

City of Columbia Fiscal Year 2021 Budget

Thursday, August 13, 2020

COVID-19 Update

Boone County Cases

8/7/20

Total Cases in Boone County

- Total Cases
 - 1,318
- Active
 - 216
- Released from Isolation
 - 1,098
- Deaths
 - 4

Cases By Age:

- | | |
|---------------|--------------|
| • 0-14 - 103 | • 50-54 - 63 |
| • 15-19 - 168 | • 55-59 - 61 |
| • 20-24 - 331 | • 60-64 - 40 |
| • 25-29 - 134 | • 65-69 - 28 |
| • 30-34 - 93 | • 70-74 - 25 |
| • 35-39 - 94 | • 75-79 - 10 |
| • 40-44 - 67 | • 80+ - 32 |
| • 45-49 - 69 | |

Percentage of the Population 8/7/20

Race	% of Total Cases	% of Population
White	68.1%	81.1%
Black	18.4%	8.8%
Asian	1.6%	4.5%
Two or More Races	0.5%	4.2%
All Others	11.4%	1.4%

Order No. 2020-09

Modifications from previous Order:

- Face masks are required by those over the age of 10 when social distancing requirements cannot be met, when within city limits of Columbia. This is included to align with the City of Columbia mask ordinance that went into effect on July 10, 2020.
- Restaurants and bars continue to operate with social distancing between tables. Groups of patrons are now limited to a maximum of 10 people. All patrons are now required to be seated at all times when not entering/exiting the business or visiting a restroom facility. A face mask is required anytime a patron is not seated.

Order No. 2020-09

Modifications from previous Order (cont'):

- Businesses, large venues and those organizing public gatherings that face circumstances not specifically addressed in the order may submit a proposed Operational Plan to PHHS. Plans must meet the goals of this order to limit the spread of COVID-19 and must be submitted at least 30 days in advance of the date of any special event or activity. Approval of a plan does not guarantee that the plan will not be suspended, revoked or required to be modified if necessary.

Direct COVID-19 Related Expenditures 8/7/20

Personnel Actual Expenditures	3,410,946
Other Actual Expenditures	774,187
Total Actual Expenditures	\$4,185,133
Obligated Expenditures	4,312
Total COVID-19 Expenditures	\$4,189,445

Direct COVID-19 Related Expenditures by Department 8/7/20

Transit	1,513,087
Health and Human Services	723,184
Water & Light	567,574
Parks and Recreation	291,382
Sewer	146,953
Police	134,717
Utility Customer Service	98,053
Law	85,967
Streets	78,266
Fire	71,051
Solid Waste	60,045
Community Development	58,147
Other City Departments	361,019
Total	\$4,189,445

CARES Act and Coronavirus Emergency Funding

Airport Federal CARES Act Funding

- The FAA has explained that CARES Act funds may be used “for any purpose for which airport revenues may be lawfully used.” The general rule is that revenues generated by a public airport may only be expended for the capital and operating costs of: (1) the airport; (2) the local airport system; or (3) other facilities owned or operated by the airport owner or operator and directly and substantially related to the air transportation of passengers or property. (See 49 U.S.C. §§ 47107(b)(1) and 47133(a).)

Airport Federal CARES Act Funding

Runway 2 Extension Project

900' Extension (6,500' to 7,400'), NAVAIDS, Perimeter Fence, Access Roads, Runway Edge Lighting, and Drainage Improvements

Total Project Cost: \$9,985,795

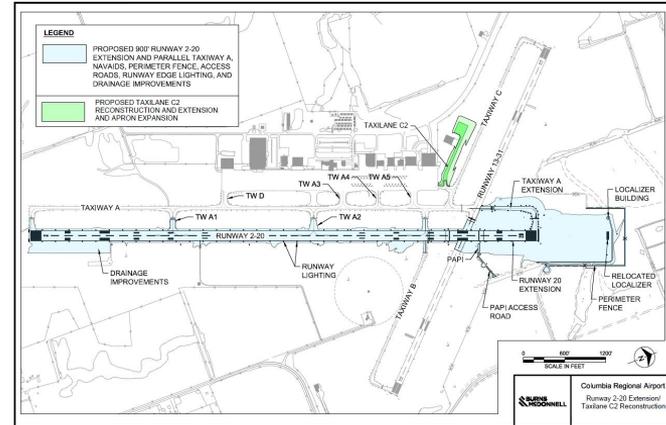
AIP Funds: \$8,987,215.50

CARES Act Funds: \$998,579.50

No City match required

Design Completed

Construction Commences April 2021 (8 mo. project approx.)



Airport Federal CARES Act Funding

Columbia Regional Airport Received \$18,763,287

Operating Program

Approved for **\$8 million for reimbursement of operational expenses**

Approximately \$2 million/year up to four years (as of January 20, 2020)

Development Program

Application pending for \$10,763,287

Reimbursement for allowable construction costs for the new terminal project



Department of Justice Coronavirus Emergency Supplemental Funding (CESF) Program

- Funding period: Jan 20,2020 - Dec 30, 2022
- City of Columbia **eligible for \$131,888 in funding** (Police = \$89,512 ; Fire = \$41,376)
- Grant acceptance in September 2020
- Funding approved for: Personal Protective Equipment (PPE), uniform cleaning and uniform replacement

Public Health & Human Services CARES Act Funding

Total Project - \$1,799,004.64 (August 1 - December 31, 2020)

Personnel Costs (Temporary Employees) - \$939,004.64

12.0 FTE Disease Investigators

3.0 FTE Contact Tracer Team Leads

15.0 FTE Contact Tracers

2.0 FTE Communicable Disease Specialists

3.0 FTE Health Educators

3.0 FTE Data Extraction/Entry

2.0 FTE Data Analysts

Public Health & Human Services CARES Act Funding

Equipment - \$50,000

40 Laptops and Software

Testing - \$810,000

Up to 50 tests/day for uninsured @ \$150/test

Cost Reimbursement Agreement

Appropriation will be needed beyond January 1, 2021

CDBG CARES Federal Act Funding

Round 1: \$573,473 Total Awarded to the City of Columbia

- Rent assistance, microenterprise assistance, assistance for nonprofits serving unsheltered populations
- Temporary staff member
- Need to expend by December 31, 2021

Round 2: \$17,956,792 Awarded to the State of Missouri

- City of Columbia may be able to apply for funds
- Still awaiting on information for application process/plans for use

Round 3: HUD has until September 30, 2020 to Award

- Allocations based upon impact of COVID-19
- City of Columbia will likely see similar sized allocation as Round 1

Convention & Visitors Bureau CARES Act Funding

Potential availability of funds: \$534,348

Approved uses for funds:

- Implement marketing campaigns that speak to measure communities and attractions have taken to respond to COVID-19 and to re-open and resume economic activity.
- Reimbursement for any COVID-19 related expenses, which could include facility upgrades (CVB owned only) needed due to pandemic, any COVID-19 related purchases by CVB for general operations

Restrictions and guidelines for funds:

- All marketing campaigns must be executed by December 31, 2020, with invoices turned in to state by November 2020.
- These are reimbursable funds
- These funds cannot be designated for use by anyone other than the CVB

Transit Federal CARES Act Funding

- **\$6,505,074 awarded** in June 2020
- Funding will support operational and capital costs such as (but not limited to) personnel costs, cleaning, bus repair/replacement, transit facility costs, lost revenues from fares and any transit costs associated with the current COVID-19 pandemic
- Must be spent by December 2024

Transit Federal CARES Act Funding

City chooses to use CARES Funding for capital projects

- Funding cannot be used as local match for FTA operating grant
- In FY 2020, the only way to use it for operations would be if City had \$2.29 million expenses (FTA Operating Grant amount) related to COVID-19 after January 20, 2020 and could then use CARES funding for other expenses

Transit Federal CARES Act Funding

Capital Projects Planned

- FY 2021:
 - Replace (1) Transit Bus
 - Replace (3) Paratransit Vans
 - Rehab/Renovate Bus Surveillance System
 - Rehab Power Distribution Substation
- Future Years:
 - Grissum Building repairs related to Transit
 - Bus Replacements

