

Columbia City Council
Pre-Council Meeting Minutes – August 2, 2010 at 5:45 p.m.
Conference Room 1A/1B – City Hall

Council members present: Mayor McDavid, Paul Sturtz, Jason Thornhill, Gary Kespohl, Daryl Dudley, Laura Nauser (arrived at 6:00 p.m.) and Barbara Hoppe

Absent: None

Paula Hertwig Hopkins reviewed the Columbia Journey to Excellence Proposed Order of Events – see handout.

Council recognized the tremendous amount of staff time already committed to this project and Stephanie Browning explained the many benefits that have resulted thus far as a result of those efforts. The Council was presented a copy of the draft core values and asked if they agree in principle with the descriptions listed behind each of the core values. Staff is very interested in Council feedback. Feedback should be send to Carol by the end of next week.

The City Manager outlined the next steps in the process which includes an organizational assessment and a citizen survey that will be customer focused. There is \$100,000 included in the City Manager's 2011 general budget for this project.

Mike Brooks and Dave Griggs made a joint presentation of the projects being worked on at REDI. See attached power point presentation.

Lori Fleming provided some budget handouts and request Council feedback on the information/format.

Adjustments to the agenda:

B180-10 – authorizing a cooperative agreement with Boone County for license plate reader hardware and software to be used by CPD.

B197-10 – changes to CRB – introduction and first read.

Finance Department (General Fund Operations Only)

	2008		2009		2010		2011	
	Actual	Actual	Change (Act v. Act)	Budget	Estimate	Change (Act v. Est.)	Proposed	Change (Bud. v. Prop.)
Personnel Services	\$2,222,873	\$2,385,813	\$162,940	\$2,547,375	\$2,481,010	\$95,197	\$2,514,757	(\$32,618)
Materials & Supplies	\$110,067	\$97,509	(\$12,558)	\$146,705	\$137,232	\$39,723	\$107,200	(\$39,505)
Travel & Training	\$15,482	\$17,959	\$2,477	\$28,030	\$28,030	\$10,071	\$27,930	(\$100)
Intragovernmental Charges	\$464,126	\$433,725	(\$30,401)	\$487,689	\$487,689	\$53,964	\$506,328	\$18,639
Utilities, Serv. & Misc.	\$341,088	\$339,896	(\$1,192)	\$302,665	\$291,261	(\$48,635)	\$263,862	(\$38,803)
Capital	\$0	\$0	\$0	\$10,000	\$10,000	\$10,000	\$0	(\$10,000)
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Before CIP	\$3,153,636	\$3,274,902	\$121,266	\$3,522,464	\$3,435,222	\$160,320	\$3,420,077	(\$102,387)
Percent Change	2.46%		3.85%			4.90%		(2.91%)
Capital Improvement Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,153,636	\$3,274,902	\$121,266	\$3,522,464	\$3,435,222	\$160,320	\$3,420,077	(\$102,387)
Percent Change	2.46%		3.85%			4.90%		(2.91%)
Number of Positions	37.25	38.25	1.00	38.25		0.00	38.25	0.00

2008 Significant Changes:

- Treasury Management moved from the Annex building to the Daniel Boone Building
- Included money for document imaging PILOT project.

2009 Significant Changes:

- Adds (1) Procurement Officer in Purchasing to address the increased workload resulting from Purchasing taking on the responsibility of bidding out Public Improvement Projects that were previously bid out by the Departments.

2010 Significant Changes:

- Adds (1) Compliance Officer to ensure proper compliance with federal mandates.
- (1) clerical position eliminated during FY 2010.

2010 Estimated Spending: 97.50%

- Personnel under due to turnover
- Materials and Supplies under due to better utilization of document imaging

2011 Significant Changes:

- Personnel down due to the elimination of a clerical position mid-year 2010.
- Materials and Supplies down due to budget constraints
- Utility, Services, & Misc down due to the no longer paying rent at BOA - relocation of accounting and purchasing to the new government center.

