INTRODUCTION & OVERVIEW

A journey of a thousand miles begins with a single step.
Confucius

In August of 1996, the City Council of the City of Monett engaged the services of Gross & Associates, Inc of Springfield, Missouri to prepare a Growth Management Plan for the City of Monett which would serve as a guide for current and future City Leaders when evaluating future needs. The purpose of the plan is to consolidate pressing issues, which the City faces into a manageable document for public review. The document was not intended nor designed to be a detail engineering report concerning the infrastructure of the City, but rather a financial planning document which formulates community issues as they affect future growth.

During this eighteen-month period the principal investigator, Darrell Gross, spent substantial time in the City. An average of two days per week was spent on this project, and other projects assigned by the Council. The time was spent discussing and reviewing needs and ideas with community leaders and City Staff. A wealth of information was obtained. This "hands on" evaluation has enlightened the investigator concerning the needs of the City. This report has been prepared with a very direct knowledge base of the City.

One of the most enjoyable experiences of the investigation period was the opportunity to get to know the City staff on a personal basis. One point was very evident in the review process, which was that the City is blessed with one of the most dedicated and talented staff in the State. Everyone has a genuine concern for the City and a desire to serve the public.

It would be impossible to list all of the observed talents of the various staff members, but one in particular is worthy of recognition. Former City Clerk, Doris Meyer, who served the City for over 30 years, deserves a special recognition for her years of service and knowledge. It was very apparent in the review of the City's operation that she was responsible for much of the planning and direction for the City. Her knowledge, experience, and dedication is seen throughout all aspects of City Departments. The City owes her more than they can ever repay. This publication is dedicated to her many years of service.

The material in this document represents several months of analyzing existing conditions and past trends in the Monett area. In addition to the Background Analysis contained herein, specific issues have also been identified. This document is in no way to be interpited as an approved plan or policy of the City of Monett. The Council will act upon issues and needs suggested within this plan on an individual basis. This report should not be considered the opinion of the City Council. Most of the items within this report were discussed with the Council, but merely to obtain their opinions. The Council did not edit this report or dictate the contents or outcome.

City of Monett

Comprehensive Growth Management Plan

1.0 Demographic Information

CREATING THE FUTURE

POPULATION HISTORY & GROWTH PROJECTIONS

TABLE OF CONTENTS

1.0 Demographic Information

1.1 Purpose and Scope of Evaluation

The purpose of this evaluation will be to help community leaders understand the historic growth patterns and trends in population and development of the City. Efforts will be made to reflect employment and housing trends. Specific information in this area is compared to the projections that were prepared for the 1970 Comprehensive Plan of the City's.

1.2 Regional Location of Monett

Monett is located at the center of and along the county line of Barry and Lawrence Counties, 42 miles southwest of Springfield, 39 miles southeast of Joplin, 180 miles south of Kansas City, and 265 miles southwest of St. Louis. Its location is easily accessible to Table Rock Lake. U.S. Highway 60 and State Highway 37 intersect at Monett. Two interchanges on Interstate 44 are within 15 miles of Monett.

1.3 Historical Background

In its early days all of Monett's development was in Barry County. It served as a trading and retail center for the surrounding agricultural area. By 1890, the City had a population of 1,700. During the next ten years, the City's population almost doubled: at no other time in its history has its population increased so rapidly. This impetus for growth was caused by Frisco Railway establishing its main division point in Monett. From 1900 to 1950, Monett continued to be primarily a railway division point. It was during the decade from 1950 to 1960 that the character of the City began to change. The decline in railroad activity made it necessary for the Frisco Railway to curtail its operations in Monett, including its designation as a division point.

Efforts by community leaders were successful in attracting a very diversified and stable industrial base to locate in the City. The efforts thirty years ago was the foundation of the strong industrial base the City enjoys today. Had vision and community efforts not been exerted in the 1950's and 60's the City could have easily declined like many railroad communities. Today, Monett enjoys one of the strongest industrial bases as any community in the State. The current industrial base is responsible for the creation of nearly 1,000 new jobs since 1990. All of this growth came from expansion of existing businesses. No new industry located in the City to cause such large growth.

1.4 Population Growth 1890-1996

The population of the City is reviewed here to reflect changes and growth patterns. As stated above the decade between 1890 and 1900 was the largest percentage and numeric growth of the City. No significant growth occurred until the latter part of the century. The population of Barry and Lawrence County is also traced to compare the growth with the unincorporated areas. The growth of Monett has been limited because the territorial limits of the City have not increased at the same pace as the area population.

POPULATION CHANGE CHART 1890-1996

YEAR	MONETT	BARRY CTY	LAWRENCE CTY
1890	1,699	NA	NA
1900	3,115	NA	NA
1910	4,177	NA	NA
1920	4,206	NA	NA
1930	4,099	22,803	23,774
1940	4,395	23,546	24,637
1950	4,771	21,755	23,420
1960	5,359	18,921	23,260
1970	5,800	19,597	24,585
1980	5,937	24,408	28,973
1990	6,529	27,547	30,236
1996-Estimate	7,165	32,325	32,396

SOURCE: U.S. Census Bureau/1970 Comprehensive Plan for Monett

As the statistics reflect above, the region Barry and Lawrence County experienced double digit growth rates from 1970 to current. Barry County experienced a 65% increase in population from 1970 through 1996, which is an annualized growth of 1.8%. Lawrence County experienced a 32% growth in population for the same time period, which is an annualized growth of .9%. These counties growth rates compares to a 24% growth in the City of Monett, which is an annualized growth rate of .7%. The primary reason why the City did not grow at or above the rate of the counties is because the territorial limits of the City were not increased sufficiently to capture the growth. Substantial growth on the outskirts of the City has occurred over the last thirty years. An estimated 1,000 people live within one mile of the City limits.

1.5 Population Projections 1996-2020

For planning purposes projections of growth have been prepared for the City of Monett and the two counties in order to estimate and plan for the population increases. Projections and planning are very important in any planning process. Quality forecasting based on models and historic statistics can give a realistic projection into the future. To illustrate the accuracy of projections, a comparison of the population projections in the 1970 Comprehensive Plan for the City was compared to actual numbers. The population projection for 1980 was 7,000 while actual growth was 5,937 and 1990 was 7,700 estimate with an actual of 6,529. This is relatively close when forecasting thirty years in the future. Projections can easily change if events change over the course of the time

studied.
Southwest Missouri is projected to continue being the highest growth area of the state for the next two decades. In addition, the growth of Monett is projected to increase significantly over this time period based on the employment growth. Following is a chart of population projections for the City and the two counties:

POPULATION PROJECTIONS 1996-2020

YEAR	*MONETT*	*BARRY CTY*	*LAWRENCE CTY*
1996-Current Est.	7,165	32,325	32,396
2000	7,500	36,204	33,951
2010	8,250	41,273	37,346
2020	9,075	47,464	41,081

SOURCE: Missouri State Demographer-Office of Administration/Gross & Associates

1.6 Employment Trends

Monett has managed to survive significant changes in its economy over the last century. The growth and demise of the railroad lead the City to become one of the leading manufacturing cities in the state for its size. Within the state of Missouri only ten counties have a labor force which depends on manufacturing for more than 30% of its employment. Barry County is one of those counties. Within Barry County 52% of all employees work in the manufacturing field while 64% of the City's jobs are manufacturing based. Not all labor comes from within the City nor Barry or Lawrence County. Due to the shortage of labor Barry County and the City of Monett depend on labor from the surrounding counties to fill the jobs. Lawrence, McDonald, and Stone County, counties which border Barry County, all are classified as commuting-dependant counties. These are counties which over 40% of the work force commutes to other counties for employment. Stone County depends on employment in the Branson area, but some northern residents do commute to Barry County. McDonald County depends mostly on Newton County businesses for employment but some do commute to Barry County. Lawrence County on the other hand depends heavily on Barry County for much of the Counties employment.

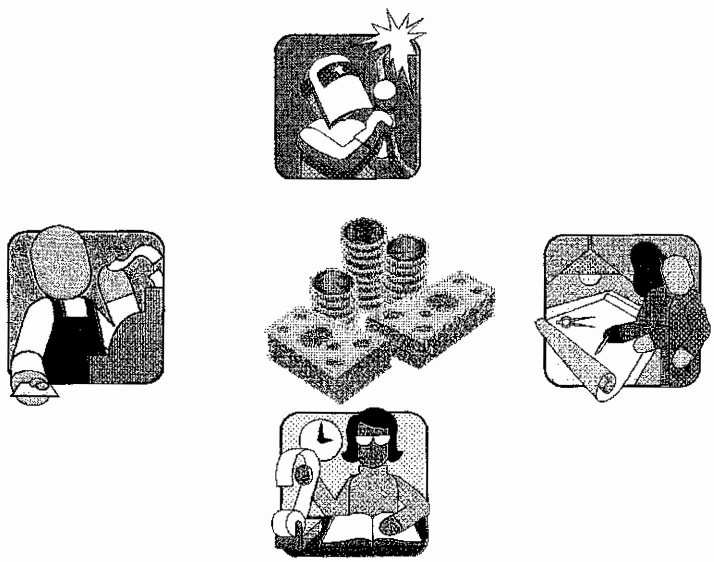
1.7 Conclusions

Monett, and the area around the City, will continue to change in the next two decades. The influx of population caused by lifestyle changes desired by citizens in the metro areas and the steady increase in employment in the area. Monett continues to increase the number of jobs available and is likely to continue due to the diversity of the industries in the City. Depending on several factors, the size of the City could be the basic number as projected above or it could be as large as 15,000 by the year 2020. Factors, which could change this number, are the aggressiveness of the annexation policy and the development of housing within the City limits during this time period. The continued development of retail business will also have a major impact on the demand for housing in the City. One thing is certain based on the growth in the area is that the Monett area will increase in population whether or not the City is prepared for the growth or not.

City of Monett

Comprehensive Growth Management Plan

2.0 Economy



CREATING THE FUTURE

THE LOCAL ECONOMY

TABLE OF CONTENTS

2.0 Economy

2.1 PURPOSE AND SCOPE OF EVALUATION

The purpose of this evaluation will be to help community leaders understand the make up of the economy of the region. Efforts will be made to reflect how industry and retail sectors of the economy interface and depend on one another. The retail sector will be evaluated in such a manner as to determine the supply and demand for certain retail goods and services and how effective the retail businesses of the City of Monett are at filling this demand.

2.2 REGIONAL ECONOMIC FRAMEWORK

Monett is the largest city in Barry County. The current population in the City limits is an estimated 7,000 to 7,500 people. The Market Service Area (MSA) which depends on Monett for shopping and as a primary employment place is 14,000 to 15,000 people. The personal income for the MSA is estimated at $210,000,000 annually. Monett is located in the center of a two county region, Barry and Lawrence, which has a population base of 65,095. Monett is the primary employment area within this two county region. The City of Monett has 56% of all manufacturing jobs in the two county region, or 74% of Barry County. The City has an estimated 4,500 manufacturing jobs and an estimated 2,500 in retail, service, and government giving the city a total of an estimated 7,000 jobs.

Monett is located within a forty-five minute drive from Springfield and Joplin. Monett is in the center of Southwest Missouri. It's location on Highway 60 and balanced distance between the two major cities of the region, Joplin and Springfield, causes Monett to be a significant City in the regions economy.

TABLE 2.1 Employment Makeup

Industrial Class & Ownership	Barry County	%	Monett	%
Private Ownership	**10,647**	**85.8**	**6,500**	**92.9**
Manufacturing	**6,060**	**52.0**	**4,500**	**64.3**
Retail/Service/Trade	**2318**	**45.6**	**2,000**	**28.6**
Government	**1,000**	**17.2**	**500**	**7.1**
TOTALS	**11,647**	**100%**	**7,000**	**100%**

SOURCE: County Business Patterns 1993 U.S. Department of Commerce

2.3 Trends of the Economy

The industrial base and the recent growth of this sector of the economy has given rise to the City as a sub-regional retail trade center. Due to the growth in labor demand many industrial employers are forced to "import" labor from outside the MSA of Monett. This rise in workforce gives rise to demand for retail goods and services for workers whom travel to and from Monett daily. Housing demand has increased dramatically since 1990.

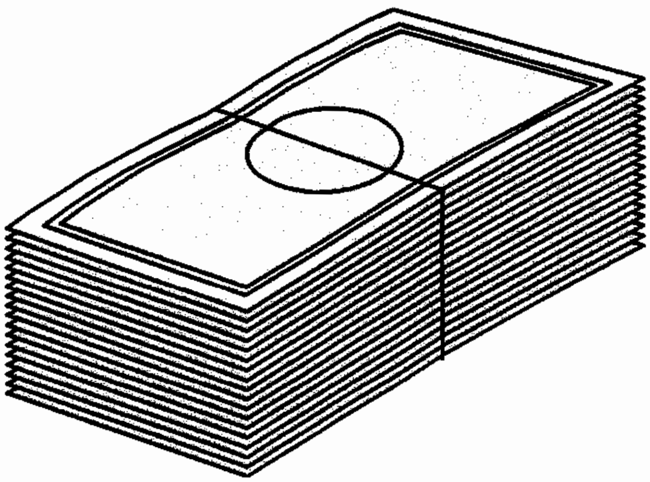
With the increasing industrial employment base of the City and the strong loyalty of residents to shop in Monett, a strong demand for certain retail goods and services is identifiable. With the changing conditions, job availability, and the estimated 15,000 people in the MSA area gives rise to attracting businesses to Monett which previously was not economically feasible.

Based on the "Pull Factor" which is the ability of a retail area to capture the available dollars for that selected retail product or service, the City of Monett fairs very well based on the availability. This is changing rapidly as a result of the changing economic growth. Retail business are not keeping up with the changing market place. Lack of availability is reducing the "Pull Factor" of the City due to the lack of selective choices.

2.4 RETAIL STUDY

A copy of a study of the impact of retail sales within the City of Monett has been included in this section. The study was for the years of 1992 through 1995. A review of the sales tax records of the City was used to prepare this study. The study gives an indication of the City's businesses to "pull" retail customers to the City.

MONETT, MISSOURI



RETAIL SALES
ECONOMIC IMPACT STUDY

PREPARED BY:
GROSS & ASSOCIATES, INC.
4942 SOUTH ROSLYN
SPRINGFIELD, MISSOURI 65804
417/886-6894

PURPOSE & SCOPE OF STUDY

This study was done in conjunction with a Comprehensive Growth Management Plan commissioned by the City of Monett, Missouri. This Plan will address overall growth trends and analysis of land use, zoning, planning, and an analysis of the local economy. This Study is only a segment of the analysis of the local economy. Additional studies will be done in area of the local economy.

This study is focused on analyzing the effectiveness of local Monett businesses in retaining and attracting the consumer spending within the Monett Trade Area. This analysis is important in order to measure the outward and inward flow of retail shopping dollars to the Monett economy. The importance of the local retail economy is often overlooked by communities when considering new economic development actions and measures. Without a vibrant and expanding retail economy, a large share of a city's revenue to operate local government would be gone. In the case of Monett the share is an estimated 49% in 1995.

The objective of the study is to provide a barometer of the local retail economy. It will measure the effectiveness of local businesses by category at capturing the Monett Trade Area consumer spending in that category. The application of this study by the City and community should be to use the results to attract new retail or encourage the expansion of existing businesses in the category which the community is deficient. This study should also be used in planning certain land use and annexation actions by the City.

The sources of information and resources utilized in preparing this study were the Missouri Department of Revenue Consolidated Sales Tax Report for the City for the years of 1992 through 1995. This information is confidential but was used for the allowable purpose and reported in such a manner as not to reveal any confidential numbers of any one business. To obtain the income level and Monett Trade Area projections a combination of sources were relied on: The U.S. Department of Commerce, Department of Economic Analysis, the U.S. Census Bureau, the State of Missouri, Bureau of Labor Statistics, local utility and telephone companies, and private market studies.

<u>SECTION 1</u>
DEFINITIONS

1. "MONETT TRADE AREA": This is the geographic area in and around Monett which is influenced by and dependent upon the Monett retail market place for many or most of their purchases of consumer goods.

2. "PULL FACTOR": This is the ability of the community businesses to attract the consumer spending of the trade area to their location. This is measured by a 1 to 1 ratio, that is to say that for every dollar earned in a community to every dollar spent in a community. Many regional market hubs attract more than a 1 to 1 ratio because they are a destination shopping point.

3. "REGIONAL MARKET HUB": This is a community which attracts retail consumers from beyond their trade area, and thus have a greater pull factor.

4. "PERSONAL INCOME": This is the total personal earnings from wages or retirement income for an area.

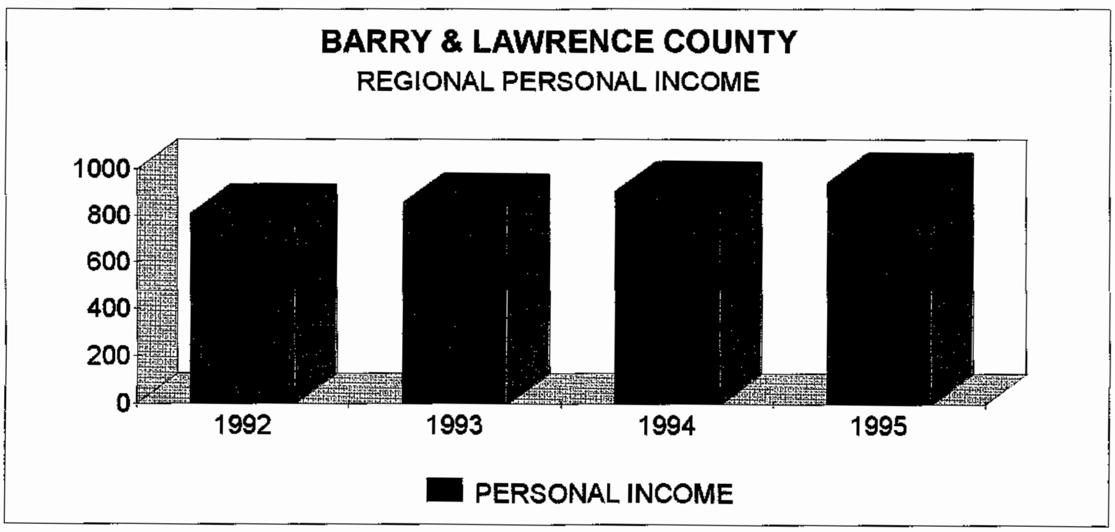
5. "PERCAPITA INCOME": This is the average earnings of each person living within an area. This will reflect children and non employed individuals. The total personal income for an area is divided by the total population for an area.

6. "HOUSEHOLD INCOME": This is the average income of each household within an area. The total personal income for an area is divided by the total households in an area.

SECTION 2
REGIONAL ECONOMIC AREA

The City of Monett is located on the border of Barry and Lawrence County, Missouri in the virtual center. This two county region is considered the Regional Economic Area which Monett is a part of. The combined population for these two counties was 59,773 people and/or 25,696 households as of the 1990 census. The current projected population is 65,095 and a household count of 28,121 based on forecast by the Sate of Missouri and the U.S. Department of Commerce, Bureau of Economic Analysis. This is a regional population growth of 8.9% over a five year period. This growth compares to a projected 3.9% population growth for the State of Missouri and a 5.4% for the United States for the same time period. This is evidence that the region is an expanding and growing economy. The region's growth is 128% higher than the State level and 39% higher than the National level. *(see Table 1 & 2)*

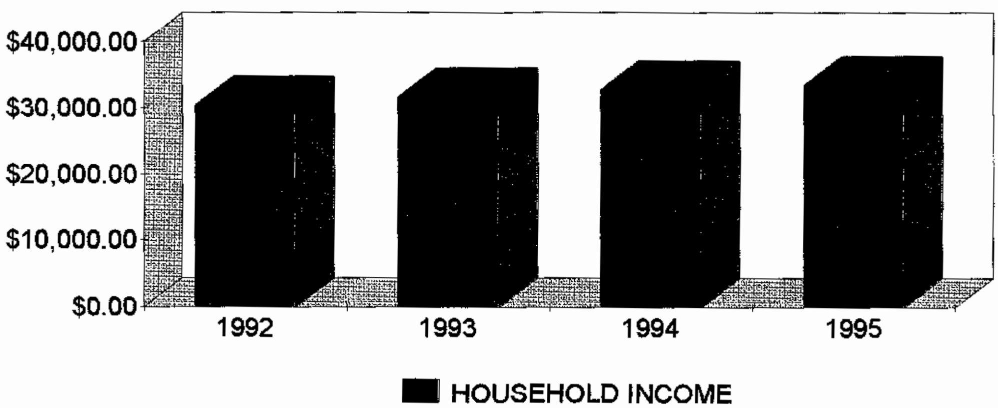
The regional personal income is projected to be $941,530,000, up from $735,654,000 in 1990. This is a 28% increase over a five year period or an annual growth rate of 5.6% in the retail economy. The current level of personal income for the region equates to a percapita income of $14,463.94 or a household income of $33,481.83. *(see Table 3)*



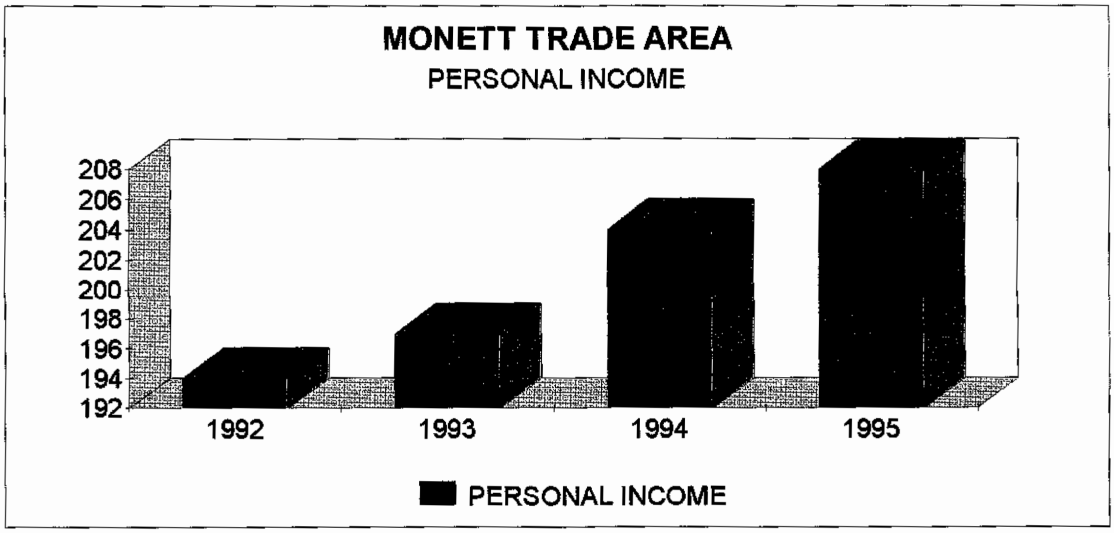
SECTION 3
MONETT TRADE AREA

The population of the City of Monett as of the 1990 census was 6,529 people. The number of households was 2,295. Based on the growth rate of the region and the current number of utility customers within the City, the current population is projected to be 7,456 people and 3,081 households. Based on the immediate population of the City and economic patterns supported by private market studies, the population of the Monett Trade Area is projected to be 14,374 people and/or 6,250 households. These people either live within the City or in the rural areas near the City or small neighboring towns. These numbers may not reflect the potential population influenced who work in Monett but live in other Market Trade Area. *(see Table 4)*

MONETT TRADE AREA
HOUSEHOLD INCOME



The personal income of the population of the Monett Trade Area is projected to be $209,261,000. The percapita and household income for the area is projected to be the same as the average of the region. With this total income level established for the Monett Trade Area, the projected spending of the people in the area have been reviewed for certain consumer goods. This projected consumer spending is based on the national average percentage spending by category by households. This gives a projected consumer spending level for each consumer good studied. *(see Table 5)*

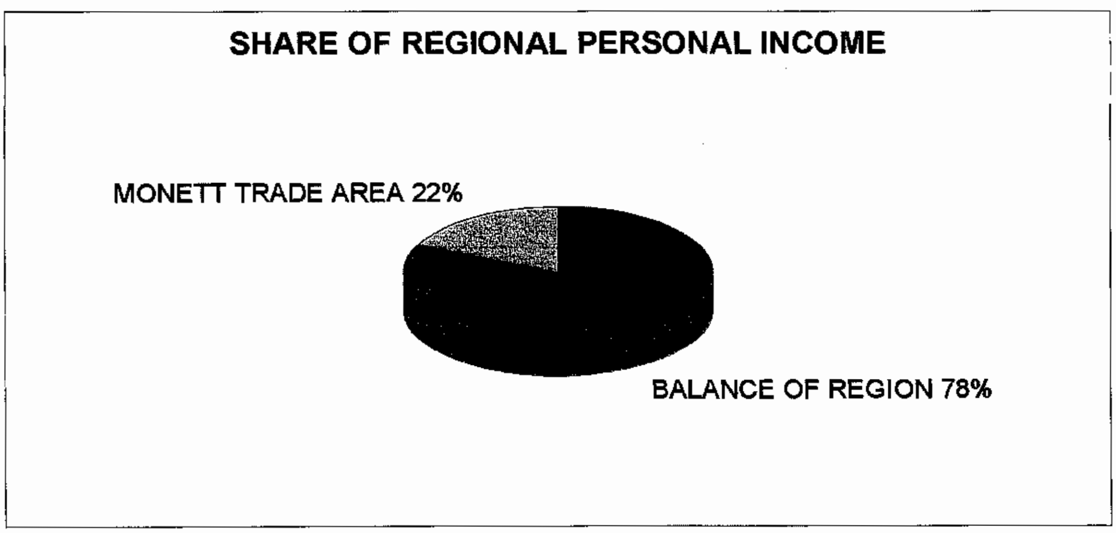


In order to measure the Pull Factor for the Monett Market Area, the actual sales for the studied categories were obtained from the Missouri Department of Revenue for the years 1992 through 1995. The projected spending level for the area was then measured against actual spending locally to obtain the Pull Factor for each category studied. This study did not study all retail categories due to the lack of sufficient data broken down to provide meaningful results. Following is a list of categories studied and the national average of earnings spent by households by the category as provided by the U.S. Department of Commerce, Bureau of Economic Analysis, and Consumer Price Index.

NATIONAL CONSUMER SPENDING BY HOUSEHOLD OF HOUSEHOLD EARNINGS FOR CERTAIN CATEGORIES OF CONSUMER GOODS

CATEGORY	PERCENT
Grocery Purchases, and other certain goods commonly sold by grocery stores:	10.87%
Convenience Store Purchases, and certain goods commonly sold by convenience stores, such as liquor.	2.96%
Clothing Purchases, and other such fashion purchases such as shoes.	5.44%
Auto Repair Purchases, and other such goods purchased to repair or service vehicles. Does not include purchase of vehicle.	1.53%
Furniture Purchases, and other such household capital products such as appliances.	3.64%
General Merchandise Purchases, This is a wide variety of goods and products which are sold by variety stores, discount stores and other businesses which sell general household products.	12.1%
Entertainment Purchases, This category covers movie rentals theatres, bowling, concerts, golf, and other forms of entertainment.	4.34%
Restaurant Purchases, includes all fast food, deli, and sit down restaurants.	6%
TOTAL STUDIED	46.88%

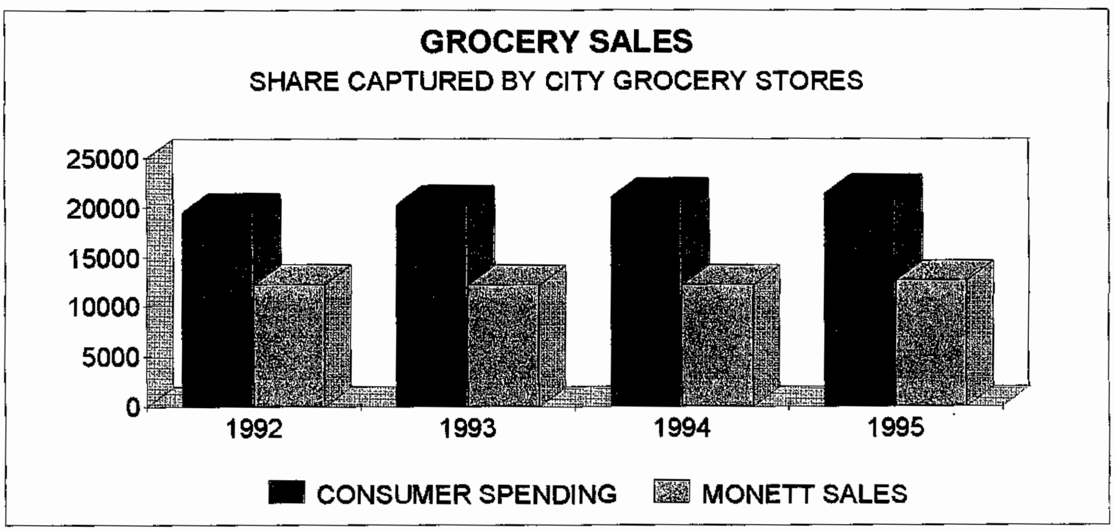
Balance of consumer income is absorbed by home improvements, mortgage payments, auto payments, other consumer debt, and taxes.



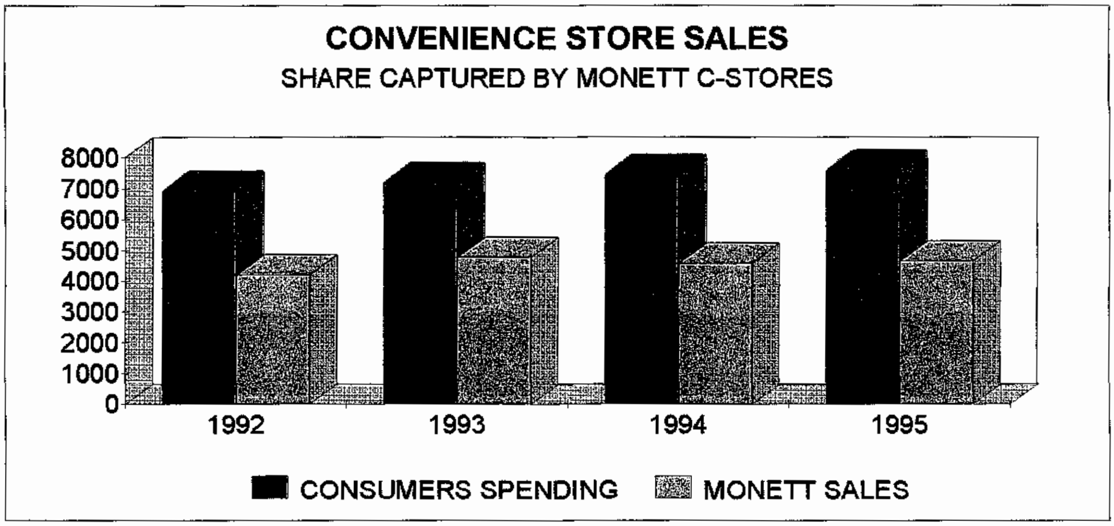
SECTION 4
CATEGORY COMPARISON-PULL FACTOR

1. Grocery Purchases; The Monett Trade Area currently expends $21,366,000 for grocery purchases per year. This is an average of $3,418.56 per family per year, or $284.88 per month per family. Of this total, only $12,663,000 is captured by Monett grocery stores or an average $2,026 per family, or $168.84 per month per family. This is a net loss of $8,703,000 per year in grocery sales to other market areas. These statistics give the pull factor for groceries in the Monett Trade Area a .59 to 1 ratio. That is to say that the Monett area is capturing only 59% of available grocery dollars in the trade area.

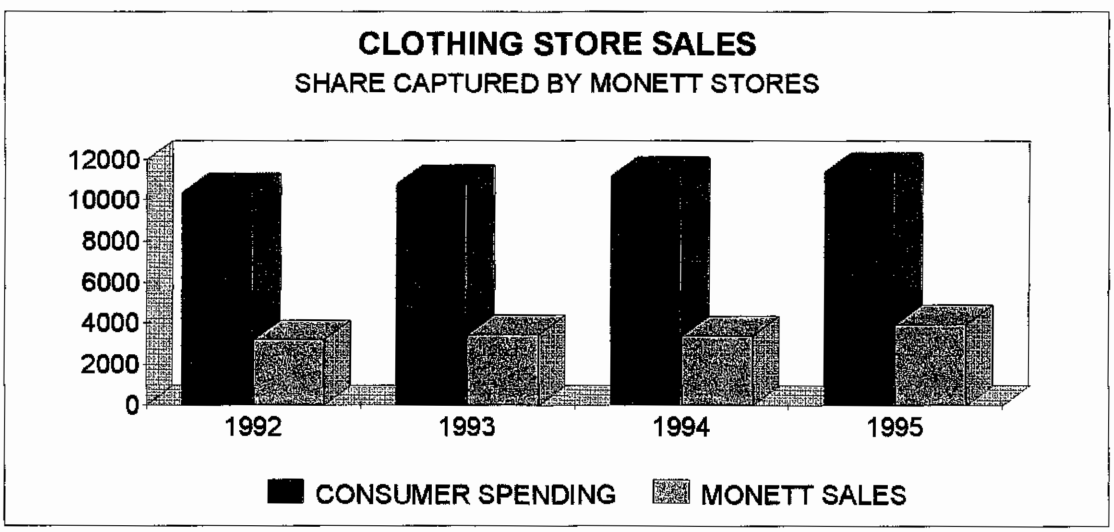
As an additional concern in review of the grocery market for the trade area it is clear that Monett stores are losing sales rather than holding their own or growing. From 1992 through 1995 the Trade Area purchases increased by 9.7%, while during the same time period local grocery stores increased only 2.8%.



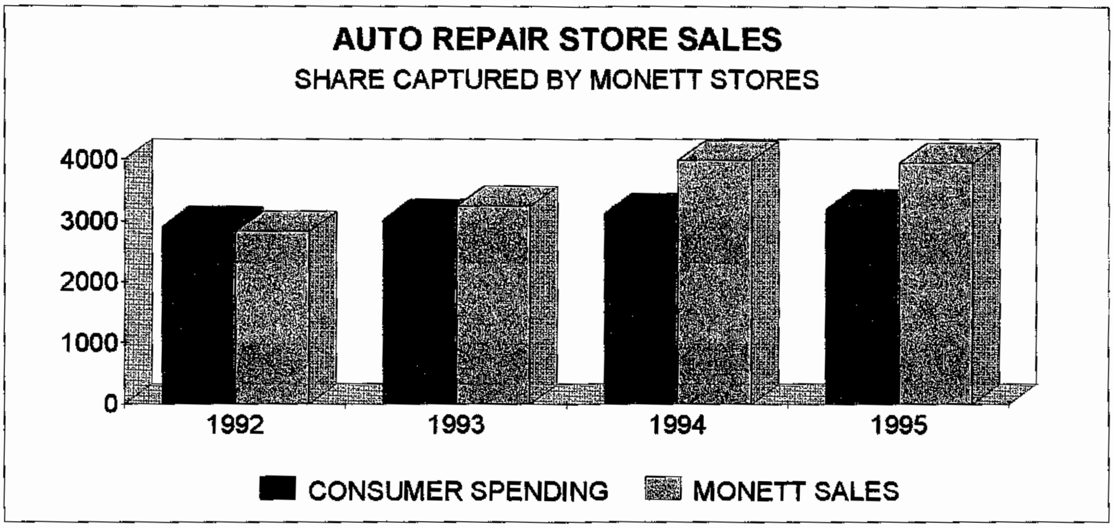
2. Convenience Store Purchases; The Monett Trade Area currently spends an estimate $7,575,000 in convenience store related purchases. Local businesses are capturing $4,655,000 of those sales. This is a pull factor of .61 to 1 or 61% of sales are captured by local stores. The net loss is $2,920,000 per year in order to have a 1 to 1. The performance of convenience stores should be greater than 1 to 1 because of the large volume of through traffic in the area.



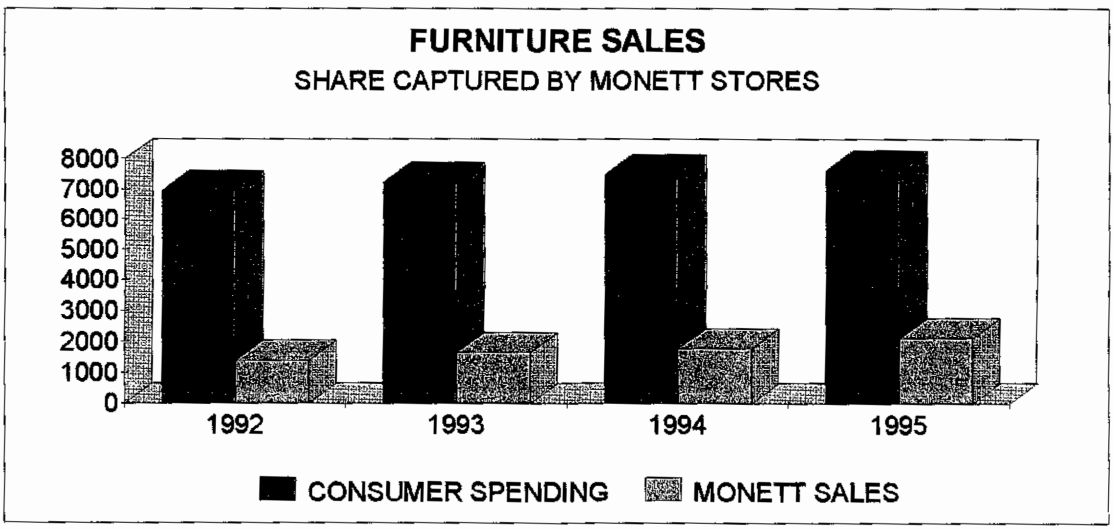
3. Clothing Purchases; The Monett Trade Area spends an estimated $11,384,000 on clothing and fashion purchases. Local stores captures only $3,952,000 of those sales. This converts to a net loss of $7,432,000 and gives the area a pull factor in this category of .35 to 1, or only capturing 35% of the clothing market dollar.



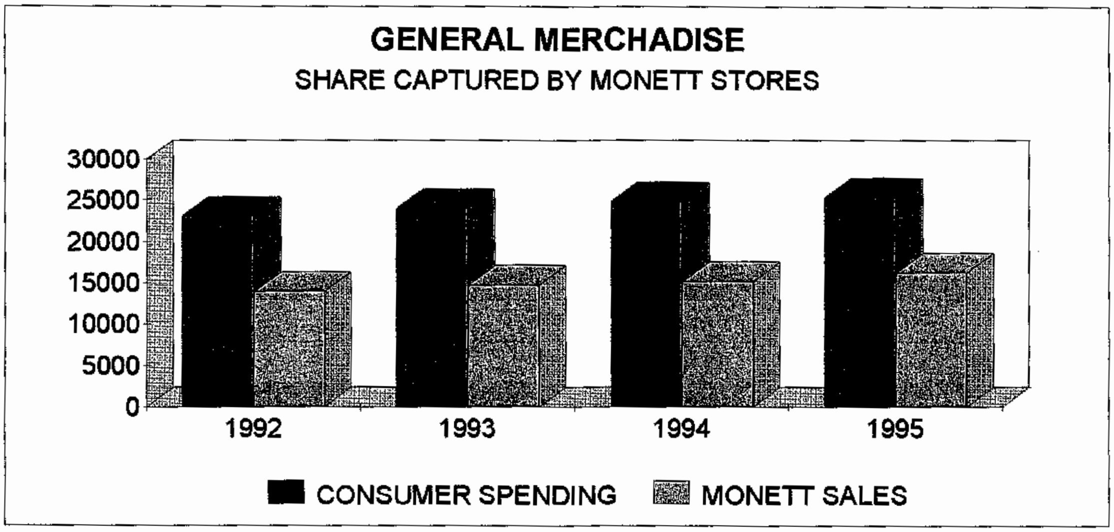
4. Auto Repair Sales; The Monett Trade Area spends an average of $3,181,000 on auto repair per year. Local businesses are capturing $3,942,000 per year which indicates that the community is pulling customers from outside the normal trade area. This gives the area a pull factor of 1.23 to 1 or a positive of $761,000 dollars of sales.



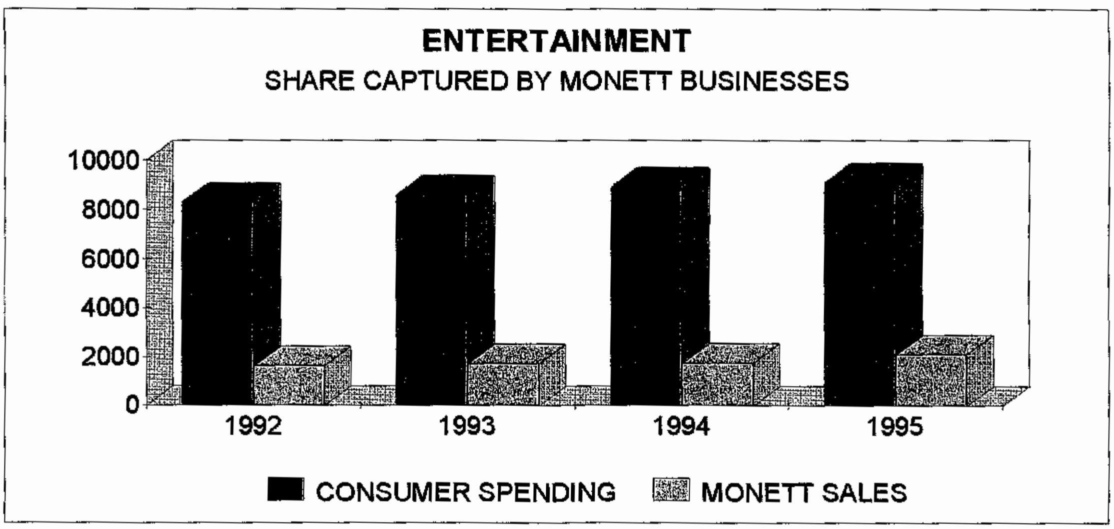
5. Furniture Purchases; The Monett Trade Area spends an estimated $7,617,000 per year in furniture purchases. Local businesses capture $2,111,000 of those sales or a pull factor of .28 to 1. This is a net loss of $5,506,000 in annual sales.



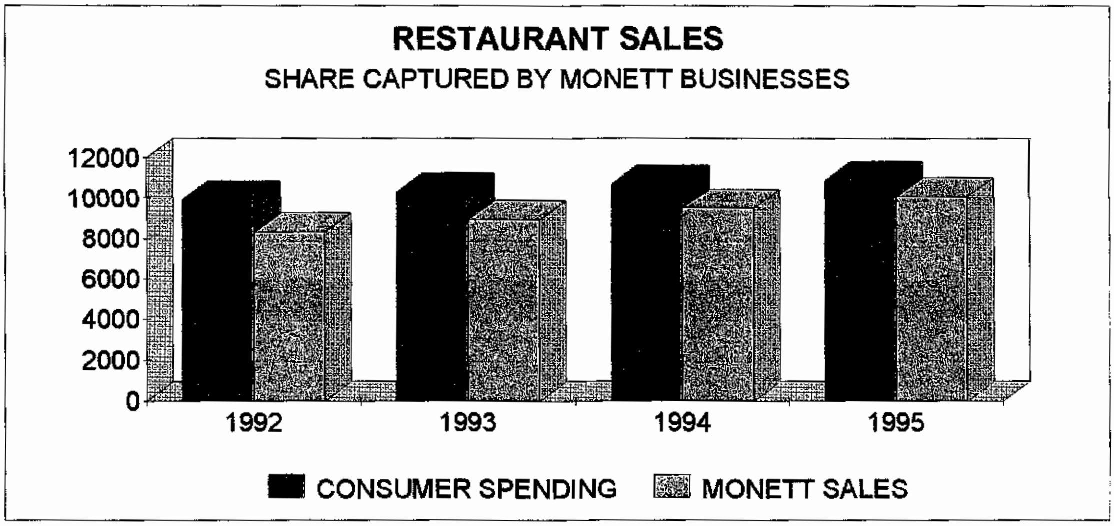
6. General Merchandise Purchases; The Monett Trade Area spends an estimated $25,258,000 on general merchandise. Local businesses captures only $16,204,000 of those sales. This is a pull factor of .64 to 1. The net loss is $9,054,000 in annual sales.



7. Entertainment Purchases; The Monett Trade Area spends an estimated $9,082,000 on entertainment venues. Local businesses are capturing $2,124,000 of these sales, or a pull factor of .23 to 1. The net loss is $6,958,000 in retail sales.



8. Restaurant Purchases; The Monett Trade Area spends an estimated $10,882,000 in restaurants. Local businesses captures $10,101,000 or a pull factor of .93 to 1. Local businesses are capturing most of the local trade area sales, but because the area has a large number of through traffic the pull factor should be a positive.

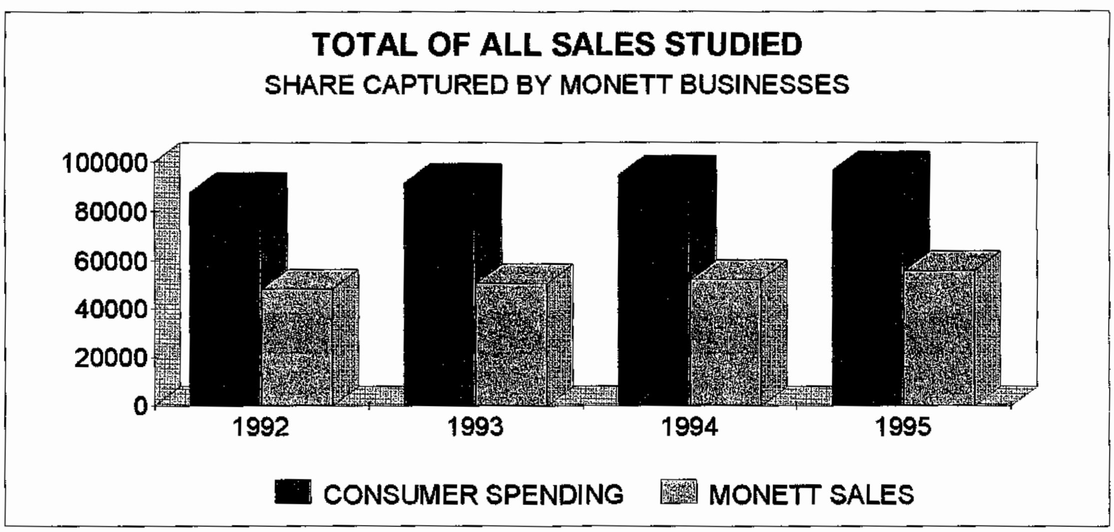


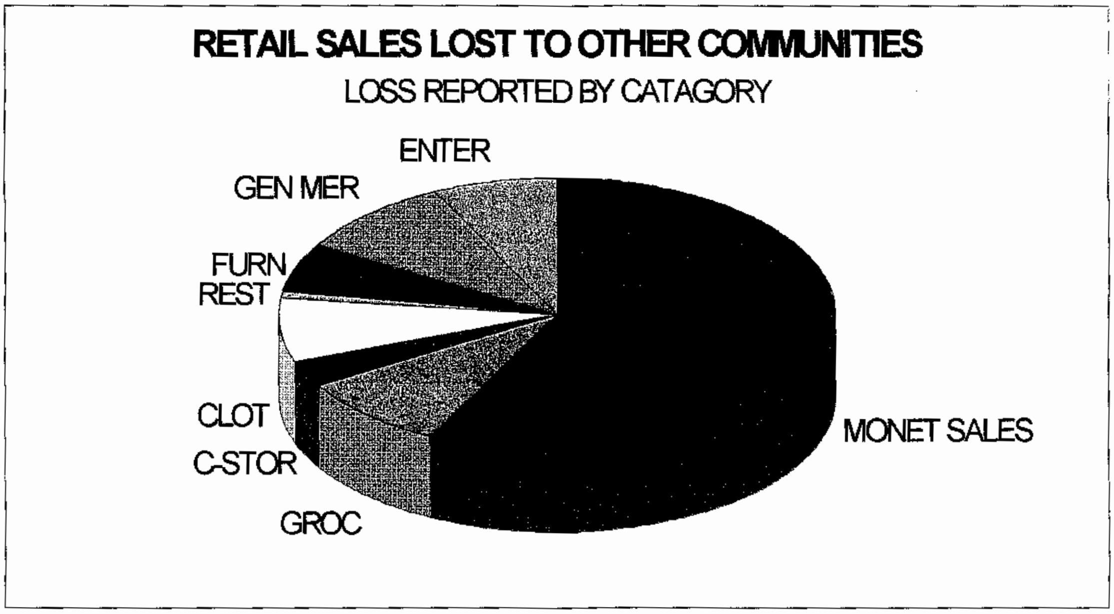
SECTION 5
SUMMARY AND CONCLUSIONS

By breaking this study down to the various categories it helps to see the areas of strength and weakness in the local retail economy. The overall impact of the local retail market is better measured by combining all categories and comparing this total to the projected total of spending for the area for the combined total. This measurement corrects any shifting of purchases from one category to another caused by stores which sells multiple lines of goods.

The Monett Trade Area spent $96,345,000 on the combined total of consumer goods as studied. Of the total purchases local businesses captured $55,752,000 or a negative pull factor of .58 to 1. The community is losing an estimated $40,593,000 in retail sales per year to other market areas. This loss is costly to the local community. Aside from the higher profit and efficiency which local businesses can function under with a higher volume of sales, the local taxing districts are losing an estimated $750,000 in local sales tax, and the loss of an estimated 350 to 400 jobs which this retail activity would generate.

Due to the importance of the City of Monett as an industrial hub for the region, it is also important that the area become a retail market hub by providing a greater retail selection for consumers. The increase choices provided to shoppers in Monett will improve the overall quality of life for prospective employees. The quality of life in Monett must compete with other areas throughout the State which need employees to fill the labor force need in the community. By improving the retail shopping base of the community several goals and objectives are met. *(1) Increased sales tax and property tax base (2) Create new jobs (3) Attract new laborers (4) Local businesses enjoy more sales volume and diversity of customers.*





Short and long term planning by the City and business community to address this loss of retail sales is needed. Existing businesses should be encouraged to expand their product lines to provide more product diversity and shopper choice. New businesses should be approached to consider the retail opportunities in Monett. New competition in most areas would not create competition for local merchants. With the loss of sales to neighboring market areas the new businesses would be competing with those communities. If more shopping choices are created, shoppers are more inclined to stay and shop in Monett rather than travel to a neighboring community.

TABLE 1
BARRY-LAWRENCE COUNTY POPULATION PROJECTIONS

	ACTUAL 1990	1991	1992	1993	1994	1995
Lawrence	30236	30500	30700	31200	31400	31700
Barry	27547	28000	28700	29300	30400	31400
TOTAL	**59773**	**60491**	**61392**	**62493**	**63794**	**65095**

TABLE 2
BARRY-LAWRENCE COUNTY HOUSEHOLDS PROJECTIONS

	ACTUAL 1990	1991	1992	1993	1994	1995
Lawrence	12788	12900	12984	13196	13280	13407
Barry	12908	13120	13448	13729	14245	14713
TOTAL	**27686**	**28011**	**28424**	**28918**	**29519**	**30115**

TABLE 3
BARRY-LAWRENCE COUNTY PERSONAL INCOME PROJECTIONS

REPORTED IN THOUSANDS $1,000

	ACTUAL 1990	1991	1992	1993	1994	1995
Lawrence	375790	395246	412269	434951	459736	485543
Barry	359864	379463	394855	419441	443999	455987
TOTAL	**737644**	**776700**	**809116**	**856385**	**905729**	**943525**
PERCAPITA	**$12,340.76**	**$12,839.93**	**$13,179.50**	**$13,703.69**	**$14,197.71**	**$14,494.58**
HOUSEHOLD	**$26,643.21**	**$27,728.39**	**$28,465.94**	**$29,614.25**	**$30,682.92**	**$31,330.73**

TABLE 4
MONETT TRADE AREA PULL FACTOR
TOTAL OF ALL CATEGORIES

	1992	1993	1994	1995
Monett Trade Area Spending	87866000	91309000	94478000	96345000
Amount captured by Monett Business	48425000	50806000	52806000	55752000
Net loss of Retail Market	39441000	40503000	41672000	40593000
PULL FACTOR	**.55 TO 1**	**.56 TO 1**	**.56 TO 1**	**.58 TO 1**

2.5 Conclusions

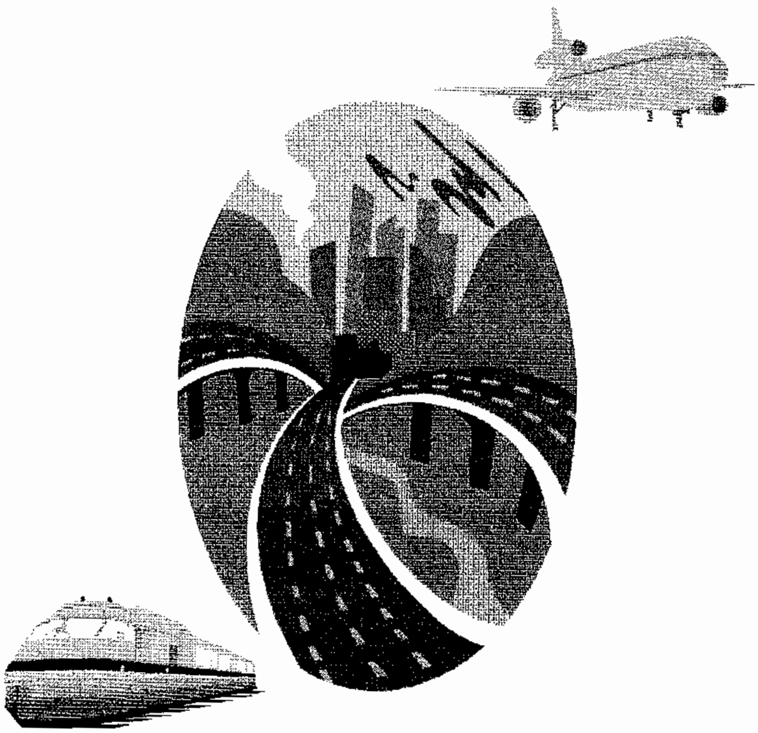
With the strong and growing economy of the area efforts should be made to increase the retail shopping choices of residents and the trade area. In addition to regional retailers, local businesses should give strong consideration to expansions and diversification to meet the market demand.

The City should promote the development of additional retail space to be constructed within the City and aid and assist local retailers toward capitalizing on the needs of consumers. The dividend to the community is an increase in local tax revenues, improvement in the quality of life, and as a benefit to the industrial community is to improve the area as a place to make a career and live, thus increasing the labor supply.

CITY OF MONETT

Comprehensive Growth Management Plan

3.0 TRANSPORTATION



ROADWAYS TO THE FUTURE

Transportation Planning

Street Maintenance-Airport-Regional Highway System

TABLE OF CONTENTS

3.0 TRANSPORTATION SYSTEM

3.1 Introduction

The purpose of this section is to provide a framework for the City of Monett to address short and long-term transportation needs. More specifically, this section will provide a long-range framework for the implementation of transportation system improvements. Transportation systems are considered to be all road systems within and serving the City, regardless of jurisdictional control as well as all other forms of transportation serving the City.

This section will also review the impact of the Municipal Airport in the City's past and future. A review of the Street Department's financial history has also been done. The Street Department's Budget includes the capital cost of storm water improvements and maintenance.

3.2 Overview of Need of Transportation Planning

Since 1962, the Federal Highway Act has required metropolitan areas of 50,000 persons or more to establish urban area wide transportation planning organizations which involve local governments and local elected officials in cooperative, comprehensive and continuing planning process. The reason behind such legislation was to cause local and state government to communicate together and with the federal government about transportation needs and issues as a community grows or changes.

Although the City of Monett is a smaller community and is not required to be a part of a Metropolitan Planning Organization as defined in the 1962 Federal Highway Act, the need and justification for developing a regional plan in conjunction with the State is just as strong, if not more so. All communities at one time were small. Had planning and foresight occurred in communities when they were small much of the traffic congestion and problems they experience today would have been avoided. Long range planning with the Missouri Department of Transportation, Barry and Lawrence County, and the affected Special Road Districts will save the City as well as the other governmental districts millions of dollars in capital cost or lost economic opportunity.

Monett is fortunate in having such an active transportation system within the City. This activity reflects the growth and strength of the local economy. Historically, the planning for the transportation system within the City was primarily the development of City streets. No planning has been done to deal with regional traffic or State roads because the City had no jurisdiction. While it is true the City has no jurisdiction on these roads it is not true that the City should not be involved in the planning or development of these roads. In the past ten years the City has been very active in planning and developing a quality airport.

The City is dependent on quality transportation access for it's economy. The City is the industrial employment base of the two county regions of Barry and Lawrence County. Good arterial highways are critical to employees who travel to the City for employment and for the movement of freight shipments to and from the industries.

City streets and commercial sections of state highways must be developed with safety in mind first and foremost. Secondly, the design and planning of such must be flexible enough to allow growth without congestion. The future transportation plan of the City must address current problems and must be flexible enough to react to the changing needs of the community.

Following is an evaluation of the transportation system of the City of Monett and recommendations toward future planning and development. The following review is based on historic traffic data provided by the Missouri Department of Transportation.

3.3 Inventory of Existing Conditions

3.3.1 General

The City of Monett is unique in its geographic location and the current transportation systems serving the community. The City has an airport that is one of the best general aviation airports in the State. The City has the Burlington Northern Intermodal rail line running through the City. Monett is also the railhead for the North Arkansas spur of the rail line. The highway system in Monett serves as a cross roads for truck traffic coming from and to the North Arkansas industrial and distribution area of Bentonville. Truck traffic uses the road system in Monett in an effort to get to and from Interstate 44. The uniqueness of the transportation system is how active the three major forms of transportation, air, rail, and surface, are within the City. The activity of all transportation system within the City creates an "*Intermodal*" center. This is a very important classification for the City's transportation system. Intermodal is the new "buzz" word in Washington. A great push is underway from the Federal Highway Administration to promote interaction between the various forms of transportation by improved planning and development, i.e. Intermodal.

3.3.2 Roadway Traffic Volumes

Exhibit 1 of this section has a detail traffic volume analysis of City streets for three time periods. The report is prepared from Average Daily Traffic (ADT) volumes prepared by the Missouri Department of Transportation for 1980, 1987, and 1996. This sixteen year time period gives a good representation of the changing trends in traffic patterns within the City. Of the 73 stations, or locations, counted by MDOT 36 or 49% increased significantly in traffic volume while 30 or 41% remained stable, and 7 or 10% decreased in volume. The overall traffic volume within the City has increased by 41.3% since 1980. This is an annual growth rate of 2.6%.

To put the volume increases into perspective, the increase on state roads such as Highway 60, 37 and H was 67.8% or an annual increase of 4.2%. The increase on main collector city streets, such as Broadway, 13th Street, and Eisenhower was 57.8% or an annual increase of 3.6%. The remaining city streets increased by 18.8% or an annual increase of 1.1%.

Based on the increases by street and road classification it is apparent that 82.5% of the overall traffic increase is a result of through traffic and not local generation. Of the increase in collector streets the largest increase was on 13th Street. This is a result of the construction of the railroad overpass in the late 1980's. Increase on this street increased by 550% from 1980.

An interesting comparison of the current numbers is to compare the current volume to the projected volume on City Streets for the year 1990 as forecasted in the City's Comprehensive Plan done in 1970. The forecast done at that time was projecting that Broadway would continue to increase in volume as would Cleveland and Highway 37 through town. At that time this was the main arteries of the City. No plans existed at that time to construct Highway 60 into a four-lane road. Planners at that time projected that the volume on Highway 60 would be 7,000 car per day, instead the number is over 10,000. No plans at that time existed to construct an overpass at 13th Street. Projections called for the 1990 ADT on 13th to be 5,000 to 6,000. The actual volume, as a result of the overpass is nearly 12,000 ADT. This only illustrates that planning is not a perfect science, but it also illustrates how changes, such as the overpass, affect results. The primary illustration is that it demonstrates that the City should regularly update and review plans and projects.

Because Monett is at a "crossroads" of a major freight route from North Arkansas and Southwest Missouri the volume of truck traffic is 14.7% of the total ADT. Because of the low speed limit within the City limits each truck is equivalent to four automobiles, thus the level of service is much less on state roads within the City because the congestion would be 58.8% more than the actual ADT reflects. ***<u>See Exhibit 3-1 for Traffic Volumes and Maps 3-2, 3-3, 3-4</u>***

3.3.3 Functional Classification

Roadways and streets are classified according to function by determining the extent to which the roadway or street system serves the two most basic functions: mobility and land access. These are competing functions, in that to provide greater mobility, less adjacent land access can be allowed, as on a freeway. The more access allowed to adjacent land uses, the less there is mobility.

U.S. Highway 60 is the only limited access road within the City of Monett. It is currently a two lane road with long term plans to upgrade to a four lane within the City. All other State and local roads and streets are not limited in access, thus mobility is limited. The current street system is a classic grid system, which was used by city planners when, cites were originally laid out in the 19th century. This grid system is designed to promote land use access rather than mobility. Mobility was not an issue prior to the advent of the automobile.

Within the City, Broadway, 13th Street, Eisenhower, Cleveland, and Chapel would be classified major arteries or collector streets. This classification is a result of traffic patterns rather than design. These streets are not limited access. Conflict points on a road are considered each property entrance or street intersection along the route. These streets have conflict points every few feet. These conflict points decrease traffic flow and increase traffic accidents.

3.3.4 Roadway Jurisdiction

Normally the jurisdictional assignment of a roadway—which level of government owns and maintains it—is based on several factors, including the following:

- Length of road/length of trip served
- Connections to roads of similar jurisdiction
- Average daily traffic
- Functional classification
- Special facilities served

In general, roadways, which solely serve local transportation needs, are owned and maintained by the local government. Roadways, which serve regional, intercounty or statewide transportation needs, are owned and maintained by the state. Therefore, it is in the city's interest to own and maintain the streets and roads which provide access to land uses, facilitate development, and provide farm to market access, just as it is in the state's interest to own and maintain streets and roads which facilitate intercity mobility.

Currently, U.S. Highway 60, Business 60, Highway 37, and H Highway are owned and maintained by the State. Based on the above criteria of jurisdictional classification, 13th Street should be owned and maintained by the state. This street is the major north/south connector road of the City. Since the construction of the new overpass traffic volumes have shot up from 1,691 in 1980 to 10,991 in 1996. This increase is caused by traffic attempting to connect with I-44 to the north of the City. The City invested an estimated three million dollars in constructing the overpass. The stretch of 13th Street that is used by through traffic is from Highway 60 to

Cleveland Street. The City maintains this stretch of street. Due to the heavy traffic volume the maintenance is, or will be, very costly. Until a bypass is constructed around the City this stretch of City Street should be owned and maintained by the state. ***See Map 3-1 Jurisdiction Map***

3.3.5 Safety

Traffic operational problems result when geometric design of the system inhibits the efficient movement of traffic. Sharp curves, offsets or substandard intersections, inadequate speed control, and insufficient acceleration space contribute to operational and safety problems. Traffic accident and violations information is one of the key measures of how well the roadway system is operating. The highest accident rate historically has been the intersection of Highway 60 and 13th Street. This is due to a substandard intersection design. Eastbound trucks making a left-hand turn do not have a sufficient radius to negotiate the turn. The State should consider correcting this intersection. Traffic accident records have been evaluated and reported in ***See Map 3-6 Location Map of Accidents***

3.3.6 Transit

The City of Monett currently has no mass transit system. Due to the size and location of the City, the demand for such service is very limited. Although some demand may exist for a transit system, it will be decades, if ever, before a transit system would be cost justified.

3.3.7 Rail Service

Monett has a long history of being a railroad town. The rail line running through the town is classified an Intermodal Transcontinental Route. It is the main east/west route between Memphis and Los Angeles. The Intermodal classification stems from the vast number of "piggy back" cars. This is a rail car, which carries tracker trailers on them. Additionally, Monett is the railhead for the rail line serving North Arkansas. There are four staging tracks in the City. Burlington Northern has closed the station master office in the City and serves it from Springfield. Substantial freight is still delivered to the City by rail. Most of the freight is raw steel to Wells Aluminum.

Currently, an estimated 16 to 20 trains per day travel through Monett. The railroad has indicated that the number of trains will increase in the near future. Because the train travels through the center of town the tracks cross five major streets. Two of these, 13th Street and Highway 37 have overpasses. The streets that do not have overpasses are Chapel, Central, and Eisenhower. Only Central is not considered a major connector or artery street. Eisenhower and Chapel are in desperate need of an overpass for safety and improved service levels. The National Transportation Safety Board has targeted the closing or improvements of railroad crossings. A joint program between the Missouri Department of Economic Development and the Railroad has been instigated to address this national problem. Funding of up to $220,000 per crossing is available to the City to close or construct an overpass.

Rail service in Monett could play a large role in the future of the transportation system of the City. Because of the large number of truck traffic through the City and the Intermodal nature of the rail line the two systems could be working together to improve the local economy and traffic system. Because the rail line is already an Intermodal line the availability of an unloading and loading port for tractor trailers is all that is needed to provide the interface of the two transportation systems. By having this ability for the railroad, Monett could become a major freight destination area for piggyback loads. Monett's close proximity to I-44 and the distribution area of North Arkansas would be a natural for the development of the City as a major freight destination area.

3.3.8 Air Service

The Monett Municipal Airport is the crown jewel of the transportation system of the City. In ten short years the City has gone from no airport to one of the major general aviation airports in the State. Currently, the estimated daily take off and landings are 8.3 per day. Estimated 3,000,000 passenger miles per year are scheduled out of the airport. The airport has been the major job creating force of the city since 1990 by directly creating 600 estimated local jobs. ***See Exhibit 3-3 Financial History of Airport***

The runway is currently being expanded to 4,000 feet to allow larger airplanes to land and take off. The continued development of the airport to serve and accommodate local aviation needs is critical to the economic growth of the City. History has proven that the investment the City has made in the Airport has paid large dividends to the community in the form of new economic growth and increased tax base.

The Airport, like the Railroad can and should play a role in the development of Monett as an Intermodal transportation center. Airfreight possibilities as well as passenger service could be developed in conjunction with future growth of the Airport.

3.4 Transportation Issues

The following are the major issues and questions to be resolved, considered or addressed regarding transportation in the City of Monett:

3.4.1 Classification of Current Streets: The City Council should consider developing a citywide classification for all City streets. This classification should be broken down into arteries, collectors, feeders, local, and alleys. These classifications should be based on current volumes and traffic patterns regardless of the geometric design. Based on current traffic volumes and usage Eisenhower, 13th Street, Broadway, Cleveland, Route 37, Route H, Highway 60, and Chapel should be considered arteries. Bond, Dairy, Central, Bridal, County, and Kyler should be considered collectors. All other streets should be considered feeders or local streets. Classifying the streets does not by itself change or do anything. But with the classification of the streets should come the development of a policy for managing and maintaining streets based on their usage. This policy should deal with the schedule of improvements, speed control, police patrol, and future development along these streets. Classification should be flexible enough to change as traffic patterns change. With this classification should come the commitment to redeveloping these streets to handle the volume of traffic by widening and signalization.

