City Council Reference Calendar - 2019

This includes only regularly occurring or easily predictable meetings and events. You will receive advance notice for other items as staff becomes aware of them.

January

Monday, Jan. 1
City holiday – New Year's Day observed

Tuesday, Jan. 7
Pre-Council meeting and City Council meeting

Thursday, Jan. 17
Columbia Values Diversity Celebration

Monday, Jan. 21
City holiday - Martin Luther King, Jr. Day observed

Tuesday, Jan. 22
Work session and City Council meeting

February

Monday, Feb. 4
Pre-Council meeting and City Council meeting

Monday, Feb. 18
Work session and City Council meeting

March

Monday, March 4
Pre-Council meeting and City Council meeting

Monday, March 18
Work session and City Council meeting

April

Monday, April 1
Pre-Council meeting and City Council meeting

Tuesday, April 2
Municipal election – Ward 3 and Ward 4 Council Members and Member At-Large (Mayor)
New Members will be sworn in at a special meeting or at the next regular City Council meeting

Monday, April 15
• Special Council meeting to swear in newly elected Members
• Reception for outgoing/incoming Council Members
• City Council meeting

May

Monday, May 6
Pre-Council meeting and City Council meeting

Monday, May 20
Work session and City Council meeting

Late May
City management staff presents State of the City message

Monday, May 27
City holiday – Memorial Day observed

Sometime in May
City Council spring retreat and/or mini retreat, as needed
June

Monday, June 3
Pre-Council meeting and City Council meeting

Thursday – Friday, June 6-7
Missouri Municipal League Elected Officials Training Conference (voluntary)

Monday, June 17
Work session and City Council meeting

July

Monday, July 1
Pre-Council meeting and City Council meeting

Thursday, July 4
City holiday – Independence Day observed

Monday, July 15
Work session and City Council meeting

Late July
City Manager submits proposed FY 2020 City budget

August

Monday, Aug. 5
Pre-Council meeting and City Council meeting

Monday, Aug. 19
Work session and City Council meeting
First public hearing for FY 2020 City budget

Sometime in August
City Council budget work sessions, as needed

September

Monday, Sept. 2
City holiday – Labor Day observed

Tuesday, Sept. 3
Pre-Council meeting and City Council meeting
Second public hearing for FY 2020 budget

Monday, Sept. 16
Work session and City Council meeting
Third and final public hearing for FY 2020 budget with goal of final vote at this meeting

October

Monday, Oct. 7
Pre-Council meeting and City Council meeting

Monday, Oct. 21
Work session and City Council meeting

November

Monday, Nov. 4
Pre-Council meeting and City Council meeting

Monday, Nov. 18
Work session and City Council meeting

Thursday, Nov. 21
City holiday – Thanksgiving Day observed

Friday, Nov. 22
City holiday – Day after Thanksgiving

December

Monday, Dec. 2
Pre-Council meeting and City Council meeting

Monday, Dec. 16
Work session and City Council meeting

Wednesday, Dec. 25
City holiday – Christmas observed
City Council Oath of Office
City of Columbia, Missouri

“I...do solemnly swear that I possess all qualifications for the office of...Council Member for the City of Columbia, Missouri; that I am not subject to any of the disqualifications set forth in the charter of the City of Columbia; that I will support the Constitution and laws of the United States and the State of Missouri, and the charter and ordinances of the City of Columbia; and that I will faithfully discharge the duties of my office, so help me God.”

City Charter, Section 148, Oath of Office.
Columbia Code of Ordinances, Section 2-123, Oath of Office

A parade progresses down Broadway, past the Columbia Theatre and Kress & Co., with a line of men playing marching band instruments leading the way around 1911.
The State Historical Society of Missouri
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<td>Missouri Senate districts; Missouri Congressional districts; history</td>
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Columbia History

View of Broadway at Ninth Street looking west, street and buildings decorated with pennants for a celebration around 1912. The State Historical Society of Missouri

This material only skims the surface of a very deep well of local heritage, and Columbia is lucky to have organizations, scholars and others continually feeding our pool of knowledge.

Columbia Governance Milestones

- November 18, 1818 – Smithton Company formed to purchase, lay out and sell lots near present day Walnut and Garth; “Smithton” designated temporary county seat
- May 28, 1821 – first sale of lots in Columbia, laid out and platted near the southeast corner of Broadway and 5th Street; Smithton abandoned
- November 15, 1821 – Columbia becomes county seat in the new County of Boone
- November 7, 1826 – Town of Columbia incorporates; five-member Board of Trustees sworn in November 15 (see next page); original town bordered by Park Avenue, Hitt Street, Elm Street and on the West by the cemetery entrance road
- February 15, 1845 – General Assembly expands the Town’s corporate limits to the north, east and south, retaining the western boundary
- 1870 – Due to reaching a population of 2,500, enlarged the Board of Trustees from five to nine members
- March 1892 – Incorporated as a city of the third class with a Mayor/Council form of government; divided into four wards with an elected Mayor, Council, Marshal, Recorder, City Attorney, Treasurer, Collector and Assessor
- March 29, 1949 – Voters approve Columbia’s City Charter, setting up a Council/Manager form of government, they continued with four Council wards and a member-at-large
- 1973 – First election of a seven-member City Council, with six Council wards and a member-at-large
CHARTER OF INCORPORATION.

State of Missouri, County of Boone; November Term of the County Court, 1826.

On motion of James Richardson and others, being at least two-thirds of the taxable inhabitants of the town of Columbia, who filed their petition herein as the law directs, praying that the said town may be incorporated and a police established for the government and regulation thereof; which said petition is deemed reasonable by the court. Therefore it is ordered that the said town be and is hereby declared incorporated, within the metes and bounds following, to-wit: Beginning at the south-east corner of the south-east inlot in said town of Columbia; thence northwardly with the east line or range of in-lots, to the north-east corner of the north-east inlot in said town; thence westwardly with the north line or range of in-lots, to the north-west corner of the north-west inlot; thence south, with the south line or range of in-lots, to the place of beginning; and the inhabitants within the said metes and bounds to be known by the name and style of "the inhabitants of the town of Columbia." And it is further ordained by the court, that Abraham J. Williams, James H. Bennett, Oliver Parker, James Richardson and Daniel P. Wilcox be, and they are hereby appointed, Trustees for said corporation, to continue in office until the first Monday of April next, or until their successors are duly elected and qualified.

A copy. Attest, W. Woodson, Clerk.

ORGANIZATION OF THE FIRST BOARD.

State of Missouri, County of Boone.

Be it remembered, that on this 15th of November, A.D., 1826, before the undersigned, a Justice of the Peace within and for the county aforesaid, personally appeared Abraham J. Williams, Daniel P. Wilcox, Oliver Parker, James Richardson and James H. Bennett, and severally took an oath to support the Constitution of the United States and of the State of Missouri, and faithfully to demean themselves in office as Trustees of the Town of Columbia, so long as they continue in the aforesaid office. Given under my hand the day and year aforesaid.

P. H. McBRIDE, J. P.
Columbia voters adopted a home rule charter on March 29, 1949. We were a city of the third class then...much smaller than today...but experiencing post-World War II growing pains, as the G.I. Bill made it possible for so many Americans to get a college education. From 1940 - 1950, our population increased 75 percent from 18,400 to almost 32,000 people.

Consistent with the provisions of the 1945 Missouri Constitution, any city in the state with a population of 10,000 or more could frame and adopt a home rule charter for its own government. The local committee appointed to draft the charter noted several advantages.

"If this proposed charter is adopted, control of the government of the city will be vested in its people rather than in the State Legislature. No longer will it be necessary to depend upon the General Assembly in Jefferson City for legislation to provide changes or improvements in our administrative organization...Any citizen will then be able to look into the charter to find the answer to his questions about the government of his city, instead of trying to find his way through a great maze of state statutes applicable to city government as at present."

Not everyone agreed with this assessment. On the eve of the charter election, Columbia’s City Attorney (at that time, an elected official) addressed the community over KFRU radio.

“The city manager form of government takes this direct control over the government away from the people. This is only one of the grounds on which I oppose the charter, but to me it is a principle of government to which I do not and cannot subscribe.”

After a lively campaign, 55 percent of voters approved the home rule charter, with 4,319 ballots counted in favor of the proposition and 3,557 ballots counted against it. Although voters have amended the charter over the years to reflect changes in the policy environment, it still stands as one of our founding City documents. The Columbia Charter Commission conducted at least part of its business on the second floor of the Metropolitan Building, the structure which now houses Rally House, on the south side of Broadway near its intersection with Eighth Street.

**CURRENT CITY COUNCIL MEMBERS**

- **Mayor - Brian Treece**
  - 573.874.7222
  - mayor@CoMo.gov
  - Term expires April 2019

- **Ward 1 - Clyde Ruffin**
  - 573.268.4783
  - ward1@CoMo.gov
  - Term expires April 2020

- **Ward 2 - Michael Trapp**
  - 573.256.0174
  - ward2@CoMo.gov
  - Term expires April 2021

- **Ward 3 - Karl Skala**
  - 573.474.2195
  - ward3@CoMo.gov
  - Term expires April 2019

- **Ward 4 - Ian Thomas**
  - 573.239.7916
  - ward4@CoMo.gov
  - Term expires April 2019

- **Ward 5 - Matt Pitzer**
  - 573.823.7037
  - ward5@CoMo.gov
  - Term expires April 2020

- **Ward 6 - Betsy Peters**
  - 573.874.7812
  - ward6@CoMo.gov
  - Term expires April 2021
City Facilities

Activity & Recreation Center (ARC)
1701 W. Ash St.

Columbia/Boone County Public Health and Human Services
1005 W. Worley St.
At this location: Public Health and Human Services; Animal Control

Columbia Fire Department
Administration - 201 Orr St.
Fire Station #1 - 201 Orr St.
Fire Station #2 - 1212 West Worley
Fire Station #3 - 1000 Ashland Road
Fire Station #4 - 2300 Oakland Gravel Road
Fire Station #5 - 1400 Ballenger Lane
Fire Station #6 - 3112 Chapel Hill Road
Fire Station #7 - 400 Green Meadows Circle
Fire Station #8 - 2301 East Nifong Blvd.
Fire Station #9 - 201 Blue Ridge Road
Fire Training Academy - 700 Big Bear Blvd.

Columbia Municipal Power Plant
1501 Business Loop 70 E

Columbia Police Department
600 E. Walnut St.
Regional Training Center - 5001 Meyer Industrial Dr.

Columbia Regional Airport
11300 S. Airport Dr.

City Hall
701 E. Broadway
At this location: City Clerk's Office; City Council Chambers and offices; City Manager's Office; Community Development; Community Relations; Finance Department; Information Technology; Law Department; Office of Neighborhood Services; Office of Sustainability; Public Works administration; Utility Customer Service; Columbia Utilities administration

Gentry Building
1 S. Seventh St.
At this location: Parks and Recreation administration; Risk Management

Grissum Building
1313 Lakeview Ave.
At this location: Public Works operations; solid waste operations; household hazardous waste collection facility

Howard Municipal Building
600 E. Broadway
At this location: Human Resources; Municipal Court; Prosecutor's Office

LeRoy Anderson Salt Dome
1101 Big Bear Blvd.

Wabash Bus Station
126 N. 10th St.

Walton Building
300 S. Providence Road
At this location: Convention & Visitors Bureau; Cultural Affairs

Waste Water Treatment Plant
4900 W. Gillespie Bridge Road
At this location: Sanitary and stormwater engineering; sanitary and stormwater operations

500 E. Walnut St.
At this location: Economic Development (Suite 102); Housing and CDBG Programs (Suite 108)

5700 Peabody Road
At this location: Sanitary landfill; compost facility; material recovery center; recycling; administrative offices

A map of City-owned property can be viewed at:
http://maps.gocolumbiamo.com/cityinfo
Making News in the Public Sector

Where Citizens Get their City News
Columbia is a media-rich city, so City business is well-covered. In the 2017 citizen survey, citizens were asked where they would like to receive information about City issues, services and events. The results are below. (they could pick more than one source).

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>City Source newsletter</td>
<td>66%</td>
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<tr>
<td>Local television news</td>
<td>48%</td>
</tr>
<tr>
<td>City website</td>
<td>41%</td>
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<tr>
<td>Local newspaper</td>
<td>39%</td>
</tr>
<tr>
<td>Radio</td>
<td>30%</td>
</tr>
<tr>
<td>Facebook</td>
<td>27%</td>
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<tr>
<td>Neighborhood associations</td>
<td>16%</td>
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<tr>
<td>Friends and neighbors</td>
<td>10%</td>
</tr>
<tr>
<td>Twitter</td>
<td>9%</td>
</tr>
<tr>
<td>City cable channel</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
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All the traditional media outlets are online where anything that’s posted, by definition, has a global reach. Technology has changed expectations about newsmaking; anyone with access to social media is a potential news reporter, and that includes Council Members.

News-Making Tips

- It is helpful if you can respond to reporter calls in time to meet their deadlines. News (even if only a partial report) goes up on their websites within minutes.
- News is a competitive business, and news outlets still take pride in "scooping" their competition, especially in areas where they have special subject matter expertise or relationships with newsmakers.
- Ideally, journalistic principles require fair, unbiased reporting of facts based on diverse information sources. An editorial is the news organization’s opinion based on facts, but ultimately a subjective voice.
- The City of Columbia makes a lot of news. The City issues press releases almost every day. The City’s public business produces hundreds of public records every month. City employees are regularly in the field for scheduled and emergency assignments. Think of the possible messages delivered, their connection to larger issues, factor in the power of the internet and social media, and you can appreciate the universe of ideas ripe for stories.
- KFRU (1400 AM) offers a standing opportunity for Council Members, on a rotating basis, to participate in “Morning Meeting with Simon and Renee,” a 9:30 a.m. talk show on days (usually a Tuesday) immediately after City Council meetings.
More than 40 boards and commissions, with hundreds of membership slots, advise the City Council and City administration on local programs and issues. Their volunteer service - which is thousands of hours - is the ultimate in citizen engagement. By offering their time, talent and passion, citizen volunteers continually advance the quality of life we’ve come to expect in Columbia.

Authority for Boards and Commissions
May be established, required or authorized by federal law, state law, City Charter, Council Policy Resolutions, City Ordinances, City administrative policy or through the actions of another public or private entity. If the board or commission is considered a public body, it is subject to state “sunshine” laws relating to open meetings and records.

Enabling Legislation
Usually specifies a board’s purpose, duties, responsibilities, membership qualifications, meetings and officers; also may address conflict of interest, staff support and special procedures.

City Council Appointment Process
- Each month, the City Clerk issues a public notice inviting citizen applications for vacant positions. Notices are published on the City’s website, in the monthly City Source newsletter and in the Columbia Daily Tribune and The Columbia Missourian. (A few positions are directly appointed by the mayor and they do not have this same process.)
- City Clerk receives applications on a standard form; applicants must meet the application deadline
- City Clerk prepares roster of possible nominees for Council consideration and, if Council desires, schedules open public interviews to fill positions on some boards. Council Members generally make appointments at the second Council meeting of each month
- City Clerk may re-advertise for applicants when there are not enough to fill the available vacancies or when directed by Council
- City Clerk assures that new appointees are informed of the Council’s action and that they sign their oaths of office

Other Appointments
Most of the board and commission memberships listed later in this section are filled through City Council appointments. Other members may be appointed solely by the Mayor, by the City Manager or, in rare instances, by a City department director.

More Information
Visit CoMo.gov/Council/Commissions/index.php to view each group’s enabling legislation, membership roster and archived minutes.
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<td><strong>Airport Advisory Board</strong> - Studies airport and aviation needs; makes recommendations to Council for airport development and use (Sec. 3-21 – 3-25)</td>
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<td><strong>Bicycle/Pedestrian Commission</strong> – Develops master bike plan; works on grant requests; develops programs to teach proper bike use; advises Council on streets, walkways and trails (Sec. 2-241 - 2-243)</td>
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<tr>
<td><strong>Board of Adjustment</strong> – Hears and decides appeals of and variances to City zoning ordinances (Sec. 29-6.1(c))</td>
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<tr>
<td><strong>Board of Health</strong> – Advises City Manager, health officer and Council on matters pertaining to public health and animal control (Sec. 11-46 – 11-48)</td>
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<tr>
<td><strong>Building Construction Codes Commission</strong> – Reviews building, electrical, plumbing and fire codes; hears appeals of decisions of City code official or Fire Marshal (Sec. 6-17 and applicable provisions of the International Code)</td>
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<tr>
<td><strong>Citizens Police Review Board</strong> – Provides external, independent review of alleged police misconduct; reviews appeals from Police Chief decisions; hosts meetings and programs; advises Council (Sec. 21-44 – 21-59)</td>
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<tr>
<td><strong>City of Columbia New Century Fund, Inc. Board</strong> – Solicits contributions for city beautification, natural use of land and other purposes (Council Resolution R13-01 accepting the not-for-profit organization’s Articles of Incorporation)</td>
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<tr>
<td><strong>Columbia and Boone County Library District Board</strong> – Appoints chief executive officer of the library, controls expenditures of library fund monies, purchases, leases, and sells real property, and extends use privileges to non-residents through agreements (Ch. 182, RSMo)</td>
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<tr>
<td><strong>Columbia Community Development Commission</strong> – Advises on all matters relating to community development; considers annual application for spending federal funds (Sec. 2-281 – 2-286)</td>
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<td><strong>Columbia Housing Authority Board</strong> – Acquires, leases and operates housing projects; contracts for services; invests funds; investigates housing conditions; issues an annual report (Ch. 99, RSMo)</td>
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<td><strong>Columbia Vision Commission</strong> – Serves as an advisory board to the City Council as it relates to engaging the community on the implementation of the current City strategic plan and future strategic visions and goals (Sec. 2-301 – 2-306)</td>
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<td><strong>Commission on Cultural Affairs</strong> – Advises Council on all matters relating to the arts and cultural environment; recommends funding for arts programs and services (Sec. 2-231 – 2-237)</td>
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<td><strong>Commission on Cultural Affairs Standing Committee on Public Art</strong> – Advises Council on type and location of public art to be commissioned; advises on need for competitive process (Council Resolution R108-08 establishing related policies)</td>
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<td><strong>Commission on Human Rights</strong> – Creates educational programs designed to minimize or eliminate discriminatory practices; investigates complaints; offers mediation; advises Council on human rights issues (Sec. 12-16 – 12-19)</td>
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<tr>
<td><strong>Community Land Trust Organization Board</strong> – Not-for-profit corporation that was organized to preserve the long-term affordability of housing units created through public subsidies (Council ordinance No. 022919 establishing the board)</td>
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<td><strong>Convention and Visitors Advisory Board</strong> – Advises Council, City Manager and Convention and Visitors Bureau Director on use of funds generated by hotel and motel tax; advises Council on matters referred to the Board for review (Sec. 26-83 – 26-85)</td>
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<td><strong>Disabilities Commission</strong> – Holds public meetings on concerns of disabled residents; educates community; monitors accessibility; advises Council as needed (Sec. 2-346 – 2-347)</td>
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<tr>
<td><strong>Downtown Columbia Leadership Council</strong> – Reviews boundaries of expanded downtown development plan; recommends possible development guidelines and physical attributes for downtown Columbia (Sec. 2-261 – 2-263)</td>
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Environment and Energy Commission – Advises Council on energy conservation planning and environmental protection; helps plan environmental improvements (Sec. 2-291 – 2-295)

Fair Housing Task Force – Gather and review fair housing data presented by staff and local partners, review public input collected through the public engagement process, and provide recommendations for fair housing goals and policies (R24-18A)

Finance Advisory and Audit Committee – Advises Council on City financial matters, as needed (Sec. 2-271 – 2-273)

Firefighters’ Retirement Board – Advises Council on administration of the retirement plan and fund (Sec. 18-36 – 18-38)

Historic Preservation Commission – Advises Council on adopting ordinances to protect areas with special cultural, historic, archaeological, community and architectural value; keeps register of notable properties, landmarks and historic districts; educates community on local heritage (Sec. 29-2.3(c))

Human Services Commission – Determines human service needs of citizens; prepares a plan outlining the needs and services essential in meeting those needs; recommends the appropriate providers of the approved services to the City Council (Sec. 2-251 – 2-255)

Integrated Electric Resource and Master Plan Task Force – Assist in the planning and rate-setting process associated with the preparation of an updated Integrated Electric Resource and Master Plan, and report its findings and recommendations to the City Council (R36-18A)

Liquor License Review Board – Hears appeals of decisions regarding liquor licenses and affirms the denial, directs further action by the City’s business services administrator, affirms license renewal or denies the license (Sec. 4-9 – 4-11)

Mayor’s Council on Physical Fitness and Health – Educates public; encourages physical fitness programs; helps establish local programs; recognizes outstanding achievements (Sec. 2-356 – 2-359)

Mayor’s Task Force on Bicentennial Celebration Planning – Plan, coordinate, organize sponsorship, and market citywide events that are historical, educational, and honor Columbia’s rich history in celebration and commemoration of the 100th and 200th anniversaries of the City of Columbia, Village of Smithton and the Daniel Boone Tavern and Hotel, and the creation of Founder’s Park (R171-17)

Mayor’s Task Force on Climate Action and Adaptation Planning – Work with city staff and consultants on developing goals and objectives for the Climate Action and Adaptation Plan, assist in the development of a public engagement plan, review project deliverables, and provide recommendations for prioritization of strategies and consideration of technical and community input (R184-17)

Mayor’s Task Force on the U.S.S. Columbia – Maintain positive relationships between the City of Columbia, the U.S. Navy, and the crew of the U.S.S. Columbia, as well as the cities of Columbia, Illinois, and Columbia, South Carolina, as it pertains to the U.S.S. Columbia (R32-16)

Parking Advisory Commission – Studies, plans, and advises the City Council on parking resources (Sec. 2-365.1 - 2-365.6)

Parks and Recreation Commission – Advises Council on matters relating to public recreation and budget recommendations; helps plan recreation programs to stimulate public interest (Sec. 17-16 – 17-19)

Personnel Advisory Board – Advises Council on City personnel system; reviews policy changes; hears appeals from corrective and disciplinary actions; advises on employee conduct guidelines (Sec. 19-23)

Planning and Zoning Commission – Prepares comprehensive development plan for Council adoption; recommends interpretation of plans; acts as zoning commission; recommends approval or disapproval of plats for land subdivision; recommends rules controlling subdivision of land (Sec. 29-6.1(b))

Police Retirement Board – Advises Council on administration of the retirement plan and fund (Sec. 18-36 – 18-38)
Public Transit Advisory Commission – Advises Council and City staff relating to transit policy and safety matters concerning transit issues (Sec. 2-336 – 2-340)

Railroad Advisory Board – Advises Council on operation and needs of the Columbia Terminal and shippers (Sec. 27-210 – 27-214)

Rock Quarry Road Scenic Roadway Stakeholder Advisory Group - Works with Planning and Zoning Commission to determine values and preferences regarding scenic preservation and roadway design within and along the scenic corridor; provides roadway design input on level of service needs for all intended roadway users against the scenic roadway district preservation goals in proposing specific design options (Sec. 29-2.3(b))

Source Water Protection Plan Task Force – Develops protection plan for City’s water supply outlined in state guidelines (Council Resolution R90-10 establishing the Task Force)

Substance Abuse Advisory Commission – Advises Council on related issues and promotes coordination of programs intended to prevent and eliminate abuse of alcohol and other controlled substances (Sec. 2-316 – 2-319)

Tax Increment Financing (“TIF”) Commission – Advises Council on TIF proposals submitted to the City (Sec. 2-326 – 2-328)

Tree Board – Studies, plans, and advises the City Council on urban forest resources (Sec. 2-365.10 – Sec. 2-365.15)

University of Missouri Extension Council of Boone County – Advises University on Extension program; administers the County’s share of the cost of extension services (Ch. 262, RSMo)

Water and Light Advisory Board – Advises Council on operations of the City’s water and light system; reports findings and recommendations at least annually to citizens of Columbia (Sec. 27-39 – 27-41, Sec. 103, City Charter)

Youth Advisory Council – Advises Council in all matters pertaining to youth and youth-related issues (Sec. 2-361 – 2-364)
CITY OF COLUMBIA

Vision
Columbia is the best place for everyone to live, work, learn and play.

Mission
To serve the public through democratic, transparent and efficient government.

Core Values
- **Service:** We exist to provide the best possible service to all.
- **Communication:** We listen and respond with clear, compassionate and timely communication.
- **Continuous Improvement:** We value excellence through planning, learning and innovative practices.
- **Integrity:** Our employees are ethical, fair, honest and responsible.
- **Teamwork:** We achieve results by valuing diversity and partnerships within our own organization and the community.
- **Stewardship:** We are responsible with the resources the community entrusts to us.

Core Competencies
- Full-service City
- Excellent customer service
- Opportunities for citizen involvement
- Strong financial management
We created the City’s very first strategic plan in 2012 and, over the next three years, achieved solid success in five of seven priorities: customer-focused government; economic development; financial health; infrastructure; and workforce. Improvements in those areas are now part of our City culture. We held even in health, safety and well-being, lost ground in development and will dig deeper to learn what’s essential for success.

This 2016 – 2019 strategic plan is dedicated to making Columbia the best place for everyone to live, work, learn and play. It’s based on trends observed in the community, an assessment of external threats and opportunities and review of internal strengths and weaknesses. It represents the City’s effort toward the common cause of making Columbia a place where all families cannot only live...but thrive.

What we’ve observed: Columbia, a Tale of Two Cities
With its vitality and high quality of life, Columbia continues to attract new residents and new investment. Because our local economy is mainly powered by education, health and insurance, we did not experience the type of suffering that some cities endured during the last recession.

There is, however, another story running beneath the economic recovery. At its peak in 2009 and 2010, Columbia’s unemployment rate was about 6.5%, three points lower than the US rate. Looking more closely, the pain was not equally shared. In 2009, the white unemployment rate was 5.3%, and it improved to 4.4% in 2013. The 2009 black unemployment rate was 14.1% and is higher now—post-recession—at 15.7%. We’re also seeing increased poverty, decreased per capita income and a growing gap between skills our employers need and skills our residents possess.

This imbalance is one of the greatest challenges we face in Columbia, our nation and across the globe. We prefer a community where everyone, including City employees, can thrive. We can’t ignore this gap as long as there’s something we can do to open economic and social opportunities, strengthen and secure neighborhoods and support our citizens with excellent service.

2016 – 2019 Strategic Priorities and Questions

1. Economy: Jobs that support families - How do we create more living wage jobs?

2. Social Equity: Improving the odds for success - How can we strengthen our community so all individuals thrive?

3. Public Safety: Safe wherever you live, work, learn and play - How can we improve citizen satisfaction with public safety?

4. Infrastructure: Connecting the community - How can we build the future today?

5. Operational Excellence: High-level service from engaged employees - How can we improve workforce performance, engagement and satisfaction?

Opportunities, Strengths and Core Competencies
Several factors will help move these priorities forward. Worldwide attention...from the news media, religious leaders, researchers, elected and appointed officials and public, private and not-for-profit organizations...is focused on the uneven recovery from the economic recession. That opens the door to community partnerships. Columbia’s local economy is strong enough to create more jobs throughout all sectors. Because of our core
Threats and Weaknesses
Other conditions will challenge our ability to succeed. Unless we can stop revenue losses associated with untaxed online purchases, the gap between community needs and available sales tax resources will grow and hurt our ability to serve all citizens. Without proper funding, infrastructure imbalances will worsen, potentially hurting neighborhoods, businesses and institutions. The City’s own pay structure may be affecting our employees’ ability to thrive and provide for their families. We send a mixed message if we don’t address their concerns while we’re encouraging the rest of the community to pay a living wage.

In the private sector, something is “strategic” if it provides a competitive edge. We believe that applies here. These strategic priorities were selected because they are the right things to do. If done well, Columbia will have an edge. People will aspire to live here because it truly is the best place to live, work, learn and play.

Mike Matthes
City Manager

(R147-15 Amended and adopted as amended by City Council, on Sept. 8, 2015)
Strategic Priority: Economy...Jobs that Support Families

**Strategic Question:** How do we create more living wage jobs?

**Outcome Objectives and Actions**

1. Establish a baseline of current living wage jobs, and increase the number of living wage jobs until baseline is established (number currently undetermined).
   - Attract new businesses and expand existing businesses that pay a living wage
   - Expand air service and build a new terminal
   - Align REDI incubator program with strategic plan
   - Implement City-wide gigabyte service
   - Make the city friendlier to disadvantaged business enterprises

2. Reduce the median wage gap between white and minority households in Columbia by 5% in three years.
   - Financial literacy training (household budgeting) available for all City employees
   - Explore living wage strategies
   - Increase City workforce jobs that pay a living wage

3. Reduce the skills gap in the labor market by 10% in three years.
   - Certified “work ready” community created
   - Create a larger pool of trained workforce by partnering and/or funding programs such as Project Lead the Way, Job Point, C.A.R.E. and Cradle to Career
   - Increase number of under-represented groups in City STARS and LADDERS training

**Performance Measures**

- Personal income per capita, by race
- Living Wage Calculator from Economic Policy Institute
- Annual median household income, by race
- Poverty rate, by race
- Child and family poverty rate
- Percentage of City jobs with living wages
- Labor, supply and demand graphs or measurements
- Qualified candidate graphs
- Four-year high school graduation rate
- Kindergarten readiness programs
- Develop tracking for minorities in City STARS and LADDERS program
- Employment data over time
- Incubator clients, by race
- Map actual gigabyte availability over time
Strategic Priority: Social Equity...Improving the Odds for Success

Strategic Question: How can we strengthen our community so all individuals thrive?

Outcome Objectives and Actions

1. Strengthen three low-to-moderate income neighborhoods by increasing neighborhood activities.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to work with neighborhoods based on needs and interests
   - Based on neighborhood needs, increase the number of existing neighborhood building programs in areas
   - Based on neighborhood needs, work with community partners to explore possible use of violence interruption programs

2. Strengthen three low-to-moderate income neighborhoods by increasing healthy eating and active living.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to address neighborhoods’ needs for healthy eating and active living
   - Based on neighborhood needs, identify and coordinate with key partners (faith community, neighborhood associations, businesses, etc.)
   - Review and revise plan annually to be consistent with changing community needs

3. Strengthen three low-to-moderate income neighborhoods by increasing access to health care.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to address neighborhood needs related to access to health care
   - Coordinate with key partners to reduce barriers to access to health care
   - Review and revise plan annually to be consistent with changing community needs

4. Strengthen three low-to-moderate income neighborhoods by increasing participation in outdoor and cultural activities.
   - Identify criteria for selecting three neighborhoods
   - Establish baseline and pre/post-evaluation tool; increase participation in neighborhoods

5. Help 50 low-to-moderate income, first-time home buyers achieve home ownership.
   - Increase funding for Home Buyer’s programs
   - Increase awareness of program
Strategic Priority: Improving the Odds for Success (cont.)

