

Demographics

Trend: Columbia's population is growing, and the young adult population is the largest and fastest growing age group.

Implication: One-fifth of Columbia's population in 2010 was age 20-24 and the age-groups 15-29 made up almost 40 percent of Columbia's population (39.8 %). The trend reflects Columbia's economy as a "college town" with a large contingent of university and college students added to the aging of local population into the young adult population categories. University of Missouri enrollments have trended up exceeding the University's expectations. In the fall of 2011 the University enrolled 31,745 on-campus students and a total of 33,805 students. The totals were 24,842 and 26,124 in the fall of 2002, respectively. The large young adult population is an opportunity for rental housing providers, employers in need of part-time labor, businesses that cater to young adults, and providers of educational services. It is also an opportunity for the City to showcase itself as a place to live, start a career, start a family, and perhaps start a business. Many will return after graduation if impressed by the quality of life and if given good employment and continuing education opportunities. In marketing Columbia, the highest returns are to be had by appealing to this age group.

At the national scale, young adults exhibit distinctive behavior that has implications for housing, transportation, and employment. Young persons are driving less, postponing driver's licenses more, living with parents longer, indicating stronger preferences for living in "urban" settings with high levels of amenities, communicating through social media (as are many mature adults), and working in settings that allow for more collaborative and less "command and control" problem solving. The City should take the young adult "market" into account when planning, designing, and delivering City services. Young persons that are not college bound should be taken into account as well.

In summary, though Columbia's population is aging too – average age increased from 2000 to 2010 – the young adult age group remains the "fat" portion of the population-age diagram, with high potential impacts on how and to whom the City of Columbia delivers services.

Source:

- U.S. Census American Fact Finder, 2010 and 2000

Trend: There are disparities in the distribution of income in Columbia that are not offset or mitigated by the adequate supply of affordable housing.

Implication: The average income is considerably higher than the median income in Columbia, a simple indicator that considerably more than half of families and households are below the average income and that income distribution is skewed. Between censuses income levels grew in nominal terms however the distribution trend continues unabated. In 2000, the average household income was \$47,406, a figure \$13,593 greater than the median income of \$33,813 (by definition half of all households earn less); by 2009, the estimated average household income of \$59,038 exceeded the median income of \$43,909 by \$15,129. The disparity is also geographic; the majority of households living in census tracts southwest of Broadway and Providence were almost uniformly above the median income while a majority of households living in "central city

neighborhoods” (i.e., between Broadway and I-70) as well as corridors northeast and south were below the median income. This kind of economic disparity challenges the City to fairly distribute improvements and access to services.

Capacity to acquire or rent housing is dependent on the available supply of housing being commensurate with income distribution throughout the community; that is, at every income percentile there should be safe, decent and sanitary housing available for rent or ownership to households and families without consuming more than 30 percent of gross income on housing expenses. Unfortunately this is not the case. The Columbia Housing Authority annually runs waiting lists on its apartments and its rental housing vouchers; the City’s latest Consolidated Plan of Housing and Community Development reports that circa 2009 there were shortages of affordable housing for low-income elderly; low-income families; and low-income persons with disabilities. Anecdotally, many Columbians this year are concerned that the majority of the volume of multi-family housing construction is for university and college students of means at high rents.

From an economic development perspective, the ability to provide safe, decent and sanitary housing is a key to the recruitment of a stable work force and from a social services standpoint it is a key to homelessness prevention. The City does not directly provide housing; however its policies, programs and service delivery influence the supply and availability of affordable housing. Development regulations, taxes and fees, energy costs, transit accessibility, planning for work place and housing balance, assistance programs, and energy management programs all have a bearing on housing costs.

Source:

- U.S. Census
- ESRI Market Profile, Columbia City, MO; provided by ESRI Business Analyst Online
- Planning and Development Department [Community Development Department], Consolidated Plan of Housing and Community Development. 2010-2014

Economic Analysis

Trend: The Columbia area is employing persons at a relatively high rate in the retail and other service-sector industries and at a relatively low rate in manufacturing and high-value-added industries.

Implication: An analysis of location quotients (LQ) – the ratio of employment locally to employment nationally, by industrial classification, indicates that Columbia’s “strengths” are found predominantly in the service sector. Industries such as leisure and hospitality, retail trade, management services, merchant wholesalers of non-durable goods, education and health services, electronic and appliance stores, building material and garden supply stores, sporting goods and other leisure goods stores, broadcasting, nursing and residential care, information services, insurance, real estate, and food services exhibit LQs greater than 1 and greater than the State of Missouri’s LQs. By contrast, location quotients for manufacturing, information industries, and professional and business services are below 1, indicating proportionately lower employment in those sectors.

Compared to a sample of peer cities, university towns of similar size, during the last decade, Columbia exhibits comparatively large location quotients for manufacturing. Another type of economic analysis, known as “shift-share” indicates a trend toward growth in the service sector much more so than manufacturing. During the period 2000-2009, the Boone County lost 1524 manufacturing sector jobs while gaining 1,982 retail trade jobs.

Real wealth and investment in communities is created by industries that add value to the inputs they receive – raw materials, products, information – and export finished goods and services to other regions, creating net new dollars available for investment in the community. The jobs thus created have a “multiplier effect,” supporting the creation of additional service-sector jobs like retail clerks, restaurant servers, real estate agents, and financial advisors. The service sector circulates money within the community more so than it accumulates and invests it, though retail functions produce the sales taxes on which City services and capital investments in streets and parks depend.

Policies and services that enhance the City’s economic base by attracting appropriate, high-value-added and high-wage jobs will not only provide employment to Columbia citizens; they will have the salutary effect of multiplying and stabilizing the economic base for service-sector employment, generating additional jobs and tax revenue for the City.

Source:

- United States Department of Labor, Bureau of Labor Statistics, *Quarterly Census of Employment and Wages*, 2008 data
- University of Missouri Community Policy Analysis Center, *City of Columbia Peer Community Comparison and Scenario Report 2005-2015* June 2009.
- Regional Economic Development Incorporated, 2000-2007 Analysis for Columbia MSA. Data from Edward Lowe Foundation. Power point presentation.

Trend: Despite its general growth, Columbia has built very little new space for traditional industry.

Implication: There have only been 4 building permits issued between 2002 and 2011 (inclusive) for new buildings classified as "industrial," and no building permits for new industrial buildings since 2004. This compares to a total of 719 permits for new non-residential buildings and structures from 2002 to 2011. Columbia is lagging in investment in buildings for fabrication, finishing, packing, storage, transshipment, and warehousing of commodities, products, and semi-finished goods. This reflects the national decline in manufacturing as a sector of the economy. It also suggests that there is a decline in local job opportunities for persons that are skilled, semi-skilled or unskilled in industrial work and trades. The trend could support arguments for incentives to attract industry and planning to create more hospitable sites for plant location and accommodate a more diversified economy and work force.

Columbia has ventured into more aggressively providing incentives to locate new and expand existing facilities to house high-skill, high-paying jobs, for example through the recruitment of IBM to an existing building in Lemone Industrial Park and work with the State of Missouri to establish "certified sites" for industry.

Source:

- Community Development Department, Building and Site Development Division, Construction Reports, published on line.

Legislative Issues & Regulatory Environment

Trend: The business sector will continue to initiate legislation that may run counter to state and local government interests, such as: limiting regulatory discretion; minimizing tax liability; treating government and business enterprises equally; and reducing obligations to provide public service.

Implication: If these interests are successful - whether through the legislative, judicial or initiative petition process - there are several scenarios:

- Reduced public revenues from diverse sources, risk to public health and safety, use of public assets without just compensation from the private sector and competition for continually eroding resources;
- Greater government flexibility, less regulatory burden, lower costs to do business, increased job creation and climbing sales tax revenue; or
- Continual pressure from competing interests that results in balanced influences and just enough public resources to meet citizen expectations.

This environment will continue to require monitoring, attempts to influence and good relationships with all partners in the legislative process.

Source

- Summary of provisions and committee testimony for HCS/HB 671, standardizing municipal right-of-way procedures for utility relocations, Missouri House of Representatives, 1999 regular session

<http://www.house.mo.gov/content.aspx?info=/bills99/bills99/HB671.htm#committee>

ee

- “How Corporations Are Controlling Wisconsin Legislators,” Lisa Kaiser, [expressmilwaukee.com](http://www.expressmilwaukee.com), March 28, 2012

<http://www.expressmilwaukee.com/article-18164-how-corporations-are-controlling-wisconsin-legislators.html>

Trend: Although many candidates for public office, and their supporters, are anti-tax, anti-cost and anti-government, voters are not always following this lead.

Implication: Heated, anti-government rhetoric is expected to continue. In response to citizen anger, it will be necessary to stay centered during debate, model respect for diverse opinions, focus on positive outcomes, and create new understanding, if not agreement, on public issues. Factors in play include:

- Election year dynamics, when voices become more strident;
- Missouri’s legislative term limits, which create non-stop campaigning and appeals to voters;
- Groups and individuals with enough resources to finance petition drives that put initiatives on ballots;
- Perceptions that those who finance the petition drives are “outsiders” with special agendas;
- Economic conditions and perceptions of individual well-being;
- The extent to which government is working, or not;
- General citizen satisfaction with government; and
- The amount of attention provided by news media, other social media outlets and daily conversations.

Source

- “The Anti-Tax, Anti-Government Mood,” National Council of State Legislatures, Oct. 19, 2010
<http://www.ncsl.org/legislatures-elections/elections/the-antitax-antigovernment-mood.aspx>
- “The Manager’s Journey: Skills for Today’s Leaders,” EdTrek, Inc., 2006 - 2011

Trend: Unless there is a significant shift in Congressional outlook on budget “earmarks” and a break in budget debate stalemates, state and local funds will continue to be at risk.

Implication: Even though, at this writing, municipal bond tax breaks appear to be retained, this advantage could be offset by budget actions affecting programs based on federal-state-local partnerships. States and municipalities got \$630 billion in federal aid in FY 2010, according to the U.S. Commerce Department. At this time, it appears that cuts could affect education, housing, urban development, public safety and some transit services, adding more uncertainty to plans for local services and infrastructure improvements. Potential scenarios include:

- Longer time frames for major road projects;
- Searches for unconventional financing, such as the City of Los Angeles’ overtures to the Chinese government;
- More public-private partnerships;
- Proposals to raise local taxes;
- Cost reductions in or elimination of some services to support higher priority services; and
- Escalating citizen debate on these issues.

Source

- “Congressional Stalemate May Trim State Aid While Shielding Munis,” William Selway, Bloomberg Business Week, Nov. 28, 2011
<http://www.businessweek.com/news/2011-11-28/congressional-stalemate-may-trim-state-aid-while-shielding-munis.html>
- “L.A.’s Villaraigosa discusses transit funding with China,” Ari Bloomekatz, Los Angeles Times, Jan. 20, 2012
<http://articles.latimes.com/2012/jan/20/local/la-me-mayor-china-20120120>
- “The Highway Bill - Compromise or Stalemate?,” Ken Orski, Examiner.com, Apr. 7, 2012
<http://www.examiner.com/article/the-highway-bill-compromise-or-stalemate>

Trend: There has been an increase in the number of statewide and local initiative petitions.

Implication: Locally, this could be viewed positively as an increase in citizen participation in City government.

Source

- “Ballot proposals, lawsuits swamp election officials,” David A. Lieb, Columbia Daily Tribune, Apr. 9, 2012
<http://www.columbiatribune.com/news/2012/apr/09/ballot-proposals-lawsuits-swamp-election-officials/>

- City records: There were no initiatives in the last decade of the 20th Century. There have been seven initiatives on the ballot so far this Century.

Trend: The U.S. Environmental Protection Agency is expanding its rules and the activities it regulates.

Implication: Regulatory expansion will achieve greater environmental benefits at a cost which, at this time, is not fully known. Consumer confidence with environmental services and programs may erode as the public is asked to bear these additional costs. While wastewater infrastructure was well-financed in the 1970's and 1980's through federal clean water construction grants, Congress has not funded this program in the last two years.

Source

- "EPA Regulations would require 230,000 new employees, \$21 billion," The Daily Caller, September 26, 2011
<http://dailycaller.com/2011/09/26/epa-regulations-would-require-230000-new-employees-21-billion/>
- "Clean power: The EPA raises the bar on future coal-fired plants," Pittsburgh Post-Gazette, April 16, 2012
<http://www.post-gazette.com/stories/opinion/editorials/clean-power-the-epa-raises-the-bar-on-future-coal-fired-plants-630189/>
- "EPA to Expand Federal Oversight of Fracking Fluids," Huffington Post, November 23, 2011
http://www.huffingtonpost.com/2011/11/23/epa-fracking-fluids_n_1110817.html
- "EPA Misleads Public on Impact of New Regulations on Electricity Reliability," The National Center for Public Policy Research, August 11, 2011
http://www.nationalcenter.org/PR-Electricity_081111.html

Trend: Unfunded federal mandates continue to increase.

Implication: A federal mandate is any law or regulatory provision that imposes an enforceable duty on a state, local or tribal government or on the private sector. When new mandates are not accompanied by new funds for implementation, the financial burden shifts to others. In the past five years, Congress has shifted at least \$131 billion in costs to states, with trickle-down effects on local government, businesses, citizens and customers.

Source

- "States may shoulder unfunded mandates without intervention," Governing the States and Localities, January, 31, 2012
<http://www.governing.com/news/state/Walker-States-May-Shoulder--Unfunded-Mandates-Without-Intervention-.html>
- "Putting the brakes on unfunded mandates: A new state and local partnership," Preliminary Report, 2011 Mandate Relief Design Team, State of New York, March 1, 2011
<http://www.governor.ny.gov/assets/documents/finalmandate.pdf>
- Congressional Budget Office
- National Conference of State Legislatures (NCSL)

Trend: National electric reliability and security regulations will continue to increase in scope and magnitude.

Implication: This will have an impact on personnel staffing and training, infrastructure needs and certification requirements. Many of the proposed compliance deadlines will accelerate and concentrate the decision-making timeframe for retrofits and new infrastructure into a relatively short period over the next few years. The integrated resource planning (IRP) process will become a more important, multi – dimensional approach for rate recovery and planning decisions. States may be encouraged to place responsibility more with utilities for long- term decision-making that avoids stranded assets and minimizes consumer costs.

Source

- Bipartisan Policy Center
- “Southern Company CEO Tells Congress That Proposed Standard Will Impact Economy and Electric Reliability and Affordability,” Electric Energy Online, April 15, 2011
<http://www.prnewswire.com/news-releases/southern-company-ceo-tells-congress-that-proposed-standard-will-impact-economy-and-electric-reliability-and-affordability-119912824.html>

Emerging Issues

Trend: In an era of greater transparency, government at all levels is becoming more accountable for results.

Implication: Data driven processes, such as metrics, performance management, and other tools, may help assure that citizens receive value for their tax dollars and help to enhance the public's perception of the employees who provide government service. Current city initiatives in place to address this trend include the ICMA Performance Management Institute and participation in the Missouri Quality Award program.

Source:

- International City Manager's Association, Performance Management: When Results Matter
- Multiple Authors, 2009: Thompson Reuters/Aspatore, Emerging Issues in State and Local Government Employment: Government Officials on Attracting and Maintaining Talent, Preparing for the Retirement of Baby Boomers, and Overcoming Skills Shortage.

Trend: Government is competing for citizen support and a talented workforce with often limited resources.

Implication: Without a clear and direct plan, what is more likely to happen is that the department will be operating on a day-to-day "putting out fires" basis. Since this mode of operation does not yield accomplishments, departments will have to scramble to find meaningful entries for year-end progress reports that point to dynamic growth within the organization. The City's chances for success are greater if we have a strategic plan. Over the long haul, cities which are intentional and strategic in their thinking will accomplish more than being reactive and opportunistic without a strategic plan. Columbia's chances of success are even greater if we commit to building a vision which is shared by the Council, staff and stakeholders.

Source:

- Strategic Planning for Local Government, Gerald Gordon/ICMA, 2005, ICMA
- Strategic Planning for Public and Non-Profit Organizations: A Guide for Strengthening and Sustaining Organizational Achievement, John M. Bryson, 2004, Jossey-Bass

Trend: This is the first time in American history that we have had *four* different generations working side-by-side in the workplace.

Implication: Generational differences can affect everything, including recruiting, building teams, dealing with change, motivating, managing, and maintaining and increasing productivity. Learning how to communicate with the different generations can eliminate many major confrontations and misunderstandings in the workplace. Accommodating employee differences; creating workplace choices, operating for a sophisticated management style; respecting competence and initiative, and nourishing retention are items that we can focus on to ensure a positive and driven workforce.

Source:

- Generational Differences in the Workplace, Anick Tolbize, August 2008, University of Minnesota
- Mixing and Managing Four Generations of Employees, Greg Hammill, Spring 2005, Fairleigh Dickinson University

Trend: An increasing number of local governments are developing an employee-centered organizational code of ethics.