Additional Information:

- During FY 2011, the Finance Department will be focusing on
 - working with the Finance Advisory and Audit Committee and the Police and Fire Pension Boards to address issues related to pension funding and reviewing the City's revenue structure.
 - Continue to develop better ways to utilize technology including preparation for the transition to a new financial and management information system.
- Maintain a AA Bond Rating
- Receive GFOA Distinguished Budget Awards
- Receive GFOA Excellence in Financial Reporting Award

TO: Bill Watkins
City Manager
FROM: Paula Hertwig Hopkins
Assistant City Manager
SUBJECT: Columbia's *Journey to Excellence*
DATE: 28 July 2010

At Council Retreat staff was asked to complete the development and formalization of our Vision and Mission Statements, and Core Values. As you recall, all employees and Council members independently selected the same top three Core Values: Customer Service, Fiscal Responsibility, and Accountability. Communication and Teamwork have been added by the internal MQA committee.

Lead by Stephanie Browning, Chair of our City's Board of Examiners Committee, the Vision and Mission Statements and Core Value have been finalized. Council now needs to review for their final approval. This information will have gone out to all employees in written format with their paychecks, Friday, July 30, 2010.

Also attached is a semi-draft time line of the *Journey to Excellence* components in chronological order. This is a working document and as such, may still be changed. However, at this point I've tried to pull together what are the major components and consulted with various entities including the Excellence in Foundation staff for their input. Changes were made accordingly.

That being said, we will start working on items 2-3 next year pending budget approval for FY11, with the goal of completing by year end, but that is tentative. Staff is doing great work working on these items in addition to their usual work load so contingency time is needed to get it done right. As indicated on the time line, Lee's Summit took 8 months to complete their Self-Assessment and in talking with the City Manager, it was time well spent.

Thank you and thanks to staff!

cc: Stephanie Browning, City Board of Examiners Chair
John Glasock
Lori Fleming
Mike Hood
Ken Burton
Kathy Baker
Jim Windsor

City of Columbia, Missouri

Vision

A City of Excellence

Mission

We work together to deliver quality public services essential for a healthy, safe, and sustainable community.

Core Values

Customer Service: We are dedicated to exceeding the expectations of our customers.

Fiscal Responsibility: We use our resources wisely.

Accountability: We act with integrity and accept responsibility for our actions.

Communication: We are open and honest in sharing information.

Teamwork: We are a diverse team, working together to achieve excellence.

*Columbia Journey to Excellence Proposed Order of Events:
July 26, 2010*

***COMPONENTS LISTED IN ORDER:**

1) Vision, Mission, and Core Values Track:

- Finalize Core Values
- Finalize Mission Statement
- Finalize Vision Statement (Mike Levinson, City Manager, Coral Springs) stated our 13 Vision Statements could be incorporated into the City Strategic Plan.

2a) Show Me Self Assessment Track:

- Presentation to Council by Raina Knox, President, Excellence in Missouri Foundation
- Conduct Show Me Organizational Assessment-Excellence in Missouri Foundation-6-8 month process (Lee Summit, Missouri recently completed in 8 months)
- Final Show Me Self Assessment Report
- Report Results to Council by Raina Knox, President, Excellence in Missouri Foundation

2b) Survey Track:

- Develop *Customer Satisfaction Survey*
- Complete (RFP) Request for Survey Proposals
- Conduct/Complete Customer Satisfaction Survey
- Develop/*Complete Employee Workforce Satisfaction Training Curriculum*
- **Develop/Complete (RFP) Request for Proposals-Employee Workforce Satisfaction Training
- Develop *Employee Workforce Survey*
- Complete (RFP) Request for Survey Proposals
- Conduct/Complete Workforce Survey

2c) Organizational/Integration Track:

- Develop *Columbia's Journey to Excellence Approach, Deployment, and Integration Plan*
- Develop/Complete Leadership *Enhancement Training Curriculum and Schedule*
- Coordinate Feedback from Columbia Board of Examiners and Present to Council and Agenda Staff
- Conduct Employee Customer Satisfaction Training
- Develop a City Quality College or Development Division for Internal Training

3) Missouri Quality Board of Examiners

- Six current Board of Examiners Reapply for 2nd year
- Minimum of four (4) additional city staff employees apply for Board of Examiners

4) Strategic Planning Track:

- Develop *Strategic Planning Workshop* Curriculum
- Conduct Environmental Scan/SWOT
- Research Appropriate Consultant-*Excellence in Missouri Foundation and International City Manager Association (ICMA) Provides Strategic Planning Services*
- Conduct Workshop
- Complete Draft Strategic Plan
- Final Strategic Plan