6. Increase the stock of affordable energy-efficient, universal design homes in Columbia.
   - Increase funding for current program
   - Add 12 homes by redeveloping vacant lots
   - Inventory housing stock and acquire funds to purchase identified properties
   - Create more lots for redevelopment by purchasing and demolishing three vacant or dilapidated properties
   - Explore policies to create incentives for building affordable homes that are energy efficient and feature universal design

7. Reduce carbon footprint, with emphasis on reducing residential energy consumption
   - Increase participation in home energy efficiency programs
   - Create cost share programs for energy efficiency in rental properties
   - Explore policies to increase energy efficiency in housing units
   - Help eligible City employees participate in energy efficiency programs

Performance Measures
   - Create measurement tool to develop a baseline of existing levels of neighborhood services
   - Activities include: neighborhood associations; Neighborhood Watch groups; neighborhood clean-ups; citizen-driven code enforcement and compliance activities; neighborhood social activities; community gardens; neighborhood-based health living activities, like walking groups
   - Create measurement tool to develop a baseline of existing neighborhood levels of access to healthy eating and active living opportunities
   - Create measurement tool to develop a baseline level of residents who have limited access to health care
   - Create measurement tool to develop a baseline of existing neighborhood levels of participation in outdoor and cultural activities
   - Number of minority and low-to-moderate income persons participating in selected Parks and Recreation and Office of Cultural Affairs programs
   - Number of low-to-moderate income, first-time home buyers
   - Number of affordable housing units
   - Number vacant/dilapidated homes acquired and redeveloped
   - Emissions inventory
   - Number of participants in energy efficiency programs
   - Residential energy consumption per capita
Strategic Priority: Public Safety...Safe Wherever you Live, Work, Learn and Play

Strategic Question: How can we improve citizen satisfaction with public safety?

Outcome Objectives and Actions

1. Increase citizen satisfaction with overall quality of police services by 6% by 2019.
   - Achieve CALEA accreditation
   - Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order to implement and support geographic-based community policing plan
   - Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve
   - Seek sales tax ballot initiative to increase staffing by 70 officers within three years to fully implement geographic-based community policing programs

2. Increase citizen perception of safety by 6% by 2019.
   - Continue positive, proactive communications between the community and the Police Department via social media
   - Conduct “crime trends” press conferences and regularly scheduled media Q&A sessions
   - Target “hot spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and feelings of safety

3. Increase the coverage area in order to decrease the percentage of calls outside the four-minute travel time for the Fire Department by 6% by 2019.
   - Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time
   - Explore non-traditional methods to expand service coverage area and decrease travel time
   - Seek sales tax ballot to increase firefighter staffing by 30 within the next three years

Performance Measures

- Citizen satisfaction – annual citizen survey
- Citizen perception of safety – annual citizen survey
- Percentage of incidents that occur in areas outside four-minute travel time, according to Fire Department data
Strategic Priority: Infrastructure...Connecting the Community

Strategic Question: How can we build the future today?

Outcome Objectives and Actions

1. Improve transit ridership through focus of resources on key geographic areas.
   - Evaluate and implement recommendations from transit consultant
   - Partner with Social Equity and Public Safety strategy teams to identify three key areas

2. Improve roadway corridor by implementing a complete streets policy within identified neighborhoods.
   - Partner with Social Equity and Public Safety strategy teams to identify three key areas

3. Maintain current rate of acres of natural areas with diverse habitats per 1,000 persons.
   - Use land acquisition matrix that prioritizes and evaluates diverse habitats
   - Work with City staff, land owners and developers to identify potential natural areas

Performance Measures

- Ridership per vehicle miles traveled
- Number of roadways with increased road condition index ratings
- Reduction of sidewalk gaps, increase in number of cross-walks and ADA-compliant ramps
- Increased accessibility to transit
- Lower incidence of storm water complaints and work toward elimination of sewer back-ups
- Percentage increase in natural area within the City of Columbia
- Comparative research showing diverse habitat preservation
Strategic Priority: Operational Excellence—High-Level Service from Engaged Employees

**Strategic Question:** How can we improve workforce performance, engagement and satisfaction?

**Outcome Objectives and Actions**

1. Increase the City of Columbia’s ability to recognize and address bias in its operations.
   - Evaluate internal processes, practices and policies for systemic and racial biases that contribute to inequity
   - Develop a plan to evaluate proposed policies that considers the needs of both dominant and minority groups
   - Implement an inclusion and diversity training program as a professional development priority

2. Increase City employee engagement and satisfaction by 3%.
   - Create employee engagement and satisfaction strategy
   - Create City employee satisfaction survey
   - Analyze and act on employee engagement and satisfaction surveys
   - Compensation Philosophy implementation
   - Continue Employee Reward and Recognition Program

3. Develop a baseline of Continuous Improvement (CI) opportunities in 2016.
   - Define and quantify CI opportunities
   - Create CI metrics
   - Adopt City-wide process improvement system
   - Integrate CI opportunities into performance evaluation and goals

4. Increase percentage of citizens who know who to contact for City services by 6% by 2019.
   - Public launch of Contact Center telephone number by 2018
   - City communication plan for internal and external audiences

5. Accredite as many departments as possible.

**Performance Measures**

- Number of staff trained in inclusion and diversity
- City employee surveys results
- Continuous Improvement metric
- Citizen survey results
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CITY OF COLUMBIA

Vision
Columbia is the best place for everyone to live, work, learn and play.

Mission
To serve the public through democratic, transparent and efficient government.

Core Values
Service: We exist to provide the best possible service to all.
Communication: We listen and respond with clear, compassionate and timely communication.
Continuous Improvement: We value excellence through planning, learning and innovative practices.
Integrity: Our employees are ethical, fair, honest and responsible.
Teamwork: We achieve results by valuing diversity and partnerships within our own organization and the community.
Stewardship: We are responsible with the resources the community entrusts to us.

Core Competencies
Full-service City
Excellent customer service
Opportunities for citizen involvement
Strong financial management
Mayor and Members of the City Council:

The City of Columbia is in the final year of the 2016-2019 Strategic Plan and continues to make great strides towards fulfilling the City’s vision to make Columbia the best place for everyone to live, work, learn and play. The Strategic Plan provides structured goals and objectives and includes collaboration with community members and community partners to achieve those goals. In addition, it’s a tool that clearly articulates the City’s priorities to the community.

The City’s mission, vision and values provide the foundation for the plan’s five strategic priority areas: economy, social equity, public safety, infrastructure and operational excellence; these are supported by 29 objectives. These priority areas provide the structure that directs the City’s focus, which includes working toward a local economy with more living wage jobs; stronger neighborhoods that contribute to the family success; greater satisfaction with public safety services; safe and reliable City infrastructure; and higher-performing City employees.

The Strategic Plan also includes three Focus Neighborhoods in north, east and central Columbia. Input and participation by Columbia residents in the three Focus Neighborhoods helped determine specific actions that contribute to the success in those areas.

Each year, City staff reviews our accomplishments: How much progress did we make toward our goals? How well did we serve the people we represent? But more than just checking off boxes, we believe the efforts we undertake are building a future where everyone can thrive.

Each Strategic Plan priority area has a team of City employees who work with the community to achieve the goals set in 2015. It is my pleasure to present to you, along with the Strategic Plan Team Leads, the 2018 Strategic Plan Annual Report. This update reflects the many accomplishments achieved since last year’s Strategic Plan update.

Sincerely,

Carol Rhodes
Assistant City Manager

For additional information regarding the Strategic Plan, please visit CoMo.gov/Strategic-Plan
Strategic Priority: Economy…Jobs that Support Families

Strategic Question: How do we create more living wage jobs?

Outcome Objectives and Actions

1. Establish a baseline of current living wage jobs, and increase the number of living wage jobs until baseline is established (number currently undetermined).
   • Attract new businesses and expand existing businesses that pay a living wage
   • Expand air service and build a new terminal
   • Align REDI incubator program with Strategic Plan
   • Implement city-wide gigabyte service
   • Make the city friendlier to disadvantaged business enterprises

2. Reduce the median wage gap between white and minority households in Columbia by 5 percent in three years.
   • Financial literacy training (household budgeting) available for all City employees
   • Explore living wage strategies
   • Increase City workforce jobs that pay a living wage

3. Reduce the skills gap in the labor market by 10 percent in three years.
   • Certified “work ready” community created
   • Create a larger pool of trained workforce by partnering and/or funding programs such as Project Lead the Way, Job Point, C.A.R.E. and Cradle to Career
   • Increase number of under-represented groups in City STARS and LADDERS training

4. Further develop the City’s MWBE program.
   • Implement new City software to track MWBE outcomes

5. Increase labor pool with the necessary skills for current and upcoming job openings.
   • Supplement existing Job Fair (Fall 2019) with a career exploration component that includes Boone County School Districts and CPS

Performance Measures

• Personal income per capita, by race
• Living Wage Calculator from Economic Policy Institute
• Annual median household income, by race
• Poverty rate, by race
• Child and family poverty rate
• Percentage of City jobs with living wages
• Labor, supply and demand graphs or measurements
• Qualified candidate graphs
• Four-year high school graduation rate
• Kindergarten readiness programs
• Develop tracking for minorities in City STARS and LADDERS program
• Employment data over time
• Incubator clients, by race
• Map actual gigabyte availability over time

Key

- Complete
- In Progress
- Not Started

Strategic Plan Annual Report 2018 4
ECONOMY

Jobs that support families:
   How do we create more living wage jobs?

WHAT WE’VE DONE:
- Increased Boone County average wage from $34,808 (2015) to $38,256 (2018)
- Established new minimum starting wage of $15/hour for all permanent City employees
- 58 students enrolled in Mechatronics or Adv. Manufacturing Technology; 18 graduates
- Financial Literacy – 228 City employees received training; LADDES - 17 graduates, 6 promoted, 53 new to program
- CDL – 32 employees earned their license, 18 of 32 employed for six months or more; and, 13 have increased their rate of pay within first six months
- CARE – 521 trainee applications received, 239 hired and 35,660 hours worked
- Aurora Organic Dairy and American Outdoor Brands actively hiring (295 announced jobs); Northwest Medical Isotopes permitted for construction in Discovery Ridge (100 jobs)
- Launched Cars 4 Columbia program; launched Sharp End Entrepreneurial Development Fund for MWBEs; held 1st Annual MWBE Expo and Showcase
- REDI attained accreditation through International Economic Development Council
- Cradle to Career Alliance was awarded a Pritzker Family Foundation grant to improve early life outcomes ensuring all kids are ready for kindergarten
- Job Point built and sold one home in conjunction with Columbia Community Land Trust

WHAT LIES AHEAD:
- Career Exploration Fair for Columbia 8th graders is being planned for Fall 2019
- Continue REDI strategies to create new living wage jobs and sustain existing quality jobs
- 3rd Annual Contractors Expo; additional MWBE workshops; implement new City software to track MWBE procurement outcomes
- Job Point is applying for Federal Department of Labor apprenticeship for Highway Construction Class with City as the sponsoring employer; Job Point is currently building one home with two more planned for low/moderate income first time buyers
- Begin design phase of new Airport terminal project; sustain existing air service
City of Columbia Strategic Plan 2016-2019

Strategic Priority: Economy – Jobs that support families
Strategic Question: How do we create more living wage jobs?
*New Proxy Question: How do we increase the number of people in Columbia with income above 200% of the federal poverty level?
Baseline: 59.8% (Source: U.S. Census Bureau 2010-2014)

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<th>LEAD Indicators/Description</th>
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<tr>
<td>Indicator: Community Programs</td>
<td></td>
</tr>
<tr>
<td>Description: Mechatronics, Job Point, Missouri Job Center, CARE, Supplier Diversity Program</td>
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<tr>
<td><strong>Mechatronics</strong></td>
<td>The goal is to increase the number of students enrolled in Mechatronics each semester. Baseline - 35 declared Mechatronics majors in Spring 2016 class. The goal is to have 90% of all graduates be employed in their field.</td>
</tr>
<tr>
<td><strong>Job Point</strong></td>
<td>Baseline – FY ending September 2015, 432 persons served with job seekers entering employment at an average hourly wage of $10.42 and 73% of adults maintained employment for at least 90 days. For FY ending September 2016, 418 persons served; $10.27 average wage/hour; 87% of adult job seekers maintained employment; 97% of customers satisfied. For FY ending September 2017, 423 persons served; $10.85 average wage/hour; 89% of adult job seekers maintained employment; 98% customers satisfied.</td>
</tr>
<tr>
<td><strong>Missouri Job Center</strong></td>
<td>Job Related Training - 9 started, 8 completed; Hwy. Heavy Construction – 1 started; Construction Trades – 1 started; Office Assistant – 1 started; YouthBuild – 3 started, 6 in orientation and 5 completed.</td>
</tr>
<tr>
<td><strong>CARE</strong></td>
<td>Missouri Job Center Reporting Period Outcomes – September: 616 visitors to the Job Center of which 20 clients were brand new to the center and 118 came in for job searches and 39 came in for job application assistance, averaged about 16 ppl/day for the 3 days a week AEL is there; 34 attended the Walk in Wednesday at the Library; 4 came in for workshops; 32 took the NCRC; and, Job Fair is November 3.</td>
</tr>
<tr>
<td><strong>Supplier Diversity Program</strong></td>
<td>CARE Reporting Period Outcomes – September: See attached.</td>
</tr>
<tr>
<td><strong>Supplier Diversity Program Outcomes – September</strong></td>
<td>Outstanding Business Awards – WBE: Kat Cunningham; MBE: Big Daddy’s BBQ; Emerging MBE: 2 Real Fitness LLC; Emerging WBE: Show Me Leaders; Youth BE: Grey Matter</td>
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**Mechatronics Scoring:** The goal is to increase the number of students enrolled in Mechatronics each semester. Baseline - 35 declared Mechatronics majors in Spring 2016 class. The goal is to have 90% of all graduates be employed in their field.

**Mechatronics Reporting Period Outcomes – September:** A total of 58 students are enrolled in manuf. programs, 38 of those majoring in Mechatronics, 16 in Advanced Manuf. Tech, and 4 taking an Advanced Manuf. Certificate. The total enrollment count for both programs is 155 students enrolled in at least one Mechatronics or Advanced Manufacturing technology class.

**Job Point Scoring:** Baseline – FY ending September 2015, 432 persons served with job seekers entering employment at an average hourly wage of $10.42 and 73% of adults maintained employment for at least 90 days. For FY ending September 2016, 418 persons served; $10.27 average wage/hour; 87% of adult job seekers maintained employment; 97% of customers satisfied. For FY ending September 2017, 423 persons served; $10.85 average wage/hour; 89% of adult job seekers maintained employment; 98% customers satisfied.

**Job Point Reporting Period Outcomes – September:** Job Related Training - 9 started, 8 completed; Hwy. Heavy Construction – 1 started; Construction Trades – 1 started; Office Assistant – 1 started; YouthBuild – 3 started, 6 in orientation and 5 completed.

**Missouri Job Center Reporting Period Outcomes – September:** 616 visitors to the Job Center of which 20 clients were brand new to the center and 118 came in for job searches and 39 came in for job application assistance, averaged about 16 ppl/day for the 3 days a week AEL is there; 34 attended the Walk in Wednesday at the Library; 4 came in for workshops; 32 took the NCRC; and, Job Fair is November 3.

**CARE Reporting Period Outcomes – September:** See attached.

**Supplier Diversity Program Outcomes – September:** Outstanding Business Awards – WBE: Kat Cunningham; MBE: Big Daddy’s BBQ; Emerging MBE: 2 Real Fitness LLC; Emerging WBE: Show Me Leaders; Youth BE: Grey Matter.
### Strategic Plan: Economy – Jobs that support families

#### Strategic Question: How do we create more living wage jobs?

*New Proxy Question: How do we increase the number of people in Columbia with income above 200% of the federal poverty level?*

**Baseline:** 59.8% (Source: U.S. Census Bureau 2010-2014)

#### LEAD Indicators/Description

<table>
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<tr>
<th>Indicator: City of Columbia Employee Programs</th>
<th>Scoring/Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Description: Financial Literacy, CDL, LADDERS</td>
<td><strong>Financial Literacy Scoring:</strong> Goal is to increase the number of City employees that receive financial literacy training and segment by salary and race. The fiscal year 2016 baseline was zero.</td>
</tr>
<tr>
<td><strong>Financial Literacy</strong> is training offered to all City employees by utilizing the FDIC Money Smart program that is a comprehensive financial education curriculum designed to help low and moderate income individuals outside the financial mainstream enhance their financial skills and create positive banking relationships.</td>
<td><strong>Financial Literacy Reporting Period Outcomes – September:</strong> 221 City employees have received training to date. Enrollment is open to City employees with pre-post assessment data collected from all sessions.</td>
</tr>
<tr>
<td><strong>CDL</strong></td>
<td><strong>CDL Scoring:</strong> Goal is to increase the number of employees that successfully complete the commercial driver license examination and receive CDL license. Track the number of employees tested, number of employees that obtain CDL, rate of pay before license and rate of pay six months after achieving CDL license. The fiscal year 2016 baseline was zero.</td>
</tr>
<tr>
<td>The City of Columbia is certified by the State of Missouri as a third party commercial driver license administrator authorized to train, test and administer the State’s CDL testing program.</td>
<td><strong>CDL Reporting Period Outcomes – September:</strong> Two CDL test were given, and both failed the test.</td>
</tr>
<tr>
<td><strong>LADDERS</strong> is a City of Columbia year-long training program that develops internal talent for future leadership opportunities.</td>
<td><strong>LADDERS Scoring:</strong> Goal is to increase the number of employees that participate in and complete LADDERS program by tracking the number of employees that complete and the number of employees that promote during or within six months of completion and segment by race. The fiscal year 2016 baseline was 182 (.05% Black/African American) non-supervisory employees enrolled in LADDERS program with nine graduating. Of the 182 participants, 14 have been promoted to supervisory positions within the City, including three (.02% Black/African American) employees.</td>
</tr>
<tr>
<td></td>
<td><strong>LADDERS Reporting Period Outcomes – September:</strong> The LADDERS #8 class will begin October 4. An updated list of LADDERS graduates will be reported at the end of September.</td>
</tr>
</tbody>
</table>
City of Columbia Strategic Plan 2016-2019

Strategic Priority: Economy – Jobs that support families

Strategic Question: How do we create more living wage jobs?

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<td>Indicator: Cradle to Career Roadmap and Columbia Public Schools Scorecard</td>
<td></td>
</tr>
<tr>
<td>Description: The Cradle to Career Alliance is a coalition of community leaders working to improve children’s success by aligning the efforts of schools and community organizations to reduce educational disparities. Following are the revised Cradle to Career Alliance indicators:</td>
<td></td>
</tr>
<tr>
<td>1. 3rd Grade Reading Proficiency</td>
<td></td>
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<tr>
<td>2. Graduation Trajectory—Percent of middle school students whose attendance, discipline (OSS), effort and conduct, and number of F’s do not put them at risk of dropping out.</td>
<td></td>
</tr>
<tr>
<td>3. Graduation from High School</td>
<td></td>
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<tr>
<td>4. Enrollment and completion of College or Career Training (CCR Index) — data not currently available from the state</td>
<td></td>
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<tr>
<td>5. Out of school suspension (OSS)—Number of students who have been suspended at least once</td>
<td></td>
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<tr>
<td>6. Attendance—percentage of students with at least 90% attendance</td>
<td></td>
</tr>
<tr>
<td>7. FAFSA Completion—percentage of students who have completed application for federal financial aid</td>
<td></td>
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</table>

Additional scoring/outcomes indicated (column to the right) for Columbia Public Schools utilizing comparative data (between student groups internally and among comparative school districts) shows 3rd grade reading proficiency, graduation rates, attendance, and OSS counts.

Reporting Period Outcomes – September: School Year 2017-2018 noted in above graphs.
City of Columbia Strategic Plan 2016-2019

Strategic Priority: Economy – Jobs that support families
Strategic Question: How do we create more living wage jobs?
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</thead>
</table>
| **Indicator:** Boone County Average Wage | **Boone County Average Wage Scoring:** The progress in this area will be measured by comparing the Boone County Average Wage against the Statewide Average Wage. The 2015 Boone County Average Wage of $36,284 is 79.5% of the Statewide Average Wage of $45,654. The goal is to move the County Average Wage to 82.5% (example: $37,664 for 2015) of the Statewide Average Wage by 2019. The County Average Wages posted by MERIC for calendar year 2015 will be used as the baseline year. Indicator will change to green with an increase or red with a decrease as the Boone County percentage changes in relation to the Statewide Average. The Boone County Average Wage for 2018 is 80.0% of the statewide average wage, a decrease of .4%.
| **Description:** REDI Programs and strategies are focused on attracting, expanding, and growing jobs that pay above the current Boone County Average Wage. County average wages are determined by MERIC, and represent an average for all industries, both public and private. Average annual wage is calculated by dividing total wages by average employment across all industries. | **Boone County Average Wage Reporting Period Outcomes – September:** The Boone County average wage for 2016 is 80.4% of the statewide average wage, an increase of .9% from the 2015 level. The Boone County Average Wage for July 1, 2015, was $34,808 and that increased to $36,225 for July 1, 2016; and, then increased to $37,442 for July 1, 2017; and, then increased to $38,256 for July 1, 2018. Since July 1, 2015, the Boone County Average Wage has increased by $3,448.

In fall of 2016, Kraft-Heinz announced the retention of their food manufacturing plant in Columbia maintaining 300 local jobs and undertaking an $89 million facility expansion. Dana Light Axle also announced the addition of 135 new jobs and a $39 million plant expansion (increased to $53 million in December). In January, Project Cadre announced a new dairy processing plant in Columbia on the Sutter Site. Aurora Organic Dairy will invest $141 million in a food manufacturing facility, and create 145 jobs which pay above the Boone County living wage. In February 2017, IBM announced the addition of 100 new technology jobs; 3M announced the addition of 80 new jobs with a starting average wage of $15/hr-$19.62/hr.; Nanova Biomaterials Inc. announced new employment figures (42 current employees) and a $10 million expansion; American Outdoor Brands announced the addition of 150 new jobs, the retention of 70 existing jobs at their Battenfeld Technologies division and new capital investment of $55 million for their facility. |
**City of Columbia Strategic Plan 2016-2019**

**Strategic Priority:** Economy – Jobs that support families  
**Strategic Question:** How do we create more living wage jobs?  
*New Proxy Question: How do we increase the number of people in Columbia with income above 200% of the federal poverty level?*  
**Baseline:** 59.8% (Source: U.S. Census Bureau 2010-2014)

### LEAD Indicators/Description

<table>
<thead>
<tr>
<th>Indicator: National Career Readiness Certification (NCRC)</th>
<th>Scoring/Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description:</strong> The NCRC Program is a work skills credential developed by ACT. The three Work Keys assessments are in applied math, reading for information, and locating information. Certificate levels are Bronze (level 3), Silver (level 4), Gold (level 5) and Platinum (level 6). As an example, individuals with a Silver NCRC have the essential foundational skills needed for 67% of jobs in ACT’s database of occupational profiles.</td>
<td><strong>National Career Readiness Certification Scoring:</strong> The Boone County goals for the number of NCRC’s required by Emerging (student), Transitioning (unemployed), and Current Workforce are determined by ACT and DED. The dashboard is at: <a href="http://workreadycommunities.org/MO/019">http://workreadycommunities.org/MO/019</a></td>
</tr>
<tr>
<td><strong>National Career Readiness Certification Reporting Period Outcomes – September:</strong> Testing results are updated monthly. Boone County achieved Certified Work Ready Community status in November 2016, and certification was presented at a ceremony in December 2016 during the REDI Board of Directors meeting. Boone County has now begun the two-year maintenance phase. As of August 31, 2018, Boone County is 69% towards the CWRC maintenance goals established by ACT and DED. A total of 37 people took the test in August and earned a certificate with ten individuals being in the “Transitioning” (unemployed) category.</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Priority: Social Equity…Improving the Odds for Success

Strategic Question: How can we strengthen our community so all individuals thrive?

Outcome Objectives and Actions

1. Strengthen three low-to-moderate income neighborhoods by increasing neighborhood activities.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to work with neighborhoods based on needs and interests
   - Based on neighborhood needs, increase the number of existing neighborhood-building programs in areas
   - Based on neighborhood needs, work with community partners to explore possible use of violence interruption programs

2. Strengthen three low-to-moderate income neighborhoods by increasing healthy eating and active living.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to address neighborhoods’ needs for healthy eating and active living
   - Based on neighborhood needs, identify and coordinate with key partners (faith community, neighborhood associations, businesses, etc.)
   - Review and revise plan annually to be consistent with changing community needs

3. Strengthen three low-to-moderate income neighborhoods by increasing access to health care.
   - Identify criteria for selecting three neighborhoods
   - Conduct neighborhood needs assessment using surveys and focus groups
   - Develop plan to address neighborhood needs related to access to health care
   - Coordinate with key partners to reduce barriers to access to health care
   - Review and revise plan annually to be consistent with changing community needs

4. Strengthen three low-to-moderate income neighborhoods by increasing participation in outdoor and cultural activities.
   - Identify criteria for selecting three neighborhoods
   - Establish baseline and pre/post-evaluation tool; increase participation in neighborhoods

5. Help 50 low-to-moderate income, first-time homebuyers achieve home ownership.
   - Increase funding for Home Buyer’s programs
   - Increase awareness of program

Key
√ Complete
黄色 In Progress
交叉 Not Started
Strategic Priority: Social Equity…Improving the Odds for Success (cont.)

6. Increase the stock of affordable energy efficient, universal design homes in Columbia.
   - Increase funding for current program
   - Add 12 homes by redeveloping vacant lots
   - Inventory housing stock and acquire funds to purchase identified properties
   - Create more lots for redevelopment by purchasing and demolishing three vacant or dilapidated properties
   - Explore policies to create incentives for building affordable homes that are energy efficient and feature universal design

7. Reduce carbon footprint, with emphasis on reducing residential energy consumption.
   - Increase participation in home energy efficiency programs
   - Create cost share programs for energy efficiency in rental properties
   - Explore policies to increase energy efficiency in housing units
   - Help eligible City employees participate in energy efficiency programs

8. Integrate Municipal Court community docket as we work with families in Strategic Neighborhoods.
   - Review Court data to see if any participants live in Strategic Neighborhoods
   - Confer with Court to assess need for additional outreach and service

9. Integrate recreational and cultural activities in the neighborhoods
   - Identify resources available to bring arts activities to children, using a bus, on a rotating basis
   - Build on Parks and Recreation program themes and expertise
   - Engage community arts and youth programing partners
   - Launch a program by May 2019

10. Complete the transition of facilitating and managing neighborhood meetings to neighborhood leaders
    - Develop meeting agendas with neighbors
    - Co-facilitate meetings with neighbors
    - Assess neighbors’ interest in continuing to meet through the end of FY 2019

Key

- Complete
- In Progress
- Not Started
Strategic Priority: Social Equity...Improving the Odds for Success (cont.)

Performance Measures

- Create measurement tool to develop a baseline of existing levels of neighborhood services
- Activities include: neighborhood associations; Neighborhood Watch groups; neighborhood clean-ups; citizen-driven code enforcement and compliance activities; neighborhood social activities; community gardens; neighborhood-based health living activities, like walking groups
- Create measurement tool to develop a baseline of existing neighborhood levels of access to healthy eating and active living opportunities
- Create measurement tool to develop a baseline level of residents who have limited access to health care
- Create measurement tool to develop a baseline of existing neighborhood levels of participation in outdoor and cultural activities
- Number of minority and low-to-moderate income persons participating in selected Parks and Recreation and Office of Cultural Affairs programs
- Number of low-to-moderate income, first-time home buyers
- Number of affordable housing units
- Number vacant/dilapidated homes acquired and redeveloped
- Emissions inventory
- Number of participants in energy efficiency programs
- Residential energy consumption per capita
Improving the odds for success:
How can we strengthen our community so all individuals thrive?

WHAT WE’VE DONE:
• Safe and Secure: 10,014 positive interactions between Community Outreach Officers and citizens in strategic neighborhoods. Added Paris/63 neighborhood and initiated Xbox with a Cop with private partners
• Connecting Neighbors: 894 programs, events and clean-ups through Parks and Recreation and Office of Neighborhood Services
• Healthy Living: Medicaid for 968 pregnant women. 15,289 summer lunches served to Columbia children
• Affordable Housing: 484 in homebuyer’s classes; helped 105 first-time, low-moderate income buyers; 2,156 initial energy assessments and 1,858 post-energy assessments.
• Success Grants: With Shelter Insurance Foundation helped fund college education for three more high school seniors with connections to strategic neighborhoods

WHAT LIES AHEAD:
• Third round of Success Grants, funded through partnership with Shelter Insurance Foundation, for high school seniors headed to college or career school
• Collaborating with STEM Alliance, City colleagues and community partners to take arts and learning activities to families in neighborhoods
• Connecting with those on the Municipal Court community docket to help them thrive in their neighborhoods
• Upcoming reorganization within the Police Department is designed to extend the Community Outreach Unit’s efforts to downtown while maintaining current staffing levels
### Social Equity: How can we strengthen our community so all individuals thrive?

#### Social Equity Lag Measure: Ability to Thrive

Increase the percentage of citizens who agree that Columbia is a place where they can thrive from 74% to 79% by December 31, 2018.

<table>
<thead>
<tr>
<th>Year</th>
<th>City</th>
<th>Central</th>
<th>North</th>
<th>East</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>74%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>75%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>69%</td>
<td>58%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Measured by annual citizen survey results.

#### Social Equity Lead Measure #1: Safe Neighborhoods

Sustain a viable community outreach unit.

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 16</td>
<td>380</td>
<td>2,477</td>
</tr>
<tr>
<td>FY 17</td>
<td>1,540</td>
<td>1,510</td>
</tr>
<tr>
<td>FY 18</td>
<td>1,306</td>
<td>716</td>
</tr>
</tbody>
</table>

Measured by positive contacts between citizens and Community Outreach Officers assigned to neighborhoods.