Implication: Preventive efforts, including training and communication of organizational expectations, will increase the goal of having an organization that meets the high level of ethical conduct expected by the residents. In the event of an ethical lapse, employers are providing a safe place for anyone to report wrongdoing through the formation of an Ethics Committee in some cities.

Source:

- Public Management Magazine, November 2011 and March 2012
- National League of Cities - Trends in Public Administration

Trend: The new approach to governance is the adoption of a participatory democracy that is results-oriented.

Implication: Local governments are developing long-term governance plans that incorporate different levels and types of public engagement; such as, web casts, on-line chat, social media and mobile applications (the new face of local government).

Source:

- National League of Cities – Trends in Public Administration
- National League of Cities, Find-city-solutions, research-innovation, governance-civic-engagement
- ICMA/Ethics
- Public Technology Institute: Citizen-Centric Government: Transforming Government through Service and Technology
- Designing the Next Form of Democracy, December 7, 2011, Matt Leighninger, Deliberative-democracy

Trend: There is a new thinking about service delivery that causes government to increase capacity for continuous improvement and high performance.

Implication: Selective outsourcing, implementation of 3-1-1 Centers, and other areas are a shift from direct service management to service contact management that have proven valuable. Outsourcing a particular program or service or implementing a 3-1-1 Center may result in workforce reductions associated in that area while creating a means of silo-busting within organizations.

Source:

- National League of Cities – Trends in Public Administration
- National League of Cities - ASPA (American Society for Public Administration); New Developments and Continuing Trends in Public Administration: The Effect on City Governance and Management, Antoinette Samuel, MPA CAE, Executive Director, ASPA

Technology

Trend: Mobile computing is pushing technologies towards a platform agnostic world. Information should be available regardless of the device or operating system used to access it. User interface is changing to emphasize touch, gesture, search, voice and video. Tablets, smartphones and ultrabooks will be increasingly used for enhanced productivity.

Implication: The City of Columbia has increased its use of tablets and smartphones by over 300% each of the last 2 years. Employees have access to one or more mobile devices and they want the same data access on each of them regardless of the platform. This requires that data be available in standard formats and available outside the City's firewall.

Source:

- Gartner Research
- Columbia HelpDesk reports
- Mobile device management reports

Trend: Cloud computing will have a broad long-term affect on most industries, government included. More choices, better security, and lower costs from enterprise providers will drive organizations to decide which workloads to implement on cloud services.

Implication: Lower infrastructure costs and faster deployment times will cause organizations to evaluate and implement cloud services where appropriate. The City will have to evaluate the loss of control and security against savings in resources, power and budget. Access to City data becomes dependent on the City's Internet connection.

Source:

- Gartner Research

Trend: Real-time analytics is enhanced business intelligence that delivers information and insights to leadership to improve decision-making and optimize performance by analyzing real-time information to predict the future.

Implication: Embedded analytics are integrated into operational applications and processes. These next generation analytics will move from analyzing what happened (history) to analyzing real-time information to predict the future.

City departments and citizens are demanding better, faster information with which to make decisions. This requires better management of huge amounts of data residing on fast servers with multiple joins (including GIS) with front-ends utilizing dashboards, query and trending tools.

Source:

- Gartner Research

Trend: Contextually aware technology anticipates the user's needs and proactively serves up the most appropriate and customized content, product, or

service. Context can be used to link mobile, social, location, payment, and commerce.

Implication: City departments are asking for location aware applications for mobile workers. Citizens are wanting to interact with government in a more convenient and social way. Customers and businesses are needing to make and receive payments in non-traditional ways.

Source:

- Gartner Research
- IT Project list

Trend: Innovation and technology continues to be driven by the consumer thanks to rapid advances in processing power, storage and bandwidth.

Implication: Organizations need to recognize that this trend will continue and should stop fighting it. Instead, they need to embrace the advantages of shared productivity and manage the security issues.

Personal smartphones and tablets are being used for City business. This will trend continue as the traditional workplace (with set hours, office, etc.) continues to blur and merge with personal lives. This will create additional personnel, human resource, management and legal issues. Also, consumer devices typically do not have the strong security usually associated with enterprise level devices; there will be a need to address these security issues in order to manage risks.

Source:

- Gartner Research
- Mobile Device Management reports
- IT Helpdesk reports

Trend: Consumers appetite for internet-based on-demand TV is on the rise and, at the same time, people's use of social media is changing the way they watch TV.

Implication: According to a report by Ericsson ConsumerLab, broadcast TV continues to maintain a strong position, there is a downward trend. Eighty-five percent of respondents watch scheduled broadcast TV more than once a week, compared with 88 percent in 2010, while 39 percent watched streamed on-demand TV shows more than once a week (up from 36 percent in 2010). The study also shows that 40 percent of respondents use social media while watching TV, and almost one in three chat online. This shift in the way people watch TV and the desire for on-demand, personalized content will change the traditional role of the City as a one-way channel of information into a more interactive conduit between government and the public.

Source:

- TV & Video 2011 Consumer Trends
Ericsson ConsumerLab

Trend: Expectations for meeting/conference settings are changing to include access to technological services (wireless, smartboards, etc.) as well as the

ability to use consumer devices such as tablets and smart phones as presentation devices.

Implication: Due to the consumerization of IT, employees and the public expect certain technologies to be available and present during meetings and for presentations. While many of these technologies are available in specific locations, they are not universally available. There is also the matter of security as individuals want to access City resources with private devices. Expectations are changing faster than the traditional budgeting process can handle.

Planning & Economic Development

Trend: Nationally, land use regulations are becoming increasingly "form-based." The City of Columbia mirrored this national trend when it adopted a goal in the *Imagine Columbia's Future* vision plan to "*develop a growth management plan that uses form-based zoning.*"

Implication: "Form-based" means regulations that regulate the desired built environment of cities rather than regulating by land use classification districts and general dimensional standards. Recent data indicate that 233 jurisdictions in the United States have adopted form-based regulations that were all but unknown (though not without historical precedents) 25 years ago, with adoption rates increasing sharply after 2007. The City of Columbia's existing land use regulation framework is based on old models and it has not been comprehensively restructured since the beginnings of zoning (1935), subdivision regulation (1964) and other "development" ordinances in the City. Amendments have been made to the development codes on an "as-needed" basis. The "development code" is actually scattered over several chapters and parts of chapters of the City code including but not limited to:

- Ch. 29 - Zoning
- Ch. 24 - Subdivision
- Ch. 12A - Land Preservation
- Ch. 6 - Building
- Ch. 9 - Fire
- Ch. 22 - Public Works
- Ch. 23 - Signs
- Ch. 24 - Streets, Sidewalks and Public Places

Data show that an increasing number of cities are adopting form-based codes or "hybrid" form-based/conventional codes that aim to require and enable the type of development expressly desired by the community; that is, the city as people can actually sense and experience it. The codes are also unified, integrating all of the standards for development - streets, public places, lots, and buildings - into one development code. Proponents of this family of development codes argue that they produce healthier and aesthetically more pleasing combinations of land uses, better urban design, and a more predictable, transparent, and timely decision-making process.

To most citizens, including some that engage in land development activity, development codes are a "black box" that is not clearly understood. It is and will continue to be a challenge to explain the maze of regulations to participants in the development process when there is not a single source of information on how a piece of land may be developed or redeveloped. Processes are more efficient when most of the energy in the public discussion can be focused on the merits of the proposals themselves rather than the methods chosen to review them. As our organization moves toward greater integration of processes to improve customer service, the integration of the code framework is an essential component.

A true "form-based" code is not absolutely necessary to address the problem in the trend statement. Other cities have adopted "unified development codes" that may or may not be "form-based" but rely more on "performance standards" than assumptions about land use. Performance standards are written to reduce specific negative impacts

of development on the environment and on adjacent property rather than relying on absolute segregation of land uses that are considered incompatible. A store that is the size of a typical Wal-Mart, for example, is and should be separated from single-family houses. But traditional zoning separates all retail buildings from residential, including some functions and building sizes that some neighborhoods might find compatible - a "neighborhood market," for example. The new breed of development ordinances enable these relationships while providing protective standards. The packaging of codes in a "unified" format addresses part of the "black box" issue by demanding less search time of our customers.

Source:

- Emily Talen and Hazel Borys, *The Codes Project*, Arizona State University <http://codesproject.asu.edu/>
- Robert Steuteville, "Regulations that Promote Sprawl are Ebbing," *Better! Cities & Towns*, posted January 20, 2012 [summarizing data from *The Codes Project*]
- The Form-Based Codes Institute <http://www.formbasedcodes.org/>
- Columbia City Code of Ordinances
- Imagine Columbia's Future

Trend: The backlog of capital improvements is increasing, as indicated by the number and dollar value of capital improvement needs entered in the City Capital Improvement Program, each year.

Implication: The City of Columbia is growing physically, adding territory, roadways, City land acquisitions and newly developed infrastructure. The "footprint" of the city is growing almost as fast as the population - the City added more than nine square miles to the City limits, a gain of 17 percent 2000-2010, and approximately doubled its public street mileage in the same period. As the city's physical size increases, so do the capital needs both in and between areas of expansion and older areas. The geographic distribution of this area growth also exhibits a pattern; since the late 1960's when the city did a very large scale city-initiated annexation, the largest territorial growth has been southwest and west (south of I-70); east of US 63; and north-northeast.

While adding territory, infrastructure ages in the oldest neighborhoods and districts. Nationally, reports are appearing warning of the need for replacement of the major infrastructure investments cities made decades ago. Items such as water systems, wastewater collection and treatment systems, and bridges are exceeding their useful economic life and need to be replaced. For example, it is estimated that water main breaks lose 6.4 trillion gallons of water per year in the United States. Accommodations for growth must contend with a projected increase in the U.S. population of 115 million and a tightening regulatory environment which requires not only upgrading as well as replacement of water infrastructure. To reduce the amount of costs of water treatment, investments are needed in "green infrastructure." The annexed areas and the established areas alike need attention in a capital improvements program. Statistics and studies tell a similar story for the nation's wastewater systems, energy pipelines, and roadway bridges.

The Capital Improvement Program is a multi-year capital improvements budget. In Columbia it is used as a "planning document" that lists unfunded needs as well as funded, budgeted projects; most of its content is unfunded projects. The document is not "fiscally constrained," meaning that the listed project needs are not limited to those

that the City can afford; projects must compete for present and future budget resources.

The trend indicates competition, within the City, among and between different geographic areas and different constituencies, for services in the form of capital improvements. Street and sidewalk improvements, for example, are needed to connect neighborhoods that now have more interaction with other areas, and need to improve and preserve traffic safety, increase accessibility, and stimulate economic development. Existing developed areas demand reconstruction and replacement of infrastructure as neighborhoods age. The trend also indicates a slowing of growth outside the City limits, i.e., the City is growing at a faster rate than its "metro area" (the City and adjacent countryside); an indication that Columbia does not have the competition for "urban services" that it once had outside the City limits.

Source:

- Community Development Department, *annexation history* published on line;
- Finance Department, Capital Improvement Program and Annual budget, published on line;
- Department of Public Works; *CATSO 2030 Long Range Transportation Plan* and Department of Finance *Trend Manuals*, street mileage, published on line; see also Infrastructure Task Force reports.
- Walton, Brett. "America's Water Infrastructure Shows Its Age – The National Debate About How to Pay for Repairs," *Circle of Blue* March 5, 2012 [quoting the American Water Works Association (see report *Buried No Longer; Confronting America's Water Infrastructure Challenge*, 2012; U.S. Geological Survey (on annual water loss); and American Society of Civil Engineers (see ASCE report *Failure to Act*, December 2011); and the U.S. Census Bureau]

Governance & Decision-Making

Trend: Fewer people are relying on local news sources, such as television, newspaper and radio, for local governmental information.

Implication: Although a majority of citizens still rely on local news sources for information, many are turning to the internet and social media. Local government will need to communicate or push information out through more sources than previously accommodated as citizens expect communication to be tailored to them in a convenient, comfortable and quick manner. Local government may also need to focus more effort and resources on monitoring social media in an effort to address misinformation in a more timely manner as social media may not be based on fact and can go viral quickly.

Source:

- 2011 City of Columbia Direction Finder Survey – Final Report: Local newspaper 72 percent in 2011 and 79 percent in 2007; Television news 65 percent in 2011 and 69 percent in 2007; Radio 46 percent in 2011 and 48 percent in 2007; City website 40 percent in 2011 and 22 percent in 2007; Social networking sites 6 percent in 2011 and not addressed in 2007
- Pew Internet and Life Project - Project for Excellence in Journalism – “Local News Enthusiasts Summary” - <http://www.pewinternet.org/Reports/2012/Local-news-enthusiasts/Summary-of-Findings.aspx> - 72 percent of Americans follow local news closely, and they also rely on local newspaper for information
- National League of Cities - Emerging Issues: Trend in Public Administration Affect Local Practice, Outcomes (April 2010 by Bill Barnes) - <http://www.nlc.org/news-center/nations-cities-weekly/articles/2010/april/emerging-issues-trends-in-public-administration-affect-local-practice-outcomes>

Trend: On a national level, the trust in government is lacking or decreasing, but on a local level, the trust in government is better and in some cases increasing. There are segments of the population, such as the African-American population, where the opposite is true.

Implication: Historically, trust in government is tied to economic struggles and periods of intense dissatisfaction with the way things were nationally.

Citizens feel government may be hiding the truth when they are unable to find or access information for free or at a minimal cost.

It becomes difficult to operate effectively and to gain support for new initiatives without the trust of citizens and gaining trust takes time and the continuing attention to relationships, which may be an issue when there is a legitimate need for quick action.

Citizen trust has increased (35 percent) or stayed the same (33 percent) for those local governments that implemented e-democracy programs. E-democracy involves the use

of electronic means to promote and enhance citizen engagement and participation in local government activities, programs, and decision-making.

Local government may want to implement and/or enhance e-democracy programs to foster trust in government as internet users who look for information on government websites tend to have a favorable impression of government being more open and accountable, while non-internet users tend to rank government as less open and accountable.

Source:

- Municipal Research and Services Center of Washington – <http://www.mrsc.org/subjects/governance/trust.aspx#Origins>
- Pew Research Center Publications – “Distrust, Discontent and Partisan Rancor” - <http://pewresearch.org/pubs/1569/trust-in-government-distrust-discontent-anger-partisan-rancor>
- ICMA Article – “E-Democracy Improves Trust” by Evalina Moulder dated March 19, 2012 – http://icma.org/en/icma/newsroom/highlights/Article/101874/EDemocracy_Improves_Trust ; Survey - http://icma.org/en/icma/knowledge_network/documents/kn/Document/303564/ICMA_2011_EDemocracy_Survey_Summary
- 2011 City of Columbia Direction Finder Survey – Final Report: City government is a trusted source of information by 71 percent in 2011 and 63 percent in 2007

Trend: Citizens expect more transparent and accessible information.

Implication: While government agencies have steadily moved toward more openness and transparency, which has been enhanced by the emergence of an array of information and communication technologies that make it easier to access information, there is still an expectation of citizens for more transparent and accessible information.

Meeting citizen expectations may require a balance between simply making more information and helping citizens learn how to use it.

Source:

- The Aspen Institute – White Paper by Gant and Turner-Lee “Government Transparency” dated February 2011 - http://www.knightfoundation.org/media/uploads/publication_pdfs/Government_Transparency_Six_Strategies.pdf
- Sunshine Review - http://sunshinereview.org/index.php/Missouri_transparency_legislation
- Transparency and City Government Communications - <http://www.instituteforpr.org/wp-content/uploads/Transparency-and-City-Government-Communications.pdf>

Trend: There is increased attention to citizen participation, through allowing new ways to provide input, as well as broad ideas about social equity, equal access and citizen engagement in governance.

Implication: Public officials value public engagement processes, but most residents do not believe that to be the case. Public officials as well as residents need skills to better engage, and improving skills may be just as important as providing technologies or varied processes for engagement.

In an increasingly busy and sophisticated world, where citizens have more to contribute but less time to spend, many local officials are rethinking how they interact with the public in general and particular segments of the public. The best examples of democratic governance go far beyond the standard legal requirements for citizen participation. They also do more than simply ask citizens for their recommendations.

Motivators may include hopes for a more cooperative public and for improved outcomes. Citizens are considered partners, but there is still a risk of disconnection.

