

445-2019

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

October Session of the October Adjourned

Term. 2019

County of Boone

} ea.

In the County Commission of said county, on the

15th

day of

October

2019

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby authorize the Presiding Commissioner to sign the attached Finding of Public Nuisance and Order for Abatement of a public nuisance located at 221 E. Clearview Drive, parcel #11-619-24-01-073.00 01.

Done this 15th day of October 2019.

ATTEST:

Brianna L. Lennon

Brianna L. Lennon
Clerk of the County Commission

Daniel K. Atwill

Daniel K. Atwill
Presiding Commissioner

Fred J. Parry

Fred J. Parry
District I Commissioner

Janet M. Thompson

Janet M. Thompson
District II Commissioner

**BEFORE THE COUNTY COMMISSION OF
BOONE COUNTY, MISSOURI**

In Re: Nuisance Abatement)	October Session
221 E. Clearview Drive)	October Adjourned
Columbia, MO)	Term 2019
)	Commission Order No. <u>445-2019</u>

FINDING OF PUBLIC NUISANCE AND ORDER FOR ABATEMENT

NOW on this 15th day of October 2019, the County Commission of Boone County, Missouri met in regular session and entered the following findings of fact, conclusions of law and order for abatement of nuisance:

Findings of Fact and Conclusions of Law

The County Commission finds as fact and concludes as a matter of law the following:

1. The Boone County Code of Health Regulations (the "Code") are officially noticed and are made a part of the record in this proceeding.
2. The City of Columbia/Boone County Health Department administrative record is made a part of the record in this proceeding and incorporated herein by reference. In addition, any live testimony of the official(s) of the department and other interested persons are made a part of the record in this proceeding.
3. A public nuisance exists described as follows: growth of weeds in excess of twelve inches high on the premises.
4. The location of the public nuisance is as follows: 221 E. Clearview Drive, Clearview Subdivision, Lot 15, a/k/a parcel# 11-619-24-01-073.00 01, Section 24, Township 49, Range 13 as shown in deed book 5051 page 0159, Boone County.
5. The specific violation of the Code is: growth of weeds in excess of twelve inches high in violation of section 6.7 of the Code.
6. The Health Director's designated Health Official made the above determination of the existence of the public nuisance at the above location. Notice of that determination and the requirement for abatement was given in accordance with section 6.10.1 of the Code on the 12th day of September to the property owner.
7. The above described public nuisance was not abated. As required by section 6.10.2 of the Code, the property owner was given notice of the hearing conducted this date before the Boone County Commission for an order to abate the above nuisance at government expense with the cost and expense thereof to be charged against the above described property as a special tax bill and added to the real estate taxes for said property for the current year.
8. No credible evidence has been presented at the hearing to demonstrate that no public nuisance exists or that abatement has been performed or is unnecessary; accordingly, in accordance with section 6.10.2 of the Code and section 67.402, RSMo, the County Commission finds and determines from the credible evidence presented that a public nuisance exists at the above location which requires abatement and that the parties

responsible for abating such nuisance have failed to do so as required by the Health Director or Official's original order referred to above.

Order For Abatement Chargeable As a Special Assessment To The Property

Based upon the foregoing, the County Commission hereby orders abatement of the above described public nuisance at public expense and the Health Director is hereby authorized and directed to carry out this order.

It is further ordered and directed that the Health Director submit a bill for the cost and expense of abatement to the County Clerk for attachment to this order and that the County Clerk submit a certified copy of this order and such bill to the County Collector for inclusion as a special assessment on the real property tax bill for the above described property for the current year in accordance with section 67.402, RSMo.

WITNESS the signature of the presiding commissioner on behalf Boone County Commission on the day and year first above written.

Boone County, Missouri
By Boone County Commission



Presiding Commissioner

ATTEST:



Boone County Clerk

Photographs taken 9/30/19 @ ~ 10:00 am
221 E. Clearview Drive



American Advisors Group
221 E. Clearview Drive
Health Department nuisance notice - timeline

- 9/5/19: citizen complaint received
- 9/9/19: initial inspection conducted
- 9/10/19: notice of violation notice sent to owner, return receipt requested
- 9/12/19: notice of violation to owner claimed
- 9/30/19: reinspection conducted – violation not abated – photographs of violation taken at ~ 10:00 am
- 10/1/19: hearing notice sent



HEARING NOTICE

American Advisors Group
3900 Capital City Blvd.
c/o Celink
Lansing, MI 48906

An inspection of the property you own located at 221 E. Clearview Drive (parcel # 11-619-24-01-073.00 01) was conducted on September 9, 2019 and revealed growth of weeds in excess of twelve inches high on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.7.

You are herewith notified that a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 15th day of

October 2019 by DUR





NOTIFICATION OF DETERMINATION OF PUBLIC HEALTH HAZARD AND/OR NUISANCE AND ORDER FOR ABATEMENT

American Advisors Group
3900 Capital City Blvd.
c/o Celink
Lansing, MI 48906

An inspection of the property you own located at 221 E. Clearview Drive (parcel # 11-619-24-01-073.00 01) was conducted on September 9, 2019 and revealed growth of weeds in excess of twelve inches high on the premises.

This condition is hereby declared to be a nuisance. You are herewith notified that you must begin correcting this condition within 7 days of receipt of this notice and order and that if the above nuisance condition has not been fully corrected within **15 days** after the receipt of this notice, an additional enforcement action will result for violation of Boone County Public Nuisance Ordinance Section 6.7. A reinspection will be conducted at the end of the 15-day period. If the above nuisance condition has not been fully corrected by that time, a hearing before the Boone County Commission will be called to determine whether a violation exists. If the County Commission determines that a violation exists and the nuisance has not been removed as ordered under this notice, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated with the cost of such seizure, removal and abatement, plus administrative fees, charged against the property in a tax bill. In addition, a complaint may be filed against you in Circuit Court. **If the above nuisance condition has been corrected within the 15-day period, no further action is necessary.**

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter. Your cooperation is greatly appreciated.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail certified, return receipt requested on the 10th day of

September 2019 by KVA



573.874.7781
573.874.7756 fax



1005 W. Worley Street
Columbia, Missouri 65203



CofMo.gov



7016 1970 0000 2005 9986

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at www.usps.com®

OFFICIAL USE

Certified Mail Fee

\$

Extra Services & Fees (check box, add fee as appropriate)

- Return Receipt (hardcopy) \$
- Return Receipt (electronic) \$
- Certified Mail Restricted Delivery \$
- Adult Signature Required \$
- Adult Signature Restricted Delivery \$

Postage

\$

Total Postage and Fees

\$6.80



Sent To
 American Advisors Group
 Street and Apt. No., or PO Box No.
 3900 Capital City Blvd c/o Celink
 City, State, ZIP+4®
 Lansing MI 48906

PS Form 3800, April 2015 PSN 7530-02-000-9047

See Reverse for Instructions

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

American Advisors Group
 3900 Capital City Blvd
 c/o Celink
 Lansing MI
 48906



9590 9402 4574 8278 3231 48

2. Article Number (Transfer from service label)

7016 1970 0000 2005 9986

PS Form 3811, July 2015 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X Brianna

Agent

Addressee

B. Received by (Printed Name)

Brianna

C. Date of Delivery

9-12-19

D. Is delivery address different from item 1? Yes
 If YES, enter delivery address below: No

3. Service Type

- Adult Signature
- Adult Signature Restricted Delivery
- Certified Mail®
- Certified Mail Restricted Delivery
- Collect on Delivery
- Collect on Delivery Restricted Delivery
- Insured Mail
- Insured Mail Restricted Delivery (over \$500)

- Priority Mail Express®
- Registered Mail™
- Registered Mail Restricted Delivery
- Return Receipt for Merchandise
- Signature Confirmation™
- Signature Confirmation Restricted Delivery

Domestic Return Receipt

Tom Schauwecker Assessor

Parcel 11-619-24-01-073.00 01 **Property Location** 221 E CLEARVIEW DR

City	Road COMMON ROAD DISTRICT (CO)	School COLUMBIA (C1)
Library COL BC LIBRARY (L4)	Fire BOONE COUNTY (F1)	

Owner	AMERICAN ADVISORS GROUP	Subdivision Plat Book/Page	0010 0077
Address	3900 CAPITAL CITY BLVD	Section/Township/Range	24 49 13
Care Of	C/O CELINK	Legal Description	CLEARVIEW
City, State, Zip	LANSING, MI 48906		LOT 15
		Lot Size	80.00 × 125.00
		Irregular Shape	
		Deeded Acreage	.00
		Calculated Acreage	.00
		Deed Book/Page	5051 0159 4269 0100 1163 0619

CURRENT APPRAISED

CURRENT ASSESSED

Type	Total	Type	Total
RESIDENTIAL	61,780	RESIDENTIAL	11,738
Totals	61,780	Totals	11,738

RESIDENCE DESCRIPTION

Year Built 1970 (ESTIMATE)

Use SINGLE FAMILY (101)

Basement FULL (4)	Attic NONE (1)
--------------------------	-----------------------

Bedrooms 3	Main Area 960
-------------------	----------------------

Full Bath 1	Finished Basement Area 0
--------------------	---------------------------------

Half Bath 0

Total Rooms 5	Total Square Feet 960
----------------------	------------------------------

Boone County Assessor

801 E. Walnut St., Rm 143
Columbia, MO 65201-7733

assessor@boonecountymo.org

Office (573) 886-4251

Fax (573) 886-4254

Unofficial Document

Instrument Type TP
Recording Fee \$64.00
No of Pages 7



Nora Dietzel
Nora Dietzel, Recorder of Deeds

**RECORDER OF DEEDS CERTIFICATE
BOONE COUNTY, MISSOURI
NON-STANDARD DOCUMENT**

This document has been recorded and you have been charged
the \$25.00 non-standard fee pursuant to RSMo 59.310.3
and this certificate has been added to your document
in compliance with the laws of the State of Missouri.



Nora Dietzel
Recorder of Deeds
801 E. Walnut, Room 132
Columbia, Missouri 65201
573-886-4345

THIS PAGE HAS BEEN RECORDED AS THE FIRST PAGE OF YOUR DOCUMENT - DO NOT REMOVE THIS PAGE

Nora Dietzel, Recorder of Deeds

Unofficial Document

MARGIN ABOVE RESERVED FOR RECORDING INFORMATION

PLEASE RETURN VIA EMAIL TO:
MAIL ORIGINAL TO:
SOUTHLAW, P.C.
13160 FOSTER SUITE 100
OVERLAND PARK, KS 66213-2660
(913) 663-7600

TRUSTEE'S DEED UNDER SALE

DATE OF INSTRUMENT: July 17, 2019

GRANTOR: SOUTHLAW, P.C.
Successor Trustee
13160 Foster Suite 100
Overland Park, KS 66213-2660

GRANTEE: American Advisors Group
c/o Celinek,
3900 Capital City Blvd.
Lansing, MI 48906

AFFECTED INSTRUMENT IF APPLICABLE: Recorded FEBRUARY 14, 2014, DOCUMENT NO.
2014002329, IN BOOK NO. 4269, AT PAGE 114

ATTACHMENTS: Attachments are integral parts of this instrument.

LEGAL DESCRIPTION: Boone County, MO (Continued On Next Page If Applicable):

**LOT FIFTEEN (15) OF CLEARVIEW SUBDIVISION AS SHOWN BY THE PLAT RECORDED IN PLAT
BOOK 10 PAGE 77, RECORDS OF BOONE COUNTY, MISSOURI**

File No. 219993



Nora Dietzel, Recorder of Deeds

Unofficial Document

WHEREAS, Mary B Warren, did by a Deed of Trust dated February 3, 2014, filed for record in the Office of the Recorder of Deeds in Boone County, at Columbia, Missouri, on February 14, 2014, Document No. 2014002329, in Book No. 4269, at Page 114 convey the property described below; IN TRUST, to secure the payment of the indebtedness described in the Deed of Trust (the "Security Instrument").

AND WHEREAS, default was made and still continues in the payment of the indebtedness, the undersigned Successor Trustee, did at the request of the legal owner and holder of the unpaid indebtedness secured by the Security Instrument, proceed to execute the powers conferred by the Security Instrument, and did on July 12, 2019, having previously given at least twenty days public notice of the date and recording information of the of the Security Instrument, the grantors, and the time, terms and place of sale and the description of the property to be sold, and all other particulars required by law, by advertisement inserted as required by law and by the Security Instrument, a copy of which advertisement, with the affidavit of the publisher of the newspaper proving its publication, is attached and incorporated herein, at the place and on the day and date stated in the notice, at 12:30 PM, expose to sale for cash, to the highest bidder, at public vendue upon terms announced prior to the sale, the property referred to on the first page of this instrument. Bids were invited, but none was received for less than the whole of the property.

NOW, THEREFORE, KNOW ALL PERSONS BY THESE PRESENTS, that the undersigned Successor Trustee, in consideration of the premises and the sum of \$66,796.00, paid to it by the highest bidder at the sale, the receipt of which is acknowledged, does BARGAIN, SELL AND CONVEY unto the Grantee (whether one or more) named on the first page of this instrument, the property situated in the County of Boone, and the State of Missouri as legally described commencing on the first page of this instrument and commonly known as 221 E Clearview Drive, Columbia, MO 65202.

This conveyance is without warranty whatsoever, either express or implied, and is subject to all prior easements, restrictions, reservations, covenants and encumbrances now of record, if any.

TO HAVE AND TO HOLD the same unto Grantee and to its successors and assigns forever.

The undersigned Successor Trustee warrants and certifies that, as required by §443.325, RSMo., pertaining to notices of sale under power of sale, a writing in words and figures identical to the notice of sale attached to the publisher's affidavit as attached, was placed in an envelope and deposited in the United States mail on May 24, 2019, being not less than twenty (20) days prior to the scheduled date of sale, certified, restricted delivery, marked "Restricted Delivery," "Return Receipt Requested," with postage pre-paid, to the person or entity at the addresses shown and for which proof of mailing is attached to this instrument.

The undersigned Successor Trustee further warrants and certifies that to the best knowledge and belief of the Successor Trustee on the date of the sale no owner was a member of the Armed Forces of the United States of America entitled to the benefits of The Service Members Civil Relief Act of 2003, as amended and no owner died within six months next preceding the date of the sale as pertains to §443.300, RSMo. The undersigned Successor Trustee further warrants and certifies that no notice of intent to redeem as pertains to §§443.420, et seq, RSMo was given by an owner to the foreclosing trustee at or prior to the sale.

Unofficial Document

NEWSPAPER PLACEMENT SERVICE, INC
ATTN: MAUREEN GILLESPIE
P.O. BOX 190
OLATHE, KS 66051-0190

AFFIDAVIT OF PUBLICATION AND INVOICE

PO # _____ Invoice #31004210

NOTICE OF TRUSTEE'S SALE
For default in the payment of debt secured by a deed of trust executed by Mary B Warren, dated February 3, 2014, and recorded on February 14, 2014, Document No. 2014002329, in Book No. 4269, at Page 114 in the Office of the Recorder of Deeds, Boone County, Missouri, the undersigned Successor Trustee will on July 12, 2019, at 12:30 PM, at the Front Door of the Boone County Courthouse, Columbia, Missouri, sell at public vendue to the highest bidder for cash:
LOT FIFTEEN (15) OF CLEARVIEW SUBDIVISION AS SHOWN BY THE PLAT RECORDED IN PLAT BOOK 10 PAGE 77, RECORDS OF BOONE COUNTY, MISSOURI, commonly known as 221 E Clearview Drive, Columbia, MO, 65202
subject to all prior easements, restrictions, reservations, covenants and encumbrances now of record, if any, to satisfy the debt and costs.
SouthLaw, P.C. Successor Trustee
First Publication: June 14, 2019.
For more information, visit www.south-law.com

NOTICE
Pursuant to the Fair Debt Collection Practices Act, 15 U.S.C. §1692c(b), no information concerning the collection of this debt may be given without the prior consent of the consumer given directly to the debt collector or the express permission of a court of competent jurisdiction. The debt collector is attempting to collect a debt and any information obtained will be used for that purpose (Casefile No. 219993-905994).
Insertion Date: June 14, 16, 18, 19, 20, 21, 23, 25, 26, 27, 28, 30, July 2, 3, 4, 5, 7, 9, 10, 11, 12, 2019

STATE OF MISSOURI }
County of Boone } **ss.**

I, Bryan Chester, being duly sworn according to law state that I am one of the publishers of the *Columbia Missourian*, a daily newspaper of general circulation in the County of Boone where located: which has been admitted to the Post Office as second class matter in the City of Columbia, Missouri the city of publication: which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers voluntarily engaged as such who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provision of Section 493.050, Revised Statutes of Missouri, 1969. The affixed notice appeared in said newspaper on the following consecutive issues:

- 1st Insertion June 14, 2019
- 2nd Insertion June 16, 2019
- 3rd Insertion June 18, 2019
- 4th Insertion June 19, 2019
- 5th Insertion June 20, 2019
- 6th Insertion June 21, 2019
- 7th Insertion June 23, 2019
- 8th Insertion June 25, 2019
- 9th Insertion June 26, 2019
- 10th Insertion June 27, 2019
- 11th Insertion June 28, 2019
- 12th Insertion June 30, 2019
- 13th Insertion July 2, 2019
- 14th Insertion July 3, 2019
- 15th Insertion July 4, 2019
- 16th Insertion July 5, 2019
- 17th Insertion July 7, 2019
- 18th Insertion July 9, 2019
- 19th Insertion July 10, 2019
- 20th Insertion July 11, 2019
- 21st Insertion July 12, 2019

COLUMBIA MISSOURIAN **PRINTER'S FEE** **\$350.00**

By: _____
(Bryan Chester, General Manager)

Subscribed and sworn to before me this

_____ day of July, 2019
Melody Cook
(Melody Cook, Notary Public)
My Commission Expires October 16, 2020

MELODY COOK
Notary Public-Notary Seal
STATE OF MISSOURI
Commissioned for Cooper County
My Commission Expires Oct. 16, 2020
Commission ID #12405232



Mary B. Warren, 119993

CERTIFIED MAIL FIRMBOOK - PS-FORM 3877
Boone County, Missouri

Prepared in Boone County, Missouri
 05/24/2019 at 04:07:41 PM

MAILERS NAME: SouthLaw, P.C.
 ADDRESS: 6155 S SANDHILL RD, STE 800
 LAS VEGAS, NV 89120-3300
 USPS ENTRY POINT: LAS VEGAS 89120

DATE PREPARED: 05/24/2019 6:08 PM ET ACTUAL MAIL DATE: 05/24/2019
 MANIFEST ID: 927509012061280055025
 CLASS/SUBCLASS: CERTIFIED MAIL
 POSTAL PERMIT: 12251526

Unofficial Document

ARTICLE NUMBER	NAME AND ADDRESS	WEIGHT (POUNDS)	POSTAGE	CERTIFIED FEE	RETURN RECEIPT	RESTRICTED DELIVERY	TOTAL CHARGES
9214 8900 0068 7003 8520 99	MARY B WARREN 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 05	THE HEIRS AT LAW OF MARY B. WARREN 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 12	MARSHA HAYES-LAFLEUR 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 29	MARVIN HAYES, SR. 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 36	MARVIN HAYES, SR. 7 BOURN AVE COLUMBIA, MO 65203 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 43	MARCUS HAYES A/K/A MARCUS HAYES 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 50	MARCUS HAYES A/K/A MARCUS HAYES 3013 LIBERTY DR TEMPLE, MO 76504 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 67	LAWRENCE HAYES, JR. 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600



CERTIFIED MAIL FIRMBOOK - PS FORM 3877

Boone County, Missouri
 Recorded in Boone County, Missouri
 07/19/2019 at 04:07:41 PM

MAILERS NAME: SouthLaw, P.C.
 ADDRESS: 6155 S SANDHILL RD, STE 800
 LAS VEGAS, NV 89120-3300
 USPS ENTRY POINT: LAS VEGAS 89120

DATE PREPARED: 05/24/2019 6:08 PM ET ACTUAL MAIL DATE: 05/24/2019
 MANIFEST ID: 927509012061280055025
 CLASS/SUBCLASS: CERTIFIED MAIL POSTAL PERMIT: 12251526

Unofficial Document

ARTICLE NUMBER	NAME AND ADDRESS	WEIGHT (POUNDS)	POSTAGE	CERTIFIED FEE	RETURN RECEIPT	RESTRICTED DELIVERY	TOTAL CHARGES
9214 8900 0068 7003 8521 74	JOHN DOE (TENANT/OCCUPANT) 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 81	MARY DOE (TENANT/OCCUPANT) 221 E CLEARVIEW DRIVE COLUMBIA, MO 65202 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600
9214 8900 0068 7003 8521 98	SECRETARY OF HOUSING AND URBAN DEVELOP 451 SEVENTH STREET SW WASHINGTON, DC 20410 REFERENCE: 219993	0.063	0.500	3.50	1.60	0	5.600

SubTotal: 11 letters = \$61.60



Nora Dietzel, Recorder of Deeds



Kristine Vellema <kris.vellema@como.gov>

Fwd: 221 Clearview Dr Columbia, MO (Boone County)

1 message

Kala Tomka <Michala.Wekenborg@como.gov>

Thu, Sep 5, 2019 at 8:09 AM

To: Kristine Vellema <kris.vellema@como.gov>

Can you check this address out?

----- Forwarded message -----

From: **Micah Hulen** <mahulen@gmail.com>

Date: Thu, Sep 5, 2019 at 7:23 AM

Subject: 221 Clearview Dr Columbia, MO (Boone County)

To: <michala.wekenborg@como.gov>

Cc: Susan Kemp <kemps82@gmail.com>

Good morning Michala,

First of all, I'm not 100% sure I've contacted the correct person for this issue.

We live directly behind (to the north) the address in the subject line. Both, our neighbors and ourselves have noticed a snake infestation this summer in our yards. We believe it is due to our neighbors at 221 Clearview Dr have not mowed their lawn all season. The home at 221 Clearview Dr has been occupied by an elderly woman that we have not seen for some time. I believe she has either gone into a nursing home or passed? As much as we do not like to complain about our neighbors, we feel like something needs to be done.

Thanks for your help!

--
Micah Hulen
(573) 424-7569

--
Kala W. Tomka, MHA
Environmental Public Health Supervisor
Columbia/Boone County Public Health and Human Services
573.874.7346 www.gocolumbiamo.com

My e-mail address has changed to: michala.wekenborg@como.gov Thank you!

CONFIDENTIALITY STATEMENT

This email is from the Columbia/Boone County Department of Public Health and Human Services. It contains confidential or privileged information that may be protected from disclosure by law. Unauthorized disclosure, review, copying, distribution, or use of this message or its contents by anyone other than the intended recipient is prohibited. If you are not the intended recipient, please immediately destroy this message and notify the sender at the following email address: michala.wekenborg@como.gov or by calling 5738747346.

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

} ea.

October Session of the October Adjourned

Term. 2019

County of Boone

In the County Commission of said county, on the

15th

day of

October

2019

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby authorize the Presiding Commissioner to sign the attached Finding of Public Nuisance and Order for Abatement of a public nuisance located at 734 Demaret Drive, parcel #17-313-11-01-165.00 01.


Done this 15th day of October 2019.

ATTEST:

Brianna L. Lennon
Brianna L. Lennon
Clerk of the County Commission



Daniel K. Atwill
Presiding Commissioner



Fred J. Parry
District I Commissioner



Janet M. Thompson
District II Commissioner

**BEFORE THE COUNTY COMMISSION OF
BOONE COUNTY, MISSOURI**

In Re: Nuisance Abatement)	October Session
734 Demaret Drive)	October Adjourned
Columbia, MO)	Term 2019
)	Commission Order No. <u>446-2019</u>

FINDING OF PUBLIC NUISANCE AND ORDER FOR ABATEMENT

NOW on this 15th day of October 2019, the County Commission of Boone County, Missouri met in regular session and entered the following findings of fact, conclusions of law and order for abatement of nuisance:

Findings of Fact and Conclusions of Law

The County Commission finds as fact and concludes as a matter of law the following:

1. The Boone County Code of Health Regulations (the "Code") are officially noticed and are made a part of the record in this proceeding.
2. The City of Columbia/Boone County Health Department administrative record is made a part of the record in this proceeding and incorporated herein by reference. In addition, any live testimony of the official(s) of the department and other interested persons are made a part of the record in this proceeding.
3. A public nuisance exists described as follows: junk, trash, rubbish, garbage and other refuse on the premises.
4. The location of the public nuisance is as follows: 734 Demaret Drive, Fairway Meadows Subdivision, Block 2, Lot 60, a/k/a parcel# 17-313-11-01-165.00 01, Section 11, Township 48, Range 12 as shown in deed book 4718 page 0109, Boone County.
5. The specific violation of the Code is: junk, trash, rubbish, garbage and other refuse in violation of section 6.5 of the Code.
6. The Health Director's designated Health Official made the above determination of the existence of the public nuisance at the above location. Notice of that determination and the requirement for abatement was given in accordance with section 6.10.1 of the Code on the 23rd day of August to the lien holder and on the 10th day of September to the property owner.
7. The above described public nuisance was not abated. As required by section 6.10.2 of the Code, the property owner was given notice of the hearing conducted this date before the Boone County Commission for an order to abate the above nuisance at government expense with the cost and expense thereof to be charged against the above described property as a special tax bill and added to the real estate taxes for said property for the current year.
8. No credible evidence has been presented at the hearing to demonstrate that no public nuisance exists or that abatement has been performed or is unnecessary; accordingly, in accordance with section 6.10.2 of the Code and section 67.402, RSMo, the County Commission finds and determines from the credible evidence presented that a public

nuisance exists at the above location which requires abatement and that the parties responsible for abating such nuisance have failed to do so as required by the Health Director or Official's original order referred to above.

Order For Abatement Chargeable As a Special Assessment To The Property

Based upon the foregoing, the County Commission hereby orders abatement of the above described public nuisance at public expense and the Health Director is hereby authorized and directed to carry out this order.

It is further ordered and directed that the Health Director submit a bill for the cost and expense of abatement to the County Clerk for attachment to this order and that the County Clerk submit a certified copy of this order and such bill to the County Collector for inclusion as a special assessment on the real property tax bill for the above described property for the current year in accordance with section 67.402, RSMo.

WITNESS the signature of the presiding commissioner on behalf Boone County Commission on the day and year first above written.

Boone County, Missouri
By Boone County Commission



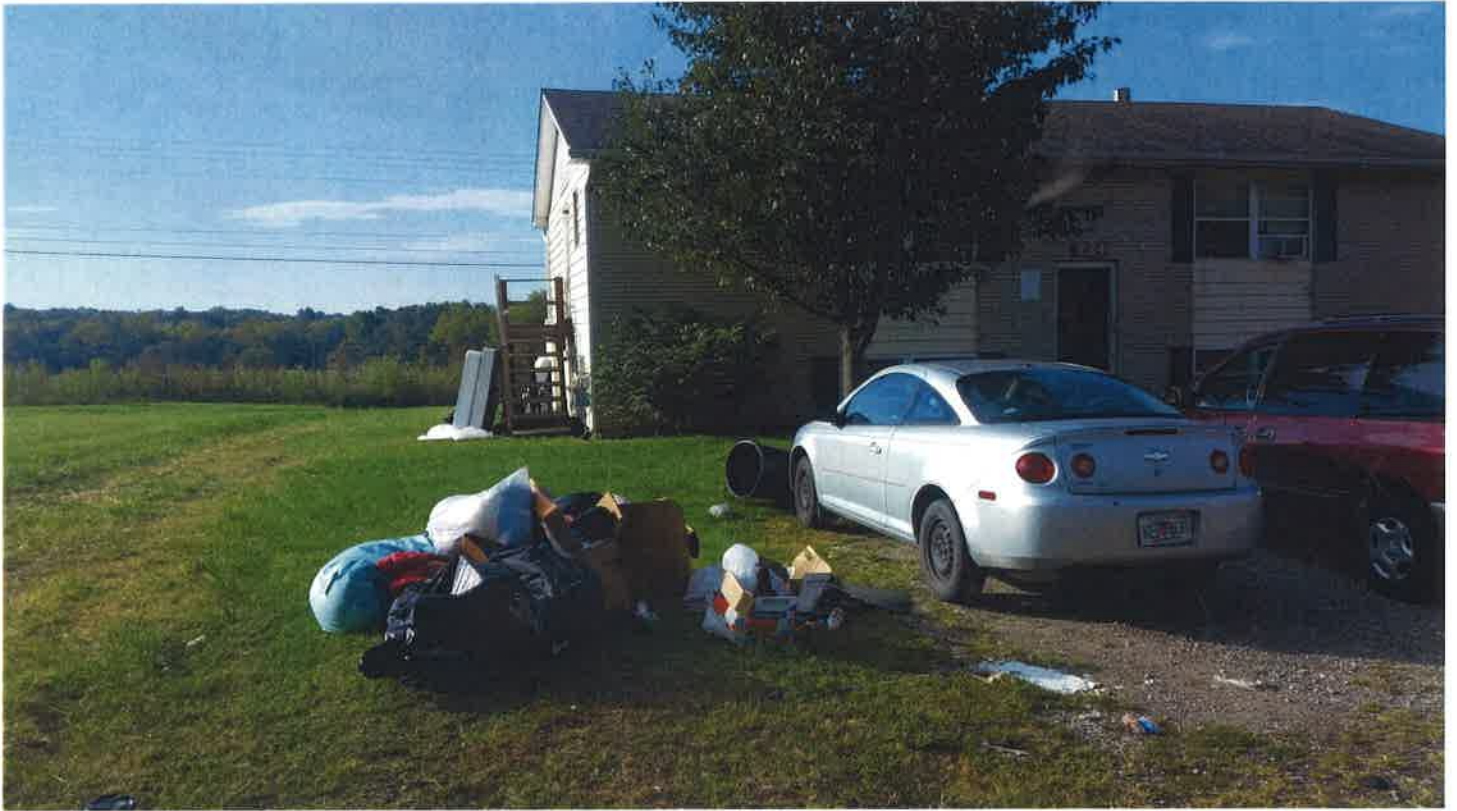
Presiding Commissioner

ATTEST:



Boone County Clerk

Photographs taken 9/30/19 @ ~ 9:00 am
734 Demaret Drive



AWP Properties
734 Demaret Drive
Health Department nuisance notice - timeline

- 8/20/19: citizen complaint received
- 8/20/19: initial inspection conducted
- 8/23/19: notice of violation notice sent to owner and lien holder, return receipt requested – owner notice never claimed
- 8/23/19: notice of violation to lien holder claimed
- 9/10/19: notice of violation to owner posted in local newspaper
- 9/30/19: reinspection conducted – violation not abated – photographs of violation taken at ~ 9:00 am
- 10/1/19: hearing notice sent



HEARING NOTICE

A W P Properties LLC
11255 Hecht Road
Hallsville, MO 65255

An inspection of the property you own located at 734 Demaret Drive (parcel # 17-313-11-01-165.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.5.

