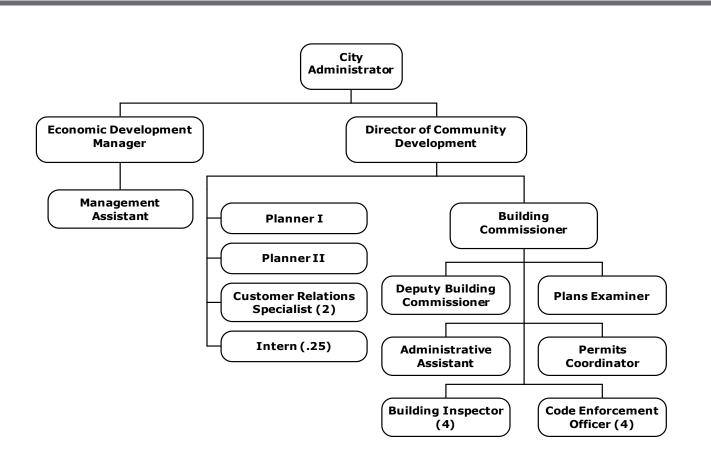


Community Development

Community Development Department Summary

				Westport	
	General	Tourism	Dorsett TIF	Plaza TIF	
Program_	Fund	Tax Fund	Fund	Fund	Total
Planning and Zoning	358,640				358,640
Inspections	1,423,575				1,423,575
Economic Development	224,370		150,000	60,000	434,370
Promotion of Tourism		140,000			140,000
Total	\$2,006,585	\$140,000	\$150,000	\$60,000	\$2,356,585

Organization Chart



Planning and Zoning

Department	No.	Program	No.	Program Manager
Community Development	40	Planning and Zoning	001	Community Development Director

Program Activities

Department Administration

The Director oversees the Inspections and Planning and Zoning programs, and administers internal department programs including budgeting, personnel management, record-keeping, staff development and the tracking and evaluation of performance measures.

Public Information

This activity provides information and assistance on permitting and development review processes to the residential and business communities through the city website, newsletter, brochures, special mailings and public notices.

Long Range Planning

This activity provides for future land development in accordance with community needs and the City's comprehensive planning process. Planning functions include amendments to the Comprehensive Plan and examination of growth trends. Staff support provided to Planning Commission.

Zoning Administration

This activity oversees implementation of the City's land use policies through management of zoning amendment procedures, adoption of zoning and subdivision codes, variance requests and map amendments. Staff support provided to Planning Commission and Board of Adjustment.

Development Review

This activity ensures that development proposals are consistent with zoning, site plan and subdivision codes, meet public safety standards and achieve quality design.

Strategic Goal(s) Activity for 2021

Goal 1: Quality Housing

Objective: Encourage housing options for residents in all stages of life.

Activities and Steps

1. Oversee development of new residential development.

Goal 2: Building Community

Objective: Link residents through multi-modal transportation options.

Activities and Steps

1. Encourage front-end commercial occupancy, landscaping, sidewalk connections and outdoor dining amenities by zoning code.

Goal 6: Economic Development

Objective: Develop programs to ensure a high occupancy rate among commercial buildings.

Activities and Steps

1. Determine how to address functional obsolescence of commercial building stock.

Strategic Goal(s) Activity for 2021 (continued)

Goal 6: Economic Development

Objective: Develop programs to ensure a high occupancy rate among commercial buildings.

Activities and Steps

1. Determine how to address functional obsolescence of commercial building stock.

2. Make zoning code and permitting process more business friendly.

Goal 7: Creating Identity

Objective: Improve signage at significant entry points.

