



Performance Report



Dear Columbia Citizen:

Welcome to the City of Columbia's first annual performance report. As taxpayers, you deserve to know if your local government is making good on its promise to watch over public resources while delivering the best possible service.

The report describes our progress in achieving seven strategic priorities adopted by the City Council in October 2012. We've used available facts that can be verified to show our current status. Even when those facts don't tell the most positive story, they highlight that there is work yet to do. Our story includes steps taken to improve our performance and the goals we're committed to reaching on your behalf.

- We will increase citizen satisfaction levels by making it easier to get help and communicating in ways that you prefer.
- We must add local job opportunities to keep Columbia a great place to live and work.
- To stay financially healthy, we'll continue to budget conservatively, save money wherever possible and put tax dollars to work in areas most important to citizens.
- Better planning for growth calls for more attention to the cost of physical development and assuring that development is high quality.
- Improving our quality of life requires more attention to areas such as public safety, health, recreation, code compliance and cultural opportunities.
 - We will continuously improve our ability to maintain the utilities, streets and sidewalks that we all depend on.
 - To serve you well, the City must recruit and hire the best talent, enhance our employees' job skills and knowledge and, to the best of our ability, reward high performance.

On behalf of the City of Columbia, I thank you for choosing to make this community your home. We're here to serve you, and I invite your thoughts and suggestions at any time.

Sincerely,

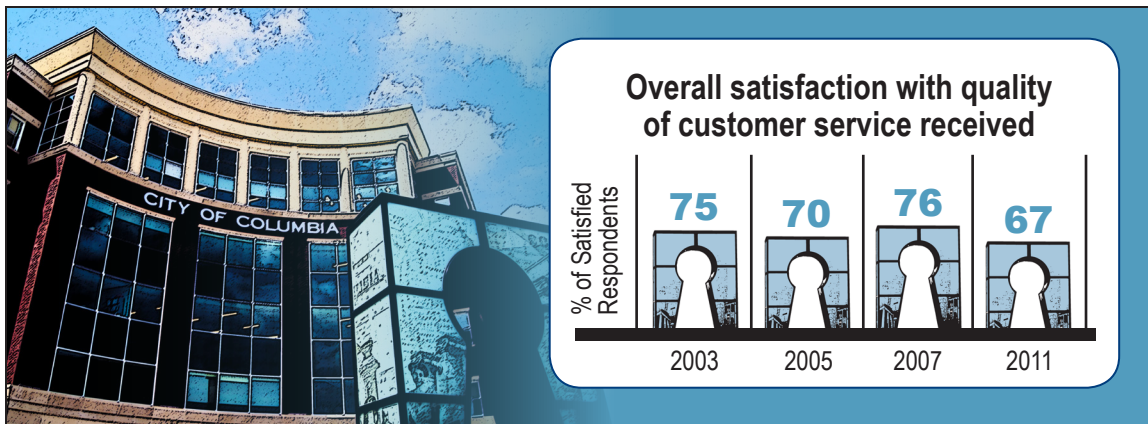


Mike Matthes

City Manager

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Customer Focused Government *making YOU the center of service*

