sheets have been placed on the intranet, with links to appropriate providers. Retirement planning workshops, developed in 2006, will continue in 2011.

Drug and alcohol testing for new and federally-mandated employees is a function of this program. Automated External Defibrillators (AED) devices have been installed in all City work locations, including Water and Light Department line trucks and at the transload facility. Employee Health staff provides CPR/AED training to all interested staff members. Over 200 employees were recertified in 2010. An Employee Health/Wellness fee is charged to all departments to cover the cost of the Employee Health operations.

This budget includes full funding for the required contribution for post-employment benefits liability as defined in OPEB-GASB statement 45.

A position was added in FY 2009 to analyze and manage health and wellness plans data, work with the City's benefits consultant and prepare management reports. A comprehensive audit of eligibility and enrollment has been completed of the medical, dental, prescription drug and life insurance plans.

Research and recommendations for providing Health Savings Accounts (HSAs) and Health Retirement Accounts (HRAs), or similar options, are being developed.

Additional wellness programs will developed to provide employees opportunities to improve their health.

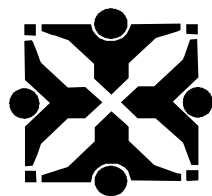
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
7503 - Public Health Nurse	2.00	2.00	2.00	2.00	
4603 - Human Resources Coord.	1.00	0.00	0.00	0.00	
4601 - Human Resources Analyst	0.00	1.00	1.00	1.00	
1003 - Admin. Support Assistant III	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
Permanent Full-Time	4.00	4.00	4.00	4.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

\* Performance Measurements are located on page 603 in the appendix.

(THIS PAGE INTENTIONALLY LEFT BLANK)