You are herewith notified that a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 15th day of

October 2019 by KRV



573.874.7781
573.874.7756 fax



1005 W Worley Street
Columbia, Missouri 65203



col10.gov





HEARING NOTICE

The Central Trust Bank
Commercial Loan Department
111 E. Miller Street
Jefferson City, MO 65101

An inspection of the property you hold lien on located at 734 Demaret Drive (parcel # 17-313-11-01-165.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.5.

You are herewith notified that a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 15th day of October 2019 by DUR



573.874.7781
573.874.7756 fax



1005 W. Worley Street
Columbia, Missouri 65203



Columbia.gov



AFFIDAVIT OF PUBLICATION

STATE OF MISSOURI) ss.
 County of Boone)

I, Daniel Stroesser, being duly sworn according to law, state that I am one of the publishers of the Columbia Daily Tribune, a daily newspaper of general circulation in the County of Boone, State of Missouri, where located; which newspaper has been admitted to the Post Office as periodical class matter in the City of Columbia, Missouri, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers, voluntarily engaged as such, who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provisions of Section 493.050, Revised Statutes of Missouri 2000, and Section 59.310, Revised Statutes of Missouri 2000. The affixed notice appeared in said newspaper on the following consecutive issues:

- 1st Insertion _____ September 10, 2019
- 2nd Insertion _____
- 3rd Insertion _____
- 4th Insertion _____
- 5th Insertion _____
- 6th Insertion _____
- 7th Insertion _____
- 8th Insertion _____
- 9th Insertion _____
- 10th Insertion _____
- 11th Insertion _____
- 12th Insertion _____
- 13th Insertion _____
- 14th Insertion _____
- 15th Insertion _____
- 16th Insertion _____
- 17th Insertion _____
- 18th Insertion _____
- 19th Insertion _____
- 20th Insertion: _____
- 21st Insertion: _____
- 22nd Insertion: _____

\$74.71
 Printer's Fee

Subscribed & sworn to before me this 10th day of October, 2019

By: [Signature]
 Daniel Stroesser
[Signature]
 Notary Public

**NOTICE OF DECLARATION OF PUBLIC NUISANCE
 AND ORDER OF ABATEMENT**

A W P Properties LLC
 11255 Hecht Road
 Hallsville, MO 65255

In accordance with section 67.402 RSMo and section 6.10, Boone County Code of Health Regulations, the undersigned gives notice to the above named persons or entities that the following described real property is hereby declared to contain the following described public nuisance which is ordered abated within 15 days of the date of this notice, and that if such abatement does not occur, then such nuisance may be ordered abated by action of the Columbia/Boone County Department of Public Health, with the cost thereof to be the subject of a special tax bill against the property subject to abatement.

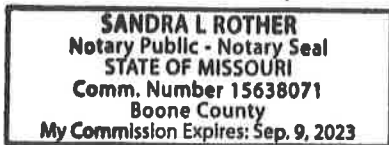
Property Description: Fairway Meadows Subdivison, Block 2, Lot 60 a/k/a 734 Demaret Drive as shown by deed book 4718 page 0109

Type of Nuisance: Junk, trash, rubbish, garbage and other refuse

Property Description: Fairway Meadows Subdivison, Block 2, Lot 52 a/k/a 750 Demaret Drive as shown by deed book 4718 page 0110

Type of Nuisance: Junk, trash, rubbish, garbage and other refuse

The above named persons are further notified that if they fail to abate such nuisance within the time specified in this notice, or fail to appeal this declaration of public nuisance and order of abatement within the time permitted for abatement specified in this notice, then a public hearing shall be conducted before the Boone County Commission, Commission Chambers, 801 E. Walnut, Columbia MO 65201, at a time and date determined by the Commission, and the County Commission will make findings of fact, conclusions of law and a final decision concerning the public nuisance and order of abatement set forth herein. For information concerning these proceedings, contact the Columbia/Boone Department of Public Health, 1005 W. Worley Street, Columbia, MO 65203.



Date of Declaration, Order and Publication: September 10, 2019

Stephanie Browning, Director, Columbia/Boone County Department of Public Health

Insertion Date: September 10, 2019



NOTIFICATION OF DETERMINATION OF PUBLIC HEALTH HAZARD AND/OR NUISANCE AND ORDER FOR ABATEMENT

The Central Trust Bank
Commercial Loan Department
111 E. Miller Street
Jefferson City, MO 65101

An inspection of the property you hold a lien on located at 734 Demaret Drive (parcel # 17-313-11-01-165.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises.

This condition is hereby declared to be a nuisance. You are herewith notified that you must begin correcting this condition within 7 days of receipt of this notice and order and that if the above nuisance condition has not been fully corrected within **15 days** after the receipt of this notice, an additional enforcement action will result for violation of Boone County Public Nuisance Ordinance Section 6.5. A reinspection will be conducted at the end of the 15-day period. If the above nuisance condition has not been fully corrected by that time, a hearing before the Boone County Commission will be called to determine whether a violation exists. If the County Commission determines that a violation exists and the nuisance has not been removed as ordered under this notice, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed and abated with the cost of such seizure, removal and abatement, plus administrative fees, charged against the property in a tax bill. In addition, a complaint may be filed against you in Circuit Court. **If the above nuisance condition has been corrected within the 15-day period, no further action is necessary.**

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter. Your cooperation is greatly appreciated.

Sincerely,


Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail certified, return receipt requested on the 23rd day of

August 2019 by our.

573.874.7781
573.874.7756 fax

1005 W. Worley Street
Columbia, Missouri 65203

ColMo.gov



Our vision: Columbia is the best place for everyone to live, work, learn and play.

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at www.usps.com®.

OFFICIAL USE

7016 0910 0001 2242 0746

Certified Mail Fee	\$	
Extra Services & Fees (check box)	\$	
<input type="checkbox"/> Return Receipt (hardcopy)		
<input type="checkbox"/> Return Receipt (electronic)		
<input type="checkbox"/> Certified Mail Restricted Delivery		
<input type="checkbox"/> Adult Signature Required		
<input type="checkbox"/> Adult Signature Restricted Delivery		
Postage	\$	
Total Postage and Fees	\$	6.80
Sent To	The Central Bank Commercial Loan Dept	
Street and Apt. No., or PO Box No.	111 E Miller Street	
City, State, ZIP+4®	Jefferson City mo 65101	

Postmark: AUG 22 2019 COLUMBIA, MO 65201-9998

PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions

SENDER: COMPLETE THIS SECTION

- Complete Items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
 The Central Trust Bank
 Commercial Loan Department
 111 E Miller Street
 Jefferson City, mo
 65101



9590 9402 4574 8278 3233 53

2. Article Number (Transfer from service label)
 7016 0910 0001 2242 0746

PS Form 3811, July 2015 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature Agent Addressee
 B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from Item 1? Yes
 If YES, enter delivery address below: No

AUG 23 2019

3. Service Type
- Adult Signature
 - Adult Signature Restricted Delivery
 - Certified Mail®
 - Certified Mail Restricted Delivery
 - Collect on Delivery
 - Collect on Delivery Restricted Delivery
 - Insured Mail (over \$500)
 - Priority Mail Express®
 - Registered Mail™
 - Registered Mail Restricted Delivery
 - Return Receipt for Merchandise
 - Signature Confirmation™
 - Signature Confirmation Restricted Delivery

Domestic Return Receipt



Kristine Vellema <kris.vellema@como.gov>

County Nuisance

1 message

Donna Rivers <Donna.Rivers@como.gov>

Tue, Aug 20, 2019 at 11:37 AM

To: Kristine Vellema <Kris.Vellema@como.gov>, Garth Baker <garth.baker@como.gov>

Caller stated she went to see a friend and saw a big pile of trash bags and loose trash behind her friend's place, in another apartment complex. It is located on Demaret, as you are traveling south on Sneed, and cross over Demaret.

She asked another neighbor, who lives in the location of the apartment complex with the pile of trash, what had happened to the dumpster. The landlord told her someone had put a mattress in the dumpster and he couldn't afford it, so he had the dumpster taken away.

She wished to remain anonymous.

Donna Rivers
Senior Administrative Support Assistant
Environmental Health
Columbia/Boone County
Department of Public Health and Human Services
1005 W Worley, Columbia MO 65203
573-874-7346

8/20: 738 trash, fine
furniture

734, trash, mattress

734 X
dirt in top of
gray 40
Bruch
ground mix

754: trash
750: trash
749: weeds
744: trash

Tom Schauwecker Assessor

Parcel 17-313-11-01-165.00 01 **Property Location** 734 DEMARET DR

City	Road COMMON ROAD DISTRICT (CO)	School COLUMBIA (C1)
Library COL BC LIBRARY (L4)	Fire BOONE COUNTY (F1)	

Owner A W P PROPERTIES LLC	Subdivision Plat Book/Page 0010 0021	
Address 11255 HECHT RD	Section/Township/Range 11 48 12	
Care Of	Legal Description FAIRWAY MEADOWS BLK 2	
City, State, Zip HALLSVILLE, MO 65255	LOT 60	
	Lot Size 80.00 x 142.42	
	Irregular Shape Y	
	Deeded Acreage .00	
	Calculated Acreage .00	
	Deed Book/Page 4718 0109 4673 0137 3488 0064 3463 0069	

CURRENT APPRAISED

Type	Total
RESIDENTIAL	105,500
Totals	105,500

CURRENT ASSESSED

Type	Total
RESIDENTIAL	20,045
Totals	20,045

RESIDENCE DESCRIPTION

Year Built 1970 (ESTIMATE)
Use FOUR-PLEX (104)
Basement FULL (4) Attic NONE (1)
Bedrooms 8 Main Area 1,600
Full Bath 4 Finished Basement Area 1,600
Half Bath 0
Total Rooms 16 Total Square Feet 3,200

Boone County Assessor

801 E. Walnut St., Rm 143
Columbia, MO 65201-7733
assessor@boonecountymo.org

Office (573) 886-4251
Fax (573) 886-4254

Boone County, Missouri



Unofficial Document

Recorded in Boone County, Missouri

Date and Time: 03/02/2017 at 09:48:18 AM

Instrument #: 2017003884 Book: 4718 Page: 109

Instrument Type: WD

Recording Fee: \$27.00 S

No. of Pages: 2



Boone-Central Title Company
File No. 1719992

Missouri General Warranty Deed

This Indenture, Made on 1st day of March, 2017, by and between

734 Demaret LLC, a Missouri limited liability company,
as GRANTOR, and

A. W. P properties LLC, a Missouri limited liability company,

as GRANTEE, whose mailing address is: ~~124 Old Gristmill Ln.~~

~~Galena, MO 65656~~

705 Demaret Dr. Apt. C
Columbia, MO 65202

Property Address: 734 Demaret Dr., Columbia, MO 65202

WITNESSETH: THAT THE GRANTOR, in consideration of the sum of Ten Dollars (\$10.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, does hereby Grant, Bargain, Sell, Convey and Confirm unto GRANTEE, GRANTEE'S heirs and assigns, the following described lots, tracts and parcels of land situated in the County of **Boone** and State of **Missouri**, to wit:

LOT SIXTY (60) OF FAIRWAY MEADOWS BLOCK NUMBER TWO (2) AS SHOWN BY THE PLAT THEREOF RECORDED IN PLAT BOOK 10, PAGE 21, RECORDS OF BOONE COUNTY, MISSOURI.

Subject to easements, restrictions, reservations, and covenants of record, if any.

TO HAVE AND TO HOLD The premises aforesaid with all singular, the rights, privileges, appurtenances and immunities thereto belonging or in any wise appertaining unto GRANTEE and unto GRANTEE'S heirs and assigns forever; the GRANTOR hereby covenanting that GRANTOR is lawfully seized of an indefeasible estate in fee of the premises herein conveyed; that GRANTOR has good right to convey the same; that the said premises are free and clear from any encumbrance done or suffered by GRANTOR or those under whom GRANTOR claims, except as stated above and except for all taxes assessments, general and special, not now due and payable, and that GRANTOR will warrant and defend the title to the said premises unto GRANTEE and unto GRANTEE'S heirs and assigns forever, against the lawful claims and demands of all persons whomsoever. If two or more persons constitute the GRANTOR or GRANTEE, the words GRANTOR and GRANTEE will be construed to read GRANTORS and GRANTEES whenever the sense of this Deed requires.

Nora Dietzel, Recorder of Deeds

Boone County, Missouri

BOONE COUNTY MO MAR 02 2017

IN WITNESS WHEREOF, THE GRANTEE has hereunto executed this instrument on the day and year above written.

Unofficial Document

734 Demaret LLC, a Missouri limited liability company

By: Future Sights, Inc., a Missouri corporation, Sole Member

[Handwritten Signature]
By: Jon Livingston, President

State of Missouri }
County of Boone } ss:

On this 1st day of Mar., 2017, before me, appeared Jon Livingston, to me personally known, who being by me duly sworn, did say that he is the President of Future Sights, Inc., a Missouri corporation, Sole Member of 734 Demaret LLC, a Missouri limited liability company, and that said instrument was signed on behalf of the Company, and said Jon Livingston, acknowledged said instrument to be the free act and deed of said Company.

Witness my hand and Notary Seal subscribed and affixed in said County and State, the day and year in this certificate above written.

Amanda Heath

Notary Public

My Term Expires: 11-1-2018



AMANDA HEATH
My Commission Expires
November 1, 2018
Boone County
Commission #14962272

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

} ea.

October Session of the October Adjourned

Term. 2019

County of Boone

In the County Commission of said county, on the

15th

day of

October

2019

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby authorize the Presiding Commissioner to sign the attached Finding of Public Nuisance and Order for Abatement of a public nuisance located at 750 Demaret Drive, parcel #17-313-11-01-157.00 01.

Done this 15th day of October 2019.

ATTEST:

Brianna L. Lennon
Brianna L. Lennon
Clerk of the County Commission

Daniel K. Atwill

Daniel K. Atwill
Presiding Commissioner

Fred J. Parry

Fred J. Parry
District I Commissioner

Janet M. Thompson

Janet M. Thompson
District II Commissioner

**BEFORE THE COUNTY COMMISSION OF
BOONE COUNTY, MISSOURI**

In Re: Nuisance Abatement)	October Session
750 Demaret Drive)	October Adjourned
Columbia, MO)	Term 2019
)	Commission Order No. <u>447-2019</u>

FINDING OF PUBLIC NUISANCE AND ORDER FOR ABATEMENT

NOW on this 15th day of October 2019, the County Commission of Boone County, Missouri met in regular session and entered the following findings of fact, conclusions of law and order for abatement of nuisance:

Findings of Fact and Conclusions of Law

The County Commission finds as fact and concludes as a matter of law the following:

1. The Boone County Code of Health Regulations (the "Code") are officially noticed and are made a part of the record in this proceeding.
2. The City of Columbia/Boone County Health Department administrative record is made a part of the record in this proceeding and incorporated herein by reference. In addition, any live testimony of the official(s) of the department and other interested persons are made a part of the record in this proceeding.
3. A public nuisance exists described as follows: junk, trash, rubbish, garbage and other refuse on the premises.
4. The location of the public nuisance is as follows: 750 Demaret Drive, Fairway Meadows Subdivision, Block 2, Lot 52, a/k/a parcel# 17-313-11-01-157.00 01, Section 11, Township 48, Range 12 as shown in deed book 4718 page 0110, Boone County.
5. The specific violation of the Code is: junk, trash, rubbish, garbage and other refuse in violation of section 6.5 of the Code.
6. The Health Director's designated Health Official made the above determination of the existence of the public nuisance at the above location. Notice of that determination and the requirement for abatement was given in accordance with section 6.10.1 of the Code on the 23rd day of August to the lien holder and on the 10th day of September to the property owner.
7. The above described public nuisance was not abated. As required by section 6.10.2 of the Code, the property owner was given notice of the hearing conducted this date before the Boone County Commission for an order to abate the above nuisance at government expense with the cost and expense thereof to be charged against the above described property as a special tax bill and added to the real estate taxes for said property for the current year.
8. No credible evidence has been presented at the hearing to demonstrate that no public nuisance exists or that abatement has been performed or is unnecessary; accordingly, in accordance with section 6.10.2 of the Code and section 67.402, RSMo, the County Commission finds and determines from the credible evidence presented that a public

nuisance exists at the above location which requires abatement and that the parties responsible for abating such nuisance have failed to do so as required by the Health Director or Official's original order referred to above.

Order For Abatement Chargeable As a Special Assessment To The Property

Based upon the foregoing, the County Commission hereby orders abatement of the above described public nuisance at public expense and the Health Director is hereby authorized and directed to carry out this order.

It is further ordered and directed that the Health Director submit a bill for the cost and expense of abatement to the County Clerk for attachment to this order and that the County Clerk submit a certified copy of this order and such bill to the County Collector for inclusion as a special assessment on the real property tax bill for the above described property for the current year in accordance with section 67.402, RSMo.

WITNESS the signature of the presiding commissioner on behalf Boone County Commission on the day and year first above written.

Boone County, Missouri
By Boone County Commission



Presiding Commissioner

ATTEST:



Boone County Clerk

Photographs taken 9/30/19 @ ~ 9:00 am
750 Demaret Drive



AWP Properties
750 Demaret Drive
Health Department nuisance notice - timeline

- 8/20/19: citizen complaint received
- 8/20/19: initial inspection conducted
- 8/23/19: notice of violation notice sent to owner and lien holder, return receipt requested – owner notice never claimed
- 8/23/19: notice of violation to lien holder claimed
- 9/10/19: notice of violation to owner posted in local newspaper
- 9/30/19: reinspection conducted – violation not abated – photographs of violation taken at ~ 9:00 am
- 10/1/19: hearing notice sent



HEARING NOTICE

A W P Properties LLC
11255 Hecht Road
Hallsville, MO 65255

An inspection of the property you own located at 750 Demaret Drive (parcel # 17-313-11-01-157.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.5.

You are herewith notified that a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 15th day of

October 2019 by DUR



573.874.7781
573.874.7756 fax



1005 W. Worley Street
Columbia, Missouri 65203



colbo.gov





HEARING NOTICE

The Central Trust Bank
Commercial Loan Department
111 E. Miller Street
Jefferson City, MO 65101

An inspection of the property you hold lien on located at 750 Demaret Drive (parcel # 17-313-11-01-157.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.5.

You are herewith notified that a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 15th day of

October

2019 by DUR



573.874.7781
573.874.7756 fax



1005 W. Worley Street
Columbia, Missouri 65203



Col4o.gov

Our vision: Columbia is the best place for everyone to live, work, and play!



AFFIDAVIT OF PUBLICATION

STATE OF MISSOURI) ss.
County of Boone)

I, Daniel Stroesser, being duly sworn according to law, state that I am one of the publishers of the Columbia Daily Tribune, a daily newspaper of general circulation in the County of Boone, State of Missouri, where located; which newspaper has been admitted to the Post Office as periodical class matter in the City of Columbia, Missouri, the city of publication; which newspaper has been published regularly and consecutively for a period of three years and has a list of bona fide subscribers, voluntarily engaged as such, who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provisions of Section 493.050, Revised Statutes of Missouri 2000, and Section 59.310, Revised Statutes of Missouri 2000. The affixed notice appeared in said newspaper on the following consecutive issues:

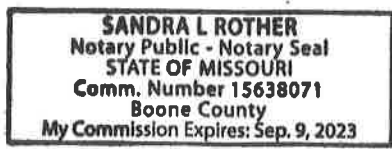
- 1st Insertion _____ September 10, 2019
- 2nd Insertion _____
- 3rd Insertion _____
- 4th Insertion _____
- 5th Insertion _____
- 6th Insertion _____
- 7th Insertion _____
- 8th Insertion _____
- 9th Insertion _____
- 10th Insertion _____
- 11th Insertion _____
- 12th Insertion _____
- 13th Insertion _____
- 14th Insertion _____
- 15th Insertion _____
- 16th Insertion _____
- 17th Insertion _____
- 18th Insertion _____
- 19th Insertion _____
- 20th Insertion: _____
- 21st Insertion: _____
- 22nd Insertion: _____

\$74.71
Printer's Fee

By: [Signature]
Daniel Stroesser

Subscribed & sworn to before me this 10th day of October, 2019

[Signature]
Notary Public



NOTICE OF DECLARATION OF PUBLIC NUISANCE AND ORDER OF ABATEMENT

A W P Propertles LLC
11255 Hecht Road
Hallsville, MO 65255

In accordance with section 67.402 RSMo and section 6.10, Boone County Code of Health Regulations, the undersigned gives notice to the above named persons or entities that the following described real property is hereby declared to contain the following described public nuisance which is ordered abated within 15 days of the date of this notice, and that if such abatement does not occur, then such nuisance may be ordered abated by action of the Columbia/Boone County Department of Public Health, with the cost thereof to be the subject of a special tax bill against the property subject to abatement.

Property Description: Fairway Meadows Subdvlision, Block 2, Lot 60 a/k/a 734 Demaret Drive as shown by deed book 4718 page 0109

Type of Nuisance: Junk, trash, rubbish, garbage and other refuse

Property Description: Fairway Meadows Subdvlision, Block 2, Lot 52 a/k/a 750 Demaret Drive as shown by deed book 4718 page 0110

Type of Nuisance: junk, trash, rubbish, garbage and other refuse

The above named persons are further notified that if they fail to abate such nuisance within the time specified in this notice, or fail to appeal this declaration of public nuisance and order of abatement within the time permitted for abatement specified in this notice, then a public hearing shall be conducted before the Boone County Commission, Commission Chambers, 801 E. Walnut, Columbia MO 65201, at a time and date determined by the Commission, and the County Commission will make findings of fact, conclusions of law and a final decision concerning the public nuisance and order of abatement set forth herein. For information concerning these proceedings, contact the Columbia/Boone Department of Public Health, 1005 W. Worley Street, Columbia, MO 65203.

Date of Declaration, Order and Publication: September 10, 2019

Stephanie Browning, Director, Columbia/Boone County Department of Public Health

Insertion Date: September 10, 2019



Columbia/Boone County
Public Health & Human Services



NOTIFICATION OF DETERMINATION OF PUBLIC HEALTH HAZARD AND/OR NUISANCE AND ORDER FOR ABATEMENT

The Central Trust Bank
Commercial Loan Department
111 E. Miller Street
Jefferson City, MO 65101

An inspection of the property you hold a lien on located at 750 Demaret Drive (parcel # 17-313-11-01-165.00 01) was conducted on August 20, 2019 and revealed junk, trash, rubbish, garbage and other refuse on the premises.

This condition is hereby declared to be a nuisance. You are herewith notified that you must begin correcting this condition within 7 days of receipt of this notice and order and that if the above nuisance condition has not been fully corrected within **15 days** after the receipt of this notice, an additional enforcement action will result for violation of Boone County Public Nuisance Ordinance Section 6.5. A reinspection will be conducted at the end of the 15-day period. If the above nuisance condition has not been fully corrected by that time, a hearing before the Boone County Commission will be called to determine whether a violation exists. If the County Commission determines that a violation exists and the nuisance has not been removed as ordered under this notice, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed and abated with the cost of such seizure, removal and abatement, plus administrative fees, charged against the property in a tax bill. In addition, a complaint may be filed against you in Circuit Court. **If the above nuisance condition has been corrected within the 15-day period, no further action is necessary.**

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter. Your cooperation is greatly appreciated.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail certified, return receipt requested on the 23rd day of

August 2019 by DUR



U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
 Domestic Mail Only

For delivery information, visit our website at www.usps.com®.

OFFICIAL USE

7016 0910 0001 2242 0746

Certified Mail Fee
 \$ _____

Extra Services & Fees (check box and enter amount in appropriate column)
 Return Receipt (hardcopy) \$ _____
 Return Receipt (electronic) \$ _____
 Certified Mail Restricted Delivery \$ _____
 Adult Signature Required \$ _____
 Adult Signature Restricted Delivery \$ _____

Postage:
 \$ _____

Total Postage and Fees
 \$ **6.80**

Postmark
AUG 22 2019
COLUMBIA, MO
6301-9998

Sent To
 The Central Bank Commercial Loan Dept
 Street and Apt. No., or PO Box No.
111 E Miller Street
 City, State, ZIP+4®
Jefferson City mo 65101

PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

The Central Trust Bank
 Commercial Loan Department
 111 E Miller Street
 Jefferson City, mo
 65101



9590 9402 4574 8278 3233 53

2. Article Number (Transfer from service label)

7016 0910 0001 2242 0746

PS Form 3811, July 2015 PSN 7530-02-000-9053

COMPLETE THIS SECTION ON DELIVERY

A. Signature Agent
 Addressee
 B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from Item 1? Yes
 If YES, enter delivery address below: No

AUG 23 2019

3. Service Type

- Adult Signature
- Adult Signature Restricted Delivery
- Certified Mail®
- Certified Mail Restricted Delivery
- Collect on Delivery
- Collect on Delivery Restricted Delivery
- Insured Mail
- Insured Mail Restricted Delivery (over \$500)
- Priority Mail Express®
- Registered Mail™
- Registered Mail Restricted Delivery
- Return Receipt for Merchandise
- Signature Confirmation™
- Signature Confirmation Restricted Delivery

Domestic Return Receipt



Kristine Vellema <kris.vellema@como.gov>

County Nuisance

1 message

Donna Rivers <Donna.Rivers@como.gov>

Tue, Aug 20, 2019 at 11:37 AM

To: Kristine Vellema <Kris.Vellema@como.gov>, Garth Baker <garth.baker@como.gov>

Caller stated she went to see a friend and saw a big pile of trash bags and loose trash behind her friend's place, in another apartment complex. It is located on Demaret, as you are traveling south on Sneed, and cross over Demaret.

She asked another neighbor, who lives in the location of the apartment complex with the pile of trash, what had happened to the dumpster. The landlord told her someone had put a mattress in the dumpster and he couldn't afford it, so he had the dumpster taken away.

She wished to remain anonymous.

Donna Rivers
Senior Administrative Support Assistant
Environmental Health
Columbia/Boone County
Department of Public Health and Human Services
1005 W Worley, Columbia MO 65203
573-874-7346

8/20: 738 trash, fine
furniture

734, trash, mattress

734 X

deduct in p uk

gray 40

Bruch

Ground mix

754: trash

750: trash

749: weeds

744: trash

Tom Schauwecker Assessor

Parcel 17-313-11-01-157.00 01 Property Location 750 DEMARET DR

City	Road COMMON ROAD DISTRICT (CO)	School COLUMBIA (C1)
Library COL BC LIBRARY (L4)	Fire BOONE COUNTY (F1)	
Owner A W P PROPERTIES LLC	Subdivision Plat Book/Page 0010 0021	
Address 11255 HECHT RD	Section/Township/Range 11 48 12	
Care Of	Legal Description FAIRWAY MEADOWS BLK 2	
City, State, Zip HALLSVILLE, MO 65255	LOT 52	
	Lot Size 80.00 × 142.30	
	Irregular Shape Y	
	Deeded Acreage .00	
	Calculated Acreage .00	
	Deed Book/Page 4718 0110 4563 0117 4170 0016 3304 0094	

CURRENT APPRAISED

Type	Total
RESIDENTIAL	106,000
Totals	106,000

CURRENT ASSESSED

Type	Total
RESIDENTIAL	20,140
Totals	20,140

RESIDENCE DESCRIPTION

Year Built 1970 (ESTIMATE)
Use FOUR-PLEX (104)
Basement FULL (4) Attic NONE (1)
Bedrooms 8 Main Area 1,600
Full Bath 4 Finished Basement Area 1,600
Half Bath 0
Total Rooms 16 Total Square Feet 3,200

Boone County Assessor

801 E. Walnut St., Rm 143
Columbia, MO 65201-7733
assessor@boonecountymo.org

Office (573) 886-4251
Fax (573) 886-4254

Boone County, Missouri



Unofficial Document

Recorded in Boone County, Missouri

Date and Time: 03/02/2017 at 09:48:18 AM

Instrument #: 2017003885 Book: 4718 Page: 110

Instrument Type: WD

Recording Fee: \$27.00 S

No. of Pages: 2



Boone-Central Title Company
File No. 1719992

Missouri General Warranty Deed

This Indenture, Made on 1st day of March, 2017, by and between

750 Demaret LLC, a Missouri limited liability company,
as GRANTOR, and

A. W. P properties LLC, a Missouri limited liability company,

as GRANTEE, whose mailing address is: ~~124 Old Gristmill Ln.~~

~~Galena, MO 65656~~

765 Demaret Dr., Apt. C
Columbia, MO 65202

Property Address: 750 Demaret Dr., Columbia, MO 65202

WITNESSETH: THAT THE GRANTOR, in consideration of the sum of Ten Dollars (\$10.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, does hereby Grant, Bargain, Sell, Convey and Confirm unto GRANTEE, GRANTEE'S heirs and assigns, the following described lots, tracts and parcels of land situated in the County of **Boone** and State of **Missouri**, to wit:

LOT FIFTY-TWO (52) OF FAIRWAY MEADOWS BLOCK NO. 2 AS SHOWN BY THE PLAT RECORDED IN PLAT BOOK 10, PAGE 21, RECORDS OF BOONE COUNTY, MISSOURI.

Subject to easements, restrictions, reservations, and covenants of record, if any.

TO HAVE AND TO HOLD The premises aforesaid with all singular, the rights, privileges, appurtenances and immunities thereto belonging or in any wise appertaining unto GRANTEE and unto GRANTEE'S heirs and assigns forever; the GRANTOR hereby covenanting that GRANTOR is lawfully seized of an indefeasible estate in fee of the premises herein conveyed; that GRANTOR has good right to convey the same; that the said premises are free and clear from any encumbrance done or suffered by GRANTOR or those under whom GRANTOR claims, except as stated above and except for all taxes assessments, general and special, not now due and payable, and that GRANTOR will warrant and defend the title to the said premises unto GRANTEE and unto GRANTEE'S heirs and assigns forever, against the lawful claims and demands of all persons whomsoever. If two or more persons constitute the GRANTOR or GRANTEE, the words GRANTOR and GRANTEE will be construed to read GRANTORS and GRANTEES whenever the sense of this Deed requires.

Nora Dietzel, Recorder of Deeds

Boone County, Missouri

BOONE COUNTY MO MAR 02 2017

IN WITNESS WHEREOF, the GRANTEE has hereunto executed this instrument on the day and year above written.