What we see

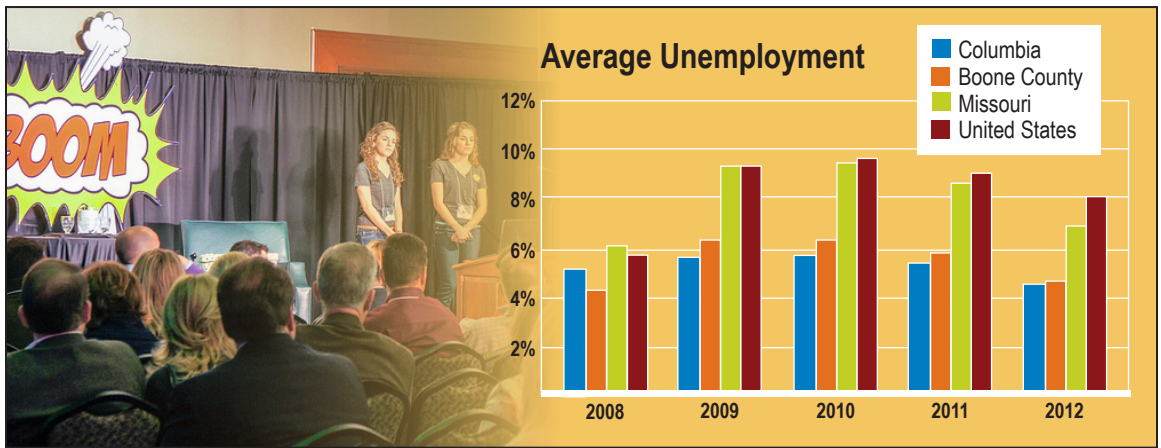
You know your local government is focused on you as a customer if...it's easy to reach someone to get the help you need; you get results that meet or exceed your expectations; and you see innovations that make your life better. While citizens have historically given higher marks to parks and public safety services, they've considered the overall quality of customer service "fair," at best. Streets and stormwater services rate consistently low and probably influence that overall customer service score.

What we've done

- Made customer service a core competency that's evaluated yearly for every City employee
- Trained almost 1,300 City employees in "Service with Principles"
- Trained 115 managers and front-line supervisors in "Shifting to a Service Culture"
- Using Facebook and other two-way social media, fulfilled more citizens requests for help during major snowstorms
- Asked citizens to join the "Pothole Posse" and help us track down and eliminate potholes

What lies ahead

By 2015, we're committed to increasing overall citizen satisfaction with City customer service to 80 percent; achieving 75 percent agreement that it's easy to reach the right person at City Hall; and achieving 70 percent agreement that it's easy for citizens to get the information they need. We will establish "One Call City Hall" to respond to your requests for information or action on concerns like pothole reports, missing traffic signs and other issues. As communications technology changes, we'll do everything possible to connect, inform and engage with you, in ways that suit your preferences.



Economic Development

making Columbia a great place to work

What we see

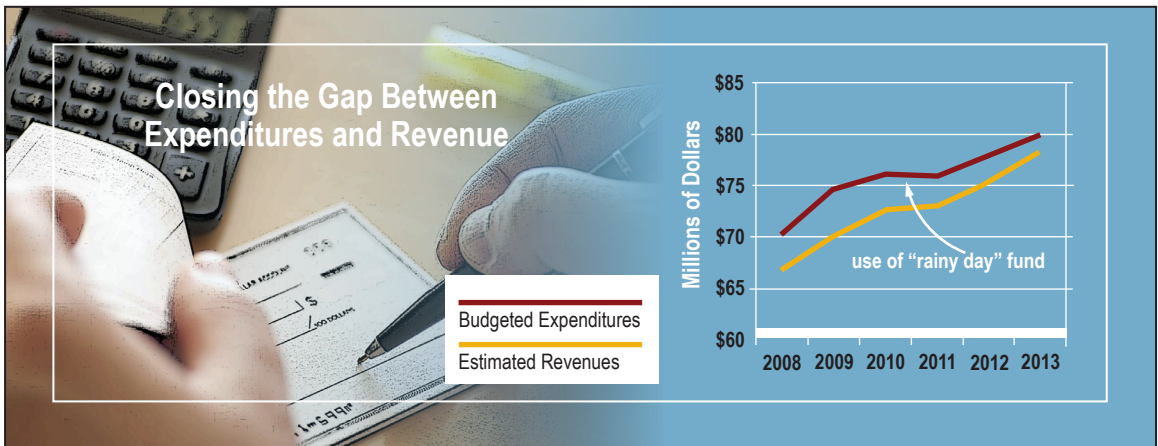
A thriving local economy provides jobs and opportunities for you and future generations of your family. Columbia's biggest economic engines...education, insurance and health care...have been relatively stable, keeping unemployment lower than state and national rates. Our citizens also work in tourism, construction, arts and culture, government, retail sales, technology and many other fields that contribute to our overall economic health. Columbia's 2011 median household income was \$45,427, almost \$5,000 higher than it was in 2008.

