



**NOTICE OF OPEN WORK SESSION
OF THE CITY COUNCIL OF THE CITY OF
NORTH KANSAS CITY, MISSOURI,**

**August 3, 2021
6:00 PM**

The tentative agenda of this meeting includes:

1. Call Meeting to Order

2. Kansas City Water and Wastewater Rate Study 

Earlier this year, the City of North Kansas City engaged Raftelis to conduct a Water and Wastewater Rate Study. Raftelis will provide the City Council the results of the study, based on a comprehensive review of the City's rates, customer demands, operating expenses, and capital needs.

3. Adjournment

This open work session of the City Council of the City of North Kansas City, Missouri, has been duly called pursuant to the provisions of Section 2.04.030 of the Code of the City of North Kansas City, Missouri, by the undersigned Mayor of the City of North Kansas City, Missouri.

DONE this 30th day of July 2021, at 5:00 p.m.

A handwritten signature in black ink that reads "Bryant DeLong".

Bryant DeLong, *Mayor*

Representatives of the news media may obtain copies of this notice by contacting:

Crystal Doss, City Clerk, City Hall
2010 Howell Street
North Kansas City, Missouri 64116
Telephone No. (816) 274-6000

Posted on the 30th day of July 2021 at 5:00 p.m.

MEMORANDUM



TO: Mayor and City Council

FROM: Kim Nakahodo, Interim City Administrator
Tom Beckley, Raftelis

DATE: August 3, 2021

RE: Calendar Year 2022 Water and Sewer Rates

As staff prepares to submit the FY 2022 City Budget to the City Council in mid-August, staff now seeks direction from the City Council as to what rates to assume for water and sewer in the next calendar year.

North Kansas City Water and Wastewater Rate Study

In 2021, the City of North Kansas City engaged Raftelis to conduct a Water and Wastewater Rate Study. This memo presents the results of the study, based on a comprehensive review of the City's rates, customer demands, operating expenses, and capital needs.

Raftelis also completed a rate study for the City in 2017. However, shortly after the study was completed, the City's mag meter at Bedford Station that measures wastewater volumes going into Kansas City was replaced, significantly increasing the volume reading from prior years. In addition, capital needs in both utilities have increased, causing the need to conduct a new rate study that went out to bid in late 2020, and was awarded to Raftelis in the Spring of 2021. Working closely with City staff, Raftelis developed two rate scenarios each for the water and wastewater utilities.

For the past two years, the utilities have relied on transfers from the Gaming Fund to meet basic capital requirements. Raftelis recommends that the City takes steps to ensure that each utility becomes financially self-sufficient and is able to adequately reinvest in the water and wastewater systems using only rate revenue. The City's policy for both utilities is to aim to have an undesignated fund balance of 25% of budgeted expenses. Currently, absent a rate increase, the Water Pollution Control fund would be in a negative cash balance by the end of FY 2022. The strategy adopted by

the City in FY 2020 was to begin using the Gaming Fund to pay for the capital projects in the WPC Funds, and raise sewer rates at a fairly high rate until the WPC Fund reaches the desired level of 25%. Another strategy employed by the City for the last three years has been to decrease the City’s water rates in order to offset the pain of the sewer increase.

The City’s Water Fund has been able to absorb decreases in rates and stay above minimum fund balance requirements, however, it is not a stable practice moving forward. The following two scenarios presented by Raftelis represent two different paths the City can take to achieve adequate fund balance for both utilities while ultimately removing the reliance on the Gaming Fund for capital expenditures.

Scenario 1 – 5-Year Transition to Self-Sufficiency

The first scenario assumes continuing transfers from the Gaming Fund for each utility for five years while building the capacity to fully fund capital requirements with rate revenue by FY 2027. The following tables present the proposed rate increases required to meet this objective and a forecast of typical water and sewer bills under the proposed rates.

Rate Increases	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
Water	9%	9%	9%	9%	9%	9%
Sewer	15%	15%	12%	12%	12%	7%

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Bill									
Small	5/8"	4	\$ 15.40	\$ 16.80	\$ 18.32	\$ 19.97	\$ 21.77	\$ 23.74	\$ 25.88
Medium	5/8"	15	28.06	30.67	33.51	36.59	39.93	43.55	47.56
Large	2"	50	114.16	124.63	136.06	148.49	161.99	176.80	193.04
Ingredion	10"	63,000	69,502.63	76,104.09	83,362.65	91,280.75	99,861.06	109,106.69	119,021.15
Sewer Bill									
Small	5/8"	4	\$ 38.04	\$ 43.77	\$ 50.36	\$ 56.42	\$ 63.21	\$ 70.84	\$ 75.83
Medium	5/8"	15	101.51	116.81	134.40	150.58	168.70	189.09	202.44
Large	2"	50	334.59	385.01	442.97	496.29	555.99	623.17	667.17
Ingredion	10"	53,000	306,931.28	353,209.48	406,402.91	455,340.86	510,130.17	571,833.40	612,259.24
Combined Bill									
Small	5/8"	4	\$ 53.44	\$ 60.57	\$ 68.68	\$ 76.39	\$ 84.98	\$ 94.58	\$ 101.71
Medium	5/8"	15	129.57	147.48	167.91	187.17	208.63	232.64	250.00
Large	2"	50	448.75	509.64	579.03	644.78	717.98	799.97	860.21
Ingredion	10"	63,000	376,433.91	429,313.57	489,765.56	546,621.61	609,991.23	680,940.09	731,280.39

Scenario 2 – Immediately End Transfers from the Gaming Fund

The second scenario immediately ends transfers from the Gaming Fund, reaching self-sufficiency in FY 2022. The following tables present the proposed rate increases required to meet this objective and a forecast of typical water and sewer bills under the proposed rates.

Rate Increases	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
Water	20%	20%	15%	4%	4%	3%
Sewer	25%	20%	7%	7%	7%	7%

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast

Water Bill

Small	5/8"	4	\$ 15.40	\$ 18.49	\$ 22.19	\$ 25.53	\$ 26.56	\$ 27.64	\$ 28.47
Medium	5/8"	15	28.06	33.74	40.52	46.67	48.58	50.60	52.20
Large	2"	50	114.16	137.25	164.86	189.87	197.68	205.72	212.29
Ingredient	10"	63,000	69,502.63	83,404.57	100,588.49	115,803.97	120,437.73	125,708.33	129,668.62

Sewer Bill

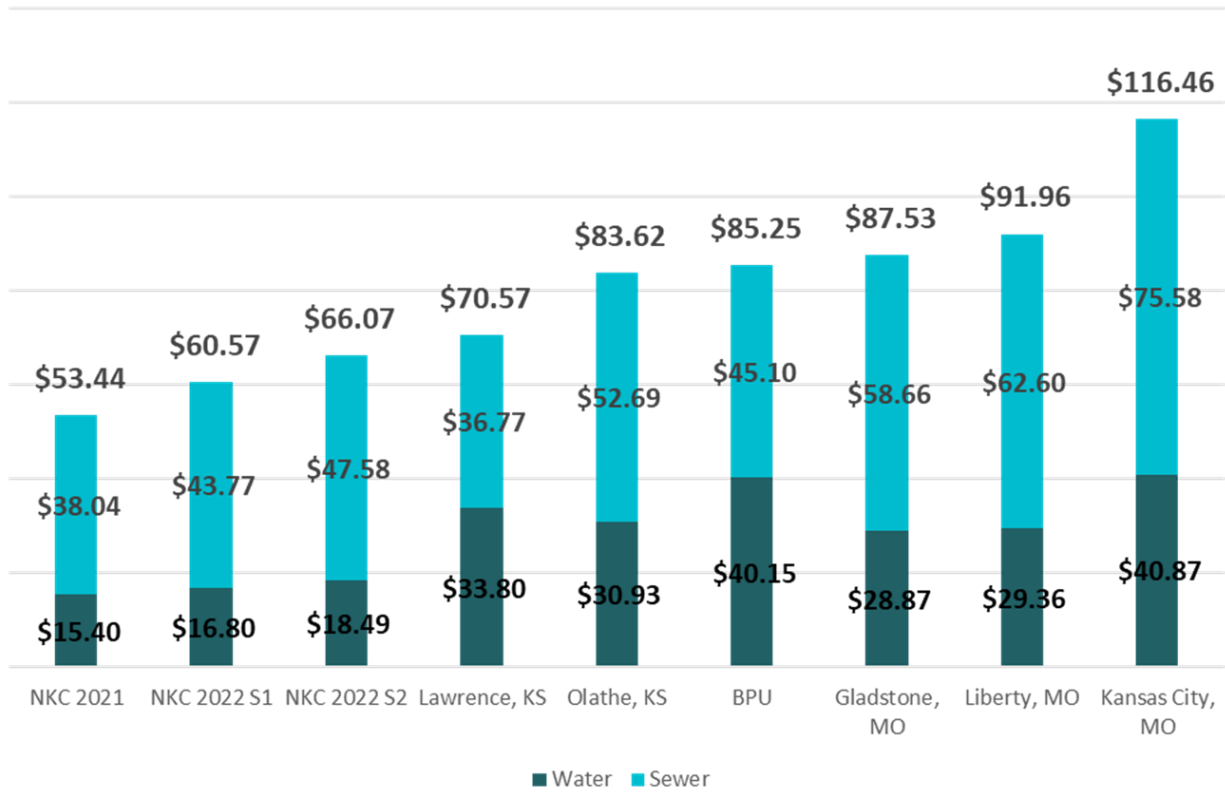
Small	5/8"	4	\$ 38.04	\$ 47.58	\$ 57.12	\$ 61.14	\$ 65.43	\$ 70.03	\$ 74.96
Medium	5/8"	15	101.51	127.00	152.49	163.22	174.66	186.96	200.14
Large	2"	50	334.59	418.62	502.65	538.00	575.68	616.23	659.67
Ingredient	10"	53,000	306,931.28	384,061.60	461,191.92	493,639.66	528,215.64	565,450.44	605,344.68

