

**Columbia City Council Pre-Council Minutes**  
**Tuesday, July 5, 2011 – 6:00 p.m.**  
**Conference Rooms 1A and 1B – City Hall**  
**Columbia, Missouri**

Council members present: Mayor McDavid, Fred Schmidt, Gary Kespohl, Daryl Dudley, Helen Anthony, and Barbara Hoppe

Absent: Jason Thornhill

Mayor McDavid called the meeting to order at 6:00 p.m.

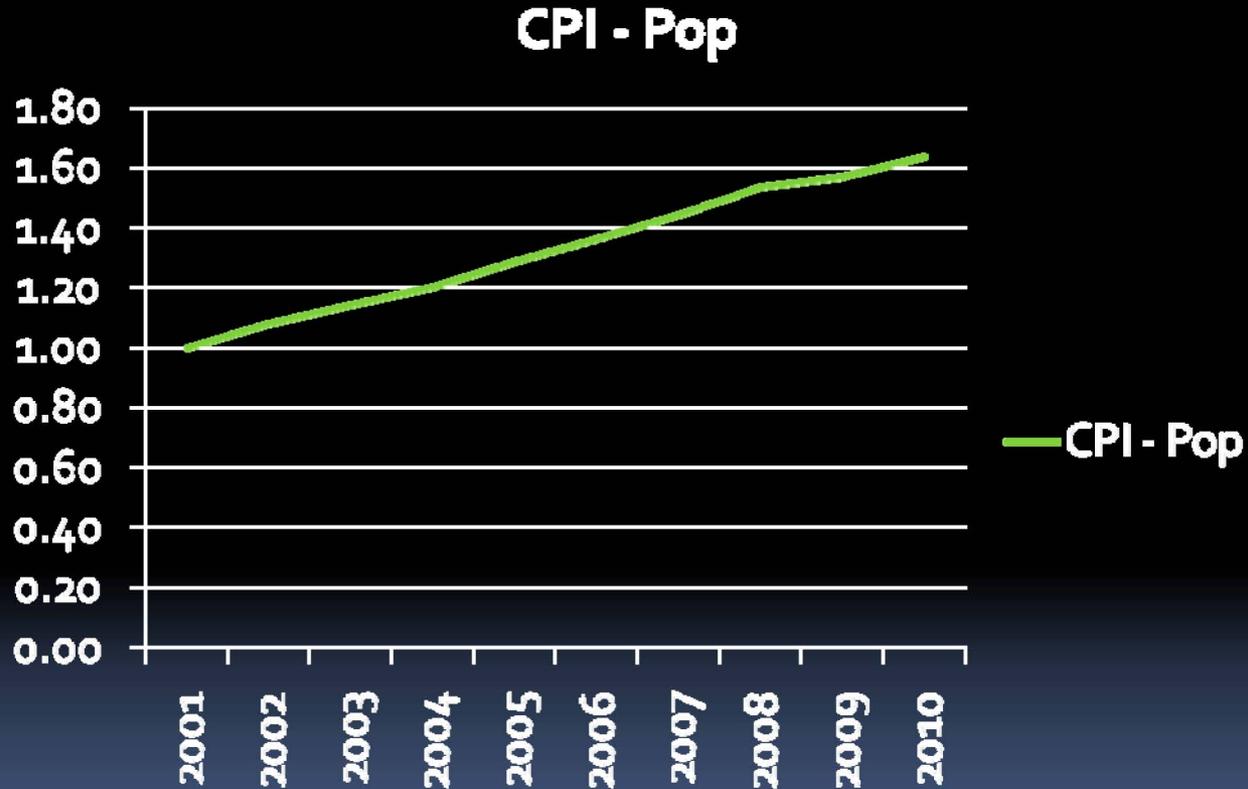
Stephanie Browning, Public Health and Human Services Director, reviewed the responsive government initiatives for the Columbia/Boone County Public Health & Human Services Department. The attached handout provides a summary of the efficiencies achieved, technology enhancements made to improve quality, reporting and efficiency, workforce development, current quality improvement projects and priorities for the year ahead.

Phebe LaMar, Chair of the Infrastructure Task Force, presented the IFT final report to the City Council (report 115-11 on agenda). The ITF approved a list of assumptions and goal as a basis for its consideration of the issues related to the city's infrastructure needs (see page 2 of report for list of assumptions). Ms. LaMar also reviewed the recommendations being submitted by the ITF. The Council also received an ITF Majority and Minority Reports – Compare and Contract prepared by Karl Skala; a report titled "Unintended Consequences of Development Fees on Affordable Housing: A Reply to the Minority Infrastructure Task Force Report prepared by Rex Campbell; and, a Response to Rex Campbell's Response to the ITF Minority Report prepared by Ben Londeree.

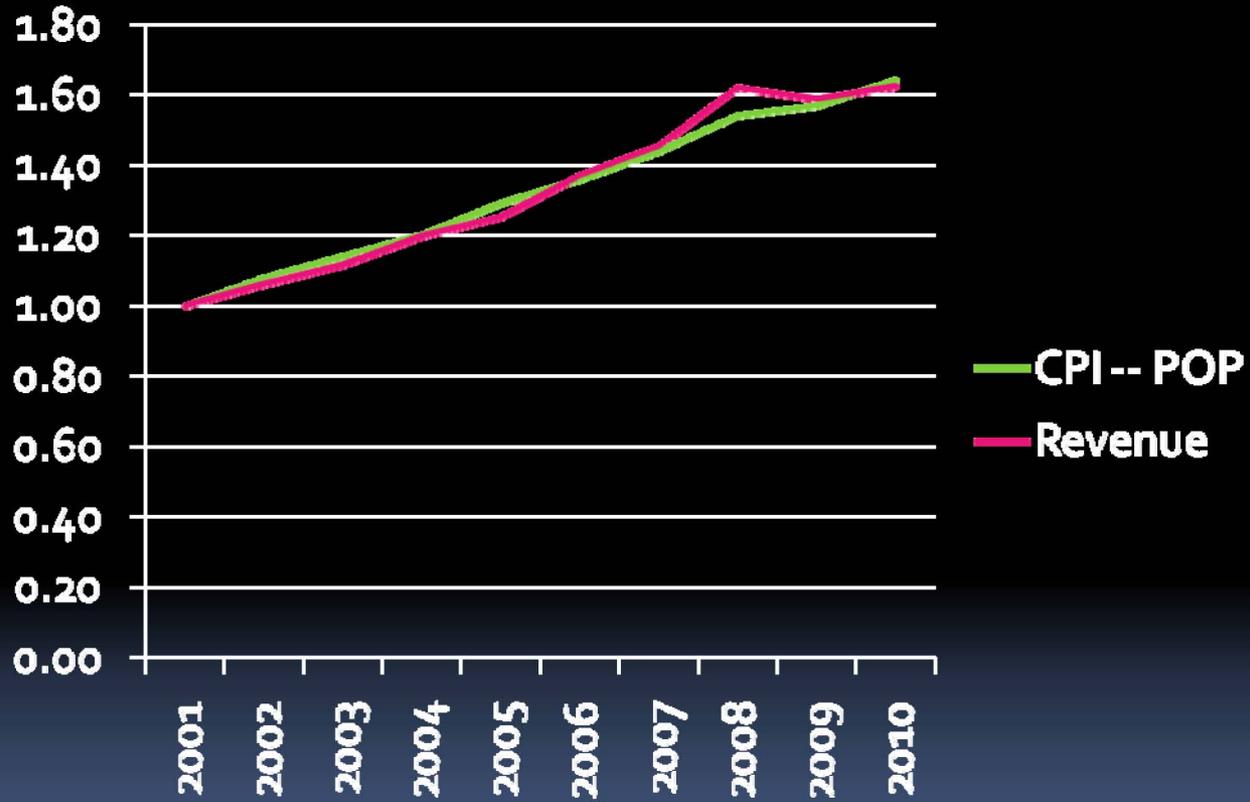
Mayor McDavid made a presentation regarding city financial trends – inflation and population adjustments (attached)

With no further business, the meeting adjourned at approximately 6:45 p.m.