3.4.2 Development of New Arteries: As stated earlier the City does not have any true arteries within the City, which is designed to have few conflicts or intersections. As the City grows the need for better arteries will be essential to prevent traffic congestion. Chapel Drive on the East Side of the City is a relatively new City street that does not have many conflicts at this point. Consideration should be given to limiting access to the street in order to develop it into a major artery for the future. As the City grows proper planning should allow for arteries to be developed which has limited access.

3.4.3 Development of New Collector and Local Streets: Under the current street design system of the City the old fashion grid system is promoted. Design standards require that all new streets must connect with existing streets and provisions must be made to allow new streets to be connected to in the future. The City should consider self-contained street systems for future subdivisions. New subdivisions should be laid out so as to funnel traffic to collector streets that feed into artery streets. The old grid system is not an efficient use of land. More lots can be developed and better served by a more expansive local street system that is developed with the contour of the land. This approach creates less local streets for maintenance and a better traffic flow as the City develops.

3.4.4 Intergovernmental Cooperation and Planning: With over 80% of the increased traffic volume being generated on by traffic going though the City and a large percentage of that traffic being commercial truck traffic most planning and improvements need to be made by the State. While it would be an easy political solution to push this responsibility onto the state it would not be in the best interest of the City. The City should be actively involved with the State in planning state improvements in and around the City and for routes leading to and from the City. Currently, the state plans to widen Route 37 to a four-lane from Monett to Sliegman and Highway 60 from Monett to Republic. Plans also call for the widening of 60 Highway from Monett to Route 97 and widening of 97 to Pierce City. While these improvements are certainly needed no provisions or plans have been made to redirect the truck traffic out of the City. The above improvements will improve the traffic flow but will not provide for a north/south connection for truck traffic trying to get to I-44. Of the ADT on Highway 37 south of the City 42% of that volume goes through the City and use Highway H. Most of this traffic is going to I-44. If you combine the volumes of Highway H, Route 37 through Pierce City and Highway 97 the total is 83% of the ADT on Route 37 south. This is 65% of the truck traffic. If a new bypass route were developed which would allow traffic to bypass the City a significant improvement in service and safety would be realized. Additionally, the diversion of traffic would decrease the wear and tear on 13th Street in the City as well as other City streets that are affected. ***<u>See Map 3-5 Bypass Plan</u>***

The concept of a bypass around Monett is not a new or revolutionary idea. The concept of using the PP Highway as a connector route to I-44 from south of Monett on Highway 37 was listed as a priority in the 1970 Comprehensive Plan of the City. The 1970 plan also suggested that Chapel Drive be developed as a major thoroughfare. The 1970 plan also called for Eisenhower to be developed as a major thoroughfare. Conditions have changed this. Residential growth along the street now makes it impractical and unsafe to develop the street as a major thoroughfare. The concept was sound in 1970 and could and should have been done. Traffic flow would have been greatly improved if this had been done. This is an example of why planning should be followed up on and implemented if the concept is sound, needed, and financially feasible.

Barry and Lawrence Counties affect the transportation planning activities of the City. Both Counties maintains Eisenhower and Chapel outside the City limits as well as other county roads that connect with City Streets. Little if any joint planning is being done between and with the state and the counties. No comprehensive regional plan has been developed for all four governmental bodies to follow or work with. ***<u>See Map 3-1 Jurisdiction</u>***

Consideration should be given to developing a regional transportation commission that would be charged with the planning of regional needs in and around the City of Monett. This commission should be made up of members from the City of Monett, Barry County, Lawrence County, and MDOT. The City should take the lead in requesting and forming this official commission. A comprehensive plan could and should be developed between all parties. This plan could be jointly funded between the State, City, and the Counties. The State has some planning funds available.

3.4.5 Intermodal Planning: Considering the importance of Intermodal transportation in the future consideration should be given to viewing the region as an Intermodal Center and plan transportation and economic development around that theme. The city membership of the regional transportation commission mentioned in four above could be responsible for this component of the planning. The Industrial Development Authority could consider developing a rail unloading port for piggyback loads and for developing the land around the airport for transportation and freight related businesses in conjunction with the Airport Board.

3.4.6 Maintenance and Capital Improvement Funding: The city streets within the City are well maintained in comparison with most cities. Most of the streets are in need of removing the asphalt because of build up before resurfacing can occur. In many cases the curb is nearly gone on most streets which adds to the storm water problem. Using the traffic volumes and street classification a routine maintenance schedule can be developed which keeps the streets well maintained. Due to the lack of dedicated revenue in the Street Department only a small amount of capital improvement projects can be addressed each year. Consideration should be given to passing a ½ cent sales tax dedicated to street and storm water improvements. This ½ cent sales tax would generate an estimated $500,000 per year. Voters would be assured that the funds would be spent on street and storm water improvements. ***See Exhibit 3-3 Street Department Financial History***

3.5 Specific Project Identification

Several projects need to be addressed or planned to meet the growing needs of the City. These projects have been broken down by jurisdiction.

3.3.1 State Projects

- **Extension of Route 37 to Highway H:** This is a short section of new road, which could be constructed, that would connect Route 37 with Highway H. Both are state roads. By connecting the two roads a better traffic flow would be realized plus some of the truck traffic would be diverted off 13th Street. The primary benefit would be to allow traffic that was headed to and from Pierce City from the north to stay out of the City. ***See Map 3-5 Bypass Plan***

- **Development of a Bypass Plan:** Recognizing that the State does not have the current funding to construct a major bypass around the City, it is important that the State endorse and develop a plan to address the north/south route to connect with I-44. The State should develop a desired corridor route for this purpose. A western route would best connect with Route 37 just south of the City limits and connect with State route PP northwest of the City. PP is paved within four miles of I-44 and is directly lined up with a diamond interchange on I-44. The eastern option is the development of Chapel Drive or the next county road to the east. The eastern route also should connect with Route 37 just south of the City limits and connect with Route H north of the City. Route H would then need to be realigned around Freistatt. The development of both routes would be ideal over time, thus creating a loop around the City. The western route would be the least costly approach. ***See Map 3-5 Bypass Plan***

3.5.2 City Projects

- **Railroad Overpasses:** A railroad overpass needs to be constructed over Chapel and Eisenhower. This project should be planned in conjunction with the state funding available of up to $220,000 per crossing and the usage of TIF funds, which are eligible for both projects, since they are within the Tax Increment Finance District of the City.

- **Hickory Street:** Hickory Street needs to be extended south of Highway 60 and a new intersection developed on Highway 60. This new street will open up a large commercial area south of Highway 60 and serve a large residential area as a direct entrance for the development. This project is also within the TIF district and could be funded with TIF revenue when the revenue is available.

- **Bridal Street:** Bridal Street is being extended in conjunction with the new Wal-Mart Super Center south of Highway 60. Further extension of this street should be considered as developments occur and serve a large undeveloped area.

- **County Road Extension:** Currently, County Road dead ends at Bridal Lane. Consideration should be given to extending this road to connect with Chapel Drive. This would allow a substantial amount of the local truck traffic to be diverted off 13th street.

- **Extension and Upgrade of Chapel:** Chapel Drive should be developed as a main artery for the City. This street should be widened and extended to be a major north/south artery for the City. ***See Map 3-5 Bypass Plan***

3.7 Conclusions and Recommendations

Without question the primary traffic problem in the City of Monett is the increased traffic caused by the traffic going through the City. Much of this traffic is commercial truck traffic, which only compounds the traffic congestion four fold. Immediate planning needs to occur to develop a bypass around the City. This planning must include the State. In the planning process all options should be considered. These options should include the creation of a transportation district established to fund regional transportation projects, toll roads by using a transportation corporation, as well as joint funding between the City and the State. Considering the importance of transportation in the future of Monett a top quality independent commission appointed by the Mayor to develop an Intermodal plan and work with other governmental bodies to develop a regional plan is essential. This commission should then focus on local and regional transportation needs for roads, airport, and rail. Following is a step by step list of recommendations:

- ***Appoint a Monett Transportation Commission:*** ***Members*** *should be the Chairman of the Airport Board, President of The IDA, Street Superintendent, Chief of Police, One Citizen at large, and the Mayor.*

  - ***Commission Should Classify Local Streets Develop Local Plan:*** *The Commission should review the traffic volumes and movements on local streets an make a recommendation to the City Council to classify all City Streets and develop a maintenance and capital improvement plan.*

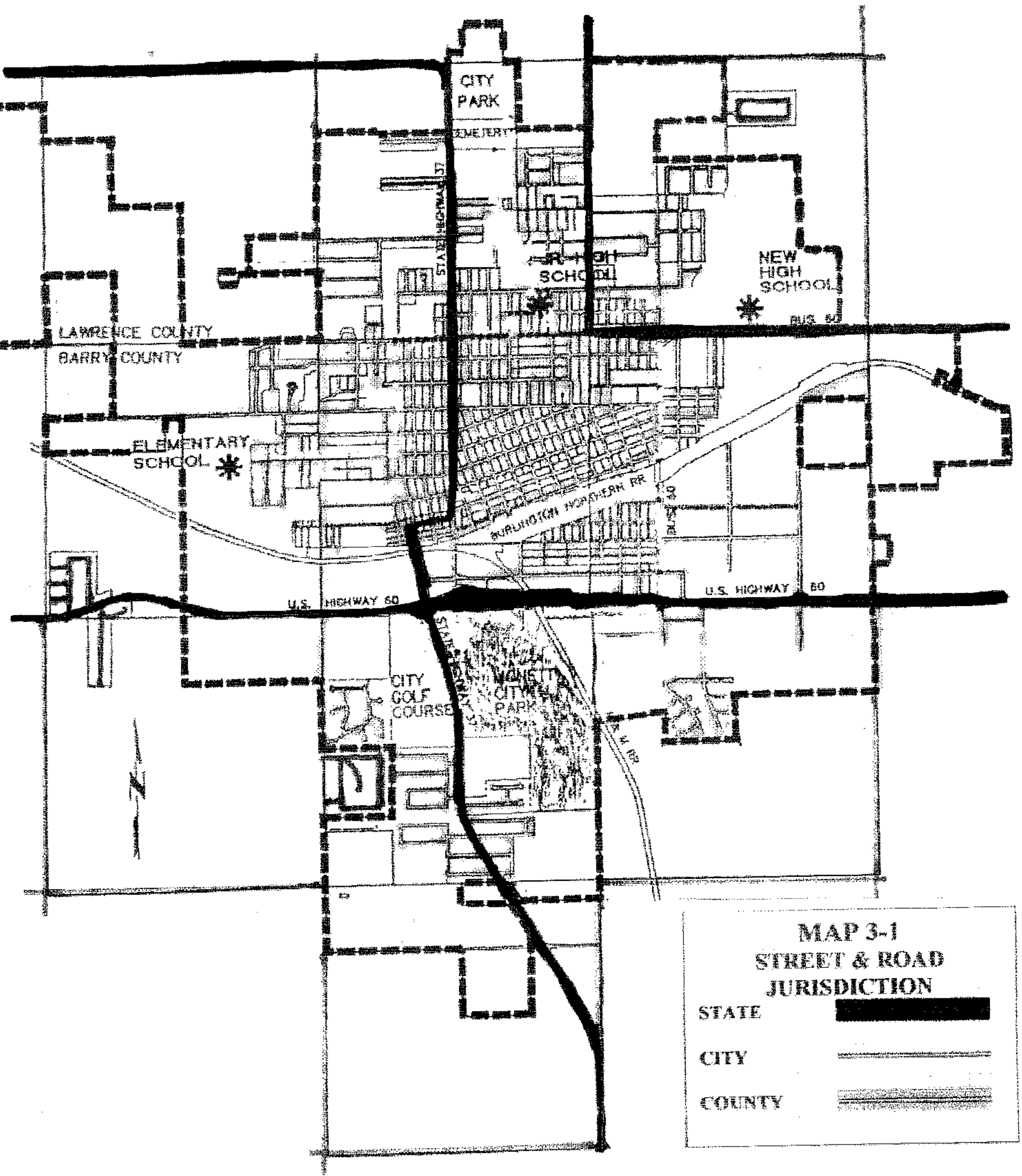
  - ***Commission Should Develop a Regional Transportation Plan:*** *The Commission should expand it's membership to include the Presiding Commissioners of Barry and Lawrence County and the District Engineer for MDOT when dealing with regional matters. This group should work together to develop a regional capital improvement plan and maintenance plan. Focus should be on developing a north/south bypass of the City. This project could be joint funded between the State and the City.*

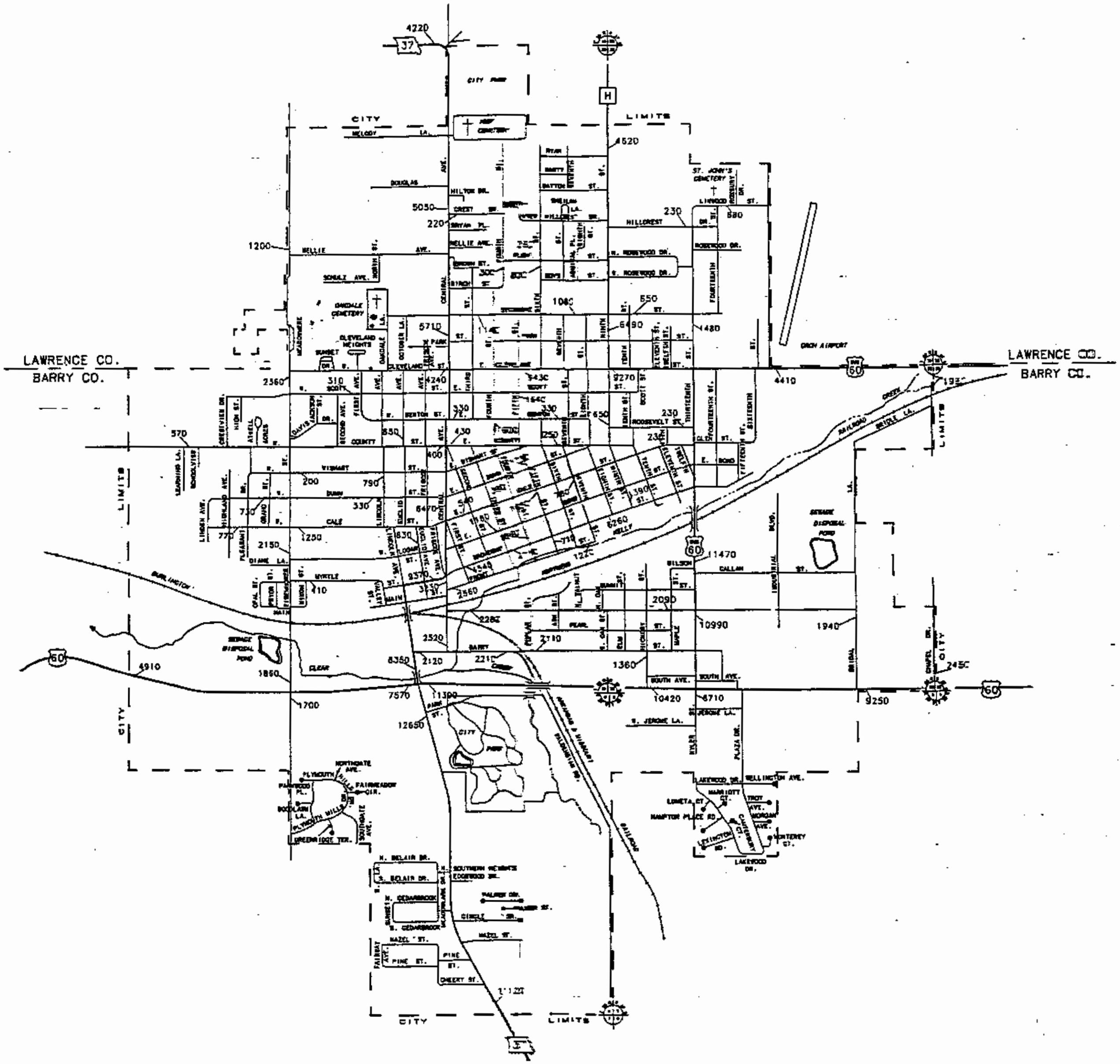
  - ***Commission Should Develop an Intermodal Economic Development Plan:*** *The Commission should look at all opportunities and possibilities to* *develop Monett into a true Intermodal Freight Center. A long-term economic development plan should be developed.*

While not every possibility or line of action has be defined in detail in this report, the justification for planning is proven. Through the development of the Monett Transportation Commission transportation will remain in the forefront of City planning. This Commission could and should develop long term planning for all sectors of transportation within the City and the region. This Commission should be established by ordinance in order to give the body a more official role after the development of the above plans. At this time the group should remain flexible enough to deal with changes or modifications to it's structure. This group would serve to advise the Council and would have no official authority.

Many challenges face the City of Monett in the future, none more profound than the need for transportation planning. With a plan the City can make better utilization of it's own resources, be a part of the regional planning efforts, and develop a better economic base.

MONETT, MISSOURI

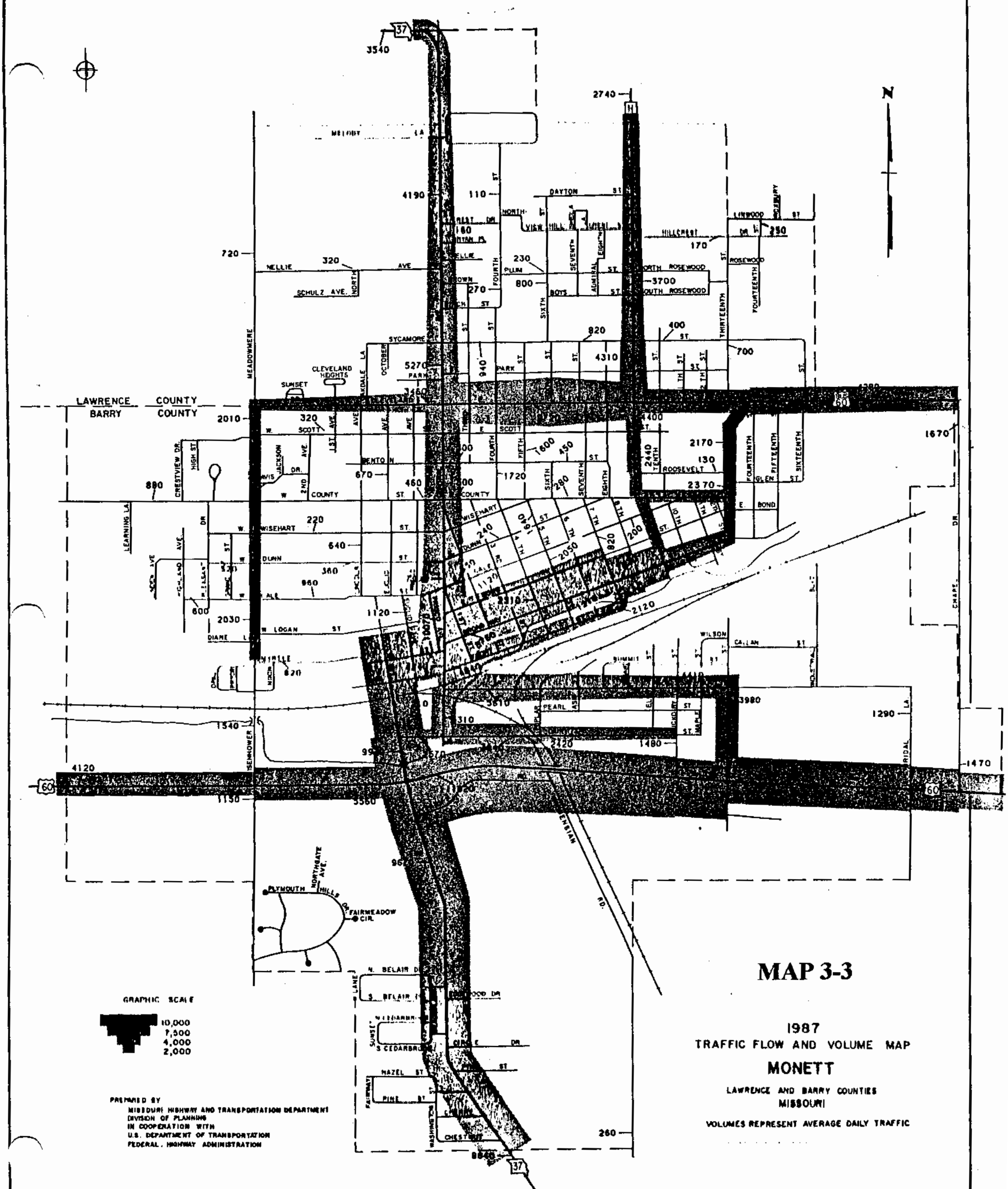




MAP 3-2

MONETT
BARRY COUNTY
TRAFFIC VOLUME MAP
MISSOURI
1996

REVISION



MAP 3-3

1987

TRAFFIC FLOW AND VOLUME MAP

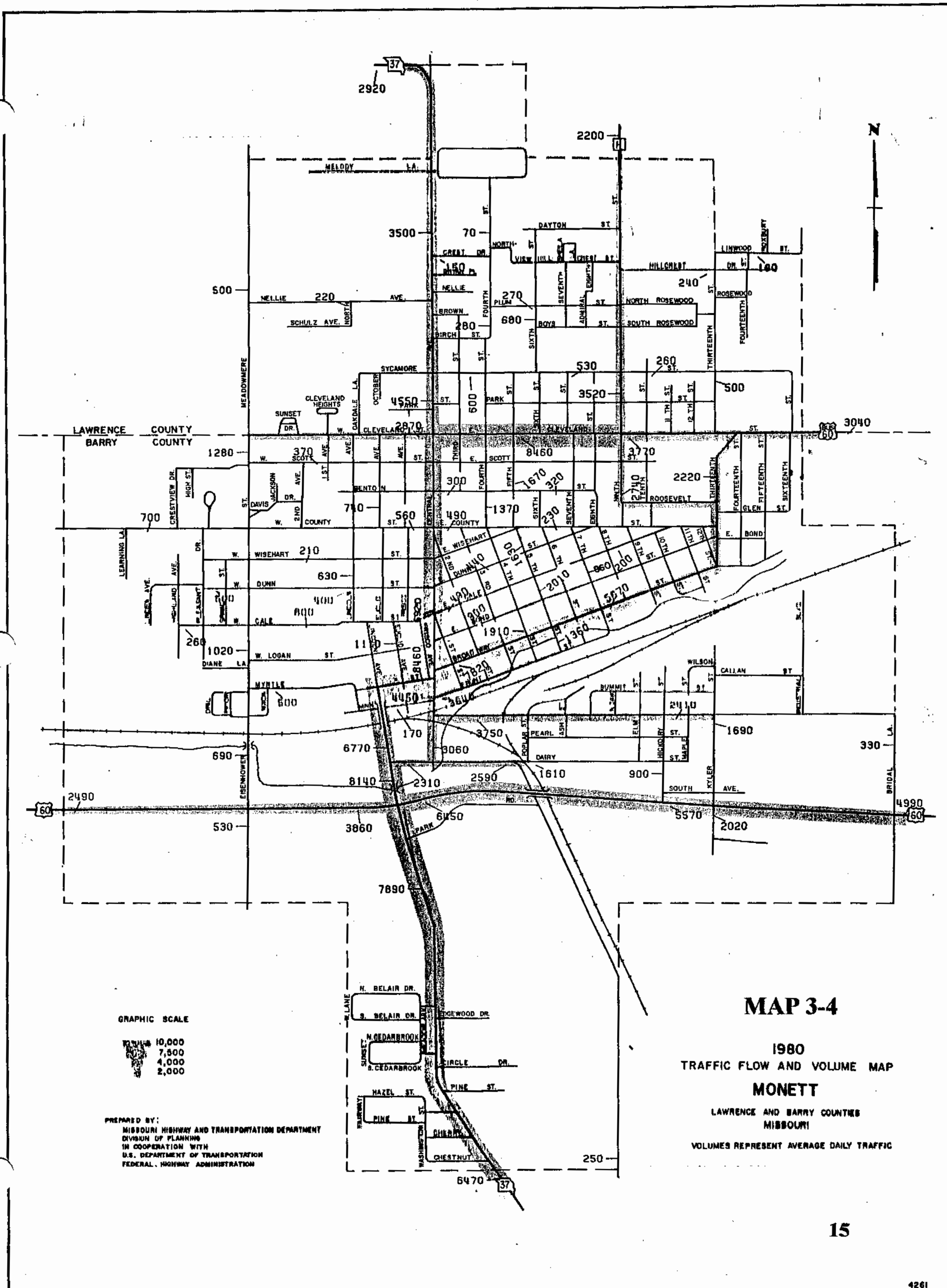
MONETT

LAWRENCE AND BARRY COUNTIES

MISSOURI

VOLUMES REPRESENT AVERAGE DAILY TRAFFIC

4320



MAP 3-4

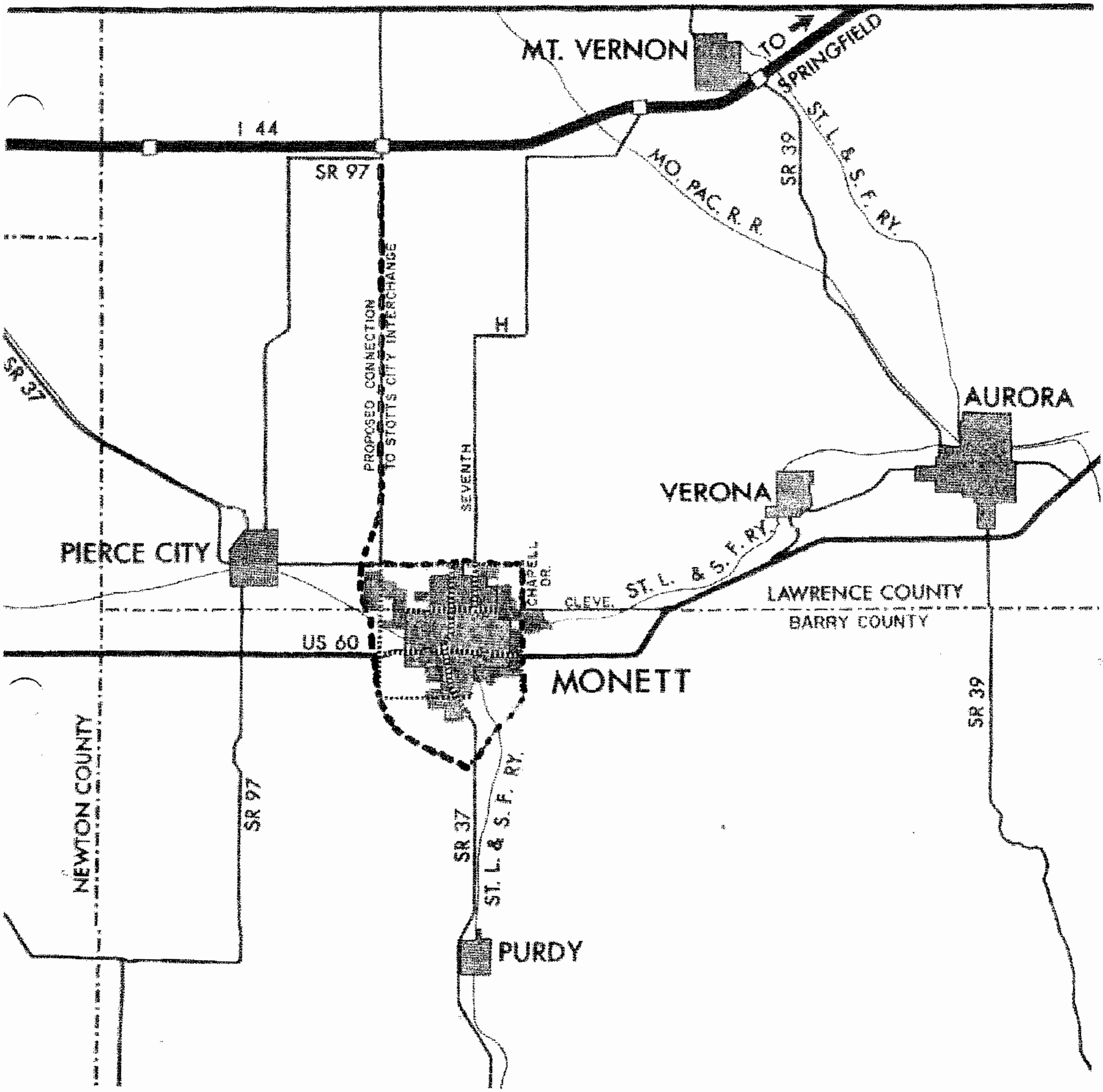
1980

TRAFFIC FLOW AND VOLUME MAP

MONETT

LAWRENCE AND BARRY COUNTIES
MISSOURI

VOLUMES REPRESENT AVERAGE DAILY TRAFFIC



LEGEND

MAJOR THOROUGHFARES

EXISTING
PROPOSED
CONNECTING THOROUGHFARES OUTSIDE THE MONETT PLANNING AREA

MAP 3-5
BY PASS MAP

CITY OF MONETT, MO.

MAP 3-6
TRAFFIC ACCIDENT MAP
INDICATES HIGHEST ACCIDENT LOCATION

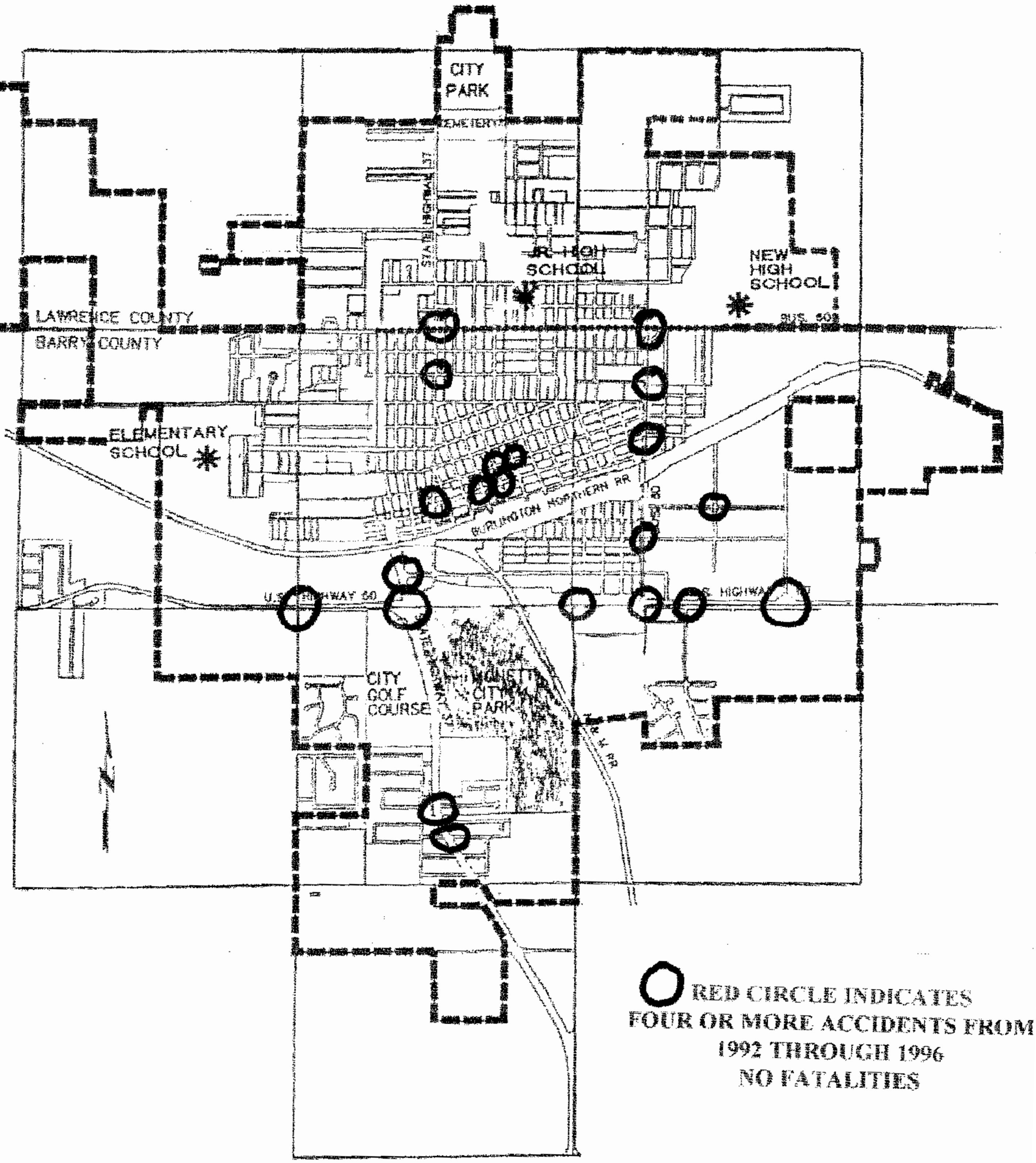


EXHIBIT 3-1

SIXTEEN YEAR TRAFFIC VOLUME ANALYSIS

			1980	1987	1996		

GREEN INDICATES ADT INCREASED BY MORE THAN 10%

YELLOW INDICATES THAT ADT WAS NOT MORE THAN A 10% INCREASE OR DECREASE

CITY OF MONETT TRAFFIC VOLUME CHANGES 1980-1987-1996					PEAK HR	PEAK HR	
		24 HR	PEAK HR	% PEAK OF	TIME OF	DAY OF	
STATION #	YEAR	VOLUME	VOLUME	VOLUME	DAY	WEEK	STREET LOCATION
STA #153	1980	302	43	14.20%	5:00 PM	M	Benton E. of Central
	1987	302	43	14.20%	3:45 PM	W	
	1996	329	53	16.10%	3:15 PM	M	
% CHANGE 1980-1987		0	0	0			
% CHANGE 1987-1996		8.94%	23.26%	13.38%			
% CHANGE 1980-1996		8.94%	23.26%	13.38%			
STA #114	1980	323	48	14.90%	5:00 PM	W	BENTON W OF 7TH
	1987	449	56	12.50%	12:00 AM	M	
	1996	329	41	12.50%	5:30 PM	W	
% CHANGE 1980-1987		39.01%	16.67%	-16.11%			
% CHANGE 1980-1996		1.86%	-14.58%	-16.11%			
STA #6	1980	326	46	14.10%	7:30 AM	W	BRIDAL S OF COUNTY RD
	1987	1289	242	18.80%	4:30 PM	M	
	1996	1941	219	11.30%	6:30 AM	W	
% CHANGE 1980-1987		295.40%	426.09%	33.33%			
% CHANGE 1987-1996		50.58%	-9.50%	-39.89%			
% CHANGE 1980-1996		495.40%	376.09%	19.66%			

[redacted]	1980	7822	685	8.80%	1:30 PM	TU	BRDWY E OF 1ST
	1987	8746	887	10.10%	1:00 PM	M	
	1996	4537	451	9.90%	3:34 PM	TU	
% CHANGE 1980-1987		11.81%	29.49%	14.77%			
[redacted]							
STA# 150	1980	5670	582	10.30%	1:00 PM	TU	BRDWY W OF 7TH & 8TH
	1987	7825	847	10.80%	4:45 PM	TU	
	1996	6259	672	10.70%	4:15 PM	TU	
% CHANGE 1980-1987		38.01%	45.53%	4.85%			
[redacted]							
% CHANGE 1980-1996		10.39%	15.46%	3.88%			
STA# 143	1980	6921	683	9.90%	4:45 PM	W	CENT N OF CALE
	1987	7223	663	9.20%	5:30 PM	F	
	1996	6468	585	9%	5:30 PM	TU	
%CHANGE 1980-1987		4.36%	-2.93%	-7.07%			
[redacted]							
[redacted]	1980	3055	340	11.10%	5:00 PM	M	CENT N OF DAIRY
	1987	4308	446	10.40%	4:30 PM	F	
	1996	2524	256	10.10%	5:00 PM	M	
%CHANGE 1980-1987		41.01%	31.18%	-6.31%			
[redacted]							
[redacted]	1980	4446	434	9.80%	1:00 PM	TH	CENT N OF FRONT
	1987	4243	441	10.40%	4:30 PM	TH	S OF BROADWAY
	1996	3231	315	9.70%	5:00 PM	M	
%CHANGE 1980-1987		-4.57%	1.61%	6.12%			
[redacted]							

[redacted]	1980	3749	411	11%	5:15 PM	M	COUNTY E OF CENT
	1987	5614	620	11%	4:30 PM	TH	
	1996	2278	230	10.10%	4:30 PM	TU	
%CHANGE 1980-1987		49.75%	50.85%	0			
[redacted]							
[redacted]	1980	2405	300	12.50%	5:45 PM	W	COUNTY E OF HICKORY
	1987	4414	633	14.30%	4:15 PM	M	W OF MAPLE
	1996	2092	216	10.30%	1:00 PM	TU	
%CHANGE 1980-1987		83.53%	111.00%	14.40%			
[redacted]							
STA#411	1980	153	25	16.30%	5:15 PM	TU	CREST DR W OF 4TH
	1987	156	19	12.20%	7:00 PM	W	E OF CENT
	1996	221	32	14.50%	6:00 PM	TU	
[redacted]							
%CHANGE 1987-1996		41.67%	68.42%	18.85%			
%CHANGE 1980-1996		44.44%	28.00%	11.04%			
[redacted]	1980	2591	262	10.10%	4:45 PM	TH	DAIRY E OF CENT
	1987	3638	384	10.60%	1:00 PM	TH	W OF WALDENSIAN
	1996	2209	232	10.50%	4:45 PM	M	
%CHANGE 1980-1987		40.41%	46.56%	4.95%			
[redacted]							
STA#380	1980	1611	193	12.00%	5:00 PM	TH	DAIRY E. OF POPLAR
	1987	2418	303	10.60%	4:15 PM	M	
	1996	2113	229	10.80%	4:45 PM	T	
%CHANGE 1980-1987		50.09%	56.99%	11.67%			
[redacted]							
%CHANGE 1980-1996		31.16%	18.65%	10.00%			

STA#106	1980	2305	244	10.60%	4:45 PM	T	DAIRY W. OF CENTRAL
	1987	2571	295	11.50%	3:45 PM	W	DAIRY E/O RT. 37
	1996	2124	250	11.80%	5:00 PM	M	
%CHANGE 1980-1987		11.54%	20.90%	8.49%			
[redacted]							
%CHANGE 1980-1996		-7.85%	2.46%	11.32%			
STA#22	1980	900	110	12.20%	5:00 PM	M	E BOND E\O 2ND
	1987	1122	141	12.60%	5:15 PM	T	E BOND W/O 3RD
	1996	1181	132	11.20%	10:45 AM	W	
%CHANGE 1980-1987		24.67%	28.18%	3.28%			
%CHANGE 1987-1996		5.26%	-6.38%	-11.11%			
%CHANGE 1980-1996		31.22%	20.00%	-8.20%			
STA#23	1980	487	52	10.70%	8:45 AM	W	E CALE W\O 2ND
	1987	552	65	11.80%	5:00 PM	F	
	1996	540	58	10.70%	3:45 PM	W	
%CHANGE 1980-1987		13.35%	25.00%	10.28%			
%CHANGE 1987-1996		-2.17%	-10.77%	-9.32%			
%CHANGE 1980-1996		10.88%	11.54%	0.00%			
STA#116	1980	8459	710	8.40%	4:00 PM	F	E CLEVELAND E\O 5TH
	1987	8718	811	9.30%	5:15 PM	W	
	1996	9428	924	9.80%	3:45 PM	T	
%CHANGE 1980-1987		3.06%	14.23%	10.71%			
%CHANGE 1987-1996		8.14%	13.93%	5.38%			
%CHANGE 1980-1996		11.46%	30.14%	16.67%			
[redacted]	1980	486	61	12.60%	5:15 PM	TH	E COUNTY E\O RT 37
	1987	495	58	11.70%	5:30 PM	T	
	1996	433	64	14.80%	10:30 AM	M	
%CHANGE1980-1987		1.85%	-4.92%	-7.14%			
[redacted]							

STA#119	1980	227	29	12.80%	4:30 PM	T	E COUNTY E\O 6TH
	1987	278	46	16.50%	5:15 PM	M	E COUNTY W\O 7TH
	1996	252	30	11.90%	3:30 PM	W	
%CHANGE 1980-1987		22.47%	58.62%	28.91%			
%CHANGE 1987-1996		-9.35%	-34.78%	-27.88%			
%CHANGE 1980-1996		11.01%	3.45%	-7.03%			
[redacted]	1980	438	58	13.20%	5:30 PM	T	E DUNN E\O 3RD
	1987	244	33	13.50%	3:45 PM	T	E DUNN W\O 4TH
	1996	385	54	14.00%	3:30 PM	T	E DUNN W\O 4TH
[redacted]							
%CHANGE 1987-1996		57.79%	63.64%	3.70%			
[redacted]							
STA#8	1980	692	83	12.00%	5:15 PM	W	EISENHOWER N\O RT60
	1987	1537	175	11.40%	5:45 PM	W	EISENHOWER S\O KELLY CREEK BRIDGE
	1996	1861	202	10.90%	8:30 AM	T	
%CHANGE 1980-1987		122.11%	110.84%	-5.00%			
%CHANGE 1987-1996		21.08%	15.43%	-4.39%			
%CHANGE 1980-1996		168.93%	143.37%	-9.17%			
STA#95	1980	534	64	12.00%	5:15 PM	T	EISENHOWER S\O RT. 60
	1987	1148	118	10.30%	5:30 PM	W	
	1996	1702	203	11.90%	5:45	M	
%CHANGE 1980-1987		114.98%	84.38%	-14.17%			
%CHANGE 1987-1996		48.26%	72.03%	15.53%			
%CHANGE 1980-1996		218.73%	217.19%	-0.83%			
STA#9	1980	1016	125	12.30%	5:30 PM	TH	EISENHOWER S\O W CALE
	1987	2025	263	13.00%	5:45 PM	T	N\O LOGAN
	1996	2146	246	11.50%	8:30 AM	TH	
%CHANGE 1980-1987		99.31%	110.40%	5.69%			
%CHANGE 1987-1996		5.98%	-6.46%	-11.54%			
%CHANGE 1980-1996		111.22%	96.80%	-6.50%			

STA#374	1980	743	74	10.00%	3:45 PM	F	EUCLID S\O BENTON
	1987	669	91	13.60%	3:45 PM	T	EUCLID N\O W. COUNTY
	1996	850	101	11.90%	3:45 PM	M	
%CHANGE 1980-1987		-9.96%	22.97%	36.00%			
%CHANGE 1987-1996		27.06%	10.99%	-12.50%			
%CHANGE 1980-1996		14.40%	36.49%	19.00%			
[redacted]	1980	1110	119	10.70%	5:15 PM	F	EUCLID S\O W CALE
	1987	1116	128	11.50%	5:45 PM	T	EUCLID N\O LOGAN
	1996	834	114	13.70%	4:30 PM	W	
%CHANGE 1980-1987		0.54%	7.56%	7.48%			
[redacted]							
[redacted]	1980	3635	434	11.90%	4:45 PM	T	FRONT NE\O CENTRAL
	1987	4843	575	11.90%	4:30 PM	F	
	1996	2556	246	9.60%	10:00 PM	T	
%CHANGE 1980-1987		33.23%	32.49%	0.00%			
[redacted]							
STA#381	1980	904	92	10.20%	4:30 PM	W	HICKORY S\O DAIRY
	1987	1483	184	12.40%	1:00 PM	M	
	1996	1355	145	10.70%	1:00 PM	W	
%CHANGE 1980-1987		64.05%	100.00%	21.57%			
%CHANGE 1987-1996		-8.63%	-21.20%	-13.71%			
%CHANGE 1980-1996		49.89%	57.61%	4.90%			
STA#415	1980	242	40	16.50%	5:45 PM	M	HILLCREST W\O 13TH
	1987	168	33	19.60%	12:00 AM	SAT	
	1996	232	30	12.90%	5:15 PM	W	
[redacted]							
%CHANGE 1987-1996		38.10%	-9.09%	-34.18%			
%CHANGE 1980-1996		-4.13%	-25.00%	-21.82%			

STA#384	1980	1691	175	10.30%	1:00 PM	F	KYLER S\O COUNTY
	1987	3975	439	11.00%	4:15 PM	TH	13 TH STREET
	1996	10991	932	8.50%	1:00 PM	W	
%CHANGE 1980-1987		135.07%	150.86%	6.80%			
%CHANGE 1987-1996		176.50%	112.30%	-22.73%			
%CHANGE 1980-1996		549.97%	432.57%	-17.48%			
STA#383	1980	2022	250	12.40%	5:30 PM	T	KYLER S\O RT 60
	1987	5450	825	15.10%	1:00 PM	SAT	
	1996	8712	892	10.20%	1:00 PM	M	
%CHANGE 1980-1987		169.54%	230.00%	21.77%			
%CHANGE 1987-1996		59.85%	8.12%	-32.45%			
%CHANGE 1980-1996		330.86%	256.80%	-17.74%			
STA#12	1980	632	71	11.20%	3:45 PM	T	LINCOLN S\O W WISHART
	1980	503	82	16.30%	5:00 PM	T	MEADOWMERE N\O NELLIE
	1987	717	94	13.10%	4:30 PM	W	
	1987	635	72	11.30%	3:45 PM	W	
	1996	790	108	13.70%	11:45 AM	M	
	1996	1204	107	8.90%	6:15 PM	T	
STA#416	1980	164	32	19.50%	4:00 PM	T	LINWOOD E\O 14TH
	1987	248	44	17.70%	5:15 PM	SAT	LINWOOD W\O ROXBURY
	1996	683	81	11.90%	5:30 PM	T	
%CHANGE 1980-1987		57.32%	37.50%	-9.23%			
%CHANGE 1987-1996		175.40%	84.09%	-32.77%			
%CHANGE 1980-1996		316.46%	153.13%	-38.97%			
STA#373	1980	1276	212	16.60%	8:15 AM	M	MEADOWMERE S\O W CLEVELAND
	1987	2007	304	15.10%	8:30 AM	T	EISENHOWER N\O CLEVELAND
	1996	2355	358	15.20%	8:30 AM	M	
%CHANGE 1980-1987		57.29%	43.40%	-9.04%			
%CHANGE 1987-1996		17.34%	17.76%	0.66%			
%CHANGE 1980-1996		84.56%	68.87%	-8.43%			

[redacted]	1980	502	79	15.70%	5:15 PM	F	MYRTLE E\O NIXON
	1987	616	110	17.90%	6:45	SAT	
	1996	412	52	12.60%	4:45 PM	T	
%CHANGE 1980-1987		22.71%	39.24%	14.01%			
[redacted]							
STA#19	1980	8455	813	9.60%	4:45 PM	T	MYRTLE W\O FRISCO
	1987	10066	961	9.50%	5:15 PM	F	RT 37 E\O EUCLID
	1996	9371	780	8.30%	5:30 PM	T	
%CHANGE 1980-1987		19.05%	18.20%	-1.04%			
%CHANGE 1987-1996		-6.90%	-18.83%	-12.63%			
%CHANGE 1980-1996		10.83%	-4.06%	-13.54%			
STA#410	1980	217	33	15.20%	5:15 PM	T	NELLIE W\O NORTH
	1987	324	49	15.10%	8:15 AM	W	
	1996	380	54	14.20%	1:00 PM	T	
%CHANGE 1980-1987		49.31%	48.48%	-0.66%			
%CHANGE 1987-1996		17.28%	10.20%	-5.96%			
%CHANGE 1980-1996		75.12%	63.64%	-6.58%			
STA#413	1980	266	40	15.00%	5:15	W	PLUM W\O 6TH
	1987	229	27	11.80%	11:15 AM	TH	
	1996	264	37	14.00%	6:15 PM	T	
[redacted]							
%CHANGE 1987-1996		15.28%	37.04%	18.64%			
%CHANGE 1980-1996		-0.75%	-7.50%	-6.67%			
STA#159	1980	3774	450	11.90%	5:15 PM	M	SPUR 60 E\O RT H
	1987	4400	500	11.40%	5:15 PM	W	E CLEVELAND E\O RT H
	1996	9268	854	9.20%	4:14 PM	T	
%CHANGE 1980-1987		16.59%	11.11%	-4.20%			
%CHANGE 1987-1996		110.64%	70.80%	-19.30%			
%CHANGE 1980-1996		145.57%	89.78%	-22.69%			

STA#417	1980	256	60	23.40%	10:15 AM	SUN	SYCAMORE E\O 10TH
	1987	413	55	13.30%	6:00 PM	M	
	1996	653	67	10.30%	7:15 PM	W	
%CHANGE 1980-1987		61.33%	-8.33%	-43.16%			
%CHANGE 1987-1996		58.11%	21.82%	-22.56%			
%CHANGE 1980-1996		155.08%	11.67%	-55.98%			
STA#7	1980	598	86	14.40%	3:45 PM	TH	SYCAMORE E\O 3RD
	1987	936	133	14.20%	8:15 AM	W	
	1996	1142	132	11.60%	5:45 PM	T	
%CHANGE 1980-1987		56.52%	54.65%	-1.39%			
%CHANGE 1987-1996		22.01%	-0.75%	-18.31%			
%CHANGE 1980-1996		90.97%	53.49%	-19.44%			
STA#418	1980	532	89	16.70%	8:15 AM	TH	SYCAMORE E\O 7TH
	1987	820	124	15.10%	8:15 AM	W	
	1996	1082	119	11%	5:45 PM	T	
%CHANGE 1980-1987		54.14%	39.33%	-9.58%			
%CHANGE 1987-1996		31.95%	-4.03%	-27.15%			
%CHANGE 1980-1996		103.38%	33.71%	-34.13%			
STA#10	1980	802	83	10.30%	5:30 PM	M	W CALE W\O LINCOLN
	1987	955	113	11.80%	8:30 AM	T	W CALE E\O EISENHOWER
	1996	1252	163	13.00%	8:30 AM	M	
%CHANGE 1980-1987		19.08%	36.14%	14.56%			
%CHANGE 1987-1996		31.10%	44.25%	10.17%			
%CHANGE 1980-1996		56.11%	96.39%	26.21%			
STA#377	1980	256	54	21.10%	8:15 AM	T	W CALE W\O PLEASANT
	1987	604	103	17.10%	8:30 AM	W	
	1996	770	221	28.70%	8:45 AM	T	
%CHANGE 1980-1987		135.94%	90.74%	-18.96%			
%CHANGE 1987-1996		27.48%	114.56%	67.84%			
%CHANGE 1980-1996		200.78%	309.26%	36.02%			

STA#152	1980	2868	279	9.70%	3:45 PM	F	W CLEVELAND W\O CENTRAL
	1987	3151	387	12.30%	3:45 PM	F	W CLEVELAND W\O RT. 37
	1996	4139	459	11.10%	3:30 PM	M	
%CHANGE 1980-1987		9.87%	38.71%	26.80%			
%CHANGE 1987-1996		31.36%	18.60%	-9.76%			
%CHANGE 1980-1996		44.32%	64.52%	14.43%			
[redacted]	1980	696	223	32.00%	8:30 AM	W	W COUNTY W\O CRESTVIEW
	1987	876	23	25.50%	8:15	T	W COUNTY E\O LEARNING LANE
	1996	567	80	14.10%	8:15 AM	M	
%CHANGE 1980-1987		25.86%	-89.69%	-55.94%			
[redacted]							
STA#376	1980	498	103	20.70%	8:15 AM	TH	W DUNN E\O PLEASANT
	1987	523	136	26.00%	8:30 AM	T	W DUNN W\O GRAND
	1996	729	280	38.40%	8:30 AM	M	
%CHANGE 1980-1987		5.02%	32.04%	25.60%			
%CHANGE 1987-1996		39.39%	105.88%	47.69%			
%CHANGE 1980-1996		46.39%	171.84%	85.51%			
[redacted]	1980	400	47	11.80%	3:30 PM	T	W DUNN W\O LINCOLN
	1987	356	51	14.30%	4:00 PM	M	
	1996	327	39	11.90%	8:30 AM	W	
[redacted]							
%CHANGE 1987-1996		-8.15%	-23.53%	-16.78%			
[redacted]							
[redacted]	1980	368	55	14.90%	3:45 PM	M	W SCOTT E\O 2ND
	1987	322	42	13.00%	6:00 PM	T	W SCOTT W\O 1ST
	1996	309	35	11.30%	2:00 PM	T	
[redacted]							
%CHANGE 1987-1996		-4.04%	-16.67%	-13.08%			
[redacted]							

STA#11	1980	205	34	26.60%	5:30 PM	W	W WISEHART W\O LINCOLN
	1980	3495	412	11.80%	5:00 PM	M	RT.37 N CREST
	1987	4187	434	10.40%	5:00 PM	T	
	1987	220	36	16.40%	5:15 PM	W	
	1996	196	28	14.30%	6:15 PM	T	
	1996	5050	430	8.50%	4:15 PM	T	
STA#9	1980	3522	314	8.90%	5:45 PM	F	RT. H N\O PARK
	1987	4307	486	11.30%	4:45 PM	M	
	1996	6494	558	8.60%	5:30 PM	T	
%CHANGE 1980-1987		22.29%	54.78%	26.97%			
%CHANGE 1987-1996		50.78%	14.81%	-23.89%			
%CHANGE 1980-1996		84.38%	77.71%	-3.37%			
STA#10	1980	2203	233	10.60%	4:45 PM	W	RT H AT N CITY LIMITS
	1987	2735	249	9.10%	5:15 PM	W	RT H N\O RYAN
	1996	4620	401	8.70%	4:15 PM	T	
%CHANGE 1980-1987		24.15%	6.87%	-14.15%			
%CHANGE 1987-1996		68.92%	61.04%	-4.40%			
%CHANGE 1980-1996		109.71%	72.10%	-17.92%			
STA#100	1980	1368	181	13.20%	5:15 PM	W	4TH S\O BENTON
	1987	1723	203	11.80%	4:30 PM	T	4TH N\O E COUNTY
	1996	1596	168	10.50%	5:30 PM	T	
%CHANGE 1980-1987		25.95%	12.15%	-10.61%			
%CHANGE 1987-1996		-7.37%	-17.24%	-11.02%			
%CHANGE 1980-1996		16.67%	-7.18%	-20.45%			
STA#8	1980	276	41	14.90%	5:15 PM	T	4TH S\O PLUM
	1987	272	34	12.50%	7:00 PM	W	4TH N\O BIRCH
	1996	296	49	16.60%	6:00 PM	T	
%CHANGE 1980-1987		-1.45%	-17.07%	-16.11%			
%CHANGE 1987-1996		8.82%	44.12%	32.80%			
%CHANGE 1980-1996		8.82%	19.51%	11.41%			

STA#25	1980	1625	184	11.30%	5:30 PM	T	5TH N\O E DUNN
	1987	1639	168	10.30%	5:15 PM	W	
	1996	1728	183	10.60%	4:15 PM	T	
%CHANGE 1980-1987		0.86%	-8.70%	-8.85%			
%CHANGE 1987-1996		5.43%	8.93%	2.91%			
%CHANGE 1980-1996		6.34%	-0.54%	-6.19%			
[redacted]	1980	1358	182	13.40%	5:00 PM	F	5TH S\O BROADWAY
	1987	1213	216	17.80%	1:00 PM	T	5TH N\O FRONT
	1996	706	98	13.90%	1:00 PM	T	
[redacted]							
[redacted]	1980	2009	264	13.10%	5:15 PM	F	5TH S\O E CALE
	1987	2050	234	11.40%	5:15 PM	W	5TH N\O BOND
	1996	1654	201	12.20%	4:15 PM	T	
%CHANGE 1980-1987		2.04%	-11.36%	-12.98%			
[redacted]							
STA#158	1980	1668	2219	13.10%	5:15 PM	M	5TH S\O E SCOTT
	1987	1597	169	10.60%	5:15 PM	W	5TH N\O BENTON
	1996	1635	188	11.50%	4:15 PM	T	
%CHANGE 1980-1987		-4.26%	-92.38%	-19.08%			
%CHANGE 1987-1996		2.38%	11.24%	8.49%			
%CHANGE 1980-1996		-1.98%	-91.53%	-12.21%			
STA#414	1980	680	90	13.20%	5:15 PM	W	6TH S\O PLUM
	1987	795	96	12.10%	5:15 PM	W	
	1996	800	93	11.60%	6:15 PM	T	
%CHANGE 1980-1987		16.91%	6.67%	-8.33%			
%CHANGE 1987-1996		0.63%	-3.13%	-4.13%			
%CHANGE 1980-1996		17.65%	3.33%	-12.12%			

STA#133	1980	863	106	12.30%	1:00 PM	T	7TH NW\E BOND
	1987	819	86	10.50%	4:30 PM	W	7TH S\O E CALE
	1996	781	77	9.90%	4:00 PM	T	
%CHANGE 1980-1987		-5.10%	-18.87%	-14.63%			
%CHANGE 1987-1996		-4.64%	-10.47%	-5.71%			
%CHANGE 1980-1996		-9.50%	-27.36%	-19.51%			
[redacted]	1980	2738	284	10.40%	3:45 PM	W	9TH N\O ROOSEVELT
	1987	2436	293	12.00%	5:15 PM	M	
	1996	1651	172	10.40%	1:00 PM	T	
[redacted]							
STA#419	1980	503	67	13.30%	5:30 PM	T	13TH S\O SYCAMORE
	1987	704	93	13.20%	5:15 PM	TH	
	1996	1475	160	10.80%	5:15 PM	TH	
%CHANGE 1980-1987		39.96%	38.81%	-0.75%			
%CHANGE 1987-1996		109.52%	72.04%	-18.18%			
%CHANGE 1980-1996		193.24%	138.81%	-18.80%			
STA#6	1980	4553	426	9.40%	5:15 PM	F	RT. 37 N\O PARK
	1987	5269	584	11.10%	4:15 PM	F	RT.37 S\O SYCAMORE
	1996	5705	475	8.30%	5:45 PM	T	
%CHANGE 1980-1987		15.73%	37.09%	18.09%			
%CHANGE 1987-1996		8.27%	-18.66%	-25.23%			
%CHANGE 1980-1996		25.30%	11.50%	-11.70%			
STA#94	1980	6471	593	9.20%	5:30 PM	W	RT. 37 S\O CHESTNUT-S CITY LIMITS
	1987	8839	689	7.80%	4:15 PM	W	
	1996	11118	914	8.20%	5:15 PM	T	
%CHANGE 1980-1987		36.59%	16.19%	-15.22%			
%CHANGE 1987-1996		25.78%	32.66%	5.13%			
%CHANGE 1980-1996		71.81%	54.13%	-10.87%			

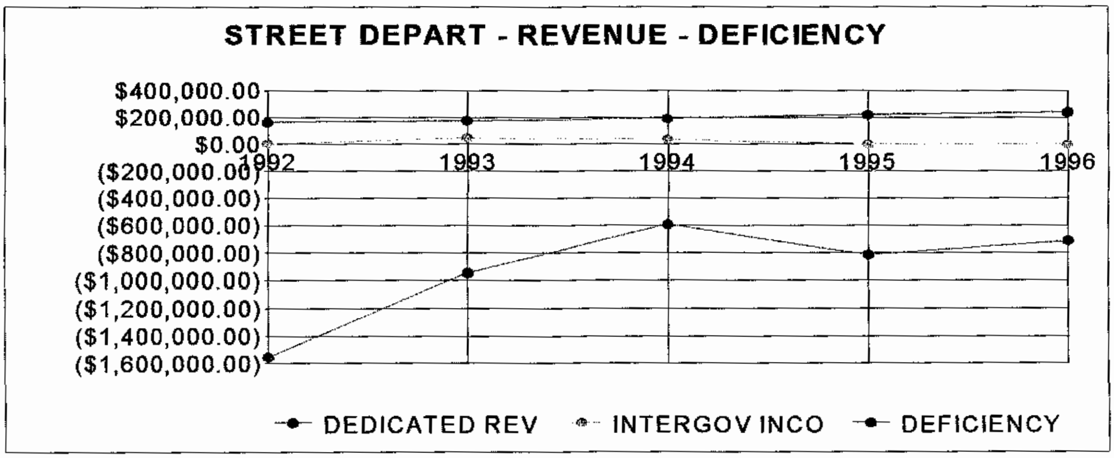
STA#103	1980	7886	714	9.10%	5:30 PM	W	RT. 37 W\O CENTRAL N\C\L
	1987	9674	800	8.30%	5:15 PM	W	RT. 37 S\O PARK
	1996	12652	1063	8.40%	5:15 PM	T	
%CHANGE 1980-1987		22.67%	12.04%	-8.79%			
%CHANGE 1987-1996		30.78%	32.88%	1.20%			
%CHANGE 1980-1996		60.44%	48.88%	-7.69%			
STA#13	1980	2916	355	12.20%	5:00 PM	M	RT. 37 W\O CENTRAL N\C\L
	1987	3537	371	10.50%	4:45 PM	W	
	1996	4224	362	8.60%	4:45 PM	T	
%CHANGE 1980-1987		21.30%	4.51%	-13.93%			
%CHANGE 1987-1996		19.42%	-2.43%	-18.10%			
%CHANGE 1980-1996		44.86%	1.97%	-29.51%			
STA#7	1980	4994	446	8.90%	5:30 PM	W	RT 60 E\O EAST CITY LIMITS
	1987	7505	764	10.20%	5:00 PM	M	RT 60 E\O BRIDAL
	1996	9246	836	9.00%	5:00 PM	T	
%CHANGE 1980-1987		50.28%	71.30%	1.12%			
%CHANGE 1987-1996		23.20%	8.61%	-11.76%			
%CHANGE 1980-1996		85.14%	87.44%	1.12%			
STA#362	1980	5565	524	9.40%	5:30 PM	F	RT 60 E\O HICKORY
	1987	9931	893	9.00%	5:00 PM	W	
	1996	10415	919	8.80%	5:30 PM	T	
%CHANGE 1980-1987		78.45%	70.42%	-4.26%			
%CHANGE 1987-1996		4.87%	2.91%	-2.22%			
%CHANGE 1980-1996		87.15%	75.38%	-6.38%			
STA#104	1980	6452	560	8.70%	4:45 PM	TH	RT 60 E\O RT 37
	1987	11616	1157	10.00%	4:30 PM	F	
	1996	11382	1063	9.60%	5:30 PM	M	
%CHANGE 1980-1987		80.04%	106.61%	14.94%			
%CHANGE 1987-1996		-2.01%	-8.12%	-4.00%			
%CHANGE 1980-1996		76.41%	89.82%	10.34%			

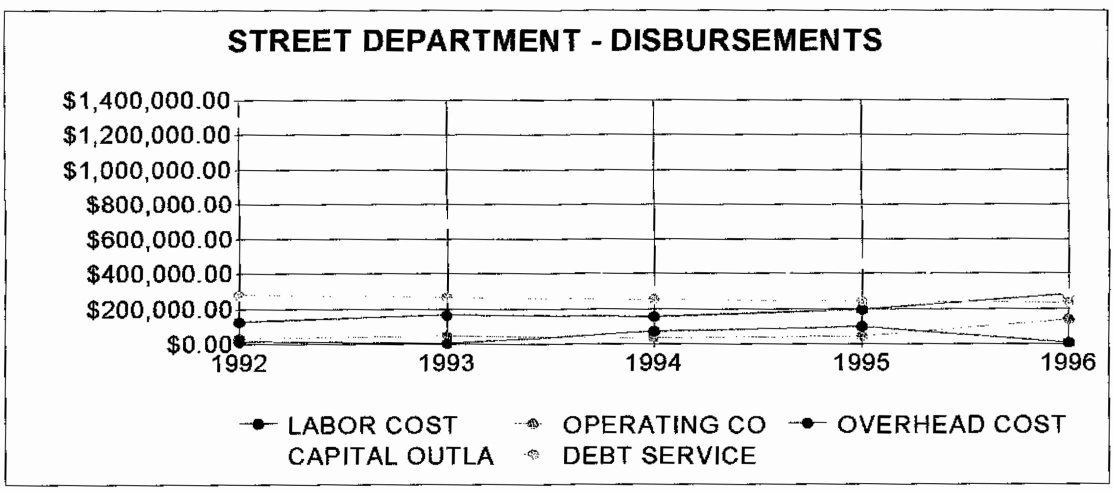
STA#96	1980	2492	260	10.40%	4:45 PM	F	RT. 60 W\O EISENHOWER AT W\C\L
	1987	4119	379	9.20%	5:30 PM	F	
	1996	4912	477	9.70%	5:15 PM	T	
%CHANGE 1980-1987		65.29%	45.77%	-11.54%			
%CHANGE 1987-1996		19.25%	25.86%	5.43%			
%CHANGE 1980-1996		97.11%	8.71%	-6.73%			
STA#136	1980	3856	373	9.70%	5:30 PM	TH	RT 60 W\O RT. 37
	1987	5556	614	11.10%	5:15 PM	TH	
	1996	7572	729	9.60%	5:30 PM	T	
%CHANGE 1980-1987		44.09%	64.61%	14.43%			
%CHANGE 1987-1996		36.29%	18.73%	-13.51%			
%CHANGE 1980-1996		96.37%	95.44%	-1.03%			
STA#101	1980	2216	267	12.00%	5:15 PM	M	BUS 60 S\O E CLEVELAND
	1987	4284	486	11.30%	4:45 PM	T	BUS 60 E\O 16TH AT E\C\L
	1996	4413	438	9.90%	4:45 PM	W	
%CHANGE 1980-1987		93.32%	82.02%	-5.83%			
%CHANGE 1987-1996		3.01%	-9.88%	-12.39%			
%CHANGE 1980-1996		99.14%	-9.88%	-17.50%			
[redacted]	1980	561	69	12.30%	3:45 PM	TH	W COUNTY W\O CENTRAL
	1987	463	65	14.00%	8:30 AM	T	W COUNTY W\O RT 37
	1996	404	52	12.90%	10:15 AM	M	
[redacted]							
STA#123	1980	1913	227	11.90%	5:15 PM	F	4TH S\O E BOND
	1987	2510	296	11.80%	4:30 PM	T	4TH N\O BROADWAY
	1996	1855	196	10.60%	4:30 PM	W	
%CHANGE 1980-1987		31.21%	30.40%	-0.84%			
[redacted]							
%CHANGE 1980-1996		-3.03%	-13.66%	-10.92%			

STA#151	1980	6772	605	8.90%	5:15 PM	F	RT 37 N\O DAIRY
	1987	7386	646	8.70%	5:15 PM	W	
	1996	8353	722	8.60%	5:15 PM	T	
%CHANGE 1980-1987		9.07%	6.78%	-2.25%			
%CHANGE 1987-1996		13.09%	11.76%	-1.15%			
%CHANGE 1980-1996		23.35%	19.34%	-3.37%			

EXHIBIT 3-2
STREET DEPARTMENT FINANCIAL HISTORY

The Street Department has dedicated revenue from the fuel tax collected from the State and the sales tax collected from motor vehicles purchased by city residents. This dedication is done at the election of the Council. Revenue has increased by 8.8% over the past five years. The deficiency of the department has declined but only because capital improvements have declined over the past five years. Capital outlay has averaged $601,637 per year for the last five years, but has averaged only $348,649 for the last three years. This department is deficit in dedicated revenue by an estimated $200,000 per year based on current operations. With capital improvements the deficiency is over $700,000. Consideration should be given to adopting a dedicated sales tax revenue. A $.25 sales tax would generate an estimated $250,000 per year, while $.50 would generate $500,000. This dedicated revenue would put the department in a much better position to maintain and construct the streets of the City as it grows.