Combined Bill

Small	5/8"	4	\$ 53.44	\$ 66.07	\$ 79.31	\$ 86.67	\$ 91.99	\$ 97.67	\$ 103.43
Medium	5/8"	15	129.57	160.74	193.01	209.89	223.24	237.56	252.34
Large	2"	50	448.75	555.87	667.51	727.87	773.36	821.95	871.96
Ingredient	10"	63,000	376,433.91	467,466.17	561,780.41	609,443.63	648,653.37	691,158.77	735,013.30

Rate Comparison

Although the proposed increases to the water and sewer rates in each scenario are significant, the City’s rates will remain low compared to many others in the Kansas City area. The following graph shows a comparison of a 4,000 gallon per month water and wastewater bill at six other Cities in 2021 compared to a bill in North Kansas City under each rate scenario.



Next Steps

Staff seeks direction from the Governing Body to set the rates for the calendar year 2022. Once provided direction by the City Council, staff will:

1. Budget accordingly in the FY 2021 Proposed Budget currently being prepared.
2. Provide public notice of a public hearing on the proposed change in sewer rates. Statute requires a public hearing whenever sewer rates are changed. (There is no requirement for a public hearing if water rates are changed, but staff would propose to address water rate changes at the same public hearing.)

City of North Kansas City

Rate Study

August 2021



Agenda

- 1. Utility Overview**
- 2. Rate Study Process**
- 3. Water Rate Scenarios**
- 4. Sewer Rate Scenarios**
- 5. Discussion and Questions**

Water Utility Overview

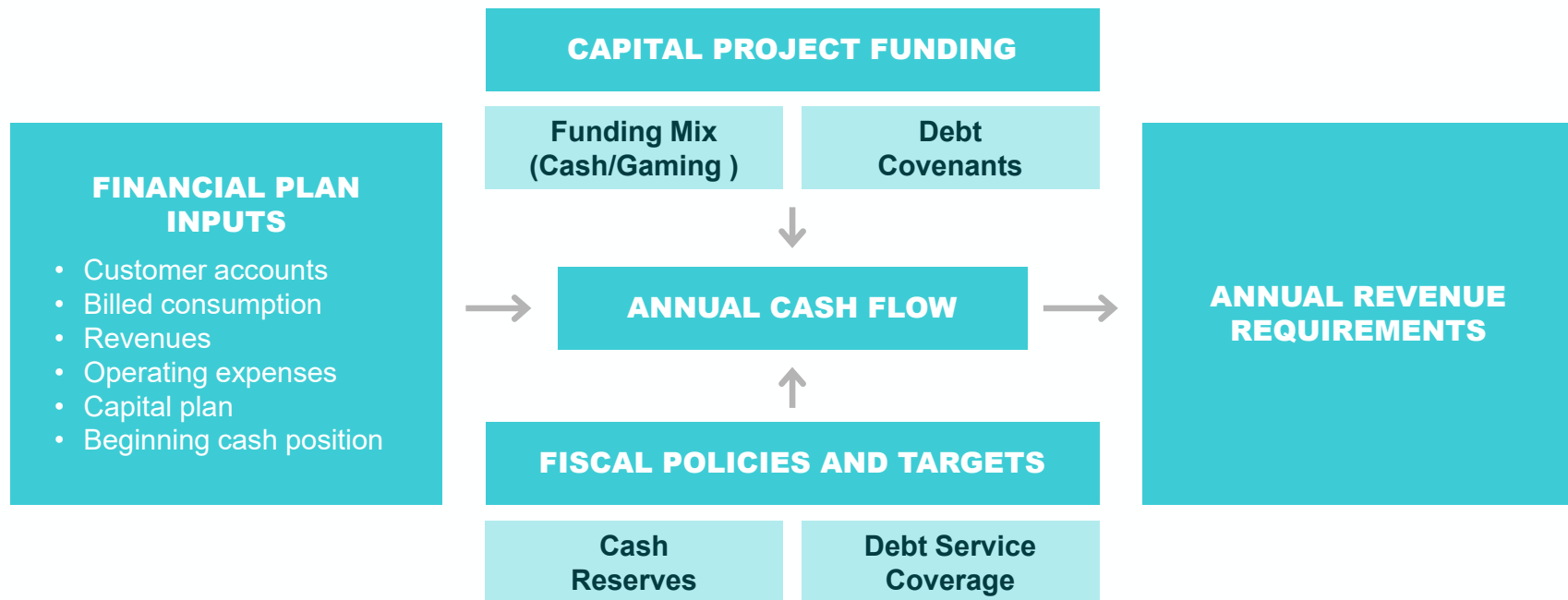
- Treatment plant improvements being completed using Gaming Fund proceeds.
- Provides about 1.1 billion gallons per year to 2,500 customers.
- Ingredient purchased about 56% of water sold in 2020.
- Average residential customer uses about 3,300 gallons per month.

Sewer Utility Overview

- NKC pays for wastewater treatment from KCMO.
 - › Wastewater treatment charges account for about 86% of the FY 2021 budget – uncontrollable by NKC
 - › Expect charges from KCMO to increase by about 7% per year.

Financial Planning Process

FINANCIAL PLAN ELEMENTS



Financial Plan Assumptions

- 0% account / usage growth through the study period (2022-2027).
- Inflation
 - › 7% annual increase for wastewater treatment
 - › 5% utilities and benefits
 - › 3% all other expenses
- \$8 million in capital expenditures each for the water and sewer utilities through 2027

Water Utility



Current Rates

- Fixed monthly charge based on meter size.
 - › Includes 3,500 gallons of water
- Declining block rate structure – additional units of water cost less than previous units.
- NKC has decreased rates by about 24% from 2018-2021.
- Even before the decreases, NKC had low rates compared to other regional utilities.

Water Rates		FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Actual	Budget
Fixed Monthly Charge					
5/8"		\$ 19.31	\$ 18.35	\$ 17.43	\$ 14.82
3/4"		23.67	22.49	21.37	18.16
1"		32.39	30.78	29.24	24.85
1 1/2"		54.17	51.47	48.90	41.57
2"		80.31	76.30	72.49	61.62
3"		141.31	134.25	127.54	108.41
4"		446.29	423.98	402.78	342.36
6"		881.97	837.88	795.99	676.59
8"		1,753.35	1,665.69	1,582.41	1,345.05
10"		4,367.46	4,149.09	3,941.64	3,350.39
Volume Rate (per 1,000 Gal.)					
3,501	10,000	\$ 1.51	\$ 1.44	\$ 1.37	\$ 1.16
10,001	30,000	1.48	1.41	1.34	1.14
30,001	50,000	1.45	1.38	1.31	1.11
50,001	80,000	1.41	1.34	1.27	1.08
80,001	210,000	1.38	1.32	1.25	1.06
210,001	+	1.36	1.30	1.24	1.05

