

FY 2014 Budget Worksession

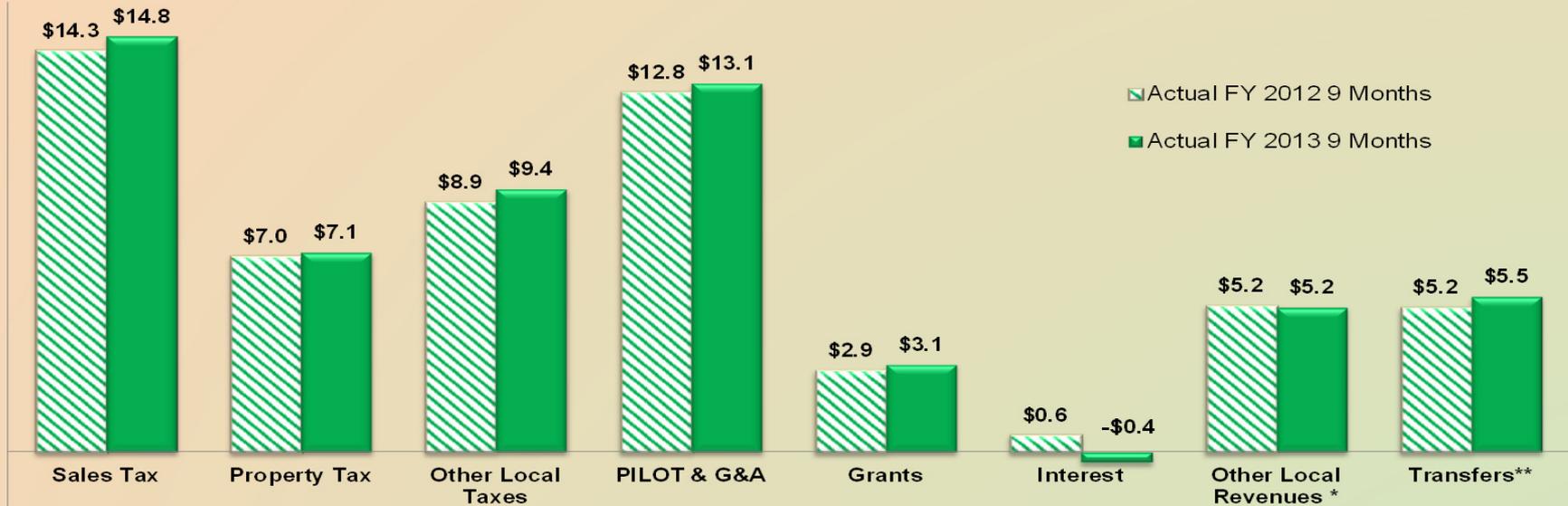
Saturday, August 24, 2013

Mission

"...to make Columbia the best place to live, work, learn and play by fostering a safe, equitable, sustainable and healthy economy, community and environment through a democratic and fiscally responsible government."

9 Month Financial Update

General Fund Revenues (in Millions) at 9 Months



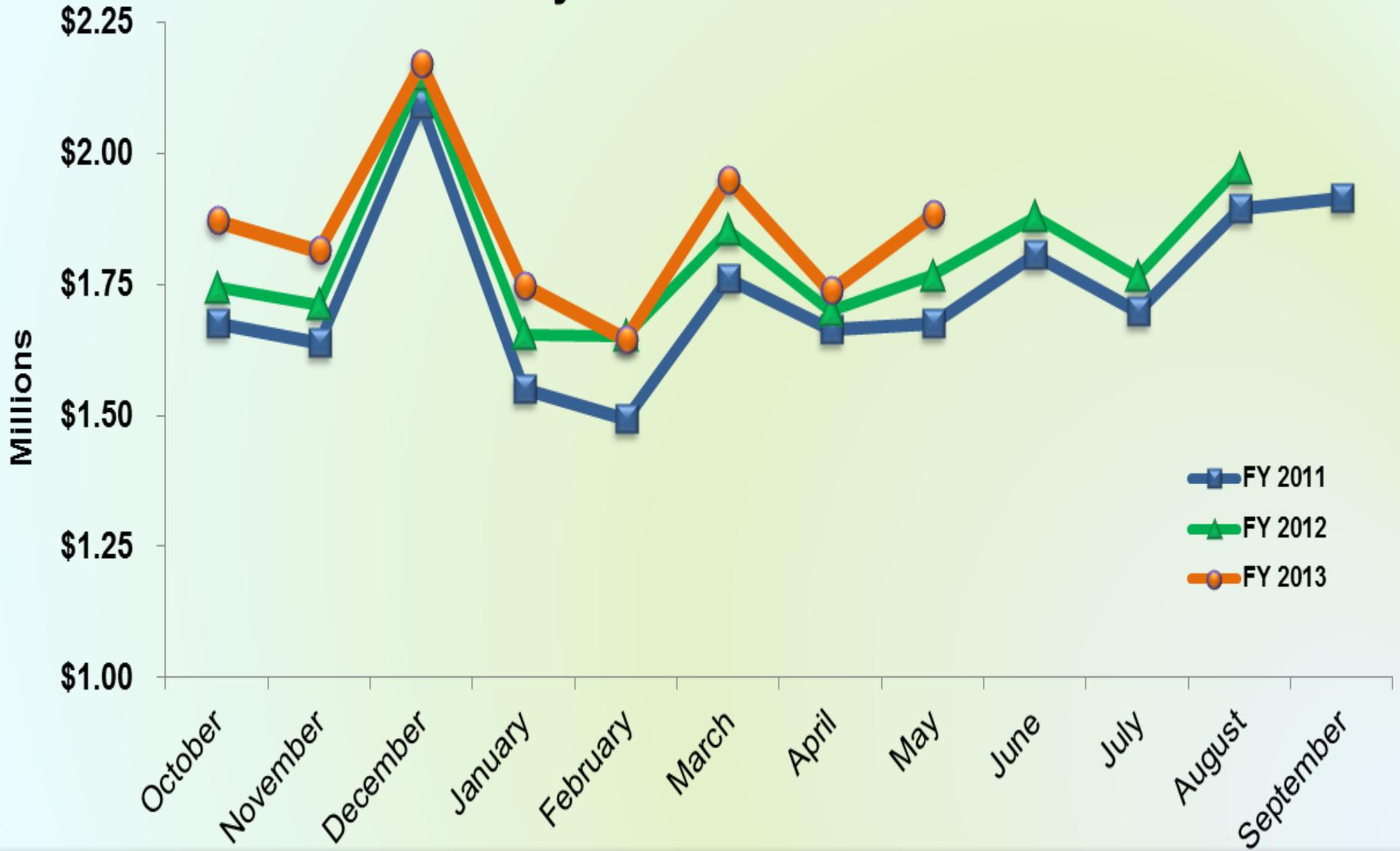
	Actual FY 2012 9 Months	% Received 9 Months FY 2012	FY 2013 Revised Budget at 9 months	Actual FY 2013 9 Months	% Received 9 Months FY 2013	
Sales Tax	\$14,302,116	71.74%	\$21,304,311	\$14,807,796	69.51%	●
Property Tax	\$6,975,164	101.10%	\$7,120,862	\$7,120,063	99.99%	●
Other Local Taxes	\$8,906,227	76.04%	\$11,666,335	\$9,379,299	80.40%	●
PILOT & G&A	\$12,813,836	68.34%	\$19,373,027	\$13,138,365	67.82%	●
Grants	\$2,915,000	56.65%	\$3,964,391	\$3,124,910	78.82%	●
Interest	\$610,032	88.47%	\$744,474	(\$356,796)	-47.93%	●
Other Local Revenues *	\$5,218,366	76.75%	\$7,119,105	\$5,151,657	72.36%	●
Transfers**	\$5,155,764	75.23%	\$7,449,813	\$5,543,485	74.41%	●
Total Financial Sources	\$56,896,505	74.10%	\$78,742,318	\$57,908,779	73.54%	
	\$0		\$0	\$0		

* Other Local Revenues include Licenses and Permits, Fines, Fees, Lease Bond Proceeds, and Miscellaneous Revenues.

** Transfers come from Parks Sales Tax Fund, Transportation Sales Tax Fund, Public Improvement Fund, Special Road District Tax Fund, Special Business District, Capital Projects Fund, Contributions Fund, and the Utility Customer Services Fund

+ FY 2012 9 Month Sales Tax on a cash basis was 87% of budget; FY 2013 was 84%.

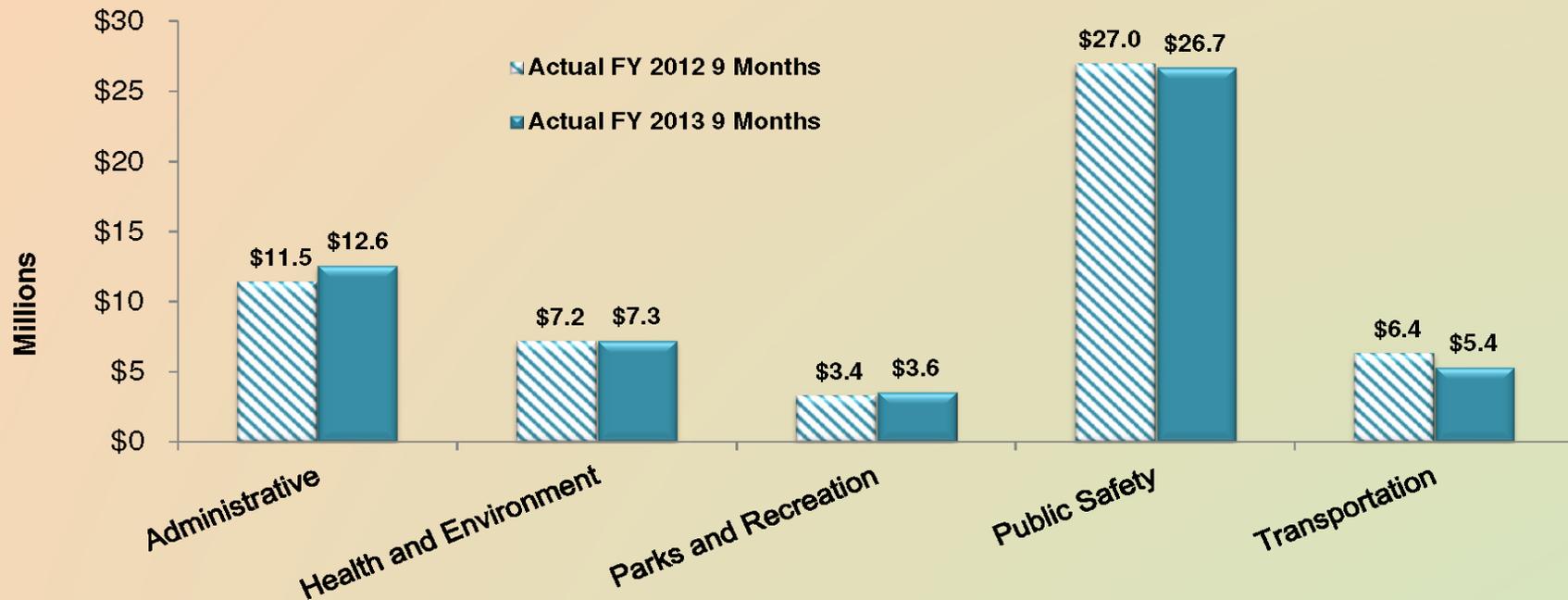
Monthly Sales Tax Collections



Monthly PILOT Receipts



General Fund Expenditures at 9 Months



	Actual FY 2012 9 Months	FY 2012 Percent Expended	FY 2013 Revised Budget at 9 months	Actual FY 2013 9 Months	FY 2013 Percent Expended	
Administrative	\$11,478,167	72.45%	\$17,387,033	\$12,611,198	72.53%	●
Health and Environment	\$7,238,630	64.49%	\$11,842,212	\$7,252,615	61.24%	●
Parks and Recreation	\$3,352,494	64.43%	\$5,554,951	\$3,580,980	64.46%	●
Public Safety	\$27,014,391	70.90%	\$39,709,388	\$26,744,154	67.35%	●
Transportation	\$6,378,870	63.93%	\$9,736,840	\$5,362,694	55.08%	●
Total Expenditures	\$55,462,552	69.03%	\$84,230,424	\$55,551,641	65.95%	●

Transfers to other funds include Recreation Services Fund (subsidy) , Special Business District, Debt Service Funds, Capital Projects Fund, Sustainability Fund and GIS Fund.