Addressing Homelessness in Columbia

**Collaborating On A
Resourceful Response to Our
Unsheltered Homeless
Residents During COVID**

Current Stakeholders

- City staff
- City Council
- Not-for-Profits, Faith leaders
- Neighborhood leaders, residents and property owners
- Unsheltered homeless neighbors
- Parents, family members and caring adults
- Downtown business owners, property owners and residents
- Festival people and transferable skill sets
- Contractors and subcontractors, medical and mental health professionals

Successful programs look like this:

- Transportation to and from
- Handwashing stations
- Toilet facilities
- Indoor spaces when the weather is poor
- Outdoor spaces when the weather is better
- Fresh drinking water dispensers
- Practice completing assignments
- Emphasis on reading as a pastime

Successful programs look like this:

- Emphasis on recreational activity to build healthy habits
- Capacity for 400 individuals over three sites
- 3 nutritional meals a day
- Health screening
- MSW, LCSW to assist with services
- Organized activities geared towards interest and aptitude
- Lock in overnight accommodations Help with understanding public health norms and expectations

Successful programs look like this:

- Help with understanding public health norms and expectations
- Acceptable behavior guidance and reminders
- Clothing, shoes, coats, toothbrushes, toothpaste
- Pens, paper, folders, notebooks
- Access to web enabled computing
- Service projects
- Job readiness practice
- Flexibility for the particular needs of individuals

Sound too ambitious?

Boys and Girls Club went from not many resources in a crummy building to what they have now 11 years later.

Here's our ask

Convening a Meeting with Council Support and Attendance

- Large meeting room space
- Amplification so we might practice social distancing
- City staff bring their data and know how
- Not for profits bring their data and know how
- Neighbors who can confirm for us what's not working
- Fundraising skill sets and mentors
- Few external distractions
- WiFi for on the fly lookups and research
- Laptops, tablets, and chromebooks are welcome
- Roll up your sleeves, elbows on the table
- Identifying our collective capacities
- Willingness to negotiate
- Ability to disclose/identify resources we already have
- Desired outcome is to build an action plan

Thank you

Budget Message

Four Goals for FY 2021

- Use current available estimated revenue to **fund core and critical services**
- Adjust number of staff to meet our estimated revenue
- Develop a model to provide social/mental health services to shift certain responses from a police response
- Continue to address citizen and council priorities, such as community policing and street maintenance

Total Budget for FY 2021

Total Revenues	\$416,741,718
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Total Expenditures	\$456,880,406
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Budget Reductions

Total citywide budget reductions \$18.2 million

Total General Fund reductions \$3.2 million

(Included in total citywide budget reductions)

Even with these reductions, utility funds will fall below their targets in the next few years and the General Fund will face further reductions if revenues do not improve

Solid Waste Service Changes

- Permanently eliminate curbside recycling
- Stop providing Black Trash Bags and Blue Recycling Bags to Customers
- More information provided later in the presentation

Parks and Recreation Changes

- Close Little Mates Cove facility at Twin Lakes Recreation Area
- Reduce Sprayground Availability by 61 days
- Eliminate 9 Emergency phones with parks and trails
- Reduce CARE program by 32 trainees
- Eliminate maintenance of downtown landscape planters (will continue to maintain trees)

Increased Street Maintenance Funding

- \$2 million temporary increase for FY 2021 - FY 2024 from Transportation Sales Tax
- Will use CARES funding to replace the Airport subsidy and most of Transit Capital Project match funding for next three years
- Allows Streets to further pursue implementation of Pavement Management Plan - focus will be on mill and overlay work

Organizational Changes

- Custodial and Building Maintenance Fund will be eliminated
 - Moving to General Fund
 - Renamed Facilities Management
 - No longer charging General Fund departments fees for services
 - Remaining balances at the end of FY 2020 will be moved into General Fund (*Estimated \$1.3 million*)

Organizational Changes

- Community Relations Fund will be eliminated
 - Moving to General Fund
 - Will no longer charge General Fund departments fees for services
 - Remaining balances at the end of FY 2020 will be moved into General Fund (*Estimated \$1.19 million*)

Organizational Changes

- Utility Customer Services Fund will be eliminated
 - Operation will be reallocated within the utility funds (water, electric, sewer, solid waste, storm water)
 - Will no longer charge fees to the utility departments
 - Remaining balances at the end of FY 2020 will be allocated to the utility funds (*Estimated \$2.3 million*)

Organizational Changes

- Parking Enforcement will be moved to the Police Department
 - Increases community policing efforts downtown
 - Parking Fund will pay for the cost of enforcement through general and administrative fees
- Traffic Control will be moved to Streets and Engineering

Organizational Changes

- Non-Motorized Grant Fund will be eliminated
 - Grant work is ending
 - Remaining personnel have been reallocated to Streets and Engineering
- Stadium TDD Fund will be eliminated
 - Debt will be paid off at the end of FY 2020

Organizational Changes

- Supplier Diversity Program is moving from City Manager's Department to Economic Development
- Community Relations Specialist positions and Marketing Specialist positions will be reallocated from Community Relations back to the departments in which they perform the work

Organizational Changes

- Improving Daniel Boone Building 1st floor Customer Experience
 - Moving all external operations to the 1st floor
 - Will also improve employee safety

Workforce Impacts

(78.50) Full time equivalent employee positions cut

(11.0 of those positions currently filled – remaining are vacant)

15.00 FTE Core positions added

(8 Added in Health; 6 Added in Police; 1 Added in Utilities)

No pay adjustments recommended for employees at the beginning of the fiscal year.

Utility Rate Changes

Utility Rate Changes Recommended for FY 2021	Average Monthly Customer Impact
Water - 3% Ballot Increase Proposed to be brought forward in Jan. 2021 after current FY financials are closed and audited (will only be presented if determined to be needed to meet debt coverage requirements)	\$0.75
Electric - No Increase	\$0
Sewer - No Increase	\$0
Solid Waste - No Increase	\$0
Stormwater - No Increase	\$0
Total Average Monthly Customer Impact	\$0.75

Challenges for FY 2021 and Beyond

FY 2021 will be a year of uncertainty. Uncertainty of our revenue in general, our business climate picture, the way we educate and the health of our community overall.

Revenue Update

FY20 3rd Quarter Revenue Comparison (GF)

Revenue	FY19 Actuals	FY20 Actuals
Sales tax	5,662,021	5,559,150
Other local taxes	2,618,259	2,251,146
Licenses and permits	810,046	236,306
Fines	287,572	95,490
Fees and service charges	867,736	541,713
Investment revenue	536,555	86,383
Other revenue sources	8,945,601	8,300,146
Totals	19,727,790	17,070,334

FY20 3rd Quarter Year to Date Revenue Comparison (GF)

Revenue	FY19 Actuals	FY20 Actuals
Sales tax	15,717,990	15,897,501
Other local taxes	8,501,452	7,765,969
Licenses and permits	904,854	325,715
Fines	952,569	630,748
Fees and service charges	1,757,623	1,691,300
Investment revenue	1,423,842	824,497
Other revenue sources	34,713,303	35,004,152
Totals	63,971,633	62,139,882

FY21 General Fund Projections

Revenue	FY21 Proposed
Property tax	9,176,073
Sales tax	22,608,660
Other local taxes	10,306,968
Payments in lieu of taxes	17,335,076
Licenses and permits	1,044,290
Fines	1,287,090
Fees and service charges	4,803,178
Intragovernmental	7,907,547
Other governmental	3,888,747
Other revenue sources	15,252,086
Total	93,609,715

FY 2021 All Funds Projections

Revenue	FY21 Proposed
Property tax	9,176,073
Sales tax	45,147,084
Other local taxes	13,549,959
Payments in lieu of taxes	17,335,076
Licenses and permits	1,044,290
Fines	1,287,090
Fees and service charges	262,347,901
Intragovernmental	7,907,547
Other governmental	12,683,341
Other revenue sources	46,263,357
Total	416,741,718