#### Social Equity Lead Measure #2: Connected Neighbors

Create more neighborhood activities, including cultural and outdoor activities.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days of Parks and Rec facility operations</td>
<td>187</td>
<td>213</td>
</tr>
<tr>
<td>Parks and Rec programs</td>
<td>150</td>
<td>211</td>
</tr>
<tr>
<td>Parks and Rec special events</td>
<td>55</td>
<td>34</td>
</tr>
<tr>
<td>Office of Neighborhood Services activities/events</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Office of Neighborhood Services clean-ups</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Social Equity Lead Measure #3: Family Health Care

Increase the number of people who can get medical care.

<table>
<thead>
<tr>
<th>Activity</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of pregnant women who received help getting coverage</td>
<td>350</td>
<td>380</td>
<td>355</td>
</tr>
<tr>
<td>Number of people who received help finding a medical home</td>
<td>30</td>
<td>12</td>
<td>Ended. Approach did not work.</td>
</tr>
</tbody>
</table>

#### Social Equity Lead Measure #4: Healthy Lifestyles
**Increase the number of people eating fruits or vegetables four or more times per day.**

<table>
<thead>
<tr>
<th>Measured by:</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of summer food program lunches served</td>
<td>5,320 kids</td>
<td>5,822</td>
<td>4,600 5,029</td>
</tr>
<tr>
<td>Number of child care centers contacted and working toward EatSmart centers</td>
<td>2 by end of FY 18</td>
<td>0</td>
<td>Ended. Grant for these initiatives has expired.</td>
</tr>
<tr>
<td>Number of child care centers contacted and working toward MoveSmart centers</td>
<td>4 by end of FY 18</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**Social Equity Lead Measure #5: Stable Neighborhoods through Home Ownership**

<table>
<thead>
<tr>
<th>Help 50 low-moderate income, first-time homebuyers buy their own homes.</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured by:</td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
</tr>
<tr>
<td>Number of people in homebuyer classes</td>
<td>50</td>
<td>138</td>
<td>50</td>
</tr>
<tr>
<td>Number of low-moderate, first-time homebuyers assisted</td>
<td>35</td>
<td>38</td>
<td>35</td>
</tr>
</tbody>
</table>

**Social Equity Lead Measure #6: Stable Neighborhoods through More Affordable Housing Units**

<table>
<thead>
<tr>
<th>Increase the stock of affordable, energy-efficient, universal design homes.</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured by:</td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
</tr>
<tr>
<td>Number of awarded projects that meet Universal Design and City energy efficiency standards.</td>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Number of completed projects meeting Universal Design and City energy efficiency standards.</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

**Social Equity Lead Measure #7: Reduce Carbon Footprint through Home Energy Savings**

<table>
<thead>
<tr>
<th>Reduce carbon footprint through home energy savings.</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured by:</td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
</tr>
<tr>
<td>Number of households with initial energy assessments.</td>
<td>877</td>
<td>877</td>
<td>894</td>
</tr>
<tr>
<td>Number of post-energy assessments.</td>
<td>730</td>
<td>713</td>
<td>745</td>
</tr>
</tbody>
</table>
Strategic Priority: Public Safety...Safe Wherever you Live, Work, Learn and Play

Strategic Question: How can we improve citizen satisfaction with public safety?

Outcome Objectives and Actions

1. Increase citizen satisfaction with overall quality of police services by 6 percent by 2019.
   • Achieve CALEA accreditation
   • Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order to implement and support geographic-based community policing plan
   • Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve
   ✔️ Seek sales tax ballot initiative to increase staffing by 70 officers within three years to fully implement geographic-based community policing programs

2. Increase citizen perception of safety by 6 percent by 2019.
   • Continue positive, proactive communications between the community and the Police Department via social media
   • Conduct “crime trends” press conferences and regularly scheduled media Q&A sessions
   • Target “hot spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and feelings of safety

3. Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time for the Fire Department by 6 percent by 2019.
   • Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time
   • Explore non-traditional methods to expand service coverage area and decrease travel time
   ✗ Seek sales tax ballot to increase firefighter staffing by 30 within the next three years

4. Encourage and facilitate more COU/Patrol collaboration.

5. Increase citizen interaction with the police, by use of Facebook Live, podcast, or social media.

Performance Measures

• Citizen satisfaction – annual citizen survey
• Citizen perception of safety – annual citizen survey
• Percentage of incidents that occur in areas outside four minute travel time, according to Fire Department data

Key
✔️ Complete
️ In Progress
✗ Not Started
Safe wherever you live, work, learn and play:
How can we improve citizen satisfaction with public safety?

WHAT WE’VE DONE:
• Formatted/updated approximately 50 percent of Police Department policies/procedures in accordance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards
• Architectural plans for the North Precinct Station in Beat 30 are in the final review stage
• Implemented new RMS system on August 21, 2108
• The leadership of both the Police and Fire departments worked with employee groups to execute the first ever collective bargaining agreement
• In an effort to increase communication, all supervisors at the Police Department now meet quarterly to discuss department priorities, issues, budgets and ideas, as well as participate in training
• Fire Department moved to Candidate Status with CPSE Accreditation and have a Site Team visit scheduled for the second week of November 2018
• Fire Department completed Standards of Cover, internal Strategic Plan and Self Assessment as part of Accreditation
• Received budgetary approval for two additional fire stations in the FY 2019 City Budget

WHAT LIES AHEAD:
• Finish updating Columbia Police policies and prepare for CALEA self-assessment
• Police Department will continue to train on new RMS system, as well as working with BCSD and MUPD towards a fully implemented, county-wide system
• Police Department North Precinct Station construction slated to begin in Spring 2019
• Locate suitable land for the two new Fire stations
• Develop design and bid project for the new Fire stations
• Fire will complete the CPSE Accreditation process and potentially sit before the Accreditation Board in March 2019
• Continue working with City Council members and the community to find ways to increase funding for public safety
## Public Safety Scorecard

<table>
<thead>
<tr>
<th>Increase Citizen Satisfaction with Overall Quality of Police Services by Six Percent by 2019</th>
<th>Achieve CALEA accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sign Contract by 3/31/2016</td>
<td>Contract signed 09/2016.</td>
</tr>
<tr>
<td>First site assessment</td>
<td>To be determined. 2019 deadline. Currently in the process of integrating CALEA standards into department policies.</td>
</tr>
<tr>
<td>Complete Process by 09/2019</td>
<td></td>
</tr>
</tbody>
</table>

**Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order implement and support geographic based community policing plan**

| Sign vendor contract by 09/01/2015 | Completed. | 100% |
| Complete Vendor Visits by 11/01/2015 | Completed. | 100% |
| Choose schedule alternative by 01/01/2016 | Completed. | 100% |
| Implement schedule alternative by 03/01/2016 | Completed. Implemented 02/2016. Schedule changed to 10 hour shifts after internally conducted employee survey. | 75% |

**Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve**

| Locate suitable properties by 11/30/2015 | Completed. | 100% |
| Complete purchase of property by 04/01/2016 | Completed. | 100% |
| Coordinate RFP process with public works and post by 5/15/2016 | RFP closed on 03/25/2016. | 50% |
| Choose architect and adopt design by 10/01/2016 | Secondary architect chosen and approved by City Council 03/2017. Project completion date projected to be 04-05/2019. | 50% |
| Seek financing opportunities to expedite construction | No longer applicable. Construction tentatively to begin early Spring 2019. | 25% |

**Seek sales tax ballot initiative to increase staffing to 70 officers within three years to fully implement geographic based community policing programs**

| Form committee to research ballot proposal options by 10/01/2016 | City Council has initiated a public input process on this topic. This process has been postponed indefinitely. | 0% |
| Select ballot date prior to 2017 election cycle deadlines | | 0% |
### Increase Citizen Perception of Safety by Six Percent by 2019

<table>
<thead>
<tr>
<th>Objective</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue positive, proactive communications between the community and the police department via social media</td>
<td>The Public Relations Unit is working on a method to measure monthly activity. Public Relations Unit was disbanded. This item will be assigned to new Police Community Relations Specialists once hired/trained.</td>
</tr>
<tr>
<td>Monitor increase in “followers” on police department social media accounts (percent per year)</td>
<td>14 YouTube videos and 18 Facebook Live videos have been posted.</td>
</tr>
<tr>
<td>Conduct crime trends press conference and regularly scheduled media Q&amp;A sessions</td>
<td></td>
</tr>
<tr>
<td>Conduct bi-annual press conferences</td>
<td>Completed.</td>
</tr>
<tr>
<td>Conduct press conference on IA stats in Q1 each year</td>
<td>A stats press conference was held in 02/2016. Another stats press conference has been tentatively scheduled for 02/2017.</td>
</tr>
<tr>
<td>Conduct a media Q&amp;A with command staff quarterly</td>
<td>Completed on 06/08/2016, 09/29/2016, 01/11/2017, and 05/31/2017. This has been paused.</td>
</tr>
<tr>
<td>Target “hot-spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and other feelings of safety</td>
<td></td>
</tr>
<tr>
<td>Create community policing unit to concentrate services in the three strategic neighborhoods</td>
<td>Officers were selected and placed in areas by 03/15/2016. A fourth area was identified and officers were placed 07/2017. This was made possible by the Department being awarded COPS grant for 4 officers.</td>
</tr>
<tr>
<td>Ensure application of community policing principles through various feedback methods (targeted surveys, consultant interviews, etc.)</td>
<td>This is largely being organized by Glenn Cobbins and Judy Hubbard.</td>
</tr>
<tr>
<td>Create 3-4 formalized POP projects utilizing SARA model in areas of focus</td>
<td>Due to staffing constraints, these have not been completed.</td>
</tr>
<tr>
<td>Monthly manager’s meeting presentations by staff assigned to hotspot areas</td>
<td>These are occurring on a monthly schedule.</td>
</tr>
<tr>
<td><strong>Public Safety Scorecard</strong></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td></td>
</tr>
</tbody>
</table>

| **Increase the Coverage Area in Order to Decrease the Percentage of Calls Outside the Four Minute Travel Time for the Fire Department by Six Percent by 2019** |
| Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time |
| **Complete Standards of Cover Document** | **Standards of Cover Document completed in September, 2018** |
| **Additional Stations** | **Funding approval granted in the FY2019 Budget for two additional stations in areas identified in the Standards of Cover.** |
| **Complete Process by end of 2019** | |

| **Explore non-traditional methods to expand service coverage area and decrease travel time** |
| **Evaluation of Options** | **Completed as part of the Accreditation process** |
| **Implement an Alternative Response Vehicle at proposed Station 11** | **In order to open proposed Station 11, an Alternative Response Vehicle was also proposed in order to open the station with current staffing levels.** |

| **Seek sales tax ballot initiative to increase staffing by 30 within the next three years** |
| **Form committee to research ballot proposal options by 10/01/2016** | **City Council has initiated a public input process on this topic. This process has been postponed indefinitely.** |
| **Select ballot date prior to 2017 election cycle deadlines** | |
Strategic Priority: Infrastructure…Connecting the Community

Strategic Question: How can we build the future today?

Outcome Objectives and Actions

1. Improve transit ridership through focus of resources on key geographic areas.
   - Evaluate and implement recommendations from transit consultant
   - Partner with Social Equity and Public Safety strategy teams to identify three key areas

2. Improve roadway corridor by implementing a complete streets policy within identified neighborhoods.
   - Partner with Social Equity and Public Safety strategy teams to identify three key areas

3. Maintain current rate of acres of natural areas with diverse habitats per 1,000 persons.
   - Use land acquisition matrix that prioritizes and evaluates diverse habitats
   - Work with City staff, land owners and developers to identify potential natural areas

4. Increase public engagement on infrastructure needs and projects in the neighborhoods.
   - Host interested parties meetings, attend community meetings, etc. to seek input on the following infrastructure projects:
     i. Transit consultant recommendations
     ii. Whitegate Park
     iii. Hinkson Trail to Clark Lane design/constructions
     iv. Further define locations for needs including: traffic calming, lighting and sidewalks

Performance Measures

- Ridership per vehicle miles traveled
- Number of roadways with increased road condition index ratings
- Reduction of sidewalk gaps, increase in number of crosswalks and ADA-compliant ramps
- Increased accessibility to transit
- Lower incidence of storm water complaints and work toward elimination of sewer back-ups
- Percentage increase in natural area within the city of Columbia
- Comparative research showing diverse habitat preservation
- Number of public engagement events

Key
- Complete
- In Progress
- Not Started
Connecting the community:
How can we build the future today?

WHAT WE’VE DONE:
• Operation Clean Neighborhoods completed in Worley Street Park, Benton-Stephens and Lions-Stephens Park areas
• New shelter constructed at Douglass Park
• Street light enhancements to the Central Neighborhood
• Sidewalk added on Oakland Gravel Road
• Traffic calming installed on Sexton Road
• Pedestrian upgrades along Providence Road
• 5,100 feet of sewer lining in the East Neighborhood
• Street improvements including mill and overlay, chip/reclamite/onyx surface seal
• Installed Bike Boulevards on Forest and Madison
• Conducted public hearing on Route PP shoulder widening and Municipal Center
• Water main replacements and upgrades

WHAT LIES AHEAD:
• Alley improvement in Central Neighborhood
• Stormwater and sewer project for Garth and Oak Towers
• ADA improvements citywide
• Public involvement on Whitegate Park construction including bus shelters
• Begin construction on Municipal Center
• Continue to increase transit daily ridership and distribute donated bus passes
• Evaluate and acquire land to preserve open spaces and protect the environment
• Revise list of projects according to feedback from neighborhoods
As part of the 2016-19 strategic plan, the Infrastructure Team plans to increase complete streets components in the three neighborhoods. This chart identifies projects in the CIP that are in progress or completed, in the three neighborhoods.

At the April 2018 staff retreat, the group agreed to add a new goal to increase public engagement on infrastructure projects and needs in the Strategic Plan neighborhoods. Meetings should include focus areas of: transit consultant recommendations, Whitegate Park, design/construction of Hinkson Trail to Clark Lane, further define lighting locations, adding sidewalks to the ADA Sidewalk Master Plan.
During the 2016-19 strategic plan, the City of Columbia set a goal to increase the total acreage of natural/preserved land within the city limits by 125 acres.

As part of the 2016-19 strategic plan, Columbia Parks and Recreation evaluated three existing park properties to establish natural resource and wildlife inventories to create an index of existing trees, landscaping, acres of turf and wildlife present within the park property. Parks evaluated were Auburn Hills, Bonnie View Nature Sanctuary, and Indian Hills.

The City of Columbia and Greenbelt Land Trust (GLT) of Mid-Missouri will complete an annual analysis and ranking of potential properties within the city limits of Columbia to be considered for potential additions to the existing inventory of natural areas preserved in Columbia.
This team implemented a program for employees & other users, to donate back annual bus passes received with parking garage spaces. We partnered with the VAC to distribute these passes to low-income residents city-wide. As of the third quarter of 2018, we show a total YTD use of 17,745 pass swipes. (Avg 54 swipes/pass) Approximately 40 passes have been handed out to Strategic Plan neighborhood residents.

The goal of 40 shelters is city-wide. Due to complications with right of way access, it is unclear if we will reach this goal in the expected time frame. The Central neighborhood currently has 3 stops; East neighborhood has 0 stops; North neighborhood has 0 stops. Previous updates showed an inventory of 33 shelters. Some purchased shelters were damaged and found to be unusable. This reduced the number of available shelters for placement bringing our current count to 29.
2018 Daily Average Ridership at the Bus Stop Level in Strategic Plan Neighborhoods

### EAST
- 2017: 27
- 2018: 23
- Goal: 33

### NORTH
- 2017: 67
- 1st Quarter 2018: 45
- 2nd Quarter 2018: 50
- 3rd Quarter 2018: 48
- 4th Quarter 2018: Goal: 58

### CENTRAL
- 2017: 183
- 1st Quarter 2018: 144
- 2nd Quarter 2018: 162
- 3rd Quarter 2018: 382
- Goal: 233

---

**Community support for the acquisition of land to preserve open space and protect the environment in Columbia**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>2017</td>
<td>27</td>
</tr>
<tr>
<td>2018</td>
<td>24</td>
</tr>
<tr>
<td>2019</td>
<td>48</td>
</tr>
</tbody>
</table>

---

**2018 Daily Average Ridership at the Bus Stop Level in Strategic Plan Neighborhoods**
Community support for the acquisition of land to preserve open space and protect the environment in Columbia

<table>
<thead>
<tr>
<th>Percent of Satisfaction/Support</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>68%</td>
<td></td>
<td></td>
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<tr>
<td>2017</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>67%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>73%</td>
</tr>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>73%</td>
</tr>
</tbody>
</table>
Strategic Priority: Operational Excellence…High-Level Service from Engaged Employees

Strategic Question: How can we improve workforce performance, engagement and satisfaction?

Outcome Objectives and Actions

1. Increase the City of Columbia’s ability to recognize and address bias in its operations.
   • Create a process by which we evaluate internal processes, practices, and policies for systemic and racial biases that contribute to inequity
   • Develop a plan to evaluate proposed policies that considers the needs of both dominant and minority groups
   ✔ Implement an inclusion and diversity training program as a professional development priority

2. Increase City employee engagement and satisfaction by 3 percent.
   • Create an employee engagement and satisfaction strategy
   ✔ Create City employee engagement and satisfaction survey
   ✔ Analyze and act on employee engagement and satisfaction surveys
   ✔ Compensation Philosophy implementation
   ✔ Continue Employee Reward and Recognition Program

3. Develop a baseline of Continuous Improvement (CI) opportunities in 2016.
   • Define and quantify CI opportunities
   • Create CI metrics
   ✔ Adopt CI-wide process improvement system
   ✔ Integrate CI opportunities into performance evaluation and goals

4. Increase percentage of citizens who know who to contact for City services by 6 percent by 2019.
   ✔ Public launch of Contact Center telephone number by 2018
   • City communication plan for internal and external audiences

5. Accredit as many departments as possible.

Performance Measures

• Number of staff trained in inclusion and diversity
• City employee surveys results
• Continuous Improvement metric
• Citizen survey results

Key
✔ Complete
艶 In Progress
✗ Not Started
High-level service from engaged employees:
How can we improve workforce performance, engagement and satisfaction?

WHAT WE’VE DONE:

• Two additional employees certified in 2018 as faciliti-trainers through NCCJ – total of eight now teach equity, diversity and inclusion
• There were five Building Inclusive Communities (BIC) trainings. 405 training hours, 47 employees/boards/commission members participated. Advanced courses training hours totaled 439 with 130 employees/boards/commission members participated
• City Diversity and Inclusion Committee established a working group of diverse City employees. The group reviewed the employee climate assessment survey results and developed current and desired employee culture statements
• Received Human Rights Campaign Municipal Equality Index perfect score and All Star rating for LGBTQ inclusion for second straight year
• Employee engagement survey work has been awarded to consultant and survey has been designed. Survey launching Nov. 28, 2018
• Annual Citizen Survey – know who to contact/easy to reach the right person at the City – this increased from the 2015 baseline of 62% to 66% in the 2017 survey. There was a 9% improvement from FY 2016 to 2017. Contact Center answered its 300,000th call.
• Continuous improvement process – Quality Squad improvement process used to improve the City’s travel approval process and administrative rule.

WHAT LIES AHEAD:

• Conduct employee engagement and satisfaction survey in November 2018.
• Continue to expand employee diversity and inclusion training programs
• Quality Squad will be utilized to develop new employee onboarding process. Project participants will be trained on the process improvement model. Tracking for project improvement initiatives needs to be developed
• Deploy Diversity and Inclusion working group employee culture statement information to employees for feedback
• Police and Fire Departments are working on accreditation processes.
Operational Excellence Scorecard

Increase employee engagement and satisfaction from 72% to 75% by 2019
Source: Employee survey

Establish baseline of Continuous Improvement (CI) opportunities in 2016

Increase the City of Columbia’s ability to recognize and address bias in its operations
Climate Assessment Survey
Conducted November 2016
100%

Develop a baseline of Continuous Improvement (CI) opportunities in 2016
Climate Assessment Survey
Conducted November 2016
100%

Increase the percentage of citizens who know who to contact for City services
Contact Center CSR Training
Ongoing

Establish a baseline of Continuous Improvement (CI) opportunities in 2017
Pilot Survey in PHHS
Complete

Process Improvement System Deployment Plan and Training
75%

Increase the City of Columbia’s ability to recognize and address bias in its operations
Community of Practice Project for Development of City CI Method
100%

Process Improvement System Deployment Plan and Training
75%

Increase the number of departments accredited and employees certified
Inventory Department Accreditations
9 accredited departments out of 11 with available accreditation programs

EDI Public Safety Training
FY 15: 160
FY 16: 160
FY 17: 160
FY 18: 160

City Supervisors
December 2015: 140

City Supervisors
Contact Center Business Unit Deployment
60% complete
38% in process

Process Improvement System Deployment Plan and Training
75%

Contact Center Business Unit Deployment
60% complete
38% in process

Fully staff additional CSR positions for full implementation of Contact Center
Complete

Process Improvement System Deployment Plan and Training
75%

Fully staff additional CSR positions for full implementation of Contact Center
Complete

Process Improvement System Deployment Plan and Training
75%

Increase the number of departments accredited and employees certified
Inventory Department Accreditations
9 accredited departments out of 11 with available accreditation programs

EDI Public Safety Training
FY 15: 160
FY 16: 160
FY 17: 160
FY 18: 160

City Supervisors
December 2015: 140

COMMUNITY OUTREACH

Glenn Cobbins, Judy Hubbard and Staci Smith are serving as Neighborhood Outreach Specialists whose primary role is to go door-to-door in the Strategic Plan Focus Neighborhoods and make contact with residents. They conduct neighborhood surveys and needs referrals to connect residents with resources, including jobs, in order to increase their ability to thrive.

WHAT WE’VE DONE:
• Conducted 197 door-to-door assessments (reaching 545 citizens) in the Central (68 assessments), North (66 assessments) and East (63 assessments)
• Glenn, Judy and other City staff members adopted two families in need during the holiday season to provide children and their parents with gifts and basic need items
• Four individuals received cars through the Cars for Columbia Program

WHAT LIES AHEAD:
• Work with youth and young adults to help them create a positive life path
• Continue conducting assessments in the three Focus Neighborhoods and help citizens attain resources for basic needs
• Continue attending focus Neighborhood meetings to make connections with neighbors
• Eight neighborhood leaders are enrolled in the CMCA Step Up To Leadership class in the Fall
• Continue to link individuals with jobs through collaboration with Job Point and other companies in Columbia
## Neighborhood (Check one):
- Central  
- North  
- East  

### Household member information

<table>
<thead>
<tr>
<th>Age</th>
<th>Sex</th>
<th>Race</th>
<th>Hispanic</th>
<th>Education Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How long have you lived in this neighborhood?

Do you have a home of your own?  ☐ Yes ☐ No  Comment:

Do you rent or own?  ☐ Rent ☐ Own  Comment:

Do you struggle to pay your rent or mortgage?  ☐ Yes ☐ No  Comment:

Can you afford your utilities?  ☐ Yes ☐ No  Comment:

Do you feel safe in your neighborhood?  ☐ Yes ☐ No  Comment:

Do you have good lighting in your neighborhood?  ☐ Yes ☐ No  Comment:

Do you feel safe letting your kids play outside in your neighborhood?  ☐ Yes ☐ No  Comment:

Do you know your neighbors?  ☐ Yes ☐ No  Comment:

Do you or would you like to attend neighborhood activities like dinners, picnics, or fun things for kids?  ☐ Yes ☐ No  Comment:
Do you have health insurance?  □ Yes □ No  Comment:

Do you have a regular doctor?  □ Yes □ No  Comment:

Do you exercise or visit parks?  □ Yes □ No  Comment:

Do you eat 5 servings of fruit and vegetables each day?  □ Yes □ No  Comment:

Are you registered to vote?  □ Yes □ No  Comment:

Have you met your City councilperson or attended a City Council meeting?  □ Yes □ No  Comment:

How do you get around town?  □ Walk □ Car □ Bike □ Bus □ Taxi □ Friend  Comment:

Do you ever use public transit?  □ Yes □ No  Why or why not?

Do you have good sidewalks in your neighborhood?  □ Yes □ No  Comment:

Is it safe to cross the streets in your neighborhood?  □ Yes □ No  Comment:

Who do you call when you want to talk to someone in City government?

Do you have a job?  □ Yes □ No  Comment:

Are you looking for a job?  □ Yes □ No  Comment:

Are you able to meet your basic needs?  □ Yes □ No  Comment:

Do you think you are poor?  □ Yes □ No
What is your definition of poor?

Do you and your family have what you need to thrive and succeed in Columbia?  □ Yes □ No
If “no,” what do you need?

What would make your neighborhood a better place to live?

How can City government help you?

For office use:
Survey collected by:
Date:
City of Columbia Needs Referral

I (print name) ___________________ give my permission to refer my needs to the appropriate provider(s).

Signature ______________________ Date __________________

Contact information: ____________________________________________

Email: __________________________________________________________

How would you like to be contacted?  Phone  Text  Email

Is there a particular time of day you would like to be contacted? ____________________________________________

Due to a lack of financial resources, I and/or my family have the following needs:

HEALTH

____ Health Insurance  ____ Substance Abuse Treatment  ____ Tobacco Cessation
____ Primary Care  ____ Dental  ____ Nutrition/Healthy Eating
____ Reproductive Health (Women’s Health, Family Planning, STD Testing/Treatment)  ____ Medication Assistance  ____ Breastfeeding support
____ Mental Health  ____ Vision/Optical  ____ Pregnancy Testing and Support

HUMAN SERVICES

Children/Youth Resources

____ Child Care  ____ After-School Programs  ____ Respite/Crisis Care
____ Pre-school  ____ Summer Programs  ____ Sports/Arts/Recreational Activities
____ Child Safety (Car Seat/Cribs)  ____ Youth Employment  ____ Mentoring
____ Parenting Support  ____ Mail: _____________  ____ Home Healthcare

Aging and Disability Services

____ Case Management  ____ Snow Shoveling  ____ Personal Care
____ Home Repair/Maintenance  ____ Home Delivered Meals/Food

BASIC NEEDS

____ Clothing
____ Food

HOUSING

____ Utility Assistance  ____ Home Repair  ____ Home Energy Efficiency Improvements
____ Rent Assistance  ____ Home Ownership Assistance  ____ Affordable Housing
____ Emergency/Transitional Shelter  ____ (e.g. Public Housing)

OTHER

____ Legal Services  ____ Employment Services  ____ Veteran Services
____ Human/Civil Rights  ____ Refugee and Immigration Services  ____ Re-Entry Services
____ Adult Literacy/Education  ____ Tax Assistance
____ Financial/Budget Counseling  ____ Transportation
____ Domestic and Sexual Violence Support
Responses by Neighborhood:

A total of 197 households have been surveyed thus far. The central neighborhood has completed 68 responses (35%), the north neighborhood 66 responses (34%) and the east neighborhood 63 responses (32%).

Household Makeup

The largest majority of the households are one person (33%). Two member households had 36 responses (18%). Three member households had 28 responses (14%). Five member households had 26 responses (13%). Four member households had 24 responses (12%). Six member households account for 10 responses (5%). Seven member households account for 7 responses (4%). A single eight member household was reported (1%).
Strategic Plan Neighborhood Survey Data

These responses represent 564 members of these neighborhoods. 11-18 year olds are the largest age group with 100 members (18%). 31-40 year olds have 75 members (13%). 5-10 year olds account for 67 members (12%). 19-24 year olds have 57 members (10%). 51-60 year olds have 56 members (10%). 41-50 year olds have 51 members (9%). Members under 4 years old have 49 members (9%). 25-30 year olds have 50 members (9%). 61-70 year olds account for 30 members (5%). Members 71 years old and older account for 18 responses (3%). 11 members did not list their age (2%).

![Age of Household Members](chart)

169 members were listed as Elementary or High School Students (30%). 118 members reported having some college education (21%). 117 members surveyed reported having a high school diploma or GED (21%). 55 members had no high school diploma or GED (10%). 41 members were under school age (7%). 43 members reported having a college degree (8%). 21 members did not report their education (4%).

![Education Level](chart)
297 members reported as female (53%). 266 members reported as male (47%). 1 person did not answer.

390 members reported as African American/Black (69%). 94 members reported as Caucasian/White (17%). 39 members reported as Bi-Racial, which includes any combination of the race and ethnicities listed below (7%). 11 members identified as Middle Eastern (2%). 12 members identified as Hispanic (2%). 7 members each identified as Asian (1%). 4 members identified as Native American, 1 member identified as African and 2 members identified as Pacific Islander, totaling 1%. 11 members did not list their race or ethnicity (2%). The race or ethnicity was left up to the person to fill in on the survey and was recorded as it was listed.
Housing

94 households have lived in their neighborhood between 1 and 5 years (48%). 28 households have lived in their neighborhoods less than a year (14%). 27 households have lived in their neighborhoods between 6 and 10 years (14%). 24 households have lived in their neighborhood for 21+ years (13%). 16 households have lived in their neighborhoods between 11 and 20 years (8%). 8 households did not list how long they had lived in the neighborhood (4%).

162 households reported they rented their home (82%). 25 households surveyed, reported owning their home (13%). 10 households did not report whether they rented or owned their home (5%).
83 households reported they do or sometimes do struggle to pay their utilities (42%). 101 households do not struggle to pay their utilities (51%). 13 households did not respond (7%). 79 households struggle to pay their mortgage or rent (40%). 111 households do not struggle to pay their mortgage or rent (56%). 10 households did not answer (5%).

**Safety**

140 households feel safe in their neighborhood (71%). 53 households do not or sometimes do not feel safe (27%). 4 households did not answer (2%). 113 households feel safe letting their kids play (57%). 52 households did not (26%). 32 households did not respond or did not have children (16%). The primary reasons given for not feeling safe in the neighborhood or letting their children play were for shootings or hearing gunshots, speeding cars, and erratic driving.
133 households felt they had good lighting in their neighborhood (68%). 55 households did not (28%). 9 households did not answer the question (5%). 140 households knew their neighbors (71%). 53 households did not (27%). 4 households did not respond (2%).