Transportation Funds - FY 2013

Department	Increase/(Decrease) to Cash			9 Month Financial Sources % of Budget	9 Month Financial Uses % of Budget	Overall Rating
	Budgeted	9 Month Results	Projected Ending FY 2013			
Transit:	(\$554,899)	\$687,901	(\$112,488)	92.87%	72.93%	
Airport:	(\$14,522)	\$23,140	\$120,226	73.30%	71.69%	
Parking	(\$157,800)	(\$150,561)	\$68,307	74.21%	75.19%	
Railroad	(\$150,659)	(\$200,484)	(\$269,152)	57.55%	69.09%	
Transload	(\$2,315,310)	\$1,106,934	(\$2,274,541)	414.45%	89.37%	
Capital Improvement Sales Tax Fund	\$62,517	(\$301,837)	\$90,230	68.92%	75.46%	
Transportation Sales Tax Fund	\$518,586	(\$359,955)	\$621,184	68.48%	75.47%	
Public Improvement Fund	(\$80,606)	\$281,919	\$919,525	113.26%	94.76%	

Utility Funds - FY 2013

Department	Increase/(Decrease) to Cash			9 Month Financial Sources % of Budget	9 Month Financial Uses % of Budget	Overall Rating
	Budgeted	9 Month Results	Projected Ending FY 2013			
Water and Electric Fund	(\$8,016,103)	(\$15,009,510)	(\$3,503,158)	67.66%	73.69%	
Sewer	(\$699,540)	\$1,748,891	\$744,583	73.50%	62.41%	
Solid Waste	(\$1,934,377)	(\$25,903)	(\$1,200,038)	74.33%	66.81%	
Storm Water	(\$45,574)	\$249,815	\$23,989	81.05%	60.58%	

Parks and Recreation Funds - FY 2013

Increase/(Decrease) to Cash			
Department	Budgeted	9 Month Results	Projected Ending FY 2013
Parks Sales Tax Fund	\$221,923	(\$442,422)	\$274,761
Recreation Services Fund	(\$226,325)	\$196,764	\$57,319

9 Month
Financial
Sources
% of
Budget

9 Month
Financial
Uses % of
Budget

Overall
Rating

69.26%

80.97%



69.46%

64.41%



Supporting Activity Funds - FY 2013

Increase/(Decrease) to Cash

Department	Budgeted	9 Month Results	Projected Ending FY 2013	9 Month Financial Sources % of Budget	9 Month Financial Uses % of Budget	Overall Rating
Employee Benefit Fund	(\$511,093)	\$89,958	(\$257,749)	71.79%	67.86%	
Self Insurance Fund	(\$28,725)	\$833,177	\$552,746	74.66%	57.17%	
Custodial and Building Maintenance Fund	(\$169,240)	\$2,083	(\$123,117)	74.99%	67.49%	
Fleet Operations Fund	\$89,481	\$181,796	\$148,668	73.13%	71.82%	
Public Communications Fund	(\$456,015)	(\$322,382)	(\$210,852)	58.45%	61.61%	
Information Technologies Fund	(\$345,683)	\$51,491	(\$186,873)	76.00%	67.79%	
GIS Fund	(\$15,613)	(\$21,553)	\$756	68.22%	70.76%	
Utility Customer Services Fund	\$4,022	\$95,182	\$31,740	74.34%	70.38%	

City Manager Overview

Our Whirlwind of Competing Issues

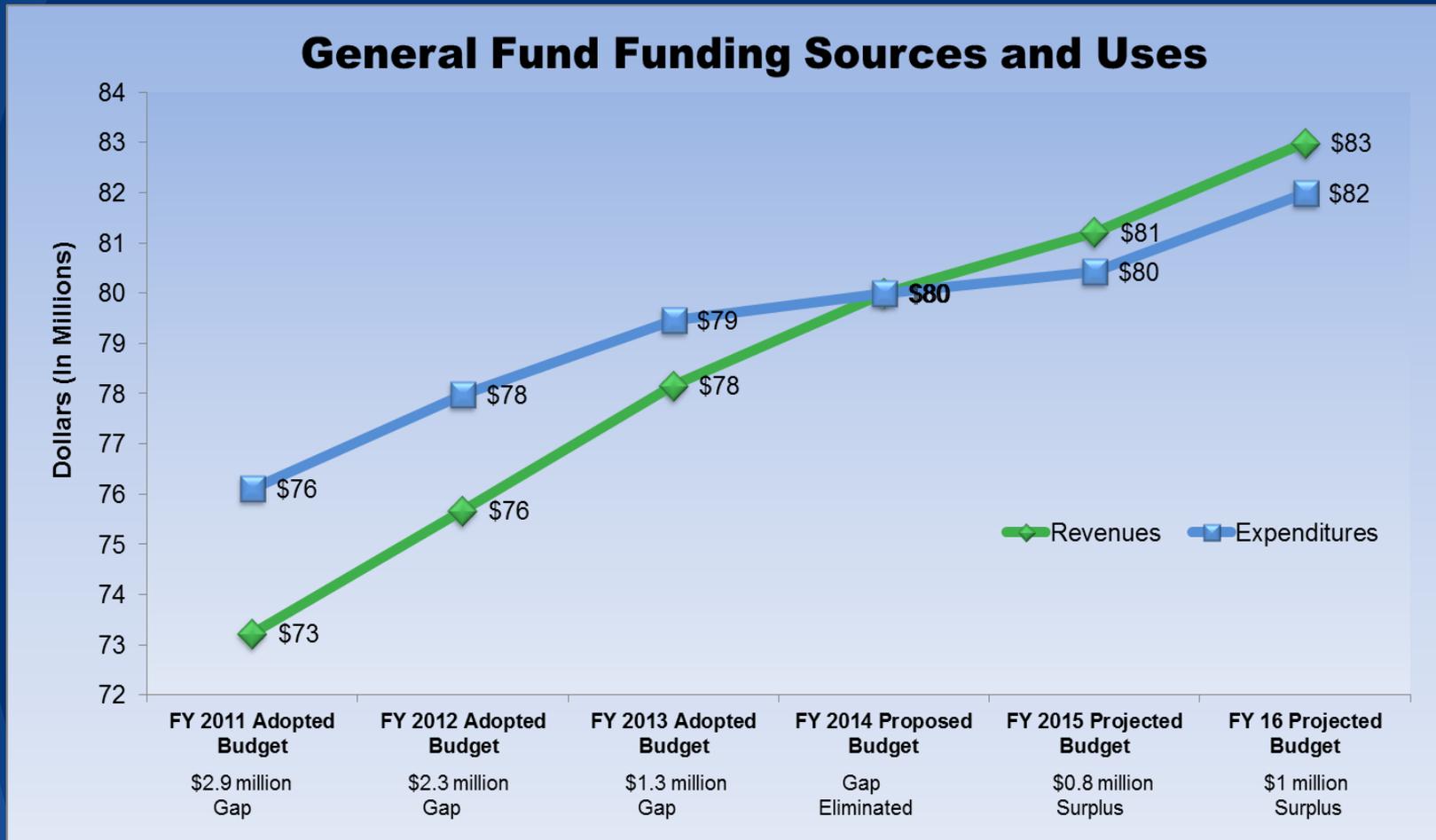
- **Balancing the General Fund Budget**
- **Funding our pension solution**
- **Competing for talent with pay, benefits and a workplace that fairly compensates and engages City employees**
- **Assuring a safe transition of "911" and emergency services to Boone County stewardship**
- **Adding police officers and firefighters to keep pace with community growth**

The Big Picture for FY 2014

- **Recommend total estimated spending of \$414,221,731**
- **Recommend total estimated revenues of \$386,059,400**
- **Planned use of fund balances make up the difference between revenues and expenses**
- **General Fund is balanced, except for \$1,017,900 in appropriated fund balance use to fund our pension solution**
- **Net increase of staff of 20.95 FTE**
 - Total city permanent workforce to be slightly more than 1,388
 - 11.94 permanent employees per thousand population (down from 11.96 in FY 2013)

Closing the General Fund Gap

General Fund - Gap has been closed for FY 2014 (other than for pension increases)



Budget is balanced for the first time since FY 1989

3 Main Areas of Change

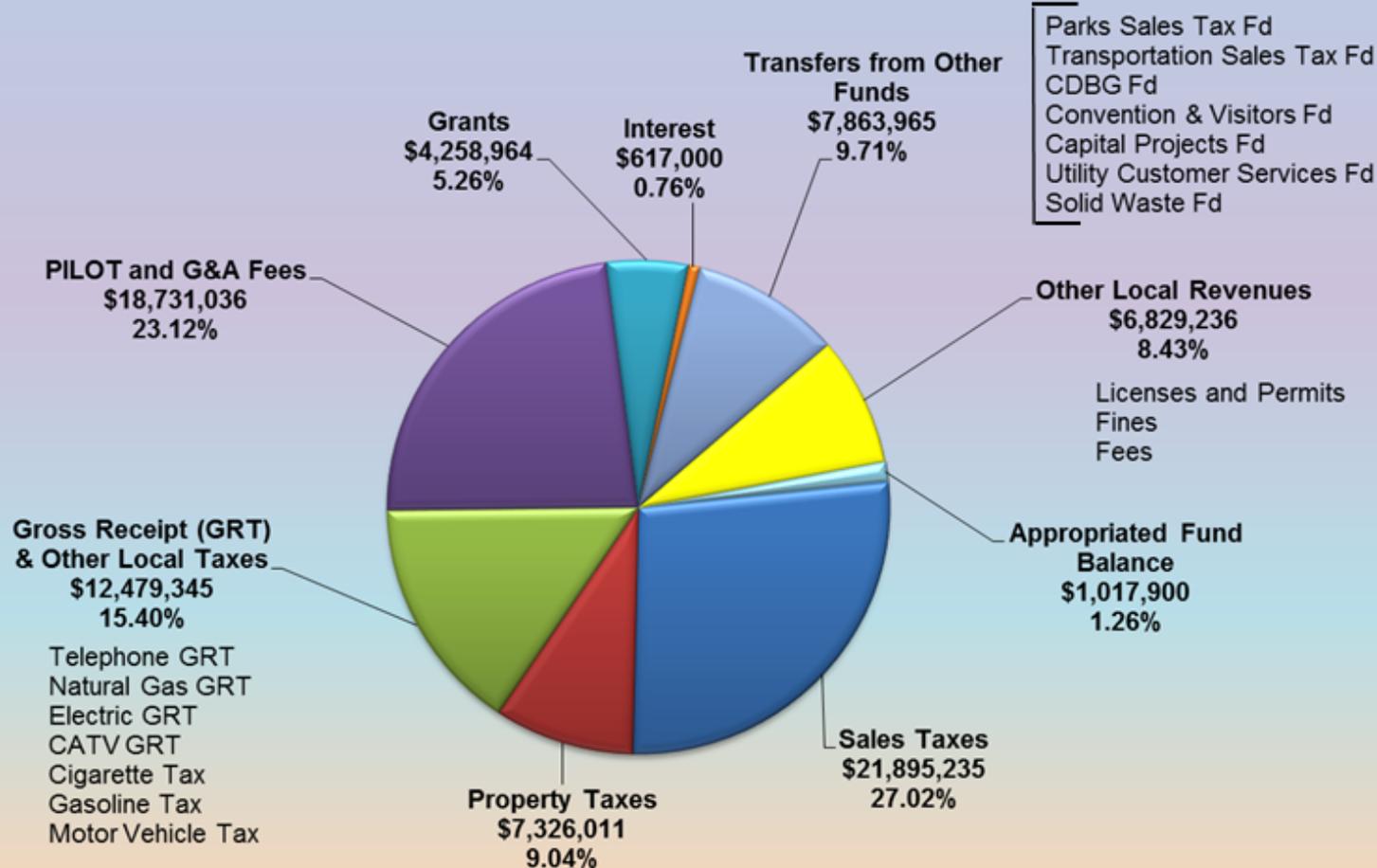
- **911 Emergency Services** - transition to the County during FY 2014
 - City will pay a portion of the costs until December 31, 2013
 - Transition will eventually save the City \$1.8 million per year
- **Health care premium subsidies for retired City employees** - to be eliminated January 1, 2014. This was part of a two year phase out.
- **Public access television services provided through a contract with CAT TV** - 5 year contract has ended
 - Will save \$200,000 per year