# Information Technologies Fund



*City of Columbia*  
*Columbia, Missouri*

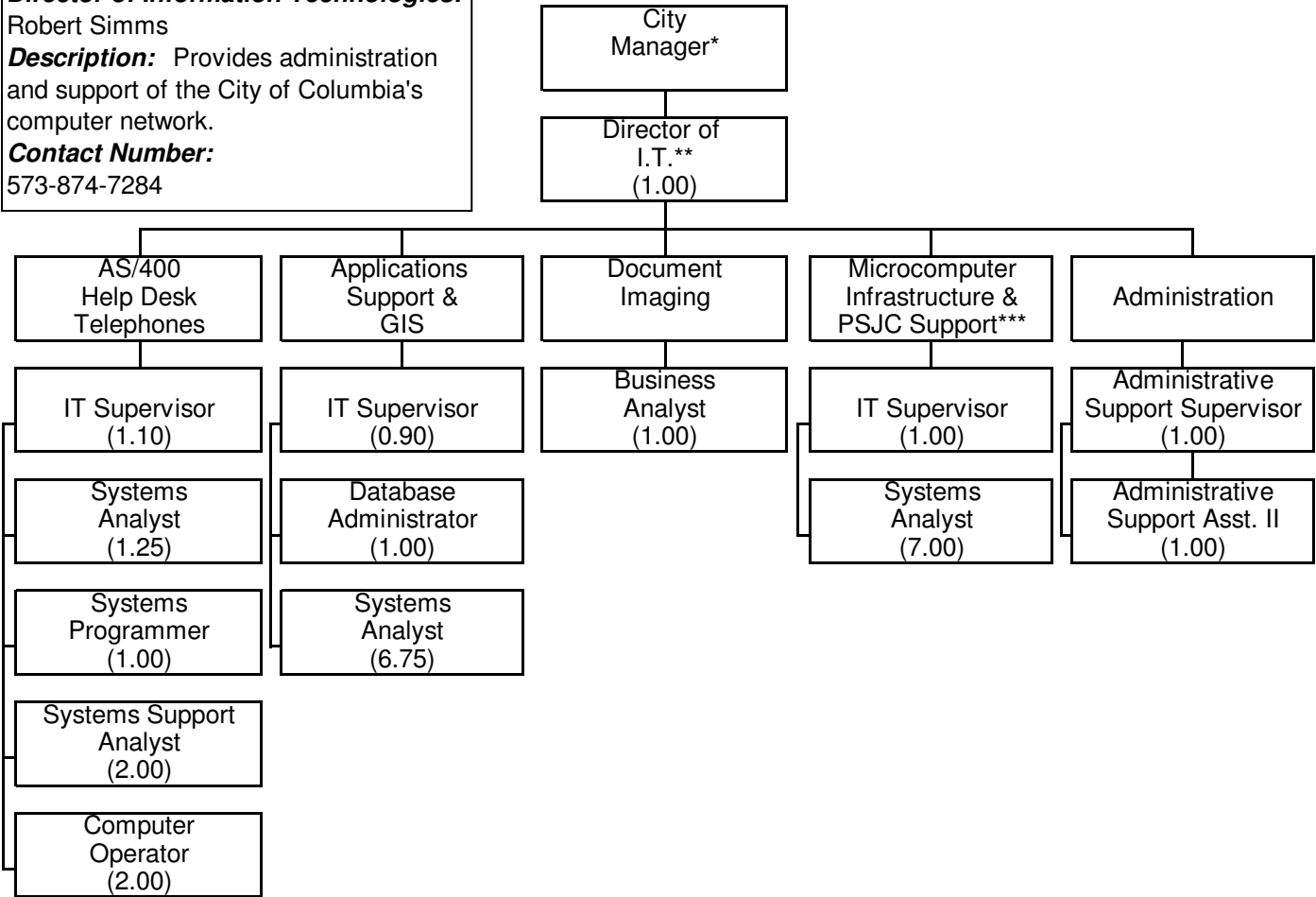


# City of Columbia - Information Technologies

28.00 FTE Positions



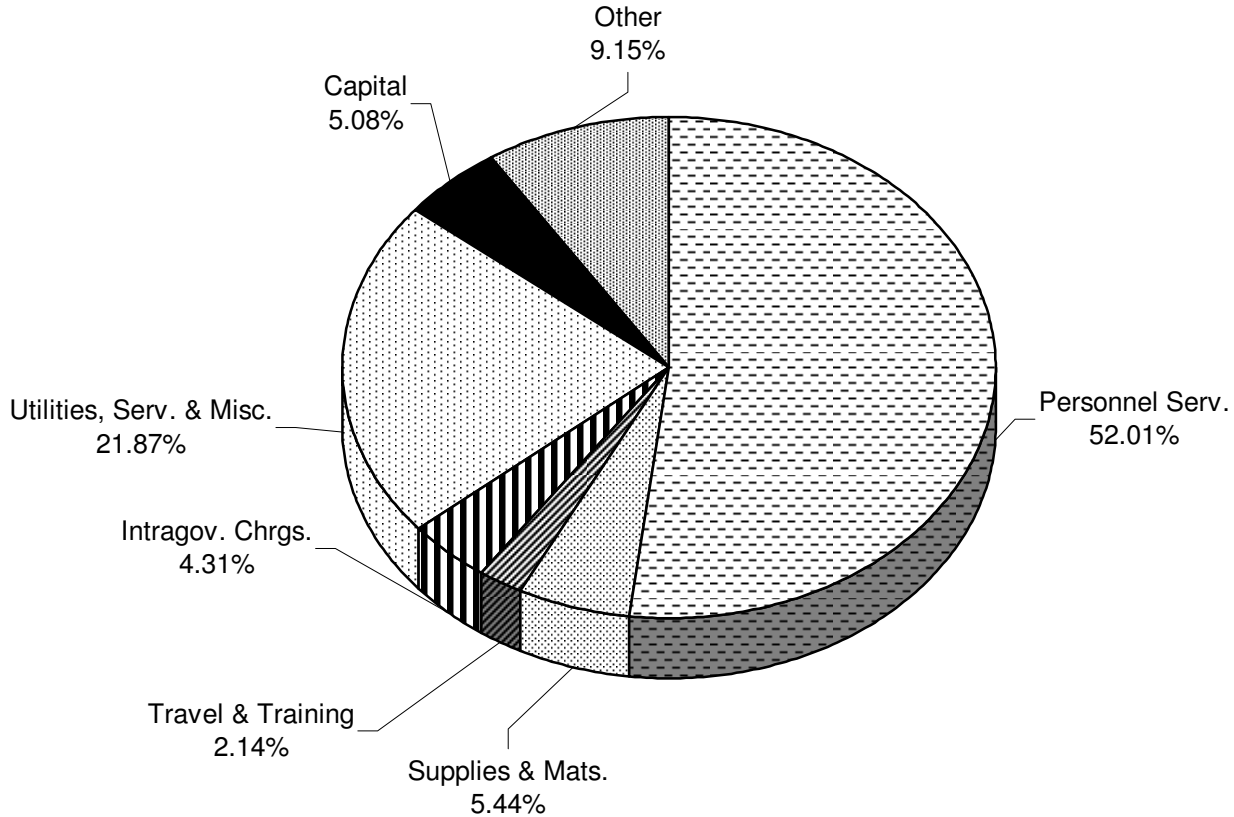
**Director of Information Technologies:**  
 Robert Simms  
**Description:** Provides administration and support of the City of Columbia's computer network.  
**Contact Number:**  
 573-874-7284



\* Position not included in Information Technologies's FTE count.  
 \*\* IT - Information Technologies  
 \*\*\* PSJC - Public Safety Joint Communications

# Information Technologies Fund

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 2,092,835	\$ 2,419,883	\$ 2,292,050	\$ 2,401,336	(0.8%)
Supplies & Materials	294,492	435,487	286,482	251,275	(42.3%)
Travel & Training	38,988	126,781	98,337	98,950	(22.0%)
Intragovernmental Charges	166,848	175,351	175,351	199,010	13.5%
Utilities, Services & Misc.	884,273	1,321,089	1,146,270	1,009,658	(23.6%)
Capital	271,084	196,538	196,538	234,577	19.4%
Other	274,092	453,446	422,340	422,340	(6.9%)
<b>Total</b>	<b>4,022,612</b>	<b>5,128,575</b>	<b>4,617,368</b>	<b>4,617,146</b>	<b>(10.0%)</b>
Summary					
Operating Expenses	3,477,436	4,478,591	3,998,490	3,960,229	(11.6%)
Non-Operating Expenses	274,092	453,446	422,340	422,340	(6.9%)
Debt Service	0	0	0	0	
Capital Additions	271,084	196,538	196,538	234,577	19.4%
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,022,612</b>	<b>\$ 5,128,575</b>	<b>\$ 4,617,368</b>	<b>\$ 4,617,146</b>	<b>(10.0%)</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

Information Technologies (I.T.) is responsible for support and administration of AS/400 midrange computers, a Wide Area Network (WAN), Local Area Networks (LANs), telecommunications (PBX), personal computers (PCs), and workstations throughout all City departments. I.T. provides systems development, system enhancements, upgrades, repairs and consulting in regards to individual department needs. I.T. also works to improve the operational efficiencies of the City as a whole.

**DEPARTMENT OBJECTIVES**

Information Technologies will, within the framework of its existing resources, continue to provide the highest level of support possible to all user agencies. We will continue to identify and suggest new and better methods of providing services to our users at the lowest possible cost.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

During FY2010, the I.T. Department relocated the City's main data center to the new Government Center. Over 100 servers were moved to the new data center. The Help Desk moved approximately 250 PCs and phones in one week to move employees to their new office areas.

Priorities for the new year include moving employees back into the historic Daniel Boone building including the entire Water & Light Department from the Williams-Keeper building.

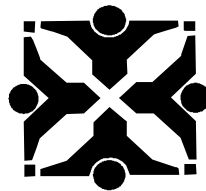
**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
7950 - Director of Information Technologies	1.00	1.00	1.00	1.00	
7930 - Business Analyst	1.00	1.00	1.00	1.00	
7926 - Information Technologies Supervisor	3.00	3.00	3.00	3.00	
7924 - Database Administrator	1.00	1.00	1.00	1.00	
7922 - Systems Analyst	14.00	15.00	15.00	15.00	
7921 - Systems Programmer	1.00	1.00	1.00	1.00	
7911 - Systems Support Analyst	1.00	2.00	2.00	2.00	
7910 - Computer Operator	2.00	2.00	2.00	2.00	
4203 - Management Support Specialist	1.00	1.00	1.00	1.00	
1002 - Administrative Support Asst. II	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>26.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	
Permanent Full-Time	26.00	28.00	28.00	28.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>26.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	

\* Performance Measurements are located on page 604 in the appendix.