116 households responded that they would like to attend neighborhood activities (59%). 78 households stated that they would not (40%). 4 households did not respond (1%). Hosting more neighborhood activities could lead to more positive results to the question of citizens knowing their neighbors.
Strategic Plan Neighborhood Survey Data

Health

160 households stated that they had health insurance (81%). 35 households had no health insurance (18%). 2 households did not answer the question (1%). 163 households stated that they had a regular doctor (83%). 30 households did not (15%). 4 households did not answer the question (2%).

129 households regularly exercises and/or visits parks (65%). 63 households do not (32%). 5 households did not answer the question (3%). 139 households reported not eating enough fruits and vegetables (71%). 55 households reported eating enough (28%). 3 households did not answer the question (2%).
Other actions taken include: Serving 850+ people at the Harvest Dinner, Selecting 3 families to receive gifts for Christmas, providing dinners for Columbia inmates in local jails and prisons and helping citizens schedule meetings on topics that are important to the community such as youth services and legal guidance. Other deliverables include assisting the homeless population with basic needs. Household needs include items such as: medicine, clothing, diapers, groceries, furniture, and blankets.

Bus passes are donated by City employees and distributed to families and individuals within these neighborhoods. Swim passes are donated by the Parks and Recreation Department and distributed within the neighborhoods.
City Finances

For the last 22 years, the City of Columbia has received the Distinguished Budget Presentation Award presented by the Government Finance Officers Association. This demonstrates not only our commitment to meet the requirements of municipal budgeting, but to do it responsibly and well. The Council’s conservative budget traditions have allowed the City to maintain fiscal health, even in very challenging times, while continuing to provide high-quality core services. Select financial data and the City Manager’s FY 2019 budget presentation are provided for your general understanding of these topics.

Fiscal Vital Signs

City fiscal year          October 1 – September 30

FY 2019 City budget, as approved by City Council
• Total revenue            $432,496,542
• Total expenditures       $455,709,557
• Total employees          1,507.90 FTE

2017 City bond credit rating analysis

Special Obligation Bonds: Other Obligations (downtown government center)        AA
Special Obligation Bonds: Parking                                                AA
Special Obligation Bonds: Sewer                                                 AA
Special Obligation Bonds: Solid Waste                                            AA
Special Obligation Bonds: Water & Light                                          AA
Revenue Bonds: Sewer                                                            AA
Revenue Bonds: Water & Light                                                     AA

The City’s credit rating affects interest paid on debt financing and the overall cost of borrowing. Fitch and Standard & Poor, two of the country’s three major rating agencies, provided identical credit ratings.

“AAA” is the highest rating assigned and signals that the debt issuer’s capacity to meet its financial commitment is extremely strong. “AA” indicates the capacity is very strong. “A+” indicates a strong capacity.

Taxes in Effect

City property tax                  $0.41 per $100 assessed valuation
City gross receipts tax             7.0%
City General Revenue sales tax     1.0%
City transportation sales tax
Approved by voters in 1982
City capital improvements sales tax 0.25%
Approved by voters in 1991; voters renewed in 2015 for another 10 years
City parks sales tax               0.25%
Approved by voters in 2000
• 0.125% is permanent – supports operations and some capital costs
• 0.125% renewed by voters in 2015 for another six years
County General Revenue sales tax  0.5%
County road sales tax              0.5%
County law enforcement sales tax   0.125%
County 911/emergency management sales tax                                  0.375%
County children’s services sales tax 0.25%
Transportation Development District (TDD) sales tax Maximum
Charged at various retail locations to help fund transportation improvements 1% in each TDD
State sales tax                    4.225%

The City’s portion of sales tax has been unchanged since 2001.
City property tax rate has been unchanged since 1998.
Capital Improvement Planning

The City Charter authorizes the City Manager to develop a multi-year capital improvement program (CIP) for all needed future investments in infrastructure, facilities and equipment. The program includes roads, bridges, sidewalks, utilities, drainage projects, trails, parks and recreation facilities, City buildings, heavy equipment and major technology additions that support critical City operations.

The CIP is NOT a budget. It identifies projects and estimated costs for short-, medium- and long-term needs, and over time, the projects become part of the annual budget adopted by the City Council. The CIP is an excellent reference for decision-makers and citizens. It may be viewed on the City’s website at CoMo.gov/Finance/Services/Financial_Reports/index.php.

Foundation for CIP

The City’s comprehensive plan and master plans form the foundation for the CIP. These documents reflect Council policies with input from City advisory bodies, partner agencies and organizations, City staff and the general public.

Plans Consulted

- Columbia Imagined: The Plan for How We Live and Grow (comprehensive, long-range land use plan)
- 2040 Columbia Area Transportation Study Organization (CATSO) Transportation Plan
- 2030 Pedestrian and Bicycle Network Plan
- Airport Master Plan
- Americans with Disabilities Act Transition Plan
- COLT Railroad Plan
- Fire Master Plans (for station locations and vehicles)
- Greenbelt and Trail Master Plan
- Major Roadway Plan
- Parks, Recreation and Open Space Master Plan
- Sewer Utility Master Plan
- Sidewalk Master Plan
- Transit Long-Range Plan
- Water and Light Plans
City Manager’s Budget Message
Fiscal Year 2019

July 20, 2018
This FY 2019 budget is defined primarily by a lack of revenue. Our ability to balance the expectations of a “full service city” with our ability to pay for those services has reached the tipping point.
Total Budget FY 2019

Total
Expenditures $453,661,274 1.9%

Total
Revenues $431,962,365 1.1%
Four Goals

• Balance the General Fund budget
• Avoid laying off of any permanent employees
• Provide employees with some kind of increase in compensation
• Make progress on the City Council’s Strategic Plan goals
Challenges

• Continued loss of sales tax creates a severe revenue problem
Challenges

• Other revenue sources down. Gross receipts taxes from telephones are trending downward as people move away from the use of hardwired phones.
Challenges

- Columbia has a very low property tax rate compared to other Missouri cities.
Challenges

• Transit costs must again be addressed as the service continues to experience deficit spending.
General Fund Budget FY 2019

Expenditures  $84,913,286  ↑  1.2%

Revenues      $84,913,286  ↑  1.2%
General Fund Budget FY 2019

• No budgeted fleet replacement of supplemental spending (4th year of forgoing fleet replacement)
• Continue 45-day hiring delay which started in FY 2016
• Departmental budget cuts of $218,303
Fiscal Environment

- Strong AA bond rating
- Residential utility rate impact estimated to be $2.93 per month to the average customer (compared to $3.24 per month last year). A rate increase is needed to keep debt ratio where it needs to be.
Fiscal Environment

- Continued sales tax erosion due to online sales

Columbia will see $931,910 in reduced revenue for FY19 ($456,802 in the General Fund)
Implementing Strategic Plan in an era of no revenue growth

“...impressive results have been achieved, but future accomplishments will be a struggle against a lack of resources.”
**FY17 Council Savings**

Suggested uses of $121,000 (out of $1,454,983) to continue to implement the Strategic Plan:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,000</td>
<td>Creation of our next Strategic Plan</td>
</tr>
<tr>
<td>$36,000</td>
<td>Continue the Supplier Diversity Program</td>
</tr>
<tr>
<td>$35,000</td>
<td>Continue the Focused Job Coaching Program</td>
</tr>
</tbody>
</table>
# FY17 Council Savings

Possible concepts for using remaining FY17 savings:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.5 million</td>
<td>Future Fire Station</td>
</tr>
<tr>
<td>$750,000</td>
<td>Citywide performance audit</td>
</tr>
<tr>
<td>$486,000-648,000</td>
<td>Police take-home car program (9-12 vehicles)</td>
</tr>
<tr>
<td>$500,000</td>
<td>House down-payment program for Police and Fire</td>
</tr>
<tr>
<td>$50,000</td>
<td>Dignity in Work program</td>
</tr>
<tr>
<td>$50,000</td>
<td>Peer to Peer Naloxone program</td>
</tr>
<tr>
<td>$20,000</td>
<td>Flex transit ride system to/from Council meetings</td>
</tr>
</tbody>
</table>
Strategic Priority: Economy

• Jobs are social equity – 1,000 jobs have been created or retained
• Columbia Regional Airport (COU) supports 745 jobs and more than $87 million annually in goods and services; people flying COU has grown tenfold since 2007
Strategic Priority: Social Equity

• More people are thriving in the Strategic Neighborhoods
• Effective community policing is reducing crime in Strategic Neighborhoods
• Addressing neighborhood priorities identified in public meetings
Strategic Priority: Public Safety

- $2 out of every $3 in the General Fund goes to public safety. The remaining $1 is used to fund the other 16 City budgets that make up the General Fund.
Strategic Priority: Public Safety

New East Fire Station

- Staffing and funding is already available
- Acquiring the site will be a top priority
Strategic Priority: Public Safety

New Southwest Fire Station
• Will serve as a community asset benefitting the entire City of Columbia
• Recapture property tax rate of $.04329 per $100 assessed valuation to build and staff this Station
Strategic Priority: Public Safety

New Southwest Fire Station

- Property tax increase would be less than $10 per year (or .78 per month) to the typical homeowner in Columbia
- City property tax has not increased since 2002
Strategic Priority: Public Safety

New Southwest Fire Station

Figure your impact: Example:

1) Appraised value of your house x .19
   215,000 x .19 = 40,850
2) Divide that number by 100
   40,850 / 100 = 408.5
3) Multiply that number by .0229
   408.5 x .0229 = 9.35
4) = Annual increase in your bill
   $9.35 per year or
5) Divide by 12 = monthly increase
   $0.78 per month
### Strategic Priority: Public Safety

#### New Southwest Fire Station: Example Impacts

<table>
<thead>
<tr>
<th>Appraised Value (of home by Boone County Assessor)</th>
<th>Assessed Value (19% of Appraised Value)</th>
<th>Annual Increase</th>
<th>or Monthly Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>$19,000</td>
<td>$4.35</td>
<td>$0.36/month</td>
</tr>
<tr>
<td>$150,000</td>
<td>$28,500</td>
<td>$6.53</td>
<td>$0.54/month</td>
</tr>
<tr>
<td>$200,000</td>
<td>$38,000</td>
<td>$8.70</td>
<td>$0.73/month</td>
</tr>
<tr>
<td>$250,000</td>
<td>$47,500</td>
<td>$10.88</td>
<td>$0.90/month</td>
</tr>
<tr>
<td>$300,000</td>
<td>$57,000</td>
<td>$13.05</td>
<td>$1.09/month</td>
</tr>
</tbody>
</table>
Strategic Priority: Public Safety

Strategic Neighborhoods with community policing have seen a 22% reduction in the eight categories of crime we track the most (calls to 911, shots fired, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft).
Strategic Priority: Public Safety

Citywide community policing plan for the entire city will be delivered to Council by August 31
Strategic Priority: Public Safety

New North Police Station is being designed now and construction will begin soon after
Strategic Priority: Infrastructure

Water

• If voters approve, a rate increase of 11% would occur over the next 4 years.
• The cost to the average residential rate payer would be approximately $2.71 per month when fully implemented.
Strategic Priority: Infrastructure

Public Transit
- Our bus system is in dire financial condition
- For FY19 we must reduce our operational spending by $450,687 and transfer $283,689 of Transportation Sales Tax.
Strategic Priority: Infrastructure

Public Transit Proposed Changes

• Ending service at 7 p.m. rather than 8 p.m. on weekdays and Saturdays (effective 10/1/2018)
• Implementing Olsson study recommendations regarding the re-use of the Wabash bus station and route cuts (effective 6/1/2019)
• Increasing paratransit fees by $1 and reducing the paratransit service area (effective 6/1/2019)
• Ending Saturday service and special event support (Roots N Blues, True False, football shuttle - effective 6/1/2019)
City employees excel at service
In our recent survey, citizen satisfaction was 73% (satisfied or very satisfied) compared to 46% in the MO/KS region and 49% nationally.
Strategic Priority: Operational Excellence

- Funding is not available to offer a significant raise.
- With operational budget cuts we can provide a permanent across the board raise of $.25 per hour.
Strategic Priority: Operational Excellence

• Recommend addition of one more paid holiday to staff (day after Thanksgiving). Columbia will still trail the state and county in the number of holidays provided.
Strategic Priority: Operational Excellence

- Health care cost increase of 3.3% shared between the City and employees
- Concern with morale/turnover increasing
- 20% of our workforce eligible to retire within the next 4 years
Priority Based Budgeting

“Over the past 10 years, we have trimmed expenses, and tightened our belts repeatedly. At this point, there are no remaining operational cuts I can recommend that will balance future budgets without significantly reducing or eliminating service lines.”
## City Staff

### City Manager’s Office
The City Manager, appointed by the City Council, is the chief administrative officer responsible for all City operations and employees, except the City Clerk and Municipal Judge. The City Manager’s duties include implementing policies and programs adopted by City Council; preparing Council meeting agendas and staff reports; submitting the annual City Budget; reporting on organizational performance; coordinating the work of all City departments; and planning for future development and delivery of public services.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Glascock</td>
<td>Interim City Manager</td>
<td><a href="mailto:John.Glascock@CoMo.gov">John.Glascock@CoMo.gov</a> 573.874.7253</td>
</tr>
<tr>
<td>Carol Rhodes</td>
<td>Assistant City Manager</td>
<td><a href="mailto:Carol.Rhodes@CoMo.gov">Carol.Rhodes@CoMo.gov</a> 573.874.7219</td>
</tr>
<tr>
<td>Heather Cole</td>
<td>Assistant to City Manager</td>
<td><a href="mailto:Heather.Cole@CoMo.gov">Heather.Cole@CoMo.gov</a> 573.874.6338</td>
</tr>
<tr>
<td>Stacey Weidemann</td>
<td>Management Fellow</td>
<td><a href="mailto:Stacey.Weidemann@CoMo.gov">Stacey.Weidemann@CoMo.gov</a> 573.874.7218</td>
</tr>
<tr>
<td>Carey Bryce</td>
<td>Internal Auditor</td>
<td><a href="mailto:Carey.Bryce@CoMo.gov">Carey.Bryce@CoMo.gov</a> 573.874.7627</td>
</tr>
</tbody>
</table>

### City Clerk’s Office
The City Clerk is the secretary to the City Council and the legal custodian of the City’s official records, including the Code of Ordinances, City Council meeting minutes, resolutions and ordinances. The City Clerk serves at the pleasure of the Council. The official Council meeting minutes are filed in the City Clerk’s office in City Hall and also may be viewed online.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheela Amin</td>
<td>City Clerk</td>
<td><a href="mailto:Sheela.Amin@CoMo.gov">Sheela.Amin@CoMo.gov</a> 573.874.7207</td>
</tr>
</tbody>
</table>

### City Utilities Department
Furnishes Columbia with safe and reliable electric, water, sewer, storm water and solid waste services. Operates the COLT railroad and terminal for industrial shipments moving between Columbia and Centralia, MO.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tad Johnsen</td>
<td>Director</td>
<td><a href="mailto:Tad.Johnsen@CoMo.gov">Tad.Johnsen@CoMo.gov</a> 573.874.7300</td>
</tr>
</tbody>
</table>

### Community Development Department
A “one-stop shop” that helps its customers plan, build and care for the community. Services include: planning and zoning; building safety; code enforcement; contractor and rental licensing; neighborhood improvement; housing assistance; historic preservation; and volunteer services.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Teddy</td>
<td>Director</td>
<td><a href="mailto:Timothy.Teddy@CoMo.gov">Timothy.Teddy@CoMo.gov</a> 573.874.7318</td>
</tr>
</tbody>
</table>

Community Relations Department
Coordinates services designed to link citizens with local government, including the City Channel, City Source newsletter, news media relations, meeting services, legislative affairs, public records requests, the City Contact Center and Utility Customer Service.

Steve Sapp
Director
Steven.Sapp@CoMo.gov
573.874.7257

Finance Department
Administers, directs and coordinates all City financial services, including financial planning, budgeting, treasury management, investments, purchasing, accounting, payroll, business licensing, risk management, document support services and police and fire pensions.

Janet Frazier
Interim Director
Janet.Frazier@CoMo.gov
573.874.7457

Convention and Visitors Bureau (CVB)
Promotes Columbia as a convention, leisure, tour and sports destination through marketing, advertising, public relations and direct sales. The CVB hosts a website (VisitColumbiaMo.com) that provides a calendar of events and information about hotels, restaurants and attractions.

Amy Schneider
Director
Amy.Schneider@CoMo.gov
573.441.5578

Fire Department
Provides emergency medical care and assistance during fires, explosions, hazardous material incidents and other catastrophic events. Also provides fire investigation, inspection, code enforcement and prevention services that affect the lives, property and general well-being of Columbia citizens.

Randy White
Chief
Randy.White@CoMo.gov
573.817.5038

Economic Development
Supports the community's economic well-being and quality of life through the creation and retention of jobs that increase incomes and the tax base. Operates and staffs REDI. Economic Development also directs Columbia Regional Airport.

Stacey Button
Director
Stacey.Button@CoMo.gov
573.441.5542

Human Resources Department
Committed to helping the City provide the best possible service to all customers (both employees and citizens) by recruiting, training and retaining a diverse, customer-oriented and high-performing workforce. Core services include recruitment, employee and leader development, compensation and classification, benefits administration, wellness, employee relations, compliance and customer service.

Margrace Buckler
Director
Margrace.Buckler@CoMo.gov
573.874.7677
Information Technology
Supports and administers wide and local area networks, telecommunications, personal computers, mobile devices and workstations in City departments. Provides system development, system enhancements, mapping services, upgrades, repairs and consulting for individual and department needs.

Jim Chapdelaine
Chief Information Officer
Jim.Chapdelaine@CoMo.gov
573.874.7646

Law Department
Handles all litigation in which the City is a party, prosecuting municipal ordinance violations, drafting contracts and legislation and advising the City Manager, City Council, boards and commissions and department directors on legal matters.

Nancy Thompson
City Counselor
Nancy.Thompson@CoMo.gov
573.874.7227

Municipal Court
Adjudicates municipal ordinance violation cases filed by the city prosecutor through arraignment and, if necessary, trial. Activities include keeping a record of all court proceedings and providing those records to persons as required by law; collecting all fines, fees and costs from court cases; supervising probationers; collecting all parking violation fines and adjudicating towing appeals; and issuing arrest warrants, administrative search warrants and subpoenas as ordered by the judge.

Cavanaugh Noce
Municipal Judge
Cavanaugh.Noce@CoMo.gov
573.874.7390

Office of Cultural Affairs
Major programs and services include a funding process that supports local arts organizations, building an arts endowment fund and facilitating the “Percent for Art” program, an initiative that places site-specific public art in City buildings and facilities.

Sarah Dresser
Manager
Sarah.Dresser@CoMo.gov
573.874.7512

Parks and Recreation Department
Oversees about 3,000 acres of park land, including trails, and 73 parks and recreation facilities. Services include a wide array of special events, recreation activities, life enrichment classes and athletic programs for citizens of all ages and abilities and management of Columbia’s natural resources.

Mike Griggs
Director
Mike.Griggs@CoMo.gov
573.874.7463

Police Department
Primary law enforcement agency for the City. Its mission is to reduce crime and improve public safety by enforcing the law, solving problems, and encouraging citizen responsibility for community safety and quality of life.

Geoff Jones
Interim Chief
Geoffrey.Jones@CoMo.gov
573.874.7402
Public Health and Human Services Department
A City-County partnership with programs and services focused on preventing diseases and injuries, protecting against environmental hazards, monitoring community health status while assuring that quality health services are available and promoting a community of opportunity through human services.

Stephanie Browning
Director
Stephanie.Browning@CoMo.gov
573.874.7343

Public Works Department
Manages the divisions of engineering, streets and sidewalks, traffic, transit system, public parking, Airport CIP program, custodial and building services, central fleet operations and the Mid-Missouri Solid Waste Management District.

David Nichols
Director
David.Nichols@CoMo.gov
573.874.7253
# Zoning Districts

Zoning allows a City to control the density of development within its corporate limits to ensure the services are adequate for all parts of the community. The City Council adopted Columbia's first zoning ordinance in 1935 with seven zoning classifications. On March 20, 2017, City Council adopted the Unified Development Code which includes zoning, subdivision regulations, sign regulations, planning and land preservation (excepting stormwater provisions) chapters in a single chapter of the municipal code. Today the entire city is mapped into one of 13 zoning districts; there are also special-purpose “overlay districts” in particular areas. Districts are established in Chapter 29, Article 2 of the Code of Ordinances and summarized below. All zoning regulations, and the Unified Development Code, may be viewed online at https://library.municode.com/mo/columbia/codes/code_of_ordinances?nodeId=PTIICOOR_CH29UNDECO

<table>
<thead>
<tr>
<th>District Designation</th>
<th>Purpose or Intent</th>
</tr>
</thead>
<tbody>
<tr>
<td>R-1 One-family Dwelling</td>
<td>Promote and preserve safe and attractive urban one-family residential neighborhoods.</td>
</tr>
<tr>
<td>R-2 Two-Family Dwelling</td>
<td>Provide for a blend of one- and two-family residential developments that will promote strong neighborhoods.</td>
</tr>
<tr>
<td>R-MF Multiple-Family Dwelling District</td>
<td>Provide for a mix of one-family, two-family, and medium density multi-family residential development.</td>
</tr>
<tr>
<td>R-MH Residential Manufactured Home District</td>
<td>Provide for the development and operation of residential manufactured home parks.</td>
</tr>
<tr>
<td>M-OF Mixed Use - Office</td>
<td>Provide for professional, administrative, corporate, and other offices and similar low-impact non-residential uses.</td>
</tr>
<tr>
<td>M-N Mixed Use - Neighborhood</td>
<td>Provide commercial shopping and service facilities in or near a residential neighborhood.</td>
</tr>
<tr>
<td>M-C Mixed Use – Corridor District</td>
<td>Allow for a broad range of commercial activities that may often be oriented toward automobile access and visibility.</td>
</tr>
<tr>
<td>M-DT Mixed Use – Downtown Form District</td>
<td>Encourage investment and reinvestment that reinforces the diverse pedestrian-oriented and walkable street environment in downtown Columbia within the Regulating Plan [i.e., form-based zoning map] boundary.</td>
</tr>
<tr>
<td>M-BP Business/Industrial Park</td>
<td>To accommodate a mix of light industrial, institutional, and supporting commercial uses in close proximity through the use of innovative and flexible designs.</td>
</tr>
<tr>
<td>IG Industrial - General</td>
<td>Allow for manufacturing, warehousing, office activities, general industrial uses, and access to underground mining, resource, and storage activities, while protecting surrounding areas from any adverse impacts.</td>
</tr>
<tr>
<td>A Agricultural</td>
<td>Provide for large-scale agricultural uses contained within the city, certain public uses, and facilities or activities best located in a more isolated area.</td>
</tr>
<tr>
<td>------------------------------------</td>
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</tr>
<tr>
<td>O Open Space</td>
<td>Ensure and regulate the use of publicly owned parks, open space, as well as designated private open spaces.</td>
</tr>
<tr>
<td>PD Planned Development</td>
<td>Allow for innovation and flexibility in design, to encourage mixes of complementary uses, and to promote environmentally sound and efficient use of land.</td>
</tr>
<tr>
<td><strong>Overlay Districts</strong></td>
<td></td>
</tr>
<tr>
<td>UC-O Urban Conservation Overlay</td>
<td>Encourage the conservation and enhancement of the urban environment [existing UC-O Districts: Benton-Stephens and East Campus]</td>
</tr>
<tr>
<td>SR-O Scenic Roadway Overlay</td>
<td>Promote the conservation, preservation and enhancement of the scenic, natural and historic qualities and landscape of scenic roadway areas. [existing SR-O Rock Quarry Road]</td>
</tr>
<tr>
<td>HP-O Historic Preservation Overlay</td>
<td>Promote the economic, cultural, educational, and general welfare of the city. [four properties are designated HP-O]</td>
</tr>
<tr>
<td>FP-O Floodplain Overlay</td>
<td>Promote the public health, safety, and general welfare; minimize flood losses; and establish and maintain the community’s eligibility for participation in the National Flood Insurance Program.</td>
</tr>
</tbody>
</table>
PART I - CHARTER

Preamble

PREAMBLE

We, the citizens of the City of Columbia, Missouri, in order to secure the benefits of constitutional home rule under the Constitution of the State of Missouri, maintain a democratic form of government, establish the basic governmental structure of the City, maintain an economical city manager form of city administration, provide for full publicity and openness in the conduct of affairs of city government, public meetings and records, provide for equality of citizenship for all Columbians, and promote the common welfare, do ordain and establish this HOME RULE CHARTER FOR THE CITY OF COLUMBIA, MISSOURI.

FOOTNOTE(S):

--- (1) ---

Editor's note—The Home Rule Charter of the city is set out in this Part as revised and readopted on November 11, 1974. Other amendments are noted in history notes following amended sections.

ARTICLE I. - INCORPORATION; FORM OF GOVERNMENT; POWERS; WARDS

Section 1. - Incorporation.

The inhabitants of the City of Columbia, within the corporate limits as now established, or as hereafter established in the manner then provided by law, shall continue to be a municipal body politic and corporate in perpetuity, under the name of the City of Columbia.

(Ord. No. 13412, § 1, 8-17-92; passed by voters November 3, 1992)

Sections 1.1—1.6. - Repealed by Ord. No. 13412, § 1, 8-17-92; passed by the voters on November 3, 1992.

Section 2. - Form of Government.

The municipal government provided by this charter shall be known as the "council-manager government." Pursuant to the provisions of this charter and subject only to the limitations imposed by the state constitution and by this charter, all powers of the city shall be vested in an elective council, hereafter referred to as "the council," which shall enact local legislation, adopt budgets, determine policies, and appoint the city manager, who shall execute the laws and administer the government of the city.

(11-11-74)

Section 3. - Powers of the City.

The city shall have all powers which the general assembly of the State of Missouri has authority to confer upon any city, provided such powers are consistent with the Constitution of this state and are not limited or denied by this charter or by statute. The city shall, in addition to its home rule powers, have all powers conferred by law.

The powers of the city shall be liberally construed. The specific mention of a particular power in this charter shall not be construed as limiting the powers of the city.

(11-11-74)

Section 4. - Wards.

The city shall be divided into (6) wards, the boundaries of which shall be established by ordinance. Wards shall comprise compact and contiguous territory and contain, as nearly as possible, an equal number of inhabitants. Ward boundaries shall be reviewed and revised from time to time, as may be necessary to maintain as nearly as possible an equal number of inhabitants in each ward.

(3-7-72)
ARTICLE II. - THE COUNCIL

Section 5. - Number and Term.

The council shall consist of seven (7) members, each of whom shall be elected for a term of three (3) years and shall serve until a successor shall be elected and qualified, except as otherwise provided herein. One of the seven (7) council members shall be elected by the qualified voters of the city at large and shall be the mayor. The other six (6) council members shall be elected, one from each ward, by the qualified voters thereof. The terms of the council members shall be staggered in such a manner that two (2) of the council members shall be elected each year, provided that the council member-at-large shall be elected every third year as hereinafter provided.

Prior to the effective date of this section, a lottery shall be conducted in a manner established by ordinance to determine which council members by ward are to be elected for one-, two- and three-year terms, such foreshortened terms being established for the purpose of staggering terms thereafter. The council member-at-large shall be elected to a three-year term. The elections conducted at the effective date of this ordinance shall provide for the respective one-, two- and three-year terms. Each council member thereafter elected shall be elected to a full three-year term unless sooner removed in accordance with the other provisions herein. The effective date of this section shall be April 5, 1983.

(Passed by voters April 7, 1981; Ord. No. 15113, § 1, 1-16-97)

Section 6. - Qualifications.

A council member shall be a qualified and registered voter of the city. The six (6) council members elected by wards shall be residents and qualified voters of the respective wards from which they are elected. Council members shall hold no other lucrative public office nor any lucrative position in the city government during their terms as council members. If a council member shall cease to possess the above qualifications or shall be convicted of a crime involving moral turpitude, the council member's office shall immediately become vacant.

(Passed 1-20-75, effective 4-7-75; Ord. No. 15113, § 1, 1-16-97)

Section 7. - Stipends.

At the beginning of the terms of office of council members elected in 2014, the mayor shall receive an annual stipend of nine thousand dollars ($9,000.00) and all other council members shall receive an annual stipend of six thousand dollars ($6,000.00). The amount of these stipends shall be adjusted every three (3) years thereafter, but the adjustment shall not take effect until three (3) years later so that no council member shall receive an increase in compensation during the member's term of office. The stipends shall be adjusted by the cumulative percentage cost-of-living adjustment given to city employees during the previous three (3) years. Council members may also be reimbursed for necessary expenses incurred in their capacity as council members.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20846, § 1, 4-5-11)

Section 8. - Rules of Order.

The council shall determine by ordinance its own rules and order of business. It shall keep a journal of its proceedings, which shall be open to public inspection at all reasonable hours. It shall be the judge of qualifications of its members, and may punish its members for disorderly behavior. A majority thereof shall constitute a quorum to do business, but a smaller number may adjourn from time to time and may compel the attendance of absent members in such manner and under such penalties as the council may provide. The affirmative vote of a majority of the entire council shall be necessary to adopt any ordinance, resolution or motion. The "ayes" and "nays" on any question shall, at the request of any member, be entered in the journal and the "ayes" and "nays" shall be recorded on the final passage of every ordinance or resolution.

(Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

Section 9. - Vacancies.

Every vacancy in any elective office shall be filled by the council for a period running to the next regular election, unless such period exceeds one year. In the latter case, the council shall make provision for a special election.
Section 10. - Mayor.

The council member elected at large shall be the mayor, but shall have no regular administrative duties. The council member-at-large shall preside at all meetings of the council, and shall be recognized as head of the city government for all legal and ceremonial purposes and by the governor for purposes of military law. The council member-at-large shall have the same right to vote as any other member of the council, but shall have no veto power. The council shall also select from among the council members a mayor "pro tempore," who shall act as mayor during the absence or disability of the mayor. If a vacancy should occur, the mayor "pro tempore" shall become mayor for the completion of the unexpired term unless that term is for a period exceeding one year.

(Ord. No. 15113, § 1, 1-16-97)

Section 11. - Appointment and Removal of City Manager.

The council shall appoint an officer who shall have the title of city manager and who shall have the powers to perform the duties provided in this Charter. No council member shall receive such appointment during the term for which the council member shall have been elected or within one year after the expiration of the term. The appointment of the city manager shall be for an indefinite term, at the pleasure of the council.