Overview - General Fund Revenues

Where the Money Comes From

FY 2014 General Fund Revenues

\$81,018,692



\$0.2 million more than Estimated FY 2013

0.3% increase

Overview - General Fund Revenues

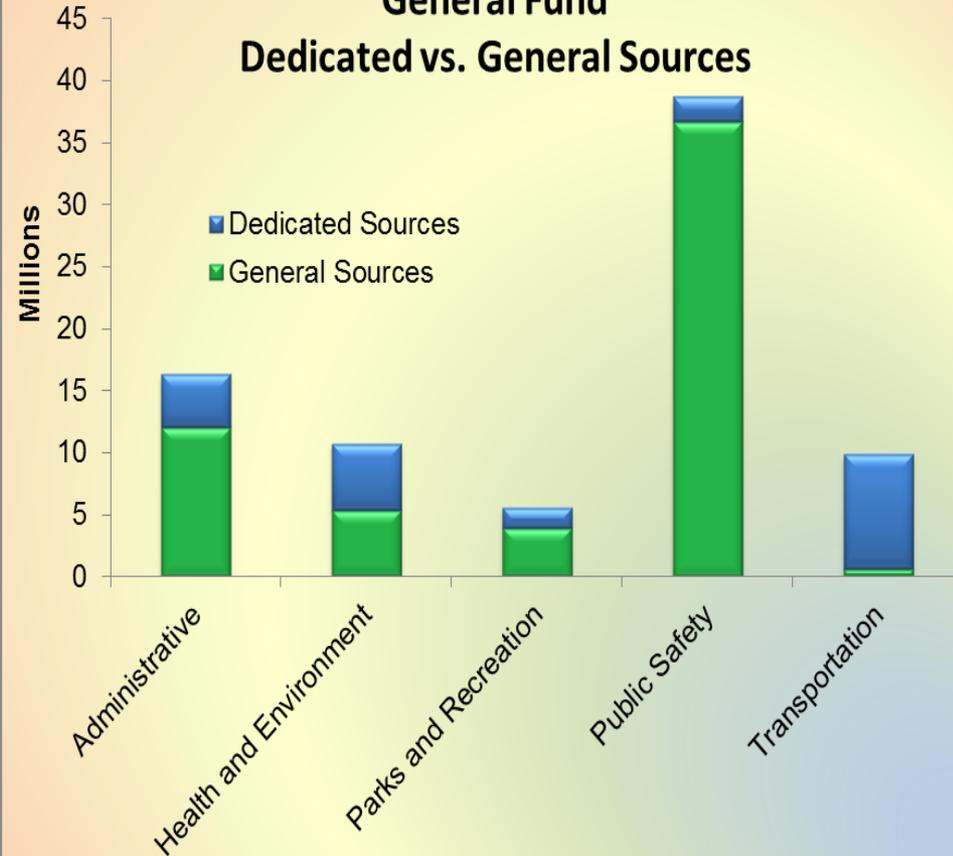
Where the Money Comes From

FY 2014 Totals By Funding Source

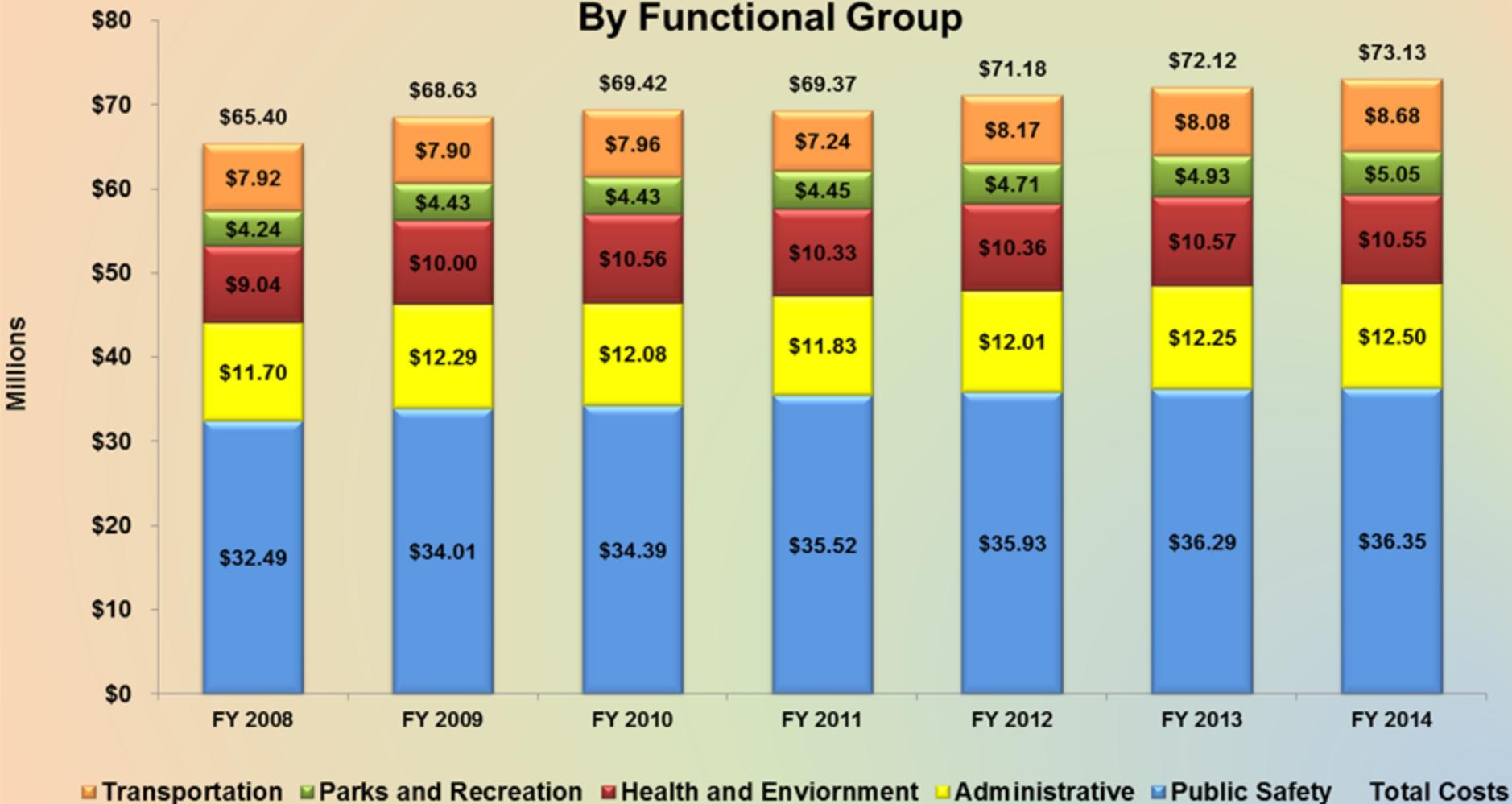


General sources can be reallocated from one department to another. **Dedicated sources** are specifically allocated to a department.

General Fund Dedicated vs. General Sources



General Fund - Operating Costs * By Functional Group



* Operating Costs do not include capital or intragovernmental charges

General Fund Revenue Highlights

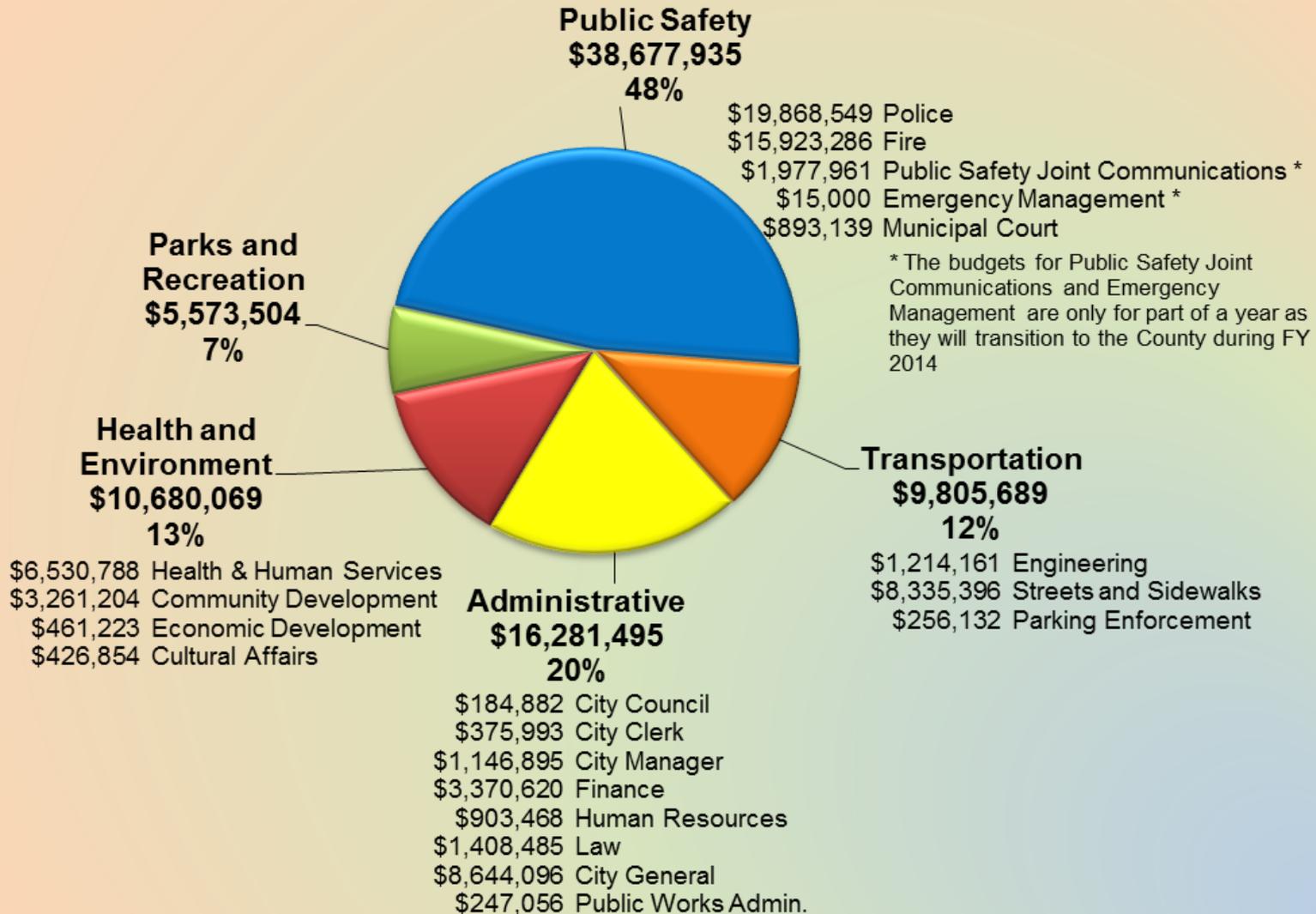
- **Total FY 2014 General Fund Revenues are \$0.2 million higher than Estimated FY 2013** (0.3% increase)
- **Sales Tax \$0.4 million higher** (2% growth)
 - Estimated FY 2013 is 3% over Actual FY 2012
- **Grants \$13,639 higher** (0.3% growth)
 - Lower Police and Health grants
 - Higher Fire grants (FY 2014 will include a full year of funding for 5 firefighter positions)
 - Higher county revenues for PSJC as the County will start paying 100% of the costs beginning January 1, 2014
- **Transfers are \$0.4 million higher** (5.7% increase)
 - \$0.1 million increase in Parks Sales Tax transfer into the General Fund
 - \$0.1 million increase in Transportation Sales Tax transfer into the General Fund
 - \$0.1 million increase in transfer from COFERS project for operating costs of project
 - \$0.1 million transfer from Solid Waste to fund volunteer program moved to Community Development

General Fund Revenue Highlights - Continued

- **PILOT and G&A \$0.4 million higher** (2.4% growth)
 - PILOT is 2.9% over Estimated FY 2013 and reflects the 5% increase in water rates
- **Other Local Revenue \$0.2 million higher** (3.1% growth)
- **Appropriated Fund Balance \$1.4 million lower** (58.4% decrease)
 - Fund balance use for FY 2014 will only be for funding of the pension solution

Overview - General Fund Expenditures By Functional Group \$81,018,692

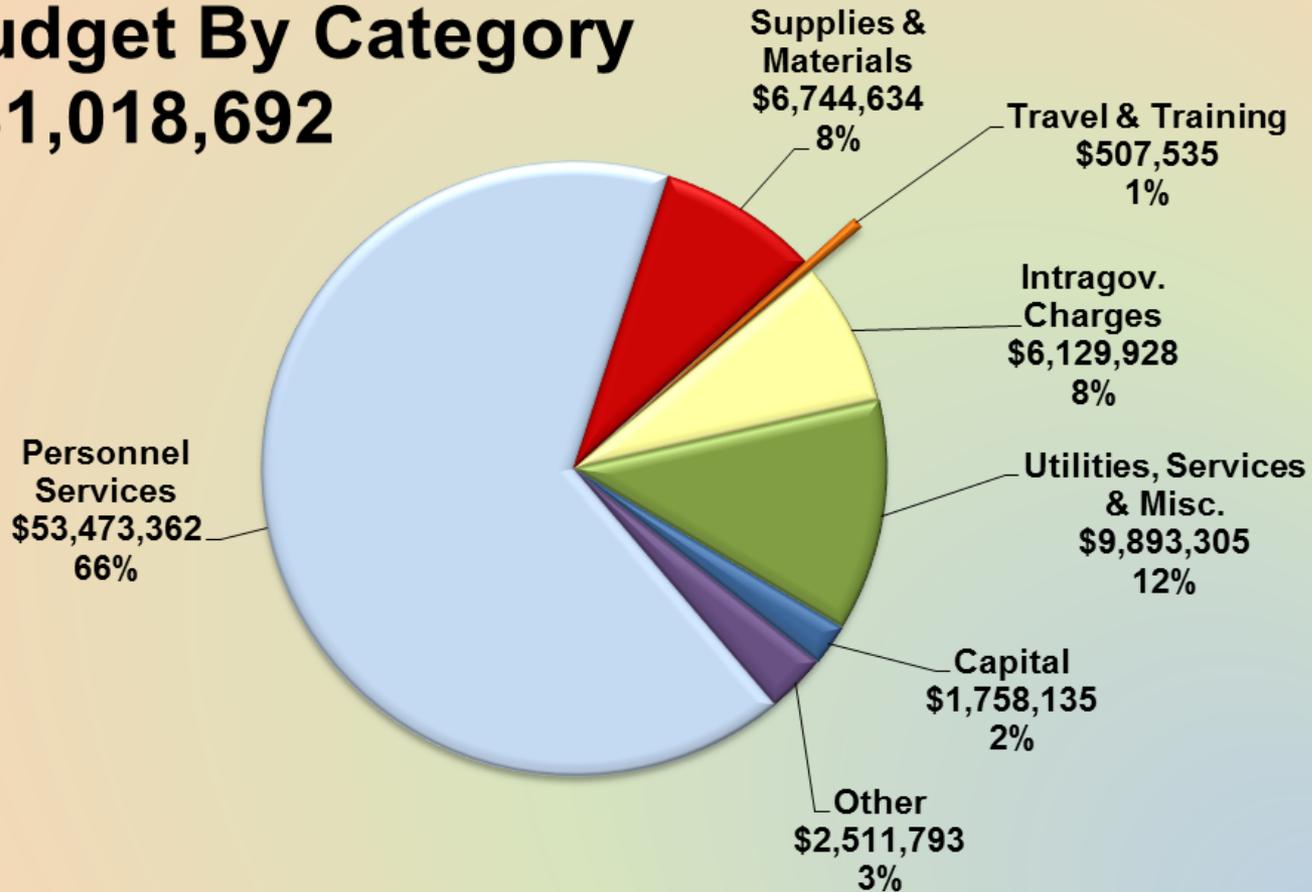
Where the Money Goes



Overview - General Fund Expenditures By Category

Where the Money Goes

**FY 2014 Total
Budget By Category
\$81,018,692**



FY 2012 General Fund Savings

- **In FY 2013 we implemented the incentive based budgeting program**

- General Fund ends up the fiscal year with a surplus of funds
- General Fund balance is above the 20% guideline
- City can allocate ½ back to departments and ½ to projects identified by Council
- Savings used for one time purchases (cannot be used for ongoing expenses such as adding police officers or giving performance pay increases)

- **FY 2012 General Fund Savings allocated in the FY 2013 adjusted budget were \$1.9 million**