(THIS PAGE INTENTIONALLY LEFT BLANK)

# Public Communications Fund



*City of Columbia*  
*Columbia, Missouri*

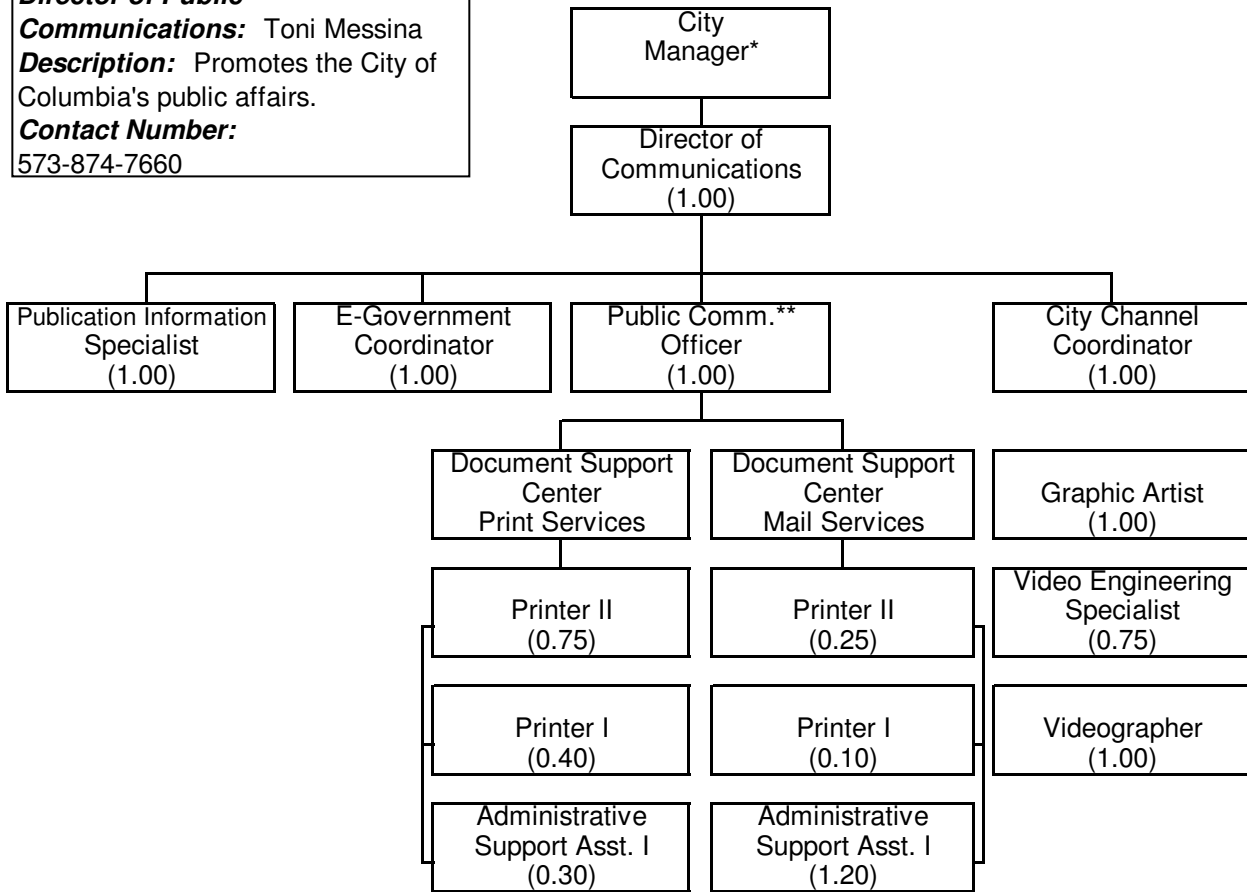


# City of Columbia - Public Communications

10.75 FTE Positions



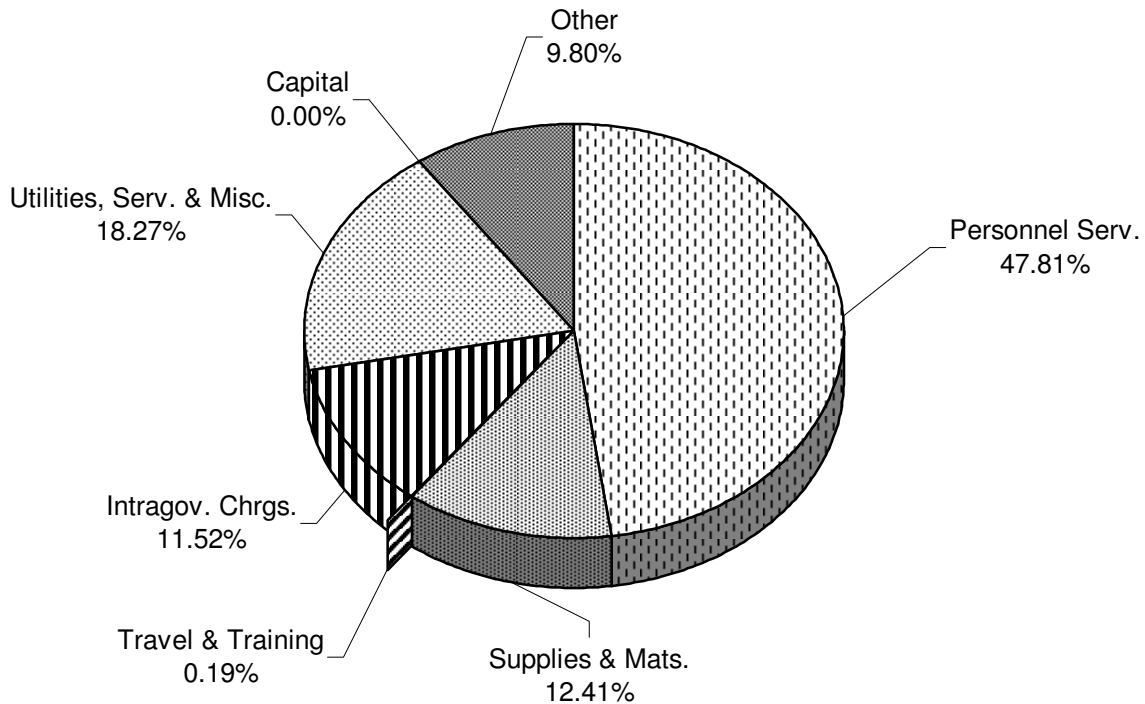
**Director of Public Communications:** Toni Messina  
**Description:** Promotes the City of Columbia's public affairs.  
**Contact Number:** 573-874-7660