Activities and Steps

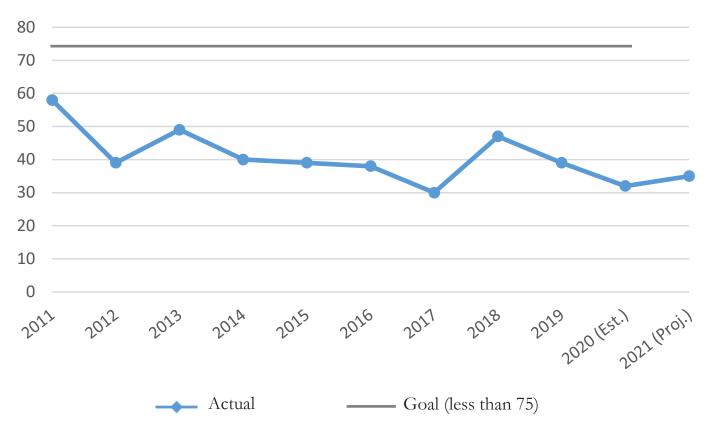
1. Develop public art/monuments.

2021 Programmatic Goals
Goals
Adopt a newly updated, reorganized, and amended Comprehensive Plan in first quarter of 2021.
Research social services program including a Resource Specialist position.
Research best practices for off-street parking and determine whether amendments to the Zoning Code are warranted.

2020 Programmatic Goals - Status		
Goals	Status	Comments
Adopt a newly updated, reorganized, and amended Com- prehensive Plan consistent with the City Council's Strategic Goals.	In progress	Several sections prepared, published for public comment, and discussed with Planning Commission. Target completion date early 2021.
Prepare draft regulations to govern short-term rentals.	Goal met	Mayor and City Council were not in favor of allowing short-term rentals. Staff is enforcing the current regula- tions.
Prepare draft amendments to wireless telecommunications regulations.	Goal met	New regulations prepared and ad- opted.
Publish City Planner's Report prior to each Planning Commission meeting.	Goal met	
Expedite and simplify zoning and subdivision processes by amending websites.	Goal met	Website updated. Applications updated. Additional updates will be undertaken once new website goes live, late 2020/early 2021.
Accept and process all permit applications within one work- ing day of receipt.	Ongoing	
Digitize all files and archives by scanning into Laserfiche.	Ongoing	

Performance Measures				
Metrics	2018 Actual	2019 Actual	2020 Estimate	2021 Projected
Average days to process conditional use permits	47	39	32	35
Code amendments prepared	2	8	7	5
Comprehensive Plan amendments	0	0	1	2
Staff reports prepared	176	139	130	130
Variance appeals processed	3	3	3	3
Zoning compliance reviews completed	1,143	1,041	1,400	1,000
Zoning letters issued	76	56	40	40
Zoning permits issued	129	121	140	120
Zoning petitions processed	50	36	36	36

Avg. Days to Process Conditional Use Permits





DEPARTMENT N Community Development	NUMBER 40	PROGRAM Planning and Zonin	σ	NUMBER 001
· •		m Budget	8	
Object of Expenditure		2019 Budget	2020 Budget	2021 Budget
PERSONNEL SERVICES		320,640	340,682	341,740
CONTRACTUAL SERVICES		18,635	21,945	15,900
COMMODITIES		447	1,740	1,000
TOTAL EXPENDITURES		339,722	364,367	358,640
	Perso	onnel Schedule		
Position		2019	2020	2021
DIRECTOR OF COMMUNITY DEV		1.00	1.00	1.00
PLANNER II		1.00	1.00	1.00
PLANNER I		0.75	1.00	1.00
PLANNING ASSISTANT		0.25	0.00	0.00
INTERN		0.25	0.25	0.25
EMPLOYEES - FULL TIME EQUIVALE	NTS (FTE)	3.25	3.25	3.25



DEPARTN Comm	иент unity Development	NUMBEF 40		and Zoning	ç.	NUMBER 001
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
710.00	SALARIES	240,596	255,574	255,986	Supervisory Regular Overtime Part-time Longevity pay	114,945 132,810 100 5,520 2,611
711.00	BENEFITS	80,044	85,108	85,754	FICA Workers' compensation Health insurance Life & Disability insurance Dental insurance Pension	19,581 681 30,880 2,476 1,080 31,056
	TOTALS	320,640	340,682	341,740		