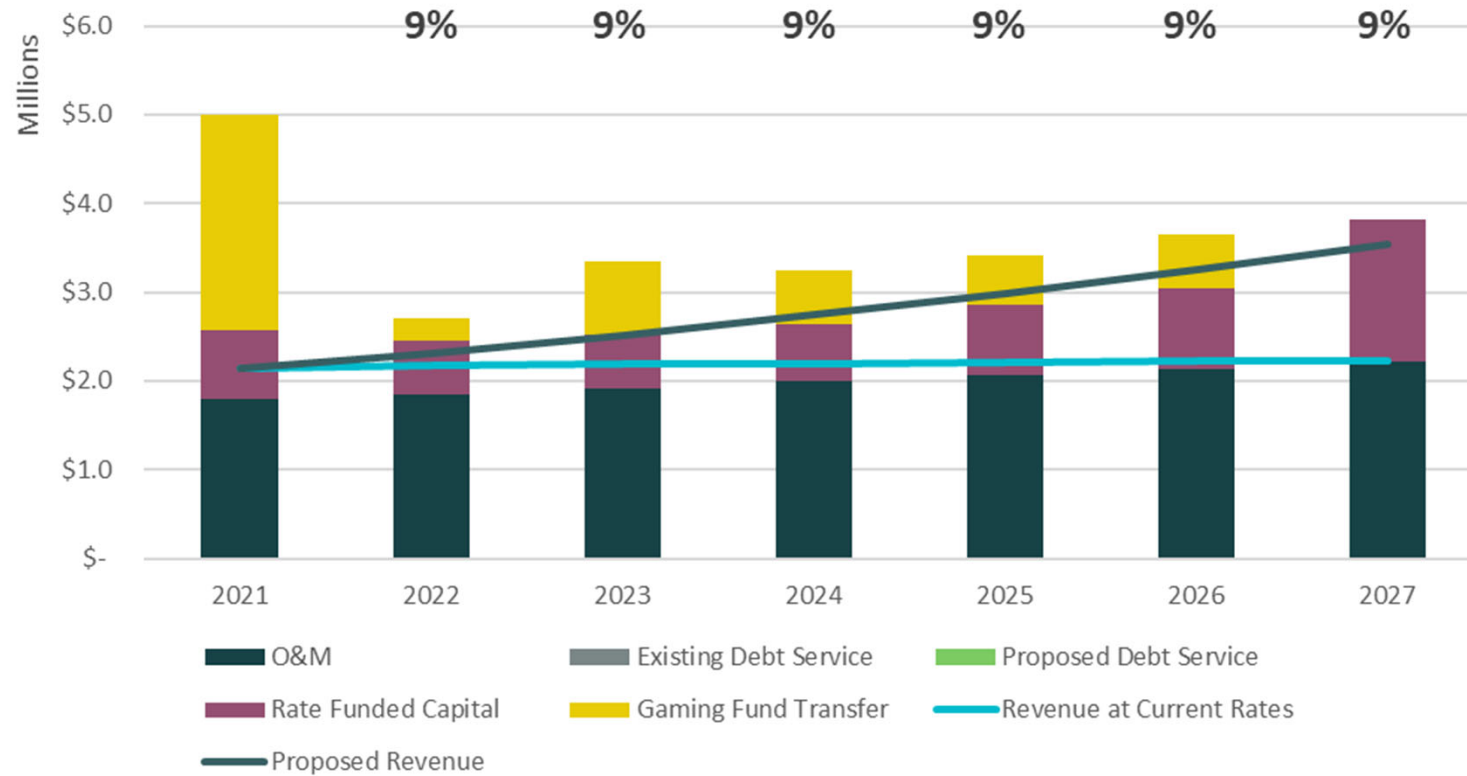
Water Bill Comparison – 4,000 Gallons



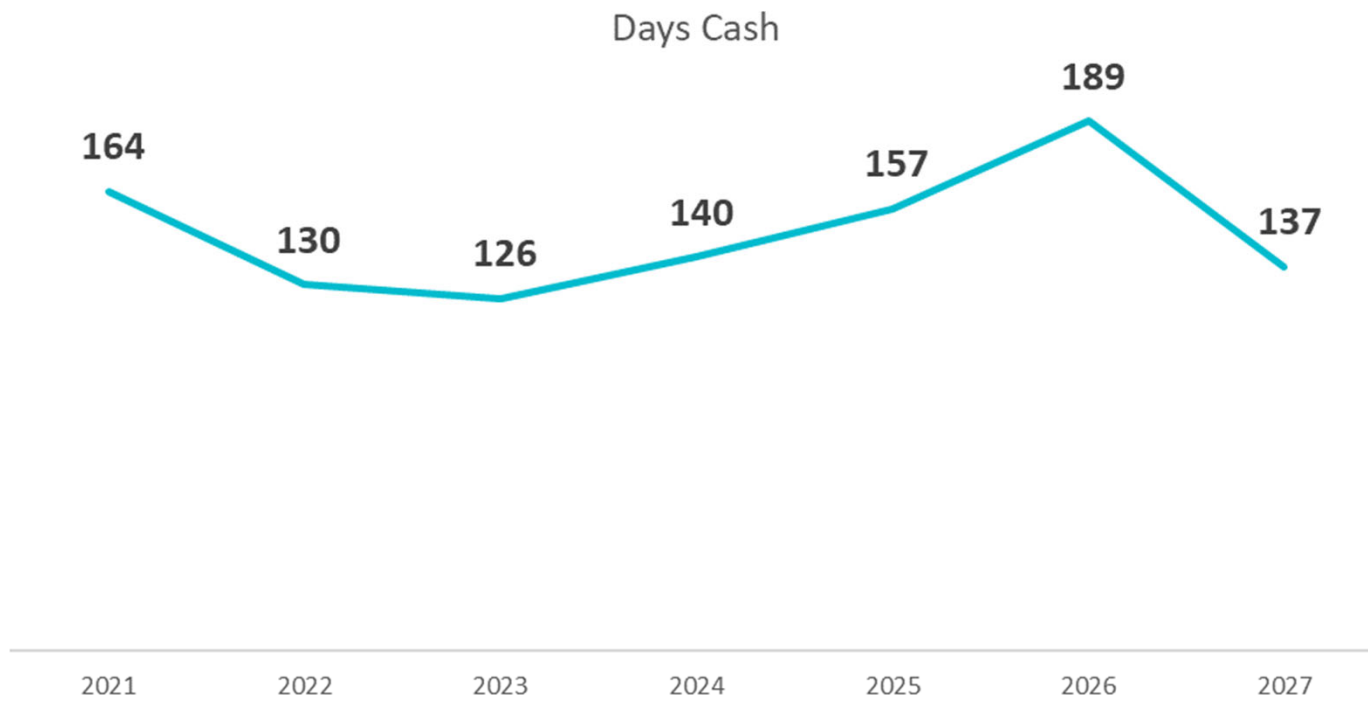
Financial Plan Scenarios

- Scenario 1
 - › Rely on transfers from the Gaming Fund for five years while building capacity to fully fund capital requirements from rates.
 - › Requires strong rate increases to build self sufficiency.
 - 68% increase from 2021 to 2027
 - Reverse decreases and puts the City back on track to adequately reinvesting in the water system with water system revenue.
 - By 2027, rates are at the level they would have been with only 3% increases each year since 2019
- Scenario 2
 - › Does not include any transfers from Gaming Fund.
 - › Immediate self sufficiency but requires substantially higher but front-loaded rate increases.
 - › 88% increase from 2021 to 2027