\* Position not included in Public Communication's FTE count.  
 \*\* Comm - Communications

# Public Communications Fund

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 856,419	\$ 794,110	\$ 801,224	\$ 809,794	2.0%
Supplies & Materials	203,369	270,212	227,951	210,269	(22.2%)
Travel & Training	5,421	4,850	3,350	3,150	(35.1%)
Intragovernmental Charges	161,801	186,872	186,872	195,097	4.4%
Utilities, Services & Misc.	362,016	364,263	350,304	309,510	(15.0%)
Capital	26,229	21,200	21,200	0	(100.0%)
Other	39,805	167,662	166,034	166,034	(1.0%)
<b>Total</b>	<b>1,655,060</b>	<b>1,809,169</b>	<b>1,756,935</b>	<b>1,693,854</b>	<b>(6.4%)</b>
Summary					
Operating Expenses	1,572,304	1,620,307	1,569,701	1,527,820	(5.7%)
Non-Operating Expenses	56,527	167,662	166,034	166,034	(1.0%)
Debt Service	0	0	0	0	
Capital Additions	26,229	21,200	21,200	0	(100.0%)
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 1,655,060</b>	<b>\$ 1,809,169</b>	<b>\$ 1,756,935</b>	<b>\$ 1,693,854</b>	<b>(6.4%)</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

The Public Communications Department provides direct technical and consultation services for City agencies, City Council and the public. Its umbrella covers coordination of communications strategies; web-based, print and broadcast outlets; and central document support services. It has become increasingly responsible for operation and facilitation of the City's communications network (excluding telecommunications) and meeting facilities.

**DEPARTMENT OBJECTIVES**

To increase opportunities for citizens to communicate with City government; improve the clarity, consistency and timeliness of City communications, both internally and with external constituencies; to provide high-quality service that helps all aspects of communications; to facilitate improved customer and citizen service.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

In FY 2010, significant, continuing achievements include support for short- and long-term public information campaigns and events; an annually updated Citizens Handbook; new online services for the public and City employees; and increased overall output through all the outlets the department administers. Tasks and challenges for FY 2011 include adjustment to an increasingly paperless environment; greater reliance on electronic communications; relocation of some staff to offices in the restored Daniel Boone portion of City Hall; improving internal and external customer perception and experience with the City of Columbia; and continually seeking cost and work efficiencies.

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
Public Communications Office	4.00	3.00	3.00	3.00	
E-Government	1.00	1.00	1.00	1.00	
Print Services	1.45	1.45	1.45	1.45	
Mail Room	1.55	1.55	1.55	1.55	
City Channel	3.75	3.75	3.75	3.75	
<b>Total Personnel</b>	<b>11.75</b>	<b>10.75</b>	<b>10.75</b>	<b>10.75</b>	
Permanent Full-Time	10.00	9.00	9.00	9.00	
Permanent Part-Time	1.75	1.75	1.75	1.75	
<b>Total Permanent</b>	<b>11.75</b>	<b>10.75</b>	<b>10.75</b>	<b>10.75</b>	

\* Performance Measurements are located on page 605 in the appendix.

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DESCRIPTION**

Staff is available to support any City agency with services that enhance communications with internal and external audiences. Services include publications, graphic design, news writing and editing, event planning, ad copywriting, photography, consultation on communications strategies, news media relations and coordination of responses to requests for public records. Administrative support is provided for special programs, standing and ad hoc committees, for City Council members and for City Manager initiatives.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

In FY 2010, Staff created a paperless employee newsletter; hosted Republic of Georgia officials using Columbia government as a democratic model; helped boost Columbia's 2010 Census response rate; launched a free, wireless alert service; and helped support major City events with media and materials. In FY 2010, the Neighborhood Response Coordinator transferred to the new Office of Neighborhood Services, putting our department's focus squarely on communications. In the FY 2011 no-growth budget environment, Public Communications will continue to add value for its internal customers by stabilizing costs, increasing efficiency, building on existing relationships with City departments, filling service gaps and adopting needed communications policies. The budget includes funds for a citizen survey, and the department will research opportunities to set up a central calling and online information center.

**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 306,267	\$ 250,687	\$ 250,627	\$ 252,865	0.9%
Supplies and Materials	65,373	63,416	63,804	62,850	(0.9%)
Travel and Training	3,746	1,700	1,900	1,700	0.0%
Intragovernmental Charges	77,274	93,720	93,720	95,303	1.7%
Utilities, Services, & Misc.	234,906	273,405	269,785	268,470	(1.8%)
Capital	0	0	0	0	
Other	0	9,565	9,565	9,565	0.0%
<b>Total</b>	<b>\$ 687,566</b>	<b>\$ 692,493</b>	<b>\$ 689,401</b>	<b>\$ 690,753</b>	<b>(0.3%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
9921 - Public Communications Officer	1.00	1.00	1.00	1.00	
9920 - Director of Communications	1.00	1.00	1.00	1.00	
4802 - Publications Information Specialist	1.00	1.00	1.00	1.00	
4104 - Neighborhood Coordinator*	1.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
Permanent Full-Time	4.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

**DESCRIPTION**

The E-Government Coordinator supports all City agencies and is responsible for all facets of web communications, online services and other E-Government products. This work includes strategic planning, training, monitoring, maintenance, budgeting and implementing new online applications. The Coordinator serves as liaison for the Internet Citizens Advisory Group (ICAG). City agencies pay reasonable costs for these services.

**HIGHLIGHTS / SIGNIFICANT CHANGES / GOALS**

In FY 2010, the division helped launch two services for the Police Department...viewing and mapping of 24-hour delayed responses to incidents and interactive and searchable crime statistics mapping; helped the Finance Department implement paperless utility billing; helped the City Manager's office create an online Vision implementation tracker; and other services. Tasks and challenges for FY 2011 include accommodating increasing internal and external demands for services; redesigning the City website; placing more information online as the use of paper diminishes; guiding the Public Communications Department's records management strategies; and improving citizen services through use of the City website.

