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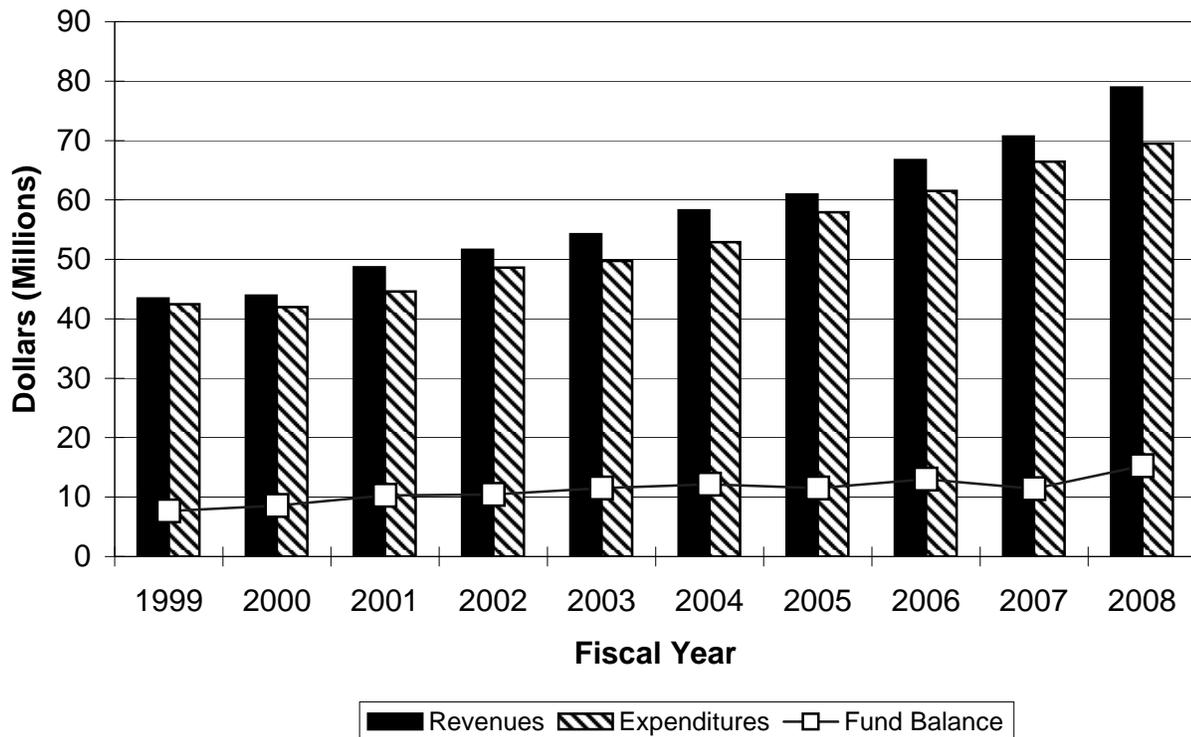
General Government  
Section  
FY 1999 - FY 2008



*City of Columbia*  
*Columbia, Missouri*

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### City of Columbia General Fund Revenues, Expenditures and Unreserved, Undesignated Fund Balance



#### Fiscal Year Collection History:

| Fiscal Year | Revenues *          | Expenditures**      | Unreserved, Undesignated Fund Balance | % Increase of Fund Balance Over Previous Year | Average Increase     |
|-------------|---------------------|---------------------|---------------------------------------|---|----------------------|
| 1999        | \$43,416,652        | \$42,469,418        | \$7,673,988                           | 2.51%   | 1 year 2.51%         |
| 2000        | \$43,891,836        | \$41,975,779        | \$8,539,921                           | 11.28%  | 2 year 6.90%         |
| 2001        | \$48,665,665        | \$44,601,765        | \$10,274,719                          | 20.31%  | 3 year 11.37%        |
| 2002        | \$51,593,618        | \$48,626,769        | \$10,429,820                          | 1.51%   | 4 year 8.90%         |
| 2003        | \$54,210,002        | \$49,723,710        | \$11,489,854                          | 10.16%  | 5 year 9.16%         |
| 2004        | \$58,238,591        | \$52,905,356        | \$12,149,115                          | 5.74%   | 6 year 8.59%         |
| 2005        | \$60,917,104        | \$57,935,849        | \$11,522,093                          | (5.16%)                                       | 7 year 6.62%         |
| 2006        | \$66,716,295        | \$61,530,716        | \$12,987,278                          | 12.72%  | 8 year 7.38%         |
| 2007        | \$70,693,991        | \$66,433,679        | \$11,408,301                          | (12.16%)                                      | 9 year 5.21%         |
| <b>2008</b> | <b>\$78,898,068</b> | <b>\$69,468,759</b> | <b>\$15,241,449</b>                   | <b>33.60%</b>                                 | <b>10 year 8.05%</b> |

**Notes:**

\* Revenues, Transfers, Leases and Appropriation of Prior Year's Fund Balance.

\*\* Expenditures, Transfers and Leases.

FY 2007 decrease in the unreserved, undesignated fund balance is due primarily to a Federal Grant that is received on a reimbursement basis.

FY 2008 increase is a result of the settlement with cellular providers to pay gross receipt taxes combined with efforts by departments to reduce their expenditures in light of declining sales tax revenues.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibits B-1, B-3, B-4

Source: FY 2002 to present - Financial Management Information Supplement Exhibits B-1, B-3, B-4

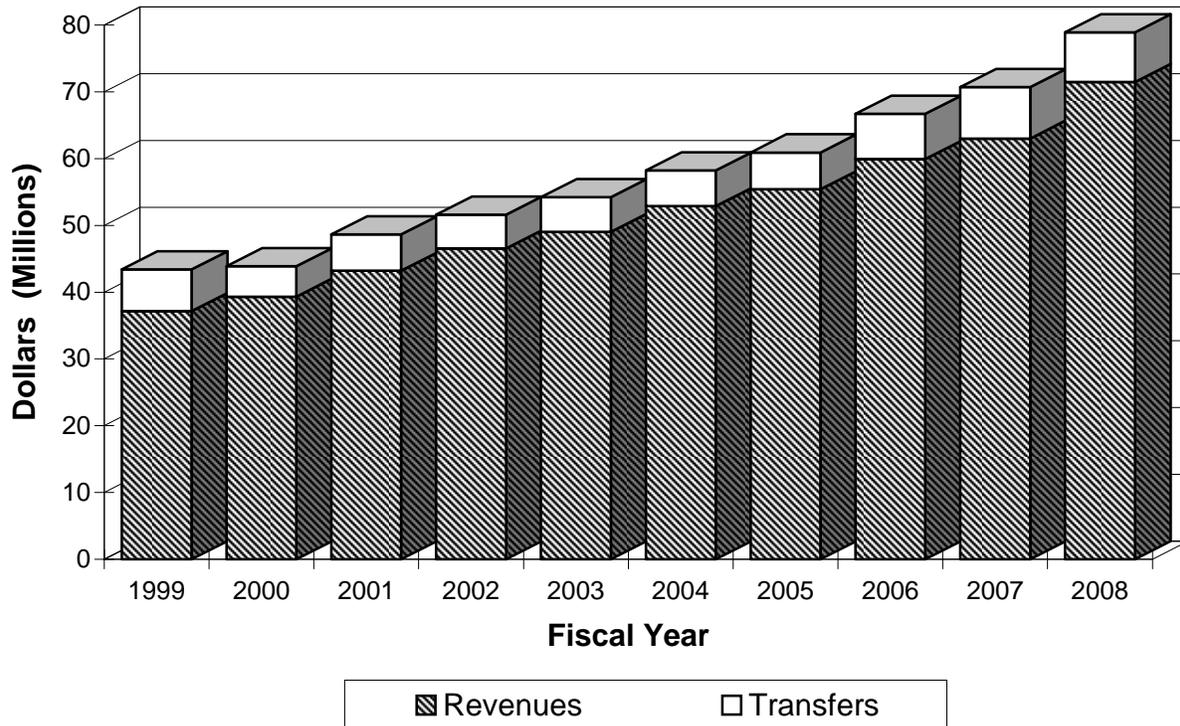
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General Fund Revenues  
Divider

FY 1999 - FY 2008

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## Total General Fund Revenues & Transfers



### Fiscal Year Collection History:

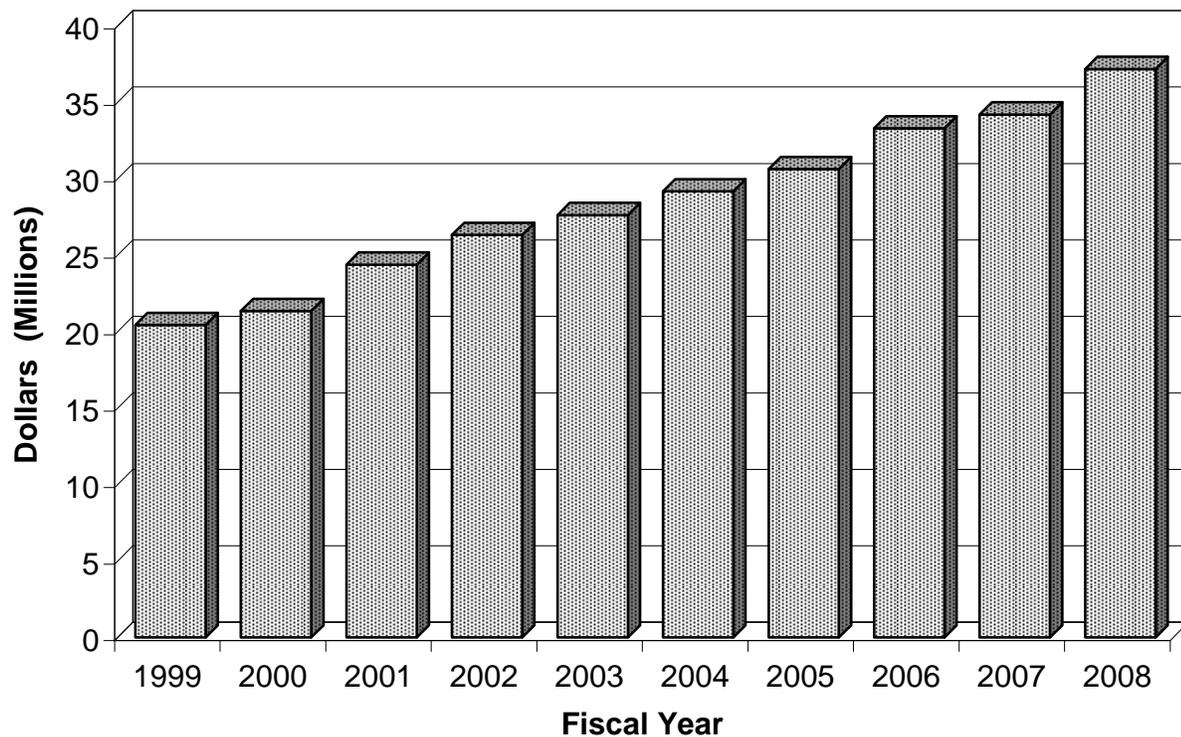
| Fiscal Year | Revenues            |                    | Total Revenues      | % Increase Over Previous Year | % Increase       |              |
|-------------|---------------------|--------------------|---------------------|-------------------------------|------------------|--------------|
|             | Before Transfers    | Transfers          |                     |                               | Average Increase | Year         |
| 1999        | \$37,171,252        | \$6,245,400        | \$43,416,652        | (0.27%)                       | 1 year           | (0.27%)      |
| 2000        | \$39,336,998        | \$4,554,838        | \$43,891,836        | 1.09%                         | 2 year           | 0.41%        |
| 2001        | \$43,219,293        | \$5,446,372        | \$48,665,665        | 10.88%                        | 3 year           | 3.90%        |
| 2002        | \$46,556,019        | \$5,037,599        | \$51,593,618        | 6.02%                         | 4 year           | 4.43%        |
| 2003        | \$49,012,432        | \$5,197,570        | \$54,210,002        | 5.07%                         | 5 year           | 4.56%        |
| 2004        | \$52,880,596        | \$5,357,995        | \$58,238,591        | 7.43%                         | 6 year           | 5.04%        |
| 2005        | \$55,434,796        | \$5,482,308        | \$60,917,104        | 4.60%                         | 7 year           | 4.97%        |
| 2006        | \$59,947,322        | \$6,768,973        | \$66,716,295        | 9.52%                         | 8 year           | 5.54%        |
| 2007        | \$63,014,941        | \$7,679,050        | \$70,693,991        | 5.96%                         | 9 year           | 5.59%        |
| <b>2008</b> | <b>\$71,480,676</b> | <b>\$7,417,392</b> | <b>\$78,898,068</b> | <b>11.61%</b>                 | <b>10 year</b>   | <b>6.19%</b> |

Transfers from other funds include: Public Improvement Fund, GO Bond Debt, Convention and Visitors Bureau, Special Road District, Special Business District, Public Transportation, Transportation Sales Tax Fund, Capital Projects Fund, Utility Accounts and Billing, Parks Sales Tax and Contribution Fund.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present - Financial Management Information Supplement: Exhibit B-3

## Summary of Taxes



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase Over Previous Year | Average Increase         |
|-------------|---------------------|-------------------------------|--------------------------|
| 1999        | \$20,438,923        | 3.04%                         | 1 year<br>3.04%          |
| 2000        | \$21,356,145        | 4.49%                         | 2 year<br>3.76%          |
| 2001        | \$24,378,031        | 14.15%                        | 3 year<br>7.23%          |
| 2002        | \$26,320,332        | 7.97%                         | 4 year<br>7.41%          |
| 2003        | \$27,629,422        | 4.97%                         | 5 year<br>6.92%          |
| 2004        | \$29,170,813        | 5.58%                         | 6 year<br>6.70%          |
| 2005        | \$30,638,320        | 5.03%                         | 7 year<br>6.46%          |
| 2006        | \$33,295,695        | 8.67%                         | 8 year<br>6.74%          |
| 2007        | \$34,201,613        | 2.72%                         | 9 year<br>6.29%          |
| <b>2008</b> | <b>\$37,177,797</b> | <b>8.70%</b>                  | <b>10 year<br/>6.53%</b> |

#### Notes:

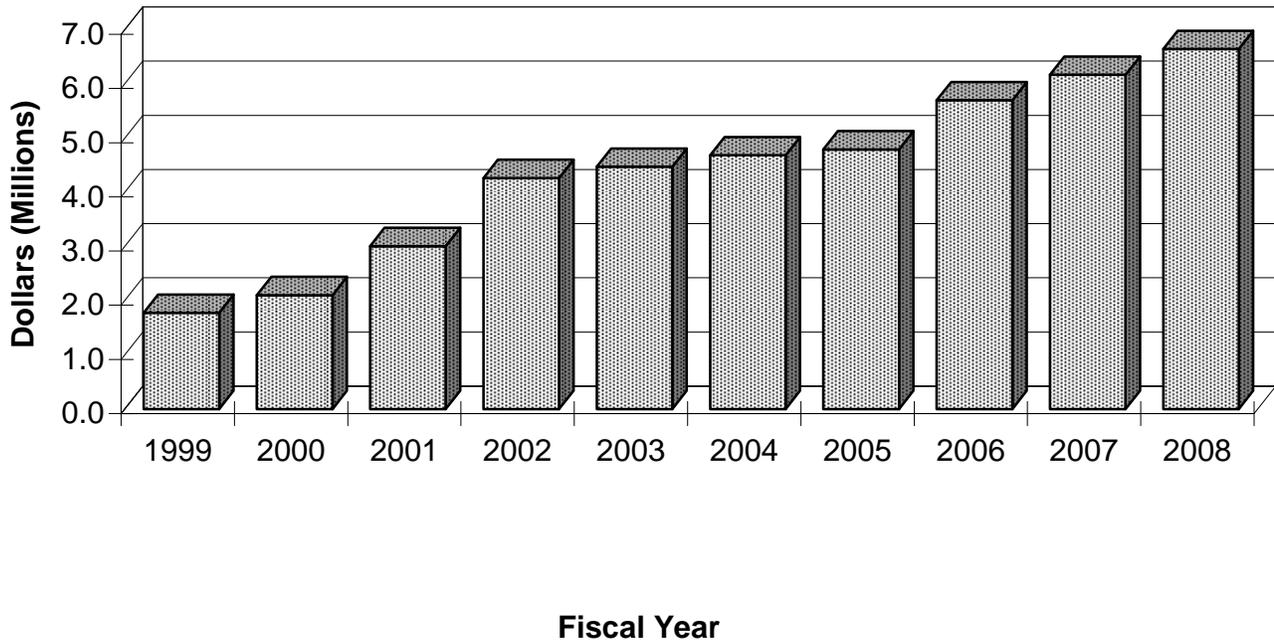
Summary of Taxes includes General Property Taxes, Sales Taxes, and Other Local Taxes.

FY 2008 increase is due to the settlement which requires cellular providers to pay gross receipt taxes.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present - Financial Management Information Supplement: Exhibit B-3

## Summary - General Property Tax Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$1,777,634        | 4.83%                         | 1 year           |
| 2000        | \$2,103,145        | 18.31%                        | 2 year           |
| 2001        | \$3,007,517        | 43.00%                        | 3 year           |
| 2002        | \$4,263,326        | 41.76%                        | 4 year           |
| 2003        | \$4,473,073        | 4.92%                         | 5 year           |
| 2004        | \$4,683,536        | 4.71%                         | 6 year           |
| 2005        | \$4,790,935        | 2.29%                         | 7 year           |
| 2006        | \$5,699,585        | 18.97%                        | 8 year           |
| 2007        | \$6,168,905        | 8.23%                         | 9 year           |
| <b>2008</b> | <b>\$6,644,677</b> | <b>7.71%</b>                  | <b>10 year</b>   |

#### Notes:

Summary of General Property Tax Revenues includes Real Property Taxes, Individual Property Taxes, Railroad and Utility Property Taxes, Financial Institutions Property Taxes, and Penalties and Interest.

In FY 2000, the general fund portion of the City's property tax rate increased by 3 cents and the debt portion decreased by 3 cents (due to the early payment of G.O. Bonds), thus increasing this general fund revenue source substantially.

In FY 2001 the general funds portion increased by 8 cents and the debt portion decreased by 8 cents (due to payment of G.O. Bonds) this increased the amount to the general fund.

FY 2006 includes city-wide re-assessments for real property and an increase in the amount declared for personal property

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present - Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** General Property Tax - Real Property

**Legal Authorization:**  
City Ordinance Chapter 26 Section 2  
RSMo 137.100  
Current Rate - Ordinance 012714

**Responsible Department:** Finance

**Responsible Division:** Accounting

### Description:

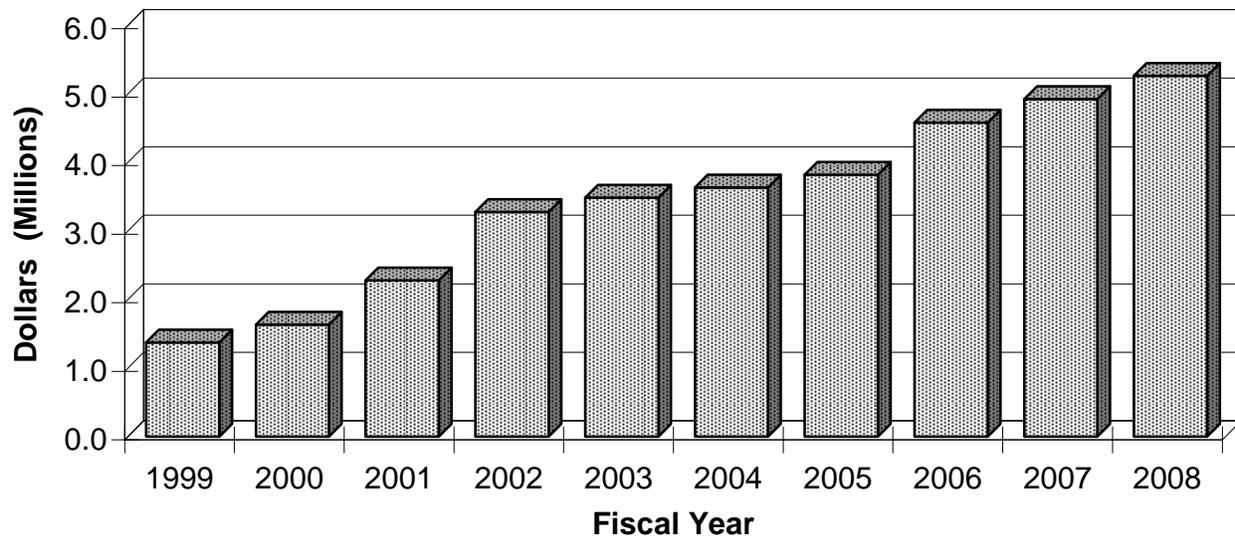
A tax is levied on real properties within Columbia for the support and improvement of the City. Listed below are the millage rates for fiscal years 1976-2007, with the current rate being \$0.41 cents.

### General Fund:

|         |        |
|---------|--------|
| 1976-77 | \$0.80 |
| 1978-82 | \$0.64 |
| 1983-85 | \$0.31 |
| 1986-97 | \$0.22 |
| 1998-99 | \$0.20 |
| 2000    | \$0.23 |
| 2001    | \$0.31 |
| 2002-08 | \$0.41 |

The assessed value, of course, is a highly accurate estimator of property tax.

## General Property Tax Revenues - Real Property



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$1,373,934        | 4.57%                         | 1 year           |
| 2000        | \$1,637,209        | 19.16%                        | 2 year           |
| 2001        | \$2,280,387        | 39.29%                        | 3 year           |
| 2002        | \$3,278,755        | 43.78%                        | 4 year           |
| 2003        | \$3,487,343        | 6.36%                         | 5 year           |
| 2004        | \$3,636,886        | 4.29%                         | 6 year           |
| 2005        | \$3,820,032        | 5.04%                         | 7 year           |
| 2006        | \$4,581,090        | 19.92%                        | 8 year           |
| 2007        | \$4,925,841        | 7.53%                         | 9 year           |
| <b>2008</b> | <b>\$5,266,744</b> | <b>6.92%</b>                  | <b>10 year</b>   |

#### Notes:

FY 2006 increase is due to an increase in assessments.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

**Revenue Detail**

**Revenue Item:** General Property Tax - Individual Personal

**Legal Authorization:**  
City Code of Ordinances Chapter 26 Section 2  
RSMo 137.100  
Current Rate - Ordinance 012714

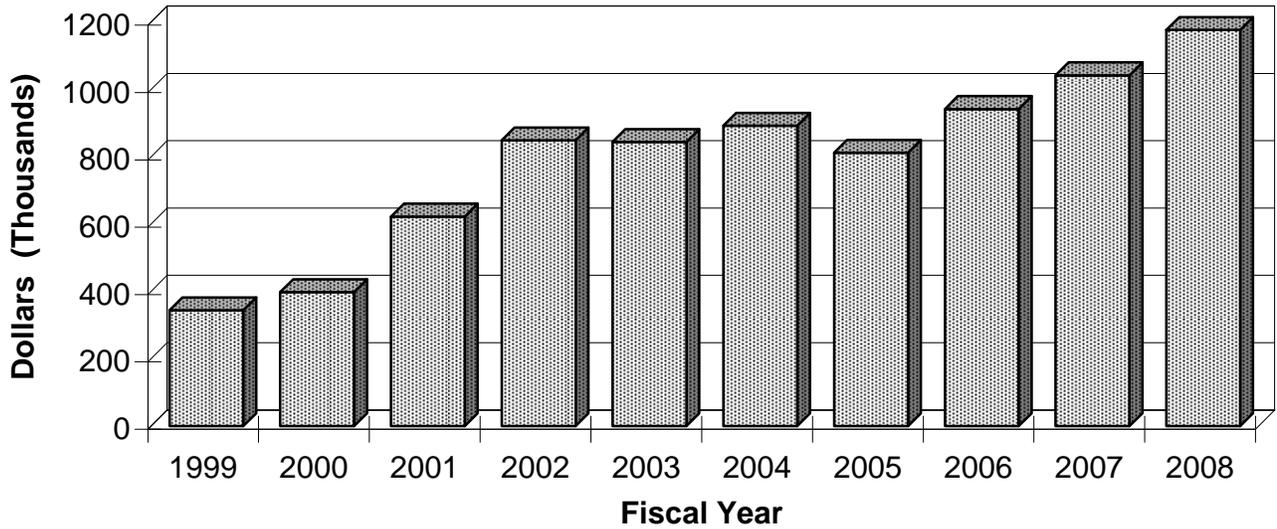
**Responsible Department:** Finance  
**Responsible Division:** Accounting

**Description:**

A tax is levied on individual personal property within Columbia for the support and improvement of the City. The millage rates applicable to the General Fund are given in the real property tax description of this manual.

Similar to the real property tax, assessed value is used as an estimator.

## General Property Tax Revenues - Individual Personal



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$343,766          | 4.89%                         | 1 year           |
| 2000        | \$397,536          | 15.64%                        | 2 year           |
| 2001        | \$622,117          | 56.49%                        | 3 year           |
| 2002        | \$848,396          | 36.37%                        | 4 year           |
| 2003        | \$844,197          | (0.49%)                       | 5 year           |
| 2004        | \$892,046          | 5.67%                         | 6 year           |
| 2005        | \$811,516          | (9.03%)                       | 7 year           |
| 2006        | \$941,815          | 16.06%                        | 8 year           |
| 2007        | \$1,041,782        | 10.61%                        | 9 year           |
| <b>2008</b> | <b>\$1,176,677</b> | <b>12.95%</b>                 | <b>10 year</b>   |

**Notes:**

Personal property tax declarations are filled out each year and revenue is a representation of those declarations.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** General Property Tax - Railroad and Utility

**Legal Authorization:**  
Missouri Constitution, 1945  
RSMo 151.100-151.340  
RSMo 153.010-153.060

**Responsible Department:**

Finance

**Responsible Division:**

Accounting

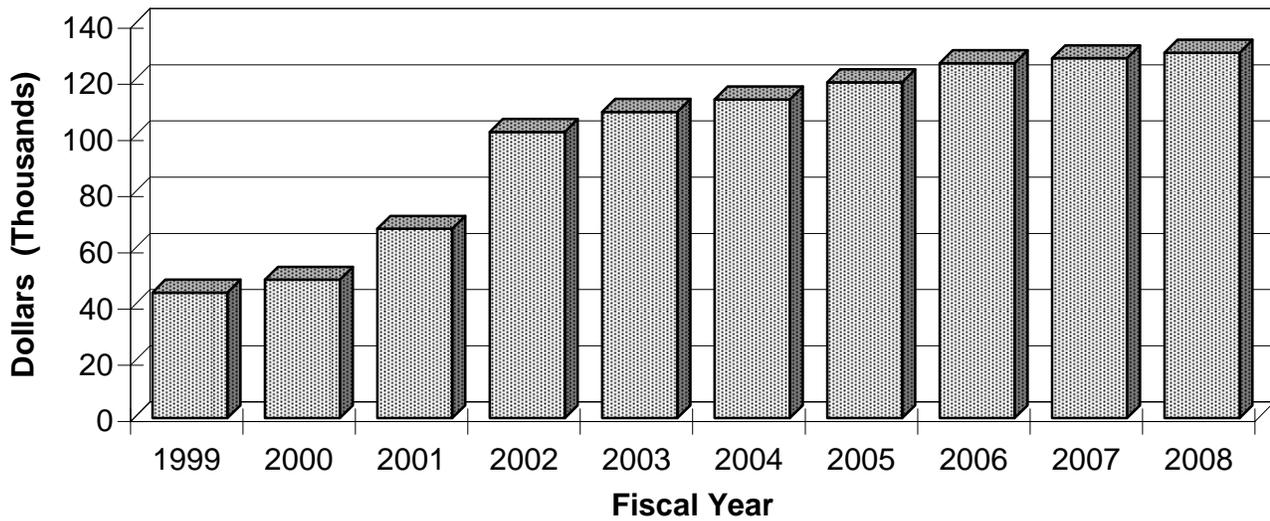
### Description:

All property of railroad and utility must be assessed by either the State or the County. All such property is subject to the total City property tax rate.

### Total City Tax Rate

| Year        | General Fund  | Library Funds | G.O. Bond     | Total City Tax Rate |
|-------------|---------------|---------------|---------------|---------------------|
| 1999        | \$0.20        | \$0.28        | \$0.21        | \$0.69              |
| 2000        | \$0.20        | \$0.29        | \$0.21        | \$0.70              |
| 2001        | \$0.23        | \$0.65        | \$0.18        | \$1.06              |
| 2002        | \$0.31        | \$0.65        | \$0.10        | \$1.06              |
| 2003        | \$0.41        | \$0.64        | \$0.00        | \$1.05              |
| 2004        | \$0.41        | \$0.64        | \$0.00        | \$1.05              |
| 2005        | \$0.41        | \$0.63        | \$0.00        | \$1.04              |
| 2006        | \$0.41        | \$0.57        | \$0.00        | \$0.98              |
| 2007        | \$0.41        | \$0.53        | \$0.00        | \$0.94              |
| <b>2008</b> | <b>\$0.41</b> | <b>\$0.53</b> | <b>\$0.00</b> | <b>\$0.94</b>       |

## General Property Tax Revenues - Railroad & Utility



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$44,675         | 15.11%                        | 1 year           |
| 2000        | \$49,278         | 10.30%                        | 2 year           |
| 2001        | \$67,392         | 36.76%                        | 3 year           |
| 2002        | \$101,837        | 51.11%                        | 4 year           |
| 2003        | \$109,056        | 7.09%                         | 5 year           |
| 2004        | \$113,476        | 4.05%                         | 6 year           |
| 2005        | \$119,560        | 5.36%                         | 7 year           |
| 2006        | \$126,324        | 5.66%                         | 8 year           |
| 2007        | \$128,111        | 1.41%                         | 9 year           |
| <b>2008</b> | <b>\$130,055</b> | <b>1.52%</b>                  | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3, Table 6

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3, Table 6

## REVENUE DETAIL

**Revenue Item:** General Property Tax - Financial Institutions

**Legal Authorization:**  
Missouri Constitution, 1945  
RSMo 148.010-148.540

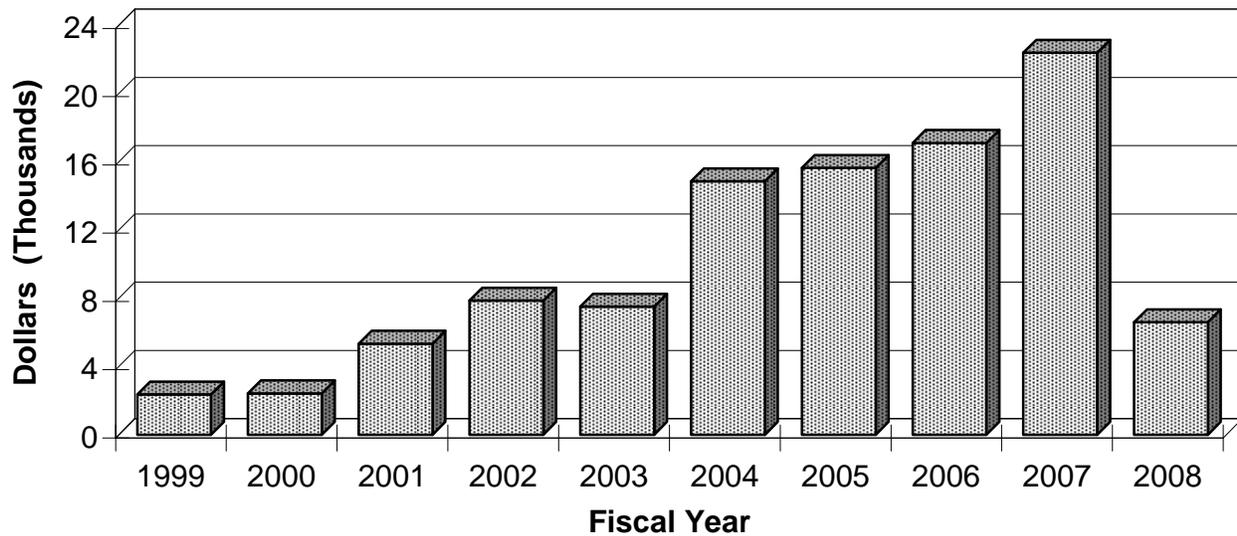
**Responsible Department:** Finance

**Responsible Division:** Accounting

### **Description:**

The State requires financial institutions to pay a tax annually for the privilege of exercising a corporate franchise within the State. The rates vary by type of institution, but the most significant difference lies between banks and savings and loan institutions.

## General Property Tax Revenues - Financial Institutions



### Fiscal Year Collection History:

| Fiscal Year | Revenue        | % Increase Over Previous Year | Average Increase      |
|-------------|----------------|-------------------------------|-----------------------|
| 1999        | \$2,355        | (27.13%)                      | 1 year (27.13%)       |
| 2000        | \$2,426        | 3.01%                         | 2 year (12.06%)       |
| 2001        | \$5,333        | 119.83%                       | 3 year 31.90%         |
| 2002        | \$7,867        | 47.52%                        | 4 year 35.81%         |
| 2003        | \$7,501        | (4.65%)                       | 5 year 27.71%         |
| 2004        | \$14,850       | 97.97%                        | 6 year 39.42%         |
| 2005        | \$15,631       | 5.26%                         | 7 year 34.54%         |
| 2006        | \$17,098       | 9.39%                         | 8 year 31.40%         |
| 2007        | \$22,383       | 30.91%                        | 9 year 31.34%         |
| <b>2008</b> | <b>\$6,594</b> | <b>(70.54%)</b>               | <b>10 year 21.16%</b> |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** General Property Tax - Penalties and Interest

**Legal Authorization:**

City Code of Ordinances  
Chap.26 Sections 26-27  
RSMo 137.100

**Responsible Department:**

Finance

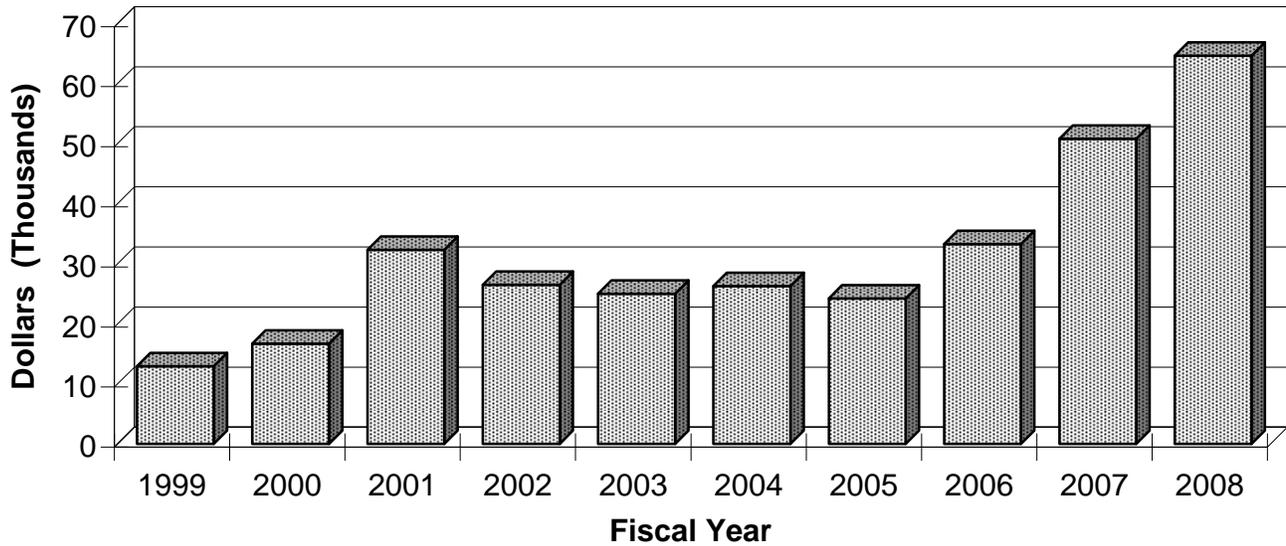
**Responsible Division:**

Accounting

**Description:**

Property tax payments are due in full on December 31. Delinquent taxpayers are penalized by 4% if payment is received in January, and the penalty is increased 2% for each succeeding month until reaching a maximum of 20% (the October subsequent to the due date). Further, the property can be sold if payment is not made within 18 months.

## General Property Tax Revenue - Penalties & Interest



### Fiscal Year Collection History:

| Fiscal Year | Revenue         | % Increase Over Previous Year | Average Increase |
|-------------|-----------------|-------------------------------|------------------|
| 1999        | \$12,904        | 6.32%                         | 1 year           |
| 2000        | \$16,696        | 29.39%                        | 2 year           |
| 2001        | \$32,288        | 93.39%                        | 3 year           |
| 2002        | \$26,471        | (18.02%)                      | 4 year           |
| 2003        | \$24,976        | (5.65%)                       | 5 year           |
| 2004        | \$26,278        | 5.21%                         | 6 year           |
| 2005        | \$24,196        | (7.92%)                       | 7 year           |
| 2006        | \$33,258        | 37.45%                        | 8 year           |
| 2007        | \$50,788        | 52.71%                        | 9 year           |
| <b>2008</b> | <b>\$64,607</b> | <b>27.21%</b>                 | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Sales Tax

**Legal Authorization:**

Adopted by local election  
December 15, 1970,  
Ordinance 5276 (1970); pursuant  
to RSMo 144.010-144.510  
Ordinance 9478 RSMo 94.600 et. seq.

**Responsible Department:**

Finance

**Responsible Division:**

Treasury Management

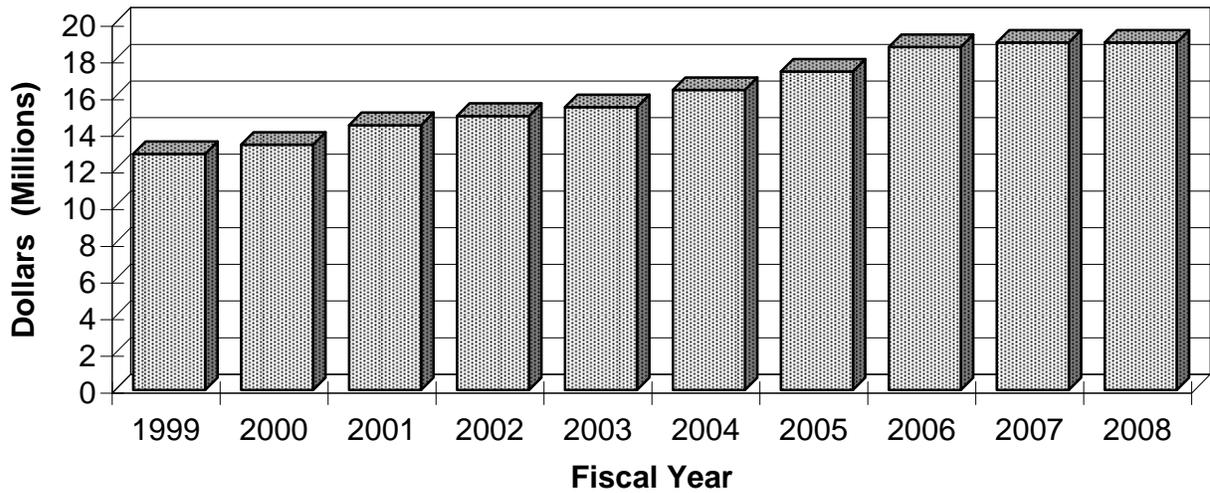
**Description:**

A general sales tax is levied on all persons selling tangible personal property or rendering taxable services on a retail basis within the City limits. The City's portion of the tax amounts to a total of 1 1/2% gross retail receipts, of which 1/2% is a Transportation Sales Tax. Of the 1% sales tax intake, a portion goes to the General Fund and the rest goes to the Capital Improvement Program (CIP). Listed below are the General Fund and CIP Portions of the 1% Sales Tax.

| <b>Fiscal Year</b> | <b>General Fd.<br/>Portion</b> | <b>CIP<br/>Portion</b> |
|--------------------|--------------------------------|------------------------|
| FY 1989            | 92.50%                         | 7.50%                  |
| FY 1990 - FY 1991  | 86.79%                         | 13.21%                 |
| FY 1992 - FY 2000  | 91.80%                         | 8.20%                  |
| FY 2001-FY 2008    | 95.90%                         | 4.10%                  |

The 1/2% Transportation Sales Tax supports the airport and bus subsidies, debt service on Street and Bridge Bonds and other transportation activities of the General Fund.

## Sales Tax Revenues - General Fund Portion



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase         |                      |
|-------------|---------------------|--------------------|----------------------|
|             |                     | Over Previous Year | Average Increase     |
| 1999        | \$12,869,673        | 4.67%              | 1 year 4.67%         |
| 2000        | \$13,373,604        | 3.92%              | 2 year 4.29%         |
| 2001        | \$14,443,129        | 8.00%              | 3 year 5.53%         |
| 2002        | \$14,946,467        | 3.48%              | 4 year 5.02%         |
| 2003        | \$15,421,714        | 3.18%              | 5 year 4.65%         |
| 2004        | \$16,360,968        | 6.09%              | 6 year 4.89%         |
| 2005        | \$17,368,625        | 6.16%              | 7 year 5.07%         |
| 2006        | \$18,701,474        | 7.67%              | 8 year 5.40%         |
| 2007        | \$18,947,028        | 1.31%              | 9 year 4.94%         |
| <b>2008</b> | <b>\$18,947,469</b> | <b>0.00%</b>       | <b>10 year 4.45%</b> |

#### Notes:

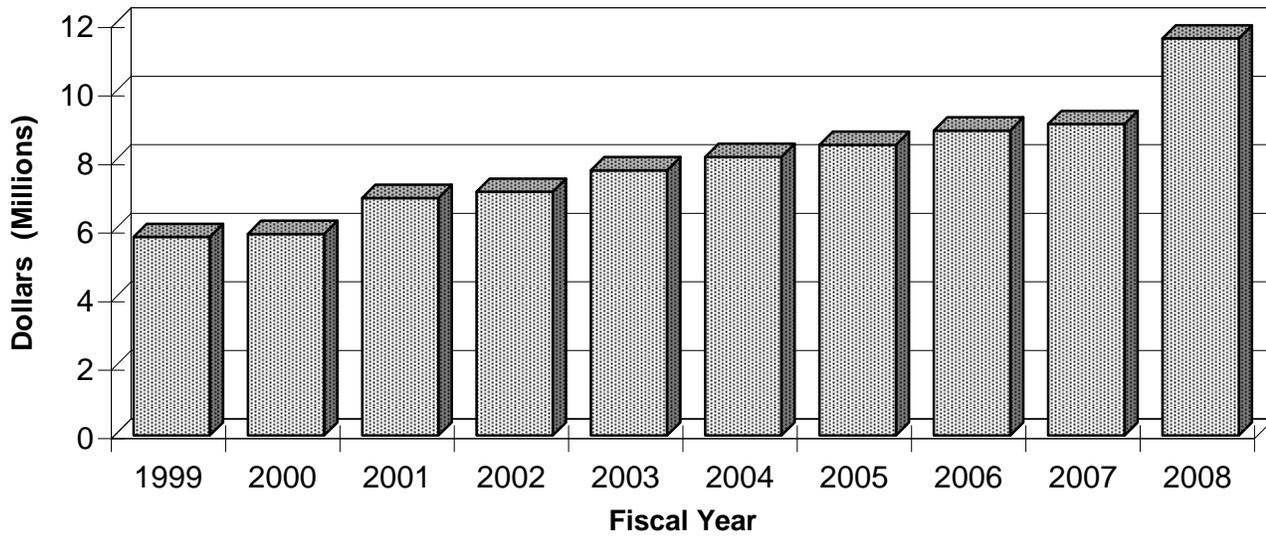
Sales tax growth has remained somewhat stable when comparing most recent years. However in FY 2008 the city experienced zero growth which has continued to cause the city to be extremely cautious about estimating this revenue source given the past ten year history of substantial fluctuations and the current economic instability.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

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## Summary - Other Local Tax Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase Over Previous Year | Average Increase     |
|-------------|---------------------|-------------------------------|----------------------|
| 1999        | \$5,791,616         | (0.90%)                       | 1 year (0.90%)       |
| 2000        | \$5,879,396         | 1.52%                         | 2 year 0.31%         |
| 2001        | \$6,927,385         | 17.82%                        | 3 year 6.15%         |
| 2002        | \$7,110,539         | 2.64%                         | 4 year 5.27%         |
| 2003        | \$7,734,635         | 8.78%                         | 5 year 5.97%         |
| 2004        | \$8,126,309         | 5.06%                         | 6 year 5.82%         |
| 2005        | \$8,478,760         | 4.34%                         | 7 year 5.61%         |
| 2006        | \$8,894,636         | 4.90%                         | 8 year 5.52%         |
| 2007        | \$9,085,680         | 2.15%                         | 9 year 5.15%         |
| <b>2008</b> | <b>\$11,585,651</b> | <b>27.52%</b>                 | <b>10 year 7.38%</b> |

**Notes:**

Other Local Taxes = Gasoline, Cigarette, Motor Vehicle, and Gross Receipts Taxes.

FY 2008 increase is due to the settlement which requires cellular providers to pay gross receipt taxes.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Other Local Taxes - Gasoline Tax

**Legal Authorization:**  
Missouri Constitution, 1945  
RSMo 142.025

**Responsible Department:** Finance

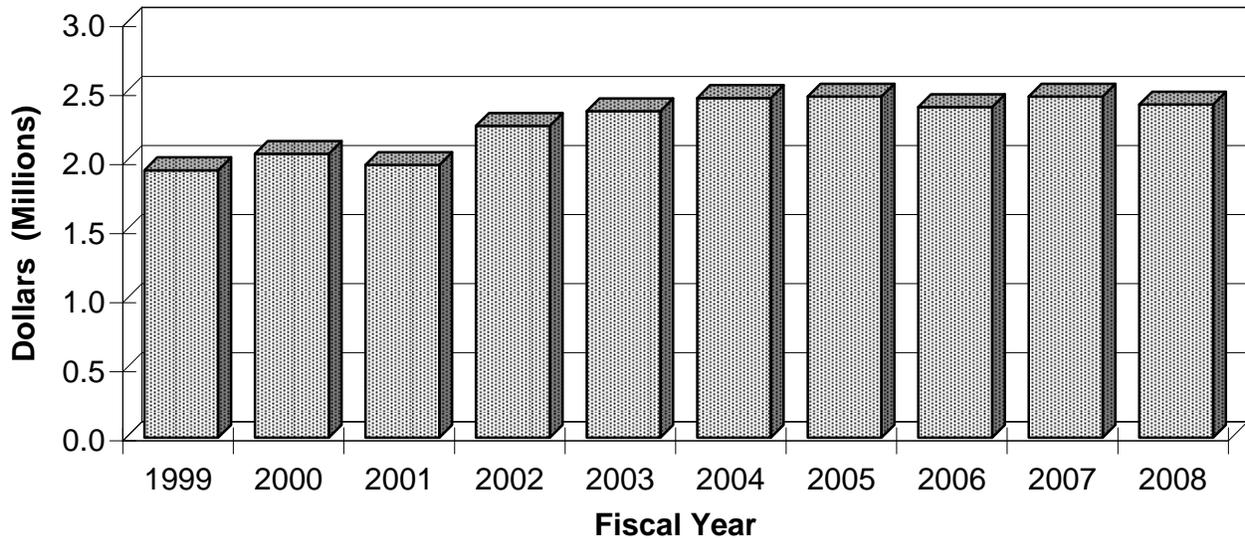
**Responsible Division:** Accounting

### **Description:**

A collection is made to provide funds for the construction and maintenance of highways within the state. The City's portion is funneled through the state. By state-wide voter approval, the state gasoline tax increased from seven cents to eleven cents, or four cents per gallon. This increase became effective June 1, 1987.

Gasoline tax rates increased in various years based on another State law passed by the voters of the State of Missouri. The new State rate became effective April 1, 1992, and resulted in a two cents per gallon increase in 1992, 1994, and 1996. The gasoline rate increased from eleven cents per gallon in 1992 (before the first increase) to seventeen cents per gallon in 1996. Beginning on April 1, 2008 the tax shall again become 11 cents per gallon.