# Financial Trends—Inflation and population adjustment

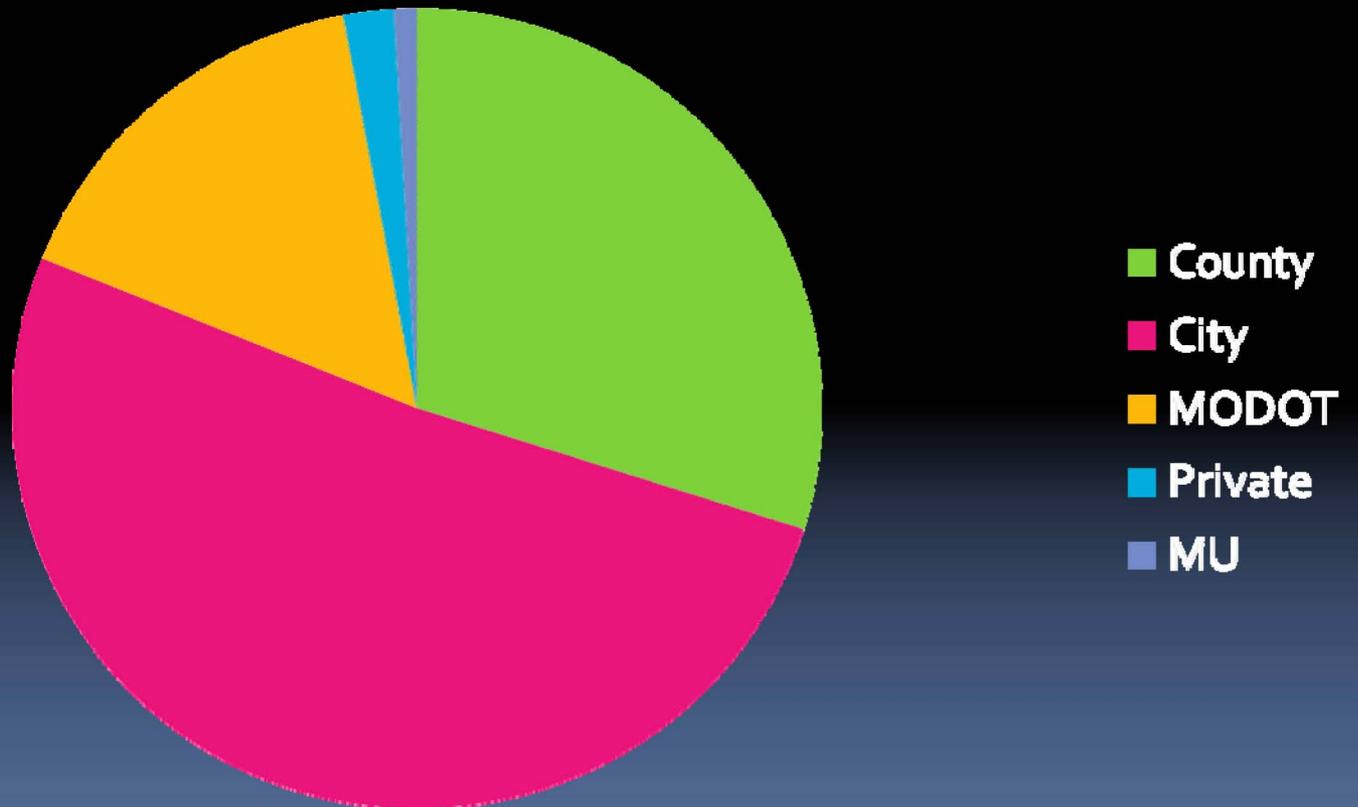


# General Fund Revenue Trend



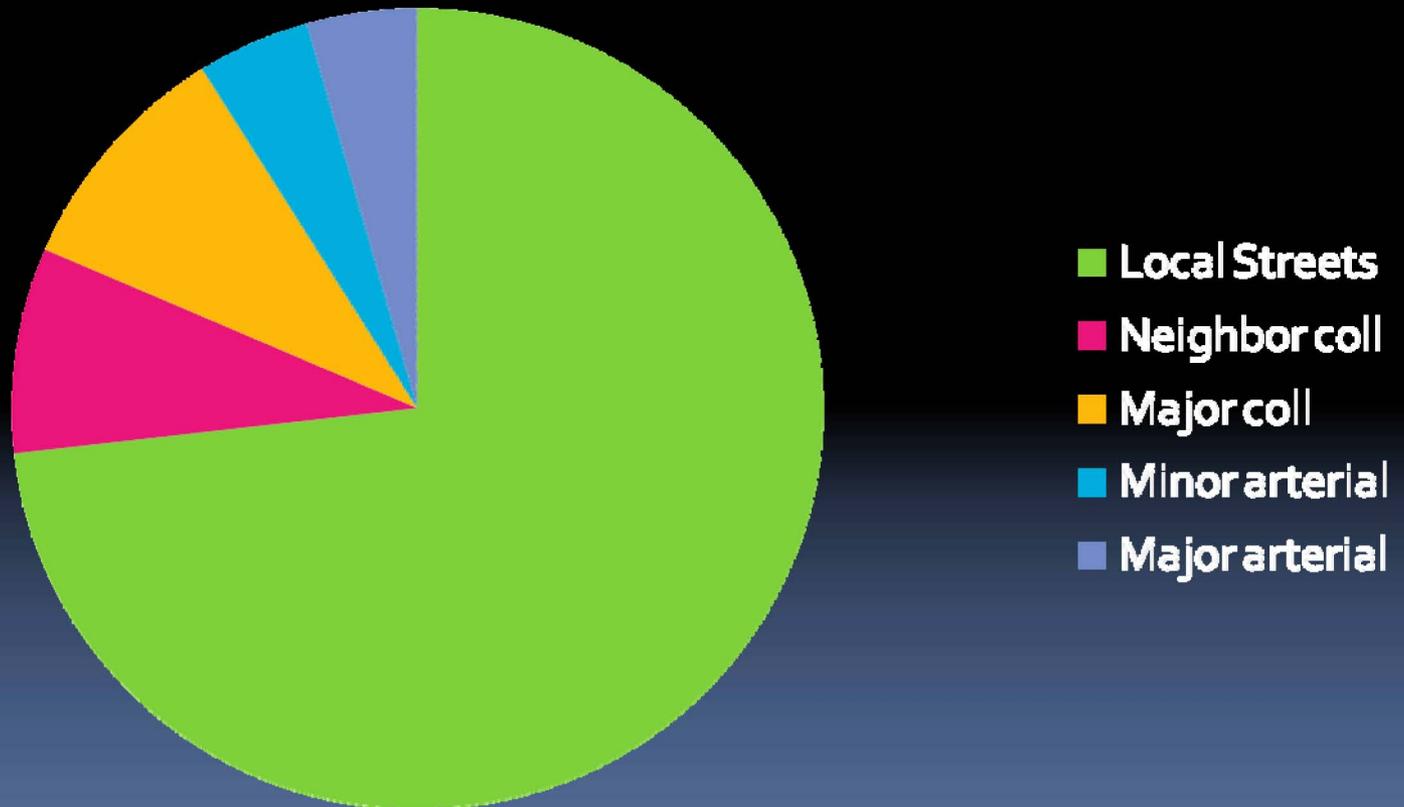
# Streets

Miles

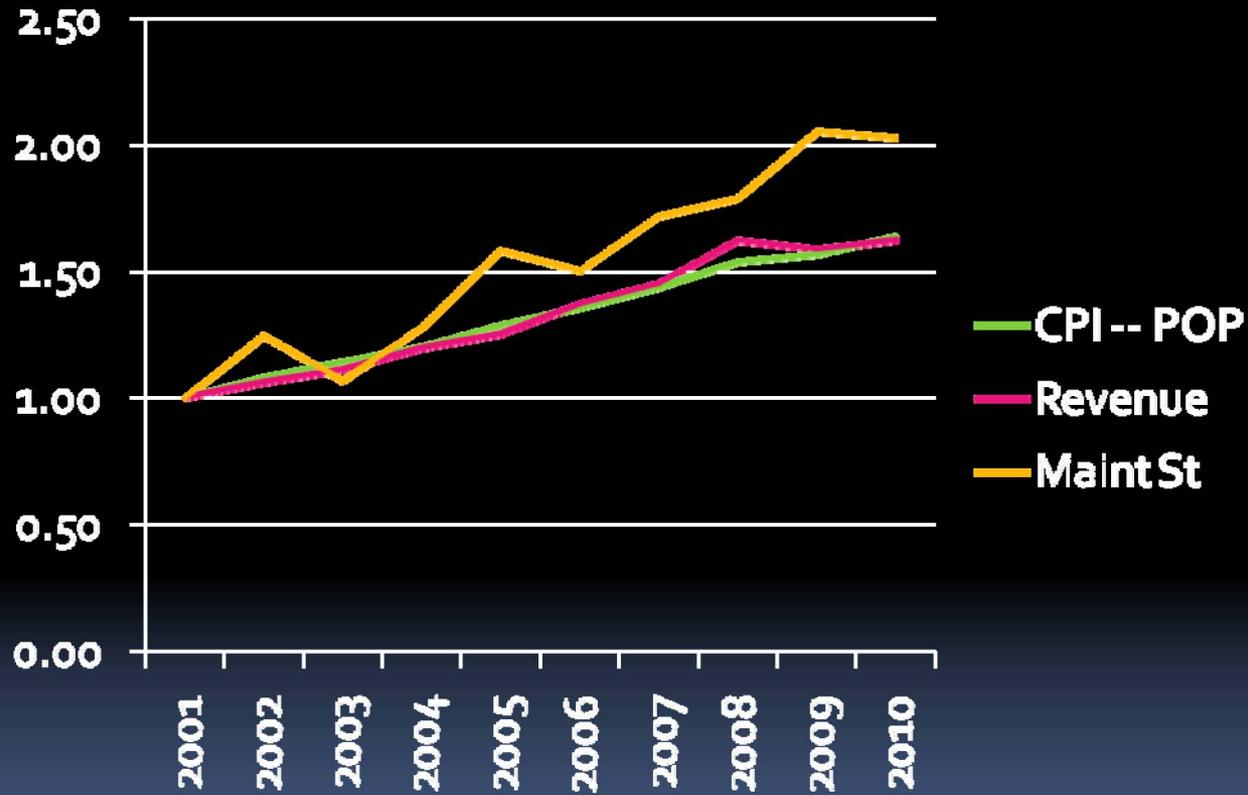


# City Streets

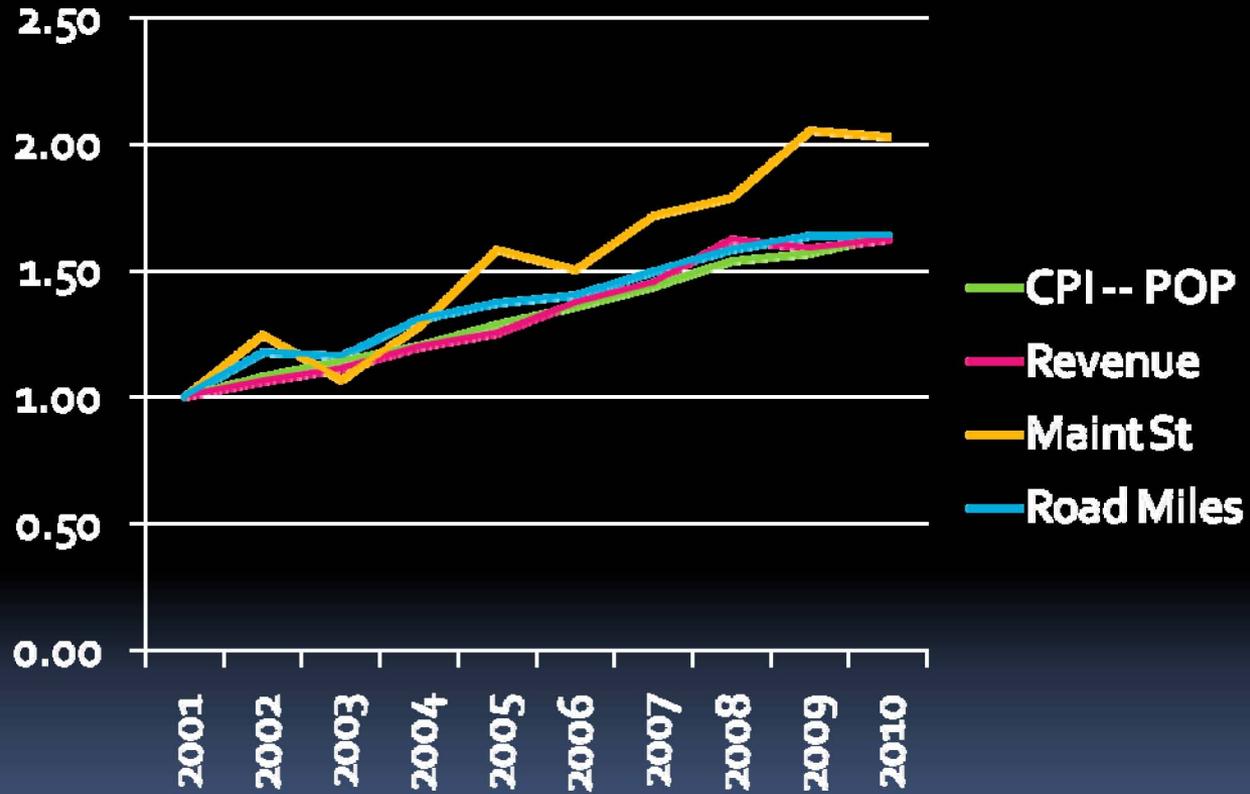