**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 67,450	\$ 67,620	\$ 67,440	\$ 67,521	(0.1%)
Supplies and Materials	33	1,570	1,082	920	(41.4%)
Travel and Training	1,150	1,700	1,000	1,000	(41.2%)
Intragovernmental Charges	4,483	4,212	4,212	4,453	5.7%
Utilities, Services, & Misc.	484	4,067	520	520	(87.2%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 73,600</b>	<b>\$ 79,169</b>	<b>\$ 74,254</b>	<b>\$ 74,414</b>	<b>(6.0%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
9941 - E-Government Coordinator	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
Permanent Full-Time	1.00	1.00	1.00	1.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	

**DESCRIPTION**

As part of the Document Support Center, Print Services supports all City agencies by providing high-speed copies and binding; perforating, drilling, folding, inserter, scanning and shredding services. City agencies pay reasonable costs for these functions.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

In FY 2010, Print Services changed its business model to adjust to an increasingly paperless environment. New scanning and shredding services satisfy the City's growing need for appropriate records management and disposition, replace some of the income lost to electronic publications and require new skills. Staff developed improved job and revenue tracking systems. During FY 2011, basic copying services will be maintained to meet internal needs, and scanning services are expected to accelerate. Staff will move from the City Hall addition to permanent space in the restored Daniel Boone Building and will continue to adopt cost-savings and efficiencies.

**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 70,165	\$ 73,685	\$ 73,325	\$ 74,010	0.4%
Supplies and Materials	12,112	17,250	18,663	18,170	5.3%
Travel and Training	0	350	350	350	0.0%
Intragovernmental Charges	37,946	42,710	42,710	33,023	(22.7%)
Utilities, Services, & Misc.	35,478	27,160	28,897	22,340	(17.7%)
Capital	11,404	0	0	0	
Other	21,336	87,147	84,977	84,977	(2.5%)
<b>Total</b>	<b>\$ 188,441</b>	<b>\$ 248,302</b>	<b>\$ 248,922</b>	<b>\$ 232,870</b>	<b>(6.2%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
7810 - Printer I	0.40	0.40	0.40	0.40	
7809 - Printer II	0.75	0.75	0.75	0.75	
1001 - Admin. Support Assistant I	0.30	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	
Permanent Full-Time	0.75	0.75	0.75	0.75	
Permanent Part-Time	0.70	0.70	0.70	0.70	
<b>Total Permanent</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	<b>1.45</b>	

**DESCRIPTION**

As part of the Document Support Center, Mail Services supports City agencies by providing central and off-site pickup and delivery of internal mail, US mail and UPS packages, at least twice daily. Mail Services also arranges special deliveries, when needed. Staff monitors security of mail and packages to minimize the threat of potential hazards. City agencies pay reasonable costs for these functions.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

The goal of Mail Services is to maintain this internal service and assure that it is customer-friendly, timely, efficient and responsive. Staff will continue to implement US Postal Service regulations and price structures. Challenges for FY 2011 include accommodating more in-house mail customers as City departments move to the restored Daniel Boone Building; maintaining seamless service during the division's own move to permanent space in the restored structure; and adjusting to changed practices as customers rely more on electronic transmissions.

**BUDGET DETAIL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 62,681	\$ 63,278	\$ 63,076	\$ 63,477	0.3%
Supplies and Materials	98,666	143,520	93,106	99,475	(30.7%)
Travel and Training	0	100	100	100	0.0%
Intragovernmental Charges	3,026	3,038	3,038	3,188	4.9%
Utilities, Services, & Misc.	6,669	9,182	8,061	7,672	(16.4%)
Capital	0	0	0	0	
Other	0	0	0	0	
<b>Total</b>	<b>\$ 171,042</b>	<b>\$ 219,118</b>	<b>\$ 167,381</b>	<b>\$ 173,912</b>	<b>(20.6%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
7810 - Printer I	0.10	0.10	0.10	0.10	
7809 - Printer II	0.25	0.25	0.25	0.25	
1001 - Admin. Support Assistant I	1.20	1.20	1.20	1.20	
<b>Total Personnel</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	
Permanent Full-Time	1.25	1.25	1.25	1.25	
Permanent Part-Time	0.30	0.30	0.30	0.30	
<b>Total Permanent</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	

**DESCRIPTION**

The City Channel supports all City agencies by broadcasting public service-oriented programming to persons who subscribe to cable television service in Columbia; live and rebroadcast sessions that include meetings of the City Council and other boards; the City Manager's regular and special news updates; and special meetings and news conferences on Council issues. The Channel produces continually changing public service announcements and original local programming aired on a two-week broadcast "loop" that informs citizens of City programs and services. It also airs general interest programming available from Missouri state agencies. City agencies pay reasonable costs for program production and other services.

**HIGHLIGHTS / SIGNIFICANT CHANGES**

In FY 2010, in addition to its regular broadcast duties, the City Channel played a significant role in designing, engineering, equipping and operating meeting and broadcast space in the City Hall addition. This work resulted in a City Council Chamber that accommodates Council members, City officials, news media, presenters and audience members with updated audio-visual technology. The City Channel also manages new meeting facilities for large and small groups using City Hall. Tasks and challenges for FY 2011 include continually adding value to internal and external customers' experience with the City Channel, in all of its functions.

**BUDGET DETAIL**

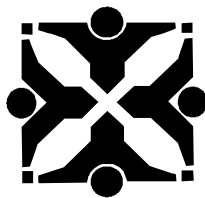
	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Percent Change</b>
Personnel Services	\$ 349,856	338,840	346,756	351,921	3.9%
Supplies and Materials	27,185	44,456	51,296	28,854	(35.1%)
Travel and Training	525	1,000	0	0	(100.0%)
Intragovernmental Charges	39,072	43,192	43,192	59,130	36.9%
Utilities, Services, & Misc.	84,479	50,449	43,041	10,508	(79.2%)
Capital	14,825	21,200	21,200	0	(100.0%)
Other	18,469	70,950	71,492	71,492	0.8%
<b>Total</b>	<b>\$ 534,411</b>	<b>\$ 570,087</b>	<b>\$ 576,977</b>	<b>\$ 521,905</b>	<b>(8.5%)</b>

**AUTHORIZED PERSONNEL**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>Position Changes</b>
9934 - Video Engineering Specialist	0.75	0.75	0.75	0.75	
9932 - Videographer	1.00	1.00	1.00	1.00	
9931 - City Channel Coordinator	1.00	1.00	1.00	1.00	
4803 - Graphic Artist	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	