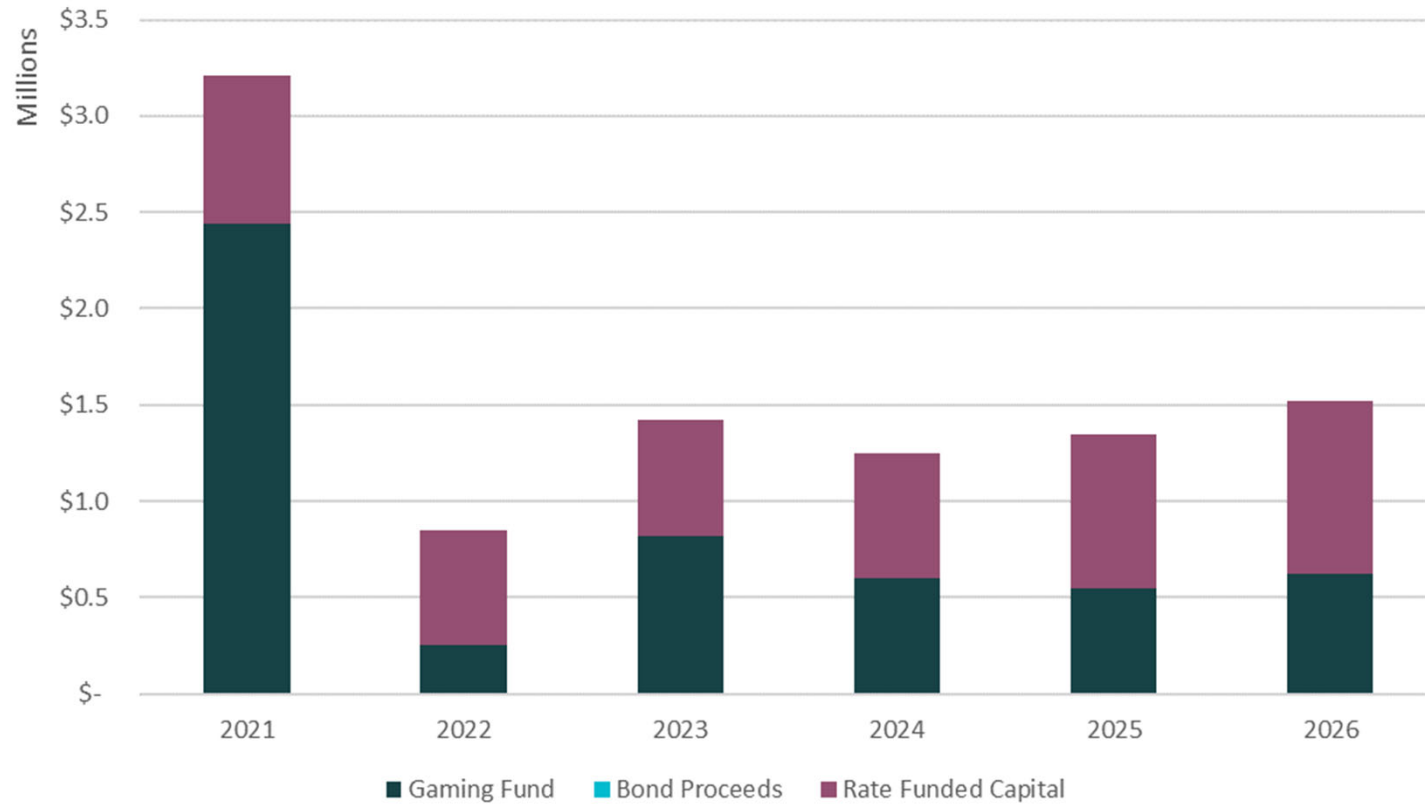
Financial Plan - Scenario 1



Fund Balance - Scenario 1



CIP Funding Sources – Scenario 1



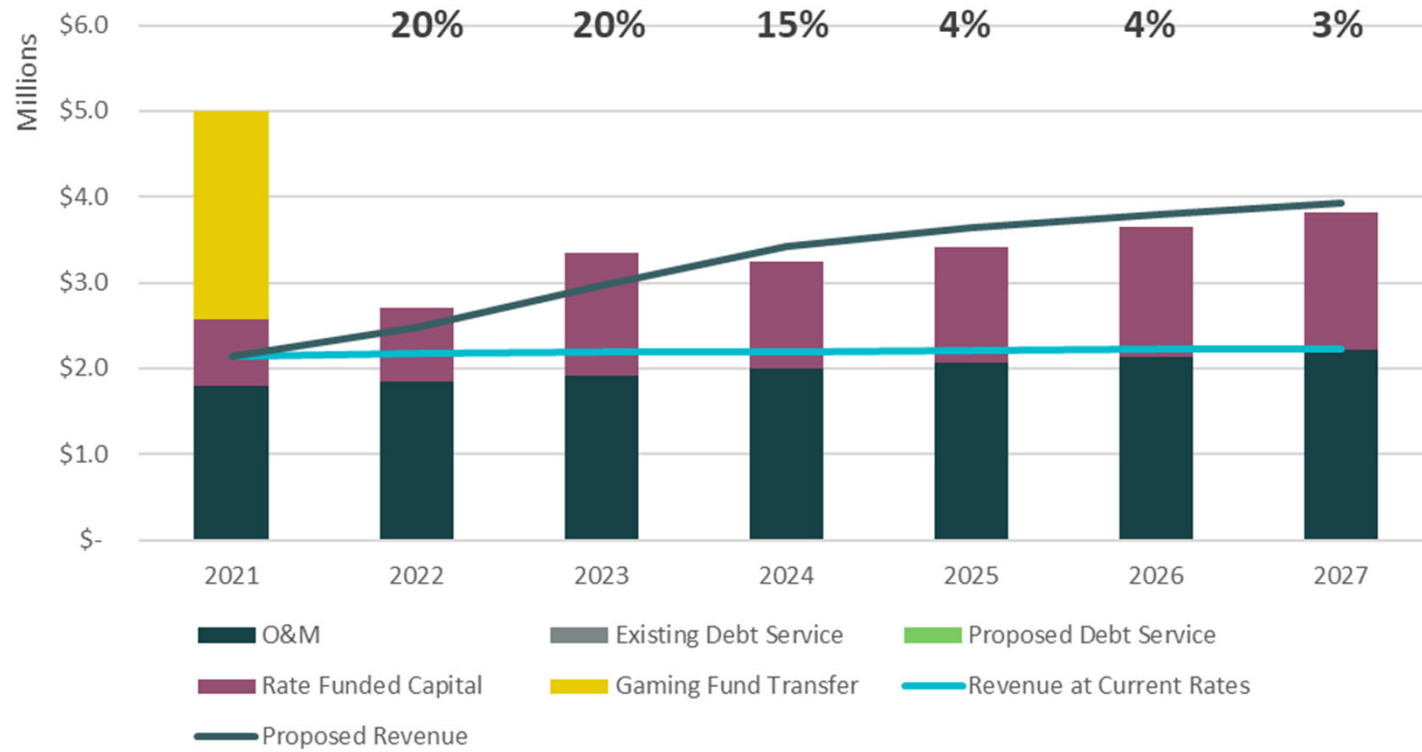
Rates - Scenario 1

Water Rates		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
		Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Fixed Monthly Charge								
5/8"		\$ 14.82	\$ 16.16	\$ 17.62	\$ 19.21	\$ 20.94	\$ 22.83	\$ 24.89
3/4"		18.16	19.80	21.59	23.54	25.66	27.97	30.49
1"		24.85	27.09	29.53	32.19	35.09	38.25	41.70
1 1/2"		41.57	45.32	49.40	53.85	58.70	63.99	69.75
2"		61.62	67.17	73.22	79.81	87.00	94.83	103.37
3"		108.41	118.17	128.81	140.41	153.05	166.83	181.85
4"		342.36	373.18	406.77	443.38	483.29	526.79	574.21
6"		676.59	737.49	803.87	876.22	955.08	1,041.04	1,134.74
8"		1,345.05	1,466.11	1,598.06	1,741.89	1,898.67	2,069.56	2,255.83
10"		3,350.39	3,651.93	3,980.61	4,338.87	4,729.37	5,155.02	5,618.98
Volume Rate (per 1,000 Gal.)								
3,501	10,000	\$ 1.16	\$ 1.27	\$ 1.39	\$ 1.52	\$ 1.66	\$ 1.81	\$ 1.98
10,001	30,000	1.14	1.25	1.37	1.50	1.64	1.79	1.96
30,001	50,000	1.11	1.21	1.32	1.44	1.57	1.72	1.88
50,001	80,000	1.08	1.18	1.29	1.41	1.54	1.68	1.84
80,001	210,000	1.06	1.16	1.27	1.39	1.52	1.66	1.81
210,001	+	1.05	1.15	1.26	1.38	1.51	1.65	1.80