General Fund Cash Reserves

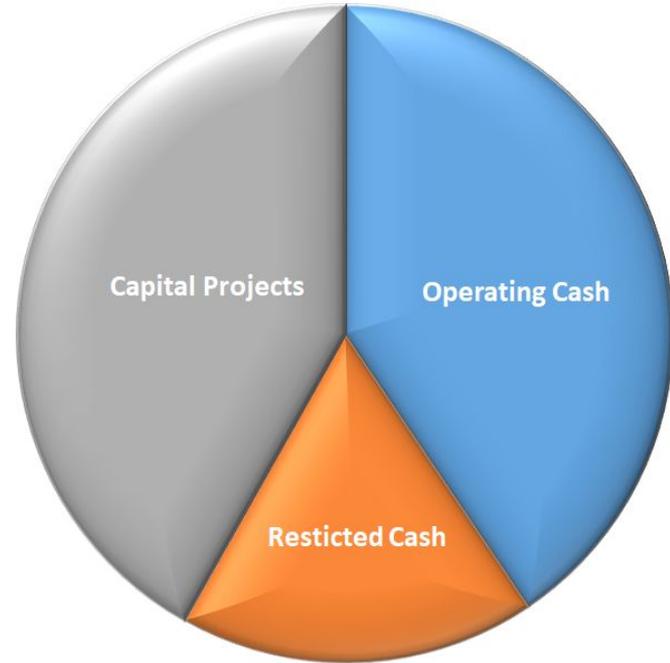
	Total Reserves	Restricted Reserve Target	Amount Above Target
End of FY 2019	\$38,256,946	\$17,004,641	\$21,252,305
Estimated FY 2020	\$35,459,864	\$17,004,641	\$18,455,223
FY 2021	\$34,927,972	\$18,716,503*	\$16,211,469

- It is estimated that the City will use \$2.8 million in reserves by FY 2020 year end
- Facilities Management and Community Relations moved to the General Fund in FY21 increasing the restricted reserve target

Cash Balance

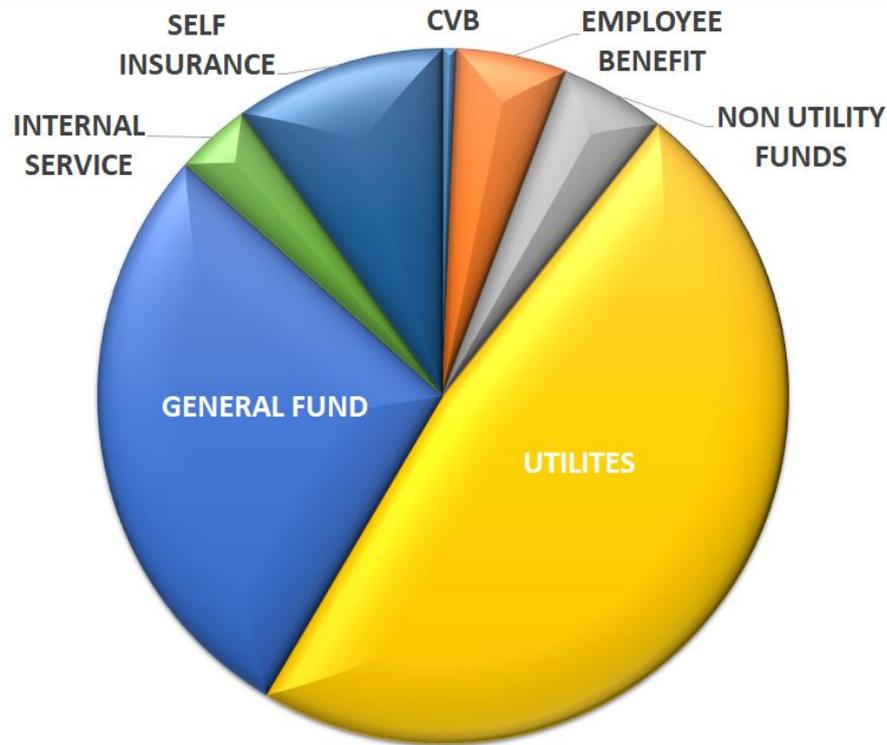
At the end of period 9 (6-30-20) the City of Columbia had an approximate cash balance of \$410,622,187

- \$166,408,148 In Operating Cash
- \$72,488,958 In Restricted Cash
- \$171,725,081 In Capital Projects (CIP)
 - Of that amount \$49,948,746 is from bond proceeds



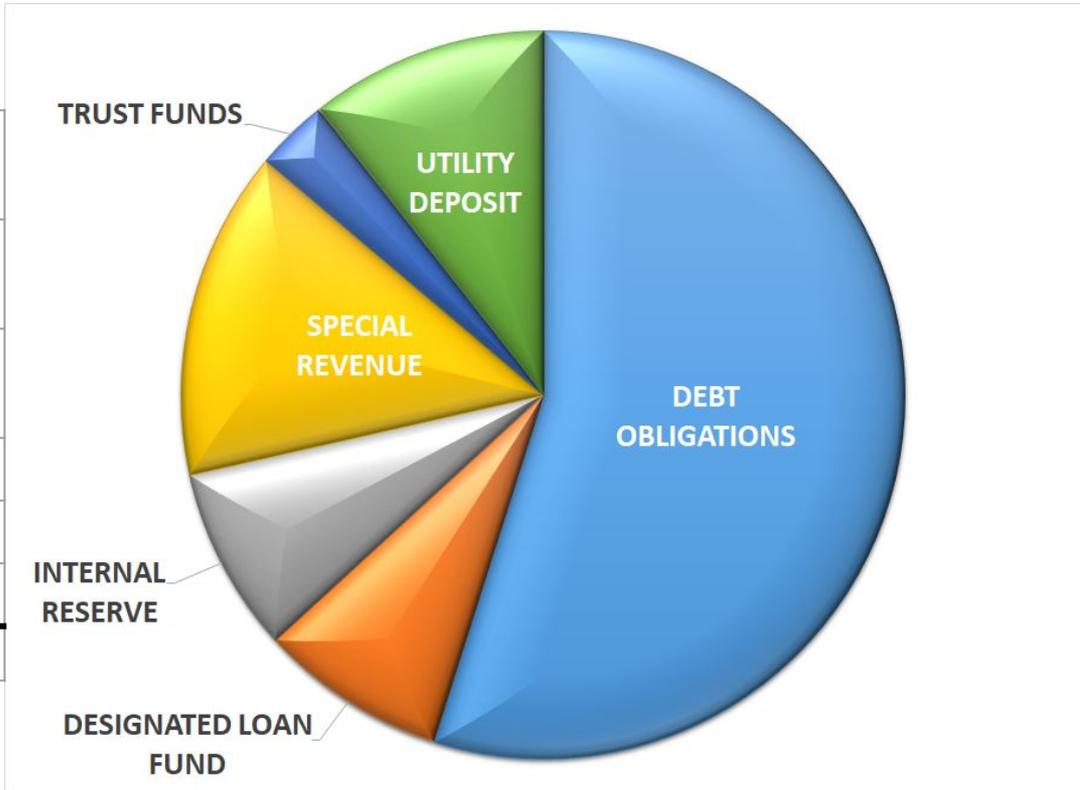
Operating Cash Breakdown

CVB	1,092,273	0.7%
EMPLOYEE BENEFIT	8,553,717	5.1%
NON UTILITY FUNDS	8,161,949	4.9%
UTILITIES	79,603,802	47.8%
GENERAL FUND	46,706,245	28.1%
INTERNAL SERVICE	5,874,020	3.5%
SELF INSURANCE	16,416,141	9.9%
TOTAL	166,408,148	