Source:

- National League of Cities - Emerging Issues: Trend in Public Administration Affect Local Practice, Outcomes - April 2010 by Bill Barnes - <http://www.nlc.org/news-center/nations-cities-weekly/articles/2010/april/emerging-issues-trends-in-public-administration-affect-local-practice-outcomes>
- National League of Cities – Making Democracy Work: Municipal Officials’ Views About Public Engagement by William Barnes and Bonnie Mann in 2012 - <http://www.nlc.org/find-city-solutions/research-innovation/reports--publications>
- NLC – Changing the Way We Govern: Building Democratic Governance in Your Community - <http://www.nlc.org/file%20library/find%20city%20solutions/research%20innovation/governance-civic/changing-the-way-we-govern-gid-nov06-pdf.pdf>

Trend: There is an increased desire for local government to be more collaborative in its governance and in decision making.

Implication: Shrinking budgets and shared burdens in terms of mandates and directives lend themselves to collaborations. Benefits include cost savings, new efficiencies, improvements in service delivery, etc. Challenges include consensus of political strategy, loss of autonomy, standard mistrust, etc.

Source:

- Imagine Columbia’s Future dated October 2007 – Governance and Decision Making – Strategy 3: Enhance collaboration between city departments and Strategy 9: Increase collaboration and coordination between city and county government
- National League of Cities – Emerging Issues: Closing the Regional Disconnect by Bill Barnes in July 2011 - <http://www.nlc.org/news-center/nations-cities-weekly/articles/2011/july/emerging-issues-closing-the-regional-disconnect>
- A Report from NLC’s CityFutures Program – Guide to Successful Local Government Collaboration in America’s Region - http://www.lincolninst.edu/subcenters/regional-collaboration/pubs/RC_for_Local_Govts_2006.pdf

- ICMA – A Regional to Service Delivery Webinar Reflection - http://icma.org/en/Article/101288/A_Regional_Approach_to_Service_Delivery_Webinar_Reflection
- “Serving Customers or Engaging Citizens: What is the Future of Local Government?” by Frank Benest in 1999 - <http://frankbenest.com/reconnecting-citizens.pdf>
- IBM Global Business Services: Government 2020 and the perpetual collaboration mandate: Six worldwide drivers demand customized strategies by James W. Cortada, Sietze Dijkstra, Gerry M. Mooney and Todd Ramsey - http://www-01.ibm.com/industries/government/ieg/pdf/govt_2020_report.pdf

Trend: An increased emphasis has been placed on setting priorities in budgeting and performance measurement, including statistical measurements. There is also an awareness of the prestige associated with awards in this field, such as the Baldrige Award.

Implication: The use of performance measurements can shift the dialogue with local citizens from anecdotes and impressions to data and empirical evidence, but there might be a disconnect between what government believes demonstrates accountability and what citizens believe demonstrates accountability. Government tends to see the lack of accountability as caused by the lack of adequate measures for performance, and the solution is often quantitative and technical in nature, but citizens are generally less concerned about measurements. Citizens’ frame of reference is based more on their perception on government responsiveness and any personal interactions they may have with government.

Source:

- National League of Cities - Emerging Issues: Trend in Public Administration Affect Local Practice, Outcomes by Bill Barnes in April 2010 - <http://www.nlc.org/news-center/nations-cities-weekly/articles/2010/april/emerging-issues-trends-in-public-administration-affect-local-practice-outcomes>
- Public Administration Review Journal - Volume 70 - Looking into the Crystal Ball: Performance Management over the Next Decade by Harry P. Hatry and Blackwell Publishing Ltd – <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2010.02274.x/full>
- Imagine Columbia’s Future dated October 2007 – Governance and Decision Making – Strategy 8: Increase the accountability of the city administration to the city council and public
- ICMA – Using Performance Measurement in the Decision-Making Process – July 2011 Article - http://icma.org/en/icma/newsroom/highlights/Article/101306/Using_Performance_Measurement_in_the_DecisionMaking_Process
- Kettering Accountability Report – “Don’t Count Us Out 2011” - <http://www.scribd.com/doc/59446079/Kettering-Accountability-Report-Dont-Count-Us-Out-2011>

Infrastructure & Transportation

Trend: Aging infrastructure will require increased capital investment for continued level of service and to meet new requirements.

Implication: As existing infrastructure ages, replacement of key infrastructure elements will be required. The U.S. generation and transmission system is at a critical point requiring substantial investment in new generation, investment to improve efficiencies in existing generation, and investment in transmission and distribution systems. The transmission and distribution system has become congested because growth in electricity demand and investment in new generation facilities have not been matched by investment in new transmission facilities. This congestion virtually prohibits outages required for proper maintenance. Substantial investment in generation, transmission, and distribution are expected over the next two decades and it has been projected that electric utility investment needs could be as much as \$1.5 to \$2 trillion by 2030. The nation's drinking-water systems face staggering public investment needs over the next 20 years. Although America spends billions on infrastructure each year, drinking water systems face an annual shortfall of at least \$11 billion in funding needed to replace aging facilities that are near the end of their useful life and to comply with existing and future federal water regulations. The shortfall does not account for any growth in the demand for drinking water over the next 20 years. For the FY13-17 period Water & Light has identified \$109 million in infrastructure needs with 55% currently unfunded and Public Works has identified \$45 million in Sanitary Sewer and currently unfunded Stormwater infrastructure needs of \$30 million.

Source:

Report Card for America Infrastructure, American Society of Civil Engineers.
2011 Stormwater report to City Council
FY 2012 City of Columbia Budget Document

Trend: Public infrastructure expansion has been dictated by growth.

Implication: Historically, infrastructure has been in response to growth. This approach to infrastructure expansion is more costly and time consuming than a more planned approach. More efficient use of public resources could be achieved with a coordinated approach.

Source:

Vision and Action Plan Final Report,
http://www.gocolumbiamo.com/Public_Comm/Visioning/Final_Vision_Report/index.php

Trend: There is increased customer expectation for access to information on the status of public service provided.

Implication: Utilities need to plan to provide and update in a timely fashion the access to information. Customers want information regarding length and duration of utility disruptions, fees and time notification for service disconnections. Customers also seek information on Capital Improvement Program construction and street closures. Utilities

will need to use current media outlets as well as social media and emerging technologies to ensure the citizens are informed.

Source:

- Current requests for information, Council requests for using this technology.

Trend: The population is aging.

Implication: Persons 65 years or older, numbered 39.6 million in 2009 and represented 12.9% of the U.S. population, about one in every eight Americans. In the U.S by 2030, there will be about 72.1 million older persons, more than twice their number in 2000. People 65+ represented 12.4% of the population in the year 2000 but are expected to grow to be 19% of the population by 2030. Columbia's population is also aging and the average age increased from 2000 to 2010. The demographic shift of the population and increased life expectancy leads to older drivers. Drivers age 75 and up have the highest fatal crash rate of any age group, based on the number of miles driven, and on their heightened vulnerability. Design elements to accommodate older drivers include larger, more expensive, street name signs and higher visibility on street markings.

Source:

- Older Driver Highway Design Handbook, FHWA-RD-97-135
- Missouri Senior Profile for Boone County 2009
- Keith Knapp, CEO of Christian Care Communities, *Between now and the year 2025, Missouri's senior population is expected to rise from about one in every seven residents to about one of every five. (April 26, 2010 on KBIA)*

Trend: Fuel costs are rising.

Implication: Over the last eight years the national average for the price of gas has risen from approximately \$1.50 per gallon in 2004 to approximately \$4.00 per gallon in 2012. Local prices have fared slightly less than the national average, but only by a few cents. Diesel fuel normally runs a few cents higher than gasoline. This means that all products that are transported by motor vehicle have increased in price, raising the basic cost of living for all. The cost of repairing the basic infrastructure also increases as fuel prices rise. Rising fuel costs may also result in increased transit ridership.

Source:

- http://www.GasBuddy.com/gb_retail_price_chart.aspx?city1=USA
- [average&city2=KC&city3=StLouis&crude=n&tme=96&units=us](http://www.EIA.doe.gov/dnav/pet/hist/LeafHandler.ashx?n=PET&s=EMD_EPD2DXL0_PT_E_NS_DPG&f=W)
- http://tonto.eia.gov/dnav/pet/hist/LeafHandler.ashx?n=PET&s=EMD_EPD2DXL0_PT_E_NS_DPG&f=W
- <http://transportation.nationaljournal.com/2011/03/the-impact-of-high-gas-prices.php>

Trend: Transportation funding is stagnant or decreasing.

Implication: The Federal motor fuels user fee has not been increased since 1993 and the revenue generated is not sufficient to meet current inadequate authorized funding

levels in fiscal year 2009. Without additional revenue the Highway Trust Fund will only be able to support future increased investment in highways, bridges and transit. Highways, bridges, transit, and airport infrastructure are in decline when their use is increasing.

Source:

- Associated General Contractors (<http://news.agc.org/2011/04/07/ryan-budget-proposal-calls-for-decreased-transportation-funding/>)
- Columbia Daily Tribune, March 5, 2012, Agencies affected by gas prices

Trend: Federal Transit funding has decreased while local ridership has increased.

Implication: With public transportation ridership is at record highs, transit agencies across the country are facing unprecedented fiscal crisis in this economic downturn, with many laying off workers, cutting back service drastically, and raising fares at the worst possible time. Americans took nearly 10.7 billion trips on public transportation in 2008, a four percent increase over 2007 and the highest level since 1956. Use of public transportation has increased 38 percent since 1995, nearly three times the growth rate of the U.S. population. These record ridership numbers are being met with one trend at transit agencies from coast to coast: service cuts, layoffs, and fare increases. The City of Columbia ridership has grown from 1.2 million riders in 2005 to over 2.1 million riders in 2011

A local community has to provide \$1.00 for each federal dollar received in transit funding versus \$0.25 for each federal dollar received for highways.

Source:

- Stranded at the Station (2009)
- City of Columbia FY12 budget document
- http://www.apta.com/mediacenter/pressreleases/2012/Pages/120312_2011Ridership.aspx

Trend: Use of commercial air service is Increasing.

Implication: After declining for three consecutive years, domestic capacity in FY 2011 is projected to grow (up 2.9 percent). Mainline carrier capacity is up 2.8 percent in FY 2011 with low-cost carriers expected to grow at a faster pace than their network counterparts. Regional carriers are slated to grow 3.8 percent in FY 2011, following growth of 4.1 percent in FY 2010.

Regional carrier aircraft size flown domestically is projected to grow at a much faster pace than the mainline carriers. The faster growth in aircraft size for regional carriers is stimulated by the wave of 70-90 seat regional jet aircraft that are entering the fleet as well as reductions in the 50-seat and under jet fleet. The retirement of the 50-seat jet over the next few years should directly benefit

passengers flying from Columbia Regional Airport. Newer and larger regional jet service will provide more reliable service, increased cabin comfort and greater fuel efficiency.

Source:

- FAA Aerospace Forecast Fiscal Years 2011–2031
- Research and Innovative Technology Administration (RITA) - DOT
- MIT – International Center for Air Transportation

Public Safety

Trend: Nationwide, Public Safety is experiencing significant reductions in traditional and alternative funding.

Implication: Fiscal support for public safety has depended on both traditional (sales tax, E911 Emergency Telephone revenue) and alternative funding (Federal and State grants). With the downturn in the economy, Federal and State level grants are being eliminated or reduced and public scrutiny of tax spending makes specific tax efforts less feasible. Increasing internet sales and transactions which fall outside of historically established collection methods have directly impacted the amount of local sales taxes. Over the past decade, the use of wireless devices has dramatically increased while residential landline phones have decreased. This decrease impacts the telephone tax and amount of E911 Emergency Telephone funds available to assist communications centers and public safety entities. In addition, Missouri is the only state with no type of wireless funding mechanism in place to assist with ever-increasing costs which affect all public safety services provided to the community.

Source:

- <http://www.examiner.net/news/x2020324525/Independence-voters-reject-police-tax> (Kansas City newspaper article)
- <http://www.reuters.com/article/2012/04/08/usa-states-employees-idUSL2E8F39HE20120408> (Despite recovery, US public employees face more layoffs)
- <http://www.topix.com/forum/city/utica-ny/TS6KVBRT1C8KR1RG4> (Utica announces layoffs and demotions)
- <http://www.examiner.net/news/x2020324525/Independence-voters-reject-police-tax> (Kansas City newspaper article)
- <http://www.localnews8.com/news/27525646/detail.html> (\$414M in Federal cuts)
- <http://www.statesman.com/news/local/public-safety-officials-express-concern-over-state-and-1305399.html> (Public safety officials express concern over state and federal budget cuts)
- www.gocolumbiamo.com/Finance (City of Columbia-Financial Trends and Budgets)
- www.showmeboone.com/Auditor (Boone County, Missouri-Auditor and Budgets)
- www.save911.org (Missouri 911 Director's Association)

Trend: We are experiencing increased scrutiny due to public mistrust in government.

Implication: There is a push for more documentation, and the ability to easily retrieve the information in a user-friendly format. The provisions of the Freedom of Information Act and the Missouri Sunshine Law have increased requests for records, as well as the expectation that records be easily accessible. Due to outdated technologies and lack of funding, our ability to provide records efficiently has not kept pace with the public's expectations and demands; this tends to feed the already growing mistrust in government. While society benefits from an engaged citizenry that wants to be informed, some movements such as the "Occupy" movement, encourage civil disobedience, or outright defiance, that results in increased confrontations.

Such movements increase the demand for public safety resources in order to keep all citizens, including the protestors, safe.

Source:

- <http://www.examiner.net/news/x2020324525/Independence-voters-reject-police-tax> (Kansas City newspaper article)
- <https://www.ncjrs.gov/pdffiles1/nij/197925.pdf> (NIJ Study- Factors that influence Public Opinions of the Police)
- <http://www.nytimes.com/2011/10/26/us/politics/poll-finds-anxiety-on-the-economy-fuels-volatility-in-the-2012-race.html> (New poll finds a deep distrust in government)
- <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2012/04/02/BARI1NTM3V.DTL> (San Francisco Chronicle, April 2012)
- <http://webapps.icma.org/pm/9401/public/feature1.cfm?author=Dana%20K.%20Lee&title=Dealing%20with%20Public%20Mistrust&subtitle=> (ICMA Publications, Jan/Feb 2012)

Trend: Technological advances in computers and wireless devices available to the public across the country are rapid and constantly changing.

Implication: Keeping up with the constant changing and emerging technological updates affects the needs of the community and public safety agencies. Updates to computer equipment, wireless capabilities, preparation for 'Next Gen 911' to receive streaming videos/texts/photos, mapping, electronic file sharing, outdated information retrieval methods, and emergency preparedness affects how our public safety agencies operate and provide services. Unfunded federal mandates related to communications, such as the 2013 FCC narrowband initiative, impacts public safety entities with limited resources and funds.

Source:

- www.its.dot.gov/ng911 (US Department of Transportation Research & Innovative Technology Administration)
- www.emergencymgmt.com (Emergency Management)
- transition.fcc.gov/pshs/ (Public Safety and Homeland Security Bureau)
- www.fcc.gov (Federal Communications Commission)
- www.nena.org (National Emergency Number Association)
- www.apco911.org (Association of Public Safety Communications Officials)

Trend: The reduction in social services has caused an increased demand for services from local public safety entities.

Implication: The role of Public Safety has expanded to include handling and solving serious social problems without the specialized training and resources. As funding, grants, and budgets are cut or reduced in the areas of social services, some of the need for those services is being shifted to the public service arena. This additional workload will tax an already over-taxed public safety system.

Source:

- <http://www.ttbh.org/Documents/BudgetCutsCommunity.pdf> Health Management Associates

- http://www.uwheartmo.org/sites/uwheartmo.org/files/02%20Basic%20and%20Emergency%20Services%20Report_0.pdf MU Institute of Public Policy “Boone County Issues Analysis” –Basic Needs and Emergency Services
- http://articles.philly.com/2012-03-05/news/31124532_1_mental-health-services-mental-illness-social-services Cuts a threat to public safety, Philly.com
- <http://health.mo.gov/data/mica/MICA/> Missouri Information for Community Assessment

Trend: Public safety resources allocated for the purpose of supporting and answering calls for service, rather than allocated to pay administrative costs such as pension benefits, have not kept pace with the growth of our coverage area for public safety services.

Implication: The population and geographic growth strategy of the City, local educational institutions, and other employers will increase demand for calls for service in virtually all areas of public safety. More people and businesses to protect and serve over a larger geographic or vertical area equals a need for increased amounts and types of public safety resources to allow our agencies to properly respond to our calls for service. Even during the recent recession, the City of Columbia continued to attract new residents and businesses to the community. As the business and educational climate improves, this upward trend should continue and accelerate.

Source:

- REDI Fact Book 2011
- REDI Fact Book 2012
- www.registrar.missouri.edu/statistics
- Missouri Economic Research and Information Center
- American Association of State Colleges and Universities
- U.S. Census Bureau

Trend: The increasing needs and expectations of our customers challenges our capacity to deliver.