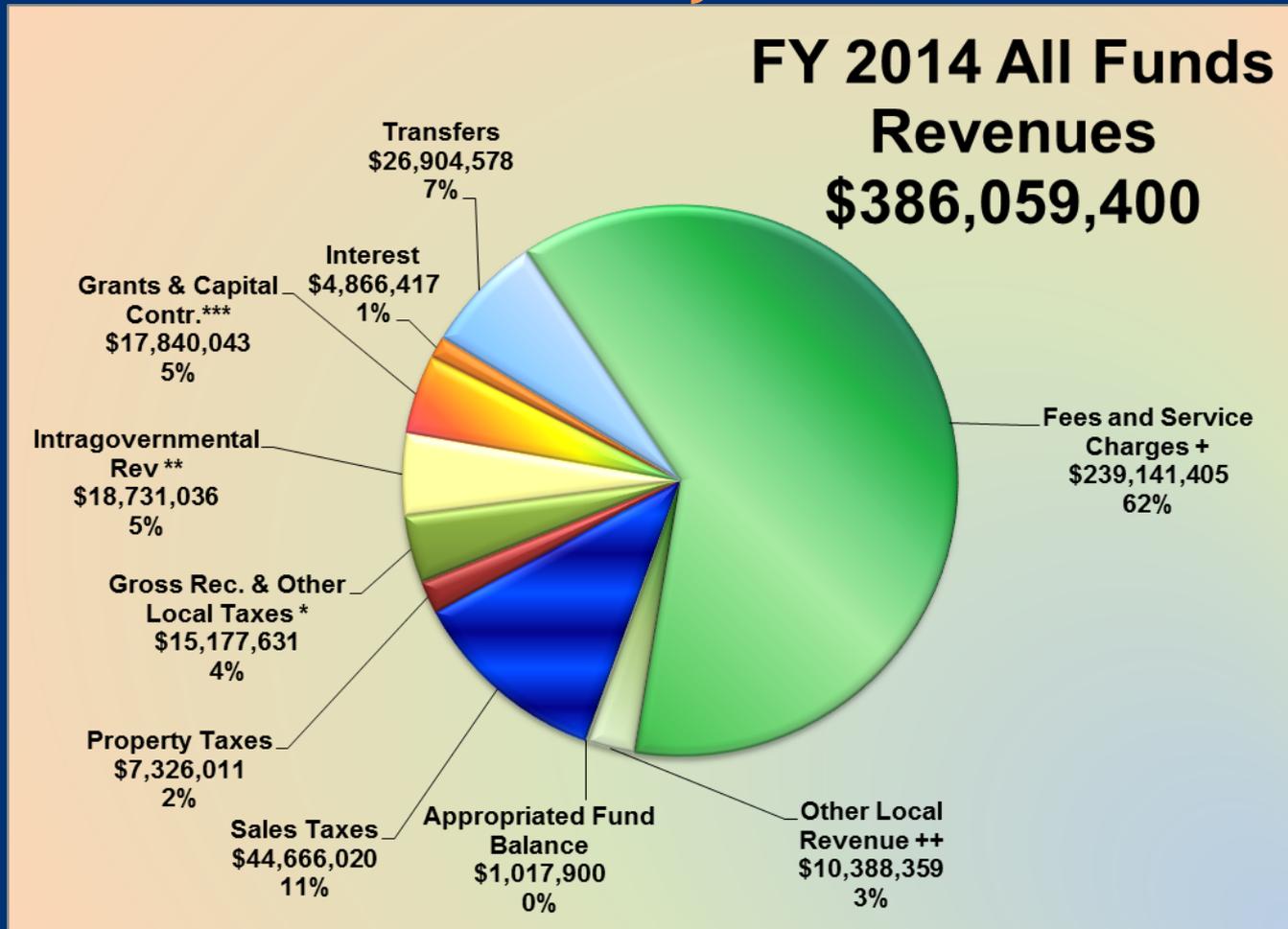
- \$951,741 back to the departments that generated the savings
- \$951,741 to specific projects identified by Council (Blind Boone renovation, Disability Commission projects, room at the inn center, revolving loan fund within REDI, sidewalk project to be determined via a citizen poll)



General Fund Expenditure Highlights

- **General Fund Expenditures are projected to decrease \$1.7 million or 2.0% from FY 2013 Adjusted Budget.**
- **Intragovernmental Charges reflect a \$0.2 million increase**
 - GIS fees increased to cover the cost to update the aerial photography and baseline topographic and planimetric data
 - City University fee established to cover the cost of the city's in-house training program
- **Capital reflects a \$0.4 million decrease**
FY 2012 savings were used to purchase capital in FY 2013
- **Other reflects a \$1.0 million decrease**
One time transfers of FY 2012 savings in FY 2013

Overview - All City Funds Revenues Where the Money Comes From



++ Other Local Revenue includes Licenses and Permits, Fines, and Fees

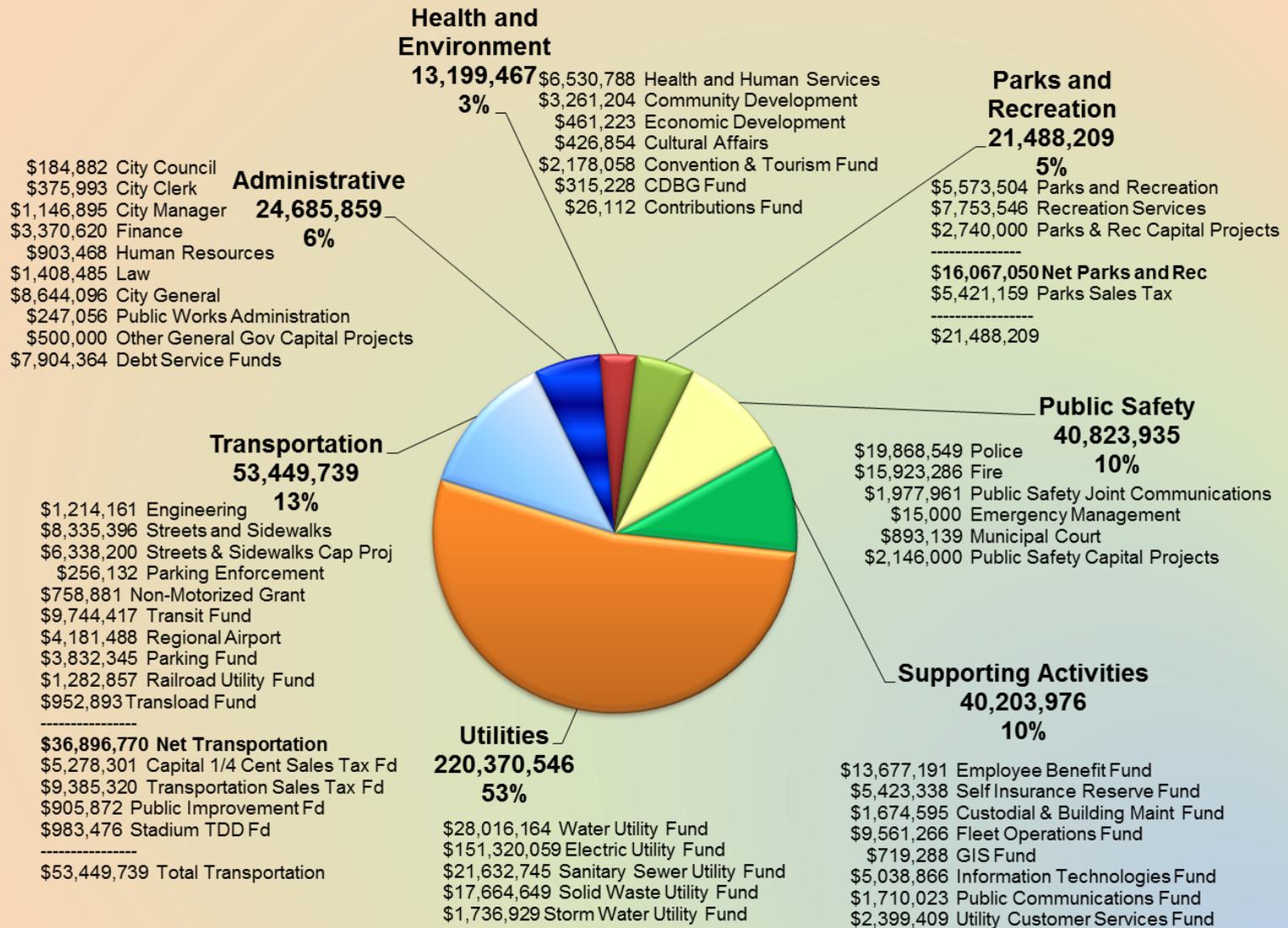
*** Capital Contributions are government grants and other aid used to fund capital projects.

** Intragovernmental Revenues include PILOT and G&A Fees

* Gross Receipts Taxes are collected on telephone, natural gas, electric and CATV. Other Local Taxes include Cigarette Tax, Gasoline Tax, and Motor Vehicle Tax.

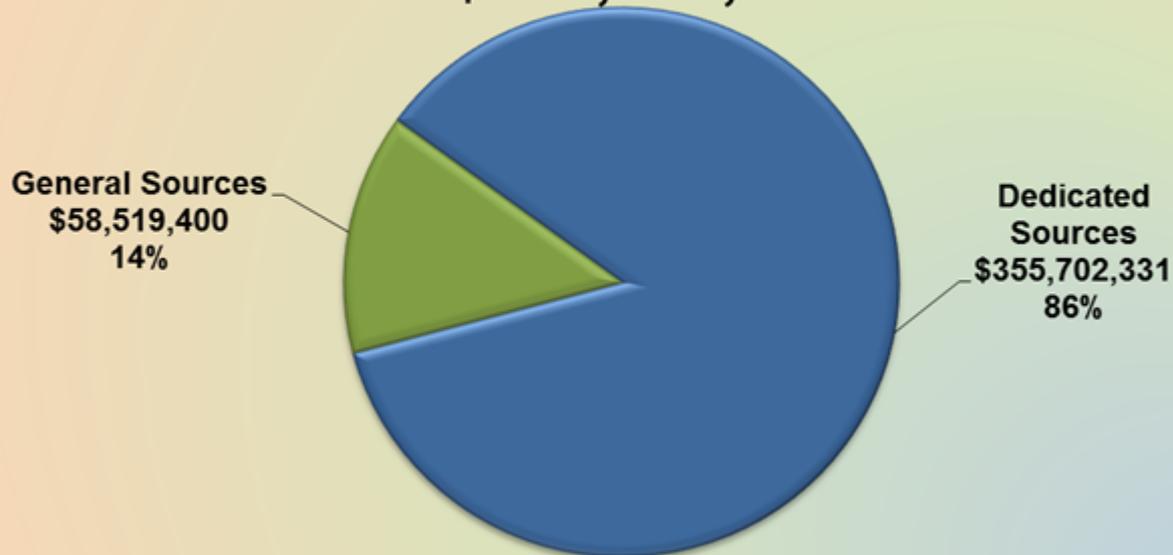
Overview - All City Funds Expenditures

Where the Money Goes \$414,221,731



Overview - All City Funds Expenditures Where the Money Goes

FY 2014 All Funds Expenditures By Funding Source \$414,221,731



General sources can be reallocated from one department to another.
Dedicated sources are specifically allocated to a department.

All Funds Revenues vs. Expenditures

Total Revenues \$386,059,400

Total Expenditures \$414,221,731

Why the \$28.2 million difference?

Funds outside of the General Fund can project expenditures above revenues which means they will be utilizing some of their accumulated fund balances (like balances in a savings fund) in accordance with our budget strategies and guidelines, and expenditures include certain non-cash items such as depreciation.

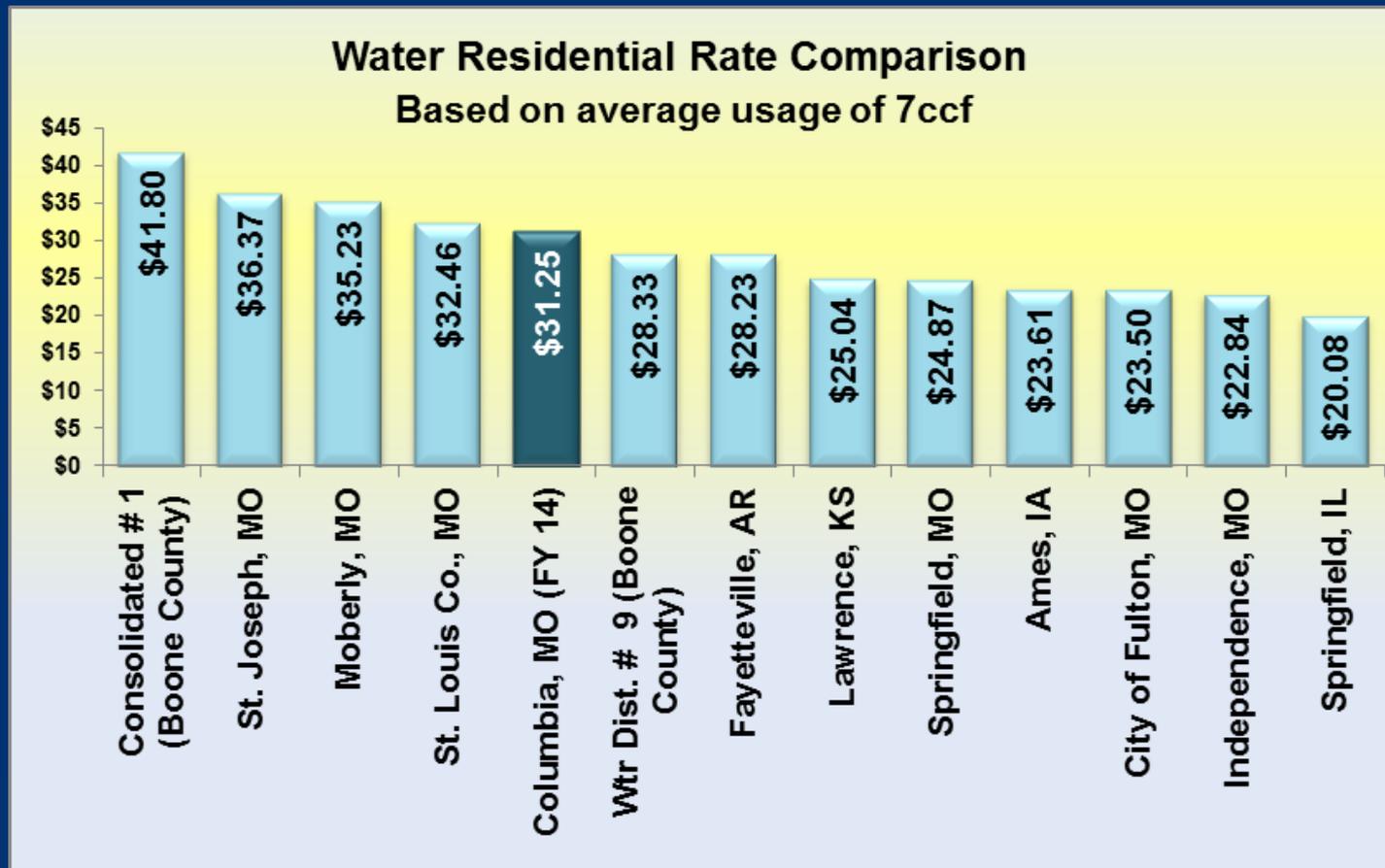
Impact on Customers

- Refer to Budget in Brief for Details

- **No Sales Tax or Property Tax increases**
- **Utility Rate Increases** Average Monthly Customer Impact: \$1.77
 - Water 5% (Voter approved)
- **Parking Increases**
 - \$10/month parking permit increase for garages and surface lots - October 1, 2013
 - \$0.25/hour parking meter increase for meters south of Locust Street - October 1, 2013
- **Business License Fee changes**
 - Application/reapplication fees for business license, armed guards, and security guards
 - Vehicles for Hire
 - Alcoholic beverage license - renewal application fee late charge
- **Parks and Recreation Fee changes**
 - New fees for early morning shelter reservations, picnic tables, and parklet
 - Increase in shelter reservation fees
 - New fees for outdoor basketball court rentals