5) Performance Measurement Track:

- Consider *ICMA Comparative Performance Measurement Program/Workshops-would need to join ICMA Center for Performance Measurement*
- Develop Performance Measures that align with key themes from Show Me Self-Assessment Report recommendations
- Develop/Conduct Performance/Outcome Training
- Develop/Initiate Support and Results Monitoring Systems
- Develop Help Desk/Customer Call Center Process/Systems

6) City Business Plan:

- Develop/Complete Business Plan Model
- "Business Model brings the Strategic Plan to Life....the Budget is a numerical reflection." Mike Levinson, CMO, Coral Springs, Florida.

*Where there is a letter next to a number e.g. 2a, 2b those tasks are happening concurrently.

**Employee Training for all current and new employees.

In May, you were asked for input in formulating the city's core values. In addition to the surveying of all employees that occurred, city supervisors were polled, as were City Council members, and departments were asked to develop what they thought the city's mission statement should be. In all, more than 550 responses were received throughout the process. That input was essential as our committee has worked to draft vision and mission statements as well as a listing of core values. The results of that work follows.

Vision

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Mission

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Teamwork: We are a diverse team, working together to achieve excellence.

Please know that your participation in this effort to date has been very important. Our next steps are to provide this draft to the City Council for consideration. Know, too, that we will continue to keep you posted as we move this effort forward. In the meantime, we welcome your input on the process at any time. Committee members are listed below should you wish to contact any of us.

Kathy Baker, Human Resources
Stephanie Browning, Public Health
Ken Burton, Police
Lori Fleming, Finance

John Glascock, Public Works
Mike Hood, Parks & Recreation
Jim Windsor, Water & Light

Sincerely,
Stephanie Browning
Committee Chair

All Funds - Overall Budget Summary History

	2008	2009		2010			2011	
	Actual	Actual	Change (Act v. Act)	Budget	Estimate	Change (Act v. Est.)	Proposed	Change (Bud. v. Prop.)
Operating	\$224,199,146	\$235,583,629	\$11,384,483	\$263,163,847	\$251,787,888	\$16,204,259	\$263,788,978	\$625,131
Percent Change	6.23%		5.08%			6.88%		0.24%
Non Operating	\$55,166,324	\$57,254,034	\$2,087,710	\$56,476,149	\$58,091,396	\$837,362	\$62,228,164	\$5,752,015
Debt Service	\$12,457,012	\$13,292,866	\$835,854	\$15,270,081	\$15,862,917	\$2,570,051	\$16,898,441	\$1,628,360
Capital Additions	\$4,678,438	\$6,037,380	\$1,358,942	\$4,749,083	\$4,577,292	(\$1,460,088)	\$3,125,261	(\$1,623,822)
Total Before CIP	\$296,500,920	\$312,167,909	\$15,666,989	\$339,659,160	\$330,319,493	\$18,151,584	\$346,040,844	\$6,381,684
Percent Change	5.34%		5.28%			5.81%		1.88%
CIP	\$45,553,043	\$64,439,953	\$18,886,910	\$125,020,918	\$125,020,918	\$60,580,965	\$39,436,335	(\$85,584,583)
Total	\$342,053,963	\$376,607,862	\$34,553,899	\$464,680,078	\$455,340,411	\$78,732,549	\$385,477,179	(\$79,202,899)
Percent Change	(0.65%)		10.10%			20.91%		(17.04%)

Number of Positions **1249.45** **1278.45** **29.00** **1297.95** **19.50** **1302.45** **4.50**

Cost of living change **(0.22%) *** **0.11% *** **3.07% ^**

* http://www.columbiaredi.com/area_data/CostofLiving.php for 2007, 2008, 2009

^ http://www.missourieconomy.org/indicators/cost_of_living/index.stm - for 1st Quarter of 2010

2008 Significant Changes

• **Pay Package**

- 1.5% across-the-board or \$0.30/hour whichever greater
- 2% performance recognition
- Overall increase in Personnel Services 6.0%

• **Health Insurance**

- 10% premium increase
- Dependent care subsidy

• **Pension Contributions (as a percent of total payroll)**

Employee Group	2007	2008	Change
Police	30.54%	31.06%	0.52%
Fire	41.00%	41.50%	0.50%
LAGERS Gen.	13.90%	14.10%	0.20%
LAGERS Util.	15.90%	16.80%	0.90%