STREET DEPARTMENT

FINANCIAL HISTORY

REVENUES	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
FUEL TAX	$101,558.00	$120,585.00	$129,283.00	$179,387.00	$183,538.85	$142,870.37	72.06%
MOTOR SALES TAX	$49,706.00	$51,899.00	$59,165.00	$35,658.00	$37,394.76	$46,764.55	23.59%
MISCELLANEOUS	$9,446.00	$1,133.00	$2,449.00	$2,591.00	$13,213.65	$5,766.53	2.91%
REPAIR INCOME	$4,948.00	$1,655.00	$3,446.00	$1,428.00	$2,779.25	$2,851.25	1.44%
DEDICATED REVENUE	**$165,658.00**	**$175,272.00**	**$194,343.00**	**$219,064.00**	**$238,922.51**	**$198,252.70**	**100.00%**
OPERATING EXPENSE							
LABOR COST							
SALARIES	$95,480.00	$105,317.00	$106,262.00	$137,231.00	$201,629.58	$129,183.92	45.63%
PAYROLL TAXES	$7,319.00	$8,096.00	$8,151.00	$10,713.00	$15,454.96	$9,946.79	3.51%
HEALTH INSURANCE	$5,587.00	$32,668.00	$10,019.00	$16,447.00	$13,086.90	$15,561.58	5.50%
RETIREMENT	$10,771.00	$11,076.00	$12,968.00	$18,084.00	$26,451.70	$15,870.14	5.61%
WELLNESS PROGRAM	$0.00	$0.00	$0.00	$0.00	$1,447.55	$289.51	0.10%
UNIFORMS	$0.00	$0.00	$0.00	$0.00	$1,863.16	$372.63	0.13%
EDUCATION	$0.00	$0.00	$0.00	$0.00	$624.88	$124.98	0.04%
WORKMAN'S COMP	$6,417.00	$7,784.00	$16,849.00	$12,122.00	$20,102.94	$12,654.99	4.47%
LABOR COST	**$125,574.00**	**$164,941.00**	**$154,249.00**	**$194,597.00**	**$280,661.67**	**$184,004.53**	**65.00%**
OPERATING COST							
DEPRECIATION	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0.00%
REPAIRS-EQUIP	$7,849.00	$14,299.00	$10,675.00	$12,378.00	$100,042.18	$29,048.64	10.26%
SUPPLIES GENERAL	$3,365.00	$5,381.00	$3,517.00	$5,921.00	$2,585.47	$4,153.89	1.47%
FREIGHT	$39.00	$0.00	$0.00	$1,002.00	$0.00	$208.20	0.07%
OIL & GAS	$11,667.00	$14,299.00	$10,675.00	$12,378.00	$21,368.47	$14,077.49	4.97%
TRAVEL	$0.00	$0.00	$0.00	$0.00	$363.44	$72.69	0.03%
INSURANCE	$9,667.00	$10,892.00	$11,143.00	$8,496.00	$13,892.00	$10,818.00	3.82%
RADIO EXPENSE	$1,218.00	$781.00	$422.00	$1,994.00	$1,251.33	$1,133.27	0.40%
OPERATING COST	**$33,805.00**	**$45,652.00**	**$36,432.00**	**$42,169.00**	**$139,502.89**	**$59,512.18**	**21.02%**
OVERHEAD COST							
TELEPHONE	$392.00	$401.00	$607.00	$805.00	$2,392.14	$919.43	0.32%
UTILITIES	$753.00	$1,460.00	$1,630.00	$2,212.00	$3,178.00	$1,846.60	0.65%
REPAIRS-BUILDING	$159.00	$966.00	$341.00	$275.00	$0.00	$348.20	0.12%
SUPPLIES-OFFICE	$37.00	$0.00	$274.00	$727.00	$723.68	$352.34	0.12%
MISCELLANEOUS	$11,765.00	$1,913.00	$70,827.00	$94,412.00	$1,628.87	$36,109.17	12.76%
OVERHEAD COST	**$13,106.00**	**$4,740.00**	**$73,679.00**	**$98,431.00**	**$7,922.69**	**$39,575.74**	**13.98%**
TOTAL OPERATING COST	**$172,485.00**	**$215,333.00**	**$264,360.00**	**$335,197.00**	**$428,087.25**	**$283,092.45**	**100.00%**
NET OPERATING CASH FLOW	**($6,827.00)**	**($40,061.00)**	**($70,017.00)**	**($116,133.00)**	**($189,164.74)**	**($84,839.75)**	**-42.79%**

INTERGOV INCOME	$6,524.00	$50,251.00	$36,731.00	$1,047.00	$1,225.32	$19,155.66
CAPITAL OUTLAY						
CONTRACTS	$0.00	$0.00	$29,961.00	$57,580.00	$168,551.64	$51,218.53
MATERIAL	$517,706.00	$373,022.00	$160,552.00	$308,945.00	$1,866.75	$272,418.35
TRAFFIC LIGHTS	$36,233.00	$38,073.00	$37,957.00	$37,765.00	$38,433.04	$37,692.21
CAPITAL OUTLAY	$715,006.00	$275,806.00	$74,539.00	$53,548.00	$71,531.53	$238,086.11
PROF FEES	$5,070.00	$1,322.00	$0.00	$0.00	$4,718.74	$2,222.15
CAPITAL OUTLAY	**$1,274,015.00**	**$688,223.00**	**$303,009.00**	**$457,838.00**	**$285,101.70**	**$601,637.34**
DEBT SERVICE-OVERPASS						
Principal Payments	$200,000.00	$200,000.00	$200,000.00	$200,000.00	$200,000.00	$200,000.00
Interest Payments	$80,778.00	$67,285.00	$54,809.00	$42,446.00	$34,782.61	$56,020.12
DEBT SERVICE	**$280,778.00**	**$267,285.00**	**$254,809.00**	**$242,446.00**	**$234,782.61**	**$256,020.12**
DEFICIENCY	**($1,555,096.00)**	**($945,318.00)**	**($591,104.00)**	**($815,370.00)**	**($707,823.73)**	**($923,341.55)**

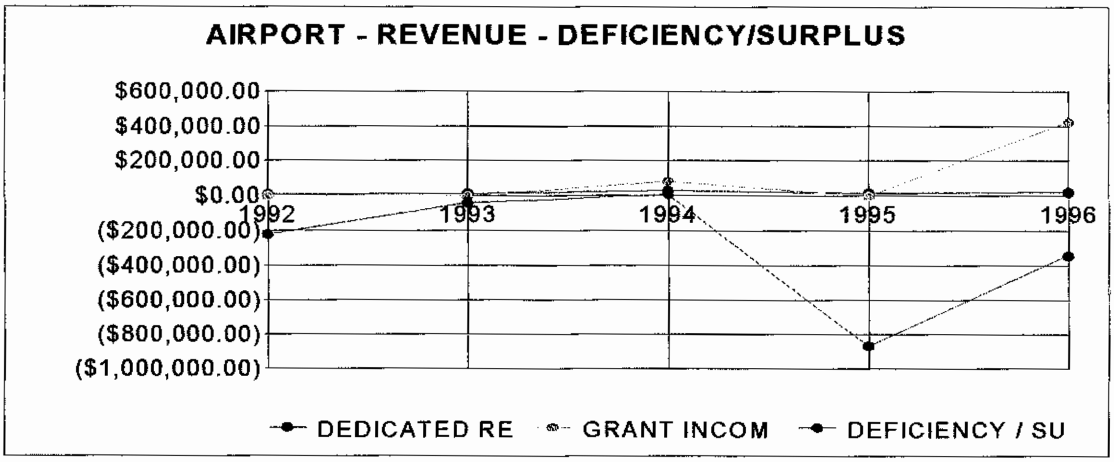
COST ANALYSIS
PER RESIDENT & PER MILE

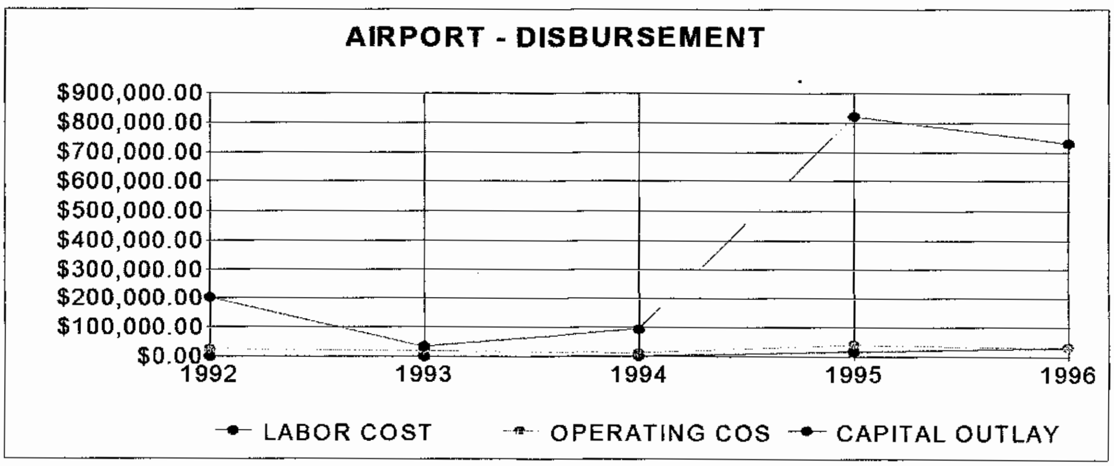
INCOME PER MILE	$3,306.55	$3,498.44	$3,879.10	$4,372.53	$4,768.91	$3,957.14
TOTAL COST PER MILE	$3,442.81	$4,298.06	$5,276.65	$6,690.56	$8,544.66	$5,650.55
OPERATING COST PER RESIDENT	$26.34	$32.88	$40.37	$51.18	$65.37	$43.23
CONSTRUCTION PER RESIDENT	$194.54	$105.09	$46.27	$69.91	$43.53	$91.87
TOTAL COST PER RESIDENT	($237.46)	($144.35)	($90.26)	($124.50)	($108.08)	($140.99)

EXHIBIT 3-3
AIRPORT FINANCIAL HISTORY

Although the Airport is considered an enterprise, it can not be judged as a self supporting operation. Airports by their nature for small cities are an economic development tool. The Monett Airport has more than paid for itself in this area. Since 1990 over 600 direct jobs has been created in Monett as result of the Airport. The Airport has been in a state of evolution for the past five years. Full time management and maintenance was begun in 1995. Income from operations in the past has been primarily from rental income of hangers and property. In 1996 a $.05 per gal fee was collected on all fuel sold on site. In 1997 this was increased to $.15 per gallon. This new revenue will put the airport on a positive cash flow basis after the retirement of a capital lease for equipment which was entered into in 1997.

The City has invested an average of $275,151 per year after all grants. The investment is substantial but must be judged in light of the rapid growth. Consideration should be given to increasing the rental income and the fuel fees over the next five years in order to provide funding for future capital needs.





AIRPORT
FINANCIAL HISTORY

	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
REVENUES							
Rent	$9,419.00	$13,618.00	$12,862.00	$14,342.00	$13,723.56	$12,792.91	70.30%
Other Income	$0.00	$0.00	$19,173.00	$10.00	$7,823.62	$5,401.32	29.68%
Miscellaneous	$23.00	$0.00	$0.00	$0.00	$0.00	$4.60	0.03%
DEDICATED REVENUE	**$9,442.00**	**$13,618.00**	**$32,035.00**	**$14,352.00**	**$21,547.18**	**$18,198.84**	**100.00%**
LABOR COST							
Salaries	$0.00	$0.00	$1,625.00	$14,488.00	$22,831.84	$7,788.97	22.00%
Payroll Taxes	$0.00	$0.00	$124.00	$1,108.00	$1,746.64	$595.73	1.68%
Health Insurance	$0.00	$0.00	$0.00	$348.00	$1,396.21	$348.84	0.99%
Retirement	$0.00	$0.00	$0.00	$580.00	$3,213.88	$758.78	2.14%
Uniform Expense	$0.00	$0.00	$0.00	$119.00	$159.63	$55.73	0.16%
Workman's Compensation	$0.00	$0.00	$0.00	$255.00	$1,645.46	$380.09	1.07%
LABOR COST	**$0.00**	**$0.00**	**$1,749.00**	**$16,898.00**	**$30,993.66**	**$9,928.13**	**28.05%**
OPERATIONS COST							
Repair & Maintenance Building	$20,855.00	$719.00	$2,388.00	$3,615.00	$8,446.59	$7,204.72	20.35%
Repair & Maintenance Vehicles	$0.00	$0.00	$67.00	$1,500.00	$0.00	$313.40	0.89%
Repair & Maintenance Equipment	$0.00	$0.00	$0.00	$8,103.00	$0.00	$1,620.60	4.58%
Repair & Maintenance Runway	$0.00	$3,675.00	$1,036.00	$25.00	$0.00	$947.20	2.68%
Gas & Oil	$0.00	$0.00	$2,035.00	$1,386.00	$879.50	$860.10	2.43%
Building Supplies	$0.00	$0.00	$0.00	$6,591.00	$470.63	$1,412.33	3.99%
Operating Supplies	$564.00	$346.00	$908.00	$3,673.00	$6,661.00	$2,430.40	6.87%
Telephone	$0.00	$0.00	$0.00	$0.00	$33.39	$6.68	0.02%
Travel	$0.00	$0.00	$0.00	$0.00	$318.29	$63.66	0.18%
Insurance	$2,297.00	$3,812.00	$2,299.00	$3,671.00	$5,270.00	$3,469.80	9.80%
Miscellaneous	$1,688.00	$1,176.00	$1,207.00	$10,030.00	$325.53	$2,885.31	8.15%
Professional Fees	$0.00	$8,048.00	$0.00	$0.00	$2,000.00	$2,009.60	5.68%
Utilities	$1,712.00	$1,941.00	$995.00	$2,183.00	$4,401.42	$2,246.48	6.35%
OPERATING COST	**$27,116.00**	**$19,717.00**	**$10,935.00**	**$40,777.00**	**$28,806.35**	**$25,470.27**	**71.95%**
TOTAL OPERATIONS EXPENSE	**$27,116.00**	**$19,717.00**	**$12,684.00**	**$57,675.00**	**$59,800.01**	**$35,398.40**	**100.00%**
NET OPERATIONS CASH FLOW	**($17,674.00)**	**($6,099.00)**	**$19,351.00**	**($43,323.00)**	**($38,252.83)**	**($17,199.57)**	

CAPITAL OUTLAY	$204,238.00	$33,164.00	$94,694.00	$823,169.00	$728,945.33	$376,842.07
GRANT INCOME	$0.00	$0.00	$83,273.00	$62.00	$425,124.66	$101,691.93
DEFICIENCY / SURPLUS	**($221,912.00)**	**($39,263.00)**	**$7,930.00**	**($866,430.00)**	**($342,073.50)**	**($292,349.70)**
COST PER RESIDENT	($33.88)	($6.00)	$1.21	($132.30)	($52.23)	($44.64)

City of Monett

Comprehensive Growth Management Plan

4.0 Parks and Recreation

CREATING THE FUTURE

PUBLIC RECREATION & PARKS SPACE
GOLF COURSE-CEMETERY

TABLE OF CONTENTS

4.1 Purpose and Scope of Analysis

"Park planning is part of the broader process of ordering the human environment in such a way as to make the most of its varied possibilities. Park planning cannot stop at the edges of parks. The park system is thus the very spearhead of comprehensive urban planning."

Lewis Mumford

As reflected by the quote by Lewis Mumford, one of the leading urban park planners of the 20th Century, park planning is more than design of a park, it is the development of a communities leisure experience. The purpose of this report will be to evaluate the existing park system and it's funding and attempt to develop goals and standards for future parks as the community grows.

This section will deal with the Parks Department and the Golf Course, which operate as separate fiscal and managed City departments. The Parks Department has several separate divisions. They are; South Park, North Park, The Casino, Swimming Pool, Cemetery, and Recreational programs. The maintenance and upkeep of the physical facilities are under the management of the Street Superintendent. Recreational programs are under the recreational director. The golf course is under the Golf Course Manager with a separate budget. In the past a citizens Park Board assisted the Council in park related issues. This Board was disbanded in 1996. The Golf Course also had an advisory board that was disbanded in 1996. Although all of the various park and recreational programs and faculties are not under one common manager they will be reviewed as a common community service.

4.2 Existing Parklands and Open Spaces

Historically, the development of parks and open spaces within the City of Monett has occurred through community support and focus on leisure needs and environment commitment to open space and not as the result of any organized park development plan or standard through the City. While this approach to park development is the best because of the broad based support for each park as it is developed, this approach will fail as the community grows and park development needs are competing with commercial and residential development needs. A comprehensive plan and standards should be developed to guide future development to include park and open spaces in conjunction with new growth. Currently, the Park System is regulated by the City Council.

Monett has a shinning reputation for it's top quality parks within the community. The City has over 110 acres of dedicated parkland, with an estimated 75 acres in South Park and 40 acres in North Park. The golf course has seventy acres dedicated to a nine-hole golf course. The city has an estimated 200 acres of land dedicated to outdoor recreation within the City. When comparing the total outdoor recreational space within the City to the National Recreational Planners Association (NRPA) recommended classification system ***(See Appendix 4-1)*** one will find that Monett has 213% more open space or dedicated park area than recommended. However, when comparing the type park space one will find that the City has no Mini Parks, or Neighborhood Parks within the City. According to the NRPA the City should have at least six mini parks to serve small neighborhoods. The City does not have any linear parks at this time but has received a grant from the Missouri Highway and Transportation Department to fund a trail from the New High School to the South Park. Phase Two of the project calls for a trail from the North Park to the Elementary School and connecting to the Phase One trail.

South Park: South Park currently has an estimated 55 acres of developed park space. Within the Park is the City swimming pool, the Casino, the City fountain, play areas, picnic areas, and sports play fields and courts. Adjoining the park is an estimated 40 acres of land that is undeveloped as park space. The Casino is a very popular indoor facility that is used for community activities and business meetings. The demand for business meetings has increased dramatically in the past ten years as local businesses have grown and expanded.

North Park: North Park was acquired in 1969 with an original 35-acre purchase. The park has been developed into a community park much in the same manner as South Park, except it is more dedicated to outdoor sports activities such as baseball and tennis.

Golf Course: The golf course is a nine-hole course on 70 acres. The course is owned and operated by the City. It is under the management of a facility manager. This operation is under a separate department and is not a part of the parks department. The golf course is continued to lose money for the City over the past five years. The annual average, including capital improvements, is $98,000 per year. This recreational activity should generate more revenue and be able to support itself. ***See Table 4-2 Golf Course Financial History***

New Park Space-Trail System: Under the Intermodal Transportation Enhancement Funds Grant Program through the Missouri Highway Department the City has received commitments of an estimated $200,000 in grant funds to build a linear park or trail from the New High School to South Park. A second Phase has been planned if funding can be obtained through the same grant to fund a similar trail from the north Park to the Elementary School and to connect to the Phase One trail. ***See Map 4-1 Current and Planned Parks.***

4.3 Evaluation of Existing Parks System

Physical Faculties: In the current Park System an estimated fifty acres is dedicated to public parks, this is an estimated 37.5 residents per acre of public parks and open space. The School system campus and open land accounts for an additional twenty acres, which brings the total down to 34 residents per acre of public open space. According to the National Recreational Planning Association, a community should maintain a minimum of 95 residents per acre. Monett is well ahead of minimum requirements for open space needs based on the recorded city population, however, as discussed in Section 1

Demographic Trends, the true population of the City is larger than the recorded count due to development surrounding the city which were never annexed. These community residents also use the Park System. Another consideration is that South Park is considered a regional park, which is used by residents from several miles surrounding Monett. This use and demand should be taken into consideration when considering park system usage and demands. When factoring in the surrounding subdivisions, which utilize the Park System, it is safe to assume that the ratio is more likely 50 residents per acre of open space.

The National Recreational Planning Association minimum standards of 95 residents per acre by no means should be taken as a threshold number that applies to Monett. With the current ratio of 50 to 1 which the City enjoys it may appear more than ample for national planning standards but short by local needs and demands. To maintain the 50 to 1 ratio, this would mean that for every 22 homes or housing units developed within the City an acre of parkland needs to be developed. Using the national minimum standards of the NRPA of 95 to 1, it would require one acre of parkland for every 41 housing units.

The ratio approach in itself is not the total approach to park planning. As a community grows and changes, different types of parks and recreation is needed to balance the quality of life. If the park plan simply calls for the development of open green space and neighborhood parks as a community grows many recreation needs will be unmet. The park system should balance with mini-parks, neighborhood parks, community parks, regional parks, linear parks, and special use parks with a variety of uses to meet the communities changing needs. As the community grows other larger parks should be considered.

Current needs for a larger park is best demonstrated by the demand for T-Ball, Softball, Baseball, and soccer fields. In the past few years the growth and development of youth sports activities have increased the demand for outdoor sports facilities. The rigorous schedules of these youth groups which are sponsored by both the City and the Schools, requires several play fields in order to accommodate youth games. Currently, playfields are scattered throughout the City, thus requiring many families to shuttle their children from one field to the other to play, often on the same night if they have more than one child playing. A consolidated regional outdoors-recreational field should be considered as an expansion of the parks department and as an economic development tool. If a regional athletic park was developed it could attract a substantial number of people to the community to attend games and events.

Recreation Programs: In 1994 the City hired a full time recreation director and remodeled a downtown facility to accommodate indoor sports activities. During this time period both indoor and outdoor youth activities have increased. Activity fee income, the money charged youth to be involved in various programs has grown to nearly $90,000 per year. The development of recreation programs has been a plus for the parks department and the City's economy. Senior citizens have also taken advantage of the indoor recreation facility. The availability of both indoor and outdoor programs for all ages is essential for the health and wellbeing of all citizens of the City.

Cemetery: The cemetery is not operated as a park, but rather as a perpetual care burial grounds for community residents. Cemetery lots are sold to residents and non-residents alike. Only City crews can open graves in order to be assured that no graves are improperly opened or disturbed. The City charges a fee for this service. The only revenue the cemetery receives is money from plot sales and for opening graves. The funding for the perpetual care must come from these revenues and city funds. Following is a table of charges for cemetery lots and burial charges:

COST OF CEMETERY LOTS

INFANTS TO 5 YEARS	*ONE SPACE*	*TWO SPACES*	*FOUR SPACES*	*EIGHT SPACES*
$30.00	$75.00	$150.00	$300.00	$600.00

BURIAL CHARGES

CREMATION	*INFANTS UP TO 5 YEARS*	*ADULTS*
$25.00	$50.00	$125.00

Golf Course: The Golf Course is a nine-hole course that the City operates. The City sells annual memberships to residents and non-residents that entitle "members" to use the course on an unlimited basis. The membership is limited to seventy-five. Cart privilege fees are collected from members who own their own golf cart. The City also leases cart storage space to members. The City rents carts and charges green fees. A concession operation is also operated at the golf course clubhouse. Following is a breakdown of those fees:

MEMBERSHIP COST

	RESIDENTS	***NON-RESIDENTS***	***STUDENTS***
INDIVIDUAL MEMBERSHIP	$200.00 $150.00 OVER AGE 70	$310.00	$35.00
HUSBAND & WIFE	$300.00	$375.00	NA
ADDITIONAL FAMILY MEMBERS	$25.00	$30.00	NA

CART FEES

	MEMBERS	*PUBLIC*	*9 HOLE*	*18 HOLE*
CART PRIVILEGE FEE	$85.00 YR. OR $6.00 DAILY	NA	SAME	SAME
CART RENTAL	SAME	SAME	$10.00	$16.00
CART STORAGE	$125 YR.-RES. $150 YR. NON-	NA	NA	NA

GREEN FEES

	9 HOLES	*18 HOLE*
MONDAY – FRIDAY EXCEPT HOLIDAY	$7.00	$10.00
SATURDAY-SUNDAY-HOLIDAYS	$9.00	$14.00

4.4 Park Funding

The City has demonstrated a strong commitment to the Parks System by virtue of their financial support. In 1996, the City spent 6.8% of the total budget of the City on the maintenance, operation, and expansion of the Parks, Golf, Cemetery and Recreation System or an average of $154 per resident. The income per resident was only $39 from the sale of services. This leaves a shortage of $115 per resident, which must come from general revenue. Over the past five years the all park related budgets has been subsidized by general revenue at an average of $86 per resident. This is an annual deficit of $560,000 per year or $2,800,000 over the past five years. ***See Tables 4-1 through 4-4 Park Golf Cemetery Pool Financial History***

The Parks Department has no dedicated revenue aside from the revenues that are generated from services and user fees. Most communities have a dedicated tax , usually sales tax, for park improvements and maintenance. The combination of these various recreation and parks programs can not continue to drain the general fund of the money that they historically have. At this deficit level the parks programs will be in jeopardy of severe funding cuts if the City continues to grow. A dedicated revenue source and the improvement of the revenues of existing operations are essential for a quality parks programs for the City. Following is a series of recommendations concerning funding and revenue for the various programs and operations:

PARKS MAINTENANCE: The City should consider dedicating the entire property tax revenues received by the City to the Parks Department. This move is recommended in relation with a sales tax increase and a lowering of the property tax rate. Currently, the City has a $.34 levy. If this was lowered to $.25 and dedicated to the Parks Department the annual amount generated would be about $135,000 per year. This dedicated revenue would generate enough revenue to support the Parks Department in conjunction with some increases in user fees.

GOLF COURSE: The Golf Course is in desperate need of improving revenues. This recreational activity ***should not*** be subsidized from general revenue for operation or capital expenses. Currently, this operation is losing $98,000 per year based on a five-year average. This is a subsidy of $15 per resident. A comparison of other municipal and public golf operations reveals three basic flaws in the operations of the golf course. (1) Green Fees and Membership Fees are to low. (2) Cart Rental Income is low because of the allowance of private carts on the course. (3) The need of an additional nine holes which will promote more play.

COMPARISON OF GREEN FEES

CITY	*WEEKDAYS 9 HOLES*	*WEEKDAYS 18 HOLES*	*WEEKEND 9 HOLES*	*WEEKEND 18 HOLES*
Monett	$7.00	$10.00	$9.00	$14.00
Neosho	$9.50 all day	$9.50 all day	$10.50 all day	$10.50 all day
Springfield-Grandview	$7.00	$11.00	$10.00	$14.00
Cassville Non-Profit	$17.00 all day	$17.00 all day	$20.00 all day	$20.00 all day
Carthage	$9.00 all day	$9.00 all day	$11.00 all day	$11.00 all day
Joplin	$8.00 all day	$8.00 all day	$9.00 all day	$9.00 all day

COMPARISON OF CART RENTALS

CITY	*9 HOLES*	*18 HOLES*	*CART PRIVILEGE*	*CART STORAGE*
MONETT	$10.00	$16.00	$85 annually or $6.00 daily	$125 year resident $150 year non resident
NEOSHO	$8.00 Per Person per day	$8.00 Per Person per day	Not Allowed	Not Allowed
SPRINGFIELD GRANDVIEW	$11.00	$18.00	Not Allowed	Not Allowed
CASSVILLE NON PROFIT	$6.00 EM $12.00 NON	$9.00 EM $20.00 NON	NONE	$100 TO $136 PER YEAR
CARTHAGE	$9.00	$18.00	Not Allowed	Not Allowed
JOPLIN	$14.50	$18.00	Not Allowed	Not Allowed

COMPARISON OF MEMBERSHIP

CITY	*RESIDENT TWO ADULTS*	*RESIDENT ADDITIONAL FAMILY EM*	*NON RESIDENT TWO ADULTS*	*NON RES ADDITIONAL FAMILY EM*
MONETT	$300.00	$25.00	$375.00	$30.00
NEOSHO	$337.00	$42.00	$337.00	$42.00
SPRINGFIELD GRANDVIEW	NOT ALLOWED	NOT ALLOWED	NOT ALLOWED	NOT ALLOWED
CASSVILLE	$500 yr. plus $52.58 month	NONE	SAME	SAME
CARTHAGE	$500.00	NONE	SAME	SAME
JOPLIN	$630.00	$210.00	SAME	SAME

Based on other area municipal golf courses the City of Monett provides the least expensive cost for golfers. The annual membership is 69% less than Neosho. Green Fees are difficult to compare since Springfield does not have memberships, and thus charges a smaller fee. Neosho charges a day rate but has 18 holes. Cart rental income is the area that Monett suffers the most. By allowing private carts and storage the City misses a substantial income from cart rentals.

The City should consider developing additional 9 holes on the excess parkland adjoining South Park. It would be a development challenge because the land is separated by Highway 37. This is possible and is done in other areas. Deerfield course in Springfield is done this way. By expanding the course the City could justify the increase in annual membership and green fees. With this change should be the elimination of private carts and storage. The new rates should be set to totally fund the operations of the course as well as the new capital improvements. The recapture of the capital improvement cost should be set over a twenty-year period.

Strong consideration should be given to establishing a not for profit corporation to own and operate the course. This method of operations would save the City money by eliminating prevailing wage cost for the new course's construction. The Not for Profit could lease the existing course from the City for $1.00 and take over all operations and maintenance as well as the responsibility of expansion. This method would also allow for the users of the golf course to fund their cost of operating the course without additional public funds, but also keep the cost of golfing affordable to the community. A good quality golf course is essential for any growing community as a quality of life measure.

CEMETERY: Residents and City officials most likely misunderstand the Cemetery. The service provided is not just the sale of a lot. When a lot is purchased, the City agrees to provide perpetual care of the plot indefinitely. Based on current prices the City is not recouping much more than land cost. Following is a comparison with other municipal cemeteries:

COMPARISON OF CEMETERY LOT PRICES

CITY	*SINGLE*	*TWO*	*FOUR*	*EIGHT*
MONETT	$75.00	$150.00	$300.00	$600.00
LEBANON	$200.00	$400.00	$800.00	$1,600.00
BOLIVAR	$250.00	$500.00	$1,000.00	$2,000.00
PUBLIC SPRINGFIELD HAZELWOOD	$325.00	$650.00	$1,300.00	$2,600.00
PRIVATE GREENLAWN SPRINGFIELD	$350.00	$700.00	$1,400.00	$2,800.00

The City should consider increasing the price of lots to be more in line with the other area cemeteries. The current annual deficit has been averaging $75,000 per year. By increasing the lot price to $250.00 the annual deficit would be cut by $16,800 per year. Grave opening charges should be increased to $200.00.

OTHER OPERATIONS: Other recreation activities, such as the pool, the Casino, and recreation fees should also be evaluated to determine if they could support an increase. Increasing fees in these areas should be done with caution. This is the essential part of a parks and recreation program and is justified to receive public support. Some of the fees could be increased without affect.

NEW PARKS: While the dedication of the property tax to the Parks Department will generate new revenue it will not generate enough money to support the development of new parks. No provision is set up to cause new housing developments to develop new neighborhood parks when a development goes in, yet these new housing units increase the demand for new park space. Many cities require developers to develop new parks in conjunction with a new development. The normal ratio is one acre per forty residential lots. Many developers prefer not to set aside a part of their development for a park even if the city agrees to maintain it. Another alternative is to charge the developer a "Park Development Fee". The normal charge or fee is $200.00 to $250.00 per lot. For a new forty-lot subdivision the fee would be $8,000 to $10,000. These funds would be set aside as a dedicated source for new neighborhood and community park development.

4.5 Conclusions

The City of Monett has a park system that should be the envy of any City. Two large community parks, a golf course, and an active recreational program exist. To better prepare for the future and manage the growth of the needs for parks and recreation with the growth of the City the following items should be considered as possible actions and or policies:

1. CONSOLIDATE DEPARTMENTS: The City should consider consolidating the Parks Department, the Cemetery, and the Golf Course under one large Parks and Recreation Department. All maintenance, planning, and budgeting should be done by one single department superintendent. This move would require the promotion and or hiring of a new department head. By consolidating these departments efficiency of budgeting and planning will be realized.

2. CREATE A NEW PARKS & RECREATION BOARD: A citizen advisory board is needed to provide public input into park planning and policy. In the past the board was not affective because the departments were so fragmented. By consolidation and a centralized department head to manage the program the citizen's board will be affective and useful for long term management planning.

3. DEVELOP A LONG TERM PARKS DEVELOPMENT PROGRAM: The new department head and the Park Board should develop a long term capital improvement program to deal with parks and recreation needs for the next ten to twenty years.

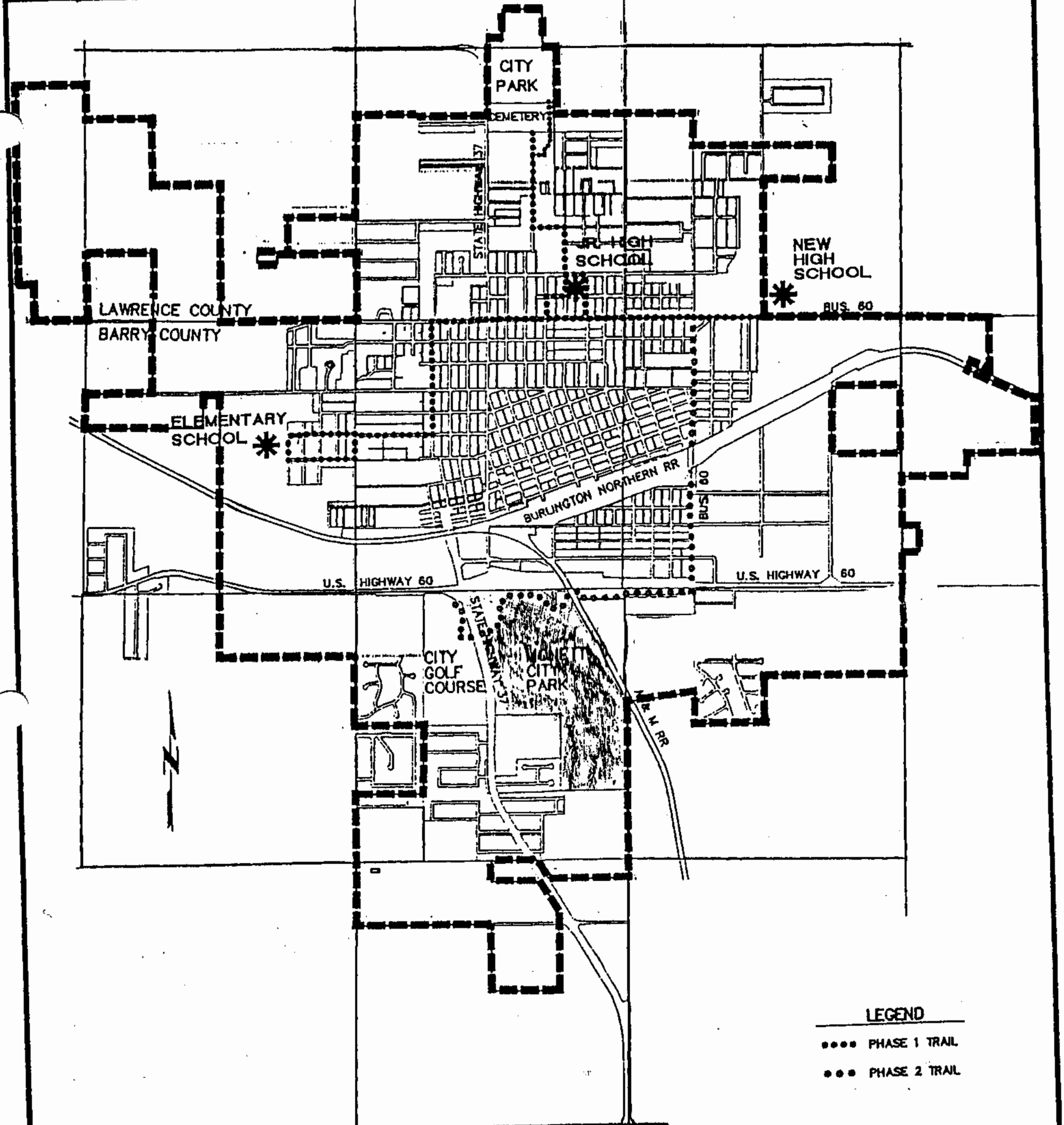
4. RAISE CEMETERY LOT PRICES: The City should immediately raise the prices of cemetery lots to $250.00 and increase burial charges to $200.00.

5. REEVALUATE THE GOLF COURSE: The City should determine if the Parks Department should own and operate the golf course or a not for profit. Whether the City or a not for profit operates the course, consideration should be given to expanding the course to an eighteen-hole course. With this expansion the fees and policies of the course should be changed so that the course is financially self supportive. Without expansion the membership fees should be increased to a minimum of $600 per year for a family. Private carts should pay the daily trail fee of $6.00. No annual trail fee should be sold, or private carts prohibited altogether.

6. ESTABLISH DEVELOPER PARK FEES: The City should develop a park development fee for new housing developments or require new developments to provide neighborhood parks with each development on a ratio basis.

7. COMMUNITY CONSIDER ESTABLISHING A YMCA: Much discussion and planning has occured over the past five years to construct a "civic center/community center" which would provide recreational activities for the community in an indoor facility. Consideration has been given and recommendations made that the City build and own such a facility. The planning of the facility calls for a combination recreation and civic center. Based on the operational considerations it appears to be better for the City and the community for a YMCA facility to be built and operated by a local YMCA board. The City could support this effort by leasing space and use of the facility to operate City recreation programs. The City owning and operating the facility does not appear to be in the best financial interest of the City.

Establishing a long-term plan begins with reorganizing the parks system. Preserving and insuring that the City of Monett has a sustainable park system in the future rest on correcting the financial deficiency in the funding and revenues of the current system.



CITY OF MONETT
OUTDOOR RECREATION
LOCATION MAP

MAP 4-1

1000 0 1000 2000 3000 4000

FEBRUARY 1996

HOWARD MOORE GROUP
ENGINEERS – LANDSCAPE ARCHITECTS – SURVEYORS
450 West Battlefield Springfield, MO 65807
417-887-7000 FAX 417-887-7227

APPENDIX 4-1 RECOMMENDED CLASSIFICATION SYSTEM FOR LOCAL AND REGIONAL OPEN SPACE

This classification system is intended to serve as a *guide* to planning—not as an absolute blueprint. Sometimes more than one component may occur within the same site (but not on the same parcel of land), particularly with respect to special uses within a regional park. Planners of park and recreation systems should be careful to provide adequate land for each functional component when this occurs.

NRPA suggests that a park system, at a minimum, be composed of a "core" system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population. The size and amount of "adjunct" parklands will vary from community to community, but *must* be taken into account when considering a total, well-rounded system of parks and recreation areas.

COMPONENT	USE	SERVICE AREA	DESIRABLE SIZE	ACRES/1,000 POPULATION	DESIRABLE SITE CHARACTERISTICS
A. LOCAL/CLOSE-TO-HOME SPACE:					
Mini-Park	Specialized facilities that serve a concentrated or limited population or specific group such as tots or senior citizens.	Less than ¼-mile radius.	1 acre or less	0.25 to 0.5A	Within neighborhoods and in close proximity to apartment complexes, townhouse development or housing for the elderly.
Neighborhood Park/Playground	Area for intense recreational activities, such as field games, court games, crafts, playground apparatus area, skating, picnicking, wading pools, etc.	¼ to ½-mile radius to serve a population up to 5,000 (a neighborhood).	15+ acres	1.0 to 2.0A	Suited for intense development. Easily accessible to neighborhood population—geographically centered with safe walking and bike access. May be developed as a school-park facility.
Community Park	Area of diverse environmental quality. May include areas suited for intense recreational facilities, such as athletic complexes, large swimming pools. May be an area of natural quality for outdoor recreation, such as walking, viewing, sitting, picnicking. May be any combination of the above, depending upon site suitability and community need.	Several neighborhoods. 1 to 2 mile radius.	25+ acres	5.0 to 8.0A	May include natural features, such as water bodies, and areas suited for intense development. Easily accessible to neighborhood served.

TOTAL CLOSE-TO-HOME SPACE = 6.25-10.5 A/1,000

Regional/Metropolitan Park	Area of natural or ornamental quality for outdoor recreation, such as picnicking, boating, fishing, swimming, camping, and trail uses; may include play areas.	Several communities. 1 hour driving time.	200+ acres	5.0 to 10.0A	Contiguous to or encompassing natural resources.
Regional Park Reserve	Area of natural quality for nature-oriented outdoor recreation, such as viewing, and studying nature, wildlife habitat, conservation, swimming, picnicking, hiking, fishing, boating, camping, and trail uses. May include active play areas. Generally, 80% of the land is reserved for conservation and natural resource management, with less than 20% used for recreation development.	Several communities. 1 hour driving time.	1,000+ acres; sufficient area to encompass the resource to be preserved and managed.	Variable	Diverse or unique natural resources, such as lakes, streams, marshes, flora, faune, topography.

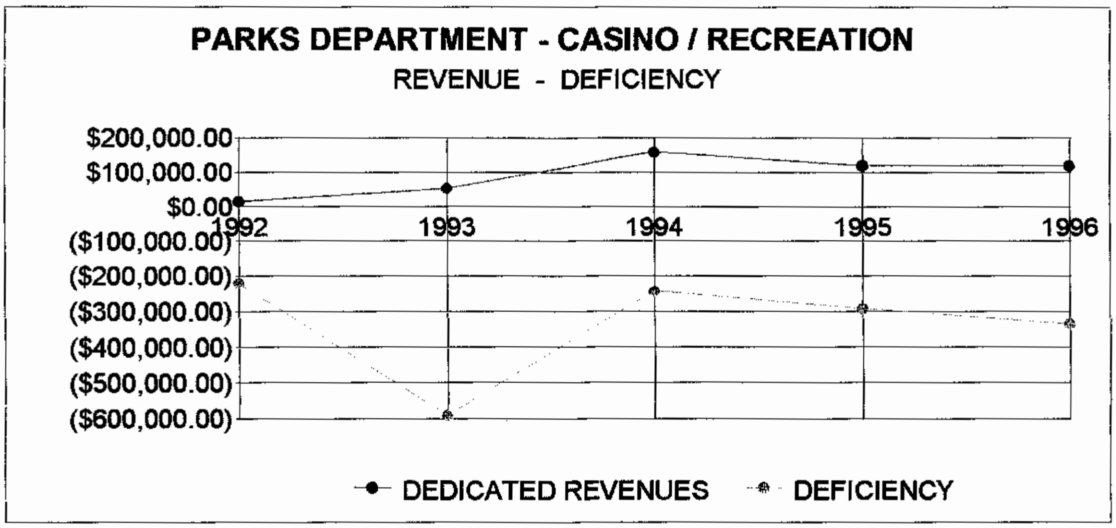
TOTAL REGIONAL SPACE = 15-20 A/1,000

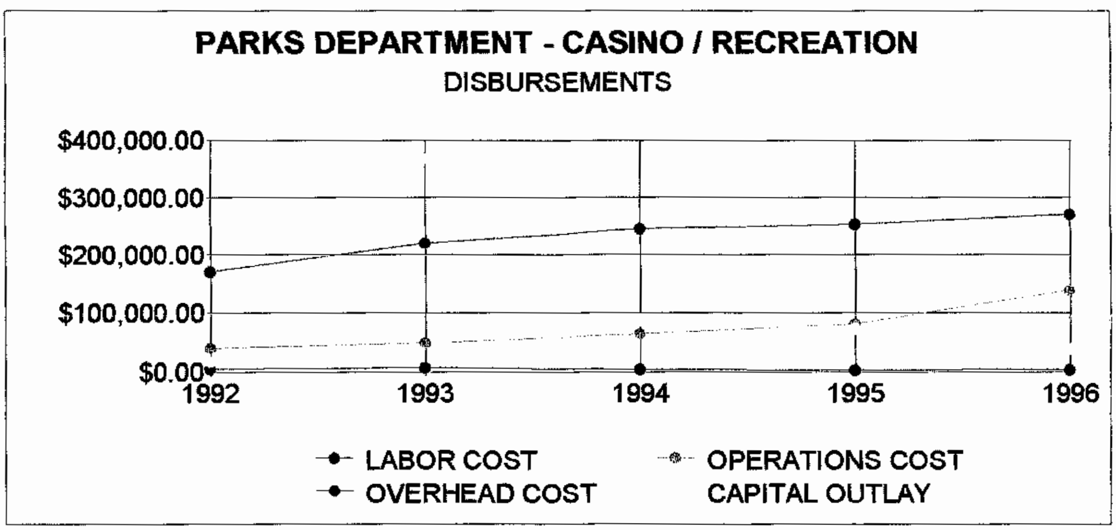
C. SPACE THAT MAY BE LOCAL OR REGIONAL AND IS UNIQUE TO EACH COMMUNITY:

Linear Park	Area developed for one or more varying modes of recreational travel, such as hiking, biking, snowmobiling, horseback riding, cross-country skiing, canoeing and pleasure driving. May include active play areas. (NOTE: any included for any of above components may occur in the "linear park.")	No applicable standard.	Sufficient width to protect the resource and provide maximum use.	Variable	Built or natural corridors, such as utility rights-of-way, bluff lines, vegetation patterns, and roads, that link other components of the recreation system or community facilities, such as school, libraries, commercial areas, and other park areas.
Special Use	Areas for specialized or single purpose recreational activities, such as golf courses, nature centers, marinas, zoos, conservatories, arboreta, display gardens, arenas, outdoor theaters, gun ranges, or downhill ski areas, or areas that preserve, maintain, and interpret buildings, sites, and objects of archeological significance. Also plazas or squares in or near commercial centers, boulevards, parkways.	No applicable standard.	Variable depending on desired size.	Variable	Within communities.
Conservancy	Protection and management of the natural/cultural environment with recreation use as a secondary objective.	No applicable standard.	Sufficient to protect the resource.	Variable	Variable, depending on the resource being protected.

TABLE 4-1
PARKS DEPARTMENT

This department is made of the operations of the Casino, recreations programs such as basketball and soccer, as well as the maintenance of the North and South Park. Revenues has increased significantly as a result of starting the various recreation programs. Operations cost and capital outlay has increased as a result of starting this program. It is difficult to assess the long term patterns of this department with the new programs. Initial review of current operations reflect that the program will be a positive revenue generator for the Parks Department. Consideration should be given to increasing the fees for renting the Casino.





PARKS DEPARTMENT
FINANCIAL HISTORY

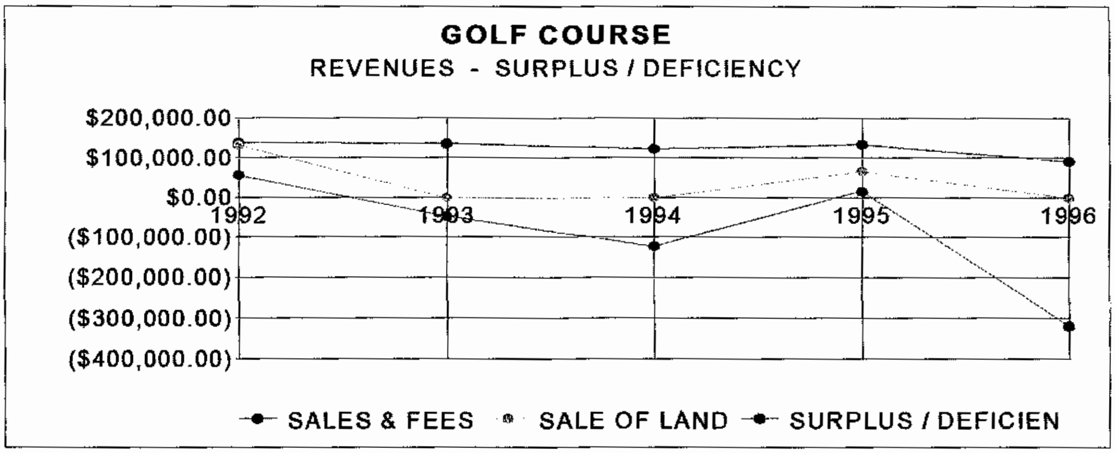
REVENUES	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Casino Rentals	$12,845.00	$13,699.00	$21,411.00	$19,601.25	$18,805.28	$17,272.31	18.48%
Other Income	$1,064.00	$10,649.00	$55,918.00	$10,069.00	$3,079.89	$16,155.98	17.29%
Intergovernmental Revenue	$0.00	$0.00	$452.00	$5,214.00	$392.14	$1,211.63	1.30%
Concession Sales	$0.00	$0.00	$0.00	$0.00	$9,841.57	$1,968.31	2.11%
Recreation Use Fees	$0.00	$29,590.00	$81,775.00	$85,440.00	$87,476.95	$56,856.39	60.83%
DEDICATED REVENUES	**$13,909.00**	**$53,938.00**	**$159,556.00**	**$120,324.25**	**$119,595.83**	**$93,464.62**	100.00%
OPERATING EXPENSE							
LABOR COST							
Salaries	$114,402.00	$159,195.00	$192,135.00	$226,395.00	$179,463.56	$174,318.11	55.87%
Payroll Taxes	$9,037.76	$15,123.53	$13,065.18	$14,942.07	$17,125.25	$13,858.76	4.44%
Health Insurance	$35,464.62	$27,540.74	$18,444.96	($8,376.62)	$9,315.06	$16,477.75	5.28%
Uniforms	$0.00	$0.00	$0.00	$0.00	$1,390.23	$278.05	0.09%
Education	$0.00	$0.00	$0.00	$0.00	$342.88	$68.58	0.02%
Wellness Program	$0.00	$0.00	$0.00	$0.00	$65.70	$13.14	0.00%
Instructors	$0.00	$0.00	$0.00	$0.00	$35,349.48	$7,069.90	2.27%
Retirement	$7,321.73	$12,735.60	$10,183.16	$15,394.86	$16,313.05	$12,389.68	3.97%
Workman's Compensation	$5,376.89	$6,367.80	$12,104.51	$4,527.90	$11,106.86	$7,896.79	2.53%
LABOR COST	**$171,603.00**	**$220,962.66**	**$245,932.80**	**$252,883.22**	**$270,472.07**	**$232,370.75**	74.48%
OPERATIONS COST							
Insurance	$1,798.75	$1,951.25	$2,604.25	$6,381.25	$14,793.17	$5,505.73	1.76%
Professional & Consulting	$0.00	$0.00	$0.00	$0.00	$1,765.36	$353.07	0.11%
Radio Expense	$0.00	$0.00	$0.00	$0.00	$242.01	$48.40	0.02%
Travel	$0.00	$0.00	$0.00	$0.00	$120.00	$24.00	0.01%
Utilities	$8,572.00	$12,244.00	$14,922.00	$11,279.00	$13,957.41	$12,194.88	3.91%
Repair & Maintenance	$4,627.00	$4,001.50	$5,198.00	$16,059.50	$40,601.50	$14,097.50	4.52%
Vehicle Repair & Maintenance	$124.50	$566.50	$798.00	$2,265.50	$0.00	$750.90	0.24%
Gas & Oil-Vehicles	$1,018.50	$1,217.50	$1,306.50	$1,557.00	$1,767.03	$1,373.31	0.44%
Gas & Oil-Equipment	$1,789.50	$2,667.50	$2,517.50	$3,013.00	$0.00	$1,997.50	0.64%
Equipment Repair & Maintenance	$9,279.50	$4,416.00	$2,705.50	$5,545.67	$0.00	$4,389.33	1.41%
Supplies	$7,033.00	$15,659.00	$28,858.00	$6,645.00	$23,757.77	$16,390.55	5.25%
Concession Expense	$0.00	$0.00	$0.00	$20,731.00	$11,781.90	$6,502.58	2.08%
Rent	$5,265.00	$5,264.00	$5,958.00	$8,986.00	$29,775.85	$11,049.77	3.54%
OPERATIONS COST	**$39,507.75**	**$47,987.25**	**$64,867.75**	**$82,462.92**	**$138,562.00**	**$74,677.53**	23.94%

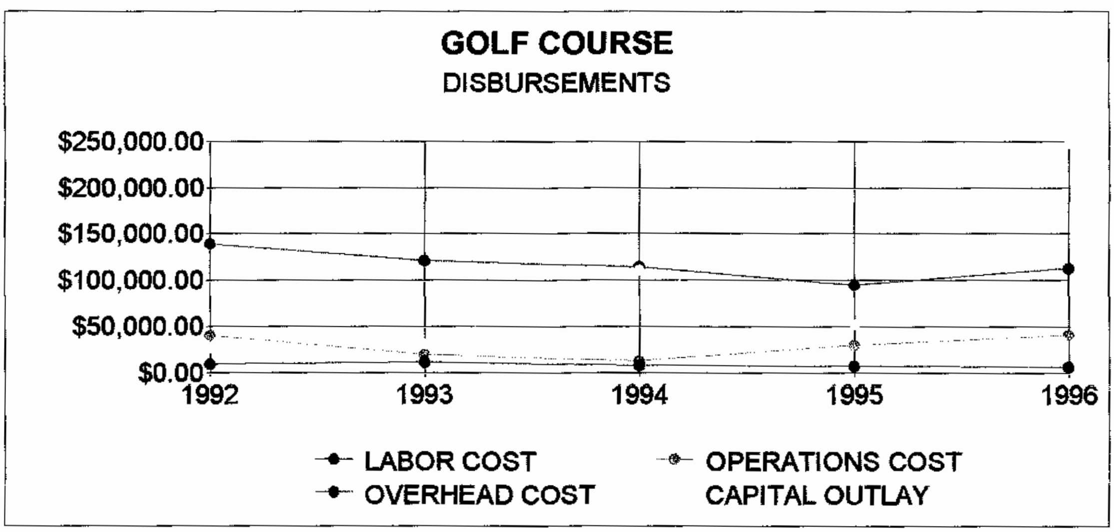
OVERHEAD COST							
Telephone	$408.00	$496.67	$704.75	$743.00	$2,401.45	$950.77	0.30%
Miscellaneous	$5,414.00	$7,048.00	$3,426.25	$2,271.25	$1,829.32	$3,997.76	1.28%
OVERHEAD COST	**$5,822.00**	**$7,544.67**	**$4,131.00**	**$3,014.25**	**$4,230.77**	**$4,948.54**	1.59%
TOTAL OPERATING EXPENSE	**$216,932.75**	**$276,494.58**	**$314,931.55**	**$338,360.39**	**$413,264.84**	**$311,996.82**	100.00%
NET OPERATING CASH FLOW	**($203,023.75)**	**($222,556.58)**	**($156,376.55)**	**($218,036.14)**	**($293,669.01)**	**($218,532.21)**	
CAPITAL OUTLAY	$17,046.00	$367,670.00	$87,376.00	$73,887.00	$40,145.41	$117,224.88	
DEFICIENCY	**($220,069.75)**	**($590,226.58)**	**($242,751.56)**	**($291,923.14)**	**($333,814.42)**	**($335,757.09)**	
COST PER RESIDENT	($33.60)	($90.12)	($37.07)	($44.58)	($50.97)	($51.27)	

*Certain income and cost have been estimated from the Special Revenue Fund of the Park Department. All income and expenses were jointly reported for golf, pool, parks, and cemetery

TABLE 4-2
GOLF COURSE

Of all enterprises of the City the Golf Course should be a self supporting operation. With capital outlay the Department has operated with an average deficiency of $97,945.51 per year for the past five years. Based on total revenues, the golf course is selling it's services 44% below cost. Revenue does not even generate enough funds to support the direct labor cost. In light of the need to increase fees by nearly double, additional fee income should be sought. Such income could come from cart rentals and cart fees. Another consideration is to "privatize" the course. The City should consider creating a not for profit corporation or having patrons to create one whom would lease the course from the City for $1.00, but in return would collect all revenue and pay all operations cost. This corporation could expand and improve the course so as to increase fees and the quality of play. This move or the increase in fees could save the City an average of $100,000 per year in subsidy payments from general revenue.





GOLF COURSE

FINANCIAL HISTORY

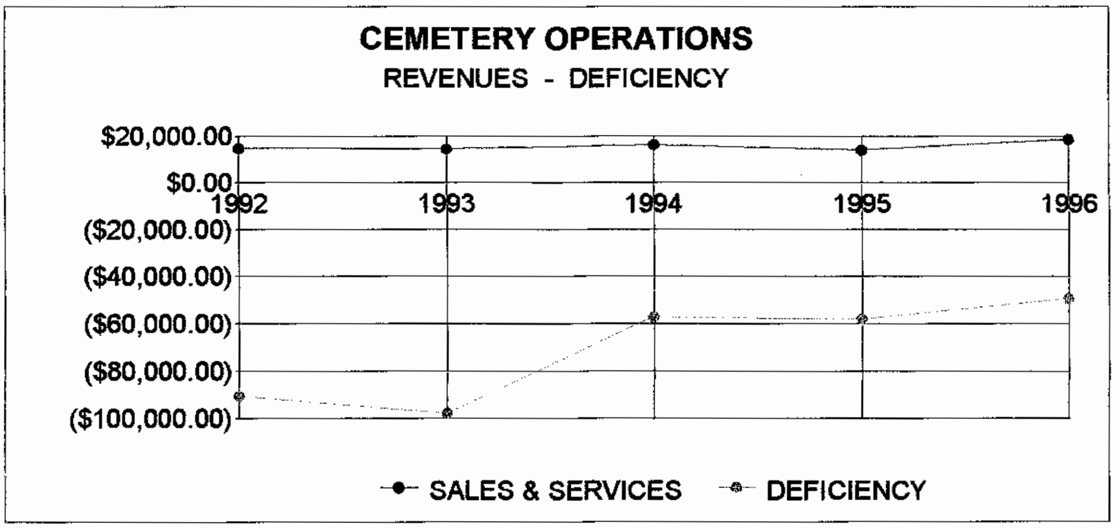
	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
REVENUES							
Green Fees	$106,668.00	$104,672.00	$91,544.00	$91,594.00	$67,858.85	$92,467.37	74.32%
Other Income	$0.00	$0.00	$0.00	$0.00	$334.99	$67.00	0.05%
Intergovernmental Revenue	$0.00	$0.00	$0.00	$0.00	$194.01	$38.80	0.03%
Concessions	$6,441.00	$9,378.00	$9,677.00	$21,875.00	$2,220.29	$9,918.26	7.97%
Rental	$25,283.00	$22,226.00	$21,670.00	$20,312.00	$20,106.78	$21,919.56	17.62%
SALES & FEES	**$138,392.00**	**$136,276.00**	**$122,891.00**	**$133,781.00**	**$90,714.92**	**$124,410.98**	**100.00%**
EXPENSES							
LABOR COST							
Salaries	$92,460.00	$87,058.00	$89,074.00	$84,188.00	$84,630.72	$87,482.14	52.21%
Payroll Taxes	$7,304.34	$8,270.51	$6,057.03	$5,556.41	$14,196.07	$8,276.87	4.94%
Health Insurance	$28,662.60	$15,061.03	$8,551.10	($3,114.96)	$3,240.36	$10,480.03	6.25%
Retirement	$5,917.44	$6,964.64	$4,720.92	$5,724.78	$7,068.66	$6,079.29	3.63%
Uniforms	0	0	0	0	177.63		
Wellness Program	0	0	0	0	143.7		
Workman's Compensation	$4,345.62	$3,482.32	$5,611.66	$1,683.76	$3,095.24	$18,218.60	10.87%
LABOR COST	**$138,690.00**	**$120,836.50**	**$114,014.72**	**$94,038.00**	**$112,552.38**	**$130,536.94**	**77.90%**
EQUIPMENT & OPERATIONS							
Repair & Maintenance	$4,627.00	$4,001.50	$5,198.00	$16,059.50	$15,000.00	$8,977.20	5.36%
Equipment Maintenance	$6,186.33	$4,416.00	$2,705.50	$5,545.67	$0.00	$3,770.70	2.25%
Insurance	$1,798.75	$1,951.25	$2,604.25	$6,381.25	$2,640.48	$3,075.20	1.84%
Concession Purchases	$0.00	$0.00	$0.00	$0.00	$1,305.04	$261.01	0.16%
Gas & Oil	$0.00	$0.00	$0.00	$0.00	$2,726.45	$545.29	0.33%
Rental	$0.00	$0.00	$0.00	$0.00	$1,028.61	$205.72	0.12%
Travel	$0.00	$0.00	$0.00	$0.00	$321.50	$64.30	0.04%
Supplies	$27,560.00	$9,251.00	$1,995.00	$1,499.00	$17,751.65	$11,611.33	6.93%
OPERATIONS COST	**$40,172.08**	**$19,619.75**	**$12,502.75**	**$29,485.42**	**$40,773.73**	**$28,510.75**	**17.01%**
OVERHEAD COST							
Telephone	$671.00	$599.00	$704.75	$743.00	$678.61	$679.27	0.41%
Utilities	$3,058.00	$3,882.00	$3,670.00	$4,351.00	$5,427.89	$4,077.78	2.43%
Miscellaneous	$5,413.00	$7,048.00	$3,426.50	$2,271.25	$686.30	$3,769.01	2.25%
OVERHEAD COST	**$9,142.00**	**$11,529.00**	**$7,801.25**	**$7,365.25**	**$6,792.80**	**$8,526.06**	**5.09%**

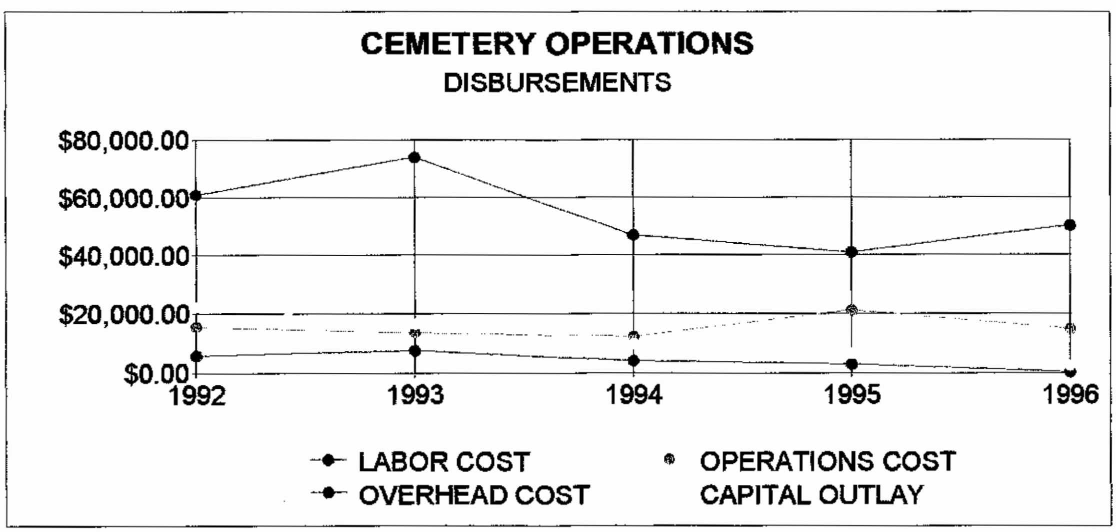
TOTAL OPERATING EXPENSE	**$188,004.08**	**$151,985.25**	**$134,318.72**	**$130,888.67**	**$160,118.91**	**$167,573.74**	**100.00%**
NET OPERATIONS CASH FLOW	**($49,612.08)**	**($15,709.25)**	**($11,427.72)**	**$2,892.33**	**($69,403.99)**	**($43,162.76)**	
CAPITAL OUTLAY	$26,733.00	$31,222.00	$110,452.00	$52,379.00	$249,437.76	$94,044.75	
SALE OF LAND	$131,810.00	$0.00	$0.00	$64,500.00	$0.00	$39,262.00	
SURPLUS / DEFICIENCY	**$55,464.92**	**($46,931.25)**	**($121,879.72)**	**$15,013.33**	**($318,841.75)**	**($97,945.51)**	
COST PER RESIDENT	$8.47	($7.17)	($18.61)	$2.29	($48.69)	($14.96)	

*Certain income and cost have been estimated from the Special Revenue Fund of the Park Department. All income and expenses were jointly reported for golf, pool, parks, and cemetery.

TABLE 4-3
CEMETERY

The City owns and operates a public cemetery. Revenue is generated from plot sales and grave openings. The average deficit for the past five years is $71,026. The City should give consideration to increasing the cost of plots in order to increase revenue. Currently, the cost is $100 for a single grave space. During 1996 one hundred and twelve spaces were sold. This is an extremely low cost. For this fee the City will provide perpetual care for the grave site. Commercial plots cost anywhere from $500 to $2,500. By increasing the cost to $250 the Cemetery would cut the deficit in half. Raising fees by this much may be difficult to consider but the argument must be made that an investment in a plot is better in a public cemetery than a private one. Family members can be assured that the Cemetery will be maintained by the public perpetually.