THIS PAGE LEFT INTENTIONALLY BLANK

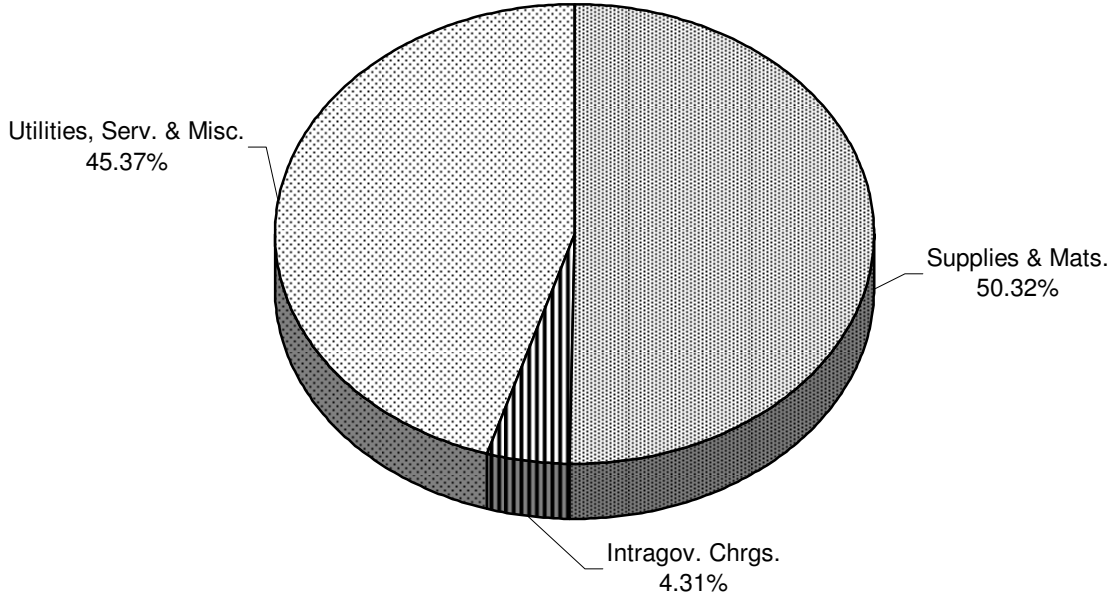
# Contributions Fund



*City of Columbia*  
*Columbia, Missouri*

# Contributions Fund

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	1,594	6,100	6,150	6,100	0.0%
Travel & Training	0	0	0	0	
Intragovernmental Charges	555	538	538	522	(3.0%)
Utilities, Services & Misc.	2,216	5,500	5,100	5,500	0.0%
Capital	0	0	0	0	
Other	63,655	82,790	82,790	75,000	(9.4%)
<b>Total</b>	<b>68,020</b>	<b>94,928</b>	<b>94,578</b>	<b>87,122</b>	<b>(8.2%)</b>
Summary					
Operating Expenses	4,365	12,138	11,788	12,122	(0.1%)
Non-Operating Expenses	63,655	82,790	82,790	75,000	(9.4%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 68,020</b>	<b>\$ 94,928</b>	<b>\$ 94,578</b>	<b>\$ 87,122</b>	<b>(8.2%)</b>

**DEPARTMENT DESCRIPTION**

The Columbia Trust was founded in May 1999 as a formal structure for the City to receive gifts of cash, land, and other items. Other programs under the umbrella of the Trust include the New Century Fund, Inc. and Share the Light. Donations include volunteer time, and gifts of cash, property and land. Proper procedures have been established to ensure funds and donations are expended for the purpose designated by the donor.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

The Contributions Fund has three aspects: The Columbia Trust which includes gifts directly to the city, Share the Light which allows donations to a variety of programs through the utility bill, and the New Century Fund, a separate 501c3 organization with a board appointed by city council.

The New Century Fund functions as a fundraising tool for the City of Columbia and is used to receive gifts and grants on behalf of the City. The New Century Fund board has been approached to assist with fundraising for the City Hall Plaza project, including the art, streetscape and landscaping. Although the Martin Luther King, Jr. Memorial Restoration was complete in FY 2006, the New Century Fund holds the endowment fund for future repairs and maintenance.

Share the Light has received approximately \$112,000 in donations since beginning in the summer of 2001. More than \$87,000 has been appropriated for use in a variety of city projects including public art, community beautification, youth recreation scholarships, youth dental care, public health issues, fire prevention & education and crime prevention. Donations will again be solicited for this program in September 2009.

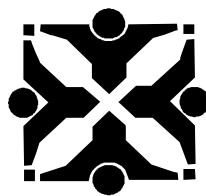
The Columbia Trust continued with the Share the Light program, publishing a newsletter promoting giving to the City and by publishing an annual report of gifts to the City of Columbia. Acknowledgment are also sent to many donors, including some who give to the CASH and HELP utility assistance programs.

**AUTHORIZED PERSONNEL**

	<u>Actual FY 2009</u>	<u>Budget FY 2010</u>	<u>Estimated FY 2010</u>	<u>Proposed FY 2011</u>	<u>Position Changes</u>
There are no personnel assigned to this budget.					

(THIS PAGE INTENTIONALLY LEFT BLANK)