## Other Local Tax Revenues - Gasoline Tax



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$1,936,653        | (0.58%)                       | 1 year (0.58%)       |
| 2000        | \$2,055,083        | 6.12%                         | 2 year 2.77%         |
| 2001        | \$1,973,776        | (3.96%)                       | 3 year 0.53%         |
| 2002        | \$2,257,462        | 14.37%                        | 4 year 3.99%         |
| 2003        | \$2,364,583        | 4.75%                         | 5 year 4.14%         |
| 2004        | \$2,459,718        | 4.02%                         | 6 year 4.12%         |
| 2005        | \$2,469,274        | 0.39%                         | 7 year 3.59%         |
| 2006        | \$2,394,389        | (3.03%)                       | 8 year 2.76%         |
| 2007        | \$2,470,496        | 3.18%                         | 9 year 2.81%         |
| <b>2008</b> | <b>\$2,412,509</b> | <b>(2.35%)</b>                | <b>10 year 2.29%</b> |

**Notes:**

The gasoline tax fluctuates with the gallons of gas sold which is sensitive with the price of gas as it decreases and increases.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Other Local Taxes - Cigarette Tax

**Legal Authorization:**

City Code of Ordinances Chap. 26  
Article III pursuant to RSMo 94.110  
Current Rate - Ordinance 6135  
State 149.192 RSMo

**Responsible Department:**

Finance

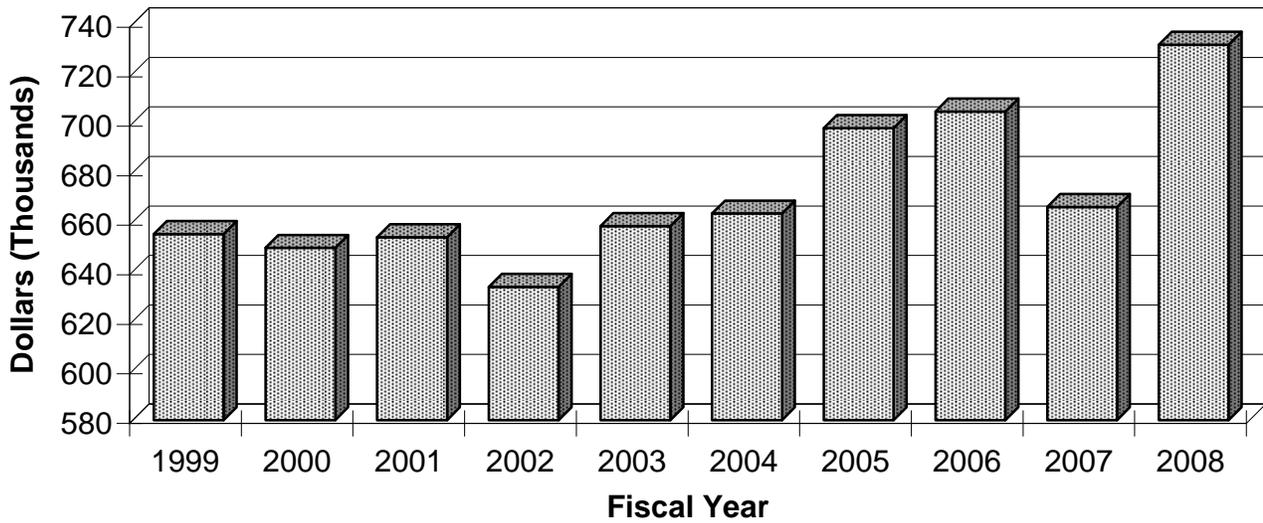
**Responsible Division:**

Business License

**Description:**

Every person selling, offering or displaying cigarettes for sale within the City must pay an occupation tax. The tax is currently ten cents per package.

## Other Local Tax Revenues - Cigarette Tax



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$655,192        | 0.28%                         | 1 year           |
| 2000        | \$649,580        | (0.86%)                       | 2 year           |
| 2001        | \$653,913        | 0.67%                         | 3 year           |
| 2002        | \$633,852        | (3.07%)                       | 4 year           |
| 2003        | \$658,429        | 3.88%                         | 5 year           |
| 2004        | \$663,467        | 0.77%                         | 6 year           |
| 2005        | \$697,996        | 5.20%                         | 7 year           |
| 2006        | \$704,648        | 0.95%                         | 8 year           |
| 2007        | \$666,131        | (5.47%)                       | 9 year           |
| <b>2008</b> | <b>\$731,629</b> | <b>9.83%</b>                  | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Other Local Taxes - Motor Vehicle Tax

**Legal Authorization:**  
Missouri Constitution Article IV  
Section 30(a)

**Responsible Department:** Finance

**Responsible Division:** Accounting

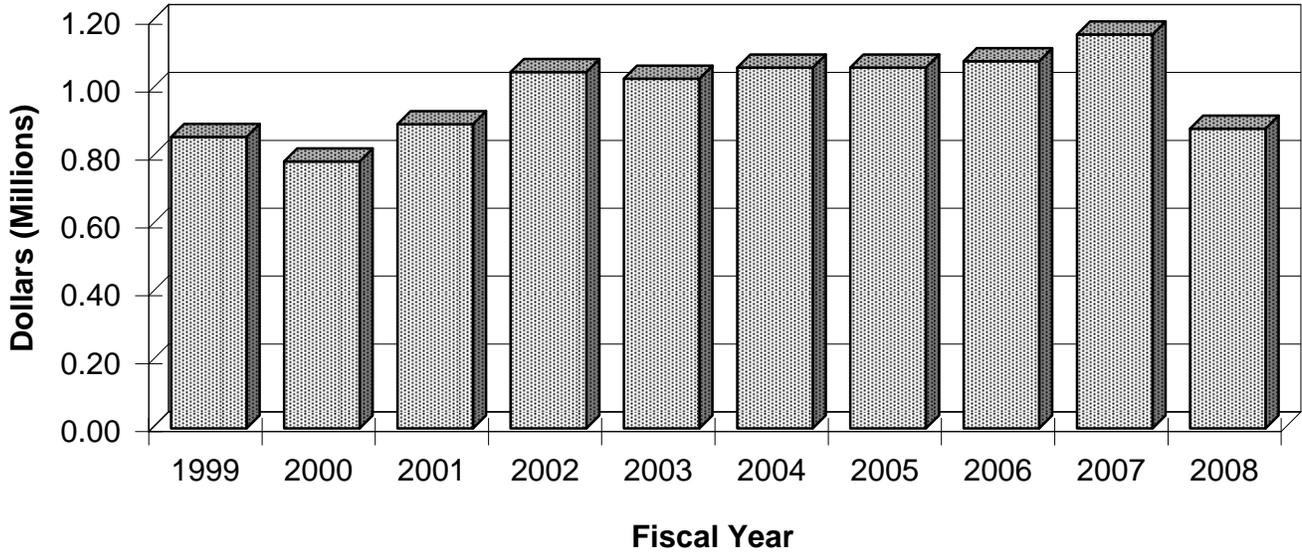
### **Description:**

Since FY 1980, a tax has been levied on the sale of all motor vehicles. Like the sales tax, the vehicle tax is collected by the State and returned locally.

The function of the vehicle tax is based on observations made since the initiation of the tax. It is assumed that the cost of motor vehicles, as reflected by the private transportation Consumer Price Index, most greatly influences such sales.

The Motor Vehicle Sales Tax is assessed on the cost of the vehicle. The City's portion of this tax is 1.5% or 1 1/2 cents per \$1.00. The City also receives a Motor Vehicle Fee which is a distribution of the license plate fee. This will vary depending on the license plate fee, but the City's share is approximately \$12.50.

## Other Local Tax Revenues - Motor Vehicle Tax



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase Over Previous Year | Average Increase     |
|-------------|------------------|-------------------------------|----------------------|
| 1999        | \$858,507        | 8.15%                         | 1 year 8.15%         |
| 2000        | \$786,063        | (8.44%)                       | 2 year (0.14%)       |
| 2001        | \$895,406        | 13.91%                        | 3 year 4.54%         |
| 2002        | \$1,049,616      | 17.22%                        | 4 year 7.71%         |
| 2003        | \$1,029,653      | (1.90%)                       | 5 year 5.79%         |
| 2004        | \$1,062,561      | 3.20%                         | 6 year 5.36%         |
| 2005        | \$1,062,898      | 0.03%                         | 7 year 4.60%         |
| 2006        | \$1,081,541      | 1.75%                         | 8 year 4.24%         |
| 2007        | \$1,159,953      | 7.25%                         | 9 year 4.57%         |
| <b>2008</b> | <b>\$882,906</b> | <b>(23.88%)</b>               | <b>10 year 1.73%</b> |

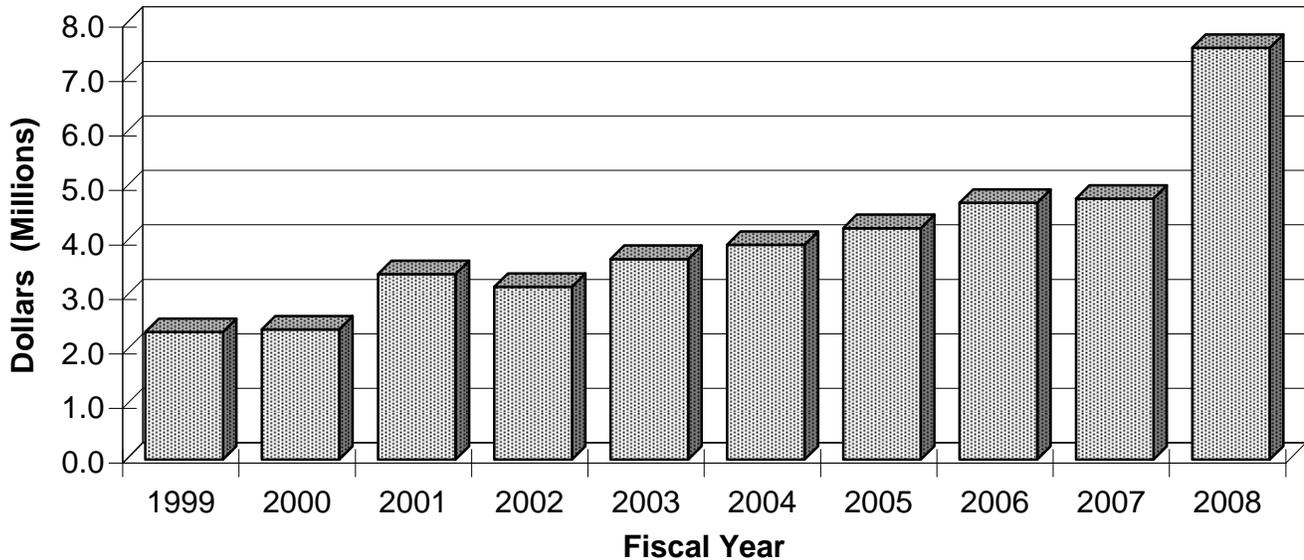
FY 2008 decrease is due to a correction of a prior distribution by the state.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

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## Summary - Other Local Taxes Revenues - Gross Receipts Taxes



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$2,341,264        | (4.41%)                       | 1 year (4.41%)        |
| 2000        | \$2,388,670        | 2.02%                         | 2 year (1.19%)        |
| 2001        | \$3,404,290        | 42.52%                        | 3 year 13.38%         |
| 2002        | \$3,169,609        | (6.89%)                       | 4 year 8.31%          |
| 2003        | \$3,681,970        | 16.16%                        | 5 year 9.88%          |
| 2004        | \$3,940,563        | 7.02%                         | 6 year 9.40%          |
| 2005        | \$4,248,592        | 7.82%                         | 7 year 9.18%          |
| 2006        | \$4,714,058        | 10.96%                        | 8 year 9.40%          |
| 2007        | \$4,789,100        | 1.59%                         | 9 year 8.53%          |
| <b>2008</b> | <b>\$7,558,607</b> | <b>57.83%</b>                 | <b>10 year 13.46%</b> |

**Notes:**

Gross Receipts Taxes are collected from Telephone, Natural Gas, Electric, and Cable Television (CATV).

Increase in FY 2008 was due to a settlement agreement with mobile phone carriers that will require them to pay a business license tax on their wireless communications in the form of gross receipts tax.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Gross Receipts Tax - Telephone

**Legal Authorization:**  
City Code of Ordinances Chap 26  
Article V, Division 3

**Responsible Department:** Finance

**Responsible Division:** Accounting

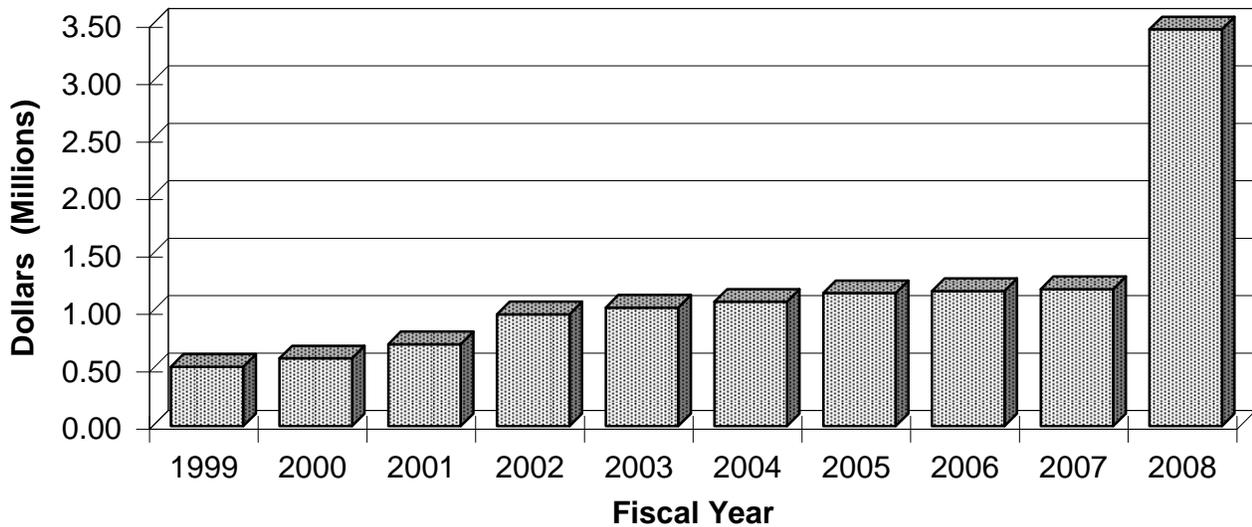
### **Description:**

Persons engaged in the business of supplying telephone service in the City must pay a license tax of 7% of gross receipts from local exchange services. The tax is in lieu of any other occupational tax for telephone service.

In FY 2008 a settlement was awarded to local municipalities which now requires cellular providers to pay a gross receipts tax. The agreement does not permit cellular providers to challenge the legislation for two years.

It appears that the amount of telephone service and, therefore, the tax collected thereof is best predicted by population growth and the year-to-year relative cost of the service.

## Gross Receipts Tax Revenues - Telephone



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$517,440          | (29.45%)                      | 1 year (29.45%)       |
| 2000        | \$590,842          | 14.19%                        | 2 year (7.63%)        |
| 2001        | \$714,360          | 20.91%                        | 3 year 1.88%          |
| 2002        | \$974,014          | 36.35%                        | 4 year 10.50%         |
| 2003        | \$1,033,171        | 6.07%                         | 5 year 9.61%          |
| 2004        | \$1,084,378        | 4.96%                         | 6 year 8.84%          |
| 2005        | \$1,158,894        | 6.87%                         | 7 year 8.56%          |
| 2006        | \$1,176,224        | 1.50%                         | 8 year 7.67%          |
| 2007        | \$1,193,660        | 1.48%                         | 9 year 6.99%          |
| <b>2008</b> | <b>\$3,455,201</b> | <b>189.46%</b>                | <b>10 year 25.23%</b> |

**Notes:**

In FY 2003, changes in the local service provider, fee structure and uncertainty in charges for mobile phone providers caused wide fluctuations.

FY 2008 - Increase based on a settlement agreement that was reached with major mobile phone carriers which will require them to pay a "business license tax" on wireless communications as they do for land line services.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Gross Receipts Tax - Natural Gas

**Legal Authorization:**  
City Code of Ordinances Chap. 26  
Article V, Division 2  
Current Rate - Ordinance 6455

**Responsible Department:** Finance

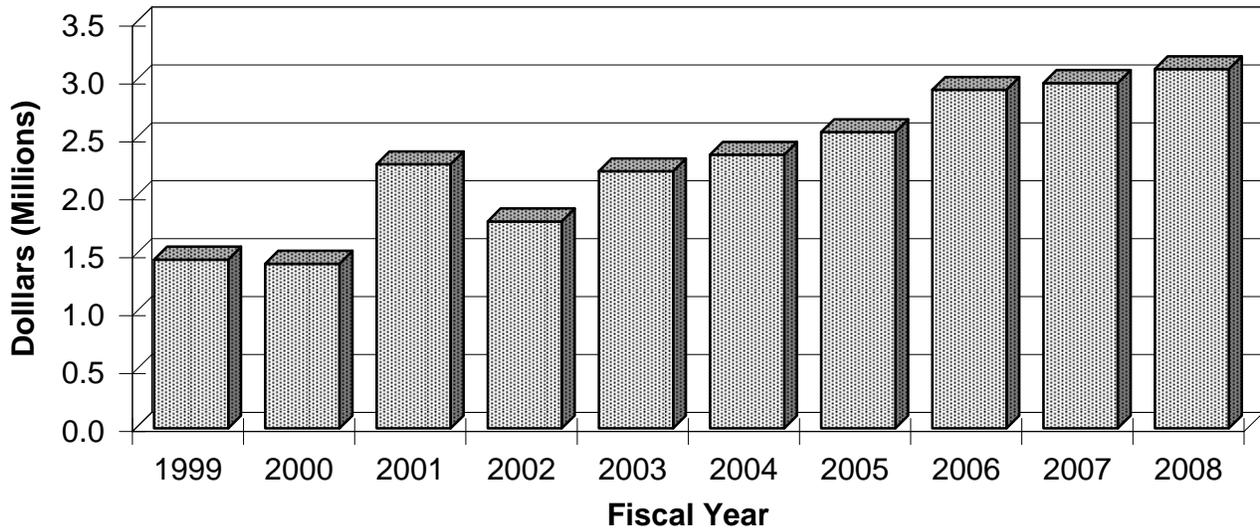
**Responsible Division:** Accounting

### **Description:**

Persons engaged in the business of supplying natural gas service in the City must pay a license tax of 7% of gross receipts from such a business. The tax is in lieu of any other occupational tax for natural gas service.

It appears that the amount of tax collected is correlated highly to the weather, population growth and the year-to-year relative cost of the service.

## Gross Receipts Tax Revenues - Natural Gas



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$1,457,694        | 5.81%                         | 1 year           |
| 2000        | \$1,421,801        | (2.46%)                       | 2 year           |
| 2001        | \$2,279,876        | 60.35%                        | 3 year           |
| 2002        | \$1,786,770        | (21.63%)                      | 4 year           |
| 2003        | \$2,220,164        | 24.26%                        | 5 year           |
| 2004        | \$2,363,134        | 6.44%                         | 6 year           |
| 2005        | \$2,557,595        | 8.23%                         | 7 year           |
| 2006        | \$2,922,699        | 14.28%                        | 8 year           |
| 2007        | \$2,982,279        | 2.04%                         | 9 year           |
| <b>2008</b> | <b>\$3,101,588</b> | <b>4.00%</b>                  | <b>10 year</b>   |

**Notes:**

Fluctuations in the revenue collected is affected by changes in the rates and varying weather conditions.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Gross Receipts Tax - Electric

**Legal Authorization:**  
City Code of Ordinances Chap. 26  
Article V, Division 4

**Responsible Department:** Finance

**Responsible Division:** Accounting

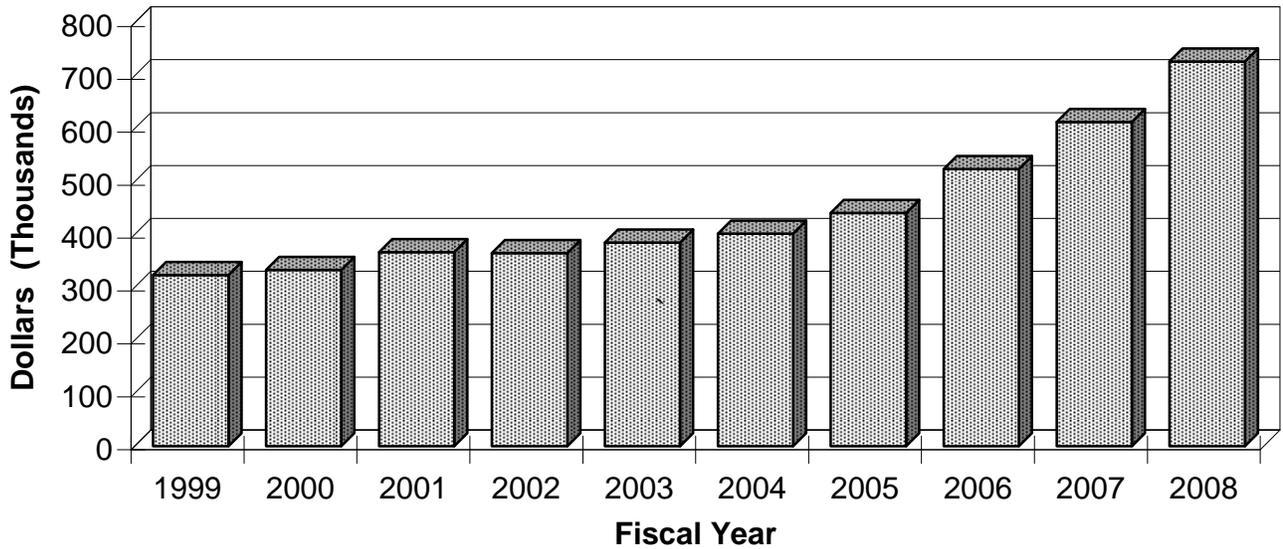
### **Description:**

Persons engaged in the business of supplying electric service in the City must pay a license tax of 7% of gross receipts from such a business.

It appears that the amount of tax collected is correlated highly to the weather, population growth and the year-to-year relative cost of the service.

The effective date of this tax was October 1, 1986.

## Gross Receipts Tax Revenues - Electric



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase         |                  |              |
|-------------|------------------|--------------------|------------------|--------------|
|             |                  | Over Previous Year | Average Increase |              |
| 1999        | \$323,820        | 9.34%              | 1 year           | 9.34%        |
| 2000        | \$333,717        | 3.06%              | 2 year           | 6.20%        |
| 2001        | \$367,321        | 10.07%             | 3 year           | 7.49%        |
| 2002        | \$365,665        | (0.45%)            | 4 year           | 5.50%        |
| 2003        | \$385,035        | 5.30%              | 5 year           | 5.46%        |
| 2004        | \$402,247        | 4.47%              | 6 year           | 5.30%        |
| 2005        | \$441,288        | 9.71%              | 7 year           | 5.93%        |
| 2006        | \$524,320        | 18.82%             | 8 year           | 7.54%        |
| 2007        | \$613,161        | 16.94%             | 9 year           | 8.58%        |
| <b>2008</b> | <b>\$727,768</b> | <b>18.69%</b>      | <b>10 year</b>   | <b>9.59%</b> |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## Revenue Detail

**Revenue Item:** Gross Receipts Tax - CATV

**Legal Authorization:**  
City Code of Ordinances Chap. 10  
Article II Section 172

**Responsible Department:** Finance

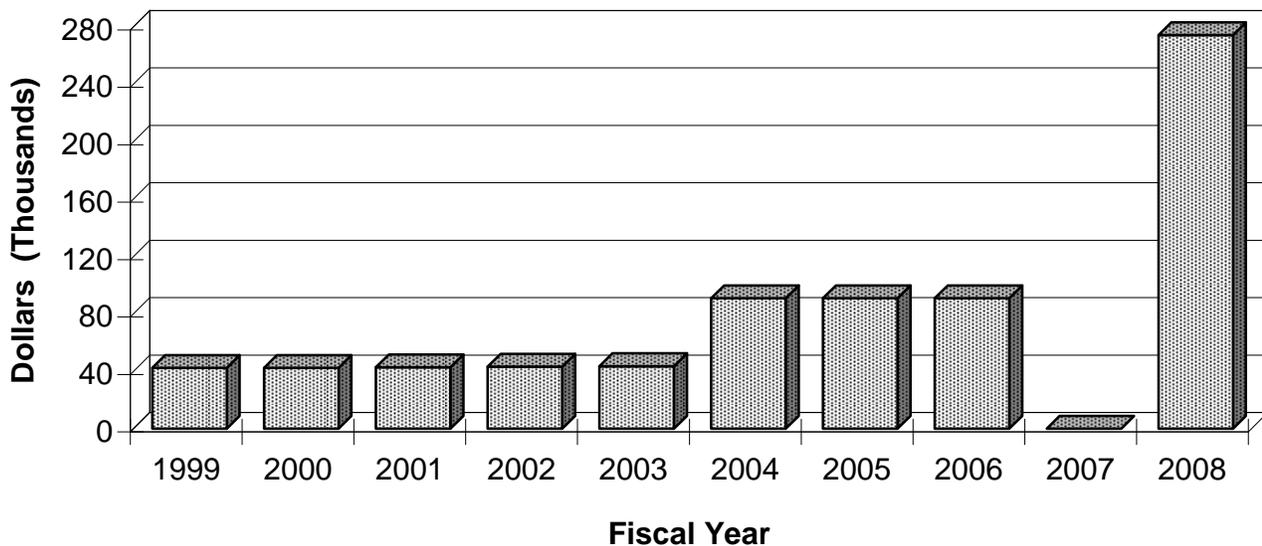
**Responsible Division:** Administration

### **Description:**

As compensation for a franchise granted by the City, G.W. 11 (TCI) pays to the City an amount equal to 3% of the franchisee's gross annual subscriber revenues from all sources attributable to the operation of the franchisee within the City. Prior to 1980, the City assessed a 5% charge against revenues collected for "basic service."

In December 2007, the city council increased the rate of cable service franchise fee from 3% to 5%. Of that amount, 40% will go to the general fund and 60% will go to the Public Communications Fund.

## Gross Receipts Tax Revenues - Cable Television (CATV)



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase Over Previous Year | Average Increase       |
|-------------|------------------|-------------------------------|------------------------|
| 1999        | \$42,310         | 1.00%                         | 1 year 1.00%           |
| 2000        | \$42,310         | 0.00%                         | 2 year 0.50%           |
| 2001        | \$42,733         | 1.00%                         | 3 year 0.67%           |
| 2002        | \$43,160         | 1.00%                         | 4 year 0.75%           |
| 2003        | \$43,600         | 1.02%                         | 5 year 0.80%           |
| 2004        | \$90,804         | 108.27%                       | 6 year 18.71%          |
| 2005        | \$90,815         | 0.01%                         | 7 year 16.04%          |
| 2006        | \$90,815         | 0.00%                         | 8 year 14.04%          |
| 2007        | \$0              | (100.00%)                     | 9 year 1.37%           |
| <b>2008</b> | <b>\$274,050</b> | <b>(100.00%)</b>              | <b>10 year (8.77%)</b> |

**Note:**

In FY 2004 staff reviewed the allocation of the cable franchise fee between the General Fund and the Public Communication Fund and determined that the revenues allocated to the General Fund had not grown at the same pace as the cable tv franchise revenues. The increase in revenues allocated to the General Fund in FY 04 reflects the adjustment made to the allocation to accurately reflect the overall growth in the franchise revenue.

In FY 2007 all cable television franchise fees were budgeted in the Public Communications Fund.

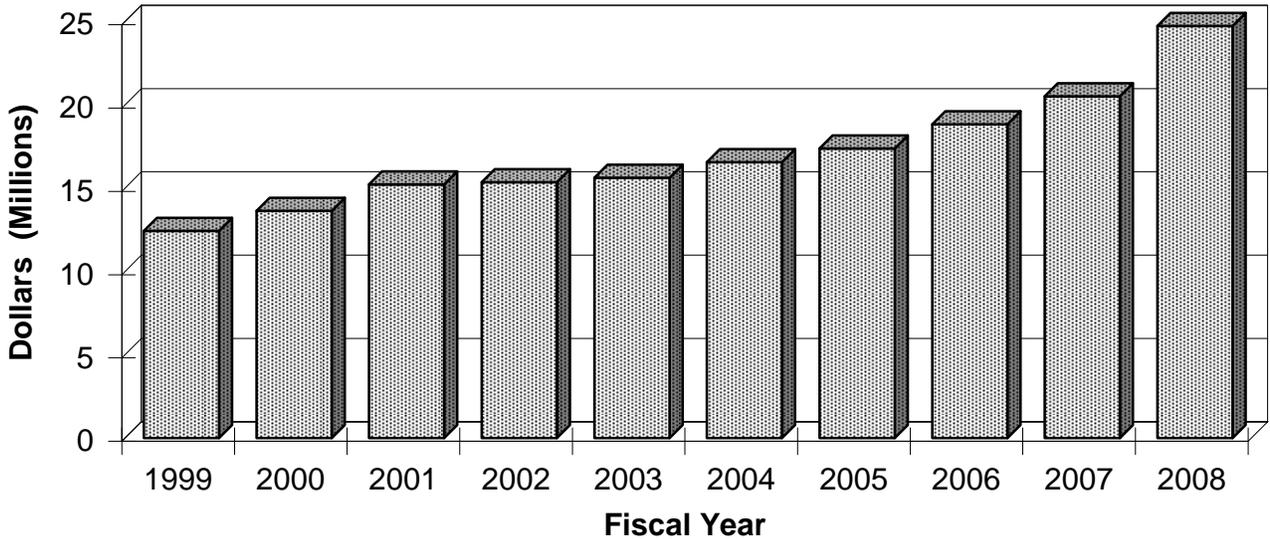
In FY 2008 a new agreement was established that requires a percent of the total cable franchise fee collected to be utilized in the general fund for a variety of cable activates that are competitively bid out.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

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## Summary - Non-Tax Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase Over Previous Year | Average Increase |
|-------------|---------------------|-------------------------------|------------------|
| 1999        | \$12,430,545        | 6.43%                         | 1 year           |
| 2000        | \$13,641,481        | 9.74%                         | 2 year           |
| 2001        | \$15,217,884        | 11.56%                        | 3 year           |
| 2002        | \$15,362,358        | 0.95%                         | 4 year           |
| 2003        | \$15,619,663        | 1.67%                         | 5 year           |
| 2004        | \$16,567,625        | 6.07%                         | 6 year           |
| 2005        | \$17,377,688        | 4.89%                         | 7 year           |
| 2006        | \$18,834,453        | 8.38%                         | 8 year           |
| 2007        | \$20,518,962        | 8.94%                         | 9 year           |
| <b>2008</b> | <b>\$24,745,453</b> | <b>20.60%</b>                 | <b>10 year</b>   |

**Notes:**

Non-Tax Revenues include Fines and Court Fees, Licenses and Permits, Fees and Service Charges, Investment Revenue, Miscellaneous Revenues, and Intragovernmental Revenues.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Non Tax Revenues - Fines and Court Fees

**Legal Authorization:**

City Code of Ordinances, Chap. 14,  
Section 463;  
City Code of Ordinances, Chap. 16,  
Article II Division 5;  
City Charter, Article XV, Section 114, 116;  
City Code of Ordinances, Chap. 14,  
Section 420

**Responsible Department:**

Municipal Court

**Responsible Division:**

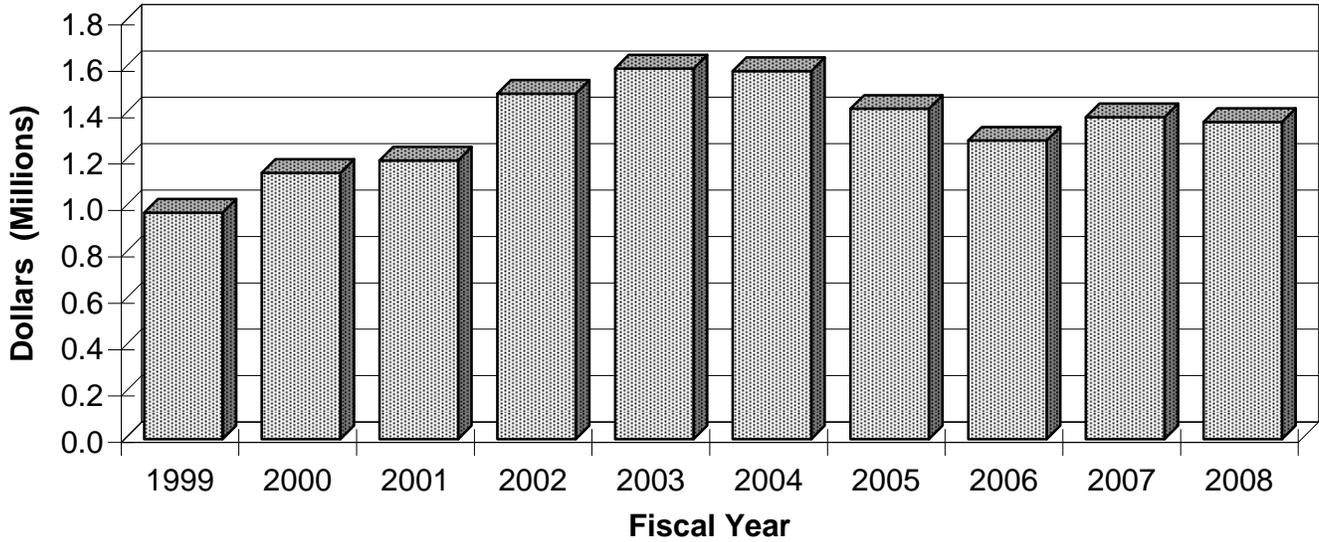
Parking Tickets and  
Court General

**Description:**

Fines and court fees include costs associated with and penalties assessed for violation of any City ordinance. Fines include corporation court fines, uniform ticket fines, meter fines, and alarm violations. Fees include warrant fees, courts fees, and impoundment fees.

The Municipal Court has jurisdiction to hear all cases involving violations of the City's charter and ordinances. The maximum penalty for motor vehicle and traffic violations is imprisonment for not more than three months, a fine not more than \$500, or both.

## Non-Tax Revenues - Fines and Court Fees



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$976,225          | (7.23%)                       | 1 year (7.23%)       |
| 2000        | \$1,147,091        | 17.50%                        | 2 year 5.14%         |
| 2001        | \$1,201,343        | 4.73%                         | 3 year 5.00%         |
| 2002        | \$1,489,192        | 23.96%                        | 4 year 9.74%         |
| 2003        | \$1,597,787        | 7.29%                         | 5 year 9.25%         |
| 2004        | \$1,586,050        | (0.73%)                       | 6 year 7.59%         |
| 2005        | \$1,423,992        | (10.22%)                      | 7 year 5.04%         |
| 2006        | \$1,286,742        | (9.64%)                       | 8 year 3.21%         |
| 2007        | \$1,387,447        | 7.83%                         | 9 year 3.72%         |
| <b>2008</b> | <b>\$1,367,376</b> | <b>(1.45%)</b>                | <b>10 year 3.20%</b> |

#### Notes:

FY 2002 increase was due to an additional parking enforcement officer being added as well as an increase in the hours of operation.

FY 2004 decrease is due to the local patrons becoming accustomed to the new hours that were implemented in FY 2002. Parking cards have been implemented to make using parking meters easier.

Due to recent rulings in court cases the city is evaluating the process for issuing, providing notice and prosecuting parking tickets. During FY 2004 and for all of FY 2005 the city was unable to send notices to individuals with unpaid parking tickets which resulted in a significant decrease in revenue.

Although notices are again being sent out in FY 2006, corporation fines decreased.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Non Tax Revenues - Licenses and Permits - (a) business licenses;  
(b) alcoholic beverages; (c) animal license and other various permits

|  |   |
|--|---|
| <b>Legal Authorization:</b><br>(a) City Code of Ordinances,<br>Chap. 13, Article II,<br>(b) Repealed by Ordinance 8023<br>(c) City Code of Ordinances,<br>Chap. 4, Article I | <b>Responsible Department:</b> Finance<br><br><b>Responsible Division:</b> Business License |
|--|---|

### Description:

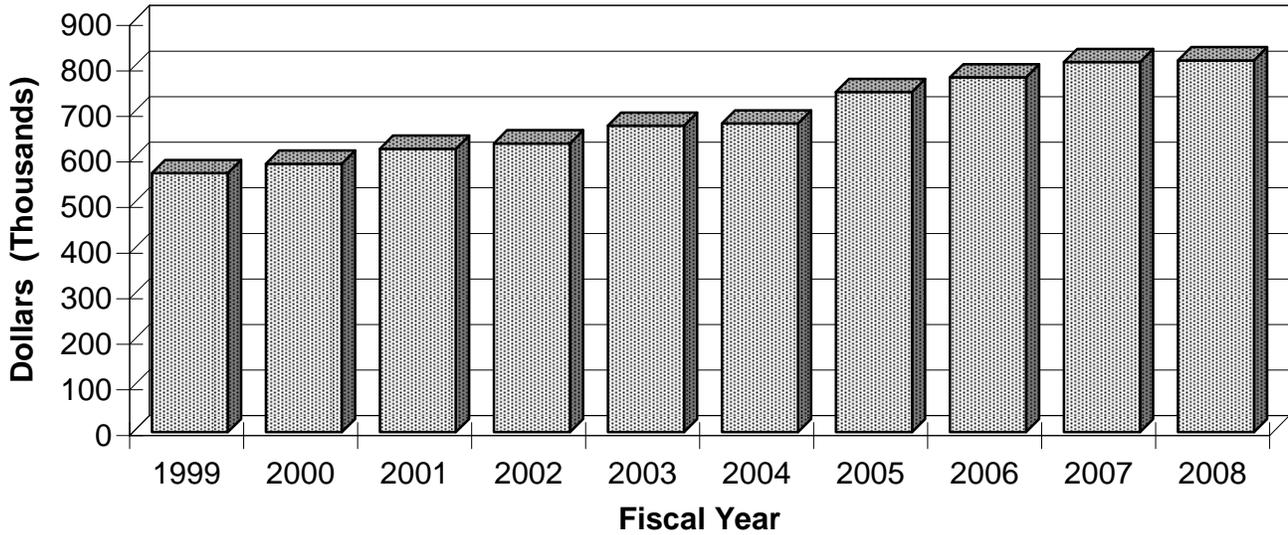
License and permit charges are assessed for various business activities and animal ownership.

Business License accounts have steadily increased since 1978 when the total licenses on file were 2,188. At the close of license year 2008, 5,008 active licenses had been issued. If this trend continues, Columbia will have approximately 5,050 licenses before June 30, 2009.

Animal licenses are issued on a one or three year basis depending on the type of rabies vaccine used and the age of the animal. Approximately 3,700 to 4,000 licenses are issued annually. This figure will not change drastically in the future.

Liquor licenses are associated with a scale of escalating fees, depending on the type of alcoholic beverage served, if a restaurant is operating on Sunday or if sold by the drink as opposed to by the package. Fees fall into a range of \$15.00 to \$750.00. The number of licensed businesses possessing a liquor license is 257 for FY 2008.

## Non-Tax Revenues - Licenses and Permits



### Fiscal Year Collection History:

| Fiscal Year | Revenue          | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$568,497        | 0.52%                         | 1 year           |
| 2000        | \$589,099        | 3.62%                         | 2 year           |
| 2001        | \$621,835        | 5.56%                         | 3 year           |
| 2002        | \$633,493        | 1.87%                         | 4 year           |
| 2003        | \$672,343        | 6.13%                         | 5 year           |
| 2004        | \$677,338        | 0.74%                         | 6 year           |
| 2005        | \$746,319        | 10.18%                        | 7 year           |
| 2006        | \$778,543        | 4.32%                         | 8 year           |
| 2007        | \$812,113        | 4.31%                         | 9 year           |
| <b>2008</b> | <b>\$815,851</b> | <b>0.46%</b>                  | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Non Tax Revenues - Fees and Service Charges - (a) Construction Inspection; (b) Street Maintenance; (c) Health; (d) Animal Control; (e) Miscellaneous

|   |  |  |
|---|--|--|
| <b>Legal Authorization:</b><br>City Code of Ordinances, Chap. 11,<br>Article VIII;<br>City Code of Ordinances, Chap. 5,<br>Article I, Section 5;<br>Article III, Section 65;<br>City Code of Ordinances, Chap. 11,<br>Article I, Section 17;<br>Article VIII, Section 278;<br>City Code of Ordinances, Chap. 22,<br>Article III, Section 108;<br>City Code of Ordinances, Chap. 6,<br>Section 17, Amendments 112.3; | <b>Responsible Department:</b><br><br><b>Responsible Division:</b> | Public Works (a) & (b)<br>Health (c) & (d)<br><br>Construction Inspection (a)<br>Streets and Sidewalks (b)<br>Animal Control (d) |
|---|--|--|

### Description:

Fees and service charges are generic for the fees charged for the City's performance of construction inspections, street and sidewalk resurfacing (due to a person excavating them), animal control and health services. Statutes and City departments establish rate schedules.

FY 1999 fees and service charges increased in the areas of construction inspection, street maintenance, animal control and health fees.

FY 2000 fees and service charges decreased in the areas of construction inspection and health fees.

FY 2002 fees and services increased in the areas of construction inspection, street maintenance and right-of-way.

FY 2003 fees and services increased in the areas of construction inspection and street maintenance.

FY 2004 fees and services increased in the areas of construction inspection, street maintenance, right-of-way and health fees.

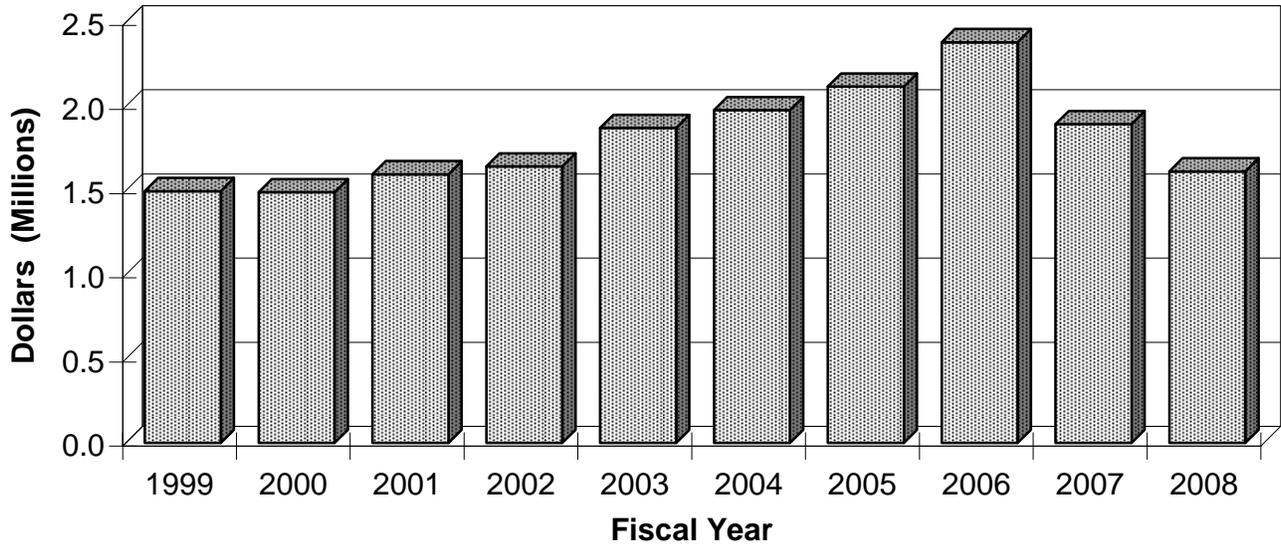
FY 2005 fees and services increased in the areas of construction inspection, right-of-way and health fees.

FY 2006 fees and services increased in the areas of construction inspection, street maintenance and health fees.

FY 2007 fees and services decreased in the areas of construction inspection, street maintenance and right-of-way.

FY 2008 fees and services decreased in the areas of construction inspection, street maintenance and health fees

## Non-Tax Revenues - Fees & Services Charges



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$1,495,551        | 9.84%                         | 1 year           |
| 2000        | \$1,488,731        | (0.46%)                       | 2 year           |
| 2001        | \$1,596,242        | 7.22%                         | 3 year           |
| 2002        | \$1,642,557        | 2.90%                         | 4 year           |
| 2003        | \$1,871,284        | 13.93%                        | 5 year           |
| 2004        | \$1,976,346        | 5.61%                         | 6 year           |
| 2005        | \$2,116,369        | 7.08%                         | 7 year           |
| 2006        | \$2,380,056        | 12.46%                        | 8 year           |
| 2007        | \$1,894,103        | (20.42%)                      | 9 year           |
| <b>2008</b> | <b>\$1,612,585</b> | <b>(14.86%)</b>               | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Non-Tax Revenues - Investment Revenue

**Legal Authorization:**

Policy Resolution  
Council Bill No. PR 84-83  
Section 4

**Responsible Department:**

Finance

**Responsible Division:**

Administration and  
Treasury Management

**Description:**

Investment revenue on external investment is allocated to the various participating funds based on each funds ending cash balance each month.

The majority of investment revenue comes from Pooled Cash and Investments which combines cash balances from all funds. These funds are invested in U.S. Treasury and Agency securities in compliance with policies adopted by the City Council and Department of Finance.

FY 1999 decrease is due to recognizing investment revenue according to GASB Statement #31. Had it not been for this, FY 1999 investment revenue would have been \$706,159.

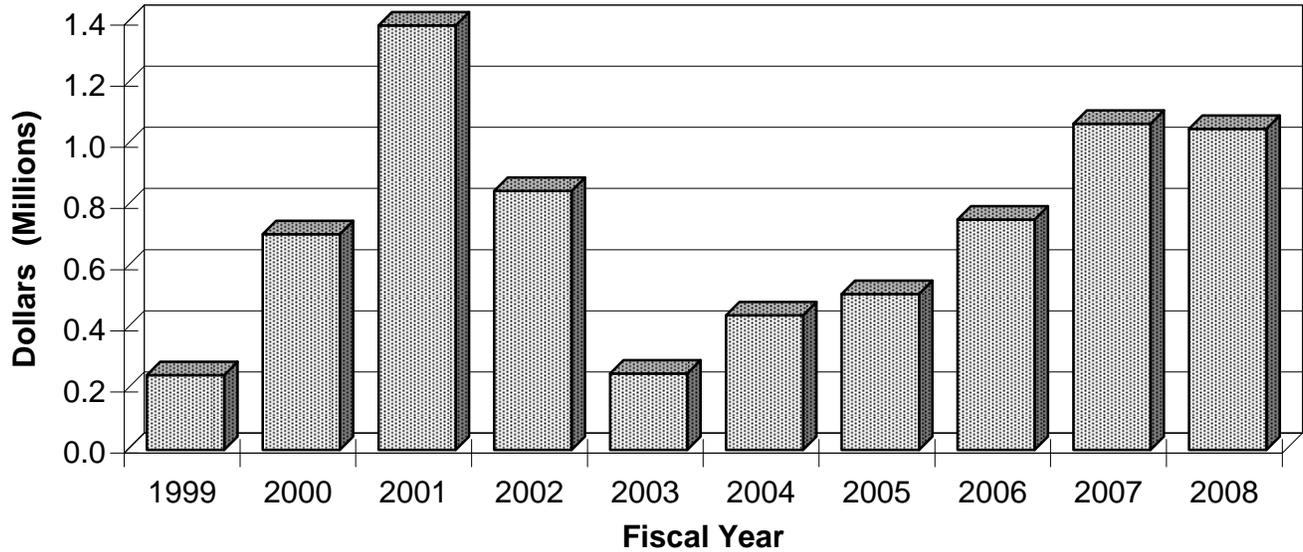
FY 2002 and 2003 decrease is due to lower rate of return on investments which decreases market value.

FY 2006 increase is due to increases in rates of return on investments and an increase in market values.

FY 2007 increase is due to increases in rates of return on investments and an increase in market values however, staff would like to point out that this trend is directly affected by the changes in the market.

FY 2008 decrease is due to a downturn in the economy over the last several months of the fiscal year.

## Non-Tax Revenues - Investment Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$244,084          | (80.38%)                      | 1 year (80.38%)       |
| 2000        | \$704,762          | 188.74%                       | 2 year 54.18%         |
| 2001        | \$1,387,897        | 96.93%                        | 3 year 68.43%         |
| 2002        | \$846,240          | (39.03%)                      | 4 year 41.57%         |
| 2003        | \$249,677          | (70.50%)                      | 5 year 19.15%         |
| 2004        | \$440,215          | 76.31%                        | 6 year 28.68%         |
| 2005        | \$509,713          | 15.79%                        | 7 year 26.84%         |
| 2006        | \$753,358          | 47.80%                        | 8 year 29.46%         |
| 2007        | \$1,066,281        | 41.54%                        | 9 year 30.80%         |
| <b>2008</b> | <b>\$1,049,409</b> | <b>(1.58%)</b>                | <b>10 year 27.56%</b> |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Non-Tax Revenues - Miscellaneous Revenue

**Legal Authorization:**  
Various

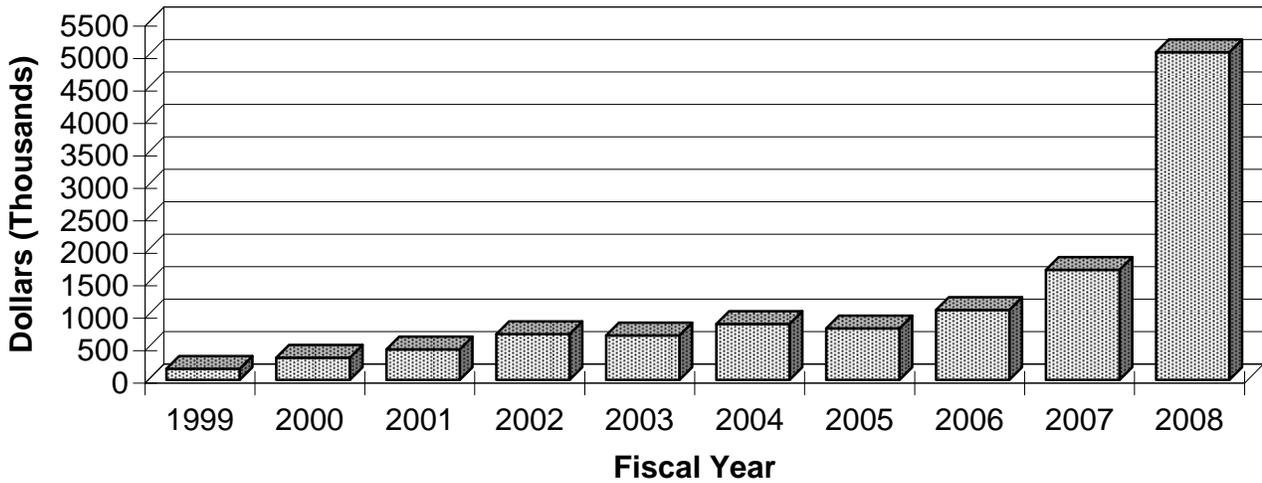
**Responsible Department:** Finance

**Responsible Division:** Accounting

**Description:**

Miscellaneous revenue includes such sources as property sales; photocopies; and Housing Authority Payment-In-Lieu-Of-Taxes. This source is notably insignificant relative to total General Fund revenue.