CEMETERY OPERATIONS

FINANCIAL HISTORY

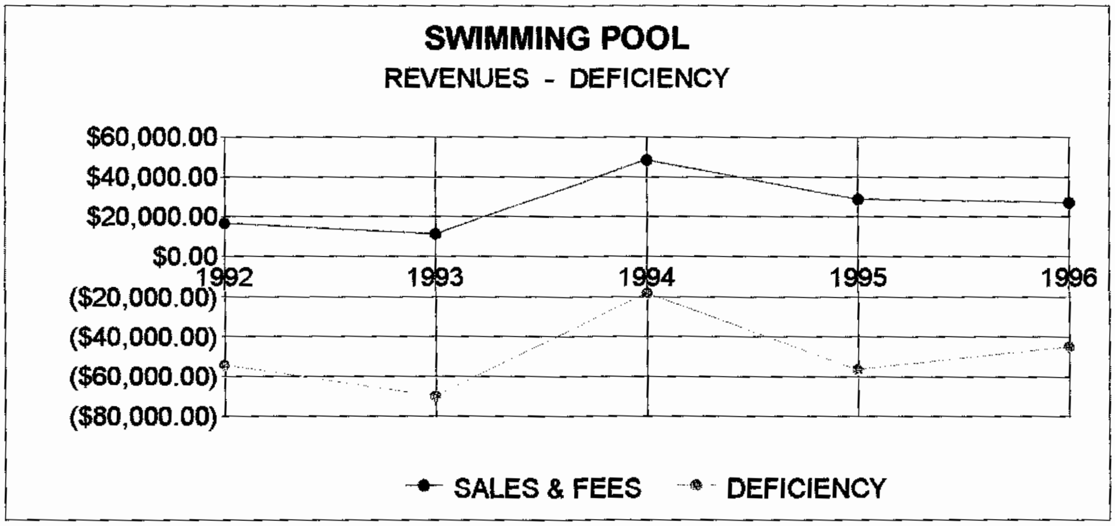
REVENUES	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Lot Sales & Grave Openings	$13,587.00	$14,286.00	$16,306.00	$13,875.00	$16,275.00	$14,865.80	98.05%
Other Revenue	$1,000.00	$0.00	$0.00	$0.00	$476.51	$295.30	1.95%
SALES & SERVICES	**$14,587.00**	**$14,286.00**	**$16,306.00**	**$13,875.00**	**$16,747.51**	**$15,161.10**	**100.00%**
OPERATIONS EXPENSE							
LABOR COST							
Salaries	$40,710.00	$53,327.00	$36,764.00	$36,633.00	$37,353.91	$40,957.58	54.98%
Payroll Taxes	$3,216.09	$5,066.07	$2,499.95	$2,417.78	$2,704.28	$3,180.83	4.27%
Health Insurance	$12,620.10	$9,225.57	$3,529.34	($1,355.42)	$1,697.64	$5,143.45	6.90%
Retirement	$2,605.44	$4,266.16	$1,948.49	$2,491.04	$5,005.24	$3,263.28	4.38%
Uniforms	$0.00	$0.00	$0.00	$0.00	$319.24	$63.85	0.09%
Wellness Program	$0.00	$0.00	$0.00	$0.00	$12.70	$2.54	0.00%
Workman's Compensation	$1,913.37	$2,133.08	$2,316.13	$732.66	$3,071.31	$2,033.31	2.73%
LABOR COST	**$61,065.00**	**$74,017.88**	**$47,057.92**	**$40,919.06**	**$50,164.32**	**$54,644.84**	**73.36%**
OPERATIONS COST							
Utilities	$1,053.00	$1,215.00	$1,600.00	$1,243.00	$1,333.66	$1,288.93	1.73%
Vehicle Repair	$124.50	$566.50	$798.00	$2,265.50	$0.00	$750.90	1.01%
Equipment Repair	$9,279.50	$4,416.00	$2,705.50	$5,545.67	$8,371.36	$6,063.61	8.14%
Insurance	$1,798.75	$1,951.25	$2,604.25	$6,381.25	$1,269.00	$2,800.90	3.76%
Supplies	$698.00	$1,698.00	$895.00	$1,244.00	$2,034.18	$1,313.84	1.76%
Travel	$0.00	$0.00	$0.00	$0.00	$10.25	$2.05	0.00%
Radio	$0.00	$0.00	$0.00	$0.00	$127.40	$25.48	0.03%
Gas & Oil-Vehicles	$1,018.50	$1,217.50	$1,306.50	$1,557.00	$1,969.56	$1,413.81	1.90%
Gas & Oil-Equipment	$1,789.50	$2,667.50	$2,517.50	$3,013.00	$0.00	$1,997.50	2.68%
OPERATIONS COST	**$15,761.75**	**$13,731.75**	**$12,426.75**	**$21,249.42**	**$15,115.41**	**$15,657.02**	**21.02%**
OVERHEAD COST							
Telephone	$407.00	$496.67	$704.75	$743.00	$316.38	$533.56	0.72%
Miscellaneous	$5,413.00	$7,048.00	$3,426.25	$2,271.25	$108.44	$3,653.39	4.90%
OVERHEAD COST	**$5,820.00**	**$7,544.67**	**$4,131.00**	**$3,014.25**	**$424.82**	**$4,186.95**	**5.62%**
TOTAL OPERATIONS EXPENSE	**$82,646.75**	**$95,294.30**	**$63,615.67**	**$65,182.73**	**$65,704.55**	**$74,488.80**	**100.00%**
NET OPERATIONS CASH FLOW	**($68,059.75)**	**($81,008.30)**	**($47,309.67)**	**($51,307.73)**	**($46,957.04)**	**($59,327.70)**	

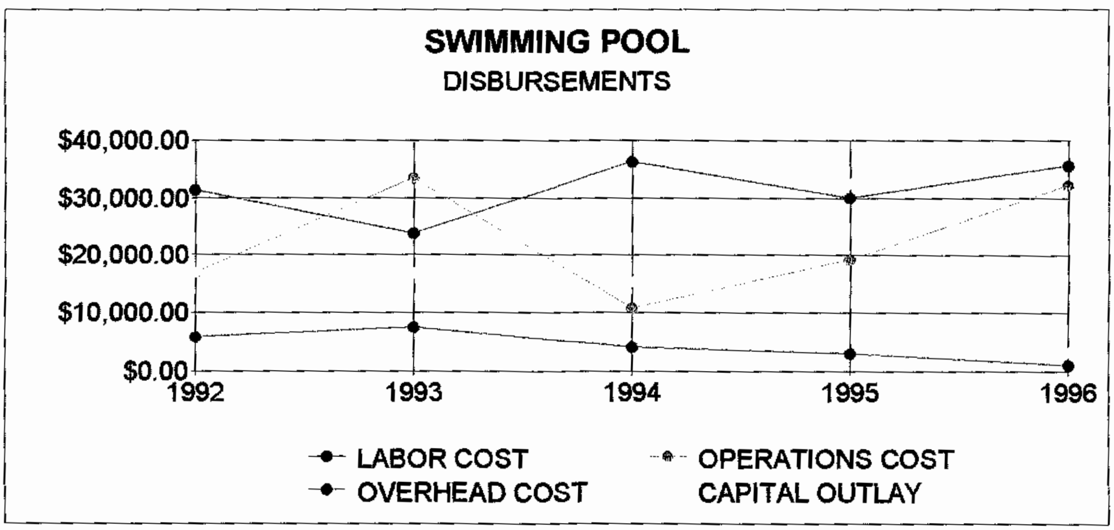
CAPITAL OUTLAY	$22,507.00	$16,877.00	$9,979.00	$6,644.00	$2,486.31	$11,698.66
DEFICIENCY	**($90,566.75)**	**($97,886.30)**	**($57,288.67)**	**($57,951.73)**	**($49,443.35)**	**($71,026.36)**
COST PER RESIDENT	($13.83)	($14.95)	($8.75)	($8.85)	($7.55)	($10.85)

* Certain income and cost have been estimated from the Special Revenue Fund of the Park Department. All income and expenses were jointly reported for golf, pool, parks, and cemetery.

TABLE 4-4
POOL

The Municipal Pool generates revenue from concession sales, swimming lessons and pool fees. Revenue has increased by 12.2% over the past five years. Operations cost has increased by only 5.4%. Capital outlay has averaged $17,007 per year. The combined annual deficit has been $54,559 per year. This is the most difficult of all recreation facilities for any city to manage with a profit. Few if any do. The deficit of this department should be funded by the overall parks program funding. Pool fees could and should be raised where possible.





SWIMMING POOL

FINANCIAL HISTORY

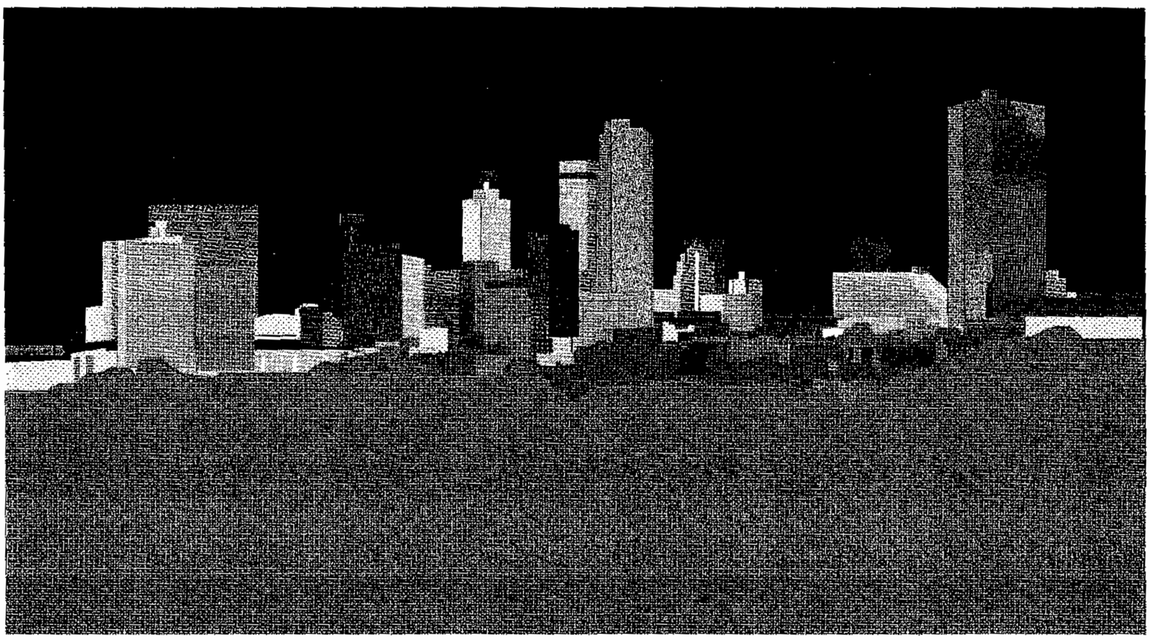
REVENUES	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Consession Sales	$0.00	$0.00	$0.00	$0.00	$8,259.38	$1,651.88	7.90%
Swimming Lessons	$0.00	$0.00	$0.00	$0.00	$3,210.70	$642.14	3.07%
Rental	$0.00	$0.00	$0.00	$0.00	$97.25	$19.45	0.09%
Other Revenue	$0.00	$0.00	$0.00	$0.00	$456.95	$91.39	0.44%
Pool Fees	$16,912.00	$11,721.00	$19,860.00	$28,728.00	$15,254.57	$18,495.11	88.49%
SALES & FEES	**$16,912.00**	**$11,721.00**	**$48,588.00**	**$28,728.00**	**$27,278.85**	**$20,899.97**	**100.00%**
OPERATING EXPENSES							
LABOR COST							
Salaries	$21,005.00	$17,222.00	$28,369.00	$26,935.00	$31,330.44	$24,972.29	42.77%
Payroll Taxes	$1,659.40	$1,636.09	$1,929.09	$1,777.71	$2,775.04	$1,955.47	3.35%
Health Insurance	$6,511.55	$2,979.41	$2,723.42	($996.60)	$0.00	$2,243.56	3.84%
Retirement	$1,344.32	$1,377.76	$1,503.56	$1,831.58	$0.00	$1,211.44	2.08%
Workman's Compensation	$987.24	$688.88	$1,787.25	$538.70	$1,540.27	$1,108.47	1.90%
LABOR COST	**$31,507.50**	**$23,904.14**	**$36,312.32**	**$30,086.40**	**$35,645.75**	**$31,491.22**	**53.94%**
OPERATIONS COST							
Insurance	$1,798.75	$1,951.25	$2,604.25	$6,381.25	$461.00	$2,639.30	4.52%
Repair & Maintenance	$4,991.00	$5,516.00	$100.00	$0.00	$24,279.41	$6,977.28	11.95%
Supplies	$5,126.00	$9,246.00	$3,229.00	$7,382.00	$4,902.46	$5,977.09	10.24%
Utilities	$5,011.00	$16,786.00	$4,901.00	$5,562.00	$2,686.20	$6,989.24	11.97%
OPERATIONS COST	**$16,926.75**	**$33,499.25**	**$10,834.25**	**$19,325.25**	**$32,329.07**	**$22,582.91**	**38.68%**
OVERHEAD COST							
Telephone	$407.00	$496.67	$704.75	$743.00	$316.38	$533.56	0.91%
Miscellaneous	$5,413.00	$7,048.00	$3,426.25	$2,271.25	$710.89	$3,773.88	6.46%
OVERHEAD COST	**$5,820.00**	**$7,544.67**	**$4,131.00**	**$3,014.25**	**$1,027.27**	**$4,307.44**	**7.38%**
TOTAL OPERATING EXPENSE	**$54,254.25**	**$64,948.06**	**$51,277.57**	**$52,425.90**	**$69,002.09**	**$58,381.57**	**100.00%**
NET OPERATING CASH FLOW	**($37,342.25)**	**($53,227.06)**	**($2,689.57)**	**($23,697.90)**	**($41,723.24)**	**($37,481.60)**	
CAPITAL OUTLAY	$17,046.00	$16,877.00	$15,438.00	$32,667.00	$3,357.90	$17,077.18	
DEFICIENCY	**($54,388.25)**	**($70,104.06)**	**($18,127.57)**	**($56,364.90)**	**($45,081.14)**	**($54,558.78)**	
COST PER RESIDENT	($8.30)	($10.70)	($2.77)	($8.61)	($6.88)	($8.33)	

* Certain income and cost have been estimated from the Special Revenue Fund of the Park Department. All income and expenses were jointly reported for golf, pool, parks, and cemetery.

City of Monett

Comprehensive Growth Management Plan

5.0 Community Physical Image



<u>CREATING THE FUTURE</u>

<u>PHYSICAL IMAGE OF THE COMMUNITY</u>

TABLE OF CONTENTS

5.0 Community Physical Image

5.1 Purpose and Scope of Community Physical Image Analysis

The purpose of the physical image section is to identify and describe the major opportunities, problems and issues related to the physical image of Monett.

> *"We take stock of a city like we take stock of a person. The clothes and appearance are the externals by which we judge. We never take stock of the mind or the intellect. These are the internals. The sum of both is the person or the city"*
>
> ***Mark Twain***

The image is a perception based largely on one's visual experience moving through and spending time in different parts of the city. It is very personal and subjective. Perceptions are greatly influenced by what we hear, see and read about other environments and how we relate these other environments to events, people and places in Monett. These are images that might be full of misconceptions that need to be straightened out, but also include many perceptions that are correct. This section deals with the perceptions of the built and natural environment those citizens and visitors of Monett have or may have. It also deals with the internal ideas of form, pattern, preservation, symbolism and vision that have shaped the environment.

5.2 Landscape

Landscape appearance is not to be confused with landscaping with scrubs and flowers on a parcel of land. Landscape of a community is known as the overall appearance of the community and how it flows and blends together as a unit. The landscape of Monett is normal for a rural community. Residential neighborhoods blend with commercial and industrial areas with normal consistency. Commercial and industrial development has grown and developed with reasonable consistency of quality and location. The appearance of the community is very inviting and warm as one drives through the community.

5.3 Commercial Design

Commercial areas of the City have a distinct character base on the time period which they were developed. The central business district is a standard grid system with buildings sharing common walls. The architectural style of the area is from the turn of the century period. Most buildings are well maintained although many have been renovated or remodeled over the past thirty years and not all have conformed to the original architecture of the building and the area. Most of the merchants are long established retailers. The area gives a very warm and solid appearance to the community with special character. The central business district is still very well located for commercial traffic.

New retail businesses who have developed within the past twenty years have for the most part developed along Highway 60 to the south of the Central Business District. Most of the development has been representative of developments of this time period. Little concern for green space was given. The retail shops have developed in a strip format that creates a sprawling affect. Most of the buildings have a quality appearance, but no architectural theme is present. Signage in this area is not crowded or offensive, primarily because the commercial development has remained well spaced; thus a condensed affect is not visible.

Current new commercial development is occurring along Highway 60 to the east of existing commercial development and some along Business Highway 60 on the east edge of town. While some commercial development has existed here for some time, only recently has increased development interest existed in this location. The new developments appear to be well designed with proper attention to public infrastructure.

5-4 Industrial Design

Industrial growth is concentrated in the eastern center of the City. The industries, which have developed within the industrial park, have done an excellent job of developing character and pride in their locations. Most buildings have unique designs, which give a normal large metal building an improved curb appeal. Most of the properties have green space and landscaped areas as well. In most cases, the areas surrounding industrial districts have proper buffer uses. Most of the users are compatible businesses.

Little undeveloped industrial space remains in Monett. It is time to consider locating and planning a new industrial park. Consideration should be given to developing the property near the airport on Highway 60 West. The City already owns some land there, land is affordable, the Airport could help attract new industry, plus the area could be designed to be very attractive in the rural setting.

5.5 Residential Design

The City of Monett has four distinct residential neighborhoods. One is located just to the north of the central business district and runs to the northern city limits. This area is made up of primarily older bungalows. The neighborhood is very stable. Housing units are located close together due to the smaller lot size used in prior years. This area is 50 to 100 years old. Some rebuilding has occurred within this area with duplex construction and some small multi-family. Two is located in the area south of Highway 60 and east of Highway 37. This area is made up of newer homes of larger size and distinct architectural character. The neighborhood is very stable. Three is located to the west of

Highway 37 and south of Highway 60 near the City Golf Course. This area has primarily mid to upper scale homes developed within the past thirty years. Four is located to the north of the City east of Highway H. This area is made up of mid to upper scale homes developed within the past ten years.

In each of the areas there exist pockets of poorly maintained homes or certain community eyesores. But for the most part the residential area of the community is very appealing and has good curb appeal. All of the neighborhoods have a sense of community character.

5.6 Civic Architecture and Public Spaces

The architecture of the public buildings within the City has a very distinct standard to adhere to. One of the most noted developer and contractor in southwest Missouri and a Monett native constructed the City hall. Mr. Gilioz has long left his signature on the City with a landmark building such as the City Hall. This building is unique and distinctive as an image for the Community. The School system has constructed a new High School, which is a very distinct design in a newer architecture design, which is appropriate for the location. Public spaces for the most part is well designed and landscaped.

5.7 Community Gateways

Of all the physical imaging characteristics that a community needs, this area is one that the City is severely lacking. A community needs an "*entrance*" for people to distinguish when they have entered a community. This will invoke community pride and awareness as well as make a statement about the community.

Currently, no entrance markers are located at any entrance to the City. Small "City" signs which merely say "Welcome to Monett" is not enough to represent the flavor of the City. This front door mat should speak volumes about the City. In order to provide proper entrance markers for the City, one should be located east on Highway 60 at the City limits. One should be located west on Highway 60 at the City limits. One on Highway 37 south at the City limits. One on Highway H North at the City limits. One on Highway 37 west at the City limits and one on Business 60 east at the City limits. Locations for these signs could be obtained from the State Highway Department on State right of way. At the very least, one central sign should be considered at the intersection of Highway 60 & 37, possibly on State right of way or on Park property near the fountain.

The type of marker or entrance should be designed to reflect the character of the community. A low stone monument type marker with raised letters merely saying Monett is far more vocal than painted billboards with cute sayings. A space surrounding the sign should be landscaped and have night-lights to develop a rich character. This investment will do wonders in making a statement about the City. All other physical characteristics of the City are for the most part very appealing. People need to know when they have reached Monett. The sign will cause them to stand up and take notice of its quality physical appearance. As Mark Twain says, *"we are judged by the externals"*. The entrances to the City should reflect the character and pride of the community.

5.8 Conclusions

This chapter reflects very few flaws to the physical image of the community. It's commercial, industrial and residential areas are very appealing and have few eyesores. To ensure that the physical image of the community retains its high quality, the City should consider developing a community image standard by which it renders decisions about future developments and rezoning issues. The City can not regulate the type of design, which developments follow, but ordinances can be developed which protect the image that the community desires. Commercial sign ordinances is one area were the City could prevent large overbearing signs from being developed within the City. Green space requirements for all developments should be considered. A certain percentage of green space could be required for commercial and industrial development. Green space requirements can also be required for new residential development.

Historic areas should be maintained to preserve the character of the neighborhood. Most communities are reluctant to form historic neighborhoods or districts due to the strict compliance they frequently require. Instead of an historic district, an historic review committee could be developed within the current planning and zoning committee. This committee could be given review and consent authority over new construction in certain areas with proper ordinances. The purpose would be to maintain the character of the neighborhood without hindering natural growth.

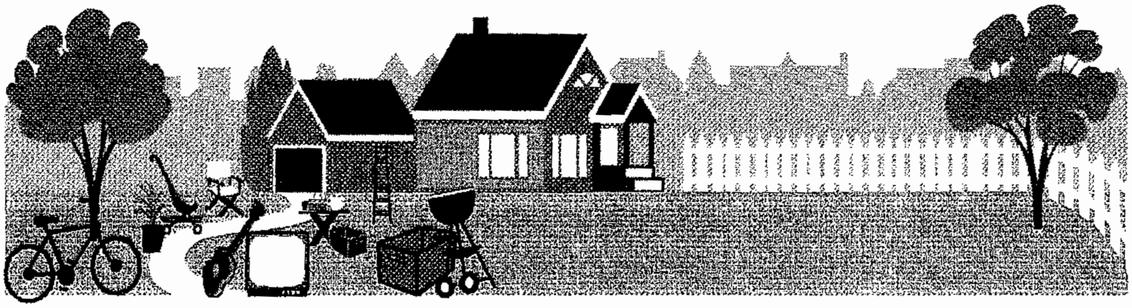
As the opportunity arises for the new construction of civic buildings, the City should adopt design standards that will attempt to maintain the quality image of the City and will reflect the City's commitment to the community appearance.

An entrance marker or markers should be developed to mark the entrance to the City and reflect the community image.

CITY OF MONETT

Comprehensive Growth Management Plan

6.0 Annexation



CREATING THE FUTURE

Expanding the Community Borders

TABLE OF CONTENTS

6.0 ANNEXATION

6.1 Purpose and Scope of the Annexation Study

The purpose of this study is to identify areas adjoining the City that should be annexed for planning purposes and future growth. The study is both a long term and short term evaluation. The study area was an estimated 9,300-acre area. This entire area would increase the City size by 2.4 times it's current size and increase the City population by an estimated 1,000 people. The City could not and should not annex the entire 9,300-acre area due to the cost and lack of current demand and need in most of the area. The area was studied and identified in order to develop a long-term plan to expand the boundaries over a twenty plus year period. An essential area totaling 2,600-acres was identified which should be considered for immediate planning to annex over the next ten years. This should be accomplished in phases on an annual basis or as voluntary annexation occurs. This area would increase the City's size by six times it's current size. The study attempted to identify new annual revenues and "rough estimates" of cost to extend City services to the area.

Within the city limits of the City of Monett there exist very little land which is not currently developed. The few larger tracts of land which are suitable for residential development is used as estate type property and is not held out for development at this time. Unless ownership changes, these properties will most likely remain as estate lands. The total of all estate type properties total less than 400 acres. Commercial property is limited to infill parcels and an estimated 60 acres along Business Highway 60 on the east side of the City. With the opening of the new Super Center on the east side of the City, new commercial development is expected. The property adjoining the Super Center development outside of the City is prime for commercial development within the next three to five years. Property on the north side of the City is also expected to develop with the opening of a new 200+ home subdivision. On the south side several commercial businesses are already operating on the outskirts of the City.

In addition to the expected growth from development on the outskirts of the City the boundaries of the City is very jagged and without consistency. This condition poses a difficult problem for the delivery of public safety services like police and fire protection. Some areas that are outside the City limits are only accessible by traveling through the City, thus the county sheriff and rural fire district can not provide the same quality of service that the City could provide. Several subdivisions have been developed over the past twenty years, which adjoins the City. Many of the subdivisions purchase water from the City but have no sanitary sewer system. These highly concentrated areas put stress on the valuable ground water resources because of their septic system. Eliminating ground water contamination possibilities would be a great benefit to the City as a whole because the Monett area has limited water resources.

Over the past thirty years only voluntary annexation has occurred. Since 1968 only an estimated 700 acres has been added to the City's boundaries. Of that total an estimated 300 acres has been for estate purposes, thus leaving 400 acres for development. An estimated 100 acres has been annexed within the past year. This is less than 10% increase in developable land over thirty years, or .3% per year. Since 1990 the population of the City has increased by an estimated 10% due to the estimated 800 jobs which have been created by local business since 1990. This recent growth has increased the demand for residential housing and retail growth. In order to accommodate this growth and the continued growth that is projected, more developable properties are needed within the City. Additionally, the need to have zoning and planning control on land adjoining the City is increased in order to protect existing property owners in the City.

6.2 Methods of Annexation

Under Missouri State Statues two methods of annexing land into a city is provided. The first is called "Voluntary" which can be accomplished by a petition of the property or property owners being annexed, and the second is called "Involuntary" which is accomplished by a vote of the area being annexed as well as the existing city voters.

6.2.1 VOLUNTARY ANNEXATION: Under Mo.R.S. 71.012 any property may be annexed which is "contiguous and compact" to the existing city limits when a verified petition requesting annexation is signed and submitted to the city council by owners of the property by fee interest of record. "Contiguous and compact" does not include a situation whereby the unincorporated area proposed to be annexed is contiguous to the annexing city, by a railroad line, trail, pipeline or other strip of real property less than one-quarter mile in width within the city so that the boundaries of the city after annexation would leave unincorporated areas between the annexed area and the prior are boundaries of the City connected only by such railroad line, trail, pipeline or other such strip of real property. The purpose of this limitation is to avoid and prevent strip annexation and jagged city boundary lines. Because the petition is subject to objections from the public and could be forced to an election, at lease fifteen percent (15%) of the length of the perimeter of the area proposed to be annexed should touch and join the current city limits. Following are the steps for a voluntary annexation:

1. **Petition submitted to the City Clerk requesting annexation: Petition** must have the legal description of the property or properties requesting annexation and must be signed by all recorded property owners.

2. **A public hearing must be held not less than fourteen (14) days or more than sixty days (60) after the petition is filed with the City Clerk.** A notice of the public hearing must be published in a newspaper of general circulation within the city at least seven days prior to the public hearing date.

3. **After the public hearing the city council may vote to annex the property by ordinance.** The council must determine that the annexation is reasonable and necessary to the proper development of the city and the city has the ability to furnish normal municipal services to the area to be annexed within a reasonable time.

4. **Written objections to the annexation may be filed by two percent (2%) of the registered voters of the city or two (2) register voters of the area sought to be annexed no later than fourteen days (14) after the date of the public hearing.** If a qualified written objection is filed opposing the annexation the provisions of Mo.R.S. 71.015 shall be followed, which calls for an election within the city and the area to be annexed. (see A. Involuntary Annexation below for the process)

5. **Three copies of the ordinance approving the annexation certified by the City Clerk shall be filed with the County Clerk.** To be filed after the fourteen day (14) period for written objections to be filed and none being received.

Advantages of voluntary annexation: The primary advantage of annexing property to a city by voluntary petition is the willingness of both the city and the property owner being annexed. The process is very short and easy and inexpensive. The cost of extending utility lines is usually bore by the property owner since this is usually the primary reason property owners annex. Under Monett City Code Section 700.040 for water lines, the applicant requesting extension of water lines must pay the cost of extending the water main. Under Section 705.140 it implies that the person requesting a sewer main extended shall pay for the cost, although it is not clear. If a person "voluntarily" or willingly annexes their property into the city, they are accepting the same conditions and laws which all other property owners must adhere to, thus they would be required to pay for the extension of utility lines because they willingly accepted the conditions when they petitioned.

Disadvantages of voluntary annexation: The primary disadvantage to the city is the growth of the city boundaries is dependent totally upon willing landowners to annex. Additionally, due to the restrictions of compact and contiguous, many willing property owners can not annex because of adjoining properties. Not knowing what property will be annexed or when makes it impossible for the city to do any long term planning of land use and infrastructure.

6.2.2 INVOLUNTARY ANNEXATION: Under Mo.R.S. Section 71.015 the process is defined for the city to proceed if objections are filed with the city under a voluntary annexation petition as stated in A-4 above. Additionally, this process is also used if the city wishes to annex an area without receiving a petition. The process calls for the city to prepare a detail plan of how and when they will extend services to the area, and a general election in the areas being annexed and within the city must be held. Following is the steps under this process:

1. **Determination of eligibility by City Council.** The City Council must determine that the land to be annexed is contiguous to the existing City limits and that the length of the contiguous boundary common to the existing City limit and the proposed area to be annexed is at least fifteen percent (15%) of the length of the perimeter of the area proposed for annexation.

2. **Resolution of intent to annex.** After determining eligibility the City Council should adopt a resolution stating their intent to annex a certain unincorporated area. The resolution should describe the unincorporated area in general location terms.

3. **Propose an ordinance of annexation.** While the City may not adopt this ordinance until after a public hearing, it must be prepared and made available to the public in advance. The ordinance must have the following items addressed in the body of the ordinance:

    a. Description of property and affirming fifteen percent (15%) rule has been meet. The boundaries of the area to be annexed must be defined and affirmation that the boundaries meet the fifteen- percent (15%) rule as defined in (1) above.

    b. Reasonable and Necessary Statement. The resolution must state that the annexation is "reasonable" and "necessary" to the proper development of the city. The city should be prepared and able to defend this statement in court.

    c. Statement that a "Plan of Intent" has been prepared. The City must prepare a written "Plan of Intent" which addresses how and when the City will provide city services to the area to be annexed. This Plan must be in great detail and specific as to the time of delivery of services. (Further explanation of the Plan of Intent is provided in 4 below).

    d. Statement that a Public Hearing Will be Held. The ordinance shall state that a public hearing will be held and a date affixed in the ordinance. All real property owners within the area being annexed shall be notified by certified mail and a notice of the public hearing shall be published in a newspaper of general circulation for three consecutive weeks prior to the hearing, with at least one such notice being not more than twenty days and not less than ten days before the hearing.

    e. Statement of When the Annexation is Proposed to be Effective. The effective date can not be before the election, nor can it be longer than thirty-six months after the election. This is the date which the property becomes part of the City. It is not the date that all services will be delivered. The Plan of Intent will address the timetables of delivering city services.

4. **Plan of Intent contents.** The Plan of Intent is a very critical document which must spell out in great detail how and when the city will deliver city services to the area. The Plan must also inform proposed residents and property owners of the increased cost of being inside the city and how the city proposes to zone the property. It must also state that existing land use will be grandfathered. Following is a list of the contents in a Plan of Intent:

   a. A list of major services provided by the city. This section should list the services provided by the city. This includes, but not limited to, police and fire protection, utility service, street maintenance, parks and recreation, refuse collection, etc. Specific rules and ordinances should be stated. For example, the City of Monett requires under Monett Municipal Code Section 705.080 that the owner of each house, building or property used for human occupancy, employment, recreation or other purpose, situated in the City and abutting a street, alley, right of way or easement in which there is located a sanitary sewer of the City is required, at his/her expense, to connect to the sanitary sewer system of the City if the sanitary sewer system is within 100 feet of the property line. The plan should also state the building code and zoning regulations affecting property.

   b. Time schedule of delivering City services. The Plan should list the current provider of services to the annexed area and state the date in which the City will provide these services to the annexed area. For example, the area being annexed is currently provided police protection by the county sheriff and the date in which the city police department will begin providing service. This service can usually be provided and should be within thirty days of annexation. Utility service such as water and sewer service should be stated as water wells or septic systems if this is the case. Delivery of these services will take longer due to construction; however, the delivery of these services can not be more then thirty six (36) months after the election date. Delivery schedules must be specific. The Plan can not say simply that the services will be delivered sometime in the next thirty-six (36) months. A specific construction schedule must be provided. The City must also reveal how the cost of the construction will be funded and demonstrate that the City is financially able to provide the services and construct the improvements. The City can not assess the full cost of improvements to the property owners. Sewer and water districts can be used which will allow a higher service fee than existing residents, but the amount must be reasonable and acceptable.

   c. City taxes and fees disclosed. The Plan must state the tax levy for all real and personal property as well as fees and license which the new property owners and residents must incur once they become a part of the City.

   d. Proposed zoning of the area. The Plan must have a proposed zoning for the area. While this zoning will still be subject to the final approval of the planning and zoning board and the City Council after a proper hearing once the property is annexed, the City must disclose their anticipated and recommended land use recommendations for each parcel. This proposed zoning is not final until final approval after the annexation is complete and the zoning goes through the zoning process.

e. **Proposed effective date the annexation will be effective.** This is usually thirty days after the election assuming essential city services, such as police and fire can be delivered in that time frame.

5. **Public Hearing.** At the public hearing the City shall deliver and present the Plan of Intent to the public. The City should be able to answer specific questions as to the delivery of services and the cost which property owners and residents will face after annexation.

6. **Approval of Ordinance.** After the public hearing the City Council may approve the ordinance as proposed in 3 above.

7. **File a civil law suit seeking declaratory judgment authorizing the annexation.** The City shall file a lawsuit after the public hearing with the circuit court of jurisdiction asking for a declaratory judgment allowing for the annexation of the area. The lawsuit will be a class action against the inhabitants of the area proposed to be annexed. The circuit judge will hold a hearing in which testimony must be given by the city demonstrating that all requirements under the law have been followed, that the annexation is reasonable and necessary, and that the city is financially able to provide the services. If the judge rules in favor of the city a declaratory judgment is given and the city may proceed with an election.

8. **Ordinance setting an election.** After the declaratory judgment is received the city must pass an ordinance setting an election date whereby the residents of the area being annexed and the existing city residents may vote on the question in separate elections on the same date.

9. **Election held.** All registered voters of the city are eligible to vote to annex the land into the city. The registered voters of the proposed annexation area are also eligible to vote in a separate election on the same day. A majority vote in both elections is required for the annexation question to pass. If less than a majority vote for annexation from the area to be annexed and a majority do pass the issue from the vote in the city, a new election may be held within one hundred twenty (120) days which all registered voters of the city and the annexation area vote in one common election. If the issue passes by a two-thirds (2/3rds) majority the issues passes and the city may annex the area. If the issue fails by a majority in either election the issue may not be presented to the voters for two (2) years.

10. **Ordinance annexing area.** If the issues passes in the election as stated in 9 above the city shall pass an ordinance certifying the results of the election and duly annexing the area.

Advantages to Involuntary annexation. The primary advantage to the involuntary annexation process is the city may proceed with long term planning by annexing a large section of land and not wait on voluntary petitions from individual landowners. It also is an advantage because it forces the city to develop an implementation and financial plan for the annexation efforts.

Disadvantages to involuntary annexation. The primary disadvantage is the lengthy and costly process that the city must go through in order to annex property. Additionally is the cost which the city will face by providing utility service. Residents being annexed must receive the same services availed to other residents. Even though the City Code requires residents to pay for extending sewer and water mains to their property if they desire the service, the "involuntary" nature of this process "triggers" the liability to the city because the residents were annexed without their will, even if their area voted in favor of the election.

6.3 COST / BENEFIT ANALYSIS

When approaching the initial steps of considering annexing an area the city should approach it like any prudent business decision. The capital cost and increased operating cost of providing city services should be evaluated as well as the financial, social and environmental advantages to the city as a whole. Following is a step by step evaluation to each issue:

6.3.1 COST OF ANNEXATION. For the purpose of this report the cost of annexing the "Essential Area" as defined in the annexation map and the map by map description of the property is used. A much larger area was studied and identified but this area is for long term planning and not immediate action. The essential area is an estimated 2,600 acres adjoining the city. After detailed cost studies are conducted the essential area can be planned or targeted for annexation over a ten-year period. From preliminary cost evaluations and revenue forecast this area appears to be cost effective to annex.

1. **Capital Cost.** The most expensive part of the any annexation is the capital cost of extending sewer and water service to the area. The essential area is estimated to cost $2,330,000 to extend sewer and water lines to the properties being annexed. These cost are "order of magnitude cost" and are not intended to be in great detail. These cost are projected to be within 25% of the actual cost. The estimates provided are based on using fifty ($50.00) dollars per linear feet of combined water and sewer lines. This is a very conservative number. Recent construction cost for installing eight (8") inch sewer lines came in at twenty-seven ($27.00) per foot. Water lines usually cost much less

per foot because they do not need to be designed to gravity flow. No separate cost were developed for lift stations which may be needed to sewer the area. The linear feet of sewer and water lines were calculated by measuring the distance from an existing main to the property line of each parcel being annexed using streets and roads as the direction. A more detail evaluation should be done by an engineer who may find more cost-effective designs to reach the property. This equates to an estimated eight hundred ninety six ($896) dollars per acre in capital cost.

2. **Operating Cost.** Operating cost have been evaluated for all departments which will provide services to the area.

   a. Utility Department. The consumption of water and treatment of sewer is projected to be 10,000 gallons per utility customer per month. An estimated two hundred thirty one (231) customers are located within the essential area. The volume increase is such that no significant increase in operating the water or sewer department is projected. Current manpower is sufficient to handle the increased customers. Some additional cost of pumping the water and treating the sewage will be incurred, such as electrical service and chemicals. The cost is estimated to be about 20% of the utility revenue generated from the area. The twenty-percent (20%) is estimated to be $10,885 per year. The electric department will not incur any expense unless new development occurs in the area and new electric customers are created. The residents of the area being annexed will continue to purchase electric power from their existing power provider.

   b. Public Safety. After annexation the city police and fire departments will be required to patrol and serve the area. Even though the area is very large the area can be served without any increase in police and fire personnel or operating cost. Neither is there any equipment needs to serve the area. Both the fire chief and the police chief were interviewed about the ability of their department to serve the area without any new cost. The primary reason the area can be served without additional cost is because the city boundaries are merely being straightened up. Current patrols already are traveling much of the area being annexed to get to parts of the city due to the jagged boundary lines.

   c. Streets and Sanitation. No capital cost is projected to construct new streets in any area proposed to be annexed in the essential area. The street department will be required to take over maintenance of all county roads and subdivision streets in the area being annexed. The cost of maintenance is not projected to be very high due to the quality of the streets being annexed and the fact that a good part of the area is served by state highways which will continue to be maintained by the state highway department. For the purposes of estimating operating cost on an annual basis only material cost is estimated because the street department has sufficient personnel and equipment to provide maintenance service. The projected amount of the gas tax generated by the area is $12,474 per year. This should be sufficient to fund the material cost of maintenance. As the area develops, more manpower and material is likely to be needed, but the growth and increased tax base will bring new funds for this cost. The cost of providing trash pick up will cost at least the landfill cost which runs 37% of the billing rate. Additional labor may be needed to provide the service. Current equipment should handle the projected volume. For estimating purposes at least 50% of the gross billing will be required to cover operating cost. This total is $10,395 based on 231 sanitation customers.

d. Parks & Recreation. The current parks and recreation system can handle any increase in activity, if any, from the area. It is estimated that most of the residents use the park system in some capacity currently.

e. Municipal Court System. Increase in activity in the Municipal Court System is not projected with the small number of residents being annexed and thus no increase in operating is projected.

f. Planning and Zoning Department. While it is anticipated that new growth will come from the area being annexed no increase in staff or operating cost to the planning and zoning or building code department.

g. General City Government. The limit number of residents being added to the city is not projected to increase the cost of the general operations of the city.

3. **COST OF ANNEXATION.** In order to annex an area by involuntary action will require a significant cost. Aside from the legal work an engineering estimate will need to be prepared as well as the preparation of the Plan of intent. The city will also need to pay for the cost of an election if not done on a regular election day. If the election is held on a regular election day the cost of the legal and professional work is estimated to cost $10,000 to $20,000.

4. **SUMMARY OF ALL COST.** Depending on the final design of the utility system extension the capital and operating cost are summarized as follows:

COST OF ANNEXATION EFFORT:	**$15,000**
CAPITAL COST:	**$2,330,000**
ANNUAL OPERATING COST INCREASE:	
Utility System (Water & Sewer) 20% of gross revenues	$10,885
Street Department (Material cost to maintain streets)	$12,474
Sanitation Department (50% of annual gross revenues)	$10,395
TOTAL	**$33,754**

Phasing the annexation of the Essential Area: The Essential Area should not be done all at once. This should be done over a ten-year period. The first targeted effort should be to "clean-up" the boundaries and take in the projected commercial area on Highway 60 east of the Super Center. Phases following this should be based on affordability and the development patterns of the City over the next ten years.

6.3.2 BENEFITS OF ANNEXATION OF AREA: Aside from the financial benefits of increasing city tax and service revenue the benefits of annexing the area is measured from the social and environmental benefits to the city. Following is a summary of each benefit:

1. **Environmental.** Because several subdivisions and developments are directly adjoining the city, such as Country Club Estates, contamination of the ground water supply should be a major concern of the City. These areas are currently served by septic systems. Country Club alone has forty-seven (47) homes concentrated in a forty acre tract of land. The discharge of this volume of septic systems into the ground water is not a healthy condition for residents of the City. Ground water supply in the Monett area is quickly becoming a scarce commodity due to the high volume of water usage and the limited supply in the underground water table. By eliminating these highly concentrated developments from using a septic system will protect the ground water supply for the city as a whole. Trash pick up service will also eliminate solid waste pollution in the area.

2. **Land Use Planning.** The essential area proposed to be annexed is directly adjoining the City and directly impacts the value of property within the City. Once the property is annexed the area would be subject to land use controls that will protect land values and develop an orderly land use plan, which will allow the area to develop in a manner which, will co-exist with the balance of the City.

3. **Public Safety.** Because the area is so close to the city public safety services can be delivered by the City more quickly and with better quality than the county or rural fire district. The improved public safety to the area will benefit the city by having more control over police and fire protection in this concentrated area.

4. **Marketability of the City to Business.** As Monett continues to grow the quality and size of businesses interested in locating in Monett will be increased due to a larger size community. Based on the estimated population of 7,000 residents in the City, the new annexation will add another 500 residents pushing the population to 7,500. The larger the size of a community the more businesses which will be interested in locating in that community.

5. **Increase in Developable Land.** Monett has experienced a very rapid growth in population and jobs since 1990. Over 800 new jobs have been created by

current businesses from 1990 through 1996. During that same time period only an estimated 100 new single-family housing lots were developed while the same number of new homes were constructed. The lack of housing is a primary concern of industry. By not having sufficient housing stock in the area forces industry to "import" labor from neighboring communities. The turn over in labor which industry faces as a result of this condition is costly in the area of job training. Additionally, the earnings of those laborers are exported to the communities, which they live, while Monett must fund the cost of services and infrastructure to handle those workers during the day. The targeted percentage of developable land for a community which is experiencing the growth which Monett has is twenty (20%) percent of the total land within the city limits according to the Urban Land Institute. Monett has less than 200 acres of land within the city limits, which is undeveloped and suitable for residential development. This is less than 5% of the total size of the City. By annexing the essential area or part thereof, the City would have an ample supply of developable land for both commercial and residential development to take the City into the 21st century.

6. **Utility Territory.** Currently, the essential area is being served electrical service by Empire District Electric. The City Electric department can not provide service to these customers unless they are within the City. While annexing the area will not force the customers to convert to the City Electric service it will expand the territory which the electric department can serve in the future as it develops. Waiting until the area develops will rob the city of this vital revenue source. With the City facing the challenges of deregulation in the next few years and expanded customer base will protect the financial future of the electric department. As most residents know the electric department has funded much of the growth of the city and has allowed taxes to remain low.

7. **Additional Revenue.** The essential area is projected to bring in $134,000 in annual revenue to the city immediately after annexation. This is an average of $51 per acre in annual revenue. Most of the area is not developed at this time. Fully developed residential areas are generating $630 per acre in revenue while commercial areas are generating an average of $6,000 per acre. The essential area has an estimated ten (10%) percent acres of property, or 260 acres which is projected to be developed into commercial property. Of the total area proposed to be annexed, fifty (50%) percent of the area is projected to develop into subdivisions, or 1,300 acres, with a high destiny over the next twenty years. The revenue after build out to these levels is projected to increase to nearly $2,400,000 in annual revenue in current dollars. While the growth and long term increase in tax base is important to recognize the current revenue to be generated is more critical to understand. Following is a breakdown of all revenues projected to be collected by the City from the essential area on an annual basis:

a. Property Tax. The combined assessed value of real property of the essential area is $2,661,482 for the 1997 tax year. Based on the average within the City, the personal property assessment is equal to 35% of the real property assessment. This would give an estimated $4,094,587 in combined assessed value of all real and personal property. The city currently has a tax levy of $.38 per $1.00 of assessed value. The estimated property tax generated from the area is $15,559.43 per year.

b. Utility Sales. The essential area has an estimated 231 utility customers which should connect to both the water and sewer system. Of those 231 customers an estimated 75 of those residents already have water service. For purposes of projecting sales a household monthly average consumption of 10,000 gallons per month were used. Using current city rates this would amount to a combined $18.35 per month water and sewer bill for each customer. The existing water and sewer rates have be severely low for several years and in need of a rate increase in order to cash flow operations cost. The sewer system needs a 35% rate increase and the water system needs a 11% increase in order to cover operating cost and provide a 10% positive cash flow to maintain and expand the system. Whether the rates for the overall city are increased or not, the area being annex should be charged this increase and be set up as a special sewer and water district. This increase in both areas would increase the monthly cost to only $22.75 per month, which is a 24% increase over current city rates. By using the increased rates as defined the area would generate $63,063 in annual sales. The residents whom live outside the City and purchase water pay twenty (20%) percent more for water than City residents. In order to calculate the net new revenue this should be deducted from the annual sales. This figure is $8,640 based on 75 customers at an average monthly bill of $9.60. This would give the City an estimated net new annual revenue of $54,423 per year from water and sewer sales.

c. Trash Service. Trash service was calculated at the current city rate of $7.50 per month. This would generate $20,790 in trash pick up sales.

d. Sales Tax From Automobile Purchases. Under Missouri law when a person purchases a new or used vehicle the sales tax is collected when they title the vehicle. Sales tax is collected based on where a person lives. If the person lives in the city limits of a city the city sales tax is collected. Based on the average sales tax collected per year in the City of Monett to households the average annual amount collected is $21.20 per household. Using this average times the number of households being annexed the total sales tax revenue from vehicle purchases is $4,897.20 per year.

e. Gas Tax Received Based on Population. In 1992 the legislature revised the formula for payment of gas tax and based it on population and not on miles of streets and roads. The average collected by Monett is $54.00 per household annually. Using this figure the total estimated funds to be collected from gas tax from the state is $12,474.

f. Retail Sales Tax from Commercial Businesses. Within the essential area an estimated thirteen retail businesses are in operation. The estimated annual sales tax generated by these businesses, should they be annexed and collect the city sales tax of $.875 is $22,875.

g. Business Licenses. The thirteen businesses are projected to pay an average of $20 each in annual business license for a total of $260.

8. **Combination of Financial Cost and Benefits.** In order to determine the "net" revenue from the area after projected increase in operating cost the following summation has been prepared.

ESTIMATED NEW ANNUAL REVENUES	
Property Tax	$15,559
Utility Sales	54,423
Trash Service	20,790
Sales Tax on Motor Vehicles	4,897
Gas Tax collected on increased population	12,474
Retail Sales Tax collected by existing businesses	22,875
Business Licenses	260
TOTAL NEW GROSS REVENUE	**$131,278**

ESTIMATED INCREASE IN ANNUAL OPERATING EXPENSES	
Utility Department	$10,885
Street Department	12,474
Sanitation Department	10,395
TOTAL INCREASE IN OPERATING EXP	**$33,754**
NET CASH FLOW FROM ANNEXED AREA:	**$97,524**

9. **Financing Cost of Capital.** Assuming the cost of the annexation is the full $2,330,000 the annual interest cost of this amount using average current investment rates of city funds of 5%, the cost would be $116,500. The best and most practical financing plan for funding the capital cost is to use current City reserves. This would still leave the City over $5,500,000 in reserves after funding the capital cost. By using current reserves to fund the cost, the only cost would be the loss in investment revenue, which is the $116,500. After adding back the net new revenue after operating cost as shown in 8 above of $97,524, the net annual cost to the city would only be $18,976. The investment in reserves would pay off big dividends over the next twenty years for the City. The return on investment could never be achieved by investing in CD's. With the large reserve the City has this investment would in no way weaken the financial condition of the City. Current taxpayers would benefit by the broadening of the City tax base.

6.4 Conclusions and Recommendations

This studied has demonstrated that expanding the city limits of the city is both beneficial and financially feasible. Whether the extension of the city boundaries is accomplished by voluntary or involuntary measures, steps toward long term planning is essential for preparing for the change. While the benefits to annexation in general were explained in Section 6.3, it is important that the geographic conditions of the specific areas should be noted. Following is a short narrative as to why each area studied for essential annexation is important. Map numbers defines the areas so the reader may cross reference to the listing of property owners and the specific revenue and cost for that area. A large county ownership map has been prepared and available at City Hall; a small map for reference purposes has been prepared and included as Map 6-1:

MAP # 1: This is a forty-acre parcel, which is completely surrounded by incorporated areas. The annexation of the property around this area was done before the laws were change to prevent such action. This property should be annexed for the simple reason to clear up the boundaries of the city. This "island" in the city is not subject to the same land use planning as the surrounding land but should be. It has good long-term growth potential for commercial development.

MAP # 2: This is the area north of Highway 60 east of Chapel Drive. The Racetrack and Empire Gas are two businesses, which would be annexed, as well as the golf course. The undeveloped land in this area will be subject to commercial growth within the next year or two because of the building of the Super Center across the highway. The projected commercial growth should be subject to city regulation and sales tax.

MAP # 3: This is the area south of Highway 60 and east of the Chapel Drive. Although this area has no commercial business in it, and one of the properties is used for agricultural purposes, it should be annexed for the same reasons as Map #2.

MAP # 4: This area is a small tract, which adjoins a high quality subdivision and would need to be annexed in order to annex the property south of it. The area should be subject to land planning.

MAP # 5: This area adjoins both commercial and residential areas. When Bridal Lane is opened up north of this property the extension will promote commercial development as well as access for new residential areas. Most of the area is undeveloped.

MAP # 6: The property in this area is mostly commercial or suitable for commercial use. Five businesses are located along Highway 32. A part of the area reaches in behind current incorporated areas creating a confusing jag in the boundaries. This area will generate substantial retail sales tax because of the existing business.

MAP # 7: This is Country Club Estates and a thirty acre undeveloped parcel south of it. This area needs annexation in order to eliminate the septic systems in the area. Additionally, the area will generate substantial revenue, even though the capital cost is very high.

MAP # 9: This area is west of the City and south of Highway 60. It includes one subdivision, which is very new and still has lots available for development. Much of the land is undeveloped and suitable for residential development.

MAP # 10: This is property on the west end of the city and north of Highway 60. It includes Redbud subdivision, which is fully developed and has several homes. For the same reason as Country Club Estates, this area needs annexation.

MAP # 11: This area needs annexation to simply clean up and square up the city boundaries. Most of the land is undeveloped.

MAP # 14: For the same reason as Map #11 this area needs annexing.

MAP # 16: This is an undeveloped area, which is bordered by Highway 32 on the north. By annexing this area the boundaries of the city boundaries would reach to Highway 32 on the north and Eisenhower on the west.

MAP # 17: This is an undeveloped forty-acre area, which would connect the City limits to Highway H on the east. This area could be commercially developed in the future.

MAP # 18: This area would extend the city limits farther north along Highway H and open up both commercial and residential development.

MAP # 19: This is a twenty-acre of undeveloped land, which is surrounded on three sides by city boundaries. This area should be annexed to enforce land use planning and straightened out City boundaries.

MAP # 20: This is an estimated 60-acre commercial tract of land next to Ramey's new grocery store. It joins Chapel on the east and fronts Business Highway 60.

MAP # 21: This area is north of the commercial tract described in Map #20 made up of mostly undeveloped land except for a subdivision which has a few houses in it. This area is prime for residential growth.

MAP # 22: This is a forty-acre area east of Chapel and north of Business Highway 60. The area has one commercial business and a mobile home park with 45 mobile homes in it. The area is suitable for further commercial growth. The area should be regulated to control the septic systems in the area created by the high concentration of mobile homes.

It is recommended that the City Council review this information and develop a ten-year annexation plan which targets area within the Essential Area. Before involuntary actions are taken, the property owners in the area targeted should be mailed an invitation to annex with sufficient information to help them decide from an informed basis. This action could produce some immediate results. The Council may wish to develop a "cost sharing" with anyone wishing to annex or paying all the cost, considering under involuntary actions the City would be liable for all the cost anyway. After the council has developed a consensus on the areas, which they wish to annex, a more detail cost study should be prepared.

After proper study of cost the Council should move ahead with annexation on an involuntary basis for the area, which they conclude, is manageable for the City to annex on a ten-year phase plan. For the long term, the City should consider promoting the annexation of all land within the larger study area and be prepared to annex areas by involuntary action in the future if the area is needed and growth continues.

MAP 6-1

CITY OF MONETT

ANNEXATION STUDY AREA

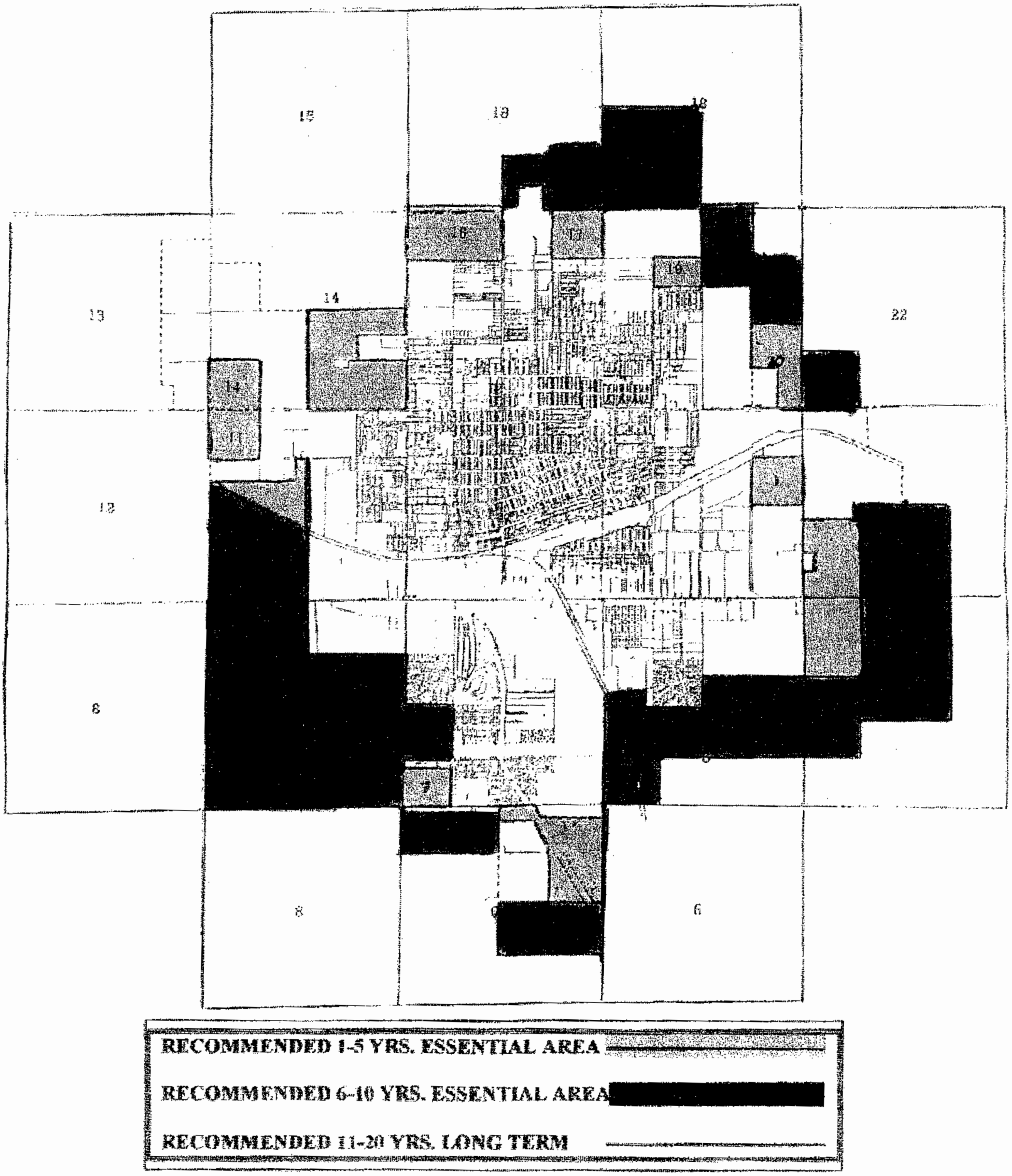


EXHIBIT 6-1

City of Monett, Missouri

ANNEXATION STUDY AREA

Listing of property within the area being studied for annexation

Following is the Name of the owner of each tract of land, the size of the tract, it's current usage, and the assessed value.
Property Tax Rate per $100 $0.38 per $100

The estimated personal property is calculated by using a percentage of the total assessed value. For the purpose of this study we used: 35% which is the average City wide.

Customer usage of water and sewer is calculated at: $273 annually per household..
10,000 GAL OF WATER PER MONTH AVERAGE USAGE
Rates are based on a 35% increase in sewer rates & 11% in water rates.