(11-11-74; Ord. No. 15113, § 1, 1-16-97)

Section 12. - Prohibiting Interference.

Neither the council nor any of its members shall direct or request the appointment of any person to, or the removal of any person from office by the city manager or any of the manager's subordinates, nor in any way interfere with the appointment or removal of officers and employees in the administrative service of the city. Except for the purpose of inquiry, or as otherwise provided in this charter, the council and its members shall deal with the administrative officers and services solely through the city manager, and neither the council nor any member thereof shall give orders to the subordinates of the city manager, either publicly or privately. The office of any council member violating the provisions of this section shall be forfeited.

(Ord. No. 15113, § 1, 1-16-97)

Section 13. - City Clerk.

The council shall elect an officer who shall have the title of city clerk. The clerk shall keep the journal of its proceedings, and authenticate all ordinances and resolutions and record them in full in a book kept for that purpose. The clerk shall perform such other duties as may be required by statute, by this charter or by the council. The city clerk shall hold office at the pleasure of the council.

(Ord. No. 15113, § 1, 1-16-97)

Section 14. - Meetings.

The council shall meet regularly at such times as prescribed by its rules, but not less frequently than once each month. Written agendas shall be distributed, in the chambers where the council regularly meets, prior to each regular meeting of the council. No action by the council shall have legal effect unless the motion for the action and the vote by which it is disposed of take place at proceedings open to the public.

(11-11-74; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

Section 15. - Legislative Proceedings.

A. In the transaction of legislative business, the council shall act by ordinance, and the following procedure shall be used: Every ordinance shall be by bill, which shall be in written or printed form, and the enacting clause shall be: "Be It Ordained by the Council of the City of Columbia." No bill, except those making appropriations and those codifying or rearranging existing ordinances, shall relate to more than one subject, which shall be clearly expressed in the title. Ordinances making appropriations shall be confined to the subject matter of the appropriation. All bills shall be read by title or council bill numbers three (3) times before passage, not more than two (2) of which readings shall be at the same legislative session; and at least one week shall elapse between introduction and final passage of any bill, except in the area of an emergency bill.
B. An ordinance may be passed as an emergency measure on the day of the introduction of the bill, provided that it contain[s] the statement that an emergency exists and specify [specifies] distinctly the facts and reasons constituting the emergency. No ordinance granting, enlarging or affecting any franchise shall be passed as an emergency measure. The emergency procedure shall be restricted to the following:

1. Bills concerning the immediate preservation of public peace, property, health, safety or morals.
2. An appropriation for payment of principal or interest of the public debt.
3. An appropriation for the payment of current expenses of city government.
4. Calling an election or providing for the submission of a proposal to the people.

The vote of six-sevenths of the members of the council shall be required to pass an ordinance as an emergency measure.

C. Every bill introduced shall be filed with the city clerk on the day of its first reading and shall remain on file in the clerk's office for public inspection until it is finally adopted or fails of passage. Prior to the final passage of any bill, other than an emergency bill, all persons interested therein shall be given an opportunity to be heard before the council, in accordance with such rules and regulations as the council may adopt. After the third reading of any bill and compliance with the other provisions herein, the council may finally pass the bill with or without amendment; except that if the council shall make an amendment which constitutes a change in substance, the bill, as amended, shall be filed in the office of the city clerk for one additional week, and an opportunity afforded for a further public hearing, after which final action may be taken thereon.

D. An ordinance, when passed by the council, shall be signed by the presiding officer and attested by the city clerk; shall be immediately filed and thereafter preserved in the office of the city clerk; and except as otherwise provided herein, shall be subject to the referendum as provided in Article XVII of this charter. Unless otherwise specified, every ordinance shall become effective twenty (20) days after its final passage. If an ordinance be submitted at a referendum election or as a result of an initiative petition, it shall become effective upon the certification of the election authority that it has received the favorable vote of a majority of those voting thereon.

(11-11-74; Ord. No. 15113, § 1, 1-16-97; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

Section 16. - Revision of Ordinances.
Within three years after the adoption of this charter, all ordinances of the city of a general and permanent nature shall be revised, digested, codified and promulgated, and a system of continuous numbering and revision shall be established and maintained thereafter in accordance with provisions to be prescribed by ordinance.

Section 17. - Annual Audit.
An independent financial audit shall be made of all accounts of the city government at least annually and more frequently if deemed necessary by the council. Such audit shall be made by a qualified public accountant who is experienced in municipal accounting. Such accountant shall have no personal or financial interest, direct or indirect, in the fiscal affairs of the city government or of any of its officers. The results of such audit shall be made public in such manner as the council may determine.

(Passed 1-20-75, effective 4-7-75)

Section 18. - Powers.
Except as this charter provides otherwise, all powers of the city shall be vested in the council. The council shall provide for the exercise of these powers and for the performance of all duties and obligations imposed on the city by law.

(11-11-74)

ARTICLE III. - THE CITY MANAGER

Section 19. - Qualifications; Term of Office.
The city manager shall be chosen by the council on the basis of executive and administrative qualifications with special reference to experience in, and knowledge of, city manager work. The manager may or may not be a
resident of the city or the state at the time of selection, but shall reside within the city while serving as city manager. The manager shall be appointed for an indefinite term, subject to removal as herein provided, and shall devote full time to the duties of the office. The manager shall designate one of the department directors or an assistant city manager to perform the duties of the city manager in event of the manager's absence or disability; if the manager should fail to do so, the council shall make such designation.

(4-4-49; Ord. No. 15113, § 1, 1-16-97; Ord. No. 20528, § 1, 4-6-10)

Section 20. - Compensation.
The city manager shall receive such compensation as may be fixed by ordinance.

(4-4-49)

Section 21. - Powers and Duties.
The city manager shall be the chief executive and administrative officer of the city and shall be responsible to the council for the proper administration of all of the city's affairs. To that end the manager shall have power and be required to:

1. Appoint and, when necessary for the good of the service, remove all officers and employees of the city, except as otherwise provided in the charter, and except as the manager may authorize the head of a department or office to appoint subordinates in such department or office.

2. Prepare and submit to the council a statement of policy recommendations for programs and priorities which, in the opinion of the city manager, will be of benefit to the city. This statement shall be submitted not less than one hundred twenty (120) days nor more than one hundred eighty (180) days prior to the last day for the adoption of the budget.

3. Prepare the budget annually and submit it to the council and be responsible for its administration after adoption.

4. Prepare and submit to the council, as of the end of the fiscal year, a complete report on the finances and administrative activities of the city for the year.

5. Keep the council advised of the financial condition of the city and make recommendations concerning its future needs.

6. Attend all meetings of the council and its committees, except when the council may be considering the manager's removal. The manager shall have the right to take part in discussions, but shall have no power to vote. The manager shall receive notice of all special meetings.

7. Enforce all laws and ordinances and see that all contracts and franchises are faithfully performed.

8. Perform such other duties as may be prescribed by this charter or required of the manager by the council, not inconsistent with this charter.

(Effective 4-7-75; Ord. No. 15113, § 1, 1-16-97)

ARTICLE IV. - ADMINISTRATIVE SERVICE

Section 22. - Administrative Organization.
The council shall adopt by ordinance an administrative code providing a complete plan of organization and structure for the city government. The administrative code may authorize the city manager to promulgate regulations dealing with questions of organization and structure. The administrative code and any regulations promulgated pursuant thereto shall be consistent with this charter. Unless otherwise required by law, all boards and commissions provided for in the administrative code shall be appointed by the council.

(11-11-74)

Section 23. - Personnel System.
The council shall adopt by ordinance a personnel code providing a comprehensive personnel system for city officers and employees. The personnel code shall provide that all appointments and promotions of city officers and employees shall be made solely on the basis of merit and fitness. The personnel code may authorize the city
manager or a personnel board, if one be established, to promulgate regulations dealing with personnel matters. The personnel code and any regulations promulgated pursuant thereto shall be consistent with this charter.

(11-11-74)

Section 24. - (Repealed 11-11-74)

ARTICLE V. - DEPARTMENT OF FINANCE

Section 25. - (Repealed 11-11-74)

Section 26. - (Repealed 11-11-74)

Section 27. - Separate Utilities Accounts.
The accounts of all utilities owned and operated and all activities performed by the city and dependent for their revenues upon the sale of their products or charge for their services shall be kept separate and distinct from all other accounts of the city, and shall contain proportionate charges for all services performed by other departments for such utilities and activities as well as proportionate credits for all services rendered.

Section 28. - (Repealed 11-11-74)

Section 29. - Purchase Procedure.
Before the city makes any purchase or contract, or lets any contract for improvements, there shall be given ample opportunity for competitive bidding, subject to such exceptions as the council, upon recommendation of the city manager, may prescribe by ordinance or resolution.

Section 30. - (Repealed 11-11-74)

Section 31. - (Repealed 11-11-74)

Section 32. - Representation of Board of Equalization.
For the purpose of giving the City of Columbia representation on the county board of equalization when said board is sitting for the purpose of equalizing the assessment of property in the city, such officials of the city as may be provided by law, shall sit with the county board of equalization, shall have a vote on said board, and shall be paid for such services as may be provided for by law.

(4-4-67)

State law reference— Board of equalization, RSMo 138.015.

Section 33. - Fiscal Year.
The fiscal year of the City of Columbia, unless otherwise provided by ordinance, shall begin on the first day of January and shall end on the last day of December of each calendar year. The fiscal year shall constitute the budget and accounting year. As used in this charter, the term "budget year" shall mean the fiscal year for which any particular budget is adopted and in which it is administered.

Section 34. - Tentative Budget.
The city manager, at least two (2) weeks before the council undertakes to set the tax rate for the next fiscal year, shall prepare and submit to the city a tentative budget in sufficient detail to enable said council to appraise the needs of the city for the next budget year. The council shall then set a tax rate upon all taxable property in an amount sufficient to produce the revenue needed.
Section 35. - Final Budget and Budget Message.

The city manager, at least sixty (60) days prior to the beginning of each budget year, or at such time in each year as shall be fixed by the council, shall submit to the council a final budget with an explanatory message. For the purpose of preparing this budget and explanatory message, the city manager shall secure from the head of each office, department or agency who shall supply the same, detailed estimates of revenue and expenditures of that office, department or agency. The city manager shall also secure an estimate of all capital projects pending and those which it is recommended should be undertaken (a) within the budget year, and (b) within the next five (5) succeeding years. In preparing the budget, the city manager shall review and may revise the estimates, as the manager may deem necessary.

The budget shall provide a complete financial plan for the budget year. It shall include the following:

1. An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.
2. An itemized statement of proposed expenditures recommended by the city manager for each office, department, or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.
3. A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the city.
4. Provision for contingent expense in an amount not to exceed five (5) per cent of the total operating expenditures proposed under item (2) above.
5. A general budget summary.
6. Such other information as the city manager may deem essential, or as may be required by ordinance or by law.

The budget message shall be in full and a complete explanation of the proposed budget, including reasons for any major changes from the preceding year. Expenditures proposed in the budget for each department, office or agency shall be itemized by character, object, function, activity and fund. The classification of revenue and expenditure accounts shall conform as nearly as local conditions permit to established and recognized standards of accounting. In no event shall the total amount of the proposed expenditures exceed the estimated income of the city.

(Ord. No. 15113, § 1, 1-16-97)

Section 36. - Budget a Public Record.

The budget and budget message and all supporting schedules, exhibits and other explanatory materials, shall be a public record in the office of the city clerk, open to public inspection. The city manager shall cause sufficient copies of the budget and the budget message to be prepared for distribution to interested persons.

Section 37. - Public Hearing [on Budget.]

At the meeting of the council at which the budget is submitted, the council shall determine the place and time of the public hearing on the budget. The council shall cause to be published a notice of the time and place of the hearing at least seven (7) days before the hearing is to be held. At the time and place so advertised, or at any time and place to which such public hearing shall from time to time be adjourned, the council shall hold a public hearing on the budget as submitted, at which all interested persons shall be given an opportunity to be heard.

Section 38. - Adoption of the Budget.

After the conclusion of such public hearing or hearings, the council may insert new items or may increase or decrease the various items of the budget, except for specified fixed expenditures. If it shall increase the total proposed expenditures, the council shall also increase the total anticipated revenue to at least equal such total proposed expenditures. The budget shall be adopted by the favorable vote of not less than a majority of the entire council, not later than the last Monday of the month preceding the first month of the budget year for which the budget is intended. Should the council take no final action on or prior to that date, the budget as submitted shall be effective without council action.
Section 39. - Effective Date [of Budget]; Certification; Copies.
Upon final adoption, the budget shall be in effect for the budget year. A copy of the budget, as finally adopted, shall be certified by the city manager and city clerk and filed in the office of the city clerk. The budget so certified shall be printed, mimeographed, or otherwise reproduced, and sufficient copies thereof shall be made available for the use of all offices, departments and agencies of the city and for the use of interested citizens and civic organizations.

Section 40. - Appropriations.
From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriated to the several offices, departments, or agencies for the various functions and activities specified in the budget.

Section 41. - Expenditures Limited to Budget.
All allowable claims against the city shall be approved for payment by the department or agency head, by the director of finance, and by the city manager. Any such official who shall approve any claim for payment for which there is not a sufficient unencumbered balance in the fund or appropriation, or which is in any way contrary to the provisions of this charter, or law, or ordinance, shall be personally liable and liable on the official's bond for the amount thereof, and may be removed from office.

Section 42. - Contracts.
No contract or order purporting to impose any financial obligation on the city shall be executed, nor shall the same be valid and binding upon the city, unless it be in writing, and unless the director of finance shall first certify in writing thereon that such contract or order is within the purpose of the appropriation to which it is to be charged and that there is an unencumbered balance to the credit of such appropriation sufficient to pay therefor.

Section 43. - Tax Rates and Tax Rolls.
The city council shall by ordinance set the tax rates to be levied on the various classes of property as assessed by the assessor, and the levy so established shall be certified by the city clerk to the director of finance who shall compute the taxes and extend the same upon the tax rolls received from the assessor. The director of finance shall, on or before November 1 of each year, unless otherwise provided by the council, deliver the tax rolls so extended to the collector, taking receipt therefor and charging the collector with the amount of the taxes.

Section 44. - Transfer of Unexpended Appropriations.
The city manager, upon the recommendation of the department or agency head, may transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within an office, department or agency, and such transfer shall be reported to the city council at the next meeting. At the request of the city manager, the council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another. No transfer shall be made of specified fixed appropriations.

Section 45. - General Provisions.
1. No contract for the acquisition of any property or the construction of any improvement which is to be financed by bond shall be executed until the issuance of such bonds shall have been duly authorized.
2. The council, upon recommendation of the city manager, may make emergency appropriations to meet the pressing need for public expenditures for other than a regular or recurring requirement to protect the public health, safety or welfare. The total amount of all emergency appropriations made in any fiscal year shall not exceed five (5) per cent of the total operating appropriation made in the budget for that year.
3. The council may by ordinance authorize the director of finance to borrow money to meet the cash requirements of any fund in anticipation of the receipts from revenues for the current fiscal year. The
aggregate amount of such loans shall not exceed the estimated cash receipts of said fund for the fiscal year then outstanding and uncollected. Such loans shall be repaid from revenues received during the fiscal year in which the loans are made. Such loans shall be due and payable not later than the last day of the fiscal year in which the loans are made. An affirmative vote of at least five-sevenths (5/7) of all members of the council shall be required to pass such ordinance. Such ordinance shall take effect immediately upon passage and shall not be subject to the referendum.

4. All fees, charges and commissions for city services, and all money in the form of rentals, payments for concessions, or other charges for the use or occupancy of city property received by any officer or employee, and all interest on public deposits shall belong to the city government, shall be regularly accounted for, and shall be paid to the city treasury under such regulations as may be prescribed by the director of finance.

5. All appropriations shall lapse at the end of the budget year to the extent that they shall not have been expended or lawfully encumbered.

(11-7-78; 4-2-85)

Section 46. - Incurring Indebtedness.

The city may incur indebtedness and issue its negotiable bonds in evidence thereof for any purpose which may be authorized hereunder, or for any purpose which may be authorized now or hereafter by the laws of the State of Missouri to any municipality.

Section 47. - Specific Purposes [of Bonds].

Some of the purposes, hereby specifically authorized, for which the bonds of the city may be issued, sold, pledged or disposed of on the credit of the city, or solely upon the credit of specific property owned by the city, or solely upon the credit of income derived from property used in connection with any public utility owned or operated by the city, or upon any two (2) or more such credits, shall be:

1. The acquiring of land; the purchase, construction, reconstruction, repairs and improvement upon or extension of the following: water systems, including lakes and reservoirs; public sewers, sewage disposal plants; buildings and equipment for the police and fire departments; other public buildings and equipment therefor; facilities and equipment for the collection or disposal of garbage and refuse; bridges, viaducts, subways, tunnels, railroads, street railroads, bus lines; terminals for bus, air and railroad travel and their equipment; warehouses, public market facilities, airports, and equipment therefor; street lighting systems, gas or electric utility systems, heating and power plants, telephone and telegraph systems, facilities for radio broadcasting and reception; off-street parking facilities, or any other public utility or equipment therefor; public housing, hospitals, orphan homes, industrial schools, jails, workhouses, and other charitable, correctional or penal institutions and equipment therefor; golf courses, swimming pools and other recreational facilities and their equipment; parks, parkways, streets, boulevards, grounds or any other public improvement.

2. The paying, refunding or renewing of any bonds issued by the city, whether general obligation bonds or revenue bonds, and the establishment of a local improvement fund to be used for the purpose of paying cash for local improvements, such fund to be replenished from time to time by the payment into it of the proceeds of special assessments made on account of such local improvements.

The foregoing enumeration shall not be construed to limit any general provision of this charter authorizing the city to borrow money or issue and dispose of bonds, and such general provisions shall be construed according to the full force and effect of their language, as if no specific purposes had been mentioned; and the authority to issue such bonds for any purpose aforesaid is cumulative and shall not be construed to impair any authority to make any public improvements under any provision of this charter or of any law.

Section 48. - Vote Required for Issuance of Bonds.

No bonds shall be issued without the assent of the requisite number of qualified electors of the city voting thereon, as may be required by the Constitution or statutes of the State of Missouri, at an election held for that purpose.

(11-11-74)
Section 49. - Conduct of Election.

Notice of any such election shall be given, and such election shall be held, conducted and the returns thereof made, canvassed and declared in the manner provided by ordinance and by the laws and Constitution of the State of Missouri.

Section 50. - Debt Statement.

Prior to the adoption of an ordinance calling or providing for the holding of an election at which any question of incurring indebtedness shall be submitted, the director of finance shall prepare, swear to, and file for public inspection in the office of the city clerk, a special debt statement which shall set forth:

1. The aggregate principal amount of all outstanding bonds and notes of the city.
2. Deductions, if any, permitted by the constitution and general laws.
3. The amount of existing net indebtedness.
4. The amount of net indebtedness after the issuance of the bonds authorized by such bond ordinance.
5. The assessed valuation of taxable tangible property within the city as shown by the last completed assessment for state and county purposes.
6. The aggregate principal amount of bonds and notes which the city may issue pursuant to law.

This debt statement, after approval by a majority of the council, shall be published with the notice of the bond election and shall be presumed to be accurate.

Section 51. - Sale of Bonds.

A. All bonds issued under this charter shall be sold in the manner provided by ordinance and by the laws and Constitution of the State of Missouri.

B. In those instances where the sale of bonds shall be had by public sale, sale shall be upon sealed proposals after notice published at least once in a newspaper published in Columbia, Missouri, such publication to be made at least ten (10) days prior to the date of sale. The director of finance shall mail notices by direct mail to all parties and financial institutions who in the director's opinion may be interested in the purchase of such bonds.

(11-7-78; Ord. No. 15113, § 1, 1-16-97)

Section 52. - Issuance of Refunding Bonds.

The city may issue refunding bonds for the purpose of refunding, extending or unifying the whole or any part of its valid outstanding revenue bonds. The council shall determine the amount of such refunding bonds and shall provide for the payment of interest and principal of such refunding bonds in any manner and upon such terms which are not prohibited by the Constitution or laws of the State of Missouri.

(4-2-85)

ARTICLE VI. - DEPARTMENT OF PERSONNEL

Sections 53 through 64, inclusive, - (Repealed 11-1-74)

ARTICLE VII. - DEPARTMENT OF LAW

Section 65. - City Counselor; Appointment, Qualifications, Duties.

There shall be a department of law, the director of which shall be known as the city counselor. The city counselor shall be appointed by the city manager by and with the consent of the council, and may only be removed by the city manager with the advice and consent of the council. The city counselor shall have been a duly licensed attorney of the State of Missouri for at least three (3) years immediately prior to appointment, and shall have been actively engaged in the practice of law during such three (3) years. The city counselor shall direct the management of all litigation in which the city is a party or is interested. The city counselor shall, in person, or by assistant counselors, represent the city in all legal matters and proceedings in which the city is a party or interested, advise
the council or any committee or member thereof, and the city manager and heads of all departments, boards, commissions and offices concerning any legal questions affecting the city's interest. The city counselor or the city counselor's assistants, shall approve, as to form, all contracts, deeds, bonds and other documents to be signed in the name of or made to or with the city. The city counselor and the city counselor's assistants shall perform such other duties as the council may by ordinance or resolution require. The city counselor shall, in accordance with the rules and regulations of the personnel department, appoint such number of assistant city counselors as may be authorized by ordinance. One or more of said assistant city counselors as may be designated by the city counselor, shall represent the city in all cases brought before the municipal court, and do and perform such other legal duties as may be assigned by the city counselor from time to time. Said assistant city counselors shall be duly licensed attorneys of the State of Missouri. Said assistant city counselors may be removed by the city counselor with the advice and consent of the city manager.

(4-4-67; Ord. No. 15113, § 1, 1-16-97)

Section 66. - (Repealed 4-4-67)

Section 67. - (Repealed 4-4-67)

Section 68. - Special Counsel.
Nothing in this article shall prevent the council from employing special or additional legal counsel.

ARTICLE VIII. - DEPARTMENT OF PUBLIC WORKS

Section 69. - (Repealed 11-11-74)

Section 70. - (Repealed 11-11-74)

ARTICLE IX. - PUBLIC IMPROVEMENTS AND SPECIAL ASSESSMENTS

Section 71. - Public Improvements.
The procedure for making, altering, vacating or abandoning a public improvement shall be governed by general ordinance, consistent with applicable state law.

(Ord. No. 16745, § 1, adopted 1-16-01, passed by voters 4-3-01)

Section 72. - Special Assessments.
The procedure for levying, collecting and enforcing the payment of special assessments for public improvements or special tax bills evidencing such assessments shall be governed by general ordinance, consistent with applicable state law.

(Ord. No. 16745, § 1, adopted 1-16-01, passed by voters 4-3-01)


Section 86. - Sidewalks. (Repealed 4-4-67)

ARTICLE X. - FRANCHISES

Section 89. - Granting of Franchises.
All public utility franchises and all renewals, extensions and amendments thereof shall be granted only by ordinance. No such ordinance shall be adopted within less than thirty (30) days after application therefor has been filed with the council, nor until a full public hearing has been held thereon. No such ordinance shall become effective until it has been submitted to the electors and has been approved by a majority voting thereon.

No ordinance shall be submitted at an election less than sixty (60) days after the grantee named therein has filed its unconditional acceptance of such franchise, and it shall not be submitted to a special election unless the expense of holding the election, as determined by the council, shall have been paid into the city treasury by the grantee. No exclusive franchises shall ever be granted, and no franchise shall be granted for a longer term than twenty (20) years. No such franchise shall be transferable, directly or indirectly, except with the approval of the council expressed by ordinance after a full public hearing.

Section 90. - Right of Regulation.
All public utility franchises, whether it be so provided in the ordinance or not, shall be subject to the right of the council to:

1. Repeal the same for misuse or nonuse, or for failure to comply therewith.
2. Require proper and adequate extension of plant and service and the maintenance thereof at the highest practicable standard of efficiency.
3. Establish reasonable standards of service and quality of products, and prevent unjust discrimination in service or rates.
4. Make independent audit and examination of accounts at any time, and require reports annually.
5. Require continuous and uninterrupted service to the public in accordance with the terms of the franchise throughout the entire period thereof.
6. Control and regulate the use of the city streets, alleys, bridges and public places, and the space above and beneath them.
7. Regulate rates, fares and charges and make readjustments thereof from time to time if the same are not regulated by the state.
8. Impose such other regulations from time to time as it may determine to be conducive to the safety, welfare and accommodation of the public.

Section 91. - Purchases; Condemnation.
The city shall have the right to acquire by condemnation or otherwise the property of any public utility in accordance with the general laws of the state, provided that the price to be paid shall in no event include any value predicated upon the franchise, goodwill or prospective profits.

Section 92. - Revocable Permits.
Temporary permits for the operation of public utilities, or like permits for a period not to exceed two (2) years but subject to being renewed and subject to amendment, alteration or revocation at any time at the will of the council, may be granted only by ordinance on such terms and conditions as the council shall determine; provided that such permits shall in no event be construed to be franchises, or extensions or amendments of franchises.

Section 93. - Operation Beyond Franchise Period.
Any operation of a public utility by a franchise holder, with the tacit permission of the city, beyond the period for which the franchise was granted, shall under no circumstances be construed as a renewal or extension of such franchise. Any such operation shall at most be regarded as a mere temporary permit, subject, like other permits, to amendment, alteration or revocation at any time at the will of the council.
Section 94. - Exclusion of Cable Television System.

Cable television systems shall not constitute public utility franchises within the meaning of this Article X, and Article X shall not apply to cable television systems.

(Passed by voters 11-6-84)

ARTICLE XI. - PLANNING AND ZONING

Sections 95 through 98, inclusive. - (Repealed 11-11-74)

ARTICLE XII. - DEPARTMENT OF WATER AND LIGHT

Section 99. - Appointment and Qualifications of Director.

The city manager shall select the director of the water and light department, who shall be trained and experienced in the operation and management of public utilities, and qualified to perform the duties required of the director by this charter and ordinances of the city.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20530, § 1, 4-6-10)

Section 100. - Powers and Duties.

The director of the water and light department shall serve as the operating engineer of the water and light plants and shall have charge of:

1. The physical properties of the water and light plants, all of the distribution systems thereof, filtration plants, reservoirs, wells, generating plants and other facilities directly connected therewith; and all plants, properties, equipment and appliances incident to or connected with the operation of the water and light department, whether within or without the city.

2. The designing, construction, reconstruction, addition, repair, replacement, maintenance, supervision and operation of the water and light plants, physical properties, buildings and distribution systems; and street lighting system and equipment, except as provided in item 6, Section 70 of this charter.

3. The mechanical and engineering work of the department.

4. Meter readings, a list or copy of which shall be furnished to the director of finance.

5. The enforcement of all rules, regulations, methods and practices prescribed by the council governing the furnishing and measurement of the water and light services, including the authority to cut off any service for nonpayment, or for nonmaintenance of equipment connected with the main supply, or noncompliance upon the part of any customer with ordinances, rules and regulations relating to the department.

6. The records of location, direction, depth and connections of all underground facilities and equipment of the department.

The director of the department, shall perform such other duties not herein specifically set out as may be required by the city manager, by this Charter, by law or by ordinance.

The director and employees of the department shall have authority in the necessary discharge of their duties to enter upon any lands, properties or premises within or without the city for the examination or survey thereof, or for the purpose of repairing, inspecting, removing or connecting the service, reading meters, or any other purpose whatsoever in connection with the water and light service.

(Ord. No. 15113, § 1, 1-16-97)

Editor's note— Section 70, referred to in this section has been repealed.

Section 101. - Restriction on Sale of Water and Light Property.

The city shall not sell, lease, or in any manner dispose of the water and light plants or systems or any properties or equipment used in supplying water or light, unless and except the proposition for such purpose shall first have been approved at a special election by a two-thirds majority of those voting thereon. The provisions of this
Section 102. - Rates and Finances.

The city council shall from time to time fix, establish, maintain and provide for the collection of such rates, fees or charges for water and electricity and water and electric service furnished by or through the water and electric light works of the city as will produce revenues sufficient to pay the cost of operation and the maintenance of said works in good repair and working order; to pay the principal of and interest on all revenue bonds of the city payable from the revenues of said works; to provide and maintain an adequate depreciation fund for the purpose of making renewals and replacements; to provide a fund for the extension, improvement, enlargement and betterment of said works; to pay the interest on and principal of any general obligation bonds issued by the city to extend or improve said works; and to pay into the general revenue fund of the city annually an amount substantially equivalent to that sum which would be paid in taxes if the water and electric light works were privately owned. Such revenues so produced shall be devoted to the purposes so enumerated. The provisions hereof shall be subject at all times to the performance by the city of all covenants and agreements made by it in connection with the issuance, sale or delivery of any revenue bonds of the city payable out of the revenues derived by the city from the operation of its water and electric light works, whether such revenue bonds be heretofore or hereafter issued.

In the fixing of such rates and charges it shall be the policy of the council, so far as feasible and consistent with the above requirements, to fix and maintain the same at a level not to exceed charges made for the same services by privately owned utilities similarly situated.

Payments from the revenues of said water and electric light works shall be made into the depreciation fund monthly in such amounts as may be required by standard engineering and accounting practices applicable to the operation of utilities by municipalities. Said depreciation fund shall be expended only for making renewals and replacements of said water and electric light works or making unusual and extraordinary repairs thereto.

Payments into the fund established for the making of extensions, improvements, enlargements and betterments of said works shall be made monthly in such sums as may be determined by the council, subject to the provisions of the next succeeding paragraph relating to surplus, and such fund shall be expended only for the purposes specified. Said depreciation fund and the fund established for the making of extensions, improvements, enlargements and betterments shall be kept invested as provided by law, or, in the discretion of the council, in bonds, certificates or other obligations of the United States of America.

If any surplus revenue be produced from the operation of said water and electric light works after meeting all of the requirements set forth above, there shall be paid into the fund established for the making of extensions, improvements, enlargements and betterments of said works not less than twenty (20) percent of such surplus, or an amount which, together with payments made into such fund under the above requirements, shall equal twenty (20) percent of said surplus. Provided, however, that such fund may be used for the redemption of any outstanding bonds issued by the city for the same purposes, and for the meeting of any extraordinary emergencies that may arise in the operation of said water and electric light works; and, provided further, that said payment from surplus shall not be required to be made cumulative on and in addition to the requirement in Section 7 of the Revenue Bond Ordinance of April 19, 1948, for the retention of twenty-five (25) percent of the surplus for extension, improvement and bond redemption purposes, so long as any of the revenue bonds of the city dated May 1, 1948, remain outstanding. The remainder of any surplus shall be paid into the general revenue fund of the city and budgeted like other revenues of the city for any proper municipal purpose, and expended through the regular appropriation process; or such surplus may, in the discretion of the council, be made the basis for reduction of rates in the future.