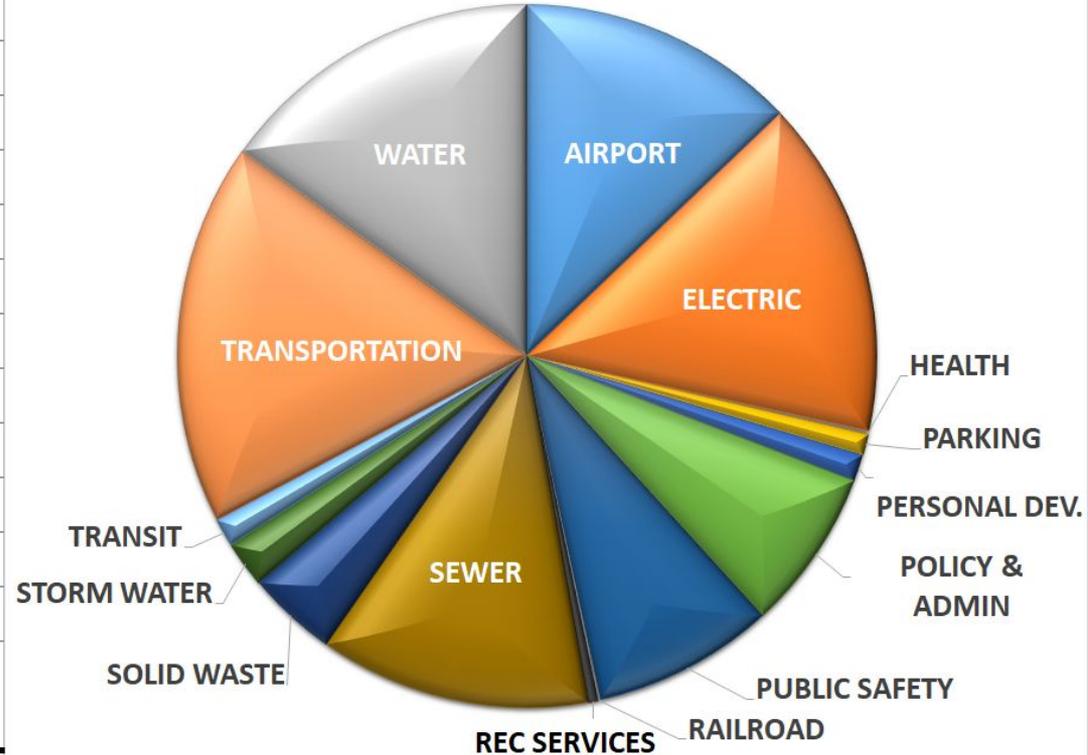
Restricted Cash Breakdown

DEBT OBLIGATIONS	39,789,602	54.9%
DESIGNATED LOAN FUND	6,039,857	8.3%
INTERNAL RESERVE	5,984,273	8.3%
SPECIAL REVENUE	10,629,212	14.7%
TRUST FUNDS	2,336,916	3.2%
UTILITY DEPOSIT	7,704,098	10.6%
TOTAL	72,483,958	



Cash Restricted for CIP Breakdown

AIRPORT	22,129,132	12.9%
ELECTRIC	26,658,964	15.5%
HEALTH	232,909	0.1%
PARKING	1,655,653	1.0%
PERSONAL DEV.	2,175,583	1.3%
POLICY & ADMIN	12,793,252	7.4%
PUBLIC SAFETY	14,371,232	8.4%
RAILROAD	237,696	0.1%
REC SERVICES	756,406	0.4%
SEWER	21,534,996	12.5%
SOLID WASTE	7,104,496	4.1%
STORM WATER	3,678,540	2.1%
TRANSIT	2,242,843	1.3%
TRANSPORTATION	30,215,487	17.6%
WATER	25,937,891	15.1%



Alternative Revenue

- **Gasoline Tax** - Mo Con. Art. IV Sec. 30 (a) #3 allows for a tax, excise, license or fee on motor vehicle fuel with the approval by a vote of the people of any city, town or village subsequent to the adoption of this section. The passage of such a tax requires the submission and approval of a two-thirds majority of the voters.
 - All funds collected shall be used solely for construction, reconstruction, maintenance, repair, policing, signing, lighting, and cleaning roads and streets and for the payment and interest on indebtedness incurred on account of road and street purposes.

Alternative Revenue

- **Parks/Recreation Levy** – Sections 67.750-67.780 RSMo allow for a tax levy of up to \$0.20 on every \$100 of assessed value for park and recreation purposes. The passage of such a levy requires the submission and approval of a two-thirds majority of the voters.
- **Health/Solid Waste/Museums Levy** – Section 94.400 RSMo allows Constitutional charter cities the authority to establish levies not to exceed \$0.20 on every \$100 of assessed value for hospitals, public health, solid waste and museum purposes.

Alternative Revenue

- **Local Use Tax** – The local use tax (Sections 144.757-144.761 RSMo) is applied in lieu of the local sales tax on transactions that individuals and businesses conduct with out-of-state vendors including catalog, Internet and direct market sales. The use tax must be approved by a simple majority of the voters before it can be implemented.
 - The rate of the use tax is applied at the same rate as the local sales tax, and items that are exempt from the sales tax also are exempt from the use tax. There is no compounding of these taxes, one can not be charged a sales tax and a use tax for the same transaction.

Other Alternative Revenue

- **Fire Protection Sales Tax** – Section 321.242 RSMo allows for a sales tax of up to one fourth of 1 percent on all retail sales for fire protection purposes. Funds from the tax must be deposited in a special trust fund and are to be used solely for the operation of the municipal fire department.
- **Economic Development Sales Tax** – Section 67.1305 RSMo allows for a sales tax of up to one-half of 1 percent for the purpose acquiring land, installing and improving infrastructure and public facilities relating to a long term economic development project. Funds from the tax can not be used for any retail development project, unless the project is a redevelopment of a downtown area or historic district. Funds also may be used for marketing.

Personnel Changes

78.50 FTE Positions Deleted

1.00	City Clerk	15.50	Water Fund
1.00	City Manager	11.00	Electric Fund
2.50	Finance	3.45	Sewer Fund
2.00	Law	13.45	Solid Waste Fund
0.25	Public Works Admin	0.10	Storm Water Fund
4.50	Community Development	2.00	Recreation Services Fund
2.00	Parks and Recreation	1.10	Custodial and Building Maintenance Fund
2.00	Municipal Court	2.00	Fleet Operations Fund
3.25	Streets and Engineering	2.00	Information Technology Fund
5.00	Parking Enforcement	4.00	Community Relations Fund
23.50	Total General Fund	0.10	Transit Fund
		0.30	Parking Fund
		55.00	Total Other Funds

15.00 FTE Positions Added

7.00 Health - Mental Health Collaboration Unit

1.00 Health - Health Educator position - Converted from Temporary Positions

8.00 Total Public Health & Human Services Department

2.00 Police Officers for Traffic (one is grant funded)

1.00 Information Specialist - to assist with parking enforcement

1.00 Airport Safety Officer

1.00 Patrol Administrative Supervisor - will allow existing Police Sergeant to return to work that requires police training

1.00 Community Outreach Supervisor

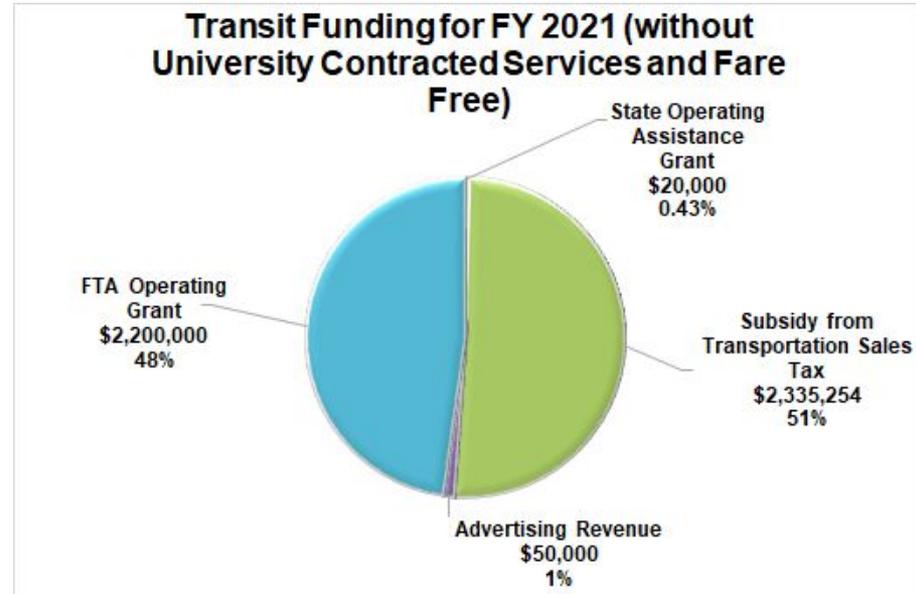
6.00 Total Police Department

1.00 Utility Customer Services Manager - split between the utility funds as utility customer services will fall under the utilities beginning in FY 2021