DEPARTN Commu	лент Inity Development	NUMBER 40	PROGRAM Planning	and Zoning		NUMBER 001
Account Number	Account Description	2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
720.11	MISC. CONTRACTUAL	820	1,970	1,850	Court reporters ADA accommodations Smart phone (1)	1,000 250 600
720.12	PROFESSIONAL SERVICES	0	7,500	0		
720.51	PROFESSIONAL DEVELOPMENT	9,520	3,050	4,050	See professional development request	4,050
720.80	VEHICLE REIMBURSEMENT	6,000	5,425	6,000	Car allowance	6,000
720.84	ADVERTISING	2,295	4,000	4,000		
	TOTALS	18,635	21,945	15,900		



DEPARTMENT Community Development	NUMBER 40	PROGRAM Planning	g and Zoni	ng 001		
Professional Development Request						
Organization/Conference	Location		Amount	Detail		
ADMINISTRATIVE SKILLS DEVELOPMENT	Local/Virtual		400	Customer Service training programs		
APA WEBINARS AND OTHER TRAINING	Local/Virtual		900	Virtual training sessions and webinars		
APA/AICP MEMBERSHIP			1,350	Annual dues (2)		
EAST-WEST GATEWAY ANNUAL MEETING	Local		400	Annual meeting (10)		
PLANNING COMMISSIONER MEMBERSHIPS	Local/Virtual		1,000	APA memberships; UMSL program		
	TOTAL REQUE	EST	4,050			



DEPARTN Commu	MENT Inity Development	NUMBER 40	PROGRAM Planning	and Zoning		NUMBER 001
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
730.20	OPERATIONAL SUPPLIES	447	1,740	1,000	Reference books & subscription	s 1,000
	TOTALS	447	1,740	1,000		

Inspections

Department	No.	Program	No.	Program Manager
Community Development	40	Inspections	002	Building Commissioner

Program Activities

Building Permits and Inspections

This activity oversees the review of all construction plans, building and occupancy inspections and issues building and occupancy permits. The City contracts with St. Louis County for mechanical, electrical and plumbing permits and inspections.

Code Enforcement

This activity conducts field surveys of residential and commercial property to ensure compliance with the property maintenance, nuisance, occupancy, licensing and zoning codes. Unresolved code violations are prosecuted in the Municipal Court.

Occupancy Inspections

This activity oversees inspection of commercial, single-family and multi-family residential properties at time of reoccupancy to ensure compliance with the municipal code.

Floodplain Management

This activity oversees the administration and enforcement of the City's floodplain management code.

Strategic Goal(s) Activity for 2021

Goal 1: Quality Housing

Objective: Require property maintenance through judicious, proactive code enforcement and other innovative means.

Activities and Steps

1. Educate property owners regarding home maintenance concerns.

2. Provide tools and resources for property owners that will assist in home maintenance.

Goal 6: Economic Development

Objective: Develop programs to ensure a high occupancy rate among commercial buildings.

Activities and Steps

1. Make permitting process business friendly.

2021 Programmatic Goals

Goals

Prepare for the adoption of the 2021 ICC family of codes.

Prepare personnel, software, website, and forms for expansion of residential inspections program to occur in 2022.

Utilize pre-application meetings, best practices plan review, pre-construction meetings, and timely inspections during construction to improve plan review and inspections process.

Improve our training program and increase staff's ICC certification and professional development.

Maintain FEMA CRS Class 7 rating through proactive flood management program.

Continued improvement in commercial plan review process through continued partnering with the applicant and their design & construction team.

Assist residents and businesses in code compliance through educational programs such as Maryland Heights University, newsletter articles, Homeowner's Improvement Guide, website updates.