Implication: An increasing population of older persons will lead to an increase in mental and physical health-related contacts. An increasing population of non-English speaking individuals will change the way we communicate and interact with our customers. U.S. Census figures for Columbia, Missouri show a mostly flat growth rate between 2000 and 2010 for person 60 and over. However, the national and statewide trends indicate that Missouri will have a steady increase in the number of senior citizens in our city and state. See the Missouri State Plan on Aging FY 2012-2015 Draft Report, prepared by the Missouri Department of Health and Senior Services. The Missouri State Plan on Aging (FY 2012-2015) states that person 65 and older will comprise 21% of our overall state population by 2030. Our institutions of higher learning will continue to actively market their educational institutions to professors and students from other countries. Continued active recruitment of person by our institutions of higher learning and the City of Columbia Chamber of Commerce to retire in Columbia, Missouri could add to our older citizens. Continued state and federal legislation which makes it more difficult for persons who are not naturalized United States citizens to go to school, work or seek medical treatment in our city could decrease the number of our citizens

Public safety and court personnel will have to be trained to deal with multicultural issues of religion, language and custom. Communication strategies will have to take into account the population's increasing diversity. Elderly persons require more time and have different physical needs than many other types of public safety users. Issues relating to medication, dementia, decreased decision-making skills, decreased mental and visual acuity skills, and decreased physical and motor skills, particularly in motor vehicles, will need to be addressed.

Source:

- REDI Fact Book 2011
- REDI Fact Book 2012
- www.mentalhealthamerica.net;
- www.ncsc.org (National Center for State Courts)
- U.S. Census Bureau
- 55 Trends Now Shaping The Future of Policing Vol. 1, Issue 1, Proteus Trends Series, February 2008 by Dr. Marvin J. Cetron and Owen Davies Pages: 17-19, 20-21, 41-44, 48-56.

Trend: While the national rates of violent crime and property crime continue to decline, the overall rates in Columbia are trending up, with the growth of violent crime outpacing that of property crime. Violent crime has been on the rise for the previous three years and property crime has shown a significant increase after two consecutive years of decline.

Implication: Based on the current statistics, both violent crime and property crime rates appear to be rising in our community. The disproportionate amount of attention given to crime by the media can have an effect on the perceptions of not only the citizens of Columbia, but also visitors, businesses and potential college students.

Source:

- <http://bjs.ojp.usdoj.gov/content/pub/pdf/cv10.pdf>

Health, Well-Being & Environment

Trend: Private and public funding for the arts continues to decline.

Implication: The Missouri Arts Council (“MAC”) has received zero funding from the state’s general revenue since 2008. Since 2008, MAC has been funded from reserve funds that will be depleted in FY2012. In FY12, MAC grant funding will be significantly less due to this short fall. It is expected that funded agencies, like the City of Columbia, could see a reduction of grant funds from 25%-50% in FY12. In FY11, MAC provided \$475,000 in funding to 45 agencies located in the City of Columbia. Columbia can expect to see a decline in arts activities from local non-profit arts agencies as public and private support continues to decline.

Source:

- Missouri Arts Council “Annual Report”
- American Foundation for the Arts
- Grantmakers in the Arts “Arts Funding Snapshot”

Trend: Arts education has continued to decline in public schools resulting in a decreasing demand for the arts, which is failing to keep up with supply. Audiences for the arts have declined, as a percentage of the population, especially with audiences 30 and under.

Implication: Research consistently links early exposure to the arts and participation later in life. A healthy demand for the arts is critical to a vibrant non-profit arts sector. Researchers find that long-term involvement in the arts is likely to be stimulated by early arts education that develops a range of individual capacities. Arts education in the Columbia Public School system has dwindled as schools try to increase test scores in Math, Reading and Science within the time constraints of the school day. Participation in local arts activities is likely to decline over time due to lack of arts education in the schools.

Source:

- The Wallace Foundation
- RAND Report “Revitalizing Arts Education Through Community Wide Coordination”
- National Endowment for the Arts “Arts Participation Report 2009”

Trend: Public opinion of the value of the arts in the community and support for public funding for the arts has stayed strong.

Implication: Research has found that a decisive majority of people support government financing of the arts and that there is a strong public mandate for including arts in education. Despite some decline in participation in the arts, the perceived value of the arts remains high. Seventy-two percent of those surveyed said they would “miss the arts” if there were no arts offerings in the community. Sixty-eight percent of those surveyed supported government funding for the arts. Although there is no local data, an increase in Columbia in the number of local arts agencies, venues, activities and participation tends to support this trend.

Source:

- Education Resources Information Center “Americans and the Arts”
- Princeton University- Center for Arts and Cultural Policy

Trend: Moderate growth is expected for the tourism industry in 2012, despite the uncertain global economic outlook.

Implication: Factors such as rising incomes in emerging markets and stable unemployment and disposable income in mature markets are expected to drive demand this year. Tourism has entered a period of drastic change and the industry is reinventing itself to meet changing expectations, rapid technological advancements and a shifting world economic environment.

Despite the current economic climate, 31 percent of travelers anticipate they will spend more on leisure travel in the coming year.

The City of Columbia has shown a 7% increase in lodging tax revenue from calendar year 2010 to 2011 and another increase of close to 8% for calendar year 2012. This is backed up by an increase in city-wide occupancy percentage increase of 5% from 2011 to 2012.

Source:

- About Tourism Destination Consultants - Trendspotting 2012
- US Travel Forecasts-November 2011
- Trip Advisor- 2012 Travel Trends
- Smith Travel Research Report
- City of Columbia Lodging Tax Revenues

Trend: Social media and mobile search engines are becoming the most utilized ways to research a destination and its venues.

Implication: Thirty -four percent (34%) of travelers say they have made the decision to visit a destination suggested by someone they only “know” online. Travel forums also play a vital role in travel recommendations with 8 out of 10 people stating that views of people on such forums are important. Social media is also used to help choose restaurants, bars and beaches during trips. A robust social media policy is increasingly seen as a vital promotional tool.

Google says 2/3 of businesses now plan their travel using search engines, with smart phone bookings rising 69% in 2010 alone, up 69% from 2009. There has continued to be a steady growth in the use of mobile devices and 2012 will see increased mobile usage for travel, changing the way people make decisions. The travel industry is starting to realize the impact that mobile devices will have on trip experiences. Opportunities for the use of social media to promote tourism and travel experiences include Facebook, Twitter, blogs, mobile web sites, and other evolving technologies.

Source:

- Skyscanner 2012 Travel Trends Report
- Google
- Amadeus-From chaos to collaboration-How transformative technologies will herald a new era in travel

Trend: Cultural tourism is becoming more prevalent.

Implication: In a survey of 2,700 U.S. Travelers, the number 2 top trip pick was a cultural trip (e.g. visiting museums or historic sites). Seventy-eight percent (78%) of all domestic leisure travelers participate in cultural and heritage activities. Cultural tourism is an important way to celebrate, preserve and promote a state's unique heritage, increase opportunities for artists, promote public arts participation and boost economic development.

35.3 million adults say that a specific arts, cultural or heritage event or activity influence their choice of destination. Many travelers will extend their stay because of an arts, cultural or heritage event or activity. Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus non-cultural/heritage travelers with 3.98 trips. In a recent Visitor Profile study conducted by the Convention and Visitors Bureau; Historic Sites, Galleries & Museums and Performing Arts added up to 40% of the driving motivators for visiting Columbia.

Source:

- Trip Advisor- 2012 Travel Trends
- National Assembly of State Arts Agencies www.nasaa-arts.org
- 2009 study conducted by Mandala research for the U.S. Cultural & Heritage Tourism (USCHT) Marketing Council, in conjunction with the U.S. Department of Commerce.
- Columbia, Missouri FY 2012 Visitor Profile- h2r market research

Trend: Rental housing is a significant portion of residential property in the City of Columbia and that trend will increase.

Implication: The number of rental housing units registered with the City of Columbia has increased 35% from 2003 to 2012. The 2010 Census indicates that 51.6% of Columbia residents rent their homes. Trends in rental property from 2008 through 2012 indicate a strong market despite the recession with vacancy rates less than 3%. The University of Missouri is anticipating a steady trend in student population through 2014 with a 1% increase from their enrollment in 2009. The construction of additional student housing is planned for 2012 to 2015 leading to potentially higher vacancy rates in the future. Implications of this include staffing to enforce the City's Rental Unit Conservation Law, utility and efficiency issues for those who have no equity in their homes, and bear into discussions on home ownership. Police also indicate increased calls for service in areas with a higher rate of rental property. Single family homes that have been rental may turn to owner occupied as the economy improves.

Source:

- Neighborhood Services data
- US Census
- Moore & Shryock apartment study, 2012, University of Missouri

Trend: Construction of single-family houses is steady, yet much lower than 2006. The construction of multi-family housing increased significantly in 2011.

Implication: Permits for single-family housing has been steady from 2008 through 2011 (average of 357 annually) from a decline of 717 permits issued in 2006. In 2011, there were 493 units under permits for new multifamily housing, a significant increase from 2008-2011 that had an average of 36 units per year. The number of duplexes constructed continues to be low. This would indicate that while the construction of single-family housing remains steady, there may be an upswing in construction of multifamily housing that would affect the inventory of total housing stock.

Source:

- City of Columbia Building & Site Development

Trend: Homeownership is becoming more challenging for many households to achieve.

Implication: The number of loan originations for Columbia home purchases has declined within the past 10 years. There were 590 conventional home loan originations by commercial lenders in 2009, compared to 1,545 in 2005. This is due to the economic downturn and reduced household incomes to cover the cost of homeownership.

The median housing value of housing increased from \$94,587 in 1990 to \$118,500 in 2000 and to approximately \$163,000 in 2010, indicating a large increase in homeownership costs for Columbia, and a lack of affordable homeownership options. An increase in the costs for homeownership plays a role in the reduction of homeownership for low to moderate income citizens.

Reduced interest and access to homeownership may have negative implications for neighborhoods and personal asset building in Columbia. Homeownership has shown to serve as a tool to build assets and financial stability. This trend may contribute to less progress towards financial stability for low to moderate income households, as well as reducing the strength and financial stability of Columbia neighborhoods.

Source:

- City-data.com
- The Effects of the Real Estate Bust on Renter Perceptions of Homeownership, Collins and Choi 2010
- American Communities Survey

Trend: The City of Columbia lacks sufficient quality affordable housing for its low and moderate income citizens.

Implication: Median monthly housing costs in Columbia Missouri were \$822 in 2010, while these costs were \$780 in 2007. Eight percent (8%) of households making less than \$35,000 per year in 2010 were paying 30% or less of their salary on their mortgage, while 92% were paying more than 30% of their salary on mortgage costs. For households making more than \$75,000 per year, only 2% paid 30% or more of their salary on mortgage costs.

Seventy-eight percent (78%) of households renting and making less than \$35,000 per year paid more than 30% of their salary towards rent in 2010, while only 10% of renter households making more than \$75,000 per year pay more than 30% of their salary towards rent. Forty-four percent (44%) of Columbia's housing units were constructed in

1979 or earlier. Older homes typically result in higher energy and maintenance costs, which can reduce affordability.

In 1990 there were 1,825 mobile home housing units in Columbia. This number decreased to 1737 in 2000, and further decreased to 993 in 2008. With the recent closing of Regency and El Ray mobile home parks, the number of mobile home housing units available will decrease substantially. 2010 census data states that mobile home housing units make up 1.8% of the 43,561 occupied housing units or approximately 435 mobile home units. This decrease in the number of mobile units results in fewer options of affordable housing for low-income citizens.

A reduction of affordable housing options and a significant number of households paying more than 30% of their salary to housing costs means many households may do without other critical needs such as prescriptions, health care, or food. These are conditions of poverty and can destabilize households and neighborhoods.

Older housing stock also presents health concerns such as in-door air quality and lead paint. Homes built before 1978 present health concerns to occupants, especially children under the age of 6. Lead paint hazards can negatively impact cognitive development in children and contribute to behavior problems. Unhealthy homes reduce children's ability to be healthy and productive citizens.

Source:

- American Communities Survey and Building Permit Data
- U.S. Environmental Protection Agency

Trend: The number of hours of volunteer service to the City of Columbia has continued to increase over the last three years and the number of new contacts interested in volunteering continues to be steady and strong.

Implication: Volunteers remain a valuable resource for local government. Volunteer hours have increased for the last four fiscal years to a high in FY11 of nearly 50,000 hours of service. A continued interest in volunteer service exists and confirms the need for valuable opportunities for citizens to serve and to have staff with the time and interest to manage volunteers. Staff dedicated to volunteer management have decreased in the City of Columbia.

The City of Columbia should value volunteers as an important resource in accomplishing our mission and dedicate the appropriate staff resources to best manage them.

Source:

- Volunteer Programs database and historical data.

Trend: Baby boomers are looking for different types of volunteer positions than generations previous to them.

Implication: Boomers are looking for professional and management positions that make use of their skills. Examples of projects that would use their skills include research projects or organizing an event or program from start to finish. City staff may need to explore new volunteer positions that will meet the desires of baby boomers. By doing

so, we can use volunteers in ways that best suit their needs and interests and get important work done to support the mission and work of the City of Columbia.

Source:

- Corporation for National & Community Service.

Trend: There exists a need to provide recreation programs and facilities which address wellness, healthy living skills, obesity prevention, cultural diversity, and an increasingly aging population.

Implication: The ever-changing complexion of Columbia's population is creating a new future. Not only are we becoming more ethnically diverse with increases in Latino and Asian residents, we are also becoming a more aged population with the arrival of the "Silver Tsunami" of the baby boom generation. The Center for Disease Control estimates that by 2015, 45 percent of the U.S. population will have reached the age of 50. This "graying of America" is presenting new challenges and opportunities for leisure service providers in working with a group that is not only diverse in age but also economic status and physical and mental capabilities.

In addition to a diverse population, the evidence regarding a surge in childhood obesity is compelling and the implications are troubling. Research indicates that poor eating habits, physical inactivity and inadequacies in the built environment are the major culprits contributing to today's obesity rates and over-the-top presence of life threatening diseases.

Source:

- Center for Disease Control and Prevention: www.cdc.gov/obesity/.
- Various articles, Journal of Park and Recreation Administration, 2011 – 2012.

Trend: As a result of health, fitness, transportation, environmental, and recreation benefits, there is continued demand for the development of an accessible, inter-connected, multi-use trail system.

Implication: Providing for active living through community design is a growing movement across the U.S. Running, walking, biking and hiking continue to lead the list of recreational activities most participated in. Multi-use trails was identified as one of the most used and desired recreation facility needs according to the City's 2010 park and recreation citizen survey and the 2011 park user survey. Respondents to both surveys continued to indicate support for the acquisition of land for both trail development and open space preservation .

The Center for Disease Control refers to communities where everyone can enjoy daily, moderate levels of walking, bicycling and other exercise as "Active Community Environments." A walking- and bicycle-friendly environment is also a more livable community where people of all ages and abilities can travel freely. Trails also compliment other emerging trends by providing accessible opportunities for nature exploration, bird watching and wildlife viewing. Communities throughout the nation are continuing to expand trail systems for recreation, fitness, non-motorized transportation, enjoyment of nature and natural area preservation.

Source:

- City of Columbia Parks and Recreation Needs Assessment Survey, 2010.
- City of Columbia Parks and Recreation Park User Survey, 2011.
- U.S. Department of Transportation's Nationwide Personal Transportation Survey,
- Tipping, E., "A Look at Trends in Parks & Recreation." Recreation Management, 2011. Available from <http://www.recmanagement.com/201106fe04.php>
- Center for Disease Control
<http://www.cdc.gov/physicalactivity/professionals/environment/aces.html>.

Trend: There is a need to construct sport and event facilities to promote tourism development and to accommodate an increase in recreational and competitive youth sport participants.

Implication: Recreational and competitive youth sport organizations are continuing to thrive with increased numbers of participants who are struggling to play at over-scheduled or inadequate facilities. The travel industry maintains that with increased gas prices, a "staycation" is still on the forefront with families choosing to explore their own communities or travel within the boundaries of their own state – often in combination with a child's sporting event. Tourism and youth sport organizations are looking to collaborate with municipal agencies to construct facilities in order to host regional tournaments or special events to boost the local business economy. Interest in non-traditional sports such as bike polo, ultimate frisbee, roller hockey, disc golf, etc. continues to grow.

Sports tourism is the fastest growing sector in the tourism industry. Cities, having learned that most sporting events take place whether the economy is good or in recession, now compete to host sports events. Tourists who are engaged in travel-for-sport are typically high spending, stay longer than other tourist categories and often stimulate other tourism sectors.

