



June 18, 2025

Columbia City Council  
City of Columbia  
701 E. Broadway  
Columbia, MO 65201

Madame Mayor and City Council:

On June 11, 2025, the Board of the Business Loop Community Improvement District voted unanimously to approve the FY2026 budget. This budget is based on a half cent sales tax and a property assessment of .4778 per \$100 of assessed valuation. This represents no change in rates.

The budget is included for your review along with a budget report outlining our budget process, our revenue estimates, and our proposed expenditures. These documents are also available on our website for public review.

If you have any questions, please feel free to contact me at (573) 443-LOOP or at [carrie@theloopcomo.com](mailto:carrie@theloopcomo.com).

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Carrie Gartner".

Carrie Gartner  
Executive Director  
The Business Loop Community Improvement District

## Business Loop CID - FY2026 Budget

	FY 24/25 Actual	FY 26 Budgeted	Change
<b>Revenue</b>			
<i>Yearly Operating Revenue</i>			
Property Assessment	70,130	70,069	(61)
Sales Tax	348,203	316,520	(31,683) <i>3 year avg - 2%</i>
Kitchen Revenue	116,580	114,000	(2,580) <i>9500/mo avg</i>
Kitchen Cleaning Revenue	943	1,000	57 <i>pass through</i>
Interest Income	10,389	9,758	(631)
Other Revenues	14,548	0	(14,548) <i>past grant funding</i>
<b>Total Revenue</b>	<b>560,794</b>	<b>511,347</b>	<b>(49,446)</b>
<b>Expenses</b>			
<i>Environment</i>			
Banners	8,149	37,000	28,851 <i>new arms+banners+art</i>
Corridor Plan	643	16,000	15,357 <i>6000 - capitol fly-in April</i>
Landscaping	5,545	10,000	4,455
Pop Up Spaces	934	3,000	2,066
Public Safety	0	8,000	8,000
Program Administration I	50,731	53,238	2,506
Program Administration II	13,639	14,312	674
<b>Subtotal Environment</b>	<b>79,640</b>	<b>141,550</b>	<b>61,910</b>
<i>Economy</i>			
Advertising/Marketing	30,312	20,000	(10,312)
Business Incubation	0	5,000	5,000
Events	4,013	5,000	987
Highway 40 Activities	0	10,000	10,000
Industry Membership	545	1,000	455
Postage	1,560	2,300	740
Printing	3,378	2,300	(1,078)
Web/Internet Services	4,098	6,000	1,902
Program Administration I	50,731	53,238	2,506
Program Administration II	13,639	14,312	674
<b>Subtotal Economy</b>	<b>108,275</b>	<b>119,150</b>	<b>10,875</b>
<i>Shared Kitchen Operations</i>			
Cleaning Expenses	0	1,000	1,000 <i>pass through</i>
Cleaning Services	6,114	5,500	(614)
Cleaning Supplies	3,284	2,500	(784)
Equipment Lease	3,920	3,700	(220)
Insurance	4,508	7,800	3,292 <i>kitchen</i>
Management	36,720	37,080	360
Rent	16,324	19,896	3,572 <i>2/3, build out complete 2/1</i>
Repairs and Maintenance	6,006	6,000	(6)

**Business Loop CID - FY2026 Budget**

Software Fees	2,628	2,748	120
Kitchen Supplies	1,853	2,500	647
Utilities	13,816	14,000	184 2/3
Contingency	1342	4,000	2,658
<b>Subtotal Shared Kitchen</b>	<b>96,514</b>	<b>106,724</b>	
<i>Program Management</i>			
Bank Fees	30	50	20
Health Insurance	8,345	8,857	512
Insurance	4,800	4,000	(800)
Payroll Services	600	600	0
Payroll Taxes	12,658	13,562	905
Professional Services	4,355	5,200	845
Rent	20,405	9,948	(10,457) 1/3, build out complete 2/1
Retirement	7,657	7,106	(552)
Seminars and Conferences	6,404	7,500	1,096
Supplies	1,594	2,500	906
Utilities	9515	9,600	85
<b>Subtotal Program Management</b>	<b>76,363</b>	<b>68,923</b>	<b>(7,440)</b>
<b>Total Yearly Expenditures</b>	<b>360,793</b>	<b>436,348</b>	
<b>Fund Balance Investment</b>		75,000	
Revenues Over (Under)	200,001	(0)	