Unofficial Document

750 Demaret LLC, a Missouri limited liability company

By: Future Sights, Inc., a Missouri corporation, Sole Member

By: *[Signature]*
Jon Livingston, President

State of Missouri

}

ss:

County of Boone

}

On this 1st day of Mar., 2017, before me, appeared Jon Livingston, to me personally known, who being by me duly sworn, did say that he is the President of Future Sights, Inc., a Missouri corporation, Sole Member of 750 Demaret LLC, a Missouri limited liability company, and that said instrument was signed on behalf of the Company, and said Jon Livingston, acknowledged said instrument to be the free act and deed of said Company.

Witness my hand and Notary Seal subscribed and affixed in said County and State, the day and year in this certificate above written.

Amanda Heath

Notary Public

My Term Expires: 11-1-2018



AMANDA HEATH
My Commission Expires:
November 1, 2018
Boone County
Commission #14962272

Nora Dietzel, Recorder of Deeds

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

} ea.

October Session of the October Adjourned

Term. 2019

County of Boone

In the County Commission of said county, on the

15th

day of

October

2019

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby authorize the Presiding Commissioner to sign the attached Finding of Public Nuisance and Order for Abatement of a public nuisance located at 1501 N. Rebel Drive, parcel #16-201-04-03-005.00 01.

Done this 15th day of October 2019.

ATTEST:

Brianna L. Lennon
Brianna L. Lennon
Clerk of the County Commission

Daniel K. Atwill

Daniel K. Atwill
Presiding Commissioner

Fred J. Parry

Fred J. Parry
District I Commissioner

Janet M. Thompson

Janet M. Thompson
District II Commissioner

**BEFORE THE COUNTY COMMISSION OF
BOONE COUNTY, MISSOURI**

In Re: Nuisance Abatement)	October Session
1501 N. Rebel Drive)	October Adjourned
Columbia, MO)	Term 2019
)	Commission Order No. <u>448-2019</u>

FINDING OF PUBLIC NUISANCE AND ORDER FOR ABATEMENT

NOW on this 15th day of October 2019, the County Commission of Boone County, Missouri met in regular session and entered the following findings of fact, conclusions of law and order for abatement of nuisance:

Findings of Fact and Conclusions of Law

The County Commission finds as fact and concludes as a matter of law the following:

1. The Boone County Code of Health Regulations (the "Code") are officially noticed and are made a part of the record in this proceeding.
2. The City of Columbia/Boone County Health Department administrative record is made a part of the record in this proceeding and incorporated herein by reference. In addition, any live testimony of the official(s) of the department and other interested persons are made a part of the record in this proceeding.
3. A public nuisance exists described as follows: junk, trash, rubbish, garbage, tires, vehicle parts and other refuse on the premises.
4. The location of the public nuisance is as follows: 1501 N. Rebel Drive, Survey 7775, Tract 3, a/k/a parcel# 16-201-04-03-005.00 01, Section 4, Township 48, Range 13 as shown in deed book 264 page 0044, Boone County.
5. The specific violation of the Code is: junk, trash, rubbish, garbage, tires, vehicle parts and other refuse in violation of section 6.5 of the Code.
6. The Health Director's designated Health Official made the above determination of the existence of the public nuisance at the above location. Notice of that determination and the requirement for abatement was given in accordance with section 6.10.1 of the Code on the 28th day of August to the property owner.
7. The above described public nuisance was not abated. As required by section 6.10.2 of the Code, the property owner was given notice of the hearing conducted this date before the Boone County Commission for an order to abate the above nuisance at government expense with the cost and expense thereof to be charged against the above described property as a special tax bill and added to the real estate taxes for said property for the current year.
8. No credible evidence has been presented at the hearing to demonstrate that no public nuisance exists or that abatement has been performed or is unnecessary; accordingly, in accordance with section 6.10.2 of the Code and section 67.402, RSMo, the County Commission finds and determines from the credible evidence presented that a public nuisance exists at the above location which requires abatement and that the parties

responsible for abating such nuisance have failed to do so as required by the Health Director or Official's original order referred to above.

Order For Abatement Chargeable As a Special Assessment To The Property

Based upon the foregoing, the County Commission hereby orders abatement of the above described public nuisance at public expense and the Health Director is hereby authorized and directed to carry out this order.

It is further ordered and directed that the Health Director submit a bill for the cost and expense of abatement to the County Clerk for attachment to this order and that the County Clerk submit a certified copy of this order and such bill to the County Collector for inclusion as a special assessment on the real property tax bill for the above described property for the current year in accordance with section 67.402, RSMo.

WITNESS the signature of the presiding commissioner on behalf Boone County Commission on the day and year first above written.

Boone County, Missouri
By Boone County Commission



Presiding Commissioner

ATTEST:



Boone County Clerk

Photographs taken 9/20/19 @ ~ 9:00 am
1501 N. Rebel Drive



Photographs taken 9/25/19 @ ~ 10:15 am
1501 N. Rebel Drive



Arthur Tremaine
1501 N. Rebel Drive
Health Department nuisance notice - timeline

- 8/23/19: citizen complaint received
- 8/26/19: initial inspection conducted
- 8/27/19: notice of violation notice sent to owner, return receipt requested
- 8/28/19: notice of violation to owner claimed
- 9/20/19: reinspection conducted – violation not abated – photographs of violation taken at ~ 9:00 am
- 9/25/19: reinspection conducted – violation not abated – additional photographs of violation taken at ~ 10:15 am
- 9/28/19: hearing notice sent



HEARING NOTICE

Arthur Tremaine
1501 N. Rebel Drive
Columbia, MO 65202-3844

An inspection of the property you own located at 1501 N. Rebel Drive (parcel # 16-201-04-03-005.00 01) was conducted on August 26, 2019 and revealed junk, trash, rubbish, garbage, tires, vehicle parts and other refuse on the premises. This condition was declared to be a nuisance and a violation of Boone County Public Nuisance Ordinance Section 6.5.

You are herewith notified that the a hearing will be held before the County Commission on Tuesday, October 15, 2019 at 9:30 a.m. in the County Commission Chambers at the Boone County Government Center, 801 E. Walnut Street, Columbia, Missouri. The purpose of this hearing will be to determine whether a violation exists. If the County Commission determines that a violation exists, it will order the violation to be abated.

If the nuisance is not removed as ordered, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed, and abated. All costs of seizure, removal, and abatement, plus administrative fees, will be assessed against the property in a tax bill. If the above nuisance condition has been corrected prior to the hearing, you do not have to appear for the hearing.

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail, first class postage paid on the 28th day of

September 2019 by OUR



573.874.7781
573.874.7756 Fax



1005 W. Worley Street
Columbia, Missouri 65203



Col-10.gov





Kristine Vellema <kris.vellema@como.gov>

County Nuisance

1 message

Donna Rivers <Donna.Rivers@como.gov>

Fri, Aug 23, 2019 at 4:10 PM

To: Garth Baker <garth.baker@como.gov>, Kristine Vellema <Kris.Vellema@como.gov>

Caller stated at the location of 1501 N Rebel Drive there is an assortment of inoperable vehicles, trash all over, and tires retaining water and breeding mosquitoes. He said this can be viewed from the street. Caller further stated there are 4 buildings on the property, to include an auto shop, shed, and mobile home.

Donna Rivers
Senior Administrative Support Assistant
Environmental Health
Columbia/Boone County
Department of Public Health and Human Services
1005 W Worley, Columbia MO 65203
573-874-7346

tires, trash, junk
 trailer
 8/26: tires, mv parts
 scrape
 16001



NOTIFICATION OF DETERMINATION OF PUBLIC HEALTH HAZARD AND/OR NUISANCE AND ORDER FOR ABATEMENT

Arthur Tremaine
1501 N. Rebel Drive
Columbia, MO 65202-3844

An inspection of the property you own located at 1501 N. Rebel Drive (parcel # 16-201-04-03-005.00 01) was conducted on August 26, 2019 and revealed junk, trash, rubbish, garbage, tires, vehicle parts and other refuse on the premises.

This condition is hereby declared to be a nuisance. You are herewith notified that you must begin correcting this condition within 7 days of receipt of this notice and order and that if the above nuisance condition has not been fully corrected within **15 days** after the receipt of this notice, an additional enforcement action will result for violation of Boone County Public Nuisance Ordinance Section 6.5. A reinspection will be conducted at the end of the 15-day period. If the above nuisance condition has not been fully corrected by that time, a hearing before the Boone County Commission will be called to determine whether a violation exists. If the County Commission determines that a violation exists and the nuisance has not been removed as ordered under this notice, any property contributing to the nuisance is deemed forfeited, and the County Commission may have the nuisance seized, removed and abated with the cost of such seizure, removal and abatement, plus administrative fees, charged against the property in a tax bill. In addition, a complaint may be filed against you in Circuit Court. **If the above nuisance condition has been corrected within the 15-day period, no further action is necessary.**

The purpose of these ordinances is to create and maintain a cleaner, healthier community. If you have any questions, please do not hesitate to contact our office. If you are not the owner or the person responsible for the care of this property, please call our office at the number listed at the bottom of this letter. Your cooperation is greatly appreciated.

Sincerely,

Kristine N. Vellema
Environmental Public Health Specialist

This notice deposited in the U.S. Mail certified, return receipt requested on the 27th day of

August 2019 by DPH



7017 1000 0001 1214 7750

U.S. Postal Service™
CERTIFIED MAIL® RECEIPT
Domestic Mail Only

For delivery information, visit our website at www.usps.com®.

OFFICIAL USE

Certified Mail Fee \$ _____

Extra Services & Fees (check box, add fee as appropriate)

Return Receipt (hardcopy) \$ _____

Return Receipt (electronic) \$ _____

Certified Mail Restricted Delivery \$ _____

Adult Signature Required \$ _____

Adult Signature Restricted Delivery \$ _____



Postage \$ _____

Total Postage and Fees \$6.80

Sent To Arthur Tremaine

Street and Apt. No., or PO Box No. 1501 W Rebel Drive

City, State, ZIP+4® Columbia mo 65202

USPS Tracking®

[FAQs >](#)

[Track Another Package +](#)

Tracking Number: 70171000000112147750

[Remove X](#)

Your item was delivered to an individual at the address at 3:30 pm on August 28, 2019 in COLUMBIA, MO 65202.

Delivered

August 28, 2019 at 3:30 pm
Delivered, Left with Individual
COLUMBIA, MO 65202

[Get Updates v](#)

[Feedback](#)

Text & Email Updates



Tracking History



Product Information



[See Less ^](#)

This Deed, Made and entered into this _____ day of September A. D. One Thousand Nine Hundred and Fifty one, by and between Orville Edward Anderton, a widower, Cecil May Anderton, his wife having died in the spring of 1951 of Jackson County, State of Missouri, part Y of the first part, and Arthur Tremaine of Boone County, State of Missouri, part Y of the second part,

WITNESSETH, That the said part Y of the first part, for and in consideration of ten and no/100 Dollars, to him paid by the said party of the second part, the receipt of which is hereby acknowledged, do es by these presents Grant, Bargain and Sell, Convey and Confirm, unto the said part Y of the second part, the following described tract or parcel of land, situated in the County of Boone, in the State of Missouri, to-wit:

Tract three (3) of Survey No. 7775, being a subdivision of the east 650 feet of the southwest quarter of Section 4, Township forty-eight, Range Thirteen in Boone County, Missouri.

(\$1.65 revenue stamps affixed and cancelled)

TO HAVE AND TO HOLD THE SAME, Together with all the rights, immunities, privileges and appurtenances to the same belonging unto the said part Y of the second part, and to his heirs and assigns, forever; the said grantor he and his heirs, executors, and administrators, shall and will warrant and defend the title to the premises unto the said part Y of the second part, and to his heirs and assigns, forever, against the lawful claims of all persons whomsoever, except for taxes falling due in 1952

IN WITNESS WHEREOF, The said party of the first part ha e hereunto set his hand and seal the day and year first above written.

Orville Edward Anderton (SEAL)
(SEAL)
(SEAL)
(SEAL)

WITNESS:

STATE OF MISSOURI, } ss.
County of Boone, } On this 14th day of September 1951, before me personally appeared Orville Edward Anderton, a widower, who declared that his wife, Cecil May Anderton, died on the 22nd day of April, 1951, and that he has not remarried, and that he is not known to be the person described in and who executed the foregoing instrument, and acknowledged that he executed the same as his free act and deed.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal at my office in said County the day and year first above written.

Geneva M. Brown
Notary Public
My commission expires Jan 22, 1954 195 (SEAL)

STATE OF MISSOURI, } set.
County of Boone, } THIS DEED From Orville Edward Anderton to Arthur Tremaine

was produced before me, Circuit Clerk and Ex-Officio Recorder for Boone County, on the 15th day of September in the year of our Lord one thousand nine hundred and fifty one, and with the certificate thereon endorsed, is duly recorded in Book 264, page 44

GIVEN under my hand as Circuit Clerk and Ex-Officio Recorder aforesaid, with the seal of said office hereto affixed, at office in Columbia, on the day and year aforesaid.

Floyd Roberts
Circuit Clerk and Ex-Officio Recorder

Filed at 10:33 o'clock A. M. (SEAL)

By Betty Beaudette Deputy

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

} ea.

October Session of the October Adjourned

Term. 20 19

County of Boone

In the County Commission of said county, on the

15th

day of

October

20 19

the following, among other proceedings, were had, viz:

Now on this day, the County Commission of the County of Boone does hereby award Contract 54-09SEP19 – Financial Advisor Services for the Boone County Treasurer to Columbia Capital Management, LLC of Overland Park, Kansas.

Terms of the award are stipulated in the attached Contract Agreement. It is further ordered the Presiding Commissioner is hereby authorized to sign said Contract Agreement.

Done this 15th day of October 2019.

ATTEST:

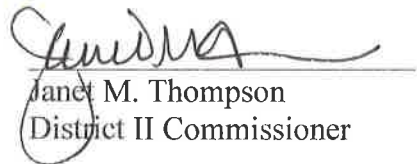

Brianna L. Lennon
Clerk of the County Commission



Daniel K. Atwill
Presiding Commissioner



Fred J. Parry
District I Commissioner



Janet M. Thompson
District II Commissioner

Boone County Purchasing

Melinda Bobbitt, CPPB
Director



613 E. Ash St., Room 110
Columbia, MO 65201
Phone: (573) 886-4391
Fax: (573) 886-4390

MEMORANDUM

TO: Boone County Commission
FROM: Melinda Bobbitt, CPPB
DATE: October 4, 2019
RE: RFP Award Recommendation: 54-09SEP19 – Financial Advisor Services
for the Boone County Treasurer

Request for Proposal for *54-09SEP19 – Financial Advisor Services for the Boone County Treasurer* closed on September 9, 2019. Three proposal responses were received.

The evaluation committee consisted of the following:

Tom Darrough, Boone County Treasurer
Brianna Lennon, Boone County Clerk
June Pitchford, Boone County Auditor

The evaluation committee recommends award to Columbia Capital Management, LLC of Overland Park, Kansas per their attached Evaluation Report.

This contract will operate similarly to a term and supply contract in that the scope of services and terms of payment are specified in the contract, but payment is only required when the services are actually used.

ATT: Evaluation Report

cc: Proposal File / Tom Darrough, Treasurer

Evaluation Report for Request for Proposal

54-09SEP19 - Financial Advisor Services

OFFEROR #1: bakertilly Municipal Advisors, LLC

It has been determined that **bakertilly Municipal Advisors, LLC** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **bakertilly Municipal Advisors, LLC** has submitted a **non-responsive** proposal.

Experience, Expertise and Reliability of Offeror

Strengths:

- Founded in 1931 and headquartered in the Midwest (Chicago); very large organization with 1000+ government clients; primary team is based in KC that can provide these services; has full spectrum of local government services available
- Registered to do business in the state of Missouri and is a registered Municipal Advisor (pg. 6)
- Conducted extensive financial projects for Independence (same size city as Columbia)

Concerns:

- Refers to County "board" rather than County Commission (pg. 2)
- Engaged in a very recent merger (Springsted Inc. and Umbaugh & Associates)
- Three-year total sales of issues in Missouri has dropped considerably for 2018 v the previous two years (\$14m v \$54m v \$33m)
- For 2018, significantly smaller Par amount issued than Hilltop Securities (p.14)

Method of Performance

Strengths:

- Offers large breath of services (pg. 3). Act as a resource for depth of a particular issue.

Concerns:

- Requires a retainer of \$15,000. (pg. 33)
- Only 3 NID debt issues in Missouri (1/2018-6/2019) out of 400-600 per year (per page 14)
- Clarify if your firm operates in a broker/dealer capacity. If so, please describe.
 - Per clarification #1 response, no, they are an independent Municipal Advisory firm.

OFFEROR #2: Columbia Capital Management, LLC

It has been determined that **Columbia Capital Management, LLC** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **Columbia Capital Management, LLC** has submitted a **non-responsive** proposal.

Experience, Expertise and Reliability of Offeror

Strengths:

- Founded 1996 in St. Louis (cover letter)
- Bond Buyer's 2019 review ranked CCM as Missouri's top independent municipal advisor by volume (cover letter)
- Provide service to multiple public agencies (cover letter)
- Provision of services to County from Kansas City office (pg. 1)
- 2018: 19 issues for Missouri clients totaling \$1,247,695,000 (vs. bakertilly 3 issues totaling \$14,731,000 and HilltopSecurities 5 issues totaling \$346.2 million)
- Not an underwriter or broker/dealer. Firm focuses solely on financial advisory services, reducing the opportunity for conflict of interest
- Founded 22 years ago in Missouri; advises city of Columbia, Boone Hospital, State of Missouri

Concerns:

Method of Performance

Strengths:

- Long list of Missouri issues between 2018-June 2019

Concerns:

- Clarify if your firm operates in a broker/dealer capacity. If so, please describe. No. per clarification #1 response.

OFFEROR #3: HilltopSecurities Inc.

It has been determined that **HilltopSecurities Inc.** has submitted a **responsive** RFP response meeting the requirements set forth in the original Request for Proposal.

It has been determined that **Hilltop Securities Inc.** has submitted a **non-responsive** proposal.

Note: Is a broker dealer

Experience, Expertise and Reliability of Offeror

Strengths:

- Acted as the #2 financial advisor in the nation on 4,589 municipal transactions with a dollar volume of \$186.11 billion (cover letter)
- Municipal financial advisory is HilltopSecurities's primary business (cover letter)
- Maintains an office in St. Louis that will provide services
- Founded in 1972 (pg. 1)
- Serves Kansas City

Concerns:

- Headquartered in Dallas (but does have Missouri office)

Method of Performance

Strengths:

- 9 total Missouri issues in 2016-2018

Concerns:

- Clarify if your firm operates in a broker/dealer capacity. If so, please describe. Yes, per clarification #1 response.

SUMMARY: The evaluation committee initially met on September 20, 2017. Following this meeting, the committee decided to send a list of clarification questions to the three Offerors. The committee met again on October 3, 2019 to review the clarification requests. Following scoring, the committee recommended award to Columbia Capital.

For scoring the cost points, the following assumptions were made to compare offerors:

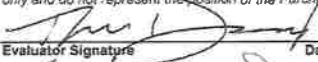


- 4 hours of training for the continuing disclosure for the Treasurer's office
- \$300,000 GO NID bond issue

Recommendation for Award: Columbia Capital

EVALUATION REPORT FORM
 PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI
REQUEST FOR PROPOSAL (RFP) # 54-09SEP19 - Financial Advisor Services
 Melinda Bobbitt, CPPC, CPPP

	NAME OF OFFEROR	METHOD OF PERFORMANCE (30 Points)	EXPERIENCE & EXPERTISE (20 points)	TOTAL SUBJECTIVE POINTS (60 points)	For Purchasing Use Only	
					COST POINTS (60 points)	TOTAL POINTS (Max 100 points)
1	Columbia Capital	30	20	50	50	100
2	bakertilly	28	12	40	25	65
3	HilltopSecurities	24	16	40	18	58

We hereby attest that the subjective points assigned to each offeror above were scored pursuant to the established evaluation criteria and represent our best judgement of the subjective areas of the offerors' proposals. We have attached a brief narrative which highlights some, but not necessarily all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, Missouri, or any other party.

	10/3/19	Treasurer	
Evaluator Signature	Date	Title	Dept.
	10/3/19	CLERK	
Evaluator Signature	Date	Title	Dept.
	10/3/19	Auditor	
Evaluator Signature	Date	Title	Dept.

54-09SEP18 - Financial Advisor Services

Qualification #1 Pricing	HARTCO Securities					Columbia Capital					Inverly				
Annual charge to review Treasurer's bonding disclosures documents prior to submission	\$750.00					\$1,500.00					\$1,000.00; each separate type of debt report and updated interest policies and a fee of \$150 for maintenance.				
Charge to train Treasurer's staff re produce continuing disclosure documents	\$300 / hour (average 4-8 hours)					\$250 / hour					\$5,000.00				
Annual charge to handle all structure negotiations for County	\$2,500.00					Initial One-Time Acceptance Fee (covers all outstanding bonds): \$10,000; Additional One-Time Acceptance Fee (each new series of bonds/notes when issued): \$2,500; Annual Fee Per Series: \$700					Full disclosure report: \$1,200 plus \$200 each debt obligation. Full or limited disclosure official statement: \$15 + \$200 each debt obligation. Full disclosure of operating data included within (AOI): \$800 + \$200 each debt obligation. (Lamar disclosure: \$800 + \$200 each debt obligation)				
Review of County's outstanding debt to identify opportunities for refinancing	\$0.00. No additional charge if per contract. If early exit services, then \$350 / hour (average 3-5 hours)					\$0.00					\$0.00				
Debt Issuance Scope of Services															
Credits															
	Base Fee Plus	Per \$1,000 Bond Fee	Maximum Fee per Issue			Base Fee Plus	Per \$1,000 Bond Fee	Maximum Fee per Issue			Base Fee Plus	Per \$1,000 Bond Fee	Maximum Fee per Issue		
General Obligation	\$15,000.00	\$1.00	\$40,000.00			\$14,000.00	\$0.20	\$45,000.00			\$7,500.00	\$0.50/\$1.00 up to \$1.5 million; \$1.00 over \$2.5 million	Min fee: \$10,000; Max fee: \$25,000		
GO's/Special Obligations	\$15,000.00	\$1.00	\$40,000.00			\$15,000.00	\$2.40	\$47,500.00			1.25x the total fee for General Obligation Bonds above				
Temporary Notes	\$15,000.00	\$0.75	\$40,000.00			\$18,000.00	\$0.50	\$25,000.00			\$7,500.00	\$0.50/\$1.00	Min fee: \$7,500; Max: \$25,000		
Revenue Bonds	\$15,000.00	\$1.00	\$40,000.00			\$17,500.00	\$1.00	\$75,000.00			1.25x the total fee for General Obligation Bonds above				
Neighborhood Improvement District General Obligation Bonds															
	Per Amount	Fixed Fee or	Base Fee plus	Per Bond Fee	Maximum Fee	Per Amount	Fixed Fee or	Base Fee plus	Per Bond Fee	Maximum Fee	Per Amount	Fixed Fee or	Base Fee plus	Per Bond Fee	Maximum Fee
\$0 to \$5 million		\$20,000.00				Under \$500,000	\$5,500.00				Same as General Obligation or Temporary Note fee (whichever the County chooses to issue above)				
Over \$5 million			\$20,000.00	\$1.00	\$50,000.00	\$501,000 or \$2,000,000	\$8,500.00				1.25x the total fee for General Obligation Bonds (same as the same as a new issue) under the applicable bond issue type. Advance refund fee would be 125% the same as a new issue issue (under the applicable bond issue).				
						\$2,000,001 or \$4,000,000	\$11,500.00								
						\$4,000,001 or higher	\$14,000.00	\$0.20		\$48,000.00					

This actual out-of-pocket costs incurred by the execution of the transaction. Such as overnight express mail, conference calling services, mileage, and travel meals & lodging.

**CONTRACT AGREEMENT FOR
FINANCIAL ADVISOR SERVICES
FOR THE BOONE COUNTY TREASURER**

THIS AGREEMENT dated the 15th day of October 2019 is made between Boone County, Missouri, a political subdivision of the State of Missouri through the Boone County Commission, herein "County" and **Columbia Capital Management, LLC** herein "Contractor."

IN CONSIDERATION of the parties performance of the respective obligations contained herein, the parties agree as follows:

1. Contract Documents - This agreement shall consist of this Contract Agreement for **Financial Advisor Services**, Boone County Request for Proposal for Financial Advisor Services, proposal number **54-09SEP19**, Clarification #1 with Contractor's response dated September 20, 2019, as well as the Contractor's proposal response dated September 5, 2019, executed by Jeff White on behalf of the Contractor. All such documents shall constitute the contract documents, which are attached hereto and incorporated herein by reference. Service or product data, specification and literature submitted with proposal response may be permanently maintained in the County Purchasing Office proposal file for this proposal if not attached. In the event of conflict between any of the foregoing documents, the terms, conditions, provisions and requirements contained in this Agreement shall prevail and control over the Contractor's Proposal and Clarification responses.

2. Purchase - The County agrees to purchase from the Contractor and the Contractor agrees to supply the County, Financial Advisor Services as identified and responded to in the Contractor's Proposal Response and Clarification response. Service shall be provided as required in the proposal specifications and in conformity with the contract documents for the prices set forth in the contractor's clarification and RFP responses as needed and as ordered by the County.

Additional detail about the pricing below is provided in the Contractor's Clarification and RFP responses (attached).

Miscellaneous Charges:

Annual charge to review Treasurer's continuing disclosure documents prior to submission	\$1,500
Charge to train Treasurer's staff to produce continuing disclosure documents	\$250 / hour
Annual charge to handle all disclosure obligations for County	Initial one-Time Acceptance Fee (covers all outstanding bonds): \$10,000; Additional One-Time Acceptance Fee (each new series of bonds/notes when offered): \$2,500; Annual Fee Per Series: \$750
Review of County's outstanding debt to identify opportunities for refinance	\$0.00

Debt Issuance Scope of Services

For Debt Issuance Scope of Services that result in a debt issuance, the Contractor will be paid from the proceeds of the debt issuance upon satisfactory completion of the issuance and submission to the County Treasurer an invoice detailing the work performed. For purposes of calculating fees, a financing is considered to be a single issue as long as the various components of the issue are developed in a single process. Fees for a single issue with two or more series will be calculated on a pro-rata basis.

Base fee plus per-bond fee with maximums:

Credit	Base Fee <i>plus</i>	Per Bond Fee	Maximum Fee
General Obligation	\$14,000	\$0.20	\$45,000
COPs/Special Obligation	\$16,000	\$0.40	\$47,500
Temporary Notes	\$16,000	\$0.50	\$25,000
Revenue Bonds	\$17,500	\$1.00	\$75,000

For Neighborhood Improvement District General Obligation bonds:

Par Amount	Fixed Fee <i>or</i>	Base Fee <i>plus</i>	Per Bond Fee	Maximum Fee
Under \$500,000	\$6,500			
\$501,000 to \$2,000,000	\$8,500			
\$2,000,001 to \$4,000,000	\$11,500			
\$4,000,001 or higher		\$14,000	\$0.20	\$45,000

Fees for refunding debt obligations would be the same as a new money issue under the applicable bond type.

Plus, actual out-of-pocket costs incurred in the execution of the transaction. Typical out-of-pocket costs that may be billed include over-night express mail; conference calling services; mileage at the IRS safe harbor rate; and travel-related costs, including meals and lodging. There will be no charge for indirect costs.

General Capital Planning Hourly Rates

For General Capital Planning, the Contractor shall charge the hourly rates below. The Contractor will be engaged on a per project basis for General Capital Planning services.

<u>Classification</u>	<u>Hourly Rate</u>
Managing Members/Principals	\$275
Vice Presidents/Compliance Officer	\$225
Analysts	\$180
Administrative	\$80

Special Project Work Hourly Rates

For Special Project Work, the Contractor will either charge the hourly rates below or negotiate a flat fee for project-based work with a finite scope of services. The Contractor will be engaged on a per project basis for Special project work.

<u>Classification</u>	<u>Hourly Rate</u>
Managing Members/Principals	\$275
Vice Presidents/Compliance Officer	\$225
Analysts	\$180
Administrative	\$80

3. ***Contract Duration*** - The contract duration shall extend from **October 15, 2019 through October 14, 2023**. The contract shall have five, one-year optional renewal periods following the completion of the initial contract term. Contract may be renewed by order of the County for two (2) one-year periods.

4. ***Billing and Payment*** - All billing shall be invoiced to the Boone County Treasurer for services described in the proposal specifications. The County agrees to pay all invoices within thirty days of receipt of a correct and valid invoice. In the event of a billing dispute, the County reserves the right to withhold payment on the disputed amount; in the event the billing dispute is resolved in favor of the Contractor, the County agrees to pay interest at a rate of 9% per annum on disputed amounts withheld commencing from the last date that payment was due.

5. ***Update of Conflict of Interest Disclosure*** – Contractor agrees to update the Conflict of Interest Disclosures set out in Section G of the County of Boone Request for Proposal at least once annually, with the first update being due no later than July 31, 2020.

6. ***Binding Effect*** - This agreement shall be binding upon the parties hereto and their successors and assigns for so long as this agreement remains in full force and effect.

7. ***Entire Agreement*** - This agreement constitutes the entire agreement between the parties and supersedes any prior negotiations, written or verbal, and any other bid or bid specification or contractual agreement. This agreement may only be amended by a signed writing executed with the same formality as this agreement.

8. ***Termination by County*** - This agreement may be terminated by the County upon thirty days and Contractor upon ninety days advance written notice for any of the following reasons or under any of the following circumstances:

- a. County may terminate this agreement due to material breach of any term or condition of this agreement, or
- b. County may terminate this agreement if key personnel providing services are changed such that in the opinion of the Boone County Treasurer delivery of services are or will be delayed or impaired, or if services are otherwise not in conformity with proposal specifications, or if services are deficient in quality in the sole judgment of County, or
- c. County may terminate this agreement for convenience by providing the Contractor with 60 days written notice. Any transaction initiated prior to the ending date of the term of service,

for which a material amount of time or expense has been incurred, will be completed by the Contractor although the closing might occur following the end of the term of service.

d. If appropriations are not made available and budgeted for any calendar year to fund this agreement.

IN WITNESS WHEREOF the parties through their duly authorized representatives have executed this agreement on the day and year first above written.

COLUMBIA CAPITAL MANAGEMENT, LLC

BOONE COUNTY, MISSOURI

by  _____
DocuSigned by:
0417F22A4A9249E...

by: Boone County Commission

title Managing Member

 _____
DocuSigned by:
BA4B934CED6E4EB...

Presiding Commissioner

APPROVED AS TO FORM:

ATTEST:

 _____
DocuSigned by:
56E0A0DDB0AC445...

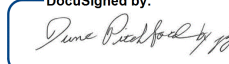
County Counselor

 _____
DocuSigned by:
7D82DA986BF6495...

County Clerk

AUDITOR CERTIFICATION:

In accordance with RSMo 50.660, I hereby certify that a sufficient unencumbered appropriation balance exists and is available to satisfy the obligation(s) arising from this contract. (Note: Certification of this contract is not required if the terms of this contract do not create a measurable county obligation at this time.)