2020 Programmatic Goals - Status

Goals	Status	Comments					
Continued improvement in commercial plan review process through continued partnering with the applicant and their design & construction team.	Ongoing						
Complete initial residential plan reviews and issue comments or permit within five working days.	Ongoing						
Perform initial inspections for all service requests within one working day of receipt.	Ongoing						
Improve our training program and increase staff's ICC certification and professional development.	Ongoing						
Continued customer service improvement with flood plain information through distribution of mapping information and assistance with requirements for flood insurance.	Ongoing						
Assist residents and businesses in code compliance through educational programs such as newsletter articles, Homeowner's Improvement Guide, website updates.	Ongoing						
Continued improvement in commercial plan review process through continued partnering with the applicant and their design & construction team.	Ongoing						

Performance Measures				
Metrics	2018 Actual	2019 Actual	2020 Estimate	2021 Projected
Building inspections	4,046	3,461	3,117	4,000
Residential occupancy inspections	1,471	1,193	1,313	1,300
Commercial occupancy inspections	370	310	323	350
Multifamily occupancy inspections	2,590	2,239	2,187	2,400
Plan reviews completed	2,181	2,347	2,290	2,300
Property maintenance cases	876	688	648	650
Building permits issued	1,350	1,565	1,243	1,300



	MBER 40	PROGRAM Inspections		NUMBER 002
· · ·	Progra	im Budget		
Object of Expenditure		2019 Budget	2020 Budget	2021 Budget
PERSONNEL SERVICES		1,291,367	1,338,934	1,366,305
CONTRACTUAL SERVICES		21,839	80,205	36,250
COMMODITIES		13,770	14,720	21,020
CAPITAL		0	48,000	0
TOTAL EXPENDITURES		1,326,976	1,481,859	1,423,575
	Perso	onnel Schedule		
Position		2019	2020	2021
BUILDING COMMISSIONER		1.00	1.00	1.00
DEPUTY BUILDING COMMISSIONER		1.00	1.00	1.00
BUILDING INSPECTOR		4.00	4.00	4.00
PLANS EXAMINER		1.00	1.00	1.00
CODE ENFORCEMENT OFFICER		4.00	4.00	4.00
PERMITS COORDINATOR		1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT		1.00	1.00	1.00
CUSTOMER RELATIONS SPECIALIST		2.00	2.00	2.00
EMPLOYEES - FULL TIME EQUIVALENT	rs (fte)	15.00	15.00	15.00



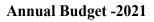
DEPARTMENT Community Development		NUMBEF 40	R PROGRAM	ns		NUMBER 002
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
710.00	SALARIES	922,767	946,401	963,654	Supervisory Regular Overtime Longevity pay	101,584 851,532 500 10,038
711.00	BENEFITS	368,600	392,533	402,651	FICA Workers' compensation Health insurance Life & Disability insurance Dental insurance Pension	73,711 46,991 147,540 9,524 5,400 119,485
	TOTALS	1,291,367	1,338,934	1,366,305		



DEPARTMENT Community Development		NUMBER 40	PROGRAM Inspectio	ns		NUMBER 002
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
720.11	MISC. CONTRACTUAL	4,570	66,630	16,150	Violation abatement Smart phones (10) Ameren monthly ledger	10,000 6,000 150
720.34	CREDIT CARD PROCESSING FEES	8,043	10,000	11,000	Credit card fees	11,000
720.51	PROFESSIONAL DEVELOPMENT	9,226	3,575	9,100	See professional development request	9,100
	TOTALS	21,839	80,205	36,250		