## FY2026 Payroll - FINAL

Business Loop CID FY2026 Payroll		2025	2026	Change	
<b>Executive Director - Program Administration II</b>					
Salary		104,387.50	106,475.25	2,087.75	2% COLA
Benefits					
Health Insurance		8,017.20	8,017.20	0.00	
SEP IRA		5,219.38	5,323.76	104.39	5% of salary
Total Benefits		13,236.58	13,340.96	104.39	
<b>Total Executive Director</b>		117,624.08	119,816.22	2,192.14	
<b>Event Coordinator - Program Administration I</b>					
Salary		28,063.63	28,624.90	561.27	
Benefits				0.00	
Health Insurance		0	0	0.00	
SEP IRA		1,403.18	1,431.24	28.06	5% of salary
<b>Total Event Coordinator</b>		29,466.81	30,056.14	589.34	
<b>Kitchen Manager</b>					
Salary		37,080.00	42,080.00	5,000.00	
Benefits				0.00	
Health Insurance		840.00	840.00	0.00	
SEP IRA		0.00	350.67	350.67	5% of salary
<b>Total Kitchen Manager</b>		37,920.00	43,270.67	5,350.67	
					begins 8/2026



# Staff Report

---

To: The Loop CID Board  
From: Carrie Gartner  
Date: June 18, 2025  
Re: Overview of the Budgeting Process

---

## **Budgeting Overview**

Like all public entities, we develop and approve a 12-month budget prior to the fiscal year, which runs from Oct. 1 to Sept. 30. All revenues and expenditures are assessed on a year-to-year, not on a month-to-month basis. This means that we close out the entire budget on Sept. 30 and start over with a new one. At the end of the fiscal year, any surplus is rolled over into our fund balance to be designated for specific projects, emergency funds, etc.

Long term projects which require significant funds are accomplished by creating a line item within the operating budget with the understanding that those funds will be directed into the fund balance at the end of the fiscal year and designated for a specific project. Alternatively, we can set aside general funds in the budget to be banked and designated for a specific project at a later date.

## **Budget and Workplan**

Although our budget guides spending throughout the fiscal year, it's first and foremost a tool for prioritizing various CID projects. It allows for a discussion of what the organization intends to accomplish in the next year and it's a way to easily communicate those commitments to the public.

This is why our budget reflects the major project categories outlined in our CID Petition: beautification and streetscape, public safety, economic development, marketing, and advocacy. These categories are also reflected in our monthly financial report. Of course, some of these goals can be addressed in ways that may not require funding (although they will all require staff time and resources).

In light of that, the budget reflects the workplan for the upcoming year. Because we tackle such large scale projects, it's important to lay them out during the budget process to ensure that we have the financial, board, and staff resources to accomplish them.

This doesn't necessarily mean that we've worked out all the details on each project at budget time. It simply means that we've set aside funds for future development of various projects.

## **Amending the Budget**

Although the budget may be amended for special circumstances (as we did for COVID-19) it's not recommended as a general practice and it's certainly not acceptable to alter it on a monthly basis. By the same token, frequent alterations to the workplan are not advisable either.

First, the budget reflects the yearly workplan and alterations to either the workplan or the budget impact financial and staff resources. Adding major projects to the workplan takes staff resources away from budgeted projects and since the new projects are not included in the budget, they lack funding.

Second, our budget is developed through a public process and constant alterations of an approved budget can undermine public confidence in the CID and the organization's commitment to a project.

To allow for more flexibility, we often include line items that reflect a general project category (such as streetscape enhancements) that give us the ability to select the best possible projects in this general area throughout the year.

Another common way we manage ideas for new projects is to set aside the idea and then include it in the next year's budget discussion. (This is why the city will agree to a project but be unable to fund it immediately—they are waiting until the funds are included in the next budget cycle.)

#### **Timeline**

Our fiscal year runs from October 1 to September 30, like the City of Columbia. The budget planning process begins in April with a staff review of the last 6 months of expenditures, the most recent financial statements, an analysis of needs and where they may change, a review of board and member priorities, and most importantly, a review of the mission and stated objectives of the organization.

Budget recommendations will be developed for board review in May, going first to any appropriate committees if necessary. The full board votes on the budget in June and it is forwarded to the City for acceptance and then to the State of Missouri. All of these dates are mandated by state statute. Planning can start as early as we like although planning for a future budget with only a few months of the current budget under our belts can be difficult.