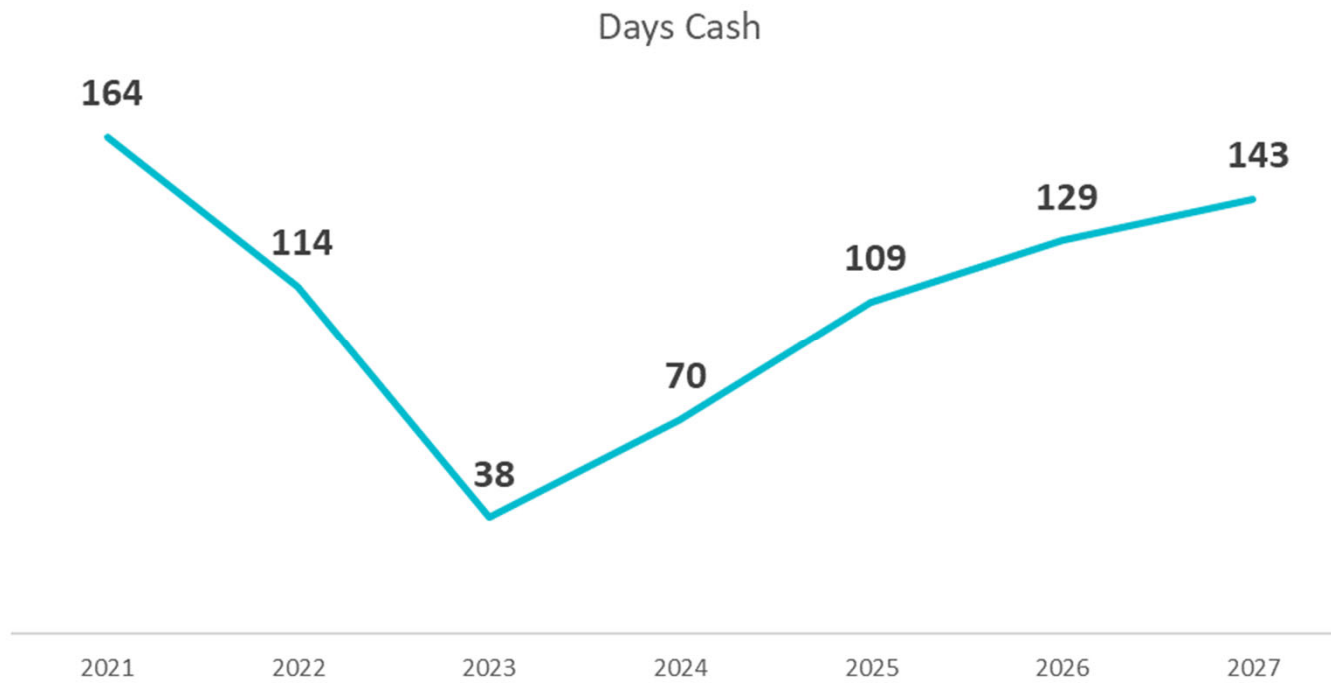
Customer Impacts - Scenario 1

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Bill									
Small	5/8"	4	\$ 15.40	\$ 16.80	\$ 18.32	\$ 19.97	\$ 21.77	\$ 23.74	\$ 25.88
Medium	5/8"	15	28.06	30.67	33.51	36.59	39.93	43.55	47.56
Large	2"	50	114.16	124.63	136.06	148.49	161.99	176.80	193.04
Ingredion	10"	63,000	69,502.63	76,104.09	83,362.65	91,280.75	99,861.06	109,106.69	119,021.15

Financial Plan - Scenario 2



Fund Balance - Scenario 2



Rates - Scenario 2

Water Rates	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast

Fixed Monthly Charge

5/8"	\$	14.82	\$	17.79	\$	21.35	\$	24.56	\$	25.55	\$	26.58	\$	27.38
3/4"		18.16		21.80		26.16		30.09		31.30		32.56		33.54
1"		24.85		29.82		35.79		41.16		42.81		44.53		45.87
1 1/2"		41.57		49.89		59.87		68.86		71.62		74.49		76.73
2"		61.62		73.95		88.74		102.06		106.15		110.40		113.72
3"		108.41		130.10		156.12		179.54		186.73		194.20		200.03
4"		342.36		410.84		493.01		566.97		589.65		613.24		631.64
6"		676.59		811.91		974.30		1,120.45		1,165.27		1,211.89		1,248.25
8"		1,345.05		1,614.06		1,936.88		2,227.42		2,316.52		2,409.19		2,481.47
10"		3,350.39		4,020.47		4,824.57		5,548.26		5,770.20		6,001.01		6,181.05

Volume Rate (per 1,000 Gal.)

3,501	10,000	\$	1.16	\$	1.40	\$	1.68	\$	1.94	\$	2.02	\$	2.11	\$	2.18
10,001	30,000		1.14		1.37		1.65		1.90		1.98		2.06		2.13
30,001	50,000		1.11		1.34		1.61		1.86		1.94		2.02		2.09
50,001	80,000		1.08		1.30		1.56		1.80		1.88		1.96		2.02
80,001	210,000		1.06		1.28		1.54		1.78		1.86		1.94		2.00
210,001	+		1.05		1.26		1.52		1.75		1.82		1.90		1.96

Customer Impacts - Scenario 2

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Bill									
Small	5/8"	4	\$ 15.40	\$ 18.49	\$ 22.19	\$ 25.53	\$ 26.56	\$ 27.64	\$ 28.47
Medium	5/8"	15	28.06	33.74	40.52	46.67	48.58	50.60	52.20
Large	2"	50	114.16	137.25	164.86	189.87	197.68	205.72	212.29
Ingredion	10"	63,000	69,502.63	83,404.57	100,588.49	115,803.97	120,437.73	125,708.33	129,668.62

Sewer Utility

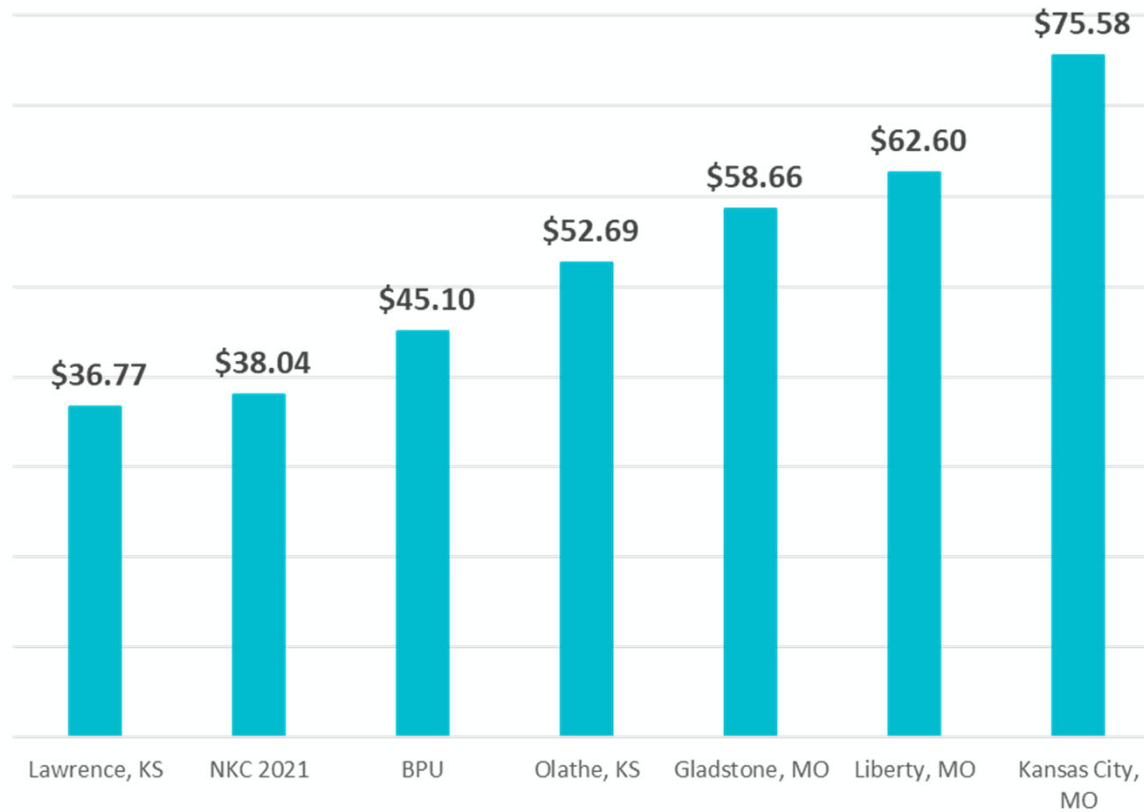


Current Rates

- Fixed monthly charge based on meter size.
- Uniform rate for all volume.
- Surcharges for excess pollutants.
- Sharp increases in recent years due to infrastructure requirements.
- Although increasing quickly, rates are still low relative to others.

Sewer Rates	FY 2018	FY 2019	FY 2020	FY 2021
	Actual	Actual	Actual	Budget
Fixed Monthly Charge				
5/8"	\$ 11.10	\$ 11.62	\$ 13.03	\$ 14.96
3/4"	12.79	13.39	15.00	17.25
1"	16.09	16.84	18.86	21.69
1 1/2"	24.29	25.43	28.48	32.75
2"	34.19	35.79	40.08	46.09
3"	57.24	59.91	67.10	77.17
4"	90.18	94.40	105.73	121.59
6"	106.93	111.93	125.36	144.16
8"	123.18	128.94	144.41	166.07
10"	831.69	870.56	975.03	1,121.28
Volume Rate (1,000 Gal.)	\$ 4.00	\$ 4.48	\$ 5.02	\$ 5.77
BOD	0.326	0.326	0.326	0.326
TSS	0.173	0.173	0.173	0.173