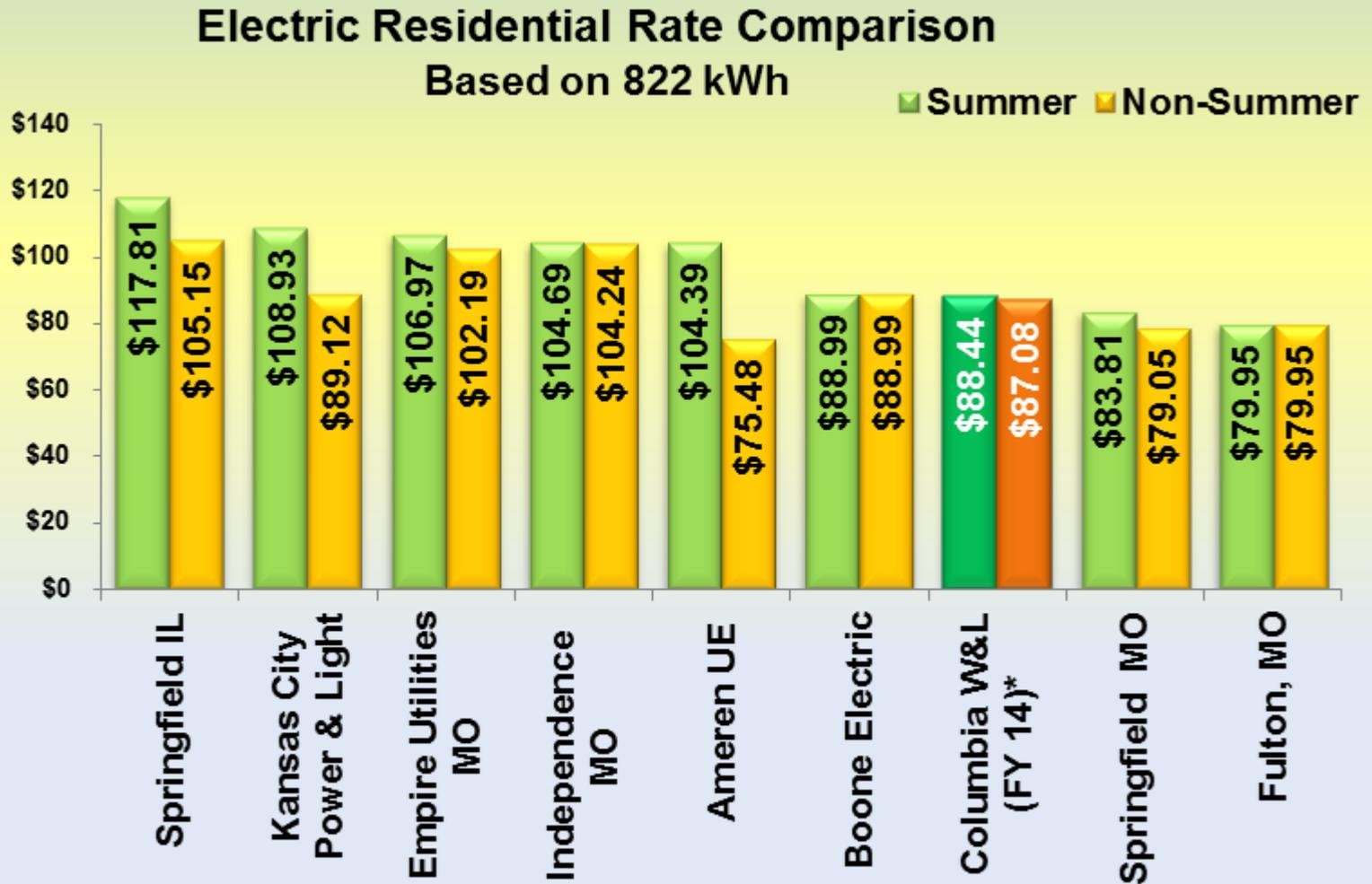
Impact on Customers - Water Utility Rates

- **5% Rate Increase for both residential and commercial customers**
(Approved by voters in August, 2008)
- **\$1.77/month average residential customer impact**
 - \$0.99/month (Non-Summer)
 - \$3.32/month (Summer)



Impact on Customers - Electric Utility Rates

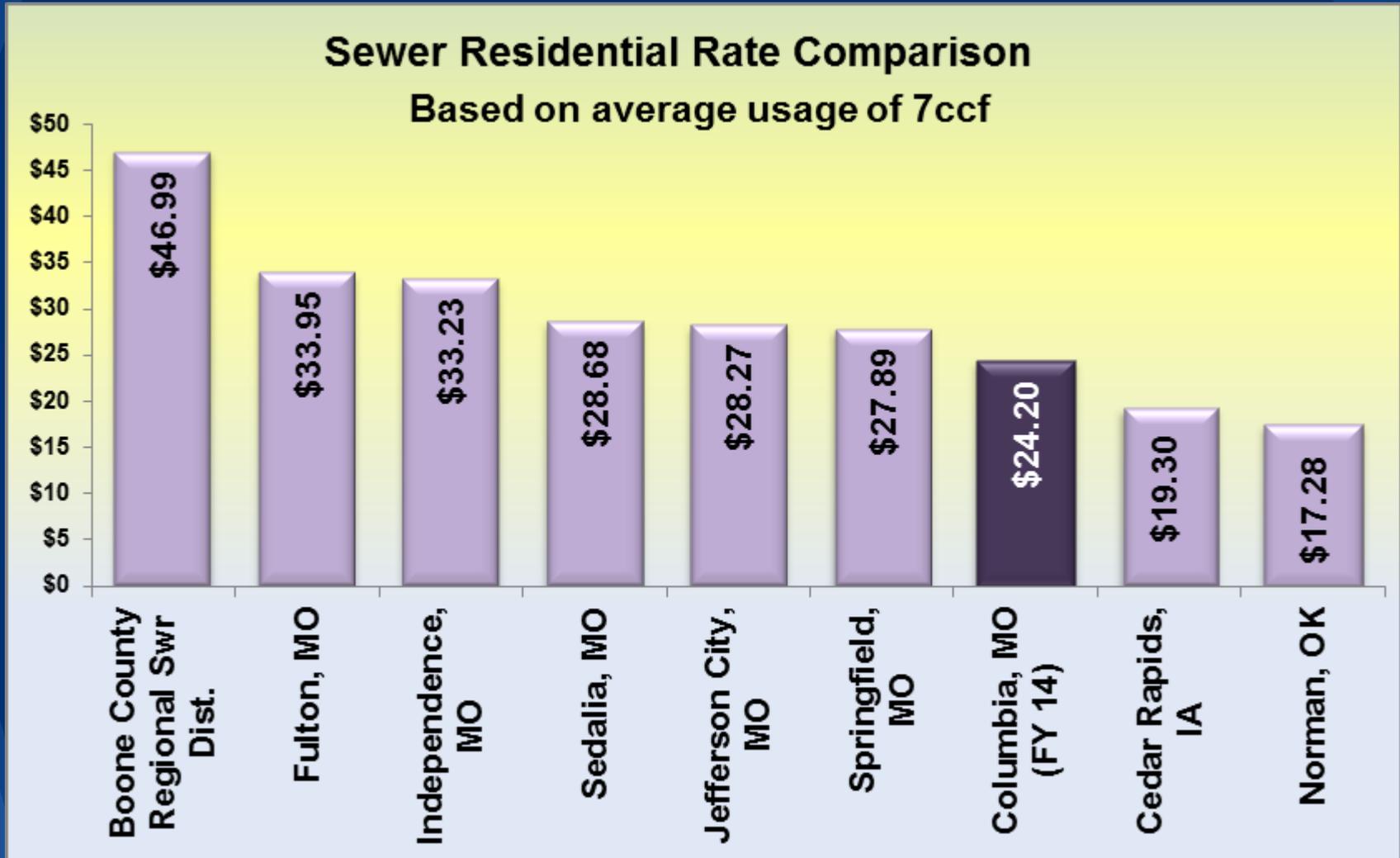
No Rate Increase



* Columbia rates do not include a summer discount for load management.

Impact on Customers - Sewer Rates

No Rate Increase



Impact on Customers - Refuse Rates

No Rate Increase



New Initiatives

- **Transit - CoMo Connect Project** - major overhaul of City bus routes and services
- **Contact Center** - will begin handling citizen requests and questions for Public Works
- **COFERS project** - 2 year project that will impact 32 data and financial modules and improve City efficiency and effectiveness
- **Completion of the Comprehensive Plan**
- **Human Rights Focus**
- **Ballot initiative needed for Storm Water infrastructure needs**

Other Investments

- **Road Resurfacings Efforts**

- 21 street resurfacing projects in FY 2013
- FY 2014 proposes increasing street maintenance funding by \$300,000
- Current funding levels yield 48 year cycle time to resurface all City streets (down from 57 year cycle time reported last year)
- 10% increase in citizen satisfaction with the condition of major city streets over the 2011 results

- **Classification, compensation and benefits study**

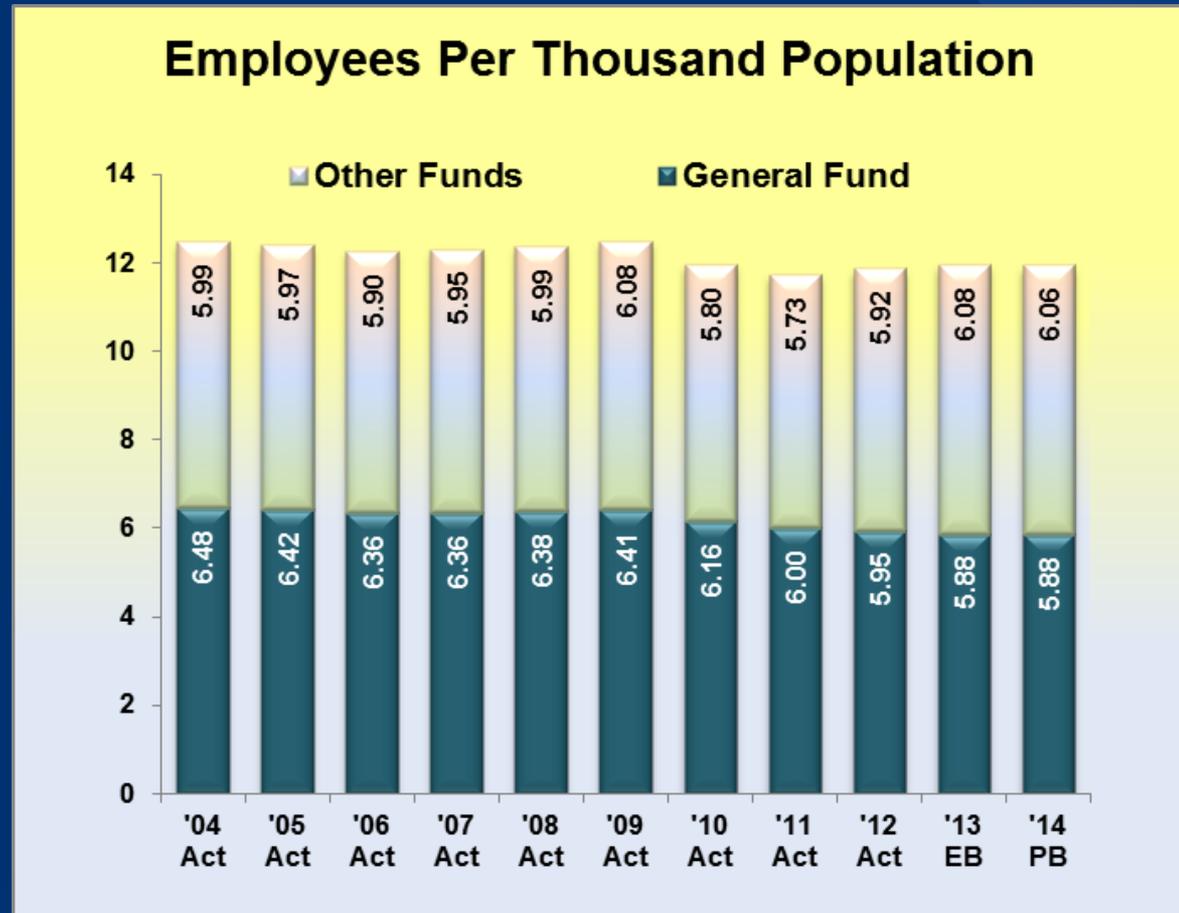
- conducted during FY 2013
- 327 classifications reviewed
- consultant recommended increasing pay for 285 employees to the new market minimum for their position

- **Employee Pay Plan**

- Propose adding one floating holiday
- No proposal for across-the-board or performance increases
- Propose to increase the City contributions to HSA from \$75/month to \$125/month for employee only coverage and from \$150/month to \$250/month for family coverage
- Eliminate retiree health premium subsidy - two year phase out

Permanent Positions

- **1,388.10 FTE budgeted for FY 2014**
- **49% of the positions are in the General Fund**
- **Employees Per Thousand Population in the General Fund have decreased from 6.48 in FY 2004 to 5.88 in FY 2014**
- **20.95 FTE Net positions added**
- **11.04 FTE General Fund net positions added**



Position Changes

Functional Group	Net Changes
Administrative	3.28
Health and Environment	2.70
Parks and Recreation	1.0
Public Safety *	2.00
Supporting Activities	7.49
Transportation	1.68
Utilities	2.80
Total	20.95

All of the positions added for FY 2014 (with the exception of the 3 police positions) are partially or fully offset by a dedicated revenue source.