Added DROP to Police and Fire Pension Plans

2009 Significant Changes

• **Pay Package**

- \$0.25/hour across-the-board increase
- 2% performance recognition
- Overall increase in Personnel Services 4.9%

• **Health Insurance**

- 4% premium increase
- Increase deductible from \$500 to \$750
- Rx co pay from \$10/\$20/\$35 to \$10/\$25/\$40/\$100 (specialty drug co pay)

• **Pension Contributions (as a percent of total payroll)**

Employee Group	2008	2009	Change
Police	31.06%	29.61%	-1.45%
Fire	41.50%	41.15%	-0.35%
LAGERS Gen.	14.10%	13.90%	-0.20%
LAGERS Util.	16.80%	16.50%	-0.30%

2010 Significant Changes

- **Pay Package**

- No across-the-board increases
- Sick leave buy back reduced from 75% to 50% for hours sold back in excess of 1,040 of accumulated leave
- Changed overtime pay calculation based on hours worked, not hours paid, consistent with federal law
- Eliminated City's contribution to post-employment health plan
- Overall increase in Personnel Services 1.8%

- **Health Insurance**

- 7% premium increase
- No plan changes

- **Pension Contributions (as a percent of total payroll)**

Employee Group	2009	2010	Change
Police	29.61%	31.75%	2.14%
Fire	41.15%	44.70%	3.55%
LAGERS Gen.	13.90%	14.90%	1.00%
LAGERS Util.	16.50%	17.50%	1.00%

2011 Significant Changes

- **Pay Package**

- No across-the-board increases
- Fixed holiday hours will be added back into overtime calculation
- Police FLSA cycle changed from 170 hours in 28 days to 160 hours.
- Overall increase in Personnel Services 1.2%

- **Health Insurance**

- No premium increase
- New \$1,500 deductible plan will be provided as an option
- High deductible plan with Health Saving Account will be offered

- **Pension Contributions (as a percent of total payroll)**

Employee Group	2010	2011	Change
Police	31.75%	34.48%	2.73%
Fire	44.70%	48.91%	4.21%
LAGERS Gen.	14.90%	15.10%	0.20%
LAGERS Util.	17.50%	17.70%	0.20%

General Fund Budget Summary History

	2008	2009		2010			2011	
	Actual	Actual	Change (Act v. Act)	Budget	Estimate	Change (Act v. Est.)	Proposed	Change (Bud. v. Prop.)
Operating	\$65,267,982	\$67,818,910	\$2,550,928	\$72,948,441	\$70,771,324	\$2,952,414	\$72,146,222	(\$802,219)
Percent Change	4.95%		3.91%			4.35%		(1.10%)
Non Operating	\$2,799,703	\$2,910,236	\$110,533	\$2,910,666	\$2,910,666	\$430	\$2,915,059	\$4,393
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Additions	\$1,401,000	\$1,825,028	\$424,028	\$1,401,175	\$1,384,931	(\$440,097)	\$1,093,748	(\$307,427)
Total Before CIP	\$69,468,685	\$72,554,174	\$3,085,489	\$77,260,282	\$75,066,921	\$2,512,747	\$76,155,029	(\$1,105,253)
Percent Change	4.57%		4.44%			3.46%		(1.43%)
CIP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$69,468,685	\$72,554,174	\$3,085,489	\$77,260,282	\$75,066,921	\$2,512,747	\$76,155,029	(\$1,105,253)
Percent Change	4.57%		4.44%			3.46%		(1.43%)
Number of Positions	644.49	656.1	11.61	659.30	668.55	12.45	656.63	-11.92
				<i>Includes 4</i>				
				<i>Unfunded</i>				
				<i>Firefighters</i>				