## Non-Tax Revenues - Miscellaneous Revenue



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$172,401          | 112.40%                       | 1 year           |
| 2000        | \$341,880          | 98.31%                        | 2 year           |
| 2001        | \$469,290          | 37.27%                        | 3 year           |
| 2002        | \$708,479          | 50.97%                        | 4 year           |
| 2003        | \$688,784          | (2.78%)                       | 5 year           |
| 2004        | \$864,558          | 25.52%                        | 6 year           |
| 2005        | \$793,895          | (8.17%)                       | 7 year           |
| 2006        | \$1,080,372        | 36.08%                        | 8 year           |
| 2007        | \$1,696,570        | 57.04%                        | 9 year           |
| <b>2008</b> | <b>\$5,050,549</b> | <b>197.69%</b>                | <b>10 year</b>   |

**Notes:**

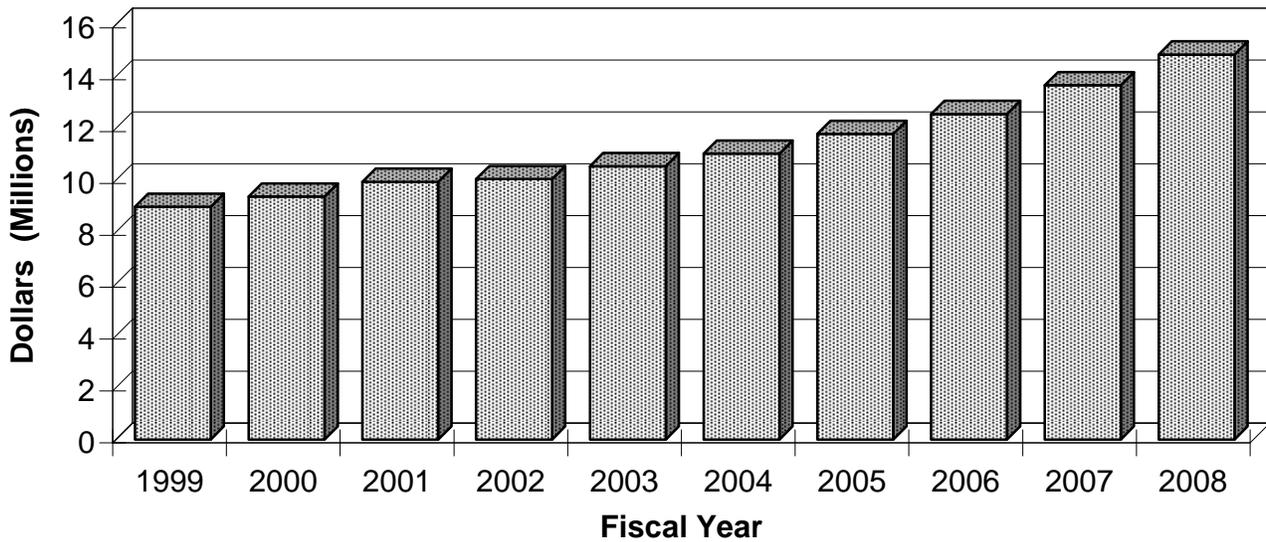
In FY 2000, the City received additional revenues in the area of telecommunications and R/W agreements. Police received an additional \$68,800 increase over FY 1999 for the school resource officers. Due to GASB 34, the operating transfer from REDI to the general fund is classified as a miscellaneous revenue beginning in FY 2001. In FY 2002, FY 2004 and FY 2006 the City auctioned off several police vehicles in lieu of trading them in. The proceeds were recorded in Miscellaneous Revenue. In FY 2007 the increase is due to a number of one-time back payments related to prior year revenues. FY 2008 - Increase based on a settlement agreement that was reached with major mobile phone carriers which will require them to pay a "business license tax" on wireless communications, the one-time amount was record in miscellaneous revnues.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

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## Summary - Non-Tax Revenues - Intragovernmental Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase Over Previous Year | Average Increase |
|-------------|---------------------|-------------------------------|------------------|
| 1999        | \$8,973,787         | 0.74%                         | 1 year           |
| 2000        | \$9,369,918         | 4.41%                         | 2 year           |
| 2001        | \$9,941,277         | 6.10%                         | 3 year           |
| 2002        | \$10,042,397        | 1.02%                         | 4 year           |
| 2003        | \$10,539,788        | 4.95%                         | 5 year           |
| 2004        | \$11,023,118        | 4.59%                         | 6 year           |
| 2005        | \$11,787,400        | 6.93%                         | 7 year           |
| 2006        | \$12,555,382        | 6.52%                         | 8 year           |
| 2007        | \$13,662,448        | 8.82%                         | 9 year           |
| <b>2008</b> | <b>\$14,849,683</b> | <b>8.69%</b>                  | <b>10 year</b>   |

**Notes:**

Intragovernmental Revenues include Water and Electric Payment-In-Lieu-Of-Taxes (PILOT) and General and Administrative Charges.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Intragovernmental Revenues - Water and Electric P.I.L.O.T.

**Legal Authorization:**

City Charter Chap 99  
Article XII, Section 102  
Current Tax Rate - Ordinance 6559

**Responsible Department:**

Finance

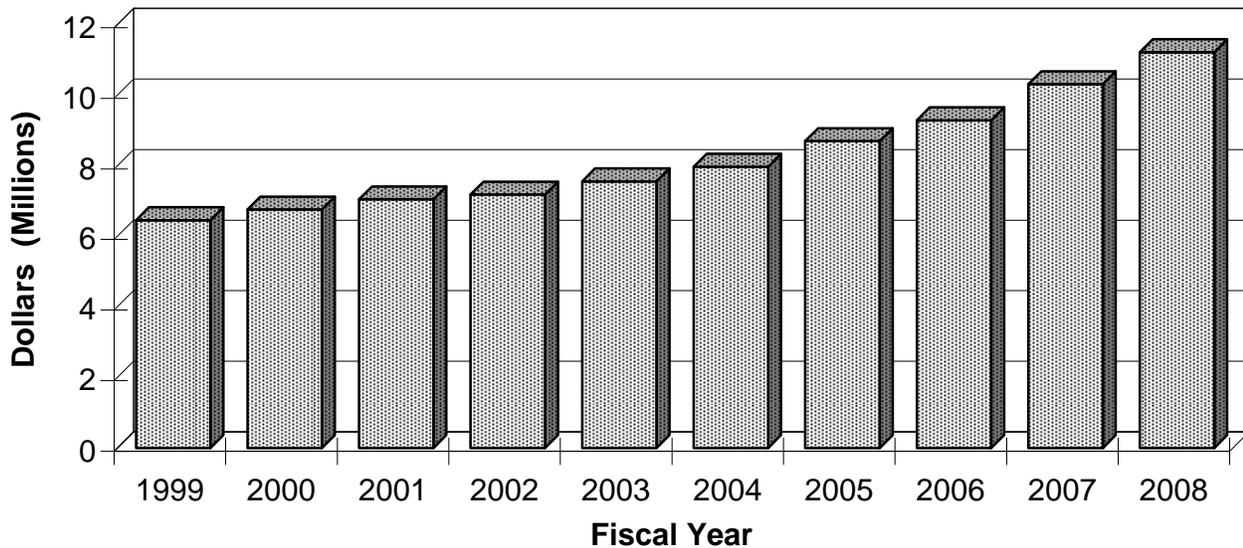
**Responsible Division:**

Accounting

**Description:**

The Water and Electric Utility Fund pays the General Fund annually an amount substantially equivalent to the sum which would be paid in taxes if the utilities were owned privately. The tax is equal to 7% of gross receipts and the property tax equivalent is equal to 33.33% of net fixed assets multiplied by the total City tax rate.

## Intergovernmental Revenues - Water & Electric Payment-In-Lieu-Of-Taxes (P.I.L.O.T)



### Fiscal Year Collection History:

| Fiscal Year | Revenue             | % Increase Over Previous Year | Average Increase |
|-------------|---------------------|-------------------------------|------------------|
| 1999        | \$6,456,024         | 1.73%                         | 1 year           |
| 2000        | \$6,757,584         | 4.67%                         | 2 year           |
| 2001        | \$7,044,918         | 4.25%                         | 3 year           |
| 2002        | \$7,180,013         | 1.92%                         | 4 year           |
| 2003        | \$7,554,050         | 5.21%                         | 5 year           |
| 2004        | \$7,970,369         | 5.51%                         | 6 year           |
| 2005        | \$8,694,081         | 9.08%                         | 7 year           |
| 2006        | \$9,284,728         | 6.79%                         | 8 year           |
| 2007        | \$10,309,306        | 11.04%                        | 9 year           |
| <b>2008</b> | <b>\$11,215,634</b> | <b>8.79%</b>                  | <b>10 year</b>   |

**Notes:**

FY 2005 increase in P.I.L.O.T is due to major capital expansions in the water fund and electric utilities which increased value of the funds fixed assets. These increases affect the personal property component of the P.I.L.O.T payment.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Table 3 and Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Table 3 and Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Intragovernmental Revenues - General & Administrative Charges

**Legal Authorization:**

City Charter, Chap 99  
Article V, Section 27

**Responsible Department:**

Finance

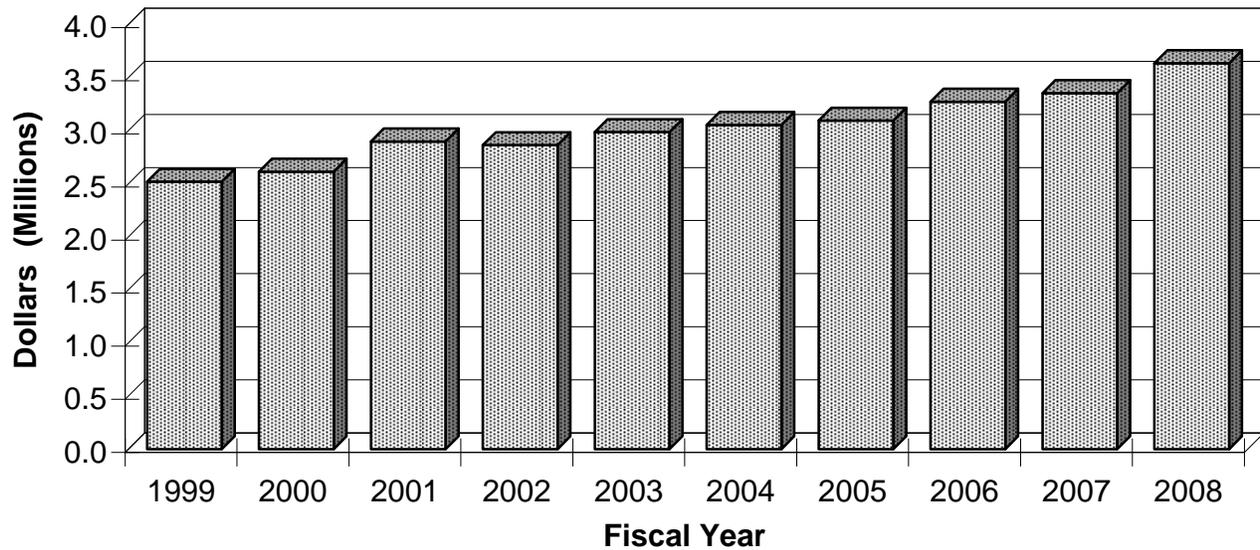
**Responsible Division:**

Accounting

**Description:**

The City charges proportionally for all services performed by departments for enterprise, internal service and other City funds. The charges are computed on the basis of an estimated percentage of time the various City departments contribute for servicing these funds. See the Annual Budget for the current charges.

## Intragovernmental Revenues - General & Administrative Charges



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$2,517,763        | (1.71%)                       | 1 year (1.71%)       |
| 2000        | \$2,612,334        | 3.76%                         | 2 year 1.02%         |
| 2001        | \$2,896,359        | 10.87%                        | 3 year 4.31%         |
| 2002        | \$2,862,384        | (1.17%)                       | 4 year 2.94%         |
| 2003        | \$2,985,738        | 4.31%                         | 5 year 3.21%         |
| 2004        | \$3,052,749        | 2.24%                         | 6 year 3.05%         |
| 2005        | \$3,093,319        | 1.33%                         | 7 year 2.80%         |
| 2006        | \$3,270,654        | 5.73%                         | 8 year 3.17%         |
| 2007        | \$3,353,142        | 2.52%                         | 9 year 3.10%         |
| <b>2008</b> | <b>\$3,634,049</b> | <b>8.38%</b>                  | <b>10 year 3.63%</b> |

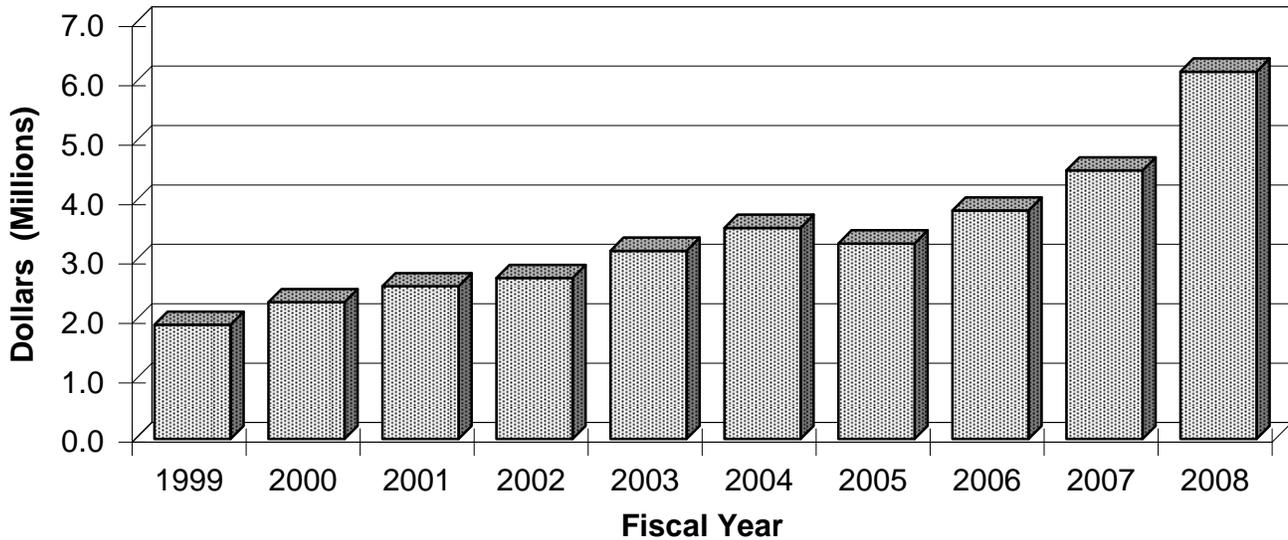
FY 2008 charges were assessed to the police and fire pension fund and the designated loan fund which had not been charged prior to the fiscal year.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

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## Summary - Intergovernmental Revenues



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$1,923,160        | (8.70%)                       | 1 year (8.70%)        |
| 2000        | \$2,301,247        | 19.66%                        | 2 year 5.48%          |
| 2001        | \$2,570,875        | 11.72%                        | 3 year 7.56%          |
| 2002        | \$2,710,326        | 5.42%                         | 4 year 7.03%          |
| 2003        | \$3,168,318        | 16.90%                        | 5 year 9.00%          |
| 2004        | \$3,554,464        | 12.19%                        | 6 year 9.53%          |
| 2005        | \$3,290,518        | (7.43%)                       | 7 year 7.11%          |
| 2006        | \$3,844,979        | 16.85%                        | 8 year 8.33%          |
| 2007        | \$4,521,170        | 17.59%                        | 9 year 9.36%          |
| <b>2008</b> | <b>\$6,184,221</b> | <b>36.78%</b>                 | <b>10 year 12.10%</b> |

**Notes:**

Intergovernmental Revenue = Federal, State & Local Grants.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

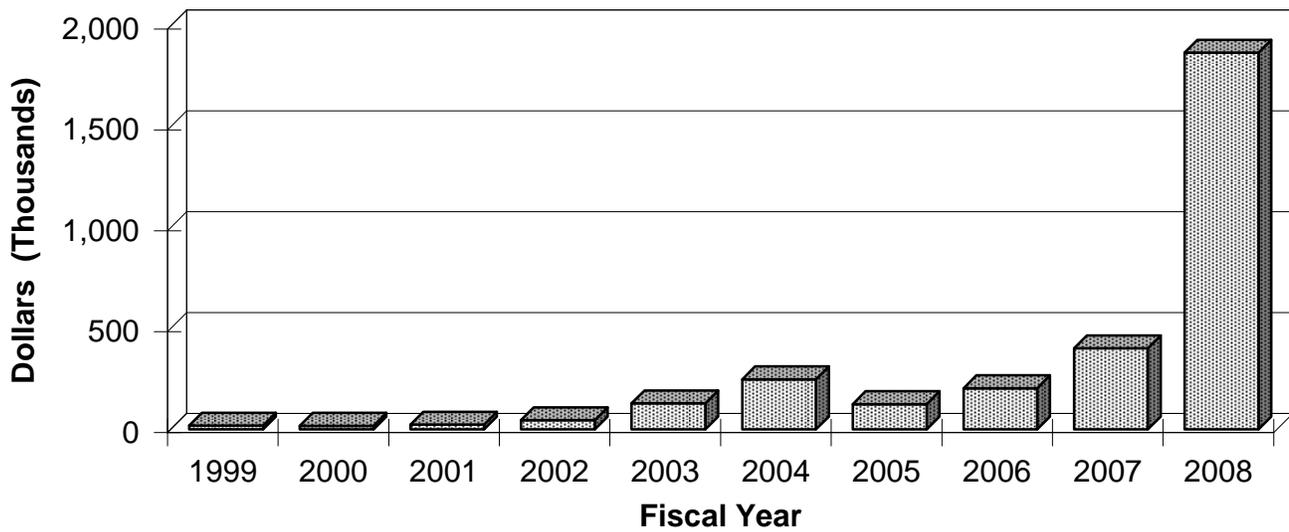
**Revenue Item:** Intergovernmental Revenues - Federal Grants: Department of Transportation (D.O.T.) Mass Transit (1976-Present)

|  |  |                     |
|--|--|---------------------|
| <b>Legal Authorization:</b><br>Federal UMTA Act of 1964,<br>Section 9;<br>City Ordinance 11221 | <b>Responsible Department:</b><br><br><b>Responsible Division:</b> | Planning<br><br>N/A |
|--|--|---------------------|

### Description:

The Department of Transportation mass transit grants are available for urban mass transportation studies. Allowable projects include studies of growth, policies for short- and long-range planning, transit surveillance and transit activity.

## Intergovernmental Revenues - Federal Grants



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$18,917           | 217.13%                       | 1 year           |
| 2000        | \$18,220           | (3.68%)                       | 2 year           |
| 2001        | \$23,302           | 27.89%                        | 3 year           |
| 2002        | \$45,776           | 96.45%                        | 4 year           |
| 2003        | \$129,744          | 183.43%                       | 5 year           |
| 2004        | \$248,469          | 91.51%                        | 6 year           |
| 2005        | \$125,478          | (49.50%)                      | 7 year           |
| 2006        | \$204,172          | 62.72%                        | 8 year           |
| 2007        | \$401,852          | 96.82%                        | 9 year           |
| <b>2008</b> | <b>\$1,867,692</b> | <b>364.77%</b>                | <b>10 year</b>   |

**Notes:**

In FY 2003 the large increase is due to \$107,844 received by the Fire Dept. from a SEMA grant.

In FY 2004 a large one time grant in the amount of \$221,320 was received from the Department of Justice for a SEMA Grant for the Fire Dept.

FY 2006 increase was for grants from the Asst. to Firefighter grant and a Dept. of Justice SEMA grant.

FY 2008 increase was for money received for the non-motorized grant to be used over several years.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Intergovernmental Revenues - State Grants -- Major Components: (a) Health -- Women, Infants and Children; (b) Health--General; (c) Missouri Highway Transportation

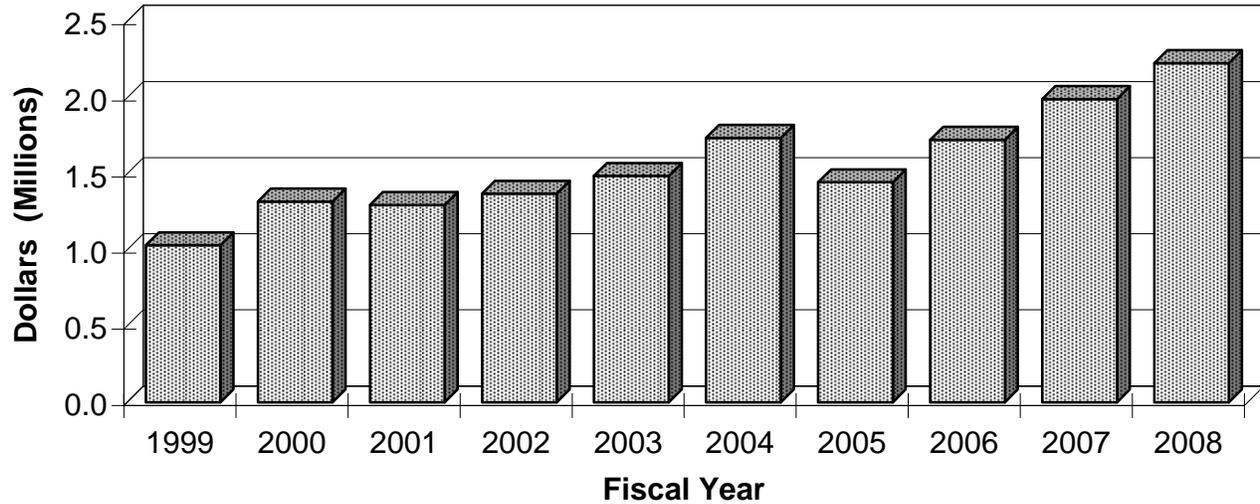
|   |   |
|---|---|
| <b>Legal Authorization:</b><br>(a) & (b) Missouri Constitution<br>RSMo 192.025; Federal:<br>Title VI - Civil Rights Act of 1964<br>(c) Federal Highway Act, 1973,<br>Section 112; City Ordinance 7965 | <b>Responsible Department:</b> Health           |
|   | <b>Responsible Division:</b> Clinic and Nursing |

### Description:

State grants cover diverse local service needs. Among other things, the grants provide funds for health, transportation, conservation, and police needs.

The fluctuations during the listed ten year period reflect increases and/or decreases primarily in the Missouri Department of Transportation grant, Health grants, and Police Department grants.

## Intergovernmental Revenues - State Grants



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$1,030,456        | (9.53%)                       | 1 year (9.53%)       |
| 2000        | \$1,318,578        | 27.96%                        | 2 year 9.22%         |
| 2001        | \$1,295,502        | (1.75%)                       | 3 year 5.56%         |
| 2002        | \$1,369,015        | 5.67%                         | 4 year 5.59%         |
| 2003        | \$1,486,111        | 8.55%                         | 5 year 6.18%         |
| 2004        | \$1,736,279        | 16.83%                        | 6 year 7.96%         |
| 2005        | \$1,444,530        | (16.80%)                      | 7 year 4.42%         |
| 2006        | \$1,723,120        | 19.29%                        | 8 year 6.28%         |
| 2007        | \$1,991,372        | 15.57%                        | 9 year 7.31%         |
| <b>2008</b> | <b>\$2,226,126</b> | <b>11.79%</b>                 | <b>10 year 7.76%</b> |

**Notes:**

In FY 2004 two large one time grants were received for the Youth at Risk program and for General Health.

In FY 2006 two large one time grants were received for the Youth at Risk program and for General Health.

In FY 2008 several one time grants were received for the Youth at Risk program, General Health, Police and safe routes to school.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue item:** Intergovernmental Revenues - County Grants -- (a) Health;  
(b) Emergency Management & Joint Communications (c) Animal  
Control; (d) Community Services - Social Services

**Legal Authorization:**

- (a) Missouri Constitution, 1945,  
Article VI, Section 16,  
Section 70.220 RSMo;  
City Ordinance 8096
- (a) Resolution R44-05 Annually
- (b) City Ordinance 6392
- (b) City Ordinance 8912
- (b) City Ordinance 18406 - Annually
- (c) Resolution R43-05 Annually
- (d) City Ordinance 12261  
an amendment to 12572

**Responsible Department:**

- (a) Administration
- (b) Emergency Mgmt. &  
Joint Communications
- (c) Animal Control
- (d) Community Services

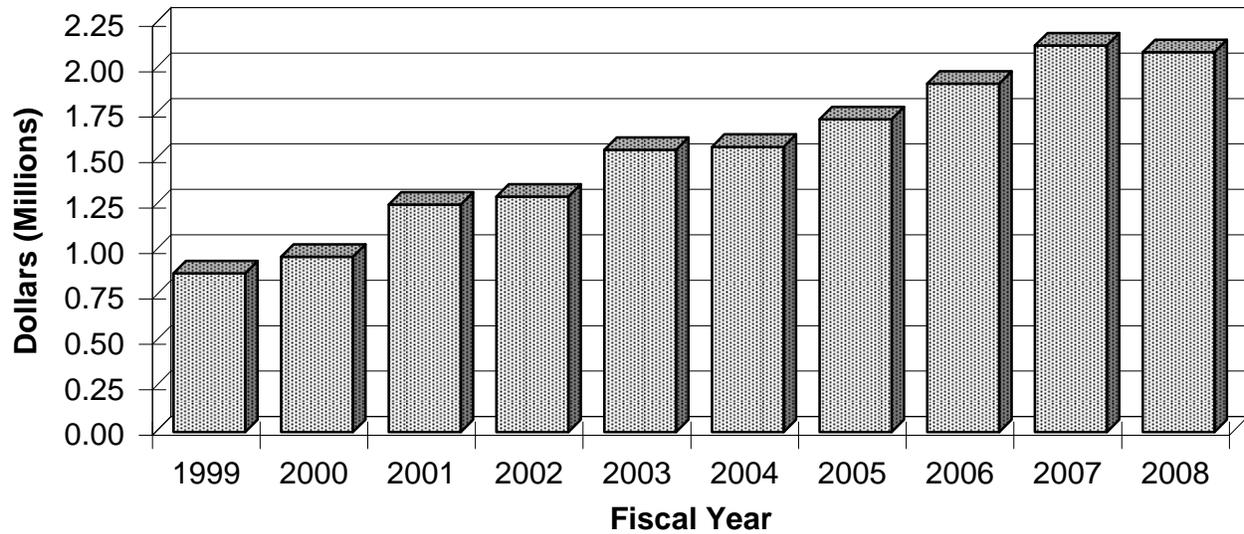
**Responsible Division:**

- (a) Administration
- (b) Emergency Mgmt. &  
Joint Communications
- (c) Animal Control
- (d) Community Services

**Description:**

Like state grants, except in a more limited capacity, County grants have a purpose of providing basic community services. The county provides reimbursement to the city for a portion of the functions performed by city employees/operations that also benefit the county. The services include: Joint Communication (911), Public Health, Animal Control and notifications of county nuisance abatements.

## Intergovernmental Revenues - County Grants



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$873,787          | (9.13%)                       | 1 year (9.13%)       |
| 2000        | \$964,449          | 10.38%                        | 2 year 0.62%         |
| 2001        | \$1,252,071        | 29.82%                        | 3 year 10.36%        |
| 2002        | \$1,295,535        | 3.47%                         | 4 year 8.63%         |
| 2003        | \$1,552,463        | 19.83%                        | 5 year 10.87%        |
| 2004        | \$1,569,716        | 1.11%                         | 6 year 9.25%         |
| 2005        | \$1,720,510        | 9.61%                         | 7 year 9.30%         |
| 2006        | \$1,917,687        | 11.46%                        | 8 year 9.57%         |
| 2007        | \$2,127,946        | 10.96%                        | 9 year 9.72%         |
| <b>2008</b> | <b>\$2,090,403</b> | <b>(1.76%)</b>                | <b>10 year 8.57%</b> |

FY 2008 decrease is in the proportion of the county's reimbursement for Joint communication' services.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Transfers from Other Funds - Major Components: Public Improvement Fund, Transportation Sales Tax Fund, Special Business District Fund, Special Road District Fund, Community Development Grant Fund and Parks Sales Tax, Utility Accounts & Billing and Contributions Fund.

**Legal Authorization:**  
Annual Budget  
Ordinance 016160 for FY 2000

**Responsible Department:** Finance

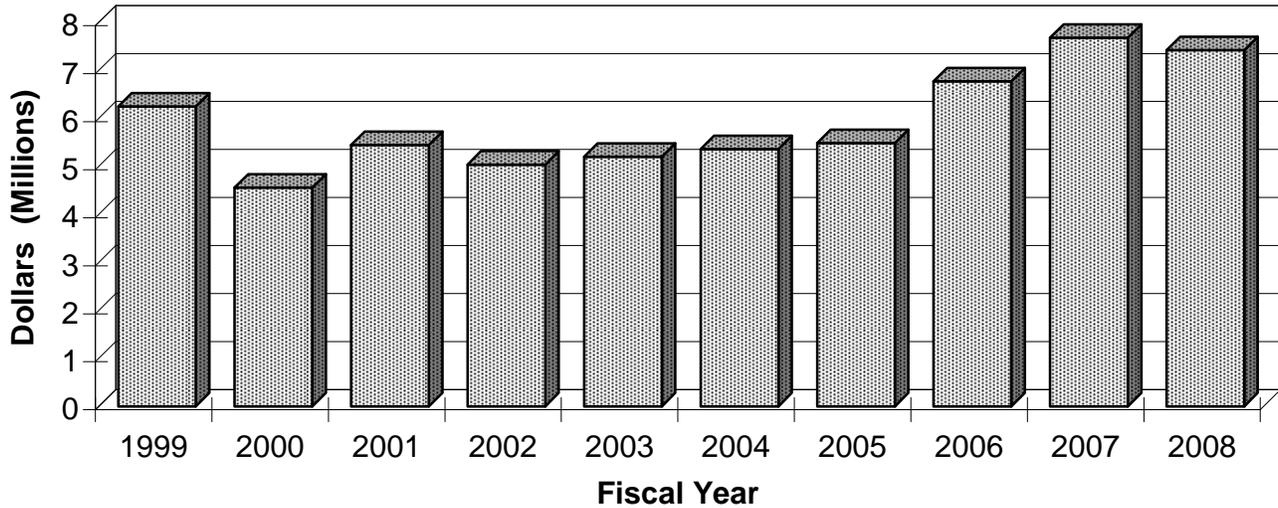
**Responsible Division:** Accounting

### **Description:**

Fund transfers are utilized for such purposes as defraying public improvement engineering costs, transportation activities, social services, cultural activities, and employee health costs.

Starting in FY 2000, money transferring from the Transportation Sales Tax Fund into Airport and Transit funds no longer pass through the General Fund. The money appropriated for the Airport and Transit Fund is now coming directly from the Transportation Sales Tax Fund.

## Transfers From Other Funds



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$6,245,400        | 3.51%                         | 1 year 3.51%         |
| 2000        | \$4,554,838        | (27.07%)                      | 2 year (11.78%)      |
| 2001        | \$5,446,372        | 19.57%                        | 3 year (1.33%)       |
| 2002        | \$5,037,599        | (7.51%)                       | 4 year (2.87%)       |
| 2003        | \$5,197,570        | 3.18%                         | 5 year (1.66%)       |
| 2004        | \$5,357,995        | 3.09%                         | 6 year (0.87%)       |
| 2005        | \$5,482,308        | 2.32%                         | 7 year (0.42%)       |
| 2006        | \$6,768,973        | 23.47%                        | 8 year 2.57%         |
| 2007        | \$7,679,050        | 13.44%                        | 9 year 3.78%         |
| <b>2008</b> | <b>\$7,417,392</b> | <b>(3.41%)</b>                | <b>10 year 3.06%</b> |

**Notes:**

Starting in FY 2000 the subsidy for Airport and Transportation was transferred directly into each fund from the Transportation Sales Tax Fund.

Beginning in FY 2001 the operating transfer from REDI to the general fund is classified as a miscellaneous revenue due to GASB 34.

FY 2006 increase is due to a transfer from GO Debt Fund, and increases in the transfers from transportation sales tax and park sales tax to cover one-time capital expenditures.

FY 2008 decrease is due to a reduction in transfers from GO bond Debt Service, Public transportation and the Public Improvement Fund.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-3

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## REVENUE DETAIL

**Revenue Item:** Appropriated Fund Balance

**Legal Authorization:** Annual Budget  
**Responsible Department:** Finance  
**Responsible Division:** Accounting

**Description:**

Legal authorization is granted through adoption of the budget to appropriate a portion of fund balance to partially finance General Fund expenditures. For budgeting purposes, the City of Columbia appropriated fund balance as a source in each of the last ten fiscal years. However, it should be noted that the appropriated fund balance has been used in only two of the past ten years as noted in the schedule below.

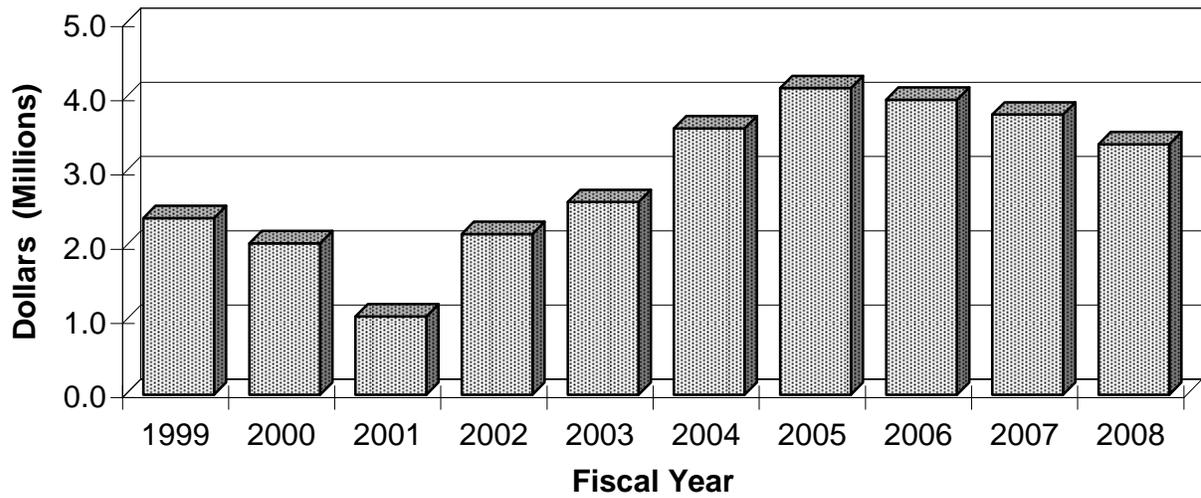
| <b>Year</b> | <b>Excess (Deficit) Of<br/>Revenues Over Expend.<br/>Encumbrances<br/>(Including<br/>Appropriated<br/>Fund<br/>Balance)</b> | <b>Appro. Fund<br/>Balance</b> | <b>Change In<br/>Fund<br/>Balance</b> |
|-------------|---|--------------------------------|---------------------------------------|
| 1999        | 947,234   | 2,378,624                      | (1,431,390)                           |
| 2000        | 1,916,057   | 2,038,125                      | (122,068)                             |
| 2001        | 4,063,900   | 1,052,503                      | 3,011,397                             |
| 2002        | 2,966,849   | 2,163,003                      | 803,846                               |
| 2003        | 4,486,292   | 2,595,029                      | 1,891,263                             |
| 2004        | 5,333,235   | 3,587,694                      | 1,745,541                             |
| 2005        | 2,981,255   | 4,128,270                      | (1,147,015)                           |
| 2006        | 5,185,579   | 3,972,195                      | 1,213,384                             |
| 2007        | 4,241,032   | 3,773,196                      | 467,836                               |
| <b>2008</b> | <b>9,429,309</b>  | <b>3,373,205</b>               | <b>6,056,104</b>                      |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibits B-3 and B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibits B-3 and B-4

## Appropriated Fund Balance



### Fiscal Year Collection History:

| Fiscal Year | Revenue            | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$2,378,624        | 1.73%                         | 1 year           |
| 2000        | \$2,038,125        | (14.31%)                      | 2 year           |
| 2001        | \$1,052,503        | (48.36%)                      | 3 year           |
| 2002        | \$2,163,003        | 105.51%                       | 4 year           |
| 2003        | \$2,595,029        | 19.97%                        | 5 year           |
| 2004        | \$3,587,694        | 38.25%                        | 6 year           |
| 2005        | \$4,128,270        | 15.07%                        | 7 year           |
| 2006        | \$3,972,195        | (3.78%)                       | 8 year           |
| 2007        | \$3,773,196        | (5.01%)                       | 9 year           |
| <b>2008</b> | <b>\$3,373,205</b> | <b>(10.60%)</b>               | <b>10 year</b>   |

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibits B-3

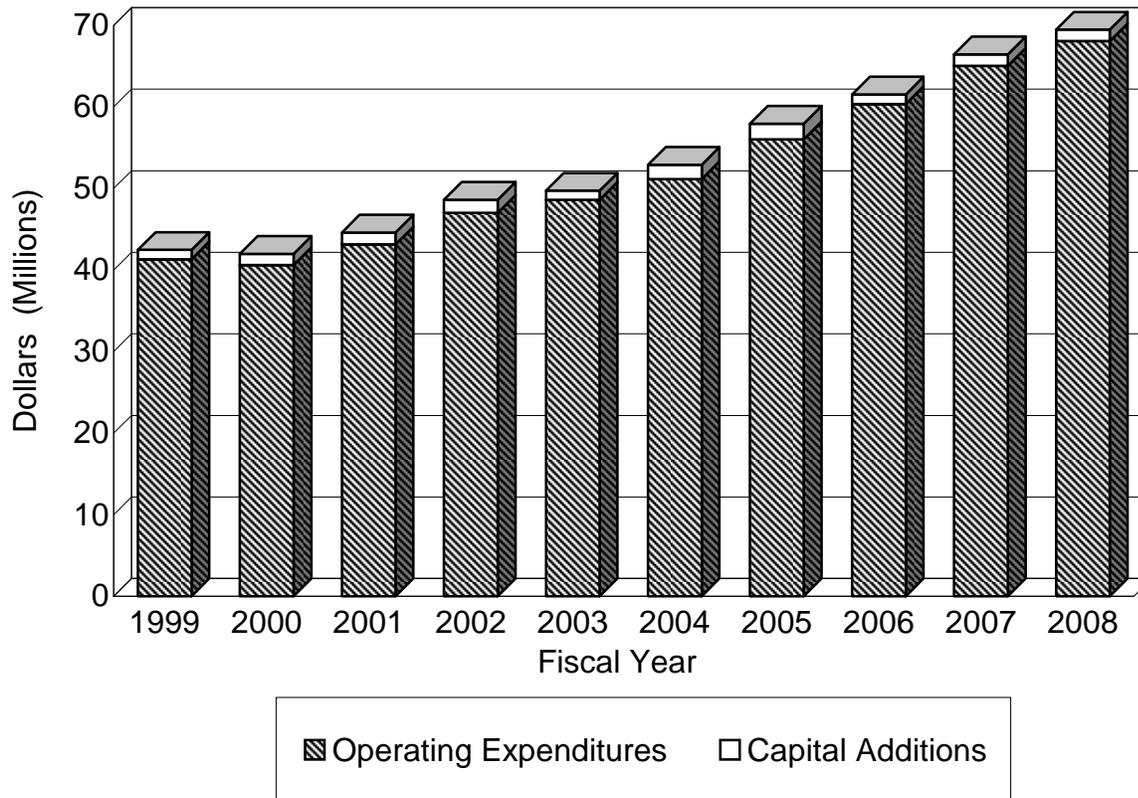
Source: FY 2002 to present Financial Management Information Supplement: Exhibits B-3

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General Fund Expenditure  
Divider  
FY 1999 - FY 2008

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## Total General Fund Expenditures Operating Expenditures vs. Capital Additions



### Fiscal Year History:

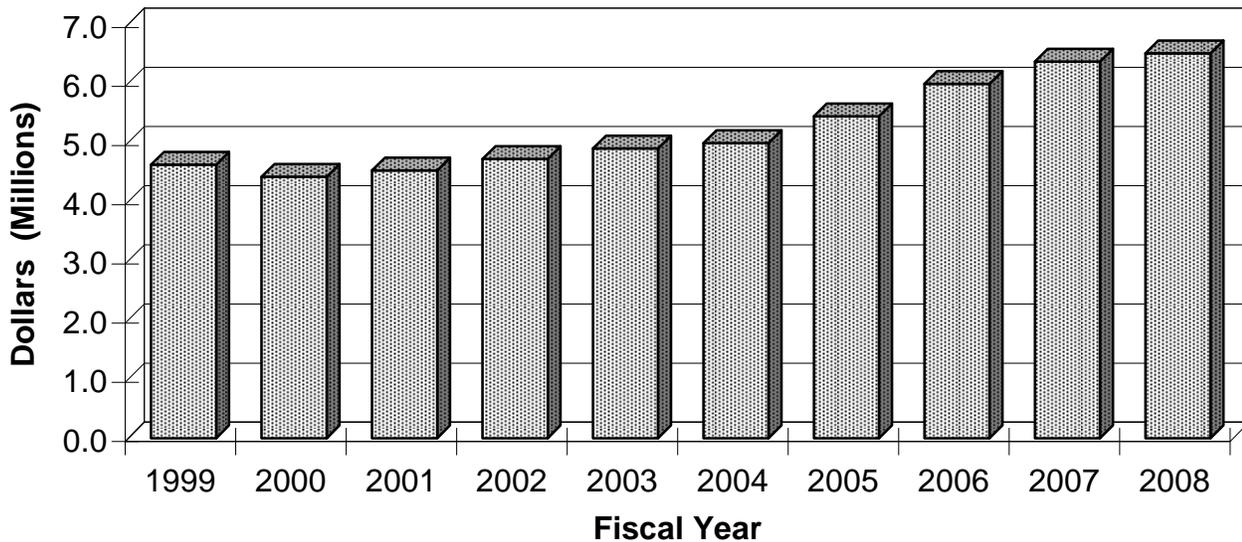
| Fiscal Year | Operating Expenditures | Capital Additions  | Total Expenditures & Transfers | % Increase Over Previous Year | Average Increase |              |
|-------------|------------------------|--------------------|--------------------------------|-------------------------------|------------------|--------------|
| 1999        | \$41,314,332           | \$1,155,086        | \$42,469,418                   | 5.94%                         | 1 year           | 5.94%        |
| 2000        | \$40,630,682           | \$1,345,097        | \$41,975,779                   | (1.16%)                       | 2 year           | 2.39%        |
| 2001        | \$43,137,955           | \$1,463,810        | \$44,601,765                   | 6.26%                         | 3 year           | 3.68%        |
| 2002        | \$47,019,513           | \$1,607,256        | \$48,626,769                   | 9.02%                         | 4 year           | 5.01%        |
| 2003        | \$48,622,029           | \$1,101,681        | \$49,723,710                   | 2.26%                         | 5 year           | 4.46%        |
| 2004        | \$51,162,107           | \$1,743,249        | \$52,905,356                   | 6.40%                         | 6 year           | 4.79%        |
| 2005        | \$56,024,149           | \$1,911,700        | \$57,935,849                   | 9.51%                         | 7 year           | 5.46%        |
| 2006        | \$60,365,866           | \$1,164,850        | \$61,530,716                   | 6.20%                         | 8 year           | 5.55%        |
| 2007        | \$65,029,314           | \$1,404,365        | \$66,433,679                   | 7.97%                         | 9 year           | 5.82%        |
| <b>2008</b> | <b>\$68,067,685</b>    | <b>\$1,401,074</b> | <b>\$69,468,759</b>            | <b>4.57%</b>                  | <b>10 year</b>   | <b>5.70%</b> |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Summary - Total Policy Development & Administration Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$4,622,847        | 4.28%                         | 1 year           |
| 2000        | \$4,421,350        | (4.36%)                       | 2 year           |
| 2001        | \$4,527,812        | 2.41%                         | 3 year           |
| 2002        | \$4,720,235        | 4.25%                         | 4 year           |
| 2003        | \$4,899,577        | 3.80%                         | 5 year           |
| 2004        | \$4,991,116        | 1.87%                         | 6 year           |
| 2005        | \$5,442,000        | 9.03%                         | 7 year           |
| 2006        | \$5,991,753        | 10.10%                        | 8 year           |
| 2007        | \$6,365,460        | 6.24%                         | 9 year           |
| <b>2008</b> | <b>\$6,506,374</b> | <b>2.21%</b>                  | <b>10 year</b>   |

**Notes:**

Total Policy Development & Administration Expenditures= Policy Development and Administration.

Totals in Annual Report less Public Works Admin. plus City Prosecutor.

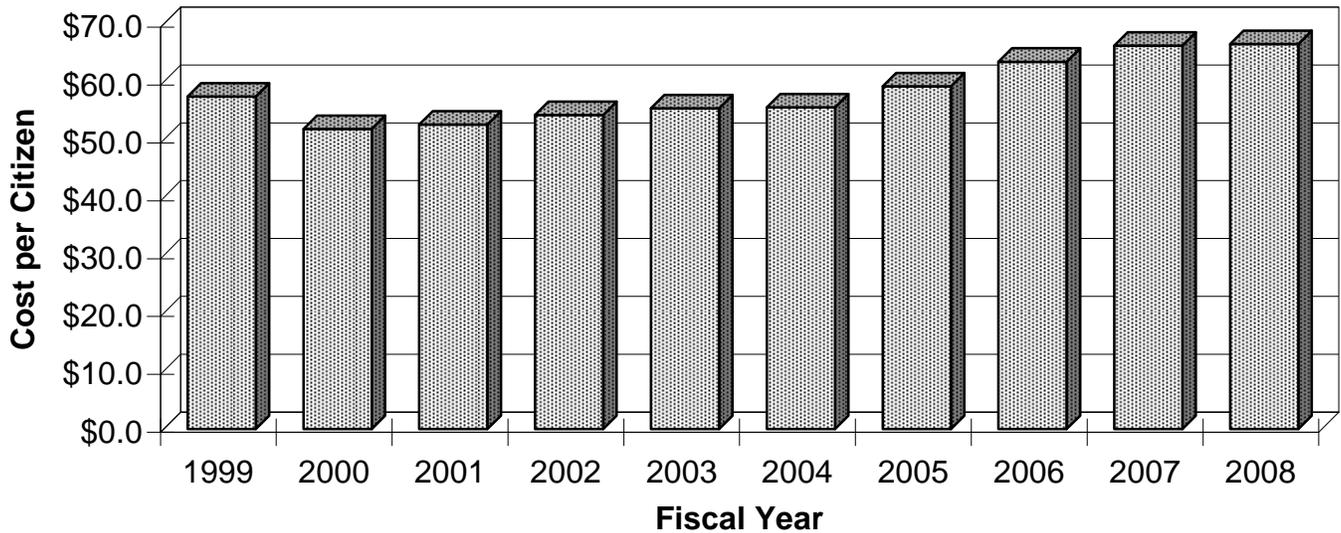
FY 2005 increase due in part to added personnel in Finance and Law.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Expense Per Capita - Policy Development & Administration

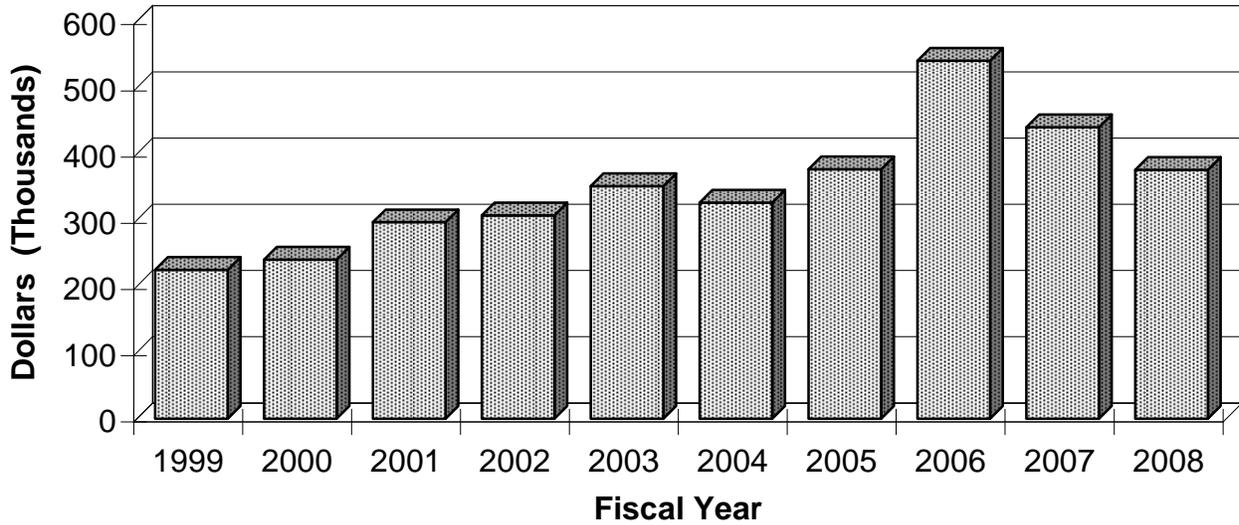


### Fiscal Year History:

| Fiscal Year | Expenditure        | Estimated Population | Expense Per Capita | Percent Change | Annual Average Increase |
|-------------|--------------------|----------------------|--------------------|----------------|-------------------------|
| 1999        | \$4,622,847        | 80,500               | \$57.43            | 3.45%          | 1 year 3.45%            |
| 2000        | \$4,421,350        | 85,292               | \$51.84            | -9.73%         | 2 year (3.14%)          |
| 2001        | \$4,527,812        | 86,081               | \$52.60            | 1.47%          | 3 year (1.60%)          |
| 2002        | \$4,720,235        | 87,003               | \$54.25            | 3.15%          | 4 year (0.42%)          |
| 2003        | \$4,899,577        | 88,423               | \$55.41            | 2.13%          | 5 year 0.09%            |
| 2004        | \$4,991,116        | 89,803               | \$55.58            | 0.30%          | 6 year 0.13%            |
| 2005        | \$5,442,000        | 91,912               | \$59.21            | 6.53%          | 7 year 1.04%            |
| 2006        | \$5,991,753        | 94,428               | \$63.45            | 7.17%          | 8 year 1.81%            |
| 2007        | \$6,365,460        | 96,128               | \$66.22            | 4.36%          | 9 year 2.09%            |
| <b>2008</b> | <b>\$6,506,374</b> | <b>97,858</b>        | <b>\$66.49</b>     | <b>0.41%</b>   | <b>10 year 1.92%</b>    |

Notes:

## Policy Development & Administration Expenditures - City Council - City Clerk - Elections



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase         |                  |              |
|-------------|------------------|--------------------|------------------|--------------|
|             |                  | Over Previous Year | Average Increase |              |
| 1999        | \$225,099        | (11.97%)           | 1 year           | (11.97%)     |
| 2000        | \$240,385        | 6.79%              | 2 year           | (2.59%)      |
| 2001        | \$296,865        | 23.50%             | 3 year           | 6.11%        |
| 2002        | \$307,360        | 3.54%              | 4 year           | 5.46%        |
| 2003        | \$351,430        | 14.34%             | 5 year           | 7.24%        |
| 2004        | \$326,506        | (7.09%)            | 6 year           | 4.85%        |
| 2005        | \$376,947        | 15.45%             | 7 year           | 6.36%        |
| 2006        | \$540,861        | 43.48%             | 8 year           | 11.00%       |
| 2007        | \$440,450        | (18.57%)           | 9 year           | 7.72%        |
| <b>2008</b> | <b>\$375,861</b> | <b>(14.66%)</b>    | <b>10 year</b>   | <b>5.48%</b> |

**Notes:**

FY 2005 increase due to a 50% increase for election expenditures.