What we've done

- Started training a pool of Web developers and helpdesk technicians to meet demand from local companies
- Given young entrepreneurs a boost at our small business incubator and in technology summits
- Partnered with the University of Missouri to bring in new jobs created through food science research
- As a community, invested almost \$90 million (including tax credits) in historic preservation, supporting more than 950 jobs
- Attracted visitors who helped increase hotel gross receipts by 7 percent between 2010 and 2011

What lies ahead

The City will work with public and private partners to add jobs for all skill levels and talents in the community. With more people in the workforce, we should see lower unemployment, greater household income and increased value of goods and services produced here. All segments of our economy should pick up as the community becomes an even more attractive place to live.



Financial Health

maintaining the City's fiscal fitness

What we see

As planned, we continue to close the \$2.9 million gap between general fund revenues and expenses. This means that we rely less and less on savings in the City's "rainy day" fund to make ends meet. The general fund supports traditional local government services, like public safety, health, administration and other activities. So far, we've saved \$1.6 million by spending less on operations - including staff reductions - by lowering debt expenses and adjusting fees and rates for some services. There were no City tax rate increases.

What we've done

- By refinancing the City's debt, we saved \$16.8 million between May 2011 – December 2012
- Attained a "AA" rating for the last special bond sale, due to the City's good credit, stable revenue sources and strong management practices
- Achieved \$1.9 million in other savings -- we will return part to City offices to improve their performance and use the rest on high-priority projects, as directed by the City Council
- Maintained financial reserves of 20 percent, to assure the City stays on sound financial footing

What lies ahead

In FY 2014, the City's general fund revenues and expenses will match, needing no more support from "rainy day" funds. Over the next three years, our careful stewardship will limit health care cost increases for City employees; allow us to fund modest pay raises; ensure the reliability of public transit; continue on the path to reach healthy funding levels for pension liabilities; and maintain favorable bond ratings.



Growth Management

growing intelligently, protecting, preserving

What we see

Within a few percentage points, the Columbia community regularly falls into three almost equal camps, when it comes to thinking about growth. People here care deeply about their home town. They appreciate progress, but not if it comes at unacceptable costs, and so healthy debate continues. From 2001 – 2011, Columbia's population increased by 27 percent; University of Missouri enrollment grew by 43 percent; and Columbia added about 10 square miles to its boundaries.

What we've done

- As a result of the Community Vision process, engaged citizens in preparing "Columbia Imagined," a new comprehensive plan
- Launched a total review of City zoning regulations
- Acquired more than 500 acres of new land for parks and set aside more than \$1.5 million for community parks, greenbelts, green space, wildlife corridors and nature areas
- In 2013, added seven buildings to Columbia's growing register of Most Notable Historic Properties
- Worked with the private sector to accommodate higher-density development in the central city, where basic utilities, streets and other services already are in place
- Worked with the private sector to save Niedermeyer Apartments (the oldest building in Columbia and birthplace of Stephens College) from demolition

What lies ahead

Over the next three years, we will inject more balance and transparency into the City's growth management processes. Goals include long-term fiscal impact statements for development proposals; equalizing the proportion of new infrastructure costs paid and proportion of use by new development; adding green space and historic building preservation at the same rate as land developed for new public facilities; and increasing citizen satisfaction with amount of affordable housing in the community.



Health, Safety & Well-Being

keeping the community safe and healthy

What we see

Satisfaction with the community's quality of life was highest in 2003, the year we conducted our first citizen survey. This coincides with citizens' highest level of satisfaction with how well the City plans for growth. Since 2009, we've seen up-ticks in crime rates, so there may be some underlying perceptions causing citizens to feel a bit less comfortable in the community they love even though crime rates are still lower than they were in the 1990s. Citizens and visitors continue to put high value on our arts and cultural scene, our extensive park and trail system, public safety and high-quality health and human services.

