



# Administrative Departments



## Description

The City of Columbia has administrative departments which are funded with general city funds and provide centralized services (such as purchasing and accounting) to all of the departments. A portion of the cost of these operations is recovered from the departments outside of the General Fund in the form of a General and Administrative Fee. The allocation methodology was developed by our external auditors many years ago and is updated annually. The revenue from this fee comes into the General Fund and is used to offset the costs of the administrative departments. The remainder of these budgets are funded with general sources which means that the funding can be moved to any other department that is funded with general city funds.

## City Council

The Mayor and City Council act as the legislative and policy making body for the City of Columbia. Operating under a home rule charter, the Council uses various voluntary citizen boards, commissions, and task forces as well as public hearings in the development of City policy matters. According to the City Charter, the City Council is responsible for the appointment of the City Manager, City Clerk, and Municipal Judge.

## City Clerk

The City Clerk serves as the depository for all official records of the City. The City Clerk certifies City records for the courts, City departments, and citizens. The Clerk's office serves as a center for citizen inquiry, proclamation preparation and signing, and personal appearance requests. The Clerk maintains membership rosters for all boards and commissions. The City Clerk also acts as secretary to the Board of Adjustment.

## City Manager

The City Manager is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, 5-year capital improvements plan, preparation of Council agendas and special staff reports, and program coordination and development. The City Manager is directly responsible to the City Council for the proper administration of all the City affairs as well as implementation of policies and programs adopted by the Council. Trust, Special Events, and Journey to Excellence programs are also included in this budget.

## Finance

Finance is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, and business licensing.

## Human Resources

Human Resources is responsible for coordinating the efforts of all City departments in the recruitment, selection, hiring, evaluation, promotion, training and development of a diverse staff of qualified and dedicated employees to serve the citizens of Columbia. General pay and benefits administration, employee health and wellness programs, and drug and alcohol testing are also the responsibility of the Department

## Law

Law is charged with managing all litigation in which the City is a party, prosecuting municipal ordinance violations, and advising the City Council, the City boards and commissions, the City Manager, and department directors on legal matters. The City Counselor is the director of the Department, which is composed of two divisions: the Counselor Division (Civil) and the Prosecution Division.

## City General

City General accounts for non-departmental expenditures. These include various subsidies and transfers as well as other items which are not related to a specific department.

## Public Works - Administration

The Administration section provides management of all divisions and functions of the Department which include: Transit (buses), Parking, Custodial and Maintenance Services, and Fleet Operations.

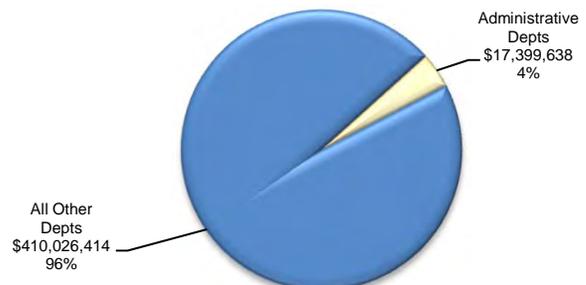
## Other General Government Capital Projects

General government projects that are not associated with Streets and Sidewalks, Parks and Recreation, or Public Safety, are included in Other General Government Projects.

## General Government Debt

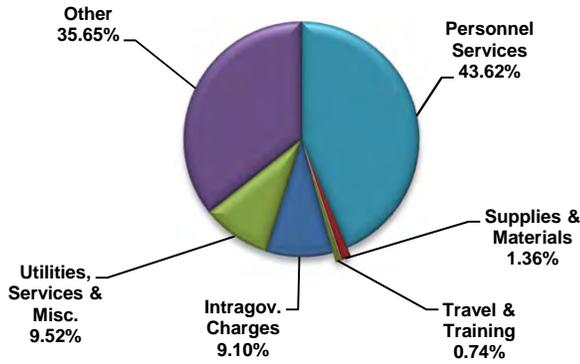
Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment.

**Administrative Dept Expenses vs All Other Dept Expenses**

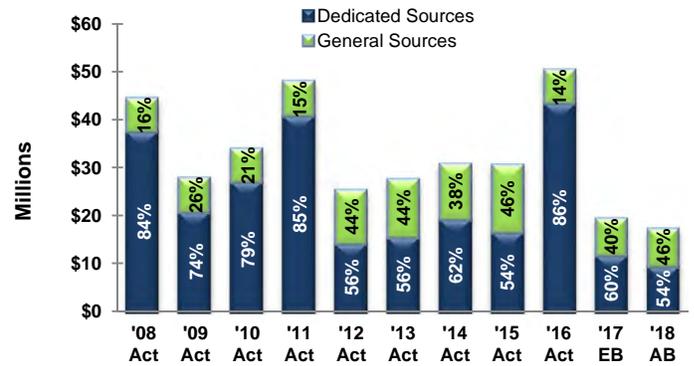


# Administrative Departments - Combined

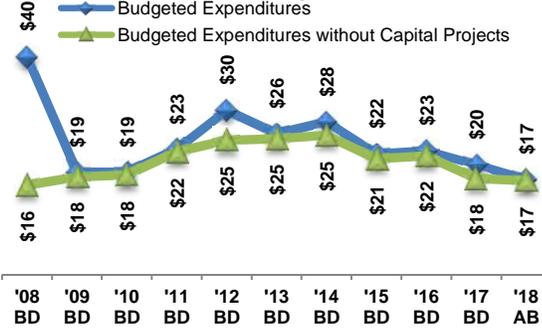
### FY 2018 Total Expenditures By Category



### Funding Sources



### Budgeted Expenditure History (in Millions)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$6,916,360	\$7,277,836	\$6,898,873	\$7,590,504	\$312,668	4.3%
Supplies & Materials	\$209,922	\$230,754	\$206,104	\$236,312	\$5,558	2.4%
Travel & Training	\$95,236	\$131,596	\$112,645	\$129,543	(\$2,053)	(1.6%)
Intragov. Charges	\$1,496,319	\$1,685,964	\$1,685,964	\$1,582,776	(\$103,188)	(6.1%)
Utilities, Services & Misc.	\$3,740,949	\$3,411,236	\$3,292,188	\$1,657,009	(\$1,754,227)	(51.4%)
Capital	\$43,162	\$1,106,491	\$1,106,491	\$0	(\$1,106,491)	(100.0%)
Other	\$37,834,406	\$6,219,349	\$6,219,349	\$6,203,494	(\$15,855)	(0.3%)
<b>Total</b>	<b>\$50,336,354</b>	<b>\$20,063,226</b>	<b>\$19,521,614</b>	<b>\$17,399,638</b>	<b>(\$2,663,588)</b>	<b>(13.3%)</b>
Operating Expenses	\$9,895,446	\$11,333,228	\$10,791,616	\$10,971,144	(\$362,084)	(3.2%)
Non-Operating Expenses	\$2,282,132	\$1,876,117	\$1,876,117	\$1,864,762	(\$11,355)	(0.6%)
Debt Service	\$35,576,282	\$4,343,232	\$4,343,232	\$4,338,732	(\$4,500)	(0.1%)
Capital Additions	\$43,162	\$6,491	\$6,491	\$0	(\$6,491)	(100.0%)
Capital Projects	\$2,539,332	\$2,504,158	\$2,504,158	\$225,000	(\$2,279,158)	(91.0%)
<b>Total Expenses</b>	<b>\$50,336,354</b>	<b>\$20,063,226</b>	<b>\$19,521,614</b>	<b>\$17,399,638</b>	<b>(\$2,663,588)</b>	<b>(13.3%)</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Lease/Bond Proceeds	\$19,279,838	\$0	\$0	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$4,407,469	\$4,726,906	\$4,726,906	\$4,792,696	\$65,790	1.4%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	
Interest Revenue	\$102,692	\$122,456	\$122,456	\$122,456	\$0	0.0%
Other Local Revenues	\$1,832,593	\$1,294,814	\$1,312,441	\$1,285,144	(\$9,670)	(0.7%)
Operating Transfers	\$10,743,364	\$4,177,898	\$4,066,533	\$3,101,502	(\$1,076,396)	(25.8%)
Use of Fund Balance	\$6,922,649	\$1,474,727	\$1,474,727	\$159,985	(\$1,314,742)	(89.2%)
Less: Amt. Added to Fund Bal.	\$0	\$0	\$0	\$0	\$0	
<b>Dedicated Sources</b>	<b>\$43,288,605</b>	<b>\$11,796,801</b>	<b>\$11,703,063</b>	<b>\$9,461,783</b>	<b>(\$2,335,018)</b>	<b>(19.8%)</b>
General Sources	\$7,047,749	\$8,266,425	\$7,818,551	\$7,937,855	(\$328,570)	(4.0%)
<b>Total Funding Sources</b>	<b>\$50,336,354</b>	<b>\$20,063,226</b>	<b>\$19,521,614</b>	<b>\$17,399,638</b>	<b>(\$2,663,588)</b>	<b>(13.3%)</b>

# City Council

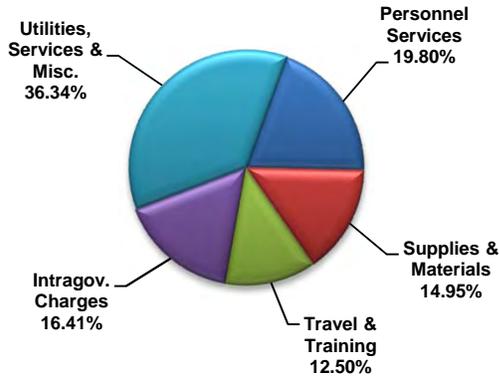
(General Fund)



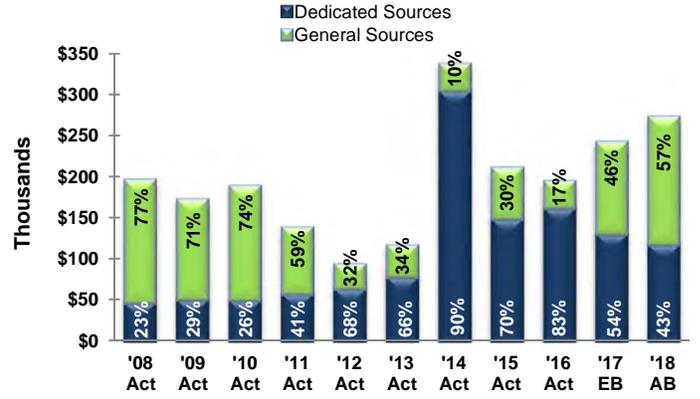
*City of Columbia*  
*Columbia, Missouri*

# City Council - Summary

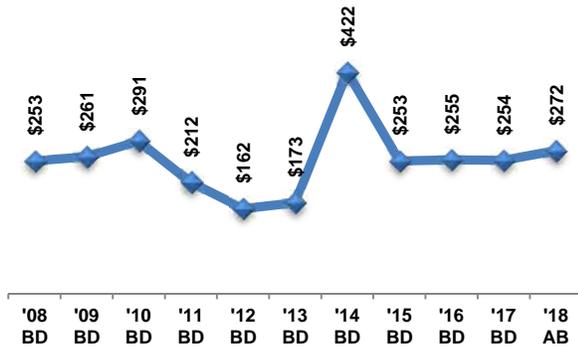
### FY 2018 Total Expenditures By Category



### Funding Sources



### Budgeted Expenditure History (in Thousands)



### Permanent Positions

There are no personnel assigned to this department

## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$53,934	\$53,567	\$53,096	\$53,909	\$342	0.6%
Supplies & Materials	\$14,105	\$32,609	\$29,000	\$40,709	\$8,100	24.8%
Travel & Training	\$31,966	\$34,020	\$32,250	\$34,020	\$0	0.0%
Intragov. Charges	\$45,571	\$50,563	\$50,563	\$44,674	(\$5,889)	(11.6%)
Utilities, Services & Misc.	\$48,614	\$83,427	\$76,460	\$98,913	\$15,486	18.6%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$194,190</b>	<b>\$254,186</b>	<b>\$241,369</b>	<b>\$272,225</b>	<b>\$18,039</b>	<b>7.1%</b>
Operating Expenses	\$194,190	\$254,186	\$241,369	\$272,225	\$18,039	7.1%
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$194,190</b>	<b>\$254,186</b>	<b>\$241,369</b>	<b>\$272,225</b>	<b>\$18,039</b>	<b>7.1%</b>

## Funding Sources (Where the Money Comes From)

Transfers	\$0	\$0	\$0	\$2,000	\$2,000	
Grant Revenue	\$0	\$0	\$0	\$0	\$0	
Other Local Revenues	\$4,062	\$0	\$316	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$156,914	\$129,166	\$129,166	\$114,651	(\$14,515)	(11.2%)
<b>Dedicated Sources</b>	<b>\$160,976</b>	<b>\$129,166</b>	<b>\$129,482</b>	<b>\$116,651</b>	<b>(\$12,515)</b>	<b>(9.7%)</b>
General Sources	\$33,214	\$125,020	\$111,887	\$155,574	\$30,554	24.4%
<b>Total Funding Sources</b>	<b>\$194,190</b>	<b>\$254,186</b>	<b>\$241,369</b>	<b>\$272,225</b>	<b>\$18,039</b>	<b>7.1%</b>

## Description

## Highlights / Significant Changes

The Mayor and City Council act as the legislative and policy making body for the City of Columbia. Operating under a home rule charter, the Council uses various voluntary citizen boards, commissions, and task forces as well as public hearings in the development of City policy matters. According to the City Charter, the City Council is responsible for the appointment of the City Manager, City Clerk, and Municipal Judge.

- There are 42 Council appointed boards and commissions. Beginning in FY 2018, all budgets for Boards & Commissions will be in the City Council budget. This resulted in a \$23,586 increase in that budget. Previously many of the Council appointed boards and commissions budgets were included in the associated department liaison department budgets.
- There are only eleven boards and commissions with budgets.
- Intragovernmental charges decreased \$5,589 or 11.6% due to budget cuts in the Custodial and Building Maintenance budget.

## Department Objectives

**Strategic Priority: Operational Excellence:** Set policy to meet the City's strategic priorities and objectives.

## Authorized Personnel

<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>
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There are no personnel assigned to this budget; however, there are voter approved stipends for the 7 voter elected council members - 1 at-large (Mayor) and 6 respectively representing the six wards.