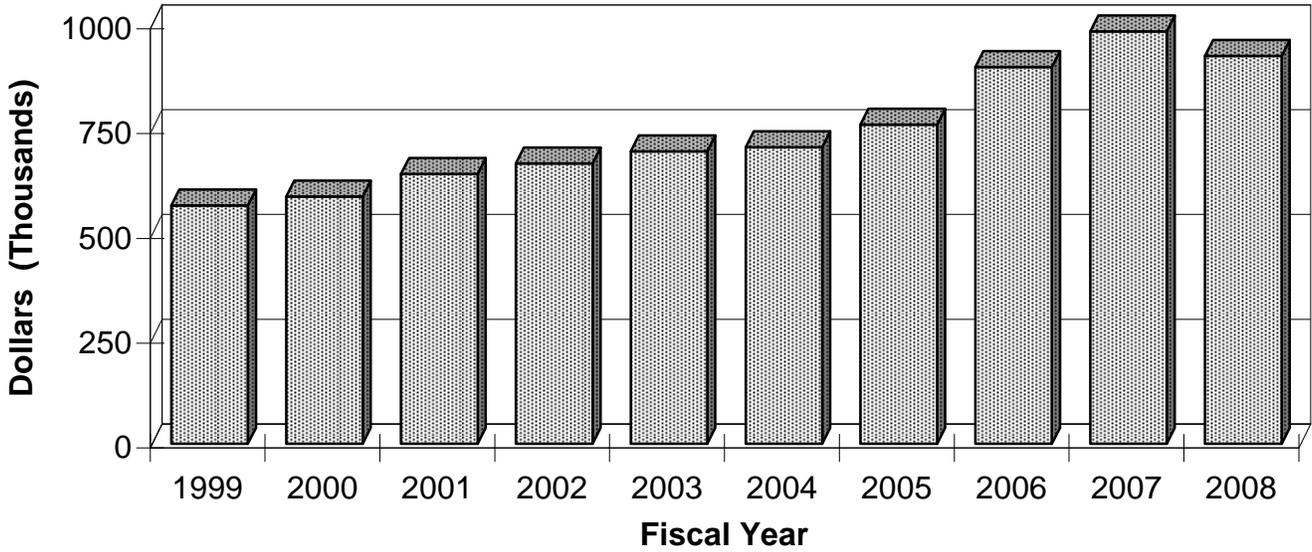
FY 2006 increase is due to an increase in the number and cost of elections.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Policy Development & Administration Expenditures - City Manager



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase         |                  |              |
|-------------|------------------|--------------------|------------------|--------------|
|             |                  | Over Previous Year | Average Increase |              |
| 1999        | \$568,850        | 5.55%              | 1 year           | 5.55%        |
| 2000        | \$590,703        | 3.84%              | 2 year           | 4.70%        |
| 2001        | \$643,987        | 9.02%              | 3 year           | 6.14%        |
| 2002        | \$669,716        | 4.00%              | 4 year           | 5.60%        |
| 2003        | \$698,003        | 4.22%              | 5 year           | 5.33%        |
| 2004        | \$708,180        | 1.46%              | 6 year           | 4.68%        |
| 2005        | \$762,069        | 7.61%              | 7 year           | 5.10%        |
| 2006        | \$899,886        | 18.08%             | 8 year           | 6.72%        |
| 2007        | \$984,651        | 9.42%              | 9 year           | 7.02%        |
| <b>2008</b> | <b>\$926,151</b> | <b>(5.94%)</b>     | <b>10 year</b>   | <b>5.73%</b> |

**Notes:**

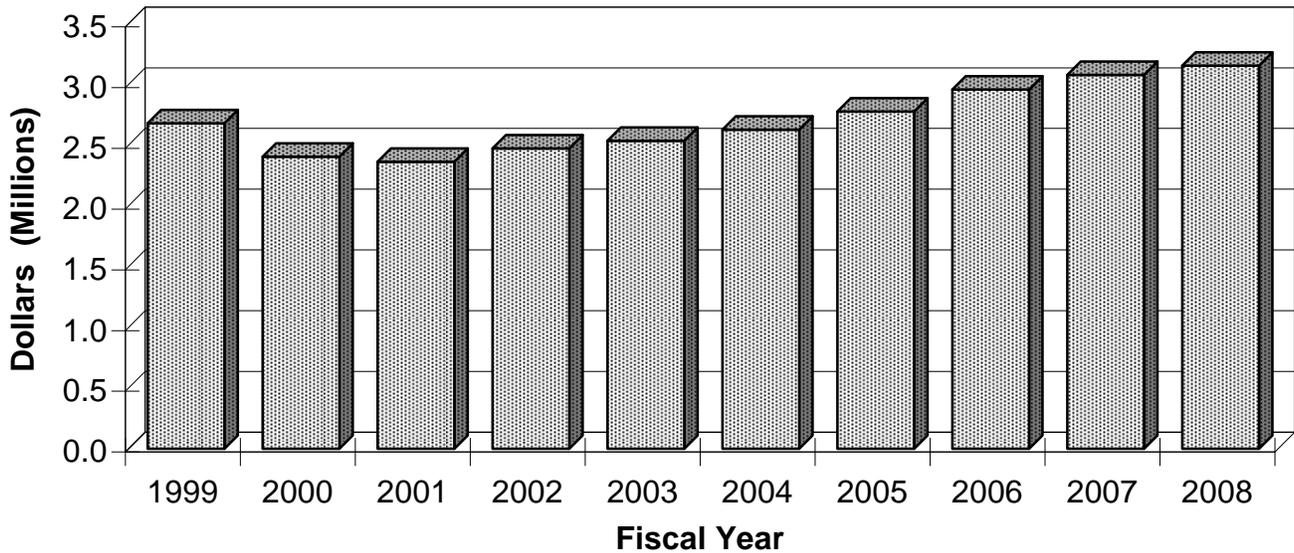
FY 2006 increase due to an addition of a GIS Senior Planner and the city manager's termination pay at the time of retirement.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Policy Development & Administration Expenditures - Financial Services



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$2,679,877        | 4.65%                         | 1 year           |
| 2000        | \$2,404,370        | (10.28%)                      | 2 year           |
| 2001        | \$2,362,113        | (1.76%)                       | 3 year           |
| 2002        | \$2,472,127        | 4.66%                         | 4 year           |
| 2003        | \$2,535,027        | 2.54%                         | 5 year           |
| 2004        | \$2,628,240        | 3.68%                         | 6 year           |
| 2005        | \$2,777,060        | 5.66%                         | 7 year           |
| 2006        | \$2,956,945        | 6.48%                         | 8 year           |
| 2007        | \$3,078,028        | 4.09%                         | 9 year           |
| <b>2008</b> | <b>\$3,153,636</b> | <b>2.46%</b>                  | <b>10 year</b>   |

**Notes:**

FY 2000 decrease was in intragovernmental charges for Information Services. In prior years the bulk of the AS/400 usage was charged to Accounting and Utility Customer Services. The IT staff was able to provide a breakdown of time spent by user so the budget staff could better assess charges.

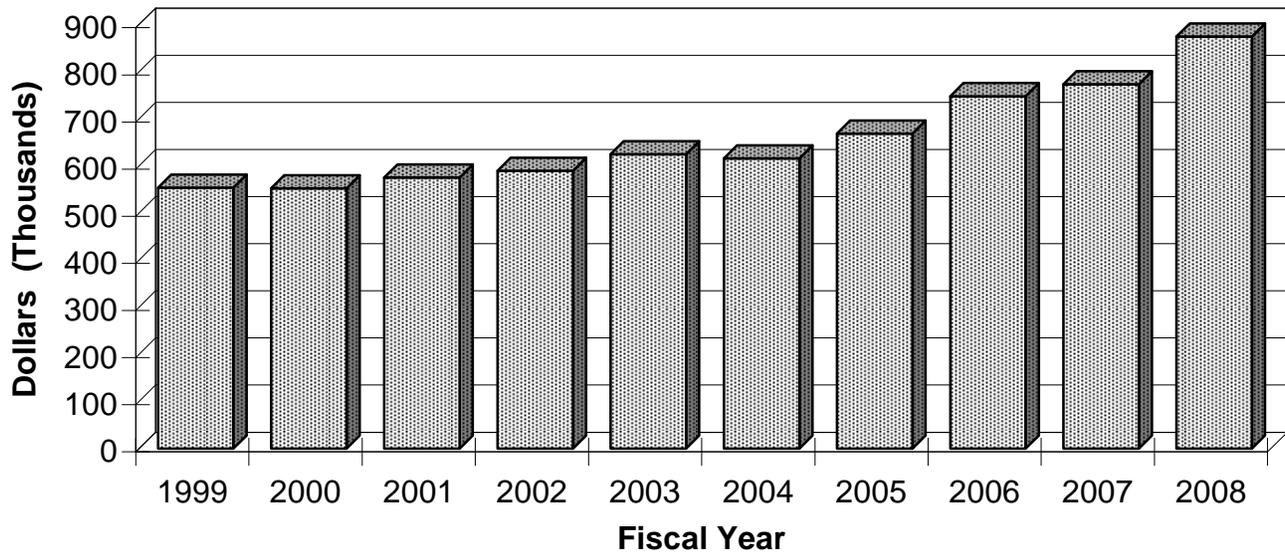
FY 2005 added personnel in treasury management.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Policy & Development & Administration Expenditures - Human Resources



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$553,465        | 5.60%                         | 1 year           |
| 2000        | \$552,301        | (0.21%)                       | 2 year           |
| 2001        | \$575,465        | 4.19%                         | 3 year           |
| 2002        | \$589,588        | 2.45%                         | 4 year           |
| 2003        | \$624,648        | 5.95%                         | 5 year           |
| 2004        | \$615,807        | (1.42%)                       | 6 year           |
| 2005        | \$668,630        | 8.58%                         | 7 year           |
| 2006        | \$747,745        | 11.83%                        | 8 year           |
| 2007        | \$773,344        | 3.42%                         | 9 year           |
| <b>2008</b> | <b>\$874,576</b> | <b>13.09%</b>                 | <b>10 year</b>   |

**Notes:**

FY 2006 increase is due in part to the cost for the employee satisfaction survey and increased cost for publishing and advertising.

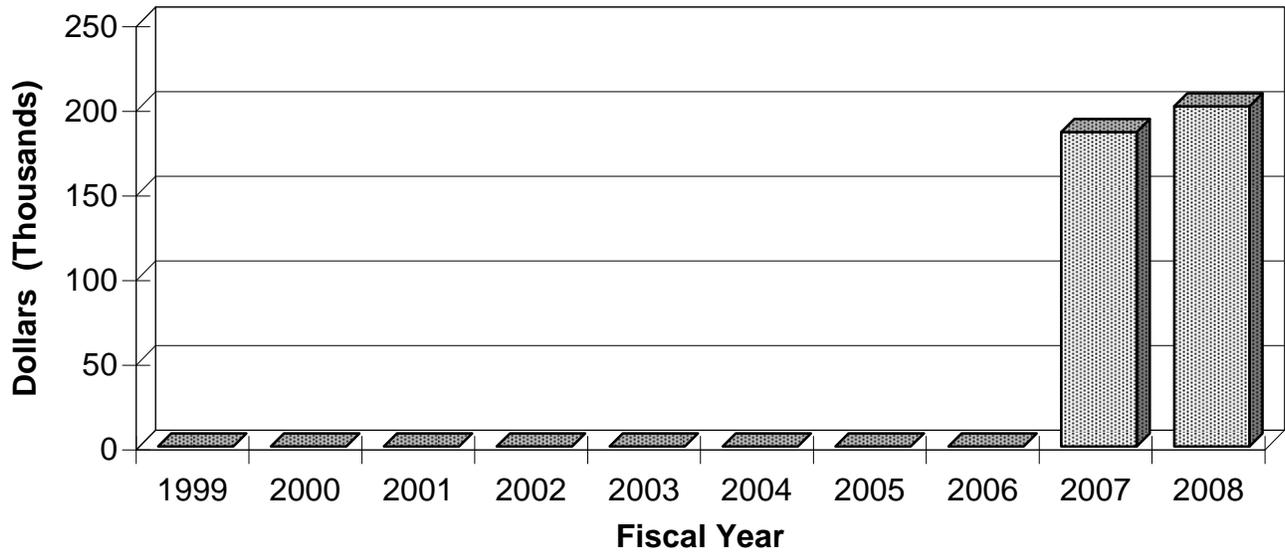
FY 2008 increase is due to an additional position being added and an increase in personnel costs.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Policy Development & Administration Expenditures - Volunteer Services



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$0              | 0.00%                         | 1 year           |
| 2000        | \$0              | 0.00%                         | 2 year           |
| 2001        | \$0              | 0.00%                         | 3 year           |
| 2002        | \$0              | 0.00%                         | 4 year           |
| 2003        | \$0              | 0.00%                         | 5 year           |
| 2004        | \$0              | 0.00%                         | 6 year           |
| 2005        | \$0              | 0.00%                         | 7 year           |
| 2006        | \$0              | 0.00%                         | 8 year           |
| 2007        | \$185,778        | 0.00%                         | 9 year           |
| <b>2008</b> | <b>\$201,063</b> | <b>8.23%</b>                  | <b>10 year</b>   |

**Notes:**

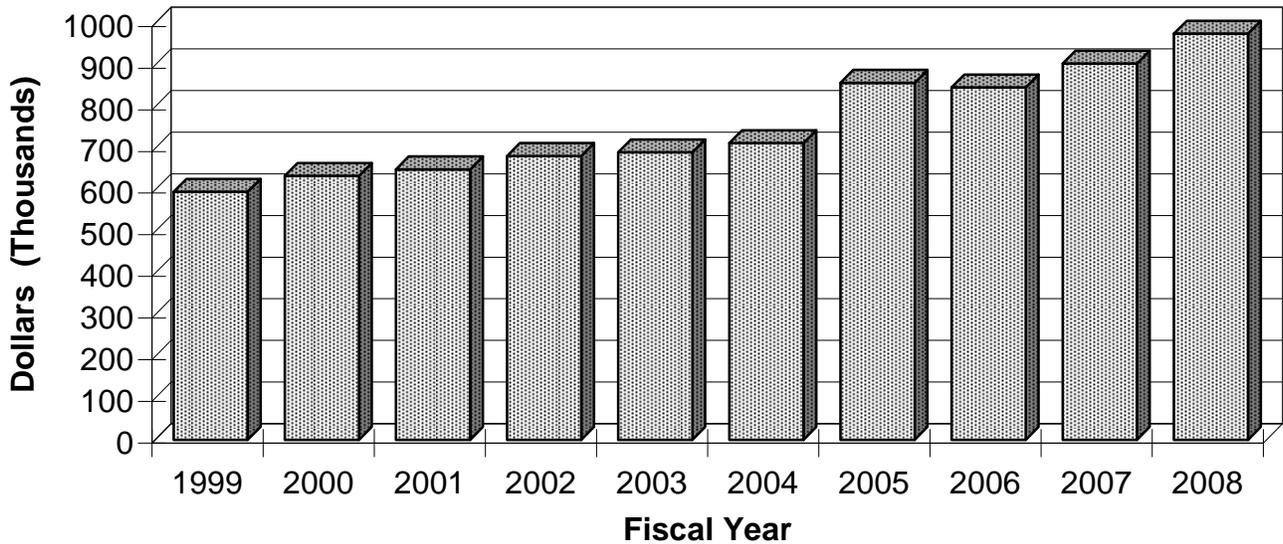
In FY 2007 Volunteer Services was moved into the General Fund.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Policy Development & Administration Expenditures - Law Department



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$595,556        | 7.58%                         | 1 year           |
| 2000        | \$633,591        | 6.39%                         | 2 year           |
| 2001        | \$649,382        | 2.49%                         | 3 year           |
| 2002        | \$681,444        | 4.94%                         | 4 year           |
| 2003        | \$690,469        | 1.32%                         | 5 year           |
| 2004        | \$712,383        | 3.17%                         | 6 year           |
| 2005        | \$857,294        | 20.34%                        | 7 year           |
| 2006        | \$846,316        | (1.28%)                       | 8 year           |
| 2007        | \$903,209        | 6.72%                         | 9 year           |
| <b>2008</b> | <b>\$975,087</b> | <b>7.96%</b>                  | <b>10 year</b>   |

**Notes:**

Law Department = City Counselor and City Prosecutor.

FY 2005 increase is due to an approved addition of a position in the Prosecutor's Office

FY 2006 decrease is due to one-time expenses for outside legal fees.

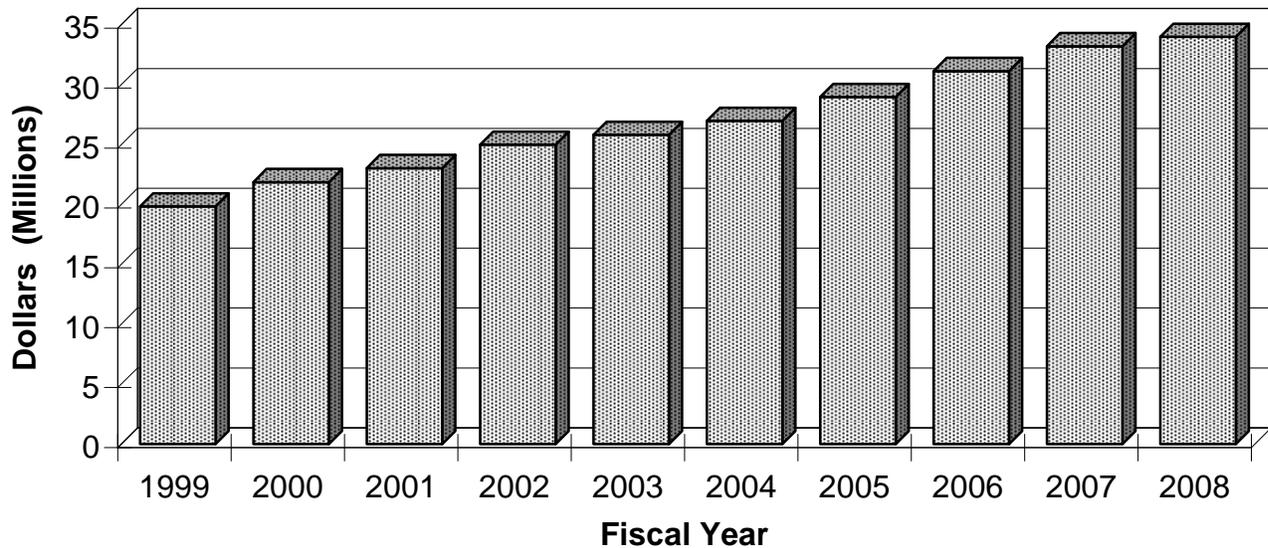
FY 2008 increase is due to an overfill of a position preparing for the retirement of a long-term employee.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Summary - Total Public Safety Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure         | % Increase Over Previous Year | Average Increase |
|-------------|---------------------|-------------------------------|------------------|
| 1999        | \$19,841,584        | 5.58%                         | 1 year           |
| 2000        | \$21,881,951        | 10.28%                        | 2 year           |
| 2001        | \$23,052,090        | 5.35%                         | 3 year           |
| 2002        | \$24,998,627        | 8.44%                         | 4 year           |
| 2003        | \$25,827,726        | 3.32%                         | 5 year           |
| 2004        | \$26,997,693        | 4.53%                         | 6 year           |
| 2005        | \$28,986,836        | 7.37%                         | 7 year           |
| 2006        | \$31,160,617        | 7.50%                         | 8 year           |
| 2007        | \$33,227,607        | 6.63%                         | 9 year           |
| <b>2008</b> | <b>\$34,018,991</b> | <b>2.38%</b>                  | <b>10 year</b>   |

**Notes:**

Total Public Safety Expenditures = Total Public Safety amounts in Annual Financial Reports less City Prosecutor.

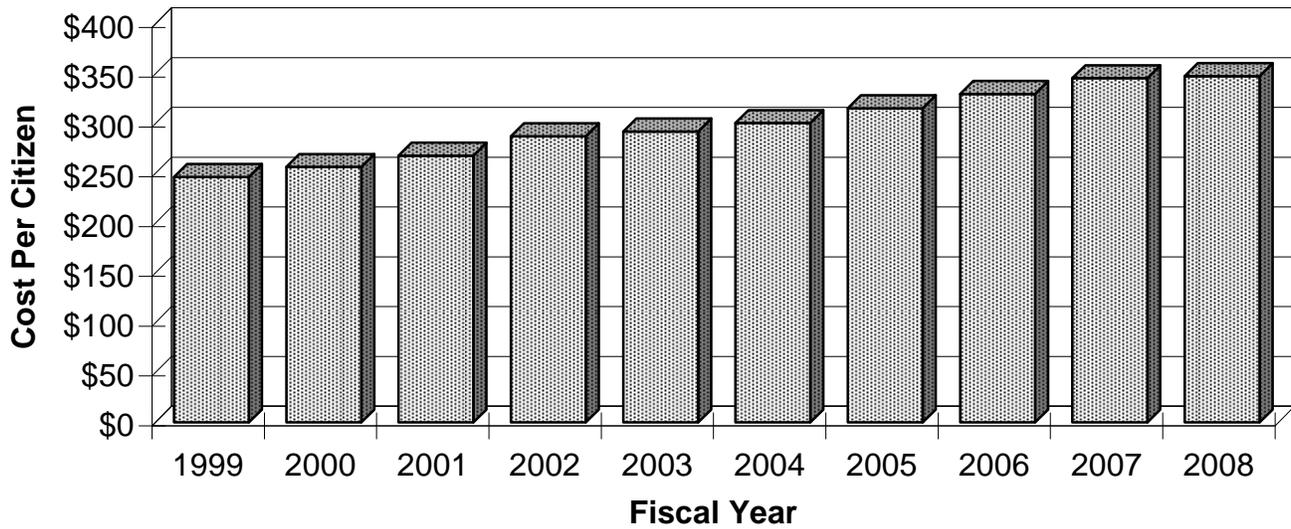
FY 2005 increase due in part to large increases in police and fire pension.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Expense Per Capita - Public Safety

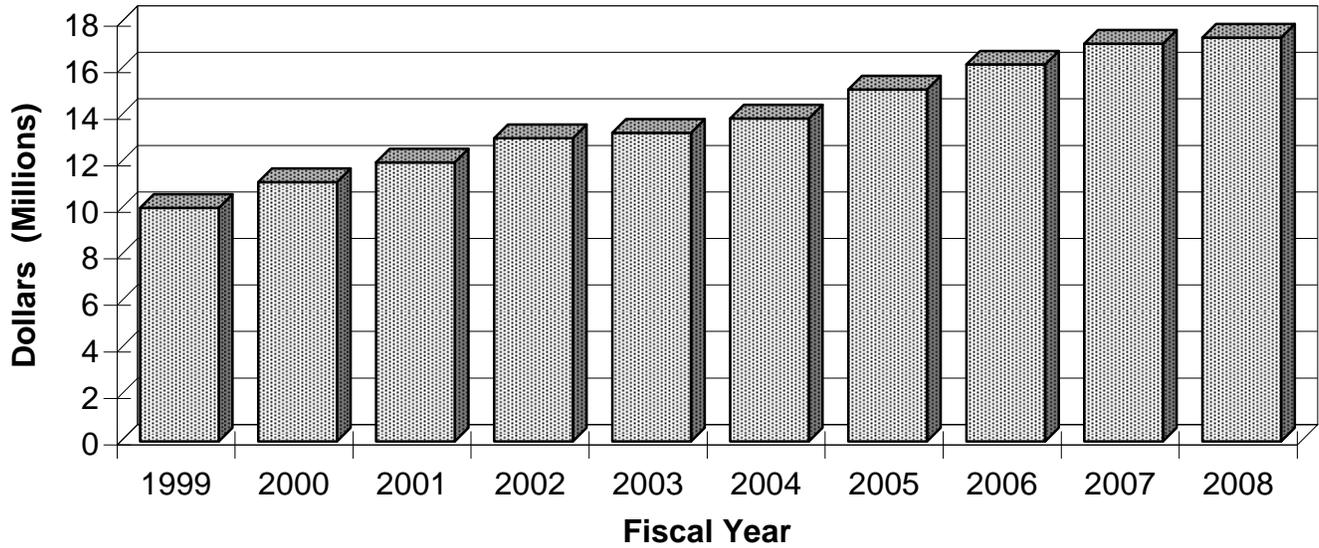


### Fiscal Year History:

| Fiscal Year | Expenditure         | Estimated Population | Expense Per Capita | Annual Percent Change | Annual Average Increase |
|-------------|---------------------|----------------------|--------------------|-----------------------|-------------------------|
| 1999        | \$19,841,584        | 80,500               | \$246.48           | 4.74%                 | 1 year                  |
| 2000        | \$21,881,951        | 85,292               | \$256.55           | 4.09%                 | 2 year                  |
| 2001        | \$23,052,090        | 86,081               | \$267.80           | 4.38%                 | 3 year                  |
| 2002        | \$24,998,627        | 87,003               | \$287.33           | 7.29%                 | 4 year                  |
| 2003        | \$25,827,726        | 88,423               | \$292.09           | 1.66%                 | 5 year                  |
| 2004        | \$26,997,693        | 89,803               | \$300.63           | 2.92%                 | 6 year                  |
| 2005        | \$28,986,836        | 91,912               | \$315.38           | 4.90%                 | 7 year                  |
| 2006        | \$31,160,617        | 94,428               | \$329.99           | 4.63%                 | 8 year                  |
| 2007        | \$33,227,607        | 96,128               | \$345.66           | 4.75%                 | 9 year                  |
| <b>2008</b> | <b>\$34,018,991</b> | <b>97,858</b>        | <b>\$347.64</b>    | <b>0.57%</b>          | <b>10 year</b>          |

Notes:

## Public Safety Expenditures - Police Department



### Fiscal Year History:

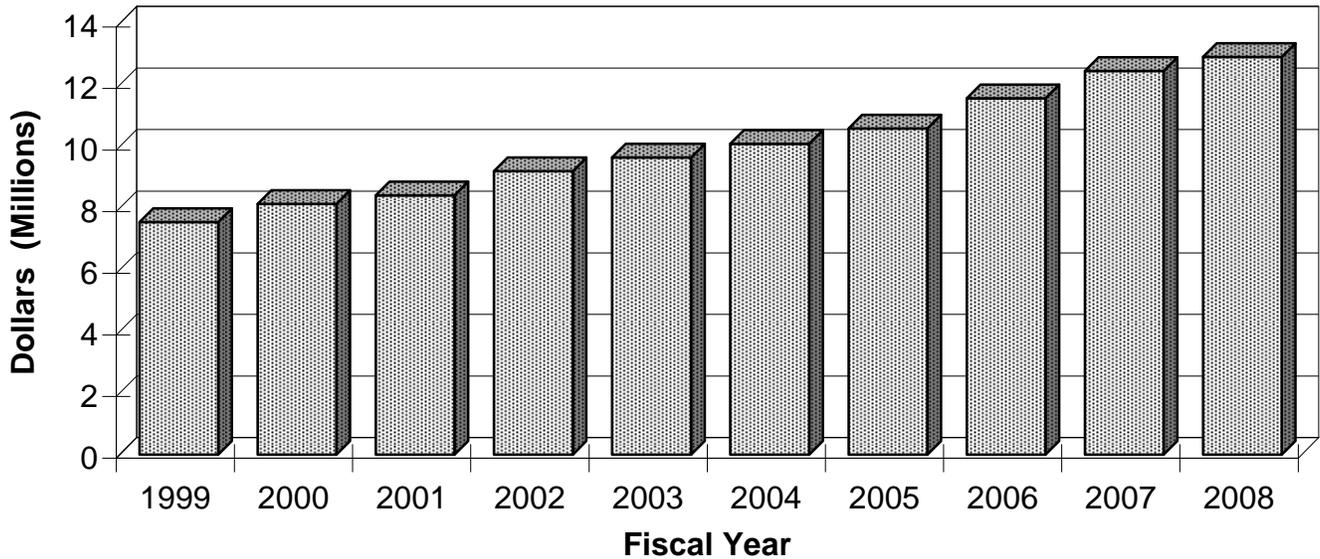
| Fiscal Year | Expenditure         | % Increase         |                  |
|-------------|---------------------|--------------------|------------------|
|             |                     | Over Previous Year | Average Increase |
| 1999        | \$10,052,244        | 6.73%              | 1 year           |
| 2000        | \$11,149,914        | 10.92%             | 2 year           |
| 2001        | \$12,003,622        | 7.66%              | 3 year           |
| 2002        | \$13,046,196        | 8.69%              | 4 year           |
| 2003        | \$13,272,194        | 1.73%              | 5 year           |
| 2004        | \$13,893,140        | 4.68%              | 6 year           |
| 2005        | \$15,138,821        | 8.97%              | 7 year           |
| 2006        | \$16,208,864        | 7.07%              | 8 year           |
| 2007        | \$17,101,045        | 5.50%              | 9 year           |
| <b>2008</b> | <b>\$17,371,190</b> | <b>1.58%</b>       | <b>10 year</b>   |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Public Safety Expenditures - Fire Department



### Fiscal Year History:

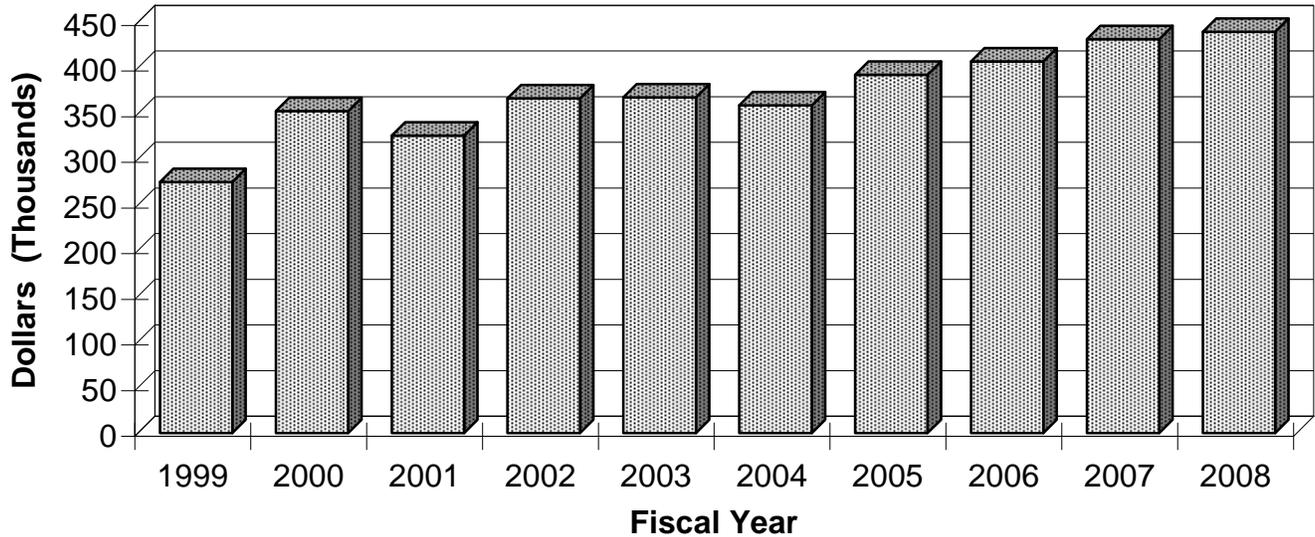
| Fiscal Year | Expenditure         | % Increase         |                  |              |
|-------------|---------------------|--------------------|------------------|--------------|
|             |                     | Over Previous Year | Average Increase |              |
| 1999        | \$7,557,246         | 4.47%              | 1 year           | 4.47%        |
| 2000        | \$8,138,949         | 7.70%              | 2 year           | 6.08%        |
| 2001        | \$8,422,891         | 3.49%              | 3 year           | 5.22%        |
| 2002        | \$9,207,194         | 9.31%              | 4 year           | 6.24%        |
| 2003        | \$9,650,972         | 4.82%              | 5 year           | 5.96%        |
| 2004        | \$10,097,846        | 4.63%              | 6 year           | 5.74%        |
| 2005        | \$10,594,659        | 4.92%              | 7 year           | 5.62%        |
| 2006        | \$11,570,721        | 9.21%              | 8 year           | 6.07%        |
| 2007        | \$12,460,527        | 7.69%              | 9 year           | 6.25%        |
| <b>2008</b> | <b>\$12,913,984</b> | <b>3.64%</b>       | <b>10 year</b>   | <b>5.99%</b> |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Public Safety Expenditures - Animal Control



### Fiscal Year History:

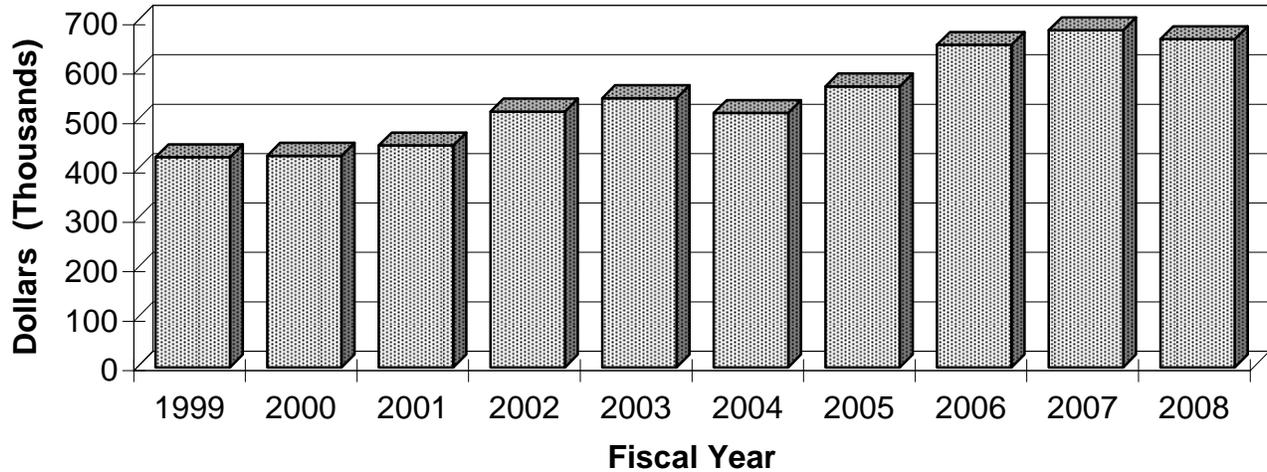
| Fiscal Year | Expenditure      | % Increase         |                  |
|-------------|------------------|--------------------|------------------|
|             |                  | Over Previous Year | Average Increase |
| 1999        | \$274,794        | 7.92%              | 1 year           |
| 2000        | \$352,432        | 28.25%             | 2 year           |
| 2001        | \$325,551        | (7.63%)            | 3 year           |
| 2002        | \$366,441        | 12.56%             | 4 year           |
| 2003        | \$367,566        | 0.31%              | 5 year           |
| 2004        | \$358,773        | (2.39%)            | 6 year           |
| 2005        | \$392,124        | 9.30%              | 7 year           |
| 2006        | \$406,779        | 3.74%              | 8 year           |
| 2007        | \$431,211        | 6.01%              | 9 year           |
| <b>2008</b> | <b>\$439,180</b> | <b>1.85%</b>       | <b>10 year</b>   |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Public Safety Expenditures - Municipal Court



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase     |
|-------------|------------------|-------------------------------|----------------------|
| 1999        | \$425,419        | 10.79%                        | 1 year 10.79%        |
| 2000        | \$428,253        | 0.67%                         | 2 year 5.73%         |
| 2001        | \$449,051        | 4.86%                         | 3 year 5.44%         |
| 2002        | \$517,863        | 15.32%                        | 4 year 7.91%         |
| 2003        | \$544,800        | 5.20%                         | 5 year 7.37%         |
| 2004        | \$514,957        | (5.48%)                       | 6 year 5.23%         |
| 2005        | \$568,531        | 10.40%                        | 7 year 5.97%         |
| 2006        | \$652,572        | 14.78%                        | 8 year 7.07%         |
| 2007        | \$682,203        | 4.54%                         | 9 year 6.79%         |
| <b>2008</b> | <b>\$664,327</b> | <b>(2.62%)</b>                | <b>10 year 5.85%</b> |

**Notes:**

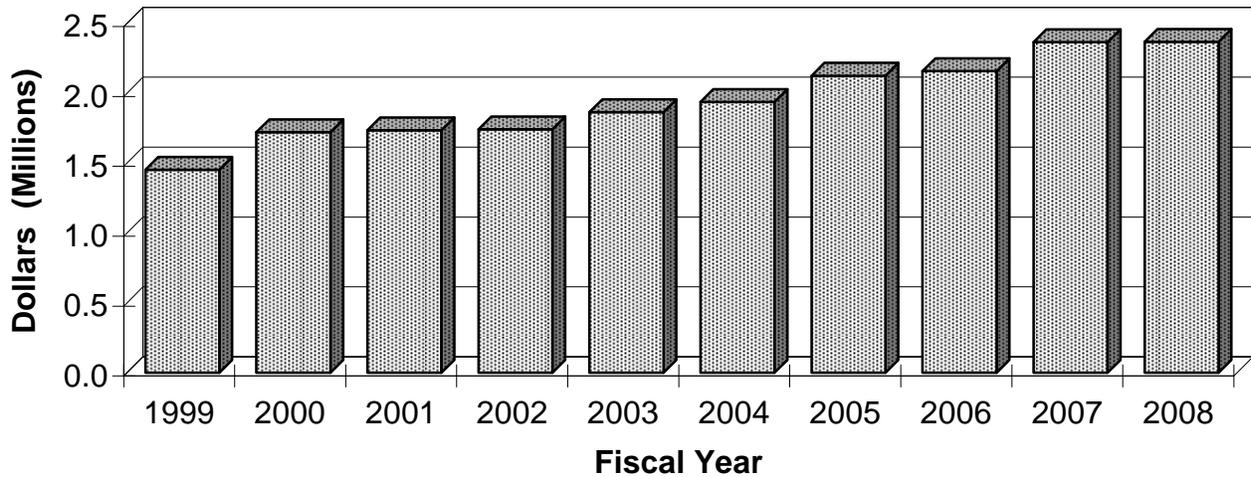
FY 2006 increase is due to one-time expenditures for purchasing a new file storage system and upgrading the courts software and computer system.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Public Safety Expenditures - Joint Communications



### Fiscal Year History:

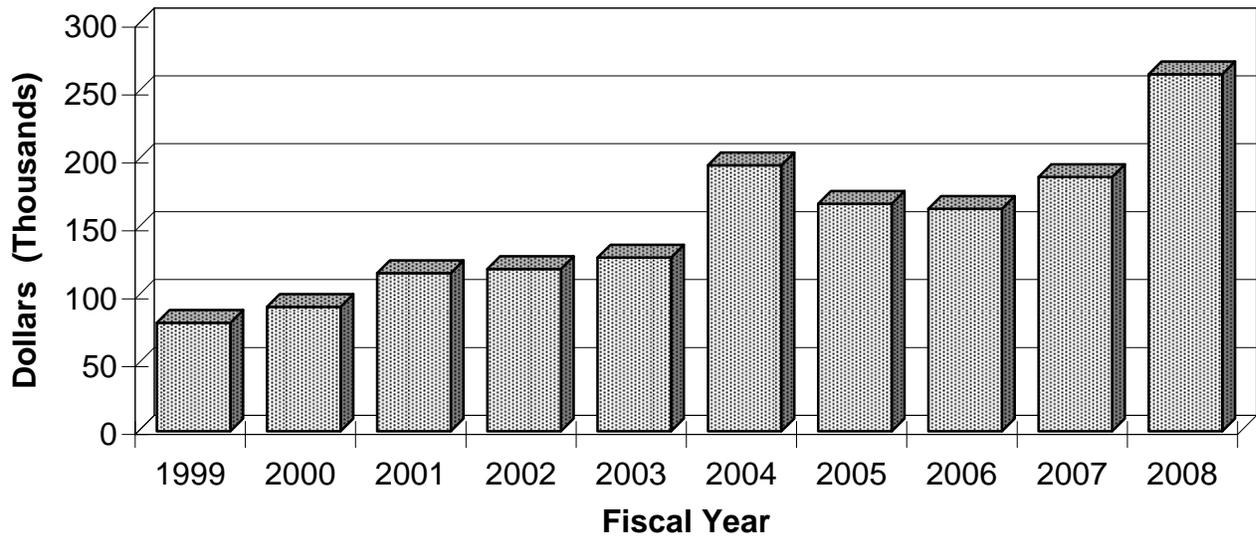
| Fiscal Year | Expenditure        | % Increase         |                  |              |
|-------------|--------------------|--------------------|------------------|--------------|
|             |                    | Over Previous Year | Average Increase |              |
| 1999        | \$1,452,015        | 2.55%              | 1 year           | 2.55%        |
| 2000        | \$1,720,659        | 18.50%             | 2 year           | 10.53%       |
| 2001        | \$1,734,541        | 0.81%              | 3 year           | 7.29%        |
| 2002        | \$1,741,276        | 0.39%              | 4 year           | 5.56%        |
| 2003        | \$1,864,132        | 7.06%              | 5 year           | 5.86%        |
| 2004        | \$1,936,965        | 3.91%              | 6 year           | 5.53%        |
| 2005        | \$2,125,150        | 9.72%              | 7 year           | 6.13%        |
| 2006        | \$2,157,880        | 1.54%              | 8 year           | 5.56%        |
| 2007        | \$2,365,272        | 9.61%              | 9 year           | 6.01%        |
| <b>2008</b> | <b>\$2,367,443</b> | <b>0.09%</b>       | <b>10 year</b>   | <b>5.42%</b> |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Public Safety Expenditures - Emergency Management



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase         |                       |
|-------------|------------------|--------------------|-----------------------|
|             |                  | Over Previous Year | Average Increase      |
| 1999        | \$79,866         | (6.62%)            | 1 year (6.62%)        |
| 2000        | \$91,744         | 14.87%             | 2 year 4.13%          |
| 2001        | \$116,434        | 26.91%             | 3 year 11.72%         |
| 2002        | \$119,657        | 2.77%              | 4 year 9.48%          |
| 2003        | \$128,062        | 7.02%              | 5 year 8.99%          |
| 2004        | \$196,012        | 53.06%             | 6 year 16.34%         |
| 2005        | \$167,551        | (14.52%)           | 7 year 11.93%         |
| 2006        | \$163,801        | (2.24%)            | 8 year 10.16%         |
| 2007        | \$187,349        | 14.38%             | 9 year 10.63%         |
| <b>2008</b> | <b>\$262,867</b> | <b>40.31%</b>      | <b>10 year 13.59%</b> |

#### Notes:

FY 2004 increased for communications, computer and miscellaneous equipment due to a large one time grant received for Weapons of Mass Destruction (WMD)

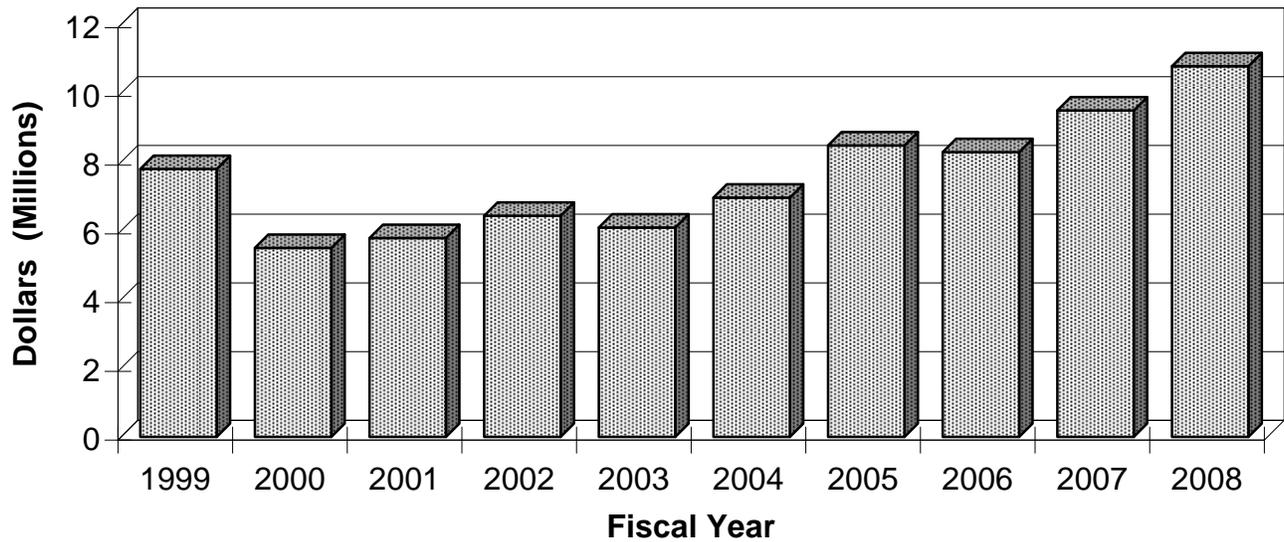
FY 2008 increase due to the receipt of a homeland security grant to purchase a vehicle and communication equipment.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Summary - Total Transportation & Public Works Administration Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure         | % Increase Over Previous Year | Average Increase     |
|-------------|---------------------|-------------------------------|----------------------|
| 1999        | \$7,793,184         | 1.30%                         | 1 year 1.30%         |
| 2000        | \$5,497,856         | (29.45%)                      | 2 year (14.08%)      |
| 2001        | \$5,785,991         | 5.24%                         | 3 year (7.64%)       |
| 2002        | \$6,436,899         | 11.25%                        | 4 year (2.92%)       |
| 2003        | \$6,091,173         | (5.37%)                       | 5 year (3.41%)       |
| 2004        | \$6,961,464         | 14.29%                        | 6 year (0.46%)       |
| 2005        | \$8,482,562         | 21.85%                        | 7 year 2.73%         |
| 2006        | \$8,289,202         | (2.28%)                       | 8 year 2.10%         |
| 2007        | \$9,499,218         | 14.60%                        | 9 year 3.49%         |
| <b>2008</b> | <b>\$10,787,637</b> | <b>13.56%</b>                 | <b>10 year 4.50%</b> |

#### Notes:

Total Transportation & Public Works Administration Expenditures = Total Transportation in Annual Report plus Airport and Public Transportation Subsidies, and Public Works Administration.

FY 2005 increased due in part to an increased emphasis on street maintenance.

FY 2006 decrease is due in part to one-time capital items being purchased in FY 2005.