Transit Funding

FY 2021 Transit Funding (without University Contracted Services and Fare Free)

- FTA Operating Grant
- State Operating Assistance Grant
- Subsidy from Transportation Sales Tax
- Advertising Revenue *(from ads on outside of buses)*



Transit Funding - FTA Operating Grant

- Each year Transit applies for and receives an FTA Operating Grant which requires a local match amount equal to the amount awarded
- Amount awarded depends on:
 - Federal Amount Available to Allocate
 - Last Year's Ridership Numbers
 - Last Year's Eligible Expenses (for Fixed Route and Paratransit operating expenses)

Transit Funding - FTA Operating Grant

- We find out in June each year what is the current year's awarded amount
- What Counts Toward the Local Match?
 - Fares, passes, auction revenue, Medicaid reimbursement for Paratransit
 - State Operating Assistance Grant
 - Subsidy from Transportation Sales Tax
 - Advertising Revenue

Financial Considerations with Fare Free Transit

- Do we have the local match needed for the operating grant without fares?
- What to do if increased demand for Paratransit services occurs because service is fare free? *(Federal mandate to provide service within 24 hours of request - may require additional vans/bus drivers)*
- What is the Financial Condition of the Fund (Reserves vs Target)?

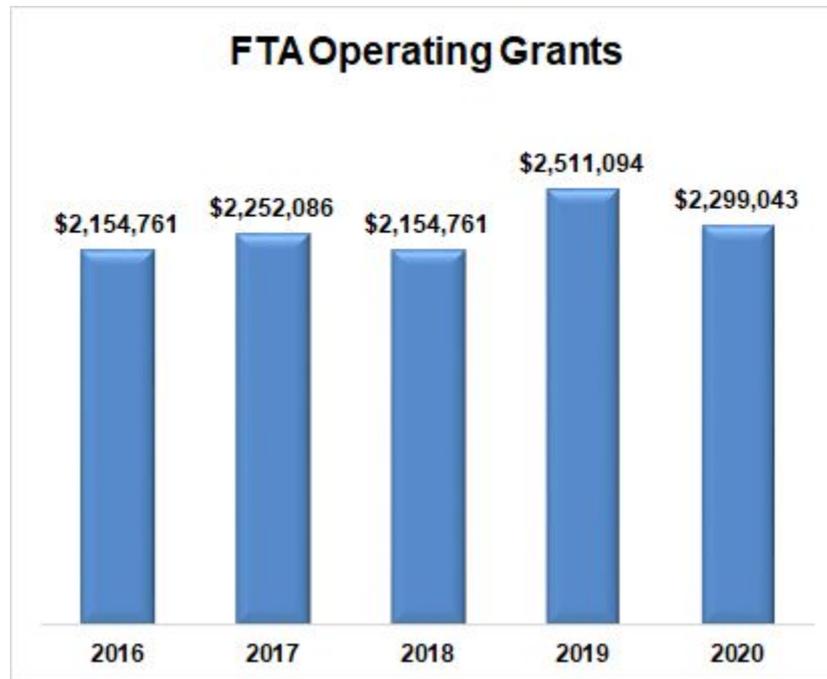
Financial Considerations with Fare Free Transit

- Do we have sufficient Transportation Sales Tax to make up the difference? *(Transportation Sales Tax is also used to fund street maintenance, Airport operations, and Transit and Airport capital projects)*
- If the City is awarded a larger FTA Operating Grant Amount, will we have the local match amount needed?
- If we make changes to the system to increase frequency and/or change hours, do we have sufficient funding to stay fare free?

Transit Funding - FTA Operating Grant

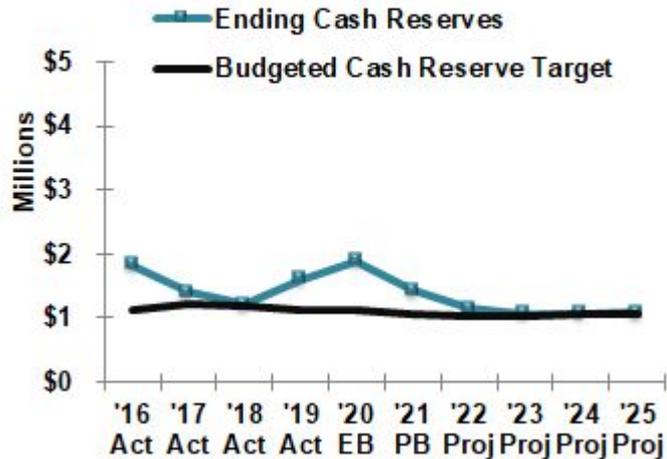
Local Match For FY 2021

\$20,000	State Operating Assistance
\$2,335,254	Subsidy from Transportation Sales Tax
\$50,000	Advertising Revenue
\$2,405,254	Total Local Match
\$2,200,000	Estimated FTA Operating Grant for FY 2020
\$205,254	Local Match Amount Above FTA Grant Amount



Transit Fare Free - Five Year Forecast

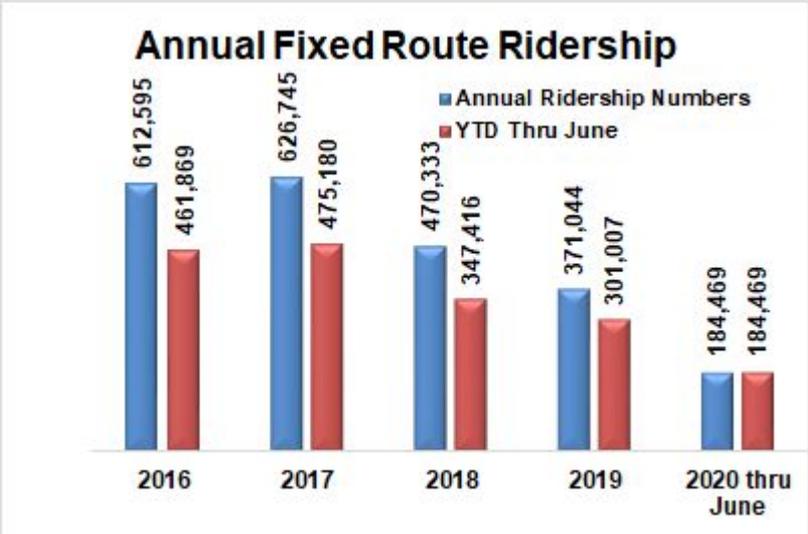
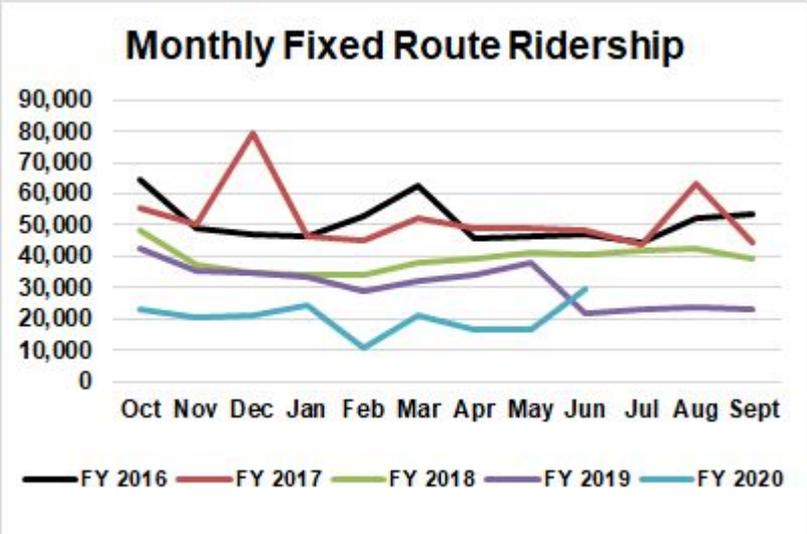
Ending Cash Reserves