# Staff Report

---

To: The Loop CID Board  
From: Carrie Gartner  
Date: June 18, 2025  
Re: FY2026 Revenues

---

## Revenues

Our fiscal year runs from October 1 to September 30, and our operating budget reflects this. Although we budget for an Oct-Sept fiscal year, we collect revenues at various times throughout the year so those collection schedules do not perfectly mirror our fiscal year.

### Property Assessments

The CID property assessment is .4778 per \$100 of assessed valuation. Assessments are due to the county on December 31 for that calendar year. We generally receive payments from November to about April.

The property assessment revenue line item is based on actual collections. Our FY2026 Budget is based on collections received from November 2024 through March 2025—all of which reflect 2024 property tax payments. I work with the Boone County Assessor and Collector to anticipate any substantial drops or increases in assessments as well as to track delinquent payments. This year we have \$70,069 cash on hand.

Property Assessments	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
October							38	0	0	0	0
November		6,791		18,365	7,688		9,541	5,829	3,239	0	14
December		49,608	6,840	24,318	51,681	7,766	35,752	38,563	40,496	6,056	5,837
January		11,280	47,505	23,108	8,084	46,758	19,585	21,481	11,201	23,298	24,615
February		410	14,544			10,991	159	922	8,123	20,360	24,310
March		1,981	66	39	229	718	130	102	37	4,929	1,914
April			102					367	0	0	0
May								102	0	0	0
June						1,093		0	0	0	0
July								0	26	0	26
August						1,245		898	0	0	0
September								0	587	0	0
<b>Total</b>		70,069	69,056	65,831	67,682	68,570	65,204	68,264	63,710	54,644	56,717

### Sales Tax

The CID sales tax began April 1, 2016 and includes both sales and use tax. The charts below represent monthly disbursements NOT monthly sales.

We typically take a 3-year average for our estimate, although we've often reduced that estimate based on external circumstances (such as a retailer leaving). Our FY25 Budget reduced the 3-year average by 3%. This year, at our 6-month mark we were at 54% of estimated revenues, sales are strong, and use tax collections have increased by nearly 350% since 2021. However, given the uncertainty around tariffs, we will again take a conservative approach and reduce the 3-year average by 2%. That brings our estimate to \$316,520.

	FY2026 Est	FY2025 Actual	FY2024 Actual	FY2023 Actual	F2022 Actual	FY2021 Actual	FY2020 Actual	FY2019 Actual	FY2018 Actual	FY2017 Actual	FY2016 Actual
October	28,420	35,156	29,053	21,051	21,723	24,687	21,506	23,230	25,386	16,805	
November	25,257	22,473	26,473	26,824	30,833	28,319	29,033	23,682	26,884	33,328	-
December	27,134	34,937	24,314	22,153	18,130	27,421	29,555	26,539	36,056	32,319	-
January	28,318	26,570	26,333	32,050	29,911	25,564	15,035	18,690	27,203	19,216	-
February	21,908	22,691	27,953	15,081	30,704	31,016	31,456	29,883	28,783	38,125	-
March	27,007	28,350	25,372	27,298	25,768	20,994	22,273	32,008	30,139	21,472	-
April	22,315		25,207	22,095	19,644	21,761	24,174	14,618	8,170	27,078	0
May	29,199		29,018	30,228	28,352	32,908	31,769	26,693	36,344	29,763	20,299
June	29,243		31,051	32,050	24,628	26,901	29,048	35,752	31,711	41,139	31,048
July	29,344		32,149	25,144	30,739	33,468	22,952	21,239	11,934	16,896	14,480
August	31,287		30,601	35,383	27,878	35,804	34,183	31,156	38,428	31,193	35,172
September	23,548		27,226	15,904	27,513	17,478	29,594	22,347	19,975	26,092	24,161
<b>Loop CID Revenues</b>	<b>322,980</b>	<b>170,177</b>	<b>334,749</b>	<b>305,260</b>	<b>315,823</b>	<b>326,321</b>	<b>320,578</b>	<b>305,837</b>	<b>321,014</b>	<b>333,426</b>	<b>125,159</b>
-2%	<b>316,520</b>		<b>328,054</b>								

### Kitchen Revenues

Yearly estimate for kitchen revenues totals \$114,000. We are estimating \$9500/mo for FY26, a small drop from past-year actual kitchen revenues collected.

Kitchen storage is currently at capacity and we are only accepting clients with no storage needs (we have a flex freezer/cooler for day-of storage). This is typical with shared spaces such as this. As clients graduate, we gain storage space for additional clients but lose higher tier payments, so a conservative estimate helps us better manage expenditures.