Miles



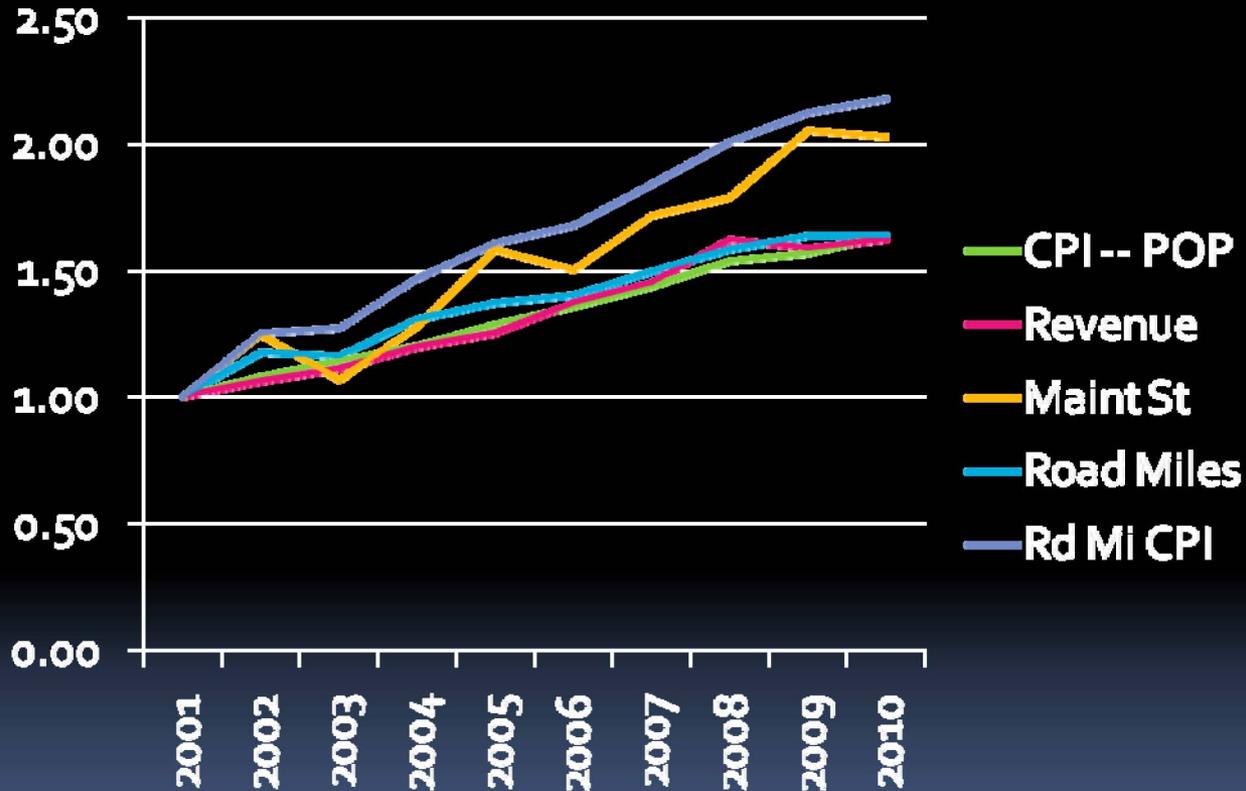
# Maintenance Streets Sidewalks



# Road Growth

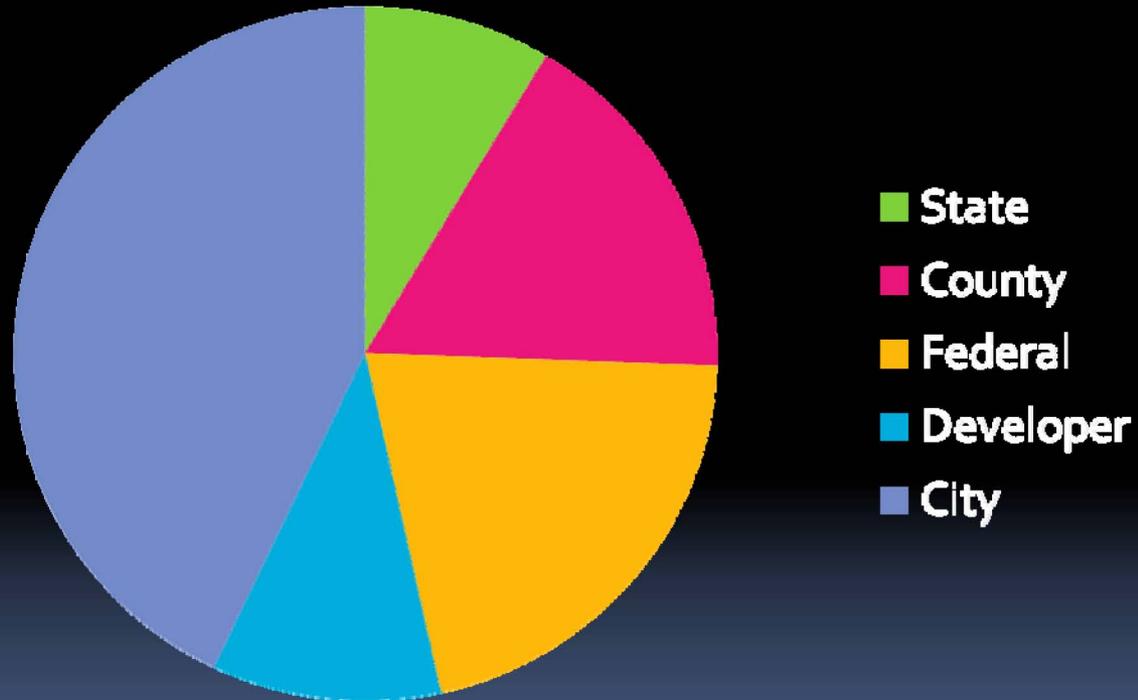


# Maintenance Streets Sidewalks CPI adjusted

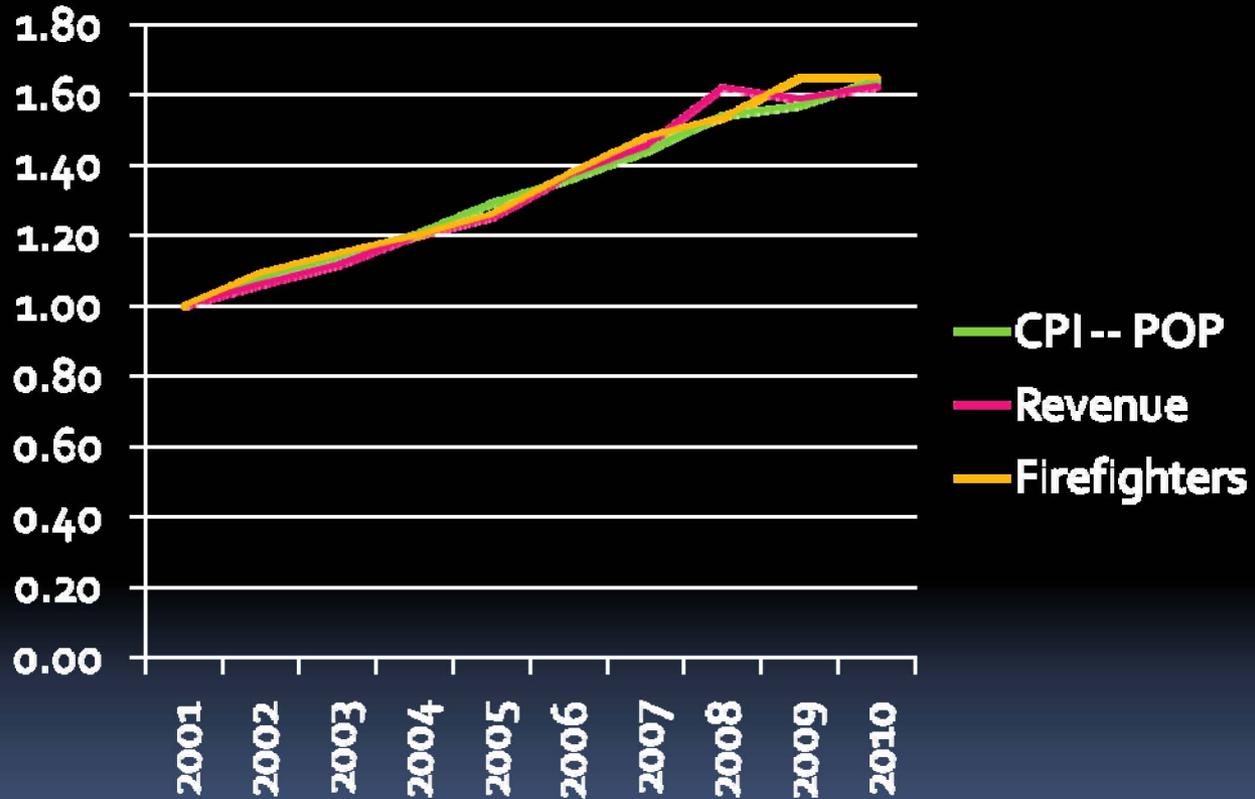