Source:

- City of Columbia Parks and Recreation Needs Assessment Survey, 2010.
- National Association of Sports Commissions Report on Sports Travel Industry- March 2012
- City of Columbia Parks and Recreation Park User Survey, 2011.
- Tuttle, B. (2012, April 4) "Will High Gas Prices Bring on Another Summer of the 'Staycation?" Available from <http://moneyland.time.com/2012/04/04/will-high-gas-prices-bring-on-another-summer-of-the-staycation/>.
- City of Columbia, Parks and Recreation & Open Space Master Plan Focus Group Meetings, 2011 – 2012.
- Various articles, Sports Destination Management, 2011 – 2012.
- Various articles, Parks and Rec Business, 2011 - 2012

Trend: The need to counteract the phenomena of "nature deficit disorder" through land preservation and outdoor education.

Implication: Children have become increasingly sedentary and "plugged-in." This disconnect with nature has resulted in serious consequences for their health, education and general well-being. The need for a child-nature movement has created a surge of programs encouraging families to reconnect with the outdoor environment. In addition to expanding outdoor education programs, facilities such as natural playscapes, nature explorer classrooms and play pocket parks are finding their way into the lexicon of

public parks and recreation agencies. The preservation of land for community parks, greenbelts, green space, and natural areas helps provide critical opportunities for young people to experience the natural world.

According to feedback received in the City's 2010 park and recreation citizen survey, community residents consistently identified nature education/outdoor adventure programs as one of the top five most participated in and most desired recreation program needs. Survey results also indicated strong support for the acquisition of land to preserve open space and protect the natural environment .

Source:

- Louv, R. (2005). Last child in the woods. Chapel Hill, NC: Algonquin Books of Chapel Hill.
- National Recreation and Parks Association National Congress and Exposition, 2012. Atlanta, Georgia.
- Arbor Day Foundation: www.arborday.org.
- Missouri Department of Conservation: www.mdc.mo.gov.
- City of Columbia Parks and Recreation Needs Assessment Survey, 2010.

Trend: The rate of poverty and level of income inequality in Columbia are increasing.

Implication: The rate of poverty in Columbia is 23% as compared to 14% for Missouri and 15% for the nation. Due to significant and rising poverty levels, the demand and need for social services and affordable health care related services have increased correspondingly. However, at the same time, state and federal funding for local health and human services is decreasing. In this environment of increasing need and diminishing resources, the responsibility to address the causes and effects of poverty is largely left to local communities. Poverty is a consistent predictor of negative economic, educational, social and health outcomes and therefore adversely affects nearly every aspect of local government: economic development, public safety, public infrastructure, education, health and well-being, social services, transportation, community development (neighborhoods) and human resources.

Source:

- U.S. Census Bureau
- Inequality.com (The Stanford Center on Poverty and Inequality)
- *Emerging Issues: Putting Poverty in its Place* (National League of Cities)
<http://www.nlc.org/news-center/nations-cities-weekly/articles/2010/november/emerging-issues-putting-poverty-in-its-places>
- The Chronicle of Philanthropy <http://philanthropy.com>
- Missouri Department of Elementary and Secondary Education
<http://www.dese.mo.gov/schooldata>

Trend: There continues to be significant disparities by race/ethnicity, gender, and ability.

Implication: Disparities affect most sectors of local government including: economic development, public safety, education, health, social services, civil rights, community development and human resources.

In our community examples and across the nation, disparities by race/ethnicity, gender, and ability continue to be seen in the areas of:

- Economics (income, employment, capital/wealth attainment)
- Housing (home ownership)
- Education
- Health
- Social well-being
- Criminal Justice
- Civic Engagement

The implications for local government are numerous: low educational attainment resulting in an ill-equipped labor force and high rates of unemployment and underemployment, increased costs to law enforcement and justice system, increased health care costs due to high rates of preventable morbidity and mortality, increased costs for social services, instability in families, neighborhoods, and communities, and politically and civically disenfranchised citizens. Targeting limited resources towards programs and policies to reduce disparities is a strategy many cities are adopting.

Source:

- U.S. Census Bureau
- Inequality.com (The Stanford Center on Poverty and Inequality)
- *CDC Health Disparities and Inequalities Report — United States 2011*
<http://www.cdc.gov/mmwr/pdf/other/su6001.pdf>
- *Missouri Women's Report October 2011* <http://missouriwomensreport.org/>

Trend: Health care reform legislation will have a broad impact on local government and the community.

Implication: Federal health care reform legislation is already impacting the City's employee health insurance as new requirements afford broader coverage for employees and their families. Health care related services provided by the City will be affected as the number of insured persons is expected to increase significantly. This could actually result in a level or even increased demand for direct health care services provided by the City as there is anticipated to be a shortage of health care providers. Health Care reform may also impact the mental health services purchased by the City for uninsured persons as many of these persons would have health insurance coverage.

Source:

- County and City Health Departments: The Need for Sustainable Funding and the Potential Effect of Health Care Reform on their Operations
<http://www.rwjf.org/files/research/52569hmareport.pdf>
- Health Reform and Local Health Departments: Opportunities for the Centers for Disease Control and Prevention http://www.phi.org/pdf-library/PHI_CDC_Health_Reform_and_Local_Health_Departments.pdf

Trend: There is an increasing need for localized data and data management systems to support planning, delivery, and assessment of health and human services.

Implication: With a growing emphasis on decision-making and performance measurement based on data, both internal and external customers are increasingly in need of local data and the systems that can collect, analyze, and report on this data. This includes the need for increased capacity in GIS and systems to capture and analyze data from social networking sources. In addition, there is a growing expectation that government data and data systems are easily and readily accessible to the public.

Source:

- US Department of Health and Human Services
<http://www.hhs.gov/open/recordsandreports/prevention/index.html>

Trend: The rate of obesity has been steadily increasing in Boone County.

Implication: Obesity is a growing problem nationally and in Boone County as it is the precursor to a number of chronic diseases. Issues affecting the rate of obesity include access to healthy foods and opportunities for physical activity. Evidence suggests that obesity should be addressed in the workplace, in schools, and in the places people live (neighborhoods) through programming and policy in the areas of: the built environment, food systems, public safety, health and wellness (recreation), community development, economic development, transportation, social services, and human resources.

Source:

- Missouri Department of Health and Human Services
- Kids Count (OSED)
- US Census Bureau
- Missouri Department of Social Services
- County Health Rankings 2012
- Community Health and Food Access: The Local Government Role (ICMA Press)

Trend: There is an increasing interest in local governments taking a leadership role in the area of food systems.

Implication: A growing number of local governments are addressing food systems through public policy using planning, regulatory tools, fiscal incentives and institutional mechanisms. The primary reason to address food systems is to ensure that residents have access to healthy and affordable foods with the goals of reducing obesity and food insecurity. Food systems are multi-faceted; therefore changes in food system policy have implications in an array of public and private sectors including: the environment, health and wellness, transportation, community development (land use, housing and neighborhoods), economic development, and social services.

Source:

- Community Health and Food Access: The Local Government Role (ICMA Press)
- Innovative Local Government Plans and Policies to Build Healthy Food Systems in the United States (Neuner, Kelly, & Raja 2011)

Trend: As Columbia's population grows, citizens will expect the City of Columbia to support sustainability programs that reduce pollution, conserve energy, protect water resources, and demonstrate best management practices in sustainable facility design.

Implication: As more of the population move into cities, local government must prepare for handling the needs of more while operating the way they currently do. The emergence of new forms of energy, delivering energy, and new forms of infrastructure will need to be adopted within cities to meet the increasing demand for services.

The 2011 Columbia citizen survey found that eight-seven percent (87%) of respondents think it is important for the City of Columbia to support sustainability programs that help reduce pollution, conserve energy, and protect water resources. These programs include improvements to stormwater infrastructure, guarding against exposure to environmental risks and energy efficiency programs.

The built environment requires considerable quantities of energy and water resources. In future years, aging facilities will require retrofitting or renovation. Incorporating design, maintenance, construction and demolition techniques that are operated responsibly and target energy savings (high-efficiency windows, water conservation, solar panels, daylighting and geothermal energy) are now expected by the general public. Greater emphasis in the planning for sustainable practices, environmental choices, and ecological services will be required.

The City benefits from the cost savings that come from efficient use of resources and takes a leadership role by adopting sustainability principles into management and growth plans. They then leverage that leadership through strategies for economic development that expand green industries and make the city more attractive for eco-conscious firms and employees.

Source:

- 2011 Citizen Survey
- Water & Light customer satisfaction survey 2011
- Wall Street Journal article
<http://online.wsj.com/article/SB10001424053111904009304576535113877346554.html>
- Post-carbon institute blog <http://www.postcarbon.org/blog-post/55766-the-next-decade-s-top-sustainability-trends>
- City of Columbia DirectionFinder® Survey, June 2011.
www.gocolumbiamo.com/Feedback/documents/CityofColumbia2011FinalReport.pdf
- United States Forest Service: <http://www.na.fs.fed.us/urban/>.
- Urban Ecology Collaborative: www.urbanecologycollaborative.org/uec/.
- Platt, R., "Toward Ecological Cities." Environment (June 2004).
www.umass.edu/ecologicalcities/documents/environment.pdf
- [a]

Trend: Cities are creating climate adaptation plans to not only better prepare the community for extreme climate episodes, but as an economic development driver for the city.

Implication: March 2012 was the warmest March that Missouri has experienced since 1895. Higher than normal precipitation and warmer weather caused the growing season to start earlier than normal. With this, increased heat, pests, water stress, diseases, and weather extremes will pose adaptation challenges for crop and livestock production. Heavy downpours are now twice as frequent as they were a century ago. Cities must

strengthen infrastructure to deal with increased flooding, such as larger bridges and culverts and other stormwater conveyance systems.

While climate change will affect the health of entire communities, some groups will experience more severe impacts than others. During the summer, public health and quality of life, especially in cities, will be negatively affected by increasing heat waves, reduced air quality, and increasing insect and waterborne diseases. In the winter, warming will have mixed impacts. Climate Action Plans can identify the local populations most at risk, in order to engage these communities in solutions and include policies to lessen any disproportionate impacts.

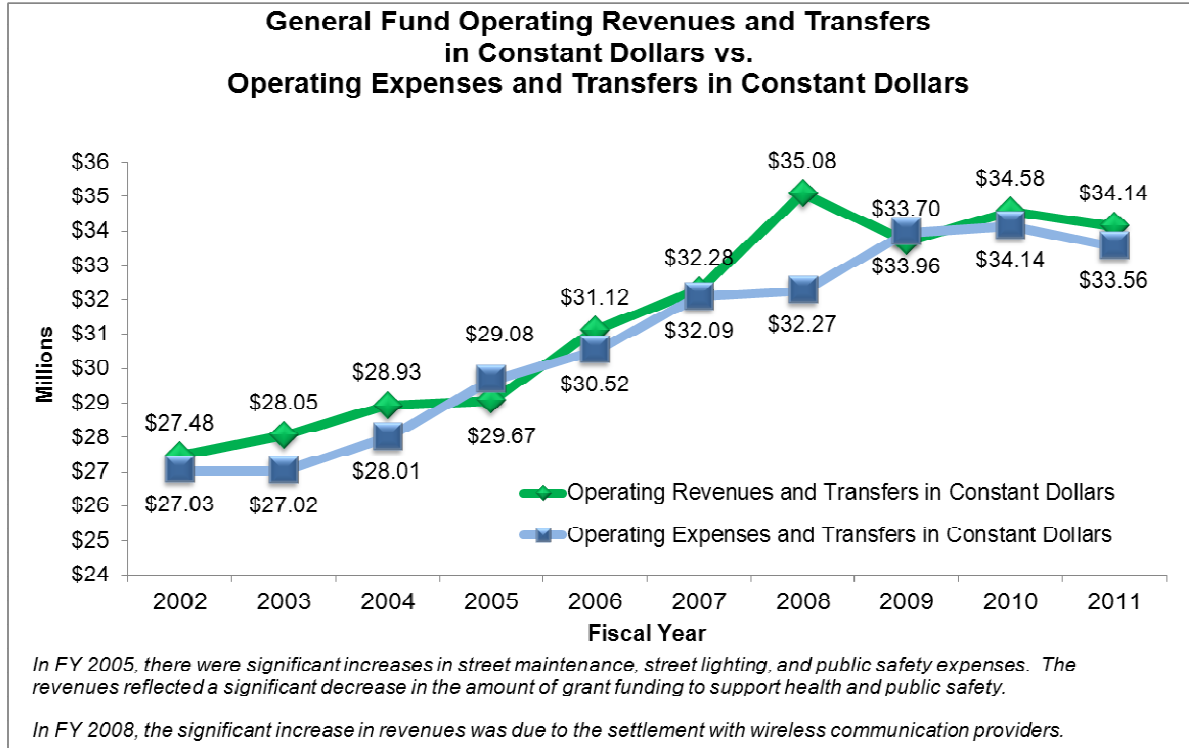
As energy costs rise, investing in local improvements and generation allow for providing the community the same, or better, level of service. The rise in local job generation in the clean energy economy justify investment in these plans. By adopting sustainability principles, Columbia is more attractive for eco-conscious firms and employees.

Source:

- Missouri Climate Center <http://climate.missouri.edu/>
- United States Global Change Research Program's Midwest Fact Sheet, part of the landmark 2009 federal report, Global Climate Change Impacts in the United States. <http://www.globalchange.gov/images/cir/region-pdf/MidwestFactSheet.pdf>
- Climate Action for Health: <http://www.icleiusa.org/action-center/planning/climate-action-for-health-integrating-public-health-into-climate-action-planning>

Financial Position

OPERATING POSITION:



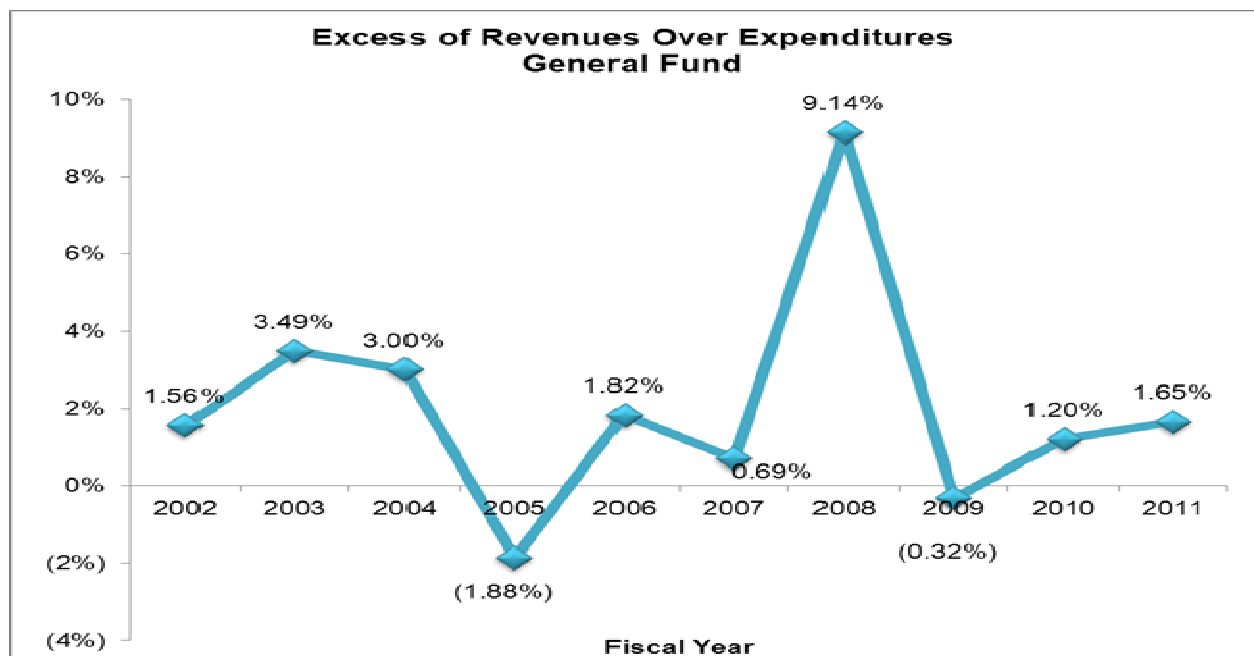
Trend: The City's General Fund operating revenues have increased 24.26% and operating expenditures have increased 24.16% over the past years with revenues exceeding expenses for all years except FY 2005 and FY 2009.