### Total Revenues

Total revenues are estimated at \$511,347, a decrease from last year's actual revenues. This decrease is partly due to the conclusion of two grants but also reflects a conservative estimate for sales tax and kitchen revenue due to uncertainty on how tariffs may impact sales. NOTE: Reducing the estimate merely helps us when budgeting projects, we still receive any revenues over the estimate.

	FY 24/25 Actual	FY 26 Budgeted	Change
<b>Yearly Operating Budget</b>			
<b>Revenue</b>			
<i>Yearly Operating Revenue</i>			
Property Assessment	70,130	70,069	(61)
Sales Tax	348,203	316,520	(31,683) <i>3 year avg - 2%</i>
Kitchen Revenue	116,580	114,000	(2,580) <i>9500/mo avg</i>
Kitchen Cleaning Revenue	943	1,000	57 <i>pass through</i>
Interest Income	10,389	9758	(631)
Other Revenues	14,548	0	(14,548) <i>past grant funding</i>
<b>Total Revenue</b>	<b>560,794</b>	<b>511,347</b>	<b>(49,446)</b>

### City Revenues

Based on sales tax revenues, we estimate total FY2026 sales at \$64,595,938, not including sales of motor vehicles as exempted by state statute. (NOTE: FY2025 numbers below are based on a partial year.)

This will generate an estimated \$1,291,919 in sales tax revenue for the City of Columbia.

	FY2026 Est	FY2025 Actual	FY2024 Actual	FY2023 Actual	F2022 Actual	FY2021 Actual	FY2020 Actual	FY2019 Actual
<b>Total Sales</b>	<b>\$ 64,595,938</b>	<b>\$ 34,035,324</b>	<b>\$ 66,949,804</b>	<b>\$ 61,052,000</b>	<b>\$ 63,164,528</b>	<b>\$ 65,264,272</b>	<b>\$ 64,115,578</b>	<b>\$ 61,167,498</b>
<b>City Sales Tax (2%)</b>	<b>\$ 1,291,919</b>	<b>\$ 680,706</b>	<b>\$ 1,338,996</b>	<b>\$ 1,221,040</b>	<b>\$ 1,263,291</b>	<b>\$ 1,305,285</b>	<b>\$ 1,282,312</b>	<b>\$ 1,223,350</b>



# Staff Report

---

To: The Loop CID Board  
From: Carrie Gartner  
Date: June 18, 2025  
Re: FY2026 Budget Expenditures

---

## Overview

Our budget is created based on our organization's overarching goals and the goals set by various public planning processes. The main project areas included in the CID Petition are organized based on Environment and Economy, and include beautification and streetscape, public safety, economic development, marketing, and advocacy. Since the district has been established, have completed two major public plans focused on Environment (The Loop Corridor Plan) and Economy (the Small-Scale Manufacturing Plan).

## Organizational Goals

### Corridor Plan Goals

- Manage Access and Traffic
- Green the Street
- Enhance the Streetscape (ie, amenities, lighting, public art)
- Extend the Pedestrian Environment
- Improve the Bicycle Network
- Create Public Spaces
- Define the Street's Identity
- Manage Stormwater
- Attract Economic Investment

### Small-Scale Manufacturing Plan Goals

- Establish a clear vision for development
- Build upon catalytic partnerships to attract makers, businesses, developers and other investments, particularly among those typically excluded from the system
- Help make city processes predictable and transparent
- Activate The Loop with branding and programming
- Provide business development support

The following is an overview of recommended expenditures (other than typical year-to-year items) with the understanding that project specifics can be determined later as the need appears. All projects are mapped onto the previously outlined goals from both the Loop Corridor Plan and the Small- Scale Manufacturing Plan.

## 1) Environment

### Banners

These funds are for the purchase of new Historic Hwy 40 banners and replacement banner arms, as well as regular maintenance. Banners will celebrate the history of the Business Loop and include historic photos of the area. These banners can be used after the 2026 anniversary as well and will help extend the life of our regular banners.

#### Plan Goals:

- Enhance the Streetscape
- Define the Street's Identity
- Activate The Loop with Branding and Programming

Cost: \$37,000 plus committee/staff time

### Corridor Plan

Our RCN Planning Grant application committed us to \$5000 in cash for public outreach regarding the plan. This line item includes additional funding to cover unknown expenses that may occur as part of this process. It also includes travel expenses for three people to participate in a Capitol Fly-In .