Section 103. - Water and Light Advisory Board.

The water and light advisory board shall consist of five (5) members appointed by the council. Appointment shall be made for terms of four (4) years. Appointments to fill vacancies shall be for unexpired terms only.

Members shall be qualified voters and residents of the City of Columbia for at least one year prior to their appointment. They shall be sympathetic with the principal of municipal operation of the water and light system and with the policies set forth in this article to ensure the sound and efficient management of said system. The board shall elect annually its own chairman. Members shall serve without pay, but their reasonable expenses shall be paid as provided by ordinance.

The powers of the board shall be solely advisory. It shall be empowered to visit and to inspect the operation of the water and light system, to have access to all financial and other records pertaining to said system, and to
require from any city department or officer any information available concerning the same. The board shall report at least annually its findings and recommendations to the people and to the council.

(Ord. No. 14362 § 1, 2-6-95; passed by voters April 4, 1995)

ARTICLE XIII. - HEALTH OFFICER; HEALTH BOARD

Sections 104 through 107, inclusive. - (Repealed 11-11-74)

ARTICLE XIV. - DEPARTMENT OF PARKS AND RECREATION

Sections 108 through 111, inclusive. - (Repealed 11-11-74)

Section 112. - Revenues.
For the acquisition, maintenance and development of adequate recreational facilities, and for the proper promotion of a recreational program, the city manager shall include in the manager's budget an amount estimated by the manager to be sufficient for said purposes.

(Ord. No. 15113, § 1, 1-16-97)

Section 113. - Permanent Park Fund.
There shall be a permanent park fund which shall consist of: gifts, bequests and devises specified for this purpose; rents, issues and profits derived from any property which may have been purchased or held in trust by or for the City of Columbia for recreational purposes; and the proceeds of the sale of any such property, real, personal or mixed, so purchased or held in trust. Moneys in this permanent park fund shall be appropriated, expended or encumbered only for parks and other recreational property or facilities.

(4-4-67)

ARTICLE XV. - THE MUNICIPAL COURT

Section 114. - Municipal Court; Jurisdiction and Powers.
There shall be a municipal court which shall have jurisdiction to hear and determine all cases involving violations of this charter or of the ordinances of the city, subject to appeal by either party to the circuit court in like manner as provided by law for appeals from magistrate court in Boone County in criminal cases. Such court may punish contempts of court by fine not exceeding fifty dollars ($50.00) or by imprisonment not exceeding ten (10) days, or both; may enforce its process, orders and judgments in the same manner as a court of record; may issue search warrants as authorized by law upon application of the city counselor, city attorney or chief of police; may summon and compel the attendance of witnesses; may administer oaths; may summon and compel the attendance of jurors, when a jury is allowed; may pass upon the competency of evidence; and may render final judgment on any forfeited bond or recognizance returnable to such court, subject to appeal, as in other cases.

Section 115. - Judge of Municipal Court.
The municipal court shall be presided over by a municipal judge to be selected by the council, a majority vote of all members being required for selection. The judge shall have been a resident of the City of Columbia for at least two (2) years, and a duly licensed attorney for the State of Missouri for at least three (3) years prior to selection. The municipal judge shall be selected for a term of four (4) years and shall serve until a successor is selected and qualified. The judge may be removed from office for cause. If removal is contemplated, the judge shall be suspended by a resolution which shall set forth the reasons for suspension and proposed removal. A copy of such resolution shall be served immediately upon the municipal judge. The municipal judge shall have fifteen (15) days in which to reply thereto in writing, and, upon the judge's request, a public hearing shall occur not earlier than ten (10) days nor later than fifteen (15) days after such hearing is requested, and after full consideration, the council, by majority vote of its members, may adopt a final resolution of removal. In case of the judge's absence or inability to serve, the council may by resolution select a qualified attorney to act during such absence or disability.
and may provide reasonable compensation for such service. The municipal court shall be held in such place as the council by resolution may direct.

(4-7-75; Ord. No. 15113, § 1, 1-16-97)

**Section 116. - Salary; Costs and Fines.**

The municipal judge shall receive such compensation as may be fixed by ordinance. All costs, fines and forfeitures imposed by the municipal court, or collected under the authority thereof, and all other receipts so collected, shall be regularly accounted for and paid into the city treasury for the use and benefit of the city.

(4-7-75; Ord. No. 15113, § 1, 1-16-97)

**Section 117. - Marshal.**

The chief of police and the chief’s subordinates shall serve as marshal and deputy marshals of the municipal court and enforce its orders, judgments and decrees.

(Ord. No. 15113, § 1, 1-16-97)

**Section 118. - Proceedings.**

The forms of complaints and the conduct of all proceedings in the municipal court shall be as prescribed by law, or by ordinance not inconsistent with this charter.

**ARTICLE XVI. - NOMINATIONS AND ELECTIONS**

**Section 119. - Time of Elections.**

A regular election for the choice of elective municipal officials shall be held annually on the first Tuesday after the first Monday in April. The council may by resolution order special elections, fix the time and provide for holding the same in conformance with state law.

(Passed by voters, April 7, 1981; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

**Section 120. - Regulation of Elections.**

The council shall provide by ordinance all regulations which it considers needful or desirable, not inconsistent with this charter or state laws, for the conduct of municipal elections, and the prevention of fraud in such election. Municipal elections shall be conducted by the election authority designated by state law.

(11-7-78; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

**Section 121. - When Election Authority May Order Election.**

If at any time, by reason of nonacceptance, resignation, refusal to qualify, or for any other cause, there shall be no officers of the city to order an election, the election authority having jurisdiction in the City of Columbia, is empowered to order and conduct an election for city officers, declare the results thereof, and install the newly elected officials.

(11-7-78; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)

**Section 122. - Nominations by Petition.**

Nominations of candidates for all elective offices shall be by petition. Petitions for ward council members shall be signed by not less than fifty (50), nor more than seventy-five (75), registered voters who are entitled to vote for the candidate so nominated. Petitions for officials elected by the entire city shall be signed by not less than one hundred (100), nor more than one hundred fifty (150), registered voters of the city.

In order for a signature to be valid, it must be accompanied by the following information, legibly written: the name of petitioner, the address of petitioner, and the date petitioner signed the petition.

The signatures on the nominating petition need not all be appended to one paper, but each separate paper shall bear a statement setting forth the election date, the office to be filled, and the name of the candidate on whose behalf the petition is being filed. In addition, there shall be attached to each such paper a signed statement of the
circulator thereof, stating the number of signers of such paper, that each signature appended thereto was made in the circulator's presence and is the genuine signature of the person whose name it purports to be and that the circulator believes each signer to be a legal voter. Nominating petitions shall be filed with the city clerk not earlier than 8:00 a.m. on the last Tuesday in October before the election, nor later than 5:00 p.m. on the fourteenth day before the deadline set by state statute for notifying the election authority of an election. No nominating petition shall be accepted by the city clerk unless it contains the signed statement of the candidate accepting the nomination and agreeing to serve if elected. Nominating petitions shall be in substantially the following form:

We, the undersigned registered voters of the City of Columbia, Missouri, respectfully petition and request that the name of ____________, residing at ____________, be placed upon the ballot as a candidate for the office of ____________, to be voted for at the election to be held on ____________, 20__________, and we, individually, state that we are qualified to vote for this candidate:

Signature     Printed Name     Street and Number     Date of Signing

(spaces for signatures and required data)

STATEMENT OF CIRCULATOR

The undersigned is the circulator of the foregoing paper containing ____________ signatures. Each signature appended thereto was made in my presence and is the genuine signature of the person whose name it purports to be. I believe each signer is a registered voter qualified to vote for this candidate.

<table>
<thead>
<tr>
<th>Signature of Circulator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
</tr>
</tbody>
</table>

ACCEPTANCE OF NOMINATION

I hereby accept the nomination for the office of ____________ and agree to serve if elected.

<table>
<thead>
<tr>
<th>Signature of Candidate</th>
</tr>
</thead>
</table>

Date and hour of filing _____

This petition is filed by _____

Whose address is _____

Received by

Signature of City Clerk

Within ten (10) days after the filing of a nominating petition, the city clerk shall notify the candidate and the person who filed the petition whether or not it is found to be sufficient. If a petition is found insufficient, the city clerk shall return it immediately to the person who filed it with a statement certifying wherein the petition is found insufficient. Within the regular time for filing petitions a new or supplemental petition may be filed for the same candidate. The petition of each candidate nominated shall be preserved by the city clerk until the expiration of the term of office for which the candidate has been nominated.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01; Ord. No. 20531, § 1, 4-6-10)
Section 123. - Preparation of Ballots.
The names of candidates for elective offices shall be printed on the ballot in order of the time their nominating petitions, sufficiently signed and attested, were filed with the city clerk.

(11-7-78; Ord. No. 20531, § 1, 4-6-10)


Section 125. - Returns.
The candidate receiving the highest number of votes for each office shall be elected and shall be inducted into office at the first meeting of the council following the certification of the election authority in accordance with state law.

(Ord. No. 16744, § 1, 1-16-01, passed by voters 4-3-01)


ARTICLE XVII. - INITIATIVE, REFERENDUM AND RECALL

FOOTNOTE(S):

--- (2) ---
Annotation—See 42 Am. Jur. 2d, Initiative and Referendum, Section 9 p. 658: "Where the required procedure for a particular ordinance involves steps such as notice and hearing, in addition to normal legislative deliberation, such an ordinance is not subject to initiative and referendum, International Telemeter Corp. v. City of Columbia.

Section 127. - Initiative.
The voters shall have power to propose any ordinance, except an ordinance appropriating money or authorizing the levy of taxes, and to adopt or reject the same at the polls, such power being known as the initiative. Any initiated ordinance may be submitted to the council by a petition signed by registered voters of the city equal in number to at least twenty (20) per cent of the number of votes cast for council member-at-large at the last regular municipal election, provided, that there be not less than four hundred (400) signatures.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20531, § 1, 4-6-10)

Section 128. - Referendum.
The voters shall have power to approve or reject at the polls any ordinance passed by the council, or submitted by the council to the voters, excepting emergency ordinances as provided for in Section 15 of this charter, ordinances for the levying of taxes, or for the issuance of special tax bills, as provided in this charter, such power being known as the referendum. Ordinances submitted to the council by initiative petition and passed by the council shall be subject to the referendum in the same manner as other ordinances. Within twenty (20) days after the enactment by the council of any ordinance which is subject to referendum, a petition signed by registered voters of the city equal in number to at least twenty-five (25) per cent of the number of votes cast for council member-at-large at the last municipal election may be filed with the city clerk, requesting that such ordinance be either repealed or submitted to the voters; provided, however, that the number of signatures in such case be not less than five hundred (500).

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20531, § 1, 4-6-10)

Section 129. - Petitions.
All petition papers comprising an initiative or referendum petition shall be assembled and filed with the City Clerk as one instrument. Every petition paper shall contain the full text of the measure proposed or referred, but the signatures to the petition need not all be appended to one paper. In order for a signature to be valid, it must be accompanied by the following information, legibly written: the name of petitioner, the address of petitioner, and the
date petitioner signed the petition. The circulator of each such paper shall make oath before an officer competent to administer oaths that the circulator believes each signature appended to the petition to be the genuine signature of the person whose name it purports to be, that the circulator believes each such signer to be a legal voter, and that all signatures were affixed in the presence of the circulator.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20531, § 1, 4-6-10)

Section 130. - Filing and Certification of Petitions.
Within thirty (30) days after a petition is filed, the city clerk shall determine whether each paper of the petition has a proper statement of the circulator and whether the petition is signed by a sufficient number of registered voters. After completing examination of the petition, the city clerk shall certify the result thereof to the council at its next regular meeting. If the clerk shall certify that the petition is insufficient, the clerk shall set forth in the certificate the particulars in which it is defective and shall at once notify the person filing the petition of the insufficiency.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20531, § 1, 4-6-10)

Section 131. - Amended Petitions.
An initiative or referendum petition may be amended at any time within fourteen (14) days after the notification of insufficiency by filing a supplementary petition upon additional papers executed and filed as provided in case of an original petition. The city clerk shall, within thirty (30) days after such an amendment is filed, make examination of the amended petition; if the petition is still insufficient, the clerk shall file a certificate to that effect in the clerk's office and notify the person filing the petition of the clerk's findings, and no further action shall be had on such insufficient petition. A finding of insufficiency in a petition shall not prevent the filing of a new petition for the same purpose.

(Ord. No. 15113, § 1, 1-16-97; Ord. No. 20531, § 1, 4-6-10)

Section 132. - Effect of an Initiative Petition.
When an initiative petition has been certified as sufficient, the council shall proceed at once to consider the proposed ordinance, taking final action thereon not later than thirty (30) days after certification.

If the council shall fail to pass an ordinance in the form proposed by the initiative petition, such ordinance shall be submitted without alteration to the voters of the city at the next election provided for by state law which is consistent with applicable notice provisions and available for municipal elections purposes. The enacting clause of such ordinance shall be: "Be it ordained by the people of the City of Columbia."

(Passed by election, April 7, 1981; Ord. No. 20531, § 1, 4-6-10)

Section 133. - Effect of a Referendum Petition.
When a referendum petition has been certified as sufficient, the ordinance specified in the petition shall not become effective, or, if it shall have gone into effect, further action thereunder shall be suspended until the ordinance referred has been approved by the voters as hereinafter provided. The council shall proceed forthwith to reconsider the referred ordinance, and its final vote upon such reconsideration shall be taken within thirty (30) days after certification and shall be upon the question: "Shall the ordinance specified in the referendum petition be repealed?"

If the council shall fail to repeal an ordinance specified in any referendum petition, such repeal ordinance shall be submitted without alteration to the voters of the city at the next election provided for by state law which is consistent with applicable notice provisions and available for municipal elections purposes.

(Passed 11-4-80 election; Ord. No. 20531, § 1, 4-6-10)

Section 134. - Voting.
Ordinances submitted to the voters in accordance with the initiative referendum provisions of this charter shall be submitted by ballot title, which shall be prepared by the city counselor. The ballot title shall be a clear, concise statement, without argument or prejudice, descriptive of the substance of such ordinance. The ballot used in voting upon any ordinance, if a paper ballot, shall have below the ballot title the following: "For the Ordinance" and "Against the Ordinance." Immediately at the left of each proposition there shall be a square in which by making a cross (X) the voter may vote for or against the ordinance. Any number of ordinances may be voted on at the same
Section 135. - Effect of Vote.

If a majority of the voters voting on a proposed initiative ordinance or referred ordinance shall vote in favor thereof, it shall thereupon be an ordinance of the city, and shall, unless otherwise specified, become effective as indicated in Section 15 of this charter. No such ordinance shall be amended or repealed for six (6) months, except by unanimous vote of the council. A referred ordinance which is not approved by a majority of the voters voting thereon shall thereupon be deemed repealed. If conflicting ordinances are approved by the voters at the same election, the one receiving the greatest number of affirmative votes shall prevail. No election under the initiative or referendum procedure shall be set aside because of any defect in the petitions.

(Ord. No. 20531, § 1, 4-6-10)

Section 136. - Recall Petition.

Any officer elected by vote of the people may be removed by the voters qualified to vote for a successor to such incumbent. The procedure to effect the removal of such incumbent shall be as follows: a petition demanding the removal of such officer shall be filed with the city clerk; such petition shall be signed by voters entitled to participate in such petition equal in number to at least thirty (30) percent of the number of votes cast for such office in the last election; provided, that there be at least two hundred (200) signatures in the case of officials elected by wards and five hundred (500) signatures in the case of officials elected at large. This petition shall contain a general statement of the grounds for removal. Such petition shall be executed, verified, filed, and may be amended in the manner provided for initiative and referendum petitions.

(Ord. No. 20531, § 1, 4-6-10)

Section 137. - Recall Election.

When a sufficient recall petition has been filed, the city clerk shall submit the same to the council without delay, and the council shall call an election on said recall at the next election provided for by state law which is consistent with applicable notice provisions and available for municipal elections purposes.

(Passed 11-4-80 election)

Section 138. - Recall Ballot.

The ballots shall be in the following form:

Shall (Name and Title) be removed from office?

( )YES

( )NO

Voters in favor of the recall place a cross (X) in the square opposite the word "YES."

Voters opposed to the recall place a cross (X) in the square opposite the word "NO."

Section 139. - Effect of Election.

If a majority of those voting in such recall election shall vote in favor of the recall, then a vacancy shall exist, regardless of any defect in the recall petition. Such vacancy shall be filled as provided in Section 9 of this charter. If a majority of those voting in such election shall vote against the recall, the official shall continue in office. An official who has been recalled shall be ineligible to serve in any city office at any time during the remainder of the term for which the official was originally elected.

(Ord. No. 15113, § 1, 1-16-97)
Section 140. - Limitation on Recall.

No officer shall be subject to recall within six (6) months after induction into office, nor during the last six (6) months of the officer's term. If an officer is retained in office by any recall election, the officer shall not be subject to recall within a period of six (6) months thereafter.

(Ord. No. 15113, § 1, 1-16-97)

Section 141. - Conduct of Initiative, Referendum and Recall Elections.

Notice of initiative, referendum and recall elections shall be given and publicized, and such elections shall be conducted, the returns canvassed, and the results thereof declared in all respects as are other city elections.

ARTICLE XVIII. - GENERAL PROVISIONS

Section 142. - Judicial Notice of the Charter.

This charter is declared to be a public act, and all courts shall take judicial notice thereof.

Section 143. - Proof of Ordinance.

Any ordinance may be proved by a copy thereof certified by the city clerk under the seal of the city; or, when printed and published by authority of the city, shall be received in evidence in all courts or other places without further proof of authenticity.

Section 144. - Pending Actions and Proceedings.

No action or proceeding, civil or criminal, pending at the time this charter shall take effect, brought by or against the city or any office, department, agency or officer thereof, shall be affected or abated by the adoption of this charter or by anything herein contained.

Section 145. - Continuance of Contracts, Public Improvements and Taxes.

All contracts entered into by the city, or for its benefit, prior to the taking effect of this charter, shall continue in full force and effect. Public improvements for which legislative steps have been taken under laws existing at the time this charter takes effect may be carried to completion as nearly as practicable in accordance with the provisions of such existing laws. All taxes and assessments levied or assessed, all fines and penalties imposed, and all other obligations owing to the city which are uncollected at the time this charter becomes effective, shall continue in full force and effect and shall be collected as if no change had been made.

Section 146. - Transfer of Records and Property.

All records, property and equipment of any office, department or agency or part thereof, the powers and duties of which are assigned to any other office, department or agency by this charter, shall be transferred and delivered to the office, department or agency to which such powers and duties are assigned.

Section 147. - Salaries.

The council shall, by ordinance not inconsistent with the provisions of this charter relating to the department of personnel, prescribe maximum and minimum salaries or other compensation for all officers, employees, or classes of employees of the city. The city manager may determine the compensation to be paid to each officer or employee within the limits so established. In no case shall the salary or compensation of any officer or employee be based upon or measured by fees.

(4-4-67)

Section 148. - Oath of Office.

Before entering upon the duties of office, every officer shall file with the city clerk a certificate of election or appointment, and shall take and subscribe before, and file with the city clerk, an oath or affirmation that the officer possesses all the qualifications for the elective or appointed office, that the officer is not subject to any of the disqualifications set forth in this charter, that the officer will support the Constitution and laws of the United States
and of the State of Missouri, and the charter and ordinances of the City of Columbia, and that the officer will faithfully discharge the duties of the office.

(Ord. No. 15113, § 1, 1-16-97)

Section 149. - Official Bonds.
The city manager, city clerk, city collector, director of finance, and all other officers and employees receiving, disbursing or responsible for city funds, and such other officers and employees as the council by ordinance may designate, shall, within such time after election or appointment as may be fixed by ordinance, and before entering upon the discharge of their duties, give bond to the city in such sums and with such sureties as shall be prescribed by ordinance, and subject to approval by the council, conditioned upon the faithful and proper performance of their duties and for the prompt accounting for and paying over to the city of all moneys belonging to the city that may come into their hands. The office or employment of any person elected or appointed to any office or employment shall be forfeited if the person fails to give bond as herein required. The city shall pay the premiums on all such bonds. Unless otherwise provided by ordinance, the bond of the city clerk shall be filed with the mayor, and the bonds of all other officers and employees shall be filed with the city clerk.

(Ord. No. 15113, § 1, 1-16-97)

Section 150. - Notice of Suits.
No action shall be maintained against the city for or on account of any injury growing out of alleged negligence of the city unless notice shall first have been given in writing to the city manager within ninety (90) days of the occurrence for which said damage is claimed, stating the place, time, character and circumstances of the injury, and that the person so injured will claim damages therefor from the city.

Section 151. - Judicial Bonds.
The city shall not be required to give bond in any judicial proceeding or appeal.

Section 152. - Rates of Taxation.
The rates of taxation levied by the council shall be within the limits prescribed by state law applicable to cities adopting constitutional charters.

Section 153. - Security of Deposits.
The council shall require all funds of the city in any city depository to be adequately secured by a deposit of obligations of the United States government, or by the deposit of securities of the kind prescribed by state law for the security of funds deposited by the state treasurer, in an amount satisfactory to the council.

(Ord. No. 20532, § 1, 4-6-10)

Section 154. - Remitting Taxes Prohibited.
No general or special tax or assessment, or interest or penalty thereon, shall be remitted or abated, or the right to enforce payment thereof released, except in correction of errors.

Section 155. - Officers, Employees, Qualification.
No person shall be entitled to hold any office or employment who is in arrears for any city taxes.

Section 156. - Officers and Employees Interested in Contracts.
No officer or employee of the city shall have any interest in any contract or sale to the city of any land, materials, supplies or services, where said interest is in violation of the laws or Constitution of the State of Missouri or ordinance of the City of Columbia. Any violation of this section shall render the contract or sale void. The office or employment of any officer or employee violating this section shall be forfeited.

(11-7-78; Ord. No. 15113, § 1, 1-16-97)
Section 157. - Power to Administer Oaths.
Any council member or the city clerk may administer oaths or affirmations in any matter pertaining to the
affairs and government of the city.

(Ord. No. 15113, § 1, 1-16-97)

Section 158. - Condemnation Proceedings.
All proceedings for the condemnation of property or in the exercise of the right of eminent domain shall be in
accordance with the laws of the state now or hereafter applicable to cities of the third class, or with such laws as
may be provided for constitutional charter cities.

Section 159. - Departmental Interchange.
In accordance with procedure established by the city manager and subject to the city manager's approval, it
shall be the duty of the various department directors to furnish to any other department such service, labor,
equipment, or materials as may be requisitioned by the head of such other department. The charge for such
service, labor, equipment, or materials shall be made to the department so furnished at actual cost or reasonable
deprecated value.

(Ord. No. 15113, § 1, 1-16-97)

Section 160. - Effect of Unconstitutional Provisions.
If any provision of this charter be held to be unconstitutional or void, this shall not affect the validity, force or
effect of any other provision.

Section 161. - Contracts and Ordinances Contrary to Charter.
All contracts, agreements, and other obligations entered into, and all ordinances and resolutions passed after
the adoption of this charter and contrary to the provisions thereof shall be void.

Section 162. - Amending the Charter.
Amendments to this charter may be framed and submitted to the electors by a commission in the manner
provided by law and the constitution for framing and submitting a complete charter. Amendments may also be
proposed by the council or by petition of not less than ten (10) per cent of the registered qualified electors of the
city, filed with the city clerk, setting forth the proposed amendment. The Council shall at once provide by ordinance
that any amendment so proposed shall be submitted to the electors at the next general election held in the city after
its passage and consistent with state election laws, or at their discretion at a special election prior to the next
general election on a date established in conformance with state law at a special election held as provided by law
and the Constitution for a charter. Any amendment approved by a majority of the qualified electors voting thereon
shall become a part of the charter at the time and under the conditions fixed in the amendment; sections or articles
may be submitted separately or in the alternative and determined as provided by law and the Constitution for a
complete charter.

(Passed by election on April 7, 1981)

Section 163. - Repealed by Ord. No. 16744, § 1, adopted January 16, 2001; passed by the voters

Section 164. - Campaign Financing.
A. Every candidate for municipal election shall comply with all applicable laws and provisions of the Constitution
of the State of Missouri and ordinances of the City of Columbia relating to campaign practices and the
financing and conduct of campaigns for elective office.

B. The city council may, in appropriate cases, on notice of violations of any such provision of the Constitution,
laws, or ordinance, and in addition to other available remedies, order the office of any candidate who was
elected to be forfeited, and may enter an order making any candidate, regardless of whether the candidate
was elected, ineligible to seek an elective municipal office for two and one-half (2½) years from the date of the
election in which the violation occurred. Should a forfeiture occur under this section, a vacancy shall be filled in
accordance with Section 9.
Section 165. - Adoption of Earnings Tax.

No earnings tax may be levied or imposed without the affirmative vote of a majority of the qualified electors of the city voting thereon.

(4-7-75)

Section 166. - Licensing, Taxation and Regulation of Occupations and Businesses.

The council shall have power by ordinance to license, tax and regulate all businesses, occupations, professions, vocations, activities, or things whatsoever set forth and enumerated by the statutes of this state now or hereafter applicable to constitutional charter cities, special charter cities, cities of the first, second, third or fourth class, or of any population group, and which such cities are now or may hereafter be permitted by law to license, tax and regulate.

Any ordinance imposing a license tax may divide and classify any subject of taxation, and may impose a different tax upon each class, but the tax shall be uniform for each class. A separate license tax may be imposed for each place of business conducted or maintained by the same person, firm or corporation.

All licenses shall be issued for such periods as may be provided by ordinance.

(4-7-75)

Section 167. - Use of eminent domain for economic development and blight

The city shall not exercise the power of eminent domain to acquire property for economic development, specific state, federal, or local economic development initiatives, or for programs related to economic development such as jobs programs, poverty alleviation, or area, community or neighborhood revitalization, with the intent that the property will ultimately be transferred to another person or entity to be used for private purposes.

The designation of property as "blighted" for purposes of qualifying for any state or federal economic development program shall not be used as a step toward the use of eminent domain.

(Ord. No. 21518, § 1, 4-2-13)
Ethics for City Public Officials

Some things seem to fall naturally into groups of three. According to guidance issued by the Missouri Municipal League (paraphrased here), municipal offices are subject to three moral guides:

- Their personal Code of Ethics
- Statutory prohibitions created by legislatures
- Common law doctrine, made by judges

There are three ways for a City Council member to forfeit office:

- Having a financial interest in a contract with the City
- Interfering with City administration;
- Engaging in nepotism.

Public officials also are subject to laws relating to conflicts of interest, open meetings and records, filing financial disclosures, misuse of confidential information, keeping current with tax liabilities and complying with the official oath of office.

As an elected official you will make decisions regarding the expenditure of public funds and will have access to public resources. The Missouri Constitution requires public funds to be used for public purposes. Incidental private benefit is allowed as long as the primary object of the expenditure is to serve a public municipal purpose. State law restricts the use of public funds to advocate for any campaign or ballot measure, including the use of City computers and technology.

Sec. 115.646, RSMo. No contribution or expenditure of public funds shall be made directly by any officer, employee or agent of any political subdivision to advocate, support, or oppose any ballot measure or candidate for public office. This section shall not be construed to prohibit any public official of a political subdivision from making public appearances or from issuing press releases concerning any such ballot measure.

City Charter Provisions

Qualifications of Council members
Appointment and removal of the City Manager
Prohibiting interference
Oath of office
Officers, employees, qualification
Officers and employees interested in contracts
Campaign financing

City Ordinances

Disclosures of interests; abstentions
Punishment for violation
Tax delinquents not to hold City office
Oath of office
Financial interest in contracts
Disclosure reports
Filing of disclosure reports
Official misconduct
Misuse of official information
Employee relations
Political activities
Council and commission member actions; permitted and prohibited
Conflict of interest
Violations
Ethics: City Charter Provisions

Article II. The Council

Section 6. Qualifications.

A council member shall be a qualified and registered voter of the city. The six (6) council members elected by wards shall be residents and qualified voters of the respective wards from which they are elected. Council members shall hold no other lucrative public office nor any lucrative position in the city government during their terms as council members. If a council member shall cease to possess the above qualifications or shall be convicted of a crime involving moral turpitude, the council member’s office shall immediately become vacant.

(Passed 1-20-75, effective 4-7-75; Ord. No. 15113, § 1, 1-16-97)

Section 11. Appointment and Removal of City Manager.

The council shall appoint an officer who shall have the title of city manager and who shall have the powers to perform the duties provided in this Charter. No council member shall receive such appointment during the term for which the council member shall have been elected or within one year after the expiration of the term. The appointment of the city manager shall be for an indefinite term, at the pleasure of the council.

(11-11-74; Ord. No. 15113, § 1, 1-16-97)

Section 12. Prohibiting Interference.

Neither the council nor any of its members shall direct or request the appointment of any person to, or the removal of any person from office by the city manager or any of the manager’s subordinates, nor in any way interfere with the appointment or removal of officers and employees in the administrative service of the city. Except for the purpose of inquiry, or as otherwise provided in this charter, the council and its members shall deal with the administrative officers and services solely through the city manager, and neither the council nor any member thereof shall give orders to the subordinates of the city manager, either publicly or privately. The office of any council member violating the provisions of this section shall be forfeited.

(Ord. No. 15113, § 1, 1-16-97)

Article XVIII. General Provisions

Section 148. Oath of Office.

Before entering upon the duties of his office, every officer shall file with the city clerk a certificate of election or appointment, and shall take and subscribe before, and file with the city clerk, an oath or affirmation that the officer possesses all the qualifications for the elective or appointed office, that the officer is not subject to any of the disqualifications set forth in this charter, that the officer will support the Constitution and laws of the United States and of the State of Missouri, and the charter and ordinances of the City of Columbia, and that the officer will faithfully discharge the duties of the office.

(Ord. No. 15113, § 1, 1-16-97)

Section 155. Officers, Employees, Qualification.