Implication: The City has relied upon the use of cash balances to balance the budget in the years of shortfall. The significant increase of revenues over expenses in 2008 was due to receipt of funds from a settlement with wireless communication providers. These funds were utilized to purchase one time capital items. Revenues and expenditures have increased over the measurement period but have remained relatively equal allowing for a balanced budget. The City monitors its revenue base monthly and compares it to the annual projected budget. Adjustments are made to the expenditures in order to ensure expenditures stay within the City's revenue limits.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)
- Population: Internal City Manager's Office - using straight line projections with American Community Service data
- <http://www.stats.bls.gov>

OPERATING POSITION:



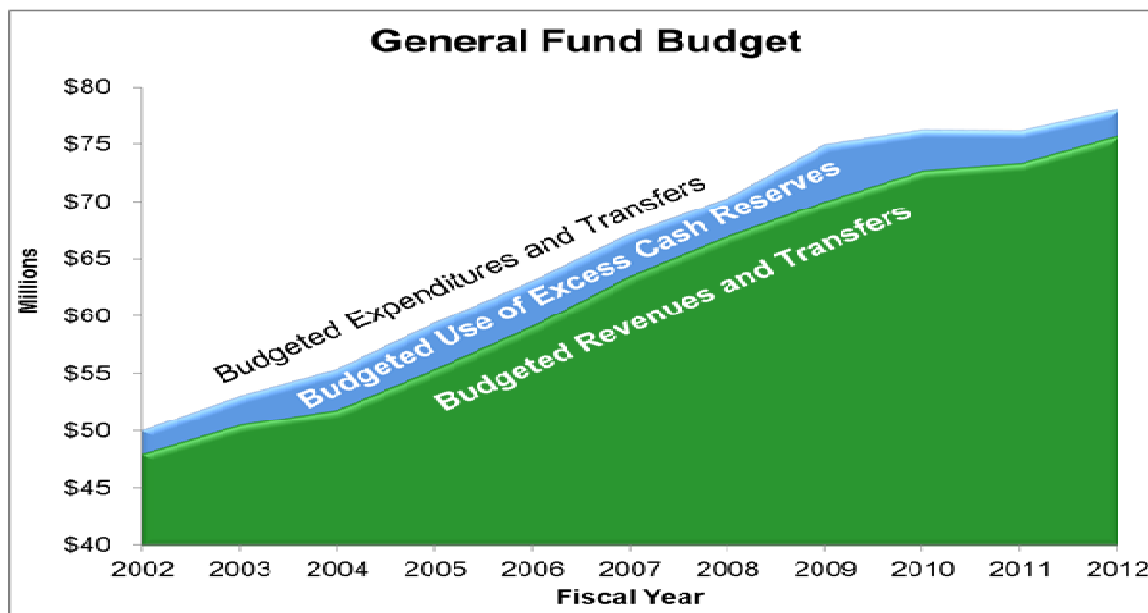
Trend: The City has had a surplus of revenues over expenses in all years shown except for FY 2005 and FY 2009.

Implication: In FY 2005 and FY 2009, the City utilized cash balances. A warning trend would be two consecutive years of operating fund deficits, a current year deficit greater than the previous year's deficit, or an abnormally large deficit of 5% to 10% in any one year. The City has not experienced any of these warning trends. Management closely monitors the revenue sources and adjusts expenses during the year to prevent significant deficit conditions. The City ended FY 2011 with an operating surplus. This allows the City to increase its fund balance providing for a stronger operating position and more flexibility in future periods. The City budgets to maintain a minimum 16% fund balance.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

OPERATING POSITION:



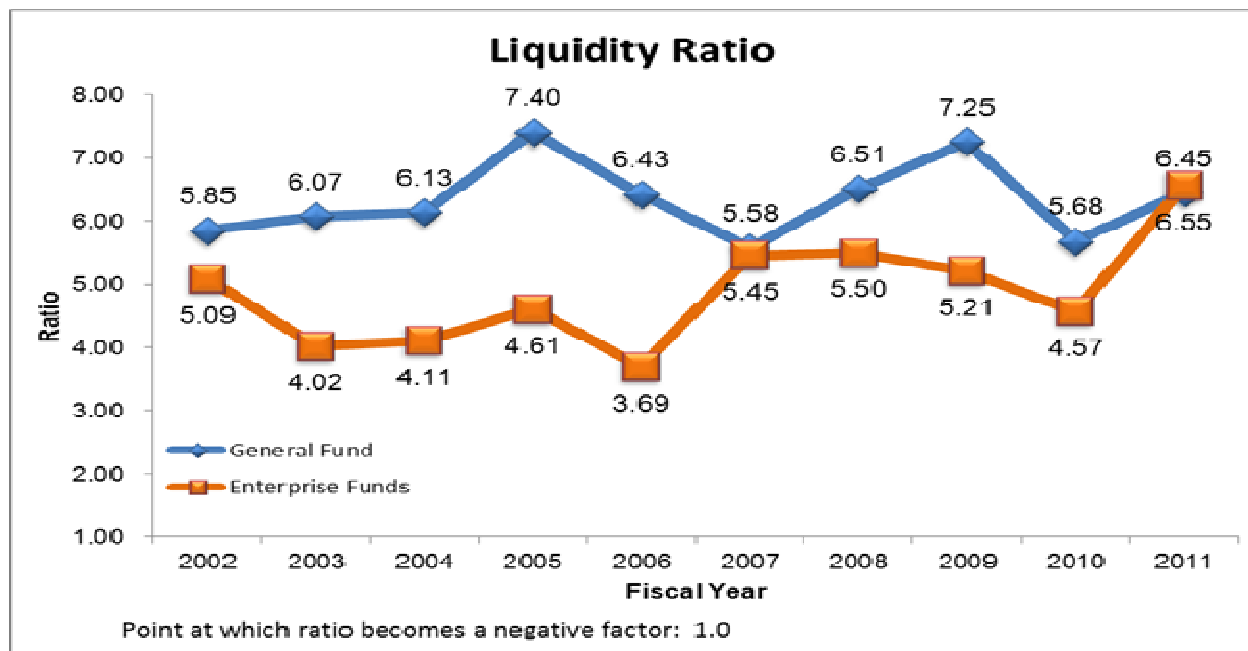
Trend: The City has budgeted the use of excess cash reserves to balance the General Fund budget for all of the years shown. The largest use of excess cash reserves budgeted was in FY 2009 at \$4.97 million. Management has set a course to live within our means and that will involve closing the gap between budgeted revenues and expenditures and eliminating the use of budgeted cash reserves in the next few years. The FY 2012 budget included a significantly lower amount of \$2.3 million use of excess cash reserves and included \$600,000 in expenditure cuts. The future plan will continue to involve decreasing expenditures and/or increasing revenues until the budgeted use of excess cash reserves is eliminated.

Implication: As the City works to close the gap between budgeted revenues and budgeted expenditures and eliminating the use of budgeted cash reserves to fund its daily operations, it must evaluate the programs it offers, the level of services provided, the condition of its capital assets and infrastructure, and the sources from which the revenues are derived. The City will have to make difficult decisions in efforts to minimize cuts to programs while maintaining assets at a level that provide efficiency and low maintenance cost while limiting increases in taxes, rates and fees. This effort to provide balance has become more difficult as the the City's fixed cost continue to rise limiting its flexibility.

Source:

- City of Columbia Annual Budget

OPERATING POSITION:



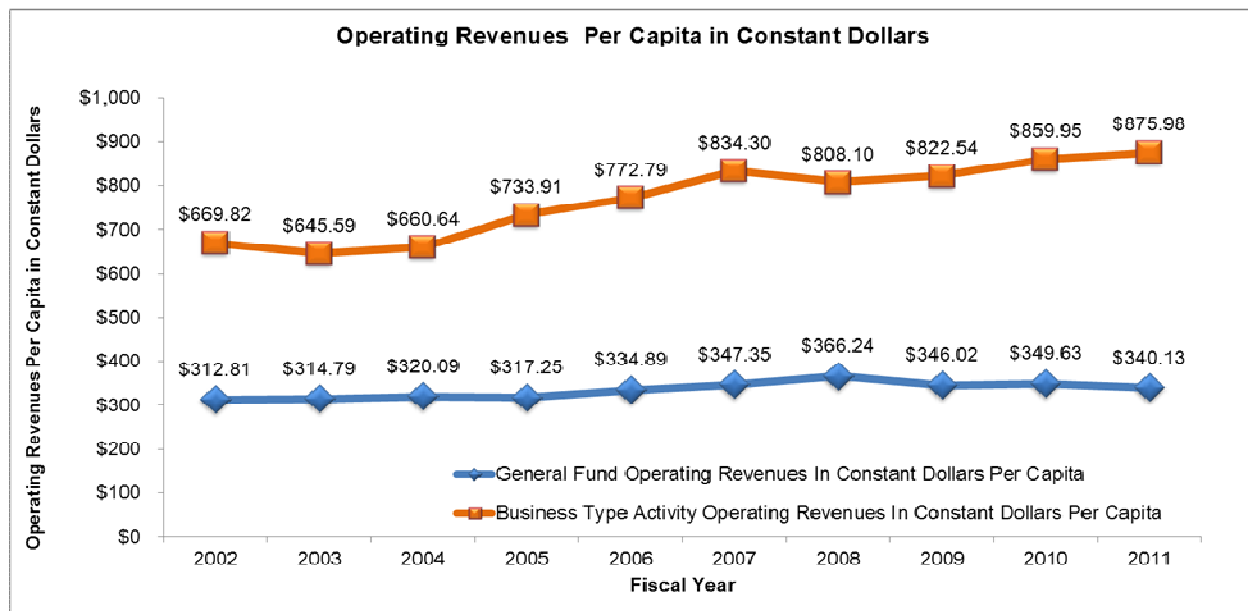
Trend: The City's liquidity ratio, or the City's ability to cover its short-term obligations, has remained well above the 1.0 level for both the General Fund and the Enterprise Funds for all years shown.

Implication: A ratio of 1.0 or lower would be considered a negative factor, and a three year trend of ratios less than one would be considered a decidedly negative factor. The City's General Fund current assets increased from \$17,493,126 in FY 2002 to \$33,040,956 in FY 2011 while the current liabilities increased from \$2,990,522 to \$5,122,677, respectively. The City's enterprise funds current assets increased from \$41,034,204 in FY 2002 to \$74,815,890 in FY 2011 while the current liabilities increased from \$8,064,656 to \$11,414,385, respectively. The City's ability to cover its short term obligations is very strong for both the General fund and the enterprise funds and allows for its excellent credit rating.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

REVENUE:



Trend: Operating revenues per capita in constant dollars for the general fund have increased from \$312.81 to \$340.13. However, for the past five years, these revenues have dropped from \$347.35 to \$340.13. The areas that have seen decreases have been sales tax, gas and cigarette taxes, construction fees and street maintenance fees.

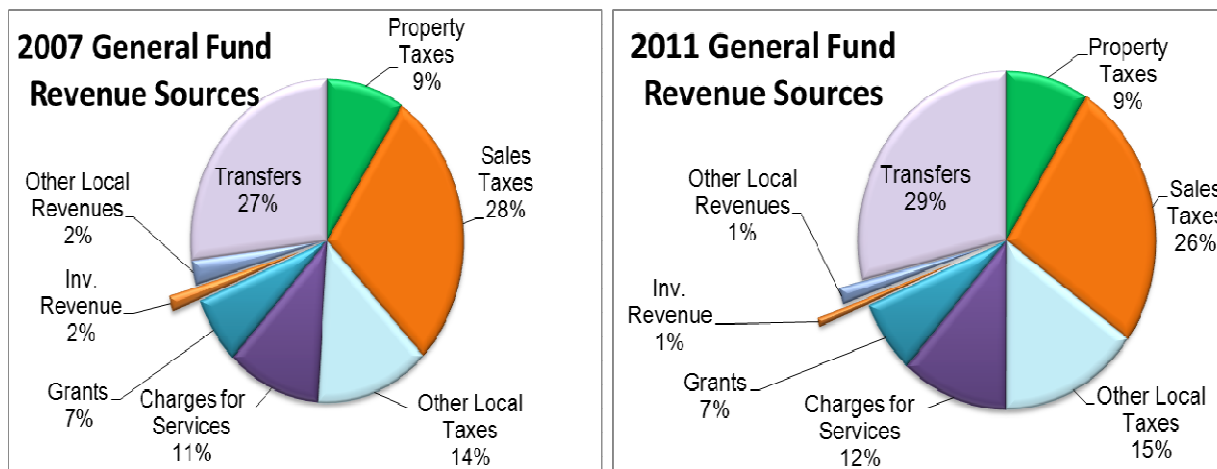
Operating revenues per capita in constant dollars for business type activities have increased over the past ten years from \$669.92 to \$875.98. In the past five years, they have increased from \$834.30 to \$875.98. This increase is due to increases in charges for services necessary to cover the increased operating costs.

Implication: Per capita revenue illustrates revenue changes relative to population changes. As population increases, it may be expected that the need for services would increase proportionately and, therefore, the level of per capita revenue should remain at least constant or increase. If per capita revenue is decreasing, it would be expected that the City may be unable to maintain existing service levels unless it finds new revenue sources or financial savings, assuming cost of service correlates to population. **The City has been monitoring these trends and adjusting expenditures to reflect lower revenue sources.**

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)
- Population: Internal City Manager's Office - using straight line projections with American Community Service data
- <http://www.stats.bls.gov>

REVENUE:



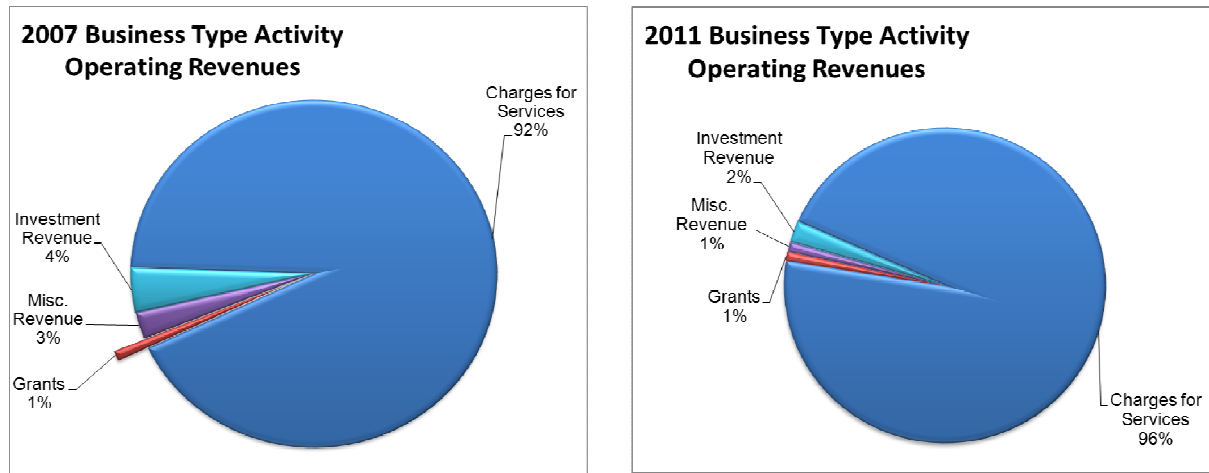
Trend: The City's General Fund distribution of revenue sources have remained relatively unchanged over the past five years. With approximately 50% of the City's revenues coming from taxes, the City has experienced some downward trends in sales, gas, and cigarette taxes. The City has had to monitor these trends and adjust expenditures to meet the lower revenues available.

Implication: The City's General Fund revenue base has remained fairly constant over the five-year period measured, but its heavy reliance upon tax based revenue sources places a higher degree of risk upon the City's ability to maintain services during economic downturns. Columbia sales tax rate of 2% has remained constant over this period but a well-diversified General sales tax base has helped mitigate revenue declines during economic downturns. The City's tax base diversity includes Construction, Finance, Insurance, Food Stores, Hotel/Motel, Major Department Stores, Miscellaneous Retail, Rental, Restaurants, Utilities, Health Care, Education and Other Taxable Activities.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

REVENUE:

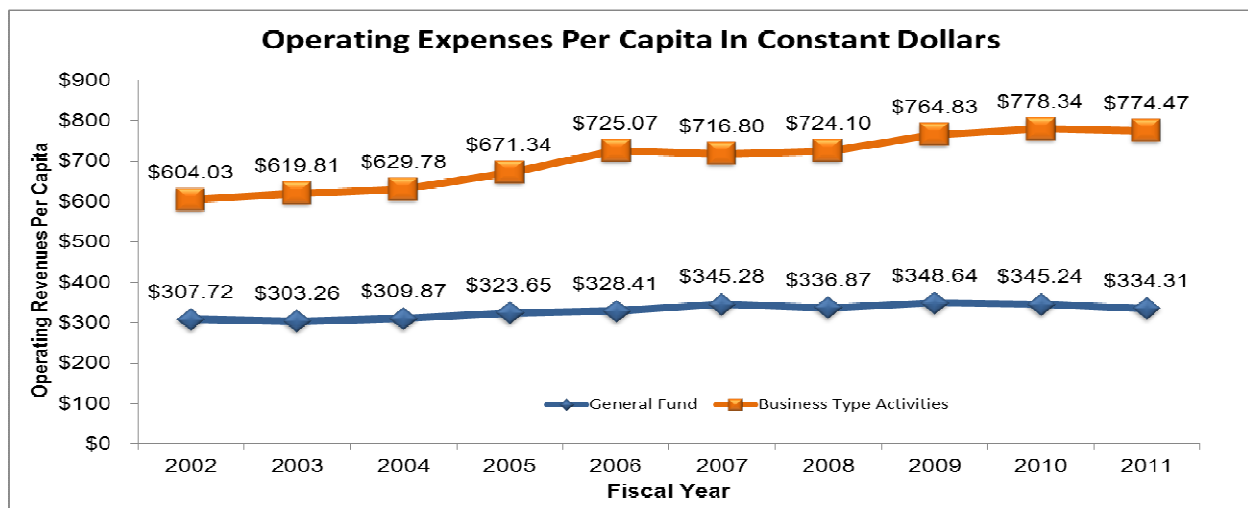


Trend: The City's Business type activity revenue source distribution has remained relatively unchanged over the past five years. The charges for services percentage has increased while investment revenue and miscellaneous revenues have decreased. Charges for services have increased to meet increasing operating costs, such as power supply costs in the Electric utility.