What we've done

- In 2012, our City/County public health status was ranked sixth best in Missouri, up from ninth best in 2011
- Last year, we had no fire-related fatalities
- City staff initiated 2,263 of the 3,709 complaints associated with code enforcement in neighborhoods – 3,004 complaints were resolved voluntarily, with the top three categories of nuisance properties, property maintenance and problem vehicles
- Provided seed money for The Columbia Arts Foundation, to help arts education, performances and public art prosper in our community
- Continued completing parks projects as promised to voters
- Trained more than 100 Certified Tourism Ambassadors to help visitors feel welcome
- In FY 2012, volunteers logged 50,300 hours serving Columbia in ways that improve our quality of life

What lies ahead

A satisfying "quality of life" is supported by a strong fabric of services to keep citizens safe, healthy and proud of Columbia. Goals include increasing the quality of fire protection services; lowering the crime rate; continually improving the experience of those who visit Columbia; increasing the rate of voluntary code compliance; attaining even higher ratings for public health services; and increasing citizen satisfaction with arts and recreation opportunities.



Infrastructure

keeping pace with demands for streets, sidewalks and utilities

What we see

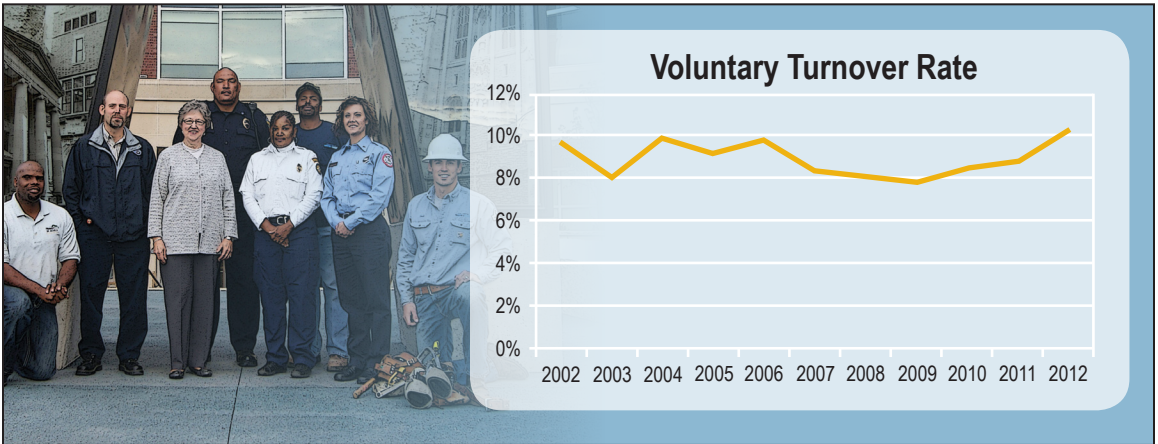
Columbia's infrastructure – the roads, pipes, wires and structures that serve our basic needs – is a high priority for households and businesses. Over the years, as voters approved financing programs for electric, water and sewer service, satisfaction with City utilities has consistently been high. Funding for streets, sidewalks and the stormwater system, in contrast, has not kept pace with needs, perhaps contributing to lower satisfaction levels.

What we've done

- Budgeted more than \$17 million in FY 2013 for annual utility infrastructure maintenance and major projects such as undergrounding electric lines; upgrading electric transmission lines; replacing failing, private common collector sewers in older neighborhoods; improving wastewater treatment; extending and enhancing water service; and improving runoff management
- Exceeded voter-mandated goals for getting electricity from renewable energy resources, such as wind, landfill gas, waste wood and solar power -- 8 percent of our power was renewable in 2012, compared to a goal of 2 percent
- Rebuilt about 10 miles of road and completed 223 pavement patches over the last two years, with \$5.2 million budgeted for street and sidewalk improvements in FY 2013
- Established stormwater controls on City properties and educated homeowners and businesses on runoff management

What lies ahead

To keep these community assets safe, reliable, affordable and up-to-date, our plans include continually monitoring infrastructure performance; benchmarking costs of service; reducing the cycle time for regular street repairs; effectively communicating infrastructure needs to citizens; and gaining community trust for continued approval of long-term financing.