No person shall be entitled to hold any office or employment who is in arrears for any city taxes.

Section 156. Officers and Employees Interested in Contracts.

No officer or employee of the city shall have any interest in any contract or sale to the city of any land, materials, supplies or services, where said interest is in violation of the laws or Constitution of the State of Missouri or ordinance of the City of Columbia. Any violation of this section shall render the contract or sale void. The office or employment of any officer or employee violating this section shall be forfeited.

(11-7-78; Ord. No. 15113, § 1, 1-16-97)
Section 164. Campaign Financing.

A. Every candidate for municipal election shall comply with all applicable laws and provisions of the Constitution of the State of Missouri and ordinances of the City of Columbia relating to campaign practices and the financing and conduct of campaigns for elective office.

B. The city council may, in appropriate cases, on notice of violations of any such provision of the Constitution, laws, or ordinance, and in addition to other available remedies, order the office of any candidate who was elected to be forfeited, and may enter an order making any candidate, regardless of whether the candidate was elected, ineligible to seek an elective municipal office for two and one-half (2 1/2) years from the date of the election in which the violation occurred. Should a forfeiture occur under this section, a vacancy shall be filled in accordance with Section

(11-7-78; Ord. No. 15113, § 1, 1-16-97)
Section 2-53.1 Disclosure of interests; abstentions.
(a) Every council member who has a substantial personal or private interest in any bill or measure proposed or pending before the council shall file a written report of the nature of the interest with the city clerk. The city clerk shall record the statement in the council minutes. A council member who has a substantial personal or private interest in any bill or measure pending before the council shall disqualify himself from voting on any matter relating to such interest.

(b) The following definitions apply to this section:

Business entity. A corporation, association, firm, partnership, proprietorship, or business entity of any kind or character.

Dependent child. All children, stepchildren, foster children and wards under the age of eighteen (18) residing in the person’s household and who receive in excess of fifty (50) percent of their support from the person.

Substantial interest. Ownership by the individual, the individual’s spouse or the individual’s dependent children, whether singularly or collectively, directly or indirectly, of ten (10) percent or more of any business entity, or of an interest having a value of ten thousand dollars ($10,000.00) or more, or the receipt by an individual, the individual’s spouse or the individual’s dependent children, whether singularly or collectively, of a salary, gratuity, or other compensation or remuneration of five thousand dollars ($5,000.00) or more per year from any individual, partnership, organization, or association within any calendar year.

Substantial personal or private interest in any measure, bill, order or ordinance. Any interest in a measure, bill, order or ordinance which results from a substantial interest in a business entity.

Sec. 2-66. - Punishment for violation.
For violation of any of its rules or order of business, or for conduct at a meeting unbecoming a council member, the council may, by majority vote, punish the offender for contempt and fine him, for the use of the city, in a sum not exceeding twenty-five dollars ($25.00), to be recovered from him as any other penalty.

(Code 1964, § 2.370)

Sec. 2-121. - Tax delinquents not to hold city office.
No person shall be entitled to hold any city office or employment who is in arrears for any city taxes.

(Code 1964, § 2.610)

Sec. 2-123. - Oath of office.
Before entering upon the duties of his office, every officer shall file with the city clerk his certificate of election or appointment, and shall take and subscribe before and file with the city clerk his oath or affirmation that he possesses all the qualifications for the office to which he is chosen, that he is not subject to any of the
disqualification set forth in the Charter, and that he will support the Constitution and laws of the United States and of the state and the Charter and ordinances of the city, and the he will faithfully discharge the duties of his office. (Code 1964, § 2.560)


Sec. 2-125. - Financial interest in contracts.
No officer or employee of the city shall have any interest in any contract or sale to the city of any land, materials, supplies or services where said interest is in violation of the laws or constitution of the State of Missouri or ordinances of the City of Columbia. Any violation of this section shall render the contract or sale void, and any employee or officer so violating this section shall thereby forfeit his office or employment.

(Code 1964, § 2.620; Ord. No. 21701, § 1, 5-20-13)

Charter reference— Similar provisions, § 156

Section 2-125.1 Disclosure reports.
(a) Each member of the council, the city manager, the head of the purchasing division and the city counselor shall disclose, in writing, the following information by May 1 of each year, beginning in 1992, if any such transactions were engaged in during the previous calendar year:

1. For such person, and all persons within the first degree of consanguinity or affinity of such person, the date and the identities of the parties to each transaction with a total value in excess of five hundred dollars ($500.00), if any, that such person had with the political subdivision, other than compensation received as an employee or payment of any tax, fee or penalty due to the political subdivision, and other than transfers for no consideration to the political subdivision; and

2. The date and identities of the parties to each transaction known to the person with a total value in excess of five hundred dollars ($500.00), if any, that any business entity in which such person had a substantial interest, had with the political subdivision, other than payment of any tax, fee or penalty due to the political subdivision or transactions involving payment for providing utility service to the political subdivision, and other than transfers for no consideration to the political subdivision.

(b) The city manager and the head of the purchasing division shall disclose, in writing, by May 1 of each year, beginning in 1992, the following information for the previous calendar year:

1. The name and address of each of the employers of such person from whom income of one thousand dollars ($1,000.00) or more was received during the year covered by the statement;

2. The name and address of each sole proprietorship that he owned; the name, address and the general nature of the business conducted of each general partnership and joint venture in which he was a partner or participant; the name and address of each partner or co-participant for each partnership or joint venture unless such names and addresses are filed by the partnership or joint venture with the secretary of state; the name, address and general nature of the business conducted of any closely held corporation or limited partnership in which the person owned ten (10) percent or more of any class of the outstanding stock or limited partnership units; and the name of any publicly traded corporation or limited partnership that is listed on a regulated stock exchange or automated quotation system in which the person owned two (2) percent or more of any class of outstanding stock, limited partnership units or other equity interests;

3. The name and address of each corporation for which such person served in the capacity of a director, officer or receiver.

(c) The definitions set forth in section 2-53.1 shall apply to this section.
Section 2-125.2 Filing of disclosure reports.
(a) The disclosure reports required by section 2-125.1 shall be filed with the city clerk and shall be available for public inspection and copying during normal business hours. Copies of the disclosure reports shall also be filed with the Missouri Ethics Commission.
(b) The disclosure reports shall be filed at the following times, but no person is required to file more than one (1) disclosure report in any calendar year:

(1) Each person appointed to office shall file the report within thirty (30) days of such appointment or employment.

(2) Every other person required to file a disclosure report shall file the report annually not later than May 1 and the report shall cover the calendar year ending the immediately preceding December 31.

Sec. 16-17 – Definitions. (others not included)
Public servant. "Public servant" means any person employed in any way by the government of this city who is compensated by the government by reason of his employment and includes, but is not limited to, legislators, jurors, members of the judiciary and both regular and special or reserve law enforcement officers. It does not include witnesses.

(CODE 1964, §§ 7.440, 7.445, 7.450, 7.590(3); Ord. No. 14512, § 2, 6-5-95)

Cross reference(s)--Definitions and rules of construction generally, § 1-2.

Sec. 16-222. - Official misconduct.
(a) A public servant, in his public capacity or under color of his office or employment, commits the crime of official misconduct if:

(1) He knowingly discriminates against any employee or any applicant for employment on account of race, creed, color, sex or national origin, provided such employee or applicant possesses adequate training and educational qualifications;

(2) He knowingly demands or receives any fee or reward for the execution of any official act or the performance of a duty imposed by law or by the terms of his employment, that is not due, or that is more than is due, or before it is due;

(3) He knowingly collects taxes when none are due, or exacts or demands more than is due;
(4) He is the city or county treasurer, city or county clerk, or other municipal or county officer, or judge of a municipal or county court, and knowingly orders the payment of any money or draws any warrant, or pays over any money for any purpose other than the specific purpose for which the same was assessed, levied and collected, unless it is or shall have become impossible to use such money for that specific purpose;

(5) He is an officer or employee of any court and knowingly charges, collects or receives less fee for his services than is provided by law;

(6) He is an officer or employee of any court and knowingly, directly or indirectly, buys, purchases or trades for any fee taxed or to be taxed as costs in any court of this state, or any county warrant, at less than par value which may be by law due or to become due to any person by or through any such court;

(7) He is a county officer, deputy or employee and knowingly traffics for or purchases at less than the par value or speculates in any court warrant issued by order of the county court of his county, or in any claim or demand held against such county.

(b) Official misconduct is a class A misdemeanor.

(Code 1964, § 7.1000)

State law reference— Similar provisions, RSMo. § 576.040.

Sec. 16-223. - Misuse of official information.

(a) A public servant commits the crime of misuse of official information if, in contemplation of official action by himself or by a governmental unit with which he is associated, or in reliance on information to which he has access in his official capacity and which has not been made public, he knowingly:

(1) Acquires a pecuniary interest in any property, transaction, or enterprise which may be affected by such information or official action; or

(2) Speculates or wagers on the basis of such information or official action; or

(3) Aids, advises or encourages another to do any of the foregoing with purpose of conferring a pecuniary benefit on any person.

(b) Misuse of official information is a class A misdemeanor.

(Code 1964, § 7.1005)

State law reference— Similar provisions, RSMo. § 575.050.
Chapter 19: Personnel Policies, Procedures, Rules, and Regulations

Article I. – In General

Sec. 19-4 Definitions. *(other definitions not included)*

Exempt service. Officers, appointments and positions of the city that are exempt from the provisions of this chapter unless specifically provided otherwise. The following are in the exempt service: city council members; city manager; municipal judge; city clerk; members of boards and commissions, and committees; volunteer and other personnel who serve without pay; medical director; and consultants and counsel rendering temporary professional service.

(Code 1964, § 22.110; Ord. No. 12386, § 1, 10-16-89; Ord. No. 14617, § 1, 9-18-95; Ord. No. 15035, § 1, 10-21-96; Ord. No. 15958, § 1, 4-19-99; Ord. No. 17016, § 1, 9-17-01; Ord. No. 17074, § 1, 10-15-01; Ord. No. 18710, § 1, 9-19-05; Ord. No. 18887, § 1, 2-6-06; Ord. No. 19677, § 1, 9-17-07; Ord. No. 20258, § 1, 4-20-09; Ord. No. 20327, § 1, 7-6-09; Ord. No. 20438, § 1, 9-21-09; Ord. No. 21097, § 1, 9-19-11; Ord. No. 21264, § 1, 3-5-12; Ord. No. 21325, § 9, 5-21-12; Ord. No. 21456, § 1, 9-17-12; Ord. No. 21580, § 1, 1-22-13; Ord. No. 21828, § 1, 9-16-13; Ord. No. 22166, § 1, 8-18-14; Ord. No. 22579, § 1, 9-21-15)

Cross reference(s)--Definitions and rules of construction generally, § 1-2

Article II. – Administration and Enforcement

Division 1. - Generally

Sec. 19-25 - Employee Relations. *(sections (a), (b) and (d) not included)*

(c) The city council, as a council or as individuals, shall not, in any manner, engage in any form of collective bargaining with employees, employee groups, or employee representatives; and the city council shall issue instructions on labor relations matters and working agreement provisions only to the city manager, and the city manager shall keep the council informed of all developments and potential impacts in a timely manner.

(Code 1964, § 22.350; Ord. 12597, § 1, 4-16-90; Ord. No. 17442, § 1, 9-16-02; Ord. No. 21097, § 1, 9-19-11; Ord. No. 21193, § 1, 12-19-11)

Division 2. – Prohibitions and Violations

Sec. 19-40. - Council and commission member actions; permitted and prohibited.

(a) Neither the council nor any of the members shall direct or request the appointment of any person to, or his removal from, office by the city manager or any subordinates, nor in any way interfere with the appointment or removal of officers and employees in the administrative service to the city.

(b) Except for the purpose of inquiry, or as otherwise provided for in the charter, the council, its members, and members of city boards and commissions shall expedite their responsibilities with the aid of appropriate administrative officers who shall be assigned such commission duties as deemed appropriate by the city manager. Neither the council nor any member thereof shall give orders to the subordinates of the city manager, either publicly or privately.

(Code 1964, § 22.210(5), (6))

Section 19-41 Conflict of interest.

(a) No officer or employee of the city shall have any interest in any contract or sale to the city of any land, materials, or supplies, or services where said interest is in violation of the laws or constitution of the State of Missouri or ordinances of the City of Columbia.
(b) No person shall be entitled to hold any office or employment with the city who is in arrears for any city obligation (taxes, court orders, parking tickets, traffic citations, etc.).

(c) A city employee shall not engage in any business, activity, or transaction and shall not have a substantial financial or personal interest, direct or indirect, which might reasonably be expected to interfere with the proper discharge of the employee’s official duties, or which would impair the employee’s independence of judgment or action in the public interest, or would impair the employee’s independence of judgment or action in the performance of the employee’s official duties. This standard shall apply to an employee’s personal and outside activities including outside employment, investments, property holdings, financial interests and source of income. Furthermore, this standard shall apply to an employee’s actions in the performance of the employee’s official duties including the acceptance of gifts and favors and the inspection or regulation of properties or activities in which the employee has an interest and would prohibit an employee from disclosing confidential information, receiving or making ex parte communications relating to official actions, or granting any improper favors, services, promises or things of value, in the performance of the employee’s official duties.

(Code 1964, § 22.210(8)–(10); Ord. No. 21701, § 2, 5-20-13)

Sec. 19-42. - Violations.

(a) Any person who shall violate, or conspire to violate, any provisions of the rules set out in this chapter shall be guilty of a misdemeanor, and upon conviction thereon shall be punished as provided for in section 1-8 of this Code.

(b) Any council member, board or commission member, violating the prohibitions set forth in section 19-40, shall forfeit his/her office.

(c) Any violation of the prohibitions set forth in section 19-41(a) shall render the contract or sale void, and any officer or employee so violating the section shall thereby forfeit his office or employment.

(Code 1964, § 22.220)
Section 2-23 Definitions. (others not included)
As used in sections 2-23 through 2-25.6 unless the context otherwise indicates, the following terms mean:

Closed meeting, closed record, or closed vote. Any meeting, record or vote closed to the public.

Public governmental body. The city council; any city board, commission, committee, task force or similar group appointed by the city council or mayor; any committee or subcommittee of the city council or of any city board, commission, committee, task force or similar group appointed by the city council or mayor; any city agency, department or division.

Public meeting. Any meeting of a public governmental body at which any public business is discussed, decided, or public policy formulated, whether the meeting is conducted in person or by means of communications equipment, including but not limited to, conference call, video conference, internet chat, or internet message board. “Public meeting” shall not include an informal gathering of members of a governmental body for ministerial or social purposes when there is no intent to avoid the purposes of this article.

Public record. Any record whether written or electronically stored retained by or of any public governmental body including any report, survey, memorandum, or other document or study prepared for the public government body by a consultant or other professional service paid for in whole or in part by public funds including records created or maintained by private contractors under an agreement with the city. The term “public record” shall not include any internal memorandum or letter received or prepared by or on behalf of a member of a public governmental body consisting of advice, opinions and recommendations in connection with the deliberative decision-making process of the public governmental body, unless such records are retained by the public governmental body or presented at a public meeting.

Public vote. Any vote whether conducted in person, by telephone, or by any other electronic means cast at any public meeting of any public governmental body.

(Ord. No. 11642, § 1, 9-21-87; Ord. No. 15733, § 1, 9-8-98; Ord. No. 18249, § 1, 9-20-04)


Section 2-24 Meetings, votes, records to be open to public.
(a) Except as otherwise provided by ordinance, all public meetings of public governmental bodies shall be open to the public.

(b) Except as otherwise provided by ordinance, all public records of public governmental bodies shall be open to the public for inspection and copying.

(c) Except as otherwise provided by ordinance, all public votes shall be recorded, and if a roll call is taken, as to attribute each “yea” and “nay” vote, or abstention if not voting, to the name of the individual member of the public governmental body.
(d) Sound recordings of city council meetings which are retained by the city clerk shall be open to the public only after the minutes of the meetings have been prepared and approved. Thereafter, such recordings shall be open to the public at such reasonable times as shall be determined by the city clerk, and subject to such reasonable rules as shall be imposed by the city clerk.

(e) Any person may record any open public meeting by audiotape, videotape, or other electronic means provided the recording is done in a manner that does not disrupt the meeting.

(Ord. No. 11642, § 1, 9-21-87; Ord. No. 18249, § 1, 9-20-04)

Note--See the editor’s note at § 2-23.

Sec. 2-24.1. - Transparency policy.
(a) It shall be the policy of each department of the city to carry out its mission with full transparency to the public. Any data collected in the course of its duties shall be made available to the public in a timely fashion. Data, reports and other information resulting from any activities conducted by such department of the city in the course of its duties shall be easily accessible by any member of the public.

(b) Each department of the city shall broadly interpret any request for information under RSMo 610.023:

(1) Even if such request for information does not use the words “sunshine request,” “open records request,” “public records request” or any such similar wording;

(2) Even if the communication is simply an inquiry as to the availability or existence of data or information; and

(3) Regardless of the format in which the communication is made, including electronic mail, facsimile, internet, postal mail, in person, telephone or any other format.

(c) Any failure by a department of the city to release information shall, in addition to any other applicable violation of law, be considered a violation of the transparency policy of the city and shall constitute a breach of the public’s trust.

(d) This section shall not be construed to limit or exceed the requirements of the provisions in RSMo ch. 610, nor shall this section require different treatment of a record considered closed or confidential under RSMo 610.021 than what is required under such section.

(Ord. No. 22895 , § 1, 8-1-16)

Section 2-25 Notice of meetings.
(a) All public governmental bodies shall give notice of the time, date, and place of each meeting, and its tentative agenda, in a manner reasonably calculated to advise the public of the matters to be considered. If the meeting will be conducted by telephone or other electronic means, the notice of the meeting shall identify the mode by which the meeting will be conducted and the designated location where the public may observe and attend the meeting. If a public body plans to meet by Internet chat, Internet message board, or other computer link, it shall post a notice of the meeting on its website in addition to its principal office and shall notify the public how to access that meeting. Reasonable notice shall include making available copies of the notice to any representative of the news media who requests notice of meetings of a particular governmental body concurrent with the notice being made available to the members of the particular governmental body. Reasonable notice shall also include posting the notice on the bulletin board in the first floor hallway of the City Hall Building, 701 East Broadway and on a bulletin board or other prominent place which is easily accessible to the public and clearly designated for that purpose in the building in which the meeting is to be held.
(b) Notice conforming with all of the requirements of subsection 2-25(a) shall be given at least twenty-four (24) hours, exclusive of weekends and holidays when the facility where the required notice is posted is closed, prior to the commencement of any meeting of a public governmental body unless, for good cause, such notice is impossible or impractical, in which case as much notice as is reasonably possible shall be given. Each meeting shall be held at a place reasonably accessible to the public and of sufficient size to accommodate the anticipated attendance by members of the public, and at a time reasonably convenient to the public, unless for good cause such a place or time is impossible or impractical. Every reasonable effort shall be made to grant special access to the meeting to handicapped or disabled individuals.

(c) When it is necessary to hold a meeting on less than twenty-four (24) hours’ notice, or at a place that is not reasonably accessible to the public, or at a time that is not reasonably convenient to the public, the nature of the good cause justifying that departure from the normal requirements shall be stated in the minutes.

(d) A formally constituted subunit of a parent public governmental body may conduct a meeting without notice as required by this section during a lawful meeting of the parent governmental body, a recess in that meeting, or immediately following that meeting, if the meeting of the subunit is publicly announced at the parent meeting and the subject of the meeting reasonably coincides with the subjects discussed or acted upon by the parent governmental body.

(e) If another provision of law requires a manner of giving specific notice of a meeting, hearing or an intent to take action by a governmental body, compliance with that section shall constitute compliance with the notice requirements of this section.

Section 2-25.1 Closed meetings and votes.

Except to the extent otherwise required by ordinance, a public governmental body is authorized to close meetings and votes, to the extent they relate to the following:

(1) Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.

(2) Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor.

(3) Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed. However, any vote on a final decision, when taken by a public governmental body, to hire, fire, promote or discipline an employee of a public governmental body shall be made available with a record of how each member voted to the public within seventy-two (72) hours of the close of the meeting where such action occurs; provided, however, that any employee so affected shall be entitled to prompt notice of such decision during the seventy-two (72) hour period before such decision is made available to the public. As used in this section, the term “personal information” means information relating to the performance or merit of individual employees.

(4) Preparation, including any discussions on behalf of a public governmental body or its representatives for negotiations with employee groups.

(5) Scientific and technological innovations in which the owner has a proprietary interest.

(6) Any meeting of the city community development loan and grant committee pertaining to financial data disclosed by an applicant for housing rehabilitation assistance shall be a closed meeting.
(7) Confidential or privileged communications between a public governmental body and its auditor, including all auditor work product.

(8) Any other subject which may be discussed and voted upon at a closed meeting under chapter 610 of the revised statutes of Missouri.

(Ord. No. 11642, § 1, 9-21-87; Ord. No. 15733, § 1, 9-8-98; Ord. No. 18249, § 1, 9-20-04)

Note--See the editor’s note at § 2-23.

Section 2-25.2 Procedure for closing meetings.
(a) Except as set forth in subsection (b) of this section, no meeting or vote may be closed without an affirmative public vote of the majority of a quorum of the public governmental body. The vote of each member of the public governmental body on the question of closing a public meeting or vote and the specific reason for closing that public meeting or vote by reference to a specific section of chapter 610 of the revised statutes of Missouri shall be announced publicly at an open meeting of the governmental body and entered into the minutes.

(b) A public governmental body proposing to hold a closed meeting or vote shall give notice of the time, date and place of such closed meeting or vote and the reason for holding it by reference to the specific exception allowed under the provisions of chapter 610 of the revised statutes of Missouri. Such notice shall comply with the procedures set forth in section 2-25 for notice of a public meeting.

(c) Any meeting or vote closed pursuant to section 2-25.1 shall be closed only to the extent necessary for the specific reason announced to justify the closed meeting or vote. Public governmental bodies shall not discuss any business in a closed meeting which does not directly relate to the specific reason announced to justify the closed meeting.

(Ord. No. 11642, § 1, 9-21-87; Ord. No. 15733, § 1, 9-8-98)

Section 2-25.3 Closed records.
All city records to the extent they relate to the following shall be closed records to the extent allowed by law:

(1) Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys. However, any settlement agreement relating to legal actions, causes of action or litigation involving a public governmental body or any agent or entity representing its interest or acting on its behalf or with its authority, including any insurance company acting on behalf of a public governmental body as its insured, shall be made public upon final disposition of the matter or upon the signing by the parties of the settlement agreement, unless, prior to final disposition, the settlement agreement is ordered closed by a court after a written finding that the adverse impact to a plaintiff or plaintiffs to the action clearly outweighs the public policy considerations of section 610.011 RSMo, however, the amount of any monies paid by, or on behalf of, the public governmental body shall be disclosed.

(2) Legal work product shall be considered a closed record.

(3) Leasing, purchase or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor. However, any public record approving a contract relating to the leasing, purchase or sale of real estate by a public governmental body shall be made public upon execution of the lease, purchase or sale of the real estate.

(4) Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is recorded. However, the record of any vote on a final decision, when taken by a public governmental body to hire, fire, promote or discipline an employee of a public governmental body shall be made available with a record of how each member voted to the public within seventy-two (72) hours of the close of the meeting where such actions occurred; provided, however, that an employee so affected shall be entitled
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to prompt notice of such decision during the seventy-two (72) hour period before such decision is made available to
the public. As used in this section, the term “personal information” means information relating to the performance
or merit of individual employees.

(5) Nonjudicial mental or physical health proceedings involving identifiable persons, including medical,
psychiatric, psychological, or alcoholism or drug dependency diagnosis or treatment.

(6) Testing and examination materials, before the test or examination is given or, if it is to be given again, before
so given again.

(7) Welfare cases of identifiable individuals.

(8) Preparation, including any discussion or work product, on behalf of a public governmental body or its
representatives for negotiations with employee groups.

(9) Software codes for electronic data processing and documentation thereof.

(10) Specifications for competitive bidding, until either the specifications are officially approved by the public
governmental body or the specifications are published for bid.

(11) Sealed bids and related documents, until the bids are opened; and sealed proposals and related documents
or any documents related to a negotiated contract until a contract is executed, or all proposals are accepted or all
bids are rejected.

(12) Individually identifiable personnel records, performance ratings or records pertaining to employees or
applicants for employment, except that this exemption shall not apply to the names, positions, salaries and lengths
of service of officers and employees of public agencies once they are employed as such.

(13) Records which are protected from disclosure by law.

(14) Public records relating to scientific and technological innovations in which the owner has a proprietary
interest.

(15) Any record of the city community development loan and grant committee pertaining to financial data
disclosed by an applicant for housing rehabilitation assistance.

(16) Records relating to municipal hotlines established for the reporting of abuse and wrongdoing.

(17) Confidential or privileged communications between a public governmental body and its auditor, including
all auditor work product; provided, however, that all final audit reports issued by the auditor including the annual
independent financial audit report shall be open records and the city manager may declare individual internal audit
reports to be open records.

(18) Operational guidelines and policies developed, adopted or maintained by any city department responsible
for law enforcement, public safety, first response, or public health for use in responding to or preventing any critical
incident which is or appears to be terrorist in nature and which has the potential to endanger individual or public
safety or health. Nothing in this exception shall be deemed to close information regarding expenditures, purchases,
or contracts made by any city department in implementing these guidelines or policies. The city council finds that
disclosure of such records would impair the city’s ability to protect the safety or health of persons and further states
that the public interest in nondisclosure outweighs the public interest in disclosure of the records.

(19) Existing and proposed security systems and structural plans of real property owned or leased by the city, and
information that is voluntarily submitted by a non-public entity owning or operating an infrastructure to any public
governmental body for use by that body to devise plans for protection of that infrastructure, the public disclosure
of which would threaten public safety. The city council finds that disclosure of such records would impair the city’s ability to protect the security and safety of persons and real property, and that the public interest in nondisclosure outweighs the public interest in disclosure of the records. Records related to the procurement of or expenditures relating to security systems shall be open except to the extent provided in this section.

(20) Records that identify the configuration of components or the operation of a computer, computer system, computer network, or telecommunications network, and would allow unauthorized access to or unlawful disruption of a computer, computer system, computer network, or telecommunications network, of a public governmental body. This exception shall not be used to limit or deny access to otherwise public records in a file, document, data file or database containing public records. Records related to the procurement of or expenditures relating to such computer, computer system, computer network, or telecommunications network, including the amount of moneys paid by, or on behalf of, a public governmental body for such computer, computer system, computer network, or telecommunications network, shall be open; and

(21) Credit card numbers, personal identification numbers, digital certificates, physical and virtual keys, access codes or authorization codes that are used to protect the security of electronic transactions between a public governmental body and a person or entity doing business with a public governmental body. Nothing in this section shall be deemed to close the record of a person or entity using a credit card held in the name of a public governmental body or any record of a transaction made by a person using a credit card or other method of payment for which reimbursement is made by a public governmental body.

(Ord. No. 11642, § 1, 9-21-87; Ord. No. 15733, § 1, 9-8-98; Ord. No. 17456, § 1, 9-16-02; Ord. No. 18249, § 1, 9-20-04)

Note--See the editor’s note at § 2-23.

Section 2-25.4 Availability of public records.

(a) The city clerk shall be the custodian of the city council’s records.

(b) Each department head shall be the custodian of the department’s records unless the department head appoints one or more record custodians and notifies the city clerk of each appointment.

(c) The head of each city office or department responsible for staffing a city board, commission, committee, task force or similar group shall be the record custodian of the group’s records unless the head of the office or department appoints another person to serve as record custodian and notifies the city clerk of the appointment.

(d) The city clerk shall maintain a complete list of the identity, location and telephone number of each record custodian for each city department, board, commission, committee, task force and similar group.

(e) Each public governmental body shall make available for inspection and copying by the public of that body’s public records. No person shall remove original public records from the office of a public governmental body or its custodian without written permission of the designated custodian.

(f) Each request for access to a public record shall be acted upon as soon as possible, but in no event later than the end of the third business day following the date that the request is received by the custodian of records of a public governmental body. If records are requested in a certain format, the public body shall provide the records in the requested format, if such format is available. If access to the public record is not granted immediately, the custodian shall give a detailed explanation of the cause for further delay and the place and earliest time and date that the record will be available for inspection. This period for document production may exceed three (3) days for reasonable cause.

(g) If a request for access is denied, the custodian shall provide, upon request, a written statement on the grounds of such denial. Such statement, shall cite the specific provision of law under which access is denied and shall
be furnished to the requester no later than the end of the third business day following the date that the request for the statement is received.

(Ord. No. 11642, § 11, 9-21-87; Ord. No. 18249, § 1, 9-20-04)

Note--See the editor’s note at § 2-23.

Section 2-25.5 Fees.

(a) Except as otherwise provided by law, each public governmental body may prescribe reasonable fees for providing access to or furnishing copies of public records subject to the following:

(1) Fees for copying public records shall not exceed ten (10) cents per page for a paper copy not larger than nine (9) by fourteen (14) inches, with the hourly fee for duplicating time not to exceed the average hourly rate of pay for clerical staff of the city. Research time required for fulfilling records requests may be charged at the actual cost of research time. Based on the scope of the request, the city shall produce the copies using employees that result in the lowest amount of charges for search, research and duplication time. Prior to producing copies of the requested records, the person requesting the records may request the city to provide an estimate of the cost to the person requesting the records. Documents may be furnished without charge or at a reduced charge when the public governmental body determines that waiver or reduction of the fee is in the public interest because it is likely to contribute significantly to public understanding of the operations or activities of the public governmental body and is not primarily in the commercial interest of the requester.

(2) Fees for providing access to public records maintained on computer facilities, recording tapes or disks, video tapes or films, pictures, maps, slides, graphics, illustrations or similar audio or visual items or devices, and for paper copies larger than nine (9) by fourteen (14) inches shall include only the cost of copies, staff time which shall not exceed the average hourly rate of pay for staff of the city required for making copies and programming, if necessary, and the cost of the disk, tape or other medium used for the duplication. Fees for maps, blueprints, or plats that require special expertise to duplicate may include the actual rate of compensation for the trained personnel required to duplicate such maps, blueprints or plats. If programming is required beyond the customary and usual level to comply with a request for records or information, the fees for compliance may include the actual cost of such programming.