Refer to page 78 in the budget document for a detailed list of the position changes.

* Three police positions were added and one unfunded Fire position was deleted

Where to find the Budget

- **On the Web** - www.GoColumbiaMo.Com (under the Financial Reports section)
- **Hard Copy** - available for review at City Hall in the City Clerk's Office (2nd floor) or in the Finance Department (5th floor)

Remaining Public Budget Sessions

- **Tuesday, September 3rd** - Public hearing during regular Council meeting
- **Monday, September 16th** - Public hearing during regular Council meeting

FY 2014 Budget Comments By Functional Area

CBIZ Presentation



City of Columbia, Missouri



***Classification and Compensation Plan Review
City Council Presentation***

**Presented by:
CBIZ Human Capital Services
August 24, 2013**





Introduction

- Priya Kapila
Manager, Compensation Consulting



Introduction

What we want to accomplish today:

- Review classification and compensation plan review methodology
- Discuss classification and compensation results
- Present recommendations and next steps
- **Answer your questions**



Introduction

The City asked CBIZ to review current practices and recommend improvements related to:

- Job classifications and descriptions
- Current pay and benefits compared to market
- Internal equity assessments
- Compression issues
- Salary structures
- Performance management program
- Compensation policies and procedures



Classification & Compensation Methodology



Project Steps

1. Planning Meetings & Orientation Sessions
2. Data Collection
3. Job Evaluation
4. Classification Analysis
5. Compensation Analysis
6. Salary Structure Development
7. Benefits Benchmarking Assessment
8. Policy Review and Recommendations
9. Job Description Development



Job Evaluation

- Last winter, employees completed JAQs and supervisor reviewed JAQs and provided additional information
- CBIZ assessed existing job descriptions and JAQs and supervisor reviews
- This job documentation was the foundation for the classification analysis and market pricing



Classification Analysis

- Revise job classifications
 - Consolidate/separate job titles
 - Assign job groups based on level and market influences
 1. Operator
 2. Clerical
 3. Technician
 4. Specialist
 5. Supervisor/Foreman
 6. Professional
 7. Manager
 8. Director
 9. Public Safety
 10. Charter
 - Revise titles to better reflect job roles and reflect consistency throughout the City
 - Identify career paths



Compensation Analysis

What is market pricing?

- Valuation of pay for the City's jobs in the external labor markets.
- Key considerations when determining labor markets:
 - Location
 - o Columbia, Missouri
 - o Region
 - o Nation
 - Industry
 - o Public entities
 - o Broad spectrum of employers
 - Size
 - o Revenue/Operating budget
 - o Number of employees



Compensation Analysis

- Survey Sources
 - American Public Power Association - Survey of Management Salaries in Local Publicly Owned Electric Utilities
 - Economic Research Institute (ERI) Database
 - Mid-America Regional Council (MARC) Salary Survey
 - Proprietary Municipal/County Government Surveys
 - Urban and Regional Information Systems Association (URISA) Salary Survey for IT/GIS Professionals

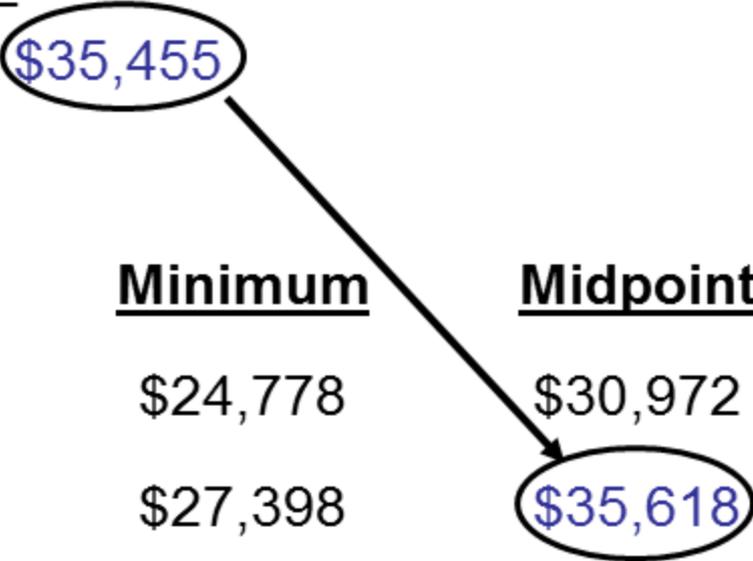


Salary Structure Development

Title: Job XYZ

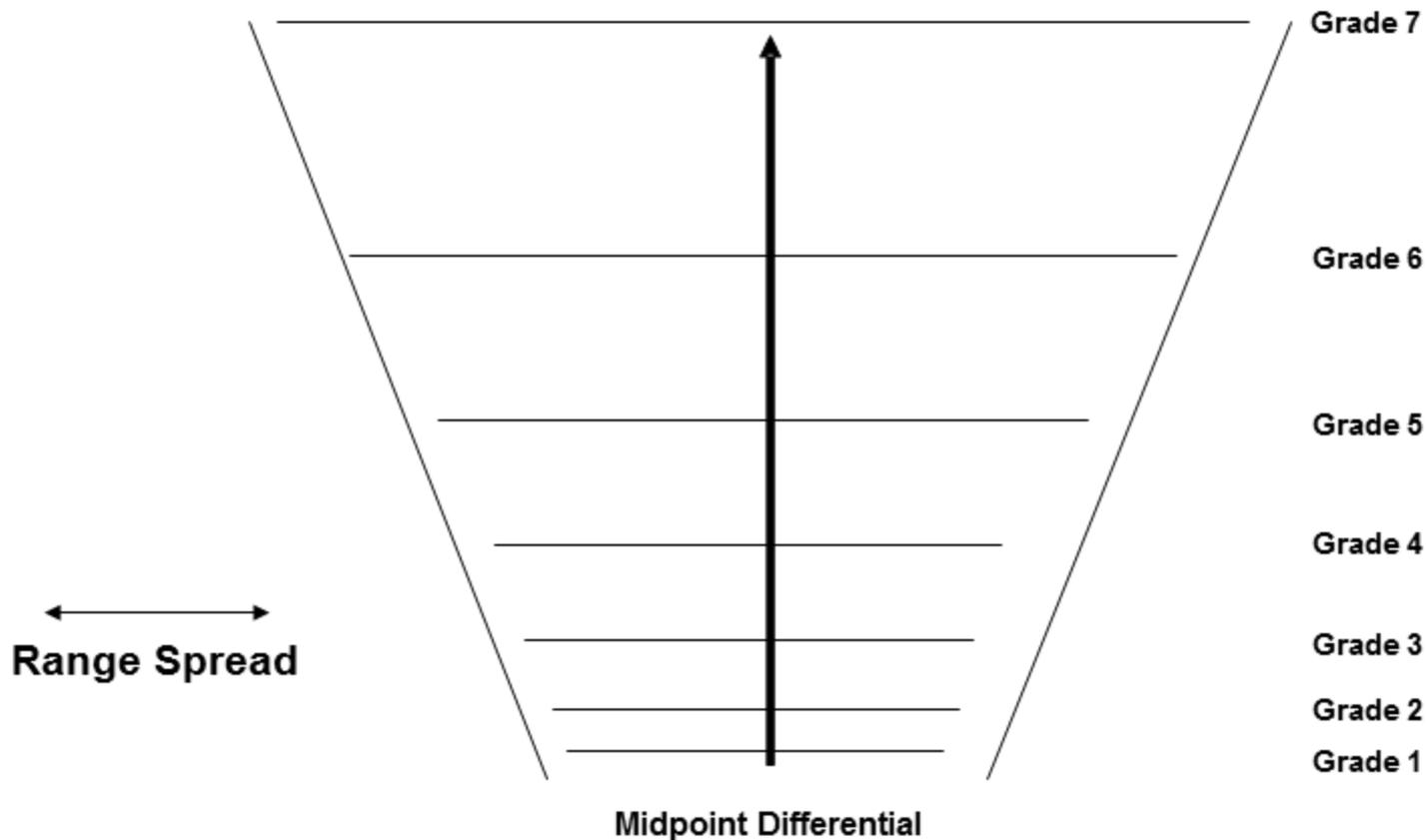
Market Price: **\$35,455**

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
1	\$24,778	\$30,972	\$37,166
2	\$27,398	\$35,618	\$43,837
3	\$31,508	\$40,960	\$50,413





Salary Structure Development





Benefits Benchmarking Assessment

- The cost of the City's employee benefits package has been preliminarily compared to market-competitive data.
 - For medical and medically-related benefits, it is most accurate to utilize a fixed cost per employee to estimate the cost incurred.
 - For other benefits, including paid time off and retirement, a percent of the incumbent's base salary is the most appropriate metric.
- Total compensation will also be compared to the market.



Policy Review & Recommendations

- Compensation Administration Policies
 - Assignment of a new job to a salary range
 - Review of a job's salary range assignment
 - Setting new hire pay
 - Determining pay for promotions, demotions and transfers
 - Pay above range maximum
 - In-range pay progression
 - Market-based pay adjustments
 - Salary structure adjustments
 - Annual salary increase process



Policy Review & Recommendations

- Extra Pay Policies

- Auto Allowance
- Call in
- Cell phone allowance
- Clothing allowance
- Comp time
- Incentive pay
- Meal allowance
- Police equipment allowance
- Police flexible benefits
- Severance
- Shift Differential
- Standby
- Step up
- Tool allowance



Job Description Development

- Job descriptions have been rewritten or revised to be compliant with employment laws and regulations and reflect best practices
- Exempt/non-exempt status under the Fair Labor Standards Act has been recommended for each position



Performance Management

- New performance evaluation forms have been developed to reflect best practices as well as City-specific circumstances
- Performance management procedures have been drafted to guide the performance review process



Classification & Compensation Results



Classification Results

- Classification recommendations have been developed for jobs within each department.
- Department heads and HR have reviewed and provided feedback on the proposed job titles and groups.

Current Title	Proposed Title	Proposed Job Group	Recommendations
The City's current title for the job.	Suggested job title based on the review of job documentation as well as market practices.	Suggested job group that reflects the job's level within the City.	Supporting information regarding the proposed title and job group.



Compensation Results

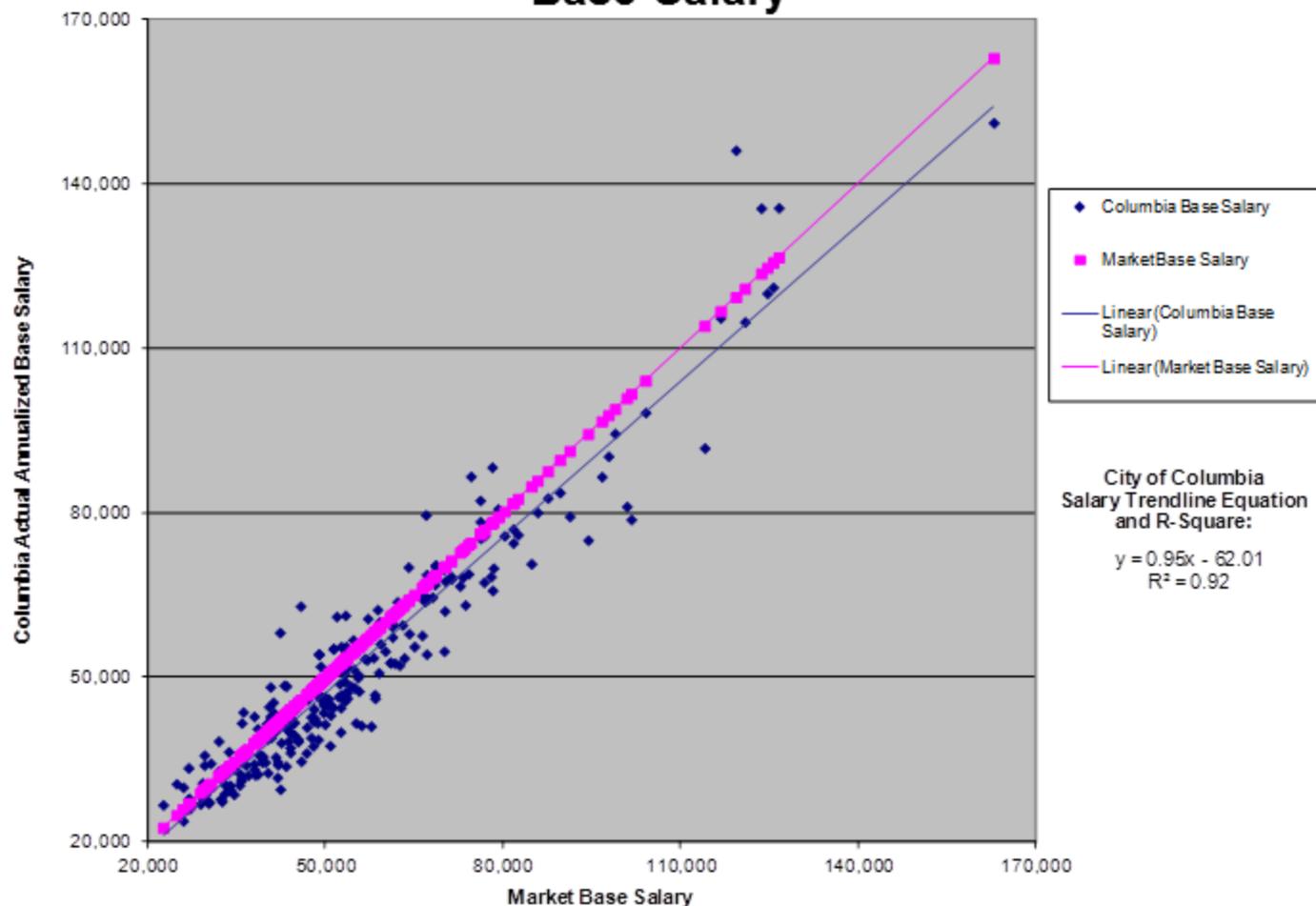
- Compensation Philosophy – To guide the City in employee compensation planning, the following philosophy is proposed.