Enterprise Funds Budget Summary History

	2008	2009		2010			2011	
	Actual	Actual	Change (Act v. Act)	Budget	Estimate	Change (Act v. Est.)	Proposed	Change (Bud. v. Prop.)
Operating	\$124,473,332	\$133,471,411	\$8,998,079	\$153,765,449	\$146,140,055	\$12,668,644	\$156,459,158	\$2,693,709
Percent Change	8.23%		7.23%			9.49%		1.75%
Non Operating	\$28,420,764	\$29,877,594	\$1,456,830	\$32,327,960	\$32,154,250	\$2,276,656	\$34,576,052	\$2,248,092
Debt Service	\$7,551,417	\$7,842,437	\$291,020	\$9,607,285	\$10,200,121	\$2,357,684	\$10,219,936	\$612,651
Capital Additions	\$2,925,244	\$3,781,888	\$856,644	\$3,130,170	\$2,974,623	(\$807,265)	\$1,424,111	(\$1,706,059)
Total Before CIP	\$163,370,757	\$174,973,330	\$11,602,573	\$198,830,864	\$191,469,049	\$16,495,719	\$202,679,257	\$3,848,393
Percent Change	8.22%		7.10%			9.43%		1.94%
CIP	\$29,136,024	\$24,102,122	(\$5,033,902)	\$113,409,739	\$113,409,739	\$89,307,617	\$30,190,335	(\$83,219,404)
Total	\$192,506,781	\$199,075,452	\$6,568,671	\$312,240,603	\$304,878,788	\$105,803,336	\$232,869,592	(\$79,371,011)
Percent Change	1.14%		3.41%			53.15%		(25.42%)
Number of Positions	500.56	510.35	9.79	511.00	515	4.65	525.37	10.37

Internal Service Funds Budget Summary History

	2008	2009		2010			2011	
	Actual	Actual	Change (Act v. Act)	Budget	Estimate	Change (Act v. Est.)	Proposed	Change (Bud. v. Prop.)
Operating	\$31,974,370	\$31,185,839	(\$788,531)	\$33,491,679	\$32,048,351	\$862,512	\$32,533,836	(\$957,843)
Percent Change	3.35%		(2.47%)			2.77%		(2.86%)
Non Operating	\$452,920	\$531,471	\$78,551	\$939,825	\$910,726	\$379,255	\$875,862	(\$63,963)
Debt Service	\$3,018	\$1,862	(\$1,156)	\$665	\$665	(\$1,197)	\$0	(\$665)
Capital Additions	\$352,120	\$430,464	\$78,344	\$217,738	\$217,738	(\$212,726)	\$284,377	\$66,639
Total Before CIP	\$32,782,428	\$32,149,636	(\$632,792)	\$34,649,907	\$33,177,480	\$1,027,844	\$33,694,075	(\$955,832)
Percent Change	2.73%		(1.93%)			3.20%		(2.76%)
CIP	\$10,275	\$65,033	\$54,758	\$0	\$0	(\$65,033)	\$0	\$0
Total	\$32,792,703	\$32,214,669	(\$578,034)	\$34,649,907	\$33,177,480	\$962,811	\$33,694,075	(\$955,832)
Percent Change	2.76%		(1.76%)			2.99%		(2.76%)
Number of Positions	90.8	98.4	7.60	99.40	99.4	1.00	105.45	6.05

REDI Update

J. Mike Brooks

Dave Griggs

8-2-2010

Attraction

- IBM
 - REDI Budget---Cost of success!!
 - \$50-60,000 estimate for REDI Budget
 - Data Center Prospects
 - Project Unicorn
 - Project Gable
 - Project Big Apple
-

Attraction

- Animal Health Prospects/Life Science
 - Project Joy
 - Project Moose
 - Project Maple
 - Office
 - Project Chief
 - Request for 7,500 to 15,000 sq ft
-

Expansion

- Local Company announced to employees that the company will consolidate some new operations.



Office Relocation-Enterprise Center

- Moving forward
 - Senator Bond funding request
 - \$425,000 In Senate Appropriations
 - Cost estimate to build out
 - Incubator Space Estimate \$459,750
 - REDI Space Estimate \$356,550
 - Timing
-

Miscellaneous Items

- Misc
 - Google
 - High Speed Internet Task Force
 - Entrepreneurship Summit
-

Relationships

- State Representative/Senators
 - Data Center Legislation
 - Director Department of Development
 - Missouri Partnership
 - KCADC
 - CORE
 - Taxing Entities
 - Chapter 100 Policy
 - K-12 Schools
 - University/Colleges
 - RJI
 - Columbia Area Jobs Foundation (CAJF)
-