Implication: The City will continue to monitor fees charged for services and adjust them accordingly to maintain a positive revenue flow to cover the increased cost of providing services, funding mandated environmental standard compliance, allowing for future pay-as-you go capital expenditures, covering routine repair and maintenance costs and debt service.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)



EXPENDITURES:Trend: Operating expenses per capita in constant dollars for the general fund have increased from \$307.72 to \$334.31. However, for the past five years, these expenses have dropped from \$345.28 to \$334.31. This decrease is due to the lowering of expenses to match the lower amounts of revenues available to provide the services.

Operating expenses per capita in constant dollars for business type activities have increased over the past ten years from \$604.03 to \$774.47. In the past five years, they have increased from \$716.80 to \$774.47. This increase is due to increases in operating expenses necessary to provide services. Charges for services have been increased to cover these increasing operating expenses.

Implication: Per capita expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures may indicate that the cost of providing services is out pacing the City's ability to pay, especially if spending is increasing faster than the City's relevant tax base. The City has been able to lower the costs without dramatically impacting the services offered to the citizens by eliminating some vacant positions, deferring capital replacement, and reducing training funds.

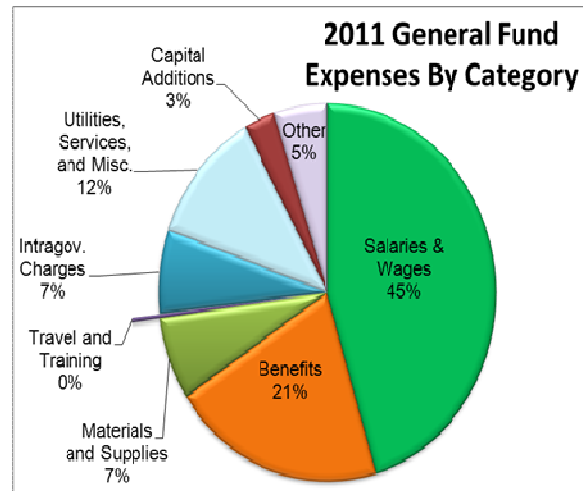
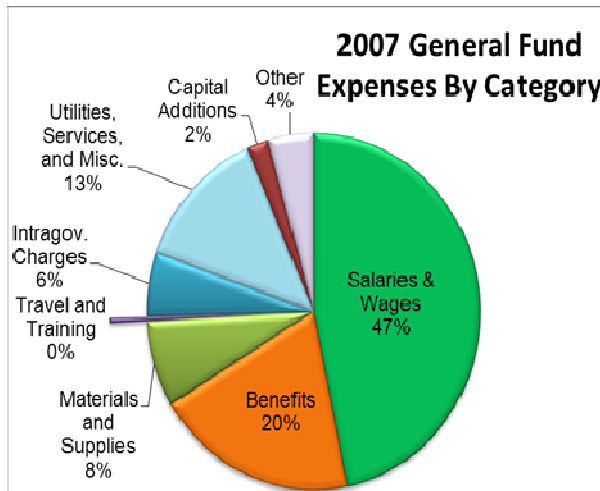
The expenditure per capita for the General fund has shown a minimal increase from \$307.72 to \$334.31 over the period measured but has remained relatively stable. While these cost are keeping pace with the revenue per capita, the City is maintaining its ability to provide current services but may have limitations in providing new services.

Business type activity expenditures per capita have shown an increase from \$604.03 to \$774.47 over the period measured. While the increase in expenditure per capita for these types of services have grown they are still below the revenue per capita, which indicates that the City may have more flexibility to provide new or increased services.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)
- Population: Internal City Manager's Office - using straight line projections with American Community Service data
- <http://www.stats.bls.gov>

EXPENDITURES:



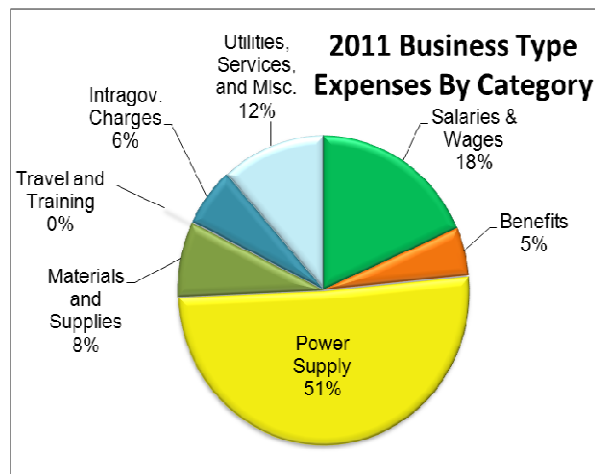
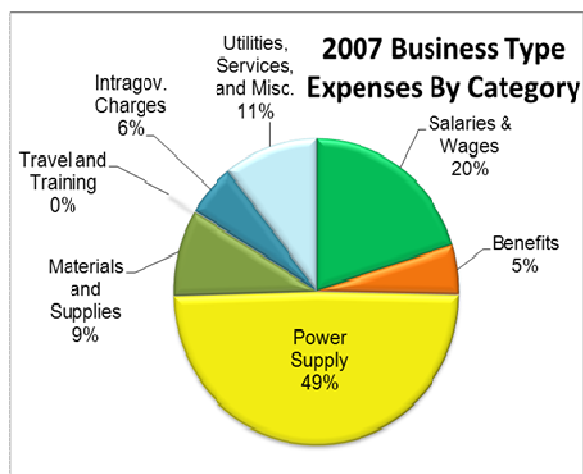
Trend: General Fund expense category distributions have remained relatively unchanged for the past five years. The lower amount in salaries and wages is due to the elimination of several vacant positions as needed to balance our expenses to our resources. Benefits reflect an increase due to rising health care and pension costs.

Implication: General Fund expenditures by category have remained relatively constant. However, noting the minor percentage increase in benefits in relation to the percentage decrease in salaries and wages indicates that the City will need to focus on this area to minimize future budgetary impacts. As these fixed type costs rise, they decrease the City's flexibility. Management is currently working on ways to address the pension costs for implementation beginning in the FY 2013 budget. The City should also continue to monitor the increases in the intragovernmental charge to ensure future flexibility is not limited.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

EXPENDITURES:



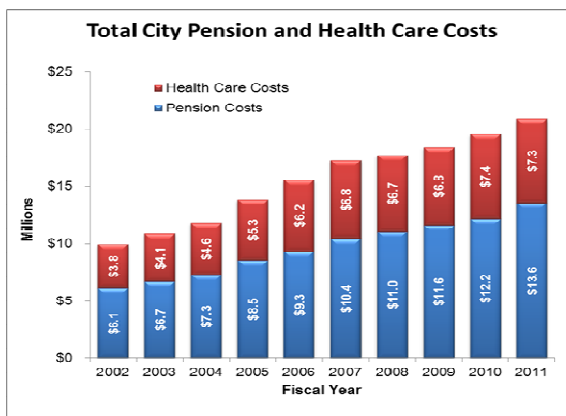
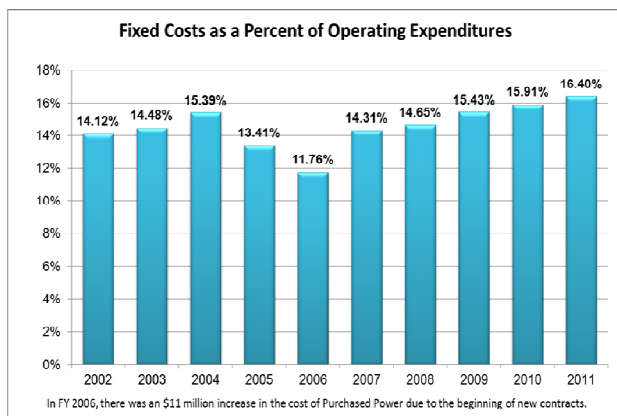
Trend: The Business Type activity expenditures have seen an increase in the power supply category for the past five years from 49% of the expenses in FY 2007 to 51% of the expenses in FY 2011. The City enters into contracts to purchase power and as these contracts expire and as demand for more power increases, these costs increase.

Implication: Business type activity expenditures have remained relatively constant over the measured period. Salaries and wages have decreased by 2% but benefits have remained constant indicating the City will need to focus on this area to minimize future budgetary impacts. As the cost of power supply makes up 51% of the total expenditures, the City will need to continue to monitor and adjust billing rates to cover these contracted cost.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

EXPENDITURES:



Trend: The City has experienced a slight rise in the fixed costs as a percent of operating expenditures from 14.12% in FY 2002 to 16.40% in FY 2011.

Implication: Expenditures to which the City has some type of legal commitment such as debt service, pension benefits, health insurance, and salaries of certain key City officials are referred to as "mandatory," or "fixed" costs. The higher the level of fixed costs, the less flexibility the City has to adjust its budget in response to changing economic conditions. This is especially important during periods of financial retrenchment since many of the City's expenditures cannot be reduced; therefore, levels of service may suffer. A primary cause for this increase has been the significant increase in pension and health care costs that can be seen in the graph on the right above. These costs have more than doubled in the past ten years. Management is currently working on a plan to address the rising pension costs and plans to implement that plan with the FY 2013 budget.

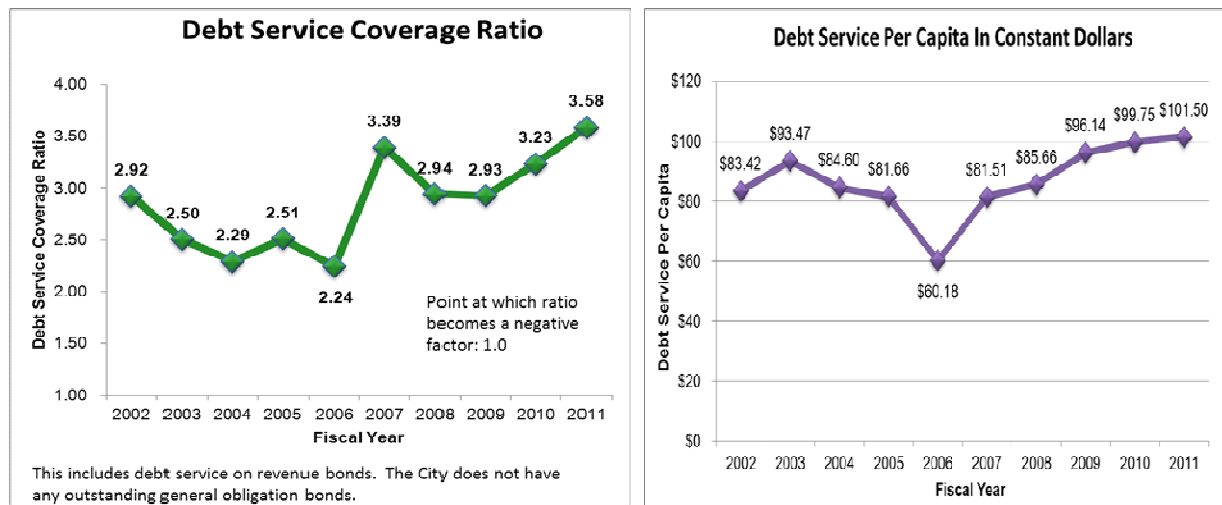
The percentage of fixed cost continues to increase limiting the City's flexibility for future operations. The City's pension cost have grown from \$6.1 to \$13.6 million and will continue to increase as eligible employees retire. The City will need to review its pension plans and make necessary changes to ensure the plans solvency for current and future retirees.

Health care cost have grown from \$3.8 to \$7.3 million and premiums will continue to rise putting additional strain on the City's budget. The City made changes to the plans offered to its employees in efforts to limit the increased cost but will need to continue to monitor these cost and make changes accordingly.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)
- City of Columbia's Payroll System

DEBT STRUCTURE:



Trend: The debt service coverage ratio for the City has remained above a 1.0 ratio for the ten years shown.

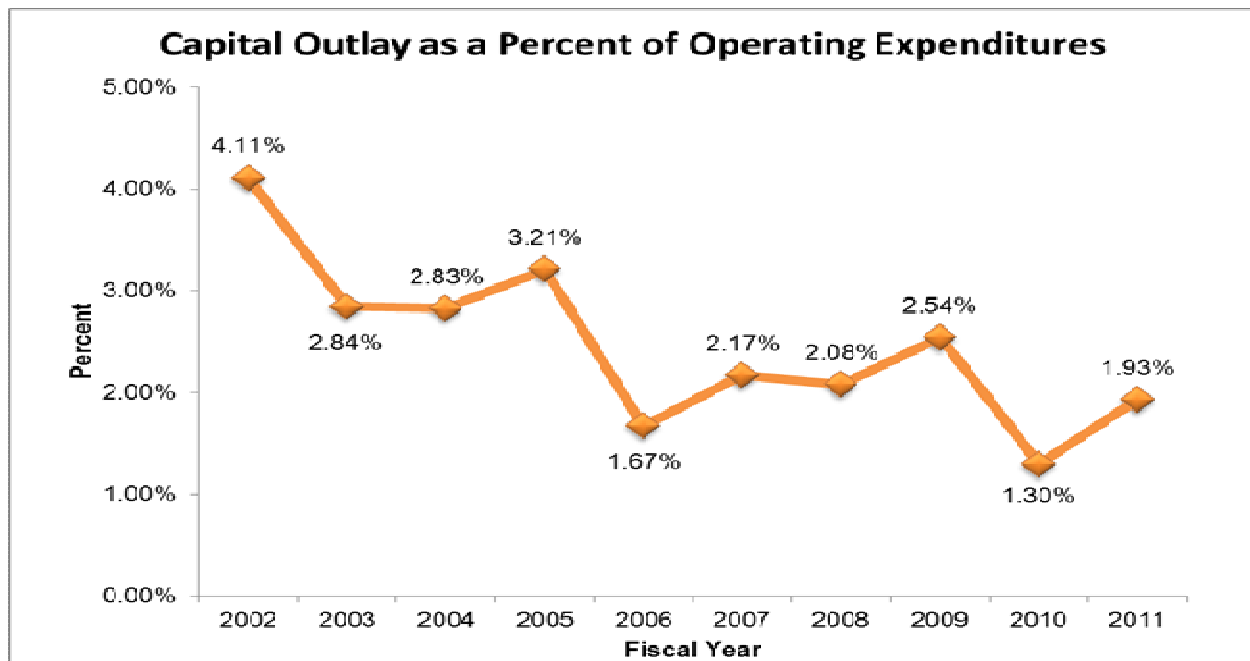
Implication: A coverage ratio below 1.0 is viewed as a negative factor by credit rating firms as it would indicate either debt service requirements have become excessive or revenues are not keeping up with expenses. The debt service per capita has increased from \$83.42 in FY 2002 to \$101.50 in FY 2011. This is not a cause of concern for the City, however, because the debt coverage ratio has remained above the 1.0 level.

As the population of the city continues to grow there is an expected correlation to the associated debt burden to support its growing infrastructure needs. Current debt pay down, coupled with well-managed new debt issuances, and debt refundings to take advantage lower interest rates to support the City's growing infrastructure needs has kept the debt to citizens affordable. Although the City has issued new debt and the annual required debt service per capita has grown, the City's revenue growth has increased giving the City the ability to cover its debt 3.58:1.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)
- Population: Internal City Manager's Office - using straight line projections with American Community Service data
- <http://www.stats.bls.gov>

CAPITAL ASSET CONDITION:



Trend: The City has experienced an overall decline in capital outlays as a percent of operating expenditures for the past ten years from 4.11% in FY 2002 to 1.93% in FY 2011.

Implication: Capital outlay expenditures as a percent of operating expenditures have declined over the ten-year period. Capital expenditures have been scaled back in efforts to balance the budget but have not had a continuous decline for more than three consecutive years, which would indicate that capital outlays are continually being deferred. The City has re-evaluated the useful life of its assets and developed standardized replacement criteria in order to keep its capital assets maintained in good condition, thus avoiding the use of obsolete and inefficient equipment and the creation of an unfunded liability.