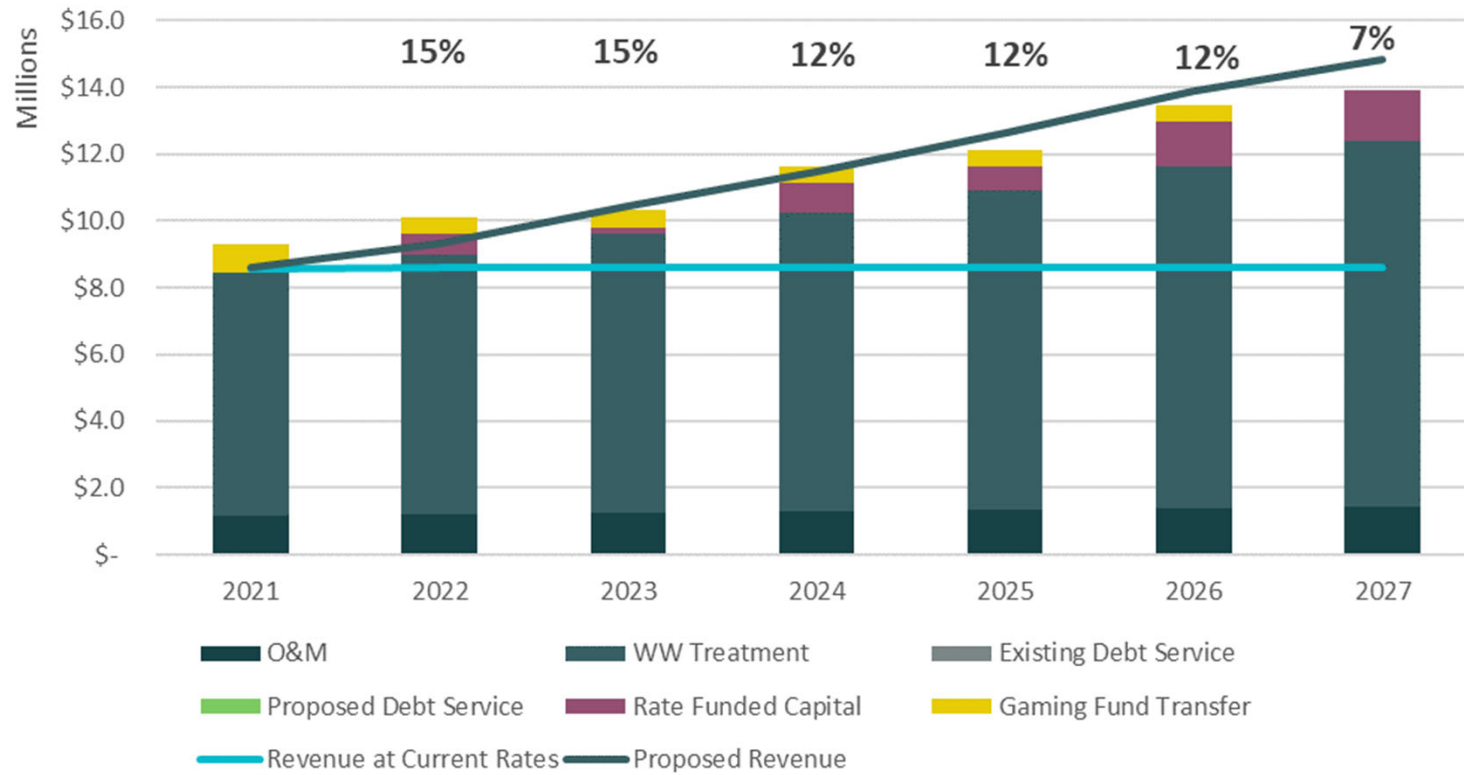
Sewer Bill Comparison – 4,000 Gallons



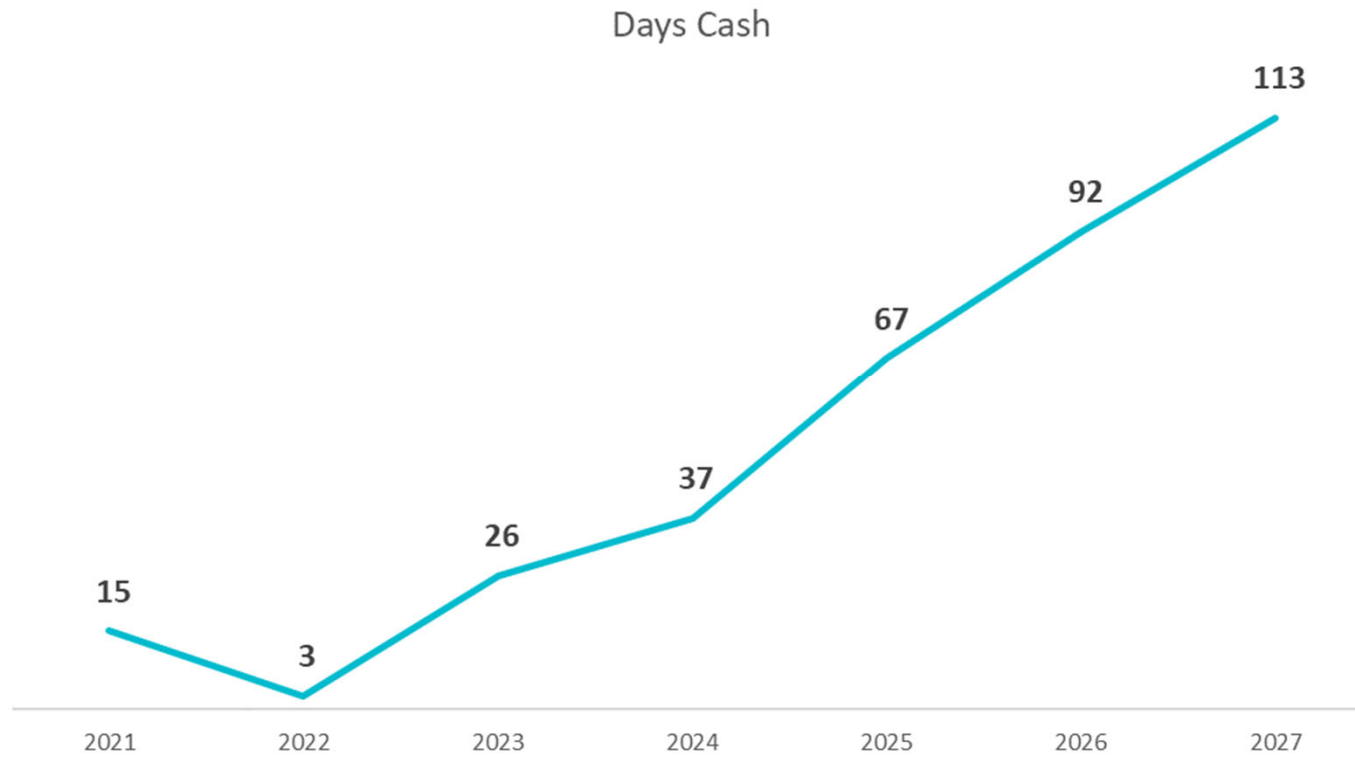
Financial Plan Scenarios

- Scenario 1
 - › Rely on transfers from the Gaming Fund for five years while building capacity fully fund capital requirements from rates.
- Scenario 2
 - › Does not include any transfers from Gaming Fund.
 - › Immediate self sufficiency but requires substantially higher but front-loaded rate increases.