DEPARTMENT Community Development	NUMBER 40	PROGRAM Inspecti		NUMBER 002
v k	Professional Dev	-		
Organization/Conference	Location		Amount	Detail
ADMINISTRATIVE SEMINARS	Local		300	Seminars for administrative staff (1)
ASFPM/MFSMA			200	Membership dues (1)
ICC CERTIFICATION EXAMS	Local		3,000	Certification testing (10) - Additional certifications necessary for 2021 due to MEP enhanced program
ICC MEMBERSHIP			150	Membership dues (1)
MABOI MEMBERSHIP			455	Membership dues (13)
MABOI TRAINING	Virtual		1,750	Training & Certification Maintenance (7)
MACE MEMBERSHIP			455	Membership dues (13)
MACE TRAINING	Virtual		1,000	Training & Certification Maintenance (4)
METRO FIRE MARSHALS			40	Membership dues (1)
MFSMA TRAINING	Virtual	Virtual		Training & Certification Maintenance (1)
PROFESSIONAL SEMINARS	St. Louis, MO		1,500	ICC, MACE, MABOI - Local seminars to provide code and inspection knowledge for inspectors (13)
	TOTAL REQUE	EST	9,100	





DEPARTMENT Community Development		NUMBER 40	PROGRAM Inspection	ns	N	NUMBER 002	
Account Number	Commodities Account Description	2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail		
	OPERATIONAL SUPPLIES	4,477	5,020	11,320	Inspection equipment and supplies Safety shoe replacement (13) Standards and training manuals for certification (10) Code books for 2021 ICC adoption	5 2,500 1,820 1,000 6,000	
730.21	MOTOR FUEL & LUBRICANTS	6,983	7,000	7,000	Gas for vehicles (10)	7,000	
730.25	UNIFORMS	2,310	2,700	2,700	Uniform shirts (13)/jackets (4)	2,700	
	TOTALS	13,770	14,720	21,020			

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Economic Development

Department	No.
Community Development	40

Program Economic Development

No. 003

Program Manager Economic Development Manager

Program Activities

Economic Development

The Economic Development Manager oversees the City's economic development program. This activity includes meeting with prospective developers, providing staff support to the City's Economic Development Commission and representing the City at organizations and events that are focused on business development.

Redevelopment

This activity includes identifying and promoting opportunities for redevelopment within the City in an effort to stimulate further economic growth. It also includes the management of programs that provide financial incentives to encourage redevelopment.

Strategic Goal(s) Activity for 2021

Goal 6: Economic Development

Objective: Develop programs to ensure a high occupancy rate among commercial buildings.

Activities and Steps

1. Expand business retention program.

Objective: Support West Port Plaza as a destination of choice.

1. Encourage new hospitality-oriented businesses to come to Maryland Heights that complement existing venues.

2021 Programmatic Goals	
Goals	
Complete economic development strategic plan.	
Establish TIF in Maryland Park Lake District	
Prepare economic development marketing strategy.	
Prepare COVID-19 Impact analysis on local MH Businesses	

2020 Programmatic Goals - Status					
Goals	Status	Comments			
Prepare economic development strategic plan.	In progress				



	UMBER 40	PROGRAM Economi	ic Developme	nt	NUMBER 003
		im Budg			
Object of Expenditure			2019 Budget	2020 Budget	2021 Budget
PERSONNEL SERVICES			115,397	190,493	194,070
CONTRACTUAL SERVICES			26,008	27,951	30,300
TOTAL EXPENDITURES			141,405	218,444	224,370
	D	1.0.1	1.1		
	Perso	onnel Scl	nedule		
Position			2019	2020	2021
ECONOMIC DEVELOPMENT MANAGER			1.00	1.00	1.00
MANAGEMENT ASSISTANT			0.00	1.00	1.00
EMPLOYEES - FULL TIME EQUIVALEN	TS (FTE))	1.00	2.00	2.00





DEPARTM Commu	иент unity Development	NUMBER 40		c Developm	ent	NUMBER 003
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
710.00	SALARIES	84,262	137,111	139,534	Regular Longevity	138,883 651
711.00	BENEFITS	31,135	53,382	54,536	FICA Workers' Compensation Health Insurance Life & Disability insurance Dental Insurance Pension	10,67: 374 24,080 1,388 720 17,30
	TOTALS	115,397	190,493	194,070		