# Street CIP

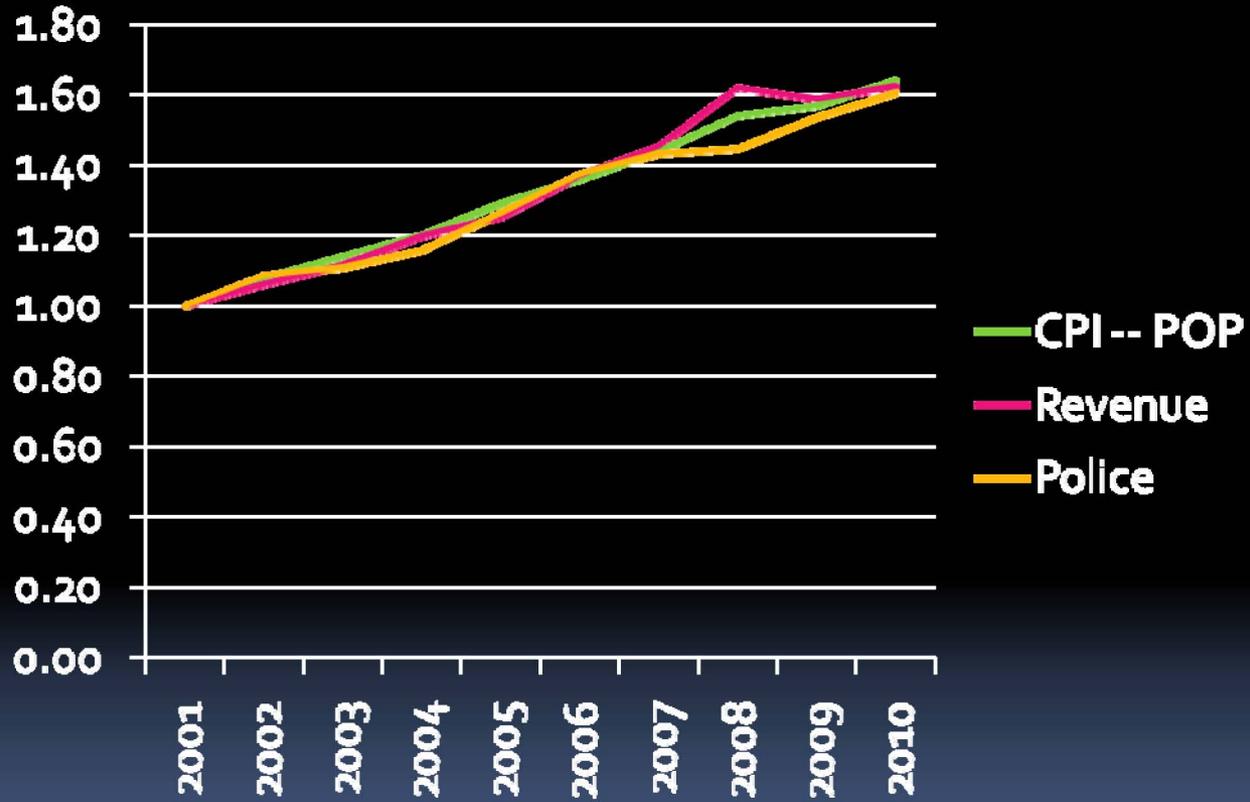
10 yr average  
**% Total**



# Firefighters



# Police



Conclusions???

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Street and sidewalk maintenance expense trails road growth, adjusted for inflation by 400k/yr.