Financial Plan – Scenario 1



Fund Balance – Scenario 1



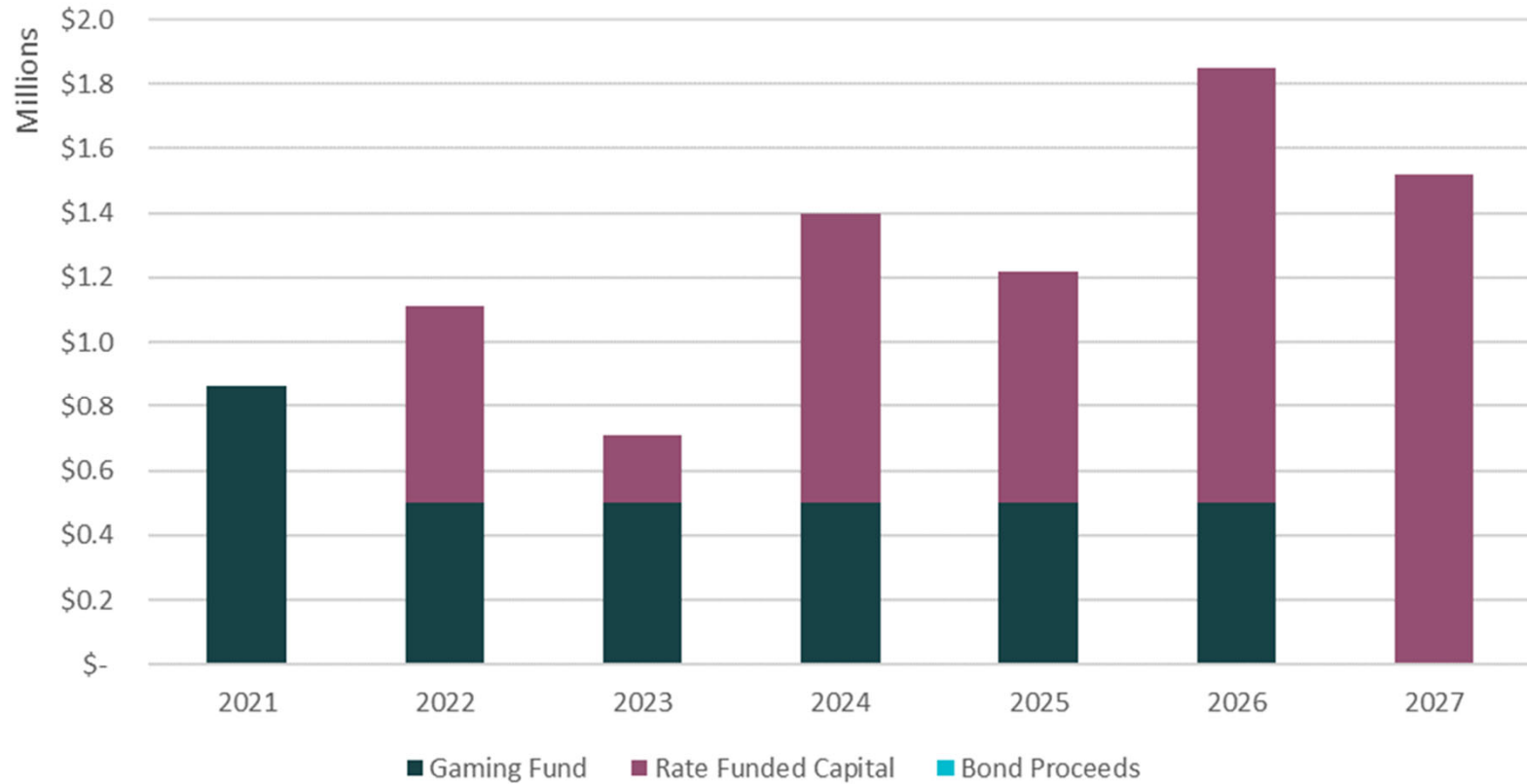
Rates – Scenario 1

Sewer Rates	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
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1"	21.69	24.95	28.70	32.15	36.01	40.34	43.17
1 1/2"	32.75	37.67	43.33	48.53	54.36	60.89	65.16
2"	46.09	53.01	60.97	68.29	76.49	85.67	91.67
3"	77.17	88.75	102.07	114.32	128.04	143.41	153.45
4"	121.59	139.83	160.81	180.11	201.73	225.94	241.76
6"	144.16	165.79	190.66	213.54	239.17	267.88	286.64
8"	166.07	190.99	219.64	246.00	275.52	308.59	330.20
10"	1,121.28	1,289.48	1,482.91	1,660.86	1,860.17	2,083.40	2,229.24
Volume Rate (1,000 Gal.)	\$ 5.77	\$ 6.64	\$ 7.64	\$ 8.56	\$ 9.59	\$ 10.75	\$ 11.51
BOD	0.326	0.326	0.326	0.326	0.326	0.326	0.326
TSS	0.173	0.173	0.173	0.173	0.173	0.173	0.173

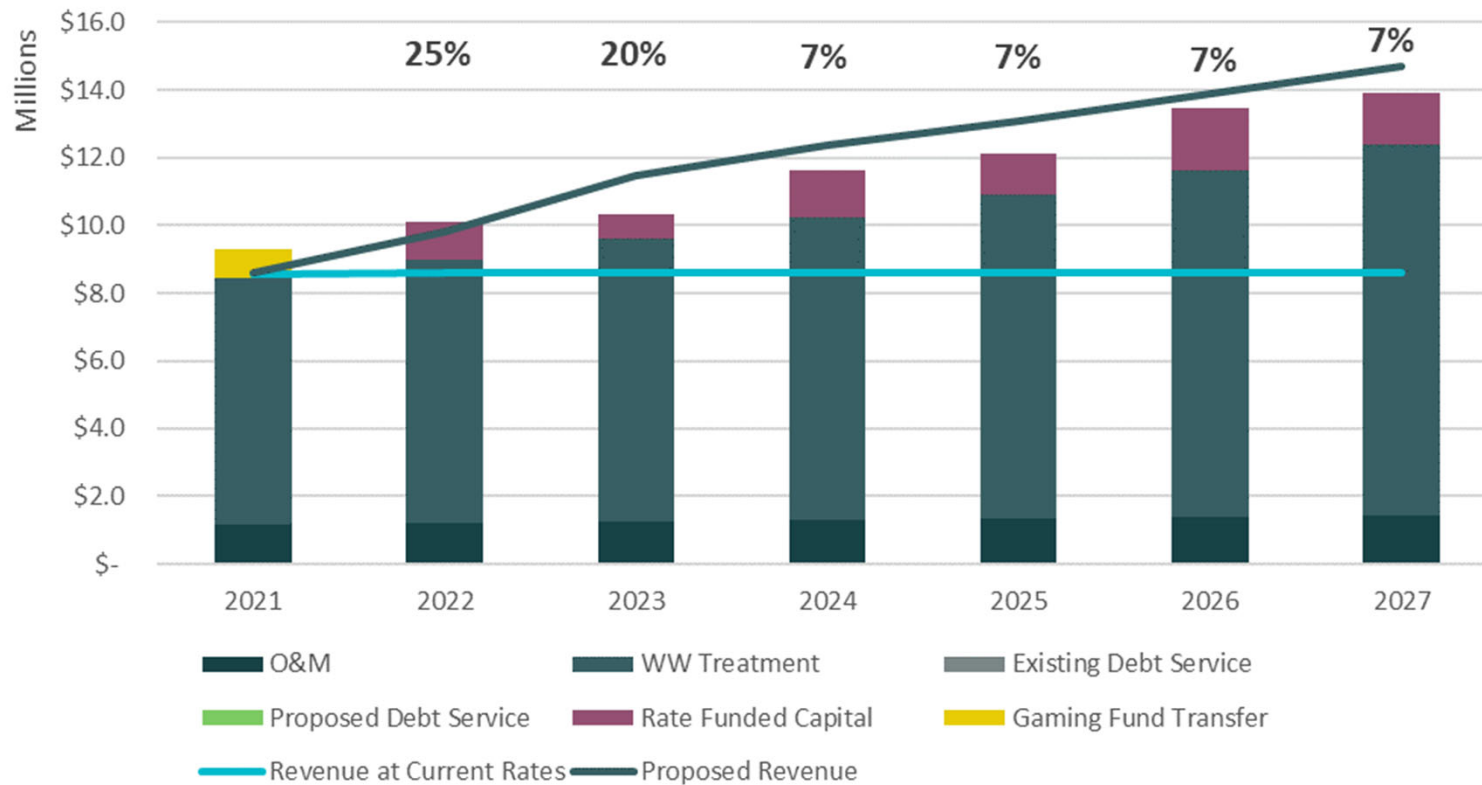
Customer Impacts – Scenario 1

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
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Large	2"	50	334.59	385.01	442.97	496.29	555.99	623.17	667.17
Ingredion	10"	53,000	306,931.28	353,209.48	406,402.91	455,340.86	510,130.17	571,833.40	612,259.24