Assuming NO changes in FTA operating grant funding level or changes in service:

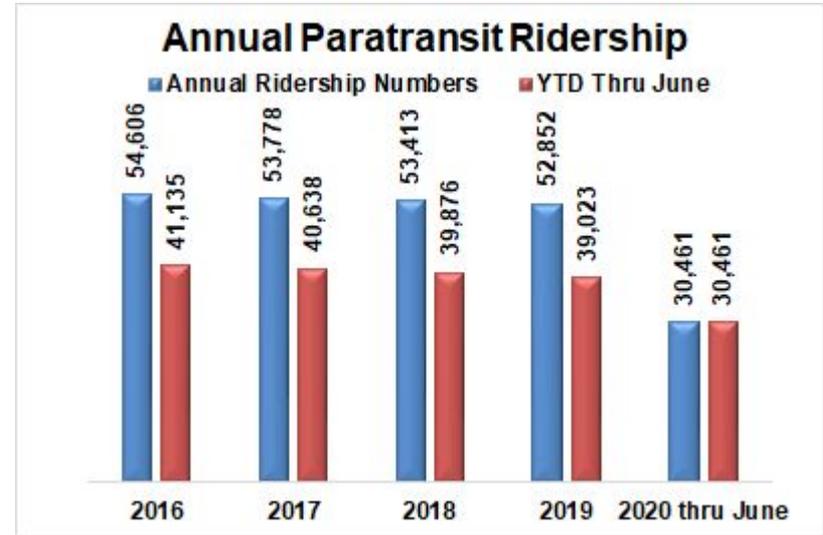
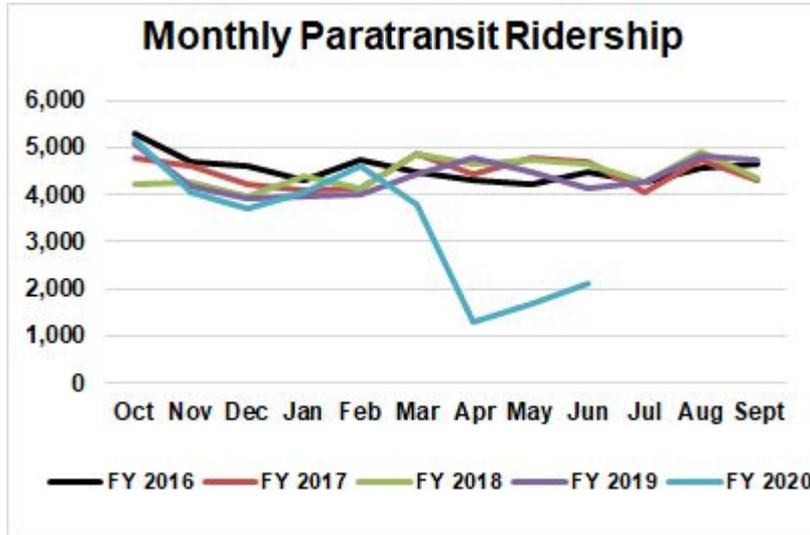
- FY 2020: Transit is above the Target
- FY 2021: Use down \$483,814 in reserves
- FY 2022: Increase TST Subsidy \$200,000
- FY 2023: Increase TST subsidy \$275,000
- FY 2024: Increase TST subsidy \$150,000
- FY 2025: Increase TST subsidy \$77,000

Fixed Route Ridership Numbers



The City made changes to the Transit system in June 2019

Paratransit Ridership Numbers



Utility Overview

Utility Budget Operating Increases for FY 2021

- At the May budget work session, Council provided direction - no rate increases for utilities for FY 2021. As a result, the FY 2021 budget does not include any operating rate increases.
- Significant budget cuts were done in order to make this happen:
 - Water - \$1.3 million in budget cuts to operations (15.50 FTE positions cut)
 - Electric - \$8.6 million in budget cuts to operations (11.00 FTE positions cut)
 - Sewer - \$1.4 million budget cuts to operations (3.45 FTE positions cut)
 - Solid Waste - \$1.9 million in budget cuts to operations (13.45 FTE positions cut)

Utility Budget Forecast Trends

WATER

Fiscal Year	Cash Above/(Below) Restricted Reserve Target	Ending Cash	Debt Coverage Ratio (w/PILOT)	Debt Coverage Ratio (w/o PILOT)
2021	\$1,503,824	\$7,998,906	0.99	1.51
2022	(\$435,632)	\$6,086,650	0.89	1.33
2023	(\$2,226,974)	\$4,850,790	0.91	1.39
2024	(\$4,793,051)	\$3,638,685	1.03	1.64
2025	(\$6,612,201)	\$519,927	0.98	1.62

Utility Budget Forecast Trends

ELECTRIC

Fiscal Year	Cash Above/(Below) Restricted Reserve Target	Ending Cash	Debt Coverage Ratio (w/PILOT)	Debt Coverage Ratio (w/o PILOT)
2021	\$4,541,701	\$35,693,583	1.10	1.43
2022	(\$6,862,502)	\$24,548,131	1.30	1.64
2023	(\$8,359,297)	\$23,029,821	1.44	1.79
2024	(\$11,508,896)	\$22,235,664	1.53	1.92
2025	(\$11,597,794)	\$19,912,234	1.73	2.06

Utility Budget Forecast Trends

SEWER

Fiscal Year	Cash Above/(Below) Restricted Reserve Target	Ending Cash	Debt Coverage Ratio
2021	\$5,677,473	\$13,949,625	1.48
2022	\$234,335	\$9,016,782	1.50
2023	(\$1,118,907)	\$7,297,992	1.55
2024	(\$3,643,493)	\$5,295,447	1.53
2025	(\$5,324,190)	\$2,956,371	1.53

Utility Budget Forecast Trends

SOLID WASTE

Fiscal Year	Cash Above/(Below) Restricted Reserve Target	Ending Cash
2021	\$2,500,477	\$10,199,654
2022	(\$2,213,843)	\$5,089,945
2023	(\$3,668,831)	\$1,479,310
2024	(\$14,910,074)	\$463,708
2025	(\$20,159,837)	(\$12,434,417)

Potential Water Revenue Increase

- August 2018 voter approved water ballot issue: \$42,845,000
 - 3% increase FY 2019 (implemented)
 - 3% increase FY 2020 (delayed until FY 2021 due to being above cash reserve target at end of FY 2019)
 - 3% increase FY 2021 (delayed until FY 2022)
 - 2% increase FY 2022 (delayed until FY 2023)
- Water bonds sold (2019A) in May 2019: \$15,150,000
- Anticipate next water bond sale of \$27,695,000 in early FY 2022 when WTP upgrade project is ready to be bid
- Potential water revenue increase will be brought forward to Council in January/February 2021 after the current fiscal year financials are closed and audited if it is needed to meet debt coverage requirements.