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Public safety costs have matched General Fund revenue growth

# Conclusions???

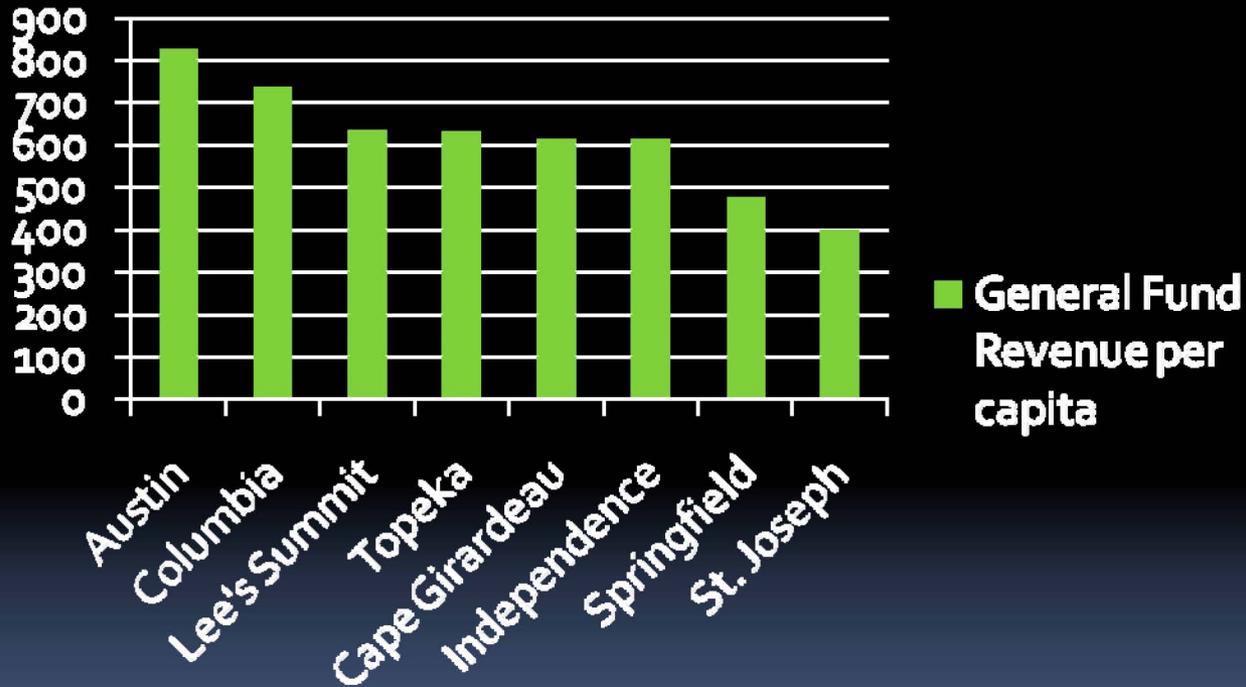
Street and sidewalk maintenance expense trails road growth, adjusted for inflation by 400k/yr.