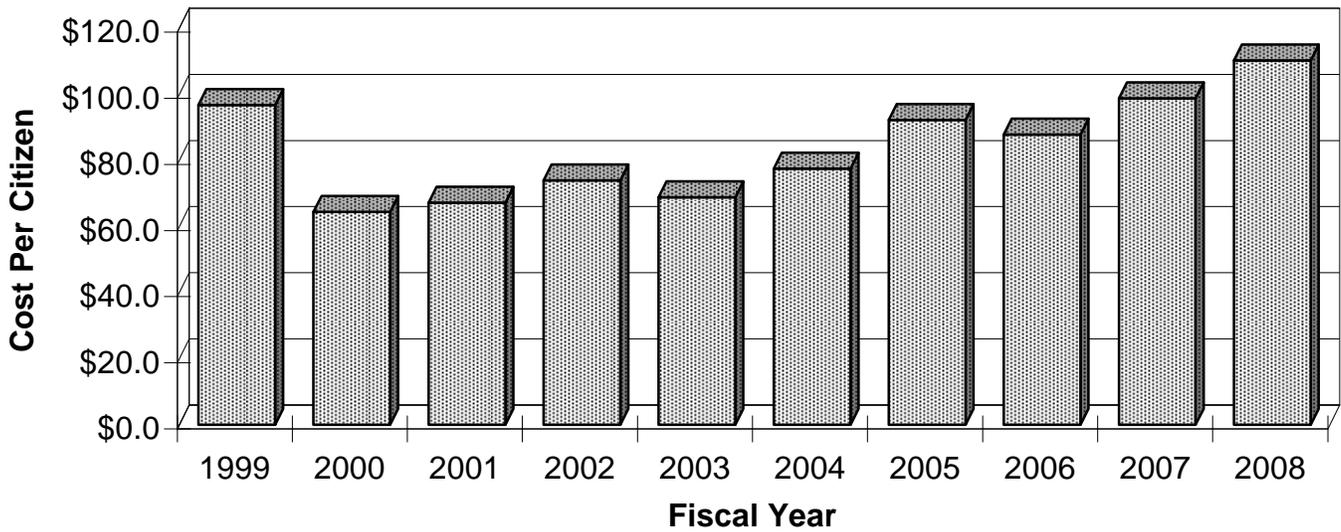
FY 2007 and FY 2008 increased due to the receipt and use of non-motorized grant funds which are scheduled over a period of a few years.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Expense Per Capita - Transportation and Public Works Administration

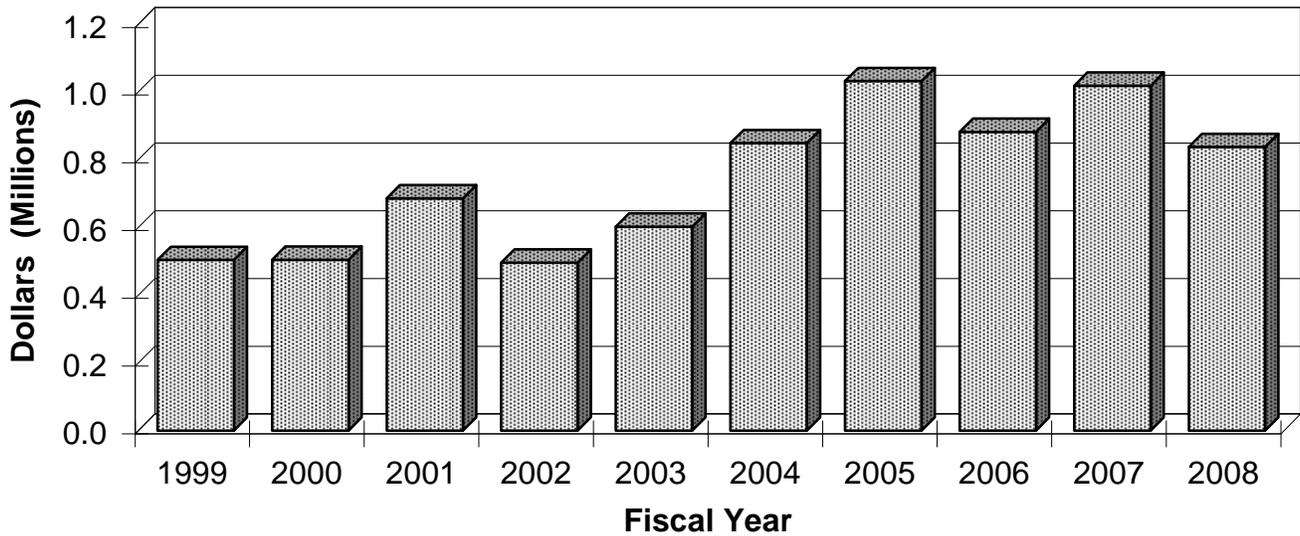


### Fiscal Year History:

| Fiscal Year | Expenditure         | Estimated Population | Expense Per Capita | Annual Percent Change | Annual Average Increase |
|-------------|---------------------|----------------------|--------------------|-----------------------|-------------------------|
| 1999        | \$7,793,184         | 80,500               | \$96.81            | 0.49%                 | 1 year 0.49%            |
| 2000        | \$5,497,856         | 85,292               | \$64.46            | -33.42%               | 2 year (16.46%)         |
| 2001        | \$5,785,991         | 86,081               | \$67.22            | 4.28%                 | 3 year (9.55%)          |
| 2002        | \$6,436,899         | 87,003               | \$73.98            | 10.07%                | 4 year (4.64%)          |
| 2003        | \$6,091,173         | 88,423               | \$68.89            | -6.89%                | 5 year (5.09%)          |
| 2004        | \$6,961,464         | 89,803               | \$77.52            | 12.53%                | 6 year (2.16%)          |
| 2005        | \$8,482,562         | 91,912               | \$92.29            | 19.05%                | 7 year 0.87%            |
| 2006        | \$8,289,202         | 94,428               | \$87.78            | -4.88%                | 8 year 0.15%            |
| 2007        | \$9,499,218         | 96,128               | \$98.82            | 12.57%                | 9 year 1.53%            |
| <b>2008</b> | <b>\$10,787,637</b> | <b>97,858</b>        | <b>\$110.24</b>    | <b>11.56%</b>         | <b>10 year 2.54%</b>    |

Notes:

## Transportation & Public Works Admin. Expenditures - Traffic Control



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase     |
|-------------|------------------|-------------------------------|----------------------|
| 1999        | \$503,789        | (1.08%)                       | 1 year (1.08%)       |
| 2000        | \$504,077        | 0.06%                         | 2 year (0.51%)       |
| 2001        | \$685,637        | 36.02%                        | 3 year 11.67%        |
| 2002        | \$495,522        | (27.73%)                      | 4 year 1.82%         |
| 2003        | \$601,856        | 21.46%                        | 5 year 5.75%         |
| 2004        | \$848,380        | 40.96%                        | 6 year 11.61%        |
| 2005        | \$1,031,718      | 21.61%                        | 7 year 13.04%        |
| 2006        | \$881,597        | (14.55%)                      | 8 year 9.59%         |
| 2007        | \$1,018,313      | 15.51%                        | 9 year 10.25%        |
| <b>2008</b> | <b>\$837,186</b> | <b>(17.79%)</b>               | <b>10 year 7.45%</b> |

**Notes:**

FY 2004 large increase was mainly due to additions personnel for stripping and the purchase of countdown timers and a pedestrian flag system.

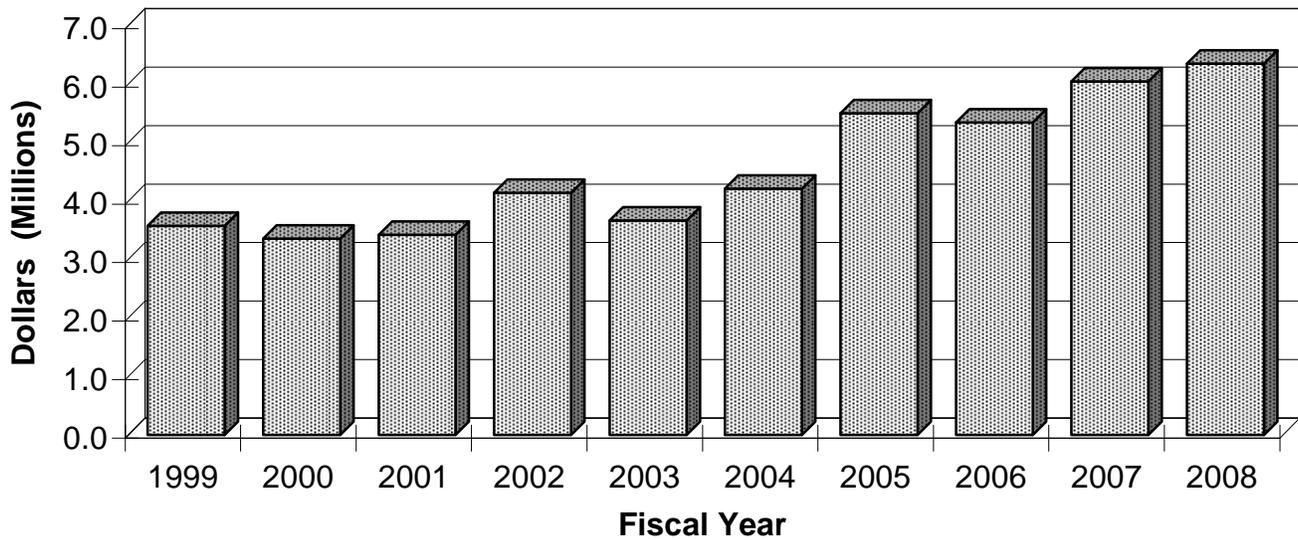
FY 2005 increase is due to the purchase of additional count down timers and work performed by Park Mark for paint striping.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Transportation & Public Works Admin. Expenditures - Streets & Sidewalks



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$3,572,996        | 3.34%                         | 1 year 3.34%         |
| 2000        | \$3,355,644        | (6.08%)                       | 2 year (1.37%)       |
| 2001        | \$3,420,260        | 1.93%                         | 3 year (0.27%)       |
| 2002        | \$4,136,411        | 20.94%                        | 4 year 5.03%         |
| 2003        | \$3,662,559        | (11.46%)                      | 5 year 1.73%         |
| 2004        | \$4,206,153        | 14.84%                        | 6 year 3.92%         |
| 2005        | \$5,493,438        | 30.60%                        | 7 year 7.73%         |
| 2006        | \$5,337,853        | (2.83%)                       | 8 year 6.41%         |
| 2007        | \$6,040,170        | 13.16%                        | 9 year 7.16%         |
| <b>2008</b> | <b>\$6,342,784</b> | <b>5.01%</b>                  | <b>10 year 6.94%</b> |

**Notes:**

Streets & Sidewalks = Streets & Sidewalks in Annual Report plus Street Lighting.

FY 2004 increase is mainly due to the purchase and replacement of various large pieces of street equipment (ie. chip spreader, backhoe and street sweepers).

FY 2005 increased due in part to a large increase in the amount of street maintenance performed.

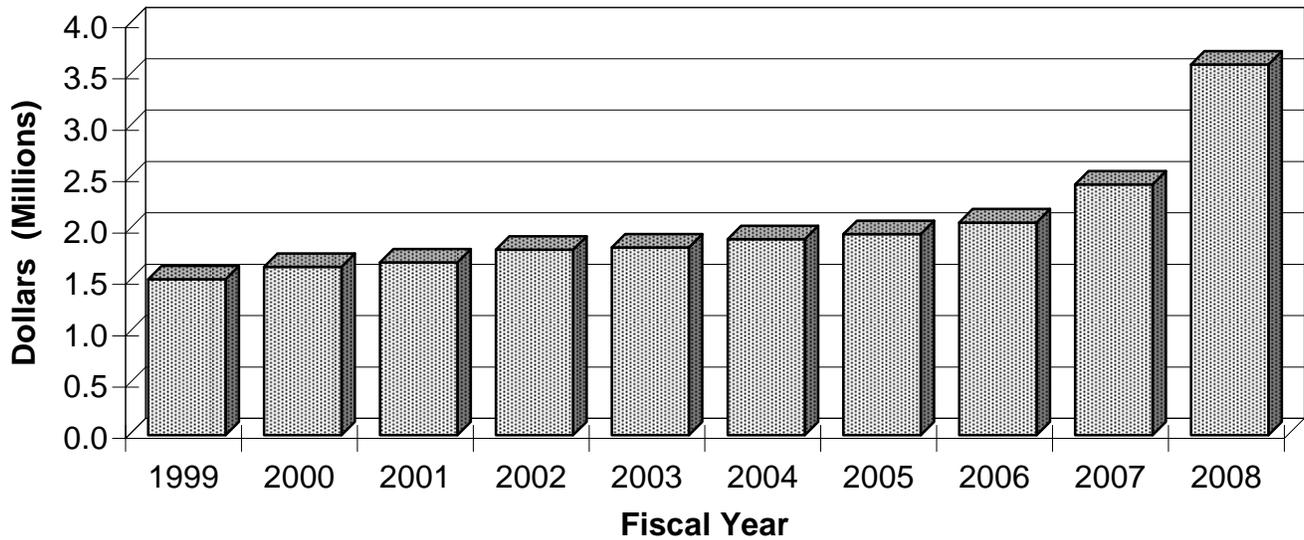
FY 2006 decrease is due in part to one-time capital items being purchased in FY 2005.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Transportation & Public Works Admin. Expenditures - Public Works Administration



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$1,516,399        | 6.30%                         | 1 year 6.30%          |
| 2000        | \$1,638,135        | 8.03%                         | 2 year 7.16%          |
| 2001        | \$1,680,094        | 2.56%                         | 3 year 5.63%          |
| 2002        | \$1,804,966        | 7.43%                         | 4 year 6.08%          |
| 2003        | \$1,826,758        | 1.21%                         | 5 year 5.11%          |
| 2004        | \$1,906,931        | 4.39%                         | 6 year 4.99%          |
| 2005        | \$1,957,406        | 2.65%                         | 7 year 4.65%          |
| 2006        | \$2,069,752        | 5.74%                         | 8 year 4.79%          |
| 2007        | \$2,440,735        | 17.92%                        | 9 year 6.25%          |
| <b>2008</b> | <b>\$3,607,667</b> | <b>47.81%</b>                 | <b>10 year 10.40%</b> |

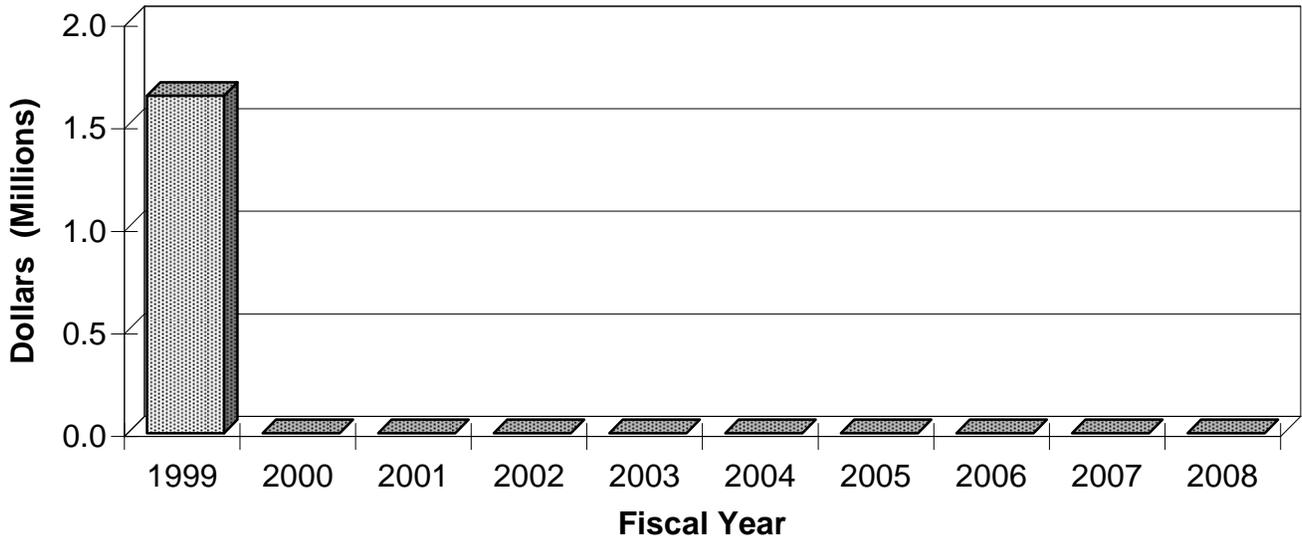
FY 2007 and FY 2008 increased due to the receipt and use of Non-motorized grant funds which are scheduled over a period of a few years.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Transportation & Public Works Admin. Expenditures - Transit Subsidy



### Fiscal Year History:

| Fiscal Year | Expenditure | % Increase Over Previous Year | Average Increase        |
|-------------|-------------|-------------------------------|-------------------------|
| 1999        | \$1,646,000 | (5.73%)                       | 1 year (5.73%)          |
| 2000        | \$0         | (100.00%)                     | 2 year (52.87%)         |
| 2001        | \$0         | 0.00%                         | 3 year (35.24%)         |
| 2002        | \$0         | 0.00%                         | 4 year (26.43%)         |
| 2003        | \$0         | 0.00%                         | 5 year (21.15%)         |
| 2004        | \$0         | 0.00%                         | 6 year (17.62%)         |
| 2005        | \$0         | 0.00%                         | 7 year (15.10%)         |
| 2006        | \$0         | 0.00%                         | 8 year (13.22%)         |
| 2007        | \$0         | 0.00%                         | 9 year (11.75%)         |
| <b>2008</b> | <b>\$0</b>  | <b>0.00%</b>                  | <b>10 year (10.57%)</b> |

**Notes:**

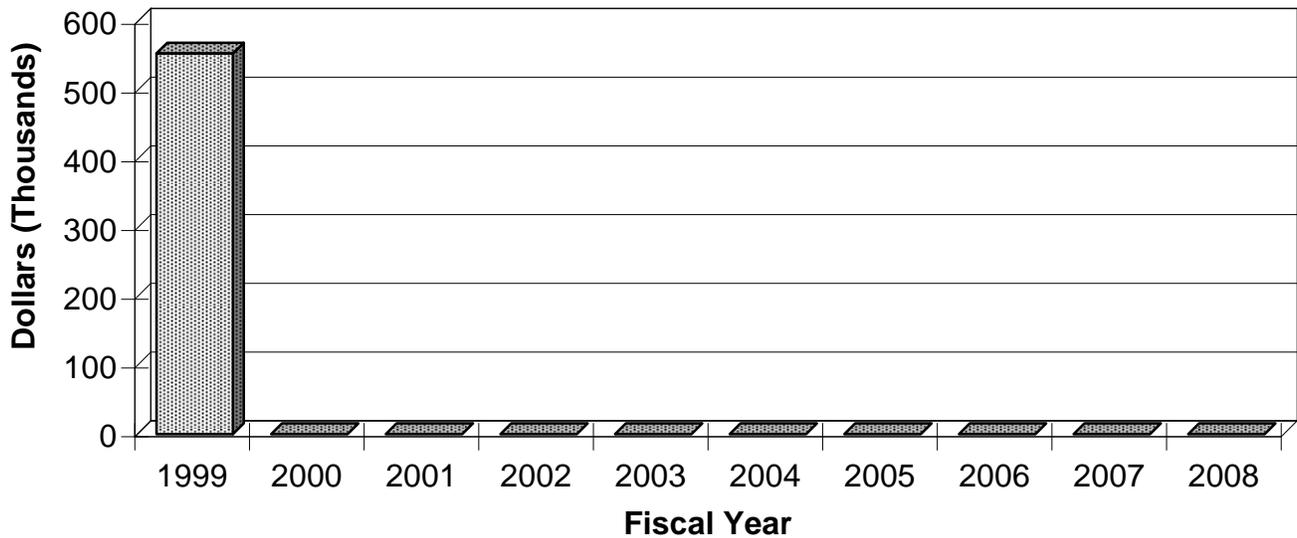
Beginning in FY 2000 the Transportation Subsidy is coming directly from the Transportation Sales Tax Fund instead of being routed from that fund to the General Fund and then into the Transportation Fund.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Transportation & Public Works Admin. Expenditures - Airport Subsidy



### Fiscal Year History:

| Fiscal Year | Expenditure | % Increase Over Previous Year | Average Increase        |
|-------------|-------------|-------------------------------|-------------------------|
| 1999        | \$554,000   | 0.00%                         | 1 year 0.00%            |
| 2000        | \$0         | (100.00%)                     | 2 year (50.00%)         |
| 2001        | \$0         | 0.00%                         | 3 year (33.33%)         |
| 2002        | \$0         | 0.00%                         | 4 year (25.00%)         |
| 2003        | \$0         | 0.00%                         | 5 year (20.00%)         |
| 2004        | \$0         | 0.00%                         | 6 year (16.67%)         |
| 2005        | \$0         | 0.00%                         | 7 year (14.29%)         |
| 2006        | \$0         | 0.00%                         | 8 year (12.50%)         |
| 2007        | \$0         | 0.00%                         | 9 year (11.11%)         |
| <b>2008</b> | <b>\$0</b>  | <b>0.00%</b>                  | <b>10 year (10.00%)</b> |

**Notes:**

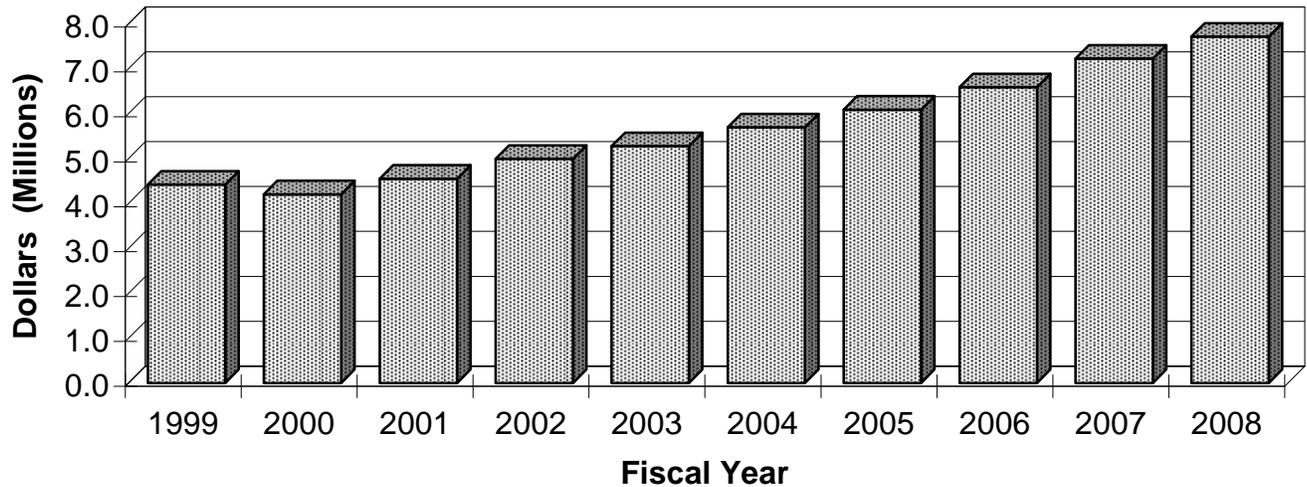
Beginning in FY 2000 the Airport Subsidy is coming directly from the Transportation Sales Tax Fund instead of being routed from that fund to the General Fund and then into the Airport Fund.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Summary - Total Health & Environment Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase     |
|-------------|--------------------|-------------------------------|----------------------|
| 1999        | \$4,419,353        | 1.39%                         | 1 year 1.39%         |
| 2000        | \$4,202,033        | (4.92%)                       | 2 year (1.76%)       |
| 2001        | \$4,549,478        | 8.27%                         | 3 year 1.58%         |
| 2002        | \$4,994,058        | 9.77%                         | 4 year 3.63%         |
| 2003        | \$5,272,912        | 5.58%                         | 5 year 4.02%         |
| 2004        | \$5,692,406        | 7.96%                         | 6 year 4.68%         |
| 2005        | \$6,086,974        | 6.93%                         | 7 year 5.00%         |
| 2006        | \$6,587,139        | 8.22%                         | 8 year 5.40%         |
| 2007        | \$7,225,825        | 9.70%                         | 9 year 5.88%         |
| <b>2008</b> | <b>\$7,710,860</b> | <b>6.71%</b>                  | <b>10 year 5.96%</b> |

**Notes:**

Total Health and Environment Expenditures = Total Health and Environment in Annual Report plus Storm Water Fund Subsidy.

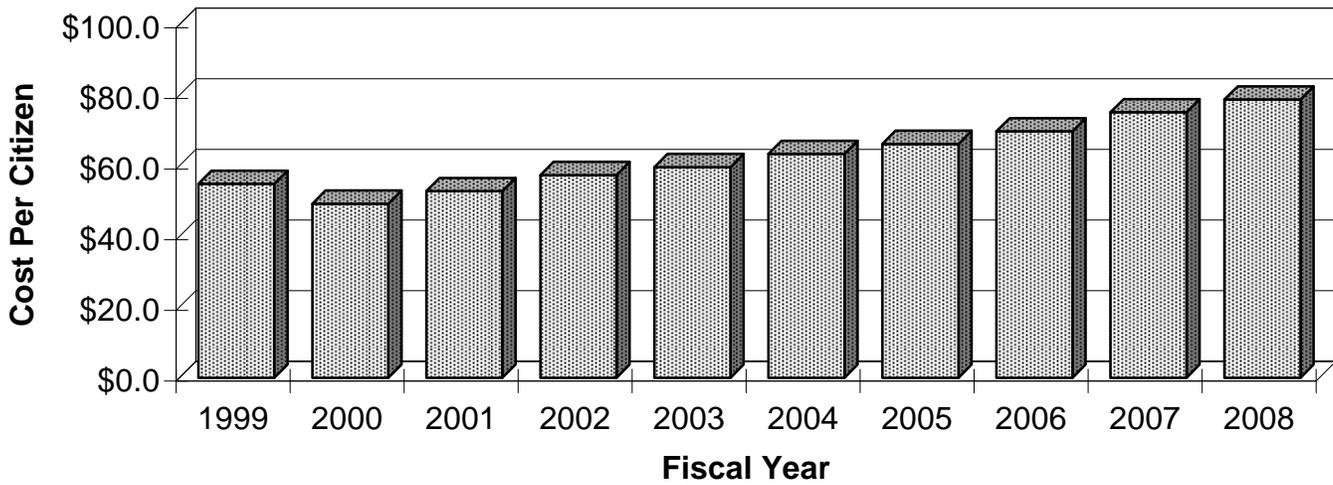
The decrease in FY 2000 was due to the Corrections, School Health, and Parkade programs no longer being administered by the City, and no storm water subsidy was needed.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

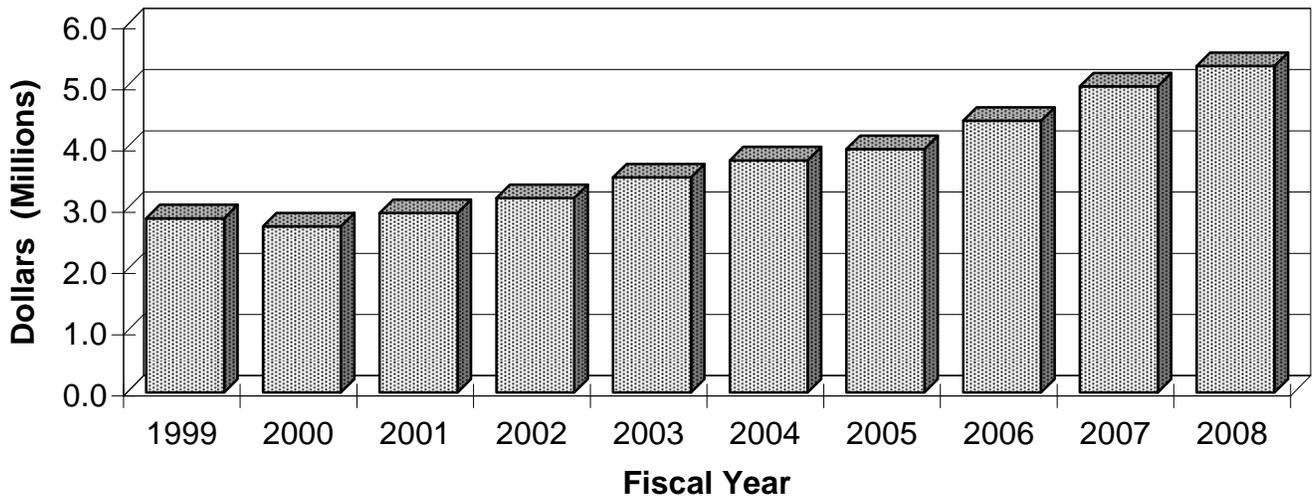
## Expense Per Capita - Health and Environment



### Fiscal Year History:

| Fiscal Year | Expenditure        | Estimated Population | Expense Per Capita | Annual Percent Change | Annual Average Increase  |
|-------------|--------------------|----------------------|--------------------|-----------------------|--------------------------|
| 1999        | \$4,419,353        | 80,500               | \$54.90            | 0.58%                 | 1 year<br>0.58%          |
| 2000        | \$4,202,033        | 85,292               | \$49.27            | -10.26%               | 2 year<br>(4.84%)        |
| 2001        | \$4,549,478        | 86,081               | \$52.85            | 7.28%                 | 3 year<br>(0.80%)        |
| 2002        | \$4,994,058        | 87,003               | \$57.40            | 8.61%                 | 4 year<br>1.55%          |
| 2003        | \$5,272,912        | 88,423               | \$59.63            | 3.89%                 | 5 year<br>2.02%          |
| 2004        | \$5,692,406        | 89,803               | \$63.39            | 6.30%                 | 6 year<br>2.73%          |
| 2005        | \$6,086,974        | 91,912               | \$66.23            | 4.48%                 | 7 year<br>2.98%          |
| 2006        | \$6,587,139        | 94,428               | \$69.76            | 5.33%                 | 8 year<br>3.28%          |
| 2007        | \$7,225,825        | 96,128               | \$75.17            | 7.76%                 | 9 year<br>3.77%          |
| <b>2008</b> | <b>\$7,710,860</b> | <b>97,858</b>        | <b>\$78.80</b>     | <b>4.83%</b>          | <b>10 year<br/>3.88%</b> |

## Health & Environment Expenditures - Health Services



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$2,847,466        | 0.41%                         | 1 year           |
| 2000        | \$2,714,873        | (4.66%)                       | 2 year           |
| 2001        | \$2,932,152        | 8.00%                         | 3 year           |
| 2002        | \$3,178,136        | 8.39%                         | 4 year           |
| 2003        | \$3,513,463        | 10.55%                        | 5 year           |
| 2004        | \$3,793,586        | 7.97%                         | 6 year           |
| 2005        | \$3,976,631        | 4.83%                         | 7 year           |
| 2006        | \$4,440,047        | 11.65%                        | 8 year           |
| 2007        | \$5,001,268        | 12.64%                        | 9 year           |
| <b>2008</b> | <b>\$5,334,756</b> | <b>6.67%</b>                  | <b>10 year</b>   |

**Notes:**

The decrease in FY 2000 was due to the Corrections, School Health, and Parkade programs no longer being administered by the City.

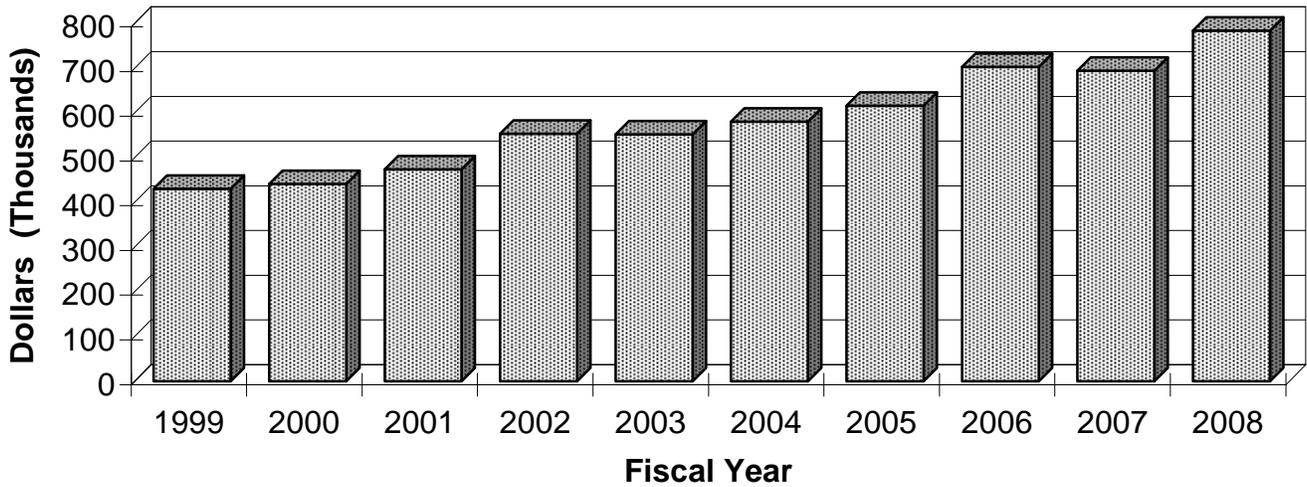
FY 2006 - Health Department received a grant from the MO Foundation for Health which increases money available for specifically related expenditures.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Health & Environment Expenditures - Planning



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$430,486        | 3.95%                         | 1 year           |
| 2000        | \$441,499        | 2.56%                         | 2 year           |
| 2001        | \$474,359        | 7.44%                         | 3 year           |
| 2002        | \$554,004        | 16.79%                        | 4 year           |
| 2003        | \$552,474        | (0.28%)                       | 5 year           |
| 2004        | \$580,542        | 5.08%                         | 6 year           |
| 2005        | \$616,073        | 6.12%                         | 7 year           |
| 2006        | \$703,482        | 14.19%                        | 8 year           |
| 2007        | \$694,381        | (1.29%)                       | 9 year           |
| <b>2008</b> | <b>\$784,649</b> | <b>13.00%</b>                 | <b>10 year</b>   |

**Notes:**

FY 2006 increase due to expenses for consulting services for long range planning affiliated with CATSO.

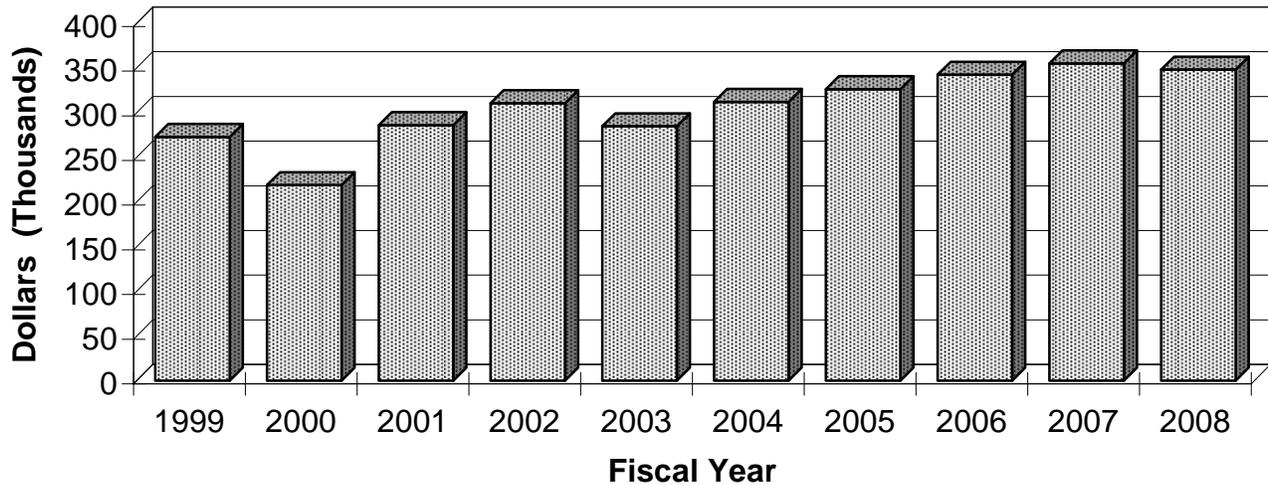
FY 2008 increase is due in part to expenses for MID-MO regional planning dues, safe routes to school (grant funded) and employee home ownership program.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Health & Environment Expenditures - Department of Economic Development



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$272,729        | 4.66%                         | 1 year           |
| 2000        | \$218,824        | (19.77%)                      | 2 year           |
| 2001        | \$285,952        | 30.68%                        | 3 year           |
| 2002        | \$310,546        | 8.60%                         | 4 year           |
| 2003        | \$284,771        | (8.30%)                       | 5 year           |
| 2004        | \$312,088        | 9.59%                         | 6 year           |
| 2005        | \$326,276        | 4.55%                         | 7 year           |
| 2006        | \$342,420        | 4.95%                         | 8 year           |
| 2007        | \$355,168        | 3.72%                         | 9 year           |
| <b>2008</b> | <b>\$348,184</b> | <b>(1.97%)</b>                | <b>10 year</b>   |

**Notes:**

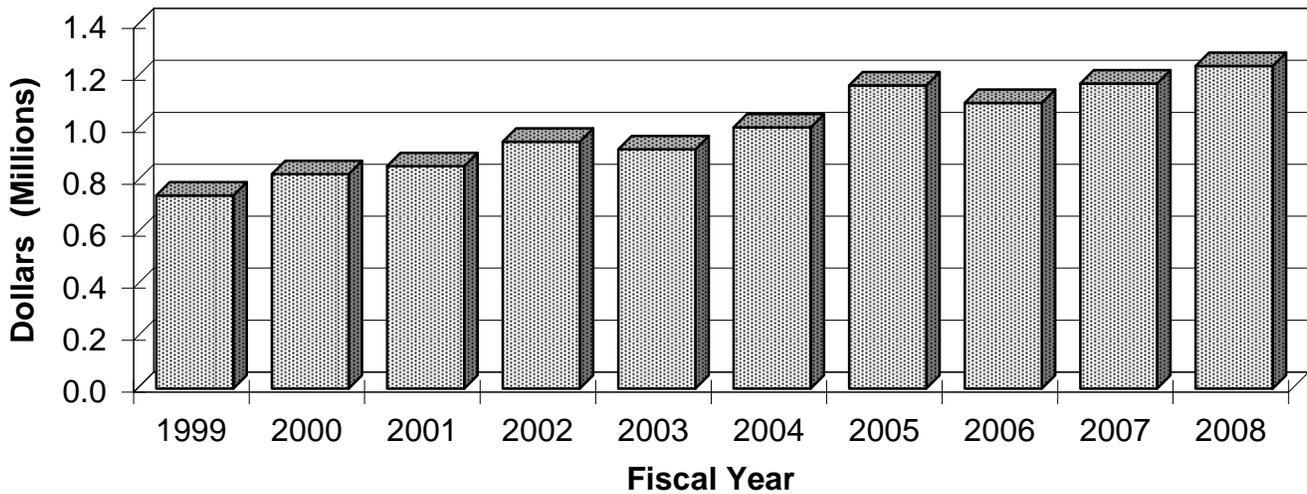
The significant decrease in FY 2000 was mainly due to position vacancies within the department.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Health & Environment Expenditures - Protective Inspection



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$744,267          | 2.81%                         | 1 year           |
| 2000        | \$826,837          | 11.09%                        | 2 year           |
| 2001        | \$857,015          | 3.65%                         | 3 year           |
| 2002        | \$951,372          | 11.01%                        | 4 year           |
| 2003        | \$922,204          | (3.07%)                       | 5 year           |
| 2004        | \$1,006,190        | 9.11%                         | 6 year           |
| 2005        | \$1,167,994        | 16.08%                        | 7 year           |
| 2006        | \$1,101,190        | (5.72%)                       | 8 year           |
| 2007        | \$1,175,008        | 6.70%                         | 9 year           |
| <b>2008</b> | <b>\$1,243,271</b> | <b>5.81%</b>                  | <b>10 year</b>   |

**Notes:**

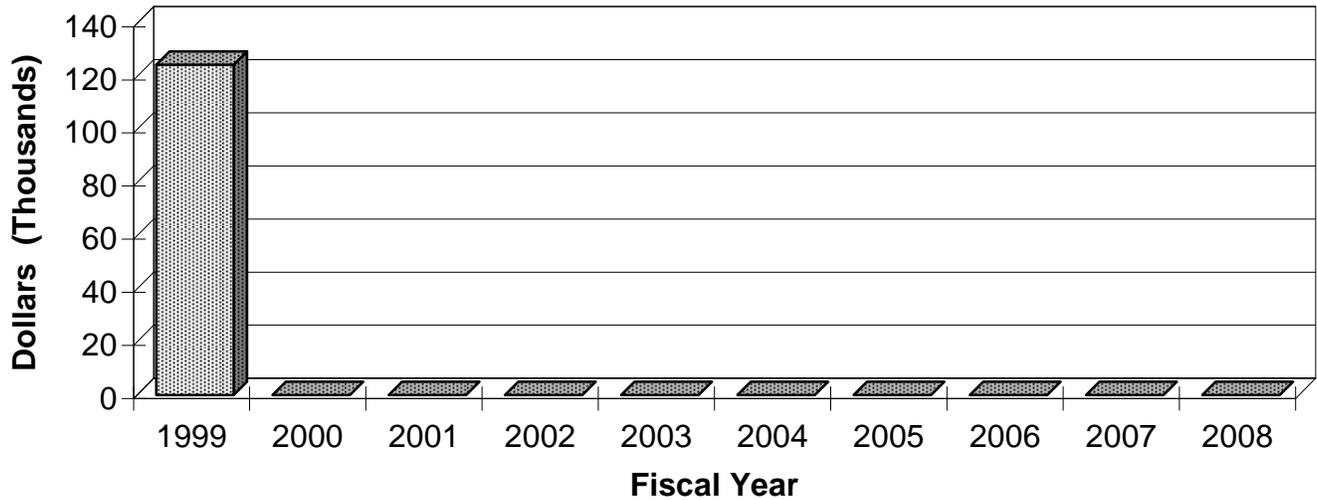
FY 2006 decrease is due to one-time capital purchases (truck and auto) in FY 2005.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Health & Environment Expenditures - Storm Water Fund Subsidy



### Fiscal Year History:

| Fiscal Year | Expenditure | % Increase Over Previous Year | Average Increase |
|-------------|-------------|-------------------------------|------------------|
| 1999        | \$124,405   | 0.00%                         | 1 year           |
| 2000        | \$0         | 0.00%                         | 2 year           |
| 2001        | \$0         | 0.00%                         | 3 year           |
| 2002        | \$0         | 0.00%                         | 4 year           |
| 2003        | \$0         | 0.00%                         | 5 year           |
| 2004        | \$0         | 0.00%                         | 6 year           |
| 2005        | \$0         | 0.00%                         | 7 year           |
| 2006        | \$0         | 0.00%                         | 8 year           |
| 2007        | \$0         | 0.00%                         | 9 year           |
| <b>2008</b> | <b>\$0</b>  | <b>0.00%</b>                  | <b>10 year</b>   |

**Notes:**

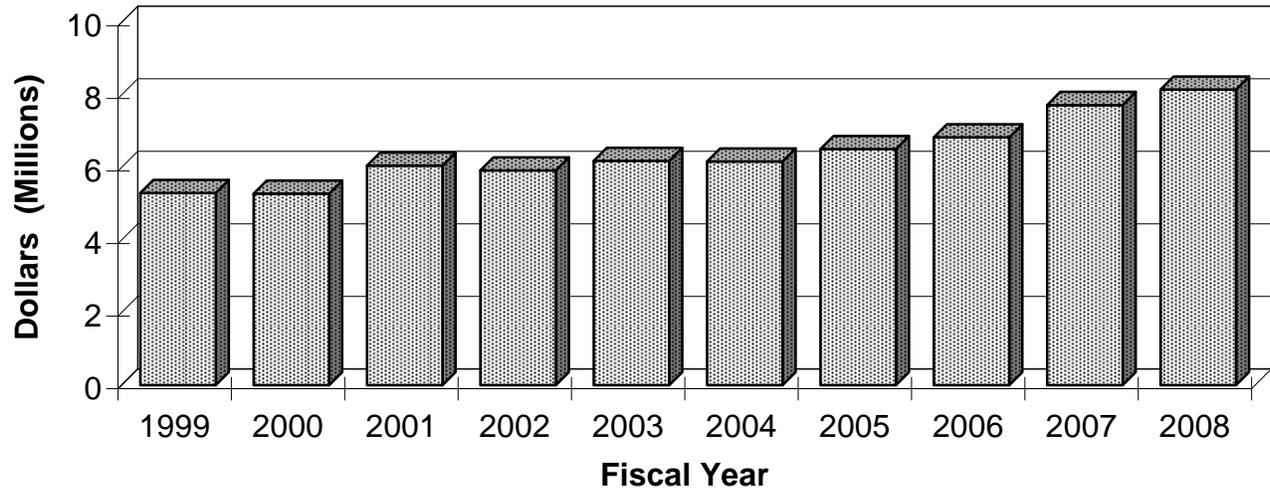
The Storm Water operation no longer requires a General Fund subsidy; therefore, the subsidy was discontinued beginning in FY 2000.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Summary - Total Personal Development Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$5,303,598        | 5.64%                         | 1 year           |
| 2000        | \$5,285,646        | (0.34%)                       | 2 year           |
| 2001        | \$6,058,226        | 14.62%                        | 3 year           |
| 2002        | \$5,928,369        | (2.14%)                       | 4 year           |
| 2003        | \$6,188,647        | 4.39%                         | 5 year           |
| 2004        | \$6,174,844        | (0.22%)                       | 6 year           |
| 2005        | \$6,516,187        | 5.53%                         | 7 year           |
| 2006        | \$6,836,528        | 4.92%                         | 8 year           |
| 2007        | \$7,729,361        | 13.06%                        | 9 year           |
| <b>2008</b> | <b>\$8,154,569</b> | <b>5.50%</b>                  | <b>10 year</b>   |

**Notes:**

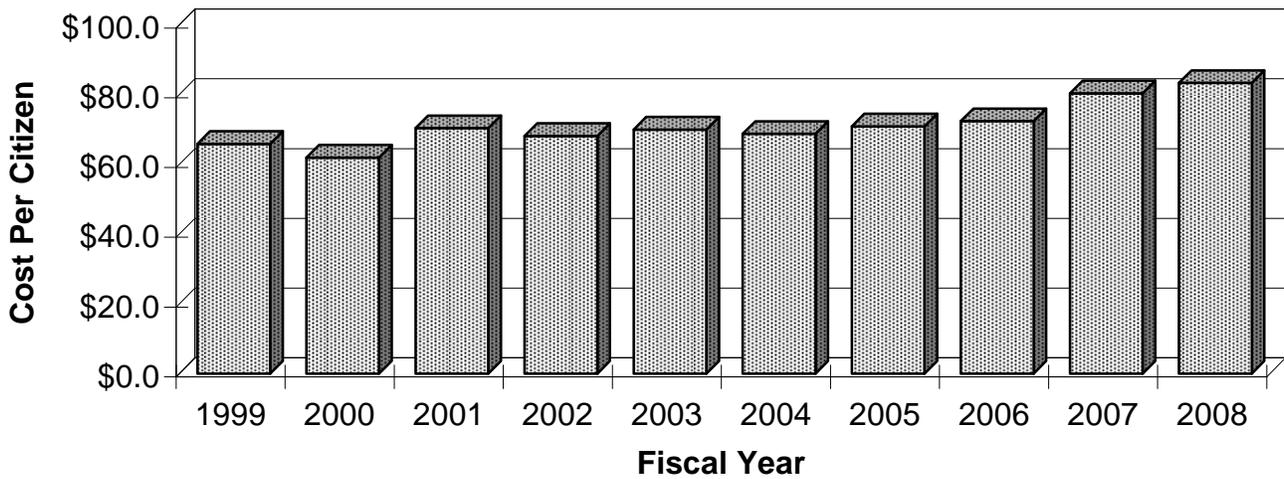
Total Personal Development Expenditures = Total Personal Development in Annual Financial Report plus Recreation Services Subsidy.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Expense Per Capita - Personal Development

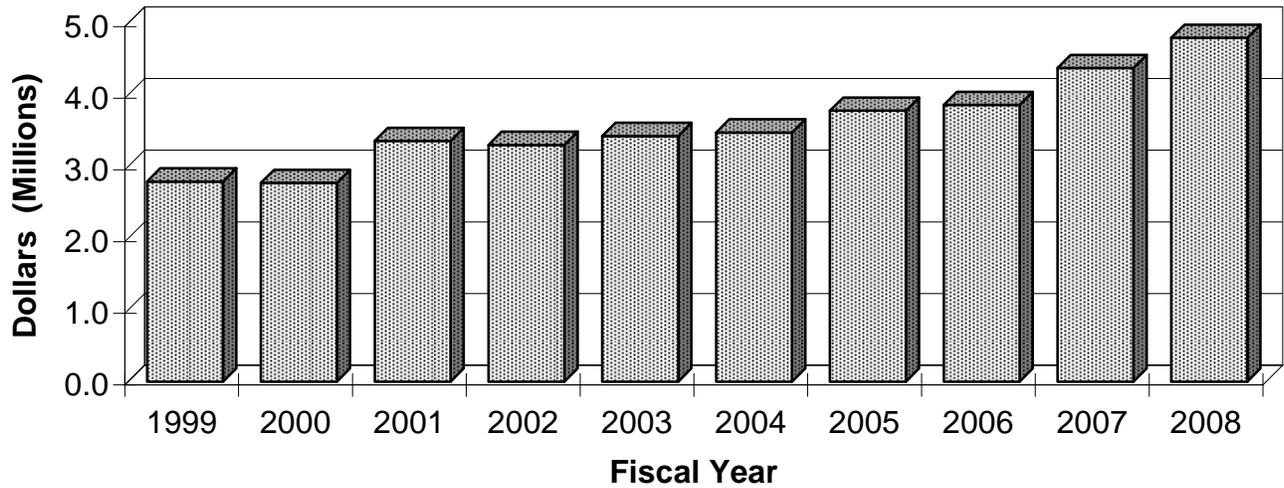


### Fiscal Year History:

| Fiscal Year | Expenditure        | Estimated Population | Expense Per Capita | Annual Percent Change | Annual Average Increase  |
|-------------|--------------------|----------------------|--------------------|-----------------------|--------------------------|
| 1999        | \$5,303,598        | 80,500               | \$65.88            | 4.80%                 | 1 year<br>4.80%          |
| 2000        | \$5,285,646        | 85,292               | \$61.97            | -5.94%                | 2 year<br>(0.57%)        |
| 2001        | \$6,058,226        | 86,081               | \$70.38            | 13.57%                | 3 year<br>4.14%          |
| 2002        | \$5,928,369        | 87,003               | \$68.14            | -3.18%                | 4 year<br>2.31%          |
| 2003        | \$6,188,647        | 88,423               | \$69.99            | 2.71%                 | 5 year<br>2.39%          |
| 2004        | \$6,174,844        | 89,803               | \$68.76            | -1.76%                | 6 year<br>1.70%          |
| 2005        | \$6,516,187        | 91,912               | \$70.90            | 3.11%                 | 7 year<br>1.90%          |
| 2006        | \$6,836,528        | 94,428               | \$72.40            | 2.12%                 | 8 year<br>1.93%          |
| 2007        | \$7,729,361        | 96,128               | \$80.41            | 11.06%                | 9 year<br>2.94%          |
| <b>2008</b> | <b>\$8,154,569</b> | <b>97,858</b>        | <b>\$83.33</b>     | <b>3.64%</b>          | <b>10 year<br/>3.01%</b> |