Integrated Management Plan

- The Columbia Wastewater and Stormwater and Integrated Management Plan (IMP) was adopted by Council in December 2018 (Resolution 198-18).
- The Missouri Department of Natural Resources (MDNR) issued a renewed Missouri State Operating Permit for the City's sewer system on July 1, 2020. This permit includes Special Condition 19 addressing the IMP. MDNR has agreed to use the IMP when making future regulatory decisions affecting the City. The City is required to annually report on progress toward implementation of the 5-year action plan included in the report.
- The majority of items in the 5-year action plan are included in the operating budget or the CIP.
- **Additional annual revenue of \$3,340,000 is needed** to fund the following:
 - System Renewal - \$2,700,000 per year
 - Private Common Collector Elimination - \$640,000 per year

Integrated Management Plan

- Using existing bond funding and enterprise revenue in the following voter approved projects would provide the necessary funding and meet the 20% reserve target without any revenue increases through FY 2025:
 - 100 Acre Point Sewers - \$700,000 (\$560,000 bond funds, \$140,000 enterprise revenue) (No requests since 2013 ballot approval).
 - North Grindstone Phase III - \$1,175,093 (enterprise revenue) (The driving shovel site for this project constructed and onsite no discharge sewer system. This sewer should be constructed by development possibly using differential payment).
 - Henderson Branch - \$3,746,571 (enterprise revenue \$1,400,000, bond \$2,346,571) (The project was not approved following the public hearing).
- Bonding authority still exists should these projects need to be pursued in the future.
- Utilizing a forecast model, the following revenue increases would provide the funding and maintain the 20% reserve requirement:
 - FY 2022 - 3%
 - FY 2023 - 3%
 - FY 2024 - 2%
 - FY 2025 - 1%

Solid Waste System Cost to Automate Curbside Collection

- Garbage:
8 routes would require 11 trucks (3 reserve for maintenance and repair) at \$270,000 each and 36,000 carts at \$55 each.
 - Trucks - \$2,970,000
 - Carts - \$1,980,000
 - Total - \$4,950,000
- Recycling:
5 routes would require 7 trucks (2 reserve for maintenance and repair) at \$330,000 each and 72,000 carts at \$55 each.
 - Trucks - \$2,310,000
 - Carts - \$3,960,000
 - Total - \$6,270,000

Total equipment costs to implement automated collection of both approximately \$12,000,000 (allowing for 7% change from current quotes).

Solid Waste System Cost to Automate Curbside Collection Potential Cost Offsets

- Potential offset of costs:
 - Smaller or multiple size carts, this is approximately \$5 per cart in size
 - Approximately \$180,000 - \$360,000 for refuse
 - Approximately \$360,000 - \$720,000 for recycling, probably larger since recycling is not required and participation is voluntary.
 - Anticipated reduction in temporary staffing of approximately \$500,000 - \$700,000 annually.
 - Anticipated offset due to not replacing trucks currently included in scheduled replacement and the potential trade in for newer trucks that will no longer be needed. The offset in replacements for both refuse and recycling through 2026 is approximately \$2,700,000.
 - Trade in of trucks as part of the purchase of replacement trucks, value unknown at this time but should be significant.
 - Injuries to staff would be expected to decrease with a decrease in worker compensation claims however, this cannot be quantified.

Solid Waste System Cost to Automate Curbside Collection Potential Cost Offsets

- Potential offset of costs:
 - Currently there are 28 positions in curbside collections. This could be reduced to approximately 19 positions if collection is automated. This will allow sufficient staffing to cover absences and to have personnel for bulky item collection. Bulky item collection would have to be scheduled for this scenario to work. The cost savings for this reduction in personnel are generally included in the proposed FY 2021 budget as part of the proposed elimination of curbside recycling collection. Approximately \$500,000 annually.
- What is presented here is an initial investigation of the potential costs and offsets. If Council desires, staff can perform a detailed analysis to help define the actual costs for implementation of automated collection at the curb.

Solid Waste Revenue Required to Pay \$20.00 Per Hour for Curbside Refuse Collection Staff

Request from Council to know the rate increase necessary to increase wages for CDL driver to a minimum of \$20 per hour.

Below is the cost of providing only the 28 positions associated with curbside collection in the FY 2020 budget:

Current starting rate of pay \$17.00 per hour, moving to \$20.00 per hour is a \$3.00 per hour increase. The following is based on providing each employee a \$3.00 per hour increase.

- \$7,718 per employee annually
- 28 employees for curbside collections is approximately \$216,104 annually.
- This would require an increase to residential curbside rate of approximately \$0.51 per month. However the current rate structure would need to be modified so that residents of apartments would not also pay this increase.
- If the increase was \$5.00 per hour the expense would be \$12,863 per employee or \$360,164 annually. This would require an increase to residential curbside rate of approximately \$0.85 per month. However the current rate structure would need to be modified so that residents of apartments would not also pay this increase.

Solid Waste Revenue Required to Pay \$20.00 Per Hour for Curbside Refuse Collection Staff

If the \$3.00 per hour increase were applied to all refuse collector positions it would be approximately \$455,000 annually.

If the \$5.00 per hour increase were applied to all refuse collector positions it would be approximately \$760,000 annually.

If an increase in the rate of pay is provided, it is recommended it be set up as some type of shift pay that only applies when staff works curbside collection on the back of the truck and not apply to all collections or to other CDL required positions in the City.

Solid Waste Recycling Expense and Revenue

	Res. tons	Res. expense	Res. Per ton	Comm/drop off tons	Comm./ Drop off expense	Comm Per ton	Comm Revenue	MRF Expense	MRF Revenue	Unaccounted for Expense
FY16	6712	\$2,095,652	\$312	9892	\$926,821	\$94	\$358,161	\$1,407,202	\$1,035,241	\$3,036,273
FY17	4981	\$1,564,692	\$314	9968	\$1,028,194	\$103	\$361,139	\$1,421,589	\$1,604,238	\$2,049,098
FY18	4917	\$1,543,468	\$314	10674	\$899,241	\$84	\$484,576	\$1,405,458	\$1,086,309	\$2,277,282
FY19	4704	\$1,892,070	\$402	8848	\$953,894	\$107	\$662,435	\$1,591,787	\$825,876	\$2,949,440
FY20*	3359	\$1,496,656	\$445	6624	\$951,294	\$143	\$550,097	\$1,136,787	\$508,688	\$2,525,952

* To date expense and revenue for FY 2020

** Unaccounted for Expenses are recovered by excess charges to all other segments of the utility.

Recycling costs approximately \$2,200,000 per year more than identified revenues.

Fund Financial Summaries

Public Safety Mental Health Collaboration

Background

- Many previous and current efforts to address mental health in justice system (e.g. CIT, CMHL, treatment courts, street outreach team)
- Indicated in Justice System Sequential Intercept Mapping as top priority for community
- Current City funding for mental health is \$135,118
- Growing community interest in rethinking public safety

Options for Consideration

- Co-responder
- Case management team
- Mobile crisis team
- 911 Diversion
- Tailored approach

Mental Health Collaboration Unit

- \$621,541 allocated in FY21 Public Health & Human Services budget
- Placeholder positions developed:
 - 1.00 FTE Social Work Supervisor
 - 6.00 FTE Clinical Social Workers

Next Steps

Recommend community process to determine model that fits the needs of our community.

Performance Audit Overview

Finance and Utilities Performance Audit

The objectives of the Finance and Utilities Performance Audit are:

1. Independently examine the management systems and procedures in place for the Finance and Utilities departments and determine if they are operating effectively; and
2. Evaluate business processes within Finance and Utilities for operating efficiencies and use of best practices.

Finance and Utilities Performance Audit

Scope

This audit will include activity for the period January 1, 2019 to June 30, 2020.

Audit objectives

1. Interviews with personnel in the Finance and Utilities departments responsible for financial reporting, budgeting, capital project management, and operations and maintenance activities.

Finance and Utilities Performance Audit

Audit Objectives

2. Evaluation of the following areas to determine whether controls over these areas are operating effectively and identify opportunities for improvement:

- Daily cash reconciliation
 - Utility level
 - Roll-up to process to Finance
 - Tracking of pooled cash as part of the reconciliation
- Month/quarter/year end accounting close activities, including financial reporting to Executive Management and the City Council

Finance and Utilities Performance Audit

Audit Objectives Cont.

- Allocation of revenue and expense to related operating units
- Annual department budget process
- Periodic budget-to-actual reporting
- Purchasing and contract management
- Operation and maintenance project management
- Capital project management to include:
 - Construction-in-Process accounting
 - Project closing process
- Selection of three major construction projects to review end-to-end process and project accounting
- Utility rate structure and cost of service process

Finance and Utilities Performance Audit

Audit Schedule

July 28	Planning Meeting
August 17	Fieldwork week #1
August 31	Fieldwork week #2
September 11	Estimated closing meeting
September 25	Estimated closing audit process
October 1	Estimated final report issued

Transforming Government

Over the next couple of years we will be redesigning how we administrate and communicate government from the inside out.

What does this have to do with the Budget and Budget Process?