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**Budget Detail by Division**

	<b>Actual FY 2016</b>	<b>Adj. Budget FY 2017</b>	<b>Estimated FY 2017</b>	<b>Adopted FY 2018</b>	<b>\$ Change 18/17B</b>	<b>% Change 18/17B</b>
<b>City Council:</b>						
Personnel Services	\$53,934	\$53,567	\$53,096	\$53,909	\$342	0.6%
Supplies and Materials	\$7,868	\$17,592	\$14,900	\$17,592	\$0	0.0%
Travel and Training	\$15,589	\$20,250	\$20,250	\$20,250	\$0	0.0%
Intragovernmental Charges	\$45,571	\$50,563	\$50,563	\$44,674	(\$5,889)	(11.6%)
Utilities, Services, & Misc.	\$41,673	\$51,550	\$46,660	\$51,550	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$164,635</b>	<b>\$193,522</b>	<b>\$185,469</b>	<b>\$187,975</b>	<b>(\$5,547)</b>	<b>(2.9%)</b>
<b>Boards and Commissions:</b>						
Personnel Services	\$0	\$0	\$0	\$0	\$0	
Supplies and Materials	\$6,237	\$15,017	\$14,100	\$23,117	\$8,100	53.9%
Travel and Training	\$16,377	\$13,770	\$12,000	\$13,770	\$0	0.0%
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services, & Misc.	\$6,941	\$31,877	\$29,800	\$47,363	\$15,486	48.6%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$29,555</b>	<b>\$60,664</b>	<b>\$55,900</b>	<b>\$84,250</b>	<b>\$23,586</b>	<b>38.9%</b>
<b>Department Totals</b>						
Personnel Services	\$53,934	\$53,567	\$53,096	\$53,909	\$342	0.6%
Supplies and Materials	\$14,105	\$32,609	\$29,000	\$40,709	\$8,100	24.8%
Travel and Training	\$31,966	\$34,020	\$32,250	\$34,020	\$0	0.0%
Intragovernmental Charges	\$45,571	\$50,563	\$50,563	\$44,674	(\$5,889)	(11.6%)
Utilities, Services, & Misc.	\$48,614	\$83,427	\$76,460	\$98,913	\$15,486	18.6%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$194,190</b>	<b>\$254,186</b>	<b>\$241,369</b>	<b>\$272,225</b>	<b>\$18,039</b>	<b>7.1%</b>

# City Council

## Established Boards and Commissions

Liaison Department Board/Commission Name	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>City Council:</b>						
1. Sister Cities*	\$970	\$0	\$0	\$0	\$0	
2. Commissions - General [B11253]	\$538	\$7,000	\$6,000	\$9,000	\$2,000	28.6%
<b>City Manager:</b>						
3. City of Columbia New Century Fund Inc.	\$0	\$0	\$0	\$0	\$0	
4. Downtown Columbia Leadership Council	\$0	\$0	\$0	\$0	\$0	
5. Tax Increment Financing Commission	\$0	\$0	\$0	\$0	\$0	
6. Youth Advisory Council	\$2,418	\$0	\$0	\$0	\$0	
<b>Community Development:</b>						
7. Bicycle/Pedestrian Commission	\$0	\$0	\$0	\$0	\$0	
8. Board of Adjustment [B11210]	\$1,243	\$2,000	\$1,845	\$2,000	\$0	0.0%
9. Building Construction Codes Commission	\$0	\$0	\$0	\$3,550	\$3,550	
10. Columbia Community Development Commissior	\$0	\$0	\$0	\$0	\$0	
11. Community Land Trust Organization Board	\$0	\$0	\$0	\$0	\$0	
12. Community Tree Task Force	\$0	\$0	\$0	\$0	\$0	
13. Historic Preservation [B11270]	\$2,567	\$10,664	\$9,250	\$10,000	(\$664)	(6.2%)
14. Parking & Traffic Management Task Force	\$0	\$0	\$0	\$0	\$0	
15. Planning and Zoning [B11240]	\$4,916	\$6,700	\$7,000	\$20,900	\$14,200	211.9%
<b>Community Relations:</b>						
16. Columbia Vision Commission [B11295]	\$0	\$0	\$0	\$0	\$0	
<b>Convention &amp; Visitors Bureau:</b>						
17. Convention & Visitors Advisory Board [B11295]	\$0	\$0	\$0	\$2,000	\$2,000	
<b>Cultural Affairs:</b>						
18. Commission on Cultural Affairs	\$0	\$0	\$0	\$0	\$0	
19. Mayor's Task Force On The U.S.S. Columbia	\$0	\$0	\$0	\$0	\$0	
20. Standing Comm. on Public Art	\$0	\$0	\$0	\$0	\$0	
<b>Economic Development:</b>						
21. Airport Advisory Board [B11220]	\$1,956	\$2,000	\$1,415	\$0	(\$2,000)	(100.0%)
<b>Finance:</b>						
22. Finance Advisory and Audit Committee	\$0	\$0	\$0	\$0	\$0	
23. Firefighters' Retirement Board	\$0	\$0	\$0	\$0	\$0	
24. Liquor License Review Board	\$0	\$0	\$0	\$0	\$0	
25. Police Retirement Board	\$0	\$0	\$0	\$0	\$0	
<b>Human Resources:</b>						
26. Personnel Advisory Board	\$0	\$0	\$0	\$0	\$0	
<b>Law:</b>						
27. Citizens Police Review Board [B11292]	\$10,293	\$22,500	\$21,730	\$22,500	\$0	0.0%
28. Commission on Human Rights [B11296]	\$0	\$0	\$0	\$4,500	\$4,500	
29. Disabilities [B11280]	\$375	\$1,300	\$1,300	\$1,300	\$0	0.0%

\* Beginning in FY 2017, funding has been moved to the Cultural Affairs operating budget.

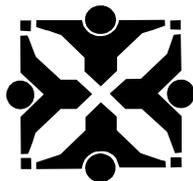
# City Council

## Established Boards and Commissions

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>Liaison Department</b>						
<b>Parks &amp; Recreation:</b>						
30. Mayor's Council on Phys. Fitness [B11290]	\$3,371	\$6,000	\$5,200	\$6,000	\$0	0.0%
31. Parks and Recreation Commission [B11260]	\$908	\$2,500	\$2,160	\$2,500	\$0	0.0%
<b>Public Health &amp; Human Services:</b>						
32. Board of Health	\$0	\$0	\$0	\$0	\$0	
33. Human Services Comm.	\$0	\$0	\$0	\$0	\$0	
34. Substance Abuse Advisory Commission	\$0	\$0	\$0	\$0	\$0	
<b>Public Works:</b>						
35. Public Transit Advisory Commission	\$0	\$0	\$0	\$0	\$0	
36. Rock Quarry Scenic Roadway Stakeholder	\$0	\$0	\$0	\$0	\$0	
<b>Utilities:</b>						
37. Drink Water Planning Work Group	\$0	\$0	\$0	\$0	\$0	
38. Environment and Energy Commission	\$0	\$0	\$0	\$0	\$0	
39. Integrated Water Resource Planning Comm.	\$0	\$0	\$0	\$0	\$0	
40. Railroad Advisory Board	\$0	\$0	\$0	\$0	\$0	
41. Source Water Protection Plan Task Force	\$0	\$0	\$0	\$0	\$0	
42. Water and Light Advisory Board	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$29,555</b>	<b>\$60,664</b>	<b>\$55,900</b>	<b>\$84,250</b>	<b>\$23,586</b>	<b>38.9%</b>

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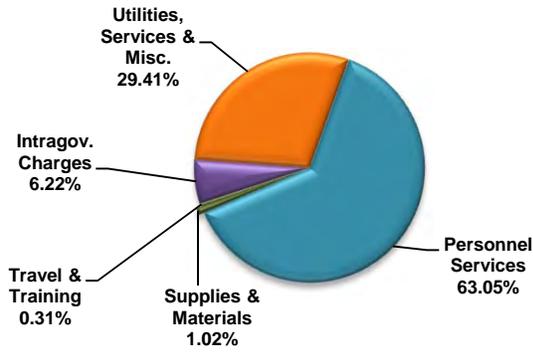
# City Clerk and Elections (General Fund)



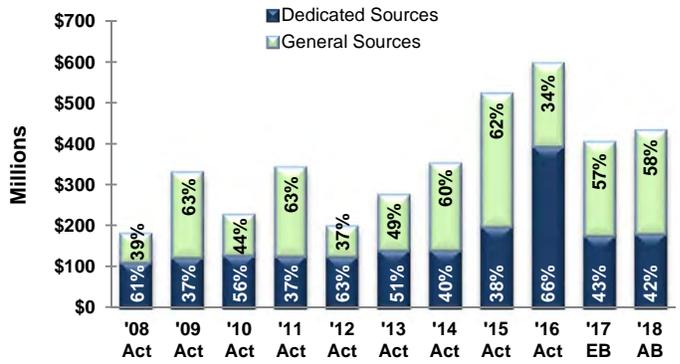
*City of Columbia*  
*Columbia, Missouri*

# City Clerk - Summary

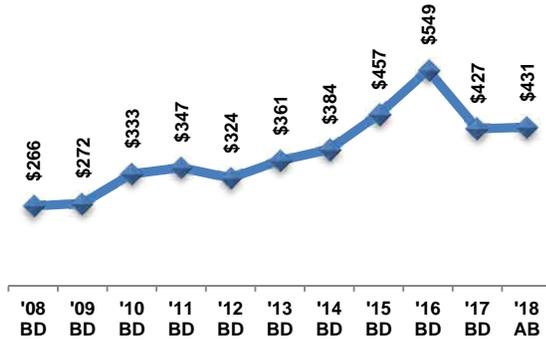
### FY 2018 Total Expenditures By Category



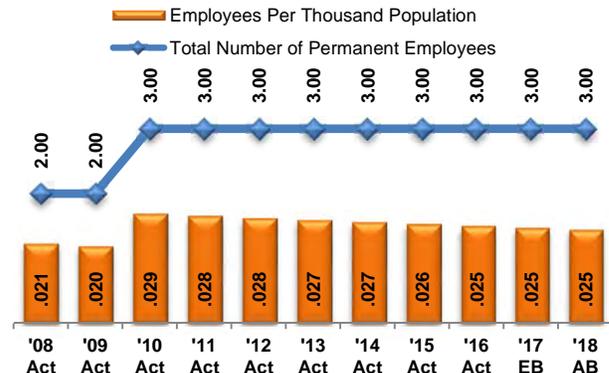
### Funding Sources



### Budgeted Expenditure History (in Thousands)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$241,378	\$268,236	\$245,313	\$271,465	\$3,229	1.2%
Supplies & Materials	\$1,229	\$4,379	\$3,500	\$4,379	\$0	0.0%
Travel & Training	\$235	\$1,319	\$1,075	\$1,319	\$0	0.0%
Intragov. Charges	\$25,674	\$26,715	\$26,715	\$26,760	\$45	0.2%
Utilities, Services & Misc.	\$325,848	\$126,600	\$126,330	\$126,600	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$594,364</b>	<b>\$427,249</b>	<b>\$402,933</b>	<b>\$430,523</b>	<b>\$3,274</b>	<b>0.8%</b>
Operating Expenses	\$594,364	\$427,249	\$402,933	\$430,523	\$3,274	0.8%
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$594,364</b>	<b>\$427,249</b>	<b>\$402,933</b>	<b>\$430,523</b>	<b>\$3,274</b>	<b>0.8%</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Other Local Revenues	\$273	\$0	\$22	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$201,432	\$174,754	\$174,754	\$178,720	\$3,966	2.3%
Operating Transfers	\$188,965	\$0	\$0	\$0	\$0	
Dedicated Sources	<b>\$390,670</b>	<b>\$174,754</b>	<b>\$174,776</b>	<b>\$178,720</b>	<b>\$3,966</b>	<b>2.3%</b>
General Sources	\$203,694	\$252,495	\$228,157	\$251,803	(\$692)	(0.3%)
<b>Total Funding Sources</b>	<b>\$594,364</b>	<b>\$427,249</b>	<b>\$402,933</b>	<b>\$430,523</b>	<b>\$3,274</b>	<b>0.8%</b>

**Description**

The City Clerk's office serves as the depository for all official records of the City, and the Clerk certifies City records for the courts, City departments, and citizens. The Clerk's office serves as a center for citizen inquiry, proclamation preparation and signing, and personal appearance requests. The Clerk maintains membership rosters for all boards and commissions.

**Highlights / Significant Changes**

- There are no significant changes this fiscal year.
- Personnel costs increased 1.2% due to increases in Health Insurance and pension rates.

**Department Objectives**

- **Strategic Priority: Operational Excellence:** Maintain and provide access to official city documents in the most expedient and efficient manner; and to expeditiously respond to the citizenry, City Council, Boards and Commissions, and City staff requests for services as provided by this department.

**Authorized Personnel**

	<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>	<u>Position Changes</u>
City Clerk - General	3.00	3.00	3.00	3.00	
City Clerk - Elections	0.00	0.00	0.00	0.00	
<b>Total Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

# City Clerk - Detail

## Budget Detail By Division

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>General:</b>						
Personnel Services	\$241,378	\$268,236	\$245,313	\$271,465	\$3,229	1.2%
Supplies and Materials	\$1,229	\$4,379	\$3,500	\$4,379	\$0	0.0%
Travel and Training	\$235	\$1,319	\$1,075	\$1,319	\$0	0.0%
Intragovernmental Charges	\$25,674	\$26,715	\$26,715	\$26,760	\$45	0.2%
Utilities, Services, & Misc.	\$2,884	\$7,940	\$7,670	\$7,940	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$271,400</b>	<b>\$308,589</b>	<b>\$284,273</b>	<b>\$311,863</b>	<b>\$3,274</b>	<b>1.1%</b>
<b>Elections:</b>						
Personnel Services	\$0	\$0	\$0	\$0	\$0	
Supplies and Materials	\$0	\$0	\$0	\$0	\$0	
Travel and Training	\$0	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services & Misc.	\$322,964	\$118,660	\$118,660	\$118,660	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$322,964</b>	<b>\$118,660</b>	<b>\$118,660</b>	<b>\$118,660</b>	<b>\$0</b>	<b>0.0%</b>
<b>Department Totals</b>						
Personnel Services	\$241,378	\$268,236	\$245,313	\$271,465	\$3,229	1.2%
Supplies and Materials	\$1,229	\$4,379	\$3,500	\$4,379	\$0	0.0%
Travel and Training	\$235	\$1,319	\$1,075	\$1,319	\$0	0.0%
Intragovernmental Charges	\$25,674	\$26,715	\$26,715	\$26,760	\$45	0.2%
Utilities, Services & Misc.	\$325,848	\$126,600	\$126,330	\$126,600	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$594,364</b>	<b>\$427,249</b>	<b>\$402,933</b>	<b>\$430,523</b>	<b>\$3,274</b>	<b>0.8%</b>

## Authorized Personnel

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
<b>General</b>					
8804 - Deputy City Clerk	1.00	1.00	1.00	1.00	
8803 - City Clerk	1.00	1.00	1.00	1.00	
1006 - Sr Administrative Supp Asst.	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
Permanent Full-Time	3.00	3.00	3.00	3.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	

### Elections

There are no personnel assigned to the Elections division.