Sales tax revenue from auto purchases are calculated at:	$21.20	per household.
Additional revenue from gas tax is calculated at:	$54.00	per household.
Cost of Sewer and Water extension calculated at	$50.00	per linear Foot.
Retail Sales Tax is estimated based on type of business	0.875%	City Sales Tax Rate
Trash Service	$90	per year

Rates are based on current rates of $7.50 per month

INDEX

CITY OF MONETT, MISSOURI
SUMMARY OF ANNUAL REVENUE ESTIMATES AND COST TO EXTEND SERVICES TO PROPOSED ANNEXATION AREAS

AREAS STUDIED FOR ANNEXATION-20 YEAR PERIOD

MAP NUMBER	ACRES	UTILITY CUST	ANNUAL REVENUE	EXTENSION COST
MAP # 1	40	2	$946.58	$40,000.00
MAP # 2	480.55	14	$9,053.89	$640,000.00
MAP #3	638.65	16	$8,085.51	$860,000.00
MAP # 4	14.7	1	$455.57	$20,000.00
MAP # 5	366.4	15	$7,423.01	$435,000.00
MAP # 6	1155.11	31	$31,310.60	$920,000.00
MAP # 7	70.5	48	$25,472.02	$370,000.00
MAP # 8	1284.2	33	$16,605.25	$1,600,000.00
MAP # 9	555.68	20	$10,098.07	$240,000.00
MAP # 10	150	40	$20,119.68	$240,000.00
MAP # 11	89.73	4	$2,046.84	$135,000.00
MAP # 12	640	16	$7,909.49	$580,000.00
MAP # 13	496.58	10	$5,303.25	$800,000.00
MAP # 14	455.56	12	$6,433.84	$600,000.00
MAP # 15	637.74	11	$5,404.56	$560,000.00
MAP # 16	80	4	$2,014.43	$70,000.00
MAP # 17	45	7	$3,752.66	$100,000.00
MAP # 18	1226.84	49	$30,277.21	$1,300,000.00
MAP # 19	20	1	$579.63	$0.00
MAP # 20	63.6	0	$11.17	$0.00
MAP # 21	140	18	$9,474.77	$260,000.00
MAP # 22	621.82	89	$43,904.44	$720,000.00
TOTAL	**9272.66**	**441**	**$246,682.46**	**$10,490,000.00**

ESSENTIAL AREAS PROPOSED FOR ANNEXATION 1-5 YEARS

MAP # 1	40	2	$946.58	$40,000.00
MAP # 2	221.15	4	$4,764.10	$140,000.00
MAP #3	301.38	7	$3,580.10	$140,000.00
MAP # 4	14.7	1	$455.57	$20,000.00
MAP # 5	248.4	9	$4,450.56	$170,000.00
MAP # 6	209.53	11	$20,367.06	$180,000.00
MAP # 7	70.5	48	$25,472.02	$370,000.00
MAP # 9	555.68	20	$10,098.07	$240,000.00
MAP # 10	150	40	$20,119.68	$240,000.00
MAP # 11	89.73	4	$2,046.84	$135,000.00
MAP # 14	129.34	6	$3,110.96	$80,000.00
MAP # 16	80	4	$2,014.43	$70,000.00
MAP # 17	45	7	$3,752.66	$100,000.00
MAP # 18	219.46	4	$2,076.69	$140,000.00
MAP # 19	20	1	$579.63	$0.00
MAP # 20	63.6	0	$11.17	$0.00
MAP # 21	100	15	$7,648.76	$125,000.00
MAP # 22	40	48	$22,869.02	$140,000.00
TOTAL	**2598.47**	**231**	**$134,363.91**	**$2,330,000.00**

MAP # 1

Barry County Map # 97-03-09-32

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 32-4	James Callan	25	Res	1	$7,211.00
SEC 32-5	Homer Burton	5	Vac	0	$1,520.00
SEC 32-5.01	Sam Burton	10	Res	1	$4,950.00
TOTAL		**40**		**2**	**$13,681.00**

Personal Property Assessed Value	$4,788.35
TOTAL ASSESSED VALUE OF PROPERTY	**$18,469.35**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$70.18
Utility Sales	$546.00
Trash Service	$180.00
Sales Tax from Auto purchases	$42.40
Gas Tax Revenue from increased population	$108.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$946.58**

Cost of Water & Sewer Extensions:	800 Lin. ft.	**$40,000.00**

MAP # 2

Barry County Map # 97-03-08

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 33-1	Shirley Allen	29.2	Res	1	$1,380.00
SEC 33-1.01	John Faber & Nikki	0.7	Res	1	$9,386.00
SEC 33-1.02	Mitchell & Pam Norris	1.1	Res	1	$9,101.00
SEC 33-2	Jerry & Juanita Marbut	5	Res	1	$10,963.00
SEC 33-3	Andrew & Phyllis Juel	15.5	Res	1	$9,801.00
SEC 33-4	Wm.& Sharron Garrett	7	Res	1	$4,800.00
SEC 33-5	Jerry & Kimmie Jackson	41.9	Res	1	$16,913.00
SEC 33-8	Lawrence & Mary Washeck	47	Vav	0	$2,532.00
SEC 33-9	Bruce & Debbie Washeck	25.5	Res	1	$10,110.00
SEC 33-10	J. H. & Aileen Aldridge	46.5	Res	1	$8,332.00
SEC 33-11	Byrce Oaks Golf Club	141.41	Com	1	$36,638.00
SEC 33-11.01	Nancy Brumbaugh	18.58	Res	0	$4,237.00
SEC 33-12	Monett Speedway Inc.	29.16	Com	1	$49,120.00
SEC 33-13	Richard & Fratie Weber	7.2	Com	0	$96.00
SEC 33-13.01	Richard & Fratie Weber	5.8	Com	0	$636.00
SEC 33-13.03	Richard & Fratie Weber	6.8	Com	0	$312.00
SEC 33-13.04	Richard & Fratie Weber	6.6	Com	0	$276.00
SEC 33-14	Cornerstone Propane	2.4	Com	1	$28,160.00
SEC 33-14.01	Children Inv. Co. Inc.	3.2	Com	1	$12,288.00
SEC 33-15	Billie Joe Long	40	Res	1	$1,116.00
TOTAL		**480.55**		**14**	$216,197.00

Personal Property Assessed Value Estimate			$75,668.95
Total Assessed Value of All Property			**$291,865.95**
ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA			
Property Tax			$1,109.09
Utility Sales			$3,822.00
Retail Sales Tax			$1,750.00
Sales Tax from Auto purchases			$296.80
Trash Service			$1,260.00
Business License			$60.00
Gas Tax Revenue from increased population			$756.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$9,053.89**
Cost of Water & Sewer Extensions:	12800 lin ft		**$640,000.00**
ESSENTIAL AREAS TO ANNEX	**221.15**	**4**	**$131,763.00**
Personal Property Assessed Value Estimate			$263,526.00
TOTAL ASSESSED VALUE			**$395,289.00**
ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX			
Property Tax			$1,502.10
Utility Sales			$1,092.00
Retail Sales Tax	Estimate		$1,750.00
Sales Tax from Auto purchases			$0.00
Trash Service			$360.00
Business License			$60.00
Gas Tax Revenue from increased population			$0.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$4,764.10**
Cost of Water & Sewer Extensions: Essential Area only:	2800 Lin Ft		$140,000.00

MAP #3

Barry County Map # 97-08-02

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 4-1	Billy Joe & Larry Long	67.46	Res	1	$12,830.00
SEC 2-2	Long Family Trust	180	Res	1	$14,982.00
SEC 4-3	Gorman V. Ellis	66.38	Res	1	$7,744.00
SEC 4-4	Roy A. Creed	3	Res	1	$12,369.00
SEC 4-5	Donald Crossland	4.1	Com	1	$50,714.00
SEC 4-5.1	Arther Maloney	5	Res	1	$4,712.00
SEC 4-5.02	Albert Brumley, Jr.	0.9	Res	1	$3,641.00
SEC 4-6	Howard Singleton	7	Res	1	$4,219.00
SEC 4-7	Gorman Ellis	35	Vac	0	$1,560.00
SEC 4-9	Jerry Dierker	20	Vac	0	$600.00
SEC 4-10	Randal Rucker	10	Res	1	$8,774.00
SEC 4-11	Virginia Strader	10	Vac	0	$1,232.00
SEC 4-12	Antonius Moonen	10	Res	1	$10,419.00
SEC 4-13	Billy Joe Long	170	Agr	1	$5,814.00
SEC 4-13.01	David W. Long	10	Agr	1	$17,844.00
SEC 4-14	Leon Hilton	23.88	Vac	0	$1,008.00
SEC 4-14.01	Lois Hadley	8.75	Res	1	$15,939.00
SEC 4-14.03	Donald Franklin	1	Res	1	$11,723.00
SEC 4-15	Charles D'Arcy	4	Res	1	$12,065.00
SEC 4-16	Joseph Sperandio	2.18	Res	1	$11,229.00
TOTAL		**638.65**		**16**	**$209,418.00**

Personal Property Assessed Value			$73,296.30
TOTAL ASSESSED VALUE OF PROPERTY			**$282,714.30**
ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA			
Property Tax			$1,074.31
Utility Sales			$4,368.00
Trash Service			$1,440.00
Sales Tax from Auto purchases			$339.20
Gas Tax Revenue from increased population			$864.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$8,085.51**
Cost of Water & Sewer Extensions:	LIN FEET	17200	$860,000.00
ESSENTIAL AREAS TO ANNEX	**301.38**	**7**	**$99,941.00**
Personal Property Assessed Value Estimate			$34,979.35
TOTAL ASSESSED VALUE			**$134,920.35**
ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX			
Property Tax			$512.70
Utility Sales			$1,911.00
Trash Service			$630.00
Sales Tax from Auto purchases			$148.40
Gas Tax Revenue from increased population			$378.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$3,580.10**
Cost of Water & Sewer Extensions: Essential Area only:	2800 Lin Ft		$140,000.00

MAP # 4

Barry County Map # 97-08-03-05-02

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
BLK 3-5	Larry Morris	13.7	Res	1	$3,337.00
BLK 4-1	Kimberly Coyner (Johnson)	1	Vac	0	$48.00
TOTAL		**14.7**		**1**	**$3,385.00**

Personal Property Assessed Value	$1,184.75
TOTAL ASSESSED VALUE OF PROPERTY	**$4,569.75**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$17.37
Utility Sales	$273.00
Trash Service	$90.00
Sales Tax from Auto purchases	$21.20
Gas Tax Revenue from increased population	$54.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$455.57**

Cost of Water & Sewer Extensions:	LIN FEET	400	$20,000.00

MAP # 5

Barry County Map # 97-08-03-05

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
5	Larry Zimmerman	14.1	Res	1	$5,718.00
5.01	Clinton Bennett	21.5	Res	1	$4,907.00
5.02	Mary Henson	9.4	Vac	0	$324.00
5.03	Claud Planchon	11	Vac	0	$276.00
6	Randall Planchon	8	Res	1	$15,007.00
7	Gary Clark	8	Res	1	$9,584.00
8	Mark Cole	8	Res	1	$15,158.00
9	Gary Bounous	8	Res	1	$7,659.00
10	James Thurman	4.1	Res	1	$11,647.00
10.01	John Singer	3.8	Res	1	$17,442.00
11	Randall Planchon	80	Vac	0	$2,100.00
11.1	Larry Morris	21.5	Vac	0	$720.00
12	Burl Thomas	14	Res	1	$6,982.00
13	Norma Jean Jameson	37	Vac	0	$1,260.00
14	Kelly Degraffenreid	20	Res	1	$7,685.00
16	Steven Hilton	40	Res	1	$5,431.00
17	Kenny Eimer	16.3	Res	1	$15,000.00
17.01	Richard Himebaugh	1.7	Res	1	$20,939.00
18	George Patton	30	Res	1	$5,410.00
18.01	Gary Hodge	10	Res	1	$12,444.00
TOTAL		**366.4**		**15**	**$165,693.00**

Personal Property Assessed Value	$57,992.55
TOTAL ASSESSED VALUE OF PROPERTY	$223,685.55

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$850.01
Utility Sales	$4,095.00
Trash Service	$1,350.00
Sales Tax from Auto purchases	$318.00
Gas Tax Revenue from increased population	$810.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$7,423.01**

Cost of Water & Sewer Extensions:	LIN FEET	8700	$435,000.00
ESSENTIAL AREAS TO ANNEX	**248.4**	**9**	**$98,784.00**
Personal Property Assessed Value Estimate			$34,574.40
TOTAL ASSESSED VALUE			**$133,358.40**

ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX

Property Tax	$506.76
Utility Sales	$2,457.00
Trash Service	$810.00
Sales Tax from Auto purchases	$190.80
Gas Tax Revenue from increased population	$486.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$4,450.56**

Cost of Water & Sewer Extensions: Essential Area only: 3400 Lin Ft $170,000.00

MAP # 6

Barry County Map # 97-08-03

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 7-1	Southside Feed	27.2	Com	1	$76,472.00
SEC 7-1.02	James Latta	0.3	Vac	0	$120.00
SEC 7-3	Johnnie Herd	4.8	Com	1	$18,080.00
SEC 7-3.01	Ron. Cathy John. Delores Herd	0.6	Com	1	$29,664.00
SEC 7-3.02	H & W Oil	2.23	Vac	0	$1,197.00
SEC 7-5	Darrel Bounous	62.6	Res	1	$6,604.00
SEC 7-7	Gary, Bonnie, Billy Morris	2.9	Com	1	$25,680.00
SEC 7-7.01	New Testament Church	3			no tax
SEC 7-8	Dale Jones	4.09	Res	1	$5,187.00
SEC 7-10	Nola Mourgila	80	Res	1	$19,347.00
SEC 7-11	Don Avondet	38.65	Agr	0	$1,680.00
SEC 7-11.01	Howard Singleton	40	Res	1	$21,618.00
SEC 7-12	Don Avondet	1.35	Res	1	$5,750.00
SEC 7-13	Ruth Blucher	9.52	Res	1	$8,468.00
SEC 7-14	James Crist	11.73	Com	1	$9,986.00
SEC 7-15	Morton Building	3.78	Com	1	$19,136.00
SEC 7-16	James Cammon	1.35	Com	1	$8,544.00
SEC 7-17	Robert Bonous	75.43	Res	1	$8,964.00
SEC 7-18	Phillip Arnaud	40	Vac	0	$1,032.00
SEC 7-19	Eugene Bonous	106.7	Res	1	$18,121.00
SEC 7-20	Helen Reynauld	13.22	Res	1	$4,748.00
TOTAL		**529.45**		**16**	**$290,398.00**
SEC 8-1	George Patton	118.2	Res	1	$32,400.00
SEC 8.101	Larry & Patricia Patton	2.2	Res	1	$6,688.00
SEC 8-2	Waldensen Church	33.44	Chur	1	$0.00
SEC 8-3	William Medlin	197	Res	1	$12,217.00
SEC 8-4	Leon Hilton	24.1	Vac	0	$540.00
SEC 8-4.01	Steven Schmidt	9.9	Vac	0	$252.00
SEC 8-5	Gary Hodge	2.3	Res	1	$3,686.00
SEC 8-5.01	Teresa McGrew	1.8	Res	1	$11,684.00
SEC 8-5.02	Gary Hodge	1.9	Vac	0	$361.00
SEC 8-6	Floyd Hahner	10	Res	1	$10,040.00
SEC 8-8	Carrol Avendet	80	Res	1	$3,564.00
SEC 8-9	Janett Terry	10	Res	1	$12,698.00
SEC 8-10	James Linsey	3	Res	1	$14,763.00
SEC 8-11	Danny Nesteroad	4.92	Res	1	$30,457.00
SEC 8-12	Craig Christen	39.5	Res	1	$6,226.00
SEC 8-13	Lonnie Nine	40	Res	1	$8,849.00
SEC 8-14	Edward Sweeny	4.4	Res	1	$24,795.00
SEC 8-15	Jose Paz Rueda	3	Vac	0	$1,197.00
SEC 8-16	Elner Medlin	40	Res	1	$25,559.00
TOTAL		**625.66**		**15**	**$205,976.00**
TOTAL BOTH SECTIONS		**1155.11**		**31**	**$496,374.00**
Personal Property Assessed Value					**$173,730.90**
TOTAL ASSESSED VALUE OF PROPERTY					**$670,104.90**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA			
Property Tax			$2,546.40
Utility Sales			$8,463.00
Trash Service			$2,790.00
Business License			$180.00
Sales Tax from Auto purchases			$657.20
Gas Tax Revenue from increased population			$1,674.00
Commercial Sales Tax (Retail Businesses)	Estimate		$15,000.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$31,310.60**
Cost of Water & Sewer Extensions:	LIN FEET	18400	$920,000.00
ESSENTIAL AREAS TO ANNEX	**209.53**	**11**	**$218,102.00**
Personal Property Assessed Value Estimate			$76,335.70
TOTAL ASSESSED VALUE			**$294,437.70**
ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX			
Property Tax			$1,118.86
Utility Sales			$3,003.00
Trash Service			$990.00
Business License			$180.00
Retail Sales Tax			$15,000.00
Sales Tax from Auto purchases			$21.20
Gas Tax Revenue from increased population			$54.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$20,367.06**
Cost of Water & Sewer Extensions: Essential Area only:	3600 Lin Ft		$180,000.00

MAP # 7

Barry County Map # 97-08-03-06

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
88	Curtis Schallert	29.5	Vac	0	$696.00
90	Ruth Kolpin	1	Res	1	$3,904.00
147	Harold Schelin		Res	1	$19,232.00
148	Terry Thompson		Res	1	$25,992.00
149	John Carnes		Res	1	$18,031.00
150	Jerry Swearingen		Res	1	$16,017.00
151	Larry Wood		Vac	0	$855.00
151.01	Russell Wimberley		Res	1	$12,350.00
151.02	Edward Norman		Res	1	$16,910.00
152	Ray Willadean		Res	1	$16,169.00
153	Larry Wood		Res	1	$20,387.00
153.01	Randall Holloway		Res	1	$17,917.00
153.02	Leland Doss		Res	1	$17,290.00
153.03	Dale Sullens		Res	1	$21,242.00
153.04	Bradley Kilgore		Res	1	$13,832.00
153.05	Steven Coyle		Res	1	$22,724.00
153.06	Harold Mettlach		Res	1	$20,767.00
154	Steven Norris		Res	1	$14,516.00
155	D.J. Rickman		Res	1	$18,962.00
156	M. Lynn Shue		Res	1	$10,640.00
157	John Stevens		Res	1	$14,231.00
158	Robert Morgan		Res	1	$9,671.00
159	Elmer Denton		Vac	0	$1,843.00
159.01	James Carrier		Res	1	$17,822.00
159.02	Bill Brock		Res	1	$20,672.00
160	Bob Logan		Res	1	$13,452.00
161	Joel McCaffrey		Res	1	$17,385.00
162	Kevin Stocker		Res	1	$12,977.00
163	Randy Faith		Res	1	$17,309.00
164	Mary Sue Mize		Res	1	$15,675.00
165	Charles Works		Res	1	$16,929.00
166	Jim Holloway		Res	1	$19,190.00
167	David Hutchens		Res	1	$17,442.00
168	Kenneth Bandy		Res	1	$18,468.00
169	Christopher Calandro		Res	1	$13,566.00
170	Darrell Cavaneau		Vac	0	$1,710.00
171	Jared Wormington		Res	1	$19,361.00
172	Kermit Daniel		Res	1	$16,093.00
173	Kenneth Allred		Res	1	$25,745.00
174	Andres Apostol		Res	1	$31,939.00
175	Francisco Esparrago		Res	1	$30,248.00
176	Louise Sanders Trust		Res	1	$15,067.00
177	Jerry Conrad		Res	1	$13,414.00
178	Lawrence Schad		Res	1	$18,981.00
179	Burton Woodhouse		Res	1	$17,917.00
180.01	Kenneth Brumley		Res	1	$19,171.00
180.02	Randy Lyman		Vac	0	$1,729.00
181	Larry Wood		Vac	0	$1,729.00
182	Kurt Schmitt		Res	1	$14,991.00

182.01	Randy Newman		Res	1	$13,623.00
183	Leticia Wisner		Res	1	$30,457.00
184	Sergio Cruz		Res	1	$22,876.00
185	John McCaffrey		Res	1	$17,062.00
188	Carr Woods		Res	1	$18,012.00
TOTAL		**70.5**		**48**	**$865,190.00**

Personal Property Assessed Value	$302,816.50
TOTAL ASSESSED VALUE OF PROPERTY	**$1,168,006.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$4,438.42
Utility Sales	$13,104.00
Trash Service	$4,320.00
Sales Tax from Auto purchases	$1,017.60
Gas Tax Revenue from increased population	$2,592.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$25,472.02**

Cost of Water & Sewer Extensions:	LIN FEET	7400	$370,000.00

MAP # 8

Barry County Map # 97-07-01

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 12-1	Benny Henderson	40	Res	1	$16,004.00
SEC 12-2	Linda Lauderdale Trust	80	Res	1	$25,048.00
SEC 12-2.01	Brain Hall	40	Vac	0	$2,328.00
SEC 12-3	BLARC	5	Res	1	$10,592.00
SEC 12-4	Richard Lanstraat	33.6	Res	1	$34,615.00
SEC 12-5	Foster Family Trust	40	Vac	0	$1,056.00
SEC 12-6	John Bounous	30	Vac	0	$996.00
SEC 12-7	Joe Gripka	20	Vac	0	$1,002.00
SEC 12-7.01	Jobe Electronics, Inc.	20	Com	1	$7,215.00
SEC 12-8	Edna Archibald	36.66	Vac	0	$1,548.00
SEC 12-9	John Bounous	53.33	Res	1	$10,185.00
SEC 12-10	Louis Avondet	20.21	Vac	0	$552.00
SEC 12-10.01	Floyd Tuell	20	Res	1	$6,698.00
SEC 12-11	John Woodard	119.2	Res	1	$21,011.00
SEC 12-12	Joseph Gripka		Res	1	$18,468.00
SEC 12-13	Hacienda Hills Sub Div		Vac	0	$0.00
SEC 12-14	Donald Paszek		Vac	0	$836.00
SEC 12-15	Arturo Montellano		Res	1	$18,221.00
SEC 12-16	Evelyn Paszek		Vac	0	$1,140.00
SEC 12-17	Donald Paszek		Vac	0	$836.00
SEC 12-18	Donald Paszek		Vac	0	$836.00
SEC 12-19	Jobe Electronics, Inc.		Vac	0	$570.00
SEC 12-20	Donald Paszek		Vac	0	$513.00
SEC 12-21	Evelyn Paszek		Vac	0	$1,482.00
SEC 12-22	Evelyn Paszek		Vac	0	$570.00
SEC 12-23	Evelyn Paszek		Vac	0	$855.00
SEC 12-24	Evelyn Paszek		Res	1	$17,309.00
SEC 12-25	Donald Paszek		Vac	0	$855.00
SEC 12-26	Donald Paszek		Vac	0	$836.00
SEC 12-27	Donald Paszek		Vac	0	$836.00
SEC 12-28	Donald Paszek		Vac	0	$836.00
SEC 12-29	Homer Burton, Jr.		Vac	1	$13,319.00
SEC 12-30	Philip Arnaud	65	Vac	0	$1,476.00
TOTAL		**638**		**12**	**$218,644.00**
SEC 2-1	Maxe Moss	3.9	Res	1	$6,707.00
SEC 2-2	Earl Mulvaney	36.9	Res	1	$5,310.00
SEC 2-2.901	WHITCO METROCOM	0	Vac	0	$531.00
SEC 2-2.903	WHITCO METROCOM	0	Vac	0	$301.00
SEC 2-3	Lawrence Williams	27.7	Res	1	$4,168.00
SEC 2-4	Sherman Oetker	11.2	Res	1	$6,049.00
SEC 2-4.01	Howard Singleton	1.7	Res	1	$8,189.00
SEC 2-6	Robert Knott	15	Res	1	$9,080.00
SEC 2-7	Darryl Evans	29	Res	1	$4,944.00
SEC 2-8	Arnold Evans	27	Res	1	$12,178.00
SEC 2-9	Faith Church	1.9	Chur	1	$0.00
SEC 2-10	Richard King	1.4	Res	1	$9,823.00
SEC 2-10.01	Grace Church Trustees	5	Chur	1	$0.00
SEC 2-10.02	Helen Franks	2.5	Res	1	$10,925.00

SEC 2-10.03	Clifford Franks	4.1	Res	1	$14,307.00
SEC 2-11	Joe Lay	20	Res	1	$27,280.00
SEC 2-11.01	Brian Hall	20	Res	1	$14,621.00
SEC 2-12	Jerry Sabastian	209.5	Agr	1	$8,184.00
SEC 2-12.01	Jerry Sabastian	40	Agr	0	$1,848.00
SEC 2-13	Robert Wormington	60	Res	1	$18,380.00
SEC 2-14	Robert Banks	76	Res	1	$6,264.00
SEC 2-15	Alfred Higgins	35	Vac	0	$1,536.00
SEC 2-15.01	David Hemmerling	5	Res	1	$22,059.00
SEC 2-16	Jerry Sabastian	0	Vac	0	$1,848.00
SEC 2-17	Diane Tudor	10	Res	1	$4,885.00
SEC 2-19	New Site Baptist Church	3.4	Chur	1	$0.00
TOTAL		**646.2**		**21**	**$199,417.00**
	TOTAL BOTH SECTIONS	**1284.2**		**33**	**$418,061.00**

Personal Property Assessed Value	$146,321.35
TOTAL ASSESSED VALUE OF PROPERTY	**$564,382.35**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$2,144.65
Utility Sales	$9,009.00
Trash Service	$2,970.00
Sales Tax from Auto purchases	$699.60
Gas Tax Revenue from increased population	$1,782.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$16,605.25**

Cost of Water & Sewer Extensions:	LIN FEET	32000	$1,600,000.00

MAP # 9

Barry County Map # 97-07-01-01

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
4	Jerry Wormington	37.7	Vac	0	$984.00
4.01	Vicki Himes	2.3	Res	1	$703.00
5	Carl Abbott	0.9	Res	1	$10,089.00
5.01	Richard Wise	19.7	Res	1	$12,004.00
5.02	Red Bud Development		Vac	0	$3,971.00
5.05	Kevin Huffmaster		Res	1	$17,271.00
5.06	Clifford Gray		Res	1	$14,497.00
5.08	Terry Gunter		Vac	0	$2,014.00
5.1	Gorden Renfro		Res	1	$16,986.00
5.11	Daniel Woods		Res	1	$20,501.00
5.13	William Reeves		Res	1	$17,765.00
5.14	Dale Sullens		Vac	0	$1,995.00
5.15	Steven Kelly		Res	1	$28,576.00
5.16	Ronald Kyle		Res	1	$13,680.00
5.17	Joe Lay		Res	1	$12,445.00
6	Dimple Fagan	4.36	Res	1	$3,002.00
6.01	Dimple Fagan	0.7	Agr	0	$3,743.00
6.02	Roger Spencer		Res	1	$3,040.00
7	Joe Gripka		Vac	0	$2,774.00
8	Timothy Ballay	80	Res	1	$7,669.00
9	Catherine Roetto	80	Res	1	$4,804.00
10	Liberty Baptist Church	1.82	Chur	1	$0.00
11	Johnny Lauderdale-Trustee	120	Res	1	$9,357.00
11.01	Donald Isbell	62	Res	1	$7,830.00
11.02	Richard Hancock	16.2	Res	1	$25,459.00
12	Peggy Siler	80	Vac	0	$1,968.00
12.01	Gregory Schad	20	Res	1	$16,457.00
12.02	Lori Lindsey	20	Vac	0	$468.00
TOTAL		**555.68**		**20**	**$260,052.00**

Personal Property Assessed Value	$91,018.20
TOTAL ASSESSED VALUE OF PROPERTY	**$351,070.20**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$1,334.07
Utility Sales	$5,460.00
Trash Service	$1,800.00
Sales Tax from Auto purchases	$424.00
Gas Tax Revenue from increased population	$1,080.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$10,098.07**

Cost of Water & Sewer Extensions:	LIN FEET	4800	$240,000.00

MAP # 10

Barry County Map # 97-04-07-36-03

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
BLK 1-1	William Seydlitz	19	Res	1	$8,314.00
BLK 1-1.01	Lucille Bennett	20	Vac	0	$1,104.00
BLK 1-2	City of Monett		City	0	$0.00
BLK 1-3	Daniel Kristek	50	Res	1	$26,524.00
BLK 1-3.01	Daniel Kristek		Vac	1	$3,552.00
BLK 1-4	Margaret McCaffrey Trust	2.9	Easemen	0	$60.00
BLK 1-5	Joseph Hawkins		Res	1	$7,562.00
BLK 1-6	David Counts		Res	1	$6,954.00
BLK 1-7	Rick Pierce		Res	1	$7,885.00
BLK 1-8	Richard Kutz		Res	1	$12,255.00
BLK 1-9	Edward Rhea Trust		Res	1	$10,013.00
BLK 1-10	Stephen Sperandio		Res	1	$10,963.00
BLK 1-11	Ricky Jones		Res	1	$9,652.00
BLK 1-11.01	Ricky Jones		Vac	0	$494.00
BLK 1-12.01	John Sims		Res	1	$8,056.00
BLK 1-13	Angela Poling		Res	1	$8,037.00
BLK 1-15	Dorotha Wuellner Trust		Res	1	$10,545.00
BLK 1-16	Lucille McCormack		Res	1	$7,448.00
BLK 1-17	Wayne Blackstone		Res	1	$7,961.00
BLK 1-18	Gerald Wrobleski		Res	1	$10,051.00
BLK 1-19	Joseph Jaglowitz		Res	1	$9,576.00
BLK 1-20	John Snider		Res	1	$10,146.00
BLK 1-21	Lawrence Fox		Res	1	$16,359.00
BLK 1-22	Willaim Van Eaton		Vac	0	$3,800.00
BLK 1-23	Holt Enterprizes, Inc.		Vac	0	$3,553.00
BLK 1-25	Randal Howard		Res	1	$15,181.00
BLK 1-26	Douglas Childress		Res	1	$28,386.00
BLK 1-27	Michael Suhrheinrich		Res	1	$10,241.00
BLK 1-28	Joseph McAvoy		Res	1	$7,258.00
BLK 1-30	Billie Garner		Res	1	$23,853.00
BLK 1-30.01	Billie Garner		Vac	0	$4,628.00
BLK 1-32	Billie Garner		Vac	0	$760.00
BLK 1-33	Randell Howard		Vac	0	$760.00
BLK 1-34	William Van Eaton		Res	1	$19,133.00
BLK 1-35	Lockhart Family Trust	9.8	Res	1	$7,484.00
BLK 2-1	Donald Holt		Res	1	$31,730.00
BLK 2-2	Robert Brown		Res	1	$15,314.00
BLK 2-3	Schoen Family Trust		Res	1	$10,108.00
BLK 2-4	David Rosebrough		Res	1	$10,146.00
BLK 2-6	Harold Martin		Res	1	$15,314.00
BLK 2-7	Ronnie Golubski		Res	1	$18,088.00
BLK 2-8	Michael Gollhofer		Res	1	$11,438.00
BLK 2-9	Robert Luna		Res	1	$9,044.00
BLK 2-10	John Hauswirth		Res	1	$9,690.00
BLK 2-11	Robert Balwin		Res	1	$7,011.00
BLK 2-12	William James		Res	1	$5,681.00
BLK 2-13	Mary Weiser		Res	1	$15,428.00
BLK 2-14	Rhea Howard		Res	1	$10,431.00
BLK 2-15	Lowell Kelley		Res	1	$9,101.00

BLK 2-16	Lowell Kelley	Vac	0	$1,995.00
BLK 3-1	Kenneth Mettlach	Vac	0	$1,805.00
BLK 3-1.01	Jerry Wormington	Vac	0	$60.00
BLK 3-1.02	Vicki Himes	Vac	0	$285.00
BLK 3-2	Red Bud Development	Vac	0	$1,102.00
BLK 3-2.01	Richard Wise	Vac	0	$12.00
BLK 3-2.02	Sinclair Rogers	Vac	0	$2,869.00
TOTAL		**150**	**40**	**$505,200.00**

Personal Property Assessed Value	$176,820.00
TOTAL ASSESSED VALUE OF PROPERTY	**$682,020.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$2,591.68
Utility Sales	$10,920.00
Trash Service	$3,600.00
Sales Tax from Auto purchases	$848.00
Gas Tax Revenue from increased population	$2,160.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$20,119.68**

Cost of Water & Sewer Extensions:	LIN FEET	4800	$240,000.00

MAP # 11

Barry County Map # 97-04-07-36-02

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
BLK 1-1	Earl Childress	22.82	Res	1	$17,698.00
BLK 1-2	Phillip Gollhofer	15	Res	1	$15,416.00
BLK 1-3	Steven Wise	2.16	Res	1	$6,489.00
BLK 1-6	Robert Holmes	5	Res	1	$15,675.00
BLK 2-8.01	Jerry Sebastian	41.45	Vac	0	$1,836.00
BLK 3-1	Margaret McCaffrey Trust	3.3	Easemen	0	$204.00
TOTAL		**89.73**		**4**	**$57,318.00**

Personal Property Assessed Value	$20,061.30
TOTAL ASSESSED VALUE OF PROPERTY	**$77,379.30**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$294.04
Utility Sales	$1,092.00
Trash Service	$360.00
Sales Tax from Auto purchases	$84.80
Gas Tax Revenue from increased population	$216.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$2,046.84**

Cost of Water & Sewer Extensions:	LIN FEET	2700	$135,000.00

MAP # 12

Barry County Map # 97-04-07

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 35-1	Helen Wormington	36	Vac	0	$1,584.00
SEC 35-2	Pam Morrison		Res	1	$5,510.00
SEC 35-3	James Worminton Trustee	81.4	Vac	0	$2,964.00
SEC 35-4.01	Deryll Wormington		Res	0	$2,631.00
SEC 35-5	Mac Gilmartin		Res	1	$15,105.00
SEC 35-7	James Green		Res	1	$18,487.00
SEC 35-8	Russell Brock		Res	1	$20,254.00
SEC 35-8.01	William Cox		Vac	0	$950.00
SEC 35-9	Robert McGuire		Res	1	$10,241.00
SEC 35-10	William Fertig		Res	1	$12,141.00
SEC 35-11	Thomas Dieckhoff		Res	1	$12,141.00
SEC 35-12	Wanda Haddock	39	Res	1	$4,113.00
SEC 35-13	Bertalotto Family Trust	40	Vac	0	$960.00
SEC 35-14	John Mills		Vac	0	$792.00
SEC 35-15	Douglas Gardner		Res	1	$2,544.00
SEC 35-17	Kirk Wormington	25	Res	1	$7,575.00
SEC 35-17.01	Robert Wormington	20	Vac	0	$360.00
SEC 35-17.02	Robert Wormington	35	Vac	0	$888.00
SEC 35-18	Veterans Foreign Wars	63	Com	1	$0.00
SEC 35-19	Gary Wellbaum		Res	1	$22,600.00
SEC 35-19.01	3-H Advertising, Inc.		Vac	0	$373.00
SEC 35-20	Sam Gardner		Res	1	$3,761.00
SEC 35-21	Carl Mills		Res	1	$2,088.00
SEC 35-23	Margaret McCaffrey Trust		Res	1	$19,292.00
SEC 35-24	Barbara Wormington		Res	1	$6,783.00
SEC 35-25	Harold Johnson		Vac	0	$969.00
TOTAL		**640**		**16**	**$175,106.00**

Personal Property Assessed Value	$61,287.10
TOTAL ASSESSED VALUE OF PROPERTY	**$236,393.10**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$898.29
Utility Sales	$4,368.00
Trash Service	$1,440.00
Sales Tax from Auto purchases	$339.20
Gas Tax Revenue from increased population	$864.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$7,909.49**

Cost of Water & Sewer Extensions:	LIN FEET	11600	$580,000.00

MAP # 13

Lawrence County Map # 96-17-7.2

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 26-1	James B Coatney	1	Res	1	$1,520.00
SEC 26-2	Kevin E Hilton	10	Res	1	$6,430.00
SEC 26-3	Stanley Stoops	3.9	Res	1	$15,110.00
SEC 26-4	Gary Boursheski	3.9	Res	1	$14,440.00
SEC 26-5	James Hankins	120	Res	1	$10,240.00
SEC 26-6	Jim Fohn	187.57	Res	1	$15,790.00
SEC 26-6.01	Jarvis Asbill	5.1	Vac	0	$1,030.00
SEC 26-9	Steven Brown	53.33	Res	1	$52,560.00
SEC 26-10	Willmer Younker	25.73	Vac	0	$1,160.00
SEC 26-11	Rex Land	69.09	Res	1	$22,860.00
SEC 26-12	Wesley Stacy	2.26	Res	1	$14,990.00
SEC 26-13	James Wormington	9.7	Vac	0	$180.00
SEC 26-14	Larry Hyde	5	Res	1	$23,270.00
TOTAL		**496.58**		**10**	**$179,580.00**

Personal Property Assessed Value	$62,853.00
TOTAL ASSESSED VALUE OF PROPERTY	**$242,433.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$921.25
Utility Sales	$2,730.00
Trash Service	$900.00
Sales Tax from Auto purchases	$212.00
Gas Tax Revenue from increased population	$540.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$5,303.25**

Cost of Water & Sewer Extensions:	LIN FEET	16000	$800,000.00

MAP # 14

Lawrence County Map # 96-17-7.1

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
1	Edgar Krueger	97.7	Res	1	$7,180.00
1.01	Ted Dahlstrom	2	Com	1	$69,250.00
2	A Carol Avondet	30	Res	1	$17,770.00
2.01	Herman Oetker	3.3	Res	1	$6,800.00
2.02	Mitchell, G. S. Trust	77.2	Vac	0	$3,720.00
2.06	Jack Fox	59.1	Vac	0	$2,200.00
3	Efton Wormington	40	Res	1	$7,190.00
4	Lucille Brown	20	Res	1	$3,820.00
5	Henry Clapper	45.76	Res	1	$1,840.00
5.02	Nancy Mills	5	Res	1	$60,740.00
5.03	Don Mills	5.24	Vac	0	$1,540.00
8.01	City of Monett	31.04	City	0	$0.00
8.03	Jehovah's Witness	2.3	Res	1	$0.00
9	Allen Brite	20	Vac	0	$360.00
10	Dale Wormington	10	Res	1	$21,110.00
11	Erwin Heseman		Res	1	$14,400.00
12	Thomas Hutchins		Res	1	$11,210.00
TOTAL		**455.56**		**12**	**$229,130.00**

Personal Property Assessed Value	$80,195.50
TOTAL ASSESSED VALUE OF PROPERTY	**$309,325.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$1,175.44
Utility Sales	$3,276.00
Trash Service	$1,080.00
Sales Tax from Auto purchases	$254.40
Gas Tax Revenue from increased population	$648.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$6,433.84**

Cost of Water & Sewer Extensions:	LIN FEET	12000	$600,000.00
ESSENTIAL AREAS TO ANNEX	**129.34**	**6**	**$93,910.00**
Personal Property Assessed Value Estimate			$32,868.50
TOTAL ASSESSED VALUE			**$126,778.50**

ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX

Property Tax	$481.76
Utility Sales	$1,638.00
Trash Service	$540.00
Sales Tax from Auto purchases	$127.20
Gas Tax Revenue from increased population	$324.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$3,110.96**

Cost of Water & Sewer Extensions: Essential Area only: 1600 Lin Ft $80,000.00

MAP # 15

Lawrence County Map # 96-17-6.1

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 24-1	Debra Morrison	20	Res	1	$9,000.00
SEC 24-1.01	Thomas Keigley	20	Vac	0	$780.00
SEC 24-1.02	Evelyn Keigley	20	Vac	0	$500.00
SEC 24-1.03	Nelda Nickum	20	Vac	0	$500.00
SEC 24-2	Peggy Marie Smith	80	Res	1	$11,920.00
SEC 24-3	Kevin Huffmaster	22	Res	1	$5,150.00
SEC 24-3.01	Gale Huffmaster	72	Res	1	$5,800.00
SEC 24-4	Mark Perry	18	Res	1	$8,680.00
SEC 24-5	Albert Avondet	161	Res	1	$16,740.00
SEC 24-6	Geanne Gunter	40	Vac	0	$1,570.00
SEC 24-7	Geanne Gunter	74.1	Res	1	$13,260.00
SEC 24-8	Donald Hall	5	Res	1	$12,240.00
SEC 24-9	Albert Avondet	30	Res	1	$6,900.00
SEC 24-10	Bill Henson	37	Res	1	$17,210.00
SEC 24-11	George Muench	18.64	Res	1	$3,660.00
TOTAL		**637.74**		**11**	**$113,910.00**

Personal Property Assessed Value	$39,868.50
TOTAL ASSESSED VALUE OF PROPERTY	**$153,778.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$584.36
Utility Sales	$3,003.00
Trash Service	$990.00
Sales Tax from Auto purchases	$233.20
Gas Tax Revenue from increased population	$594.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$5,404.56**

Cost of Water & Sewer Extensions:	LIN FEET	11200	$560,000.00

MAP # 16

Lawrence County Map # 96-18-9-30-2

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
1	Stone Co. Oil Co.		Com	1	$14,110.00
1.01	Robert Wilson		Com	1	$18,530.00
2	Cox Cemetary	1	Cem	0	$0.00
62	Michael Willhite	0	Res	1	$6,080.00
63	Gloria Carlson	71.56	Res	1	$12,280.00
TOTAL		**80**		**4**	**$51,000.00**

Personal Property Assessed Value	$17,850.00
TOTAL ASSESSED VALUE OF PROPERTY	**$68,850.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$261.63
Utility Sales	$1,092.00
Trash Service	$360.00
Sales Tax from Auto purchases	$84.80
Gas Tax Revenue from increased population	$216.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$2,014.43**

Cost of Water & Sewer Extensions:	LIN FEET	1400	$70,000.00

MAP # 17

Lawrence County Map # 96-18-9-30-1

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
BLK 1-1	Danny Conner	18	Com	1	$101,110.00
BLK 1-2	Ronnie Doss		Res	1	$7,050.00
BLK 1-2.01	Ronnie Doss	1.29	Res	1	$3,340.00
BLK 1-3	St. John's Evang. Church	15	Chur	1	$0.00
BLK 1-4	Howard Singleton	1.05	Res	1	$11,490.00
BLK 1-4.01	Martha Willoughby	3.27	Res	1	$1,240.00
BLK 1-4.02	John Clotfelter		Res	1	$5,450.00
TOTAL		**45**		**7**	**$129,680.00**

Personal Property Assessed Value	$45,388.00
TOTAL ASSESSED VALUE OF PROPERTY	**$175,068.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$665.26
Utility Sales	$1,911.00
Trash Service	$630.00
Business License	$20.00
Sales Tax from Auto purchases	$148.40
Gas Tax Revenue from increased population	$378.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$3,752.66**

Cost of Water & Sewer Extensions:	LIN FEET	2000	$100,000.00

MAP # 18

Lawrence County Map # 96-18-4

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
SEC 19-1	Monett Wholesale Greenhouse	40	Com	1	$60,300.00
SEC 19-1.01	Monett Wholesale Greenhouse	20	Com	0	$360.00
SEC 19-3	Loy Edward Daugherty	37.3	Res	1	$26,340.00
SEC 19-4	Jimmy Kessinger	70	Res	1	$8,650.00
SEC 19-5	John Griffiths, Jr.	36.91	Res	1	$3,080.00
SEC 19-6	Douglas Wallner	82.2	Res	1	$9,830.00
SEC 19-7	C.M. Golubski	10	Res	1	$1,780.00
SEC 19-9	John Clatfelter	16.4	Res	1	$8,390.00
SEC 19-9.01	Gary Camenisch	5	Res	1	$35,210.00
SEC 19-9.02	Clifford Gray	1.6	Vac	0	$1,520.00
SEC 19-10	Leon Vaughn	26.72	Res	1	$22,560.00
SEC 19-10.01	Danny Vaughn	2.06	Res	1	$24,110.00
SEC 19-11	Springfield-Cape Girardeau	12.27	Chur	1	$0.00
SEC 19-12	Oren Fritz	12.88	Res	1	$73,080.00
SEC 19-12.01	Dennis Worm	12.12	Vac	0	$200.00
SEC 19-13	Victor Deceno	40	Res	1	$20,300.00
SEC 19-14	Peter Rauch	49.09	Vac	0	$1,670.00
SEC 19-14.01	Peter Rauch	57.66	Res	1	$32,250.00
SEC 19-15	John Carnes	3.79	Res	1	$49,760.00
SEC 19-17	Enos Paul Herring	1.5	Res	1	$7,620.00
SEC 19-17.01	Ronald Schmidt	61.22	Res	1	$6,240.00
TOTAL		**598.72**		**17**	**$393,250.00**
SEC 20-1	David Marshall	20	Vac	0	$470.00
SEC 20-2	Lawrence Eimer	18	Res	1	$6,490.00
SEC 20-3	Roy Marshall	2	Res	1	$7,850.00
SEC 20-4	Michael Peters	117.9	Res	1	$12,160.00
SEC 20-4.01	Michael Peters	1.5	Vac	0	$1,330.00
SEC 20-5	Mike Cornell	30	Res	1	$17,030.00
SEC 20-6	VA Davidson	43	Res	1	$14,110.00
SEC 20-7	Blake Stanford	4.7	Res	1	$12,470.00
SEC 20-8	James Logan	3.75	Res	1	$2,070.00
SEC 20-9	Paul Roark	2.81	Res	1	$18,410.00
SEC 20-10	Robert Heagerty	33.8	Res	1	$4,330.00
SEC 20-11	Glenn Brown	3.2	Res	1	$17,440.00
SEC 20-12	Steven Patton	27.7	Res	1	$1,080.00
SEC 20-13	Wilkens Investments Co.	7.02	Res	1	$7,310.00
SEC 20-14	Michael Smith	2.07	Res	1	$10,850.00
SEC 20-15	Bernice Smith	4.63	Res	1	$20,420.00
SEC 20-16	Rona Trust c/o Rosemary Nara	4.63	Res	1	$15,520.00
SEC 20-17	Carol Wogoman	4.55	Res	1	$14,860.00
SEC 20-18	James Randall	4.55	Res	1	$18,070.00
SEC 20-19	Joe Shipman	4.55	Res	1	$13,790.00
SEC 20-20	Joe Shipman	4.55	Vac	0	$2,010.00
SEC 20-21	Joe Shipman	4.63	Vac	0	$2,010.00
SEC 20-22	Carlos Holeman	4.63	Res	1	$17,270.00
SEC 20-23	Homer Thurman	4.61	Vac	0	$2,760.00
SEC 20-24	Homer Thurman	4.61	Res	1	$9,230.00
SEC 20-25	James Latshaw	3.37	Res	1	$13,950.00

SEC 20-26	Willis Clem	5.72 Res	1	$14,380.00
SEC 20-27	Raymond Whitlock	18.37 Res	1	$1,310.00
SEC 20-28	Leva Whitlock	2 Res	1	$9,480.00
SEC 20-28.01	David Whitlock	2 Res	1	$16,680.00
SEC 20-29	Lloyd Osterloh	28 Res	1	$13,820.00
SEC 20-30	Joseph Blamey	8 Res	1	$27,760.00
SEC 20-31	Sam Green	20 Res	1	$37,360.00
SEC 20-32	Michael Doss	10.53 Res	1	$24,420.00
SEC 20-33	Kirk Verhoff	10 Res	1	$12,600.00
SEC 20-34	David Roetto	19.4 Res	1	$16,920.00
SEC 20-35	Gary Bass	20 Res	1	$20,150.00
SEC 20-36	Rose Bull	117.34 Vac	0	$2,200.00
SEC 20-36.01	Williams Natural Gas	0 Com	0	$2,210.00
TOTAL		**628.12**	**32**	**$462,580.00**
TOTAL BOTH SECTIONS		**1226.84**	**49**	**$855,830.00**

Personal Property Assessed Value	$299,540.50
TOTAL ASSESSED VALUE OF PROPERTY	**$1,155,370.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax		$4,390.41
Utility Sales		$13,377.00
Trash Service		$4,410.00
Business License		$40.00
Retail Sales Tax	Estimate	$4,375.00
Sales Tax from Auto purchases		$1,038.80
Gas Tax Revenue from increased population		$2,646.00
TOTAL ANNUAL CITY REVENUE INCREASE		**$30,277.21**

Cost of Water & Sewer Extensions:	LIN FEET	26000	$1,300,000.00

ESSENTIAL AREAS TO ANNEX	**219.46**	**4**	**$55,340.00**
Personal Property Assessed Value Estimate			$19,369.00
TOTAL ASSESSED VALUE			**$74,709.00**

ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX

Property Tax	$283.89
Utility Sales	$1,092.00
Trash Service	$360.00
Business License	$40.00
Sales Tax from Auto purchases	$84.80
Gas Tax Revenue from increased population	$216.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$2,076.69**

Cost of Water & Sewer Extensions: Essential Area only:	2800 Lin Ft	$140,000.00

MAP # 19

Lawrence County Map # 96-18-9-29-2

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
BLK 2-22	Gerald Ash	20	Res	1	$27,570.00
TOTAL		**20**		**1**	**$27,570.00**

Personal Property Assessed Value	$9,649.50
TOTAL ASSESSED VALUE OF PROPERTY	**$37,219.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$141.43
Utility Sales	$273.00
Trash Service	$90.00
Sales Tax from Auto purchases	$21.20
Gas Tax Revenue from increased population	$54.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$579.63**

Cost of Water & Sewer Extensions:	LIN FEET	0	$0.00

MAP # 20

Lawrence County Map # 96-18-9-29

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
1	Randy Witt	63.6	Com	0	$2,940.00
TOTAL		**63.6**		**0**	**$2,940.00**

Personal Property Assessed Value	$0.00
TOTAL ASSESSED VALUE OF PROPERTY	**$2,940.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$11.17
Utility Sales	$0.00
Sales Tax from Auto purchases	$0.00
Gas Tax Revenue from increased population	$0.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$11.17**

Cost of Water & Sewer Extensions:	LIN FEET	0	$0.00

MAP # 21

Lawrence County Map # 96-18-9-29-1

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
1	Kelly Curbow	15	Res	1	$47,240.00
2	Donald McCallister	17.7	Res	1	$15,450.00
2.01	City of Monett	0.3	City	0	$0.00
3	Eldon Caldwell	2	Vac	0	$1,520.00
4	Joseph Leikam		Res	1	$10,960.00
5	Maruind Gilliam				$0.00
7	Maruind Gilliam				$0.00
9	Marty Jenkins		Res	1	$15,580.00
10	Russell Moore		Res	1	$8,380.00
11	Laverne Wormington		Res	1	$8,080.00
12	Laverne Wormington		Vac	0	$460.00
13	Brookside Developers		Vac	0	$460.00
14	Joyce Autry		Res	1	$20,520.00
15	Brookside Developers		Vac	0	$460.00
16	Brookside Developers		Vac	0	$460.00
17	Brookside Developers		Vac	0	$460.00
18	Brookside Developers		Vac	0	$460.00
19	Brookside Developers		Vac	0	$460.00
20	Brookside Developers		Vac	0	$460.00
21	Brookside Developers		Vac	0	$460.00
22	Brookside Developers		Vac	0	$950.00
23	Brookside Developers		Vac	0	$950.00
24	Brookside Developers		Vac	0	$950.00
25	Brookside Developers		Vac	0	$950.00
26	Brookside Developers		Res	1	$12,140.00
27	Edith Hammers		Vac	0	$950.00
28	Edith Hammers		Res	1	$11,840.00
29	Marvin Gilliam		Vac	0	$950.00
30	Greg Gilliam		Res	1	$10,130.00
31	Brookside Developers		Res	1	$12,140.00
32	Brookside Developers		Vac	0	$950.00
33	Brookside Developers		Vac	0	$950.00
34	Brookside Developers		Vac	0	$950.00
35	Brookside Developers		Vac	0	$950.00
36	Brookside Developers		Vac	0	$460.00
37	Brookside Developers		Vac	0	$480.00
38	Brookside Developers		Vac	0	$550.00
39	Brookside Developers		Vac	0	$460.00
40	Brookside Developers		Vac	0	$460.00
41	Brookside Developers		Vac	0	$460.00
42	Brookside Developers		Vac	0	$460.00
43	Brookside Developers		Vac	0	$460.00
44	Brookside Developers		Vac	0	$460.00
45	Brookside Developers		Vac	0	$460.00
46	Kenny Pryor		Res	1	$7,520.00
47	Brookside Developers		Vac	0	$950.00
48	Terry Canady		Res	1	$6,540.00
49	Brookside Developers		Vac	0	$950.00
50	Jason Joslin		Res	1	$7,520.00

	51 Edgar Vinson	Res	1	$13,130.00
	52 Ron Tyson	20 Res	1	$27,280.00
	54 Randy Witt	40 Vac	0	$720.00
	55 Billy Joe Medlin	6.03 Res	1	$14,200.00
	56 Michael Brownsberger	8.97 Res	1	$37,780.00
	57 Donald McCalister	10 Vac	0	$470.00
TOTAL		**140**	**18**	**$309,390.00**

Personal Property Assessed Value	$108,286.50
TOTAL ASSESSED VALUE OF PROPERTY	**$417,676.50**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA	
Property Tax	$1,587.17
Utility Sales	$4,914.00
Trash Service	$1,620.00
Sales Tax from Auto purchases	$381.60
Gas Tax Revenue from increased population	$972.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$9,474.77**

Cost of Water & Sewer Extensions:	LIN FEET	5200	$260,000.00
ESSENTIAL AREAS TO ANNEX	**100**	**15**	**$209,700.00**
Personal Property Assessed Value Estimate			$73,395.00
TOTAL ASSESSED VALUE			**$283,095.00**
ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX			
Property Tax			$1,075.76
Utility Sales			$4,095.00
Trash Service			$1,350.00
Sales Tax from Auto purchases			$318.00
Gas Tax Revenue from increased population			$810.00
TOTAL ANNUAL CITY REVENUE INCREASE			**$7,648.76**
Cost of Water & Sewer Extensions: Essential Area only:	2500 Lin Ft		$125,000.00

MAP # 22

Lawrence County Map # 96-18-8.2

PARCEL #	NAME	PARCEL SIZE	USAGE	UTILITY CUSTOMER	ASSESSED VALUE
1	Larry Moss	1.5	Res	1	$5,020.00
2	Cemetery	1	Vac	0	$0.00
3	Larry Moss	8.33	Res	1	$14,790.00
3.01	Herman Green	1.67	Res	1	$1,250.00
4	Luke Blinzler	17.5	Res	1	$6,210.00
5	Ray Eubanks	10	Vac	0	$180.00
6	Ampelio Avila	10	Res	1	$3,590.00
7	Edward Tomblin	1.24	Easement	0	$100.00
9	Dennis Heseman	14.76	Res	1	$6,580.00
9.01	Travis Heseman	5	Res	1	$1,850.00
10	Herman Green	80	Res	1	$7,920.00
11	Richard McCracken	2	Res	1	$3,910.00
12	Denton Cuendet	28	Res	1	$13,090.00
13	Richard Fugitt	10	Res	1	$12,560.00
14.01	Quality Window Manufact.	7.82	Com	1	$51,650.00
14	James Tennison	32.18	Res	1	$13,380.00
15	Randy Bell	4.57	Res	1	$30,740.00
16	Gene Endicott	4.96	Res	1	$5,890.00
17	Joseph Lasinis	4.53	Res	1	$2,010.00
18	Edward Tomblin Et Al	7.28	Res	1	$20,340.00
19	Paul Bateman	4.77	Vac	0	$100.00
20	Paul Bateman	4.76	Vac	0	$100.00
22	Edward Tomblin	4.22	Vac	0	$100.00
23	William Tomblin	4.81	Vac	0	$100.00
24	Mary McKee Et Al	30	Vac	0	$960.00
25	Raymond Isley	20	Res	1	$20,930.00
26	Raymond Isley	19.56	Vac	0	$700.00
27	Louise Heim, Trust	19.8	Vac	0	$260.00
28	Louise Heim, Trust	68.65	Res	1	$21,170.00
28.01	Robert Heim	1	Res	1	$12,750.00
28.02	Richard Heim	16.87	Com.	45	$9,450.00
28.03	James McCaffrey	1	Res	1	$27,700.00
28.04	David Saunders	1.28	Res	1	$20,880.00
29	Gordon Balden	6	Res	1	$9,150.00
30	James Pennell	4.5	Res	1	$4,920.00
30.01	Charles LaGarce	9.5	Res	1	$11,570.00
31	James Tidmore	4	Res	1	$23,280.00
31.01	Glenna Kraft	4.63	Res	1	$16,830.00
31.02	Russell Carlin	1	Res	1	$18,880.00
32	David Beckett	1.2	Res	1	$22,970.00
33	Anthony Barehak	2.1	Res	1	$11,150.00
34	Louise Heim, Trust	19.56	Vac	0	$640.00
35	Rayond Ioley Trust	9.9	Vac	0	$180.00
36	City of Monett	9.67	Res	1	$0.00
37	Randall Mullen	5	Res	1	$10,560.00
37.02	Randall Mullen	20	Res	1	$360.00
38	Michael Gollhofer	15.27	Res	1	$21,310.00
39	Jack Schultz	22.09	Res	1	$17,090.00
40	Walter Hartman	4.25	Res	1	$23,480.00

	41 Richard McNerney	4.25 Res	1	$18,050.00
	42 Mildred Heim	5 Res	1	$19,590.00
	43 Richard Mettlach	3.72 Res	1	$19,550.00
	44 Ralph Parsons	9 Res	1	$14,390.00
	45 Ronald Proffits	1 Res	1	$6,180.00
	46 Joe Barnes	1.45 Res	1	$8,510.00
	47 Thomas Patterson	7.8 Res	1	$11,030.00
	48 Travis White	1.87 Res	1	$5,110.00
TOTAL		**621.82**	**89**	**$611,040.00**

Personal Property Assessed Value	$213,864.00
TOTAL ASSESSED VALUE OF PROPERTY	**$824,904.00**

ESTIMATED ANNUAL CITY REVENUE FROM ANNEXED AREA

Property Tax	$3,134.64
Utility Sales	$24,297.00
Trash Service	$8,010.00
Business License	$20.00
Retail Sales Tax	$1,750.00
Sales Tax from Auto purchases	$1,886.80
Gas Tax Revenue from increased population	$4,806.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$43,904.44**

Cost of Water & Sewer Extensions:	LIN FEET	14400	$720,000.00
ESSENTIAL AREAS TO ANNEX	**40**	**48**	**$49,190.00**
Personal Property Assessed Value Estimate			$17,216.50
TOTAL ASSESSED VALUE			**$66,406.50**

ANNUAL REVENUE FROM ESSENTIAL AREAS TO ANNEX

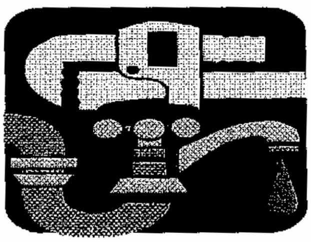
Property Tax	$65.42
Utility Sales	$13,104.00
Trash Service	$4,320.00
Business License	$20.00
Retail Sales Tax	$1,750.00
Sales Tax from Auto purchases	$1,017.60
Gas Tax Revenue from increased population	$2,592.00
TOTAL ANNUAL CITY REVENUE INCREASE	**$22,869.02**

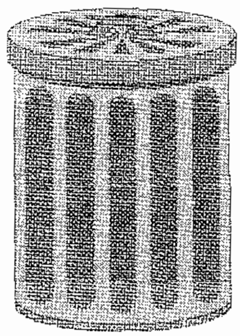
Cost of Water & Sewer Extensions: Essential Area only:	2800 Lin Ft	$140,000.00

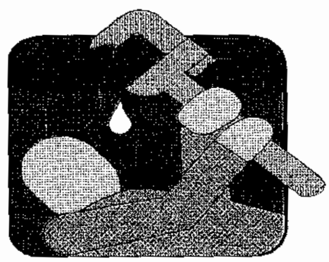
City of Monett

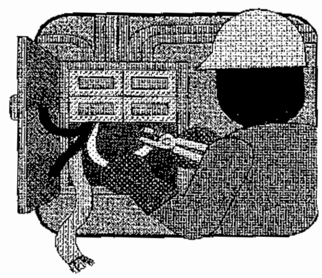
Comprehensive Growth Management Plan

7.0 City Services – Enterprise Operations









CITY OWNED AND OPERATED ENTERPRIZES

WATER-SEWER-ELECTRIC-SANITATION SERVICES

TABLE OF CONTENTS

LIST OF EXHIBITS

7.0 Public Utilities & Franchise Operations

7.1 PURPOSE AND SCOPE OF EVALUATION

The purpose of this evaluation is to give a "business" evaluation to the operation of City owned utilities. Evaluating these enterprise operations from a business or profit perspective is not to say that the operations of the City should be totally focused on profit but as a balance of earning revenue and providing essential services at an affordable rate. The earnings from the enterprises of the City are essential to the overall City budget. These earnings manage to keep the City tax rate low and provide services that may not be otherwise available.

7.2 OUTLINE OF CITY OWNED UTILITIES

Currently, the City owns the water, sewer, and electric distribution systems within the City. The city has a huge investment of public funds in these enterprises. An estimated $27,614,592 has been invested as of March 31, 1996. Debt obligations outstanding as of March 31, 1996 consisted of an estimated $1,155,000 of sewer bonds which funded capital improvements to the water and sewer system. The City maintains a full time city crew to maintain and service the system as well as office staff dedicated to billing and collections of revenue.

7.3 FRANCHISE OPERATIONS

At this time, the City has a franchise agreement for cable television service within the City and for Natural gas. Both franchise agreements call for a 5 percent franchise fee to be paid to the City of gross billings within the City by the operator. The historic franchise fees collected by the City were $139,000 in 1996. No auditing procedure is in place to verify revenues due the City.

7.4 WATER SYSTEM

The City has an estimated 3,238 customers utilizing the Water System for fiscal year 1996-1997. This is up from 3.166 customers in fiscal year 1995-96, a 2.3% annual increase. Most customers are City residents. Some customers live outside the City. The practice of allowing customers from outside the City was eliminated in 1994 unless the property is likely to be annexed. Currently, the City has an estimated 100 customers from outside the City. These customers pay a 20% surcharge over the posted rate which City residents pay. Of the total customers, 84% or 2,729 are residential, 1% or 27 are industrial, 13% or 433 are commercial, 1.5% or 49 are City meters. The industrial customers use 68.9% of the total water consumed. Residential customers use 21.1% and commercial customers use 9%. According to the Missouri Department of Natural Resources the typical breakdown of usage is 43% residential and 57% industrial and commercial for water systems in the State. Industrial and commercial customers use the Monett water system more heavily. Industrial customers billing in Monett make up 62% of the total billing. Residential customers pay 26.6% of the billing and commercial customers pay 9.4% of the total billing. When you compare the usage against the share of the total cost it is clear that residential customers pay a larger cost of the total billing than does industrial or commercial. The City does not charge any minimum use rate or meter charge, so residential customers are paying a higher rate per gallon than industrial or commercial customers are. Industrial and commercial customers receive a volume discount based on usage.

7.4.1 Water System Financial Evaluation

Upon evaluation of the operations for the past five years there has been an average net loss of 4.4% from operations, or $29,573.18 per year. The loss is even greater when accounting for capital improvements. The total loss averages 32.9% or $223,167.36 per year. This annual loss amounts to $34.08 per resident. Revenues have actually decreased by 4.9% for the past five years. Labor cost has increased by 43% while operations cost has increased by only 5.1% and overhead has increased by 27.9%. Capital outlay has averaged $338,999.96 for the five-year period.

Considering this evaluation was for a five-year period it is safe to assume that some sort of trend and average profitability analysis is accurate. Based on the prior five-year operations, the system is not performing at a profit level and is getting worse rather than better. The primary reason for the poor profit performance is the pricing of the services. No increase in rates has occurred for several years. When comparing the rates with other similar size communities it is very apparent that the rates in Monett are far below normal rates in other municipalities.

While this analysis should not be considered an accurate comparison because each system is unique, it does give some indication of the need for a rate adjustment. Information is not available to compare operations history and profit for these systems, however, the rate differential would reflect that these systems are operating more profitably than Monett's. Operational cost appears to be normal. Labor cost may be able to be reduced but only a nominal amount. Changes in operations cost will in no way make up the 32.9% loss the system is experiencing. Immediate consideration should be given to increasing rates to cause the system to function in the black including covering capital cost. One may argue that capital cost should not be included when considering adjusting rates because it is a one time cost, however, in a utility system regular maintenance and upgrades are required in order to keep the system functioning properly.

RATE COMPARISON
5,000 GALLONS PER MONTH USAGE

CITY	*MONTHLY CHARGES*
Carthage	$16.72
Aurora	$14.97
Springfield	$13.91
Buffalo	$13.75
Neosho	$11.48
Nixa	$9.80
Mt. Vernon	$6.25
Monett	$5.20

SOURCE: Monett City Utilities Report of 11/17/96

The average monthly rate of the seven cities compared above is $12.41 per month. Monett is only 41% of the monthly average of these cities. Without question, the cost of water is well below the regional average. The System has not generated enough revenue over the past five years to pay for operations cost much less capital replacement expense. In order to break even the revenue for the System must be increased by 32.9%. The revenue should be increased by more than that amount to provide for reserve funding for future water supply construction. If rates were increase across the board by 33% the monthly bill for 5,000 gallons of usage as illustrated in the chart above would increase to only $6.92 per month. It is not recommended that an across the board increase be imposed. A thorough rate study has been commission by the City to evaluate how rates should be adjusted. Consideration should be given to imposing a larger increase on larger users. A surcharge for larger users could be imposed to generate a reserve fund for future water supply construction. It is critical that rates be increased. Other departments and City revenue should not subsidize water users in the City. This department should be self-sufficient. While the amount of the rate increase may seem high, 32.9%+, the price of the water is currently lower than all surrounding communities as illustrated in the table above. Monett citizens have been getting a bargain for many years. It is time that the rates are adjusted to cause the Water System to pay for itself and users pay closer to market rates. If commercial and industrial rates per gallon were increased to the same as residential customers, that is eliminate volume discounts, the system would generate an additional $182,331 per year. This would be a 26.9% increase in total revenue. *(See Appendix 1-Water Operations History)*

7.4.2 Water Supply

Few residents realize a very critical problem that the City faces; water supply. Monett obtains its water from ground water wells. According to the Missouri Department of Natural Resources the water table in Southwest Missouri is declining. This has been caused by the rapid growth in this region over the past three decades. Considering the growth projections for the next twenty years the problem will reach emergency proportions within this time period. Monett consumes a much greater amount of water for its population than other communities of its size. This is caused primarily by the large industrial usage. Following is a comparison of annual water consumption as reported by the Missouri Department of Natural resources for the year 1996.

COMSUMPTION COMPARISON

	SOURCE	*USERS/POPULATION*	*DAILY CONSUMTION*	*USE PER POPULATION*
MONETT	GROUND	7,500	2.6 MIL GALS	346.7 GALS
NEOSHO	SURFACE	9,200	2.5 MIL GALS	271.7 GALS
JOPLIN	GROUND	50,700	10 MIL GALS	197.2 GALS
AURORA	GROUND	8,600	1.2 MIL GALS	139.5 GALS
LEBANON	GROUND	11,600	1.7 MIL GALS	146.6 GALS
ROLLA	GROUND	15,000	2.5 MIL GALS	166.7 GALS

SOURCE: Missouri Department of Natural Resources & Monett City Utilities.

As the chart above reflects the consumption of water within the City of Monett is substantially more than other communities of like size or industrial makeup. The average daily consumption per person or user in the five communities compared in the chart above is 188.2 gallons per day. Monett is 346.7 gallons per day or 84% higher than comparable communities. The national average consumption per person is 176 gallons per day according to the American Water Works Association. The heavy industrial users within the community cause the consumption level in Monett. This consumption level is causing, or will cause, a depletion of the water supply for the City. Proper planning is needed to develop new water sources for the City. While water supply may be sufficient today the availability in the future is in question and will cause the City to invest substantial capital funds to provide the water supply for the City. The system should be generating surplus funds to be reserved to fund this future need. One area of consideration is to slow down the storm water run off within the area. Storm water is the natural source of replenishing the ground water supply for drinking water. If the storm water is caused to run off too fast and not allowed to saturate into the ground valuable water supply is lost. Consideration should be given to provide for large storm detention basins to allow the water to soak into the ground rather than run off down stream through man made storm water systems. This can be addressed under the storm water control system planning for the City.

7.5 SEWER SYSTEM

The City Sewer System serves only City residents. Sewer rates are based on the water consumption rate of the customer. The system is a gravity flow system with a State approved treatment plant.

7.5.1 Sewer System Financial Evaluation

Industrial customers account for 67.6% of the total billing of the Sewer System. Residential customers account for 21.4%, and commercial customers account for 11%. During the years from 1992 through 1996 the sewer system sustained an average loss per year of $261,610.64 or a 33.8% loss. This loss accounts for all capital replacement expenses. The system still experienced an average loss of $141,422.40 or an 18.3% loss from just operations. Labor cost accounted for 25.7% of total operations expense.

Operations expense accounted for 65.6% of expenses with $306,032.57, or 29.5%, being allocated to depreciation. Overhead accounted for 6.7% of all expenses. Capital improvements and financing cost accounted for 11.6%.

The sewer rates are one of the lowest, if not the lowest in the region. The monthly rate for a customer that uses 5,000 gallons of water per month is $4.90. The average rate per month for seven cities compared below is $9.16 per month. The cities used in the table below are the same cities that were used in the Water System table in 7.4 above.

COMPARISONS OF MONTHLY CHARGES

CITY	*MONTHLY CHARGES*
Springfield	$14.43
Aurora	$11.00
Neosho	$9.15
Nixa	$8.75
Mt. Vernon	$7.75
Carthage	$7.56
Buffalo	$5.50
Monett	$4.90

SOURCE: Monett City Utilities Report of 11/17/96

Monett rates are only 53% of the average of the seven cities used in the comparison. As the financial operations history reflects the System needs a rate increase in order to increase revenue. If rates were increased across the board by 33.8%, the amount needed to bring the system to a break-even basis; the monthly charges would increase to $6.56 per month. Even with this large percentage increase the rates would still be only 71% of the regional average.

As with the Water System, rates should not be increased across the board. The rate study being done by the City Utility Department should be used to develop the proper rate increase per the user type. The Sewer System, like the Water System, is in need of upgrade. The current treatment plant is capable of handling normal growth in residential customers but could not handle the addition of larger industrial users. Another problem the Sewer System has is the age of many of the sewer lines in the older part of town. Many of these lines have developed leakage and breaks cause by age and root systems. The Utility Department is exploring a lining system which would allow these older lines to be "relined" and thus saving substantial money over installing new lines. The cost of this upgrade should be funded with revenue from existing sewer revenues. When considering a rate increase for the Sewer System the cost of this, and other capital upgrades, should be considered and a sinking fund or dedicated surcharge to finance these improvements should be added. Just like the Water System, the Sewer System should fund itself. The users should pay for the cost of its operation.

7.6 ELECTRIC SYSTEM

The Electric System provides service only to City residents. In fiscal year 1996-97 the total meters was 3,826, up by 83 meters over fiscal year 1995-96. Industrial customers account for 36 of these meters, or less than 1% of the total, yet these 36 customers accounted for 56.9% of the total revenue for the Electric Department. Residential customers accounted for 3,104 of the meters, or 81.1%, and commercial customers accounted for 588 meters, or 15.3%. The City buys its power from Empire Electric Company and resells it at a markup.

7.6.1 Electric System Financial Evaluation

The same time periods was evaluated for the Electric System as was the Water and Sewer System. A similar observation was revealed in the Electric System as was the Water and Sewer System. A five year average reveals a net profit average of 24% or $1,949,594.26 per year after capital improvement cost. Labor cost accounts for 6.4% of total expenses, operations accounts for 88.8%; overhead accounts for .6%, and capital improvement accounts for 4.4% of total expenses. As reflected by the profit generated by the Electric System it accounts for a large share of the total City income. The income from the Electric System accounts for 60% of the total revenue of the City. These surpluses are used to fund deficiencies in other departments such as water and sewer. Without the income from the Electric System the City would be forced to raise sales and property taxes by more than 100% to generate the same level of funding.

While the System generates substantial profits annually the past five-year trend reflects a decline in profits based on income. From 1992 through 1996 the gross billings increased by 26.1% while during the same time period expenses grew by 36.3%. The net result is that profits grew by only 3.8%. The profits in 1992 were $2,117,002 from sales of $7,222,442 compared to profits of $2,199,180 in 1996 from sales of $9,109,972. This reflects an increase of only $82,178 in profits for the $1,887,530 increase in sales. The labor cost increased by 79.9% during this five-year period and operations cost increased by 32.9%. Much of the labor cost and some of the operations cost is attributed to the tree trimming program undertaken by the Department during this time period. This investment has proven a great investment since it has saved the Department thousands of dollars in repair cost during winter storms plus preserved the level of service to customers.

Customer rates for electricity in Monett is not as low in comparison with other communities as is the water and sewer rates, yet the rates are very competitive. Following is a comparison of rates with other communities and power companies. The City provides two rate systems, one for all electric, and one for standard rates. The all electric rate is less than the standard rate. The intent is to give customers who heat with electric a price break.

ELECTRIC RATE COMPARISON

CITY OR POWER COMPANY	WINTER RATES	SUMMER RATES
Ozark Electric Co-op	$129.20	$129.20
Barry County Co-op	$120.70	$120.70
Nixa	$111.72	$111.72
Springfield	$105.05	$121.95
Carthage	$98.28	$116.20
Neosho	$96.22	$132.09
Mt. Vernon	$85.00	$85.00
Aurora	$91.64	$125.80
Buffalo	$96.22	$132.09
Monett-Standard Rate	$101.07	$112.40
Monett-All Electric	$90.85	$102.95

SOURCE: Monett City Utilities Report of 11/17/96

The average rate of the nine cities and companies above is $103.78 per month for winter rates and $119.42 for summer rates. Monett rates for winter is 87.5% of the average for all electric and 97.4% for standard rates. Summer rates are 86.2% for all electric and 94.1% for standard rates. This comparison reflects that Monett electric rates are priced within the regional average of other communities and utilities companies. The profits generated by the System also reflect that no rate increase is needed. Some consideration should be given to some rate reduction, especially to industrial customers in exchange for rate increases in water and sewer service.

7.6.2 Deregulation Issues

Everyone should have heard the word "deregulation" being used in news stories and discussions concerning the electric utility industry. Anyone who has paid much attention to the stories and debate will quickly confess that no one is sure of what the possibility of deregulation means to local public owned utilities. Deregulation is a buzzword within the utility industry which has developed over the past few years from actions and legislative change on the East Coast concerning the "deregulation" of utilities. In New Jersey, legislation has been past to allow a "pilot" program, which allows electric utility customers to purchase electric power from any power company they wish that serves that area. This program destroys the "monopoly" which both public and private electric distribution companies had on customers. While this was a pilot program, it is scheduled to go into force statewide in the very near future. Several other states, including Missouri, is considering similar deregulation of the electric utility industry.
The Electric Industry is well organized and lobbying hard to cause a nationwide deregulation of all electric monopolies. Industry experts predict that within ten years all states will have adopted some form of deregulation.

Deregulation simply means the elimination of the protective legislation which grants a monopoly to any electric provider and allows the consumer to choose the power company whom they wish to purchase power from. While this seems simple and fair enough it is shackled with many issues which compound the implementation of deregulation. Under most deregulation proposals, the local utility company would be "forced" or "required" to sell transmission space to any power provider who sells power to any of the utility's customers. This is one of the most debated segments of any deregulation. Power companies are concerned that these rates are not so high as to block the company from being competitive and the local utility is concerned that the rate not be so low as to cause local utility companies to loose money or be forced out of business. No one knows how or when deregulation will occur, but all agree that it will occur. To give the public some kind of idea what will happen, one should compare this to the deregulation of the telephone industry in the 1980's. As you recall the result of deregulation was an endless list of long distance telephone companies constantly soliciting a customers business, offering toasters, to frequent flyer miles by telemarketing at all hours of the day and evening. The customer ended up confused over who was responsible for maintenance and repair or who to call with a problem. To date no one is sure or has documented that the deregulation of the telephone industry was an advantage to the average consumer. *The telephone industry was a $70 billion dollar annual industry. The electric power industry is a $250 billion dollar annual industry.* Based on the electric industry being four times as large as the telephone industry you be the judge as to how competitive this new market will be.