Public safety costs have matched General Fund revenue growth

Both public safety costs and General Fund revenue have matched growth in population and inflation

# Cost of government

## General Fund Revenue per capita



# KARL DANIEL SKALA

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Monday, July 5, 2011

## **ITF Majority & Minority Reports - Compare and Contrast**

### **1. Transportation Sales Tax (1/2%)**

*Majority Report* - Remove transit and airport subsidies so as to increase funds available for new capital projects (~\$3.3 million)

*Minority Report* - Dedicate all of the TST to road infrastructure maintenance, transportation operating expenses, and transportation subsidies.

### **2. Capital Improvements Projects (CIP) Tax**

*Majority Report* - Extension of 1/4% CIP Tax and 1/4% new CIP Tax

*Minority Report* - Extension of 1/4% CIP Tax and 1/8 - 1/4% new CIP Tax

### **3. Development Fees (currently \$.50 per square foot, new construction)**

*Majority Report* - No change

*Minority Report* - area assessed development fees changed to a trip generation based model which can range from revenue neutral with respect to the current method to 1/3 to 1/2 of the actual prorated cost of new road infrastructure.

### **4. Property Tax**

*Majority Report* - Property Tax bonding (not to exceed \$.20) for capital investment for the transit and airport.

*Minority Report* - Property Tax bonding (not to exceed \$.20) for additional CIP road infrastructure funding.

### **5. Note: Minority Report - Appendix A:**

*Affordable Housing Options* – Reserve Fund Subsidies for low income households.

*Infill Development Incentives* - Tier based inverse distance model

# **Unintended Consequences of Development Fees on Affordable Housing: A Reply to the Minority Infrastructure Task Force Report**

Rex Campbell<sup>1</sup>

Contrary to what was said in the minority report, I, not the people involved in the development industry on the Infrastructure Task Force, made the comments during a Task Force meeting against additional development fees and for affordable housing in Columbia. The only comment from the development community on this topic was: "if development fees are raised, these fees will be passed on the buyers." Thus, I want to explain what was behind my comments.

Keeping costs of housing affordable for most Columbians is a goal with which the vast majority of our citizens would surely agree. Currently many of the employees in Columbia commute in from outside the City and often from outside Boone County. One of the most common reasons for commuting is the cost of housing in Columbia is too high for the modest wages paid by many employers in the City such as the colleges, hospitals and many retailers. There is a simple truth in the Columbia's housing equation: **anything that increases the direct costs of new housing reduces the amount of affordable housing in Columbia.**

Allow me to describe one example that clearly illustrates the current situation. Recently the staff assistant in my MU division took a new position. This person has commuted for more than 20 years from near Millersburg in Callaway County. She was replaced by another veteran MU employee. This one commutes daily from Glasgow in Chariton County. The Glasgow commuter is on the road two hours and 90 miles each day. We, professors, physicians and other professionals have much greater choices of where to live. We who live in Columbia often fail to recognize and appreciate the thousands of lower paid employees who commute daily into the City from all directions. Commuting in these days of \$3.50 gasoline is not cheap, but because they feel they cannot afford Columbia's housing prices, they spend many hours and dollars on the roads into Columbia.

Neither Callaway nor Chariton Counties (nor Cooper or Howard) has planning and zoning or development fees. Manufactured homes (trailers) can be located in rural areas.

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<sup>1</sup> The only real estate I have is our family home and I have no connection to the development industry. I am a demographer who has studied population change in Missouri and elsewhere for more than 50 years.

We should recognize that the non-residential commuting Columbians are **politically voiceless** in the making of Columbia housing policies that may have a very direct impact of their lives. This is all the more reason we Columbians should be very cautious in doing anything that will increase Columbia housing prices.

My personal preference would be to have a sliding scale based upon size of units. For example, construction of houses with less than 2,000 square feet would be charged less for the various city services than larger homes. Small businesses would be charged less than big box stores.

7/5/2011

Response to Rex Campbell's Response to the Infrastructure Task Force Minority Report

By Ben R. Londeree

Dr. Campbell cited two examples of MU employees who commuted to work from outside Columbia. Use of anecdotes with a sample size of two doesn't constitute meaningful research.

This morning I asked the supervisor of the Columbia Waste Water Treatment Plant where his 52 full-time employees live. He said about 50% live in Columbia, about 30% in Boone County, and about 20% in surrounding counties. I asked whether those outside of Boone County had moved from Columbia. He said no, they had all lived there before their employment in Columbia. He volunteered that he did not see a pattern of his employees moving out of Columbia to surrounding areas to avoid a high cost of housing. These results wouldn't be accepted for publication by the Journal of Rural Sociology, but they appear to me to be more defensible than Dr. Campbell's example.

If you look at the census data for mid-Missouri counties you will find that there are relatively few non-farm jobs available in the counties surrounding Boone County. If a resident in one of these counties wants a non-farm job, the most logical place to look is in Columbia. People who commute to Columbia do so because that's where the jobs are.

Dr. Campbell also used scare tactics warning about what happened in Boulder, CO and Portland, OR. These examples are extremes. In 2007, I conducted a survey of development fees in 40 mid-western communities and presented the results to the City Council. Columbia ranked near the lowest in such fees. Columbia development fees have increased since then, but I suspect that those in other cities have increased as well.

The Minority Report offers a possible way to address affordability for lower income individuals. There probably are a number of other ways that might work as well. I suspect that most Columbians would agree that affordability for lower income individuals would be appropriate. On the other hand, I doubt that they would support subsidies to moderate to high income individuals.

COLUMBIA/BOONE COUNTY  
**PUBLIC HEALTH & HUMAN SERVICES**  
**RESPONSIVE GOVERNMENT INITIATIVE**

JULY 5, 2011

CUSTOMER SERVICE

FY 2011

- Pilot point-of-exit customer satisfaction survey
- Project to improve phone service & complaint tracking
- WIC Integration with Social Services & Nursing

FY 2012

- Analysis of segmented results
- Implement systems for customer feedback for field work

EFFICIENCIES

**\$186,868** (FY12 savings)

Significant savings as a result of staff negotiations with vendors and service providers. Changes include new pharmacy contracts, implementation of the VaxCare Influenza Program and renegotiated medical services contracts, all with no change in our level of service to clients.

**\$25,000** (savings)

Joint Social Service Evaluation and Issues Analysis contract in partnership with United Way.

**\$500,000** (past three years grant funding)

By aggressively pursuing grant funding from numerous sources, we have covered expenditures using grant funds rather than general revenue funds. This includes **\$25,000** in Microsoft Office upgrades, computers, a generator, fit-testing equipment, vehicles, training room technology and lab equipment.

Through partnerships with University of Missouri programs, including the Medical School, the Master of Public Health program and the Sinclair School of Nursing, our staff is able to utilize student interns and volunteers to complete special projects. These unpaid hours provide students with valuable real-world experience and provide us with fresh ideas and eager assistance with programs and special projects that, without their participation, might not have been accomplished. In just the first half of 2011, we have logged nearly 2000 hours of intern/volunteer time. Assuming a value of \$10 per hour, these interns and volunteers have contributed \$19,800 to local public health efforts.

CURRENT QUALITY IMPROVEMENT PROJECTS

- Reduce the no-show rate for family planning and women's health services
- Improve our phone system (a project within our customer satisfaction efforts)
- Improve food handler education services for Limited English Proficiency food workers
- Improve the Human Rights Complaint filing process

WORKFORCE DEVELOPMENT

- Staff received **\$30,000** in travel and training scholarships in the last three years
- Webinars and internet-based training through SLU and other providers
- Basic Quality Improvement Training
- Advanced Quality Improvement Training
- City Supervisor Training - three of five city trainers are from our department

PRELIMINARY CUSTOMER SATISFACTION SURVEY RESULTS

Please rate the helpful and polite attitude of our staff.