# City Manager

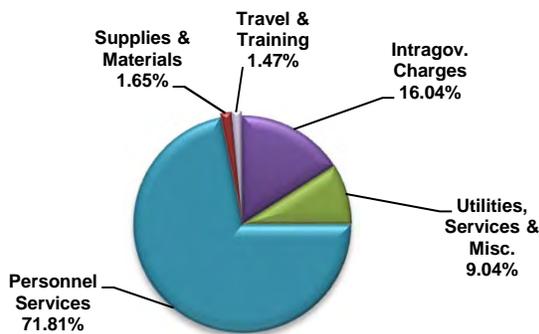
(General Fund)



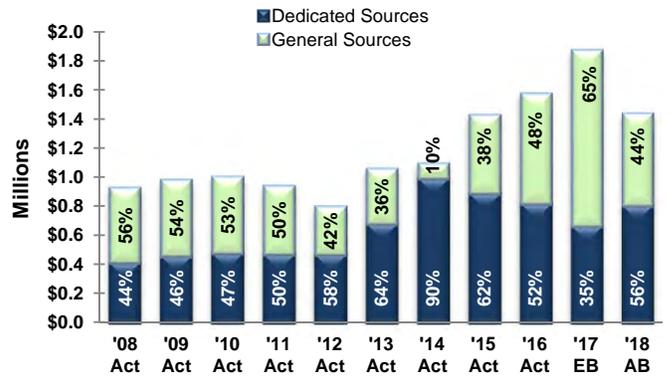
*City of Columbia*  
*Columbia, Missouri*

# City Manager

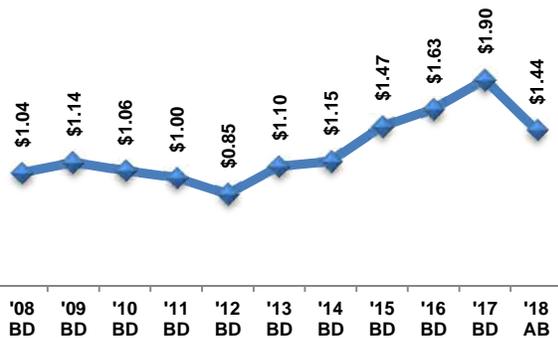
### FY 2018 Total Expenditures By Category



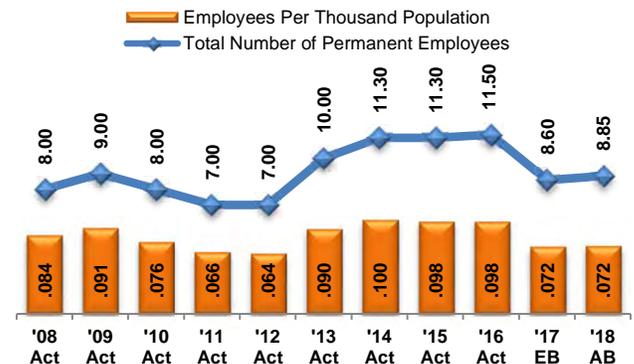
### Funding Sources



### Budgeted Expenditure History (in Millions)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$1,215,200	\$959,078	\$946,383	\$1,031,271	\$72,193	7.5%
Supplies & Materials	\$20,118	\$23,700	\$21,900	\$23,700	\$0	0.0%
Travel & Training	\$13,831	\$23,103	\$12,225	\$21,050	(\$2,053)	(8.9%)
Intragov. Charges	\$191,763	\$250,995	\$250,995	\$230,371	(\$20,624)	(8.2%)
Utilities, Services & Misc.	\$130,588	\$638,596	\$638,009	\$129,800	(\$508,796)	(79.7%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,571,500</b>	<b>\$1,895,472</b>	<b>\$1,869,512</b>	<b>\$1,436,192</b>	<b>(\$459,280)</b>	<b>(24.2%)</b>
Operating Expenses	\$1,571,500	\$1,895,472	\$1,869,512	\$1,436,192	(\$459,280)	(24.2%)
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$1,571,500</b>	<b>\$1,895,472</b>	<b>\$1,869,512</b>	<b>\$1,436,192</b>	<b>(\$459,280)</b>	<b>(24.2%)</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Transfers *	\$229,571	\$59,320	\$59,320	\$61,205	\$1,885	3.2%
Other Local Revenues	\$62,554	\$37,090	\$38,061	\$27,420	(\$9,670)	(26.1%)
Intragov. Revenues (G&A Fees)	\$520,549	\$562,727	\$562,727	\$711,992	\$149,265	26.5%
<b>Dedicated Sources</b>	<b>\$812,674</b>	<b>\$659,137</b>	<b>\$660,108</b>	<b>\$800,617</b>	<b>\$141,480</b>	<b>21.5%</b>
General Sources	\$758,826	\$1,236,335	\$1,209,404	\$635,575	(\$600,760)	(48.6%)
<b>Total Funding Sources</b>	<b>\$1,571,500</b>	<b>\$1,895,472</b>	<b>\$1,869,512</b>	<b>\$1,436,192</b>	<b>(\$459,280)</b>	<b>(24.2%)</b>

\* Transfers from Convention and Visitors Bureau to fund Event Services Specialist  
 Transfers from Capital Project Fund to pay for COFERS Project Manager (FY 2016)  
 Transfers from Water, Electric, Parking, Transit, Sewer, Solid Waste, and Transload for sustainability project savings to offset Office of Sustainability costs. Note: In FY 2017 the Office of Sustainability moved into a different department which is reflected in the Health and Environment section of the budget document.

## Description

The City Manager's Office is responsible for the general administration of the City of Columbia, an annual statement of City programs and priorities, preparation of the annual budget, 5-year capital improvements plan, preparation of Council agendas and special staff reports, and program coordination and development. The City Manager is directly responsible to the City Council for the proper administration of all the City affairs as well as implementation of policies and programs adopted by the Council. The City Manager attends all Council meetings and Council work sessions. The City Manager appoints all officers and employees of the City except for the City Clerk and Municipal Judge. The City Counselor's appointment is subject to City Council approval. Appointment of subordinates is generally delegated to the appropriate Department Director.

## Department Objectives, cont.

- The City Manager's Department is the liaison department for the following Boards and Commissions:
  - City of Columbia New Century Fund Incorporated Board
  - Downtown Columbia Leadership Council
  - Tax Increment Financing Commission
  - Youth Advisory Council

## Highlights / Significant Changes

- As the City Council requested, the City Manager's Office remains committed to achieving the Missouri Quality Award, official state recognition for excellence in local government.
- In FY 2018 0.25 FTE of a Sr. Administrative Support Assistant position will be reallocated from the Cultural Affairs office to this budget to provide additional clerical services for this department. This resulted in a \$13,000 increase in personnel services.
- FY 2017 included \$19,300 for a 45 day hiring delay when Deputy City Manager Tony St. Romaine retired. These funds have been added back to the FY 2018 budget.
- FY 2018 includes an increase of \$13,840 for paying the strategic plan consultants. These positions were previously paid for with FY 2014 general fund savings which have now been spent.
- Personnel increases also reflect a 7% increase in health insurance costs and an increase in the pension contribution rate.
- Intragovernmental charges decreased \$20,624 due to budget cuts in the Custodial and Building Maintenance Fund and lower Self Insurance charges.
- Utilities, Services, and Miscellaneous reflects a 79.7% decrease as the FY 2017 budget included the \$500,000 one-time use of excess fund balance to provide some funding for the Boys and Girls Club gym project.

## Department Objectives

- **Implement the City-Wide Strategic Plan** through consistent, measurable execution of strategic plan goals; and the alignment of departmental strategic plans with the city-wide plan.
- **Streamline customer service** to increase citizen agreement that it was easy to reach the right person the last time they contacted the city to 65% by 2019.
- **Execute performance measurement and improvement initiatives** that will assist the city with an award-level Missouri Quality Award (MQA) application.
- **Elevate citizen engagement** to increase citizen agreement that the city is a trusted source of information about programs and services to 68% by 2019.

## Authorized Personnel

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
9998 - City Manager	1.00	1.00	1.00	1.00	
9950 - City Management Fellow	2.00	2.00	2.00	2.00	
9916 - Sustainability Educator ^	1.00	0.00	0.00	0.00	
9915 - Sustainability Manager ^	1.00	0.00	0.00	0.00	
9911 - Assistant to City Manager	1.00	1.00	1.00	1.00	
9905 - Deputy City Manager	1.00	1.10	1.10	1.10	
9901 - Assistant City Manager	0.50	0.50	0.50	0.50	
9800 - Event Services Specialist	1.00	1.00	1.00	1.00	
6760 - Financial Project Officer +	1.00	0.00	0.00	0.00	
4619 - Trust Administrator	1.00	1.00	1.00	1.00	
4610 - Internal Auditor	1.00	1.00	1.00	1.00	
1006 - Sr Admin Supp Asst.*	0.00	0.00	0.00	0.25	0.25
<b>Total Personnel</b>	<b>11.50</b>	<b>8.60</b>	<b>8.60</b>	<b>8.85</b>	<b>0.25</b>
Permanent Full-Time	11.50	8.60	8.60	8.85	0.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>11.50</b>	<b>8.60</b>	<b>8.60</b>	<b>8.85</b>	<b>0.25</b>

\*In FY 2018 a portion of Senior Administrative Support Assistant was reallocated from Cultural Affairs to City Manager

^ In FY 2017, the Sustainability Manager and Sustainability Educator positions were moved to Sustainability budget in the Health and Environment section.

+ In FY 2017 the Financial Project Officer position was eliminated

**Budget Detail by Divisions**

	<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>	<u>\$ Change 18/17B</u>	<u>% Change 18/17B</u>
<b>Administration:</b>						
Personnel Services	\$1,017,197	\$943,534	\$929,267	\$996,964	\$53,430	5.7%
Supplies and Materials	\$14,070	\$23,700	\$21,900	\$23,700	\$0	0.0%
Travel and Training	\$12,224	\$23,103	\$12,225	\$21,050	(\$2,053)	(8.9%)
Intragovernmental Charges	\$190,486	\$250,995	\$250,995	\$230,371	(\$20,624)	(8.2%)
Utilities, Services, & Misc.	\$106,104	\$585,515	\$584,928	\$89,035	(\$496,480)	(84.8%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,340,081</b>	<b>\$1,826,847</b>	<b>\$1,799,315</b>	<b>\$1,361,120</b>	<b>(\$465,727)</b>	<b>(25.5%)</b>
<b>Sustainability:</b>						
Personnel Services	\$143,162	\$0	\$0	\$0	\$0	
Supplies and Materials	\$5,757	\$0	\$0	\$0	\$0	
Travel and Training	\$1,548	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$1,277	\$0	\$0	\$0	\$0	
Utilities, Services, & Misc.	\$2,888	\$0	\$0	\$0	\$0	
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total *</b>	<b>\$154,632</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Special Events:</b>						
Personnel Services	\$45,015	\$0	\$1,259	\$0	\$0	
Supplies and Materials	\$283	\$0	\$0	\$0	\$0	
Travel and Training	\$59	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services, & Misc.	\$0	\$0	\$0	\$0	\$0	
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total **</b>	<b>\$45,357</b>	<b>\$0</b>	<b>\$1,259</b>	<b>\$0</b>	<b>\$0</b>	
<b>Leadership for Performance Excellence:</b>						
Personnel Services	\$9,826	\$15,544	\$15,857	\$34,307	\$18,763	120.7%
Supplies and Materials	\$8	\$0	\$0	\$0	\$0	
Travel and Training	\$0	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services, & Misc.	\$21,596	\$53,081	\$53,081	\$40,765	(\$12,316)	(23.2%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$31,430</b>	<b>\$68,625</b>	<b>\$68,938</b>	<b>\$75,072</b>	<b>\$6,447</b>	<b>9.4%</b>

\* In FY 2017, Sustainability was moved to a separate department and placed under the direction of the Utilities to improve coordination of city-wide sustainability efforts.

\*\* In FY 2017, Special Events was moved back into the Administration Division.

<b>Total Department</b>						
Personnel Services	\$1,215,200	\$959,078	\$946,383	\$1,031,271	\$72,193	7.5%
Supplies and Materials	\$20,118	\$23,700	\$21,900	\$23,700	\$0	0.0%
Travel and Training	\$13,831	\$23,103	\$12,225	\$21,050	(\$2,053)	(8.9%)
Intragovernmental Charges	\$191,763	\$250,995	\$250,995	\$230,371	(\$20,624)	(8.2%)
Utilities, Services, & Misc.	\$130,588	\$638,596	\$638,009	\$129,800	(\$508,796)	(79.7%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,571,500</b>	<b>\$1,895,472</b>	<b>\$1,869,512</b>	<b>\$1,436,192</b>	<b>(\$459,280)</b>	<b>(24.2%)</b>

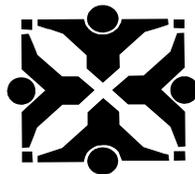
# City Manager Fees/Charges/Fines

			FY 2017	FY 2018
	Chapter/ Section	Date Last Changed	Fee	Fee
<b>Special Events permit</b>				
Application processing fee	24-73(c)	01-06-14	\$100	\$100

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# Finance Department

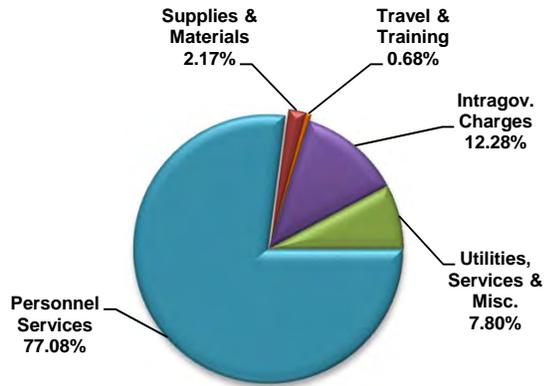
(General Fund)



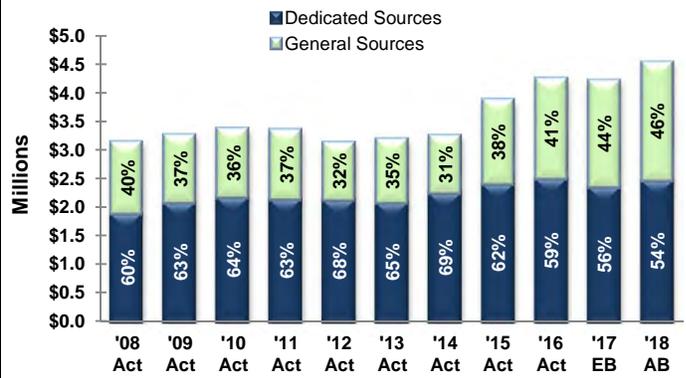
*City of Columbia*  
*Columbia, Missouri*

# Finance - Summary

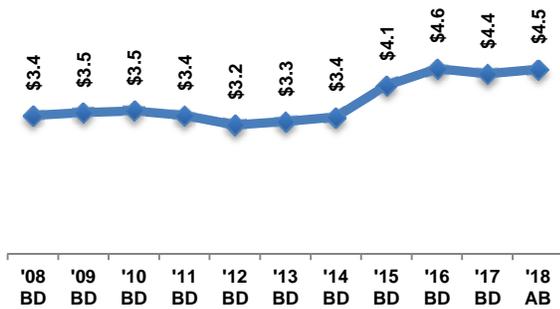
### FY 2018 Total Expenditures By Category



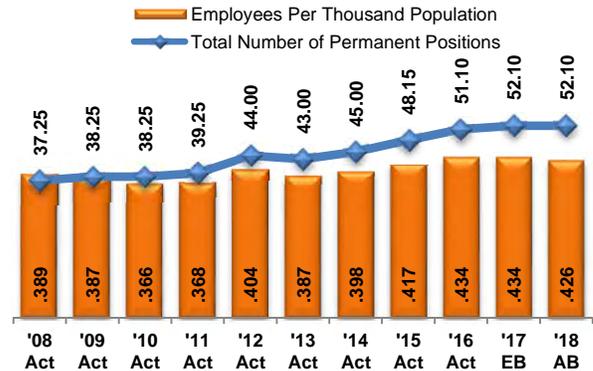
### Funding Sources



### Budgeted Expenditure History (in Millions)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$3,261,499	\$3,336,717	\$3,184,586	\$3,501,875	\$165,158	4.9%
Supplies & Materials	\$103,294	\$100,166	\$90,024	\$98,424	(\$1,742)	(1.7%)
Travel & Training	\$13,143	\$31,087	\$27,235	\$31,087	\$0	0.0%
Intragov. Charges	\$485,602	\$571,618	\$571,618	\$557,779	(\$13,839)	(2.4%)
Utilities, Services & Misc.	\$349,387	\$384,451	\$343,693	\$354,273	(\$30,178)	(7.8%)
Capital	\$43,162	\$6,491	\$6,491	\$0	(\$6,491)	(100.0%)
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$4,256,087</b>	<b>\$4,430,530</b>	<b>\$4,223,647</b>	<b>\$4,543,438</b>	<b>\$112,908</b>	<b>2.5%</b>
Operating Expenses	\$4,212,925	\$4,424,039	\$4,217,156	\$4,543,438	\$119,399	2.7%
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$43,162	\$6,491	\$6,491	\$0	(\$6,491)	(100.0%)
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$4,256,087</b>	<b>\$4,430,530</b>	<b>\$4,223,647</b>	<b>\$4,543,438</b>	<b>\$112,908</b>	<b>2.5%</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Transfers	\$258,936	\$111,365	\$0	\$0	(\$111,365)	(100.0%)
Other Local Revenues	\$8,438	\$230	\$6,185	\$230	\$0	0.0%
Intragov. Revenues (G&A Fees)	\$2,252,104	\$2,343,033	\$2,343,033	\$2,462,586	\$119,553	5.1%
<b>Dedicated Sources</b>	<b>\$2,519,478</b>	<b>\$2,454,628</b>	<b>\$2,349,218</b>	<b>\$2,462,816</b>	<b>\$8,188</b>	<b>0.3%</b>
General Sources	\$1,736,609	\$1,975,902	\$1,874,429	\$2,080,622	\$104,720	5.3%
<b>Total Funding Sources</b>	<b>\$4,256,087</b>	<b>\$4,430,530</b>	<b>\$4,223,647</b>	<b>\$4,543,438</b>	<b>\$112,908</b>	<b>2.5%</b>

## Description

The Finance Department is responsible for the administration, direction, and coordination of all financial services of the City involving financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, and administering Police and Fire pension funds. With the exception of Self Insurance, which is an internal service fund and is located in the Supporting Activities section of this document, all Finance Divisions are budgeted and accounted for in the General Fund.