 _____
DocuSigned by:
4147B4E3F1C847D...

10/8/2019

Signature

Date

Term and Supply
Appropriation Account

Boone County Purchasing



Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

613 E. Ash Street, Room 110
Columbia, MO 65201
Phone: (573) 886-4391
Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymo.org

September 20, 2019

Columbia Capital Municipal Advisors
Attn: Jeff White, Managing Member
200 South Bemiston, Suite 800
Clayton, MO 63105
E-mail: jwhite@columbiacapital.com

RE: Clarification #1 to 54-09SEP19 - Financial Advisor Services

Dear Mr. White:

Following review of your proposal response, the evaluation committee has identified questions for clarification. The attached Clarification Form includes any changes being made to the RFP as a result of this request. The Form must be completed, signed by an authorized representative of your organization, and returned with your detailed Clarification response. You are requested to provide written response by **2:00 p.m. September 27, 2019** by e-mail to mbobbitt@boonecountymo.org.

You are reminded that pursuant to Section 610.021 RSMo, proposal documents are considered closed records and shall not be divulged in any manner until after a contract is executed or all proposals are rejected. Furthermore, you and your agents (including subcontractors, employees, consultants, or anyone else acting on their behalf) must direct all questions or comments regarding the RFP, the evaluation, etc., to the buyer of record. Neither you nor your agents may contact any other County employee or evaluation committee member regarding any of these matters during the negotiation and evaluation process. Inappropriate contacts or release of information about your proposal response(s) are grounds for suspension and/or exclusion from specific procurements.

If you have any questions regarding this Clarification request, please call (573) 886-4391 or e-mail Mbobbitt@boonecountymo.org. I sincerely appreciate your efforts in working with Boone County - Missouri to ensure a thorough evaluation of your proposal.

Sincerely,

A handwritten signature in purple ink that reads "Melinda Bobbitt".

Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

cc: Evaluation Committee Members / Proposal File

BOONE COUNTY - MISSOURI

PROPOSAL NUMER AND DESCRIPTION: *54-09SEP19 - Financial Advisor Services*

CLARIFICATION FORM #1

This Clarification is issued in accordance with the Instructions to Offeror and is hereby incorporated into and made a part of the Request for Proposal Documents. Offeror is reminded that receipt of this Clarification must be acknowledged and submitted by e-mail to mbobbitt@boonecountymo.org.

I. CLARIFICATION – please provide a response to the following requests.

- 1) Clarify if your firm operates in a broker/dealer capacity. If so, please describe.
- 2) For continuing disclosure, price the following options:
 - a. What would you charge to review the County Treasurer’s continuing disclosure documents prior to submission;
 - b. What would you charge to train the County Treasurer’s staff to perform/produce the continuing disclosure documents;
 - c. What would you charge to handle all disclosure obligations for the County;
 - d. Describe any other options available with pricing.
- 3) Provide pricing for review of Boone County’s outstanding debt to identify opportunities for refinance. See attached for County’s outstanding debt.
- 4) Complete the following fee schedules:

Debt Issuance Scope of Services

For purposes of calculating fees, a financing is considered to be a single issue as long as the various components of the issue are developed in a single process. Fees for a single issue with two or more series will be calculated on a pro-rata basis.

Base fee plus per-bond fee with maximums:

Credit	Base Fee Plus *	Per \$1,000 Bond Fee	Maximum Fee per Issue
General Obligation			
COPs/Special Obligation			
Temporary Notes			
Revenue Bonds			

For Neighborhood Improvement District General Obligation bonds:

Par Amount	Fixed Fee <i>or</i> *	Base Fee <i>plus</i>	Per Bond Fee	Maximum Fee

Fees for refunding debt obligations would be the same as a new money issue under the applicable bond type.

Plus actual out-of-pocket costs incurred in the execution of the transaction. Typical out-of-pocket costs that may be billed include over-night express mail; conference calling services; mileage at the IRS safe harbor rate; and travel-related costs, including meals and lodging. There will be no charge for indirect costs.

Boone County General Obligation Bonds Outstanding at 09-30-2018

<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Other</u>	<u>Total</u>	<u>Available Fund Balance</u>	<u>Fund</u>			
2008	\$602,000.00	\$59,397.12	\$16,973.00	\$678,370.12 *	\$221,458.54	387	2008	382	1998
2010A	\$196,000.00	\$98,415.00	\$0.00	\$294,415.00	\$82,961.73	388	2010A	381	1996
2010	\$92,936.16	\$7,795.65	\$12,069.75	\$112,801.56 *	\$37,802.23	389"	2010	380	1994
2011A	\$155,000.00	\$9,375.00	\$0.00	\$164,375.00	\$72,872.12	390	2011A		
2011B	\$57,000.00	\$20,265.00	\$0.00	\$77,265.00	\$56,674.62	392	2011B		
2016	\$206,382.62	\$58,032.85	\$0.00	\$264,415.47	\$27,270.64	393	2016		
Total	\$1,309,318.78	\$253,280.62	\$29,042.75	\$1,591,642.15	\$499,039.88				

*This is DNR Loan NID Bonding - Other column represents the Admin Fee charged by DNR.

"2010 is the DNR portion for BS and CS and 2011B is the non-DNR

Boone County Special Obligation Bonds Outstanding at 09-30-2018

<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Other</u>	<u>Total</u>	<u>Available Fund Balance</u>	<u>Fund</u>	
2015	\$11,065,000.00	\$2,850,265.78	\$0.00	\$13,915,265.78	\$787.42	306	2015
2010	\$190,000.00	\$8,728.60	\$0.00	\$198,728.60	\$150,942.17	305	2010
Total	\$11,255,000.00	\$2,858,994.38	\$0.00	\$14,113,994.38	\$151,729.59		



Boone County, Missouri

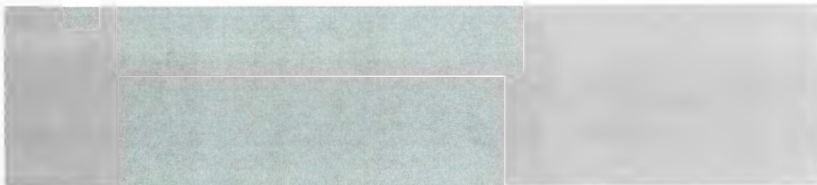
Response to Request for Proposals For Financial Advisory Services

RFP #54-09SEP19

September 2019

RESPONSE TO CLARIFICATION FORM #1





Columbia Capital Management, LLC
231 South Bemiston
Suite 800
Clayton, Missouri 63105

Jeff White
Managing Member
jwhite@columbiacapital.com
913.312.8077

James Prichard
Senior Vice President
jprichard@columbiacapital.com
913.312.8072



Columbia Capital is a **municipal advisor**, registered with the US Securities and Exchange Commission and the Municipal Securities Rulemaking Board. Columbia Capital provides advice as a fiduciary to its clients.



September 20, 2019

Ms. Melinda Bobbitt, CPPB
Director of Purchasing
Boone County Purchasing Department
613 E. Ash Street, Room 110
Columbia, Missouri 65201

VIA ELECTRONIC MAIL

Dear Ms. Bobbitt:

Please find enclosed the response of Columbia Capital Management, LLC ("Columbia") to the County of Boone, Missouri's ("County") Clarification Form #1—Financial Advisor Services for the Boone County Treasurer.

We are excited to continue our relationship with the County. Thank you for your consideration and please let me know if you need additional information from us to assist in your decision.

Respectfully submitted,
COLUMBIA CAPITAL MANAGEMENT, LLC



Jeff White
Managing Member



TABLE OF CONTENTS

REQUEST FOR ADDITIONAL INFORMATION..... 1



REQUEST FOR ADDITIONAL INFORMATION

This Request for Additional Information is issued and incorporated into and made a part of the Request for Proposal Documents.

Company Name: Columbia Capital Management, LLC

Telephone: 913-312-8077

Fax: 913-312-8078

FEIN: 43-1768510

Name: Jeff White

Title: Managing Member

Signature:

Date: September 20, 2019

Email: jwhite@columbiacapital.com

(1) Clarify if your firm operates in a broker/dealer capacity. If so, please describe.

Columbia Capital does not operate as a broker/dealer. As an independent firm, we are not affiliated with investment banks, commercial banks, insurance companies or other financial services organization. Columbia Capital has eight owners, all employees of the firm.

We submit that our independence brings significant value to the County. First, under Municipal Securities Rulemaking Board rules, a single firm cannot provide both advice on and execution of the same transaction. In a competitive sale, every bid matters. If the financial advisor on the transaction is affiliated with a broker/dealer, that firm cannot make a bid for the purchase of the bonds, eliminating a potential competitor in the process.

Second, even in a negotiated sale, a financial advisor associated with a broker/dealer has interests that may differ from its client's. Because each broker/dealer interacts with and relies upon other broker/dealer firms on other transactions in the market, a financial advisor associated with a broker/dealer may be unwilling to take a hard line with or make a decision negatively impacting another underwriting firm for fear of repercussions on subsequent dealings with that firm. Although we try to maintain quality working relationships with other firms in our industry, our loyalty is to the County and we will not hesitate to act on that loyalty with broker/dealers when necessary.

We understand that financial advisors affiliated with broker/dealers often tout the value of their having access to a trading desk as they are sizing and structuring transactions for their clients. Columbia Capital maintains the same tools in-house upon which trading desks rely—Bloomberg Professional service, industry standard sizing and structuring software, daily municipal bond pricing indices. Combining the market expertise we gain by working on 50+ bond pricings annually and the deep experience of our team, we regularly stand toe-to-toe with Wall Street firms in developing plans of finance and negotiating the pricing and terms of bonds.

(2) For continuing disclosure, price the following options:

- reviewing the County Treasurer's continuing disclosure documents prior to submission;
- training County Treasurer staff to perform/produce the continuing disclosure documents;
- handle all disclosure obligations for the County
- any other options available

On its tax exempt bond website (<https://www.irs.gov/tax-exempt-bonds/teb-post-issuance-compliance-some-basic-concepts>), the IRS identifies six concepts that should be part of every tax-exempt issuer's post-issuance compliance policy and practice:

- Due diligence review at regular intervals;
- Identifying the official or employee responsible for review;
- Training of the responsible official/employee;
- Retention of adequate records to substantiate compliance;
- Procedures reasonably expected to timely identify noncompliance; and
- Procedures ensuring that the issuer will take steps to timely correct noncompliance.

These obligations include but go beyond the contractual obligations of the County and other issuers in their promise to keep market participants informed through continuing disclosure of financial information, operating data and material events. Columbia Capital created its MuniVault® service in order to permit bond issuers to outsource most of their post-issuance duties suggested by the IRS, including assisting issuers with their continuing disclosure filing obligations. MuniVault® includes training of the County's bond compliance officer (and others as desired), producing and reviewing with County staff checklists to assist in annual due diligence reviews, collecting and filing records in our secure online "vault" and assisting with implementation of procedures to help identify potential noncompliance as early as possible. We will also file the County's financial and operating data, as well as prepare and file material event notices, such as rating changes.

In response to the County's questions:

- we propose a flat annual fee of \$1,500 to review and selectively verify data included in the County's continuing disclosure documents prior to filing
- we propose an hourly fee of \$250 per hour for developing and presenting training materials to County staff to assist them in performing/producing the County's continuing disclosure documents
- to handle all disclosure obligations for the County, we propose our MuniVault® subscription service to include the services described above, as well as coordination of the County's annual continuing disclosure. We would rely on the County to provide the raw data necessary to complete the disclosure filings. We propose the following fees:

Initial One-Time Acceptance Fee (covers all outstanding bonds): \$10,000

Additional One-Time Acceptance Fee (each new series of bonds/notes when offered): \$2,500

Annual Fee Per Series: \$750

In the event the County chose this option, we would not charge separately for reviewing and verifying data included in the County's continuing disclosure documents or for providing training to staff.

(3) Provide pricing for review of Boone County's outstanding debt to identify opportunities to refinance.

We propose a \$0 fee for this service. We consider this to be an integral part of our engagement with the County. We include a review of all of the County's outstanding debt as part of our annual debt profile which we generally deliver to the County in the first quarter of each year. (This year's profile identified no immediate opportunities.) The County NID transactions are mostly quite small and we find that it is challenging to generate sufficient savings to overcome transaction costs during the fairly short remaining duration of each series. Because each series has its own primary source of security (the assessments paid by benefitted property owners), these transactions do not lend themselves to consolidation into a single refunding transaction.

Advance refundings—those concluded more than 90 days prior to the call date on the refunded bonds—are no longer permitted by law on a tax-exempt basis. Although we have seen a recent increase in taxable advance refundings of tax-exempt bonds, these generally do not make sense on typical highly-rated transactions with call dates more than about two years from expected execution due to refunding escrow inefficiency.

(4) Complete the following fee schedules:**Debt Issuance Scope of Services**

Our proposed fees for debt issuance other than NIDs is shown in the table below. This schedule is unchanged from our current engagement with the County.

Credit	Base Fee plus	Per Bond Fee	Maximum Fee
General Obligation	\$14,000	\$0.20	\$45,000
COPs/Special Obligation	\$16,000	\$0.40	\$47,500
Temporary Notes	\$16,000	\$0.50	\$25,000
Revenue Bonds	\$17,500	\$1.00	\$75,000

As an example, the fee on a \$20 million general obligation bond transaction would be \$18,000.

Our fees for a refunding would be the same as a new money issue under the applicable bond type (per the schedule above). We would not differentiate our fees between competitive and negotiated sales.

NID Fees

Our proposed fees for NID transactions is shown in the table below. This schedule is unchanged from our current engagement with the County.

Par Amount	Fixed Fee or	Base Fee plus	Per Bond Fee	Maximum Fee
Under \$500,000	\$6,500			
\$501,000 to \$2,000,000	\$8,500			
\$2,000,001 to \$4,000,000	\$11,500			
\$4,000,001 or higher		\$14,000	\$0.20	\$45,000

As noted in the Clarification, we would charge actual and documented out-of-pocket expenses in addition to the fees set forth above. Given our proximity to the County's offices, we expect these costs to be minimal.





Boone County, Missouri

Response to Request for Proposals For Financial Advisory Services

For the Boone County Treasurer

RFP #54-09SEP19

September 2019



COLUMBIA CAPITAL
MUNICIPAL ADVISORS



Columbia Capital Management, LLC
231 South Bemiston
Suite 800
Clayton, Missouri 63105

Jeff White
Managing Member
jwhite@columbiacapital.com
913.312.8077

James Prichard
Senior Vice President
jprichard@columbiacapital.com
913.312.8072



Columbia Capital is a **municipal advisor**, registered with the US Securities and Exchange Commission and the Municipal Securities Rulemaking Board. Columbia Capital provides advice as a fiduciary to its clients.



COLUMBIA CAPITAL
MUNICIPAL ADVISORS

200 South Bemiston
Suite 800
Clayton, Missouri 63105

September 5, 2019

Ms. Melinda Bobbitt, CPPB, Director
Director of Purchasing
Boone County Purchasing Department
613 E. Ash Street, Room 110
Columbia, Missouri 65201

Dear Ms. Bobbitt:

Columbia Capital Management, LLC (Columbia) hereby presents its response to Boone County's Request for Proposal for Financial Advisor Services (RFP). Since its inception in St. Louis in 1996, Columbia has provided expert, independent financial advice to municipal bond issuers throughout Missouri and the Midwest. With our significant experience serving issuers in the region and our strong knowledge of the local municipal market, Columbia looks forward to providing the County with comprehensive, prudent and expert advice.

Columbia provides comprehensive Financial Advisory services and understands and commits to performance of the scope of services sought by the County and outlined in its RFP. Among the advantages Columbia offers are:

Established Missouri Footprint

Columbia Capital founded in Missouri 22 years ago, and over the years the firm has developed into one of the most trusted financial advisory teams in the region. According to The Bond Buyer's 2019 midyear review, Columbia Capital ranked as Missouri's top independent municipal advisor by volume. In addition to currently serving the County, other current Missouri clients include the State of Missouri; Missouri Housing Development Commission; Environmental Improvement and Energy Resources Authority; Metro/Bi-State Development Agency (St. Louis); St. Louis County; and the Cities of Branson, Raytown, Lee's Summit and Riverside, among others.

Holistic, Innovative Service

Columbia possesses a track record of success developing and implementing innovative and thoughtful financing solutions. Our team frequently works with clients to design financing programs from the ground up, often providing each of the services identified in the County's RFP, including: conducting sophisticated quantitative analysis; providing cash management advisory services; evaluating the advantages and disadvantages of financing alternatives; advising on the optimal execution of current and advance refunding opportunities; working closely with legal counsel on the construction of legal and offering documents; developing rating agency strategies and presentations; administering successful competitive auctions; serving as an informed and aggressive fiduciary during price negotiations; and facilitating a timely settlement.

Responsive, Team-Based Approach

Columbia is different. Unlike many firms, Columbia uses a true team system to serve clients—an approach that grants each client access to the firm's full range of skills and expertise. Our team builds on a variety of backgrounds—law, investment banking, economics, local government administration, and state government finance—to develop thoughtful financing solutions. Our distinctive service delivery model offers many advantages, including seamless account coverage, a focus on responsiveness, and a thoroughness of approach and innovation that we feel sets us apart





from the competition.

With Columbia Capital, what you see is what you get: the engagement team assigned to the County has been actively engaged on substantially all of the transactions described in our response. The firm's experience is also your engagement team's experience.

Advice as a Fiduciary

The public finance industry has undergone substantial regulatory change in recent years. In July 2014, the Securities and Exchange Commission implemented new standards for governing municipal advisors. These rules officially changed the manner in which a variety of parties are permitted to interact with municipal bond issuers and borrowers with regard to the planning for, and issuance of, municipal financial products. Columbia was—and always has been—prepared to take these regulatory changes in stride. As an SEC and MSRB registered municipal advisor with no ties to the broker-dealer or underwriting communities, Columbia is positioned to provide financial advice as its clients' fiduciary—a standard the firm has maintained since its inception.

We appreciate your consideration and look forward to meeting you and your colleagues to discuss our team and our qualifications in more depth.

Respectfully submitted,
COLUMBIA CAPITAL MANAGEMENT, LLC

A handwritten signature in black ink, appearing to read 'Jeff White', is written over the printed name.

Jeff White
Managing Member





CONTENTS

COVER LETTER

SECTION F – INFORMATION REQUIRED FOR PROPOSAL.....1

SECTION G – CLIENT REPRESENTATION LISTING.....23

APPENDIX A – Missouri Transaction List (2018 to June 2019)

APPENDIX B – Sample Rating Presentation

ATTACHMENT – Standard Disclosures





SECTION F - INFORMATION REQUIRED FOR PROPOSAL

1. Provide a description of your firm that includes the location of the firm's headquarters and the office which will serve the County, firm ownership, the length of time your firm has been in business, the number of partners and associates, and an overview of services offered. Provide a statement that the firm is authorized to do business in the State of Missouri and indicate whether the firm is registered as a municipal advisor with the MSRB.

FIRM PROFILE – COLUMBIA CAPITAL MANAGEMENT

Columbia formed in 1996 to provide municipal bond issuers with a strong, independent alternative to receiving financial advice from investment banks. Columbia is different. We distinguish ourselves by providing independent, thoughtful, and tailored financial advice. Our advice is strategic—whether a client is seeking quick pro forma analysis, evaluating a development proposal, reviewing a feasibility study or developing a plan of finance, Columbia works to provide analysis and advice that is relevant to the issuer's unique financial position and operating environment. Through its thoughtful, circumspect approach to providing financial advice to a broad range of government clients across the nation, Columbia has gained a reputation for excellence of advice, thoroughness of approach, and creativity in problem solving. Columbia currently maintains offices in the St. Louis metro, the Kansas City metro (headquarters), Chicago, and the Los Angeles metro and currently has 14 employees, including 11 Series 50 municipal advisor representatives. Columbia will serve the County primarily from its Kansas City metro location.

Columbia often ranks within the top 10 financial advisors according to the Bond Buyer's league tables. For instance, in the first half of 2019, the Bond Buyer ranks Columbia as the #1 financial advisor by volume in both Missouri and Illinois, and #3 in the Midwest as a whole.

At the end of 2018, Columbia Capital saw important changes that will bring additional expertise to the firm and solidify the firm's commitment to the municipal finance market for years to come.

- **Purchase of CM de Crinis & Co.** Effective at the end of business, December 31, 2018, Columbia Capital purchased C.M. de Crinis & Co., Inc. of Glendale, California (CMdC). CMdC was a 28-year old independent financial advisory firm serving the California and Hawaii markets. CMdC's three employees and one independent contractor joined Columbia Capital. CMdC's principals both have past experience working in city government finance departments and each bring decades of experience serving as financial advisors.

- **Broadening of Ownership Interests.** Kansas City-based Stacey Walter, Khalen Dwyer, Adam Pope and Jim Prichard each became owner-employees, as did Chicago-based David Abel. In addition, Curt de Crinis, former principal of CMdC, purchased an ownership interest in Columbia Capital. Jeff White (48%) and Courtney Shea (24%), continue to be shareholders of Columbia Capital. As of January 1, 2019, our ownership group spans nearly three decades in age and has have municipal finance experience bases spanning five to 30+ years.

DEPTH OF EXPERIENCE

Columbia has provided financial advisory services on more than 1,280 transactions representing approximately \$61.4 billion in par amount issued including new money and refunding, fixed and variable rate, and in areas including general obligation, utility revenue, certificates of participation, economic development, education, annual appropriation, transportation, toll/turnpike, mass transit, parking, housing, pension, unemployment, and water utilities. The tax status of those issuances includes tax-exempt, taxable and Cinderella bonds (taxable converting to tax-exempt at a later date) executed via competitive, negotiated and private placement methods.

RANGE OF SERVICES

Our **financial advisory services** include but are not limited to: developing, managing and implementing long-term financial and economic plans; analyzing the impact of capital plans on debt management and operating budgets; assisting in the conceptual development of a financing or financing program; developing cashflow models to assess the transaction's budgetary impact; preparing financing packages for rating agencies and insurers; reviewing and commenting on legal documentation; administering the bidding process for a public sale; serving as our clients fiduciary during price negotiations for negotiated sales; and coordinating and overseeing the closing process.

Our **investment advisory services** provide cash management and bank consulting services to local governments. Principal functions include: portfolio management; accounting; analysis of banking and custodial relationships; legal compliance; client service; and economic analysis. Columbia is a registered investment adviser with the Securities and Exchange Commission and as of December 31, 2018 manages \$714 million in short-term portfolios for its clients.



MuniVault

In addition, Columbia offers its clients a suite of **post-issuance compliance** services called **MuniVault®**. We created **MuniVault®** to ease the administrative burden of post-issuance compliance and to provide a streamlined, internet-based approach to ensuring on-going compliance with post-issuance compliance policies and procedures. Although issuers have historically been required to provide regular monitoring of their tax-exempt debt, the new post-issuance compliance policies formalize these responsibilities, and, for many, create significant new administrative burdens.

ANALYTICAL ABILITIES AND RESOURCES

With the growing complexity of challenges faced by our municipal finance clients, Columbia has responded to the needs of our clients by investing in tools, technologies and expertise that allows us to match the analytical abilities and market knowledge of Wall Street firms. We believe that issuers should expect their financial advisors to have the depth of staff and breadth of expertise to tackle these growing complexities. Columbia couples a staff team with both 100+ combined years of public finance expertise and backgrounds in public administration with state of the art tools, such as in-house access to the Bloomberg Professional Service and off-the-shelf (Munex and DBC) and proprietary bond sizing and structuring models. We take pride in our analytical abilities. We

regularly develop in-house tools and models to help our clients with capital plans, restructurings and other financing challenges.

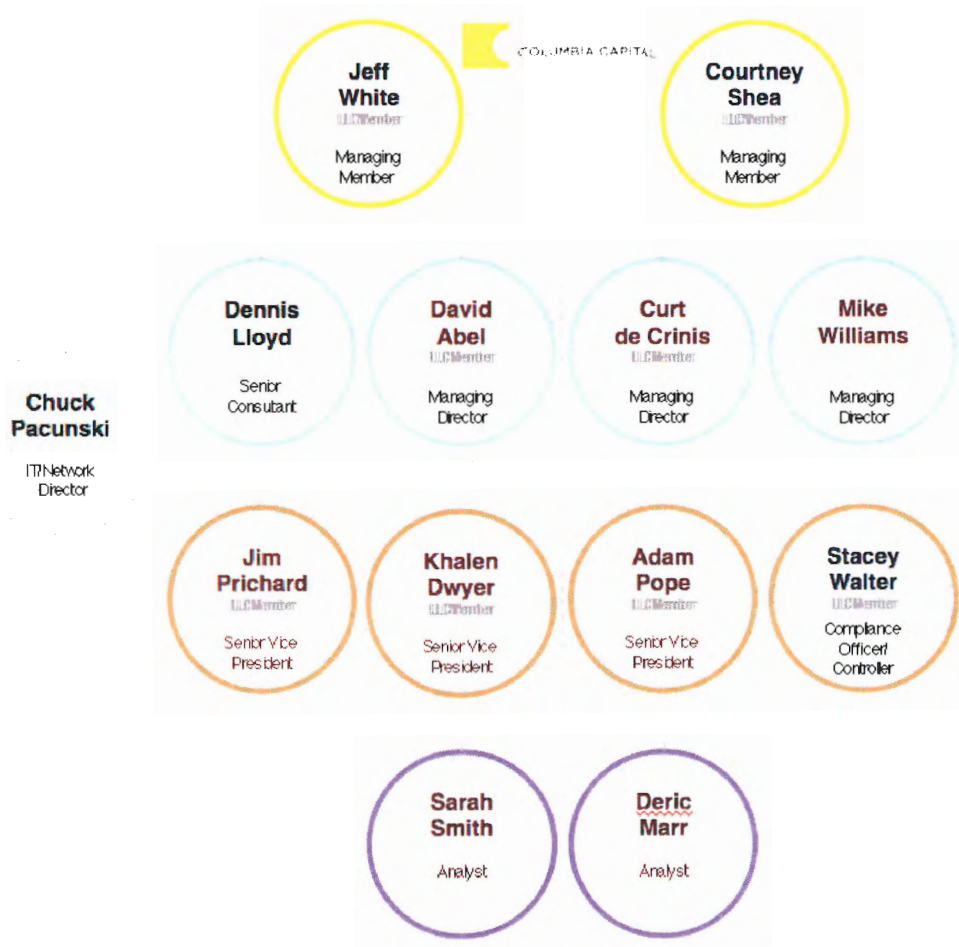
TRUE INDEPENDENCE

Because Columbia Capital has no ties to or relationships with any broker-dealer, no outside investors and no debt, **we provide absolutely independent, objective advice to our clients.** Columbia does not suffer from the intrinsic conflicts of interest that exist with underwriters providing financial advisory services. Columbia is under full compliance with the Dodd-Frank Act and is registered as a municipal advisor (MA) with both the SEC and MSRB (registration numbers in the table below). Further, neither Columbia nor any of its employees has any professional or personal interests or relationships, which could be, or appear to be, a conflict of interest in representing the RTA.

Entity	Number
MSRB No:	876-00262
SEC No:	K0183

ORGANIZATIONAL CHART

The chart below illustrates Columbia’s current organizational structure.



2. Provide the following volume data for which the firm served as Financial Advisor, broken out by years 2016, 2017 and 2018: (a) Dollar amount of issues in Missouri, and number of issues in Missouri, and (b) Dollar amount of issues nationally, and number of issues nationally.

The volume data for each of Columbia's transactions for 2016-2018 is summarized in the following tables. As demonstrated, The State of Missouri is a major market for Columbia. In 2019 year-to-date, we have completed 25 financings in the State totaling \$1.2 billion. In total we have completed 58 transactions totaling \$3.8 billion in 2019.

Period Year	Missouri Clients		All Clients		Missouri as %	
	Issues	Par	Issues	Par	Issues	Par
2016	20	696,126,760	97	4,863,896,929	21%	14%
2017	22	557,498,379	77	4,461,856,215	29%	12%
2018	19	1,247,695,000	76	5,737,629,177	25%	22%

3. Provide biographies of the individuals who will be assigned to the County, relevant education, special training, and experience of each in local governments and hospital bond transactions. Describe anticipated division of duties among those assigned to the County. Provide the name, address, phone number and email address of the firm's lead advisor for the County.

Columbia brings a team to the County with a depth and breadth of experience not likely to be found with many other firms. Our team builds on a variety of backgrounds including investment banking, law, economics, local government management, and state-level finance. The range of our team's professional experience plays a fundamental role in the firm's success with developing innovative financing solutions for clients and establishing long-term relationships with a variety of high-profile bond issuers in Missouri and throughout the Midwest. The County's lead advisors are listed below; both work out of the firm's Kansas City metro office located at 6330 Lamar Avenue, Overland Park, KS 66202.

The County's Day-to-Day Contacts

Co-Advisor

Jeff White
 Managing Member
 (913) 312-8077
 jwhite@columbiacapital.com

Co-Advisor

James Prichard
 Senior Vice President
 (913) 312-8081
 jprichard@columbiacapital.com

One of our firm's core strengths is its approach to staffing accounts. Working as a team, Columbia's advisors and analysts coordinate effectively to ensure unparalleled responsiveness and seamless account coverage. Jeff White and Jim Prichard will serve as the County's primary advisors and day-to-day contacts. Combined, Messrs. White and Prichard bring to the City more than 28 years of public finance experience. Each also has prior experience working in state (Jim) and local (Jeff) government. **Both were the lead advisors on the County's \$72,400,000 Boone Hospital Center refunding in 2016.**

In addition to Jeff and Jim, the County will have access to additional staff members including Khaleen Dwyer, Adam Pope, and Deric Marr. Each will provide additional advice, analytics and support as needed. A table summarizing key credentials and roles for the team assigned to the County is provided below followed by resumes for Jeff and Jim.

Advisory Team Assigned to the County

Name	Jeff White	Jim Prichard	Khalen Dwyer	Adam Pope	Deric Marr
Title	Managing Member	SVP	SVP	SVP	Analyst
Roles	Co-Advisor / Oversight	Co-Advisor / Day-to-day	Additional Advice / Backup	Additional Advice / Backup / Economic Development	Support
Time at Firm	17+ Years	6+ Years	8+ Years	5+ years	< 1 year
Total Experience	25+ years	11+ years	8+ Years	5+ years	< 1 year
Prior Experience	City Government	State Debt Manager	N/A	Economist	N/A
Licenses	Series 50, 65	Series 50	Series 50	Series 50, 65	N/A
Education	A.B., MPA	B.S., MBA	B.S., CFA	B.S., M.A.	B.S.