7.6.3 Monett Preparation for Deregulation

With the uncertainty of how and when deregulation will be implemented in Missouri it is difficult for Monett to prepare a decisive plan to respond to this change. Understanding that the final answers are not yet available, it is important that Monett understand where and how it is vulnerable under deregulation as we project it will occur. Less than 1% of the customer base, i.e. industrial customers, of the Monett City Utilities purchases 56.9% of the power within the City. This amounts to over 5.4 million dollars per year between 36 customers. This is an annual average per customer of $150,000 or $12,500 per month. Any businessperson can quickly understand how attractive these 36 high volume customers would be.

No one knows at this time the best or exact actions a public owned utility should take to prepare for deregulation. Opinions vary from privatization, improved marketing, and price cuts. Price cuts are difficult to forecast if they are needed at all. The problem with price cuts alone is that the price of power in Monett may be cheaper than an industry may be able to buy power on the east coast, however, the industry may enter into a nationwide purchase agreement to buy power for all of an industry's facilities from one company. The price of Monett may be cheaper than what the industry can buy through the national marketing contract but the price may be cheaper for all faculties combined through the national contract. Also, when deregulation occurs many marketing companies will be offering "come on" or "teaser" rates to get customers to sign up. The City is not adept, skilled or prepared to deal with some of the marketing efforts which private companies will be under taking. The City will not be offering free "gifts" or magical discounts to attract customers. The City will be geared to maintain customers and not attract new ones. The Missouri Municipal Utilities suggest that the rates for electric customers be set so as to yield the same profit margin for any and all customers, thus if a city loses a customer the city will be able to yield the same revenue from that customer from the transportation or wheeling charges as they would from the profit of selling the power to that customer. Monett is very vulnerable at this time because of the high concentration of industrial users in the City. With 56.9% of the power sold within the City being purchased by less than 1% of the users it is very apparent that private power companies will target these high volume customers. If the City lost part or all of these customers a significant decrease in sales would occur. The rate structure should be designed so as to allow the City to continue the financial operations of the electric system with the same net revenue as before. The transmission charges or wheeling charges charged to the private companies whom may sell these industries should equal the net earnings, which the electric sales yielded the City before. It is anticipated that the transmission or wheeling charges will be regulated and set by the Public Service Commission so these rates or anticipated rates should be planned to be within the state norm or average. A thorough rate study should be done which reflects the profit margin of each user by volume. This study should be able to identify areas, which the City is vulnerable under deregulation.

7.7 SANITATION SERVICES

The City operates the sanitation pick up service for all residential and small commercial trash service within the City. The City has between 3,200 to 3,500 customers whom use this service. Service is currently provided weekly. Until the spring of 1997 the service was provided twice per week. The rate is currently $7.50 per month. At the time the service was provided twice per week the rate was $6.50. The financial history provided in the appendix reflects the old rates and the cost of operating twice per week. The net increase in revenue per year is estimated to be a total of about $40,000. The net savings of reducing the twice per week operations is not known at this time. The City must take the trash to landfills for disposal since the City does not own or operate it's own landfill.

7.7.1 Sanitation Service Financial Evaluation

Upon review of the financial history of the Sanitation Service for the five-year period between 1992 and 1996 an average net operating loss per year of $146,165.06 and with capital outlay the total net loss is $154,655.23. Revenues have increased by 69% during this time period while operations expense has increased by only 13.7%. The single largest increase in expenses was landfill cost, which increased by 161% in the five-year period. Labor cost actually went down by 11.5%. The impact of the $1.00 per month increase in early 1997 is not reflected in the financial analysis. As stated in the paragraph above the increase in revenue is estimated to be $40,000 per year, which would reduce the operating loss to about $100,000. At this time no figures are available which would attest to any savings in operations cost as a result in once per week pick up. Some savings are predicted but mostly in vehicle operations cost. Labor cost is not predicted to decrease significantly. An educated prediction is that the annual savings will be less than $25,000, leaving a net operating loss of at least $75,000. The operating loss for fiscal year ending March 31, 1997 was $118,895 and the loss including capital outlay was $399,394. New trash trucks and trash containers were purchased during that year.

The current rates are too low to provide for sufficient operating income to cover expenses. Rates should be increased to make up this deficiency by the users and not subsidized by the City general fund or other revenue sources of the City. In order to just break even the monthly rate needs to be increased by at least $2.00, making the proposed rate $9.50 per month. As the cost of landfill charges increase, workman's compensation, and capital replacement cost of equipment the rates should increased to absorb these cost. Following is a rate comparison of sanitation pick up fees charged by surrounding cities and private sanitation companies which serve this area. All rates are for weekly pickup for residential customers:

SANITATION PICKUP FEES COMPARISON

CITY OR PRIVATE COMPANY	*MONTHLY RATE*
City of Cassville-City	$9.05
City of Carthage-Contract Hauler	$7.07
American Disposal-Neosho-Aurora-Mt. Vernon	$15.00
Hounddog Sanitation-Aurora	$8.00
BFI-Aurora-Rural Routes	$10.50
City of Monett-City	$7.50

SOURCE: Direct contact with City or Private Company

As the rates reflect the City of Monett is one of the lowest rates in the area. Only Carthage is lower. The average rate is $9.52. Even if the rates are increased to the projected $9.50 the City would be at or just below the area average monthly rate.

7.7.2 Alternatives to City Operated Sanitation Services

The City has other options besides operating their own sanitation service which could and should be considered. Whether the City elects to make a change at this time or in the future this option should always be evaluated when considering sanitation services. Many cities will contract with a private company to provide sanitation pickup service. Under this arrangement the private contractor will bill the city for the service and the City will bill the customer. The City usually marks up the rate per customer to cover administrative cost and some profit which is usually dedicated to hazardous waste management. The City can also bid out the franchise right to be the exclusive provider in the city. Under this arrangement the private company would agree to pay a franchise fee, usually 5%, of the total gross billings within the city. The private company will be responsible for all billings and administrative work. Since the City owns the equipment they could lease, sell, or provide the equipment as part of the contract. The City can also open up the City to the free market and allow all haulers to provide service to customers. Under this arrangement the City will usually collect a fee which is added to the private companies fee, which is dedicated to hazardous waste or recycling programs. Before considering any type of privatization the City should consider increasing the fees to make the system self sufficient and review the total operations profit after one to two years of operation with the reduced once per week schedule.

7.8 CAPITAL EXPANSION PLANNING

While the financial operations of the utility systems need improvements in the area of profitability, future expansion should be considered. A new water well and expansion of the treatment plant will be needed in the near future as the City grows. At the current rate of profit, the water and sewer system can not be expected to generate sufficient revenues to have surplus for capital improvements. In order to plan for needed expansions, an unfunded capital improvements budget should be developed. This unfunded needs list will give the City Council an awareness of future capital needs and make efforts to "save for" the cost. Sufficient detail of these projects cost should be established and updated annually.

7.9 CONCLUSIONS

The enterprise operations of the City need a closer evaluation as to the cost of operations with attempts to cut cost where possible. Rate increases for water, sewer, and sanitation services should be strongly considered due to the fact that rates are substantially below similar communities. A close evaluation of the electric rate structure should be done which will position the City to deal with the upcoming deregulation issues. A long-term capital improvements plan which identifies future projects is essential as part of the rate setting process for all the enterprise operations of the City. Fine tuning these key enterprises profit's will greatly improve the growth capability of the City and its ability to fund needed capital projects. The City should look at the operations of each of the enterprises reviewed as a stand alone "business". Each operation should be able to support it's operations and expansion cost. These enterprises or "businesses" which the City owns and operates should not be subsidized by general revenue or one enterprise subsidizing another. The users that receive the service should be able to pay for the service. The City should not set rates to make a profit but rather to make the enterprises self supporting and provide affordable services to City residents. Profits, or surplus earnings, should be reinvested in the systems or in economic development efforts which will expand the City's tax base. Following is a punch list of items for consideration for each of the enterprises:

1. Future water supply should be evaluated and plans for accommodating the future water needs of the City.

2. Increase the water rates to cause the system to be self-supporting. A detail rate study should be used.

3. Increase the sewer rates to cause the system to be self-supporting. A detail rate study should be used.

4. Review the rate structure of the electric system to determine the profit margin per user size in order to be better prepared for deregulation. A detailed rate study should be used.

5. Increase the rates for sanitation services to cause the system to be self-sufficient. It is recommended that no rate change be made until at least one year of operations is documented to reflect the income and savings from cutting service to once per week.

6. Prepare a ten-year capital improvements plan for expansions and upgrades of the current system. The improvements should be pinned to certain growth rates or changes which are predicted. A sinking fund should be established for these cost and funds from operations set aside each year so as to have the funds available when the improvements are scheduled and needed. The capital improvement list should be reviewed each year with the budget process of the City.

EXHIBIT 7-1

WATER OPERATIONS

FINANCIAL HISTORY

	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
REVENUE							
Charges for Services	$680,617.00	$651,116.00	$600,590.00	$627,901.00	$701,028.40	$652,250.48	96.21%
Tap-In Charges	$5,235.00	$2,425.00	$4,900.00	$4,700.00	$3,975.00	$4,247.00	0.63%
Sale of Supplies	$4,962.00	$15,710.00	$16,733.00	$4,947.00	$2,824.07	$9,035.21	1.33%
Penalties	$5,331.00	$4,564.00	$5,008.00	$4,915.00	$4,911.10	$4,945.82	0.73%
Miscellaneous	$16,443.00	$13,493.00	$1,661.00	$1,351.00	$2,607.13	$7,111.03	1.05%
Rent	$0.00	$0.00	$0.00	$1,635.00	$0.00	$327.00	0.05%
SALES	**$712,588.00**	**$687,308.00**	**$628,892.00**	**$645,449.00**	**$715,345.70**	**$677,916.54**	100.00%
OPERATING EXPENSES							
LABOR COST							
Salaries	$162,570.00	$194,116.00	$218,098.00	$224,613.00	$223,102.94	$204,499.99	28.91%
Health Insurance	$12,258.00	$16,201.00	$22,153.00	$14,389.00	$21,488.77	$17,297.95	2.44%
Retirement	$20,304.00	$21,048.00	$23,197.00	$23,803.00	$29,268.20	$23,524.04	3.33%
Workman's Compensation	$7,654.00	$7,305.00	$9,928.00	$4,830.00	$12,150.88	$8,373.58	1.18%
Wellness Program	$0.00	$0.00	$0.00	$28.00	$235.60	$52.72	0.01%
Uniform Service	$0.00	$0.00	$0.00	$1,191.00	$1,738.03	$585.81	0.08%
Education	$0.00	$0.00	$0.00	$29.00	$2,876.36	$581.07	0.08%
Payroll Taxes	$12,452.00	$14,870.00	$16,707.00	$17,206.00	$17,097.69	$15,666.54	2.21%
LABOR COST	**$215,238.00**	**$253,540.00**	**$290,083.00**	**$286,089.00**	**$307,958.47**	**$270,581.69**	38.25%
OPERATIONS COST							
Utilities	$138,641.00	$136,939.00	$120,396.00	$116,368.00	$124,554.38	$127,379.68	18.00%
Vehicle Maintenance	$3,408.00	$1,861.00	$3,914.00	$3,314.00	$0.00	$2,499.40	0.35%
Equipment Maintenance	$20,284.00	$50,517.00	$8,947.00	$7,848.00	$23,654.05	$22,250.01	3.14%
Gas & Oil-Vehicles	$5,037.00	$6,494.00	$7,044.00	$6,947.00	$8,833.03	$6,871.01	0.97%
Gas & Oil-Equipment	$791.00	$1,127.00	$1,484.00	$1,416.00	$0.00	$963.60	0.14%
Supplies	$110,472.00	$83,664.00	$113,513.00	$85,157.00	$62,353.25	$91,031.85	12.87%
Insurance	$13,428.00	$13,280.00	$19,022.00	$14,903.00	$15,776.00	$15,281.80	2.16%
Depreciation	$95,807.00	$123,925.00	$150,949.00	$172,615.00	$163,761.53	$141,411.51	19.99%
OPERATIONS COST	**$387,868.00**	**$417,807.00**	**$425,269.00**	**$408,568.00**	**$398,932.24**	**$407,688.85**	57.62%

OVERHEAD COST							
Building Repair	$55.00	$28,552.00	$2,436.00	$64.00	$0.00	$6,221.40	0.88%
Postage & Freight	$2,466.00	$2,611.00	$2,246.00	$2,245.00	$0.00	$1,913.60	0.27%
Telephone	$653.00	$663.00	$838.00	$1,243.00	$2,115.20	$1,102.44	0.16%
Office Supplies	$1,621.00	$1,612.00	$3,171.00	$3,506.00	$3,700.17	$2,722.03	0.38%
Professional Fees	$1,634.00	$624.00	$900.00	$15,860.00	$8,754.87	$5,554.57	0.79%
Travel	$340.00	$346.00	$272.00	$165.00	$490.14	$322.63	0.05%
Miscellaneous	$16,081.00	$12,281.00	$15,995.00	$9,263.00	$3,292.49	$11,382.50	1.61%
OVERHEAD COST	**$22,850.00**	**$46,689.00**	**$25,858.00**	**$32,346.00**	**$18,352.87**	**$29,219.17**	4.13%
TOTAL OPERATING EXPENSE	**$625,956.00**	**$718,036.00**	**$741,210.00**	**$727,003.00**	**$725,243.58**	**$707,489.72**	100.00%
NET OPERATIONS CASH FLOW	**$86,632.00**	**($30,728.00)**	**($112,318.00)**	**($81,554.00)**	**($9,897.88)**	**($29,573.18)**	
OTHER INCOME ANC CASH FLOWS							
Interest Income	$4,125.00	$2,644.00	$1,762.00	$1,313.00	$1,637.38	$2,296.28	
Depreciation Add Back	$95,807.00	$123,925.00	$150,949.00	$172,615.00	$163,761.53	$141,411.51	
Sale of Assets	$0.00	$0.00	$0.00	$8,490.00	$0.00	$1,698.00	
DEPRECIATION/OTHER INC	**$99,932.00**	**$126,569.00**	**$152,711.00**	**$182,418.00**	**$165,398.91**	**$145,405.78**	
CAPITAL OUTLAY	$180,722.00	$545,895.00	$609,208.00	$307,080.00	$52,094.82	$338,999.96	
DEFICIENCY/SURPLUS	**$5,842.00**	**($450,054.00)**	**($568,815.00)**	**($206,216.00)**	**$103,406.21**	**($223,167.36)**	
COST PER RESIDENT	$0.89	($68.72)	($86.86)	($31.49)	$15.79	($34.08)	

EXHIBIT 7-2

SEWER DEPARTMENT

FINANCIAL HISTORY

	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
OPERATING INCOME							
Charges for Services	$818,044.00	$759,226.00	$676,669.00	$693,641.00	$784,821.39	$746,480.28	96.53%
Tap-in Charges	$510.00	$390.00	$990.00	$1,380.00	$1,020.00	$858.00	0.11%
Sale of Supplies	$0.00	$0.00	$294.00	$206.00	$154.07	$130.81	0.02%
Rent	$0.00	$0.00	$626.00	$0.00	$0.00	$125.20	0.02%
Penalties	$1,725.00	$1,870.00	$1,666.00	$1,958.00	$1,920.02	$1,827.80	0.24%
Sales & Use Tax	$0.00	$0.00	$0.00	$8.00	$0.00	$1.60	0.00%
Miscellaneous Charges	$6,262.00	$8,512.00	$6,513.00	$95,717.00	$2,474.21	$23,895.64	3.09%
SALES	**$826,541.00**	**$769,998.00**	**$686,758.00**	**$792,910.00**	**$790,389.69**	**$773,319.34**	**100.00%**
OPERATING EXPENSES							
LABOR COST							
Salaries	$185,610.00	$180,454.00	$196,766.00	$225,262.00	$248,648.35	$207,348.07	22.67%
Health Insurance	$12,311.00	$16,753.00	$12,992.00	$18,363.00	$12,031.23	$14,490.05	1.58%
Retirement	$20,942.00	$23,179.00	$23,852.00	$29,133.00	$29,499.67	$25,321.13	2.77%
Workman's Compensation	$4,998.00	$8,179.00	$10,780.00	($24,692.00)	$12,057.27	$2,264.45	0.25%
Uniform Service	$0.00	$0.00	$0.00	$953.00	$1,263.29	$443.26	0.05%
Education	$0.00	$0.00	$0.00	$0.00	$1,018.55	$203.71	0.02%
Wellness Program	$0.00	$0.00	$0.00	$0.00	$201.40	$40.28	0.00%
Payroll Taxes	$14,222.00	$14,745.00	$15,075.00	$17,256.00	$19,884.91	$16,236.58	1.77%
LABOR COST	**$238,083.00**	**$243,310.00**	**$259,465.00**	**$266,275.00**	**$324,604.67**	**$266,347.53**	**29.12%**
OPERATIONS COST							
Utilities-Gas	$15,191.00	$12,883.00	$16,793.00	$13,600.00	$0.00	$11,693.40	1.28%
Utilities-Electric	$57,423.00	$59,353.00	$92,236.00	$93,168.00	$98,873.94	$80,210.79	8.77%
Repairs & Maintenance-Vehicles	$3,186.00	$1,445.00	$306.00	$1,687.00	$0.00	$1,324.80	0.14%
Repairs & Maintenance-Equipment	$55,528.00	$115,257.00	$55,995.00	$38,072.00	$47,606.64	$62,491.73	6.83%
Postage & Freight	$2,320.00	$2,770.00	$2,248.00	$2,174.00	$0.00	$1,902.40	0.21%
Gas & Oil Trucks	$6,361.00	$7,788.00	$2,221.00	$2,205.00	$0.00	$3,715.00	0.41%
Gas & Oil Equipment	$4,507.00	$5,892.00	$6,700.00	$6,517.00	$9,755.12	$6,674.22	0.73%
Supplies	$38,268.00	$33,731.00	$40,433.00	$42,281.00	$62,055.91	$43,353.78	4.74%
Insurance	$37,568.00	$33,435.00	$33,785.00	$23,687.00	$27,918.00	$31,278.60	3.42%

Tree Trimming	$0.00	$0.00	$0.00	$200.00	$0.00	$40.00	0.00%
Depreciation	$244,067.00	$248,990.00	$272,601.00	$381,882.00	$382,622.85	$306,032.57	33.46%
Penalties	$150,000.00	$0.00	$0.00	$0.00	$0.00	$30,000.00	3.28%
OPERATIONS COST	**$614,419.00**	**$521,544.00**	**$523,318.00**	**$605,473.00**	**$628,832.46**	**$578,717.29**	63.27%
OVERHEAD COST							
Building Repair	$43.00	$600.00	$771.00	$2,036.00	$0.00	$690.00	0.08%
Telephone	$1,473.00	$1,448.00	$1,600.00	$1,686.00	$1,571.59	$1,555.72	0.17%
Office Supplies	$1,249.00	$708.00	$792.00	$1,473.00	$3,707.44	$1,585.89	0.17%
Professional Fees	$19,038.00	$36,023.00	$26,401.00	$31,197.00	$37,484.59	$30,028.72	3.28%
Travel	$543.00	$336.00	$675.00	$727.00	$767.41	$609.68	0.07%
Expenditures-Other	$0.00	$0.00	$81,123.00	$77,028.00	$0.00	$31,630.20	3.46%
Miscellaneous	$2,264.00	$1,794.00	$8,228.00	$3,821.00	$1,776.54	$3,576.71	0.39%
OVERHEAD COST	**$24,610.00**	**$40,909.00**	**$119,590.00**	**$117,968.00**	**$45,307.57**	**$69,676.91**	7.62%
TOTAL OPERATING EXPENSE	**$877,112.00**	**$805,763.00**	**$902,373.00**	**$989,716.00**	**$998,744.70**	**$914,741.74**	100.00%
NET OPERATING CASH FLOW	**($50,571.00)**	**($35,765.00)**	**($215,615.00)**	**($196,806.00)**	**($208,355.01)**	**($141,422.40)**	
CAPITAL COST							
FINANCING COST							
Bond Fees	$0.00	$19,139.00	$84,717.00	$161,308.00	$0.00	$53,032.80	
Interest Expense	$0.00	$123,674.00	$27,001.00	$37,001.00	$79,723.92	$53,479.98	
FINANCING COST	**$0.00**	**$142,813.00**	**$111,718.00**	**$198,309.00**	**$79,723.92**	**$106,512.78**	
Principal Payments	$55,000.00	$0.00	$60,000.00	$95,000.00	$35,000.00	$49,000.00	
Capital Outlay	$1,158,984.00	$2,820,450.00	$1,281,802.00	$0.00	$42,092.37	$1,060,665.67	
TOTAL CAPITAL COST	**$1,213,984.00**	**$2,963,263.00**	**$1,453,520.00**	**$293,309.00**	**$156,816.29**	**$1,216,178.46**	
OTHER SOURCES OF CAPITAL							
Restricted Investment Interest	$123,907.00	$0.00	$89,144.00	$88,300.00	$26,264.27	$65,523.05	
Sale of Assets	$0.00	$0.00	$0.00	$1,000.00	$0.00	$200.00	
Loans/Bonds	$0.00	$1,165,000.00	$503,845.00	$0.00	$0.00	$333,769.00	
Depreciation Add Back	$244,067.00	$248,990.00	$272,601.00	$381,882.00	$382,622.85	$306,032.57	
Grants	$0.00	$1,907,490.00	$44,838.00	$0.00	$0.00	$390,465.60	
TOTAL OTHER SOURCES OF CAPITAL	**$367,974.00**	**$3,321,480.00**	**$910,428.00**	**$471,182.00**	**$408,887.12**	**$1,095,990.22**	
DEFICIENCY / SURPLUS	**($896,581.00)**	**$322,452.00**	**($758,707.00)**	**($18,933.00)**	**$43,715.82**	**($261,610.64)**	
COST PER RESIDENT	($136.90)	$49.24	($115.85)	($2.89)	$6.68	($39.95)	

EXHIBIT 7-3

ELECTRIC DEPARTMENT

FINANCIAL HISTORY

OPERATIONS REVENUE	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Charges of Services	$7,161,788.00	$7,435,190.00	$8,106,631.00	$8,499,068.00	$9,065,902.73	$8,053,715.95	99.44%
Less Bad Debt	$0.00	($26,375.00)	$0.00	$0.00	$0.00	($5,275.00)	-0.07%
Rental Income	$4,326.00	$6,578.00	$5,780.00	$5,197.00	$0.00	$4,376.20	0.05%
Sale of Supplies	$31.00	$3,897.00	$1,967.00	$2,609.00	$4,922.42	$2,685.28	0.03%
Penalties	$31,277.00	$24,552.00	$22,887.00	$24,693.00	$30,493.27	$26,780.45	0.33%
Miscellaneous	$25,020.00	$4,387.00	$1,801.00	$44,140.00	$8,654.28	$16,800.46	0.21%
SALES	**$7,222,442.00**	**$7,448,229.00**	**$8,139,066.00**	**$8,575,707.00**	**$9,109,972.70**	**$8,099,083.34**	**100.00%**
OPERATIONS EXPENSE							
LABOR COST							
Salaries	$209,132.00	$242,598.00	$302,747.00	$399,600.00	$373,974.91	$305,610.38	5.03%
Health Insurance	$17,967.00	$26,503.00	$64,531.00	$2,767.00	$25,226.12	$27,398.82	0.45%
Retirement	$26,439.00	$29,616.00	$35,408.00	$47,861.00	$47,518.18	$37,368.44	0.62%
Workman's Compensation	$5,782.00	$5,117.00	$14,446.00	$2,816.00	$13,773.50	$8,386.90	0.14%
Wellness Program	$0.00	$0.00	$0.00	$35.00	$218.70	$50.74	0.00%
Education	$0.00	$0.00	$0.00	$0.00	$3,255.85	$651.17	0.01%
Uniform Service	$0.00	$0.00	$0.00	$2,159.00	$2,778.42	$987.48	0.02%
Payroll Taxes	$16,038.00	$19,334.00	$26,376.00	$30,593.00	$28,639.41	$24,196.08	0.40%
LABOR COST	**$275,358.00**	**$323,168.00**	**$443,508.00**	**$485,831.00**	**$495,385.09**	**$404,650.02**	**6.66%**
OPERATIONS COST							
Cost of Electric	$4,396,063.00	$4,676,519.00	$5,397,568.00	$5,490,315.00	$5,879,231.46	$5,167,939.29	85.10%
Vehicle Maintenance	$8,809.00	$10,519.00	$8,369.00	$13,376.00	$0.00	$8,214.60	0.14%
Equipment Maintenance	$11,538.00	$16,802.00	$39,122.00	$19,297.00	$81,361.09	$33,624.02	0.55%
Postage & Freight	$2,084.00	$2,249.00	$3,292.00	$2,187.00	$0.00	$1,962.40	0.03%
Gas & Oil-Vehicles	$7,505.00	$7,956.00	$11,722.00	$9,339.00	$7,492.53	$8,802.91	0.14%
Gas & Oil Equipment	$482.00	$239.00	$621.00	$1,021.00	$0.00	$472.60	0.01%
Supplies	$215,696.00	$133,625.00	$218,371.00	$162,910.00	$162,366.04	$178,593.61	2.94%
Insurance	$25,059.00	$25,718.00	$40,170.00	$37,480.00	$41,188.00	$33,923.00	0.56%
Depreciation	$139,796.00	$155,848.00	$200,457.00	$226,413.00	$220,508.66	$188,604.53	3.11%
Tree Trimming	$0.00	$0.00	$0.00	$16,893.00	$0.00	$3,378.60	0.06%
PCB Expense	$1,286.00	$2,646.00	$21,605.00	$0.00	$0.00	$5,107.40	0.08%
OPERATIONS COST	**$4,808,318.00**	**$5,032,121.00**	**$5,941,297.00**	**$5,979,231.00**	**$6,392,147.78**	**$5,630,622.96**	**92.72%**

OVERHEAD COST							
Building Repair	$3,632.00	$6,269.00	$3,036.00	$3,318.00	$0.00	$3,251.00	0.05%
Utilities	$717.00	$621.00	$984.00	$827.00	$50.19	$639.84	0.01%
Telephone	$1,714.00	$1,638.00	$3,501.00	$3,672.00	$5,350.91	$3,175.18	0.05%
Office Supplies	$2,236.00	$2,590.00	$2,890.00	$3,669.00	$4,168.12	$3,110.62	0.05%
Travel	$417.00	$3,569.00	$1,743.00	$2,861.00	$1,441.13	$2,006.23	0.03%
Professional Fees	$668.00	$2,416.00	$7,111.00	$6,979.00	$7,471.17	$4,929.03	0.08%
Bond Fees	$0.00	$0.00	$0.00	$741.00	$0.00	$148.20	0.00%
Miscellaneous	$12,380.00	$36,536.00	$17,236.00	$28,939.00	$4,777.44	$19,973.69	0.33%
OVERHEAD COST	**$21,764.00**	**$53,639.00**	**$36,501.00**	**$51,006.00**	**$23,258.96**	**$37,233.79**	**0.61%**
TOTAL OPERATING EXPENSE	**$5,105,440.00**	**$5,408,928.00**	**$6,421,306.00**	**$6,516,068.00**	**$6,910,791.83**	**$6,072,506.77**	**100.00%**
NET INCOME FROM OPERATIONS	**$2,117,002.00**	**$2,039,301.00**	**$1,717,760.00**	**$2,059,639.00**	**$2,199,180.87**	**$2,026,576.57**	**91.41%**
OTHER INCOME AND CASH SOURCES							
Interest Income	$7,360.00	$0.00	$0.00	$0.00	$0.00	$1,472.00	0.07%
Depreciation Add Back	$139,796.00	$155,848.00	$200,457.00	$226,413.00	$220,508.66	$188,604.53	8.51%
Sale of Assets	$0.00	$0.00	$0.00	$2,123.00	$0.00	$424.60	0.02%
DEPRECIATION/OTHER INCOME	**$147,156.00**	**$155,848.00**	**$200,457.00**	**$228,536.00**	**$220,508.66**	**$190,501.13**	**8.59%**
NET CASH FLOW BEFORE CAPITAL	**$2,264,158.00**	**$2,195,149.00**	**$1,918,217.00**	**$2,288,175.00**	**$2,419,689.53**	**$2,217,077.71**	**100.00%**
CAPITAL OUTLAY	$94,138.00	$112,666.00	$396,936.00	$555,558.00	$178,169.21	$267,493.44	12.07%
SURPLUS	**$2,170,020.00**	**$2,082,483.00**	**$1,521,281.00**	**$1,732,617.00**	**$2,241,520.32**	**$1,949,584.26**	**87.93%**
INCOME PER RESIDENT	$331.35	$317.98	$232.29	$264.56	$342.27	$297.69	

EXHIBIT 7-4

SANITATION DEPARTMENT

FINANCIAL HISTORY

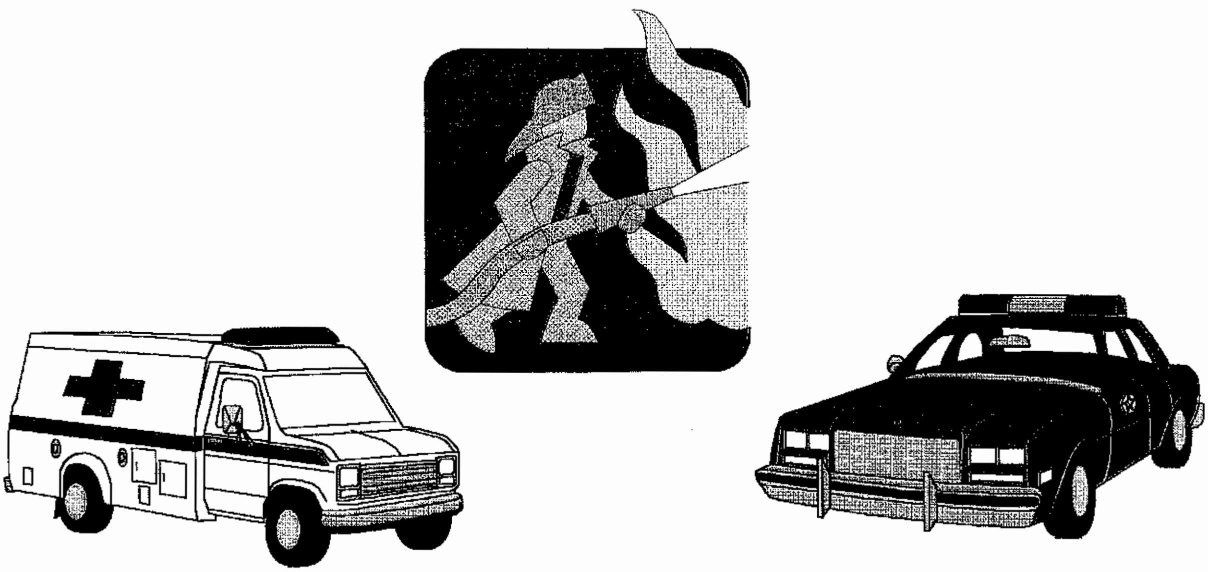
REVENUE	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Charges for Services	$135,718.00	$139,904.00	$141,548.00	$203,267.00	$233,678.96	$170,823.19	98.68%
Penalties	$0.00	$0.00	$1,059.00	$1,562.00	$1,678.10	$859.82	0.50%
Other Receipts	$4,644.00	$2,224.00	$92.00	$124.00	$0.00	$1,416.80	0.82%
SALES	**$140,362.00**	**$142,128.00**	**$142,699.00**	**$204,953.00**	**$237,353.06**	**$173,099.81**	**100.00%**
OPERATIONS EXPENSE							
LABOR COST							
Salaries	$149,804.00	$135,792.00	$146,504.00	$144,073.00	$141,289.61	$143,492.52	44.94%
Health Insurance	$39,699.00	$25,422.00	$13,667.00	$5,147.00	$10,275.20	$18,842.04	5.90%
Retirement	$14,619.00	$15,986.00	$16,087.00	$16,475.00	$21,006.93	$16,834.79	5.27%
Payroll Taxes	$11,475.00	$10,422.00	$11,230.00	$10,925.00	$10,005.90	$10,811.58	3.39%
Wellness Program	$0.00	$0.00	$180.00	$115.00	$1,409.54	$340.91	0.11%
Uniform Expense	$0.00	$0.00	$0.00	$831.00	$1,271.73	$420.55	0.13%
Education-Training	$0.00	$0.00	$0.00	$100.00	$211.00	$62.20	0.02%
Workman's Compensation	$24,783.00	$23,687.00	$21,446.00	$15,748.00	$27,353.43	$22,603.49	7.08%
LABOR COST	**$240,380.00**	**$211,309.00**	**$209,114.00**	**$193,414.00**	**$212,823.34**	**$213,408.07**	66.84%
OPERATIONS COST							
Insurance	$4,097.00	$4,638.00	$5,668.00	$5,091.00	$5,041.00	$4,907.00	1.54%
Repair & Maintenance-Vehicles	$12,435.00	$6,561.00	$10,493.00	$5,348.00	$16,905.92	$10,348.58	3.24%
Repair & Maintenance-Equipment	$725.00	$5,626.00	$2,861.00	$2,069.00	$0.00	$2,256.20	0.71%
Gas & Oil	$5,276.00	$5,149.00	$6,633.00	$7,842.00	$6,335.76	$6,247.15	1.96%
Radio	$284.00	$287.00	$216.00	$3,039.00	$1,670.69	$1,099.34	0.34%
Recycling Expense	$0.00	$4,503.00	$8,029.00	$12,188.00	$11,514.84	$7,246.97	2.27%
Operating Supplies	$891.00	$2,053.00	$1,050.00	$1,286.00	$1,078.76	$1,271.75	0.40%
Consulting Service	$0.00	$0.00	$308.00	$4,854.00	$314.58	$1,095.32	0.34%
Street Sweeper Expense	$6,937.00	$20,725.00	$7,123.00	$4,888.00	$3,777.92	$8,690.18	2.72%
Landfill Cost	$33,968.00	$37,239.00	$51,666.00	$87,783.00	$88,786.40	$59,888.48	18.76%
OPERATING COST	**$64,613.00**	**$86,781.00**	**$94,047.00**	**$134,388.00**	**$135,425.87**	**$103,050.97**	32.28%
OVERHEAD COST							
Utilities	$464.00	$57.00	$491.00	$49.00	$6.72	$213.54	0.07%
Travel	$0.00	$0.00	$0.00	$20.00	$0.00	$4.00	0.00%

Miscellaneous	$963.00	$591.00	$383.00	$370.00	$696.71	$600.74	0.19%
Office Supplies	$753.00	$249.00	$169.00	$593.00	$2,141.70	$781.14	0.24%
Postage	$1,411.00	$1,688.00	$1,441.00	$1,492.00	$0.00	$1,206.40	0.38%
OVERHEAD COST	**$3,591.00**	**$2,585.00**	**$2,484.00**	**$2,524.00**	**$2,845.13**	**$2,805.83**	**0.88%**
TOTAL OPERATIONS EXPENSE	**$308,584.00**	**$300,675.00**	**$305,645.00**	**$330,326.00**	**$351,094.34**	**$319,264.87**	**100.00%**
NET OPERATIONS CASH FLOW	**($168,222.00)**	**($158,547.00)**	**($162,946.00)**	**($125,373.00)**	**($113,741.28)**	**($146,165.06)**	
INTERGOV REVENUE	$0.00	$0.00	$1,496.00	$204.00	$242.33	$388.47	
CAPITAL OUTLAY	$591.00	$1,898.00	$0.00	$17,189.00	$24,715.20	$8,878.64	
DEFICIENCY	**($168,813.00)**	**($160,445.00)**	**($161,450.00)**	**($142,358.00)**	**($138,214.15)**	**($154,655.23)**	
COST PER RESIDENT	($25.78)	($24.50)	($24.65)	($21.74)	($21.10)	($23.62)	

City of Monett

Comprehensive Growth Management Plan

8.0 Public Safety



911

CREATING THE FUTURE

POLICE, FIRE, AND OTHER EMERGENCY SERVICES
&
MUNICIPAL COURT

TABLE OF CONTENTS

EXHIBITS

8.0 PUBLIC SAFETY

8.1 PURPOSE AND SCOPE OF THE ANALYSIS

This analysis will focus on the cost and the delivery of services and some possible solutions to known problems. No public service is more essential and expected than proper police and fire protection as well as medical emergency response. Although rural communities, such as Monett, does not have a rapidly growing or violent crime. It does have a growing problem of managing the growth of crime so as to keep the quiet and safe atmosphere that rural areas are known for.

8.2 CURRENT STRUCTURE

The City of Monett has a full service police force and fire department operated by the City. Ambulance service is provided by the Barry-Lawrence County Ambulance District. The Monett Fire Department provides a first responder service for medical emergencies whereby the Fire Department will respond to life threatening emergencies when requested by the Ambulance District or the Monett Police Department. The City operates an enhanced 911 system. The communications system allows for the 911 operators to identify the caller by phone number and physical address in the event they are unable to speak. The system is also equipped with TDD (Telecommunication Device for the Deaf) so that hearing-impaired callers may also use the system. The Monett Police Department receives all calls. Request for fire, ambulance or the county sheriff's office is transferred to the appropriate agency by the touch of one button or dispatched by radio if needed.

8.3 POLICE DEPARTMENT

The Monett PD has one of the best reputations in Southwest Missouri for the quality of officers and expanded service to the community. The department, including communications, totals about 30 people. Patrolmen total an estimated 14 officers. This gives the city one officer per 466 people. The national average is about one officer per 1,000 people, however, that statistic is based on high-density Metro areas. A rural community like Monett will require more officers per person because the population is more spread out and less dense. The Department also has a Reserve Unit of an estimated 10 officers. All Reserve Officers are required to have attended the Basic Law Enforcement Academy and is state certified as a police officer. Theses officers are paid an hourly wage and work an average of twelve hours per month. Full time officers have a good variety of specialized training in various fields of law enforcement.

The Crime Prevention Division of the Department has a very aggressive community awareness and training program. The Department has fourteen different community programs which allow the public to either interact with the Department community training and awareness, to specific assistance programs designed to cut down on specific crimes.

The Police Department is a multi-functional part of the City's Public Safety program. It is the key hub of all communications for crimes, medical emergency, and property damage. Additionally, the Department responds to a wide variety of public requests for service. In 1995 the Department had 14,913 request for service, or a monthly average of 1,243, or 41.4 per day. This figure is up from 10,630 request in 1993. This is a 40.3% increase in demand for service. Not all request for service is for an emergency or crime. Request for service range from funeral escorts, motorist assist, automatic alarms, to garage sale permits. As evident from these statistics and diversity of service request the Monett PD is a vital part of the public's link to the City government.

Crime within the City is low. This is attributed to the quality police protection and the geographic location of the City in a conservative rural area. The Criminal Investigation Division of the Department had 1,131 cases reported in 1995. Of that total, 620, or 54% were cleared or closed. Total cases are down from the 1993 level of 1.307, which is a 13.5% decline. Considering other law enforcement statistics in the region this is an acceptable ratio since most of the cases not closed were property damage reports with little or no evidence. Following is a chart of the crimes, and arrest, and reports responded to by the Monett PD.

1995 LIST OF CRIMES REPORTED

OFFENSES	*NUMBER REPORTED*	*NUMBER CLEARED*
Assaults	74	52
Telephone Harassment	35	15
Sex Abuse-All Types	13	8
Drug Possession	63	63
False Statements-Treats	6	3
Domestic Abuse	118	118
Runaways-Suicide-Fire	67	67
D.W.I	95	95
Miscellaneous	25	26

SOURCE: Monett Police Department Annual Report 1993 & 1995

8.3.1 Police Department Financial History

The Monett PD has an annual operating budget for police operations of over $800,000 per year. A five-year historic analysis has been prepared and supplied as Exhibit 8-1. The five-year history reflects that the total budget has increased by 35.3% over the five-year period, which is an annual growth of 7%. Labor increase has been the major contributor to the increase in operating cost. Capital outlay for police cars and equipment has averaged $53,965 annually over the five-year period. Considering the usage of police vehicles this is a scheduled replacement of a vehicle about every 5 years. The only dedicated revenue that the Department receives is forfeiture revenue from the seized property. The department is funded almost totally from general revenue. The Police Department should be funded from general revenues and not depend on revenue generated by the department's activity. The Department should be unbiased in the exercise of its duty and not be motivated by revenue generation.

8.3.2 Police Department Needs

During the review of the Police Department for the purpose of planning for future needs and growth a review of the physical facility was conducted. The current Police Station is located across the street from City hall on 5th Street. The facility was a converted commercial structure, which was purchased and remodeled in about 1990. The total historic cost of the building and renovations is estimated to have been between $90,000 and $125,000 in 1990. During a compliance and needs study of the building several deficiencies were noted:

1. HANDICAP OR ADA COMPLIANCE: The front entrance is not in compliance with ADA standards accessibility. There are no ramps or railings and the front door is not handicapped accessible. The customer service window is also not accessible. The general work area within the building is not handicapped accessible. This condition would pose a problem if handicapped people applied for a clerk or dispatch position and was denied the position because the City could not accommodate the person.

2. SECURITY: Several security problems were noted. The front of the building has large panes of glass directly behind the glass is the dispatch and communications department. This condition makes the building extremely venerable to violent acts. The interior walls next to the lobby are sheet rock and insecure in stopping violent invaders. The customer service window is plain glass which makes the area very insecure. Tempered or bulletproof glass should be in this area. Due to the conditions listed above the dispatch area is insecure. Federal and state standards call for this area to be secure. The cellblocks do not have a food tray slot. This condition requires the opening of the cell door to feed prisoners which is a further security problem. The 911 switching gear is in a small room on the second floor which has a trap door to the roof and creates an insecure location for such critical equipment.

3. SAFETY: All of the above security conditions listed above also cause a safety problem. Other safety problems were detected as a result of the construction, design, or condition of the facility. The booking area is very small and creates a hazard to both officers and prisoners alike. The overhead lights in the cells are easily broken and live electrical wires can be exposed. The equipment room has the water heater, furnace, main electrical panel,

telephone interface, and the central alarms, which the PD monitors. An electric "Buss", or fuse box, is totally exposed above the entrance door an estimated six feet in height which is easily touched by a person. The water heater and piping are next to the exposed alarm and telephone gear. Water and electricity do not mix. Telephone switching circuits are exposed and easily damaged. Electric outlets are extremely overloaded and extension cords are everywhere. Ventilation in the building is minimal at best.

4. COMPLIANCE WITH STANDARDS: The second floor is accessible by stairs which do not comply with building codes. The "intoxlizor" area should have a designated video camera for the taping of suspected DUI's and in a separate room. The Dispatch area is not secure. All files for both the PD and the court are insecure and not separated.

5. POSSIBLE LEGAL VIOLATIONS OR COMPLICATIONS: The records clerk handles both Police Department and Court files and duties. This could be interpreted to be in violation of Section 479.060 RSMo. Under Administrative Rules for Administrative Procedures for record keeping of municipal courts it is deemed inappropriate for the records clerk of the court to perform other duties, such as police dispatcher or police clerk because of the constitutional provision of separation of powers. The judge, not the mayor or chief of police, is primarily responsible for the records of the court and as such, should direct the record keeping operations of the court. The clerk reports directly to the municipal judge concerning the record keeping of the court. Duties of the court clerk are separate and independent from any other duties performed for the City.

6. SPACE FOR GROWTH: The current facility does not have sufficient room to accommodate the needs of the department as needed today, thus, the facility being able to accommodate any growth is impossible. Based on the growth patterns of the City it is forecasted that the population of the City will grow by double-digit numbers over the next five to ten years. This increase in population and growth will increase the need for additional space to grow into. Accommodations should be planned to accommodate up to twenty years of growth. Based on history and projections the City is projected to be between 10,000 and 15,000 people within 20 years. Based on maintaining the current officer level per population this would require 7 to 14 new officers.

7. LOCATION: The current location of the PD was historically correct since it is near the center of the City, next to City Hall, and near the business district. However, as the City has changed and continues to change, the location of the PD is better served to be on a main corridor or road which provides easy access to all points within the City. The business district of the City has spread throughout the City.

Considering the above conditions of the PD facility the best answer to solving the problem is to construct a new facility. The cost of repairing the existing one would be far more than the value of the property completed. Sufficient land space does not exist surrounding the building to allow any expansion. The property would better serve the City as a parking lot for City Hall patrons. The new location for the PD should be a good central location which allows easy access to all points within the City. Several sites, some with existing buildings, were considered. The one location which seems to meet the criteria and would fit into the long-term plan of the City is the existing Missouri Highway and Transportation Maintenance Building located adjoining the South Park. The Highway Department plans to move its operations into a new facility outside the City in 1998. According to Highway Department spokesmen the facility will be auctioned when the Department vacates it. The City is concerned about the future use of this property considering it is a part of the City Park land and is accessible through the Park entrance. Targeting and planning this facility for a new PD would not only accommodate the PD bout would address a major land use issue. Having a PD at the entrance of the Park is and excellent use of the property.

The site is large enough to allow for expansion and additions for several years. The building is in good structural shape and could easily be renovated and added onto to accommodate the PD. The cost of acquiring the property is unknown since the Highway Department requires auctioning the property. Renovation and expansion cost will depend on the final plan. The cost of renovating and adding onto the building appears to be cost effective due to its design and condition. It is recommended that an experienced architectural firm whom has experience in designing law enforcement buildings be engaged to develop a usable plan for the site so cost can be determined and budgeted.

Upon review of the capital purchases budget of the Department it is apparent that no capital replacement plan is in place for replacing vehicles. Expenditures are on an up and down basis rather than a planned replacement budget annually. No set standards, mileage or condition has been set for the routine replacement of patrol cars. A regular replacement schedule is far more economical than sporadic purchases and heavy maintenance cost. From 1992 to 1996 the maintenance cost of vehicles increased by 105%. The current annual cost of maintenance is at or near the cost of a new vehicle. Strong consideration should be given to establishing a regular replacement schedule for vehicles based on mileage and or age or both. The State Highway Patrol has established a routine replacement schedule of all patrol cars at 50,000 miles, whether the car is in good shape or not. They have determined that the maintenance savings and the preserved value of a lower mileage car will fund the capital cost of replacing the vehicle. The schedule of replacement should be devised so as to spread out the replacement so as to fund about the same cost each year in capital outlay.

8.4 FIRE DEPARTMENT

The Monett Fire Department also enjoys an excellent reputation in the region as being well equipped and staffed with well-trained personnel. The Fire Chief heads the Department with three captains, ten firefighters and ten volunteers. Two fire stations exist within the City. One is within the City Hall complex and the other is on the eastern side of the City within the industrial area of the City. The demand level for fire calls average about 85 per year or an average of 7 per month. The total in 1994 was 96 and the total in 1995 was 73. The fire department, in addition to fire calls, response to medical emergencies in conjunction with the Barry-Lawrence County Ambulance District. Their assistance in medical emergency is to provide additional assistance in critical medical cases and assistance with patients by providing additional manpower when needed. The Fire Department responded to 621 calls in 1996, including fire and first responder calls.

8.4.1 Financial History of Fire Department

As with the Police Department, the Fire Department has no dedicated revenue to fund operations. All revenue and funding comes from the general revenue fund and general taxation. A five-year review of the Fire Department was prepared and is shown in Exhibit 8-2. During the five-year period studied the total operations budget for the Fire Department increased by 84%, or an annual increase of 16.7%. Labor cost was the primary reason for the increase. Capital outlay averaged $180,740 per year. Most capital outlay occurred in 1994 and 1995. This was a result of the construction of the new fire station and the purchase of a new fire truck.

8.4.2 Fire Department Needs

Both fire stations were reviewed as well as the equipment inventory of the Department in order to consider the needs for long term planning. To assist in this review a Public Fire Suppression Rating Survey report prepared by Fire Stop of Osage Beach, Missouri was used. This report was done in the spring of 1997 under commission of the Fire Chief. The report deals with an overall review of the Fire Department, City water supply, and other conditions, which are used, in establishing the ISO rating for the City.

The existing fire stations accommodate the needs of the Fire Department and the equipment inventory is sufficient for the level of service, which the City provides. The Rating Survey attempted to deal with several internal reporting and scheduling issues which are not pertinent to this long term planning report. The rating survey did however identify some points which are relevant. The report indicates that the two stations give the City a 35% coverage of a first-due engine company. Perfect ISO ratings call for a first-due company to be within 1.5 miles of all developed areas of the City. The City has a 45% coverage rate for a ladder-service company. For maximum points a ladder-service company should be within 2.5 miles of all developed area within the City. An analysis was done by the Survey company considering the location of a third station in the northern section of the City. The Survey revealed that a third station would increase the coverage of a first-due engine company to 65%. The survey also reflected that certain equipment upgrades would increase the coverage.

As the City continues to grow it will be essential that the City plan a new fire station. ISO ratings are very important to maintaining low insurance rates. As the City continues to expand and spread the need of a new station will become critical. Planning should begin as to the location, size, and cost of a new station. This should become a part of a ten-year capital improvement plan. Funding should be set aside annually to prepare the City for this cost. Additionally, equipment upgrades should be planned within the ten-year plan. The financial planning for such capital cost should be directly tied to decreasing or maintaining the ISO rating of the City. By planning capital cost in direct correlation to ISO ratings the general public will usually experience savings from decreased ISO ratings, or in the case of territorial expansion of the City, maintaining a favorable rating.

8.5 BARRY-LAWRENCE COUNTY AMBULANCE DISTRICT

While the City of Monett does not operate or materially participate with the administrative oversight of the agency, the activities and long term plans for the agency are of primary importance to the City. The Ambulance District is supported by property taxes collected within its district. The City of Monett depends heavily upon the district to provide essential emergency service. The City should continue to work closely with the District and schedule at least annual meetings with the directors and the City Council to discuss long term plans.

8.6 911 SYSTEM

On June 28, 1993 the City of Monett placed its' Enhanced 911 Telephone System into operation. Monett was the first community in the 417 area code to have an enhanced system which allows the call-taker to receive a display of the caller's telephone number and address information as well as an emergency service number which indicates which emergency services serve that particular residence. The 911 system is funded by a dedicated service fee which is added to residents telephone bill. The voters approved this fee. The Monett Police Department answers all 911 calls through its Communication Division. The 911 system serves the City and certain areas around the City. Additionally, the Monett P.D./911 System handles dispatching service for the Pierce City Police Department. Following is a breakdown of 911 service calls from 1993 through 1995:

911 CALLS RECEIVED

TYPE OF CALL	*1993-Partial Year*	*1994*	*1995*
Police	211	656	858
Ambulance	158	275	354
Fire	25	96	73
City Utility	1	8	3
Lawrence County Sheriff	18	80	83
Barry County Sheriff	22	79	105
TOTAL	435	1,214	1,476

SOURCE: Monett Police Department Annual Report 1995

8.6.1 Financial History of the 911 System

A financial review of the 911 system was prepared for 1994 through 1996. This is reflected in Exhibit 8-3. No expenses are shown for 1993. Expenses were reported in the Police Department budget. Based on three years of operating records the system appears to be cash flowing operations and capital cost.

8.6.2 911 System/Communications Needs

The 911 system is being operated by the Monett Police Department within the PD building. As previously pointed out this facility is deficient in space, safety, and security measures. Considering that the 911 system serves multiple emergency and law enforcement agencies the 911 operations and communications services of the Fire and Police Department consolidated under a stand alone operations with a director of communications. The Fire Survey discussed in the previous section recommends that a centralized communications center be established. Centralizing could save manpower and equipment cost, plus increase efficiency and eliminates duplication.

8.7 MUNICIPAL COURTS

Review of the public safety issues of the City would not be complete without a review of the court system which enforces and administers laws of the City. The Municipal Court is under the administrative jurisdiction of the Municipal Judge. A municipal court clerk under the Judge's administrative oversight handles administrative duties of the court. The primary purpose of the court is to deal with infractions and violations of City ordinances. The case load of the Municipal Court deals with traffic violations, littering, nuisances, peace disturbances, zoning violations, animal violations, stealing, and a broad variety of other violations of City Codes. Following is a breakdown of the caseload for the years from 1993-1995:

MONETT MUNICIPAL COURT CASE LOAD

ACTION	1993	1994	1995
TOTAL CASE LOAD	1051	2017	1285
SENT TO COUNTY	14	5	N/A
WARRENTS ISSUED	322	289	131
CASE DISMISSED	197	50	N/A

SOURCE: Monett Police Department Annual Report 1995

8.7.1 Financial History of the Municipal Courts

1996 was the first year that the operations of the Municipal court were prepared separately from the Police Department. The primary and dedicated source of revenue for the court is court fines and fees. The revenue from fines and fees have averaged about $100,000 per year since 1994. A portion of the revenue must be paid to the State and part must go into a recoupment and training fund for the Police Department. The net amount available to pay for the operations cost of the Court is an average of about $80,000. This revenue stream is sufficient to fund the operations of the Court. A limited report has been prepared and included as Exhibit 8-4. Court fines were reported in the Police Department budget prior to 1996.

8.7.2 Needs of the Municipal Court System

The court system is in need of a larger space as detected in the review of the Police Station. The municipal court should be housed completely separate of the Police department as a part of separation of constitutional powers. The municipal court could be housed within the City Hall with some renovation and reapportioning of office space. By having the court within the City Hall the auditorium within the City Hall could be used as a courtroom.

8.8 CONCLUSIONS

After review of all of the public safety issues and needs one central issue appears to be central to the long-term needs of the City reorganization of the public safety delivery system. Several duplications of effort and poor utilization of manpower exist with the current system. The City should consider creating a Public Safety Department headed by a Director of public Safety. The Police Department, Fire Department, and Communications Department would answer directly to the Director. This would give a centralized budget officer for public safety issues. This system would, or should, cause the entire system to be more efficient. Capital facility planning is needed to prepare the departments for the future. Following is a list of issues and actions to be considered by the City Council to better plan for quality public safety:

1. Consolidate the fire, police, and communications under the direction of a Director of Public Safety. This would not necessarily require the addition of new personnel. A restructure of duties with existing personnel could accomplish the same objective of putting long term planning and administration under one single department head. The positions of Police Chief, Fire Chief, and Communications Director would answer to the Public Safety Director.

2. Consolidate all communications activities within all departments into a central communications center, including 911.

3. Begin immediate planning of a new police station. Consider the location of the Highway property at South Park.

4. Develop a routine replacement schedule of all patrol cars for the Police Department.

5. Develop a long-term plan to accommodate the need for an additional Fire Station and equipment over the next ten years, which will reduce or maintain the ISO rating of the City.

EXHIBIT 8-1

POLICE DEPARTMENT

FINANCIAL HISTORY

REVENUE	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Forfeiture Revenue	$0.00	$0.00	$0.00	$9,413.00	$4,858.69	$2,854.34	3.59%
Sales & Use Tax	$0.00	$0.00	$29.00	$5.00	$0.00	$6.80	0.01%
Court Fines	$36,655.00	$50,171.00	$81,037.00	$97,554.00	$41,151.31	$61,313.66	77.13%
Other Charges	$14,274.00	$15,695.00	$12,498.00	$22,821.00	$0.00	$13,057.60	16.43%
Other Income	$0.00	$0.00	$4,563.00	$4,847.00	$1,001.04	$2,082.21	2.62%
Jail Income	$0.00	$0.00	$0.00	$905.00	$0.00	$181.00	0.23%
DEDICATED REVENUE	**$50,929.00**	**$65,866.00**	**$98,127.00**	**$135,545.00**	**$47,011.04**	**$79,496.61**	**100.00%**
LABOR COST	**OPERATING EXPENSES**						
Salaries	$379,169.00	$467,653.00	$513,366.00	$559,306.00	$553,303.54	$494,559.51	60.59%
Payroll Taxes	$29,099.00	$35,908.00	$39,356.00	$42,835.00	$43,651.88	$38,169.98	4.68%
Health Insurance	$77,639.00	$74,580.00	$81,518.00	$45,100.00	$30,546.71	$61,876.74	7.58%
Wellness Program	$0.00	$0.00	$3,205.00	$4,575.00	$790.90	$1,714.18	0.21%
Retirement	$48,985.00	$55,157.00	$63,404.00	$63,581.00	$71,756.06	$60,576.61	7.42%
Workman's Compensation	$16,792.00	$14,281.00	$39,491.00	$28,718.00	$22,268.35	$24,310.07	2.98%
Training & Education	$2,680.00	$4,349.00	$7,483.00	$5,376.00	$4,726.16	$4,922.83	0.60%
Uniform Expense	$8,436.00	$10,934.00	$15,854.00	$8,854.00	$9,906.59	$10,796.92	1.32%
Training Supplies	$0.00	$0.00	$6,535.00	$6,359.00	$4,540.25	$3,486.85	0.43%
Dog Catcher	$4,136.00	$3,259.00	$3,140.00	$1,283.00	$1,524.04	$2,668.41	0.33%
LABOR COST	**$566,936.00**	**$666,121.00**	**$773,352.00**	**$765,987.00**	**$743,014.48**	**$703,082.10**	**86.13%**
OPERATING COST							
Repair & Maintenance-Vehicles	$6,922.00	$6,924.00	$7,521.00	$8,108.00	$14,228.61	$8,740.72	1.07%
Radio	$6,573.00	$9,077.00	$5,825.00	$10,243.00	$6,639.70	$7,671.54	0.94%
General Supplies	$7,978.00	$5,352.00	$7,686.00	$7,054.00	$8,626.44	$4,082.94	0.50%
Computer	$1,676.00	$1,998.00	$2,196.00	$7,302.00	$7,242.71	$4,082.94	0.50%
Insurance	$22,243.00	$25,114.00	$24,317.00	$24,242.00	$22,807.00	$23,744.60	2.91%
Gas & Oil	$12,292.00	$12,547.00	$12,742.00	$14,173.00	$14,905.91	$13,331.98	1.63%
Canine Expense	$0.00	$0.00	$2,982.00	$1,583.00	$3,184.60	$1,549.92	0.19%
OPERATING COST	**$57,684.00**	**$61,012.00**	**$63,269.00**	**$72,705.00**	**$77,634.97**	**$63,204.65**	**7.74%**
OVERHEAD COST							
Telephone	$4,158.00	$5,641.00	$9,382.00	$11,001.00	$10,181.44	$8,072.69	0.99%
Travel	$448.00	$289.00	$1,643.00	$1,832.00	$950.58	$1,032.52	0.13%
Utilities	$2,583.00	$2,815.00	$3,705.00	$3,951.00	$4,443.62	$3,499.52	0.43%
Care of Prisoners	$1,340.00	$746.00	$1,076.00	$1,554.00	$1,436.83	$1,230.57	0.15%

Office Supplies	$2,743.00	$3,360.00	$2,856.00	$2,947.00	$3,965.78	$3,174.36	0.39%
Civil Defense/Community Program:	$3,357.00	$26,485.00	$3,588.00	$1,673.00	$3,755.86	$7,771.77	0.95%
Miscellaneous	$5,806.00	$9,714.00	$8,735.00	$6,236.00	$6,250.33	$7,348.27	0.90%
Repair & Maintenance-Buildings	$0.00	$0.00	$2,774.00	$1,940.00	$0.00	$942.80	0.12%
Supplies-Building	$0.00	$0.00	$1,269.00	$1,398.00	$1,237.86	$780.97	0.10%
Postage	$0.00	$0.00	$926.00	$1,368.00	$0.00	$458.80	0.06%
Professional Fees	$8,504.00	$12,693.00	$13,887.00	$11,957.00	$31,276.42	$15,663.48	1.92%
OVERHEAD COST	**$28,939.00**	**$61,743.00**	**$49,841.00**	**$45,857.00**	**$63,498.72**	**$49,975.74**	**6.12%**
TOTAL OPERATING EXPENSE	**$653,559.00**	**$788,876.00**	**$886,462.00**	**$884,549.00**	**$884,148.17**	**$816,262.49**	**100.00%**
NET OPERATING CASH FLOW	**($602,630.00)**	**($723,010.00)**	**($788,335.00)**	**($749,004.00)**	**($837,137.13)**	**($736,766.88)**	**100.39%**
OTHER INCOME							
Interest Income	$0.00	$0.00	$0.00	$104.00	$0.00	$20.80	-0.00%
Intergovernmental	$0.00	$0.00	$5,834.00	$3,566.00	$4,853.70	$2,850.74	-0.36%
OTHER INCOME	**$0.00**	**$0.00**	**$5,834.00**	**$3,670.00**	**$4,853.70**	**$2,871.54**	**-0.39%**
TOTAL NET INCOME	**($602,630.00)**	**($723,010.00)**	**($782,501.00)**	**($745,334.00)**	**($832,283.43)**	**($733,895.34)**	**100.00%**
CAPITAL OUTLAY	$8,736.00	$90,504.00	$97,485.00	$68,641.00	$4,458.93	$53,964.99	-7.35%
DEFICIENCY	**($611,366.00)**	**($813,514.00)**	**($879,986.00)**	**($813,975.00)**	**($836,742.36)**	**($787,860.33)**	**107.35%**
COST PER RESIDENT	($93.35)	($124.22)	($134.37)	($124.29)	($127.77)	($120.30)	

EXHIBIT 8-2

FIRE DEPARTMENT

FINANCIAL HISTORY

INCOME	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENTAGE
Special Fire Protection	$0.00	$0.00	$688.00	$1,461.00	$0.00	$429.80	19.19%
Other Income	$8,063.00	$87.00	$324.00	$577.00	$0.00	$1,810.20	80.81%
DEDICATED REVENUE	**$8,063.00**	**$87.00**	**$1,012.00**	**$2,038.00**	**$0.00**	**$2,240.00**	**100.00%**
OPERATING EXPENSE							
LABOR COST							
Salaries	$185,118.00	$225,238.00	$240,707.00	$330,371.00	$364,263.90	$269,139.58	64.32%
Payroll Taxes	$14,192.00	$17,231.00	$18,436.00	$25,345.00	$27,896.55	$20,620.11	4.93%
Health Insurance Benefits	$33,112.00	$42,501.00	$24,519.00	$8,147.00	$21,181.81	$25,892.16	6.19%
Wellness Program	$0.00	$0.00	$200.00	$25.00	$125.20	$70.04	0.02%
Retirement	$30,590.00	$26,692.00	$32,528.00	$40,131.00	$60,577.81	$38,103.76	9.11%
Workman's Compensation	$10,600.00	$5,324.00	$19,668.00	$12,978.00	$26,772.03	$15,068.41	3.60%
Education & Training	$764.00	$2,571.00	$2,614.00	$1,894.00	$999.70	$1,768.54	0.42%
Laundry	$837.00	$959.00	$1,012.00	$1,569.00	$2,585.43	$1,392.49	0.33%
Training Supplies	$0.00	$0.00	$3,363.00	$715.00	$841.29	$983.86	0.24%
LABOR COST	**$275,213.00**	**$320,516.00**	**$343,047.00**	**$421,175.00**	**$505,243.72**	**$373,038.94**	**89.15%**
OPERATING COST							
Depreciation or Replacement Fund	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	0.00%
Vehicle Repair	$1,967.00	$7,940.00	$1,999.00	$4,051.00	$7,359.06	$4,663.21	1.11%
Equipment Repair	$485.00	$7,133.00	$6,907.00	$1,778.00	$0.00	$3,260.60	0.78%
Operating Supplies	$5,861.00	$16,141.00	$4,700.00	$5,382.00	$6,843.07	$7,785.41	1.86%
Insurance	$3,673.00	$4,764.00	$10,614.00	$10,983.00	$11,177.75	$8,242.35	1.97%
Radio Expense	$3,674.00	$4,251.00	$5,089.00	$5,564.00	$6,168.14	$4,949.23	1.18%
Gas & Oil Vehicles	$1,385.00	$1,859.00	$1,909.00	$3,260.00	$3,903.16	$2,463.23	0.59%
OPERATING COST	**$17,045.00**	**$42,088.00**	**$31,218.00**	**$31,018.00**	**$35,451.18**	**$31,364.04**	**7.50%**
OVERHEAD COST							
Professional Fees	$0.00	$0.00	$3,894.00	$991.00	$3,026.74	$1,582.35	0.38%
Telephone	$1,695.00	$1,991.00	$1,341.00	$2,394.00	$2,887.04	$2,061.61	0.49%
Travel	$1,011.00	$1,282.00	$246.00	$1,760.00	$1,967.66	$1,253.33	0.30%
Utilities	$434.00	$537.00	$967.00	$789.00	$5,017.27	$1,548.85	0.37%
Postage	$44.00	$0.00	$228.00	$132.00	$0.00	$80.80	0.02%

Office Supplies	$431.00	$739.00	$275.00	$764.00	$952.68	$632.34	0.15%
Building Supplies	$0.00	$0.00	$1,349.00	$1,501.00	$634.51	$696.90	0.17%
Civil Defense	$0.00	$0.00	$0.00	$650.00	$14.44	$132.89	0.03%
Miscellaneous	$4,361.00	$3,145.00	$6,729.00	$7,818.00	$2,179.92	$4,846.58	1.16%
Rent	$3,000.00	$3,100.00	$0.00	$0.00	$0.00	$1,220.00	0.29%
OVERHEAD COST	**$10,976.00**	**$10,794.00**	**$15,029.00**	**$16,799.00**	**$16,680.26**	**$14,055.65**	**3.36%**
TOTAL OPERATING EXPENSE	**$303,234.00**	**$373,398.00**	**$389,294.00**	**$468,992.00**	**$557,375.16**	**$418,458.63**	**100.00%**
NET OPERATING CASH FLOW	**($295,171.00)**	**($373,311.00)**	**($388,282.00)**	**($466,954.00)**	**($557,375.16)**	**($416,218.63)**	
INTERGOV INCOME	$0.00	$0.00	$1,294.00	$382.00	$539.76	$443.15	
CAPITAL OUTLAY	$31,933.00	$13,048.00	$44,675.00	$451,050.00	$362,995.13	$180,740.23	
DEFICIENCY	**($327,104.00)**	**($386,359.00)**	**($431,663.00)**	**($917,622.00)**	**($919,830.53)**	**($596,515.71)**	
COST PER RESIDENT	($49.95)	($59.00)	($65.91)	($140.12)	($140.45)	($91.09)	

EXHIBIT 8-3

911 SYSTEM

FINANCIAL HISTORY

	1994	1995	1996	2 YEAR AVERAGE	PERCENTAGE
REVENUES					
DEDICATED REVENUE	$54,018.00	$56,194.00	$60,212.58	$56,808.19	100%
OPERATIONS EXPENSES					
LABOR COST					
Salaries	$0.00	$20,075.00	$23,575.09	$21,825.05	60.05%
Payroll Taxes	$184.00	$1,536.00	$1,803.49	$1,669.75	4.59%
Health Insurance	$0.00	$480.00	$1,445.17	$962.59	2.65%
Workman's Compensation	$0.00	$0.00	$99.42	49.71	0.14%
Retirement	$0.00	$2,595.00	$3,390.94	$2,992.97	8.24%
LABOR COST	**$184.00**	**$24,686.00**	**$30,314.11**	**$27,500.06**	**75.67%**
OPERATIONS COST					
Telephone	$0.00	$25.00	$60.08	$42.54	0.12%
Office Supplies	$0.00	$6.00	$204.46	$105.23	0.29%
Operating Supplies	$0.00	$50.00	$186.37	$118.19	0.33%
Insurance	$0.00	$0.00	$210.00	$105.00	0.29%
Repairs & Maintenance	$0.00	$0.00	$16,730.71	$8,365.36	23.02%
Miscellaneous	$0.00	$14.00	$198.90	$106.45	0.29%
OPERATIONS COST	**$0.00**	**$95.00**	**$17,590.52**	**$8,842.76**	**24.33%**
TOTAL OPERATIONS EXPENSE	**$184.00**	**$24,781.00**	**$47,904.63**	**$36,342.82**	**100.00%**
NET OPERATIONS CASH FLOW	**$53,834.00**	**$31,413.00**	**$12,307.95**	**$20,465.38**	**36.03%**
CAPITAL OUTLAY	$0.00	$61,363.00	$0.00	$30,681.50	149.92%
DEFICIENCY / SURPLUS	**$53,834.00**	**($29,950.00)**	**$12,307.95**	**($10,216.12)**	**-49.92%**
COST PER RESIDENT	$8.22	($4.57)	$1.88	($1.56)	

EXHIBIT 8-4

MUNICIPAL COURT

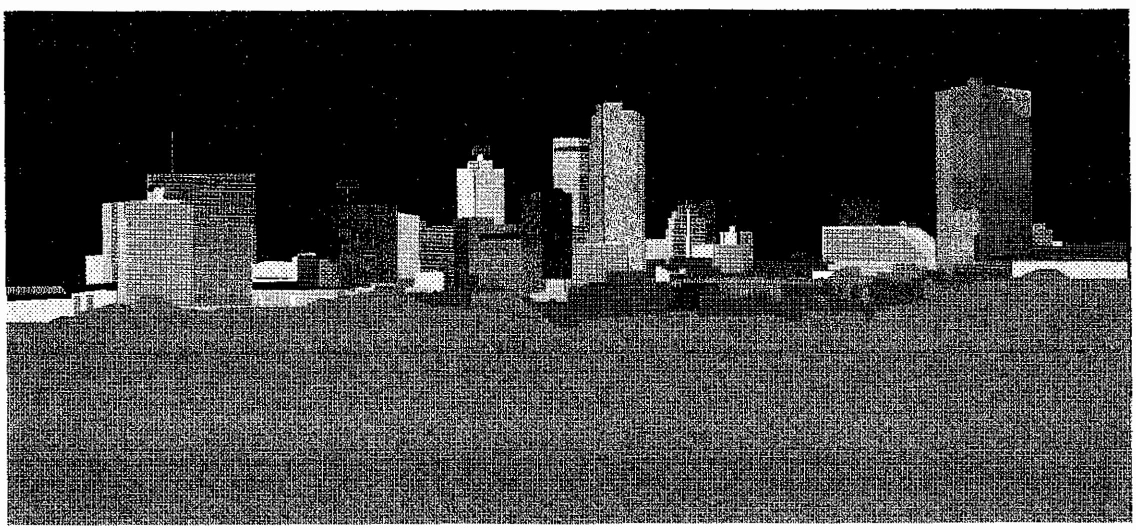
FINANCIAL HISTORY

	1995	1996	2 YEAR AVERAGE	PERCENTAGE
REVENUES				
FINES COLLECTED	$97,554.00	$74,870.26	$86,212.13	100.00%
OPERATIONS EXPENSE				
LABOR COST				
Salaries	$23,217.00	$24,559.98	$35,496.99	78.93%
Payroll Tax	$1,776.00	$1,878.84	$2,715.42	6.04%
Health Insurance	$7.00	$1,340.63	$677.32	1.51%
Retirement	$369.00	$2,652.91	$1,695.46	3.77%
Workman's Compensation	$0.00	$176.12	$88.06	0.20%
Education	$974.00	$1,168.37	$1,558.19	57.35%
Training Supplies	$43.00	$0.00	$21.50	0.05%
LABOR COST	**$26,386.00**	**$31,776.85**	**$42,252.93**	**93.96%**
OPERATING COST				
Telephone	$215.00	$443.76	$436.88	0.97%
Insurance	$0.00	$111.00	$55.50	0.12%
Office Supplies	$592.00	$774.04	$979.02	2.18%
Operating Supplies	$172.00	$0.00	$86.00	0.19%
Repair & Maintenance	$173.00	$760.73	$553.37	1.23%
Miscellaneous	$357.00	$498.68	$606.34	1.35%
OPERATIONS COST	**$1,509.00**	**$2,588.21**	**$2,717.11**	**6.04%**
TOTAL OPERATIONS EXPENSE	**$27,895.00**	**$34,365.06**	**$44,970.03**	**100.00%**
NET OPERATIONS CASH FLOW	**$69,659.00**	**$40,505.20**	**$41,242.10**	
DEFICIENCY	**$69,659.00**	**$40,505.20**	**$41,242.10**	
COST PER RESIDENT	$10.64	$6.18	$6.30	

City of Monett

Comprehensive Growth Management Plan

9.0 Land Use & Growth Planning



<u>CREATING THE FUTURE</u>

<u>LAND USE PLANNING-ZONING</u>

TABLE OF CONTENTS

9.0 Land Use & Growth Planning

9.1 Purpose and Scope of Evaluation

This land use and development analysis is intended to identify the major issues facing the community under this subject and to provide enough background information for community leaders to understand them. This element may be the most universal of all, as efforts are made to show the relationships between land use and all the other plan elements such as transportation, parks, utilities, environmental features, fiscal health and housing.