#### Plan Goals:

- Manage Access and Traffic
- Green the Street
- Enhance the Streetscape (ie, amenities, lighting, public art)
- Extend the Pedestrian Environment
- Improve the Bicycle Network
- Create Public Spaces
- Define the Street's Identity
- Manage Stormwater
- Attract Economic Investment

Cost: \$16,000 plus committee/staff time.

### Landscaping

Planting and watering of planters at the Pop Up Park, the Bike Station, and our Kitchen Garden. Included is funding for upgrading the Hickman Wildflower Garden.

#### Plan Goals:

- Enhance the Streetscape
- Create Public Spaces
- Define the Street's Identity

Cost: \$10,000 plus committee/staff time

### Pop-Up Spaces

Upkeep and improvements for the Pop-Up lot and the Bike Repair Station.

#### Plan Goals:

- Enhance the Streetscape
- Create Public Spaces
- Define the Street's Identity
- Activate The Loop with Branding and Programming

Cost: \$3,000 plus committee/staff time.

## 2) Economy

### **Advertising/Marketing**

Loop advertising focused on business niches, events, makers, and general branding. We have conducted several successful digital campaigns promoting our existing businesses and strengthening the Loop economy and this will allow us to continue that effort.

#### Plan Goals:

- Attract Economic Investment
- Define the Street's Identity
- Provide Business Development Support
- Activate The Loop with Branding and Programming

Cost: \$20,000 plus committee/staff time

### **Business Incubation**

CoMo Cooks is incubating between 35 and 40 small businesses at any given time. By any account, this is an impressive operation—it outperforms other local retail incubators and brings positive attention to the business environment on The Loop. The kitchen manager role is responsible for the majority of recruitment, training, and handholding of these new businesses in addition to managing how on-site pop-ups and pick-ups are conducted. This line item takes a portion of the kitchen manager's proposed salary and accurately categorizes it under Economic Development.

#### Plan Goals:

- Attract Economic Investment
- Provide Business Development Support
- Build upon catalytic partnerships to attract makers, businesses, developers and other investments, particularly among those typically excluded from the system

Cost: \$5,000

### **Events**

This is funding for hosting and advertising a collection of events including Sunday Fundays, workshops, maker pop-ups, kitchen tours, and more.

#### Plan Goals:

- Define the Street's Identity
- Create Public Spaces
- Activate The Loop with Branding and Programming

Cost: \$5,000 plus committee/staff time

### **Highway 40 Activities**

The 100 year anniversary of Highway 40 is a great opportunity to highlight the Business Loop—both the history of the road and the plans we have for the future. This is also a great opportunity to collaborate with the Convention and Visitors Bureau and other organizations to celebrate the street. This anniversary will give Columbia the opportunity to kick off a standing campaign highlighting towns and businesses along the Hwy 40 route. While specific activities have not been developed, it could include a combination of photo displays (at businesses and on-line), a website, an official history, personal testimonies, and more. This amount does not include Hwy. 40 banners.

#### Plan Goals:

- Attract Economic Investment
- Define the Street's Identity

- Activate The Loop with Branding and Programming

*Cost: \$10,000 plus committee/staff time*

### 3) Shared Kitchen Operations

Kitchen Operations includes overhead, manager salary (portion), and a portion of utilities, rent, and insurance. In fact, the kitchen covers a substantial share of our general office overhead costs:

- Cleaning Expenses represents free kitchen time we give to clients in exchange for full office cleaning, saving us the cost of an office cleaning service. This is a pass through and amounts will match the Cleaning Revenue line item.
- Rent, insurance, and utility costs are divided between CoMo Cooks and Loop accounts, with the kitchen responsible for 2/3 of these costs.
- Rent currently includes \$1060/mo for build out costs (\$707 or 2/3 of which is funded by CoMo Cooks). Our final build out costs end Feb. 1, 2026.

We've identified several cost-savings with vendors and maintenance services and that reduction is seen in the numbers. We are also dedicating 10% of kitchen revenues each month to a dedicated fund balance for future kitchen projects. This will not be seen in the budget but will be tracked in the monthly financials.

*Plan Goals:*

- Build upon Catalytic Partnerships to Attract Makers, Businesses, Developers and Other Investments
- Provide Business Development Support
- Attract Economic Investment

*Cost: \$106,724*

### 4) Program Management

Most overhead costs are holding steady, with some anticipated cost-of-living increases. Rent will decrease mid-year as we finish paying off parking lot improvements.

### 5) Fund Balance

We have \$75,000 dedicated to our fund balance for future projects.