## Department Objectives

**Strategic Priority: Operational Excellence:** The Finance Department will provide the support necessary to allow the City to conduct business in an efficient and effective manner. This includes performing the day to day processing activities, providing accurate and timely management information, external financial reports that adhere to professional standards, and managing the city's capital needs through investing and borrowing activities. In addition, the Finance Department is responsible for ensuring the City adheres to all federal, state and local requirements that relate to accounting, budgeting, purchasing, business license, investment, and other related activities.

- Finance Department is the department liaison for the following Boards and Commissions:
  - Finance Advisory and Audit Committee
  - Firefighter's Retirement Board
  - Liquor License Review Board

## Highlights / Significant Changes

- **Administration:** The entire Finance Department continues to complete projects related to the implementation of phase 2 of COFERS ERP software project (MUNIS) which went live in October, 2016. Budgeting has enhanced the ten year trend manual to include additional financial information and financial indicators within each section of the document and continues to develop reporting within the new financial system.
- **Accounting:** Much of MUNIS has been implemented. Payroll went live January 1, 2016 and the rest of the financials went live on October 1, 2016. The Energov suite of software for Business License and Community Development is scheduled to be implemented during FY 2018. Information from those legacy systems is being cross-walked to the new financial system until that time. New accounting standards for Other Post Employment Benefits (OPEB) reporting in the audited Comprehensive Annual Financial Report are in the process of implementation for FY 2018. Other major new accounting standards are on the horizon for implementation in FY 2019 and beyond.

## Highlights / Significant Changes continued

An Assistant Controller position was added to the Accounting division during FY 2017 to provide backup in the absence of the Controller as well as provide additional leadership to the division to better fulfill operational needs. This position will be funded with amounts that would have been used for the pension administrator position, which remains authorized but unfunded for FY 2018 and will therefore have no significant increase to the budget.

- **Purchasing:** The Purchasing division implemented the Purchasing Module of the Enterprise Resource Planning system (COFERS) on October 1, 2016. The Division continues to work on process improvement and training for the new system. The Purchasing division processed 171 formal FY 2016 bids (\$15,000.00 and over), and issued 1,974 purchase orders totaling \$61,577,678 in FY 2016. Purchasing administers (in the field contract compliance, prevailing wage payrolls, DBE program, Sole Source approvals, addendums, change orders, renewals, cancellations, staff training, P-Card program, open record request, etc.) more than 500 contracts for various types of services and products and construction on a yearly basis. Purchasing administers the procurement card process for the City which had a total spend of \$5,327,963 with 27,023 transactions being monitored by Purchasing in FY 2016. The Purchasing staff also administers the sale of surplus property. In FY 2016 the City sold approximately 137 individual surplus items.
- **Business License:** The Business License Division renewed 5,185 business licenses and issued 732 new business licenses during license year 2017. The number of renewed business licenses increased slightly while there was a slight decrease in the number of new business licenses issued. In addition, 631 annual and temporary liquor licenses were issued (2% increase), as well as 210 armed/unarmed guard licenses (1% increase), 203 taxi/limousine driver and vehicle permits (29% decrease), 417 transportation network operator [TNO (Uber)] permits (216% increase), and numerous animal licenses, solicitors permits and temporary business licenses. Effective August 28, 2017, State law prohibits municipalities from requiring a license for TNOs. Staff will continue to review pertinent sections of the City Code of Ordinances to identify areas of improvement in an effort to provide the highest level of customer service.
- **Treasury Management:** During FY 2016, the Treasury Management Division obtained training on both the new Advanced CIS utility billing software and the Tyler Cashiering software that were implemented as part of the COFERS project. These systems went live on August 29, 2016 and October 1, 2016, respectively. Investment of the operating funds not needed for immediate expenditures are invested and earned over \$5.7 million during FY 2016. The cashiering staff processed over 875,000 payments which consisted of payments made face to face, electronic and mail and totaled over \$250 million.

## Authorized Personnel

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
Administration & Financial Planning	9.65	9.75	9.75	9.50	(0.25)
Accounting	21.00	21.00	22.00	22.00	
Treasury Management	9.80	9.90	9.90	9.90	
Purchasing	8.40	8.20	8.20	8.20	
Business License	2.25	2.25	2.25	2.50	0.25
<b>Total Personnel</b>	<b>51.10</b>	<b>51.10</b>	<b>52.10</b>	<b>52.10</b>	
Permanent Full-Time	49.35	49.35	50.35	50.35	
Permanent Part-Time	1.75	1.75	1.75	1.75	
<b>Total Permanent</b>	<b>51.10</b>	<b>51.10</b>	<b>52.10</b>	<b>52.10</b>	

# Finance

## Budget Detail by Divisions

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>Administration:</b>						
Personnel Services	\$806,186	\$847,696	\$828,845	\$834,924	(\$12,772)	(1.5%)
Supplies and Materials	\$30,145	\$20,650	\$16,515	\$20,750	\$100	0.5%
Travel and Training	\$6,011	\$11,675	\$11,675	\$11,675	\$0	0.0%
Intragovernmental Charges	\$485,452	\$566,940	\$566,940	\$551,841	(\$15,099)	(2.7%)
Utilities, Services, & Misc.	\$221,343	\$198,985	\$175,340	\$203,065	\$4,080	2.1%
Capital	\$8,264	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,557,401</b>	<b>\$1,645,946</b>	<b>\$1,599,315</b>	<b>\$1,622,255</b>	<b>(\$23,691)</b>	<b>(1.4%)</b>
<b>Accounting:</b>						
Personnel Services	\$1,304,426	\$1,330,398	\$1,329,966	\$1,496,959	\$166,561	12.5%
Supplies and Materials	\$37,210	\$40,550	\$34,750	\$40,550	\$0	0.0%
Travel and Training	\$3,441	\$9,352	\$6,000	\$9,352	\$0	0.0%
Intragovernmental Charges	\$0	\$1,371	\$1,371	\$1,665	\$294	21.4%
Utilities, Services, & Misc.	\$15,413	\$46,621	\$32,679	\$25,106	(\$21,515)	(46.1%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,360,490</b>	<b>\$1,428,292</b>	<b>\$1,404,766</b>	<b>\$1,573,632</b>	<b>\$145,340</b>	<b>10.2%</b>
<b>Treasury Management:</b>						
Personnel Services	\$515,794	\$517,371	\$396,352	\$512,704	(\$4,667)	(0.9%)
Supplies and Materials	\$12,480	\$11,875	\$11,875	\$10,710	(\$1,165)	(9.8%)
Travel and Training	\$1,154	\$4,000	\$3,500	\$4,000	\$0	0.0%
Intragovernmental Charges	\$150	\$555	\$555	\$460	(\$95)	(17.1%)
Utilities, Services, & Misc.	\$67,200	\$67,715	\$65,394	\$52,605	(\$15,110)	(22.3%)
Capital	\$34,898	\$6,491	\$6,491	\$0	(\$6,491)	(100.0%)
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$631,676</b>	<b>\$608,007</b>	<b>\$484,167</b>	<b>\$580,479</b>	<b>(\$27,528)</b>	<b>(4.5%)</b>
<b>Purchasing:</b>						
Personnel Services	\$514,488	\$515,289	\$503,460	\$514,703	(\$586)	(0.1%)
Supplies and Materials	\$5,979	\$8,547	\$8,340	\$7,870	(\$677)	(7.9%)
Travel and Training	\$958	\$4,250	\$4,250	\$4,250	\$0	0.0%
Intragovernmental Charges	\$0	\$2,328	\$2,328	\$3,355	\$1,027	44.1%
Utilities, Services, & Misc.	\$30,791	\$32,632	\$31,782	\$32,914	\$282	0.9%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$552,216</b>	<b>\$563,046</b>	<b>\$550,160</b>	<b>\$563,092</b>	<b>\$46</b>	<b>0.0%</b>
<b>Business License:</b>						
Personnel Services	\$120,605	\$125,963	\$125,963	\$142,585	\$16,622	13.2%
Supplies and Materials	\$17,480	\$18,544	\$18,544	\$18,544	\$0	0.0%
Travel and Training	\$1,579	\$1,810	\$1,810	\$1,810	\$0	0.0%
Intragovernmental Charges	\$0	\$424	\$424	\$458	\$34	8.0%
Utilities, Services, & Misc.	\$14,640	\$38,498	\$38,498	\$40,583	\$2,085	5.4%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$154,304</b>	<b>\$185,239</b>	<b>\$185,239</b>	<b>\$203,980</b>	<b>\$18,741</b>	<b>10.1%</b>
<b>Department Totals:</b>						
Personnel Services	\$3,261,499	\$3,336,717	\$3,184,586	\$3,501,875	\$165,158	4.9%
Supplies and Materials	\$103,294	\$100,166	\$90,024	\$98,424	(\$1,742)	(1.7%)
Travel and Training	\$13,143	\$31,087	\$27,235	\$31,087	\$0	0.0%
Intragovernmental Charges	\$485,602	\$571,618	\$571,618	\$557,779	(\$13,839)	(2.4%)
Utilities, Services, & Misc.	\$349,387	\$384,451	\$343,693	\$354,273	(\$30,178)	(7.8%)
Capital	\$43,162	\$6,491	\$6,491	\$0	(\$6,491)	(100.0%)
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$4,256,087</b>	<b>\$4,430,530</b>	<b>\$4,223,647</b>	<b>\$4,543,438</b>	<b>\$112,908</b>	<b>2.5%</b>

# Finance

## Authorized Personnel by Divisions

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
<b>Administration:</b>					
6800 - Director, Finance	1.00	1.00	1.00	1.00	
6750 - Asst. Director, Finance *	0.00	0.10	0.10	0.10	
6606 - Budget Supervisor	1.00	1.00	1.00	1.00	
6605 - Budget Officer	1.00	1.00	1.00	1.00	
6604 - Budget Analyst +	3.00	2.00	2.00	2.00	
6603 - Senior Budget Analyst +	1.00	2.00	2.00	2.00	
6507 - Business Services Technician #	0.00	0.00	0.00	0.00	
6505 - Business Services Manager	0.40	0.40	0.40	0.40	
6500 - Pension Administrator **	1.00	1.00	1.00	1.00	
1400 - Administrative Technician	1.00	1.00	1.00	1.00	
1006 - Sr Administrative Supp Asst. #	0.25	0.25	0.25	0.00	(0.25)
<b>Total Personnel</b>	<b>9.65</b>	<b>9.75</b>	<b>9.75</b>	<b>9.50</b>	<b>(0.25)</b>
Permanent Full-Time	9.65	9.75	9.75	9.50	(0.25)
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.65</b>	<b>9.75</b>	<b>9.75</b>	<b>9.50</b>	<b>(0.25)</b>
<b>Accounting:</b>					
6208 - Accountant I ^	2.00	1.00	1.00	1.00	
6207 - Accountant II	2.00	2.00	2.00	2.00	
6206 - Assistant Controller	0.00	0.00	1.00	1.00	
6205 - Controller ++	1.00	1.00	1.00	1.00	
6203 - Senior Accountant ^	3.00	4.00	4.00	4.00	
6201 - Accounting Supervisor	3.00	3.00	3.00	3.00	
1205 - Payroll Specialist ^^	0.00	0.00	1.00	1.00	
1203 - Accounting Assistant ^^	10.00	10.00	9.00	9.00	
<b>Total Personnel</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	
Permanent Full-Time	20.00	20.00	21.00	21.00	
Permanent Part-Time	1.00	1.00	1.00	1.00	
<b>Total Permanent</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>	
<b>Treasury Management:</b>					
6750 - Asst. Director, Finance *	0.30	0.40	0.40	0.40	
6700 - Treasurer	1.00	1.00	1.00	1.00	
1210 - Treasury Support Supervisor	1.00	1.00	1.00	1.00	
1201 - Cashier	6.50	6.50	6.50	6.50	
1200 - Lead Cashier	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>9.80</b>	<b>9.90</b>	<b>9.90</b>	<b>9.90</b>	
Permanent Full-Time	9.05	9.15	9.15	9.15	
Permanent Part-Time	0.75	0.75	0.75	0.75	
<b>Total Permanent</b>	<b>9.80</b>	<b>9.90</b>	<b>9.90</b>	<b>9.90</b>	

\* In FY 2017 Asst. Director of Finance allocation changed as a result of a reorganization which moved Utility Customer Services from Finance to the Utility Department.

\*\* Due to budget constraints, the Pension Administrator position was authorized but unfunded for FY 2017 and in FY 2018 the funds were moved to the Assistant Controller position.

+ In FY 2017 (1) Budget Analyst position was reassigned to Senior Budget Analyst.

++ In FY 2017 (1) Asst. Controller was added and will be funded with funds previously for Pension Administrator

^ In FY 2017 (1) Accountant I position was reassigned to Sr. Accountant

^^ In FY 2017 (1) Accounting Assistant was reassigned to Payroll Specialist

# In FY 2018 (2) Sr. Administrative Support Assistants were reassigned to Business Services Technicians and (.25) FTE was reallocated from Administration to Business License.

# Finance

## Authorized Personnel by Divisions - (cont.)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
<b>Purchasing:</b>					
6750 - Asst. Director, Finance *	0.40	0.20	0.20	0.20	
6401 - Purchasing Agent	1.00	1.00	1.00	1.00	
6308 - Contract Compliance Officer	1.00	1.00	1.00	1.00	
6307 - Senior Procurement Officer	1.00	1.00	1.00	1.00	
6305 - Procurement Officer	3.00	3.00	3.00	3.00	
1006 - Sr Administrative Supp Asst.	1.00	1.00	1.00	1.00	
1005 - Administrative Support Asst.	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>8.40</b>	<b>8.20</b>	<b>8.20</b>	<b>8.20</b>	
Permanent Full-Time	8.40	8.20	8.20	8.20	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>8.40</b>	<b>8.20</b>	<b>8.20</b>	<b>8.20</b>	
<b>Business License:</b>					
6507 - Business Services Technician #	0.00	0.00	0.00	2.00	2.00
6505 - Business Services Manager	0.50	0.50	0.50	0.50	
1006 - Sr Administrative Supp Asst. #	1.75	1.75	1.75	0.00	(1.75)
<b>Total Personnel</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.50</b>	<b>0.25</b>
Permanent Full-Time	2.25	2.25	2.25	2.50	0.25
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.50</b>	<b>0.25</b>
<b>Department Totals</b>					
Permanent Full-Time	49.35	49.35	50.35	50.35	
Permanent Part-Time	1.75	1.75	1.75	1.75	
<b>Total Permanent</b>	<b>51.10</b>	<b>51.10</b>	<b>52.10</b>	<b>52.10</b>	

\* In FY 2017 Asst. Director of Finance allocation changed as a result of a reorganization which moved Utility Customer Services from Finance to the Utility Department.

# In FY 2018 (2) Sr. Administrative Support Assistants were reassigned to Business Services Technicians and (.25) FTE was reallocated to Business License.