DEPARTMENT Community Development		NUMBER 40	PROGRAM Economic	e Developme	ent	NUMBER 003
Account		2019 Budget	2020 Budget	2021 Budget	Detail	
Number 720.11	MISC. CONTRACTUAL	(Actual) 5,800	(Amended) 5,720	(Proposed) 5,600		ıd 5,000
720.12	PROFESSIONAL SERVICES	2,502	10,000	10,000	Smart phones (1) Legal, economic and financial consulting	600 10,000
720.51	PROFESSIONAL DEVELOPMENT	11,706	5,731	8,200		8,200
720.80	VEHICLE REIMBURSEMENT	6,000	6,500	6,500	Car allowance Mileage reimbursement	6,000 500
	TOTALS	26,008	27,951	30,300		



DEPARTMENT Community Development	NUMBER 40	PROGRAM Econom	1 nic Develop	ment 003		
Professional Development Request						
Organization/Conference	Location	-	Amount	Detail		
COMMUNITY DEV. INSTITUE			600	Membership dues		
ICMA			200	Membership dues		
ICMA			1,495	Professional dev. classes		
ICSC			100	Membership dues (1)		
ICSC CONFERENCE	Virtual		1,500	Annual conference (1)		
INTL ECONOMIC DEV COUNCIL			455	Membership dues (1)		
MEDFA	St. Louis, MO		500	Annual conference (2)		
MISSOURI ECO DEV COUNCIL			400	Membership dues (2)		
MISSOURI ECO DEV COUNCIL	Virtual training		700	Conference occurs twice annually (2)		
MO ECON. DEVELOPMENT FINANCE ASSOC.			550	Annual dues		
UMSL - CHANCELLOR'S CERT PROGRAM	Local/Virtual		500	Chancellor's Certificate in Fundamentals of Economic Development		
VARIOUS MEETINGS WITH DEVELOPERS	Local		1,200			
	TOTAL REQUE	EST	8,200			

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Economic Development

Department	No.	Program	No.	Prog
Community Development	40	Economic Development	003	City

Program Manager City Administrator

Program Activities

Dorsett Corridor Redevelopment

The Dorsett TIF was established in 2005 for the purpose of supporting the redevelopment of the East Dorsett Redevelopment Area. The City was designated as the developer. Proposals for specific projects are reviewed by the City when they are submitted. Distressed residential properties are purchased and demolished as they become available.

2021 Programmatic Goals
Goals
Prepare economic development plan for East Dorsett Road corridor.
Acquire properties in the Apple-Grape-Plum area as they become available.

2020 Programmatic Goals - Status					
Goals	Status	Comments			
Prepare economic development plan for East Dorsett Road	Ongoing				
corridor.					
Acquire properties in the Apple-Grape-Plum area as they	Ongoing	Significant progress made; beginning			
become available.		phase one of redevelopment.			



Dorsett TIF

DEPARTMENT Community Development	NUMBER 40		GRAM nomic Developme	ent	NUMBER 003		
Program Budget							
Object of Expenditure			2019 Budget	2020 Budget	2021 Budget		
CONTRACTUAL SERVICES			729,359	150,000	150,000		
TOTAL EXPENDITURES			729,359	150,000	150,000		
	Perso	onnel	Schedule				
Position			2019	2020	2021		
EMPLOYEES - FULL TIME EQUIVALE	NTS (FTE))	0.00	0.00	0.00		



Dorsett TIF

DEPARTN Commu	иент Inity Development	NUMBER 40	PROGRAM Economic	c Developme	ent	NUMBER 003
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
720.11	MISC. CONTRACTUAL	729,359	150,000	150,000	Land acquisition and property demolition	150,000
	TOTALS	729,359	150,000	150,000		

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Economic Development

Department	No.	Program
Community Development	40	Economic Development

No. Prog 003 City

Program Manager City Administrator

Program Activities

Westport Plaza Redevelopment and Infrastructure Improvement

The Westport Plaza TIF was established in 2015 for the purpose of supporting the redevelopment of Westport Plaza, a 42-acre commercial and office space development, resort and entertainment center. The developer and owner of Westport Plaza is Lodging Hospitality Management (LHM). Infrastructure investments afforded by the TIF include repairing the public parking lots and existing garage, constructing an additional garage, repairing pavers and water drainage system, and repairing the water detention/lake feature.