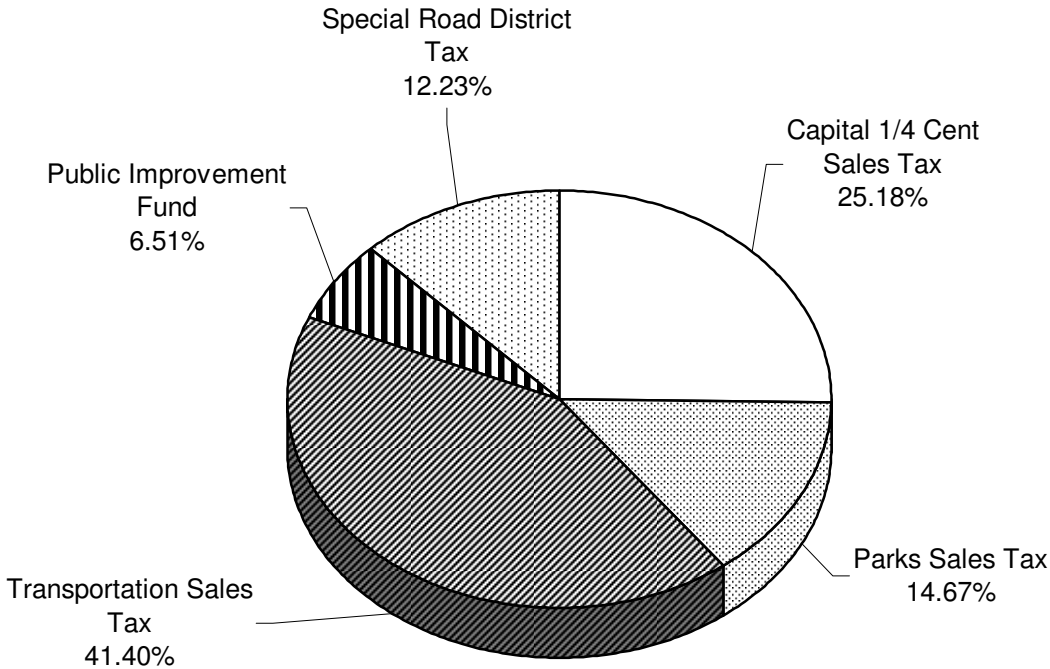
# Other Special Revenue Funds



*City of Columbia*  
*Columbia, Missouri*

# Other Special Revenue Funds

FY 2011



## APPROPRIATIONS

	Actual FY 2009	Budget FY 2010	Estimated FY 2010	Proposed FY 2011	% Change From Budget FY 2010
Capital 1/4 Cent Sales Tax	\$ 3,000,625	\$ 3,682,000	\$ 5,488,056	\$ 6,000,250	63.0%
Parks Sales Tax	4,590,551	4,915,974	4,915,974	3,496,404	(28.9%)
Transportation Sales Tax	9,419,368	9,465,971	9,465,971	9,864,375	4.2%
Public Improvement Fund	2,414,085	745,184	745,184	1,551,664	108.2%
Special Road District Tax	4,268,925	1,513,425	1,513,425	2,913,425	92.5%
<b>Total</b>	<b>23,693,554</b>	<b>20,322,554</b>	<b>22,128,610</b>	<b>23,826,118</b>	<b>17.2%</b>

**DEPARTMENT DESCRIPTION**

Special Revenue Funds are established to track the receipts and disbursement of taxes collected for use for a specific purpose. In most cases, the legislation that enacts these taxes limit the use of these funds. In the case of the Public Improvement Fund it is the policy of the City Council to restrict the use of these funds for public improvement purposes. Transportation Sales Tax and Special Road District Tax proceeds are restricted for use for general transportation and road and bridge maintenance expenditures. The Capital 1/4 Cent Sales Tax is restricted by legislation for capital improvement purposes and by Council policy for use on specific projects outlined during the ballot issue. Parks Sales Tax is limited for use for park and recreation purposes.

**DEPARTMENT HIGHLIGHTS / SIGNIFICANT CHANGES**

Much of the revenues collected on an annual basis in the special revenue funds are accumulated for use to fund projects in the Capital Improvement Plan (CIP). The FY 2011 CIP requires the use of balances in the Transportation Sales Tax, Parks Sales Tax and Special Road District Tax Funds. Staff is reviewing changes that may be necessary to the capital plans funded with the various sales taxes due to the decline in revenues. Changes, if necessary will be made in future years.

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	106,936	107,646	107,646	39,927	(62.9%)
Utilities, Services & Misc.	838	0	0	0	
Capital	0	0	0	0	
Other	23,585,780	20,214,908	22,020,964	23,786,191	17.7%
<b>Total</b>	<b>23,693,554</b>	<b>20,322,554</b>	<b>22,128,610</b>	<b>23,826,118</b>	<b>17.2%</b>
Summary					
Operating Expenses	107,774	107,646	107,646	39,927	(62.9%)
Non-Operating Expenses	23,585,780	20,214,908	22,020,964	23,786,191	17.7%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 23,693,554</b>	<b>\$ 20,322,554</b>	<b>\$ 22,128,610</b>	<b>\$ 23,826,118</b>	<b>17.2%</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)

**DEPARTMENT DESCRIPTION**

On November 8, 2005, Columbia voters passed a ten year extension of the one quarter cent capital improvement sales tax. This vote extended the tax from January 1, 2006 to December 31, 2015. The city bonded for the approved projects that include replacement fire trucks, two new fire stations, construction of a police training facility and emergency storm warning sirens. Transportation projects to improve major streets to relieve traffic congestion and sidewalk improvements were also approved. These revenues are used to service the debt and pay for other approved capital projects. A decline in revenue may require a change in the capital plan in future years.

**RESOURCES**

	<b>Proposed FY 2011</b>
Capital 1/4 Cent Sales Tax Receipts	\$ 4,661,000
Investment Revenue	114,602
<b>Total Resources</b>	<b>4,775,602</b>

**EXPENDITURES**

Capital Projects - General Government	3,051,000
Debt Services	2,949,250
<b>Total Expenditures</b>	<b>6,000,250</b>
Revenues Under Expenditures	\$ <u><u>(1,224,648)</u></u>

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
<b>Total</b>	<b>3,000,625</b>	<b>3,682,000</b>	<b>5,488,056</b>	<b>6,000,250</b>	<b>63.0%</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	3,000,625	3,682,000	5,488,056	6,000,250	63.0%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 3,000,625</b>	<b>\$ 3,682,000</b>	<b>\$ 5,488,056</b>	<b>\$ 6,000,250</b>	<b>63.0%</b>

**DESCRIPTION**

In November of 2000, the voters of the City of Columbia passed a Local Parks Sales Tax in the amount of one-quarter of one percent (for five years), and one-eighth of one percent thereafter, on retail sales made in the City. The collection of this tax commenced on April 1, 2001. These funds must be used for parks purposes. In November 2005 voters approved a five year extension of the one-eighth of one percent sales tax that was to expire March 31, 2006. The extension is for an additional five years and is to fund renovation/improvements to existing parks, acquisition/development of parks and additional trails and greenbelts. This 1/8th cent Parks Sales Tax is due to expire in March, 2011. Voters will be asked to renew this in November, 2010. A decline in tax revenue may require the capital plan to be adjusted in future years.