Notes:

## Personal Development Expenditures - Parks & Recreation



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$2,792,974        | 6.22%                         | 1 year           |
| 2000        | \$2,772,592        | (0.73%)                       | 2 year           |
| 2001        | \$3,359,796        | 21.18%                        | 3 year           |
| 2002        | \$3,303,209        | (1.68%)                       | 4 year           |
| 2003        | \$3,428,616        | 3.80%                         | 5 year           |
| 2004        | \$3,476,623        | 1.40%                         | 6 year           |
| 2005        | \$3,782,565        | 8.80%                         | 7 year           |
| 2006        | \$3,861,456        | 2.09%                         | 8 year           |
| 2007        | \$4,377,743        | 13.37%                        | 9 year           |
| <b>2008</b> | <b>\$4,797,693</b> | <b>9.59%</b>                  | <b>10 year</b>   |

**Notes:**

FY 2005 increase was due in part to the one time purchase of capital items (ie flatbed trucks, cargo van and a pick-up truck)

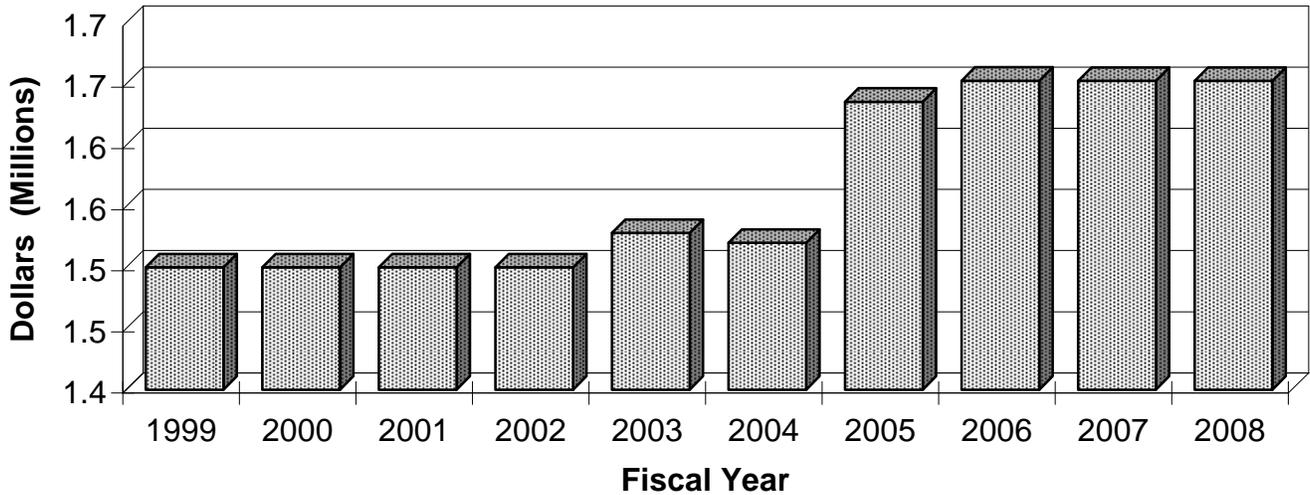
FY 2008 increase was due in part to increase costs for fuel and utilities.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Personal Development Expenditures - Recreation Services Subsidy



### Fiscal Year History:

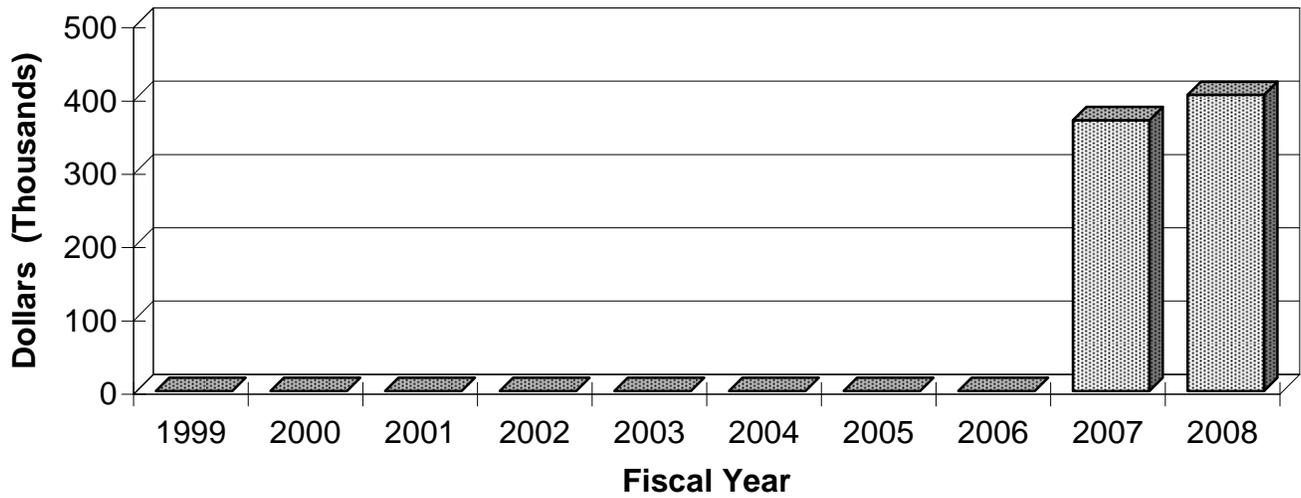
| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$1,500,000        | 2.04%                         | 1 year           |
| 2000        | \$1,500,000        | 0.00%                         | 2 year           |
| 2001        | \$1,500,000        | 0.00%                         | 3 year           |
| 2002        | \$1,500,000        | 0.00%                         | 4 year           |
| 2003        | \$1,528,200        | 1.88%                         | 5 year           |
| 2004        | \$1,520,000        | (0.54%)                       | 6 year           |
| 2005        | \$1,635,510        | 7.60%                         | 7 year           |
| 2006        | \$1,652,682        | 1.05%                         | 8 year           |
| 2007        | \$1,652,510        | (0.01%)                       | 9 year           |
| <b>2008</b> | <b>\$1,652,510</b> | <b>0.00%</b>                  | <b>10 year</b>   |

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Personal Development Expenditures - Cultural Affairs



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$0              | 0.00%                         | 1 year           |
| 2000        | \$0              | 0.00%                         | 2 year           |
| 2001        | \$0              | 0.00%                         | 3 year           |
| 2002        | \$0              | 0.00%                         | 4 year           |
| 2003        | \$0              | 0.00%                         | 5 year           |
| 2004        | \$0              | 0.00%                         | 6 year           |
| 2005        | \$0              | 0.00%                         | 7 year           |
| 2006        | \$0              | 0.00%                         | 8 year           |
| 2007        | \$369,288        | 0.00%                         | 9 year           |
| <b>2008</b> | <b>\$403,868</b> | <b>9.36%</b>                  | <b>10 year</b>   |

**Notes:**

In FY 2007 Cultural Affairs was moved into the General Fund.

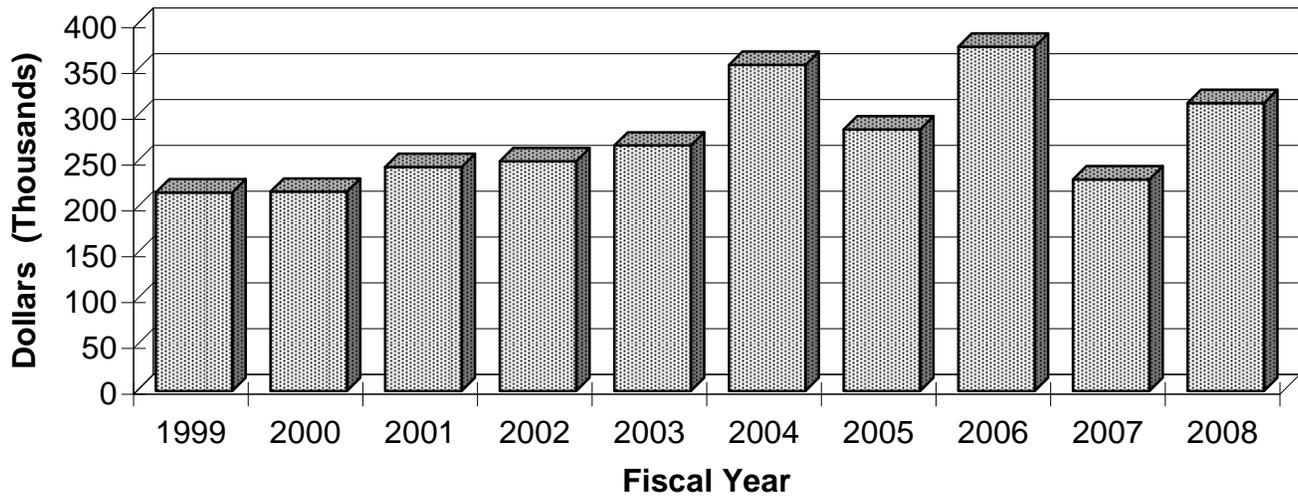
In FY 2008 the increase was due in part to increase in personnel costs and grant money received from the MO Arts Council.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Personal Development Expenditures - Community Services



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$216,746        | 18.03%                        | 1 year           |
| 2000        | \$217,550        | 0.37%                         | 2 year           |
| 2001        | \$244,508        | 12.39%                        | 3 year           |
| 2002        | \$250,771        | 2.56%                         | 4 year           |
| 2003        | \$267,900        | 6.83%                         | 5 year           |
| 2004        | \$355,964        | 32.87%                        | 6 year           |
| 2005        | \$285,525        | (19.79%)                      | 7 year           |
| 2006        | \$375,648        | 31.56%                        | 8 year           |
| 2007        | \$230,939        | (38.52%)                      | 9 year           |
| <b>2008</b> | <b>\$314,264</b> | <b>36.08%</b>                 | <b>10 year</b>   |

**Notes:**

FY 2004 expenditures increased for the Youth at Risk program due to a large one time grant that was received.

FY 2006 expenditures increased for the Youth at Risk program due to a large one time grant that was received.

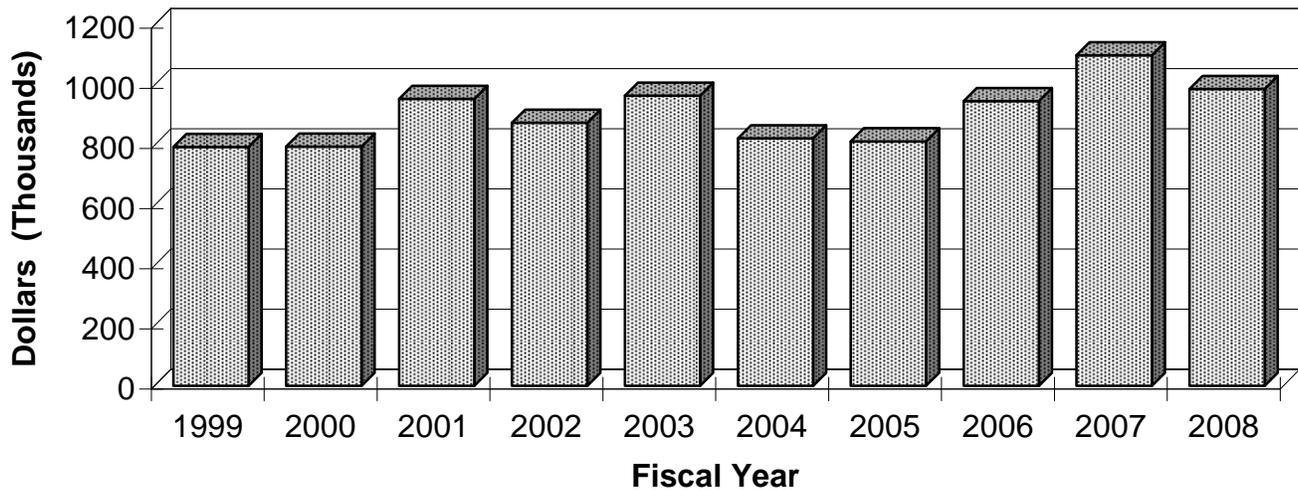
FY 2008 expenditures increased for the Youth at Risk program due to a large one time grant that was received.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Personal Development Expenditures - Social Assistance



### Fiscal Year History:

| Fiscal Year | Expenditure      | % Increase Over Previous Year | Average Increase |
|-------------|------------------|-------------------------------|------------------|
| 1999        | \$793,878        | 7.64%                         | 1 year           |
| 2000        | \$795,504        | 0.20%                         | 2 year           |
| 2001        | \$953,922        | 19.91%                        | 3 year           |
| 2002        | \$874,389        | (8.34%)                       | 4 year           |
| 2003        | \$963,931        | 10.24%                        | 5 year           |
| 2004        | \$822,257        | (14.70%)                      | 6 year           |
| 2005        | \$812,587        | (1.18%)                       | 7 year           |
| 2006        | \$946,742        | 16.51%                        | 8 year           |
| 2007        | \$1,098,881      | 16.07%                        | 9 year           |
| <b>2008</b> | <b>\$986,234</b> | <b>(10.25%)</b>               | <b>10 year</b>   |

**Notes:**

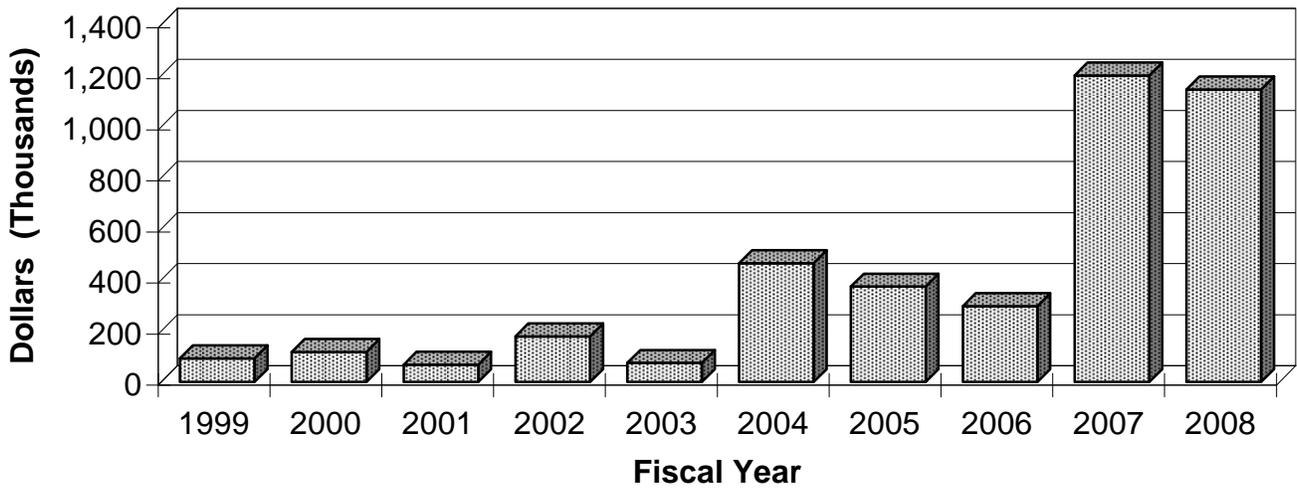
FY 2006 increase is due to carry forward money being used for social assistance contracts that cross fiscal year time frames.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Miscellaneous Non-Programmed Activities Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase |
|-------------|--------------------|-------------------------------|------------------|
| 1999        | \$92,466           | 83.62%                        | 1 year           |
| 2000        | \$117,467          | 27.04%                        | 2 year           |
| 2001        | \$67,668           | (42.39%)                      | 3 year           |
| 2002        | \$179,081          | 164.65%                       | 4 year           |
| 2003        | \$74,660           | (58.31%)                      | 5 year           |
| 2004        | \$465,263          | 523.18%                       | 6 year           |
| 2005        | \$373,787          | (19.66%)                      | 7 year           |
| 2006        | \$296,909          | (20.57%)                      | 8 year           |
| 2007        | \$1,200,495        | 304.33%                       | 9 year           |
| <b>2008</b> | <b>\$1,145,650</b> | <b>(4.57%)</b>                | <b>10 year</b>   |

#### Notes:

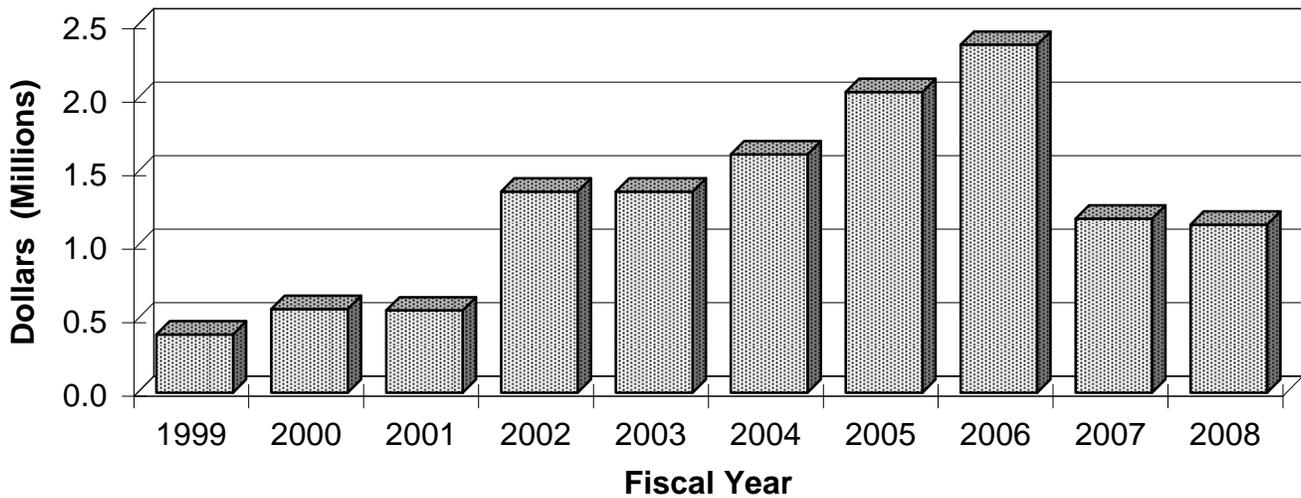
The dollars expended as reflected on this expenditure item will fluctuate considerably from year to year. FY 2004 increased substantially due to an agreement made with the Boone County Fire district for services provided to annexed areas. A back payment was made in 2004. FY 2005 includes payment for the agreement. FY 2007 increased substantially due in part to a \$300,000 write off of bad debt, \$150,000 increase in the Boone County Fire district agreement, \$145,000 payment for the Cable Channel intragovernmental charge and the start-up of the City of Columbia's visioning plan.

Expenditures do NOT include encumbrances.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

## Miscellaneous Operating Transfers Expenditures



### Fiscal Year History:

| Fiscal Year | Expenditure        | % Increase Over Previous Year | Average Increase      |
|-------------|--------------------|-------------------------------|-----------------------|
| 1999        | \$396,386          | (24.07%)                      | 1 year (24.07%)       |
| 2000        | \$569,476          | 43.67%                        | 2 year 9.80%          |
| 2001        | \$560,500          | (1.58%)                       | 3 year 6.01%          |
| 2002        | \$1,369,500        | 144.34%                       | 4 year 40.59%         |
| 2003        | \$1,369,015        | (0.04%)                       | 5 year 32.46%         |
| 2004        | \$1,622,570        | 18.52%                        | 6 year 30.14%         |
| 2005        | \$2,047,503        | 26.19%                        | 7 year 29.58%         |
| 2006        | \$2,368,568        | 15.68%                        | 8 year 27.84%         |
| 2007        | \$1,185,713        | (49.94%)                      | 9 year 19.20%         |
| <b>2008</b> | <b>\$1,144,678</b> | <b>(3.46%)</b>                | <b>10 year 16.93%</b> |

#### Notes:

Operating Transfers consist of: Parking Facilities, Special Business District, Contributions Fund, Cultural Affairs Fund, Capital Projects Fund, COPS - Public Building, Storm Water and Employee Benefit Fund

The significant increase in FY 2000 is mainly due to the increase in the transfer to the Parking Fund.

The significant increase in FY 2002 is mainly due to the transfer to Capital Projects Fund and to (COPS) Certificates of Participation for Public Buildings

The significant increase in FY 2004 is mainly due to the transfer to Capital Projects Fund.

In FY 2007 contributions fund and cultural affairs was moved into the General Fund so no transfers were needed for those two funds.

Expenditures do NOT include encumbrances.

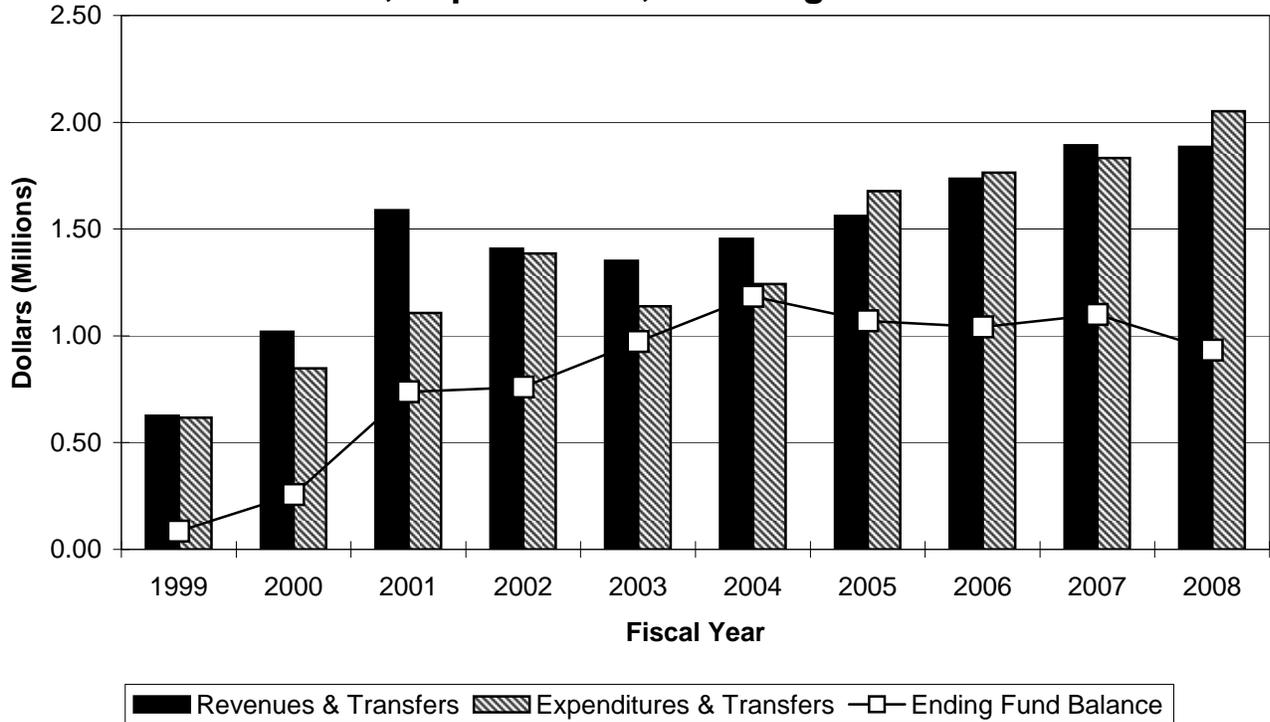
Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit B-4

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-4

Other Governmental Funds  
Divider  
FY 1999 - FY 2008

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## Convention & Tourism Bureau Revenues, Expenditures, & Ending Fund Balance



### Fiscal Year History:

| Fiscal Year | Total Revenues And Transfers | Total Expenditures And Transfers | Ending Fund Balance |
|-------------|------------------------------|----------------------------------|---------------------|
| 1999        | \$625,193                    | \$616,780                        | \$84,626            |
| 2000        | \$1,019,235                  | \$847,519                        | \$256,342           |
| 2001        | \$1,587,579                  | \$1,107,096                      | \$736,825           |
| 2002        | \$1,407,429                  | \$1,385,066                      | \$759,788           |
| 2003        | \$1,351,492                  | \$1,138,044                      | \$973,236           |
| 2004        | \$1,454,383                  | \$1,242,914                      | \$1,184,705         |
| 2005        | \$1,561,816                  | \$1,677,167                      | \$1,069,354         |
| 2006        | \$1,735,507                  | \$1,763,877                      | \$1,040,984         |
| 2007        | \$1,891,789                  | \$1,833,008                      | \$1,099,765         |
| <b>2008</b> | <b>\$1,884,404</b>           | <b>\$2,051,866</b>               | <b>\$932,303</b>    |

**Notes:**

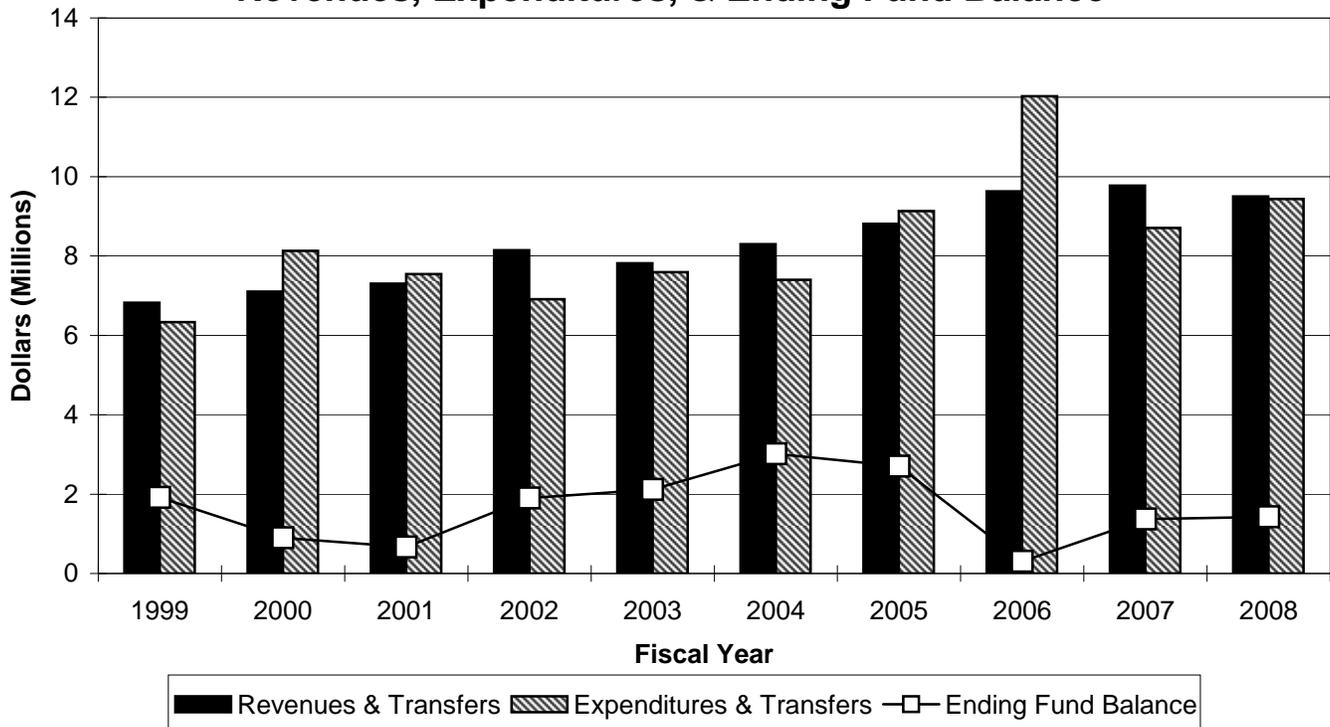
FY 2000 reflects a voter approved 2% hotel tax which increased revenues and expenditures for this fund.

FY 2001 - In a 1986 agreement between Convention and Tourism and the Chamber of Commerce, the Chamber could purchase 1/2 of the land and 1/2 of the Walton building. The Chamber purchased 1/2 of the land in FY 2001.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit C-2

Source: FY 2002 to present Financial Management Information Supplement: Exhibit C-2

## Transportation Sales Tax Revenues, Expenditures, & Ending Fund Balance



### Fiscal Year History:

| Fiscal Year | Total Revenues And Transfers | Total Expenditures And Transfers | Ending Fund Balance |
|-------------|------------------------------|----------------------------------|---------------------|
| 1999        | \$6,822,226                  | \$6,336,081                      | \$1,917,670         |
| 2000        | \$7,107,229                  | \$8,126,921                      | \$897,978           |
| 2001        | \$7,306,430                  | \$7,541,333                      | \$663,075           |
| 2002        | \$8,149,382                  | \$6,912,889                      | \$1,899,568         |
| 2003        | \$7,816,970                  | \$7,597,235                      | \$2,119,303         |
| 2004        | \$8,300,466                  | \$7,401,513                      | \$3,018,256         |
| 2005        | \$8,809,510                  | \$9,131,067                      | \$2,699,560         |
| 2006        | \$9,628,220                  | \$12,024,680                     | \$303,100           |
| 2007        | \$9,775,459                  | \$8,709,000                      | \$1,369,559         |
| <b>2008</b> | <b>\$9,499,531</b>           | <b>\$9,438,600</b>               | <b>\$1,430,490</b>  |

**Notes:**

Total Revenues & Transfers = Total Revenues, Operating Transfers From Other Funds, and Equity Transfers From Other Funds.

Total Expenditures & Transfers = Total Expenditures, Operating Transfers To Other Funds, and Equity Transfers To Other Funds.

FY 2000 increase is due to an increase in equity transfers to Transit and Airport Projects.

FY 2002 Transfer from other funds for \$539,876.

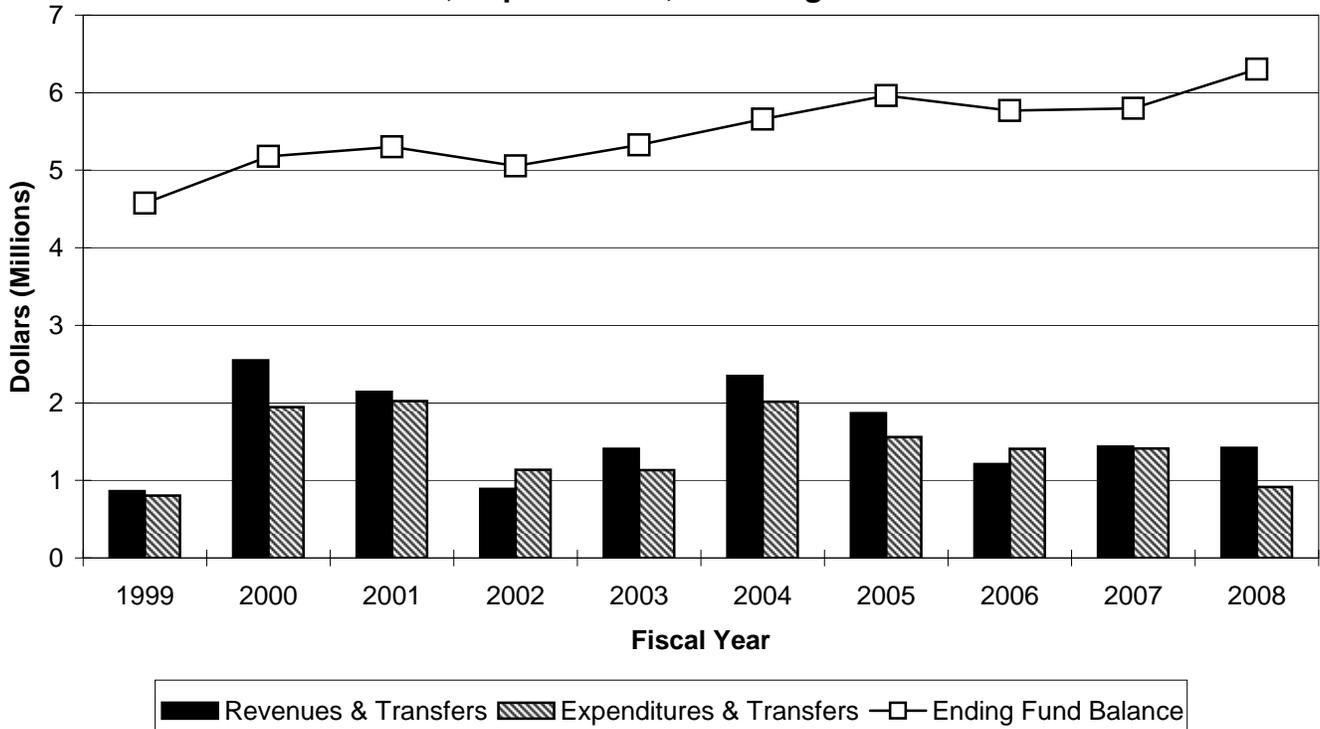
FY 2006 decrease in fund balance was used on numerous capital projects.

FY 2008 the city experienced zero growth in sales taxes which has a direct effect on the amount of transportation sales tax collected.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit C-2

Source: FY 2002 to present Financial Management Information Supplement: Exhibit C-2

### Community Development Block Grant Revenues, Expenditures, & Ending Fund Balance



#### Fiscal Year History:

| Fiscal Year | Total Revenues And Transfers | Total Expenditures And Transfers | Ending Fund Balance |
|-------------|------------------------------|----------------------------------|---------------------|
| 1999        | \$863,106                    | \$802,248                        | \$4,574,066         |
| 2000        | \$2,547,608                  | \$1,943,326                      | \$5,178,348         |
| 2001        | \$2,143,596                  | \$2,022,045                      | \$5,299,899         |
| 2002        | \$890,803                    | \$1,137,453                      | \$5,053,249         |
| 2003        | \$1,406,605                  | \$1,133,638                      | \$5,326,216         |
| 2004        | \$2,347,464                  | \$2,015,442                      | \$5,658,238         |
| 2005        | \$1,866,347                  | \$1,560,967                      | \$5,963,618         |
| 2006        | \$1,212,255                  | \$1,406,591                      | \$5,769,282         |
| 2007        | \$1,437,522                  | \$1,410,965                      | \$5,795,839         |
| <b>2008</b> | <b>\$1,420,656</b>           | <b>\$915,072</b>                 | <b>\$6,301,423</b>  |

**Notes:**

Total Expenditures And Transfers = Total Expenditures, Operating Transfers to Other Funds, Equity Transfers To Other Funds.

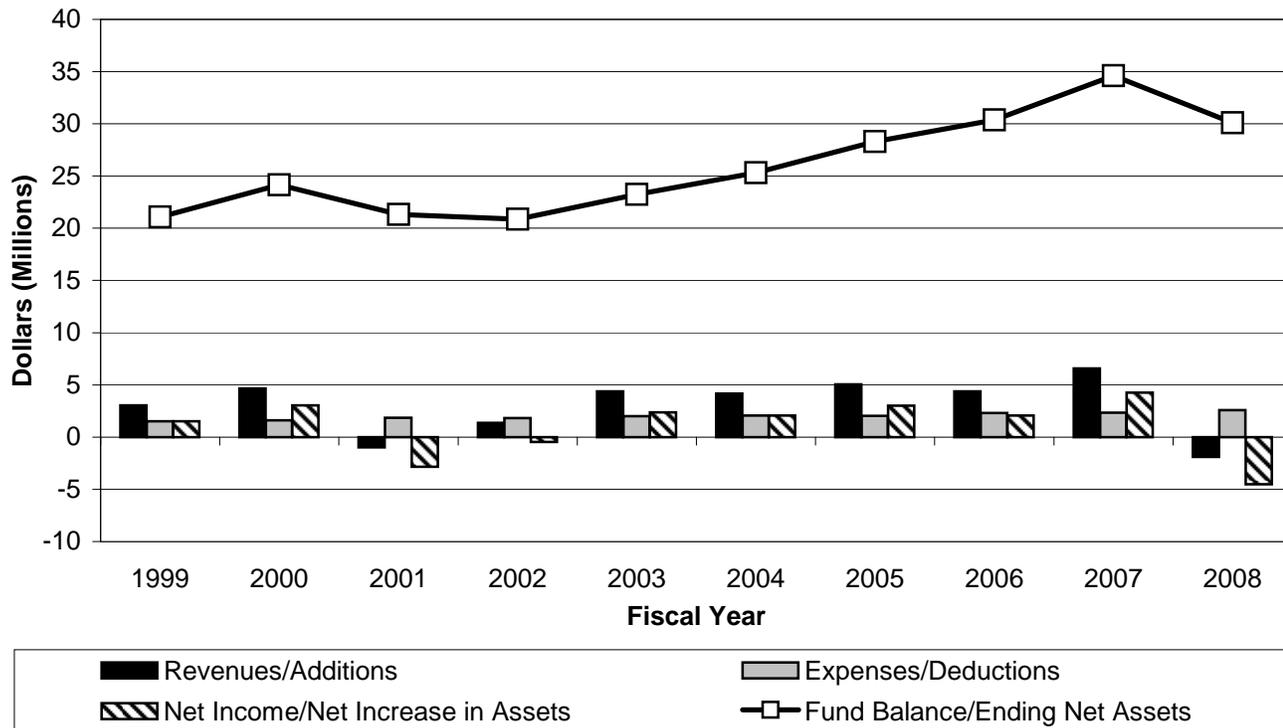
FY 2002 - Block Revenues decreased by \$1,538,259 and the Federal Revenues increased by \$285,611

FY 2004 - Two large projects were partially funded using CDBG funds; the new health building and 6th Street Construction.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit C-2

Source: FY 2002 to present Financial Management Information Supplement: Exhibit C-2

### Police Retirement Fund Additions, Deductions, Increases in Plan Assets, and Ending Net Assets



#### Fiscal Year History:

| Fiscal Year | Additions            | Deductions         | Net Increase In Plan Assets | Net Assets End Of Year |
|-------------|----------------------|--------------------|-----------------------------|------------------------|
| 1999        | \$3,042,546          | \$1,528,983        | \$1,513,563                 | \$21,089,536           |
| 2000        | \$4,668,637          | \$1,614,086        | \$3,054,551                 | \$24,144,087           |
| 2001        | (\$975,978)          | \$1,854,380        | (\$2,830,358)               | \$21,313,729           |
| 2002        | \$1,362,744          | \$1,825,105        | (\$462,361)                 | \$20,851,368           |
| 2003        | \$4,384,080          | \$2,001,710        | \$2,382,370                 | \$23,233,738           |
| 2004        | \$4,154,755          | \$2,077,498        | \$2,077,257                 | \$25,310,995           |
| 2005        | \$5,043,026          | \$2,047,003        | \$2,996,023                 | \$28,307,018           |
| 2006        | \$4,374,149          | \$2,319,358        | \$2,054,791                 | \$30,361,809           |
| 2007        | \$6,574,324          | \$2,324,848        | \$4,249,476                 | \$34,611,285           |
| <b>2008</b> | <b>(\$1,907,382)</b> | <b>\$2,596,408</b> | <b>(\$4,503,790)</b>        | <b>\$30,107,495</b>    |

**Notes:**

In FY 2001 & FY 2002 a reduction in fair market value was experienced mainly due to market fluctuations.

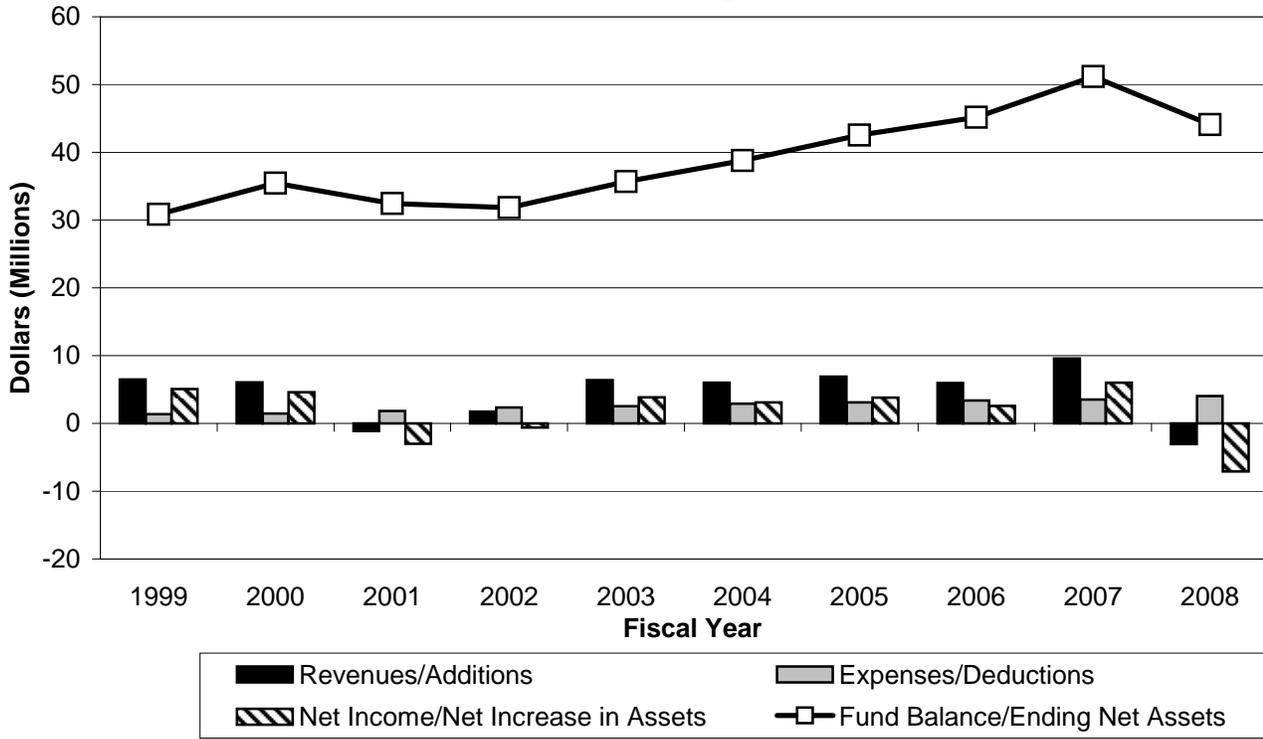
In FY 2003 an increase was experienced due to a change in market value as a result of a volatile investment market.

In FY 2008 negative additions was due to depreciation in fair value investments.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit A-6

Source: FY 2002 to present Financial Management Information Supplement: Exhibit A-6

### Firefighters' Retirement Fund Additions, Deductions, Increases in Plan Assets, and Ending Net Assets



#### Fiscal Year History:

| Fiscal Year | Additions            | Deductions         | Net Increase In Plan Assets | Net Assets End Of Year |
|-------------|----------------------|--------------------|-----------------------------|------------------------|
| 1999        | \$6,456,464          | \$1,382,473        | \$5,073,991                 | \$30,832,152           |
| 2000        | \$6,061,266          | \$1,459,523        | \$4,601,743                 | \$35,433,895           |
| 2001        | (\$1,133,940)        | \$1,850,438        | (\$2,984,378)               | \$32,449,517           |
| 2002        | \$1,714,654          | \$2,344,473        | (\$629,819)                 | \$31,819,698           |
| 2003        | \$6,375,203          | \$2,520,165        | \$3,855,038                 | \$35,674,736           |
| 2004        | \$5,990,018          | \$2,902,957        | \$3,087,061                 | \$38,761,797           |
| 2005        | \$6,890,500          | \$3,097,347        | \$3,793,153                 | \$42,554,950           |
| 2006        | \$5,971,935          | \$3,368,381        | \$2,603,554                 | \$45,158,504           |
| 2007        | \$9,571,257          | \$3,538,509        | \$6,032,748                 | \$51,191,252           |
| <b>2008</b> | <b>(\$3,069,860)</b> | <b>\$4,042,775</b> | <b>(\$7,112,635)</b>        | <b>\$44,078,617</b>    |

**Notes:**

In FY 2001 and FY 2002 a reduction in fair market value was experienced mainly due to market fluctuations.

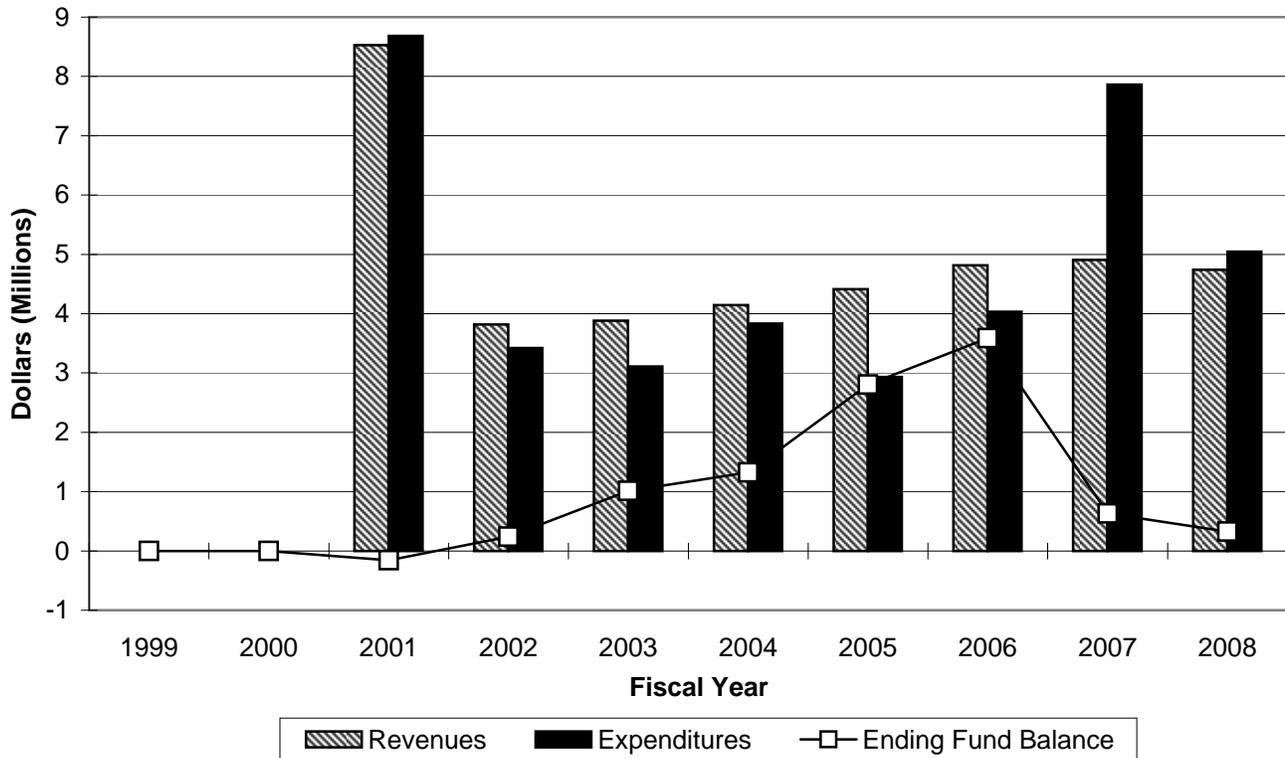
In FY 2003 an increase was experienced due to a change in market value as a result of a volatile investment market.

In FY 2008 negative additions was due to depreciation in fair value investments.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit A-6

Source: FY 2002 to present Financial Management Information Supplement: Exhibit A-6

## Parks Sales Tax - Revenues, Expenditures & Ending Fund Balance



### Fiscal Year History:

| Fiscal Year | Total Revenues And Transfers | Total Expenditures And Transfers | Ending Fund Balance |
|-------------|------------------------------|----------------------------------|---------------------|
| 1999        | \$0                          | \$0                              | \$0                 |
| 2000        | \$0                          | \$0                              | \$0                 |
| 2001        | \$8,527,962                  | \$8,685,091                      | (\$157,129)         |
| 2002        | \$3,815,252                  | \$3,418,250                      | \$239,873           |
| 2003        | \$3,881,624                  | \$3,108,789                      | \$1,012,708         |
| 2004        | \$4,144,288                  | \$3,835,766                      | \$1,321,230         |
| 2005        | \$4,412,803                  | \$2,930,147                      | \$2,803,886         |
| 2006        | \$4,816,619                  | \$4,034,173                      | \$3,586,332         |
| 2007        | \$4,907,438                  | \$7,864,943                      | \$628,827           |
| <b>2008</b> | <b>\$4,738,465</b>           | <b>\$5,044,797</b>               | <b>\$322,495</b>    |

**Notes:**

Total Revenues & Transfers = Total Revenues, Operating Transfers From Other Funds, and Equity Transfers From Other Funds.

Total Expenditures & Transfers = Total Expenditures, Operating Transfers To Other Funds, and Equity Transfers To Other Funds.

FY 2008 the city experienced zero growth in sales taxes which has a direct effect on the amount of park sales tax collected. The downward trend continues to cause the city to be extremely cautious regarding expenditures during this current economic instability. The city will complete those projects the voters approved to fund through the parks sales tax. Staff will continue to monitor the amount of money needed to fund operations.