JEFF WHITE

MANAGING MEMBER

Jeff White serves as Managing Member of Columbia Capital Management. Prior to joining Columbia Capital in 2001, Mr. White spent more than a decade as a local government management practitioner.

As a city manager, assistant city manager, department head and budget director in cities from 14,000 to 124,000 in population, Mr. White became very familiar with the financial needs of local governments as debt issuers and investors. As public works director responsible for transportation, building inspection, engineering, and parking and water utilities, he managed annual operating budgets in excess of \$50 million and capital programs exceeding \$150 million. He enjoys bringing his passion for public service and an understanding of the business of local government to Columbia's clients.

Mr. White brings experience providing a comprehensive range of financial advisory services to a broad range of clients, including St. Louis County, Missouri; Town of Yountville, California; Metro/Bi-State Development Agency; Illinois Toll Highway Authority; Southwestern Illinois Flood Prevention District Council; Chicago Public Schools; a myriad of public and private higher education institutions; and numerous communities throughout Kansas and Missouri. His breadth of public finance expertise, which spans a variety of industries and financing structures, lends itself to developing creative and innovative financing solutions for his clients. His experience ranges from developing plans of finance from inception to settlement; reviewing and providing suggestions on formal debt policies; assisting clients develop solutions to ad hoc problems and assessing complex analytical inquiries; and developing comprehensive debt restructuring programs for large, sophisticated borrowers.

Mr. White provides day-to-day investment advice to nine government agencies, including both operating portfolios and bond proceeds portfolios.

Mr. White holds an A.B. in Political Science from the University of Michigan and a Master of Public Administration in Local Government Management from the University of Kansas. He is registered with the SEC as a Series 50 Municipal Advisor Representative and is a Series 65 Investment Adviser Representative.

JAMES PRICHARD

SENIOR VICE PRESIDENT

James Prichard joined Columbia Capital in 2012 as Vice President. Mr. Prichard previously worked in the State of Illinois' Office of Management and Budget's Capital Markets Group for five years, most recently as Manager of Capital Markets. During his tenure, Mr. Prichard was extensively involved in the issuance of nearly \$27 billion of State debt offerings. His work with the State included the issuance of general obligation bonds, short-term certificates, revenue bonds, tobacco securitization bonds, Build America Bonds, and unemployment insurance bonds. He used his quantitative skills to build various financial models used by the State including debt affordability models, a swap mark-to-market model, a GASB No. 53 derivative effectiveness model, and various other debt issuance and management models. In addition to his financial modeling, Mr. Prichard was extensively involved in investor outreach, including national road show presentations and bond rating agency meetings. He was also responsible for analyzing and drafting legislation and was involved in the State's budget preparation. Prior to his work for the State of Illinois, Mr. Prichard served as a Graduate Assistant for the Economics program at the University of Illinois.

Since joining Columbia, Mr. Prichard has worked on transactions totaling over \$12 billion. These transactions include credits and structures spanning much of the municipal market, including transactions for clients such as the State of Missouri, State of Illinois, City of Chicago, Cook County, City Colleges of Chicago, City of Columbia, Missouri, City of Olathe, Kansas and many more. Mr. Prichard serves as the firm's credit specialist, helping clients understand their credit

through the various rating methodologies and through peer comparison.

Mr. Prichard graduated Summa Cum Laude from Lee University with a BS of Business Administration. He holds an MBA from the University of Illinois. He is registered with the SEC as a Series 50 municipal advisor

4. Provide a list, in table format, of all debt issues in the State of Missouri for which the firm served as Financial Advisor from January 2018 – June 2019.

Please refer to **Appendix A** for a list of each transaction Columbia has advised on in the State of Missouri since January 2018. This list details the key information Columbia compiles in its database for each of its financings, including the name, date, type, rating, and size of each issue.

5. Demonstrate expertise working with government agencies, particularly those having similar organization, size and growth patterns as the County. Emphasize the strength of the firm in any relevant areas which you feel the County should weigh in its selection.

We are an established advisor for municipal clients throughout the Midwest.

Columbia Capital has grown throughout the years, garnering a reputation for excellence of advice, thoroughness of approach and creativity in problem solving. Today, we are one of the most active financial advisory firms in the Midwest, having established long-standing relationships with a variety of large, high profile bond issuers throughout the region. Our recent work for Midwest clients includes serving:

- City of Columbia, Missouri
- St. Louis County, Missouri
- Cook County, Illinois
- State of Missouri
- State of Illinois
- City of Chicago
- City of Lee’s Summit, Missouri
- City of Topeka, Kansas
- City of Olathe, Kansas

Columbia’s extensive expertise and experience with an array of industries and financing types facilitates a broad perspective that enhances the advice we provide to clients. Our areas of expertise cover nearly every corner of the municipal market, including fixed and variable rate debt, and areas such as general obligation, revenue, housing, economic development, annual appropriation, education, transportation, toll/turnpike, mass transit, parking, airport, pension, unemployment, and water utilities. We believe that our depth of experience helps us apply solutions common in one sector of the market to other market sectors.

Case Studies

The case studies below illustrate anecdotally Columbia’s approach to providing many of the services identified in the County’s RFP.



CASE STUDY**State of Missouri—Economic Refunding & Restructuring**

Name/Location	State of Missouri (Jefferson City, MO)
Client Since	2005
Project Owner	State of Missouri
Total Work	15 Transactions Totaling \$1,790,425,000
Case Study	Special Obligation Bonds, Series A 2018: \$47,740,000
Transaction Date	5/1/18



Columbia Capital has served as financial advisor to the State of Missouri since 2005. Through the years, Columbia Capital has advised on 15 transactions—both general obligation and special obligation credits—totaling approximately \$1.8 billion in par. Our work for the State has included a variety of consulting and financing projects, including designing a \$100+ million restructuring to produce both budgetary relief and economic savings and advising on a bond issuance to partially finance the State's largest in-patient psychiatric facility (Fulton State Hospital).

Through the years, Columbia has encouraged the State—as a highly rated and relatively frequent market participant—to issue its bonds via competitive auction. Each time, we tailor both the plan of finance and the bidding constraints to most effectively achieve the State's objectives.

Most recently, Columbia Capital advised the State on the issuance of its \$52 million Board of Public Buildings of the State of Missouri Special Obligation Bonds, Series A 2018. The Series A 2018 Bonds (rated AA+, AA+, Aa1) are special obligations of the Board, payable solely from anticipated State general fund payments subject to annual appropriation. The Bonds were issued to fund certain repairs and renovations to state facilities and to renovate the State Capitol Complex.

Columbia Capital advised on each step of the transaction: we reviewed and commented on the legal documents and official statement, provided pro forma financing analysis, tailored the bid specifications in the notice of sale, and administered a successful competitive auction. The Bonds were priced on Tuesday, April 17, 2018. Five banks placed bids for the State's bonds, ranging in True Interest Cost (TIC) from 2.94% to 3.04%.

CASE STUDY**Boone Hospital Center—Executing A Refunding Amid Rating Agency Turmoil**

Name/Location	Boone County, Missouri (Columbia, MO)
Client Since	2013
Total Client Work	3 Transactions Totaling \$89,360,000
Case Study	Series 2016 (Boone Hospital Center) Par Amount: \$72,400,000
Transaction Date	8/11/16
Project Owner	Boone County, Missouri (Boone Hospital Center)



Boone County Hospital Center, a County-owned hospital in Columbia, Missouri, is managed under the County Hospital Law by an elected board of trustees. In a unique arrangement, the Trustees lease the hospital to a 501(c)(3) subsidiary of BJC Hospitals. Although the financial performance of the hospital has historically been strong, a series of unfortunate events—physician departures, nursing shortages, increases in costly surgeries—created a challenging situation in 2014. During the

same period, BJC made a change in its accounting practices, resulting in a demand on the hospital for a multi-million dollar catch-up payment of accounts payable due to BJC. Together, the negative financial impact was sufficient to cause the Hospital to breach a key debt service covenant. The Hospital had also announced

its intention to undertake a comprehensive review of the BJC lease ahead of a 2018 renewal date, bringing significant uncertainty to the Hospital's future.

The timing could not have been worse: the Hospital had engaged Columbia Capital to advise on a refunding expected to produce at least \$8 million in present value debt service savings. That savings level, however, was predicated on the Hospital's ability to maintain its current bond ratings and to convince investors that the lease renewal issue would work out favorably.

Columbia negotiated with Fitch a deferral of its scheduled surveillance call that would have occurred prior to the development of the preliminary official statement for the refunding, and before Columbia had an opportunity to work with the Hospital to craft a market response to the covenant violation noticed filed by the bond trustee on EMMA. Columbia worked closely with the lead managing underwriter (chosen through a competitive RFP process managed by Columbia) to develop a comprehensive rating presentation to show what we expected to be true—that the coincidence of the bad news surrounding the Hospital was a transitory problem, and that a return to solid performance was expected in the short-term.

Columbia also drafted an in-depth voluntary market disclosure to calm the nerves of investors, and to tell the story of the covenant violation in the context of broader operating performance. Market feedback after the posting was positive and confirmed our goal of easing investor concern.

Ultimately, Fitch affirmed the Hospital's rating. Moody's downgraded the credit one notch, but primarily based upon the uncertainty related to the renewal of the lease, not as a result of the covenant default or recent financial performance. The County sold its Hospital bonds in July 2016 with yield spreads consistent with two comparable hospital financings during the prior week, and with significant investor interest. Columbia further took this refunding opportunity to make key principal structuring adjustments to smooth aggregate debt service to significantly reduce maximum annual debt service, which is the debt metric used in calculating its debt service covenant. Present value savings exceeded \$15 million, well above original expectations.

CASE STUDY

St. Louis County, Missouri—Multi-Year Working Capital Program

Name/Location	St. Louis County, Missouri (Clayton, MO)
Client Since	2008
Total Work	49 Transactions Totaling \$894,452,300
Case Study	Tax Anticipation Notes Programming, including Series 2018-1: \$35,000,000
Transaction Date	2008 to Present (Multiple)



Columbia Capital has served as sole financial advisor to St. Louis County, Missouri since 2008. Over the past ten years, Columbia has advised the County on 49 transactions totaling nearly \$900 million in principal amount.

Columbia has also managed the County's annual Tax Anticipation Note (TAN) program since 2009. The program has consisted of a single issuance of TANs in the late summer or early fall to provide liquidity to the County at the end of the calendar year due to a mismatch in the timing of tax receipts and county operating expenses.

In mid-2016, County staff asked Columbia to investigate alternatives to the regular TAN issuance process. Due to a shift in the timing of expenses, the County was forecasting a need for multiple periods of additional liquidity during coming fiscal years. Columbia prepared a study that provided three options to the County: multiple TAN borrowings each fiscal year; the creation of a commercial paper program via a bank liquidity facility; or a bank direct drawdown revolving loan.

Each option presented positives and negatives, and it was uncertain how financial institutions would respond or if they would be able to provide each of the options. The County asked Columbia to release an RFP to the market to gauge the interest in, and the cost of providing, the various structures.

In August 2016, the money market industry (being the market for investments with a maturity of roughly a year

and shorter) began to react adversely to regulatory changes scheduled to take effect in mid-October. The changes would make it significantly more costly for mutual fund complexes to offer money market funds that own investments other than US Treasuries and Agencies. As a result, the market saw a massive drawdown in investments in non-government money market funds. The dramatic drop in supply triggered significant increases in interest costs at the shortest-end of the yield curve.

Columbia delayed the issuance of the RFP until late fall in order to allow the market to reach an equilibrium. Columbia also reevaluated its recommendations, and due to the change in market conditions, determined that the commercial paper program would not be a strong alternative for the County.


Columbia created an RFP that outlined a potential structure for the drawdown program that allowed for an on-demand source of borrowing to match the timing of borrowing needs, produced a predictable cost of capital, allowed to function across multiple fiscal years to reduce legislative approvals, and allowed the flexibility for a tax-exempt or taxable draw.

Columbia released the RFP in early October, and received six proposals from financial institutions to provide a bank direct drawdown revolving loan. After evaluating the responses, and comparing the costs to the base case of multiple TAN issuances, Wells Fargo was chosen to provide the revolving working capital facility.

Columbia Capital, along with the County and its counsel, began to document the program with Wells Fargo in early 2017, and the program began in April 2017. The final program included all of the features (a two-year commitment period, multiple annual draws, the County's option to choose taxable or tax-exempt by draw, principal and interest due at maturity) desired by the County. The County made two draws during 2017, and subsequently paid off the notes in early 2018. The first draw of 2018 was made in March.

CASE STUDY City of Topeka—Adding Value to a Refunding Transaction

Name/Location	City of Topeka, Kansas
Client Since	1998
Total Work	85 Transactions Totaling \$1,509,485,000
Case Study	Series 2016-A: \$24,945,000 Series 2016-B: \$1,745,000 (Taxable)
Transaction Date	9/6/16



Columbia Capital has developed a longstanding, close-working relationship with the City of Topeka, Kansas as the City's sole-financial advisor for the better part of two decades. Our work for the City over the years is extensive and includes providing comprehensive financial advisory services on dozens of financings totaling more than \$1 billion in par offered and spanning a variety of credit structures, including general obligation, utility revenues and economic development/sales tax revenues. On occasion, Columbia's work for the City transcends the traditional financial advisory role. In recent years, for instance, Columbia has provided a variety of consulting services, including assessing the economic feasibility of unusual private development proposals, and actively serving as the City's interim finance director.

Adding Value Through Creativity

During the summer of 2016 the City sought Columbia's advice on the issuance of bonds to fund \$9.6 million in utility infrastructure improvements. While preparing preliminary financing analysis, Columbia identified two of the City's outstanding series of revenue bonds—Series 2007-B and Taxable Series 2007-C—as potential current refunding candidates. The financing team added both refunding components to the transaction since they each produced significant economic savings. This resulted in two transactions: Series 2016-A (tax-exempt new money and refunding) and Series 2016-B (taxable refunding).

By convention, most issuers structure refunding transactions to maintain the existing debt service footprint of the refunded bonds and produce substantially level fiscal year savings. However, the Series 2016-B taxable refunding rendered this approach less advantageous for two reasons. First, the small size of the refunded bonds (\$1.69 million) produced unusually small principal maturities throughout the existing amortization, which



Columbia identified as a potential deterrent to underwriters participating in the competitive auction. Secondly, accelerating the amortization of the more expensive taxable refunding component would both lower the City's interest cost and increase the bond block sizes.

The City maintained very specific debt service constraints for the overall transaction (Series 2016A + Series 2016B), and front-loading the taxable component in isolation would violate these constraints. To solve this problem, Columbia deferred the new money component of the tax-exempt Series 2016-A Bonds in a corresponding amount to perfectly offset the accelerated Series 2016-B amortization. When combined, the Series 2016-A and Series 2016-B Bonds produced the City's desired overall debt service structure, while (i) lowering the City's borrowing costs and (ii) increasing the block sizes of the new taxable bonds

The City sold its Series 2016-A and Series 2016-B Bonds competitively in August 2016; the transactions received five and four bids, respectively. As a result of Columbia Capital's creative amortization structure, the City saved an additional \$100,000 in interest payments, which represents approximately 12% of the total budgetary refunding debt service savings. On a present value basis, the City's refundings produced total savings of \$500K, or 23% of refunded principal.

CASE STUDY

City of Olathe—Ongoing Engagement

Name/Location	City of Olathe, Kansas
Client Since	2013
Total Work	18 Transactions Totaling \$325 million
Case Study	Ongoing comprehensive services
Transaction Date	2013 to Present (Multiple)



Columbia Capital has served as financial advisor to the City of Olathe, KS since 2013. Olathe is a City of approximately 130,000 with its own utility systems. Since 2013, Columbia has advised the City on 18 transactions totaling \$325 million in par. This work includes both short- and long-term general obligation financings and long-term revenue bonds (water & sewer). Columbia has also engaged the City in numerous consulting roles, including advising on the prospects of obtaining a 'AAA' credit rating and developing a model for streamlining the City's capital budgeting and financing process. In

2015, Columbia advised the City on the economic viability of purchasing certain streetlights from KCP&L, and in 2016 advised them on the financing of that purchase. Currently, Columbia is advising the City on developing a new Stormwater Revenue Bond credit to finance important capital projects while lessening the debt burden of its other existing credits.



CASE STUDY

Cook County, Illinois—General Obligation Bonds, Series 2016

Name/Location	Cook County, Illinois (Chicago, Illinois)
Client Since	2014
Total Work	4 Transactions Totaling \$557,325,000
Case Study	Cook County, IL General Obligation Bonds, Series 2016: \$284,915,000
Transaction Date	7/14/16
Project Owner	Cook County, Illinois



In June of 2016, Columbia Capital Management served as financial advisor to the County of Cook on their refunding of the Series 2006A bonds, which had a principal amount outstanding of \$333,680,000. The new refunding bonds were issued in sufficient size to retire the entire prior issue. In the weeks leading up to the pricing the County desired to improve their prior credit ratings. The CFO of the county felt that the addition of an intergovernmental agreement with the pension funds to increase pension funding, beyond the statutorily required amount, for the underfunded pensions, would give the rating agencies comfort to remove the negative outlook which two of the three agencies maintained. Both Moody's and Fitch removed the negative outlook for the county and resulted in better ratings than the county previously had obtained. The county's ratings were AA-/ A+/ A2. Additionally the County did a roadshow in both Chicago and Boston. This was the first time the county had done a roadshow in Boston. On the day of pricing every account that had attended the Boston roadshow placed an order. Thus the addition of this road show was very important in garnering additional orders for the order book. The bonds were priced on June 14, 2016 the day prior to a highly anticipated Fed meeting. Though initially there was uncertainty of a Fed interest rate hike, a week prior to pricing it was clear that the Fed could not raise rates given the weak fundamentals of the economy. The County initial had maturities from 2017-2031. The first maturities were sealed bids. The original scale had both insured and uninsured bonds. The County received \$1,776,710 of priority orders from 50 different investors on a total loan of \$286,175,000 without premium. Thus the bonds were aggressively re-priced with bumps of 2-13 basis points by maturity. A portion of one maturity (2026) had Assured Guaranty insurance. Everyone involved with the transaction was surprised by the amount of investor interest given the initial reads of the institutional accounts the prior day. The 2031 bonds were priced at a plus 97 to the MMD and a total yield of 2.82. The County had hoped to be inside a 100 basis points of the MMD and was very satisfied with the outcome. The County achieved 16.96% savings for a dollar value of \$56.59 million dollars. The prior bonds were redeemed on July 15, 2016.

CASE STUDY

Butler County Public Building Commission, Series 2018 Bonds

Name/Location	Butler County, Missouri (El Dorado, Kansas)
Client Since	2017
Total Work	2 Transactions Totaling \$8,025,000
Case Study	Butler County Public Building Commission, Series 2018-A/B: (\$8,025,000)
Transaction Date	2/15/18
Project Owner	Butler County, Kansas



In 2017, Butler County, Missouri hired Columbia Capital to serve as the County's financial advisor. Columbia's first assignment was advising on the refunding of the County's outstanding Improvement Refunding Revenue Bonds (Public Facilities Projects), Series 2005, which were currently callable and outstanding in the amount of \$8.0 million. The Series 2005 Bonds were issued to refund the County's Series 2000 Bonds that funded the construction and equipping of several public safety facilities within the County, including a public safety center, a jail facility and a law enforcement center (collectively, the "Project"). The financing was structured with a lease arrangement between the County and

the County's Public Building Commission (the "PBC"), whereby the PBC issued bonds to develop and lease the Project to the County. In turn, the County, as obligor, made lease payments to the PBC to cover debt service on the bonds. The lease payments are *not* subject to annual appropriation, and represent unconditional obligations of the County payable from unlimited ad valorem taxes.

The purpose of the Series 2018AB refunding transaction was two fold: (i) to refinance the debt at lower interest rates to achieve economic savings, and (ii) to convert a portion (52%) of the financing from tax-exempt to federally taxable debt to proactively address the potential for "bad use" stemming from revenues received for holding Federal prisoners at the County's jail facility.

Columbia Capital made a couple of notable recommendations to achieve the most advantageous outcome for the County. First, Columbia recommended accelerating (with Bond Counsel's blessing) the amortization of the more expensive taxable bonds (Series 2018B), and deferring the tax-exempt bonds (Series 2018A), to minimize the added cost of the former. In the aggregate, the Series 2018AB Bonds maintained the original amortization footprint, creating substantially level fiscal year debt service and refunding savings. Secondly, Columbia strongly encouraged the County to issue its bonds on a competitive basis, as opposed to a negotiated basis as it had in the past. Columbia also helped the County prepare for a rating call with S&P Global ("S&P"), and S&P upgraded the County's issuer rating to "AA" from "AA-", citing the County's strong and growing economy, its stable financial position and a very low debt burden.

The County's Series 2018AB Bonds priced in January 2018, attracting extensive interest and competition from underwriters. The Series 2018A (tax-exempt) and 2018B (taxable) Bonds attracted 7 and 11 bids, respectively. Bids for the 2018A Bonds ranged from 1.93% to 2.15%—the top four bids alone were separated by only 3 basis points (0.03%). Bids for the Series 2018B Bonds ranged from 2.29% to 2.68%, with the top four bids ranging a mere 4 basis points (0.04%).

As a result of the successful competitive auctions, the Series 2018AB Bonds produced significant economic savings of nearly \$350,000, and the new taxable structure addressed the "bad use" concerns. On a present value basis, the refunding savings amounted to \$331K, or 4.1% of refunded principal.

WHY COLUMBIA?

With the growing complexity of challenges faced by our municipal finance clients, Columbia has responded to the needs of our clients by investing in tools, technologies and expertise that allows us to match the analytical abilities and market knowledge of Wall Street firms. We believe that issuers should expect their financial advisors to have the depth of staff and breadth of expertise to tackle these growing complexities. Columbia couples a staff team with both 100+ combined years of public finance expertise and backgrounds in public administration with state of the art tools, such as in-house access to the Bloomberg Professional Service and off-the-shelf, proprietary bond sizing and structuring models and various other custom models developed in-house.

We understand that the City has its pick of a myriad of municipal advisory firms throughout the country. Interestingly, of the literally hundreds of municipal advisory firms in the U.S., most are very small—one or two people each. These firms are unlikely to have the breadth of transaction expertise and the depth of advisory experience that Columbia's team possesses. There are a few very large firms, with dozens or even hundreds of advisors in offices around the country. These firms certainly have broad advisory expertise and a deep bench of personnel. But, they tend to be rigid in their organization and generic in their approach to clients—a stark contrast to the custom-tailored approach Columbia Capital develops with each of its clients. Also, their breadth of experience is spread across multiple offices/regions that often have specialties, **whereas for Columbia, what you see is what you get.** We do not outsource our analytical work to another office located out of state. We believe that our unique mix of advisory depth, staff expertise, local presence and focus on client service make Columbia Capital the most effective, cost or otherwise, choice for the County.

The table below illustrates some of the additional advantages we offer municipal clients.

Factor	Columbia
Comprehensive advisory services	☑
In-house quantitative analysis and bond structuring software	☑
Multiple advisors assigned to each account	☑
In-house Bloomberg Terminal	☑
Nationally ranked by the Bond Buyer	☑
Broad credit experience	☑
Small and large client experience	☑
Investment advisory services	☑
Truly independent advice	☑
Local presence	☑

6. Describe your firm's experience serving as Financial Advisor in negotiated sales of municipal bonds. Describe the methodology the firm uses to assure optimal pricing for issuers. Provide a recent, brief example of a specific instance in which the financial advisor was able to achieve competitive pricing from underwriters.

Columbia brings to the County extensive experience administering successful negotiated transactions on behalf of a wide variety of issuers. Should the County choose to issue bonds on a negotiated basis as it has in the past, Columbia will serve as the County's fiduciary, working as its advisor and advocate during the pricing process. Price negotiations with underwriters can be particularly daunting, especially when entering negotiations lacking the necessary resources to justify and leverage reoffering yields in the County's favor. A number of our team members have prior experience working for investment banks, so Columbia understands the nuances of working with underwriters and the importance of employing a data-driven approach to garner leverage during price negotiations. A key advantage of negotiated sales is the ability to participate in the evolution of the final offering scale. By conducting independent research and analysis to support market price views, the financing team has the ability to directly influence the rates at which the bonds are issued.

Columbia views the most critical role of the financial advisor in a negotiated sale as assisting our client in obtaining the financing it desires at the lowest overall cost and with the greatest long-term flexibility. We fulfill this role by obtaining meaningful information regarding our client's offering and gathering various market data—using our in-house Bloomberg terminal and various municipal market data subscriptions—to analyze market trends, evaluate recent comparable transactions and benchmark movement (both across time and between maturity ranges) to identify credit spreads we think are appropriate and marketable for each transaction. We require the book-running manager(s) use a data-driven method as well to support their proposed pricing scale and justify any concerns they have with our analysis. The process is appropriately adversarial without being disagreeable. Underwriters necessarily serve two masters—our job is to ensure they are adjudicating that role to the client's benefit.

Columbia regularly advises on negotiated transactions; for instance, since January 2018 we have advised on 75 negotiated transactions totaling \$7.1 billion in par offered. The total number of negotiated transaction represents just over half of our completed transactions. Though we have

many examples of value added to a negotiated transaction, one of the most dramatic examples of economic value added is provided below.

CASE STUDY

Branson, MO—Serving As A Staunch Advocate During Price Negotiations



City of Branson, Missouri contacted Columbia in August of 2012 to review a refunding proposal of its outstanding Series 2004A bonds provided by a regional underwriting firm. Columbia reviewed the proposal and assessed the viability of the underlying assumptions included in the proposal, highlighting any differences between the proposal and Columbia's independent evaluation. Columbia concluded that the City could achieve significant economic savings by pursuing the refunding transaction—significantly more savings than was projected by the underwriter—and recommended execution of the transaction. Columbia worked with the City to negotiate underwriting compensation, ultimately reducing the proposed compensation on the refunding bonds by nearly 50%.

The bonds being refunded were originally issued to finance a large economic development project called Branson Landing. The trust indenture governing the bonds includes a dozen discrete revenue streams and many stops in a waterfall of funds. As part of our advice to the City, we built an intricate model to assess how the savings achieved by the refunding would impact the flow of funds and ultimately, the general fund of the City (which backs the bonds). The Series 2012A Bonds received an "A" rating from Standard and Poor's.

The Series 2012A Bonds priced in mid November of 2012. After Columbia engaged in negotiations with the Underwriter, the City was able to achieve present value savings of over \$ 4 million or 11.7% of the refunded par amount. When Columbia was originally engaged to review the proposal, savings were only \$2 million. Although a portion of the increase of savings is attributable to a decline in nominal interest rates, a larger portion of the increase in savings is a result of negotiations related to the interest rate spreads on the bonds.

7. Describe the firm's unbiased approach to evaluating RFPs for underwriters.

The first step necessary in executing a successful negotiated offering is to select the right underwriting team. Columbia prides itself on its prudent assessment and selection of underwriters, and we understand that certain underwriting desks are more proficient at marketing certain types of transactions. **As a municipal advisor registered with the MSRB and SEC, Columbia has no ties to broker-dealers or the underwriting community, positioning us to provide purely unbiased, independents advice on our client's transactions.**

We often find that determining the right underwriting team requires extensive analysis and consideration. Typically, we assist our clients in drafting, distributing and soliciting the RFP document itself to the underwriters. With the competitive nature of the underwriting community, choosing the right firm can be vexing. Columbia examines each response and provides a summary to our client to facilitate effective decision-making. This summary includes quantitative and qualitative aspects such as proposed pricing spreads, takedown fees, underwriter's experience, marketing plan, and structuring strategies. To make selection as easy as possible for the client, we provide a summary of the responses, a ranking of the quantitative portions and our recommendation.

If deemed necessary, Columbia takes the evaluation process one step further by conducting interviews with the top respondents. This allows the underwriters to further demonstrate their competencies and allows the client to ask questions and seek any clarifications or voice concerns. When determining whether an underwriter better serves the issuer as a senior manager or co-manager, we look at the firm's underwriting capacity, as shown by its excess net capital position, its distribution network and proven through prior experience. Banks that have limited excess net capital and small distribution networks may serve the issuer better as a co-manager.

Importantly, because Columbia Capital is not itself a broker-dealer, we do not have to consider the impacts of our RFP recommendations on our future ability to trade with or receive allocations of bonds from the underwriting firms to respond to the RFP. Dealer-financial advisors—those firms that also provide underwriting services—rely on their relationships with other broker-dealers for trading activity and from whom to receive allocations of bonds in negotiated transactions ongoing. This is an intrinsic conflict of interest that is challenging for a dealer-FA to mitigate.

8. Describe your firm’s experience serving as financial advisor in competitive sales of municipal bonds. Describe the methodology the firm uses to assure optimal pricing for issuers. Provide a recent, brief example of a specific instance in which the Financial Advisor was successful in selling bonds through a competitive sale.

Columbia has extensive experience advising clients throughout the competitive auction financing process. We understand that the County has sold its most recent financings on a negotiated basis, although for issuers similar to the County, which are offering relatively uncomplicated bond structures, backed by a strong rating and straightforward credit, Columbia often recommends considering the use of a competitive sale. A wide variety of underwriting firms participate in competitive auctions, yet no single firm in the region has maintained a consistent winning record. This fact, coupled with the prevalence of large spread differentials between the high and low bids in the competitive sales we have administered over the last few years, illustrates that each underwriting firm’s market clearing prices and distribution capacity vary greatly from week-to-week, and even day-to-day. By offering its bonds via competitive sale, an issuer is marketing its loan to every firm at the time of pricing, encouraging competition for its transaction and positioning itself to attract strong bids for its bonds.

An additional reason as to why we often encourage our clients to consider competitive auctions is because the cost of capital provided by any one bank can often vary substantially. For an issuer of the County’s credit quality offering a bond in 2007, we might have expected five or six bids producing a true interest cost (TIC; effectively, the average interest rate on the bonds and the basis for the award) spread of 0.10% from high to low bidder. In today’s market, we regularly see TIC spreads from top to bottom of 0.25%. We also have not seen the emergence of a clear pattern suggesting one particular bank seems to be more successful than its competitors.

The tables below illustrate the actual competitive bidding results for the same Missouri client on two bond sales executed this year. The first received 10 bids, with the range in TIC between the best bid and the worst bid being 0.21%. The second transaction received five bids, with a TIC range of 0.27%. These results are a good illustration that competitive sales often result in aggressive pricing.