# Finance Department Fees and Charges

			FY 2017	FY 2018
	Chapter/ Section	Date Last Changed	Fee	Fee
<b>Business License</b> - Gross receipts not exceeding \$25,000 - Gross receipts above \$25,000 but less than \$100,000 - Gross receipts of above \$100,000 Plus \$0.25 for every \$1,000 of gross receipts above \$100,000, up to a maximum fee of \$750.00 or \$1.25 for every regular employee or associate, whichever is higher  - Application fee - Fee to cover costs incurred in obtaining criminal record check	13-27(a)(1)	1964	\$15.00	\$15.00
		1964	\$25.00	\$25.00
		1964	\$0.25	\$0.25
		13-22(a)(4)	1964	\$30.00
	13-22(a)(4)	10-01-16	\$17.00	\$17.00
<b>Armed Guards and Security Guards</b> Application or reapplication and testing: -Security guards -Armed guards  Written or shooting retest The applicant shall pay a fee to cover costs incurred by the Department of Finance in obtaining the criminal record check required in section 13-49©	13-55(a)(1)	10-01-13	\$20.00	\$20.00
	13-55(a)(1)	10-01-13	\$25.00	\$25.00
	13-55(a)(2)	12-2-1985	\$10.00	\$10.00
	13-55(b)	10-01-16	\$17.00	\$17.00
<b>Solicitors and Canvassers</b> Permit application -plus a Fee to cover costs incurred by the Department of Finance in the criminal record check required in section 13-229	13-228(b)	05-07-07	\$20.00	\$20.00
	13--228(b)	10-01-16	\$17.00	\$17.00
<b>Temporary Entertainment</b> Application fee to cover the cost of the investigation Fees for a temporary business license under this division shall be determined in accordance with the fee schedule in section 13-27(a)(1)	13-292(b)	09-17-01	\$20.00	\$20.00
<b>Temporary Special Events</b> Special events license: \$5 cost per day for each vendor participating at the temporary special event, not to exceed a total of fifteen dollars (\$15.00) for each vendor	13-415(a)	09-17-01	\$5.00	\$5.00
<b>Temporary Business Stands</b> - Gross receipts not exceeding \$25,000 - Gross receipts above \$25,000 but less than \$100,000 - Gross receipts of above \$100,000 Plus \$0.25 for every \$1,000 of gross receipts above \$100,000, up to a maximum fee of \$750.00 or \$1.25 for every regular employee or associate, whichever is higher  - Application fee	13-315	1964	\$15.00	\$15.00
			\$25.00	\$25.00
				\$0.25
	13-22(a)(4)	1964	\$30.00	\$30.00
<b>License to Manufacture or Wholesale or Retail or Permit Consumption of Alcoholic Beverages</b> Type of License Applied For: (a) Manufacture malt liquor not in excess of 5% alcohol by weight  (b) Manufacture intoxicating liquor in excess of 5% alcohol by weight  (c) Wholesale malt liquor not in excess of 5% alcohol by weight  (d) Wholesale intoxicating liquor in excess of 5% alcohol by weight  (e) Retail malt liquor not in excess of 5% alcohol, by drink & light wine (including Sunday)  (f) Retail sale of all kinds of intoxicating liquor by drink, including package	4-2(a)	03-01-04	\$350.00	\$350.00
			\$750.00	\$750.00
			\$150.00	\$150.00
			\$375.00	\$375.00
			\$75.00	\$75.00
			\$450.00	\$450.00

# Finance Department Fees and Charges

			FY 2017	FY 2018
	Chapter/ Section	Date Last Changed	Fee	Fee
<b>License to Manufacture or Wholesale or Retail or Permit Consumption of Alcoholic Beverages (continued)</b>				
(g) Retail sale of all kinds of intoxicating liquor by drink on premises - Sunday only			\$300.00	\$300.00
(h) Retail sale of all kinds of intoxicating liquor by package only - Sunday only			\$300.00	\$300.00
(l) Retail malt liquor not in excess of 5% alcohol, by package only (including Sunday)			\$75.00	\$75.00
(j) Retail intoxicating liquor in excess of 5% alcohol, package only			\$150.00	\$150.00
(k) Permit consumption of intoxicating liquor on premises			\$300.00	\$300.00
(l) Microbrewery - \$7.50 per 100 barrels to maximum 5,000 barrels			\$375.00	\$375.00
(m) Sidewalk Cafe			no charge	no charge
(n) Picnic License			\$15.00	\$15.00
<b>Alcoholic Beverages license</b>				
Failure to submit a renewal application on or before May 1, a late charge shall be added to the renewal fee as follows:				
- May 2 to May 31	4-5(e)(1)	10-01-13	\$100.00	\$100.00
- June 1 to June 30	4-5(e)(2)	10-01-13	\$200.00	\$200.00
- July 1 and later	4-5(e)(3)	10-01-13	\$300.00	\$300.00
<b>Dog, Cats and Other Animal License Fee</b>				
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period of time not to exceed one (1) year	5-65(a)	09-18-00	\$5.00	\$5.00
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period greater than one (1) year, but not exceeding two (2) years	5-65(a)	09-18-00	\$10.00	\$10.00
There is hereby levied for each domestic cat or dog between the ages of three (3) months and twelve (12) months, and for each neutered domestic cat or dog of any age kept, harbored or owned within the city for any period greater than two (2) years, but not exceeding three (3) years	5-65(a)	09-18-00	\$15.00	\$15.00
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period of time not to exceed one (1) year	5-65(b)	09-18-00	\$15.00	\$15.00
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period greater than one (1) year, but not exceeding two (2) years	5-65(b)	09-18-00	\$30.00	\$30.00
There is hereby levied for each intact domestic cat or dog over the age of twelve (12) months kept, harbored or owned within the city for any period greater than two (2) years, but not exceeding three (3) years	5-65(b)	09-18-00	\$45.00	\$45.00

# Finance Department Fees and Charges

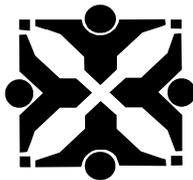
			FY 2017	FY 2018
	Chapter/ Section	Date Last Changed	Fee	Fee
<b>Motor Buses</b>				
Annual fee for filing of application for each motor bus of a seating capacity of forty (40) passengers or less	28-30(a)	1964	\$50.00	\$50.00
Annual fee for filing of application for each motor bus or combination operated as a unit of a seating capacity of more than forty (40) passengers on the public streets and places of the city.	28-30(a)	1964	\$75.00	\$75.00
<b>Public Transfer Businesses</b>				
License tax for every person engaging in, operating or conducting a public transfer business or delivery business for one public transfer vehicle	28-58	1964	\$15.00	\$15.00
For each additional public transfer vehicle used in the business	28-58	1964	\$5.00	\$5.00
<b>Taxicabs and Limousines</b>				
Permit fee for any person, corporation or partnership to operate any vehicle for hire within the city limits of Columbia	28-113(C)	10-01-13	\$25.00	\$25.00
<b>Criminal record check</b>				
Fee to cover costs incurred in obtaining criminal record check	28-114	10-01-16	\$17.00	\$17.00
<b>Food Inspection Fee</b>				
Businesses selling/serving food or drink shall pay an annual fee	11-132			
- Gross receipts less than \$250,000			\$185.00	\$185.00
- Gross receipts between \$250,000 and \$750,000			\$260.00	\$260.00
- Gross receipts over \$750,000			\$480.00	\$480.00
<b>Waste Haulers Permit</b>				
Permit fee for any person to transport, haul, convey or carry on or over the streets of the City, any contents of privies or septic tanks, manure or unless licensed as a waste hauler	13-207		\$10 for 1st vehicle \$5/ each vehicle thereafter	\$10 for 1st vehicle \$5/ each vehicle thereafter
<b>Junk Dealers License</b>				
License fee for any person to construct, erect, operate or maintain any junkyard or to act as a junk dealer in the City.	11-180			
- Annual inspection fee with gross receipts of \$25,000 or less			\$100.00	\$100.00
- Over \$25,000			\$150.00	\$150.00
<b>Pool Inspection Permit</b>				
Every person owning, operating or maintaining a class A, B, C, E or F swimming pool in the City of Columbia shall obtain an annual permit per pool or spa permit for pools requiring seasonal inspections, and \$400 per pool or spa permit requiring annual inspections	11-278(A)			
- Seasonal			\$250.00	\$250.00
- Annual			\$400.00	\$400.00

# Finance Department Fees and Charges

	Chapter/ Section	Date Last Changed	FY 2017	FY 2018	
			Fee	Fee	Effective Date
<b>Food Inspection Fee for Nonprofit Organizations/Businesses</b> Businesses selling/serving food or drink shall pay an annual food inspection fee  - Gross receipts less than \$250,000 - Gross receipts between \$250,000 and \$750,000 - Gross receipts over \$750,000	11-132		\$185.00 \$260.00 \$480.00	\$185.00 \$260.00 \$480.00	
<b>Alcoholic Beverage</b> - Caterers permit (temporary location for liquor by drink)  - Annual caterers permit	4-49 (o)  4-51 (a)  4-51(b)		\$15.00  \$500 for maximum of 50 functions  \$1,000 unlimited	\$15.00  \$500 for maximum of 50 functions  \$1,000 unlimited	
<b>Tattoo Establishment Permit</b>  Annual tattoo establishment inspection fee	11-362		\$150	\$150	
<b>Chauffer/Taxi Driver permit &amp; Transportation Network Operator Permit</b>  <div style="background-color: #d9ead3; padding: 5px; text-align: center;">*The MO Dept. of Revenue will assume regulating these companies and drivers effective August 2017</div>					
Permit fee for any person to drive a vehicle for hire within the City limits of Columbia	28-113 (c)	10-01-16	\$20.00	\$0.00	08-01-17
Permit fee for any person to drive a vehicle for the Transportation Network Application Company	28-133(b)	10-01-16	\$20.00	\$0.00	08-01-17

# Human Resources

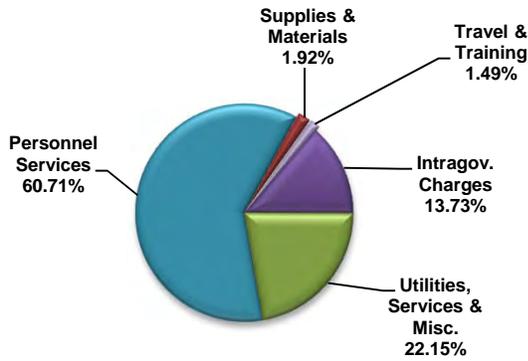
(General Fund)



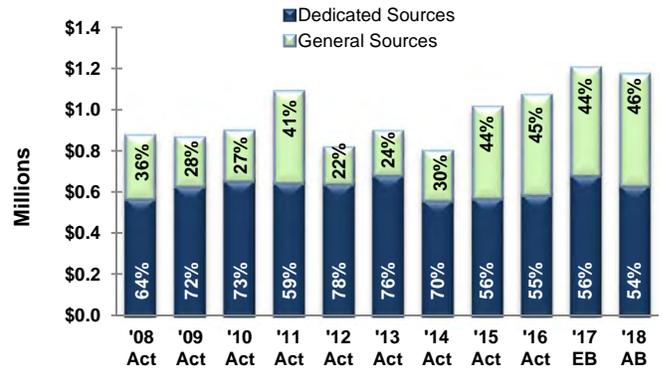
*City of Columbia*  
*Columbia, Missouri*

# Human Resources

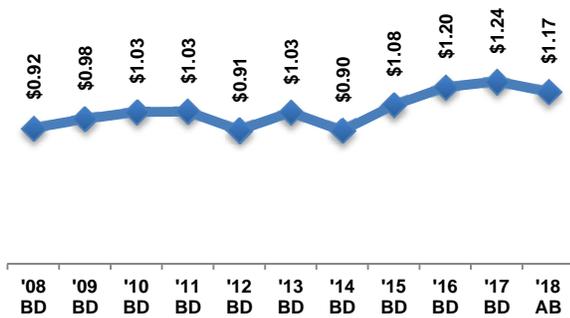
### FY 2018 Total Expenditures By Category



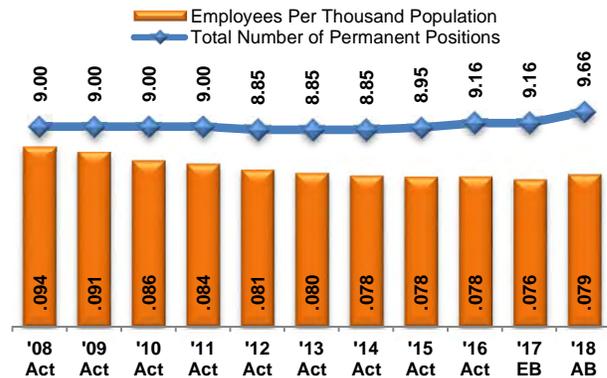
### Funding Sources



### Budgeted Expenditure History (in Millions)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$660,794	\$699,631	\$675,636	\$709,678	\$10,047	1.4%
Supplies & Materials	\$17,744	\$22,440	\$20,475	\$22,440	\$0	0.0%
Travel & Training	\$7,939	\$17,407	\$16,000	\$17,407	\$0	0.0%
Intragov. Charges	\$202,458	\$233,801	\$233,801	\$160,492	(\$73,309)	(31.4%)
Utilities, Services & Misc.	\$179,674	\$264,735	\$256,500	\$258,881	(\$5,854)	(2.2%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,068,609</b>	<b>\$1,238,014</b>	<b>\$1,202,412</b>	<b>\$1,168,898</b>	<b>(\$69,116)</b>	<b>(5.6%)</b>
Operating Expenses	\$1,068,609	\$1,238,014	\$1,202,412	\$1,168,898	(\$69,116)	(5.6%)
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$1,068,609</b>	<b>\$1,238,014</b>	<b>\$1,202,412</b>	<b>\$1,168,898</b>	<b>(\$69,116)</b>	<b>(5.6%)</b>

## Funding Sources (Where the Money Comes From)

	Actual	Adj. Budget	Estimated	Adopted	\$ Change	% Change
Other Local Revenues	\$304	\$0	\$0	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$582,257	\$677,647	\$677,647	\$627,689	(\$49,958)	(7.4%)
<b>Dedicated Sources</b>	<b>\$582,561</b>	<b>\$677,647</b>	<b>\$677,647</b>	<b>\$627,689</b>	<b>(\$49,958)</b>	<b>(7.4%)</b>
General Sources	\$486,048	\$560,367	\$524,765	\$541,209	(\$19,158)	(3.4%)
<b>Total Funding Sources</b>	<b>\$1,068,609</b>	<b>\$1,238,014</b>	<b>\$1,202,412</b>	<b>\$1,168,898</b>	<b>(\$69,116)</b>	<b>(5.6%)</b>

## Description

The Human Resources Department is committed to operational excellence, and helping the City of Columbia provide the best possible service to all customers (employees and citizens) through our people by recruiting, training and retaining a diverse, customer-oriented and high performing workforce. Core services include recruitment, training and development, compensation and classification, benefits administration, wellness, employee relations, compliance and customer service.

## Department Objectives

Assist all departments in creating an environment that supports engaged, high performing employees, enable the City to recruit, retain and compete for talent, and ensure retention of institutional knowledge to support the Operational Excellence Strategic Priority. Develop and maintain classification, compensation and benefits strategy. Create and deliver training and development opportunities that improve capacity and leadership. Foster an environment that allows employees to make decisions about their jobs and take responsibility for their results. Seek innovative ways to recognize high performing employees. Assist all departments to comply with federal, state and City employment laws, ordinances, policies and procedures.

## Highlights / Significant Changes

- Implemented a new classification, compensation and benefits strategy in FY 2014. For FY 2018, maintenance and review of the entire plan was completed by reviewing the final group of classifications. Eight (8) reorganization requests, market rates, the Consumer Price Index, internal equity and compression were also reviewed. The system is intended to maintain a total compensation system that is internally fair and externally competitive, and support the strategic outcome of increasing employee engagement and satisfaction.
- Managed and participated in labor negotiations with five recognized labor groups.
- Managed veteran's on-the-job training program and successfully completed unannounced audit with zero deficiencies.
- Led city-wide team to implement the new MUNIS software training module.
- Trained departments and management on FLSA regulations related to overtime eligibility.

## Highlights / Significant Changes continued

- Conducted fifth annual HR customer service survey.
- Updated drug and alcohol policy to meet Federal Railroad Administration (FRA) regulation changes.
- Facilitate Third Party Examiners testing program under the state Commercial Driver's License (CDL) program, and coordinate the licensing program with state regulators. The City of Columbia is the only municipal third party examiner in Missouri and currently has three certified examiners.
- Adds (0.5 FTE) Human Resources Technician in FY 2018 to address capacity issues for increased payroll setup and documentation, employee record administration requirements, and maintenance of the performance management system.