Source: Prior to FY 2002 Comprehensive Annual Financial Report: Exhibit C-2

Source: FY 2002 to present Financial Management Information Supplement: Exhibit C-2

# Enterprise Funds

Enterprise funds are used to account for the operations that are financed and operated in a manner similar to private business enterprises - where the intent of the government's council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the government's council has decided that periodic determination of net income is appropriate for accountability purposes.



*City of Columbia*  
*Columbia, Missouri*

# Enterprise Funds

**Water and Electric Utility Fund** - to account for the billing and collection of charges for water and electric service for most city residents. Revenues are used to pay for both operating expenses and capital expenditures to maintain these services.

**Sanitary Sewer Utility** - to account for the provision of sanitary sewer services to the residents of the city and a limited number of customers outside the city limits. All activities necessary to provide such services are accounted for in this fund.

**Regional Airport Fund** - to account for all expenses incurred and revenues received by operations at the Columbia Regional Airport.

**Public Transportation Fund** - to account for all the expenses and revenues resulting from the provision of public transportation services by the Columbia Area Transit System.

**Solid Waste Utility Fund** - to account for the provision of solid waste collection and operation of the landfill.

**Parking Facilities Fund** - to account for revenues and expenses resulting from the operation and maintenance of city parking lots, municipal garages and parking meters.

**Recreation Services Fund** - to account for revenues and expenses for various recreational services provided by the Parks and Recreation Department for which participants are charged fees.

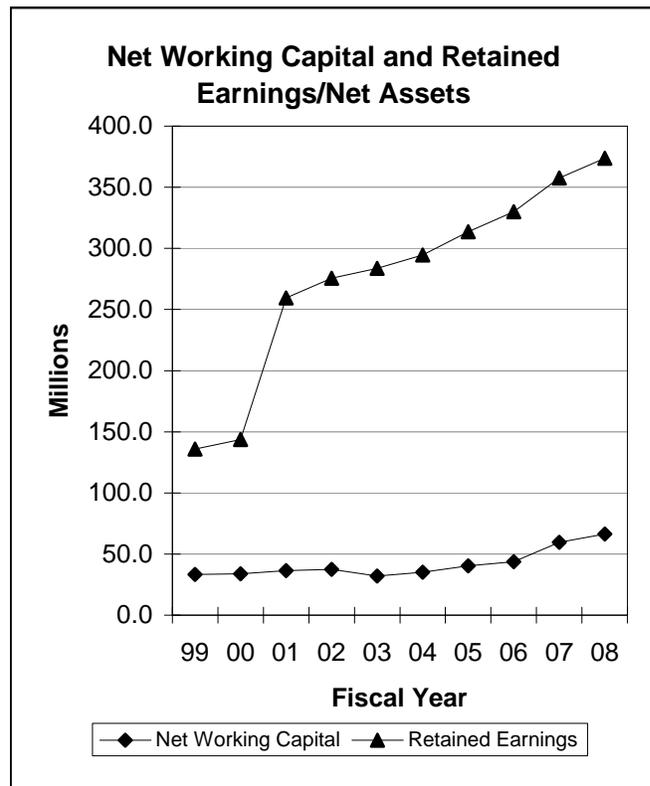
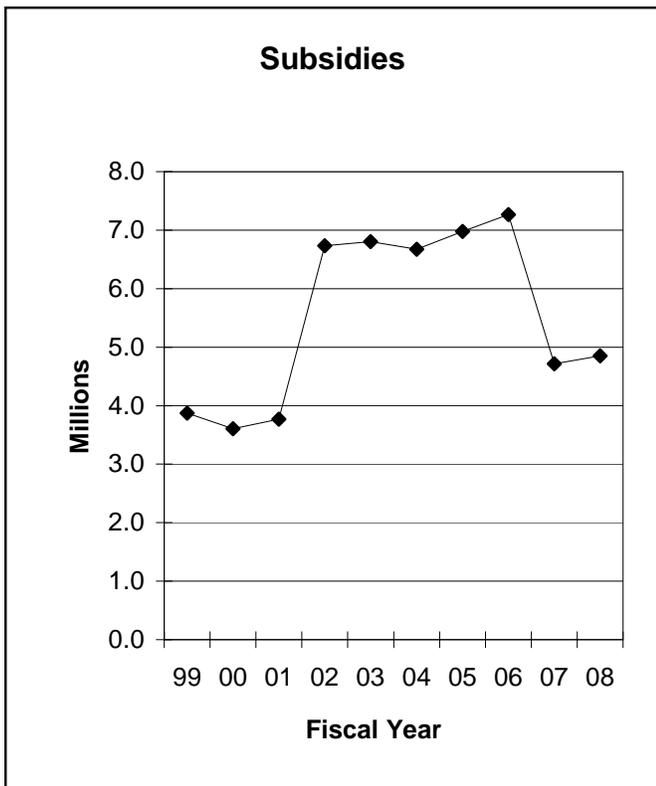
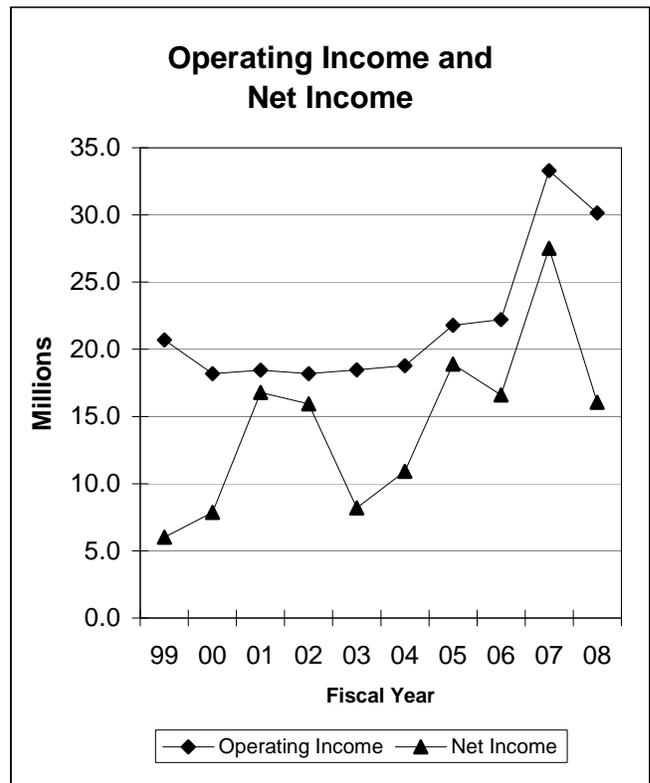
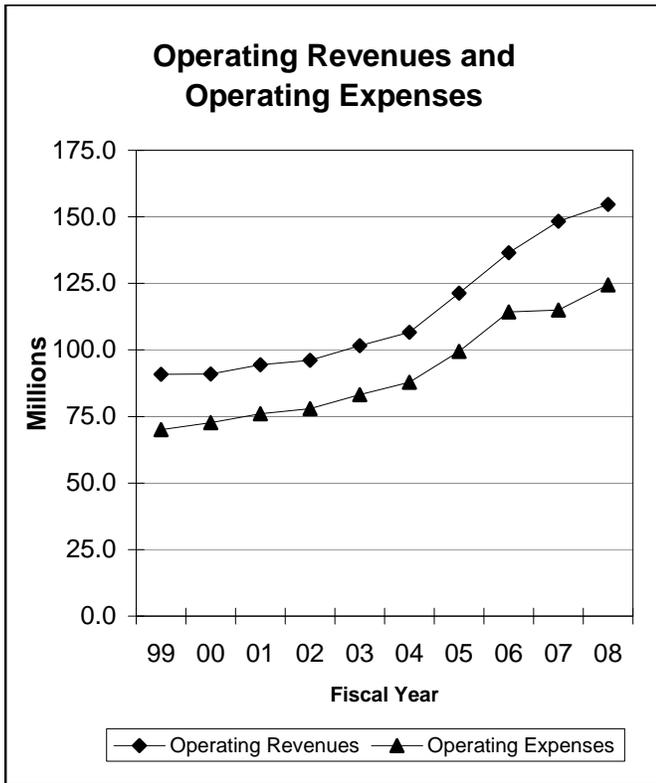
**Railroad Fund** - to account for revenues and expenses resulting from the operation of a railroad branch line which runs from a Norfolk and Southern main line in Centralia, Missouri to the City of Columbia.

**Storm Water Utility Fund** - to account for storm water funding, implementation of storm water management projects, and provide maintenance to existing drainage facilities.



*City of Columbia  
Columbia, Missouri*

## All Enterprise Funds



**All Enterprise Funds  
Revenue and Expense Summary**

|   | <b>1999</b>        | <b>2000</b>        | <b>2001</b>        | <b>2002</b>        |
|---|--------------------|--------------------|--------------------|--------------------|
| Operating Revenues                                      | 90,809,401         | 90,927,896         | 94,412,321         | 96,150,048         |
| Operating Expenses                                      | 70,102,826         | 72,732,941         | 75,972,411         | 77,958,294         |
| Operating Income (Loss)                                 | 20,706,575         | 18,194,955         | 18,439,910         | 18,191,754         |
| P.I.L.O.T.  | (6,456,024)        | (6,757,584)        | (7,044,918)        | (7,180,013)        |
| Depreciation  | (11,743,786)       | (11,027,350)       | (11,798,354)       | (12,182,670)       |
| Non-Operating Revenues                                  | 2,317,572          | 6,540,667          | 10,586,255         | 9,230,086          |
| Non-Operating Expenses                                  | (5,034,542)        | (5,259,599)        | (6,175,617)        | (5,487,074)        |
| Net Transfers   | 3,868,692          | 3,726,000          | 3,889,771          | 6,839,273          |
| Capital Contributions                                   | 0                  | 0                  | 6,254,799          | 6,527,174          |
| Extraordinary Items                                     | 0                  | 0                  | 0                  | 0                  |
| Amortization of Contributions                           | 2,366,466          | 2,440,581          | 2,637,056          | 0                  |
| Net Income (Loss) Transferred<br>To Retained Earnings   | 6,024,953          | 7,857,670          | 16,788,902         | 15,938,530         |
| <b>Net Working Capital</b>                              | <b>33,207,175</b>  | <b>33,921,510</b>  | <b>36,450,776</b>  | <b>37,360,110</b>  |
| <b>Debt Outstanding</b>                                 | <b>94,806,573</b>  | <b>92,607,044</b>  | <b>91,191,052</b>  | <b>122,901,771</b> |
| <b>Yearly Debt Service</b>                              | <b>8,165,984</b>   | <b>8,417,399</b>   | <b>8,738,157</b>   | <b>19,371,579</b>  |
| <b>Subsidies</b>  | <b>3,874,405</b>   | <b>3,604,000</b>   | <b>3,767,771</b>   | <b>6,731,143</b>   |
| <b>Change in Accounting Principle</b>                   | <b>(78,582)</b>    | <b>0</b>           | <b>99,126,400</b>  | <b>0</b>           |
| <b>Retained Earnings/Net Assets<br/>End of Period *</b> | <b>135,828,019</b> | <b>143,659,639</b> | <b>259,542,441</b> | <b>275,480,971</b> |

**\* Notes:**

FY 1999 - equity transfer of \$82,390 from Sewer Utility Fund, Recreation Services Fund, and Storm Water Utility Fund to Capital Projects.

FY 2000 - equity transfer of \$20,000 from Sewer Utility Fund to Storm Water Utility Fund.

FY 2001 - equity transfer of \$32,500 from Sewer Utility Fund - \$31,000 to Storm Water Utility Fund and \$1,500 to Sewer Utility Fund.

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b>  | <b>2004</b>  | <b>2005</b>  | <b>2006</b>  | <b>2007</b>  | <b>2008</b>  |
|--------------|--------------|--------------|--------------|--------------|--------------|
| 101,630,044  | 106,644,102  | 121,276,245  | 136,526,320  | 148,296,691  | 154,624,764  |
| 83,150,189   | 87,876,208   | 99,501,566   | 114,320,647  | 115,008,603  | 124,473,332  |
| 18,479,855   | 18,767,894   | 21,774,679   | 22,205,673   | 33,288,088   | 30,151,432   |
| (7,554,050)  | (7,970,369)  | (8,694,081)  | (9,284,728)  | (10,309,306) | (11,215,634) |
| (12,979,019) | (13,650,631) | (14,452,358) | (15,135,755) | (15,200,400) | (16,516,354) |
| 3,952,297    | 5,886,242    | 9,744,392    | 7,952,189    | 12,120,814   | 11,683,987   |
| (5,485,508)  | (5,700,857)  | (5,769,650)  | (5,912,875)  | (7,361,022)  | (7,909,975)  |
| 7,076,402    | 6,984,415    | 7,082,473    | 6,230,988    | 5,343,838    | 5,486,637    |
| 4,703,521    | 6,600,749    | 9,203,715    | 10,546,398   | 9,643,693    | 4,366,361    |
| 0            | 0            | 0            | 0            | 0            | 0            |
| 0            | 0            | 0            | 0            | 0            | 0            |
| 8,193,498    | 10,917,443   | 18,889,170   | 16,601,890   | 27,525,705   | 16,046,454   |
| 32,125,910   | 35,224,483   | 40,411,857   | 43,643,229   | 59,685,754   | 66,309,197   |
| 113,381,351  | 123,912,962  | 123,561,731  | 167,062,022  | 159,439,512  | 176,247,710  |
| 27,929,434   | 12,652,480   | 38,344,580   | 19,755,356   | 12,574,608   | 13,444,861   |
| 6,805,695    | 6,672,272    | 6,980,036    | 7,268,302    | 4,712,510    | 4,851,060    |
| 0            | 0            | 0            | 0            | 0            | 0            |
| 283,674,469  | 294,591,912  | 313,481,082  | 330,082,972  | 357,608,677  | 373,655,131  |

**Sources for the Enterprise Section:**

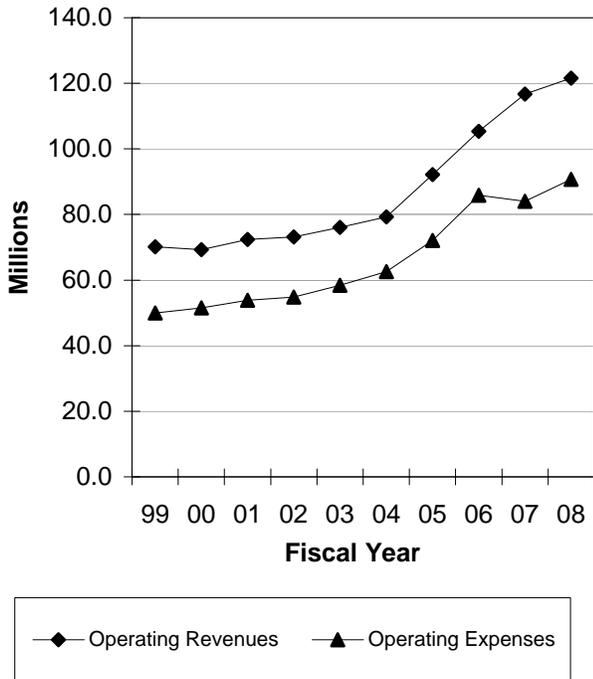
Source: Prior to FY 2002: CAFR Exhibits F-1 and F-2

Source: FY 2002 to present Financial Management Information Supplement: The entire F Exhibit

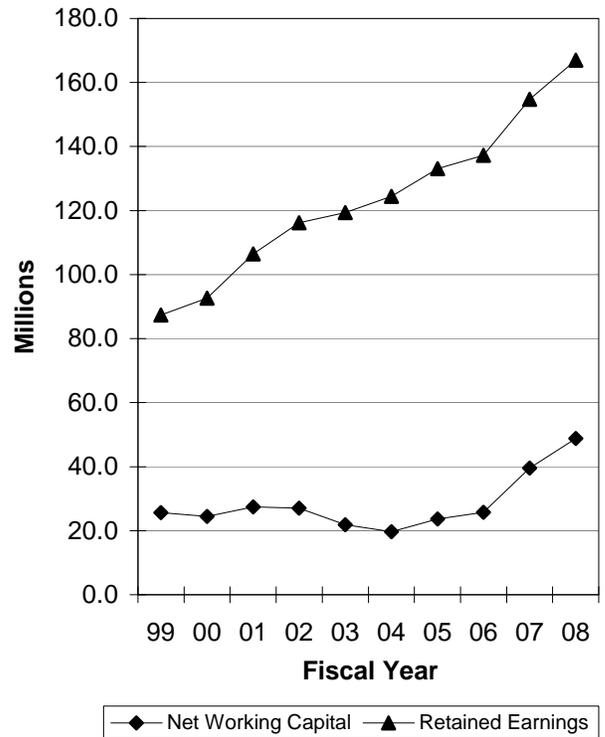
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# Water and Electric Utility Fund

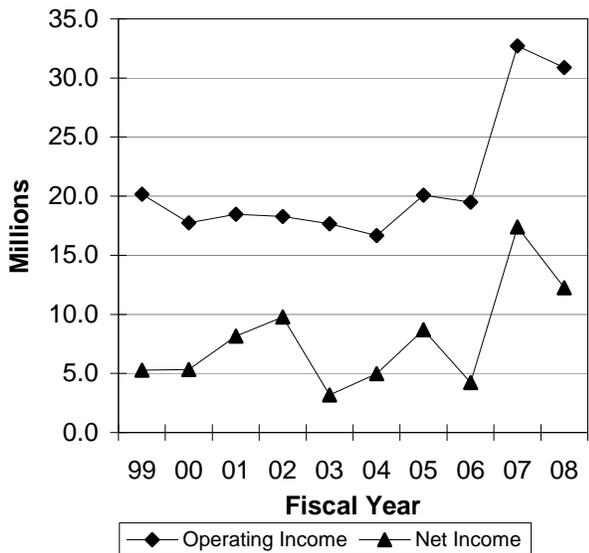
### Operating Revenues and Operating Expenses



### Net Working Capital and Retained Earnings/Net Assets



### Operating Income and Net Income



**Water and Electric Utility Fund Summary  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 70,166,637  | 69,271,332  | 72,367,292  | 73,119,302  |
| Operating Expenses                                    | 49,990,146  | 51,540,778  | 53,888,913  | 54,840,910  |
| Operating Income                                      | 20,176,491  | 17,730,554  | 18,478,379  | 18,278,392  |
| P.I.L.O.T.  | (6,456,024) | (6,757,584) | (7,044,918) | (7,180,013) |
| Depreciation  | (5,754,043) | (5,795,728) | (6,186,871) | (6,314,210) |
| Non-Operating Revenues                                | 709,668     | 3,583,486   | 5,742,376   | 5,181,559   |
| Non-Operating Expenses                                | (3,361,129) | (3,384,878) | (3,131,942) | (3,134,933) |
| Net Transfers   | (50,000)    | (50,000)    | (50,000)    | (32,964)    |
| Capital Contributions                                 | 0           | 0           | 344,683     | 2,976,699   |
| Extraordinary Items                                   | 0           | 0           | 0           | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | 5,264,963   | 5,325,850   | 8,151,707   | 9,774,530   |
| Net Working Capital                                   | 25,672,212  | 24,466,204  | 27,463,445  | 27,081,207  |
| Debt Outstanding                                      | 65,960,000  | 63,205,000  | 60,310,000  | 73,765,000  |
| Yearly Debt Service *                                 | 5,888,315   | 5,942,761   | 5,853,637   | 5,366,103   |
| Change in Accounting Principle                        | (78,582)    | 0           | 5,638,502   | 0           |
| Retained Earnings/Net Assets<br>End of Period **      | 87,343,428  | 92,669,278  | 106,459,487 | 116,234,017 |

Notes:

\* Comprised of Revenue Bond Debt Service and Special Obligation Bonds.

FY 2003 - The large increase includes refunding of 1985 Series B - Water and Electric Bonds.

\*\* FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

FY 2005 large increase includes refunding of the 1992 Series A and a portion of the 1998 Series A Water and Electric Bonds.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b>  | <b>2008</b>  |
|-------------|-------------|-------------|-------------|--------------|--------------|
| 76,094,540  | 79,237,016  | 92,127,894  | 105,384,237 | 116,758,098  | 121,609,839  |
| 58,444,470  | 62,559,631  | 72,052,155  | 85,904,487  | 84,055,177   | 90,723,595   |
| 17,650,070  | 16,677,385  | 20,075,739  | 19,479,750  | 32,702,921   | 30,886,244   |
| (7,554,050) | (7,970,369) | (8,694,081) | (9,284,728) | (10,309,306) | (11,215,634) |
| (6,703,032) | (7,069,962) | (7,631,416) | (8,113,052) | (8,680,523)  | (9,606,527)  |
| 1,544,489   | 3,153,823   | 7,174,155   | 3,485,131   | 7,461,624    | 7,276,487    |
| (3,232,258) | (3,378,469) | (3,572,252) | (3,554,265) | (5,296,521)  | (5,767,845)  |
| 6,274       | (13,684)    | (1,159,521) | (190,179)   | (109,700)    | (46,625)     |
| 1,466,800   | 3,592,303   | 2,496,160   | 2,394,574   | 1,629,383    | 719,869      |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 3,178,293   | 4,991,027   | 8,688,784   | 4,217,231   | 17,397,878   | 12,245,969   |
| 21,909,467  | 19,692,076  | 23,684,415  | 25,717,353  | 39,523,814   | 48,796,059   |
| 63,805,000  | 77,215,000  | 80,600,000  | 118,560,000 | 114,965,000  | 132,675,000  |
| 22,088,287  | 6,677,680   | 31,955,020  | 3,883,873   | 8,034,387    | 8,899,351    |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 119,412,310 | 124,403,337 | 133,092,121 | 137,309,352 | 154,707,230  | 166,953,199  |

**Water and Electric Utility Fund  
Enterprise Fund**

|  | 1999               | 2000               | 2001               | 2002               |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>OPERATING REVENUES:</b>   |                    |                    |                    |                    |
| <b>Water:</b>  |                    |                    |                    |                    |
| Water Sales  | 9,346,986          | 9,677,064          | 9,560,453          | 9,897,297          |
| Intragovernmental Sales  | 0                  | 0                  | 0                  | 0                  |
| Sales to Public Authorities  | 0                  | 0                  | 0                  | 0                  |
| Miscellaneous  | 369,327            | 329,383            | 335,771            | 382,914            |
| <b>Electric:</b>   |                    |                    |                    |                    |
| Residential Sales  | 21,754,481         | 21,254,855         | 23,442,171         | 23,356,323         |
| Commercial & Industrial  | 31,783,719         | 30,771,192         | 31,298,480         | 31,588,716         |
| Intragovernmental Sales  | 564,832            | 560,888            | 568,742            | 587,509            |
| Street Light & Traffic Signs                                       | 565,322            | 576,157            | 593,282            | 620,382            |
| Sales to Public Authorities  | 5,264,554          | 5,613,538          | 6,201,833          | 5,622,566          |
| Miscellaneous  | 517,416            | 488,255            | 366,560            | 1,063,595          |
| <b>Total Operating Revenues</b>                                    | <b>70,166,637</b>  | <b>69,271,332</b>  | <b>72,367,292</b>  | <b>73,119,302</b>  |
| <b>OPERATING EXPENSES:</b>   |                    |                    |                    |                    |
| Personal Services  | 9,424,229          | 9,647,689          | 9,917,231          | 10,378,718         |
| Materials, Supplies and Power                                      | 35,062,694         | 35,388,108         | 37,768,469         | 37,561,622         |
| Travel and Training  | 38,244             | 54,299             | 58,257             | 52,540             |
| Intragovernmental  | 2,136,053          | 2,227,270          | 2,266,764          | 2,318,502          |
| Utilities, Services and Miscellaneous                              | 3,328,926          | 4,223,412          | 3,878,192          | 4,529,528          |
| <b>Total Operating Expenses</b>                                    | <b>49,990,146</b>  | <b>51,540,778</b>  | <b>53,888,913</b>  | <b>54,840,910</b>  |
| <b>OPERATING INCOME</b>  | <b>20,176,491</b>  | <b>17,730,554</b>  | <b>18,478,379</b>  | <b>18,278,392</b>  |
| P.I.L.O.T.   | (6,456,024)        | (6,757,584)        | (7,044,918)        | (7,180,013)        |
| DEPRECIATION   | (5,754,043)        | (5,795,728)        | (6,186,871)        | (6,314,210)        |
| <b>OPERATING INCOME (LOSS)</b>                                     | <b>7,966,424</b>   | <b>5,177,242</b>   | <b>5,246,590</b>   | <b>4,784,169</b>   |
| <b>NON-OPERATING REVENUES:</b>                                     |                    |                    |                    |                    |
| Revenue From Other Gov. Units                                      | 0                  | 0                  | 21,676             | 0                  |
| Investment Revenue   | 70,147             | 2,979,063          | 4,925,090          | 3,873,089          |
| Gain on Sale of Fixed Assets                                       | 0                  | 0                  | 0                  | 0                  |
| Miscellaneous Revenue  | 639,521            | 604,423            | 795,610            | 1,308,470          |
| <b>Total Non-Operating Revenues</b>                                | <b>709,668</b>     | <b>3,583,486</b>   | <b>5,742,376</b>   | <b>5,181,559</b>   |
| <b>NON-OPERATING EXPENSES:</b>                                     |                    |                    |                    |                    |
| Loss on Sale/Disposal of Fixed Assets                              | (3,015)            | (63,408)           | (72,928)           | (31,100)           |
| Interest Expense   | (3,175,037)        | (3,161,483)        | (2,898,191)        | (2,939,376)        |
| Miscellaneous Expense  | (183,077)          | (159,987)          | (160,823)          | (164,457)          |
| <b>Total Non-Operating Expenses</b>                                | <b>(3,361,129)</b> | <b>(3,384,878)</b> | <b>(3,131,942)</b> | <b>(3,134,933)</b> |
| <b>Total Non-Operating Rev.(Expenses)</b>                          | <b>(2,651,461)</b> | <b>198,608</b>     | <b>2,610,434</b>   | <b>2,046,626</b>   |
| <b>NET TRANSFERS</b>   | <b>(50,000)</b>    | <b>(50,000)</b>    | <b>(50,000)</b>    | <b>(32,964)</b>    |
| <b>INCOME (LOSS) BEFORE EXTRA-ORDINARY ITEM &amp; CAPITAL CONT</b> | <b>5,264,963</b>   | <b>5,325,850</b>   | <b>7,807,024</b>   | <b>6,797,831</b>   |
| Capital Contributions*   | 0                  | 0                  | 344,683            | 2,976,699          |
| Extraordinary Item   | 0                  | 0                  | 0                  | 0                  |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>          | <b>5,264,963</b>   | <b>5,325,850</b>   | <b>8,151,707</b>   | <b>9,774,530</b>   |

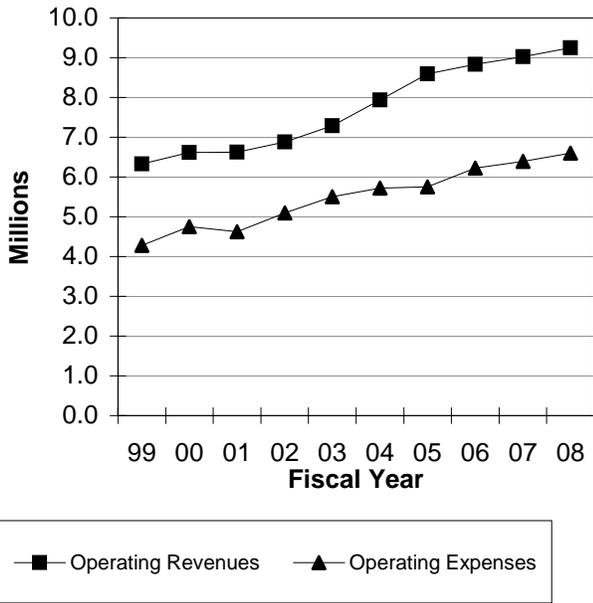
\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings

| 2003        | 2004        | 2005        | 2006        | 2007         | 2008         |
|-------------|-------------|-------------|-------------|--------------|--------------|
| 10,591,576  | 10,633,049  | 12,785,530  | 13,538,887  | 14,702,872   | 14,748,541   |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 565,699     | 717,700     | 957,131     | 1,255,478   | 1,305,106    | 497,182      |
| 23,952,445  | 24,503,495  | 28,895,759  | 32,243,033  | 36,318,652   | 38,675,208   |
| 32,607,636  | 34,774,555  | 38,976,205  | 43,871,402  | 48,331,135   | 50,794,471   |
| 618,337     | 639,651     | 701,492     | 734,083     | 749,772      | 837,800      |
| 636,074     | 601,715     | 997,263     | 1,015,457   | 1,087,399    | 1,158,676    |
| 5,989,184   | 6,289,545   | 7,026,359   | 8,640,177   | 10,219,509   | 9,954,431    |
| 1,133,589   | 1,077,306   | 1,788,155   | 4,085,720   | 4,043,653    | 4,943,530    |
| 76,094,540  | 79,237,016  | 92,127,894  | 105,384,237 | 116,758,098  | 121,609,839  |
| 10,405,135  | 10,730,455  | 11,554,038  | 12,341,605  | 13,550,405   | 14,586,460   |
| 40,531,101  | 44,445,537  | 53,221,001  | 64,890,204  | 60,429,797   | 66,148,868   |
| 69,897      | 90,484      | 102,500     | 145,324     | 158,173      | 163,010      |
| 2,357,808   | 2,221,951   | 2,310,173   | 2,588,286   | 2,939,461    | 3,202,345    |
| 5,080,529   | 5,071,204   | 4,864,443   | 5,939,068   | 6,977,341    | 6,622,912    |
| 58,444,470  | 62,559,631  | 72,052,155  | 85,904,487  | 84,055,177   | 90,723,595   |
| 17,650,070  | 16,677,385  | 20,075,739  | 19,479,750  | 32,702,921   | 30,886,244   |
| (7,554,050) | (7,970,369) | (8,694,081) | (9,284,728) | (10,309,306) | (11,215,634) |
| (6,703,032) | (7,069,962) | (7,631,416) | (8,113,052) | (8,680,523)  | (9,606,527)  |
| 3,392,988   | 1,637,054   | 3,750,242   | 2,081,970   | 13,713,092   | 10,064,083   |
| 0           | 62,100      | 0           | 0           | 0            | 17,645       |
| 896,385     | 1,144,726   | 1,488,102   | 2,059,054   | 3,912,379    | 3,734,576    |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 648,104     | 1,946,997   | 5,686,053   | 1,426,077   | 3,549,245    | 3,524,266    |
| 1,544,489   | 3,153,823   | 7,174,155   | 3,485,131   | 7,461,624    | 7,276,487    |
| (46,697)    | (11,978)    | (3,303)     | (27,649)    | (15,240)     | (48,339)     |
| (3,092,650) | (3,261,533) | (3,504,906) | (3,457,288) | (5,189,803)  | (5,621,734)  |
| (92,911)    | (104,958)   | (64,043)    | (69,328)    | (91,478)     | (97,772)     |
| (3,232,258) | (3,378,469) | (3,572,252) | (3,554,265) | (5,296,521)  | (5,767,845)  |
| (1,687,769) | (224,646)   | 3,601,903   | (69,134)    | 2,165,103    | 1,508,642    |
| 6,274       | (13,684)    | (1,159,521) | (190,179)   | (109,700)    | (46,625)     |
| 1,711,493   | 1,398,724   | 6,192,624   | 1,822,657   | 15,768,495   | 11,526,100   |
| 1,466,800   | 3,592,303   | 2,496,160   | 2,394,574   | 1,629,383    | 719,869      |
| 0           | 0           | 0           | 0           | 0            | 0            |
| 3,178,293   | 4,991,027   | 8,688,784   | 4,217,231   | 17,397,878   | 12,245,969   |

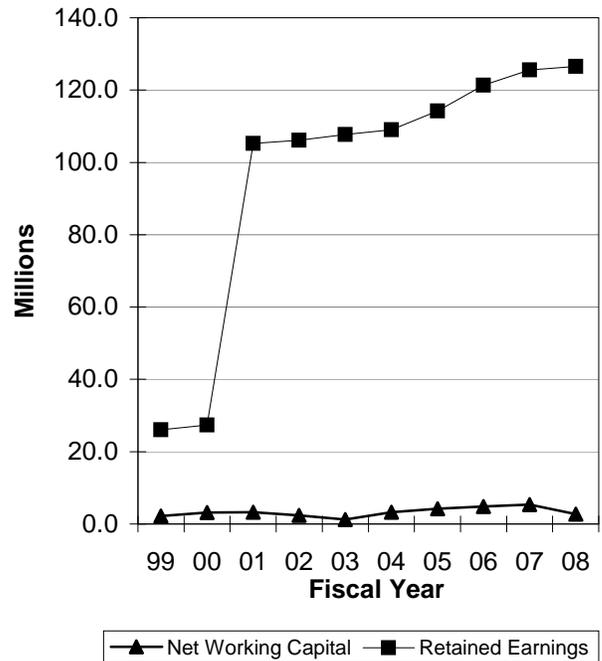
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# Sanitary Sewer Utility Fund

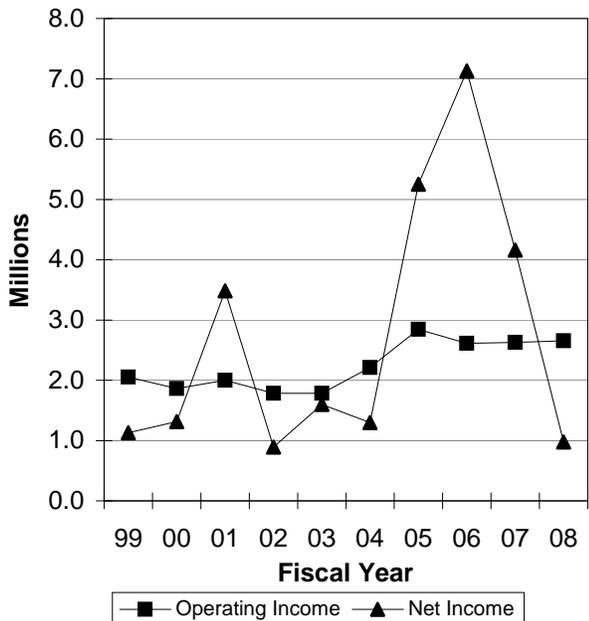
### Operating Revenues and Operating Expenses



### Net Working Capital and Retained Earnings/Net Assets



### Operating Income and Net Income



**Sanitary Sewer Utility Fund  
Enterprise Fund  
Revenue and Expense Summary**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 6,330,643   | 6,615,999   | 6,625,021   | 6,882,697   |
| Operating Expenses                                    | 4,279,077   | 4,753,332   | 4,626,936   | 5,098,788   |
| Operating Income                                      | 2,051,566   | 1,862,667   | 1,998,085   | 1,783,909   |
| Depreciation  | (2,132,812) | (2,188,543) | (2,223,419) | (2,373,974) |
| Non-Operating Revenues                                | 422,179     | 967,506     | 1,445,387   | 1,137,629   |
| Non-Operating Expenses                                | (770,420)   | (929,996)   | (1,049,811) | (1,204,850) |
| Net Transfers   | 0           | 0           | 0           | (27,400)    |
| Capital Contributions                                 | 0           | 0           | 1,660,780   | 1,577,820   |
| Extraordinary Item                                    | 0           | 0           | 0           | 0           |
| Amortization of Contributions                         | 1,557,844   | 1,604,232   | 1,649,584   | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | 1,128,357   | 1,315,866   | 3,480,606   | 893,134     |
| Net Working Capital                                   | 2,228,194   | 3,172,510   | 3,271,324   | 2,417,872   |
| Debt Outstanding                                      | 14,780,000  | 15,860,000  | 17,735,000  | 21,415,000  |
| Yearly Debt Service *                                 | 1,011,225   | 1,236,903   | 1,546,950   | 10,511,146  |
| Change in Accounting Principle                        | 0           | 0           | 74,440,109  | 0           |
| Retained Earnings/Net Assets<br>End of Period **      | 26,027,218  | 27,323,084  | 105,211,299 | 106,104,433 |

Notes:

\* Comprised of Revenue Bond and Special Obligation Bonds.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 7,286,584   | 7,933,458   | 8,595,695   | 8,831,731   | 9,023,901   | 9,251,635   |
| 5,501,961   | 5,721,756   | 5,750,876   | 6,221,458   | 6,395,635   | 6,596,832   |
| 1,784,623   | 2,211,702   | 2,844,819   | 2,610,273   | 2,628,266   | 2,654,803   |
| (2,421,963) | (2,399,346) | (2,472,558) | (2,580,915) | (2,696,801) | (2,901,725) |
| 753,622     | 859,076     | 807,775     | 1,349,378   | 1,564,693   | 1,097,858   |
| (1,053,614) | (1,048,209) | (1,003,241) | (1,322,018) | (1,285,682) | (1,397,272) |
| (22,969)    | 2,500       | (91,728)    | (51,552)    | (32,633)    | (5,419)     |
| 2,561,259   | 1,674,440   | 5,163,026   | 7,121,802   | 3,979,760   | 1,529,073   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 1,600,958   | 1,300,163   | 5,248,093   | 7,126,968   | 4,157,603   | 977,318     |
| 1,244,349   | 3,247,541   | 4,266,785   | 4,814,223   | 5,408,895   | 2,748,974   |
| 24,210,000  | 23,820,000  | 22,575,000  | 29,675,000  | 29,000,000  | 29,160,000  |
| 1,620,719   | 1,897,281   | 2,161,651   | 2,440,114   | 2,759,544   | 2,916,451   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 107,705,391 | 109,005,554 | 114,253,647 | 121,380,615 | 125,538,218 | 126,515,536 |

\*\* FY 1999 - Equity Transfer of \$48,900 to Capital Projects Fund.

FY 2000 - Equity Transfer to the Storm Water Utility Fund of \$20,000.

FY 2001 - Equity Transfer to the Storm Water Utility Fund of \$31,000 and a Sewer to Sewer transfer for \$1,500.

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

FY 2002 includes a refunding of 1992 Sewer Revenue Bonds in the principal amount of \$8,475,000.

**Sanitary Sewer Utility Fund  
Enterprise Fund**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| <b>OPERATING REVENUES:</b>                                  |             |             |             |             |
| Sewer Charges   | 6,330,643   | 6,615,999   | 6,625,021   | 6,882,697   |
| <b>OPERATING EXPENSES:</b>                                  |             |             |             |             |
| Personal Services   | 2,317,208   | 2,386,284   | 2,489,867   | 2,690,716   |
| Materials and Supplies                                      | 497,659     | 565,836     | 583,173     | 633,410     |
| Travel and Training   | 6,782       | 6,806       | 7,076       | 5,643       |
| Intragovernmental   | 610,363     | 587,084     | 750,168     | 818,649     |
| Utilities, Services and Miscellaneous                       | 847,065     | 1,207,322   | 796,652     | 950,370     |
| Total Operating Expenses                                    | 4,279,077   | 4,753,332   | 4,626,936   | 5,098,788   |
| OPERATING INCOME  | 2,051,566   | 1,862,667   | 1,998,085   | 1,783,909   |
| DEPRECIATION  | (2,132,812) | (2,188,543) | (2,223,419) | (2,373,974) |
| OPERATING INCOME (LOSS)                                     | (81,246)    | (325,876)   | (225,334)   | (590,065)   |
| <b>NON-OPERATING REVENUES:</b>                              |             |             |             |             |
| Investment Revenue  | 164,545     | 882,379     | 1,253,798   | 1,074,747   |
| Miscellaneous Revenue                                       | 257,634     | 79,144      | 191,589     | 62,882      |
| Revenue from other govt. units                              | 0           | 5,983       | 0           | 0           |
| Non-Operating Revenues                                      | 422,179     | 967,506     | 1,445,387   | 1,137,629   |
| <b>NON-OPERATING EXPENSES:</b>                              |             |             |             |             |
| Loss on Sale/Disposal of Fixed Assets                       | (5,802)     | (9,926)     | (8,381)     | (23,294)    |
| Interest Expense  | (746,511)   | (903,791)   | (1,003,502) | (1,118,206) |
| Miscellaneous Expense                                       | (18,107)    | (16,279)    | (37,928)    | (63,350)    |
| Non-Operating Expenses                                      | (770,420)   | (929,996)   | (1,049,811) | (1,204,850) |
| Total Non-Operating Rev. (Expenses)                         | (348,241)   | 37,510      | 395,576     | (67,221)    |
| NET TRANSFERS   | 0           | 0           | 0           | (27,400)    |
| INCOME (LOSS) BEFORE EXTRA-<br>ORDINARY ITEM & CAPITAL CONT | (429,487)   | (288,366)   | 170,242     | (684,686)   |
| Capital Contributions*                                      | 0           | 0           | 1,660,780   | 1,577,820   |
| Extraordinary Item  | 0           | 0           | 0           | 0           |
| Amortization of Contributions                               | 1,557,844   | 1,604,232   | 1,649,584   | 0           |
| NET INCOME (LOSS) TRANSFERRED<br>TO RETAINED EARNINGS       | 1,128,357   | 1,315,866   | 3,480,606   | 893,134     |

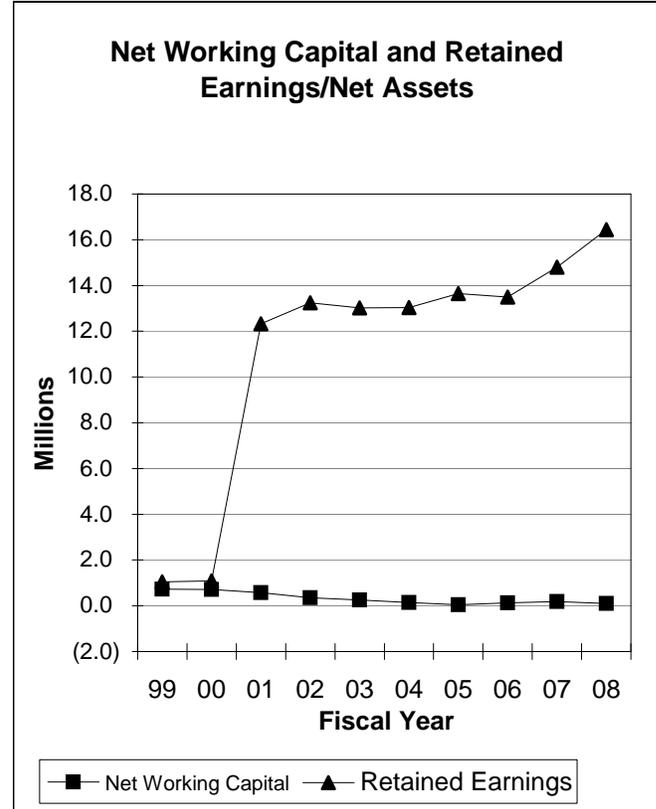
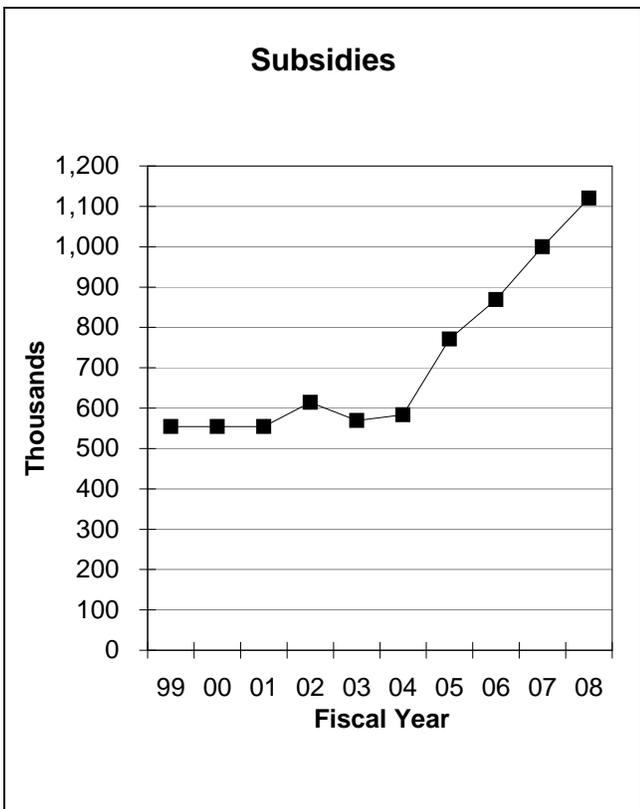
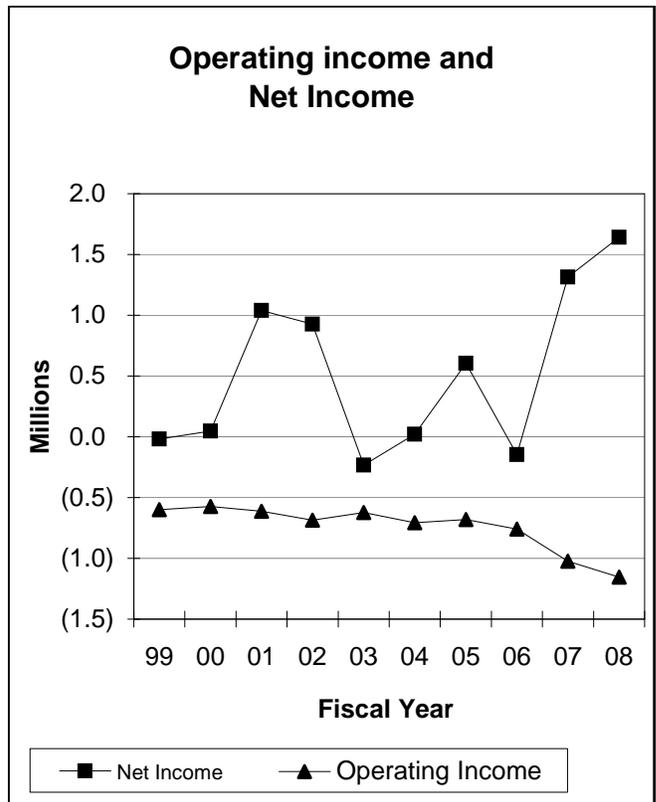
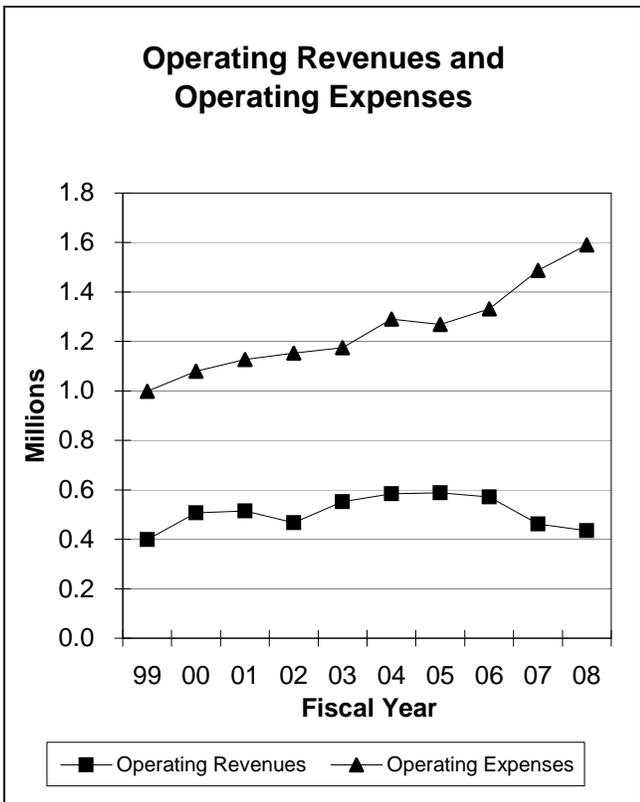
\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.