Would you recommend us to your family and friends?



1122 responses to date

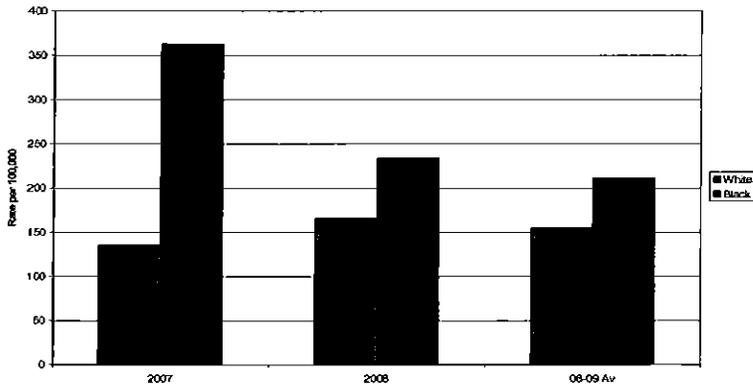
PRIORITIES FOR THE YEAR AHEAD

- Update our strategic plan
- Develop a better set of performance measures across the department
- Continue to gather and monitor customer feedback
- Maintain core public health services
- Continue our focus on chronic disease prevention and health promotion
- Implement health literacy training for all staff
- Develop health literacy training for our customers and community
- Analyze and develop efforts to reduce health disparities

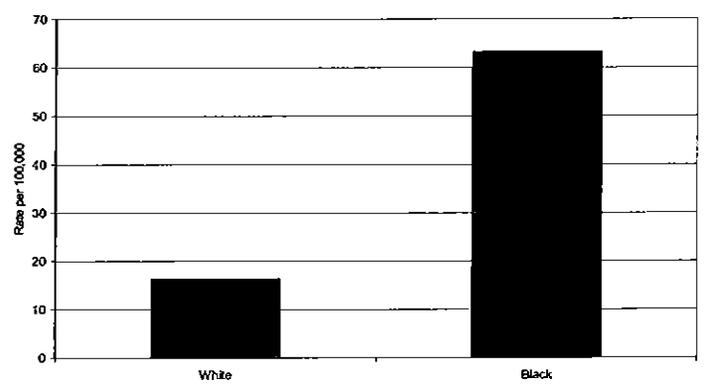
TECHNOLOGY ENHANCEMENTS TO IMPROVE QUALITY, REPORTING AND EFFICIENCY

- Missouri WIC Information Network System (MOWINS) - this system has fully automated our WIC program, resulting in shorter wait times.
- PetPoint System - a free web-based system now used by Animal Control.
- Electronic Retail Food Facility Inspection System - saved approximately **\$20,000** in software costs by developing in-house with our IT department. Annual savings of .50 FTE costs in data entry.
- Electronic Health Records (EMR) - goes live today. EMR will improve quality, accountability/reporting and result in improved reimbursement potential.

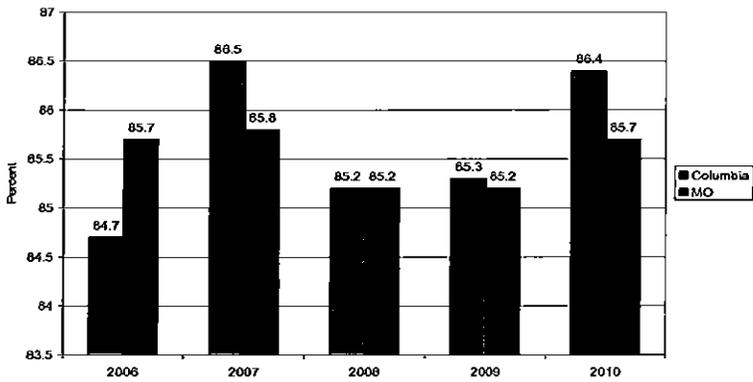
**Disparity in Heart Disease Mortality**  
Source: DHSS



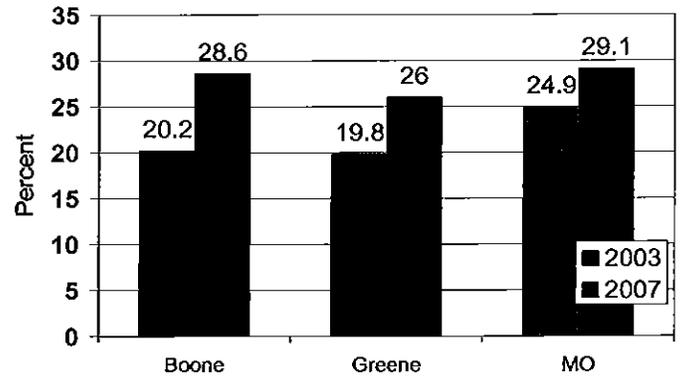
**Disparity in Diabetes Mortality**  
3-yr average (2007-2009)



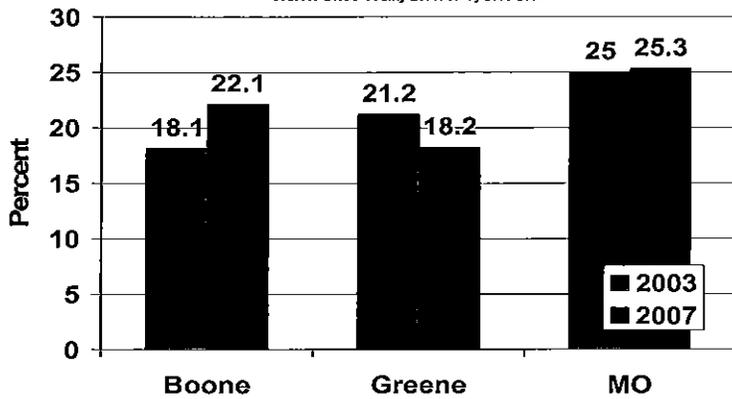
**Graduation Rates - Columbia and Missouri**  
Source: DESE



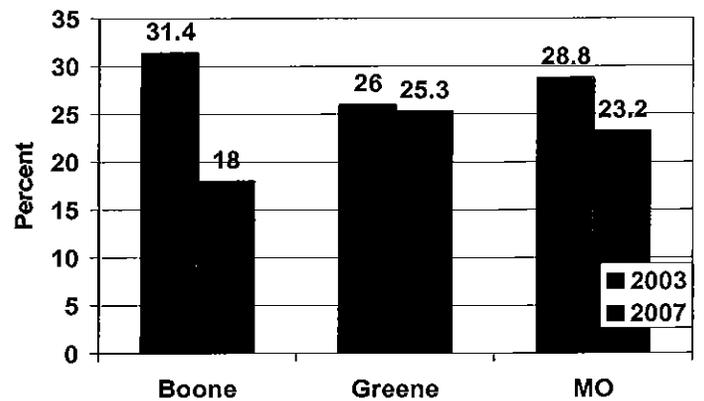
**Obesity**  
source: DHSS County Level Study 2003-2007