### Strategic Priority: Operational Excellence - Increase City employee engagement and satisfaction

- Recruitment, selection and retention efforts are priorities.
- Continue STAR training for supervisors to cultivate a learning culture to improve employee job performance and leadership skills. The fifth cohort of STAR participants started the 22 month training in April, 2017.
- Continue Leadership Advancement for Devoted and Dedicated Employees Ready to Supervise (LADDERS) training program to develop leaders within our organization, preparing them to promote to supervisory roles. The fourth cohort of LADDERS participants began in October 2016 and the fifth cohort started in April 2017.
- In calendar year 2016 Employee Wellness implemented the City's first formal wellness incentive program to encourage employees to develop healthy habits and establish a medical home. 466 employees participated in the program and 86 employees successfully completed the program. The program continues a second year in 2017.
- Employee Wellness partnered with the University of Missouri Extension to implement a financial literacy training program. 122 employees were trained in the first 9 months of FY 2017.
- Completed a review and consolidation of Administrative Rules (Supplement to Chapter 19) into one indexed document.
- Continue to implement Human Resources Department strategic plan that supports citywide strategic priorities.

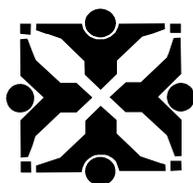
## Authorized Personnel

	<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>	<u>Position Changes</u>
4606 - Asst Director, Human Resources	0.66	0.66	0.66	0.66	
4605 - Human Resources Manager	0.50	0.50	0.50	0.50	
4604 - Director, Human Resources	0.75	0.75	0.75	0.75	
4603 - Human Resources Coordinator	1.00	1.00	1.00	1.00	
4601 - Human Resources Analyst	0.75	0.75	0.75	0.75	
4600 - Human Resources Specialist	2.00	2.00	2.00	2.00	
1403 - Lead Human Resources Tech	0.50	0.50	0.50	0.50	
1402 - Human Resources Technician ^	1.00	1.00	1.00	1.50	0.50
1006 - Sr. Administrative Supp. Asst.	2.00	2.00	2.00	2.00	
<b>Total Personnel</b>	<b>9.16</b>	<b>9.16</b>	<b>9.16</b>	<b>9.66</b>	<b>0.50</b>
Permanent Full-Time	9.16	9.16	9.16	9.66	0.50
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>9.16</b>	<b>9.16</b>	<b>9.16</b>	<b>9.66</b>	<b>0.50</b>

^ In FY 2018 one 0.50 FTE HR Technician position was added to address capacity issues for increased payroll setup and documentation, employee record administration requirements, and maintenance of the performance management system. The other 0.50 FTE of this position was added to the Employee Benefit Fund budget.

# Law Department

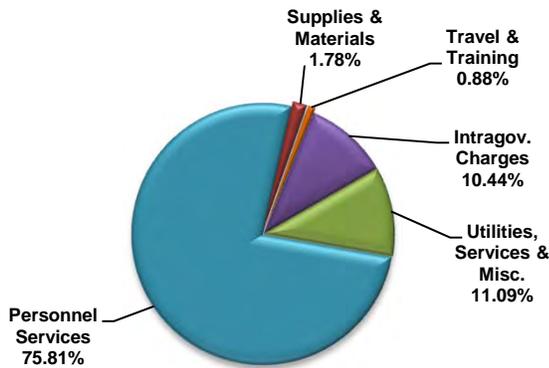
(General Fund)



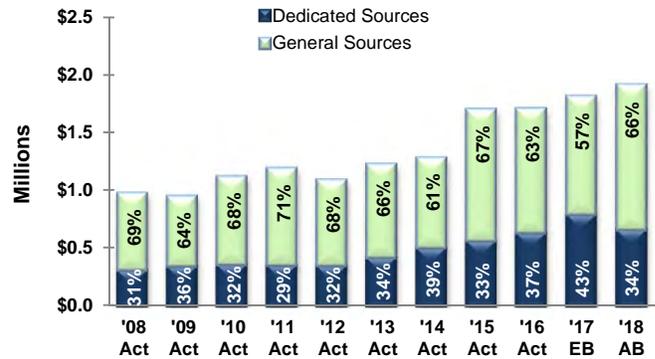
*City of Columbia*  
*Columbia, Missouri*

# Law Department - Summary

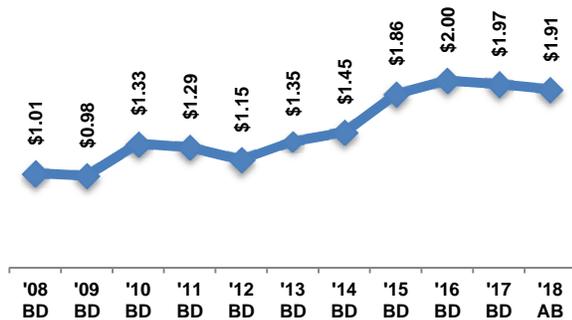
### FY 2018 Total Expenditures By Category



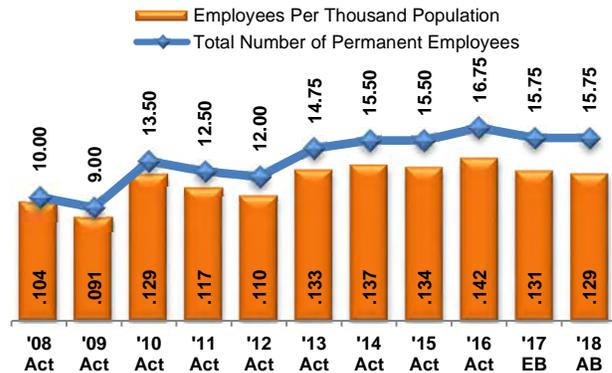
### Funding Sources



### Budgeted Expenditure History (in Millions)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$1,313,410	\$1,486,304	\$1,343,593	\$1,447,554	(\$38,750)	(2.6%)
Supplies & Materials	\$30,123	\$34,950	\$31,400	\$33,950	(\$1,000)	(2.9%)
Travel & Training	\$20,381	\$16,860	\$16,860	\$16,860	\$0	0.0%
Intragov. Charges	\$196,999	\$211,817	\$211,817	\$199,421	(\$12,396)	(5.9%)
Utilities, Services & Misc.	\$141,612	\$215,231	\$206,528	\$211,731	(\$3,500)	(1.6%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,702,525</b>	<b>\$1,965,162</b>	<b>\$1,810,198</b>	<b>\$1,909,516</b>	<b>(\$55,646)</b>	<b>(2.8%)</b>
Operating Expenses	\$1,702,525	\$1,965,162	\$1,810,198	\$1,909,516	(\$55,646)	(2.8%)
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$1,702,525</b>	<b>\$1,965,162</b>	<b>\$1,810,198</b>	<b>\$1,909,516</b>	<b>(\$55,646)</b>	<b>(2.8%)</b>

## Funding Sources (Where the Money Comes From)

Transfers	\$11,188	\$14,500	\$14,500	\$14,500	\$0	0.0%
Other Local Revenues	\$109	\$0	\$0	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$617,078	\$770,247	\$770,247	\$640,214	(\$130,033)	(16.9%)
<b>Dedicated Sources</b>	<b>\$628,375</b>	<b>\$784,747</b>	<b>\$784,747</b>	<b>\$654,714</b>	<b>(\$130,033)</b>	<b>(16.6%)</b>
General Sources	\$1,074,150	\$1,180,415	\$1,025,451	\$1,254,802	\$74,387	6.3%
<b>Total Funding Sources</b>	<b>\$1,702,525</b>	<b>\$1,965,162</b>	<b>\$1,810,198</b>	<b>\$1,909,516</b>	<b>(\$55,646)</b>	<b>(2.8%)</b>

## Description

The Law Department is charged with managing all litigation in which the City is a party or interested, prosecuting municipal ordinance violations, drafting legislation, approving as to form all contracts, deeds, bonds and other documents signed in the name of the city, serving as the American with Disabilities Act (ADA) Coordinator and human rights investigator, providing primary staff support for the Citizen Police Review Board, Disabilities Commission and Commission on Human Rights, and advising the City Council, City boards and commissions, City Manager, and department directors on legal matters. The City Counselor is the director of the Department, which is composed of two divisions: the Counselor Division (Civil) and the Prosecution Division.

## Department Objectives

The mission of the Law Department is to give timely, practical advice on legal questions affecting the City's interest and to represent the interests of the City in legal matters and proceedings with integrity, professionalism and efficiency. The Law Department's primary objective is to assist the City Council, Manager and City departments in setting and meeting their objectives by providing accurate and high-quality legal support services.

## Highlights / Significant Changes

- The FY 2018 budget does not reflect any significant operational or budgetary changes from FY 2017. For purposes of historical reference, recent changes in departmental structure are reflected in the bullets to the right.

## Highlights / Significant Changes (cont.)

- In FY 2015, the resource for posting the code of ordinances on the city's website was transitioned from CodeMaster to Municode OrdBank to create a permanent, online collection of previous ordinances. In FY 2016, additional historical references and original ordinances were linked electronically in the current Code for ease of research and comparison. The enactment of a Unified Development Code to replace the City's subdivision and zoning chapters of the City Code in FY 2017 resulted in significant costs to create a code supplement. The additional cost for this added service is reflected in the Supplies and Materials category.
- Since 2015, the Utilities, Services and Miscellaneous category in the budget reflects additional expenses related to litigation filed by the City in FY 2015 against Spectra Communications, d/b/a CenturyLink, et al. related to recoupment of alleged underpayment of business license taxes.
- The FY 2016 budget reflected the addition of a Paralegal position and reclassification of the existing paralegal position to Assistant to the City Counselor. The new Paralegal position was not filled until FY 2017 and is responsible for case management for all City claims involving litigation (except workers' compensation) and assists with discovery processes and preparation of legal documents. The Paralegal coordinates activities with Risk Management on liability claims and serves as a point of contact for outside legal counsel.
- In FY 2018, the Law Department's budget will decrease \$55,646 or 2.8%. The largest decrease (\$38,750) is in the personnel services area and is due to employee turnover and lower health insurance costs.

## Authorized Personnel

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
Counselor (Civil)	9.75	9.75	9.75	9.75	
Prosecution	7.00	6.00	6.00	6.00	
<b>Total Personnel</b>	<b>16.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	
Permanent Full-Time	15.25	14.25	14.25	14.25	
Permanent Part-Time	1.50	1.50	1.50	1.50	
<b>Total Permanent</b>	<b>16.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	

# Law Department

## Budget Detail by Divisions

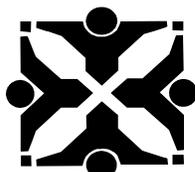
	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>Counselor (Civil):</b>						
Personnel Services	\$874,633	\$994,516	\$905,808	\$1,002,071	\$7,555	0.8%
Supplies and Materials	\$24,208	\$24,450	\$22,250	\$22,950	(\$1,500)	(6.1%)
Travel and Training	\$12,891	\$12,140	\$12,140	\$12,140	\$0	0.0%
Intragovernmental Charges	\$105,952	\$112,078	\$112,078	\$114,044	\$1,966	1.8%
Utilities, Services, & Misc.	\$124,967	\$190,512	\$185,847	\$187,012	(\$3,500)	(1.8%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,142,651</b>	<b>\$1,333,696</b>	<b>\$1,238,123</b>	<b>\$1,338,217</b>	<b>\$4,521</b>	<b>0.3%</b>
<b>Prosecution:</b>						
Personnel Services	\$438,777	\$491,788	\$437,785	\$445,483	(\$46,305)	(9.4%)
Supplies and Materials	\$5,915	\$10,500	\$9,150	\$11,000	\$500	4.8%
Travel and Training	\$7,490	\$4,720	\$4,720	\$4,720	\$0	0.0%
Intragovernmental Charges	\$91,047	\$99,739	\$99,739	\$85,377	(\$14,362)	(14.4%)
Utilities, Services, & Misc.	\$16,645	\$24,719	\$20,681	\$24,719	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$559,874</b>	<b>\$631,466</b>	<b>\$572,075</b>	<b>\$571,299</b>	<b>(\$60,167)</b>	<b>(9.5%)</b>
<b>Total Department</b>						
Personnel Services	\$1,313,410	\$1,486,304	\$1,343,593	\$1,447,554	(\$38,750)	(2.6%)
Supplies and Materials	\$30,123	\$34,950	\$31,400	\$33,950	(\$1,000)	(2.9%)
Travel and Training	\$20,381	\$16,860	\$16,860	\$16,860	\$0	0.0%
Intragovernmental Charges	\$196,999	\$211,817	\$211,817	\$199,421	(\$12,396)	(5.9%)
Utilities, Services, & Misc.	\$141,612	\$215,231	\$206,528	\$211,731	(\$3,500)	(1.6%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$1,702,525</b>	<b>\$1,965,162</b>	<b>\$1,810,198</b>	<b>\$1,909,516</b>	<b>(\$55,646)</b>	<b>(2.8%)</b>

## Authorized Personnel by Division

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
<b>Counselor (Civil):</b>					
3410 - City Counselor	1.00	1.00	1.00	1.00	
3408 - Deputy City Counselor	1.00	1.00	1.00	1.00	
3301 - Assistant City Counselor	4.75	4.75	4.75	4.75	
3295 - Assistant to City Counselor	1.00	1.00	1.00	1.00	
3290 - Paralegal	1.00	1.00	1.00	1.00	
1006 - Sr. Administrative Supp Asst.	1.00	1.00	1.00	1.00	
<b>Total Personnel</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	
Permanent Full-Time	8.25	8.25	8.25	8.25	
Permanent Part-Time	1.50	1.50	1.50	1.50	
<b>Total Permanent</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	
<b>Prosecution:</b>					
3301 - Assistant City Counselor +	2.00	1.00	1.00	1.00	
3300 - City Prosecutor	1.00	1.00	1.00	1.00	
1007 - Administrative Supervisor	1.00	1.00	1.00	1.00	
1006 - Sr. Administrative Supp Asst.	3.00	3.00	3.00	3.00	
<b>Total Personnel</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
Permanent Full-Time	7.00	6.00	6.00	6.00	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
<b>Total Department</b>					
Permanent Full-Time	15.25	14.25	14.25	14.25	
Permanent Part-Time	1.50	1.50	1.50	1.50	
<b>Total Permanent</b>	<b>16.75</b>	<b>15.75</b>	<b>15.75</b>	<b>15.75</b>	

+ Due to budget constraints, a vacant Assistant City Counselor position was eliminated in FY 2017.

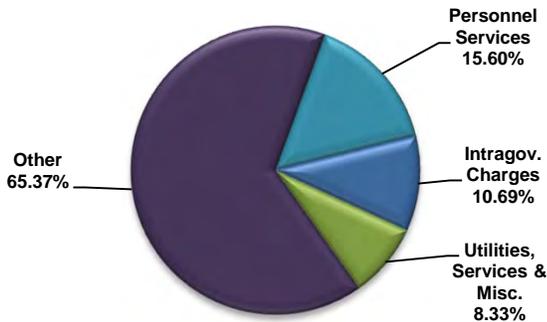
# City General Non-Departmental Expenditures (General Fund)



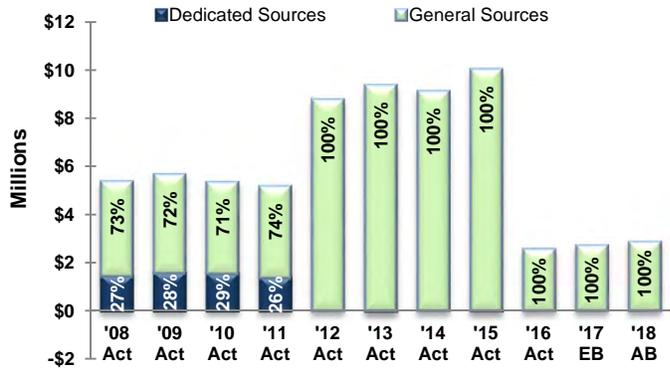
*City of Columbia*  
*Columbia, Missouri*

# City General - Non-Departmental Expenses

### FY 2018 Total Expenditures By Category

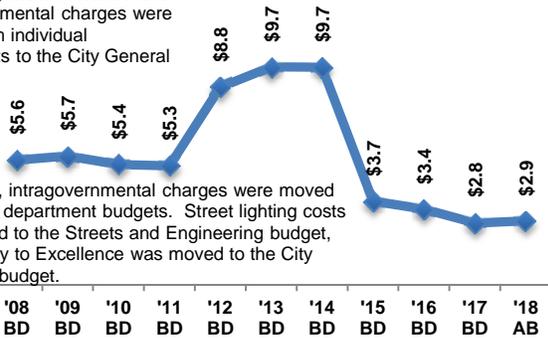


### Funding Sources



### Budgeted Expenditures (in Millions)

In FY 2012, most General Fund intragovernmental charges were moved from individual departments to the City General budget.