**RESOURCES**

	<b>Proposed FY 2011</b>
FY 2011 Parks Sales Taxes Receipts	\$ 3,851,000
Investment Revenue	0
<b>Total Resources</b>	<b>3,851,000</b>

**EXPENDITURES**

Debt Service - 2007A S.O. Notes	1,016,044
Capital Projects - General Government	780,000
General & Administrative Fee	805
General Fund	1,055,450
Recreation Services Fund	644,105
<b>Total Expenditures</b>	<b>3,496,404</b>
Revenues Over Expenditures	<b>\$ 354,596</b>

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	989	962	962	805	(16.3%)
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	4,589,562	4,915,012	4,915,012	3,495,599	(28.9%)
<b>Total</b>	<b>4,590,551</b>	<b>4,915,974</b>	<b>4,915,974</b>	<b>3,496,404</b>	<b>(28.9%)</b>
Summary					
Operating Expenses	989	962	962	805	(16.3%)
Non-Operating Expenses	4,589,562	4,915,012	4,915,012	3,495,599	(28.9%)
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 4,590,551</b>	<b>\$ 4,915,974</b>	<b>\$ 4,915,974</b>	<b>\$ 3,496,404</b>	<b>(28.9%)</b>

**DESCRIPTION**

Section 94.600 of the Revised Missouri State Statutes allows cities to authorize a 1/2 cent sales tax for transportation purposes if a simple majority of the voters approve such action. The voters of the City of Columbia authorized the addition of this tax on April 6, 1982. State Statutes require proceeds from the tax to be accounted for in a trust fund separate from other sales tax resources. When the City receives proceeds from the transportation sales tax, the money is placed in a Transportation Sales Tax Fund. These funds are then transferred to subsidize Airport and Transit activities, fund various road projects, and pay for street and sidewalk related activities in the General Fund.

**RESOURCES**

	<b>Proposed FY 2011</b>
FY 2011 Transportation Sales Taxes Receipts	\$ 9,322,000
Investment Revenue	12,214
<b>Total Resources</b>	<b>9,334,214</b>

**EXPENDITURES**

Airport Subsidy	1,306,195
Bus Subsidy	2,279,255
CIP	895,325
Street and Sidewalk Related	6,203,925
<b>Total Expenditures</b>	<b>10,684,700</b>
Revenues Under Expenditures	<b>\$ (1,350,486)</b>

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	9,419,368	9,465,971	9,465,971	9,864,375	4.2%
<b>Total</b>	<b>9,419,368</b>	<b>9,465,971</b>	<b>9,465,971</b>	<b>9,864,375</b>	<b>4.2%</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	9,419,368	9,465,971	9,465,971	9,864,375	4.2%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<b>\$ 9,419,368</b>	<b>\$ 9,465,971</b>	<b>\$ 9,465,971</b>	<b>\$ 9,864,375</b>	<b>4.2%</b>

**DESCRIPTION**

The Public Improvement Fund was established to account for and disburse monies the City receives from the city sales tax that it allocates for the Capital Improvement Plan. This fund receives a portion of the city sales tax and is allocated for a wide range of public improvements to the City which includes general government projects in the Capital Improvement Plan. The amount of the General Fund Sales Tax allocated for FY 2011 is 4.1%.

**RESOURCES**

	<b>Proposed FY 2011</b>
	<hr/>
FY 2011 Sales Taxes Receipts	\$ 797,900
Development Fees	720,000
Investment Revenue	41,428
Total Resources	<hr/> <b>1,559,328</b>

**EXPENDITURES**

Capital Projects - General Government	1,100,000
Engineering Transfer & Personnel to support capital program	112,975
General and Administrative Fees	39,122
Lemone Trust Debt	299,567
Total Expenditures	<hr/> <b>1,551,664</b>
Revenues Over Expenditures	\$ <hr/> <b>7,664</b>

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	105,947	106,684	106,684	39,122	(63.3%)
Utilities, Services & Misc.	838	0	0	0	
Capital	0	0	0	0	
Other	2,307,300	638,500	638,500	1,512,542	136.9%
<b>Total</b>	<hr/> <b>2,414,085</b>	<hr/> <b>745,184</b>	<hr/> <b>745,184</b>	<hr/> <b>1,551,664</b>	<hr/> <b>108.2%</b>
Summary					
Operating Expenses	106,785	106,684	106,684	39,122	(63.3%)
Non-Operating Expenses	2,307,300	638,500	638,500	1,512,542	136.9%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<hr/> <b>\$ 2,414,085</b>	<hr/> <b>\$ 745,184</b>	<hr/> <b>\$ 745,184</b>	<hr/> <b>1,551,664</b>	<hr/> <b>108.2%</b>

**DESCRIPTION**

The Special Road District Tax Fund was created to account for the road and bridge tax revenues that are collected by Boone County and shared with the City per agreement. These revenues are used to improve, maintain, construct and repair streets and roads within the City limits that qualify per this agreement. The majority of these funds are transferred for street projects in the Capital Improvement Plan.

**RESOURCES**

	<b>Proposed FY 2011</b>
	<hr/>
County Revenues	\$ 1,400,000
Investment Revenue	18,476
Total Resources	<hr/> <b>1,418,476</b>

**EXPENDITURES**

Capital Projects Transfer	1,400,000
General Fund Transfer	113,425
Total Expenditures	<hr/> <b>1,513,425</b>
Revenues Under Expenditures	<hr/> <b>\$ (94,949)</b> <hr/>

**APPROPRIATIONS**

	<b>Actual FY 2009</b>	<b>Budget FY 2010</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>	<b>% Change From Budget FY 2010</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0	
Supplies & Materials	0	0	0	0	
Travel & Training	0	0	0	0	
Intragovernmental Charges	0	0	0	0	
Utilities, Services & Misc.	0	0	0	0	
Capital	0	0	0	0	
Other	4,268,925	1,513,425	1,513,425	2,913,425	92.5%
<b>Total</b>	<hr/> <b>4,268,925</b>	<hr/> <b>1,513,425</b>	<hr/> <b>1,513,425</b>	<hr/> <b>2,913,425</b>	<hr/> <b>92.5%</b>
Summary					
Operating Expenses	0	0	0	0	
Non-Operating Expenses	4,268,925	1,513,425	1,513,425	2,913,425	92.5%
Debt Service	0	0	0	0	
Capital Additions	0	0	0	0	
Capital Projects	0	0	0	0	
<b>Total Expenses</b>	<hr/> <b>\$ 4,268,925</b>	<hr/> <b>\$ 1,513,425</b>	<hr/> <b>\$ 1,513,425</b>	<hr/> <b>\$ 2,913,425</b>	<hr/> <b>92.5%</b>

(THIS PAGE INTENTIONALLY LEFT BLANK)