9.2 Regional Framework

The City of Monett is an island into itself when it comes to land use planning and zoning the same as other small cities in the State. Neither Barry nor Lawrence County has countywide planning or zoning. The regional planning commission established in the 1960's is no longer operational as a planning organization. The City is faced with developing a land use plan without the assistance of a plan for outside it's territorial borders. This condition makes a quality long term plan more essential than ever. The City does not have the luxury of depending on the counties to control or plan growth outside its borders. This condition requires the City to expand it's borders sooner and farther than they might ordinarily would or need to. The only protective measure the City has to control growth around the City is to annex the property.

9.3 Development Patterns

There are four general development patterns in and around the City of Monett. Each of these patterns has a different impact and relationship with the City. The City has a role and responsibility to monitor and observe each of these patterns in their relationship to the overall growth patterns of the City.

1. GENERAL INFILL OF EXISTING LAND OR REDEVELOPMENT WITHIN THE CITY: This pattern is the most desired of all development patterns for any city. By developing existing land which has been platted, zoned, and served by utilities the cost of infrastructure is minimal plus older neighborhoods values are improved or preserved. This type development is common in subdivisions which have vacant lots. Builders can normally purchase an existing lot for less than a lot in a new subdivision. A common deterrent to builders is the value of the home they build will be governed

by the neighborhood. Usually, up scale neighborhoods are the ones which benefit from this development pattern. Very few of these type lots exist within the City.

Redevelopment of existing property is within the same category. Residential and commercial property is often purchased and the existing structure is torn down for new construction. This approach can be very costly when the cost of demolition and land purchase are added together. Little redevelopment of property has occurred in Monett due to this cost constrains. Another hindrance is that the developer can more easily plan new development.

2. NEW SUBDIVSION DEVELOPMENT: The platting of new subdivisions is the most common development pattern in the City of Monett for residential property. The City has historically been hindered from allowing new subdivisions because of the lack of undeveloped property in the City. Most of the recent subdivisions formed were created after the property was annexed into the City. Currently, less than 200 acres of land is within the City that is suitable for any large-scale subdivisions.

3. COMMERICAL STRIP DEVELOPMENT: Property suitable for retail development is very limited in the central business district and the Highway 60 strip due to the limited access of the highway. Recently, expansion has occurred on the east end of the City by developing previously undeveloped land into a commercial area. Planning called for the extension of Bridle and Chapel streets which opens up more property for development. Also, development has occurred on Business Highway 60 which opens up a new retail area.

4. DEVELOPMENT ON THE OUTSKIRTS OF THE CITY: The biggest concern the City should have is the development of both retail and residential property on the outskirts of the City. Currently, no large-scale development is underway, but the condition exists and the City should monitor changes. When any type development occurs on the outside of the City, the City inherits a neighbor which may not conform with the communities plan for the area and ultimately the City may be forced to annex the property and deal with the problems the development creates later. Several cities in the state suffer from having residential subdivisions that were developed in the 60's, 70's, and 80's that adjoin the city limits. Most of these developments have no sanitary sewer system and are on septic tanks. Pressure to annex these developments mount upon a city that will normally be faced with the cost of correcting the sewer problems.

Residential development is occurring currently in two directions. The first is on the west side of the City next to the golf course. The area being developed is very limited in size and is not projected to create any significant impact on the City's infrastructure or redirect development patterns. More land does exist to the west that is suitable for development but the property will need to be annexed. The second is on the north side of the City along Highway H. This area was recently annexed. A large-scale housing development of 250+ homes is planned. This new development plus development in this general area over the past five years establishes this area as a rapid growth area for residential development. New apartment units are being developed in this general area. Substantial undeveloped land is available adjoining this area of the City and utilities could easily be extended to serve the area.

Commercial development is occurring along Highway 60 and Business 60 on the east side of the City. As a result of these recent developments, property to the east of Highway 60 will be targeted by new commercial developments. Infrastructure is planned to expand a considerable distance to the east.

9.5 Zoning Regulations

The City has adopted both planning and zoning as defined under state law. The first comprehensive plan was adopted in 1970. Over the years several amendments and changes to the zoning code have occurred. Recently, the City added an agricultural zoning classification. This addition will allow property that is currently used as agricultural to come into the City without selecting a residential or commercial classification. This is important to be able to entice large tracts of land to be voluntarily annexed into the City. Many property owners have resisted annexation because they did not wish to have their property limited by selecting a zone before they developed plans for the property.

The existing zoning codes do need some updating to allow for better control within classifications. The zones allow for "up zoning". For example a B or MD zones both of which allows multifamily also allows for single-family homes. Commercial or C zones and Industrial or D Zones allow for any use that is allowed in any zone classification above the letter. This condition is not very affective in good land use planning. An industrial zoned area could have new housing developed in that area which could cause problems later. Commercial areas could also have residential homes constructed in the district. The City would be better served to "tighten" up the allowances and grant "up zoning" only as a variance.

The current classifications within the City are also very limiting. Consideration should be given to expanding the different types of classifications. Currently, only one classification is available for commercial which is C. Most Cities will have a variety of classification which better address the needs of the City overall. The zoning for downtown could be a C-1 for the central business district and C-2 could be developed for highway commercial development. Most cities have expanded their classifications as their city underwent changes. Monett should consider making these changes. The planning and zoning commission would need to formulate these changes and hold public hearings on them.

Within the last few years some new zoning and planning tools have been developed which give a city more flexibility and better control. This concept is called Planned Unit Developments or "PUD's". Adopting the usage of PUD's do not require the changing of the city's existing zoning but establishes a vehicle whereby the Planning and Zoning Commission and ultimately the City Council can "negotiate" with developers who request variances under the zoning laws. A developer could for example propose to develop an area with primarily single family homes but a part of the development may be proposed to be neighborhood residential. Currently, two different zoning classifications would need to be granted. Under the PUD, a written agreement could be negotiated with the P & Z Commission which grants certain variances in return for the developer giving the city something in return, such as more green space. The PUD also could be used to grant variance in street and utility designs if the developer provided sufficient documentation to support the proposed plan. In order to obtain the variances, the developer would have to give up something in return. The objective is to develop a more practical solution to zoning problems and gives the City a written contract of performance.

9.6 Conclusions

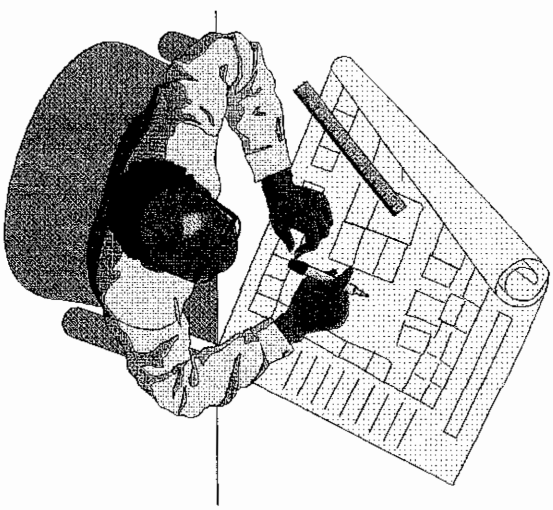
Annually the City should set aside the time to review the changing patterns of city growth and develop or revise any long term plans of the city to meet the changes head on. As development patterns change so should the City change it's infrastructure planning. More importantly than changing the cities plans as development patterns change the City should consider publishing it's plans. This public information could well influence developers to go in the same direction as the City.

Revision of the zoning code should be considered in order to allow new classifications. This will better serve the development community and will develop a better and more workable plan. These classifications should cut down on the number of variances granted by the City. Adoption of a PUD ordinance allowing for such would bring the City into conformity with other progressive cities and will allow more flexible zoning.

City of Monett

Comprehensive Growth Management Plan

10.0 Capital Improvement Planning



CREATING THE FUTURE

CAPITAL IMPROVEMENT NEEDS ASSESSEMENT

TABLE OF CONTENTS

10.0 Capital Improvements Planning

10.1 Purpose and Scope of Evaluation

The purpose of this evaluation will be to help community leaders understand the capital improvement needs of the City and assist them in developing a capital improvement budgeting process. City owned public buildings were reviewed in addition to other infrastructure needs of the City. The assets of the City were reviewed on their ability to accommodate the City as it continues to grow. A capital improvements budgeting process is proposed to continue to aid the City in the future.

10.2 Needs Assessment-Buildings

1. **City Hall:** The current City Hall building is well constructed and should last the City for several decades. Recent renovations have made it handicapped accessible and have opened up the auditorium for public use. The office space design within the building is not designed for effective and maximum usage. Consideration should be given to redesigning the interior floor plan so as to gain a better workspace. Reassignment and reallocation of office space could also improve the workspace. The utility department offices are located in the City Hall. Consideration should be given to moving this office to the Utility Complex in the industrial park. This would consolidate the department with its other operations and free up office space for other usage, such as the Municipal Court that needs to be separated from the Police Department for legal reasons.

2. **Police Department:** This building was discussed in detail in Section 8.0 concerning Public Safety. This building should be demolished and the land used as a parking lot for the City Hall. A new Police Station should be developed at a new location. The recommended location is the current State Highway building next to South Park.

3. **Public Works Building:** This building is located downtown and houses the street and sanitation department. The building is in relatively good conditions considering it's age, however, the building is far to small to accommodate current usage, much less accommodate any growth. It is physically impossible to park all of the Public Works Department vehicles in the compound at one time. The building is also in the flood plane. Insufficient land exists on or near the site to accommodate any expansion of the building. The location downtown for a public works department for heavy equipment is not conducive to the general retail nature of the area. For safety purposes this department should be located in an industrial area of the City.

The best location for a new complex would be adjoining the existing utility complex in the industrial park. The site would be large enough if storm water drainage could be accommodated off site on land to the north. By consolidating the Utility and Public Works Departments in the same building complex efficiency of scale could be realized. Considering that the City already owns the land site, savings could be realized. With both departments operating in a commonly joined complex they could share office staff and administrative personnel. In some cases other labor could be shared. This is the most cost-effective location due to the consolidation measures available to the Departments. It would also keep City operations consolidated for management and oversight purposes.

4. **City Mechanic Building:** Currently the City Mechanic is located in the old Electric Department building downtown. In the same building the Chamber of Commerce and License Office is located. Adjoining this building is another stand-alone building that is used for storage. The condition of all of these buildings is beyond the value of the buildings. The foundations, walls, and roof of the area where the mechanic works are deteriorating rapidly. The cost to repair this building is not worth the investment to the City. The City should consider relocating the Mechanic to the same complex as the Public Works and Utilities. The Mechanic could benefit from the shared office and administrative staff, plus he would be located where the vehicles are located. The mechanic would not need a very large space if vehicles were stored on the sight anyway. A two or three bay workspace would be sufficient. The Chamber Office section of the building may be able to be saved, however, the best usage of the property for the City is to take down all of the buildings and convert to public parking or sell the property. Th Chamber could utilize the existing Public Works building with some remodeling. The large open areas of the building could be converted to large business meeting rooms.

5. **Recreation Building:** The existing recreation building was renovated within the past few years. The building is functional for its intended usage even though it is not large enough to accommodate all activities. The City is leasing space to operate the gymnastics program. Although, it may not be a City sponsored project, a new community recreation center such as a YMCA is needed. The development of a non-profit YMCA would not replace the recreation building but would relieve the pressure and over crowding of the building. The City could lease time and space in a new building and consolidate some activities.

6. **New Fire Station:** The new fire station that was recently completed provides sufficient growth potential for the City if the boundary of the City does not significantly increase. Expansion of the City boundaries and or the desire to reduce the ISO rating of the City to a lower number would increase the need to plan a new fire station. This possibility was discussed in Section 8.0 Public Safety.

7. **Utility Complex:** The new utility complex is well designed to accommodate the utility department for several years. As stated above, consolidation of the Utility, Public Works, and City Mechanic operations, the entire complex could be developed to accommodate these departments currently and land does exist to allow for expansion both to the east and north.

10.3 Needs Assessment-Infrastructure

1. **Sewer:** The current sewer system is capable of handling a significant amount of residential and small commercial growth. Should the City have need to serve a large industrial or commercial user or users the system would need upgrading. Older sewer lines in the downtown area are in need of relining and or replacing. A program is currently underway to test a new lining system that is less expensive than replacement. Planning should begin to estimate at what point of usage and or the growth rate that would require upgrading of the treatment system.

2. **Water:** Current water supply is sufficient to handle current demand. The entire Southwest Missouri area is in long term jeopardy of needing to develop alternative water supplies for the future. New wells will be needed to accommodate the growth for water supply purposes plus for cost savings measures. As new areas are developed it can be less expensive to develop new wells rather than keep extending the water lines from other wells.

3. **Streets:** The current street system is in good condition when compared to other cities. One additional expense and investment which the City must consider when resurfacing existing streets is the cost of grinding off the many layers of asphalt already on the streets. In many places in the City the curbing is nearly lost because of the build up of old asphalt. The need for new streets and or upgrade of streets will be needed as the City grows. Consideration should be given to providing funding for an improved bypass around the City in conjunction with the State. No funding is available at this time for any major State project but financial planning by the City could prepare the City for participation in a project when the time came.

4. **Storm Water Control:** Perhaps no public infrastructure project in the City is so needed, the most costly, and has the least visible impact of any expenditure of public funds. Monett suffers from flooding caused by storm water run off from the northeastern direction. The area is mostly farmlands and is conducive to run rapid run off of storm water. As more land develops in this area, the volume of run off increases. Some problems occur from existing development within the City however, this is a result not providing for storm water detention on properties in the past. The City has adopted a strict new policy concerning new development that requires development of on sight water detention basins. This new law however does not deal with the "sins" of past development. Most of the water flow problem comes from upstream. If the upstream problem could be managed the existing storm water system could handle most rains, thus reducing flooding.

The City has been working with the U.S. Department of Agriculture, Soil Conservation Service concerning the development of a regional storm water basin east of the City. Studies have been conducted that reflects that such a basin could drastically reduce flooding in Monett by slowing the flow of water going through the City. Grant funding is available to fund the cost of the basin construction through the Department of Agriculture. The City would be required to provide the cost of land or easement acquisition. Depending on the size of the basin and land cost, the City could be faced with a $300,000 to $500,000 cost. If this basin would work it could save the City far more than the funds spent by reducing the need of upgrading some storm drains in the City. This will not eliminate the need for some storm water projects throughout the City, but it could reduce the size and cost. The City should consider pushing and promoting the development of this regional basin. Once the basin is underway or planned the City would be in a better position to plan the storm water needs of the City for the long term.

10. 4 Operations Equipment

1. **Telephone System:** As the City grows it will continue to need to replace and upgrade equipment. At this time the City needs to put in a need telephone system throughout the City. Currently, the system has been patched onto several times. Multiply type telephones are operating on the system. Transferring a call is a task and the system has no intercom system. The City has a long list of phone numbers and no central operating system or operator. A new computerized system that has voice mail, intercom, and a centralized answering system, which can be answered by computer or by an operator needs to be installed. A single number should be provided for City Hall. Callers could be transferred by single digit number activation. This equipment investment will save the City money over the long term and provide improved service to the public and employees.

2. **Computer System:** The city is also in need of setting up a centralized computer system for the entire City. Currently, the City Clerk uses an out dated Computer which is twenty years old. This system is not compatible to any other software but the software designed for it. The system is very limited and expensive to maintain. Other departments have purchased stand alone Personal Computers. In the best interest of the City a centralized network system should be purchased which serves all departments and can be expanded. Lack of automation has been a crippling affect on the management of the City. The City has developed into a $15,000,000 business or operation and yet the technology that is being utilized is decades old.

3. **Other Operational Equipment and Vehicles:** All of the departments will be in need of replacing office equipment, vehicles, and other equipment used in the day to day operations of the City. A regular schedule of replacement should be developed for all types of equipment. The equipment should be depreciated on the City books and charged off as an operations expense. By annually budgeting a fixed amount for depreciation the City can better prepare for capital expenditures which occur on a regular basis.

10.5 Capital Budgeting

As stated above concerning equipment, a regular schedule of replacement for all equipment should be established. The equipment should be capitalized on the City financials and depreciated each year. By using this method the City is "forced" to save for routine replacement cost and budget for it each year. Most equipment does not wear out in one year so the cost of the equipment should be disbursed over its useful life.

Planning the cost of new buildings and infrastructure is a little more complicated than equipment. New projects can cost millions and require detail planning. The City should develop a process to first evaluate the need of any capital improvement, a preliminary cost analysis should be done, a financing plan should be proposed, then hold public hearings or comment periods should be held. After this process the City can determine to proceed or not proceed with the project. They could schedule the project or put it on an "unfunded needs list". This process could open up the public's ability to participate in public improvement projects plus it allows for a worthwhile project to remain alive even if the funding is not currently available. Following is a detailed outline of the recommended pubic improvement budget process.

1. **Project Proposed:** Anyone should be allowed to submit a proposed public project to the City Council. This process should not be too formal, but should require the person submitting the request to provide sufficient detail to ascertain the scope of the project. All department heads and council members should adhere to this process.

2. **Needs Assessment:** Once the project has been proposed to the City Council the Council could vote to turn down the project or proceed with ordering a Needs Assessment. The Council could hire an outside firm, or direct department heads or a committee to develop a detail report which addresses the need for the improvement, preliminary cost of the improvement, how the project will be paid for, and any other critical information the Council determines is needed. This preliminary report should not be one that cost much money or takes a lot of time. The intent of the report is to identify the demand, cost, and impact of the improvement, thus giving the Council a more information to evaluate the project.

3. **Public Comment:** After the report is complete the Council could hold a public forum or put the report on the regular council agenda. After some public comment period the Council would vote to put the project on the Capital Improvements Budget for a scheduled time whether in the current budget year or in the future. The Council could also vote to put the project on the "Unfunded Needs List". This list should be established for projects which are worthwhile and needed but funding is not available at this time nor future funding appears to be limited. By placing the projects on this list, needed projects remain part of the public debate even if the project is not affordable at this time. The Council could also vote to turn down the project. If this is the outcome, the project will not be listed or scheduled as a needed public project.

4. **Capital Improvements List:** This list should be developed for a ten-year period. As projects are put on the List they should be scheduled based on projected cash flow or financing. It is recognized that no City Council can bind a future Council by appropriating funds that far in advance, however, the document should be viewed as a planning document which is subject to approval each year for the funds which it proposes to be spent within that year. This document should be used throughout the year but specifically addressed at budget time.

5. **Unfunded Needs List:** As stated above this list should be used to categorize and bunch projects which may be needed or good for the community but at the time it was considered sufficient funding was not available. This list should be reviewed annually and projects reviewed annually to determine if they should stay on the list. Some projects may be able to be moved to the Capital Improvements Budget if funds or financing becomes available.

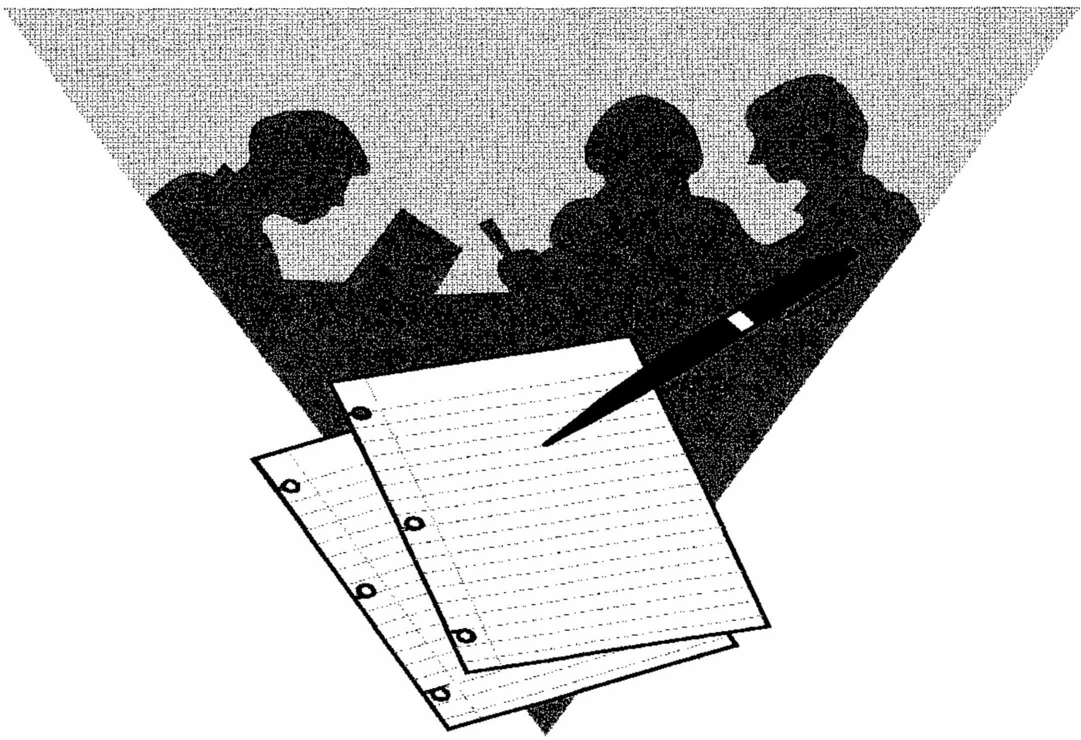
10.6 Conclusions

This section only served to highlight needs which was observed and should be considered in the interest of long-term growth. The most important part of this section is the development of a long term planning and accounting process to deal with capital improvement needs. A formal process is essential for good planning. Whether the projects that are herein proposed are needed should be left to the test of the process established for review.

City of Monett

Comprehensive Growth Management Plan

11.0 City Financial History & Conditions



CREATING THE FUTURE

FINANCIAL CONDITION OF THE CITY

TABLE OF CONTENTS

LIST OF ATTACHMENTS

11.0 Financial Condition & History City of Monett

11.1 Purpose and Scope of Analysis

Following is a review of the financial history of all departments within the City of Monett, Missouri. The review is intended to reveal trends in the operations of the City which may need correction or attention in order to develop a healthy financial future. In order to prepare the review, the audited financial statements for the year 1992 through 1996 were used. The audited reports were prepared to give a concise report of the financial condition of the City. For the purposes of this review the income and expenses were broken down in greater detail to review operations cost and income for all areas. The Parks Department had reported activities for the cemetery, pool, Casino, recreation programs, as well as the park. These were broken down to review the operations history.

The expenses were reclassified into four categories. (1) Labor Cost; includes direct labor, benefits, uniform cost, education, retirement, and workman's compensation. (2) Operations Cost includes the direct supplies and material needed to perform the task of that department. (3) Overhead Cost; includes cost for telephone, utilities, general insurance and cost which are generally fixed. (4) Capital Cost; includes new capital investment and debt service of both interest and principal. This more detail breakdown will allow the tracking of cost by category.

This report also has a consolidated comparison of all departments by year and a consolidated report of each department for all years. This report will give a greater understanding of the financial operations of the City of Monett. These trends and answers will help current and future Councils plan for the future by having better information from which to plan and budget.

It is also proper to state that the City of Monett has a "split" accounting system. The Electric, Sewer, Water, Engineer, and Mechanic departments are set up on an accrual basis while the remaining departments are on a cash basis. This system is somewhat confusing. The proper method is to set the entire City up on an accrual basis. Accrual accounting gives a better tracking method to track capital investments and assets.

11.2 General Financial Condition of City

The general financial condition of the City is good. The cash reserves, which the City holds, are far greater than cities of similar size. The debt of the City is only 6% of total assets. Total revenue has been growing at an annual average of 7% over the past five years. The City has been investing significantly in capital projects over the past five years. The annual average is $3.5 million. Of this $3.5 million, 25% has come from financing and grants. The balance has come from surplus income and reserves.

11.2.1 ASSETS

The City has a surplus of cash reserves, which are unrestricted. While the amount seems excessive for the normal operations of the City, the need for major capital improvements in the City will quickly use it up. Significant improvements in the storm water system of the City, renovation of the sewer system in the older part of the City, transportation needs, as well as other major facilities will take most or all of the reserves. A five to ten year capital improvement plan should be developed to utilize these reserves for the best benefit of the citizens and the financial future of the City.

These reserves do however generate a significant share of the City revenue. The earnings from investments generate an average of $515,161.50 per year. This accounts for 36% of the income of the City, not counting financing and grants. As a comparison, the annual debt service for the City is $411,533.71 per year. The return on these investments has been well managed by investing the funds in certificates of deposits in the local banks. To better manage cash flow the CD's should be staged to mature on a monthly basis. Currently large CD's mature every six months or so. It would be better to break these down into smaller CD's and plan them where one would be maturing each month. This will be beneficial when cash is needed for operations and capital purchases.

11.2.2 LIABILITIES

The City has very little debt in comparison to their assets. Two suggestions are made for future planning of any debt issued or incurred by the City. (1) With the large reserve balances of the City no debt of any type should be incurred for capital items for general city services, such as streets, police, fire, and other non-income producing departments. These departments do not generate income for their services and should not incur debt unless the City does not have the funds available. Investment income does not out produce the cost of borrowing. The revenue producing departments, such as electric, sewer, water, sanitation, golf, and airport do produce income. Financing capital improvements for these departments is prudent business when the capital improvement will generate new income. The new income generated by the capital improvement should support the debt service, either current or from the long-term growth. This policy makes good business sense, rather than taking reserves or revenue from general city services. These departments should be geared to be self-supporting. (2) If debt is needed the City should seek funding from the local financial institutions. Local banks will save the City in financing fees, and in most cases, rates, as well as keep the business local.

11.2.3 REVENUE

While the revenue of the City has been growing at a steady pace, the make up of the revenue is not balanced for a solid financial future. The sales and property tax rates of the City are one of the lowest in the State. The Electric Department funds 59% of the total revenue for the City. The General Fund accounts for 40% of the total. In comparison to other cities this is a very low dependence on tax revenue. Most cities make up their operating revenue with 65% to 70% in taxes. The overall growth in operations revenue has grown at an annual rate of 7% over the past five years. This is the combined growth of the General Fund revenue and the Electric Department. In contrast, the deficits of the departments which are being subsidized by these two funding sources is increasing at an annual rate of 16.3%. The deficits are increasing at a rate of 2.3 times that of revenue.

The Electric Department is the only city enterprise that is making money. All other departments are funded from the profits and from city taxes. Other City enterprises should be reevaluated and the cost of services increased to be self-supporting. These services are user fees and the users should pay the cost. Taxpayers should not subsidize enterprises. Several of the non-enterprise departments, such as streets, fire, and police have little or no dedicated revenue. Consideration should be given to adopting a dedicated sales tax to fund streets and public safety.

Before any increase in taxes are proposed or increase in user fees are adopted a comprehensive capital improvements plan should be prepared which will demonstrate how the current reserves will be used. This plan should be combined with a restructuring of the revenue of the City. This would include increases in user fees and passage of dedicated sales tax issues. This restructuring of the revenue make up of the City will better prepare it to move forward and grow. Failure to prepare such a plan will put the City in a vulnerable position if utility revenue declines for whatever reason. Additionally, the growth of the deficits in non-income producing departments continues to grow at a healthy rate. If this trend continues the deficits of the non-incoming producing departments will surpass the revenue generated by the Electric Fund and the General Fund in five years.

11.2.4 EXPENSES

Labor, operations cost, and overhead for the City is well within the normal operating cost of other cities with similar size operations. No excess cost items is evident. The department heads and the councils have done a great job in controlling cost. Some savings can be obtained by consolidating or centralizing certain operations. Because each department is run independent of other departments certain maintenance and operations cost are duplicated or could be done more efficiently if combined. Accounting and billing services are done by the utility department, which has it's own staff, while the

Clerk's office also performs accounting service. The consolidation may or may not save labor cost, but office supplies could be reduced as well as efficiency. Each department purchases building supplies. A centralization of janitorial services could save maintenance cost. Other centralization efforts could save money and improve efficiency.

11.3 Balance Sheet Analysis

The assets and liabilities of the City have been tracked for four years from 1992 through 1996. The following analysis is based on standard accounting principals used by creditors, underwriters, and bond rating agencies. The financial condition of the City is very critical. A strong financial condition will be rewarded with lower borrowing cost and ability to react to development opportunities and capital projects when they arise. ***See Table 11-1***

11.3.1 Ratios

1. **Liquidity Ratio:** This ratio test is a statement of liquid cash assets compared to current bills due and payable. This ratio is important when evaluating the ability of the City to meet its current bills. This ratio is calculated by dividing current cash balances by the current accounts payable. An acceptable ratio is 4 to 1.

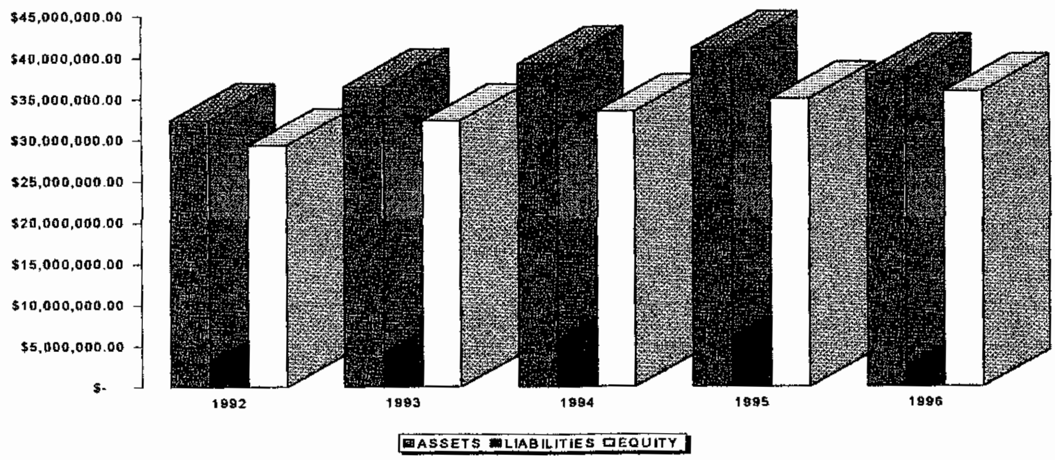
2. **Current Ratio:** This ratio test is a statement of overall liquidity of the City. It gives a comparison of current assets to current liabilities. This ratio is calculated by dividing total current assets by current liabilities. Current assets are assets that the city would reasonably expect to receive within one year. Current liabilities are total debts and obligations due within one year. An acceptable ratio is 2 to 1.

3. **Debt to Equity Ratio:** This ratio is a statement of the total debt of the City in relation to total assets. This ratio is calculated by dividing the total debt by the total debt of the City. An acceptable ratio is 5 to 1.

RATIO	*1992*	*1993*	*1994*	*1995*	*1996*
Liquidity	22.5 to 1	16.9 to 1	14.2 to 1	13 to 1	12.4 to 1
Current	17.1 to 1	14.3 to 1	4.6 to 1	3.7 to 1	10.8 to 1
Debt to Equity	9.5 to 1	7.8 to 1	5.8 to 1	5.8 to 1	14.7 to 1

The City's balance sheet is in excellent condition from the point of view of future financing. Ratios are well within line and reflect a very conservative management approach by City leaders.

BALANCE SHEET COMPARISON FIVE YEAR PERIOD



11.4 Revenue Analysis

The overall revenue and the source of the revenue were analyzed for the years from 1992 through 1996. Earlier in Section 7.0 (Public Utilities) a detail review was conducted of the enterprise funds. This analysis deals with taxes, net enterprise fund revenues and other revenue sources. The important information here is the net cash flow of the City. This figure is used when determining the ability to pay the debt service on any new borrowings of the City. Current Debt Coverage ratios are also important. ***See Table 11-2***

11.4.1 Ratios and Percentages

1. **Cash Flow Percentage:** This is the net amount that the City generates before paying debt service. This percentage is calculated by dividing the net cash flow amount by the total gross revenue. Calculations are based on operations and do not included capital outlay or borrowings. An acceptable cash flow percentage is depending on the type of operations. A municipality should maintain a level of no less than 15%.

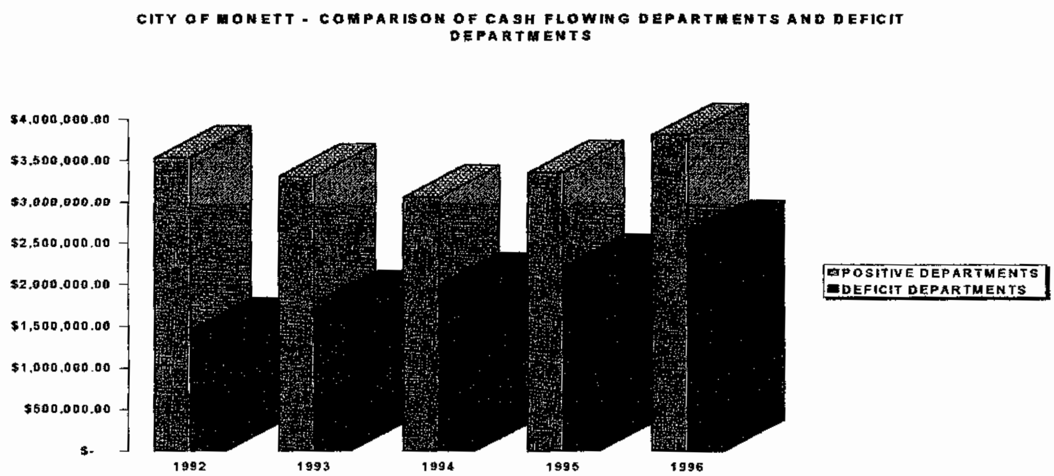
2. **Debt Service Ratio:** This is the ratio by which surplus revenue exceeds scheduled debt service. This is calculated by dividing total cash flow by the total debt service. An acceptable debt service ratio is 1.5 to 1.

	1992	*1993*	*1994*	*1995*	*1996*
Cash Flow Percentage	13%	10%	5%	6%	6%
Debt Service Ration	3.9 to 1	2.6 to 1	1.5 to 1	1.3 to 1	2.3 to 1

The cash flow and debt service ratios of the City are well in proportion to acceptable accounting conditions. Based on current revenues, the City could support up to an additional $184,000 annual debt service from current cash flows without being out of proportion on their ratios. The general obligation bonds of the City have been retired in 1997 which will increase the borrowing ability of the City an additional $220,000 per year for a total new borrowing ability of $384,000 per year in debt service payments.

11.4.2 Revenue Sources

The revenue sources for the City, which generates a positive cash flow, is the general fund and the electric fund. All other departments of the City do not generate enough revenue to cover expenses it takes to run the department. Of the total net revenue of the City the electric department generates 60% and the general fund generates 40%. These two departments income supports all other operations of the City. While it is expected that the general revenue fund would be used to support other City activities the dependence on the general fund and the electric fund is out of proportion. As noted in Section 7, on City Services and Section 4, Parks, the Water, Sewer, Sanitation, Golf, and Cemetery departments are losing a total of nearly $800,000 per year. These departments should be generating enough revenue to support themselves since they are selling services. Users of these services should be paying for the cost of these services and not depending on general revenue or electric profits to fund the operations.



The current trend is alarming. The deficits of all other departments are growing faster than the revenue from the general and electric fund. At the current growth rate the deficits of all other departments will surpass the net revenue of the City within five years and put the City in an overall deficit from total operations. Immediate action should be taken as noted in Sections 4 and 7 to correct the deficits of other departments by increasing user fees and adding dedicated tax revenue to the Street and Parks Department.
See Table 11-3 Net Revenue by Department

11.5 Tax Rate/Burden Comparisons

Currently, the City has a .875% sales tax rate within the City of Monett on all taxable retail sales. This source of revenue accounts for 74% of all directly levied taxes by the City. Other Cities within the region have a much higher sales tax rate. Neosho has 1.5% and Granby has 2.25% as a comparison. Property tax accounts for the remaining 26% of directly levied taxes. The current tax levy is $.34 per $100 of assessed value. Throughout the State and the region the average for most cities is well over $.50 per $100. The direct tax burden of taxes levied by the City is one of the lowest tax burdens of any City in the State of Missouri.

11.6 Budgeting and Financial Management

The City is very deficient in financial management controls as the audits of the past five years reflect. The primary deficiency is a result of a weak budgeting structure. Budgets are usually prepared from prior year numbers. The budgets do not have a line item explanation for each budget item. Departments should justify their expenditures each and every year. Additionally, the City Council do not receive detail enough financial information on a monthly basis which would allow them to make decisions and budget adjustments on sound financial basis. A sample budget form has been provided in Exhibit 11-1 for a single department budget. As the reader will note each item is explained and detailed in such a manner that the Council can determine the usage of the funds and be able to monitor the budget throughout the year based on this type of budget form.

11.7 Conclusions and Recommendations

While the financial condition of the City is very sound, some areas need attention. Review of investment activity reveals that the City has earned less than 1.5% on its investments over the past three years. In 1997, the Council bid out the depository services of the City and received an estimated 4.5% rate. This increased the interest revenues of the City by nearly $35,000 per year. Annually, the City is required to bid out these services. As demonstrated, competition will keep the return on the City's deposits within market rates. This task should be followed each year as required by City Code and State law.

1. **Bid all Deposits and Borrowings: The** City should follow all bidding requirements for deposits and borrowings. In addition to complying with State Law, it will increase the investment return to the City and decrease borrowing cost.

2. **Change Budgeting Process: A** more detail budget format should be adopted.

3. **Improve Financial Reporting to the City Council: An** improved accounting

system should be implemented so as to improve financial reporting to the City Council on a monthly basis as well as inform department heads.

4. **Structure Maturity Date of Investments: Currently**, investments mature about every six months. As these investments mature, the Council should stage their future maturity so as to have investments come due on a monthly basis. This will provide funds to the City when shortages occur in monthly cash flows.

5. **Stage Payment of Bills: The** City should consider staging the payment of City bills to later in the month or more often. Currently, the majority of the City's revenue is collected about the 20th of each month, yet the City pays its bills on the tenth. This staging could yield more interest income on these funds for a longer period. The estimated increase in revenue would be an estimated $1,050.00 per month.

6. **Purchasing:** The City needs a central purchasing agent to monitor all purchases of all departments. Currently no central reporting occurs. The City Clerk does not know a purchase has occurred until the invoice is received. While department heads may be staying within their budget, planning cash flow is difficult without knowing the upcoming obligations of the City.

7. **Chief Financial Officer:** Considering all of the recommendations above, the foundation for a chief financial officer is evident. A budget the size of Monett deserves the constant attention and financial planning that a qualified CFO can provide. This person is needed in addition to the City Clerk. The Clerk has responsibilities far beyond budgeting and financial planning. The Clerk's duties under State law is foremost that of maintaining the records and ordinances of the City.

TABLE 11-1

BALANCE SHEET

FIVE YEAR COMPARISON

	1992	1993	1994	1995	1996
ASSETS					
CASH	$ 3,336,395.00	$ 2,709,722.00	$ 1,731,636.00	$ 891,198.00	$ 1,773,864.83
INVESTMENTS	$ 8,483,931.00	$ 7,772,969.00	$ 8,007,776.00	$ 8,021,958.00	$ 7,222,547.00
ACCOUNTS RECEIVEABLE	$ 725,453.00	$ 1,267,019.00	$ 804,565.00	$ 757,281.00	$ 1,058,753.47
CONSTRUCTION IN PROGRESS	$ 1,261,686.00	$ 4,082,136.00	$ 5,363,938.00	$ -	$ -
DUE FROM OTHER FUNDS	$ 42,041.00	$ 21,245.00	$ 1,866,861.00	$ 2,387,881.00	$ -
ACCRUED INTEREST RECEIVABLE	$ 86,008.00	$ 54,442.00	$ 55,000.00	$ 71,470.00	$ 1,086.00
BOND PREPAYMENT	$ 134,900.00	$ 128,650.00	$ 122,500.00	$ 116,200.00	$ -
RESTRICTED CASH	$ 124,000.00	$ 1,348,626.00	$ 1,153,265.00	$ 1,278,506.00	$ 109,800.00
PROPERTY-PLANT-EQUIP	$ 17,117,917.00	$ 18,164,607.00	$ 19,371,925.00	$ 26,921,312.00	$ 27,614,591.54
DEBT SERVICE RESERVE	$ 38,472.00	$ 51,706.00	$ 101,158.00	$ 217,142.00	$ 220,639.69
RESOURCES-FUTURE YEARS	$ 1,061,528.00	$ 848,294.00	$ 598,842.00	$ 282,858.00	$ 124,004.15
TOTAL ASSETS	**$ 32,412,331.00**	**$ 36,449,416.00**	**$ 39,177,466.00**	**$ 40,945,806.00**	**$ 38,125,286.68**
LIABILITIES					
ACCOUNTS PAYABLE	$ 525,294.00	$ 618,818.00	$ 685,375.00	$ 685,813.00	$ 722,930.06
GENERAL OBLIGATION BONDS	$ 1,100,000.00	$ 900,000.00	$ 700,000.00	$ 500,000.00	$ 300,000.00
DUE TO OTHER FUNDS	$ 21,246.00	$ 21,246.00	$ 1,866,861.00	$ 2,387,881.00	$ -
CUSTOMER DEPOSITS	$ 140,516.00	$ 152,870.00	$ 163,852.00	$ 179,793.00	$ 206,040.45
DUE TO EMPLOYEES	$ 53,173.00	$ 31,351.00	$ 9,335.00	$ 25,740.00	$ -
CAPITAL LEASES	$ -	$ -	$ -	$ 31,453.00	$ 44,643.84
SEWER BOND PAYABLE	$ 1,245,000.00	$ 2,410,000.00	$ 2,350,000.00	$ 2,255,000.00	$ 1,155,000.00
TOTAL LIABILITIES	**$ 3,085,229.00**	**$ 4,134,285.00**	**$ 5,775,423.00**	**$ 6,065,680.00**	**$ 2,428,614.35**
FUND EQUITY					
INVESTMENTS IN FIXED ASSETS	$ 9,004,793.00	$ 9,849,530.00	$ 10,272,300.00	$ 11,884,524.00	$ 13,056,817.04
DEBT SERVICE RESERVE	$ -	$ -	$ -	$ -	$ 220,639.69
CONTRIBUTED CAPITAL	$ -	$ 2,502,679.00	$ 2,547,517.00	$ 3,017,829.00	$ 3,017,829.05
RETAINED EARNINGS	$ 21,915,329.00	$ 23,402,396.00	$ 25,254,980.00	$ 26,403,555.00	$ 30,539,636.01
FUND BALANCE	$ (1,593,020.00)	$ (3,439,474.00)	$ (4,672,754.00)	$ (6,425,779.00)	$ (11,138,267.46)
TOTAL FUND EQUITY	**$ 29,327,102.00**	**$ 32,316,131.00**	**$ 33,402,043.00**	**$ 34,880,129.00**	**$ 35,696,654.33**
TOTAL LIABILITIES & FUND EQUITY	**$ 32,412,331.00**	**$ 36,449,416.00**	**$ 39,177,466.00**	**$ 40,945,809.00**	**$ 38,125,268.68**

TABLE 11-2

TOTAL OPERATIONS HISTORY

FIVE YEAR COMPARISON

	1992	1993	1994	1995	1996	5 YEAR AVERAGE
INCOME	**$ 10,354,953.00**	**$ 10,600,409.00**	**$ 11,498,958.00**	**$ 12,140,910.00**	**$ 13,021,242.37**	**$ 11,523,294.47**
OPERATING COST						
LABOR	$ 2,626,338.50	$ 2,834,749.18	$ 3,182,435.76	$ 3,427,130.68	$ 3,812,763.94	$ 3,176,683.61
OPERATIONS	$ 6,200,744.33	$ 6,348,520.00	$ 7,276,596.50	$ 7,551,579.01	$ 8,141,554.27	$ 7,103,798.82
OVERHEAD	$ 232,448.00	$ 337,173.01	$ 411,046.25	$ 452,415.00	$ 266,737.25	$ 339,963.90
TOTAL COST OF OPERATIONS	**$ 9,059,530.83**	**$ 9,520,442.19**	**$ 10,870,078.51**	**$ 11,431,124.69**	**$ 12,221,055.46**	**$ 10,620,446.33**
NET INCOME FROM OPERATIONS	**$ 1,295,422.17**	**$ 1,079,966.81**	**$ 628,879.49**	**$ 709,785.31**	**$ 800,186.91**	**$ 902,848.14**
OPERATIONS PERCENT OF PROFIT	13%	10%	5%	6%	6%	8%
OTHER INCOME						
FINANCING	$ -	$ 1,165,000.00	$ 503,845.00	$ -	$ -	$ 333,769.00
GRANTS	$ -	$ 1,957,741.00	$ 160,288.00	$ 10,326.00	$ 432,341.62	$ 512,139.32
SALES OF ASSETS	$ 131,810.00	$ -	$ -	$ 76,113.00	$ -	$ 41,584.60
INVESTMENT INTEREST	$ 764,100.00	$ 460,426.00	$ 497,305.00	$ 457,044.00	$ 396,932.51	$ 515,161.50
TOTAL OTHER INCOME	**$ 895,910.00**	**$ 3,583,167.00**	**$ 1,161,438.00**	**$ 543,483.00**	**$ 829,274.13**	$ 1,402,654.42
TOTAL INCOME FOR YEAR	**$ 2,191,332.17**	**$ 4,663,133.81**	**$ 1,790,317.49**	**$ 1,253,268.31**	**$ 1,629,461.04**	$ 2,305,502.56
CAPITAL SPENDING						
DEBT SERVICE	$ 335,779.00	$ 410,099.00	$ 426,528.00	$ 535,756.00	$ 349,506.53	$ 411,533.71
CAPITAL OUTLAY	$ 3,060,887.00	$ 4,743,221.00	$ 3,061,159.00	$ 2,916,023.00	$ 1,976,000.07	$ 3,151,458.01
TOTAL CAPITAL COST	**$ 3,396,666.00**	**$ 5,153,320.00**	**$ 3,487,687.00**	**$ 3,451,779.00**	**$ 2,325,506.60**	$ 3,562,991.72
DEFICIT FOR YEAR	**$ (1,205,333.83)**	**$ (490,186.19)**	**$ (1,697,369.51)**	**$ (2,198,510.69)**	**$ (696,045.56)**	**$ (1,257,489.16)**
DEFICIT / PERCENT OF INCOME	-12%	-5%	-15%	-18%	-5%	-11%
DEPRECIATION ADD BACK	$ 480,567.00	$ 528,763.00	$ 624,007.00	$ 781,807.00	$ 769,435.33	$ 636,915.87
NEST CASH FLOW FOR YEAR	**$ (724,766.83)**	**$ 38,576.81**	**$ (1,073,362.51)**	**$ (1,416,703.69)**	**$ 73,389.77**	$ (620,573.29)

TABLE 11-2.1
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1992 FINANCIAL HISTORY

	GEN FUND	POLICE	FIRE	911	COURT	AIRPORT	STREETS	SANITATION	H-WASTE	BUILDING	GOLF
REVENUE	$1,020,982.00	$50,929.00	$8,063.00	$0.00	$0.00	$9,442.00	$165,658.00	$140,362.00	$0.00	$14,146.00	$138,392.00
OPERATIONS EXP											
LABOR COST	$161,184.00	$566,936.00	$275,213.00	$0.00	$0.00	$0.00	$125,574.00	$240,380.00	$0.00	$35,408.00	$138,690.00
OPERATIONS COST	$0.00	$57,684.00	$17,045.00	$0.00	$0.00	$27,116.00	$33,805.00	$64,613.00	$0.00	$6,141.00	$40,172.08
OVERHEAD COST	$75,375.00	$28,939.00	$10,976.00	$0.00	$0.00	$0.00	$13,106.00	$3,591.00	$0.00	$4,633.00	$9,142.00
TOTAL OPER EXP	**$236,559.00**	**$653,559.00**	**$303,234.00**	**$0.00**	**$0.00**	**$27,116.00**	**$172,485.00**	**$308,584.00**	**$0.00**	**$46,182.00**	**$188,004.08**
NET OPERATIONS INCOME	**$784,423.00**	**($602,630.00)**	**($295,171.00)**	**$0.00**	**$0.00**	**($17,674.00)**	**($6,827.00)**	**($168,222.00)**	**$0.00**	**($32,036.00)**	**($49,612.08)**
OTHER INCOME/SOURCES OF FUNDING											
Interest Income	$628,708.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$0.00	$0.00	$62.00	$6,524.00	$0.00	$0.00	$0.00	$0.00
Depreciation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$131,810.00
TOTAL INC & FUNDING	**$628,708.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$62.00**	**$6,524.00**	**$0.00**	**$0.00**	**$0.00**	**$131,810.00**
CAPITAL COST											
Capital Outlay	$22,647.00	$8,736.00	$31,933.00	$0.00	$0.00	$204,238.00	$1,274,015.00	$591.00	$0.00	$0.00	$26,733.00
Debt Service	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	$280,778.00	$0.00	$0.00	$0.00	$0.00
TOTAL CAPITAL COST	**$22,648.00**	**$8,736.00**	**$31,933.00**	**$0.00**	**$0.00**	**$204,238.00**	**$1,554,793.00**	**$591.00**	**$0.00**	**$0.00**	**$26,733.00**
NET CASH FLOW	**$1,390,484.00**	**($611,366.00)**	**($327,104.00)**	**$0.00**	**$0.00**	**($221,850.00)**	**($1,555,096.00)**	**($168,813.00)**	**$0.00**	**($32,036.00)**	**$55,464.92**
INCOME PER RESIDENT	$212.32	($93.35)	($49.95)	$0.00	$0.00	($33.88)	($237.46)	($25.78)	$0.00	($4.89)	$8.47

TABLE 11-2.1
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1992 FINANCIAL HISTORY

	CEMETERY	POOL	PARKS	SEWER	WATER	ELECTRIC	ENGINEER	MECHANIC	TOTAL
REVENUE	$14,587.00	$16,912.00	$13,909.00	$826,541.00	$712,588.00	$7,222,442.00	$0.00	$51,588.00	$10,354,953.00
OPERATIONS EXP									
LABOR COST	$61,065.00	$31,507.50	$171,603.00	$238,083.00	$215,238.00	$275,358.00	$50,018.00	$40,081.00	$2,626,338.50
OPERATIONS COST	$15,761.75	$16,926.75	$39,507.75	$614,419.00	$387,868.00	$4,808,318.00	$17,298.00	$54,069.00	$6,200,744.33
OVERHEAD COST	$5,820.00	$5,820.00	$5,822.00	$24,610.00	$22,850.00	$21,764.00	$0.00	$0.00	$232,448.00
TOTAL OPER EXP	**$82,646.75**	**$54,254.25**	**$216,932.75**	**$877,112.00**	**$626,956.00**	**$5,105,440.00**	**$67,316.00**	**$94,160.00**	**$9,059,530.83**
NET OPERATIONS INCOME	**($68,059.75)**	**($37,342.25)**	**($203,023.75)**	**($50,571.00)**	**$85,632.00**	**$2,117,002.00**	**($67,316.00)**	**($42,562.00)**	**$1,295,422.17**
OTHER INCOME/SOURCES OF FUNDING									
Interest Income	$0.00	$0.00	$0.00	$123,907.00	$4,125.00	$7,360.00	$0.00	$0.00	$764,100.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$6,586.00
Depreciation	$0.00	$0.00	$0.00	$244,067.00	$95,807.00	$139,796.00	$897.00	$0.00	$480,567.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$519.00	$0.00	$131,810.00
TOTAL INC & FUNDING	**$0.00**	**$0.00**	**$0.00**	**$367,974.00**	**$99,932.00**	**$147,156.00**	**$1,416.00**	**$0.00**	**$1,383,063.00**
CAPITAL COST									
Capital Outlay	$22,507.00	$17,046.00	$17,046.00	$1,158,984.00	$180,722.00	$94,138.00	$0.00	$1,551.00	$3,060,887.00
Debt Service	$0.00	$0.00	$0.00	$55,000.00	$0.00	$0.00	$0.00	$0.00	$335,779.00
TOTAL CAPITAL COST	**$22,507.00**	**$17,046.00**	**$17,046.00**	**$1,213,984.00**	**$180,722.00**	**$94,138.00**	**$0.00**	**$1,551.00**	**$3,396,666.00**
NET CASH FLOW	**($90,566.75)**	**($64,388.25)**	**($220,069.75)**	**($896,581.00)**	**$5,842.00**	**$2,170,020.00**	($65,900.00)	($44,113.00)	**($718,180.83)**
INCOME PER RESIDENT	($13.83)	($8.30)	($33.60)	($136.90)	$0.89	$331.35	($10.06)	($6.74)	($109.66)

TABLE 11-2.2
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1993 FINANCIAL HISTORY

	GEN FUND	POLICE	FIRE	911	COURT	AIRPORT	STREETS	SANITATION	H-WASTE	BUILDING	GOLF
REVENUE	$1,072,324.00	$65,866.00	$87.00	$0.00	$0.00	$13,618.00	$175,272.00	$142,128.00	$0.00	$9,358.00	$136,276.00
OPERATIONS EXP											
LABOR COST	$185,868.00	$666,121.00	$320,516.00	$0.00	$0.00	$0.00	$164,941.00	$211,309.00	$0.00	$26,255.00	$120,836.50
OPERATIONS COST	$0.00	$61,012.00	$42,088.00	$0.00	$0.00	$19,717.00	$45,652.00	$86,781.00	$0.00	$6,960.00	$19,619.75
OVERHEAD COST	$77,967.00	$61,743.00	$10,794.00	$0.00	$0.00	$0.00	$4,740.00	$2,585.00	$0.00	$3,944.00	$11,529.00
TOTAL OPER EXP	**$263,835.00**	**$788,876.00**	**$373,398.00**	**$0.00**	**$0.00**	**$19,717.00**	**$215,333.00**	**$300,675.00**	**$0.00**	**$37,159.00**	**$151,985.25**
NET OPERATIONS INCOME	**$808,489.00**	**($723,010.00)**	**($373,311.00)**	**$0.00**	**$0.00**	**($6,099.00)**	**($40,061.00)**	**($158,547.00)**	**$0.00**	**($27,801.00)**	**($15,709.25)**
OTHER INCOME/SOURCES OF FUNDING											
Interest Income	$457,782.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$50,251.00	$0.00	$0.00	$0.00	$0.00
Depreciation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$457,782.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$50,251.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
CAPITAL COST											
Capital Outlay	$4,533.00	$90,504.00	$13,048.00	$0.00	$0.00	$33,164.00	$688,223.00	$1,898.00	$0.00	$194.00	$31,222.00
Debt Service	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	$267,285.00	$0.00	$0.00	$0.00	$0.00
TOTAL CAPITAL COST	**$4,534.00**	**$90,504.00**	**$13,048.00**	**$0.00**	**$0.00**	**$33,164.00**	**$955,508.00**	**$1,898.00**	**$0.00**	**$194.00**	**$31,222.00**
NET CASH FLOW	**$1,261,738.00**	**($813,514.00)**	**($386,359.00)**	**$0.00**	**$0.00**	**($39,263.00)**	**($945,318.00)**	**($160,445.00)**	**$0.00**	**($27,995.00)**	**($46,931.25)**
INCOME PER RESIDENT	$192.66	($124.22)	($59.00)	0	0	($6.00)	($144.35)	($24.50)	$0.00	($4.27)	($7.17)

TABLE 11-2.2
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1993 FINANCIAL HISTORY

	CEMETERY	POOL	PARKS	SEWER	WATER	ELECTRIC	ENGINEER	MECHANIC	TOTAL
REVENUE	$14,286.00	$11,721.00	$53,938.00	$769,998.00	$687,308.00	$7,448,229.00	$0.00	$0.00	$10,600,409.00
OPERATIONS EXP									
LABOR COST	$74,017.88	$23,904.14	$220,962.66	$243,310.00	$253,540.00	$323,168.00	$0.00	$0.00	$2,834,749.18
OPERATIONS COST	$13,731.75	$33,499.25	$47,987.25	$521,544.00	$417,807.00	$5,032,121.00	$0.00	$0.00	$6,348,520.00
OVERHEAD COST	$7,544.67	$7,544.67	$7,544.67	$40,909.00	$46,689.00	$53,639.00	$0.00	$0.00	$337,173.01
TOTAL OPER EXP	**$95,294.30**	**$64,948.06**	**$276,494.58**	**$805,763.00**	**$718,036.00**	**$5,408,928.00**	**$0.00**	**$0.00**	**$9,520,442.19**
NET OPERATIONS INCOME	**($81,008.30)**	**($53,227.06)**	**($222,556.58)**	**($35,765.00)**	**($30,728.00)**	**$2,039,301.00**	**$0.00**	**$0.00**	**$1,079,966.81**
OTHER INCOME/SOURCES OF FUNDING									
Interest Income	$0.00	$0.00	$0.00	$0.00	$2,644.00	$0.00	$0.00	$0.00	$460,426.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$1,907,490.00	$0.00	$0.00	$0.00	$0.00	$1,957,741.00
Depreciation	$0.00	$0.00	$0.00	$248,990.00	$123,925.00	$155,848.00	$0.00	$0.00	$528,763.00
Financing	$0.00	$0.00	$0.00	$1,165,000.00	$0.00	$0.00	$0.00	$0.00	$1,165,000.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$0.00**	**$0.00**	**$0.00**	**$3,321,480.00**	**$126,569.00**	**$155,848.00**	**$0.00**	**$0.00**	**$4,111,930.00**
CAPITAL COST									
Capital Outlay	$16,877.00	$16,877.00	$367,670.00	$2,820,450.00	$545,895.00	$112,666.00	$0.00	$0.00	$4,743,221.00
Debt Service	$0.00	$0.00	$0.00	$142,813.00	$0.00	$0.00	$0.00	$0.00	$410,099.00
TOTAL CAPITAL COST	**$16,877.00**	**$16,877.00**	**$367,670.00**	**$2,963,263.00**	**$545,895.00**	**$112,666.00**	**$0.00**	**$0.00**	**$5,153,320.00**
NET CASH FLOW	**($97,885.30)**	**($70,104.06)**	**($590,226.58)**	**$322,452.00**	**($450,054.00)**	**$2,082,483.00**	**$0.00**	**$0.00**	**$38,577.81**
INCOME PER RESIDENT	($14.95)	($10.70)	($90.12)	$49.24	($68.72)	$317.98	$0.00	$0.00	$5.89

TABLE 11-2.3
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1994 FINANCIAL HISTORY

	GEN FUND	POLICE	FIRE	911	COURT	AIRPORT	STREETS	SANITATION	H-WASTE	BUILDING	GOLF
REVENUE	$1,214,642.00	$98,127.00	$1,012.00	$0.00	$0.00	$32,035.00	$194,343.00	$142,699.00	$0.00	$12,213.00	$122,891.00
OPERATIONS EXP											
LABOR COST	$204,690.00	$773,352.00	$343,047.00	$184.00	$0.00	$1,749.00	$154,249.00	$209,114.00	$400.00	$24,289.00	$114,014.72
OPERATIONS COST	$0.00	$63,269.00	$31,218.00	$0.00	$0.00	$10,935.00	$36,432.00	$94,047.00	$31.00	$3,687.00	$20,091.75
OVERHEAD COST	$63,913.00	$49,841.00	$15,029.00	$0.00	$0.00	$0.00	$73,679.00	$2,484.00	$0.00	$3,957.00	$7,801.25
TOTAL OPER EXP	**$268,603.00**	**$886,462.00**	**$389,294.00**	**$184.00**	**$0.00**	**$12,684.00**	**$264,360.00**	**$305,645.00**	**$431.00**	**$31,933.00**	**$141,907.72**
NET OPERATIONS INCOME	**$946,039.00**	**($788,335.00)**	**($388,282.00)**	**($184.00)**	**$0.00**	**$19,351.00**	**($70,017.00)**	**($162,946.00)**	**($431.00)**	**($19,720.00)**	**($19,016.72)**
OTHER INCOME/SOURCES OF FUNDING											
Interest Income	$406,107.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$292.00	$0.00
Grants/Intergovernmental	($13,280.00)	$5,834.00	$1,294.00	$0.00	$0.00	$83,273.00	$36,731.00	$1,496.00	$0.00	$102.00	$0.00
Depreciation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$392,827.00**	**$5,834.00**	**$1,294.00**	**$0.00**	**$0.00**	**$83,273.00**	**$36,731.00**	**$1,496.00**	**$0.00**	**$394.00**	**$0.00**
CAPITAL COST											
Capital Outlay	$17,694.00	$97,485.00	$44,675.00	$0.00	$0.00	$94,694.00	$303,009.00	$0.00	$0.00	$0.00	$102,863.00
Debt Service	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	$254,809.00	$0.00	$0.00	$0.00	$0.00
TOTAL CAPITAL COST	**$17,695.00**	**$97,485.00**	**$44,675.00**	**$0.00**	**$0.00**	**$94,694.00**	**$557,818.00**	**$0.00**	**$0.00**	**$0.00**	**$102,863.00**
NET CASH FLOW	**$1,321,172.00**	**($879,986.00)**	**($431,663.00)**	**($184.00)**	**$0.00**	**$7,930.00**	**($591,104.00)**	**($161,450.00)**	**($431.00)**	**($19,326.00)**	**($121,879.72)**
INCOME PER RESIDENT	$201.74	($134.37)	($65.91)	($0.03)	$0.00	$1.21	($90.26)	($24.65)	($0.07)	($2.95)	($18.61)