2021 Programmatic Goals

Goals

Monitor and oversee the TIF fund revenues and bonds.

2020 Programmatic Goals - Status		
Goals	Status	Comments
Monitor and oversee the TIF fund revenues and bonds.	Ongoing	



Westport Plaza TIF

DEPARTMENT Community Development	NUMBER 40	PROC Eco	RAM nomic Developm	ent	NUMBER 003
	Progra	am B	udget		
Object of Expenditure			2019 Budget	2020 Budget	2021 Budget
CONTRACTUAL SERVICES			6,911,986	255,000	60,000
TOTAL EXPENDITURES			6,911,986	255,000	60,000
	Perso	onnel	Schedule		
Position			2019	2020	2021
EMPLOYEES - FULL TIME EQUIVAL	ENTS (FTE))	0.00	0.00	0.00



Westport Plaza TIF

DEPARTN Commu	inity Development	NUMBER 40		: Developme	ent	NUMBER 003
Account		2019 Budget	2020 Budget (Amended)	2021 Budget	Detail	
Number 720.11	MISC. CONTRACTUAL	(Actual) 6,911,986		(Proposed) 60,000		5,000 55,000
	TOTALS	6,911,986	255,000	60,000		

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Promotion of Tourism

Department	No.	F
Community Development	40	Р

Program Promotion of Tourism No. 004

Program Manager City Administrator

Program Activities

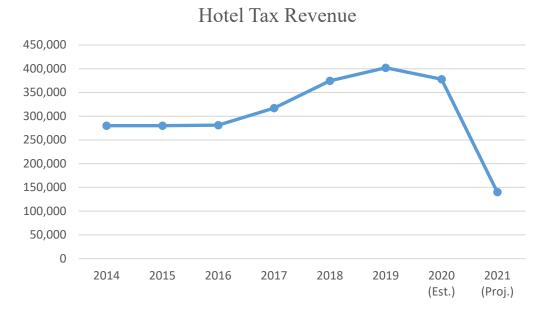
Hospitality Marketing

To promote patronage of the City's wide range of hospitality-oriented businesses, the City has entered into a partnership with the Maryland Heights Convention and Visitors Bureau to develop and implement a hospitality marketing program. A local 0.5% tax on hotel and motel rooms funds this program, the proceeds of which are limited by state statute to the promotion of tourism.

2021 Programmatic Goals
Goals
Provide the City Council annual reports on hospitality marketing program.

2020 Programmatic Goals - Status					
Goals	Status	Comments			
Provide the City Council annual reports on hospitality marketing program.	In progress				
Increase hotel RevPar by 5%.	Not met	The pandemic has limited travel, entertainment and sporting events thereby causing a reduction in hotel stays and rates.			

Performance Measures





Tourism Tax Fund

DEPARTMENT Community Development	NUMBER 40	PROGRA Prome	M Motion of Tourisn	n	NUMBER 004
	Progra	I			001
Object of Expenditure			2019 Budget	2020 Budget	2021 Budget
CONTRACTUAL SERVICES			401,799	377,718	140,000
TOTAL EXPENDITURES		-	401,799	377,718	140,000
	Perso	onnel S	chedule		
Position			2019	2020	2021
EMPLOYEES - FULL TIME EQUIVALENTS (FTE)			0.00	0.00	0.00



Tourism Tax Fund

DEPARTMENT Community Development		NUMBER 40		PROGRAM Promotion of Tourism		
Account Number		2019 Budget (Actual)	2020 Budget (Amended)	2021 Budget (Proposed)	Detail	
720.11	MISC. CONTRACTUAL	401,799	377,718	140,000	Convention & Visitors Bureau contract	140,000
	TOTALS	401,799	377,718	140,000		

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