Capital outlay includes items that have an estimated useful life in excess of one year and have an initial cost of \$5,000 or more. The City has had to defer some replacement of capital as a way to balance the budget during the economic downturns. However, the City has also recently developed a policy to identify low use vehicles which can be eliminated from the fleet or pooled for all departments to be able to rent, and standardized the age and use replacement criteria for which equipment is to be replaced. The City will need to increase its focus on equipment replacement in the future in order to keep our fleet from becoming obsolete or increasing maintenance costs on aging equipment.

Source:

- City of Columbia Comprehensive Annual Financial Report (CAFR)

Workforce Issues

Trend: City of Columbia employee turnover is increasing – for the first time in ten years turnover exceeds 10%.

Implication: Retaining a workforce capable of performing core services is imperative for the City of Columbia. Over thirty-six percent (36.5%) of the workforce has five or less years of service, and 12.84% are eligible to retire in fiscal year 2012. Turnover in FY 2011 for employees with 1 to 5 years of service was 50%. In late 2011, Mercer found that 32% of employees are planning on leaving their employers, versus only 19 percent two years ago. As recruiting and retaining talent begins to present greater challenges, maximizing the engagement and productivity of existing employees will assume increasing urgency.

The City of Columbia's recent employee engagement survey indicates that employees in mid-career are less engaged than new employees and employees nearing retirement. This group accounts for close to 50% of our employee population. Disengagement is expected to rise among public employees because government has been forced to change the way it does business in light of budget cuts, reduced head counts and new systems. Morale can decline with misinformation about public employees' working conditions, pay and benefits. The City's 2011 employee engagement survey showed mid-career employees are the most committed to the organization, and changes or threats to the benefits and culture could cause disengagement.

Columbia needs to address employee engagement and performance management in its retention efforts to ensure employees buy in to the goals of high performance and great customer service. Communication is the main key to employee engagement. Employee engagement is a critical measure of alignment between employees and the organization. The City's ongoing strategic planning process will create a clear connection between the work each employee performs and overall organizational goals. This clear alignment may increase employee engagement, resulting in increased retention and organizational success.

Source:

- City of Columbia, Turnover Reports, FY 2002 – FY 2011
- City of Columbia, 2011 Workforce Engagement Survey, conducted by the Truman School of Public Affairs
- City of Columbia Show Me Challenge Feedback Report-Team Approved, 2011
- City of Columbia, Retirement Eligibility Report, produced 4/4/12, HR Mercer, 2011.
- ManpowerGroup,
http://us.manpower.com/us/en/multimedia/MAN_PSWorkplace_091609_2_tcm126-40502.pdf
- SHRM,
<http://www.shrm.org/hrdisciplines/employeerelations/articles/Pages/EngagementInPeril.aspx>

Trend: There is an increased gap between needed skills and available skills that makes hiring qualified candidates difficult.

Implication: A study by SHRM in late 2010 showed that only 32% of U.S. college graduates have excellent skills as they enter the workforce and only 16% of high school

graduates have such skills. According to ManpowerGroup, 90% of employers experience difficulties filling mission-critical roles because of candidates' lack of necessary skills and experience, insufficient qualifications, or a lack of soft skills. Young people are less prepared than ever, which will force the City of Columbia to adopt new recruiting strategies, new employee screening processes, new hire training, improved apprenticeship and mentoring programs, improved performance management, and other on-the-job training and development programs to build skills.

Resources for training and education will be needed for all job levels in the organization if the City is to meet the high performance goal. The City of Columbia needs to anticipate talent shortages, and account for the projected loss of knowledge through employee exits and for the projected knowledge requirements for sustaining current core services and adding new service demands.

Source:

- SHRM,
<http://www.shrm.org/hrdisciplines/employeerelations/articles/Pages/EngagementinPeril.aspx>
- City of Columbia pre-employment skills tests
- ManpowerGroup,
http://us.manpower.com/us/en/multimedia/MAN_PSWorkplace_091609_2_tcm126-40502.pdf

Trend: On both a total dollars and per employee basis, the City is spending less money on employee training.

Implication: The role of employee training and development is becoming more important as organizations are increasingly relying on the knowledge, skills and abilities of their human capital to drive high performance. In 2004, the national average annual expenditure per employee for training increased to \$955, after remaining steady at \$820 over the previous two years. Learning expenditures per employee averaged \$1,081 in 2009, up 1.2 percent from 2008. By comparison, the City of Columbia's per employee annual expenditure was \$172 in constant dollars in 2011. Lack of dollars for training has not kept pace with the need city employees for learning.

Source:

- <http://www.shrm.org/Research/Articles/Articles/Pages/MetricoftheMonthTrainingCostPerEmployee.aspx>
- <http://www.shrm.org/hrdisciplines/orgempdev/articles/pages/businessinvestsintrainingin2009.aspx>

Trend: Millennials will make up three-quarters of the workforce by 2025.

Implication: The City of Columbia must accommodate a multi-generational workforce with very distinct expectations, values, and work preferences. Millennials crave work-life balance and will leave employers that are unwilling to accommodate their needs. To meet the need for flexibility, the City of Columbia may respond by considering flexible

hours, better leave packages and alternative work options such as telecommuting, and greater work place flexibility.

- **Source:** <http://blog.hiredynamics.com/2011/05/five-trends-shaping-the-future-of-human-resources/>
- http://humanresources.about.com/od/businessmanagement/a/top_ten_trends.htm
- <http://www.ypulse.com/millennials-want-work-life-blending-not-balance>

Trend: The economy is having a negative effect on the City's ability to adequately fund defined benefit pension plans.

Implication: Benefits have historically been an attraction to public service and are instrumental in recruitment and retention of employees, particularly when in competition with the private sector job market. The City of Columbia has provided defined benefit pension plans, along with a suite of other benefits, which have enabled the City to successfully recruit and retain employees. These pension plans have been particularly successful in Public Safety positions. With defined benefit plans as well as other benefits under budgetary scrutiny or in flux, alternative avenues to recruit and retain employees, such as increases to salary, may need to be considered. Rapidly increasing pension costs are eroding the City's ability to use the additional resources generated by a growing city to fund other priority projects.

Source:

- City of Columbia, Finance Department, Pension Workgroup PowerPoint presentations, December, 2011 and January, 2012.
- <http://www.columbiamissourian.com/stories/2012/03/15/many-teacher-pension-funds-underfunded/> (Columbia Missourian)
- <http://www.nlc.org/find-city-solutions/research-innovation/finance/factors-influencing-city-budgets> (National League of Cities, Factors Influencing City Budgets)
- <http://www.news-leader.com/article/20090119/NEWS01/901190358/-Defined-benefit-plans-cost-more-national-norm> (News-Leader, Defined Benefit Plans Cost More But are National Norm)
- <http://www.columbiamissourian.com/stories/2010/09/09/police-fire-pension-funds-see-problems/> (Columbia Missourian)
- <http://www.governing.com/columns/urban-notebook/pensions-threaten-to-sink-cities.html> (Urban Notebook, Pensions Threaten to Sink Cities)

Trend: Customers increasingly expect services to be delivered with the latest technology.

Implication: Job applicants and internal Human Resources customers are interested in on-line services for all HR products (job application, hiring paperwork, benefit enrollment and administration, performance evaluation, etc.). Software as a service is becoming more popular. There is a current lack of technology for data management for HRIS. Lack of technology also hampers performance measurement, tracking and reporting, and succession and workforce planning.

Source:

- <http://www.shrm.org/hrdisciplines/technology/articles/pages/softwareasaservicepopular.aspx>

Trend: City management work with public employee unions has become more challenging based on the Missouri Supreme Court decision in Independence-NEA v. Independence School District

Implication: The court decision did little to define the details of public employers' bargaining obligations, or the "collective bargaining" process for public employers. Three cases were argued in November 2011 before the Missouri Supreme Court seeking clarification of the meaning of the original May 2007 decision. The Missouri Legislature to date has not reacted to this case with any changes in the current laws since the 2007 decision. The full impact of the decision is yet to be known. Until the court issues guidance and/or the laws are changed, there are no current rules that apply to public employee "collective bargaining". This has made the current meet and confer process difficult.

Source:

- Independence-National Education Association v. Independence School District, S.W. 3d, 2007, WL 1532737 (Mo. Banc 2007)
- Supreme Court Rewrites Missouri Labor Laws, by Ivan L. Schraeder, www.mocities.com, June 2007
- Missouri Supreme Court Recognizes Public Employees' Collective Bargaining Rights, by Mike Delaney, www.mocities.com, July 2007
- City of Columbia, meet and confer meeting minutes and recordings, 2008 – 2012

Trend: Medical and dental claims costs have increased and are projected to continue to increase through 2013.

Implication: Medical claims are expected to increase by \$685,000 (10.8%) in 2013 and dental claims are expected to increase by \$55,000 (6%) in 2013. Claims costs continue to increase and have a significant impact on the City's self-funded plan, which impacts all other funds in the City's budget.

Source:

- CBIZ, City of Columbia 2013 Preliminary Medical/Rx and Dental Projections as of 4/11/12.

Trend: Health care reform (PPACA) provisions will have an impact on health care coverage for full-time and part-time employees as well as employers.

Implication: Federal health care reform legislation has already impacted the City's employee health insurance by requiring dependent coverage to age 26 and coverage of preventive services at 100%. Several provisions of the legislation will be implemented in 2013 with the largest portion of the law being implemented in 2014. These new requirements afford broader coverage for employees and their families.

Broader coverage is expected to increase costs to the City's plan in general, and could have an even larger impact to the City because of our heavy use of temporary

employees. PPACA contains a “shared responsibility” requirement: all employees working an average of 30 hours per week or more in a month must be eligible for affordable coverage, or the employer may be subject to a penalty. All employers will need to weigh the pros and cons of having a staff that is heavily made up of part-time employees. The City of Columbia will need to examine temporary employee use in light of this requirement, and make decisions before the beginning the FY 2014 budget cycle.

Source:

- www.kaiserhealthnews.org/stories/2011/january/13/aco-a
- www.uhc.com/united_for_reform_resource_center/health_reform_provisions/health_benefit_exchanges.htm
- <http://www.besselmanlittle.com/Resources/HealthcareReform.aspx>
- <http://www.shrm.org/TemplatesTools/hrqa/Pages/hcrandptemployees.aspx>

Trend: Nationally employers plan to make substantial changes to their health care benefit plans over the next several years, and are expected to include employee accountability for their own health with those changes.

Implication: Providing employees with information about health care service pricing and quality, employees make more informed choices for health care. Employers are taking steps to improve provider quality by offering specialty treatment or narrow networks, and providing incentives for the use of evidence-based care. Employers have become more willing to add penalties and have adopted achievement standards to hold employees accountable for unhealthy life choices, losing weight and lowering blood pressure. The City will need to provide additional education to employees on health care choices, and involve employees as partners to control the cost of the City’s health plans.

Source:

- <http://finance.yahoo.com/news/health-care-benefits-changes-horizon-140500619.html>

Trend: Consumer Driven Health Plan (CDHP) as a sole offering for employer-provided healthcare is increasing.

Implication: Employees will be less insulated from the actual cost of health care. CDHPs work to promote cost consciousness among plan members. When workers engage in health-smart habits, they reduce their health risks and lower their total medical costs an average of \$9700 per employee over five years.

Source:

- www.shrm.org/hrdisciplines/benefits/articles/pages/cignastudy.aspx

Trend: Employer sponsored wellness programs are increasing

Implication: An increase in senior management to support improving employee health jumped to 42% in 2010 compared with 6% in 2009. There is an increased need to focus programs to encourage employee wellness engagement. Employers will need to

increase investment in training for employees to understand the link between health and productivity.

Source:

- www.ebn.benefitnews.com/news/ceo-buy-in-wellness-programs-2710953-1.html

Customer Service

Trend: Between 2007 and 2011, the percentage of citizens satisfied with the overall quality of services provided by City employees dropped from 77% to 67%.

Implication: The 2011 citizen satisfaction survey captured responses for ten major categories, eight of which also were measured in 2007 and previous years. Satisfaction was relatively high for City utility services (82%) and solid waste services (85%). Satisfaction levels fell for all of the other eight categories *except* public health services, which rose from 67% to 70% (see table, below).

Service Category	2007 Score	2011 Score	% Change
Parks and recreation	90	88	-2
Public safety	84	81	-3
Customer service received from City employees	77	67	-10
Public health	67	70	+3
Effectiveness of City communications with public	64	60	-4
Stormwater runoff/stormwater system	55	48	-7
Code enforcement/ordinances for buildings	47	40	-7
Street conditions	28	20	-8
City utility services	NA	82	NA
Solid waste services	NA	85	NA

ETC Institute, which conducts our surveys, has found that decreased ratings for specific services mirror national trends. The Institute suggests that effectively addressing citizens' highest priorities can have a beneficial effect on their general perception of service delivery.

Continually falling citizen satisfaction could produce several scenarios:

- General citizen anger, resulting in changes in elected Council members, shifts in service priorities, demands for greater accountability and repercussions within City administrative staff
- Citizen apathy, resulting in less interest in and support for City initiatives OR vocal and sustained interest ONLY from those who are angry and frustrated
- Perception that the community is in decline, resulting in people moving away or less interest from businesses, future college students, retirees and families seeking to relocate

Source:

- 2011 City of Columbia Direction Finder Survey, Final Report, June 2011
<http://www.gocolumbiamo.com/Feedback/etc-survey.php>

Trend: Effectively meeting customer service demands will increasingly require the right balance between human problem solvers and self-service through technology.

Implication: As technology continues to transform business and personal interactions, our customer base may place less value on courteous treatment and more on easy, online encounters. According to a 2010 study of federal government customer experience, Baby Boomers were slightly more likely than “Gen Y” respondents (born between 1977 – 1972) to value responsiveness and courtesy, and 85% of respondents overall want more federal information and services available online.

While broadband users may like the convenience of online transactions, there is evidence that they also tend to be less satisfied with community life. Some of the defining factors are how well government shares its information and how many information sources citizens use to form their attitudes. Service attributes generally associated with “satisfaction” include: ease of contact; consistent, fair treatment; responsiveness; speedy resolution; and an uncomplicated, coordinated approach to problem-solving.

Source:

- “Uncle Sam at Your Service - The 2010 Federal Customer Experience Study,” MeriTalk, August 31, 2010
http://www.meritalk.com/pdfs/MeriTalk_Federal_Customer_Experience_Report.pdf
- 2011 City of Columbia Direction Finder Survey, Final Report, ETC Institute, June 2011
<http://www.gocolumbiamo.com/Feedback/etc-survey.php>
- “How the Public Perceives Community Information Systems,” Pew Research Center’s Internet & American Life Project, March 1, 2011
<http://www.pewinternet.org/Reports/2011/08-Community-Information-Systems/1-Report.aspx?view=all>

Trend: Organizations are seeking to increase customer satisfaction and long-term sustainability by placing greater value on the customer’s voice.

Implication: While we have some customer data from our City citizen satisfaction survey and from smaller surveys of various internal and external customer groups, we do not systematically capture the information needed to establish performance patterns, target improvements and build our collective knowledge base. Both private and public sector organizations use centralized contact systems or centers to meet customers’ expectations and raise their satisfaction levels. Recognizing that we have an opportunity to capture the voice of our customers could be a focus.

Source:

- 2011 – 2012 Criteria for Performance Excellence (pgs. 39-40; 49-54), Baldrige Performance Excellence Program
http://www.nist.gov/baldrige/publications/business_nonprofit_criteria.cfm
- City of Columbia, Mo. Show Me Challenge Feedback Report – Final Consensus Report, March 2011
<https://sites.google.com/a/gocolumbiamo.com/coc-strategic-planning/documents?pli=1>
- City of Columbia Google Site for Strategic Planning, various customer satisfaction surveys
<https://sites.google.com/a/gocolumbiamo.com/coc-strategic-planning/documents?pli=1>

Trend: Between 2007 and 2011, city residents’ satisfaction with the value received for tax dollars remained the same.

Implication: The safest course may be to assume that very conservative resource levels will demand even greater efficiency on behalf of citizens, including selecting the highest priority services and “doing less with less.”

Source:

- City of Columbia, Mo. Show Me Challenge Feedback Report – Final Consensus Report, March 2011
<https://sites.google.com/a/gocolumbiamo.com/coc-strategic-planning/documents?pli=1>
- “Uncle Sam at Your Service - The 2010 Federal Customer Experience Study,” MeriTalk, August 31, 2010
http://www.meritalk.com/pdfs/MeriTalk_Federal_Customer_Experience_Report.pdf
- “Government unemployment on the rise,” Tom Shoop, Government Executive, April 6, 2012
<http://www.govexec.com/management/2012/04/nearly-200000-government-workers-are-unemployed/41699/>