(b) Payment of such copying fees may be requested prior to the making of copies.

(Ord. No. 1164, § 1, 9-21-87; Ord. No. 15733, § 1, 9-8-98; Ord. No. 18249, § 1, 9-20-04)

Note--See the editor’s note at § 2-23.

Section 2-25.6 Written policy on release of information.

The provisions of sections 2-23 through 2-25.5 shall constitute the written policy of the city council and all City of Columbia public governmental bodies regarding the release of information on any meeting, record or vote. City public governmental bodies may supplement this policy with additional written policies not inconsistent with the ordinances of the City of Columbia.

(Ord. No. 11642, § 1, 9-21-87)

Note--See the editor’s note at § 2-23.
INTER-DEPARTMENTAL MEMO

TO: Mayor and City Council
    All Boards and Commissions
    Michael Matthes, City Manager

FROM: Nancy Thompson, City Counselor

DATE: December 4, 2013

RE: Sunshine Law – Meetings

Chapter 610 of the Revised Statutes of the State of Missouri contains the Open Meetings and Records Law (commonly referred to as the “Sunshine Law”) which applies to all public governmental bodies. It is stated public policy in the State of Missouri that all meetings and records of public governmental bodies are to be open unless otherwise provided by law and that the law is to be liberally construed in favor of openness. In addition, the City of Columbia has corresponding city ordinances adopting a policy providing for openness in government meetings and records. This memorandum will address the requirements of the Sunshine Law related to meetings within city government.

APPLICABILITY
The law applies to any “public governmental body” or “quasi-public governmental body”. The City Council and all City boards, commissions, committees, task forces and similar groups are public governmental bodies subject to the Sunshine Law. In addition, the law applies to any subcommittee of the Council or any board or commission.

MEETINGS
A public meeting includes any gathering of a quorum of the body at which any public business is discussed. A quorum is a decision-making majority of the members of the public governmental body, which is generally 51% of the membership.

A meeting also includes informal work sessions and discussions of public business performed by means of electronic communication equipment where a quorum of the body is included in the communication. This includes meetings conducted by group e-mail, conference call, video conferences, internet chat, internet message board or internet list serve where a quorum of the body is participating.

Social gatherings where there is no intent to avoid the law are excluded from applicability of the Sunshine Law. A social gathering is defined as one in which persons gather in pleasant companionship with friends and associates. These gatherings are deemed informal in nature and are not generally a forum for meaningful discussion of public business.
NOTICE OF MEETINGS
The Sunshine Law requires notice of the time, date, place and tentative agenda of every meeting of a public governmental body must be given in a manner reasonably calculated to advise the public of the matters to be considered. Notice of the meeting must be posted at least 24 hours in advance of the meeting, exclusive of weekends and holidays. The City requires the notice be posted on the bulletin board in the first floor hallway of the City Hall Building and, if the meeting is not held in the City Hall Building, on a bulletin board or other prominent place which is easily accessible to the public and clearly designated for that purpose in the building in which the meeting is to be held.

LOCATION AND CONDUCT OF MEETINGS
All meetings must be held in a place accessible to the public and a time reasonably convenient to the public. The meeting room must be of sufficient size to accommodate the anticipated attendance.

Public governmental bodies must allow open meetings to be recorded by audio tape, video tape or other electronic means. Public bodies may establish guidelines regarding the manner in which recordings are conducted to minimize disruptions.

Minutes of all meetings must be taken and retained. Minutes must include the date, time, place, members present, members absent, and a record of any votes taken. When a role call vote is taken, the minutes must contain the motion made and attribute each affirmative vote, negative vote or abstention to the individual member of the group. The Sunshine Law does not require a summary of discussions.

Minutes should either be given to the City Clerk for retention or kept at some other location in a City building by the records custodian for the body where they are available to the public. The City Clerk should be informed of the location of minutes not kept in the Clerk’s office.

VOTING
Each member of the public governmental body must personally vote (no proxies allowed). Physical presence of a majority of the members is required to establish a quorum of the body. Members of the Council may participate and vote via videoconference, provided a quorum of the body is physically present at the meeting location. City procedures do not provide for videoconferencing by any other member of a public body within the city.

E-MAIL AND LIST SERVERS
When e-mail is used as a form of communication by a member of a public body to discuss public business, the laws relating to open meetings and records are implicated and must be followed. The Sunshine Law addresses the use of e-mail as a form of communication and prohibits any “discussion” carried on by a quorum of the governmental body, unless the requirements of the relating to notice and public access are met.

Information may be distributed via e-mail communication; however, the law provides that if a member of a public governmental body e-mails two or more members of the body so that a majority of the body, counting the sender, are copied, the member must also copy the custodian of records or the member’s public office computer. The message becomes a
public record subject to the Sunshine Law. Under some circumstances, e-mail communication between less than a majority of the public body may become a public record if it relates to public business. Because discussions carried on by a quorum of the body in group e-mails are meetings, members who receive information that has been distributed via e-mail should not “reply to all” to engage in a discussion regarding the matter.

The notice of meeting requirements under the Sunshine Law provide that any meeting conducted by telephone or other electronic means must identify the mode by which the meeting will be conducted and designate a location where the public may observe and attend the meeting. If a public body plans to meet by internet chat, internet message board or other computer link, it must post a notice of the meeting on its website in addition to its principal office and shall notify the public how to access the meeting. The City currently has no practical way to provide the public with reasonable access to meetings held using group e-mail or list servers. Accordingly, the City Council and City boards and commissions should not use group e-mail or list servers to carry on discussions of City business.

CLOSED MEETINGS
Although the public policy of the State of Missouri is to conduct public business in the open, there are instances when a body may conduct business in closed session. The Sunshine Law sets forth the specific reasons for which a meeting may be closed. Possible reasons for closure of a meeting to the public include litigation, attorney-client privileged communication, real estate transactions, personnel matters relating to hiring or discipline of a particular employee, and contract negotiations.

If a meeting is to be closed to the public, the body must first vote to close a portion of the meeting relating to the closed matter and must specifically reference the provision of state law which allows closure of the meeting. Consultation with the law department is encouraged before a closed meeting is conducted by a board or commission of the City to ensure proper procedures are followed.

PENALTIES
A person who “knowingly” violates the law is subject to a fine of up to $1,000. A person who “purposely” violates the law is subject to a fine of up to $5,000. In addition, costs and reasonable attorney fees may be assessed against the member or the governmental body.

MORE INFORMATION
Missouri Attorney General’s website:  www.ago.mo.gov
Sections 610.010 through 610.035 RSMo. (available through the Missouri General Assembly website at www.moga.mo.gov)
City Code Chapter 2, §2-23 through §2-25.6 (available through the City’s website at www.GoColumbiaMo.com)
City of Columbia Law Department at 573-874-7223
Conducting City Council Business

City Council Meetings
Almost all of the City Council's official business is conducted and discussed in open, public sessions where there is adequate advance notice and a public record of the proceedings (meeting minutes). A small fraction of the Council's business is conducted in closed sessions...again, with advance notice, meeting minutes and consistent with purposes specified in ordinance and state law.

Regular Council Meetings
Purpose -- Open public sessions to vote on legislation; conduct required public hearings; appoint board and commission members; hear other public comment; and allow Council Member comments and directives to the City Manager.

Meeting Time and Place -- Generally start at 7 p.m. on the first and third Mondays of each month; held in City Council Chamber at City Hall. Meeting duration varies.

Access -- Live broadcast by the City Channel to local cable subscribers; accommodations for hearing-impaired; live streamed over City website; meeting materials, minutes and meeting video archives are accessible on City website and in City Clerk's Office.

Support for Council Members -- City Clerk provides meeting agenda and supporting documents by e-mail during the evening on Thursday before a Monday Council meeting day. The documents are publicly posted online around the same time that Council is sent the documents.

Other Open Public Sessions

Pre-Council Meetings
Purpose -- Open public sessions to discuss...but not vote on...issues that may be considered during the regular Council meeting or to provide background information for Council Members’ future use. Usually run for one hour. Public comments generally not allowed.

Meeting Time and Place -- Generally run from 6 - 7 p.m. on the first Monday of each month before a regular Council meeting; usually held in Conference Rooms 1A and B off the main lobby.

Access -- Meeting materials and minutes are accessible on City website.

Support for Council Members -- City Clerk provides pre-Council agenda and any materials with the regular meeting agenda packet information. City Manager's Office provides reminder of pre-Council meeting topics by email with the weekly issue of “Current Events.”

Work Sessions
Purpose -- Open, public, informal study and background sessions allowing more in-depth review of selected topics. Usually run for two hours and include dinner. No votes are taken, and public comments generally are not allowed. May include issues to be considered during a regular Council meeting, budget and strategic plan updates, visits to City facilities and other topics.

Meeting Time and Place -- Held monthly in Conference Rooms 1A and B on the third Monday of each month, before a regular Council meeting. Run from 5 – 7 p.m., with dinner provided for anyone who attends. Also may be scheduled as needed on a weekday or a Saturday, subject to Council Member availability. Meeting times and locations will vary.
Access -- Meeting materials and minutes are accessible on City website.

Support for Council Members -- Meeting agendas and supporting documents, if any, are provided with the weekly e-mailed issue of “Current Events” or through an e-mail from the City Manager’s Office or the City Clerk.

City Council Retreat and Mini-Retreat

Purpose -- Open, public, informal session suitable for discussions of City priorities, advance budget discussions and other “big picture” topics. No votes are taken, and public comments generally are not allowed.

Meeting Time and Place -- Varies, but well in advance of City Manager’s budget proposal for coming fiscal year. Typically held in a City facility. May cover several hours over two days, sometimes including a Saturday.

Access -- If held in the Council Chamber, the session may be live broadcast by the City Channel to local cable subscribers and live-streamed over City website; meeting materials and minutes are accessible on City website.

Support for Council Members -- Meeting agendas and supporting documents, if any, are provided with the weekly e-mailed issue of “Current Events” or through a special e-mail from the City Manager’s Office or the City Clerk.

Special Meetings

Purpose -- Open public sessions have been called to swear in newly elected Council members; to conduct Council business that cannot be scheduled for a regular Council meeting; and to gather public comment on significant special issues when a regular Council meeting does not provide enough time. May be called at any time with proper advance notice.

Meeting Time and Place -- Usually held in the City Council Chamber. Date and time may vary with Council Member availability or other requirements.

Access -- If held in the Council Chamber, meetings may be live broadcast by the City Channel to local cable subscribers and live-streamed over City website; meeting materials and minutes are accessible on City website.

Support for Council Members -- Meeting agendas and supporting documents, if any, are provided with the weekly e-mailed issue of “Current Events” or through an e-mail from the City Manager’s Office or the City Clerk.

Closed Meetings

Purpose -- Closed sessions to discuss any topics relating to personnel, legal or other matters specified in ordinance and state law. No votes are taken.

Meeting Time and Place -- Frequently scheduled before a regular Council meeting, during time allotted to the Pre-Council or work session, but time and location may vary, according to need.

Access -- Closed sessions are not broadcast or live-streamed. Meeting notice is posted, but minutes are not accessible online.

Support for Council Members -- Confidential materials may be provided before the meeting by the City Manager’s Office or the City Clerk.
Chapter 2 of Columbia's City ordinances describes the Council's order of business for regular meetings. These provisions are summarized, below, for your convenience.

I. Introductory Items
   - Pledge of Allegiance
   - Roll call of Council Members
   - Approval/adjustment of previous minutes
     - Draft minutes are provided to Council with other Council meeting items for review. Minutes are posted on the City website only after approval.
   - Approval/adjustment of agenda
     - This is a Council Member's opportunity to ask for an item to be moved from (for example) the Consent Agenda to the Old or New Business portion of the agenda. Permission is not required, but a motion to approve the agenda with any adjustments is needed.

II. Special Items
   - May include brief presentations, recognitions, statements or other subjects

III. Appointments to Boards and Commissions
   - Appointments generally are made at the second Council meeting of each month. Application information and a summary are provided to Council with the other Council meeting items for review before making appointments.
   - A list of boards, commissions, committees and task forces, along with membership information, is on the City website, through the Council's web page.

IV. Scheduled Public Comment
   - Brief presentations from individuals or groups on topics not related to other agenda items under public hearing, old business, consent agenda, new business or introduction and first reading. City Manager's office must receive requests by noon on the Wednesday before the Council meeting. The speaker has 3-5 minutes for comments. Other requirements and limitations are explained on the website for Scheduled Public Comments, through the Meetings web page.

V. Public Hearings
   - Notices have been published in the newspaper. A member of the public may speak for 3-5 minutes, depending on whether he or she is primarily affected and is representing him- or herself or an organization.

VI. Old Business
   - May include bills listed under Introduction and First Reading on the immediately preceding Council agenda and bills and resolutions held over from a previous meeting. The public generally has the opportunity to speak, and the same time limits apply.

VII. Consent
   - Considered to be routine or non-controversial items
   - May include bills listed under Introduction and First Reading on the immediately preceding Council agenda and resolutions not previously seen. The public does not have the opportunity to speak.
   - These items are read twice by bill or resolution number and voted on as a whole.
   - A Council Member may request that an item be moved from Consent to Old or New Business during the time when the meeting agenda is approved or adjusted. Placement under either Old
or New Business depends on whether the item is a bill or resolution.

VIII. New Business
- These new items are resolutions that are not on the Consent Agenda. The public generally has the opportunity to speak, and the same time limits apply.

IX. Introduction and First Reading
- Includes bills and policy resolutions that will be discussed at the next Council meeting.
- There is no opportunity for the public to speak. The City Clerk reads the bills by bill or policy resolution number.

X. Reports
- May be initiated by Council Members, City staff or Boards and Commissions. Some are for information only, while others require Council action before proceeding further. Public generally not invited to speak during this segment.

XI. General Comments by the Public, Council and Staff
- Anyone from the public may speak about any topic. The same time limits apply.
- Any Council Member may speak about any topic. Many motions for further action or information are made at this time.
- Any City staff member may speak, although this is rare.

XII. Adjournment
Support for Council Members

City Management Fellows
“Fellows” are recent public administration graduates in the early stages of their careers, serving two years in their positions. They report directly to the Assistant to the City Manager and are available to help Council members with meetings, constituent contacts and research requests. Each Fellow is responsible for serving specific Council Members.

Mayor/Council Line: 573.874.7222
The City Clerk’s Office answers this number and either handles the issue, forwards a message or provides the caller with a Council Member’s contact information. Council Members are asked to furnish a telephone number that may be published and provided to members of the public and to news media.

E-mail: ward#@CoMo.gov or mayor@CoMo.gov
A Council Member’s Ward number (if elected to represent a Ward) will be inserted into the City email address. Email may be managed from the City system over the internet.

Regular Mail
Mail may be picked up in the Council Office area or in the City Clerk’s Office, or mail may be provided when a Council Member comes to City Hall for a Council meeting if a pick-up system had not been established. Staff does not open Council mail, except for the mayor’s, and does not know what has been received. If a Council Member believes that Staff should have the mailed item, it may be forwarded through the City Clerk or the City Manager.

Council Office and Conference Room:
Adjacent to main lobby reception desk, City Hall
These spaces are shared by Council Members and equipped with a telephone, computers, a copier, etc. The number for this telephone is not published and does not have voice mail. It is available if a Council Member needs to make a call while using the office. Since the space is shared, Council Members are asked to reserve the space in advance to avoid conflicts with their colleagues.

Mayor’s Office
The Mayor has an office on the second floor of City Hall.

Current Events
The City Manager’s weekly emailed update on items and meetings of interest to Council Members. It is provided on Thursdays of weeks immediately before Council meeting Mondays and on Fridays during other weeks.

City Website:
www.CoMo.gov
This is the City’s primary online information resource and service gateway. Each City Council Member has a webpage that includes a photo, contact information and, if desired, other non-political content. The website is continually updated and maintained by City staff.
Appendix
Neighborhood Associations

The City Council has recognized 85 neighborhood associations as advisory bodies on local planning and development issues. To get this recognition, the City’s Neighborhood Organization Policy requires an association to have defined physical boundaries; be open to homeowners, landowners and the owners and tenants of rental property; adopt bylaws and elect officers at an organizational meeting; and submit an application to the Office of Neighborhood Services. The Council recognizes an association by enacting a resolution in an open public meeting. Homeowners associations also may become neighborhood associations.

City staff members notify associations of proposals that might affect neighborhoods, such as zoning, subdivision, annexation, traffic, parks, infrastructure and other planning-related changes. Associations are expected to pass this information along to their members and communicate any concerns to the City Council. Associations also may work with City staff to develop neighborhood improvement plans, participate in leadership training and arrange funding for small projects.
In the Missouri House, Columbia is represented in Districts 44, 45, 46, 47 and 50.
The community is in the 19th Missouri Senate District.
Columbia is part of the 4th Missouri Congressional District, U.S. House of Representatives.
<table>
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<tr>
<th>THEN</th>
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<tbody>
<tr>
<td>Choosing appropriate center of town: at Fifth and Broadway (where market was located), or around the courthouse?</td>
<td>Downtown Redefining boundaries, mixing uses, making it inviting, staying viable, preserving structures while adjusting to high-rise housing and parking</td>
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<td>Central location; agriculture; supply center for folks heading West and Southwest; interest in incentives to attract industry; education; fire and life insurance; shoe factory</td>
<td>Economy Central location; education; insurance; health care; regional shopping; large professional class; service and information economy; different views on economic development incentives; correcting skill gaps; improving pay equity</td>
</tr>
<tr>
<td>Fighting fires with volunteers, buckets, ladders; contagious diseases; patients housed at homes, doctors’ offices, other buildings; stagnant water; livestock pens; gunpowder storage</td>
<td>Health and Safety Professional firefighting and prevention; public health monitoring; state-of-the art hospitals; animal and environmental regulation; nuisance ordinances; crime prevention and police community outreach</td>
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<tr>
<td>Land speculation; migration trends; university and college expansions; major annexations</td>
<td>Growth Incremental annexations; residential development; extension of services; natural space preservation; infill v. sprawl; higher ed still drives growth</td>
</tr>
<tr>
<td>Getting out of the mud; passageways for pedestrians; graded surface for wagons; dangerous hills at the east and west ends of Broadway (Boone’s Lick Trail)</td>
<td>Streets Fixing potholes; removing snow; surfaces for walkers, bikers, vehicles; traffic signals; accessibility; improved street paving and &quot;complete streets&quot;</td>
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<td>Boone’s Lick Trail a major trade and migration route; no direct river access; not a rail hub but could connect</td>
<td>Transportation Intersection of major interstate and state highways; limited rail service; more passengers using air service to major hubs with further connections</td>
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<td>Raising local money to get and keep the state university; state funding inadequacies; town-gown cooperation and conflict</td>
<td>University Economic dependence on University; influence on local issues and development; collaborative partnerships; state funding challenges</td>
</tr>
<tr>
<td>Digging public wells; walling cisterns; providing public fountains; connecting the system; dumping waste in streams</td>
<td>Water Serving homes and businesses; meeting environmental standards; increasing system capacity and supply; maintaining the system</td>
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### Columbia History in Context

#### 1400 – 1600

<table>
<thead>
<tr>
<th>World</th>
<th>United States</th>
<th>Missouri</th>
<th>Columbia</th>
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<tbody>
<tr>
<td>• Age of Discovery; Europeans explore and claim territories, including North America, across the globe</td>
<td>• Native Americans and Europeans encounter each other, for better or worse, in the New World</td>
<td>• “Mound Builders” live in the region that was to become Missouri; Osage, Fox, Sauk and Missouri Indians are all here when Europeans show up</td>
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<td>• Renaissance spreads through Europe; more freedom of thought</td>
<td>• Immigration and settlement change assumptions about trade, property, natural resources and social cultures</td>
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<td>• Scientific revolution</td>
<td>• First town established by Europeans at St. Augustine, Florida in 1565</td>
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<td>• Feudalism replaced by urban culture, but absolute monarchies dominate</td>
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<td>• Invention of movable type and printing press</td>
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<td>• First novel, encyclopedia, dictionary and King James Bible published</td>
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<td>• Newton, Kepler and Galileo advance scientific frontiers</td>
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<td>• Many years of European wars, during which France loses North American colonies</td>
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<td>• Pilgrims come to America; French settlers move to Louisiana and Mississippi; Alaska “discovered”</td>
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<td>• End of Ming Dynasty; Oliver Cromwell dies and English monarchy restored; Louis XIV rules in France; rise of British empire; French Revolution, Reign of Terror and reign of Napoleon; American colonies defeat Britain in Revolutionary War</td>
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<tr>
<td>• Start of industrial revolution; steam engine invented</td>
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<tr>
<th>United States</th>
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<tr>
<td>• First permanent English colony at Jamestown, 1606</td>
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<td>• New governance units established, e.g., Mayflower Compact in Massachusetts; Virginia House of Burgesses; City of New Amsterdam; etc.</td>
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<td>• First slaves imported to North America; free blacks ultimately allowed to enlist in Continental Army and with British (in return for freedom), but slavery continues</td>
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<tr>
<td>• Colonies join confederations, address issues of boundaries, leadership, religious freedom, trade and relations with their home countries and Native American tribes</td>
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<tr>
<td>• Continental Congress approves Declaration of Independence; U.S. Constitution signed; George Washington becomes first President; Bill of Rights ratified</td>
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<td>• Cotton gin invented</td>
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<tr>
<th>Missouri</th>
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<tr>
<td>• 1673 - Father Jacques Marquette and Louis Joliet set foot on land that would later become Missouri</td>
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<tr>
<td>• 1682 - Robert Cavalier, Sieur de la Salle, takes possession of the Louisiana Territory area for France, calls it “Louisiana” for King Louis XIV</td>
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<tr>
<td>• Ste. Genevieve and St. Louis founded, respectively, in 1750 and 1764</td>
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<td>• 1762 – Spain gains control of Louisiana Territory</td>
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<td>• 1798 - Spanish government offers Daniel Boone 850 acres around Femme Osage Creek to settle in the Territory; appoints Boone to a top administrative position in the district</td>
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<th>Columbia</th>
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### World
- Collapse of Spanish, Portuguese, French, Chinese, Holy Roman and Mughal empires; after a slave-led revolt, Haiti declares independence from France; Mexico and other Latin American nations break with Spain
- Growing influence of British, Russian, German and Japanese empires and the United States
- Start of an unprecedented immigration of 27.5 million people to the US, primarily from Europe, seeking jobs, land and opportunity
- Suez Canal opens
- Developments in math, sciences and metallurgy lay ground for 20th Century technologies
- Railroads change how people live and obtain goods, fueling global urbanization
- Panic of 1873 triggers severe depression in Europe and United States; recovery coincided with the great immigration to the US

### United States
- Louisiana Purchase brings 828,000 sq. miles into US territory; Lewis and Clark expedition from St. Louis to the Pacific Coast
- War of 1812
- 1821 – Missouri Compromise admits Missouri as a slave state but bars slavery in the rest of Louisiana Purchase north of 36°30’ N
- Approximately 75,000 slaves escape using the Underground Railroad; Supreme Court rules that they are not US citizens and that Congress has no power to restrict slavery in federal territory
- 1861 – 1865 – US Civil War, with more than 1 million casualties (3% of US population)
- Emancipation Proclamation frees all slaves in the Confederacy; Congress passes Civil Rights Act, conferring citizenship on African Americans
- Congress passes Thirteenth Amendment, outlawing slavery and launching Reconstruction Era; African Americans migrate from the South to the West
- 1869 – First transcontinental railroad, New York to San Francisco
- Progressive Era, with reforms to combat political corruption, robber barons, unsafe workplaces; mass movement to urban centers; rail, telephone and telegraph link the nation
- After New Madrid earthquake, Congress declares disaster in SE Missouri, authorizing land exchanges that bring in speculators and new settlers
- Portion of Louisiana Territory becomes Missouri Territory, and a portion of that becomes Howard County and a portion of that becomes Boone County
- Samuel L. Clemens (Mark Twain) born in Florida, MO
- 1839 - General Assembly passes Geyer Act, laying basis for public schools and state university
- State connects with nation - 1843, first wagon train sets out from Missouri; 1847, St. Louis connects to East Coast by telegraph; 1874, Eads Bridge links Missouri and Illinois
- 1861 - Missouri’s “Rebel Legislature” adopts Act of Secession, goes into exile; as a border state, Missouri stays uncomfortably in the Union
- At end of Civil War, slavery abolished in Missouri; Lincoln Institute (now University) formed in Jefferson City by members of U.S. Colored Infantry
- Pianist and composer Scott Joplin’s "The Maple Leaf Rag" helps popularize ragtime music

### Missouri
- Speculators purchase land, then transfer title to founders of “Smithton”, established a little west of our current site
- 1821 – Due to poor water supply, Spanish, Portuguese, French, Chinese, Holy Roman and Mughal empires and the United States
- Louisiana Purchase brings 828,000 sq. miles into US territory; Lewis and Clark expedition from St. Louis to the Pacific Coast
- War of 1812
- 1821 – Missouri Compromise admits Missouri as a slave state but bars slavery in the rest of Louisiana Purchase north of 36°30’ N
- Approximately 75,000 slaves escape using the Underground Railroad; Supreme Court rules that they are not US citizens and that Congress has no power to restrict slavery in federal territory
- 1861 – 1865 – US Civil War, with more than 1 million casualties (3% of US population)
- Emancipation Proclamation frees all slaves in the Confederacy; Congress passes Civil Rights Act, conferring citizenship on African Americans
- Congress passes Thirteenth Amendment, outlawing slavery and launching Reconstruction Era; African Americans migrate from the South to the West
- 1869 – First transcontinental railroad, New York to San Francisco
- Progressive Era, with reforms to combat political corruption, robber barons, unsafe workplaces; mass movement to urban centers; rail, telephone and telegraph link the nation
- After New Madrid earthquake, Congress declares disaster in SE Missouri, authorizing land exchanges that bring in speculators and new settlers
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### Columbia
- Speculators purchase land, then transfer title to founders of “Smithton”, established a little west of our current site
- 1821 – Due to poor water supply, Speculators purchase land, then transfer title to founders of “Smithton”, established a little west of our current site
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<table>
<thead>
<tr>
<th><strong>World</strong></th>
<th><strong>United States</strong></th>
<th><strong>Missouri</strong></th>
<th><strong>Columbia</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1903 – First two-way telegraph communication between U.S. and Europe; Panama Canal treaty</td>
<td>• 1900 – 1910 - First cross-country auto trip; sustained, manned flight; transcontinental flight and phone conversation; radio broadcast for entertainment; San Francisco earthquake</td>
<td>• 1904 – Louisiana Purchase Exposition in St. Louis with 19 million visitors</td>
<td>• 1904 – City assumes control of water and light service</td>
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<td>• 1914 – 1918 – World War I, followed by global flu epidemic killing more than 20 million people</td>
<td>• 1910 – 1920 - The Great Migration of southern African Americans to northern industrial towns; millions will migrate North by the 1960s</td>
<td>• 1911 – Missouri’s “Central Route” chosen for cross-continental highway</td>
<td>• Locals succeed in getting highway to pass through Columbia</td>
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<td>• 1927 – Lindbergh makes first non-stop flight from New York to Paris</td>
<td>• 1916 – Woodrow Wilson signs Federal Highway Act; interstate system comes 40 years later</td>
<td>• 1917 - Legislature passes Hawes Good Roads Act; state voters later approve $60 million bond issue for a connected road system</td>
<td>• WWI – Student army training corps members housed around town; flu outbreak, not enough hospital beds</td>
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<td>• 1930’s – Worldwide economic depression</td>
<td>• 1917 – 1921 - U.S. fights in WW I; 1918 flu pandemic kills 548,000 nationwide</td>
<td>• 1921 – Legislature authorizes cities of third class to adopt City Manager form of government; Excelsior Springs is first to adopt</td>
<td>• 1917 – Daniel Boone Tavern opens</td>
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<td>• 1939 - 1945 – World War II; finally ends when all Axis powers surrender; Cold War lasts until 1991</td>
<td>• 1929 – Wall Street crash results in estimated loss of $50 billion; followed by Great Depression, Dustbowl and New Deal</td>
<td>• Depression – Economic and agricultural decline, threats to cultural institutions; worker and sharecropper strikes; St. Louis and Kansas City lose ground as industrial producers</td>
<td>• 1921 – Boone County Hospital completed</td>
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<td>• 1950 – 1953 Korean War; first transcontinental TV broadcast; hydrogen bomb exploded</td>
<td>• 1941 – U.S. enters WW II after Pearl Harbor attack; Missourian Harry S Truman succeeds to Presidency</td>
<td>• WWII – more than 8,000 Missourians die in conflict; surge of prosperity for farms and war-related industries, especially aviation; migration to cities for jobs; Ft. Leonard Wood built</td>
<td>• 1920s – Community studies City Manager form of government; voters adopt in 1949</td>
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<td>• 1957 – Russia launches Sputnik 1, starting Space Age and Space Race</td>
<td>• 1940s – 1960s - Civil rights advance amid military and school desegregation; federal enforcement actions in the South; sit-ins at restaurants; marches on Washington and Selma, AL; federal Civil Rights Act; Voting Rights Act; race riots</td>
<td>• 1965 – Gateway Arch, located on original settlement site of St. Louis, completed</td>
<td>• Depression – Local public works projects, many supported with federal dollars and Water and Light revenues, keep community viable; projects included first permanent City Hall, built in 1932; first land use plan in 1935</td>
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<tr>
<td>• 1950s – 1975 – increasing U.S. presence in southeast Asia and, ultimately, participation in Viet Nam War; South Vietnam surrenders to Communist forces</td>
<td>• 1969 – Internet (or “ARPAnet”) invented at Defense Department’s Advance Research Projects Agency</td>
<td>• 1968 – Race riots in Kansas City in response to death of Dr. Martin Luther King, Jr.</td>
<td>• 1939 - First major commercial flight leaves Columbia municipal airfield north of town</td>
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<td>• 1969 – U.S. astronaut Neil Armstrong first man to walk on moon</td>
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<td>• GI Bill brings more college students, postwar growth</td>
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<td>• 1956 – Voters establish Land Clearance Redevelopment Authority and Columbia Housing Authority to convert substandard housing and buildings to other uses</td>
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<td>• 1960s – Columbia Human Rights Commission established</td>
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<td>• 1964 – Voters approve bonds to build regional airport</td>
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<td>• 1969 - Major annexation adds 19 square miles; 85% increase in size</td>
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</table>
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