Workforce *supporting high-performing City employees*

What we see

For the first time in 10 years, our City employee turnover rate exceeded 10 percent. About half the employees who left in FY 2011 had 1-5 years' experience. Voluntary turnover was lowest in 2009 during the recession, at 7.85 percent, and has continued to inch upward since then. Several factors could help reverse this trend, such as our ability to effectively match workers with available jobs, provide continuing incentives to stay with us and care for employees' professional and personal development.

What we've done

- Established an online job application process available all day, every day
- Completed a study of pay, benefits and employee job classes aimed at increasing fairness and our ability to compete for job seekers in our market
- Laid the groundwork for a City learning center that will cover all aspects of employee development, including orientation, job skills and professional advancement
- Rewarded employees who provide excellent customer service, go above and beyond their assignments and found ways to save tax dollars
- Sponsored voluntary programs to encourage healthy lifestyles, monitor for early signs of illness and promote workplace safety
- Launched our second employee engagement survey to pay attention to employee morale

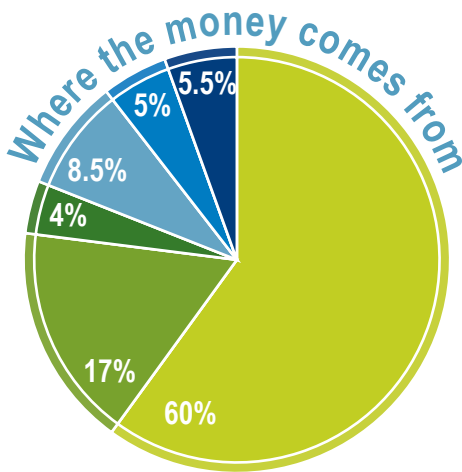
What lies ahead

In the next three years, our goals include achieving a 9 percent or lower voluntary turnover rate; improving employee engagement and satisfaction; increasing employees' perception that we have a fair compensation system; and assuring that each employee attains an appropriate level of training each year.

City of Columbia Budget

View the City's budget online at GoColumbiaMo.com.

The annual budget is our tool for allocating City resources to departments to deliver the highest level of service to you. The FY 2013 budget covers Oct. 1, 2012 through Sept. 30, 2013. The overall budget for FY 2013 was \$409,498,887 which was divided into 53 separate department and fund budgets.



FEES & SERVICE CHARGES -- Utility fees, application fees, building permits

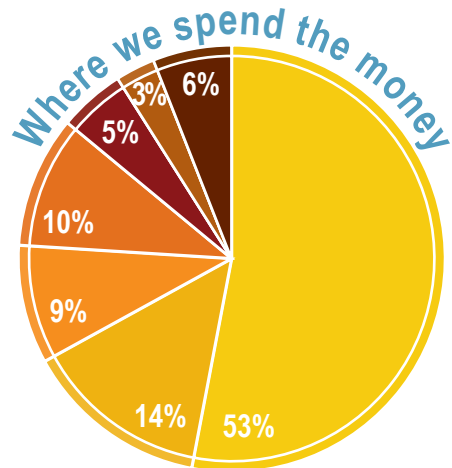
TAXES -- Property tax, sales tax

GRANTS -- Money from state, federal and other funding organizations

TRANSFERS -- Money from special City accounts that is moved to fund projects

INTRAGOVERNMENTAL -- Money moved to general fund from other City funds

MISCELLANEOUS -- Interest earned, use of "rainy day" fund, other taxes



UTILITIES -- Water, Electric, Sewer, Solid Waste and Storm Water

TRANSPORTATION -- Engineering, Streets and Sidewalks, Parking, Transit, Airport, Parking, Railroad

SUPPORTING ACTIVITIES -- Fleet Maintenance, Building Maintenance, Public Communications, Information Technologies

PUBLIC SAFETY -- Police, Fire, Municipal Court

PARKS & RECREATION -- Parks and Recreation services

HEALTH -- Health & Human Services, Community Development, REDI, Cultural Affairs, Convention & Visitors Bureau, Office of Sustainability

ADMINISTRATION -- City Council, City Clerk, City Manager, Finance, Human Resources, Law