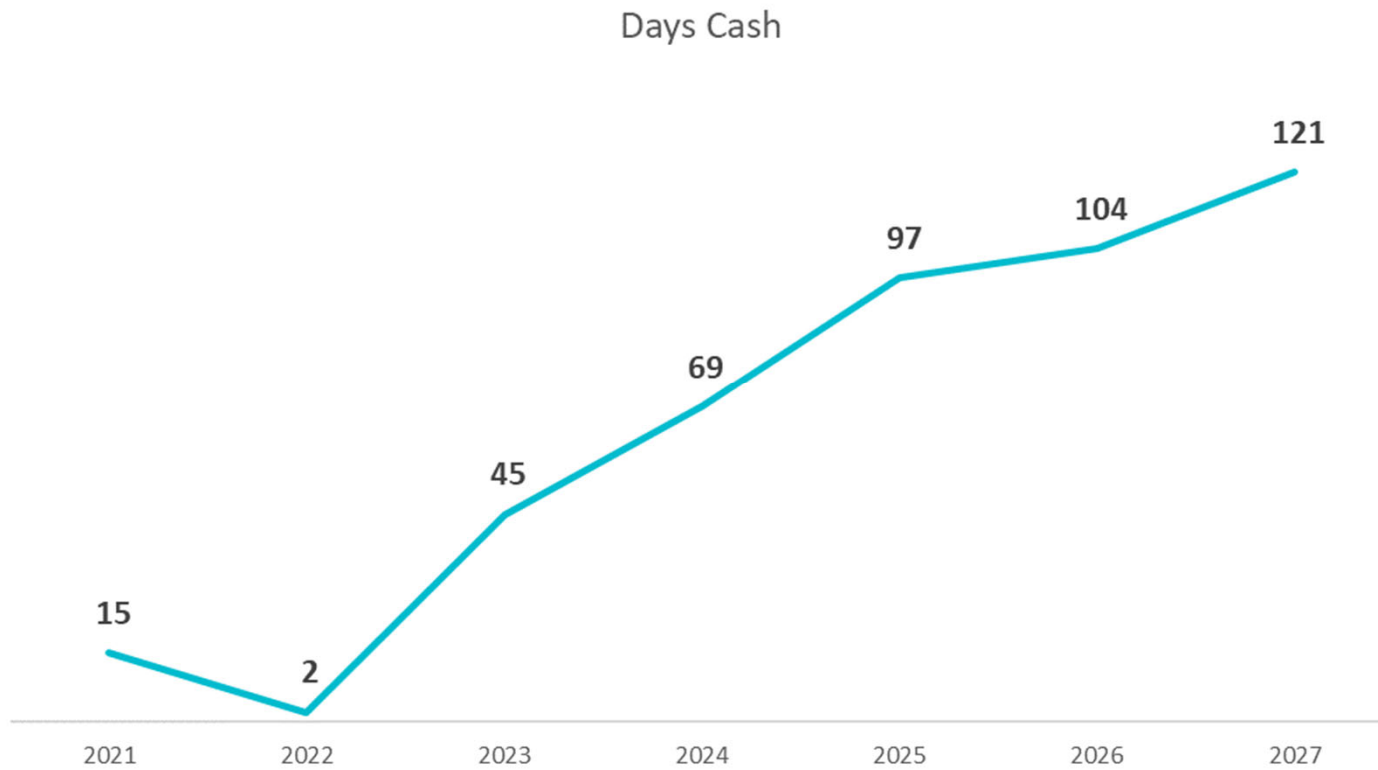
CIP Funding Sources – Scenario 1



Financial Plan – Scenario 2



Fund Balance – Scenario 2



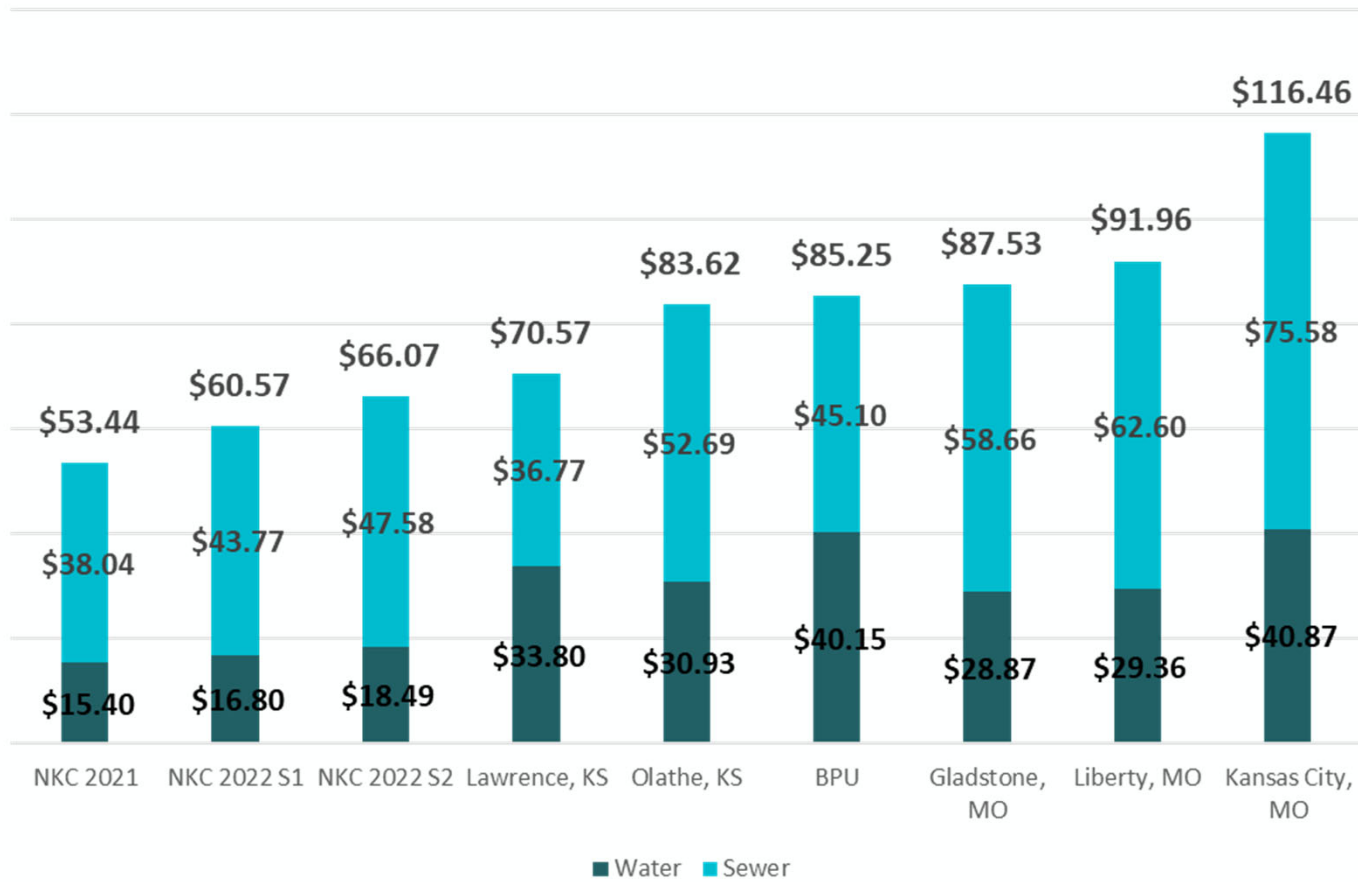
Rates – Scenario 2

Sewer Rates	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Fixed Monthly Charge							
5/8"	\$ 14.96	\$ 18.70	\$ 22.44	\$ 24.02	\$ 25.71	\$ 27.51	\$ 29.44
3/4"	17.25	21.57	25.89	27.71	29.65	31.73	33.96
1"	21.69	27.12	32.55	34.83	37.27	39.88	42.68
1 1/2"	32.75	40.94	49.13	52.57	56.25	60.19	64.41
2"	46.09	57.62	69.15	74.00	79.18	84.73	90.67
3"	77.17	96.47	115.77	123.88	132.56	141.84	151.77
4"	121.59	151.99	182.39	195.16	208.83	223.45	239.10
6"	144.16	180.20	216.24	231.38	247.58	264.92	283.47
8"	166.07	207.59	249.11	266.55	285.21	305.18	326.55
10"	1,121.28	1,401.60	1,681.92	1,799.66	1,925.64	2,060.44	2,204.68
Volume Rate (1,000 Gal.)	\$ 5.77	\$ 7.22	\$ 8.67	\$ 9.28	\$ 9.93	\$ 10.63	\$ 11.38
BOD	0.326	0.326	0.326	0.326	0.326	0.326	0.326
TSS	0.173	0.173	0.173	0.173	0.173	0.173	0.173

Customer Impacts – Scenario 2

Bill Impacts	Meter Size	Volume (kgal)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
			Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Sewer Bill									
Small	5/8"	4	\$ 38.04	\$ 47.58	\$ 57.12	\$ 61.14	\$ 65.43	\$ 70.03	\$ 74.96
Medium	5/8"	15	101.51	127.00	152.49	163.22	174.66	186.96	200.14
Large	2"	50	334.59	418.62	502.65	538.00	575.68	616.23	659.67
Ingredion	10"	53,000	306,931.28	384,061.60	461,191.92	493,639.66	528,215.64	565,450.44	605,344.68

Combined Bill Comparison





Thank you!

Contact:

Tom Beckley

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Minutes of the North Kansas City, Missouri Work Session of August 3, 2021

The City Council met in a Work Session on Tuesday, August 3, 2021, at 6:00 p.m. in the City Council Chambers at City Hall, 2010 Howell Street, North Kansas City, Missouri.

The following were present:

Mayor: Bryant DeLong
Councilmembers: Wesley Graves
Anthony Saper
Jesse Smith
Lisa Tull
Zachary Clevenger
Adam Roberts
Amie Clarke
Ana Pellumbi

Staff Present: Kim Nakahodo, Interim City Administrator
Nick Hawkins, Finance Manager
Stephen Roberts, IT Manager
Tom Barzee, City Counselor

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

Interim City Administrator Kim Nakahodo stated that the topic of tonight's Work Session would be the Kansas City Water and Wastewater Rate Study. Earlier this year, the City of North Kansas City engaged Raftelis to conduct a Water and Wastewater Rate Study. Raftelis provided the City Council the results of the study, based on a comprehensive review of the City's rates, customer demands, operating expenses, and capital needs. Discussion ensued. Council consensus was to go with Scenario 2 presented in the Council memo which was to immediately end transfers from the Gaming Fund, allowing the Water and Sewer Funds to reach self-sufficiency in FY 2022.

NKC Healthy Citizens Initiative

Mayor DeLong declared the meeting adjourned at 7:09 PM.

Adjournment

Council Adjourned



Mayor Bryant DeLong

Attest:


Crystal Doss
City Clerk Crystal Doss

Approved this 17th day of August 2021