The City's compensation philosophy is to provide City employees with base salaries and benefits which are externally competitive and internally equitable, while recognizing individual performance. The City identifies with, and competes for talent among, diverse organizations in both the public and private sector within the State of Missouri and, in some cases, across the U.S. Given the desire to provide fair and reasonable compensation and also ensure the prudent use of taxpayer funds, the City targets compensation and benefits levels at the median of the competitive labor market.



Compensation Results

Actual Annualized Base Salary Compared to Market 50th Percentile Base Salary





Compensation Results

- Each City job has been assigned to a grade and corresponding salary range based on the results of the compensation analysis.

Proposed Grade	Current Title	Proposed Title	Proposed Job Group	Salary Range		
				Minimum	Midpoint	Maximum
A job's assigned salary level based on market data.	Current job title.	Suggested job title.	Suggested job group.	Lowest competitive base rate.	Rate expected for a fully competent, experienced employee performing satisfactorily.	Highest competitive value.



Compensation Results

- Proposed Salary Implementation Strategy
 1. Below Minimum Adjustments
 2. Experience-based Adjustments
 - I. 5.0 or more years in position:
Adjustment to Salary Range Midpoint
 - II. 3.0-4.9 years in position:
Adjustment to Average of Salary Range Minimum and Midpoint
 - III. Less than 3.0 years in position:
No Experienced-based Adjustment
 3. Performance-based Adjustments
Fiscal years 2010 through 2012:
3.0% for each year rated “Exceeded Expectations”



Compensation Results **Preliminary Estimate - Subject to Change**

Implementation Costs

1. Below Minimum Adjustments	\$874,551
Cost as a % of Payroll	1.5%
Number of Employees Impacted	375
2. Experience-based Adjustments	\$2,211,701
Cost as a % of Payroll	3.9%
Number of Employees Impacted	471
3. Performance-based Adjustments	\$1,578,542
Cost as a % of Payroll	2.8%
Number of Employees Impacted	474



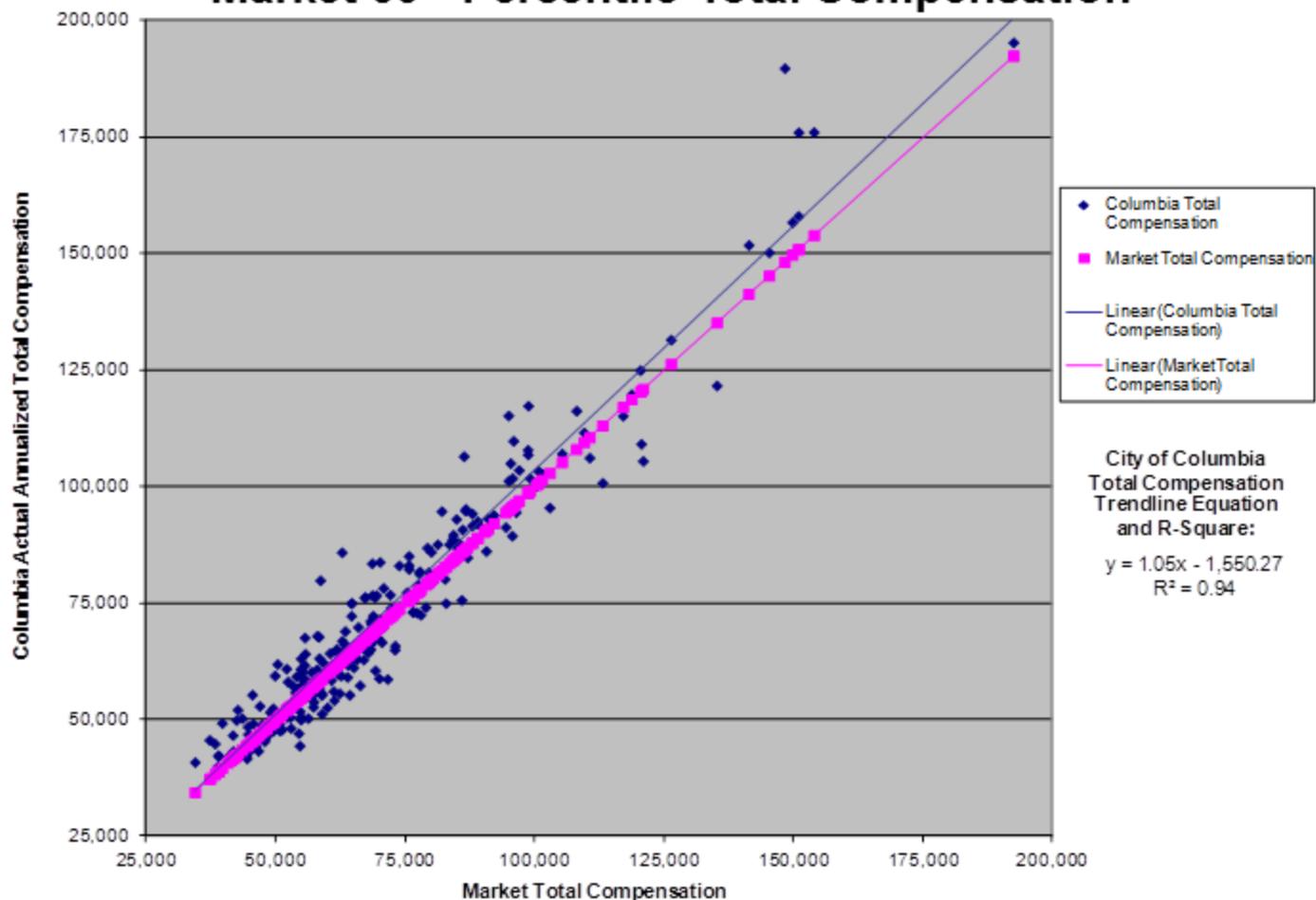
Compensation Results

Benefit Categories	Market-Competitive Benefits Data		Actual City of Columbia Benefits Costs	
	Average Annual Dollars/ Employee	Percent of Payroll	Average Annual Dollars/ Employee	Percent of Payroll
Payments for Time Not Worked	\$6,965	7.2%	\$5,136	6.8%
Medical and Medically-Related Payments	\$8,007	9.4%	\$7,651	10.1%
Retirement and Savings	\$7,256	6.6%	\$12,745	16.9%
Miscellaneous Benefit Pay	\$496	0.5%	\$375	0.5%
Overall Compa-ratio (Columbia Benefits/ Competitive Benefits)	138.1%			



Compensation Results

Actual Annualized Total Compensation Compared to Market 50th Percentile Total Compensation





Classification & Compensation Recommendations & Next Steps



Recommendations

- Approve the proposed salary implementation strategy, beginning with increasing the compensation of all employees to the minimum of their respective salary ranges.
- Implementation of the compensation plan should occur uniformly across all positions.
- Freeze pay for employees above maximum of their respective grade or band. A lump sum may be paid in lieu of a base salary increase, but only if the payment is based on performance.



Recommendations

- Update structures annually. In order to reduce the administrative burden associated with salary structure maintenance, CBIZ will provide update factors which will allow the City to update the recommended salary structures for five years after the study.
 - The salary increase budget should be greater than the structure adjustment factor to ensure that employees progress through the salary range. Thus, structures should be updated only if financial resources allow for salary increases as well in any given year. If salary increases cannot be implemented, the structure should remain constant and may be adjusted in the future when resources are available.



Recommendations

- Periodically assess benefits offerings and extra pay policies to ensure that the employer cost is market-competitive and fiscally sound and that the benefits provided by the City are of value to the employees. Such an assessment may be performed through benefit cost analyses and employee surveys.
- Perform a comprehensive market review every 3 to 5 years to ensure that the minimum, midpoint and maximum of the salary ranges remain market competitive.



Next Steps

- Employee Feedback Survey
- Employee Implementation Letters



Questions?

Administrative Departments

- **City Council**
- **City Clerk**
- **City Manager**
- **Finance**
- **Human Resources**
- **Law**
- **City General**
- **Public Works Administration**
- **General Government CIP**

Finance - Business License

- **Business License Fee changes proposed:**
 - Business License application fee
 - Armed Guard application/reapplication & testing fee
 - Security Guard application fee
- **Vehicles for hire:**
 - Permit fee
 - Drivers fee
- **New Fees proposed:**
 - Late fee charge for Alcoholic Beverage License
 - \$100 May 2 - May 31
 - \$200 June 1 - June 30
 - \$300 After June 30

Administrative Department Highlights

- **City Council:**
 - \$11,500 added for mediation in the Citizen Police Review Board
 - \$1,700 for Planning and Zoning for Smart Growth Conference
- **City Manager: position changes/additions**
 - (1) Sustainability Manager - expenses moved to the City Manager's Budget from the Sustainability Fund
 - (1) Sustainability Educator - new position - to be offset by grant funds
 - Split Deputy City Manager - 80% in City Manager's Office and 20% in Information Technologies
 - Split Assistant City Manager - 50% in CMO and 25% in both Convention and Visitors and Public Communications
- **Finance: positions additions**
 - (1) Accountant - offset by G&A Fees and a transfer from the COFERS project
 - (1) Budget Analyst - offset by G&A Fees and a transfer from the COFERS project
- **Human Resources: Salary and benefit compression study continues**

Health and Environment Departments

- **Health and Human Services**
- **Economic Development**
- **Cultural Affairs**
- **Community Development**
- **CDBG**
- **Convention and Visitors Bureau**
- **Contributions Fund**

Health and Environment Department Highlights

- **Fee changes proposed:**

- Health (Clinic fees will now be tied to the Medicaid invoice rate rather than a specific dollar fee amount for each service)

- **Health and Human Services:**

- Decreased by \$0.6 million over adjusted budget
 - Three grants from the Missouri Foundation for Health end in FY 2013: Tobacco Cessation, Health Literacy, and Infrastructure and Health Impact Assessment.
 - Human Rights activities moved to Law Department
 - Diversity breakfast have been moved to Office of Cultural Affairs
- No change in Social Assistance funding for the 5th year (\$893,556)

- **Economic Development** *continues \$50,000 funding from CVB*

- **Cultural Affairs**

- *Diversity breakfast costs have been moved from Health and Human Services*
- *\$25,000 from CVB to provide additional seed money for the Cultural Arts Foundation*

CDBG

Resources

Entitlement Amount Estimate	Proposed
Reprogrammed Funds	FY 2014
	\$842,390
Total Resources	\$62,007
	\$904,397

Expenditures

	<u>Staff and Agency Requests</u>	<u>Community Development Commission Proposal</u>	<u>City Manager Recommended</u>	<u>Council Adopted</u>
Housing Programs:				
Housing Rehabilitation	\$116,400	\$100,414	\$100,414	
NRT Code Enforcement	\$30,000	\$30,000	\$30,000	
NRT Demolition	\$31,565	\$31,565	\$31,565	
Boone County Council on Aging	\$36,000	\$36,000	\$36,000	
RAMP Program	\$50,000	\$40,000	\$40,000	
Subtotal (Council Policy 30-45%)	\$263,965 18.2%	\$237,979 26.3%	\$237,979 26.3%	\$0
Public Improvements:				
CHA Housing Infrastructure	\$200,000	\$190,000	\$190,000	
Public Works Sidewalk Projects	\$70,000	\$50,000	\$50,000	
Parks and Recreation Department Playgrounds	\$125,000	\$0	\$0	
Subtotal (Council Policy 30-50%)	\$395,000 27.3%	\$240,000 26.5%	\$240,000 26.5%	\$0
Community Facilities, Services and Economic Development:				
Rainbow House Facility Acquisition	\$200,000	\$170,000	\$170,000	
Reality House Facility Renovations	\$90,000	\$40,000	\$40,000	
HUD Mandated Fair Housing Set-Aside	\$10,000	\$10,000	\$10,000	
Job Point HVAC	\$105,000	\$71,636	\$71,636	
Mid-Missouri Youth Basketball Association	\$248,583	\$0	\$0	
Subtotal (Council Policy 0-30%)	\$653,583 45.2%	\$291,636 32.2%	\$291,636 32.2%	\$0
Administration and Planning				
Planning	\$33,696	\$33,696	\$33,696	
Administration	\$101,086	\$101,086	\$101,086	
Subtotal (Council Policy 10-16%)	\$134,782 9.3%	\$134,782 14.9%	\$134,782 14.9%	\$0
Total	\$1,447,330	\$904,397	\$904,397	\$0

HOME

Resources

	Proposed FY 2014
Reprogrammed Funds	\$175,250
Entitlement Amount Estimate	\$400,000
Total Resources	\$575,250

Expenditures

	Staff and Agency Requests	City Manager Recommend	Alloc.	Community Development Commission Recommend	City Council Adopted
Projects:					
Homeownership Assistance **	\$67,597	\$25,000	14.2%	\$25,000	
Owner Occupied Rehabilitation Program	\$56,159	\$50,000	22.9%	\$50,000	
Columbia Housing Authority Lincoln Unity	\$350,000	\$325,250	37.9%	\$325,250	
Columbia Housing Authority TBRA***	\$106,000	\$75,000		\$75,000	
Voluntary Action Center TBRA	\$20,000	\$0		\$0	
Job Point	\$50,000	\$0		\$0	
Show-Me Central Habitat for Humanity	\$150,000	\$0		\$0	
Subtotal Projects	\$799,756	\$475,250	75.0%	\$475,250	\$0
CHDO Set aside	\$60,000	\$60,000	15.0%	\$60,000	\$0
Administration Set aside***	\$40,000	\$40,000	10.0%	\$40,000	\$0
Grand Total	\$899,756	\$575,250	100.00%	\$575,250	\$0

* Total Funding Requests in the Pipeline

** Includes: Neighborhood Development Homeownership Assistance Activities

*** Includes: Administration funding for (TBRA) - Tenant-Based Rental Assistance

Break

Parks and Recreation

- **Parks**
- **Recreation Services**
- **Parks CIP**
- **Parks Sales Tax**

Parks and Recreation Department Highlights

- **Fee changes proposed:**
 - Rental Fees
 - Athletic Field Rentals
- **New Fees proposed:**
 - Fee for early bird shelter reservation
 - Fee for partial day rental of medium shelter
 - Fee for partial day rental of large shelter
 - Fee for rental of parklet
 - Fee for rental of picnic tables and delivery
 - Fee for athletic field rental of outdoor basketball courts
- **New positions**
 - 1.00 Parks and Facilities Specialist - funded by permanent parks sales tax
- Increase of \$14,674 to the CARE budget to match the FY 2012 budget allocation level.