Rank	Bidder	Firm	TIC	Time	Gross Interest	+ Discount/ (Premium)	Total Interest
1st	IFSS-KW	IFS Securities	3.08%	10:59:58 am	\$9,032,980.56	-244,678.96	\$8,788,301.60
2nd	PIPE-MF	Piper Jaffray	3.11%	10:59:06 am	\$9,028,952.78	-162,054.75	\$8,866,898.03
3rd	JANN-MD	Janney Montgomery Scott	3.12%	10:58:41 am	\$9,426,644.62	-491,132.35	\$8,935,512.27
4th	ROBE-CG	Robert Baird	3.12%	10:58:34 am	\$9,088,081.42	-203,776.60	\$8,884,304.82
5th	MERR-AM	Bank of America Merrill Lynch	3.14%	10:58:32 am	\$8,951,762.15	-42,325.35	\$8,909,436.80
6th	MESI-JM	Mesirow Financial	3.14%	10:59:46 am	\$8,860,902.95	0	\$8,860,902.95
7th	CITI-ML	Citigroup	3.18%	10:46:32 am	\$9,236,624.13	-173,060.60	\$9,063,563.53
8th	RAYM-RS	Raymond James	3.19%	10:59:55 am	\$9,457,925.52	-358,605.05	\$9,099,320.47
9th	HUTC-JV	Hutchinson Shockey Erley	3.19%	10:42:05 am	\$9,112,410.94	-55,446.60	\$9,056,964.34
10th	JPMO-BA	JP Morgan Securities	3.29%	10:59:55 am	\$10,415,787.85	-821,387.35	\$9,594,400.50
TIC Spread 1st to Last			0.21%				

Rank	Bidder	Firm	TIC	Time	Gross Interest	+ Discount/ (Premium)	Total Interest
1st	ROBE-CG	Robert Baird	2.57%	10:58:54 am	\$3,135,456.25	-594,245.95	\$2,541,210.30
2nd	MESI-DO	Mesirow Financial	2.68%	10:55:46 am	\$3,683,562.50	-989,679.35	\$2,693,883.15
3rd	CITI-EF	Citigroup	2.70%	10:57:40 am	\$3,715,275.00	-998,401.75	\$2,716,873.25
4th	MERR-AM	Bank of America Merrill Lynch	2.71%	10:55:31 am	\$3,976,156.25	-1,216,700.00	\$2,759,456.25
5th	UBS-MC	UBS Financial Services	2.84%	10:51:13 am	\$3,614,337.50	-790,237.64	\$2,824,099.86
TIC Spread 1st to Last			0.27%				

Columbia recommends the use of electronic bidding platforms for competitive sales and we coordinate the setup and verification of the transaction on these platforms. For each sale, we interact with the investment community to market the offerings, establish bidder interest and resolve questions or concerns before the sale. Since the beginning of 2018, Columbia has administered the successful placement of \$1.8 billion of bonds via competitive auction. As a result, Columbia brings to the County a level of expertise and understanding of the competitive auction market that it is not likely to be found with many of our competitors.

Not all competitive sales are created equal. Columbia frequently provides value to our clients through the careful and strategic crafting of the Notice of Sale (NOS). Columbia tailors the NOS for each transaction, taking into account the particular characteristics of the issuer, the preference for optional redemption flexibility, yield and coupon trends in the market, and the results of recent comparable offerings in the marketplace. We have found that, by monitoring the ever-changing municipal market and identifying investor predilections as they change with market trends, we are able to make adjustments to both the financing structure and bidding parameters to most effectively appeal to underwriters in the current market. By incorporating this market feedback into the bidding restrictions of our client's offering, we put our client in a position to obtain the most efficient, cost effective borrowing rate on its bonds.

On the day of sale, Columbia manages the actual sale process through the electronic bidding platform. The winning bidder is determined by the bid that produces the lowest True Interest Cost (TIC, the industry standard measurement of the aggregate interest cost on the bonds). At the end of the auction, Columbia will review and verify each bid to ensure accuracy, and then coordinate a final bid form with the winning firm. In order to promote positive relations with bidders moving forward, Columbia contacts every bidder after the auction to thank them for their participation and to answer any questions they may have about the result. While it seems like a mere formality, this gesture often leads to interesting insight into the market's reaction to the offering. More than once, we have used this dialogue to instruct the development of our next notice of sale.

9. Outline your firm's experience during the last three years with the major rating agencies. Outline your strategy to best assure the County continues to retain high ratings on future debt issues. Provide an example of a presentation to a rating agency and denote the Financial Advisor from the firm assigned to the County that participated in developing materials for the rating agency and that presentation.

Columbia brings to the County significant experience working with the "big three" rating agencies (Moody's Investors Service, Standard and Poor's Ratings Services, and Fitch Ratings) and with relative new-comer to the space—Kroll Ratings. In the past three years, Columbia has advised on more than 170 transactions, the vast majority of which have one or more ratings. This issuers range in credit quality from 'AAA' to below investment grade ('BB' category). Columbia routinely works with its clients to develop rating agency materials—including presentations and credit profiles—to assist in the rating process.

Without a doubt, procuring and maintaining strong credit ratings is more challenging than it was only a few years ago. With the demise of the credibility of rating agencies following the credit crisis and the specter of municipal bankruptcy, rating analysts are in more pressure than perhaps they have ever been to conduct prudent analysis and prescribe accurate, reliable credit opinions. This has translated into more scrutiny from rating analysts and fueled a variety of organizational and methodology transformations among all three rating agencies.

Our approach to assisting clients achieve and maintain the highest achievable credit ratings for their bonds is predicated upon (1) understanding the client's credit under each methodology and (2) communication. Understanding pressure points or strengths in the client's credit profile will help us craft relevant communications to the rating agencies, whether that's through a formal presentation or other means. Issuers that are able to communicate their plans of finance (including upcoming CIP borrowing), strengths, financial challenges and approaches to mitigating those challenges will assist the agencies in understanding the drivers of the credit, and it is better for the client to control that message than let the agencies draw their own conclusions in a vacuum. We often find that the most effective method for communicating our client's financial position, strategies, and long-term objectives is through the creation of rating presentations, especially when a new rating is being pursued.

Please see **Appendix B** for two examples of rating presentations. First, is the full presentation prepared for the County's Boone Hospital Center transaction. The second is an outline used for a discussion between Fitch Ratings and the City of Columbia. Jim Prichard worked with other finance team members to prepare both.

10. Describe the means and technology by which your firm monitors daily municipal bond market conditions, market trends and/or forecasts, and describe the way in which this activity will be used to advise the County of bond marketing decisions such as market timing, pricing and other debt related issues.

As Columbia's client, the County will have access to the industry's premier real-time market data and state-of-the art financial information systems. Through an assortment of data subscriptions, Columbia has access to a multitude of research outlets that we utilize in providing financial advisory services to our clients. Our subscription to Bloomberg Professional service, the primary information source for brokerage firms across the country, provides us real-time access to market interest rates, access to pricing information on recent and past municipal bond transactions, and

serves as a resource that levels the playing field with brokerage firms during price negotiations. Our Bloomberg terminal is also useful for keeping adept of important government data releases and reports that may adversely affect market conditions. Generally, we encourage our clients to avoid sale dates when potentially market-moving economic reports are released and periods involving particularly heavy supply of competing issues. We also seek to avoid sales around certain holidays or heavy travel weeks because many market participants are unavailable at those times, reducing potential demand for an issue. As part of each engagement, we provide a pre-pricing report summarizing current and recent market conditions.

Further, in recent years Columbia has developed very powerful propriety tools to help serve our clients. For example, in the last two years we have developed tools that (1) track and analyze all secondary market trades for any particular credit, (2) pull primary market offerings and spread them to an appropriate index and (3) provide custom debt management tools for those clients with complex debt portfolios.

11. Describe your firm’s experience in assisting local governments in the development and implementation of a comprehensive capital improvement program. Clearly describe the services your firm offers in capital planning. Provide an example demonstrating these services.

Columbia brings to the County extensive experience assisting our clients with designing and implementing capital improvement programs. We frequently help our clients:

- Analyze their current capacity to implement an existing capital improvement plan or develop a capital improvement plan by (a) determining the client’s ultimate long-term capital budgeting objectives, and (b) evaluating the client’s ability to fund these objectives through pro forma financing and revenue coverage analysis.
- Assess alternative funding strategies, including the use of innovative financing techniques that may prove advantageous for meeting specific capital budgeting objectives.
- Analyze the likely impact, if any, our clients’ capital improvement plans may have on their existing credit ratings and ability to meet their existing obligations.

The following case studies demonstrate our capacity for long-term financial planning and for evaluating the feasibility of long-term capital programs.

CASE STUDY



City of Olathe, Kansas—Capital Improvement Plan Modeling

The City of Olathe, Kansas hired Columbia Capital in 2013 to serve as its sole financial advisor. One of Columbia’s initial tasks was to develop a Capital Improvement Plan financing model to track the authorization status, financing method (temporary or long-term general obligation financing versus cash-funded), and funding requirement of each of the City’s capital improvement projects. The model, which is powered by various user-inputs, serves as a user-friendly financing guide by itemizing the financing requirement and funding source(s) of each of the City’s capital projects.

Columbia and the City of Olathe use the model each year as the City renews its annual temporary notes and issues long-term financing to fund its capital improvement program.



CASE STUDY**Illinois Tollway – Assessing the Feasibility of a Capital Program**

The Tollway engaged Columbia in mid-2011 to investigate the feasibility of its proposed \$12 billion, 15-year capital program to maintain and improve its existing infrastructure, as well as expand its roadways. During a six-month period, Columbia worked extensively with the Tollway to: determine its capacity for new debt under its existing indenture to meet its project needs; assess the feasibility of issuing subordinate or junior lien bonds to maximize debt capacity; gauge the marketability of alternative financing techniques available in today's market environment (such as capital appreciation bonds); and assess the long-term stability of the Tollway's general operations in the context of planned capital expenditures and scheduled toll increases.

To create the ability to dynamically assess the effects of timed capital expenditures, toll increases, and staggered debt financings—as well as the prospect of operational volatility—Columbia created a comprehensive operating model. The model, programmed entirely in-house, serves as a dynamic planning tool capable of producing cashflow forecasts and modeled pro forma debt service coverage. User inputs, such as traffic revenue, revenue and expense growth, and capital plan debt issuances, give the model the on-the-spot flexibility the Tollway desires to evaluate the capital program's long-term feasibility.

Columbia has served as co-financial advisor on three financings since the feasibility project, including one refunding and two new money transactions for their capital program. Most recently, Columbia advised on the Tollway's \$400 million Series 2015B new money bonds. Series 2015B priced successfully in November 2015.

12. Describe how your firm will assure that it is aware on a continuing basis of current information that may affect the financial, legal, federal and state legislation, or regulatory factors that may impact the County. Describe how this will be communicated to the County. Include any training offered by your firm.

Access to our financial advice is not limited to the scope of a bond financing. Columbia maintains an active consulting practice in the area of municipal finance and debt management. We enjoy staying engaged in our clients' year-round financial planning activities and think this connection allows us to provide more valuable advice. We develop relationships with our clients to serve as their ongoing advisor, fiduciary, and consultant. At times this translates to serving as an extension of our client's staff. Ultimately, our day-to-day involvement with our clients is contingent on our clients' needs and desires.

As the municipal finance landscape has changed over the years, Columbia has sent out mass communications via email highlighting those changes and how they impact our clients. For instance, when the Tax Cuts and Jobs Act took effect at the end of 2017, Columbia emailed its clients notifying them of key issues and included specific information in the annual debt profile we provide to each client. Recently, we provided a white paper to our clients on the potential impacts of changes to SEC Rule 15c2-12.

Columbia is willing to provide training to our clients on an as-needed basis. Should the County need training we would be happy to discuss further and put a training plan in place.

13. Describe the type and amount of professional liability insurance your firm carries.

Columbia maintains professional liability insurance of \$1 million or more. Currently, our policy has a \$2 million limit.

14. Describe the process to resolve complaints or disputes between the Financial Advisor and the County.

Our clients come first—always. As your fiduciary, Columbia is legally obligated to ensure that your needs and your best interest are our priority. Should an instance arise in which the County is displeased or unsatisfied with certain aspects of Columbia’s service, we will (i) work diligently with the County to satisfactorily resolve the issue(s) in question, and (ii) make the necessary adjustments to our approach to serving the County to avoid similar problems in the future.

Columbia brings to the County a client base replete with high-profile issuers throughout Missouri and the Midwest that has grown consistently since the firm’s inception 22 years ago. The firm’s success is due largely to our ability to satisfy and maintain our current clients, as evidenced by our team’s almost non-existent client turnover rate. We feel our success at maintaining strong, trusting client relationships speaks to our credibility as the largest, most trusted advisor in the region.

15. Describe how you believe the Financial Advisor should be evaluated after a financing.

The work of a municipal advisor should be evaluated, essentially, by its ability to add value to its client’s financings or special project work. This added value can take a variety of different forms, such as: lower bond yields through price negotiations with an underwriter; the negotiation of smaller underwriter’s compensation; the strategic marketing of, and drafting bid parameters for, a competitive auction; the suggestion of a more efficient financing structure; the strategic inclusion or shaping of optional redemption provisions; the innovation of unusual or novel financing approaches that help to more effectively achieve an organizational objective; the design of rating agency strategies and presentation materials that result in stronger ratings (or maybe even just a stronger rating outlook); among many others.

Although we feel we add value to *every aspect of the financing*, in our experience, it often requires only the slightest observation, tweak or suggestion to a single facet of the bond transaction or project in question to earn our keep. For instance, although a financial advisor’s fee has the potential to add to the costs paid with the bonds at closing, every basis point (0.01%) in interest rate on the County’s bonds is worth thousands of dollars in total debt service. Thus, a municipal advisor need only positively affect the pricing—or any other aspect of the financing or consulting project—in a very minor way to fully repay the County’s investment in our services.

Although much of the value a financial advisor adds to the process may seem unquantifiable (although it certainly is not), or less obvious than the fee charged for the advisor’s service in the first place, issuing bonds is perhaps the largest financial commitment any government entity will ever make. As such, each issuer deserves a competent and trusted advocate to serve as its fiduciary during the process to ensure it achieves the financing it desires at the lowest possible borrowing rate and the most extensive amount of future flexibility.

16. Provide a case study of fees charged by your firm for financial advisory services for a competitive, negotiated, and private placement issue completed in 2018. Describe the firm’s pricing philosophy, explain how the pricing components were developed, and itemize all components of the fee.

Columbia’s fees are unique to each transaction and are dependent upon several factors that are ultimately used to determine the amount of firm resources that will be devoted to the

project. These factors include, but are not limited to, the size of the financing; the type of financing (negotiated, competitive, private placement, etc.); the interest rate mode (fixed-rate versus variable rate); the security structure (e.g. general obligation structures are generally less complicated than revenue-type structures, which may contain unusual, complex, or multi-faceted aspects that warrant more due diligence and consideration on behalf of the working group members); the quantity and complexity of the required quantitative analysis, if any; among many others.

We have provided on the following page one recent example of each type of transaction—negotiated, competitive, and private bank placement—our role during the transaction, and our corresponding fee as financial advisor.

Competitive Sale	State of Missouri
Transaction:	State of Missouri Board of Public Buildings, Series 2018A
Settlement:	May 2018
Par Amount:	\$47,740,000
Fee Amount:	\$26,257
Security Type:	General Obligation
Role:	Create and administer financing calendar of events; administer the request for proposal process for various transaction professionals, including paying agent and financial printer; review and provide comments to all financing and legal documents; market the transaction to maximize bidder participation; administer the competitive auction on the day of sale through Columbia's online bidding platform; successfully administer the closing of the transaction. Our fee amount was based on a set fee of \$2.75 per \$5,000 of par offered, which is the State's preferred method. The most common method is a set fee per \$1,000.

Private Placement	City of Lee's Summit, Missouri
Transaction:	General Obligation Bonds, Series 2018A
Settlement:	October 2018
Par Amount:	\$3,658,000
Fee Amount:	\$20,000
Security Type:	General Obligation
Role:	Administer the request for proposal process for soliciting private placement bids from numerous banks; review and provide comments to all financing and legal documents, including the placement agreement; market the transaction to maximize bidder participation; successfully administer the closing of the transaction; model the cash flows pursuant to the City's specific needs. The City prefers a flat fee schedule for its GO Bonds, regardless of size (within reason), so the fee amount was based on that flat fee.



Negotiated Sale	Governors State University
Transaction:	Certificates of Participation, Series 2018
Settlement:	August 2018
Par Amount:	\$13,550,000
Fee Amount:	\$31,195
Security Type:	COP / Lease
Role:	Administer the request for proposals for underwriting banks; negotiate underwriter's compensation; create and administer financing calendar of events; review and provide comments to all financing and legal documents; rating agency and bond insurer interface; negotiate favorable borrowing rates during marketing of the bonds; successfully administer the closing of the transaction. Out fee was based on a base fee of \$19,000 plus an additional variable fee of 0.90 per \$1,000.

17. Describe your proposed fee structure for assigned individuals for General Capital Planning as defined in Section C of the RFP.

For transaction-related general capital planning, Columbia proposes to extend our existing fee structure:

Classification	Hourly Rate
Managing Members/Principals	\$ 275
Vice Presidents/Compliance Officer	\$ 225
Analysts	\$ 180
Administrative	\$ 80

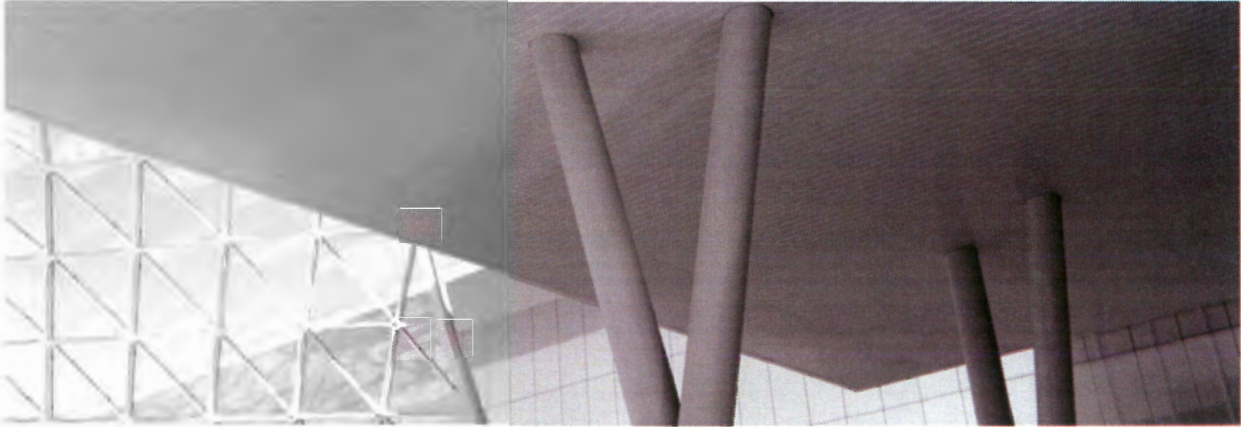
18. Describe your proposed fee structure for assigned individuals for Special Project Work as defined in Section D of the RFP.

For special project work, Columbia proposes the following hourly rates. The team is amenable to negotiating a flat fee for project-based work with a finite scope of services.

Classification	Hourly Rate
Managing Members/Principals	\$ 275
Vice Presidents/Compliance Officer	\$ 225
Analysts	\$ 180
Administrative	\$ 80

Though not specifically requested in this RFP, Columbia Capital agrees to honor the existing fee structure on transaction work, as well.





SECTION G – Client Representation Listing

Introduction: Disclose any particular conflicts of interest as defined below. Provide information on the nature and magnitude of any litigation or proceeding whereby, during the past three years, a court or any administrative agency, such as the MSRB, SEC, or NASD, has ruled against the firm in any matter related to the professional activities of the firm. Similar information shall be provided for any current or pending litigation or proceeding. Please indicate the current status or disposition of such litigation, administrative proceedings or investigations. Provide your firm's internal process for determining conflicts of interest.

- 1. The Financial Advisor shall owe a duty of loyalty and fiduciary responsibility to the County and shall be considered to represent the County's financial interests for all its departments, agencies, branches, board, commission, and offices.***

Columbia agrees with these terms. As a municipal advisor registered with the MSRB and the SEC, Columbia is duty-bound to serve as the County's fiduciary.

- 2. The Financial Advisor shall notify in writing and seek written waivers from the County Treasurer and County Counselor in each instance as soon as the Financial Advisor becomes aware that there may arise, there is, or there may be an actual or potential conflict of interest or if it is subject to litigation (or threatened litigation) or if it or any of its advisors is the subject of a formal or informal governmental or regulatory inquiry or investigation. Also, the Financial Advisor may seek a waiver from the County Treasurer and County Counselor prior to seeking to undertake non-County financial advisory work involving a County financial commitment without the specific direction of the County Treasurer. All waiver requests shall be conspicuous and shall at a minimum identify the nature of the potential conflict and the limitations that such a conflict would impose on the Financial Advisor's ability to represent the County's interests. The County reserves the right to decline an actual or potential conflict in each case. All waivers shall be approved by the County Commission.***

The Financial Advisor shall not engage in conduct that presents an actual or potential conflict of interest as defined in this section, unless the County Treasurer and County Counselor waives the conflict or potential conflict. The County recognizes that advisors in the Financial Advisor's firm from time to time represent clients that may have interest in County financial transactions. The Financial Advisor represents that all such representations

that presently exist are shown in the attached labeled "Client Representation Listing". The County agrees that the representations shown in the "Client Representation Listing" in and of themselves, do not currently constitute a conflict. The Financial Advisor shall (i) every twelve months during the term of this contract provide the County with a current listing of all representations of clients that have a financial interest in County transactions, indicating by asterisk or other notation which of those clients have been added to the list since the last compilation provided to the County and also for which listed clients a new such matter has been undertaken since the last compilation, and (ii) promptly inform the County Treasurer and County Counselor of any representation of clients that in the Financial Advisor's reasonable judgment has become or may develop into a situation adverse to the interest of the County. Upon such notification under (i) or (ii), the County shall, within ten working days after full disclosure by the Financial advisor of the material facts, determine either that the representation does not constitute a conflict of interest or that a conflict does or may exist. If the County in its sole discretion determines that a conflict does or may exist, the County, at its option, may waive the conflict with or without specific conditions or limitations, may engage other Financial Advisors, or may terminate the Contract.

Columbia agrees with these terms. Columbia does not know of an existing conflict of interest that may violate these terms or jeopardize the integrity of its role as the County's financial advisor. Columbia Capital represents the City of Columbia, Missouri (City) as its on-going municipal advisor. Although we perceive no conflict in representing the County along with the City, should a conflict arise we will make both the County and the City aware of the conflict promptly and identify how we intend to manage or mitigate any conflict.

Columbia provides standard disclosures to the County every year; an updated version of these standard disclosures is provided as part of our response.

3. At a minimum, a conflict of interest includes conflicts described in the Rules of Professional Conduct. Furthermore, under this contract with the Financial Advisor, a conflict of interest will be deemed to exist whenever the Financial Advisor:
 - a. ***in any manner, directly or indirectly, participates in or benefits from a debt issuance transaction upon which the Financial Advisor has provided or is providing advice;***
 - b. ***provides advice or participates in any transaction that is, or would appear to a reasonable person to be, in conflict or incompatible with the proper duties of the Financial Advisor as provided in this RFP, or which would affect, or would appear to a reasonable person to affect, the independent judgment of the Financial Advisor;***
 - c. ***acts as underwriter or receives compensation from an underwriter for, or in any other capacity becomes involved with, any County-sponsored debt during the term of this RFP without express advance written approval of the County Treasurer and County Counselor.***

Columbia agrees with these terms.

4. The Financial Advisor's failure to comply with the Conflicts of Interest Section shall be considered a material breach of this RFP. The County may impose either or both the following sanctions for failure to comply with this section: suspension of the contract and/or termination; or disqualification of the Financial Advisor from eligibility for providing services to the County for a period of not to exceed two years.

Columbia agrees with these terms.



Appendix A

List of Missouri Transactions from January 2018 – June 2019


Date	Principal	Issuer	Description	Additional Description	Sale Type	Rating (if applicable)
05/30/19	\$228,975,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(Mosaic Life Care)	Negotiated	
05/21/19	\$15,150,000	City of Columbia, Missouri	Water & Electric System Revenue Bonds, Series 2019A		Competitive	A+
04/17/19	\$120,260,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(Cox Health)	Negotiated	
04/11/19	\$40,000,000	St. Louis County, Missouri	Special Obligation Notes	(Tax Anticipation)	Placement	
04/11/19	\$40,000,000	St. Louis County, Missouri	Special Obligation Notes	(Tax Anticipation)	Placement	
04/16/19	\$10,400,000	City of Columbia, Missouri	Special Obligation Refunding Bonds, Series 2019		Competitive	AA-
03/27/19	\$65,000,000	Missouri Housing Development Commission	Single Family Mortgage Revenue Bonds	(First Place Homeownership Loan Program)	Negotiated	
02/28/19	\$24,750,000	Missouri Health and Educational Facilities Authority	Variable Rate Health Facilities Revenue Bonds	(Children's Mercy Hospital—TIAA)	Negotiated	
02/28/19	\$17,940,000	Missouri Health and Educational Facilities Authority	Variable Rate Health Facilities Revenue Bonds	(Children's Mercy Hospital—Northern Trust)	Negotiated	
02/26/19	\$4,353,000	I-470 Western Gateway Transportation Development District	Subordinate Transportation Sales Tax Revenue Bonds		Negotiated	
02/26/19	\$27,420,000	I-470 Western Gateway Transportation Development District	Subordinate Transportation Sales Tax Revenue Bonds		Negotiated	
02/26/19	\$50,660,000	Missouri Health and Educational Facilities Authority	Taxable Educational Facilities Revenue Bonds	(St. Louis University)	Negotiated	
02/26/19	\$93,705,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(St. Louis University)	Negotiated	
02/25/19	\$25,425,000	Missouri Health and Educational Facilities Authority	Senior Living Facilities Revenue Bonds	(Lutheran Senior Services Projects)	Negotiated	
02/25/19	\$66,945,000	Missouri Health and Educational Facilities Authority	Senior Living Facilities Revenue Bonds	(Lutheran Senior Services Projects)	Negotiated	
02/13/19	\$13,435,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Avila University)	Negotiated	
02/07/19	\$14,525,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Maryville University)	Negotiated	
01/31/19	\$494,870	St. Louis County, Missouri	Limited General Obligation Note	(Glencullen Neighborhood Improvement District)	Negotiated	
01/23/19	\$15,730,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Missouri State University)	Negotiated	
12/12/18	\$29,365,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(Christian Horizons, Inc)	Negotiated	
11/28/18	\$70,000,000	Missouri Housing Development Commission	Single Family Mortgage Revenue Bonds	(First Place Homeownership Loan Program)	Negotiated	
11/15/18	\$2,500,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Crossroads Charter School)	Negotiated	
11/15/18	\$3,500,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Crossroads Charter School)	Negotiated	
11/08/18	\$222,115,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(Mercy Health)	Negotiated	AA-
10/31/18	\$14,500,000	Industrial Development Authority of Kansas City, Missouri	YMCA of Greater Kansas City	Series 2018AB		

10/31/18	\$30,915,000	State Environmental Improvement and Energy Resources Authority (State of Missouri)	Water Pollution Control and Drinking Water Revenue Bonds		Negotiated	
10/03/18	\$290,000,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Stowers Institute Remarketing)	Negotiated	
09/12/18	\$7,075,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(University of Central Missouri)	Negotiated	
09/12/18	\$3,670,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(University of Central Missouri)	Negotiated	
07/31/18	\$22,085,000	Missouri Health and Educational Facilities Authority	Educational Facilities Revenue Bonds	(Kansas City Art Institute)	Negotiated	
07/18/18	\$55,000,000	Missouri Housing Development Commission	Single Family Mortgage Revenue Bonds	(First Place Homeownership Loan Program)	Negotiated	AA+
05/21/18	\$98,600,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(Saint Luke's Health System)	Negotiated	
05/08/18	\$73,425,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(SSM Health)	Negotiated	
05/08/18	\$49,145,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(SSM Health)	Negotiated	
05/08/18	\$154,005,000	Missouri Health and Educational Facilities Authority	Health Facilities Revenue Bonds	(SSM Health)	Negotiated	
05/01/18	\$47,740,000	State of Missouri	Board of Public Buildings of the State of Missouri		Competitive	AA+
05/01/18	\$74,055,000	Missouri Health and Educational Facilities Authority	Variable Rate Health Facilities Revenue Bonds	(BJC Health System)	Negotiated	

Appendix B
Rating Agency Presentation Examples


Boone Hospital Center

Rating Agency Overview for Bond Refinancing



Participants


	Phone	Email
Columbia Capital Management		
Jeff White, Principal	913-312-8077	jwhite@columbiacapital.com
James Richard, Vice President	913-312-8072	jrichard@columbiacapital.com
Boone Hospital Center		
Bob Wagner, Board of Trustees	573-449-5467	
Randy Morrow, Retired COO/CFO		
Tom Schneider, Legal Counsel for the Trustees Jones, Schneider and Stevens, LLC	573-449-2451	
Jim Sinek, Hospital President	573-815-3430	
Barry M. Chambers, Vice President, Finance	573-815-3072	
Brian Winn, Director of Financial Services	573-815-3269	bw3495@bjc.org
Bank of America		
Josh Neaman, Vice President	312-537-6372	Josh.Neaman@bami.com



2

Agenda

Overview	Pages 4-5
Housekeeping Items / Issues	Pages 6-10
^ Board of Trustees – Debt Service Coverage – 2015	
^ Board of Trustees – Lease RFP update	
Physician Alignment	Pages 11-13
Market Share / Competition / Projected Growth	Pages 14-19
Quality	Pages 20-21
Utilization Statistics	Pages 22-25
Financial Review	Pages 26-34
◇ 2015 Financial Performance issues	
◇ 2016 Financial Performance improvement	
^ Expense improvement / Cost Containment initiatives	
^ Revenue Growth	
Accelerated Depreciation & County Payment impact	Pages 35-37
Concluding Thoughts	Pages 38-41
Appendix	Pages 42-43
◇ Organizational Chart	




3

Overview

Located in Columbia, MO
397 Beds;
Ranked #1 Hospital in Central Missouri and #3 in the State of Missouri

- ◇ 2015 U.S. News and World Report
- ◇ **St. Louis Magnet designated Hospital for Nursing Excellence**
- Known for Excellence in Cardiac Services, Orthopedic Surgery**
- ◇ Joint Commission Certified Stroke Center and State of Missouri Level 1 Stroke Designation
- ◇ Bariatric Accredited Center
- ◇ Commission on Cancer Accredited



4

Overview


Opened a New Outpatient Center (Nifong Medical Plaza) in southwest Columbia in February, 2016, which provides a complement of Outpatient services

Integrated network of physician practice locations

- ◇ 9 primary care locations, 2 Convenient Care centers
- ◇ 6 new Practice locations and 16 New Providers (6-MDs, 10-NPs) added in the past 24 months

Three (3) Affiliated hospitals


- ◇ Fitzgibbon Hospital, Marshall, MO
- ◇ Pershing Hospital, Brookfield, MO
- ◇ Samaritan Hospital, Macon, MO



5

Housekeeping Items / Issues

Debt Service Coverage



6

Debt Service Coverage

Bonds are held by the Board of Trustees and issued thru the County of Boone, Missouri


the annual Debt Service Coverage Ratio must be 1.0 or above per the Bond Covenants

Prior to 2015, the Debt Service Coverage Ratio has always exceeded this 1.0 target

- ❖ 2015 – 0.66
- ❖ 2014 – 1.19
- ❖ 2013 – 1.20
- ❖ 2012 – 1.79
- ❖ 2011 – 1.69

Reduced Profitability by Boone Hospital Center in 2015 and a corresponding reduction in the lease revenue paid to the Board of Trustees contributed to the lower Debt Service Coverage Ratio


The Debt Service Coverage Ratio projected for 2016 is 1.34



7

Debt Service Coverage


	Fiscal Year Budget 2016					
	Budget	2015	2014	2013	2012	2011
Boone Hospital Center	\$ 27,744	\$ 27,744	\$ 27,744	\$ 27,744	\$ 27,744	\$ 27,744
Debt Service	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Debt Service Coverage Ratio	1.98	1.98	1.98	1.98	1.98	1.98



8

Housekeeping Items / Issues

Lease RFP Update



9


Lease RFP Update

Current Lease with BJC runs through 12/31/2020; Trustees have an option, exercisable by the end of 2018, to provide notice to BJC of an intention to discontinue the lease at the end of 2020;

In fulfilling their fiduciary responsibility, the Trustees, acting in the best interest of the citizens of Boone County, have sent an RFP to other potential healthcare firms, including BJC;


Responses to the RFP are due mid-summer, 2016;

A decision by the Trustees, regarding the next steps in the process, is expected in late 2016 or early 2017.