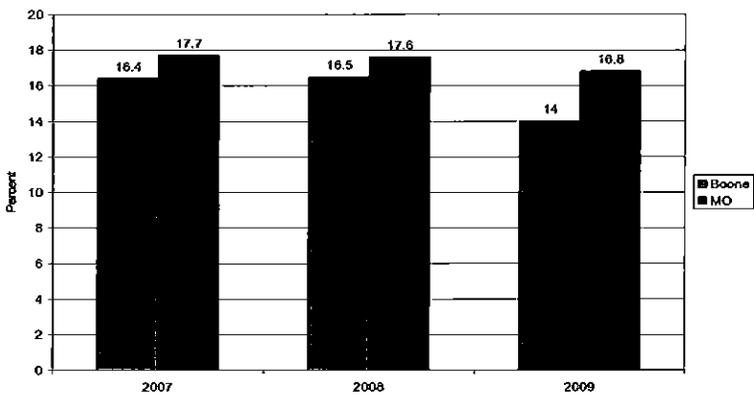
**No Physical Activity**  
source: DHSS County Level Study 2003-2007



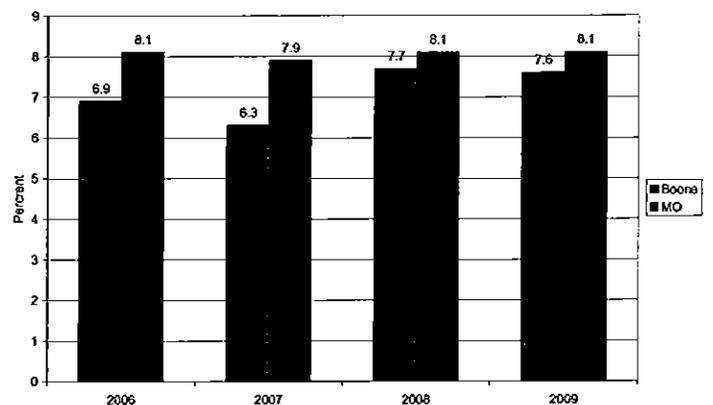
**Tobacco Use Pre and Post Ordinance**  
source: DHSS County Level Study 2003-2007



**Smoking During Pregnancy**

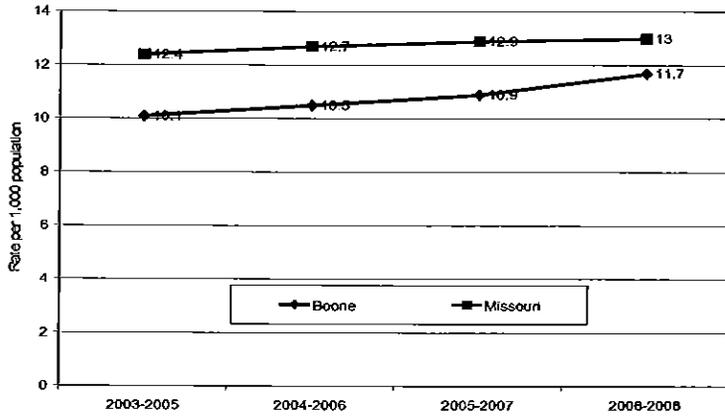


**Low Birth Weight**  
Source: DHSS MICA



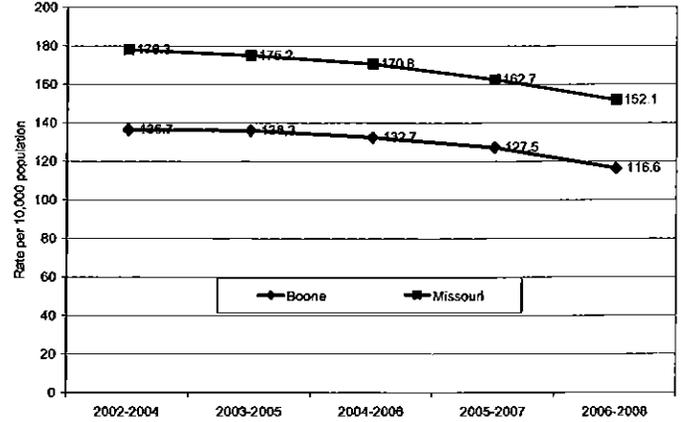
### Emergency Room Visits for Heart Disease

Source: DHSS Community Data Profiles



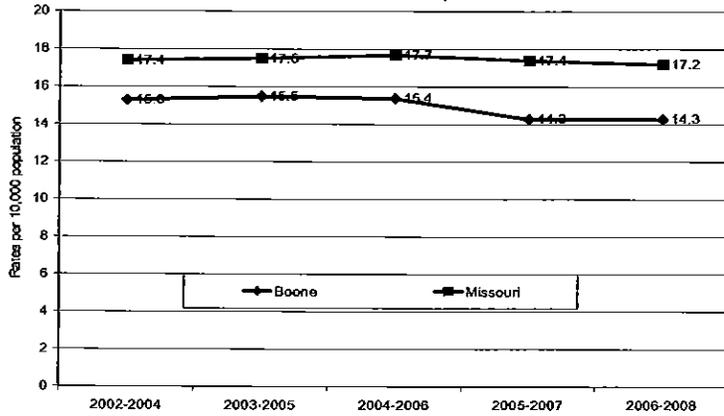
### Hospitalizations for Heart Disease

Three-year moving averages  
Source: DHSS Community Data Profiles



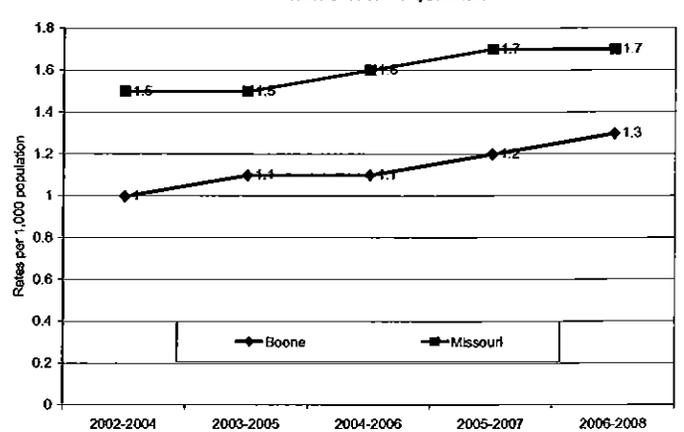
### Hospitalizations due to Diabetes

Three-year moving average rates  
Source: DHSS Community Data Profiles



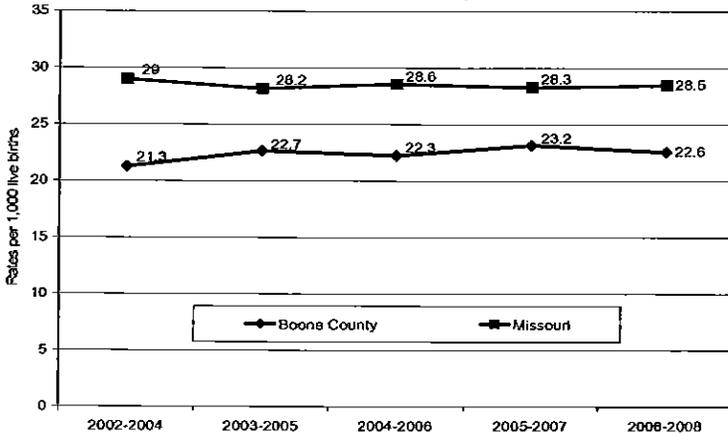
### Emergency Visits for Diabetes

Three-year moving average rates  
Source: DHSS Community Data Profiles



### Teen Pregnancy Rate Under Age 18

Three-year moving average rates  
Source: DHSS Community Data Profiles



### Percent Households In Frequently Utilized Poverty Thresholds

2005-2009 yearly average  
Source: American Community Survey