In FY 2015, intragovernmental charges were moved back to the department budgets. Street lighting costs were moved to the Streets and Engineering budget, and Journey to Excellence was moved to the City Manager's budget.

### Permanent Positions

There are no personnel assigned to this department.

## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$6,375	\$345,654	\$345,654	\$445,060	\$99,406	28.8%
Supplies & Materials	\$0	\$0	\$1,215	\$0	\$0	
Travel & Training	\$0	\$0	\$0	\$0	\$0	
Intragov. Charges	\$241,478	\$263,144	\$263,144	\$304,907	\$41,763	15.9%
Utilities, Services & Misc.	\$24,803	\$279,778	\$229,778	\$237,751	(\$42,027)	(15.0%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$2,282,132	\$1,876,117	\$1,876,117	\$1,864,762	(\$11,355)	(0.6%)
<b>Total</b>	<b>\$2,554,788</b>	<b>\$2,764,693</b>	<b>\$2,715,908</b>	<b>\$2,852,480</b>	<b>\$87,787</b>	<b>3.2%</b>
Operating Expenses	\$272,656	\$888,576	\$839,791	\$987,718	\$99,142	11.2%
Non-Operating Expenses	\$2,282,132	\$1,876,117	\$1,876,117	\$1,864,762	(\$11,355)	(0.6%)
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$2,554,788</b>	<b>\$2,764,693</b>	<b>\$2,715,908</b>	<b>\$2,852,480</b>	<b>\$87,787</b>	<b>3.2%</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Other Local Revenues	\$0	\$0	\$0	\$0	\$0	
<b>Dedicated Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
General Sources	\$2,554,788	\$2,764,693	\$2,715,908	\$2,852,480	\$87,787	3.2%
<b>Total Funding Sources</b>	<b>\$2,554,788</b>	<b>\$2,764,693</b>	<b>\$2,715,908</b>	<b>\$2,852,480</b>	<b>\$87,787</b>	<b>3.2%</b>

# City General - Non-Departmental Expenses

110085xx

## Description

City General is the part of the general fund budget where non-departmental expenditures are located. These include various subsidies and transfers as well as other items which are not related to a specific department.

## Highlights / Significant Changes

- The Recreation Services subsidy remains at the same level for FY 2018
- There is an increase budgeted in Miscellaneous Programmed expenditures to help pay for costs related to accrued vacation and floating holidays when long term general fund employees retire. These funds will be transferred to various general fund departments as needed during the fiscal year.
- There is an increase in intragovernmental charges as the Contact Center will continue to take over the handling of phone calls for several general fund departments in FY 2018.

## Department Objectives

- Council Reserve of \$91,000 has been set aside for the Council to allocate during the fiscal year.
- Contingency of \$20,155 has been budgeted.
- Transfers to the special obligation debt service funds reflect the debt assessed to the General Fund for the purchase and improvement to the Health Facility and the construction, expansion, renovation, and equipping of the downtown government center. These transfers will continue until FY 2028 when the debt will be paid off.

## Subsidies, Transfers, and Other (Detail)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
<b>SUBSIDIES:</b>						
Recreation Services	\$1,161,910	\$1,161,910	\$1,161,910	\$1,161,910	\$0	0.0%
<b>TRANSFERS:</b>						
2006B S.O. Bond Fund	\$148,188	\$0	\$0	\$0	\$0	
2008B S.O. Bond Fund	\$727,572	\$0	\$0	\$0	\$0	
2016B S.O. Bond Fund	\$242,524	\$707,352	\$707,352	\$702,852	(\$4,500)	
Capital Projects Fund	\$1,938	\$0	\$0	\$0	\$0	
Contributions	\$0	\$6,855	\$6,855	\$0	(\$6,855)	(100.0%)
<b>Total Transfers</b>	<b>\$1,120,222</b>	<b>\$714,207</b>	<b>\$714,207</b>	<b>\$702,852</b>	<b>(\$11,355)</b>	<b>(1.6%)</b>
<b>OTHER:</b>						
Miscellaneous Nonprogrammed	\$2,136	\$457,312	\$408,527	\$541,656	\$84,344	18.4%
Health Facility - Condo Assoc.	\$28,726	\$30,000	\$30,000	\$30,000	\$0	0.0%
Leadership for Perform. Excellence	\$316	\$0	\$0	\$0	\$0	
Council Reserve	\$0	\$38,120	\$38,120	\$91,000	\$52,880	138.7%
Contingency	\$0	\$100,000	\$100,000	\$20,155	(\$79,845)	(79.8%)
Intragovernmental Charges	\$241,478	\$263,144	\$263,144	\$304,907	\$41,763	15.9%
<b>Total Other</b>	<b>\$272,656</b>	<b>\$888,576</b>	<b>\$839,791</b>	<b>\$987,718</b>	<b>\$99,142</b>	<b>11.2%</b>
<b>Total City General</b>	<b>\$2,554,788</b>	<b>\$2,764,693</b>	<b>\$2,715,908</b>	<b>\$2,852,480</b>	<b>\$87,787</b>	<b>3.2%</b>

## Authorized Personnel

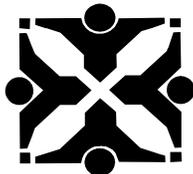
	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
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There are no personnel assigned to this budget.

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# Public Works - Administration

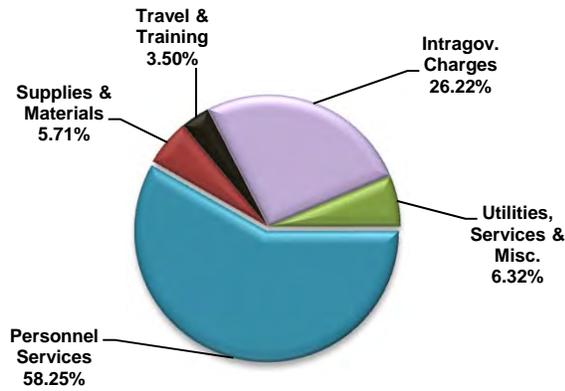
(General Fund)



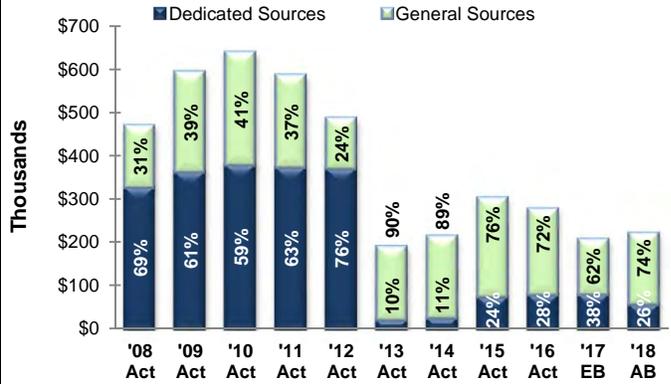
*City of Columbia*  
*Columbia, Missouri*

# Public Works - Administration

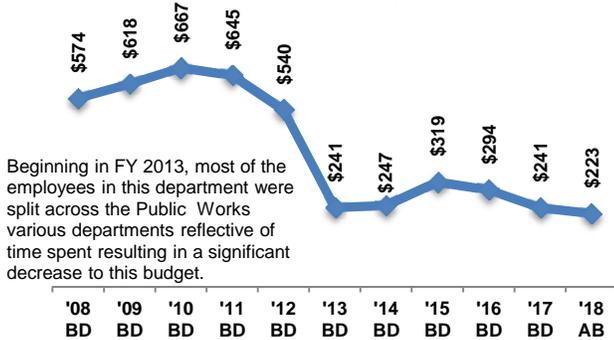
### FY 2018 Total Expenditures By Category



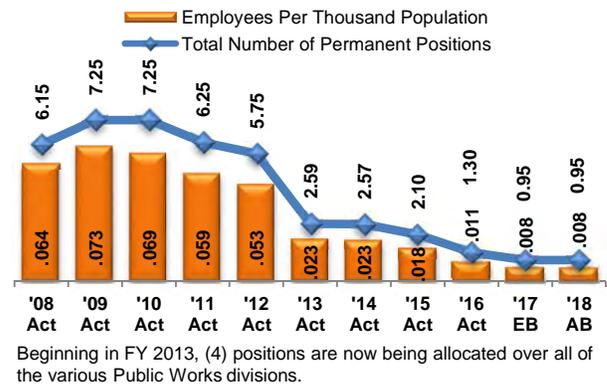
### Funding Sources



### Budgeted Expenditure History (in Thousands)



### Permanent Positions



## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$135,532	\$128,649	\$104,612	\$129,692	\$1,043	0.8%
Supplies & Materials	\$10,944	\$12,510	\$8,590	\$12,710	\$200	1.6%
Travel & Training	\$7,741	\$7,800	\$7,000	\$7,800	\$0	0.0%
Intragov. Charges	\$106,774	\$77,311	\$77,311	\$58,372	(\$18,939)	(24.5%)
Utilities, Services & Misc.	\$17,686	\$14,260	\$10,732	\$14,060	(\$200)	(1.4%)
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$0	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$278,677</b>	<b>\$240,530</b>	<b>\$208,245</b>	<b>\$222,634</b>	<b>(\$17,896)</b>	<b>(7.4%)</b>
Operating Expenses	\$278,677	\$240,530	\$208,245	\$222,634	(\$17,896)	(7.4%)
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$278,677</b>	<b>\$240,530</b>	<b>\$208,245</b>	<b>\$222,634</b>	<b>(\$17,896)</b>	<b>(7.4%)</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Other Local Revenues	\$1,122	\$0	\$10,363	\$0	\$0	
Intragov. Revenues (G&A Fees)	\$77,135	\$69,332	\$69,332	\$56,844	(\$12,488)	(18.0%)
<b>Dedicated Sources</b>	<b>\$78,257</b>	<b>\$69,332</b>	<b>\$79,695</b>	<b>\$56,844</b>	<b>(\$12,488)</b>	<b>(18.0%)</b>
General Sources	\$200,420	\$171,198	\$128,550	\$165,790	(\$5,408)	(3.2%)
<b>Total Funding Sources</b>	<b>\$278,677</b>	<b>\$240,530</b>	<b>\$208,245</b>	<b>\$222,634</b>	<b>(\$17,896)</b>	<b>(7.4%)</b>

## Description

The Administration section provides management of all divisions and functions of the Department including Transportation, Streets & Engineering, Parking, Traffic & Parking Enforcement, Custodial & Maintenance Services, Fleet Operations, Public Improvements, and Right-of-Way acquisition.

## Highlights / Significant Changes

- There are no significant changes in FY 2018. The budget reflects an overall decrease of \$17,896 or 7.4% primarily due to lower intragovernmental charges as several of the internal service funds budgets were cut this year.

## Department Objectives

- Continue to assist with the transition of the Columbia Regional Airport moving from the Public Works department to Economic Development.
- Assist the Columbia Police Department with administration of their contract for design services and construction of a new north precinct/municipal service center in the Auburn Hills Subdivision.
- Assist the Columbia Fire Department with administration of their contract for design services and construction of the remodel of Fire Stations 4, 5, 6, Training Facility and the construction of a new standalone facility.

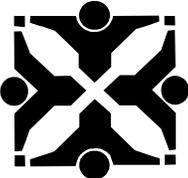
## Authorized Personnel

	<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>	<u>Position Changes</u>
6204 - Financial Analyst	0.10	0.10	0.10	0.10	
5901 - Director of Public Works	0.15	0.15	0.15	0.15	
5800 - Asst. to the PW Director +	0.20	0.15	0.15	0.15	
1007 - Administrative Supervisor +	0.35	0.25	0.25	0.25	
1006 - Senior Admin. Support Asst. +	0.50	0.30	0.30	0.30	
<b>Total Personnel</b>	<b>1.30</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>	
Permanent Full-Time	1.30	0.95	0.95	0.95	
Permanent Part-Time	0.00	0.00	0.00	0.00	
<b>Total Permanent</b>	<b>1.30</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>	

+ In FY 2017, positions were reallocated to Parking Fund as part of the reorganization that moved Airport out from the Public Works Department and under Economic Development.

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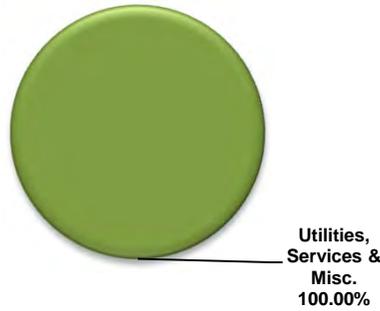
# Capital Projects Fund - Other General Government Projects



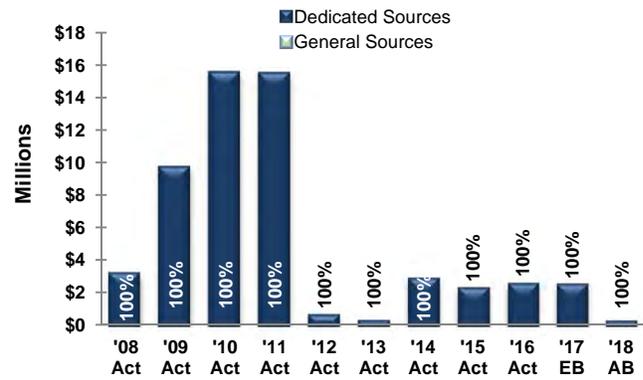
*City of Columbia*  
*Columbia, Missouri*

# Capital Projects Fund - Other General Government Projects

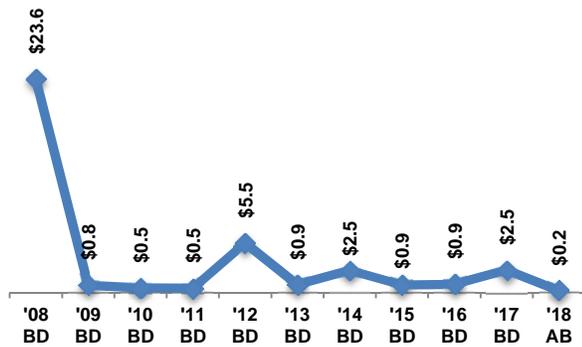
**FY 2018 Total Expenditures By Category**



**Funding Sources**



**Budgeted Expenditure History (in Millions)**



**Permanent Positions**

There are no personnel assigned to this department.

## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$28,238	\$0	\$0	\$0	\$0	
Supplies & Materials	\$12,365	\$0	\$0	\$0	\$0	
Travel & Training	\$0	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services & Misc.	\$1,921,320	\$1,404,158	\$1,404,158	\$225,000	(\$1,179,158)	(84.0%)
Capital	\$0	\$1,100,000	\$1,100,000	\$0	(\$1,100,000)	(100.0%)
Other	\$577,409	\$0	\$0	\$0	\$0	
<b>Total</b>	<b>\$2,539,332</b>	<b>\$2,504,158</b>	<b>\$2,504,158</b>	<b>\$225,000</b>	<b>(\$2,279,158)</b>	<b>(91.0%)</b>
Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	\$0	
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$2,539,332	\$2,504,158	\$2,504,158	\$225,000	(\$2,279,158)	(91.0%)
<b>Total Expenses</b>	<b>\$2,539,332</b>	<b>\$2,504,158</b>	<b>\$2,504,158</b>	<b>\$225,000</b>	<b>(\$2,279,158)</b>	<b>(91.0%)</b>

## Funding Sources (Where the Money Comes From)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Other Local Revenue	\$0	\$0	\$0	\$0	\$0	
Operating Transfers	\$935,000	\$1,175,000	\$1,175,000	\$225,000	(\$950,000)	(80.9%)
Use of Existing Resources	\$1,604,332	\$1,329,158	\$1,329,158	\$0	(\$1,329,158)	(100.0%)
<b>Dedicated Sources</b>	<b>\$2,539,332</b>	<b>\$2,504,158</b>	<b>\$2,504,158</b>	<b>\$225,000</b>	<b>(\$2,279,158)</b>	<b>(91.0%)</b>
General Sources	\$0	\$0	\$0	\$0	\$0	
<b>Total Funding Sources</b>	<b>\$2,539,332</b>	<b>\$2,504,158</b>	<b>\$2,504,158</b>	<b>\$225,000</b>	<b>(\$2,279,158)</b>	<b>(91.0%)</b>

# Capital Projects Fund - Other General Government Projects

44008810

## Major Projects

- Downtown Special Projects - \$20,000
- Continued funding for Pub Buildings Major Renovation.
- Continued funding for Walton Building.
- Contingency funds - \$100,000

## Fiscal Impact

- The only projects budgeted for FY 2018 are annual projects. Funds will be accumulated in these projects until specific projects are identified and funded.

## Authorized Personnel

<u>Actual FY 2016</u>	<u>Adj. Budget FY 2017</u>	<u>Estimated FY 2017</u>	<u>Adopted FY 2018</u>	<u>Position Changes</u>
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There are no personnel assigned to this budget.

## Other General Government

## Annual and 5 Year Capital Projects

Funding Source	Adopted FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Cost	D	C
<b>Other General Govt</b>								
<b>1 Adopt A Spot - 00100 [ID: 7]</b>							2009	2009
<b>Total</b>								
<b>2 Contingency 40138 [ID: 518]</b>								
Gen Fd/PI	\$100,000	\$100,000	\$100,000					
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>					
<b>3 Downtown Special Projects 00140 [ID: 519]</b>								
Gen Fd/PI	\$20,000	\$20,000	\$20,000					
<b>Total</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>					
<b>4 Grissum Fuel Site upgrades - FL001 [ID: 527]</b>							1999	2008
<b>Total</b>								
<b>5 Pub Bldgs Major Maint Ren 00021 [ID: 514]</b>								
Gen Fd/PI	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000			
<b>Total</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>			
<b>6 CID Gateway project - 00680 [ID: 2007]</b>							2017	2019
Unfunded		\$662,000						
<b>Total</b>		<b>\$662,000</b>						
<b>7 Enterprise Resource Group Software COFERS- 00476 [ID: 1397]</b>							2011	2012
<b>Total</b>								
<b>8 Grissum Building Renovations 00659 [ID: 1821]</b>							2017	2019
Cap Imp S Tax - 2015 Ballot		\$4,000,000						
<b>Total</b>		<b>\$4,000,000</b>						
<b>9 Walton Bldg Cap Improv 00587 [ID: 1846]</b>							2015	2015
CVB	\$30,000	\$15,000	\$15,000	\$15,000	\$15,000			
<b>Total</b>	<b>\$30,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>			
<b>10 Addl Salt Storage Bldg (Mun Serv Center S) - 00632 [ID: 1831]</b>							2021	2023
Cap Imp S Tax - 2015 Ballot				\$600,000		\$2,140,000		
<b>Total</b>				<b>\$600,000</b>		<b>\$2,140,000</b>		
<b>11 Garage and fueling station (Mun Serv Center S) [ID: 1832]</b>							2016	2025
Cap Imp S Tax - 2015 Ballot						\$2,000,000		
<b>Total</b>						<b>\$2,000,000</b>		

### Other General Government Funding Source Summary

Cap Imp S Tax - 2015 Ballot		\$4,000,000		\$600,000		\$4,140,000
CVB	\$30,000	\$15,000	\$15,000	\$15,000	\$15,000	
Gen Fd/PI	\$195,000	\$195,000	\$195,000	\$75,000	\$75,000	
<b>New Funding</b>	<b>\$225,000</b>	<b>\$4,210,000</b>	<b>\$210,000</b>	<b>\$690,000</b>	<b>\$90,000</b>	<b>\$4,140,000</b>
Unfunded		\$662,000				
<b>Unfunded</b>		<b>\$662,000</b>				<b>\$0</b>
<b>Total</b>	<b>\$225,000</b>	<b>\$4,872,000</b>	<b>\$210,000</b>	<b>\$690,000</b>	<b>\$90,000</b>	<b>\$4,140,000</b>

D = Year being designed; C = Year construction will begin.

For projects planned beyond five years, please refer to the City's Capital Improvement Plan Document.

# General Government Debt -

2016B Special Obligation Improvement Bonds

Robert M. Lemone Trust

Missouri Transportation Finance Corporation

## (Debt Service Funds)



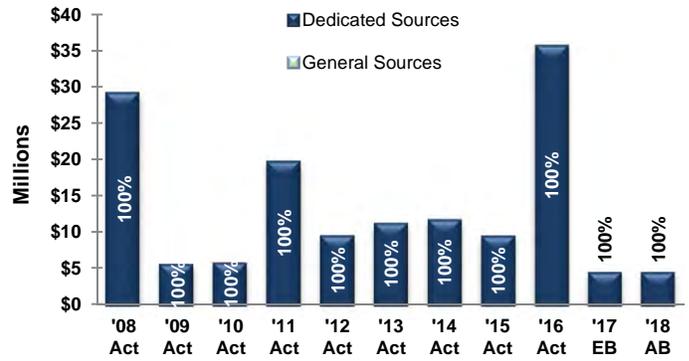
*City of Columbia*  
*Columbia, Missouri*

# General Government Debt - Debt Service Funds

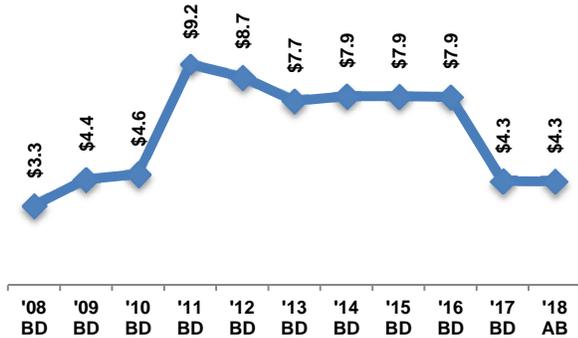
FY 2018 Total Expenditures By Category



Funding Sources



Budgeted Expenditures (in Millions)



Permanent Positions

There are no personnel assigned to this department

## Appropriations (Where the Money Goes)

	Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	\$ Change 18/17B	% Change 18/17B
Personnel Services	\$0	\$0	\$0	\$0	\$0	
Supplies & Materials	\$0	\$0	\$0	\$0	\$0	
Travel & Training	\$0	\$0	\$0	\$0	\$0	
Intragovernmental Charges	\$0	\$0	\$0	\$0	\$0	
Utilities, Services & Misc.	\$601,417	\$0	\$0	\$0	\$0	
Capital	\$0	\$0	\$0	\$0	\$0	
Other	\$34,974,865	\$4,343,232	\$4,343,232	\$4,338,732	(\$4,500)	(0.1%)
<b>Total</b>	<b>\$35,576,282</b>	<b>\$4,343,232</b>	<b>\$4,343,232</b>	<b>\$4,338,732</b>	<b>(\$4,500)</b>	<b>(0.1%)</b>
Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Non-Operating Expenses	\$0	\$0	\$0	\$0	\$0	
Debt Service	\$35,576,282	\$4,343,232	\$4,343,232	\$4,338,732	(\$4,500)	(0.1%)
Capital Additions	\$0	\$0	\$0	\$0	\$0	
Capital Projects	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>\$35,576,282</b>	<b>\$4,343,232</b>	<b>\$4,343,232</b>	<b>\$4,338,732</b>	<b>(\$4,500)</b>	<b>(0.1%)</b>

## Funding Sources (Where the Money Comes From)

Lease/Bond Proceeds	\$19,279,838	\$0	\$0	\$0	\$0	
Interest Revenue	\$102,692	\$122,456	\$122,456	\$122,456	\$0	0.0%
Other Local Revenues	\$1,755,731	\$1,257,494	\$1,257,494	\$1,257,494	\$0	0.0%
Operating Transfers	\$9,119,704	\$2,817,713	\$2,817,713	\$2,798,797	(\$18,916)	(0.7%)
Use of Fund Balance	\$5,318,317	\$145,569	\$145,569	\$159,985	\$14,416	9.9%
Less: Amt. Added to Fund Balanc	\$0	\$0	\$0	\$0	\$0	
<b>Dedicated Sources</b>	<b>\$35,576,282</b>	<b>\$4,343,232</b>	<b>\$4,343,232</b>	<b>\$4,338,732</b>	<b>(\$4,500)</b>	<b>(0.1%)</b>
General Sources	\$0	\$0	\$0	\$0	\$0	
<b>Total Funding Sources</b>	<b>\$35,576,282</b>	<b>\$4,343,232</b>	<b>\$4,343,232</b>	<b>\$4,338,732</b>	<b>(\$4,500)</b>	<b>(0.1%)</b>

**Description**

Debt Service Funds are used to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special obligation bond principal and interest when the government is obligated in some manner for the payment. The City currently has three debt service funds.

**2016B Special Obligation Improvement Bonds**

This fund is used to accumulate monies for payment of Series 2016B \$26,795,000, 4.3% Special Obligation Bonds with semi-annual installments of principal plus interest until maturity in 2028. Financing is to be provided by property tax and lease payments from enterprise funds. These bonds were used for the purchase and improvement of the Health Facility and Construction, expansion, renovation, and equipping the downtown government center. These bonds will be paid off in FY 2028.

The 2008B SO Bonds were refinanced in FY 2016 resulting in a savings of \$4,640,040 over the next thirteen years (average \$355,000/yr).

**Missouri Transportation Finance Corporation Loan**

This fund accumulates monies for payment of the \$8.2 million, 3.92% loan for improvements to the Stadium Boulevard Corridor from Broadway to I-70. Financing is to be provided by TDD sales tax revenue. This loan will be paid off in FY 2022.

**Robert M. Lemone Trust**

This fund is used to accumulate monies for payment of the loans for the purchase and renovation of 2810 Lemone Industrial Blvd. (the IBM building). The City assumed the obligation to pay these loans December 31, 2010. Financing is to be provided by sales tax revenue in the Public Improvement Fund and building lease payments. This loan will be paid off in FY 2020.

**Authorized Personnel**

Actual FY 2016	Adj. Budget FY 2017	Estimated FY 2017	Adopted FY 2018	Position Changes
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There are no personnel assigned to this budget.

# Debt Service Funds - Detail

## Mo Trans Finance Corp (Fund 3110)

### Missouri Transportation Finance Corp Loan (Interest rate: 3.92%)

Original Issue - \$8,200,000

Balance As of 9/30/2017 - \$4,021,482

Maturity date - 3/1/2022

Ordinance #20001 authorized a direct loan agreement with the Missouri Transportation Finance Corp for improvements to the Stadium Boulevard Corridor from Broadway to I-70. \$2.5 million of the loan was obtained during FY 2012 with the balance of \$5.7 million to be received 10/1/2012.

Year	Principal Requirements	Interest Requirements	Total Requirements
2018	\$834,006	\$149,470	\$983,476
2019	\$867,020	\$116,456	\$983,476
2020	\$901,086	\$82,390	\$983,476
2021	\$937,009	\$46,467	\$983,476
2022	\$482,361	\$9,376	\$491,737
<b>Total</b>	<b>\$4,021,482</b>	<b>\$404,159</b>	<b>\$4,425,641</b>

## Lemone Trust Fund (Fund 3100)

### Special Obligation Bonds - Robert M. Lemone Trust

#### 12/28/10 (2810 Lemone Industrial Blvd. - IBM Building (interest Rate: 6.00%))

Original Issues - \$9,229,723

Balance As of 9/30/2017 - \$3,526,715

Maturity Date - 10/1/2020

On 12/28/10 the City received title to property at 2810 Lemone Industrial Blvd. and assumed the obligation to pay the seller's loan of \$2,550,000 to CAJF (Columbia Area Jobs Foundation) as well as a second loan in the amount of \$9,229,723. The debt is to be repaid by monthly lease payments for the building.

Year	Principal Requirements	Interest Requirements	Total Requirements
2018	\$1,072,649	\$184,845	\$1,257,494
2019	\$1,139,752	\$117,742	\$1,257,494
2020	\$1,210,912	\$46,581	\$1,257,493
2021	\$103,402	\$0	\$103,402
<b>Total</b>	<b>\$3,526,715</b>	<b>\$349,168</b>	<b>\$3,875,883</b>

# Debt Service Funds - Detail

## Lemone Trust Fund (Fund 3100)

### Special Obligation Bonds - Robert M. Lemone Trust

#### 12/28/10 (2810 Lemone Industrial Blvd. - IBM Building (interest Rate: 5.25%))

Original Issues - \$2,550,000

Balance As of 9/30/2017 - \$1,001,964

Maturity Date - 1/1/2021

On 12/28/10 the City received title to property at 2810 Lemone Industrial Blvd. and assumed the obligation to pay the seller's loan of \$2,550,000 to CAJF (Columbia Area Jobs Foundation) as well as a second loan in the amount of \$9,229,723. The debt is to be repaid by annual appropriation of sales tax revenue in the Public Improvement Fund. The principal is in escrow at Boone County National Bank.

Year	Principal Requirements	Interest Requirements	Total Requirements
2018	\$282,441	\$45,871	\$328,312
2019	\$297,632	\$30,681	\$328,313
2020	\$313,639	\$14,674	\$328,313
2021	\$108,252	\$1,186	\$109,438
<b>Total</b>	<b>\$1,001,964</b>	<b>\$92,412</b>	<b>\$1,094,376</b>

## Special Obligation Bond - Downtown Gov Center (Fund 3120)

### Special Obligation Bonds

#### 16 Improv. Downtown Govt. Center (Interest Rates: 3.50% - 5.00%)

Original Issue - \$17,580,000

Balance As of 9/30/2017 - \$16,365,000

Maturity Date - 9/30/2028

In July 2016, the City issued Special Obligation Refunding Bonds. The City intends to fund the annual debt service payments in the bonds through lease payments to be charged to the City enterprise and governmental departments that will occupy space in the government center. The bonds were issued to refund the City's Special Obligation Bonds, Series 2008B.

Year	Principal Requirements	Interest Requirements	Total Requirements
2018	\$1,235,000	\$534,450	\$1,769,450
2019	\$1,265,000	\$509,450	\$1,774,450
2020	\$1,295,000	\$477,375	\$1,772,375
2021	\$1,350,000	\$424,200	\$1,774,200
2022	\$1,415,000	\$355,075	\$1,770,075
2023	\$1,475,000	\$282,825	\$1,757,825
2024	\$1,550,000	\$207,200	\$1,757,200
2025	\$1,615,000	\$144,225	\$1,759,225
2026	\$1,670,000	\$94,950	\$1,764,950
2027	\$1,720,000	\$52,700	\$1,772,700
2028	\$1,775,000	\$17,750	\$1,792,750
<b>Total</b>	<b>\$16,365,000</b>	<b>\$3,100,200</b>	<b>\$19,465,200</b>

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