10

Physician Alignment



11


Physician Alignment Strategy

Boone Hospital medical staff of over 300 physicians

- ❖ 36 Employed Physicians (Family Practice, Internal Medicine, Hospitalists, Intensivists)

In order to strengthen relationships and grow outpatient business, Boone has:

- ❖ selectively employed physicians, to expand its network;
- ❖ incorporated Professional Service Agreements (PSAs) and Management Agreements;
- ❖ Cardiology, including Cardiovascular Surgery
- ❖ Neurosurgery
- ❖ Neurology
- ❖ Women services
- ❖ Orthopedic services
- ❖ GI services




12

Physician Alignment

Physician Planned Growth

- ❖ 2016-2017
 - ❖ General Surgeons – 3;
 - ❖ Hospitalists – 3;
 - ❖ Intensivists – 2;
 - ❖ Internal Medicine / Family Practice – 6;
 - ❖ Cardiovascular Surgeon – 1;
 - ❖ Pulmonologist – 2.
- ❖ Strategic development of an integrated provider network between Boone Hospital Center and a recently formed Independent Physician Network (IPN) allowing the creation of health plans for the market and collective contracting.



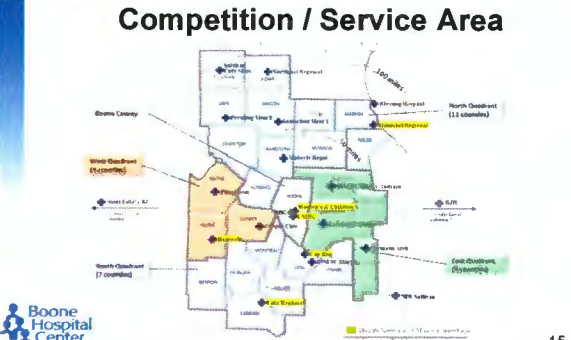

13

Market Share / Competition / Projected Growth



14

Competition / Service Area





15

Market Share

Inpatient Volume Trends – Boone County & Quads


Boone County & Quads	Discharges by Year											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
UMMC Columbia Md	15,795	16,252	16,347	16,215	15,632	15,610	15,497	15,376	15,262	14,326	14,315	14,315
Boone	18,138	18,558	18,808	18,808	19,138	19,081	18,655	18,572	18,275	14,114	14,560	14,560
W. Shore	17,138	17,608	17,638	17,638	17,938	17,898	17,698	17,618	17,318	14,118	14,518	14,518
Cap Reg Mtg City	7,148	7,110	6,415	7,012	6,199	6,899	6,461	5,829	5,415	5,136	4,879	4,879
W. Shore	8,138	8,138	7,438	8,138	7,438	8,138	7,438	7,138	7,138	7,138	7,138	7,138
UMMC Mtg City	8,600	8,600	8,600	8,600	7,752	7,545	7,298	6,725	5,851	5,792	5,411	5,411
W. Shore	10,038	10,138	9,738	9,838	9,638	9,638	9,338	8,738	7,838	7,738	7,338	7,338
Bothwell Regnl	5,701	5,801	5,801	5,801	5,104	5,104	5,104	4,404	4,004	4,100	4,017	4,017
W. Shore	6,138	6,638	6,238	6,438	6,438	6,438	6,438	5,938	6,138	5,838	5,238	5,238
Lake Regnl	5,701	5,801	5,801	5,801	4,274	4,091	4,089	4,763	4,121	3,811	3,711	3,711
W. Shore	6,138	6,138	5,838	5,838	5,138	5,138	5,138	4,838	4,538	4,238	4,238	4,238
Harold (all) Regional	4,045	3,854	3,979	4,133	3,605	3,455	3,257	3,052	2,891	3,185	3,095	3,095
W. Shore	4,738	4,438	4,638	4,838	4,538	4,338	4,138	3,938	3,838	4,438	4,338	4,338
NE Regnl HHC	2,468	2,762	2,813	2,880	2,551	2,476	2,272	2,262	2,090	2,095	1,896	1,896
W. Shore	3,138	3,138	3,138	3,138	3,138	3,138	3,138	2,838	2,838	2,838	2,838	2,838
SpH St. Mary's - Australia	3,680	3,568	3,481	3,157	3,485	3,184	3,125	3,149	3,152	3,042	3,012	3,012
W. Shore	4,138	4,038	4,038	3,738	3,138	3,138	3,138	2,838	2,838	2,838	2,838	2,838
Mt Airy Regnl	2,744	2,434	2,660	2,483	2,100	2,153	2,141	2,191	1,738	1,715	1,649	1,649
W. Shore	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738
All Others	14,974	15,328	15,190	15,081	14,336	14,554	14,115	13,935	14,136	13,651	13,651	13,651
W. Shore	17,438	17,138	17,138	17,138	17,138	17,138	17,138	17,138	17,138	17,138	17,138	17,138
Total Inpatient Discharges	86,353	88,868	88,812	85,201	80,844	80,217	79,792	73,044	73,604	72,189	72,187	72,187
W. Shore	1,215	(1,211)	(1,211)	(4,222)	(8,56)	(4,45)	(1,199)	(1,080)	(1,405)	(89)	(89)	(89)



16

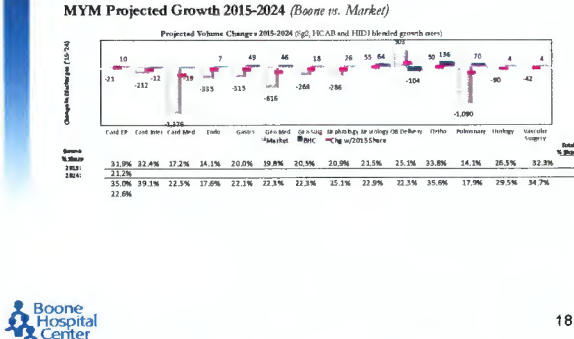
Market Share (continued)

Volume	Boone	South Quad	North Quad	East Quad	West Quad	Total Mid MO
Change (2017-2018)	+226	(26)	(26)	+211	(3)	(99)
BHC's Total Volume (2018)	177	132	782	764	192	1,947
% of Total (2018)	9%	7%	40%	39%	10%	5%
% Market Share (2017)	9%	7%	40%	39%	10%	5%
Market Share (2018)	10%	8%	41%	40%	11%	6%




17

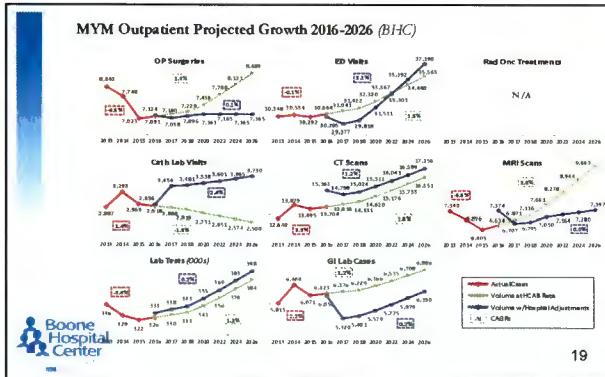
MYM Projected Growth 2015-2024 (Boone vs. Market)



Year	Boone % Share	Market % Share
2015	31.9%	32.4%
2016	32.4%	32.4%
2017	32.4%	32.4%
2018	32.4%	32.4%
2019	32.4%	32.4%
2020	32.4%	32.4%
2021	32.4%	32.4%
2022	32.4%	32.4%
2023	32.4%	32.4%
2024	32.4%	32.4%



18



Quality

Quality Performance

CMS Value Based Purchasing (VBP) Scorecard FY2017 Projection (2015 performance)

- PC-01: Early Elective Deliveries – receiving full 10 achievement points (zero cases in 2015)
- Surgical Site Infection (SSI): Abdominal Hysterectomies – receiving full 10 achievement points (zero cases in 2015)
- Challenge: Catheter Associated Urinary Tract Infection (CAUTI) in ICU – receiving only 2 out of 10 points (Task Force developed to focus on improvement)

CMS Inpatient Quality Program (IQR) and Hospital Compare Stroke Program Quality Metric (2015)

- STK-5: Antithrombotic Therapy by end of hospital day 2 – 100%
- STK-6: Discharged on statin medication – 100%
- Challenge: STK-8: Stroke education – 97%

CMS Readmission Reduction Program (through Nov. 2016)

- 30-day all cause readmission rate following acute myocardial infarction (AMI) – 6.9% (national 50th Mile = 17.8%)
- 30-day all cause readmission rate following pneumonia – 8.4% (national 50th Mile = 17.3%)
- Challenge: 30-day all cause readmission rate following heart failure – 20.4% (national 50th Mile = 22.7%)

Quality / HCAHPS metrics are built into all PSA's and Co-management agreements.

Utilization Statistics

Statistics

	2014	2013	2012	2011	2010
Financial Metrics					
Total Patient Days	68,008	68,464	68,464	68,387	68,387
Admissions	15,251	14,845	14,845	14,951	14,951
Deliveries	2,015	2,138	2,138	2,178	2,178
ALOS	4.24	4.33	4.33	4.31	4.31
CMI	1.77	1.79	1.79	1.77	1.77
Operational Metrics					
ER Visits	30,292	30,409	30,409	30,554	30,554
FTE's - Total	1,553	1,544	1,544	1,537	1,537
FTE's per AOB	4.86	4.79	4.79	4.73	4.73


Statistics thru 12/31/2015

Indicator	2015	2014	Change	2013	2012
Total Patient Days	68,008	68,464	(456)	68,387	(379)
Admissions	15,251	14,845	406	14,951	300
Deliveries	2,015	2,138	(123)	2,178	(163)
ALOS	4.24	4.33	0.09	4.31	0.07
CMI	1.77	1.79	(0.02)	1.77	0.00
Surgery Episodes:					
- Inpatient	5,415	5,314	+101	5,291	+124
- Outpatient	7,923	6,915	+1,008	7,748	(725)
- Total	12,438	12,229	209	13,039	(601)
Cath Lab Procedures	5,674	5,972	(298)	6,216	(542)
ER Visits	30,292	30,409	(117)	30,554	(262)
FTE's - Total	1,553	1,544	9	1,537	16
FTE's per AOB	4.86	4.79	0.07	4.73	(0.43)

Statistics thru 04/30/2016 - YTD

Indicator	April YTD Actual	April YTD Budget	April YTD Variance	PYTD April Actual	PYTD April Variance
Inpatient Days	22,444	22,311	133	21,867	577
Observation Days	1,087	957	130	1,000	87
Admissions	5,079	5,265	(186)	5,210	(131)
Deliveries	558	635	(76)	657	(99)
ALOS	4.42	4.24	(0.18)	4.20	(0.22)
CMI	1.80	1.82	(0.02)	1.74	0.06
Surgery Episodes	4,024	4,167	(143)	4,116	(92)
Cath Lab Procedures	2,075	1,811	264	1,780	295
ER Visits	9,736	10,009	(273)	9,925	(189)
FTE's - Total	1,542	1,555	13	1,597	55
FTE's per AOB	4.70	4.72	0.02	4.98	0.28

Financial Review




26

Income Statement Trend – 2010-2016

Indicator (in millions)	2010	2011	2012	2013	2014	2015	2016 Budget
Net Patient Revenue	\$274	\$297	\$305	\$298	\$309	\$292	\$300
Salaries & Benefits	\$93	\$101	\$105	\$106	\$106	\$111	\$37
Supply Expenses	\$81	\$86	\$88	\$83	\$83	\$86	\$28
All Other Expenses	\$54	\$63	\$64	\$67	\$70	\$61	\$18
Cash Split to Trustees	\$6	\$6	\$5	\$2	\$3	\$0	\$0
County Payment	\$2	\$2	\$2	\$2	\$2	\$2	\$1
Depreciation	\$17	\$19	\$16	\$14	\$16	\$15	\$6
Depreciation - Accelerated	\$0	\$0	\$0	\$0	\$0	\$3	\$1
Physician Practice Investment	\$3	\$4	\$10	\$14	\$12	\$15	\$5
Operating Margin - \$	\$18	\$12	\$15	\$10	\$17	\$(1)	\$4
EBITDA - \$	\$25	\$31	\$31	\$24	\$33	\$16	\$11

Capital Spending – 2010-2016

Indicator (in millions)	2010	2011	2012	2013	2014	2015	2016 Budget
Capital Spend	\$17.8	\$16.6	\$14.3	\$22.8	\$17.6	\$22.9	\$15.0



28


Income Statement thru 12/31/2015

Indicator (in millions)	2015 FYTD Actual	% of OP Rev	2015 FYTD Budget	% of OP Rev	2014 FYTD Actual	% of OP Rev
Net Patient Revenue	\$284.3	97%	\$286.6	97%	\$288.0	97%
Operating Revenue	\$7.8	3%	\$7.7	3%	\$8.5	3%
Total Operating Revenue	\$292.1	100%	\$294.3	100%	\$296.5	100%
Salaries & Benefits	\$110.6	38%	\$107.6	37%	\$103.8	35%
Non-OR Supply Expenses	\$42.5	14%	\$48.9	15%	\$43.8	15%
OR Supply Expenses	\$48.6	15%	\$36.6	12%	\$39.8	13%
Total Supply Expenses	\$96.1	29%	\$85.5	27%	\$83.6	28%
Other Expenses	\$96.9	33%	\$97.4	33%	\$92.4	31%
Total Expenses	\$293.6	100.5%	\$285.5	97%	\$279.9	94%
EBITDA - \$	\$16.4	6%	\$27.5	9%	\$16.6	11%
Operating Margin - \$	\$-1.5	-0.5%	\$8.8	3.0%	\$32.9	5.6%

Income Statement thru 04/30/2016 - YTD

Indicator (in millions)	2016 FYTD Actual	% of OP Rev	2016 FYTD Budget	% of OP Rev	2015 FYTD Actual	% of OP Rev
Net Patient Revenue	\$98.6	101.4%	\$96.5	102.6%	\$95.4	102.3%
Operating Revenue	\$1.4	1.4%	\$2.6	2.6%	\$2.2	2.3%
Total Operating Revenue	\$100.0	100.0%	\$99.1	100.0%	\$97.6	100.0%
Salaries & Benefits	\$37.2	37.2%	\$36.8	37.1%	\$37.4	38.3%
Supplies	\$28.4	28.4%	\$28.7	29.0%	\$27.0	27.6%
Other Expenses	\$30.4	30.4%	\$35.1	35.4%	\$31.7	32.7%
Total Expenses	\$96.0	96.0%	\$100.6	101.5%	\$96.1	98.6%
Operating Margin - \$	\$4.0	4.0%	\$(1.5)	(1.5)%	\$1.5	1.4%
EBITDA - \$	\$10.7	10.7%	\$5.4	5.5%	\$7.2	7.4%

2015 Financial Performance Issues



31

2015 Financial Performance Issues

Significant Surgery Group (Columbia Surgical Associates) opened a competing Ambulatory Surgery Center

- ◆ Decline of 1,400 surgery cases
- ◆ Margin Impact of \$-2.3 million

Loss of 2 Cardiologists

- ◆ Decline of 600 Cardiac Cath Lab Procedures
- ◆ Margin Impact of \$-1 million

Nursing Shortages / Turnover


- ◆ Increased External Agency and Overtime costs
- ◆ Margin Impact of \$-2 million

Increased Staffing Ratios

- ◆ FTEs per AOB increased from 4.73 in 2014 to 4.86 in 2015
- ◆ Margin Impact of \$-3.0 million


Increased Supply Expenses from growth in OR specialty cases (Hips/Knees, Spine, Neuro-spine)

- ◆ Margin Impact of \$-3.7 million



32

2016 Financial Performance Improvement



33

2016 Financial Performance Improvement (thru April, 2016)

Increase in Revenue / Volumes

- ◆ ADC increase of +3 from 182 to 185
- ◆ Cardiac Cath Lab cases increased by 295
- ◆ Growth in Outpatient services volumes / revenue (opening of Nifong Medical Plaza in Feb, 2016)
- ◆ Margin Improvement of \$2.5 million from the increase in Net Revenue

Improvement of Staffing Efficiency


- ◆ FTEs per AOB improved from 4.98 to 4.70
 - ◆ Improvement of 91 FTEs
 - ◆ Margin improvement of \$2.2 million from the reduction in Salary/Benefit expenses

Improvement of Supply expenses

- ◆ New system contract for Hip/Knee implants
- ◆ Overall efficiencies gained in the OR area from improved OR packs, inventory management, and the hiring of a Product Utilization Manager to oversee the OR supply functions
- ◆ Margin improvement of \$200K from the reduction in Supply expenses


Savings from Bond Refinancing

- ◆ Approximate interest savings potential of \$900K annually
- ◆ Liquidation of Debt Service Fund of approximately \$8 million, which will be used to downsize the Bond issue



34

Accelerated Depreciation and County Payment Financial Impact



35

Accelerated Depreciation


Board of Trustees Lease with BJC extends thru 2020

Generally Accepted Accounting Principles (GAAP) state Assets cannot be depreciated longer than the life of a lease

Therefore, Boone Hospital Center will have additional Depreciation expenses for any assets purchased thru 2020

- ◆ Example: If an MRI is purchased in 2017 and the life of this asset is 5 years, Boone must depreciate the MRI only thru 2020 (lease end date), instead of 2021-2.
- ◆ This decreased life will increase the depreciation expense recorded each year until 2020

If, and when, the Lease is extended, Boone Hospital Center will have a 'catch-up' of depreciation expenses, which will improve the Margin, by decreasing Depreciation expenses



36


Margin Impact of Accelerated Depreciation & County Payment

Accelerated Depreciation expense

- ❖ \$634,781 Actual – 2016 (thru April)
- ❖ \$4,897,278 Budgeted - 2016
- ❖ \$2,576,872 Actual - 2015
- ❖ \$416,584 Actual – 2014


County Payment

- ❖ \$2,361,807 – 2016 Projected
- ❖ \$2,344,923 – 2015
- ❖ \$2,327,005 - 2014



37

Concluding Thoughts



38


Concluding Thoughts

Continued focus and improvement of Quality metrics

- ❖ Value Based Purchasing
- ❖ HCAHPS
- ❖ Specific Insurance Quality Incentive/Pay-for-Performance Program metrics

Decrease employee turnover from 22% to <20%

- ❖ Reduction in the use of outside Nursing Agency staff and Overtime




39

Concluding Thoughts (continued)

Focus on the strengthening of Market Share

- ❖ Continue investment in physician integration and hiring to foster growth of hospital revenue
 - ❖ Employment of 3 Surgeons by 2017 to recoup the loss of General Surgery cases
 - ❖ Improving the Hospitalist and Intensivist services at Boone by hiring 5 more physicians to eliminate the diversion (lost admissions) of any patients to other facilities
 - ❖ Employment of 4-6 Internal Medicine and Primary Care physicians, continuing the development of a comprehensive primary care network
 - ❖ Employment of an additional Cardiovascular Surgeon
- ❖ Clinical and operational integration with the affiliated hospitals to facilitate selection of Boone Hospital Center for tertiary care services




40

Concluding Thoughts (continued)


Continue focusing on Expense reduction initiatives to allow us to improve our overall Operating Margin-%

- ❖ Staffing / Productivity: FTEs per AOB targeted at 4.70-4.75
- ❖ Supply Expenses – continued reductions with a targeted 0.5% reduction in the Supply Expense to Net Revenue %
 - ❖ Better utilize the BJC Supply Chain and participate in all system supply agreements/contracts
 - ❖ BJC initiative to reduce Spine metal pricing by 12/31/16;
 - ❖ Continued improvement in Inventory management and reduction of supply waste

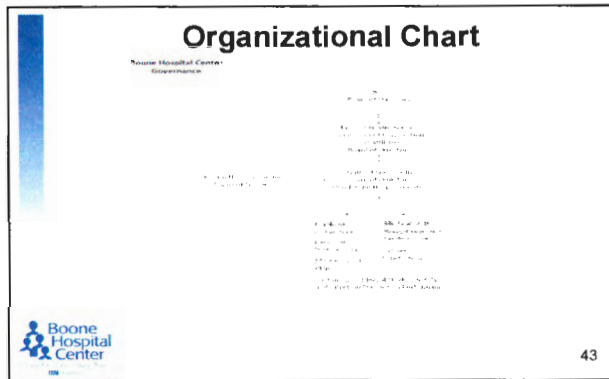


41

Appendix



42



TALKING POINTS SUMMARY

City of Columbia, Missouri

Call with Fitch

October 19, 2015, 10:30 A.M.

INTRODUCTION

- City of Columbia: John Blattel, Finance Director
- Columbia Capital Management: Jeff White and Jim Prichard

ECONOMY

- Market values continue to grow with average growth of 4.8% over the prior 10 years, with expectation of future growth at approximately 2.5%
- Unemployment rate of approximately 4.4% remains significantly better than the national average
- Wealth levels are below average but reflective of the City serving as a higher education hub with a very large student population (52,613)
- In addition to being a hub for higher education, the City is also a regional medical center with eight hospitals and regional shopping center with 16 shopping centers, providing economic stability and diversity
- Columbia Foods (Oscar Meyer Hotdogs) recently announced a \$100 million plant and equipment expansion

FINANCIAL POSITION

- General Fund balance remains very high at 45.1% of expenditures and has grown 31.9% since the beginning of 2010, FY 15 and FY 16 projections do not anticipate significant changes from FY 14 levels
- General Fund revenues are very diverse with the largest source (sales tax) only accounting for only 37.9% of collections, and Other Local taxes accounting for 21.6% and General Property Taxes accounting for 12.4% - this diversity helps mitigate the Missouri Hancock Amendment
- Sales tax collections have grown 4.6% on average since 2010, allowing the City to capture economic growth
- General Fund revenues have grown 1% faster than expenditures on average since 2010
- Liquidity is exceptional with Total Governmental Funds cash and equivalents at over 10x debt service

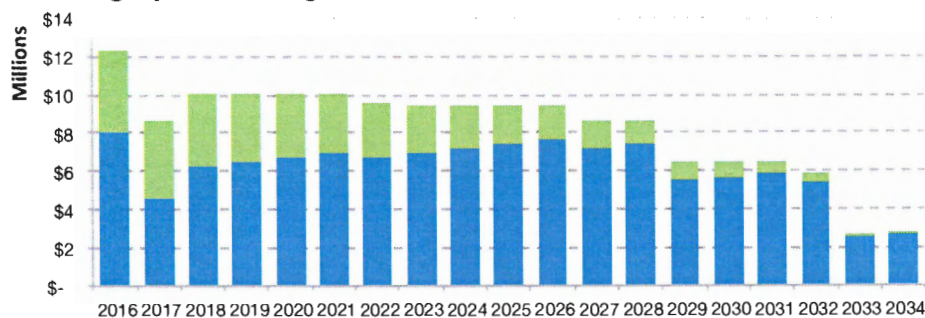
MANAGEMENT

- Management continues strong financial management and conservative budgeting practices
- Strong practices have led to surpluses that have resulted in fund balance growth
- The City has a history of amending its budget throughout the year
- Management has created an incentive to reduce expenditures resulting in FY 14 expenditures coming in \$3.6 million under budget

SPECIAL OBLIGATION DEBT

- \$117.9 million in currently outstanding fixed rate Special Obligation Bonds backed by the City's appropriation, no general obligation debt, variable rate debt or derivatives
- The vast majority of Special Obligation Bonds are self-supported by utility revenues (Electric, Water & electric, Sanitary Sewer and Solid Waste systems)
- Amortization is moderate with 57.4% amortized by the end of 2025, 100% matured in 19 years

Existing Special Obligation Debt Service



PENSION / OPEB

- The Police and Fire plans funded ratio has been improving and has increased from a low of 53% in 2011 to 59%
- The City contributed an extra \$5 million from excess General Fund balance in September 2015
- OPEB liabilities have been completely eliminated

PLAN OF FINANCE

- Currently refunding \$8,855,000 of Series 2006 for economic savings
 - Present value savings estimated at \$500,000 or 5.0%
 - Structured for level annual savings within the term of the refunded bonds
 - The new bonds will not have a debt service reserve fund

FUTURE BORROWING PLANS

- No upcoming Special Obligation or General Obligation borrowing plans



6330 Lamar Avenue
Suite 200
Overland Park, Kansas 66202

STANDARD DISCLOSURES

Date: September 5, 2019

Client: Boone County, Missouri (County)

INTRODUCTION

The Municipal Securities Rulemaking Board (MSRB) has promulgated regulations impacting the way municipal advisors interact with their clients. In compliance with those regulations, Columbia Capital Management, LLC (Columbia Capital) offers the following disclosures (Standard Disclosures).

These Standard Disclosures are provided to you in accordance with MSRB Rule G-42(b). Please confirm receipt of these Standard Disclosures by email confirmation or other written confirmation method that we can retain for our records.

MUNICIPAL ADVISOR CERTIFICATION

Columbia Capital is a municipal advisor as defined by the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. As of the date listed above, Columbia Capital has fully complied with the municipal advisor registration requirements of both the US Securities and Exchange Commission (SEC) and the MSRB, both for the firm and for its employees engaged in municipal advisory activities.

CONFLICTS OF INTEREST

As of the date listed above, Columbia certifies that it has no known actual or perceived material conflicts of interest related to our work for you.

Columbia Capital represents the City of Columbia, Missouri (City) as its on-going municipal advisor. Although we perceive no conflict in representing the County along with the City, should a conflict arise we will make both the County and the City aware of the conflict promptly and identify how we intend to manage or mitigate any conflict.

AFFILIATES

Columbia Capital does not have any affiliate that provides any advice, services, or products to or on behalf of your organization that is directly related to the municipal advisory activities to be performed by Columbia Capital.

COUNTY OF BOONE - MISSOURI



REQUEST FOR PROPOSAL FOR FINANCIAL ADVISOR SERVICES FOR THE BOONE COUNTY TREASURER

RFP #54-09SEP19
Release Date: August 14, 2019

Submittal Deadline:
September 9, 2019
not later than 1:30 p.m. Central Time

Boone County Purchasing
613 E. Ash Street, Room 110
Columbia, Missouri 65201

Melinda Bobbitt, CPPO, CPPB, Director
Phone: (573) 886-4391 Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymo.org

TABLE OF CONTENTS

SECTION	PAGE NUMBER
A. Introduction	2
B. Debt Issuance Scope of Services	3
C. General Capital Planning	5
D. Special Project Work	5
E. Instructions	5
F. Information Required for Proposal	7
G. Conflict of Interest	10
H. Evaluation Criteria	11
I. Exhibits	12
J. Additional Information	12

A. INTRODUCTION

Purpose: The County of Boone, Missouri (the “County”) requests proposals from firms with experience in financial advisory services to serve as Financial Advisor to the County in connection with the analysis, structure, preparation and placement of County debt and financing transactions, to represent the County’s interest in financial markets, and assist with ongoing financial management issues. Debt issuance may include a full range of available financing techniques, including: taxable debt, tax-exempt debt, general obligation bonds, Neighborhood Improvement District (“NID”) general obligation bonds, special revenue bonds, lease-revenue bonds, temporary debt instruments, debt backed by various sources of revenue, and other instruments for which markets may develop during the term of the agreement. The firm awarded an agreement under this RFP will work closely with the County Treasurer, County Auditor, and outside parties engaged by the County such as a bond counsel, trustees, paying agents, bond underwriters and their counsel, and any other parties necessary to issue and sell the bonds.

The County intends to retain only one firm to provide financial advisory services. The firm should have at least five years experience in the provision of municipal financial advisory services, a background in and knowledge of capital markets, and qualifications in the following areas:

1. Evaluating the financial condition and policies of local governments;
2. Managing the full range of activities associated with the issuance of general obligation, special obligation, and other appropriation-based debt, and
3. Assisting in the fiscal/economic analysis of a broad range of issues facing local governments

Background: The County is a first-class non-charter county in central Missouri, dissected by Interstate 70 and US Highway 63. The County has a population of approximately 178,000 and contains 685 square miles. It contains 13 population centers consisting of cities, towns, villages and small communities. With a population of nearly 120,612, the City of Columbia serves as County seat. The County Treasurer has statutory responsibility for issuing County debt approved by the County Commission in accordance with the County’s Debt Management Policy. A recent history of debt issued by the County can be found on the attached *Boone County General Obligation Bonds Outstanding at 09-30-2018*. The County received an Aa2 rating from Moody’s Investors Service for its Series 2012, Refunding Certificates of Participation.