Impact on Customers - Parks & Recreation Fee Changes

- **Rental Fees:**

- \$10 hourly fee early bird shelter reservation

- \$35 partial day rental of medium shelter

- \$50 full day rental of medium shelter (*originally \$35*)

- \$45 partial day rental of large shelter

- \$60 full day rental of large shelter (*originally \$45*)

- \$28-\$60 shelter reservations (*per rental - originally \$28-\$50*)

- \$0-\$200 Parklet rental

- \$0-\$25 picnic table rental (*per table*)

- \$0-\$100 picnic table delivery fee (*per truck: 1-8 tables*)

- **Athletic Field Rentals:**

- Establish a new rental fee for outdoor basketball courts (*per court*)

- (1) Per court, per hour \$14

- (2) Per court, per day \$54

- (3) Per court, per day \$90

Public Safety

- **Police**
- **Fire**
- **Emergency Management**
- **Public Safety Joint Communications**
- **Public Safety CIP**
- **Municipal Court**

Public Safety Department Highlights

- **Police**

- Added (2) Police Officers and (1) Sergeant in the 4th Quarter
- Approximately \$115,000 added to move positions to the new market minimum

- **Fire**

- Deleted (1) unfunded Division Chief position
- Approximately \$335,000 added to move positions to the new market minimum

- **Public Safety Joint Communications** - transition operations to the County during FY 2014

- City and user agencies will pay costs October, 2013 - December, 2013
- County will pay all costs beginning January 1, 2014
- Operations center will continue to operate in current location until building has been built (December 2015 goal)

- **Public Safety Capital Projects**

- New records management system for police
- Remodel property room and finish additional space at the training center
- Replace 2002 pumper and foam truck

Police Position Information

	Police Officer (Year 1)	Police Officer (On-going Costs) *
Salary + Benefits	\$70,328	\$70,328
One-time costs (Uniform, Portable Radio, Gun, Vest, Leather)	\$5,575	
Vehicle + Equipment (½ total cost - we add 1 car per every 2 officers)	\$25,017	\$5,737
Subtotal	\$100,920	\$76,065
Training Costs	\$6,500	\$1,000
Fuel & Vehicle Maintenance (½ total cost allocated to each officer)	\$6,850	\$6,850
Total Costs	\$114,270	\$83,915

Police Sgt (Year 1) Costs	Police Sgt (On-going Costs) *
\$94,459	\$94,459
\$5,575	
\$25,017	\$5,737
\$125,051	\$100,196
\$1,500	\$1,000
\$3,837	\$3,837
\$130,388	\$105,033

* The on-going costs do not include any across-the-board, performance pay, or benefit changes

Police Overtime Budgeted

- \$591,000 budgeted for FY 2014
- When the Police Department has vacancies, the Department utilizes the budgeted salary and benefit amount for those vacancies and may pay it out as overtime to existing employees
- While the Department worked 34,747.61 hours of overtime from 7/9/12 - 7/9/13, only 4,577.39 were worked by Patrol
- Average weekly overtime hours per patrol position during this timeframe is 1.06 hours

Fire Department

- 140 FTE positions for FY 2014 - restores the number back to the funded number of positions in FY 2009
- Grant funds 5 firefighter positions (mid-FY 2013 through mid-FY 2015)
 - City will pay the 1/2 cost of the 5 firefighter positions for FY 2015 and the full cost beginning in FY 2016
- Station #2 is fully staffed approximately 35% of the time
 - overtime budget has been cut by \$100,000 over past few years
 - It would take an additional 6 firefighters (2 per shift) + \$100,000 to \$150,000 in additional overtime to keep Station #2 fully staffed all of the time

PSJC - Transition to the County

- **FY 2013** budget is \$2,793,841
\$990,488 comes from User Agencies (18.64% Boone County Sheriff, 5.00% Fire Protection District, 3.99% Boone Hospital, 4.78% University Hospital, and 67.59% comes from the City)
- **FY 2014:**
\$1,803,353 Net City Cost in FY 2013
- \$521,074 Net City Cost for FY 2014 (Oct - Dec 2013)

\$1,282,279 Amount available for FY 2014 General Fund allocation
\$1,304,125 General Fund Gap that needed to be closed in FY 2014
- **FY 2015:**
\$521,074 Available for General Fund
-\$176,336 $\frac{3}{4}$ Year of funding for 3 Police positions added in FY 2014
-\$191,955 $\frac{1}{2}$ Year of funding for 5 Firefighter positions (grant ends mid-year)

\$152,783 Amount available for FY 2015 General Fund allocation
- **FY 2016:**
\$152,783 Available for General Fund
- \$191,955 $\frac{1}{2}$ Year of funding for 5 Firefighter positions (grant ends mid-year FY 2014)

(\$39,172) Amount that will need to be identified

Supporting Activities

- **Employee Benefit**
- **Self Insurance Fund**
- **Custodial and Building Maintenance**
- **Fleet Operations**
- **GIS**
- **Information Technologies**
- **Public Communications**
- **Utility Customer Services**

CAT TV Presentation

Supporting Activity Department Highlights

- **Fleet operations**
 - (2) positions were moved from Water and Light to this budget
 - (2) additional mechanic positions were added
 - Operating increases of \$1 million due to centralization of fleet
- **GIS: Increase of \$0.3 million**
 - (1) position transferred from the Information Technologies (IT) department
 - Funding for aerial photography, update baseline topographic and planimetric data
- **Employee Benefit Fund** - eliminated subsidy for retiree health premiums beginning in January, 2014
- **Public Communications Fund: Decrease of \$0.1 million**
 - *Ending CAT TV contract (\$200,000)*
 - *Added 1.25 FTE positions to staff an Event Services division*
 - (1) one position transferred from Public Works Department to the contact center
 - Upgrade Council Chambers equipment to High Definition
 - FY 2014 estimates the use of \$343,902 in cash

Lunch

Transportation

- **Public Works Engineering**
- **Non-Motorized Grant**
- **Streets & Sidewalks**
- **Parking Enforcement**
- **Capital Projects Fund**
- **Transit**
- **Airport**
- **Parking**
- **Railroad**
- **Transload Facility**
- **Quarter Cent Sales Tax Fund**
- **Transportation Sales Tax Fund**
- **Public Improvement Fund**
- **Stadium TDD Fund**

Transportation Department Highlights

- Increase Garage Parking Permit Fees \$10/month

Parking Permit Type	Monthly Permit		Quarterly Permit		Yearly Permit	
	FY 2013	FY 2014	FY 2013	FY 2014	FY 2013	FY 2014
Uncovered	\$55	\$65	\$160	\$190	\$605	\$715
Covered	\$65	\$75	\$190	\$220	\$715	\$825
Reserved	\$105	\$115	\$310	\$345	\$1,260	\$1,380
Surface Lot	\$50	\$60	\$145	\$175	\$550	\$660



- Connected network of routes with shorter travel time
 - 2 Core Connector Routes
 - 7 Neighborhood Routes
 - 35 connections throughout the City
 - Shorter wait times
- More service more of the day, throughout more of the city
 - 6:30 AM - 8:00 PM Monday - Friday
 - 6:30 AM - 10:00 AM (15 minute wait time on core connector routes)
 - 10:00 AM - 2:00 PM (30 minute wait time on core connector routes)
 - 2:00 PM - 6:00 PM (15 minute wait time on core connector routes)
 - 6:00 PM - 8:00 PM (30 minute wait time on core connector routes)
 - 9:00 AM - 8:00 PM Saturday (30 minute wait time on core connector routes)
- Live within our means
 - Utilizing increased parking permit increase to provide match funds for federal operating grants
 - Applied for TIGER grant to help fund shelters and other items (November, 2013)
- Customer focused
- Strategic, innovative, responsive, designed for growth



May 22, 2013

**June
2013 -
Sept
2013**

**Oct
2013 -
Jan
2014**

**Feb 3,
2014 -
Feb 17,
2014**

**March
2014 -
July
2014**

**August
5, 2014**

**Presentation
to Council**

**Worksession
with Various
Commission
s**

**Public Transit
Advisory
Commission
(PTAC)**

**Community
Stakeholder
Meetings**

**Ward
Specific
Listening
Sessions**

**Community
Surveys**

**Public
Hearings
with City
Council**

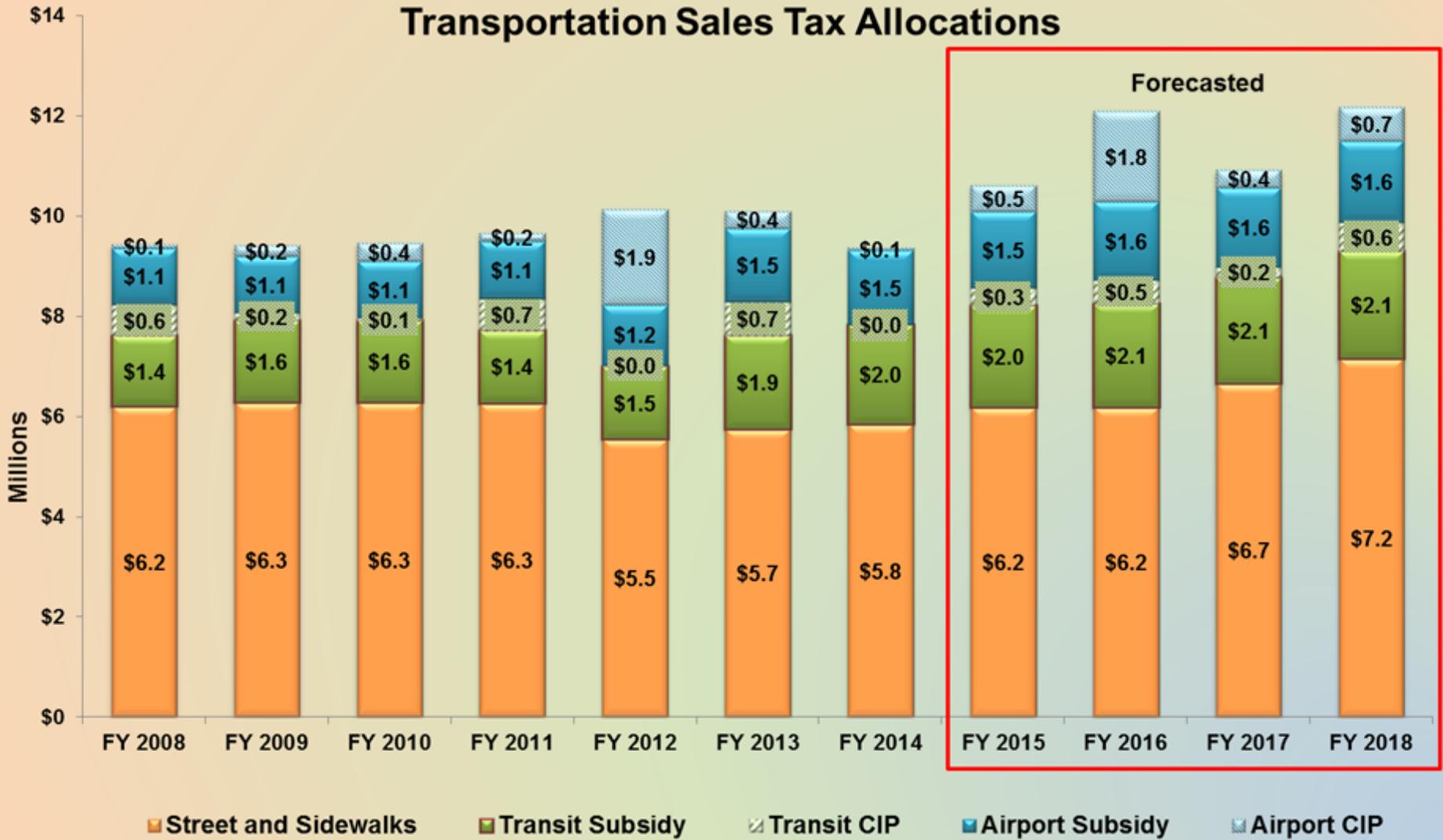
**Public
Education
and Route
Training**

**Relocate
Enroute
Amenities**

**Driver and
Staff
Training**

Go Live!

Transportation Sales Tax Allocations



Utilities

- **Water**
- **Electric**
- **Sewer**
- **Solid Waste**
- **Storm Water**

Water and Light Advisory Board

Renewable Energy Mandate

Utility Department Highlights

Water - *5% rate increase (approved by voters in 2008)*

- *\$1.77/month average monthly customer impact*
 - *Non-Summer (\$0.99/month)*
 - *Summer (\$3.32/month)*

Electric - *No rate increase*

Sewer - *No rate increase*

- *Increased operating costs due to the expansion of the Wastewater Treatment Plant being fully operational in FY 2014.*
- *Ballot issue planned for November 2013 - no rate increase required until FY 2015*
- *Cost of service study planned during FY 2014*

Solid Waste -

- *No rate increase for FY 2014*
- *Cost of service study planned during FY 2014*
- *Significant capital project funding (\$10.8 million) will be required in the next four years and will impact cash position*

Storm Water - *Proposing a ballot issue in August FY 2014*

Wrap-Up /Comments from Council

Questions?