TABLE 11-2.3
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1994 FINANCIAL HISTORY

	CEMETERY	POOL	PARKS	SEWER	WATER	ELECTRIC	ENGINEER	MECHANIC	TOTAL
REVENUE	$16,306.00	$19,860.00	$159,556.00	$686,758.00	$628,892.00	$8,139,066.00	$0.00	$30,558.00	$11,498,958.00
OPERATIONS EXP									
LABOR COST	$47,057.92	$36,312.32	$245,932.80	$259,465.00	$290,083.00	$443,508.00	$380.00	$34,608.00	$3,182,435.76
OPERATIONS COST	$12,426.75	$10,834.25	$64,867.75	$523,318.00	$425,269.00	$5,941,297.00	$466.00	$38,407.00	$7,276,596.50
OVERHEAD COST	$4,131.00	$4,131.00	$4,131.00	$119,590.00	$25,858.00	$36,501.00	$0.00	$0.00	$411,046.25
TOTAL OPER EXP	**$63,615.67**	**$51,277.57**	**$314,931.55**	**$902,373.00**	**$741,210.00**	**$6,421,306.00**	**$846.00**	**$73,015.00**	**$10,870,078.51**
NET OPERATIONS INCOME	**($47,309.67)**	**($31,417.57)**	**($155,375.55)**	**($215,615.00)**	**($112,318.00)**	**$1,717,760.00**	**($846.00)**	**($42,457.00)**	**$628,879.49**
OTHER INCOME/SOURCES OF FUNDING									
Interest Income	$0.00	$0.00	$0.00	$89,144.00	$1,762.00	$0.00	$0.00	$0.00	$497,305.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$44,838.00	$0.00	$0.00	$0.00	$0.00	$160,288.00
Depreciation	$0.00	$0.00	$0.00	$272,601.00	$150,949.00	$200,457.00	$0.00	$0.00	$624,007.00
Financing	$0.00	$0.00	$0.00	$503,845.00	$0.00	$0.00	$0.00	$0.00	$503,845.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$0.00**	**$0.00**	**$0.00**	**$910,428.00**	**$152,711.00**	**$200,457.00**	**$0.00**	**$0.00**	**$1,785,445.00**
CAPITAL COST									
Capital Outlay	$9,979.00	$15,438.00	$87,376.00	$1,281,802.00	$609,208.00	$396,936.00	$0.00	$0.00	$3,061,159.00
Debt Service	$0.00	$0.00	$0.00	$171,718.00	$0.00	$0.00	$0.00	$0.00	$426,528.00
TOTAL CAPITAL COST	**$9,979.00**	**$15,438.00**	**$87,376.00**	**$1,453,520.00**	**$609,208.00**	**$396,936.00**	**$0.00**	**$0.00**	**$3,487,687.00**
NET CASH FLOW	**($57,288.67)**	**($46,855.57)**	**($242,751.55)**	**($758,707.00)**	**($568,815.00)**	**$1,521,281.00**	**($846.00)**	**($42,457.00)**	**($1,073,361.51)**
INCOME PER RESIDENT	($8.75)	($7.15)	($37.07)	($115.85)	($86.86)	$232.29	($0.13)	($6.48)	($163.90)

TABLE 11-2.4
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1995 FINANCIAL HISTORY

	GEN FUND	POLICE	FIRE	911	COURT	AIRPORT	STREETS	SANITATION	H-WASTE	BUILDING	GOLF
REVENUE	$1,186,918.00	$135,545.00	$2,038.00	$56,194.00	$0.00	$14,352.00	$219,064.00	$204,953.00	$0.00	$13,291.00	$133,781.00
OPERATIONS EXP											
LABOR COST	$204,179.00	$765,987.00	$421,175.00	$24,686.00	$26,386.00	$16,898.00	$194,597.00	$193,414.00	$8,257.00	$25,331.00	$94,038.00
OPERATIONS COST	$0.00	$72,705.00	$31,018.00	$95.00	$1,509.00	$40,777.00	$42,169.00	$134,388.00	$2,122.00	$2,092.00	$37,027.42
OVERHEAD COST	$68,155.00	$45,857.00	$16,799.00	$0.00	$0.00	$0.00	$98,431.00	$2,524.00	$0.00	$2,921.00	$7,365.25
TOTAL OPER EXP	**$272,334.00**	**$884,549.00**	**$468,992.00**	**$24,781.00**	**$27,895.00**	**$57,675.00**	**$335,197.00**	**$330,326.00**	**$10,379.00**	**$30,344.00**	**$138,430.67**
NET OPERATIONS INCOME	**$914,584.00**	**($749,004.00)**	**($466,954.00)**	**$31,413.00**	**($27,895.00)**	**($43,323.00)**	**($116,133.00)**	**($125,373.00)**	**($10,379.00)**	**($17,053.00)**	**($4,649.67)**
OTHER INCOME/SOURCES OF FUNDING											
Interest Income	$365,927.00	$104.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,400.00	$0.00
Grants/Intergovernmental	$4,986.00	$3,566.00	$382.00	$0.00	$0.00	$62.00	$1,047.00	$204.00	$0.00	$79.00	$0.00
Depreciation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$64,500.00
TOTAL INC & FUNDING	**$370,913.00**	**$3,670.00**	**$382.00**	**$0.00**	**$0.00**	**$62.00**	**$1,047.00**	**$204.00**	**$0.00**	**$1,479.00**	**$64,500.00**
CAPITAL COST											
Capital Outlay	$14,549.00	$68,641.00	$451,050.00	$61,363.00	$0.00	$823,169.00	$457,838.00	$17,189.00	$0.00	$0.00	$44,837.00
Debt Service	$1.00	$0.00	$0.00	$0.00	$0.00	$0.00	$242,446.00	$0.00	$0.00	$0.00	$0.00
TOTAL CAPITAL COST	**$14,550.00**	**$68,641.00**	**$451,050.00**	**$61,363.00**	**$0.00**	**$823,169.00**	**$700,284.00**	**$17,189.00**	**$0.00**	**$0.00**	**$44,837.00**
NET CASH FLOW	**$1,270,948.00**	**($813,975.00)**	**($917,622.00)**	**($29,950.00)**	**($27,895.00)**	**($866,430.00)**	**($815,370.00)**	**($142,358.00)**	**($10,379.00)**	**($15,574.00)**	**$16,013.33**
INCOME PER RESIDENT	$194.07	($124.29)	($140.12)	($4.57)	($4.26)	($132.30)	($124.50)	($21.74)	($1.58)	($2.38)	$2.29

TABLE 11-2.4
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1995 FINANCIAL HISTORY

	CEMETERY	POOL	PARKS	SEWER	WATER	ELECTRIC	ENGINEER	MECHANIC	TOTAL
REVENUE	$13,875.00	$28,728.00	$118,105.00	$792,910.00	$645,449.00	$8,575,707.00	$0.00	$51,588.00	$12,140,910.00
OPERATIONS EXP									
LABOR COST	$40,919.06	$30,086.40	$252,883.22	$286,275.00	$286,089.00	$485,831.00	$50,018.00	$40,081.00	$3,427,130.68
OPERATIONS COST	$21,249.42	$19,325.25	$82,462.92	$605,473.00	$408,568.00	$5,979,231.00	$17,298.00	$54,069.00	$7,551,579.01
OVERHEAD COST	$3,014.25	$3,014.25	$3,014.25	$117,968.00	$32,346.00	$51,006.00	$0.00	$0.00	$452,415.00
TOTAL OPER EXP	**$65,182.73**	**$52,425.90**	**$338,360.39**	**$989,716.00**	**$727,003.00**	**$6,516,068.00**	**$67,316.00**	**$94,150.00**	**$11,431,124.69**
NET OPERATIONS INCOME	**($51,307.73)**	**($23,697.90)**	**($220,255.39)**	**($196,806.00)**	**($81,554.00)**	**$2,059,639.00**	**($67,316.00)**	**($42,562.00)**	**$709,785.31**
OTHER INCOME/SOURCES OF FUNDING									
Interest Income	$0.00	$0.00	$0.00	$88,300.00	$1,313.00	$0.00	$0.00	$0.00	$457,044.00
Grants/Intergovernmental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$10,326.00
Depreciation	$0.00	$0.00	$0.00	$381,882.00	$172,615.00	$226,413.00	$897.00	$0.00	$781,807.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$1,000.00	$8,490.00	$2,123.00	$519.00	$0.00	$76,113.00
TOTAL INC & FUNDING	**$0.00**	**$0.00**	**$0.00**	**$471,182.00**	**$182,418.00**	**$228,536.00**	**$1,416.00**	**$0.00**	**$1,325,290.00**
CAPITAL COST									
Capital Outlay	$6,644.00	$32,667.00	$73,887.00	$0.00	$307,080.00	$555,558.00	$0.00	$1,551.00	$2,916,023.00
Debt Service	$0.00	$0.00	$0.00	$293,309.00	$0.00	$0.00	$0.00	$0.00	$535,756.00
TOTAL CAPITAL COST	**$6,644.00**	**$32,667.00**	**$73,887.00**	**$293,309.00**	**$307,080.00**	**$555,558.00**	**$0.00**	**$1,551.00**	**$3,451,779.00**
NET CASH FLOW	**($57,951.73)**	**($56,364.90)**	**($294,142.39)**	**($18,933.00)**	**($206,216.00)**	**$1,732,617.00**	**($65,900.00)**	**($44,113.00)**	**($1,416,703.69)**
INCOME PER RESIDENT	($8.85)	($8.61)	($44.91)	($2.89)	($31.49)	$264.56	($10.06)	($6.74)	($216.32)

CITY OF MONETT

SUMMARY OF ALL DEPARTMENTS
1996 FINANCIAL HISTORY

	GEN FUND	POLICE	FIRE	911	COURT	AIRPORT	STREETS	SANITATION	H-WASTE	BUILDING	GOLF
REVENUE	$1,450,734.87	$47,011.04	$0.00	$60,212.58	$74,870.26	$21,547.18	$238,922.52	$237,353.06	$0.00	$18,545.66	$90,714.92
OPERATIONS EXP											
LABOR COST	$194,935.97	$743,014.48	$505,243.72	$30,314.11	$31,776.85	$30,993.66	$280,661.67	$212,823.34	$7,532.04	$29,980.56	$112,552.38
OPERATIONS COST	$0.00	$77,634.97	$35,451.18	$17,590.52	$2,588.21	$28,806.35	$139,502.89	$135,425.87	$5,381.38	$2,085.03	$40,773.73
OVERHEAD COST	$74,335.00	$63,498.72	$16,680.26	$0.00	$0.00	$0.00	$7,922.69	$2,845.13	$0.00	$2,060.39	$6,792.80
TOTAL OPER EXP	**$269,270.97**	**$884,148.17**	**$557,375.16**	**$47,904.63**	**$34,365.06**	**$59,800.01**	**$428,087.25**	**$351,094.34**	**$12,913.42**	**$34,125.98**	**$160,118.91**
NET OPERATIONS INCOME	**$1,181,463.90**	**($837,137.13)**	**($557,375.16)**	**$12,307.95**	**$40,505.20**	**($38,252.83)**	**($189,164.73)**	**($113,741.28)**	**($12,913.42)**	**($15,580.32)**	**($69,403.99)**
OTHER INCOME/SOURCES OF FUNDING											
Interest Income	$369,017.37	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$13.49	$0.00
Grants/Intergovernmental	$0.00	$4,853.70	$539.76	$0.00	$0.00	$425,124.66	$1,225.32	$242.33	$0.00	$355.85	$0.00
Depreciation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$369,017.37**	**$4,853.70**	**$539.76**	**$0.00**	**$0.00**	**$425,124.66**	**$1,225.32**	**$242.33**	**$0.00**	**$369.34**	**$0.00**
CAPITAL COST											
Capital Outlay	$2,000.00	$4,458.93	$362,995.13	$0.00	$0.00	$728,945.33	$285,101.70	$24,715.20	$0.00	$0.00	$249,437.76
Debt Service	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$234,782.61	$0.00	$0.00	$0.00	$0.00
TOTAL CAPITAL COST	**$2,000.00**	**$4,458.93**	**$362,995.13**	**$0.00**	**$0.00**	**$728,945.33**	**$519,884.31**	**$24,715.20**	**$0.00**	**$0.00**	**$249,437.76**
NET CASH FLOW	**$1,548,481.27**	**($836,742.36)**	**($919,830.53)**	**$12,307.95**	**$40,505.20**	**($342,073.50)**	**($707,823.72)**	**($138,214.15)**	**($12,913.42)**	**($15,210.98)**	**($318,841.75)**
INCOME PER RESIDENT	$236.45	($127.77)	($140.45)	$1.88	$6.18	($52.23)	($108.08)	($21.10)	($1.97)	($2.32)	($48.69)

TABLE 11-2.5
CITY OF MONETT
SUMMARY OF ALL DEPARTMENTS
1996 FINANCIAL HISTORY

	CEMETERY	POOL	PARKS	SEWER	WATER	ELECTRIC	ENGINEER	MECHANIC	TOTAL
REVENUE	$18,747.51	$27,278.85	$119,595.83	$790,389.69	$715,345.70	$9,109,972.70	$472.69	$199.14	$13,021,242.37
OPERATIONS EXP									
LABOR COST	$50,164.32	$35,645.75	$270,472.07	$324,604.67	$307,958.47	$495,385.09	$103,933.89	$44,770.90	$3,812,763.94
OPERATIONS COST	$15,115.41	$32,329.07	$138,562.00	$628,832.46	$398,932.24	$6,392,147.78	$24,100.16	$26,295.02	$8,141,554.27
OVERHEAD COST	$424.82	$1,027.27	$4,230.77	$45,307.57	$18,352.87	$23,258.96	$0.00	$0.00	$266,737.25
TOTAL OPER EXP	**$65,704.55**	**$69,002.09**	**$413,264.84**	**$998,744.70**	**$725,243.58**	**$6,910,791.83**	**$128,034.05**	**$71,065.92**	**$12,221,058.46**
NET OPERATIONS INCOME	**($46,957.04)**	**($41,723.24)**	**($293,669.01)**	**($208,355.01)**	**($9,897.88)**	**$2,199,180.87**	**($127,561.36)**	**($70,866.78)**	**$800,858.74**
OTHER INCOME/SOURCES OF FUNDING									
Interest income	$0.00	$0.00	$0.00	$26,264.27	$1,637.38	$0.00	$0.00	$0.00	$396,932.51
Grants/Intergovernmental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$432,341.62
Depreciation	$0.00	$0.00	$0.00	$382,622.85	$163,761.53	$220,508.66	$1,919.56	$622.73	$769,435.33
Financing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Sale of Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL INC & FUNDING	**$0.00**	**$0.00**	**$0.00**	**$408,887.12**	**$165,398.91**	**$220,508.66**	**$1,919.56**	**$622.73**	**$1,598,709.46**
CAPITAL COST									
Capital Outlay	$2,486.31	$3,357.90	$40,145.41	$42,092.37	$52,094.82	$178,169.21	$0.00	$0.00	$1,976,000.07
Debt Service	$0.00	$0.00	$0.00	$114,723.92	$0.00	$0.00	$0.00	$0.00	$349,506.53
TOTAL CAPITAL COST	**$2,486.31**	**$3,357.90**	**$40,145.41**	**$156,816.29**	**$52,094.82**	**$178,169.21**	**$0.00**	**$0.00**	**$2,325,506.60**
NET CASH FLOW	**($49,443.35)**	**($45,081.14)**	**($333,814.42)**	**$43,715.82**	**$103,406.21**	**$2,241,520.32**	**($125,641.80)**	**($70,244.05)**	**$74,061.60**
INCOME PER RESIDENT	($7.55)	($6.88)	($50.97)	$6.68	$15.79	$342.27	($19.18)	($10.73)	$11.31

TABLE 11-3

COMPARISON

CASH FLOWING DEPARTMENTS -DEFICT DEPARTMENTS

	1992	1993	1994	1995	1996	5 YEAR AVERAGE	PERCENT
CASH FLOWING DEPARTMENTS							
GENERAL FUND	$ 1,413,131.00	$ 1,266,271.00	$ 1,338,866.00	$ 1,285,497.00	$ 1,550,481.27	$ 1,370,849.25	40%
911 SYSTEM	$ -	$ -	$ (184.00)	$ 31,413.00	$ 12,307.95	$ 8,707.39	0%
MUNICIPAL COURT	$ -	$ -	$ -	$ (27,895.00)	$ 40,505.20	$ 2,522.04	0%
ELECTRIC	$ 2,117,002.00	$ 2,039,301.00	$ 1,717,760.00	$ 2,059,639.00	$ 2,199,180.87	$ 2,026,576.57	59%
TOTAL	$ 3,530,133.00	$ 3,305,572.00	$ 3,056,442.00	$ 3,348,654.00	$ 3,802,475.29	$ 3,408,655.26	100%
DEFICIT DEPARTMENTS							
POLICE	$ (602,630.00)	$ (723,010.00)	$ (782,501.00)	$ (745,344.00)	$ (832,283.43)	$ (737,153.69)	37%
FIRE DEPART	$ (295,171.00)	$ (373,311.00)	$ (388,282.00)	$ (466,954.00)	$ (557,375.16)	$ (416,218.63)	21%
STREET DEPARTMENT	$ (6,827.00)	$ (40,061.00)	$ (70,017.00)	$ (116,133.00)	$ (189,164.74)	$ (84,440.55)	4%
AIRPORT	$ (17,674.00)	$ (6,099.00)	$ 19,351.00	$ (43,323.00)	$ (38,252.83)	$ (17,199.57)	1%
SANITATION	$ (168,222.00)	$ (158,547.00)	$ (162,946.00)	$ (125,373.00)	$ (113,741.28)	$ (145,765.86)	7%
HAZARDOUS WASTE	$ -	$ -	$ (431.00)	$ (10,379.00)	$ (12,913.42)	$ (4,744.68)	0%
BUILDING CODE DEPART	$ (32,036.00)	$ (27,801.00)	$ (19,720.00)	$ (17,053.00)	$ (15,580.32)	$ (22,438.06)	1%
PARKS DEPART	$ (203,023.75)	$ (222,556.58)	$ (155,375.55)	$ (218,036.14)	$ (293,669.01)	$ (218,532.21)	11%
GOLF COURSE	$ (49,612.08)	$ (15,709.25)	$ (11,427.72)	$ 2,892.33	$ (69,403.99)	$ (28,652.14)	1%
CEMETERY	$ (68,059.75)	$ (81,008.30)	$ (47,309.67)	$ (51,307.73)	$ (46,957.04)	$ (58,928.50)	3%
POOL	$ (37,342.25)	$ (53,227.06)	$ (2,689.57)	$ (23,697.90)	$ (41,723.24)	$ (31,736.00)	2%
ENGINEER	$ -	$ -	$ (846.00)	$ (67,316.00)	$ (127,561.36)	$ (39,144.67)	2%
MECHANIC	$ -	$ -	$ (42,457.00)	$ (42,562.00)	$ (70,866.78)	$ (31,177.16)	2%
SEWER DEPART	$ (50,571.00)	$ (35,765.00)	$ (215,615.00)	$ (196,806.00)	$ (208,355.01)	$ (141,422.40)	7%
WATER DEPART	$ 86,632.00	$ (30,712.00)	$ (112,318.00)	$ (81,554.00)	$ (9,897.88)	$ (29,569.98)	1%
TOTAL	**$ (1,444,536.83)**	**$ (1,767,807.19)**	**$ (1,992,584.51)**	**$ (2,202,946.44)**	**$ (2,627,745.49)**	**$ (2,007,124.09)**	**100%**

TABLE 11.4
SAMPLE DEPARTMENT BUDGET FORM

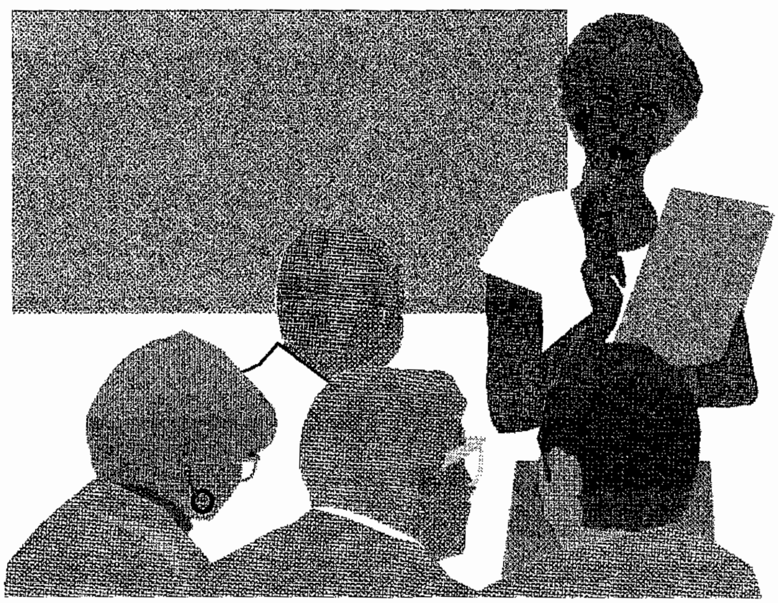
DEPARTMENT: PUBLIC FACILITIES — **ACCOUNT CODE: 10.08.0**

CODE	EXPENDITURE DETAIL	AMOUNT	EXPLANATION
100	**PERSONNEL SERVICES**		
110	Salaries	13,000	
111	Salaries, part-time		
115	Overtime	243	26 hours @9.38
141	Social Security	1,013	13,243 x 7.65%
142	Health & Life Insurance	3,168	1 w/ family plan
143	Retirement	529	13,243 x4%
144	Unemployment Compensation	144	8,500 x .01690
220	**OPERATING SUPPLIES**		
223	Janitorial Supplies	1,750	
258	Building Maintenance Supplies	2,500	
260	Operating Equipment		
300	**PURCHASED SERVICES**		
310	**COMMUNICATIONS & POSTAGE**		
312	Telephone	3,480	Add Webb Site Internet etc. $180.
340	**UTILITY SERVICE**		
342	Electric	9,945	
343	Water	2,575	
344	Natural Gas	2,500	
345	Sewer		
350	**PROFESSIONAL SERVICES**		
354	Contract Services	1,170	Pest control-$360, Trash-$300, carpet cleaning
356	Consultants		
359	Other Services		
360	**REPAIR & MAINT. SERVICES**		
362	Machinery & Equipment	3,130	$650.-Collector's drive-up tube maint., $2480. - elevator
363	Building & Facilities	5,000	Building maintenance, yearly (balance to be earmarked)
369	Other Repair & Maintenance		
400	**MATERIALS**		
410	Concrete		
411	Gravel		
413	Asphalt/Cold Mix		
414	Sand		
415	Salt		
416	Metal & Angle Iron		
417	Pipe/Culvert		
418	Street Paint		
499	Other Materials		
500	**FIXED CHARGES**		
510	Property Insurance	5,900	Building Insurance
700	**GRANTS**		
800	**INTERFUND TRANSFERS**		
900	**CAPITAL OUTLAY**		
910	Machinery & Equipment	17,500	Copier - $8000. computers - $9500.
920	Furniture & Fixtures		Payment-Energy Conservation -Last pymt in 2001-$1732.
930	Land & Building	31,732	Landscaping & curbs-downtown-$30,000.
940	Other Capital Outlay	10,000	Architecture fees for Police and Fire Building
	TOTAL	115,279	

City of Monett

Comprehensive Growth Management Plan

12.0 Public & Intergovernmental Relations



CREATING THE FUTURE

COMMUNICATING WITH THE PUBLIC & OTHER GOVERNMENTAL AGENCIES AND BODIES

TABLE OF CONTENTS

12.0 Public & Intergovernmental Relations

12.1 Purpose and Scope of Evaluation

The purpose of this evaluation will be to help community leaders formulate policies and formats in which the City can communicate better with the general public and with other governmental agencies and bodies. No plan is workable or acceptable if the public is not informed and planning with other governmental bodies will be advantageous in accomplishing goals for the area.

12.2 Public Participation

Achieving sufficient public participation in any democratic form of government is often the most sought after accomplishment but the most seldom achieved of any goal of government. An informed electorate is the most powerful tool a government has in helping accomplishing goals. If a community understands where the leaders are headed and why they are directing the community in that direction the electorate will support needed changes as they develop. The public needs to be involved in planning changes that affect them and the community.

Public hearings are a common and required means of soliciting public input on projects and needs. The problem with public hearings is few attend, unless controversial, and little advance information is usually available. Attendance at regular city council meetings only musters a few regulars. Newspaper coverage usually hits the highlights of city business and frequently will miss details that are critical to understanding an issue.

Consideration should be given to establishing a monthly newsletter concerning city business. Within the newsletter, specific details should be reported to inform the public of the City's plans and actions. Public responses could be solicited through the newsletter through surveys and comment forms. These newsletters could be distributed to people who come to City Hall, the library, and at major business locations in town. An employee with a dedicated phone number could be established with the purpose of providing a regular place to call to express opinions, and an after hours answering machine to allow the public to leave their comments. The City of Springfield has been very successful with this approach. Each councilman is provided with a transcript of all calls.

The City should consider establishing a Web Site for the City. This would be assisting the City in two ways. One it would provide a direct link to the City with the local public and two it would provide a link with businesses and developers whom may be interested in the City for business purposes. The City could post all ordinances being considered on the net, council agendas, and copies of plans and proposals. The public could email their comments to the City. Currently, the computer population does not cover all of the residents of the City, however, projections within the next ten to twenty years calls for a computer in every home. Acting now would get this mode of communications started and used by the public.

In addition to all of the above approaches to improving public participation leaders should hold more in-depth interviews with the press and more detailed press releases should be prepared. Council members and Department Heads should deliver more public addresses to business and civic groups.

12.3 Intergovernmental Relations

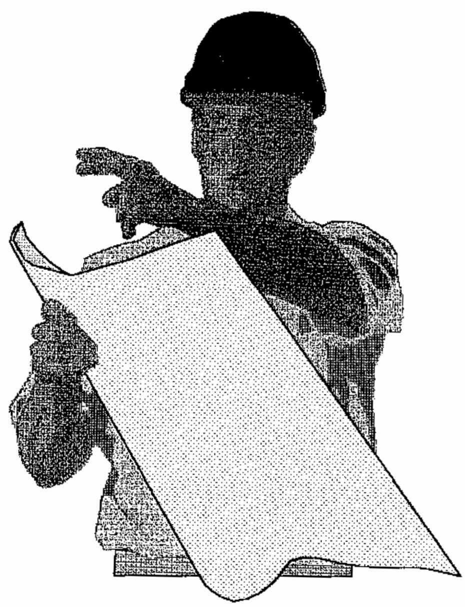
Almost as important as communicating with the public is the need for a city to communicate with other government agencies and bodies. The City is unique in the fact that most actions and plans by other agencies that serve the area also affect the City, likewise, actions and plans of the City affect other government bodies. Several levels of governmental relations exist. The apparent is the two Counties, the School District, the Ambulance District, and the State. But other agencies of the State and Federal government communicate and deal with the City on a regular basis.

The City should consider having an annual meeting with all other elected officials of all governmental bodies whom serve the Monett area. This meeting should be used to discuss future plans and goals of both parties and how both can work together to assist one another. The Department Heads, or a member of the City Council, or their designated representative should also meet with governmental agencies such as the Missouri Department of Natural Resources and other state agencies which have some involvement with the City on different matters. The Department Heads or the designated representative of the City Council should file a report of these regular visits with the Council. At all of these type planning meetings all agencies should be given a regular update on planning which affects that agency.

City of Monett

Comprehensive Growth Management Plan

13.0 Economic Development



CREATING THE FUTURE

ECONOMIC DEVELOPMENT

TABLE OF CONTENTS

TABLES

13.0 Economic Development

13.1 Purpose and Scope of Evaluation

No task is more essential and yet more difficult for a community than economic development. This common term is more often misunderstood than any other in a community. Most people perceive economic development as the solicitation of manufacturing and industrial companies to locate within a community. While this is a component of economic development, it is by no means the proper definition. A more proper definition would be as follows; *"the efforts and planning by a community to advance the development of the local economy, public services, and quality of life to function in unity toward the preservation and enhancement of the labor and business environment of the area".*

Far too often communities focus on industrial development and lose site of the community as a whole. Unless the overall economy is developed in unity the longevity of industrial development is short lived. History has shown that the center city industrial base has collapse in modern times. When the industrial revolution of the turn of the century occurred the need for a centralized work force was key since transportation was limited to horse and buggy. Most workers lived in the City to be in close proximity to the factories. As the society changed and transportation became available to the factory worker a flight to the suburbs occurred. As the center city tax base declined, factories followed workers to the suburban areas. Over the last twenty years many industries have been attracted to rural areas because of the low tax base and low wages.

Industrial development is once again going through a change. As more and more industries are competing with foreign manufacturers and with the change of the economy to a more high tech service economy, companies are in search of a good quality of life for their workers and for a highly skilled worker. With these changing conditions, a community must focus more than ever toward building the community quality of life in order to attract industry. No longer can a community simply provide "cheap" land, "low" taxes, and "cheap" labor to attract industry. While those conditions are important, the key to the future is the quality of the community and the quality of the work force.

With the changing conditions nationwide in mind, the scope of this report is to develop a balanced view of the economic development opportunities and challenges of the City of Monett. The City is ideally located to capitalize on the changing trends within the nation due to its close proximity to Springfield and Joplin and it's rural setting and quality of life.

13.2 Industrial

As previously pointed out in Section 2 concerning the economy of this plan, the City of Monett is the industrial hub of Barry County with 74% of all industrial jobs located in the City. Existing industries have been well positioned within their individual markets as witnessed by the increase of nearly 800 new jobs within the City since 1990, which accounted for most of the growth in the County. Internal growth is the type of economic development and growth that a community dreams of. No new infrastructure or development is needed. It does have a negative affect on the community however.

With the increase supply of jobs comes the increased shortage of skilled workers. Monett industries are currently suffering a huge employee turn over rate because workers are having to be attracted from as far as sixty miles away. Based on the competitive wage rate for the area it is difficult for workers to commute that distance. Workers have had difficulty finding affordable housing near Monett.

With the current shortage of labor within the service area of Monett it would be both a waste of funds and efforts to attempt to attract new *large* industries to the City and a disservice to the existing industries. Any new *large* factory would only further tighten the labor supply for the area. This could have a negative affect by causing existing industries to look at locating to an area with a larger labor supply.

The industrial base of the community is very diversified. Poultry processing, metal fabrications, window manufacturing, recreational equipment, and computer software and service makes up a very diversified industrial base for the City. Continued diversification is the best insurance against a downturn within any one segment of the market.

13.2.1 New Industrial Park or Industrial Sites Needed

No good quality industrial sites are available in the City. Some small sites can be found but little usable land is available in the planned industrial area. For good quality land planning purposes it is best that industrial sites be planned farther away from the central part of the City. For any large industrial park project to be developed in the City land would need to be annexed. Good locations are available in any direction from the City. Ideally, any new industrial park should be planned in the direction of the airport. At the airport the City owns some surplus land which could be leased on a long-term basis and small manufacturing and service companies could be attracted to the area.

13.3 Retail

The retail economy has continued to grow with the increase of local industrial employment. Many communities fail to view retail development as economic development. As a matter of public policy the State of Missouri provides no incentive programs to encourage retail development. While this may be the proper policy for the State, the City of Monett is in need of retail development in order to balance the scales of demand. As reflected in Section 2.0 on the local economy, several areas of opportunity avail in the area of retail development.

Shopping choices are in need of development for the City. General merchandise, clothing, gifts, and other household merchandise is in demand by the consumers of the area. Based on the evaluations of these sectors an estimated $40,000,000 in annual sales are being lost to other communities. In order to capture this need, available retail space must be developed. With the development of the Super Center the existing Wal-Mart building is idea for conversion into a shopping center. The redevelopment of this property will bring new retail and strengthen the commercial viability of the area which it is located.

Regional retail companies seldom build and own their own building. Most prefer to lease space. While the concept of building to suit seems like the safe approach to filling this need, it is not functional in today's market place. Most regional retailers plan a certain number of stores each year. If space is available in a desired market place the location makes the cut. If space is not available the location is passed over. A further deterrent is the lack of a planned shopping center whereby retailers can build on a common synergism to attract and build customers.

The development of the TIF district will be helpful in the development of the property along Highway and Business Highway 60. The TIF plan calls for the extension of Bridle and Chapel Street which will open up new retail areas for development. Areas along Cleveland west of Highway H are suitable for redevelopment into retail and office space. Many properties are converted single family homes, which are well located but are in need of upgrading in order to stimulate a quality retail area. Several renovations and redevelopment efforts have already been done and have set a good standard for the area.

13.3.1 Downtown

The Downtown Commercial District of the City is still a very vibrate retail goods and service district. For the purpose of identification the Downtown area is considered to be that area south of Cleveland Street and north of the Railroad Tracks and west of 13th Street and east of Highway 32. This is the historic commercial section of the City with most businesses located along Broadway, Bond and Front Street. A few scatter businesses are located throughout the entire area but for the most part businesses are concentrated along Broadway.

It is imperative to the long-term growth of the City to preserve and improve the economic viability of the Downtown. Trends over the past twenty years reflect a downward turn in investment and economic activity. The traffic volume on Broadway has declined by 42% east of 1st street and a 20.01% decrease west of 7th & 8th street. The decline in vehicle traffic is attributed to the development of the new commercial strip along Highway 60. Recently, Ramey's Grocery Stores opened a new store on Business Highway 60 and closed one of their stores on Cleveland. Competition for retail shoppers continues to heat up with the changing development patterns in the City. A new Wal-Mart Supercenter is scheduled for opening in the summer of 1998. In light of the changing development patterns and the decline in vehicular activity in the downtown area it is critical that the City address a long-term solution and plan to preserve and improve the area as a viable commercial district.

13.3.2 Downtown Needs

1. INFRASTRUCTURE: The infrastructure of the downtown has had no major renovations or improvements in several years. This includes the streets, storm water and utilities. The area has also been subject to flooding ever since the area was constructed. The sidewalks are privately owned and maintained. Private owners have not been willing on an organized or planned basis to agree on the type or schedule of repairing or replacing the sidewalks. This hindrance to the repair of the sidewalks not only delays private investment in the downtown but also hinders the investment of the City in street repair, storm water and utility upgrades. Until the sidewalks are improved, the curbs, which serve as storm water drainage, can not be replaced. The curbs are currently too low for proper storm water control. The curbs can not be lowered until the streets are cut down and resurfaced. Any additional asphalt overlays will cause the curbs to be non-functional as storm water control devices. Until the sidewalk repair can be addressed no proper long-term improvements can or should be made by the City.

2. SOLUTION: To resolve the problem caused by the sidewalks it is recommended that the property owners create a Neighborhood Improvement District by petition to the City Council. The property owners should petition the City to cause the sidewalks to be improved and assess the individual property owners for the cost over a twenty-year property assessment. As part of the petition process the property owners should propose that the City take over ownership and maintenance of the sidewalks from the property owners. By taking over the future maintenance and jurisdiction of the sidewalks the City can control and plan other affected infrastructure improvements. It may be necessary to create several NID.

3. IMPROVEMENTS: Once the NID has been created, the City should approach a comprehensive and concentrated improvements of all infrastructure within the areas of the NID. A new utility corridor should be planned within the sidewalk area to handle water, electric and gas. The cost of the utility corridor should be shared by the Natural Gas Supplier. The sewer may or may not be located in the corridor because the sewer is a gravity flow system. This corridor will reduce the long-term maintenance cost of repairs by providing an accessible area for work crews to make repairs. The numerous levels of asphalt should be ground down on the streets in order to reveal the curbs and allow them to serve as storm water devices. After the streets have been ground down planned storm water collection pipes and other utility lines within the street should be installed. A quality overlay of asphalt or concrete should be put down only after all other infrastructure improvements have been made.

13.3.3 Current Efforts

The Monett Downtown Betterment Group, Inc. was formed in 1997 to provide a consolidated planning and implementation group for the improvements to downtown. The group plans to raise funds for the general beautification of the downtown area and as the organization group to gather the petitions for the NID. The group has been approved for Neighborhood Improvement District (NAP) credits to fund the cost of landscaping and general beautification as well as a downtown manager to coordinate the improvements with the property owner and the City and promote the downtown area.

1. **Scheduling of Improvements:** Based on the Current efforts of the Downtown group it is suggested that the improvements as outlined above be undertaken beginning fiscal year 1999. Currently, an estimated $200,000 has been budgeted for downtown for Fiscal Year 1998. It is recommended that improvements for the downtown be done all together in order to provide efficiency of construction. The proposed improvements under the NID will most likely occur in Fiscal Year 1999, thus all other improvements should be budgeted for the same time.

2. **Cost:** The cost of the improvements will depend on the area which the NID's cover. The area proposed by the Downtown group is on Broadway from 3rd to 6th street. The cost for improving this area including the streets is estimated between $500,000 to $1,500,000. This does not include the cost of the sidewalks. Those funds would come from the assessment to the property owner. This breaks down to an estimated $300,000 to $500,000 per city block. While this is a very costly improvement it will save the City money in the long term to make the infrastructure improvements all at once.

3. **Funding Source:** The area infrastructure improvements could be funded by dedicating the net new sales tax revenues from the downtown area. The improvements coupled with the efforts of the Downtown Group should stimulate new retail activity in the area and thus generate new retail sales tax dollars to the City. The net new revenue is difficult to forecast at this stage, but a 10% increase in retail sales would generate an estimated $15,000 in new sales tax annually. The cost could be financed with a lease-purchase financing agreement or funded from reserves with the net increase dedicated to replenish the reserves for other capital improvement projects.

13.3.4 City Hall

The City Hall is a vital part of the downtown. Aside from being a historically important building, it is, or can be a social center of the community. This summer the City completed the addition of an elevator to the City Hall, which will open up the City's Auditorium for public use. This auditorium will seat 600 people for concerts and theatric performances. The auditorium has not been promoted as a community theater for nearly twenty years because of the federal regulations requiring handicap accessibility in public buildings. In addition, the City Hall is deficient in office space or proper design of the existing space to house some of the essential departments of the City or for conference Rooms.

1. Improvements: With the Downtown group being organized to promote the downtown it is recommended that the auditorium itself be given a face-lift. New carpet, draperies, sound systems, lighting, and paint are needed. The existing seats can be renovated and recovered in period style. This renovation would make a very attractive auditorium for local concerts and performances which would breed a new level of activity in the downtown area, which has been absent for the past twenty years. Additional office space is also needed to accommodate the growing space needs of the various departments which are essential to be located at City Hall.

2. Cost: The cost of renovating the auditorium is projected to be $100,000 to $200,000 depending on the sound and lighting requirements.

3. Funding: The renovations to the auditorium could be funded with a combination of reserves and donations. Because an estimated 600 seats will need to be refinished and upholstered at an estimated cost of $110 per seat, the City could solicit donations from people to "buy" a chair which could have the persons name on it or in memory of someone. The donations could reduce the cost of the seat renovations by $66,000 if all the seats were sold. Donations for the remainder of the cost could also be solicited. Any funds not donated could be funded from reserves. The estimated cost from reserves would be $33,000 to $133,000.

13.3.5 Parking/Police Station

The downtown area suffers from a limited number of parking spaces. This is a deterrent to shoppers as well as people visiting City Hall. The parking around City Hall is almost non existent, only street parking exist. With the development of the City Auditorium into a more widely used facility the parking problem will increase. Across the street from City Hall on 5th Street is the Police Station. The building does not meet the current needs of the growing department plus it suffers from some structural problems. The existing Police Station was addressed in Section 8 concerning Public Safety. As stated in that section the Police Station should be demolished and converted into a public parking lot which will benefit City Hall patrons as well as downtown business customers.

13.3.6 Investment Incentives to Private Property Owners

With the lure of other new commercial areas in town to invest in and construct new structures the City must develop an investment incentive to attract new private investment in the downtown area. Private investment dollars are very competitive and difficult to lure into a downtown area. While the proposed improvements by the City and the actions of the downtown group will certainly be an attraction to investors, both current property owners and prospective purchasers, an added incentive should be considered by the City to direct private dollars downtown.

1. Solution-Tax Abatement: The City should consider a tax abatement for a targeted area of downtown to encourage existing property owners to invest in their property as well as lure prospective investors to downtown. The abatement, which is allowed under state law in chapter 353 RSMo. Allows the City to extend an abatement of any new assessed value above the current assessment level for improvements to property in the targeted area for a period of ten years at 100% of the new assessment amount. The assessment would then be abated at 50% for the next fifteen years. The result would be up to a twenty-five year abatement of real estate taxes on new improvements in the area. No taxing district would lose any tax dollars. The property would be continue to be assessed at it's current level even though improvements would have been made which would ordinarily cause the assessed value to go up. The abatement would stay in place for ten years at 100% and fifteen years at 50%. This incentive would provide a substantial incentive to existing property owners to improve their exteriors as well as the interiors. For example, if a property owner were currently assessed at $100,000 and paying $4,500 in property taxes and decided to make improvements to the property which would increase the assessed value to $200,000. Without the abatement the property tax would increase to $9,000. With the abatement the taxes would remain the same. The net result is to give the property owner a savings of $78,750 in taxes over a twenty five-year period.

2. Implementation and Controls: As required by law each property owner would have to make application to the City Council for the abatement. They would have to demonstrate that their proposed improvements would benefit and improve the blighted conditions of the area by improving esthetics, health and safety, or increased economic activity. The City should establish a set of criteria along with an application for each interested property owner to submit. A public hearing would have to be held on each application.

The Downtown is and will continue to be a significant part of the commercial activity of the City. The area is in a vulnerable state which requires investment of both public and private dollars to prevent the area from sliding into a deteriorated condition which will no longer be attractive to retail and service businesses. Failure to implement improvements will cost the City more in the long term in decreased tax base and investment in new infrastructure in other areas where business may relocated.

13.4 Housing

Housing is one of the most important components of economic development. The demand for housing is very strong in the City of Monett as reflected by the shortage of available housing units. More available residential land should be brought into the City. Incentives for developers to develop within the City should be considered by aiding in the infrastructure financing and development by the City. Each new resident is worth an estimated $650 per year in increased local taxes to the City as well as another stable employee for industry and customer for businesses.

13.5 Labor Force

While plenty has been said about the shortage of labor in the area, nothing has been said about a specific plan toward correcting the shortage. Few cities are familiar with how to market for new residents and employees. An effort to attract a new populace to an area is not uncommon. For the past 150 years, communities have offered free land and other incentives to attract new residents and workers. Free land is not the solution in today's market place. The area is in need of skilled workers whom can find affordable housing to build a life and raise a family. While efforts to attract new retail development and affordable housing is underway to improve the quality of life, efforts should be given to providing increased educational opportunities through satellite classes which will provide workers an opportunity to advance their training and remain competitive. The City could assist and promote such efforts through the development of a telecommunications center to offer such classes.

With marketing efforts toward soliciting businesses underway, a marketing brochure targeted toward the worker who is interested in moving their family to a quality community to build a way of life could produce dividends. A work "fair" well promoted in the metro areas could yield interest from city dewelers to pull up stacks and relocate to an area if affordable housing, shopping amenities, and the quality of life in Monett is showcased.

13.6 Tools and Resources

The City of Monett has several resources available to assist businesses that are interested in locating or expanding within the City. This is a listing of resources from the federal, state, and local level. The programs as outlined are available to the private industry. (See Table 13.1) Programs available to the City are outlined in Table 13.2. In addition to these programs, other programs are available for housing needs within a community from the Missouri Department of Economic Development for housing infrastructure called the Housing Infrastructure Program. This program is also available to private developers. The Missouri Housing Development Commission also has financing programs available to developers of multi-family projects through the usage of tax credits and low interest loans. The Jeffery Smith Company has already begun construction on their Phase One of apartments under this program and has successfully applied for Phase Two. The USDA Rural Development (formerly FmHA) also has a loan guaranteed program for the development of rural subdivisions.

Ample resources exist to aid and assist the City in developing the needs of business that are interested in expanding or locating in Monett. Creative mixing and leverage of these programs with a long-term development plan will reap long term benefits to the City, residents, and businesses.

13.7 Industrial Development Authority (IDA)

Under State Law any city may create an industrial development authority, which are called IDAs. The City of Monett had allowed their IDA to stop functioning and the corporation has been desolved. The City has reinstated the corporation and created a new board of directors. The IDA is one of the best tools that any City can have for economic development. The IDA can own, operate, finance, or any other step needed to assist a business. By using the IDA as an "Economic Development Advisory" board the City can develop some long-term plans for attracting retail and small business. The IDA can provide several benefits in the area of financing and with grants that a private company could not. The IDA should work with the Chamber of Commerce in developing marketing material and information.

13.7 Conclusions

Retail development is needed to facilitate the growth of the community and fill the quality of life needs as well as broaden the tax base. A brochure outlining the market demands of the area should be prepared and distributed to regional retailers. Local developers should be identified who would be interested in developing retail space for rent. Financing programs available to the lending institutions to assist such projects should also be assembled in a brochure along with the market need.

Industrial development should in no way be ignored for long term development in spite of the shortage of labor. Target marketing of compatible industries should be developed. An ideal approach is to contact support industries, which sell goods and services to the Cities existing industry. Many of these businesses could find advantages to being located in a City where a major customer is located. Another approach is to solicit same or similar industries, such as printing. These businesses are not competing for businesses locally so they will not be competing with each other. The labor force thus becomes very skilled in a certain trade or manufacturing process.

Housing stock is critical to the long-term growth of the community. Continued efforts, such as the new apartment complex and the revitalization of existing housing stock should be continued. New developable land should be annexed into the City to provide for new housing subdivisions.

Looking to the future is always the key to long term success in economic development. With the advancement of the "super highway" industries of the future will be seeking communities which have available Internet access and facilitates. Cyber communities will be a trend in the 21st century. Many companies will be outsourcing service work to employees who will work at home via computer. The need will be to have a community facility for workers to gather routinely for videoconferences with the home office. Likewise many industries will find the need of video conferencing facilities to communicate with customers and satellite operations. In order to be positioned for the future, consideration should be given to working a joint venture with the School district and the Telephone Company to developing a pilot facility.

Business Development Financing Sources in Missouri

Rev. 1/95

Loan/Equity Financing

	SOURCE	TYPE	MAXIMUM PROJECT	MAX. % BUS.PROJ.	MAXIMUM AMT/JOBS	"BUT FOR"	TYPICAL EQUITY	INTEREST RATE	TYPICAL TERM	PURPOSE	COLLATERAL POSITION	ELIGIBLE USES	ELIGIBLE AREAS	ELIGIBLE PROJECTS
Rural Dev. Linked Deposit	Assoc.Elec.	Linked Dep.	$750,000	70%	N/A	No	20%	P–1	5 yrs.	Low Rate	N/A	FA/WC	Co-ops	Industrial
Micro-Loan	CBI	Loan	$25,000	100%	N/A	No	0%	P+5	3 yrs.	Access	1st	FA/WC	All	Small Bus.
CDBG Action Fund Loan	DED	Loan	$400,000	30%	$20,000	Yes	10–40%	P(f)	1–15 yrs.	Gap–Cash Flow	Sub.	FA/WC	Non-Ent.	Manufacturing
CDBG Float Loan	DED	Loan	$3 mil.	30%	$25,000	Yes	N/A	Neg.	1 yr.	Incentive	LOC	WC/M&E	Non-Ent	Manufacturing
CDBG Guarantee	DED	80% Gty	$400,000	60–90%	$20,000	Yes	10–40%	P+2% (v)	1–10 yrs.	Gap–Last Resort	1st	FA/WC	Non-Ent.	Manufacturing
Market Development	EIERA	Grant	$75,000	100%	N/A	No	N/A	N/A	2 yrs.	Incent Recycling	Grant	M&E	All	Recycling
FmHA Guarantee	FmHA	90% Gty	$2 mil.(e)	85%	$30,000	Yes	4–1 d/e	P+2% (v)	5–20 yrs.	Lending Limit	1st	FA/WC	Rural	Industrial
MDFB Guarantee	MDFB	85% Gty	$400,000	85%	$20,000(e)	Yes	4–1 d/e	P+2% (v)	1–15 yrs.	Access	1st	FA/WC	All	Industrial
MO First–Job Creation	MO Treas.	Linked Dep	$5 mil.	100%	$25,000	No	0%	P–2.5	1 yr.	Low Rate	N/A	FA/WC	All	Industrial
MoFirst–Small Business	MO Treas.	Linked Dep	$100,000	100%	N/A	No	0%	P–1	5 yrs.	Low Rate	N/A	WC/M&E	All	Sm.Bus.<25jobs
Intermediary Relending	RMI/GHRP	Loan	$150,000	75%	N/A	No	4–1 d/e	7.5%	5–15 yrs.	FixRate	1st/2nd	FA/WC	Rural	Small Business
EDA Revolving Loan	RPCs	Loan	$100,000(e)	30%(e)	$15,000(e)	No	10–40%	P–1(f)	1–10 yrs.	Low/Fixed Rate	2nd–3rd	FA/WC	EDA Cert.	All
504 Loan	SBA	Loan	$1 mil.	40% FA	$35,000	No	10%	P+1.5%(f)	10–20 yrs.	FixRate;LongTer	2nd	FA	All	Small Business
7(a) Guarantee	SBA	85% Gty	$500,000	60–90%	N/A	Yes	4–1 d/e	P+2.75% (v)	1–25 yrs.	Access	1st	FA/WC	All	Small Business
Tax-Exempt Bonds	MDFB/IDAs	Loan	$10 mil.	100%	N/A	No	1–1 d/e	P–3(v); P+1(f)	5–25 yrs.	Low Rate	1st/LOC	FA	All	Manufacturing
Low Doc Guarantee	SBA	85% Gty	$100,000	60–90%	N/A	Yes	4–1 d/e	P+2.75 (v)	1–15 yrs	Access	1st	FA/WC	All	Small Business
Seasonal Line of Credit	SBA	85% Gty	$750,000	100%	N/A	Yes	4–1 d/e	P+2.75	1 yr.	Access	1st	W/C Line	All	Small Business

Tax Credit/Abatement

	SOURCE	TYPE	MAXIMUM PROJECT	MAX. % BUS.PROJ.	MAXIMUM AMT/JOBS	"BUT FOR"	TYPICAL EQUITY	INTEREST RATE	TYPICAL TERM	PURPOSE	COLLATERAL POSITION	ELIGIBLE USES	ELIGIBLE AREAS	ELIGIBLE PROJECTS
Development Tax Credit	DED	50% Credit	$500,000	50%	$10,000	Yes	N/A	Negot.	5 yr.min.	Incentive	N/A	FA	All	Manufacturing
Community Bank Tax Credit	DED	40% Credit	$750,000	100%	N/A	No	N/A	Negot.	negotiable	Revitalize area	N/A	FA/WC	Target	All
Capital Tax Credit	DED	30% Credit	$500,000	100%	N/A	No	N/A	N/A	5 yrs.min.	Incent investor	Equity	FA/WC	All	Ind; Serv; R&D
Seed Capital Tax Credit	Inov Ctr	30% Credit	$500,000(e)	100%	N/A	No	N/A	N/A	5 yrs.(e)	Incent Investor	Equity	FA/WC	All	Seed/Venture
Urban Redevelopment Corp.	City	TaxAbate	N/A	N/A	N/A	Yes	N/A	N/A	25 Yrs.Max.	Abate Real Tax	N/A	N/A	Cities	All
Tax Increment Financing	City/Cty	TaxDivert	N/A	N/A	N/A	Yes	N/A	N/A	20 Yr Max.	Incentive	N/A	Bldg/Infra.	All	All

Specialty Programs

	SOURCE	TYPE	MAXIMUM PROJECT	MAX. % BUS.PROJ.	MAXIMUM AMT/JOBS	"BUT FOR"	TYPICAL EQUITY	INTEREST RATE	TYPICAL TERM	PURPOSE	COLLATERAL POSITION	ELIGIBLE USES	ELIGIBLE AREAS	ELIGIBLE PROJECTS
Waste Tire Grants	DNR	Grant	$250,000	50%	N/A	No	N/A	N/A	N/A	Incntv–Recycling	N/A	Recycling	All	Tire Recycling
Indust/Comm Loan Project	EIERA	Loan	$150,000	100%	N/A	Comp	N/A		5 yrs.	Incntv–Recycling	1st	Energy	All	Manufacturing
Market Development	EIERA	Grant	$75,000	100%	N/A	No	N/A	N/A	2 yrs.	Incntv–Recycling	Grant	M&E	All	Recycling
New Jobs Training Bonds	ComColl.	Grant	Depends	Depends	$4,500(e)	Yes	N/A	P–1	10 Yrs.	Training	N/A	Training	All	Industrial

DED – MO Dept. of Economic Development
SBA – U.S. Small Business Administration
MDFB – MO Development Finance Board
FmHA – U.S. Farmers Home Administration

MoTreas. – Missouri State Treasurer
RPCs – Regional Planning Commissions (5)
ComColl – State Community Colleges

EDA – U.S. Economic Development Admin. EIERA – Environmental Impr. & Energy Res. Auth.
REA – Rural Electric Administration (U.S.) DNR – Missouri Department of Natural Resources
CBI – Center for Business Innovation (KC) Inov Ctr – Innovation Centers (STL, KC, Col, Rolla)
MHTD – MO Highways and Transportation Dept.

ELIGIBLE ACTIVITIES
WC – Working capital
M&E – Machinery & Equipment
FA – Fixed assets (building, equipment)
LC – Line of Credit
BLDG – Buildings

INTEREST RATES:
P = Prime Rate

MISSOURI
DEPARTMENT OF ECONOMIC DEVELOPMENT

EXHIBIT 13-1

Infrastructure Develop)nt Financing Programs in Missouri

rev. 1/95

PROGRAM NAME	AGENCY	TYPE	MAXIMUM PROJECT	MAX. % BUS.PROJ.	MAXIMUM AMT/JOBS	"BUT FO TEST	LOCAL MATCH	ELIGIBLE ACTIVITIES	ELIGIBLE AREAS	ELIGIBLE PROJECT	TERM	BENEFIT
Transportation Districts	Circuit Ct	Bonds	N/A	N/A	N/A	no	N/A	Transportatio	All	Tran.Dist.	40 yrs.	Coordinate Project
Special Bus. Districts	City	Tax/Bonds	N/A	N/A	N/A	No	N/A	Public Works	All	City	20 Yrs.	District Taxation
Nghbrhd. Imprmt. Dst.	City/Cnty	Bonds	none	N/A	N/A	No	N/A	Public Works	All	City/County	20 Yrs.	Non-Voted GO Bonds
Tax Increment Financing	City/Cnty	Grant	Depends	N/A	N/A	Yes	N/A	Pub Wks/Bld	All	City/County	23 Yrs.	Grant
CDBG Downtown Revitalization	DED	Grant	$200,000	50%	N/A	No	50%	Public Works	Non-Ent.	City	N/A	Grant
CDBG Industrial Infrast.	DED	Grant	$500,000	40%	$10,000	Yes	AMAP	Public Works	Non-Ent.	Industrial	N/A	Grant
MDFB Infrastructure Loan	DED	Loan	$100,000	N/A	N/A	No	N/A	Public Works	Small Cities	City/County	10-20 yrs.	Non-Voted 3% Loan
Small Business Incubator	DED	50%Credits	N/A	100%	N/A	No	N/A	Incubators	All	Non-Profit	N/A	Grant
Construction Grant Program	DNR	40% Grant	N/A	N/A	N/A	Compete	60%	Sewer Trt/Lin	All	City/Dist.	N/A	Grant
Revolving Loan Program	DNR	Loan	N/A	N/A	N/A	Compete	No	Sewer Trt/Lin	All	City/Dist.		Low Rate; 15% grant
Rural Water/Sewer Grants	DNR	50% Grant	$100,000(e)	N/A	$1,400User	No	50%	Water & Sew	All	City/Dist.	N/A	Grant
EDA Public Works	EDA	Grant	$1 mil(e)	N/A	$10,000(e)	No	50%	Public Works	EDA Cert.	Industrial	N/A	Grant
EDA Sudden/Severe Distress	EDA	Grant	$1 mil.	75%	$10,000	Yes	25%	Pub.Wrks/Bl	EDA&Distres	Industrial	20yr.Lease	Grant
FmHA Industrial Grant	FmHA	Grant	$300,000(e)	N/A	$10,000(e)	No	50%	Public Works	Rural	Industrial	N/A	Grant
Infra. Fac. Lease Rev.Bond	MDFB	Loan	none	N/A	N/A	No	N/A	Public Works	All	City/County	N/A	Non-Voted Loan
Contribution Tax Credit	MDFB	50%Credits	N/A	N/A	N/A	Yes	N/A	Public Works	All	City/County	N/A	Grant for public works
Transportation Corporations	MHTD	Bonds	none	N/A	N/A	No	N/A	Transportatio	All	Non-Profit		Expedite MHTD Project

AGENCIES

DED – MO Dept. of Economic Development	GRRPC – Green Hills Reg. Plan. Com. (Trenton)
SBA – U.S. Small Business Administration	MoTreas. – Missouri State Treasurer
MDFB – MO Development Finance Board	RPCs – Regional Planning Commissions (5)
FmHA – U.S. Farmers Home Administration	ComColl – State Community Colleges
EDA – U.S. Economic Development Administration	EIERA – Environmental Impr. & Energy Res. Auth.
REA – Rural Electric Administration (U.S.)	InnCtr – Innovation Centers (4)
CBI – Center for Business Innovation (KC)	AssocElec. – Associated Electric Cooperative, Springfield
MHTD – MO Highways and Transportation Dept.	DNR – Missouri Department of Natural Resources

EXHIBIT 13-2

EXHIBIT 13-3

MISSOURI DEPARTMENT OF ECONOMIC DEVELOPMENT FINANCE PROGRAMS

Community Development Block Grants (CDBG)

This program authorizes the Missouri Department of Economic Development to distribute federal grant funds to cities under 50,000 in population and counties under 200,000. The program is designed to improve local communities by providing suitable living conditions and expanding economic opportunities for low and moderate income persons.

Four areas of the CDBG program are specifically designed to enhance economic opportunity by assisting in job retention and creation in block grant eligible communities:

- ***Action Fund Loans*** - This program is designed to assist growing companies in the financing of a project in order to create jobs, new private investment, and new taxes. The CDBG loan is based upon a "gap" of available private debt or equity funds, and is for the least amount possible at the highest rate, and at the shortest term to cause the project to occur. The program is limited to $400,000, 30% of the project, or $20,000 per job, whichever is less. At least 51% of the jobs must be available to low and moderate income persons. The project may not proceed without the completion of an environmental review.

  Action Fund loans are targeted to manufacturers and may be used for land, buildings, construction or renovation of facilities, machinery and equipment, and working capital. The loans may be subordinate to the first mortgage and must match the life of the assets financed, but may not exceed fifteen years for fixed assets, ten years for machinery and equipment, or five years for working capital.

- ***CDBG Loan Guarantee*** - A new or expanding business in a block grant eligible community that is retaining or creating jobs for low and moderate income workers may receive up to a 90% loan guarantee on funds obtained from a private lender, up to a maximum of $400,000. This program is similar to the SBA 7a program. Typically, the SBA 7a program has been maximized before this program is used.

- ***Speculative Building Loan Program*** - Through Missouri's Speculative Building Loan program, a city or county can be granted a loan to develop, acquire, and/or rehabilitate a shell building suitable for an industry which would create full-time permanent industrial employment, primarily for low and moderate income persons. The program is designed to lower the risk by providing financing at a term of up to 30 months, payable in a lump sum at the end of the term, with only a 2% interest charge on the principal amount or when the building is either leased or sold, whichever is first.

  The building shall be owned by a non-profit organization incorporated under Missouri law, and legally able to perform such a project. The non-profit owner of the building would be the borrower of CDBG funds from a city or county, and shall have the resources to fully repay the CDBG loan at the end of the terms, or when the building is sold or leased. Commitment of permanent financing or a buy-out arrangement must be included in the proposal.

- ***Industrial Infrastructure Grants*** - Missouri's CDBG program can provide grants of up to $500,000 to block grant eligible communities to assist in providing public infrastructure such as utilities and roads to support new business locations and expansions. To receive an industrial infrastructure grant, a community must have a firm commitment from a company that it will locate or retain jobs in the recipient community. The maximum grant is $500,000; $10,000 per job; or 40% of the company's capital expenditures (whichever is less).

Tax Credits Programs - Economic Development

To help businesses find alternative forms of financing, several programs have been created to offer Missouri State Income Tax Credit for investments made to help attract new business to the state of Missouri, expand existing businesses, or assist struggling businesses. The Finance Program section has two options to offer an investor.

- ***Capital Tax Credits (for Small Business Equity)*** - This program provides tax credits to investors in small businesses based on 30% of the investment. The investor must have less than a 50% stock ownership in a qualified business that receives a cash investment. Eligible businesses include manufacturing, processing, assembly, research and development which have less than 100 employees and less than $500,000 in revenue their fiscal year and are headquartered in Missouri. Investment per business eligible for tax credits range from $5,000 to $500,000. Investment per individual for tax credits range from $5,000 to $166,666.

- ***Neighborhood Assistance Program - Economic Development*** - This programs purpose is for a nonprofit to be allowed to acquire, renovate, improve, or furnish or equip existing buildings and real estate in distressed or blighted areas of the state when such acquisition, renovation, improvement, or the furnishing or equipping of the existing buildings and real estate will result in the creation or retention of jobs within the state.

  Eligible donations may include cash, real estate, materials, equipment, supplies, technical assistance or labor and will be valued and documented according to existing Neighborhood Assistance rules. A maximum of $400,000 in credits may be allowed per project. The credits are based on 50% (70% in rural areas) of the contribution. Property acquired or improved must be held by the nonprofit for at least five years and after five years can be sold for no less than 75% of fair market value. One job must be created or retained for every $20,000 in credits awarded per project. The tenant commitments must be secured prior to approval of project.

City of Monett
Comprehensive Growth Management Plan

15.0 Summary of Issues

CREATING THE FUTURE

RECOMMENDATIONS FOR IMPLEMENTATION

TABLE OF CONTENTS

15.0 Summary of Issues & Recommendations

15.1 Purpose and Scope of Report

The purpose of this report is to summarize the issues and needs as identified in the preceding fourteen Sections. The preceding Sections dealt with most all segments of the community and community needs. Weaknesses and strengths both were identified. The mission of this Plan was to develop a growth management plan for public officials to use when establishing public policy and priorities. This section is a highlight of the most evident needs and possible methods of addressing those needs.

15.2 Pressing Issues and Needs

Needs and issues were identified in each of the sections. The importance of these issues and needs were not ranked or prioritized, but rather discussed as they were reviewed. Following is a consolidated summary of the most pressing issues and needs facing the City of Monett as seen by Gross & Associates, Inc.

1. **Organization & Management:** Of all the needs and issues facing the City, reorganization of the City operations is more critical than all others. This is the foundation of the future growth of the City. The management infrastructure must be in place in order for the City to be able to deal effectively with growth issues. The size and responsibility of City Government has grown to the point that a larger scale professional management system must be adopted. Before any other long term planning is begun the Council should consider the organizational outline as shown in Section 14.0, and/or set out to establish a working reorganization which will give the Council more control and information on the day to day operations of the City. The Council should be positioned to establish long term policy and oversee its implementation. Reorganization should improve fiscal controls and accountability.

2. **Adjusting City Service Rates:** The second most important item is the adjustment of fees for services charged by the City. Rates for the Sewer, Water, Sanitation, Cemetery, and the Golf Course need immediate adjustment. By adjusting the rates charged for these services to break even will save the City an estimated $800,000 per year. The reasoning is very sound. None of these services should be subsidized by public tax money. The users should pay for the cost of the services which they use. The adjusting of these rates should be done in conjunction with a proposed sales tax increase and decrease in property taxes. This project should be done after a good public education process. If the public were properly informed, few would oppose such solid business actions. An across the board increase should not be imposed. A balancing of industrial electric rates to begin preparing for deregulation with increases in industrial water and sewer rates, since these customers put the largest demand on the system, the majority of the residential customers may not experience any increase in rates or only miner increases.

3. **Transportation Tax:** The Council should consider putting a ½ cent sales tax on the ballot that is dedicated to street improvements and storm water improvements. This ½ cent tax will generate an estimated $500,000 annually and will continue to grow as the City grows. The street department should have a dedicated source of revenue in order to meet the demand of future growth. The tax could be "sold" to the public based on the dedicated purpose and as an added feature the Council could consider lowering the property tax and dedicating all proceeds for the parks department or it could be eliminated all together. Several cities and counties have elected the elimination of property tax in exchange for the passage of a dedicated sales tax. The property tax rate only generates about $200,000 per year for the City. Lowering it to $.25 cents would reduce the income to about $130,000.

4. **Transportation Commission:** The Council should consider the creation of a City Transportation Commission to assist the City in developing a regional highway system that better serves Monett. The need of a bypass around Monett could have profound affects on the City. By linking the City directly with I-44 and making a better corridor for trucks to travel on, the City will benefit with significant economic development. This Commission would be charged with the task of working with the State, Counties, and the City to develop a workable plan and to find the funding for the project. In addition, the Commission could work on other pressing regional road needs.

5. **Consolidated Public Works & Utility Complex:** This complex could serve to not only meet the needs of the departments now and in the future but should save the City operating cost through sharing labor and facilities.

6. **Police Station:** The City should begin planning a new police station. The proposed location of the South Park State property should be considered. This property will be coming up in the fall of 1998 for purchase. The City should be prepared and aware of the cost they will need to spend.

7. **Capital Improvement Planning:** Even if the list of capital improvements recommended in this study is not the desire of the Council or the public, a Capital Improvement Budget and an Unfunded Needs List along with the approval process should be adopted so the City can begin planning and budgeting for needed improvements.

8. **Economic Development:** The City should continue to promote economic development, even in good times. Through the IDA the City should develop a long-term plan to continue to market the City. The economic development efforts should be focused on retail, small industrial, and housing.

9. **Public & Intergovernmental Relations:** The City should adopt a routine schedule to meet with other governmental bodies. An improved public information effort should be developed, such as a monthly City newsletter.

10. **Automation:** The City should automate its accounting and record system as soon as possible. A complete network system should be developed to serve all departments.

There are other needs and issues which are equally important and perhaps more so by some people. All needs are important. The City should review this report with objectivity and consideration. Not all ideas or recommendations will or should be implemented. The information herein should give a consolidated review of issues facing the City. Implementation of any or all of the proposed needs should be taken after careful evaluation and public comments. Good public involvement will make it a truly citywide plan.