One type of debt issued by the County is NID general obligation bonds (“NID GO bonds”). Principal and interest is paid from special assessments levied on properties within the NID, and the county attaches a lien on the property to secure payment of the special assessments. In 1992, voters approved \$3,500,000 in general obligation bonds for the purpose of financing the construction and repair of roads and streets within the County. In 1997, voters approved \$5,500,000 in general obligation bonds for the purpose of constructing, installing, and extending main and lateral storm drains and sanitary sewer systems. To date, the County has issued several series of NID GO bonds to finance such projects.

Additionally, the County issues hospital revenue bonds. The Boone Hospital Board of Trustees (the “Hospital”) is a legally separate entity for which the County is financially accountable, as debt issued for hospital operations must be approved by the County Commission. The County issues revenue bonds on behalf of the Hospital, though the County has no obligation to pay the long-term debt. Debt payments are made from lease revenues from hospital operations.

General Terms of Agreement: It is expected that the firm selected pursuant to this RFP will serve as Financial Advisor for a period of four years. The County reserves the right to extend the agreement, with the concurrence of the firm selected, for a maximum of two one-year renewals. The County may terminate the agreement with any firm selected pursuant to this RFP prior to the expiration of the term of service with 60-days written notice. Any transaction initiated prior to the ending date of the term of service, for which a material amount of time or expense has been

incurred, will be completed by the Financial Advisor although the closing might occur following the end of the term of service.

In the event the lead advisor assigned to the County is removed from the engagement by the firm, the County requires 30-days written notice, when feasible. The County has the ability to request at any time a substitution of the lead advisor by providing 30-days written notice to the firm.

It is expected the firm will provide financial advisory services in accordance with MSRB Rule G-23. While serving as the County's Financial Advisor, a firm may not underwrite County bonds, and also may not switch roles from Financial Advisor to underwriter after a financial transaction has begun. During the contract term, neither the Financial Advisor nor any employee or principal of the firm will perform financial advisory, investment banking or similar services for any entity other than the County in transactions involving a County financial commitment without the specific direction of the County Treasurer.

B. DEBT ISSUANCE SCOPE OF SERVICES

The County anticipates the need for financial advisory services in connection with the issuance of general obligation bonds, NID GO bonds, special revenue bonds, hospital revenue bonds, temporary notes, and occasional refunding bonds. It is anticipated that NID GO bonds will be issued approximately once a year during the term of the agreement. Other types of bonds may be issued at various times during the term of the agreement. The firm will be expected to familiarize itself, at its own cost, with the outstanding financial obligations of the County. All services are to be provided only at the request of the County Treasurer or designee. Firms are not authorized generally to enter into discussions directly with the County's personnel or its customers, clients or other advisors.

The scope of services for debt issuance and financial analysis to be provided may include, but is not limited to:

1. Assess current market conditions, and provide preliminary analysis and recommendations on the financing, including the timing, pricing, method of sale, debt structure, call features, security provisions, credit structure, and maturity schedules. Provide cash flow, present value, bond schedule, and sizing analysis for the County.
2. Provide general financial advice to the County which is related to potential new debt financings but is not yet part of a specific debt issue. Evaluate all financing sources presently available to the County, including internally generated funds, debt financing, leasing, private sources, and various combinations of all these sources. Determine available resources for payment of principal and interest of debt issues. Evaluate whether or not financing alternatives to debt exists.
3. Develop a sale timeline assigning deadlines and responsibility for key milestones in consultation with the County. Advise and assist the County with meeting its obligations and responsibilities as issuer.
4. Participate in meetings with County officials and the County's bond counsel, underwriters, trustees and other parties as necessary or appropriate.
5. Evaluate the use of appropriate types of credit enhancements.
6. Evaluate the use of interim financing techniques, especially related to NID GO bonds.
7. Facilitate County relationships with credit rating agencies, apply for ratings, develop rating strategies, schedule and attend credit rating agency meetings or conference calls.
8. Assist in the development, review and editing of all credit ratings, disclosure, notices of sale and all other offering documents for accuracy and appropriateness and make

- recommendations concerning form and content as necessary. Make all necessary arrangements for electronic availability and printing of the notice of sale and bid form for competitive sales.
9. Assist in the marketing and sale of securities and develop the marketing material for any informational meeting that may be held for potential underwriters. Assist in producing preliminary official statements, official statements, and other disclosure documents as necessary.
 10. On competitive sales, manage the sale process, recommend bidding parameters, verify bids and determine that bid specifications are met. Verify the spread, true interest costs and average interest cost calculations, express an opinion on the competitive character of the bids in light of current market conditions, and evaluate the marketing effort required to sell the obligations.
 11. On negotiated transactions, assist in the RFP process for underwriter(s) and assist in the selection of underwriter(s), manage the sale, and serve as advocate for the issuer by: (i) reviewing the proposed pricing, (ii) evaluating marketing efforts, (iii) reviewing other terms recommended by the managing underwriter, and (iv) recommending acceptance or rejection of the underwriting proposal. Assist the County with meeting its responsibilities as issuer in negotiated sales.
 12. For negotiated sales, provide analysis, independent of the underwriter, of benefits of retail order periods and benefits of selling bonds on a retail vs. institutional basis, including comparable sales and secondary market data. The intent is to obtain the lowest possible cost of borrowing for the County with terms most advantageous to the County.
 13. Develop the broadest possible interest among potential purchasers of the County's obligations. Conduct an aggressive marketing campaign to attract prospective bidders, in the case of a competitive sale. The intent is to obtain the lowest possible cost of borrowing for the County with terms most advantageous to the County.
 14. Assist in evaluation, management, and selection of printers, escrow agents, trustees, verification agents, and other outside parties, as needed.
 15. Coordinate the purchase of escrow securities for refunding issues. Provide advice on investment of bond proceeds, when appropriate, and assist the County in complying with arbitrage rules.
 16. Plan and coordinate bond closings. Provide final sale details and schedules. Prepare written analysis of sale results including an analysis of market conditions prior to, during and subsequent to the sale.
 17. Within one business day following bond closing, provide detailed amortization schedules for new issues and refunding bond proceeds. Provide a final "sources and uses" schedule, a schedule detailing by purpose the allocation of any premium or discount, and other detailed components of the bond sale. Provide a breakdown of purchasers of the bonds, by retail vs. institutional investors.
 18. Not more than twenty business days following bond closing, provide a final issuance analysis, which includes but is not limited to a comparison of pre-sale analysis to actual sale outcomes and how market factors impacted the sale.
 19. Monitor outstanding bond issues for refunding opportunities periodically, but not less than quarterly.
 20. Assist in annual calculations and reviews of debt ratios and other appropriate benchmarks commonly required by rating agencies.

21. Provide continuing updates on the impact of current or proposed state or federal legislation, MSRB or SEC rulings, the effects of changing market conditions, and innovative financing techniques that could potentially impact the County's debt portfolio.
22. Assist with evaluating the County's Debt Management Policy.
23. Participate in a post issuance evaluation process at the request of the County.
24. Provide all other financial advisory services normally performed in the debt issuance process.

C. GENERAL CAPITAL PLANNING

The County currently does not have a comprehensive capital improvements program. The Financial Advisor would assist in the design and development of a capital improvement program and supplement the County's internal resources. The County may use more than one firm or source for capital planning services. Because the County is in the initial stages of initiating a capital improvement program, the firm is not guaranteed work for capital planning services during the contract term. General Capital Planning will be compensated at the hourly rates described in Section F.17, unless otherwise agreed to in writing by the County Treasurer. Should the County use the firm to assist in developing a capital improvement program, the scope of such services would include:

1. Evaluate all financing sources presently available to the County, including internally generated funds, debt financing, leasing, private sources, and various combinations of all these sources. Evaluate whether or not financing alternatives to debt exists.
2. Prepare a cash flow analysis for each of the various capital improvements identified in the plan.
3. Prepare a long-term financial feasibility analysis for each significant capital improvement project contained in the County's plan for which financing must be considered. Implicit in this analysis is an evaluation of the impact of the operating costs of these improvements when completed within the financial capacity of the County.
4. Assist in the identification of the important areas to be reviewed in the financial feasibility of various capital projects.
5. Provide recommendations on how to monitor the plan once implemented.

D. SPECIAL PROJECT WORK

The County Treasurer may request, in writing, that the Financial Advisor provide other supplementary financial consulting services that are outside the Debt Issuance Scope of Services in Section B and General Capital Planning in Section C, but which are related to the County's debt management and financial planning or strategies ("Special Project Work"). Special Project Work will be pursuant to a written agreement between the County and Financial Advisor entered into prior to the commencement of the Special Project Work that outlines the scope and estimated cost of the Special Project Work. Special Project Work will be compensated at the hourly rates described in Section F.18, unless otherwise agreed to in writing by the County Treasurer. The County is only obligated to pay the Financial Advisor for Special Project Work if it is pursuant to the requirements of this section.

E. INSTRUCTIONS

Delivery of Proposals: All proposals shall be **delivered before 1:30 P.M., Central Time., on September 9, 2019** to:

Boone County Purchasing Department
Boone County Annex
Melinda Bobbitt, Director of Purchasing
613 E. Ash Street, Room 110
Columbia, Missouri 65201-4460
Identify on outside of envelope: **Response to Request for
Proposal enclosed RFP #54-09SEP19**

Firms must submit one original, two paper copies, and one electronic copy on a thumb drive of the proposal. Proposals will be opened by the Director of Purchasing on **September 9, 2019**. Proposals must be submitted in a sealed envelope identified with the proposal number and date of closing. List the proposal number on the outside of the box or envelope and note "Response to Request for Proposal enclosed."

If you do not care to submit a proposal, please return the *No Bid Response Form* and note your reason. No fax or electronic transmitted proposal responses will be accepted.

The following is a tentative schedule for the RFP process:

- | | |
|---|-----------------------|
| a. Issuance of RFP | August 9, 2019 |
| b. Deadline for Submitting Questions | September 2, 2019 |
| c. RFP Response Deadline | September 9, 2019 |
| d. Interviews with Selected Respondents | September 23-25, 2019 |
| e. Approximate Selection Date | October 10, 2019 |

Proposal Preparations:

1. Proposal shall be signed by an authorized representative of the firm. All information requested should be submitted. The Director of Purchasing will review all proposals to ensure required information is included. Failure to submit all information requested may result in a request to submit the missing information. Proposals which are substantially incomplete, or lack key information may be rejected as incomplete.
2. Proposal should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
3. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each response to Section F, Information Required for Proposal, should reference the corresponding requirement number in Section F. Repeat the text of the requirements as it appears in the RFP before each response. The response to Section G, Conflicts of Interest, should be labeled "Client Representation Listing". Information which the firm desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
4. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
5. No firm is guaranteed any minimum amount of work or compensation. The County can make no assurances that it will issue bonds in the future or that funds will be appropriated or otherwise made available by or to the County for payment of fees.
6. All questions regarding this RFP should be submitted in writing no later than **5:00 P.M., September 2, 2019** in order to allow enough time for the County to provide a response. All

questions must be mailed, faxed or e-mailed to the attention of Melinda Bobbitt, Director of Purchasing. All such questions will be answered in writing, and such answers will be provided to all parties having obtained a RFP. The responses and usage will become a part of a written addendum, which will be mailed or faxed prior to proposal opening.

Melinda Bobbitt, CPPB, Director
Boone County Purchasing
613 E. Ash, Room 110
Columbia, Missouri 65201
Phone: (573) 886-4391
Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymmo.org

7. The County will not reimburse firms for any costs associated with the preparing or submitting of any proposal.
8. Information provided in proposal responses will be considered proprietary and will not be divulged during the selection process. The successful firm's proposal will become public record after its acceptance by the County Commission. All proposals and tabulation sheets are kept by the County for a period of time established by regulation or statutes after the award is made and are available for inspection at any time during regular working hours.
9. All material produced under the resulting contract of the RFP shall belong to and remain property of the County. Use of it by the Financial Advisor shall be only with the advance written permission of the County. In the event the contract is terminated, the Financial Advisor shall provide the County or new Financial Advisor with any papers that the County has provided to Financial Advisor pursuant to the contract.
10. The County reserves the right to reject any and all proposals, to waive technicalities or irregularities contained therein and to accept the offer the County considers the most advantageous to the County. The RFP and responses will become part of the Terms and Conditions of the contract.
11. No successful firm may make any assignment of the resulting contractual agreement between the parties, in whole or in part, without the prior written authorization of the County, conspicuously presented and specifically approved.

F. INFORMATION REQUIRED FOR PROPOSAL

Proposals should be as thorough and as detailed as possible so that the County may properly evaluate the firm's capabilities to provide the required services. Submit the following information/items:

1. Provide a description of your firm that includes the location of the firm's headquarters and the office which will serve the County, firm ownership, the length of time your firm has been in business, the number of partners and associates, and an overview of services offered. Provide a statement that the firm is authorized to do business in the State of Missouri and indicate whether the firm is registered as a municipal advisor with the MSRB.
2. Provide the following volume data for which the firm served as Financial Advisor, broken out by years 2016, 2017 and 2018:
 - a. Dollar amount of issues in Missouri, and number of issues in Missouri
 - b. Dollar amount of issues nationally, and number of issues nationally

3. Provide biographies of the individuals who will be assigned to the County, relevant education, special training, and experience of each in local governments and hospital bond transactions. Describe anticipated division of duties among those assigned to the County. Provide the name, address, phone number, and email address of the firm's lead advisor for the County.
4. Provide a list, in table format, of all debt issues in the State of Missouri for which the firm served as Financial Advisor from January 2018 - June 2019. Please include the following information:
 - a. The issuer name
 - b. Purpose of issue (infrastructure improvement, building expansion, industrial development, etc.)
 - c. Type of issue (general obligation, advanced refunding, revenue, etc)
 - d. Date of issue
 - e. Size of issue and term of bonds
 - f. Manner in which sold (competitive bid, negotiated, or private placement)
 - g. If competitive bid, the number of bid submissions
 - h. Credit rating and whether the bonds had credit enhancements
 - i. True interest costs, reoffering yields, and underwriter gross profits
 - j. Underwriter(s) that purchased the bonds
 - k. Bond counsel that issued the opinion on the bonds
 - l. Financial Advisor from the firm assigned to issuance
 - m. Fee charged for Financial Advisor services
5. Demonstrate expertise working with government agencies, particularly those having similar organization, size and growth patterns as the County. Emphasize the strength of the firm in any relevant areas which you feel the County should weigh in its selection.
6. Describe your firm's experience serving as Financial Advisor in negotiated sales of municipal bonds. Describe the methodology the firm uses to assure optimal pricing for issuers. Provide a recent, brief example of a specific instance in which the Financial Advisor was able to achieve competitive pricing from underwriters.
7. Describe the firm's unbiased approach to evaluating RFPs for underwriters.
8. Describe your firm's experience serving as financial advisor in competitive sales of municipal bonds. Describe the methodology the firm uses to assure optimal pricing for issuers. Provide a recent, brief example of a specific instance in which the Financial Advisor was successful in selling bonds through a competitive sale.
9. Outline your firm's experience during the last three years with the major rating agencies. Outline your strategy to best assure the County continues to retain high ratings on future debt issues. Provide an example of a presentation to a rating agency and denote the Financial Advisor from the firm assigned to the County that participated in developing materials for the rating agency and that presentation.
10. Describe the means and technology by which your firm monitors daily municipal bond market conditions, market trends and/or forecasts, and describe the way in which this activity will be used to advise the County of bond marketing decisions such as market timing, pricing, and other debt related issues.
11. Describe your firm's experience in assisting local governments in the development and implementation of a comprehensive capital improvement program. Clearly describe the services your firm offers in capital planning. Provide an example demonstrating these services.

- a. Provide three references for governmental entities for which the firm has assisted in developing a capital improvements program. Include the name and phone number of the individual the County has permission to contact.

- 12. Describe how your firm will assure that it is aware on a continuing basis of current information that may affect the financial, legal, federal and state legislation, or regulatory factors that may impact the County. Describe how this will be communicated to the County. Include any training offered by your firm.
- 13. Describe the type and amount of professional liability insurance your firm carries.
- 14. Describe the process to resolve complaints or disputes between the Financial Advisor and the County.
- 15. Describe how you believe the Financial Advisor should be evaluated after a financing.
- 16. Provide a case study of fees charged by your firm for financial advisory services for a competitive, negotiated, and private placement issue completed in 2018. Describe the firm's pricing philosophy, explain how the pricing components were developed, and itemize all components of the fee.

Note: The County has not yet determined the compensation structure for Financial Advisory services as described in Section B, Debt Issuance Scope of Services.

- 17. Describe your proposed fee structure for assigned individuals for General Capital Planning as defined Section C above:

Name of Individual	Title	Hourly Rate

- 18. Describe your proposed fee structure for assigned individuals for Special Project Work as defined Section D above:

Name of Individual	Title	Hourly Rate

G. CONFLICT OF INTEREST

Attach the response to this section in a listing labeled "Client Representation Listing":

Disclose any potential conflicts of interest as defined below. Provide information on the nature and magnitude of any litigation or proceeding whereby, during the past three years, a court or any administrative agency, such as the MSRB, SEC or NASD, has ruled against the firm in any matter related to the professional activities of the firm. Similar information shall be provided for any current or pending litigation or proceeding. Please indicate the current status or disposition of such litigation, administrative proceedings or investigations. Provide your firm's internal process for determining conflicts of interest.

1. The Financial Advisor shall owe a duty of loyalty and fiduciary responsibility to the County and shall be considered to represent the County's financial interests for all its departments, agencies, branches, boards, commissions, and officers.
2. The Financial Advisor shall notify in writing and seek written waivers from the County Treasurer and County Counselor in each instance as soon as the Financial Advisor becomes aware that there may arise, there is, or there may be an actual or potential conflict of interest or if it is subject to litigation (or threatened litigation) or if it or any of its advisors is the subject of a formal or informal governmental or regulatory inquiry or investigation. Also, the Financial Advisor may seek a waiver from the County Treasurer and County Counselor prior to seeking to undertake non-County financial advisory work involving a County financial commitment without the specific direction of the County Treasurer. All waiver requests shall be conspicuous and shall at a minimum identify the nature of the potential conflict and the limitations that such a conflict would impose on the Financial Advisor's ability to represent the County's interests. The County reserves the right to decline to waive an actual or potential conflict in each case. All waivers shall be approved by the County Commission.

The Financial Advisor shall not engage in conduct that presents an actual or potential conflict of interest as defined in this section, unless the County Treasurer and County Counselor waives the conflict or potential conflict. The County recognizes that advisors in the Financial Advisor's firm from time to time represent clients that may have interest in County financial transactions. The Financial Advisor represents that all such representations that presently exist are shown in the attached labeled "Client Representation Listing". The County agrees that the representations shown in the "Client Representation Listing" in and of themselves, do not currently constitute a conflict. The Financial Advisor shall (i) every twelve months during the term of this contract provide the County with a current listing of all representations of clients that have a financial interest in County transactions, indicating by asterisk or other notation which of those clients have been added to the list since the last compilation provided to the County and also for which listed clients a new such matter has been undertaken since the last compilation, and (ii) promptly inform the County Treasurer and County Counselor of any representation of clients that in the Financial Advisor's reasonable judgment has become or may develop into a situation adverse to the interests of the County. Upon such notification under (i) or (ii), the County shall, within ten working days after full disclosure by the Financial Advisor of the material facts, determine either that the representation does not constitute a conflict of interest or that a conflict does or may exist. If the County in its sole discretion determines that a conflict does or may exist, the County, at its option, may waive the conflict with or without specific conditions or limitations, may engage other Financial Advisors, or may terminate the contract.

3. At a minimum, a conflict of interest includes conflicts described in the Rules of Professional Conduct. Furthermore, under this contract with the Financial Advisor, a conflict of interest will be deemed to exist whenever the Financial Advisor:
 - a. in any manner, directly or indirectly, participates in or benefits from a debt issuance transaction upon which the Financial Advisor has provided or is

- providing advice, except for the payments from the County under this RFP with the County;
 - b. provides advice or participates in any transaction that is, or would appear to a reasonable person to be, in conflict or incompatible with the proper duties of the Financial Advisor as provided in this RFP, or which would affect, or would appear to a reasonable person to affect, the independent judgment of the Financial Advisor;
 - c. acts as underwriter or receives compensation from an underwriter for, or in any other capacity becomes involved with, any County-sponsored debt during the term of this RFP without express advance written approval of the County Treasurer and County Counselor.
4. The Financial Advisor's failure to comply with the Conflicts of Interest section shall be considered a material breach of this RFP. The County may impose either or both the following sanctions for failure to comply with this section: suspension of the contract and/or termination; or disqualification of the Financial Advisor from eligibility for providing services to the County for a period of not to exceed two years.

H. EVALUATION CRITERIA

All proposals will be reviewed by a committee assigned by the County. After determining a responsive firm and a responsive proposal through the determination that the proposal satisfies the mandatory requirements stated in Section F, Information Required for Proposal, the committee shall use both objective analysis and subjective judgment in conducting a comparative assessment of the proposal in accordance with the evaluation criteria stated below. The evaluation committee shall then score all proposals based upon the evaluation factors detailed herein. Upon completion of the scoring, the committee may recommend short listing the proposals that are potentially acceptable. The committee shall engage in individual discussions and interviews with firms deemed fully qualified and suitable on the basis of initial responses. Additionally, as part of the selection process, the County reserves the right to contact any or all respondents by phone or email as necessary and appropriate to clarify certain information in the proposal. Repetitive informal interviews are permitted.

The selection committee will make its selection based upon the following criteria although no scoring system will be used.

1. The firm's willingness to follow the guidelines in this RFP, the clarity of the response, and responsiveness of the written proposal in clearly demonstrating an understanding of the work to be performed.
2. Clearly representing in the response, the ability, knowledge, resources and expertise to provide Financial Advisor services to the County.
3. Particular emphasis in the selection process will be placed on the background, qualifications, and experience of the firm's financial advisory services to local governments. It is important that your firm, and assigned personnel, have sufficient depth of experience in municipal finance and financial analysis.
4. Accessibility and/or availability of firm personnel to the County for consultation and advice.
5. The firm's formal and informal interview.
6. Cost effectiveness of pricing for the levels of services performed.
7. The County's prior experiences, if any, with the firm and any other factors the County believes would be in its best interest to consider, including existence of conflicts of interest.

8. Related investigations and regulatory proceedings involving the firm will be taken into account, depending upon the nature and significance of the proceedings.

I. EXHIBITS

1. No Bid Response Form
2. Summary of County Debt
3. Standard Contract Terms and Conditions – Boone County, Missouri

J. ADDITIONAL INFORMATION

1. Boone County Debt Management Policy: <http://www.showmeboone.com/TREASURER/>
2. Comprehensive Annual Financial Reports: <http://www.showmeboone.com/AUDITOR/>
3. Boone County Budget Reports: <http://www.showmeboone.com/AUDITOR/>



“No Bid” Response Form

Boone County Purchasing
613 E. Ash Street, Room 110
Columbia, MO 65201

Melinda Bobbitt, CPPB, Director
(573) 886-4391 – Fax: (573) 886-4390

“NO BID RESPONSE FORM”

NOTE: COMPLETE AND RETURN THIS FORM ONLY IF YOU DO NOT WANT TO SUBMIT A PROPOSAL RESPONSE

If you do not wish to respond to this RFP request, but would like to remain on the Boone County vendor list **for this service/commodity**, please remove form and return to the Purchasing Department by mail or fax.

If you would like to FAX this “No Bid” Response Form to our office, the FAX number is (573) 886-4390.

RFP: 54-09SEP19 – Financial Advisory Services for the Boone County Treasurer

Business Name: _____

Address: _____

Telephone: _____

Contact: _____

Date: _____

Reason(s) for Not Submitting Proposal Response :

Boone County General Obligation Bonds Outstanding at 09-30-2018

<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Other</u>	<u>Total</u>	<u>Available Fund Balance</u>	<u>Fund</u>			
2008	\$602,000.00	\$59,397.12	\$16,973.00	\$678,370.12 *	\$221,458.54	387	2008	382	1998
2010A	\$196,000.00	\$98,415.00	\$0.00	\$294,415.00	\$82,961.73	388	2010A	381	1996
2010	\$92,936.16	\$7,795.65	\$12,069.75	\$112,801.56 *	\$37,802.23	389"	2010	380	1994
2011A	\$155,000.00	\$9,375.00	\$0.00	\$164,375.00	\$72,872.12	390	2011A		
2011B	\$57,000.00	\$20,265.00	\$0.00	\$77,265.00	\$56,674.62	392	2011B		
2016	\$206,382.62	\$58,032.85	\$0.00	\$264,415.47	\$27,270.64	393	2016		
Total	\$1,309,318.78	\$253,280.62	\$29,042.75	\$1,591,642.15	\$499,039.88				

*This is DNR Loan NID Bonding - Other column represents the Admin Fee charged by DNR.

"2010 is the DNR portion for BS and CS and 2011B is the non-DNR

Boone County Special Obligation Bonds Outstanding at 09-30-2018

<u>Bond Series</u>	<u>Principal</u>	<u>Interest</u>	<u>Other</u>	<u>Total</u>	<u>Available Fund Balance</u>	<u>Fund</u>		
2015	\$11,065,000.00	\$2,850,265.78	\$0.00	\$13,915,265.78	\$787.42	306	2015	
2010	\$190,000.00	\$8,728.60	\$0.00	\$198,728.60	\$150,942.17	305	2010	
Total	\$11,255,000.00	\$2,858,994.38	\$0.00	\$14,113,994.38	\$151,729.59			

STANDARD TERMS AND CONDITIONS - BOONE COUNTY, MISSOURI

1. Contractor shall comply with all applicable federal, state, and local laws and failure to do so, in County's sole discretion, shall give County the right to terminate this Contract.
2. Responses shall include all charges for packing, delivery, installation, etc., (unless otherwise specified) to the Boone County Department identified in the Request for Bid and/or Proposal.
3. The Boone County Commission has the right to accept or reject any part or parts of all bids, to waive technicalities, and to accept the offer the County Commission considers the most advantageous to the County. Boone County reserves the right to award this bid on an item-by-item basis, or an "all or none" basis, whichever is in the best interest of the County.
4. Bidders must use the bid forms provided for the purpose of submitting bids, must return the bid and bid sheets comprised in this bid, give the unit price, extended totals, and sign the bid. The Purchasing Director reserves the right, when only one bid has been received by the bid closing date, to delay the opening of bids to another date and time in order to revise specifications and/or establish further competition for the commodity or service required. The one (1) bid received will be retained unopened until the new Closing date, or at request of bidder, returned unopened for re-submittal at the new date and time of bid closing.
5. When products or materials of any particular producer or manufacturer are mentioned in our specifications, such products or materials are intended to be descriptive of type or quality and not restricted to those mentioned.
6. Do not include Federal Excise Tax or Sales and Use Taxes in bid process, as law exempts the County from them.
7. The delivery date shall be stated in definite terms, as it will be taken into consideration in awarding the bid.
8. The County Commission reserves the right to cancel all or any part of orders if delivery is not made or work is not started as guaranteed. In case of delay, the Contractor must notify the Purchasing Department.
9. In case of default by the Contractor, the County of Boone will procure the articles or services from other sources and hold the Bidder responsible for any excess cost occasioned thereby.
10. Failure to deliver as guaranteed may disqualify Bidder from future bidding.
11. Prices must be as stated in units of quantity specified and must be firm. Bids qualified by escalator clauses may not be considered unless specified in the bid specifications.
12. No bid transmitted by fax machine or e-mail will be accepted.
13. The County of Boone, Missouri expressly denies responsibility for, or ownership of any item purchased until same is delivered to the County and is accepted by the County.
14. The County reserves the right to award to one or multiple respondents. The County also reserves the right to not award any item or group of items if the services can be obtained from a state or other governmental entities contract under more favorable terms. The resulting contract will be considered "Non-Exclusive". The County reserves the right to purchase from other vendors.

15. The County, from time to time, uses federal grant funds for the procurement of goods and services. Accordingly, the provider of goods and/or services shall comply with federal laws, rules and regulations applicable to the funds used by the County for said procurement, and contract clauses required by the federal government in such circumstances are incorporated herein by reference. These clauses can generally be found in the *Federal Transit Administration's Best Practices Procurement Manual – Appendix A*. Any questions regarding the applicability of federal clauses to a particular bid should be directed to the Purchasing Department prior to bid opening.
16. In the event of a discrepancy between a unit price and an extended line item price, the unit price shall govern.
17. Should an audit of Contractor's invoices during the term of the Agreement, and any renewals thereof, indicate that the County has remitted payment on invoices that constitute an over-charging to the County above the pricing terms agreed to herein, the Contractor shall issue a refund check to the County for any over-charges within 30-days of being notified of the same.
18. For all bid responses over \$25,000, if any manufactured goods or commodities proposed with bid/proposal response are manufactured or produced outside the United States, this MUST be noted on the Bid/Proposal Response Form or a Memo attached.
19. **For all titled vehicles and equipment, the dealer must use the actual delivery date to the County on all transfer documents** including the Certificate of Origin (COO), Manufacturer's Statement of Origin (MSO), Bill of Sale (BOS), and Application for Title.
20. **Equipment and serial and model numbers** - The contractor is strongly encouraged to include equipment serial and model numbers for all amounts invoiced to the County. If equipment serial and model numbers are not provided on the face of the invoice, such information may be required by the County before issuing payment.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/6/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lamb, Little & Co 1101 Perimeter Drive Suite 500 Schaumburg IL 60173	CONTACT NAME: Angie Wilcox PHONE (A/C, No, Ext): (847) 230-3266 FAX (A/C, No): (847) 398-7077 E-MAIL ADDRESS: awilcox@lamblittle.com
	INSURER(S) AFFORDING COVERAGE
INSURED COLUM-3 Columbia Capital Management 6330 Lamar Ave Ste 200 Overland Park KS 66202	INSURER A: Hartford Casualty Company NAIC # 29424
	INSURER B: The Hartford Group 19682
	INSURER C: Hartford Underwriters Ins Co. 30104
	INSURER D:
	INSURER E:
	INSURER F:

COVERAGES
CERTIFICATE NUMBER: 149921389

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			83SBAPK9363	11/1/2018	11/1/2019	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS			83SBAPK9363	11/1/2018	11/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DEF <input checked="" type="checkbox"/> RETENTION \$ 10,000			83SBAPK9363	11/1/2018	11/1/2019	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below <div style="float: right; text-align: center;"> <input type="checkbox"/> Y/N <input type="checkbox"/> N/A </div>			83WECZP4125	11/1/2018	11/1/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

County of Boone is additional insured with respects to the General Liability when required by written contract.

CERTIFICATE HOLDER
CANCELLATION

County of Boone 613 E Ash St Columbia MO 65201	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	---

© 1988-2014 ACORD CORPORATION. All rights reserved.