The Budget is the main **Decision Making Process** and most important tool the City has. The Budget is a blueprint that should establish:

- The **Core Framework** for the operations of City departments, programs, and services by the City Administration.
- Define the **Workflow, Roles and Controls**.
- Provide **Transparency** and **Data** that is used to promote **Trust** and understanding in the efficiency and effectiveness of programs and services provided.

Known Issues

Reactive Decision Making

- Issues
 - Task Management
 - Lack of Prioritization
 - Data Collection
 - Budget Controls
- Effects
 - Decisions are more likely to be based off intuition and interpersonal relationships instead of data and analysis
 - Added Stress
 - Unclear use of funds

Known Issues

Ineffective Communication

- Issues
 - Workflow
 - Administrative Chain of Command
 - Uncertainty of Ownership
 - Prioritization
 - Standardized Reporting
- Effects
 - Mistrust
 - Reduced Productivity
 - Low Morale

Known Issues

Lack of Cohesive Government

- Issues
 - Siloing
 - Lack of Workflow
 - Ineffective Communication
 - Budget Controls and Framework
- Effects
 - Inefficiency
 - Duplicative Effort
 - Waste
 - Mistrust

Back to Basics

- During the budget process “Hundreds if not thousands of decisions are made along the way, with fewer decision points at each subsequent step. Modern budgeting systems can provide quality information that help local leaders exercise judgment.”
- The annual operating budget of bureaucratic organizations determines resource allocation of programs and services.
- The budget also serves as their most significant policy document and set the annual bureaucratic operating structural framework.

Back to Basics

1. Role Clarity
2. Core Framework
3. Trust
4. Decision Making Process and Workflow

Role Clarity

1. Citizens - End Users and Shareholders
2. Council - Majority Shareholder Representatives
3. City Manager - CEO
4. City Staff
 - a. Central Administrative Activities - Project Manager, Chief Investment Officer
 - b. Department Administrative Activities - Department Director
 - c. Operational Activities - Frontline Workers
 - d. Supporting Activities - Compliance, Recruitment, Purchasing, Communication

Role Clarity

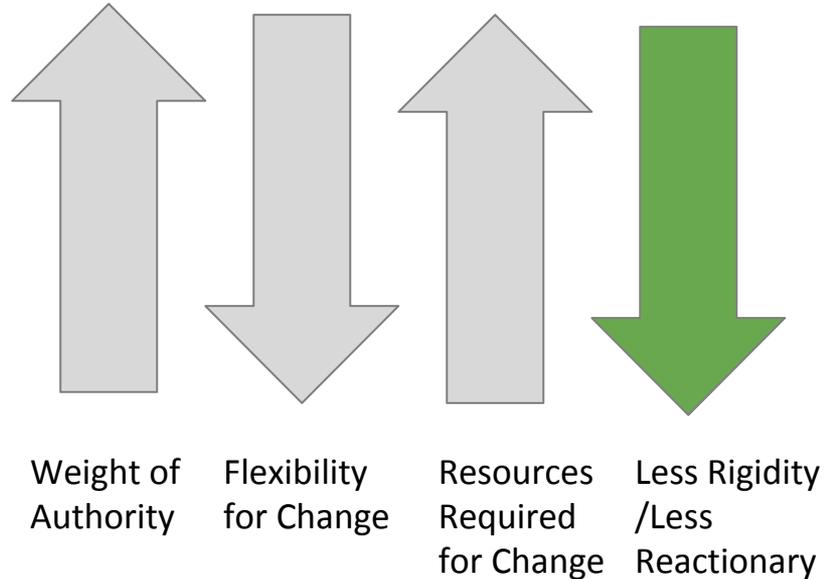
Operational, vs Supporting, vs Administrative Activities

- **Operational Activities** - Provide direct programs and services to the City. (Ex: Transit, Utilities, P&R)
- **Supporting Activities** - Provide specialized internal services to assist in Operational and Administrative Activities and ensure compliance. (Ex: IT, HR, Accounting)
- **Administrative Activities** - Provide leadership, oversight, decision making, planning and communication to and between Operational and Supporting Activities. (Ex: City Manager, Department Directors, Budget)

Core Framework

Guardrails and Framework Structures

1. Federal/State Law
2. Charter
3. Ordinance - Code
4. Ordinance - Budget
5. Administrative Policy
6. Management Practices
7. Culture



Core Framework

State and Federal Law - State and Federal Officials

City Charter - Citizens (Shareholders)

City Ordinance - City Council

Administrative Policy - City Manager

Management Practices - Directors and Managers

Culture - City Staff

Delivery of Services - Citizens (End Users)

What is “Trust” and why does it matter?

- “Governments...exist to produce trust: trust in fellow citizens, trust in contracts and the rule of law, and trust that governments will meet their responsibilities to serve and protect.”
- Trust in Government and the Bureaucracy “maximizes efficiency. Efficiency maximizes productivity. Productivity maximizes success. Maximized bureaucratic success starts with trust.”

Investing in Trust

How do we invest in Trust?

- Create consistent channels of formal and informal communication.
- Institutionalize and communicate standardized workflow and role clarity.
- Promote a culture of error acknowledgement and learning from our mistakes.
- Institutionalize policies and procedures that reduce the cost of transparency, data collection, and enforcement.

Outcome

City transformation to a bureaucracy that recognizes Trust is a Public Good that grows stronger with use.

Investing in trust:

- Increases Cohesion and Solidarity
- Decreases Rigidity
- Increases Efficiency and Effectiveness
- Reduces Waste

Decision Making Process

Incremental Budgeting Process - the budget is prepared by taking the current and prior years budget actual performance as a base, with incremental amounts then being added or subtracted for the new budget year

Needs:

1. Priority and Data Driven Decision Making
2. Institutionalized Data Collection Methods
3. Standardized Terminology and Reporting
4. Consistent “Data Checkpoints”

Decision Making Process

- Our goal should be to move from reactionary decision making to proactive contingency decision making.
- Core framework at each level should strive to find a healthy balance between rigidity of guidance and flexibility of execution.
- Data collection and analysis should provide a transparent indication of the health of city programs and services we provide and assist decision makers in identifying what changes need to be made in our core framework and resource allocation.

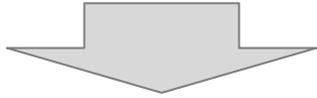
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Budget Workflow

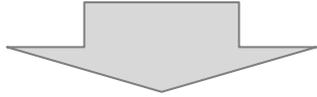
Department Needs



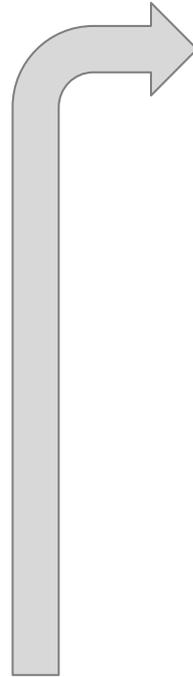
Department Admin Analysis and Recommended Changes



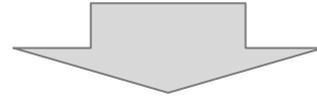
Central Admin Analysis and Recommended Changes



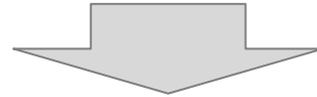
City Manager Recommendation



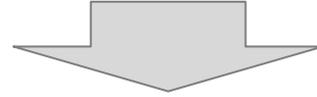
Council Review and Analysis



Public Input



Council Changes



Council Approved Budget

Key Example

Our current core framework puts an imbalance of weight at the Ordinance Code Level that should be handled in a lower level such as policies and procedures.

- Example: 19-107 (b) An employee required to wear standard dark blue denim jeans on the job shall be eligible to receive additional compensation in the amount of three hundred thirty-six dollars (\$336.00) per fiscal year for the purchase of jeans. The compensation will be paid on the second payroll check of each quarter in the amount of eighty-four dollars (\$84.00)....

Key Example

The more rigid our core framework is, the more reactionary our decision making and communication is.

Example: (Gate arms - Discuss)

Other Budget Related Items



city of

Columbia