FY 2005 - Capital contributions are donated sewer lines from developments of private subdivisions.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 7,286,584   | 7,933,458   | 8,595,695   | 8,831,731   | 9,023,901   | 9,251,635   |
| 2,775,688   | 2,864,110   | 2,911,573   | 3,088,911   | 3,128,554   | 3,371,752   |
| 602,289     | 569,380     | 645,281     | 623,616     | 749,772     | 564,284     |
| 5,257       | 4,789       | 5,901       | 6,566       | 6,450       | 5,588       |
| 871,019     | 852,389     | 837,057     | 891,821     | 922,872     | 1,002,222   |
| 1,247,708   | 1,431,088   | 1,351,064   | 1,610,544   | 1,587,987   | 1,652,986   |
| 5,501,961   | 5,721,756   | 5,750,876   | 6,221,458   | 6,395,635   | 6,596,832   |
| 1,784,623   | 2,211,702   | 2,844,819   | 2,610,273   | 2,628,266   | 2,654,803   |
| (2,421,963) | (2,399,346) | (2,472,558) | (2,580,915) | (2,696,801) | (2,901,725) |
| (637,340)   | (187,644)   | 372,261     | 29,358      | (68,535)    | (246,922)   |
| 637,088     | 775,540     | 783,223     | 1,083,624   | 1,289,960   | 1,081,944   |
| 7,682       | 83,338      | 24,552      | 265,754     | 274,733     | 15,914      |
| 108,852     | 198         | 0           | 0           | 0           | 0           |
| 753,622     | 859,076     | 807,775     | 1,349,378   | 1,564,693   | 1,097,858   |
| (4,600)     | (132,580)   | (1,500)     | (87,124)    | (13,319)    | (12,801)    |
| (980,659)   | (835,927)   | (911,328)   | (1,143,528) | (1,173,189) | (1,286,978) |
| (68,355)    | (79,702)    | (90,413)    | (91,366)    | (99,174)    | (97,493)    |
| (1,053,614) | (1,048,209) | (1,003,241) | (1,322,018) | (1,285,682) | (1,397,272) |
| (299,992)   | (189,133)   | (195,466)   | 27,360      | 279,011     | (299,414)   |
| (22,969)    | 2,500       | (91,728)    | (51,552)    | (32,633)    | (5,419)     |
| (960,301)   | (374,277)   | 85,067      | 5,166       | 177,843     | (551,755)   |
| 2,561,259   | 1,674,440   | 5,163,026   | 7,121,802   | 3,979,760   | 1,529,073   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 1,600,958   | 1,300,163   | 5,248,093   | 7,126,968   | 4,157,603   | 977,318     |

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## Regional Airport Fund



**Regional Airport  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 398,765     | 506,401     | 514,982     | 467,031     |
| Operating Expenses                                    | 998,413     | 1,078,897   | 1,126,672   | 1,152,644   |
| Operating Income                                      | (599,648)   | (572,496)   | (611,690)   | (685,613)   |
| Depreciation  | (402,148)   | (413,046)   | (432,195)   | (434,322)   |
| Non-Operating Revenues                                | 27,118      | 66,879      | 126,351     | 63,948      |
| Non-Operating Expenses                                | (100)       | 0           | (20,202)    | (14,128)    |
| Net Transfers   | 554,000     | 554,000     | 554,000     | 614,000     |
| Capital Contributions                                 | 0           | 0           | 992,033     | 1,383,323   |
| Amortization of Contributions                         | 402,147     | 413,047     | 432,195     | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | (18,631)    | 48,384      | 1,040,492   | 927,208     |
| <hr/>   |             |             |             |             |
| Net Working Capital                                   | 719,290     | 713,506     | 566,407     | 356,204     |
| Debt Outstanding                                      | 0           | 0           | 0           | 0           |
| Yearly Debt Service*                                  | 0           | 0           | 18,557      | 14,128      |
| Subsidies   | 554,000     | 554,000     | 554,000     | 614,000     |
| Change in Accounting Principle                        | 0           | 0           | 10,188,414  | 0           |
| Retained Earnings/Net Assets<br>End of Period         | 1,043,460   | 1,091,844   | 12,320,750  | 13,247,958  |

Notes:

\* Comprised of Debt Service for advances from Designated Loan Fund Balance.

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| 2003       | 2004       | 2005       | 2006       | 2007        | 2008        |
|------------|------------|------------|------------|-------------|-------------|
| 551,350    | 583,835    | 588,194    | 571,802    | 462,054     | 434,980     |
| 1,175,054  | 1,290,668  | 1,268,579  | 1,331,616  | 1,486,873   | 1,589,740   |
| (623,704)  | (706,833)  | (680,385)  | (759,814)  | (1,024,819) | (1,154,760) |
| (483,486)  | (493,603)  | (539,664)  | (582,429)  | (577,367)   | (512,932)   |
| 12,856     | 43,164     | 20,781     | 23,172     | 51,632      | 57,353      |
| (12,531)   | (24,380)   | (4,726)    | (1,950)    | (86)        | (4,500)     |
| 701,095    | 632,492    | 806,970    | 967,952    | 1,719,000   | 1,200,000   |
| 173,376    | 569,216    | 1,002,606  | 205,665    | 1,144,507   | 2,056,127   |
| 0          | 0          | 0          | 0          | 0           | 0           |
| (232,394)  | 20,056     | 605,582    | (147,404)  | 1,312,867   | 1,641,288   |
| 252,101    | 136,765    | 41,513     | 122,555    | 187,547     | 96,028      |
| 0          | 0          | 0          | 0          | 0           | 0           |
| 145,626    | 65,147     | 65,146     | 65,146     | 8,953       | 0           |
| 569,235    | 583,465    | 770,970    | 869,000    | 1,000,000   | 1,120,250   |
| 0          | 0          | 0          | 0          | 0           | 0           |
| 13,015,564 | 13,035,620 | 13,641,202 | 13,493,798 | 14,806,665  | 16,447,953  |

**Regional Airport Fund  
Enterprise Fund**

|  | 1999               | 2000             | 2001               | 2002               |
|--|--------------------|------------------|--------------------|--------------------|
| <b>OPERATING REVENUES:</b>   |                    |                  |                    |                    |
| Miscellaneous  | 0                  | 0                | 0                  | 0                  |
| Commissions  | 138,136            | 169,148          | 169,634            | 140,047            |
| Rentals  | 142,625            | 157,199          | 171,223            | 192,303            |
| Landing Fees   | 106,572            | 153,143          | 146,873            | 115,747            |
| Passenger Facility Charge  | 0                  | 0                | 0                  | 0                  |
| Law Enforcement Fees   | 11,432             | 26,911           | 27,252             | 18,934             |
| <b>Total Operating Revenues</b>                                      | <b>398,765</b>     | <b>506,401</b>   | <b>514,982</b>     | <b>467,031</b>     |
| <b>OPERATING EXPENSES:</b>   |                    |                  |                    |                    |
| Personal Services  | 699,993            | 731,832          | 760,228            | 781,626            |
| Materials and Supplies   | 75,890             | 99,002           | 96,176             | 98,430             |
| Travel and Training  | 4,420              | 9,400            | 4,566              | 3,669              |
| Intragovernmental  | 92,890             | 106,780          | 114,299            | 139,067            |
| Utilities, Services and Miscellaneous                                | 125,220            | 131,883          | 151,403            | 129,852            |
| <b>Total Operating Expenses</b>                                      | <b>998,413</b>     | <b>1,078,897</b> | <b>1,126,672</b>   | <b>1,152,644</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(599,648)</b>   | <b>(572,496)</b> | <b>(611,690)</b>   | <b>(685,613)</b>   |
| <b>DEPRECIATION</b>  | <b>(402,148)</b>   | <b>(413,046)</b> | <b>(432,195)</b>   | <b>(434,322)</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(1,001,796)</b> | <b>(985,542)</b> | <b>(1,043,885)</b> | <b>(1,119,935)</b> |
| <b>NON-OPERATING REVENUES:</b>                                       |                    |                  |                    |                    |
| Investment Revenue   | 20,179             | 66,224           | 120,723            | 59,653             |
| Revenue from Other Gov. Units  | 0                  | 0                | 0                  | 0                  |
| Miscellaneous Revenue  | 6,939              | 655              | 5,628              | 4,295              |
| <b>Non-Operating Revenues</b>  | <b>27,118</b>      | <b>66,879</b>    | <b>126,351</b>     | <b>63,948</b>      |
| <b>NON-OPERATING EXPENSES:</b>                                       |                    |                  |                    |                    |
| Interest Expense   | 0                  | 0                | (18,557)           | (14,128)           |
| Loss on Disposal of Fixed Assets                                     | (100)              | 0                | (1,645)            | 0                  |
| Miscellaneous Expense  | 0                  | 0                | 0                  | 0                  |
| <b>Non-Operating Expenses</b>  | <b>(100)</b>       | <b>0</b>         | <b>(20,202)</b>    | <b>(14,128)</b>    |
| <b>Total Non-Operating Rev. (Expenses)</b>                           | <b>27,018</b>      | <b>66,879</b>    | <b>106,149</b>     | <b>49,820</b>      |
| <b>NET TRANSFERS</b>   | <b>554,000</b>     | <b>554,000</b>   | <b>554,000</b>     | <b>614,000</b>     |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>(420,778)</b>   | <b>(364,663)</b> | <b>(383,736)</b>   | <b>(456,115)</b>   |
| Capital Contributions*   |                    |                  | 992,033            | 1,383,323          |
| Amortization of Contributions  | 402,147            | 413,047          | 432,195            | 0                  |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>(18,631)</b>    | <b>48,384</b>    | <b>1,040,492</b>   | <b>927,208</b>     |

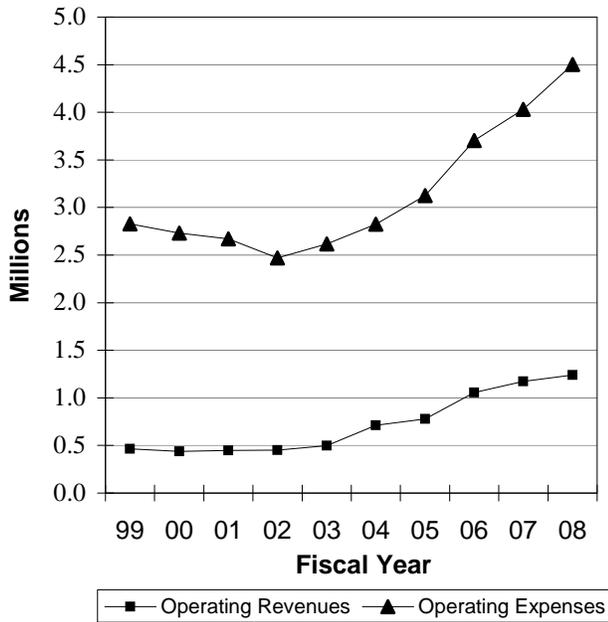
\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 0           | 0           | 0           | 0           | 0           | 0           |
| 134,082     | 136,895     | 122,916     | 123,717     | 90,754      | 106,282     |
| 226,609     | 225,069     | 235,421     | 246,548     | 216,908     | 166,432     |
| 125,407     | 128,345     | 129,831     | 118,932     | 104,865     | 112,017     |
| 45,620      | 77,529      | 82,223      | 67,435      | 40,965      | 44,471      |
| 19,632      | 15,997      | 17,803      | 15,170      | 8,562       | 5,778       |
| 551,350     | 583,835     | 588,194     | 571,802     | 462,054     | 434,980     |
| 796,189     | 825,971     | 846,688     | 892,534     | 929,131     | 986,345     |
| 82,899      | 105,964     | 108,449     | 107,684     | 147,218     | 133,528     |
| 5,256       | 4,255       | 4,332       | 14,197      | 14,524      | 10,754      |
| 135,492     | 139,193     | 140,504     | 144,112     | 153,594     | 170,863     |
| 155,218     | 215,285     | 168,606     | 173,089     | 242,406     | 288,250     |
| 1,175,054   | 1,290,668   | 1,268,579   | 1,331,616   | 1,486,873   | 1,589,740   |
| (623,704)   | (706,833)   | (680,385)   | (759,814)   | (1,024,819) | (1,154,760) |
| (483,486)   | (493,603)   | (539,664)   | (582,429)   | (577,367)   | (512,932)   |
| (1,107,190) | (1,200,436) | (1,220,049) | (1,342,243) | (1,602,186) | (1,667,692) |
| 8,868       | 10,309      | 8,961       | 14,851      | 37,490      | 39,773      |
| 0           | 0           | 0           | 0           | 7,717       | 0           |
| 3,988       | 32,855      | 11,820      | 8,321       | 6,425       | 17,580      |
| 12,856      | 43,164      | 20,781      | 23,172      | 51,632      | 57,353      |
| (10,781)    | (7,380)     | (4,726)     | (1,950)     | (86)        | 0           |
| (1,750)     | (17,000)    | 0           | 0           | 0           | (4,500)     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (12,531)    | (24,380)    | (4,726)     | (1,950)     | (86)        | (4,500)     |
| 325         | 18,784      | 16,055      | 21,222      | 51,546      | 52,853      |
| 701,095     | 632,492     | 806,970     | 967,952     | 1,719,000   | 1,200,000   |
| (405,770)   | (549,160)   | (397,024)   | (353,069)   | 168,360     | (414,839)   |
| 173,376     | 569,216     | 1,002,606   | 205,665     | 1,144,507   | 2,056,127   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (232,394)   | 20,056      | 605,582     | (147,404)   | 1,312,867   | 1,641,288   |

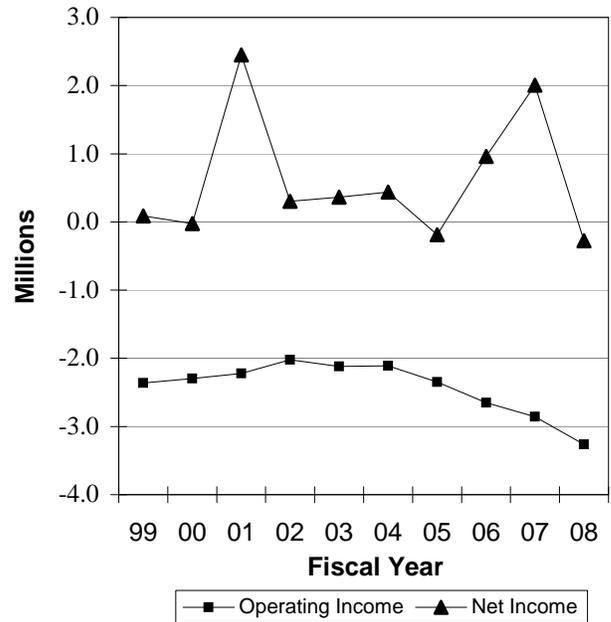
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# Public Transportation Fund

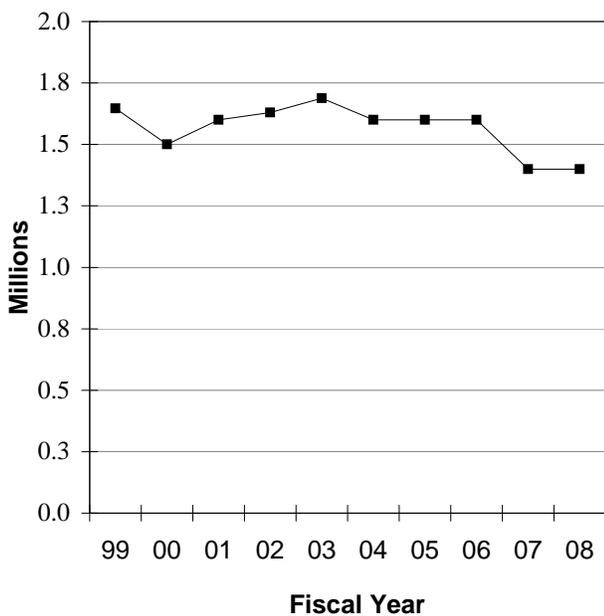
## Operating Revenues and Operating Expenses



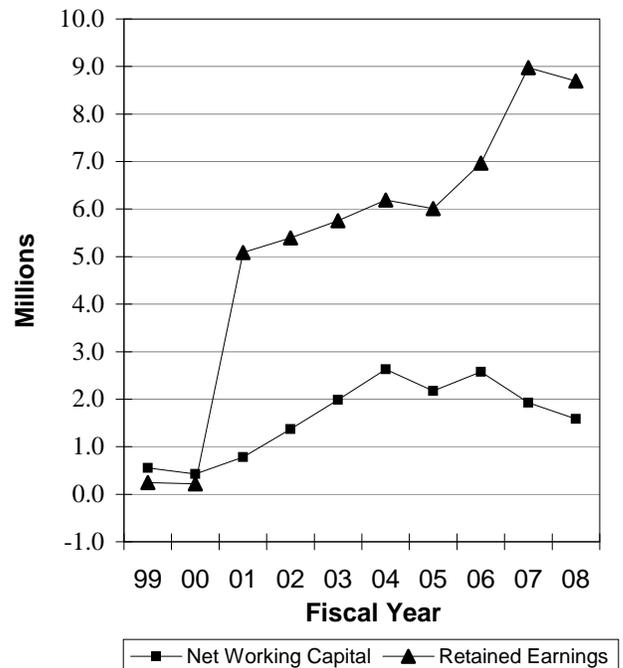
## Operating Income and Net Income



## Subsidies



## Net Working Capital and Retained Earnings/Net Assets



**Public Transportation  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 466,166     | 437,330     | 448,272     | 450,404     |
| Operating Expenses                                    | 2,827,809   | 2,731,936   | 2,672,070   | 2,471,361   |
| Operating Income                                      | (2,361,643) | (2,294,606) | (2,223,798) | (2,020,957) |
| Depreciation  | (185,311)   | (203,960)   | (384,958)   | (436,631)   |
| Non-Operating Revenues                                | 801,936     | 874,314     | 900,200     | 1,036,232   |
| Non-Operating Expenses                                | (400)       | (104,518)   | (790,220)   | (28,610)    |
| Net Transfers   | 1,646,000   | 1,500,000   | 1,600,000   | 1,629,617   |
| Capital Contributions                                 | 0           | 0           | 3,092,585   | 123,170     |
| Amortization of Contributions                         | 185,311     | 203,960     | 254,037     | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | 85,893      | (24,810)    | 2,447,846   | 302,821     |
| Net Working Capital                                   | 550,122     | 428,075     | 778,534     | 1,366,862   |
| Debt Outstanding                                      | 0           | 0           | 0           | 0           |
| Yearly Debt Service                                   | 0           | 0           | 0           | 0           |
| Subsidies   | 1,646,000   | 1,500,000   | 1,600,000   | 1,629,617   |
| Change in Accounting Principle                        | 0           | 0           | 2,421,752   | 0           |
| Retained Earnings/Net Assets<br>End of Period         | 244,195     | 219,385     | 5,088,983   | 5,391,804   |

Notes:

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

Operating revenues increased in FY 2004 and FY 2006 due to a contract with the University to provide shuttle services.

Non-operating revenues decreased in FY 2005 and increased in FY 2006 due to a delay in approval of a federal grant for \$350,000 which was recognized in FY 2006.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 496,636     | 713,121     | 779,326     | 1,054,996   | 1,172,095   | 1,240,255   |
| 2,616,304   | 2,825,412   | 3,126,557   | 3,704,512   | 4,030,619   | 4,502,265   |
| (2,119,668) | (2,112,291) | (2,347,231) | (2,649,516) | (2,858,524) | (3,262,010) |
| (427,720)   | (427,020)   | (422,403)   | (417,617)   | (461,392)   | (560,983)   |
| 1,151,388   | 1,200,684   | 920,517     | 1,665,207   | 1,399,892   | 1,501,250   |
| 0           | 0           | (13,216)    | (3,475)     | (9,481)     | (6,247)     |
| 1,685,503   | 1,600,000   | 1,571,912   | 1,541,867   | 1,178,471   | 2,009,727   |
| 73,954      | 176,686     | 104,638     | 824,357     | 2,757,874   | 40,772      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 363,457     | 438,059     | (185,783)   | 960,823     | 2,006,840   | (277,491)   |
| 1,987,736   | 2,631,569   | 2,172,667   | 2,572,291   | 1,928,534   | 1,585,717   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 3,475       | 2,757       | 2,012       |
| 1,688,040   | 1,600,000   | 1,600,000   | 1,600,000   | 1,400,000   | 1,400,000   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 5,755,261   | 6,193,320   | 6,007,537   | 6,968,360   | 8,975,200   | 8,697,709   |

**Public Transportation Fund  
Enterprise Fund**

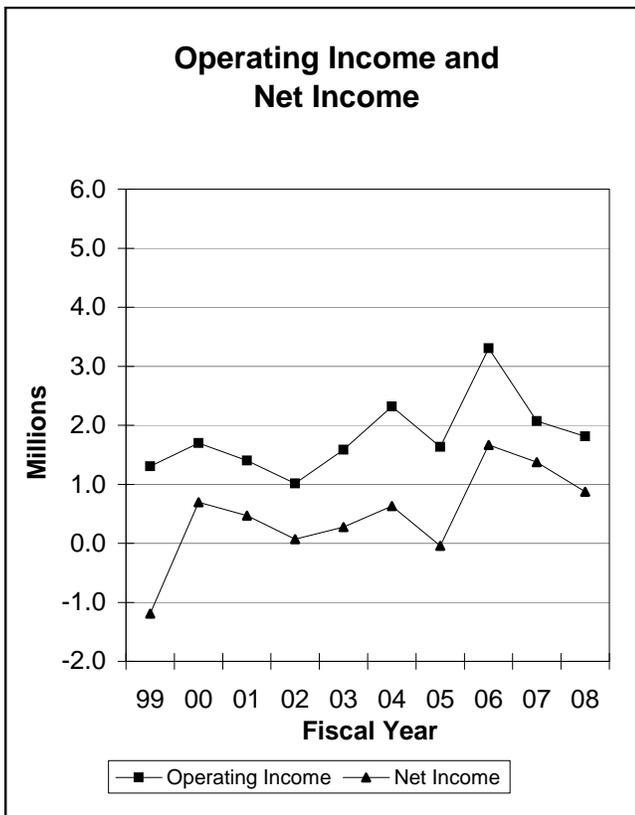
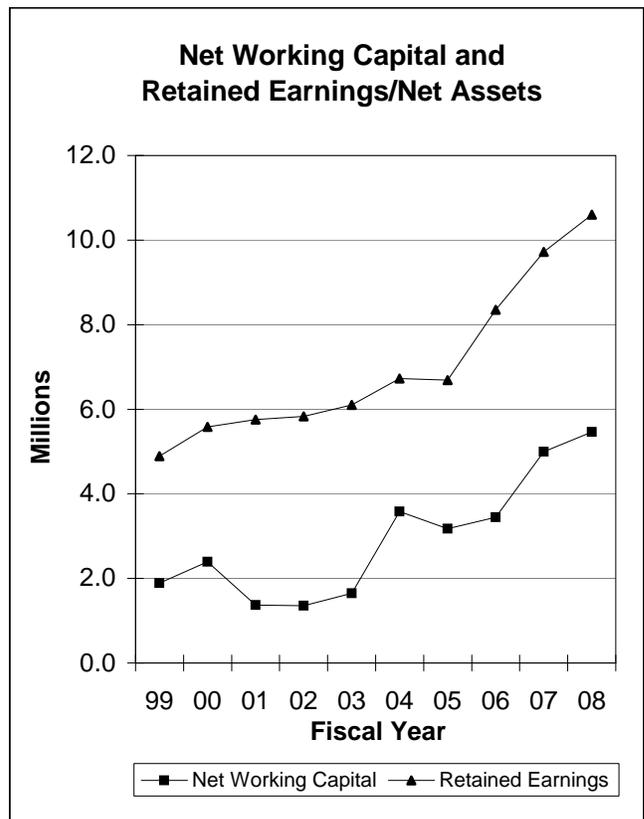
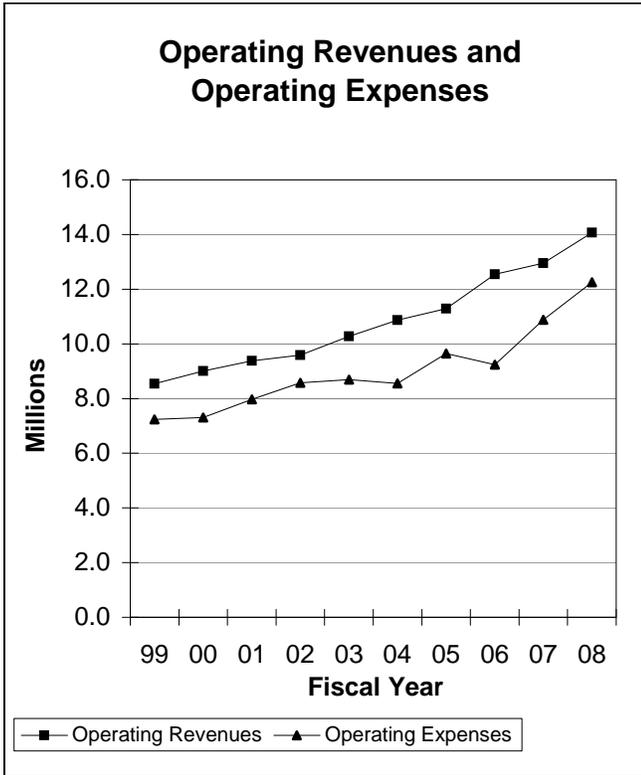
|  | 1999               | 2000               | 2001               | 2002               |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>OPERATING REVENUES:</b>   |                    |                    |                    |                    |
| Fares  | 156,233            | 146,591            | 151,225            | 162,719            |
| School Passes  | 15,378             | 15,278             | 15,175             | 13,945             |
| Specials   | 1,822              | 1,130              | 1,473              | 1,564              |
| Advertising  | 0                  | 0                  | 0                  | 0                  |
| Univ. of Mo. Shuttle Reimbursement                                   | 262,320            | 239,477            | 251,668            | 243,202            |
| Paratransit  | 30,413             | 34,854             | 28,731             | 28,974             |
| Miscellaneous  | 0                  | 0                  | 0                  | 0                  |
| <b>Total Operating Revenues</b>                                      | <b>466,166</b>     | <b>437,330</b>     | <b>448,272</b>     | <b>450,404</b>     |
| <b>OPERATING EXPENSES:</b>   |                    |                    |                    |                    |
| Personal Services  | 1,518,126          | 1,528,415          | 1,585,557          | 1,577,215          |
| Materials and Supplies   | 581,887            | 477,299            | 413,132            | 364,206            |
| Travel and Training  | 3,403              | 2,692              | 3,493              | 2,000              |
| Intragovernmental  | 391,512            | 427,873            | 408,385            | 319,679            |
| Utilities, Services and Miscellaneous                                | 332,881            | 295,657            | 261,503            | 208,261            |
| <b>Total Operating Expenses</b>                                      | <b>2,827,809</b>   | <b>2,731,936</b>   | <b>2,672,070</b>   | <b>2,471,361</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(2,361,643)</b> | <b>(2,294,606)</b> | <b>(2,223,798)</b> | <b>(2,020,957)</b> |
| <b>DEPRECIATION</b>  | <b>(185,311)</b>   | <b>(203,960)</b>   | <b>(384,958)</b>   | <b>(436,631)</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(2,546,954)</b> | <b>(2,498,566)</b> | <b>(2,608,756)</b> | <b>(2,457,588)</b> |
| <b>NON-OPERATING REVENUES:</b>                                       |                    |                    |                    |                    |
| Revenue from Other Gov. Units  | 815,540            | 776,357            | 809,709            | 937,884            |
| Investment Revenue   | (14,168)           | 53,039             | 77,909             | 76,713             |
| Miscellaneous Revenue  | 564                | 44,918             | 12,582             | 21,635             |
| <b>Non-Operating Revenues</b>  | <b>801,936</b>     | <b>874,314</b>     | <b>900,200</b>     | <b>1,036,232</b>   |
| <b>NON-OPERATING EXPENSES:</b>                                       |                    |                    |                    |                    |
| Interest Expense   | 0                  | 0                  | 0                  | (66)               |
| Loss on Sale/Disposal of Fixed Assets                                | (400)              | (104,518)          | (790,220)          | (28,544)           |
| Miscellaneous Expense  | 0                  | 0                  | 0                  | 0                  |
| <b>Non-Operating Expenses</b>  | <b>(400)</b>       | <b>(104,518)</b>   | <b>(790,220)</b>   | <b>(28,610)</b>    |
| <b>Total Non-Operating Rev.(Expenses)</b>                            | <b>801,536</b>     | <b>769,796</b>     | <b>109,980</b>     | <b>1,007,622</b>   |
| <b>NET TRANSFERS</b>   | <b>1,646,000</b>   | <b>1,500,000</b>   | <b>1,600,000</b>   | <b>1,629,617</b>   |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>(99,418)</b>    | <b>(228,770)</b>   | <b>(898,776)</b>   | <b>179,651</b>     |
| Capital Contributions*   |                    |                    | 3,092,585          | 123,170            |
| Amortization of Contributions  | 185,311            | 203,960            | 254,037            | 0                  |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>85,893</b>      | <b>(24,810)</b>    | <b>2,447,846</b>   | <b>302,821</b>     |

\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 166,625     | 154,299     | 157,439     | 172,888     | 181,823     | 194,618     |
| 12,528      | 7,898       | 11,765      | 14,158      | 11,550      | 12,698      |
| 2,201       | 3,382       | 3,008       | 3,024       | 40,809      | 16,449      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 290,345     | 523,372     | 583,136     | 842,760     | 914,330     | 920,730     |
| 24,937      | 24,170      | 23,978      | 22,166      | 23,583      | 95,760      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 496,636     | 713,121     | 779,326     | 1,054,996   | 1,172,095   | 1,240,255   |
| 1,559,254   | 1,626,955   | 1,835,880   | 2,027,007   | 2,245,296   | 2,342,259   |
| 494,794     | 582,396     | 674,648     | 929,436     | 1,040,820   | 1,289,385   |
| 3,134       | 3,723       | 2,763       | 1,448       | 2,986       | 3,310       |
| 315,570     | 333,314     | 328,186     | 349,425     | 381,065     | 461,526     |
| 243,552     | 279,024     | 285,080     | 397,196     | 360,452     | 405,785     |
| 2,616,304   | 2,825,412   | 3,126,557   | 3,704,512   | 4,030,619   | 4,502,265   |
| (2,119,668) | (2,112,291) | (2,347,231) | (2,649,516) | (2,858,524) | (3,262,010) |
| (427,720)   | (427,020)   | (422,403)   | (417,617)   | (461,392)   | (560,983)   |
| (2,547,388) | (2,539,311) | (2,769,634) | (3,067,133) | (3,319,916) | (3,822,993) |
| 1,133,823   | 1,134,518   | 833,769     | 1,536,792   | 1,240,975   | 1,354,013   |
| 17,108      | 61,871      | 84,370      | 127,074     | 140,865     | 107,903     |
| 457         | 4,295       | 2,378       | 1,341       | 18,052      | 39,334      |
| 1,151,388   | 1,200,684   | 920,517     | 1,665,207   | 1,399,892   | 1,501,250   |
| 0           | 0           | 0           | (3,475)     | (2,757)     | (2,012)     |
| 0           | 0           | (13,216)    | 0           | (6,724)     | (4,235)     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | (13,216)    | (3,475)     | (9,481)     | (6,247)     |
| 1,151,388   | 1,200,684   | 907,301     | 1,661,732   | 1,390,411   | 1,495,003   |
| 1,685,503   | 1,600,000   | 1,571,912   | 1,541,867   | 1,178,471   | 2,009,727   |
| 289,503     | 261,373     | (290,421)   | 136,466     | (751,034)   | (318,263)   |
| 73,954      | 176,686     | 104,638     | 824,357     | 2,757,874   | 40,772      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 363,457     | 438,059     | (185,783)   | 960,823     | 2,006,840   | (277,491)   |

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# Solid Waste Utility Fund



**Solid Waste Utility Fund  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 8,536,242   | 9,004,209   | 9,375,858   | 9,586,988   |
| Operating Expenses                                    | 7,233,621   | 7,305,601   | 7,973,904   | 8,572,860   |
| Operating Income                                      | 1,302,621   | 1,698,608   | 1,401,954   | 1,014,128   |
| Depreciation  | (2,278,546) | (1,285,397) | (1,375,474) | (1,366,210) |
| Non-Operating Revenues                                | 123,530     | 556,700     | 777,426     | 647,648     |
| Non-Operating Expenses                                | (339,181)   | (276,560)   | (383,332)   | (381,799)   |
| Net Transfers   | 0           | 0           | 0           | 0           |
| Capital Contributions                                 | 0           | 0           | 46,988      | 157,724     |
| Amortization of Contributions                         | 0           | 0           | 0           | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | (1,191,576) | 693,351     | 467,562     | 71,491      |
| <hr/>   |             |             |             |             |
| Net Working Capital                                   | 1,886,527   | 2,394,925   | 1,369,334   | 1,355,039   |
| Debt Outstanding                                      | 4,475,000   | 4,305,000   | 4,125,000   | 8,575,000   |
| Yearly Debt Service *                                 | 406,917     | 403,457     | 404,443     | 502,496     |
| Change in Accounting Principle                        | 0           | 0           | (296,085)   | 0           |
| Retained Earnings/Net Assets<br>End of Period **      | 4,891,820   | 5,585,171   | 5,756,648   | 5,828,139   |

Notes:

\* Comprised of Revenue Bond, Loan, and Lease Debt Service.

\*\* FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

FY 2006 includes a refunding of 1996 Special Obligation bonds in the principal amount of \$3,080,000.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 10,270,718  | 10,869,103  | 11,286,765  | 12,542,371  | 12,948,534  | 14,070,131  |
| 8,688,487   | 8,553,306   | 9,651,527   | 9,239,850   | 10,876,844  | 12,256,137  |
| 1,582,231   | 2,315,797   | 1,635,238   | 3,302,521   | 2,071,690   | 1,813,994   |
| (1,336,859) | (1,596,173) | (1,626,027) | (1,738,054) | (1,170,783) | (1,337,885) |
| 269,454     | 268,035     | 350,712     | 587,375     | 858,056     | 771,326     |
| (405,125)   | (494,571)   | (457,475)   | (428,166)   | (362,758)   | (377,438)   |
| (11,350)    | 0           | (62,094)    | (59,274)    | (24,229)    | 5,788       |
| 175,000     | 135,000     | 115,000     | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 273,351     | 628,088     | (44,646)    | 1,664,402   | 1,371,976   | 875,785     |
| 1,644,855   | 3,579,155   | 3,173,818   | 3,447,345   | 4,992,860   | 5,459,259   |
| 8,200,000   | 7,815,000   | 7,410,000   | 8,825,000   | 8,310,000   | 7,785,000   |
| 740,071     | 766,726     | 769,329     | 3,586,067   | 855,328     | 852,718     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 6,101,490   | 6,729,578   | 6,684,932   | 8,349,334   | 9,721,310   | 10,597,095  |

**Solid Waste Utility Fund  
Enterprise Fund**

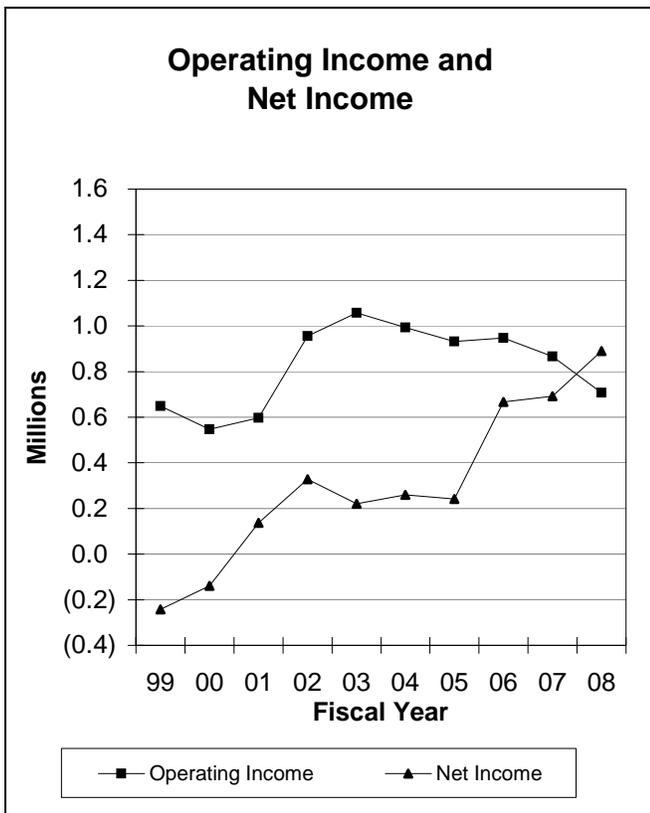
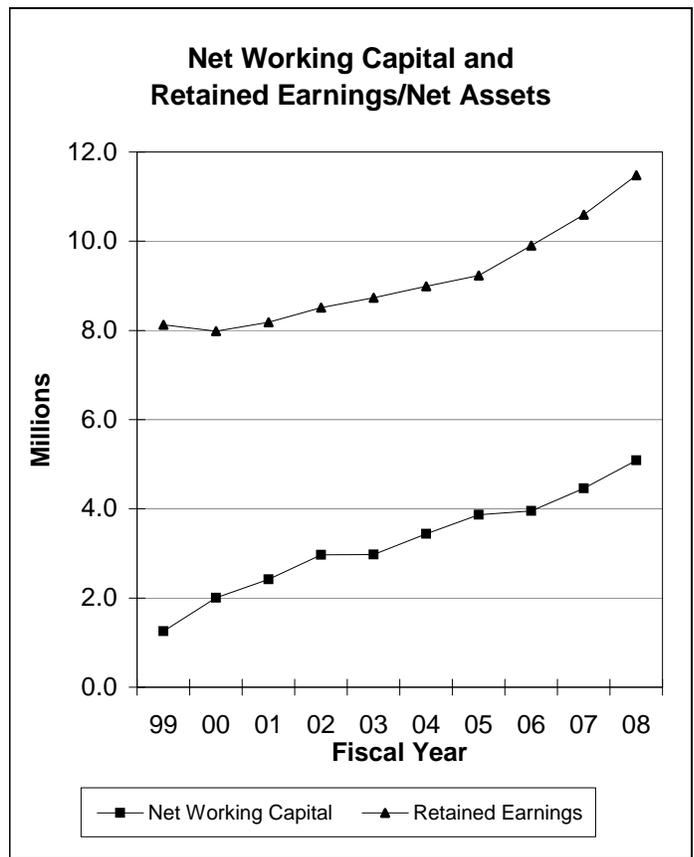
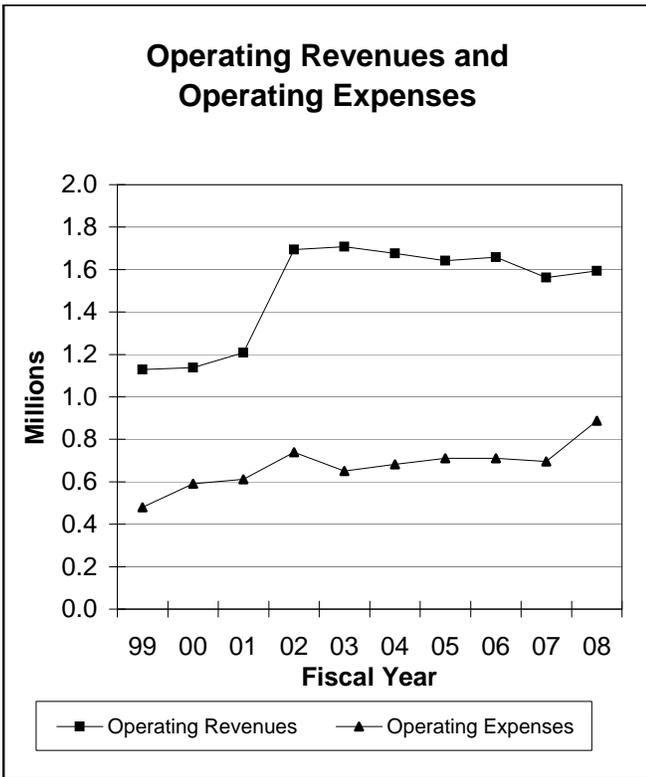
|  | <b>1999</b>        | <b>2000</b>        | <b>2001</b>        | <b>2002</b>        |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>OPERATING REVENUES:</b>   |                    |                    |                    |                    |
| Refuse Collection Charges  | 6,914,846          | 7,108,515          | 7,304,767          | 7,559,623          |
| Landfill Fees  | 1,441,874          | 1,648,985          | 1,925,546          | 1,907,694          |
| Refuse Bag Sales   | 49,076             | 51,785             | 41,426             | 42,535             |
| Mosquito Control   | 23,453             | 23,453             | 23,453             | 5,863              |
| Miscellaneous  | 106,993            | 171,471            | 80,666             | 71,273             |
| <b>Total Operating Revenues</b>                                      | <b>8,536,242</b>   | <b>9,004,209</b>   | <b>9,375,858</b>   | <b>9,586,988</b>   |
| <b>OPERATING EXPENSES:</b>   |                    |                    |                    |                    |
| Personal Services  | 2,900,938          | 3,063,074          | 3,225,922          | 3,431,959          |
| Materials and Supplies   | 1,887,459          | 1,773,193          | 1,783,372          | 2,054,842          |
| Travel and Training  | 3,849              | 7,853              | 9,396              | 10,544             |
| Intragovernmental  | 939,894            | 902,837            | 952,009            | 939,402            |
| Utilities, Services and Miscellaneous                                | 1,501,481          | 1,558,644          | 2,003,205          | 2,136,113          |
| <b>Total Operating Expenses</b>                                      | <b>7,233,621</b>   | <b>7,305,601</b>   | <b>7,973,904</b>   | <b>8,572,860</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>1,302,621</b>   | <b>1,698,608</b>   | <b>1,401,954</b>   | <b>1,014,128</b>   |
| <b>DEPRECIATION</b>  | <b>(2,278,546)</b> | <b>(1,285,397)</b> | <b>(1,375,474)</b> | <b>(1,366,210)</b> |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(975,925)</b>   | <b>413,211</b>     | <b>26,480</b>      | <b>(352,082)</b>   |
| <b>NON-OPERATING REVENUES:</b>                                       |                    |                    |                    |                    |
| Revenue from Other Gov. Units  | 51,208             | 221,425            | 176,798            | 61,278             |
| Investment Revenue   | 51,214             | 228,296            | 492,648            | 498,060            |
| Miscellaneous Revenue  | 21,108             | 106,979            | 107,980            | 88,310             |
| <b>Non-Operating Revenues</b>  | <b>123,530</b>     | <b>556,700</b>     | <b>777,426</b>     | <b>647,648</b>     |
| <b>NON-OPERATING EXPENSES:</b>                                       |                    |                    |                    |                    |
| Interest Expense   | (243,869)          | (246,425)          | (226,209)          | (343,590)          |
| Miscellaneous Expense  | (72,062)           | (3,023)            | (3,063)            | (8,389)            |
| Loss on Disposal of Fixed Assets                                     | (23,250)           | (27,112)           | (154,060)          | (29,820)           |
| <b>Non-Operating Expenses</b>  | <b>(339,181)</b>   | <b>(276,560)</b>   | <b>(383,332)</b>   | <b>(381,799)</b>   |
| <b>Total Non-Operating Rev.(Expenses)</b>                            | <b>(215,651)</b>   | <b>280,140</b>     | <b>394,094</b>     | <b>265,849</b>     |
| <b>NET TRANSFERS</b>   | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>(1,191,576)</b> | <b>693,351</b>     | <b>420,574</b>     | <b>(86,233)</b>    |
| Capital Contributions*   | 0                  | 0                  | 46,988             | 157,724            |
| Amortization of Contributions  | 0                  | 0                  | 0                  | 0                  |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>(1,191,576)</b> | <b>693,351</b>     | <b>467,562</b>     | <b>71,491</b>      |

\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.  
Revenue increases in miscellaneous from FY 2003, 2004 and 2005 are due to recycling revenues at the (MRF) Material Recovery Facility.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 8,130,449   | 8,499,129   | 8,593,464   | 8,877,051   | 9,941,707   | 10,844,271  |
| 1,885,739   | 1,841,566   | 1,956,415   | 2,917,768   | 2,268,586   | 2,264,198   |
| 44,956      | 40,129      | 39,605      | 47,293      | 53,450      | 57,878      |
| 2,000       | 0           | 5,459       | 8,130       | 40,414      | 48,626      |
| 207,574     | 488,279     | 691,822     | 692,129     | 644,377     | 855,158     |
| 10,270,718  | 10,869,103  | 11,286,765  | 12,542,371  | 12,948,534  | 14,070,131  |
| 3,636,230   | 4,026,598   | 4,186,070   | 4,443,090   | 4,545,160   | 4,898,953   |
| 2,244,794   | 2,340,083   | 2,624,450   | 3,397,600   | 3,539,303   | 3,853,432   |
| 6,610       | 9,030       | 9,565       | 12,061      | 10,816      | 11,255      |
| 984,500     | 944,695     | 986,430     | 1,035,774   | 1,142,210   | 1,315,003   |
| 1,816,353   | 1,232,900   | 1,845,012   | 351,325     | 1,639,355   | 2,177,494   |
| 8,688,487   | 8,553,306   | 9,651,527   | 9,239,850   | 10,876,844  | 12,256,137  |
| 1,582,231   | 2,315,797   | 1,635,238   | 3,302,521   | 2,071,690   | 1,813,994   |
| (1,336,859) | (1,596,173) | (1,626,027) | (1,738,054) | (1,170,783) | (1,337,885) |
| 245,372     | 719,624     | 9,211       | 1,564,467   | 900,907     | 476,109     |
| 61,686      | 64,447      | 69,811      | 136,365     | 249,233     | 180,989     |
| 118,537     | 197,056     | 230,167     | 403,735     | 545,535     | 440,788     |
| 89,231      | 6,532       | 50,734      | 47,275      | 63,288      | 149,549     |
| 269,454     | 268,035     | 350,712     | 587,375     | 858,056     | 771,326     |
| (364,973)   | (381,522)   | (363,934)   | (372,296)   | (332,877)   | (320,203)   |
| (9,042)     | (9,018)     | (9,018)     | (9,421)     | (9,616)     | (9,545)     |
| (31,110)    | (104,031)   | (84,523)    | (46,449)    | (20,265)    | (47,690)    |
| (405,125)   | (494,571)   | (457,475)   | (428,166)   | (362,758)   | (377,438)   |
| (135,671)   | (226,536)   | (106,763)   | 159,209     | 495,298     | 393,888     |
| (11,350)    | 0           | (62,094)    | (59,274)    | (24,229)    | 5,788       |
| 98,351      | 493,088     | (159,646)   | 1,664,402   | 1,371,976   | 875,785     |
| 175,000     | 135,000     | 115,000     | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 273,351     | 628,088     | (44,646)    | 1,664,402   | 1,371,976   | 875,785     |

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# Parking Facilities Fund



**Parking Facilities Fund  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 1,129,415   | 1,138,465   | 1,208,867   | 1,694,281   |
| Operating Expenses                                    | 480,188     | 591,317     | 611,500     | 738,795     |
| Operating Income                                      | 649,227     | 547,148     | 597,367     | 955,486     |
| Depreciation  | (544,026)   | (608,744)   | (611,006)   | (604,857)   |
| Non-Operating Revenues***                             | 154,263     | 293,563     | 491,280     | 306,055     |
| Non-Operating Expenses                                | (549,735)   | (546,733)   | (517,231)   | (497,651)   |
| Net Transfers   | 44,287      | 172,000     | 172,000     | 168,494     |
| Capital Contributions                                 | 0           | 0           | 0           | 0           |
| Amortization of Contributions                         | 3,964       | 3,964       | 3,964       | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | (242,020)   | (138,802)   | 136,374     | 327,527     |
| Net Working Capital                                   | 1,253,082   | 2,005,300   | 2,415,423   | 2,965,009   |
| Debt Outstanding                                      | 9,564,842   | 9,237,044   | 8,888,515   | 8,525,000   |
| Yearly Debt Service*                                  | 831,920     | 831,064     | 833,934     | 831,157     |
| Change in Accounting Principle                        | 0           | 0           | 61,612      | 0           |
| Retained Earnings/Net Assets<br>End of Period **      | 8,124,373   | 7,985,571   | 8,183,557   | 8,511,084   |

Notes:

\* Comprised of Revenue Bond and Leases Debt Service.

\*\* FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

\*\*\* FY 2006 the large increase in non-operating revenues is due to the sale of land (Miller Lot)

FY 2006 includes a refunding of 1996 Special Obligation bonds in the principal amount of \$4,365,000 and a refunding of 1995 Parking Revenue bonds in the principal amount of \$2,575,000.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 1,707,745   | 1,675,667   | 1,641,734   | 1,657,637   | 1,562,110   | 1,593,938   |
| 650,768     | 682,007     | 710,366     | 710,577     | 695,501     | 886,913     |
| 1,056,977   | 993,660     | 931,368     | 947,060     | 866,609     | 707,025     |
| (604,942)   | (602,508)   | (605,161)   | (513,044)   | (377,637)   | (275,805)   |
| 96,094      | 156,930     | 186,194     | 504,581     | 416,526     | 653,513     |
| (500,094)   | (460,952)   | (440,595)   | (440,669)   | (289,283)   | (269,987)   |
| 172,000     | 173,200     | 169,100     | 169,603     | 76,000      | 75,000      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 220,035     | 260,330     | 240,906     | 667,531     | 692,215     | 889,746     |
| 2,976,436   | 3,440,935   | 3,866,726   | 3,949,285   | 4,455,495   | 5,086,778   |
| 8,160,000   | 7,770,000   | 7,365,000   | 6,710,000   | 6,250,000   | 5,760,000   |
| 823,460     | 829,881     | 824,904     | 7,109,702   | 735,963     | 746,961     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 8,731,119   | 8,991,449   | 9,232,355   | 9,899,886   | 10,592,101  | 11,481,847  |

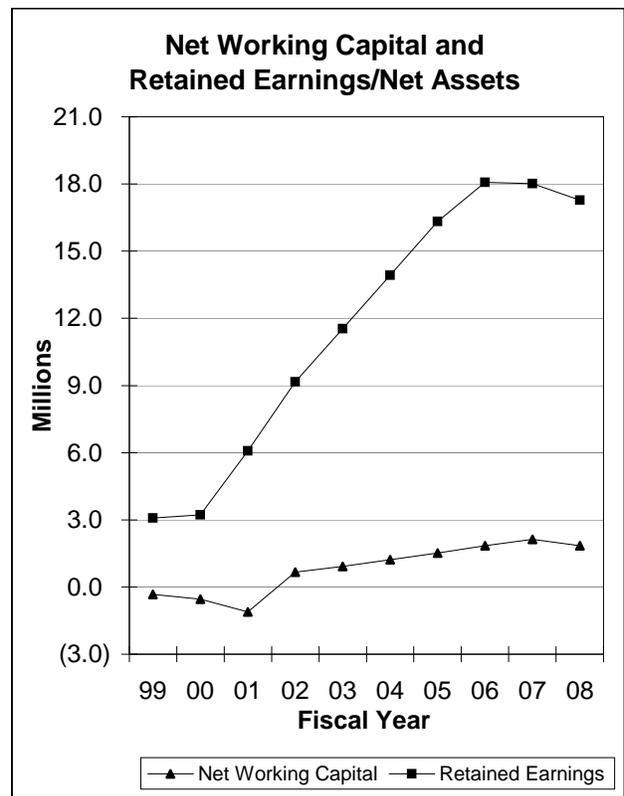
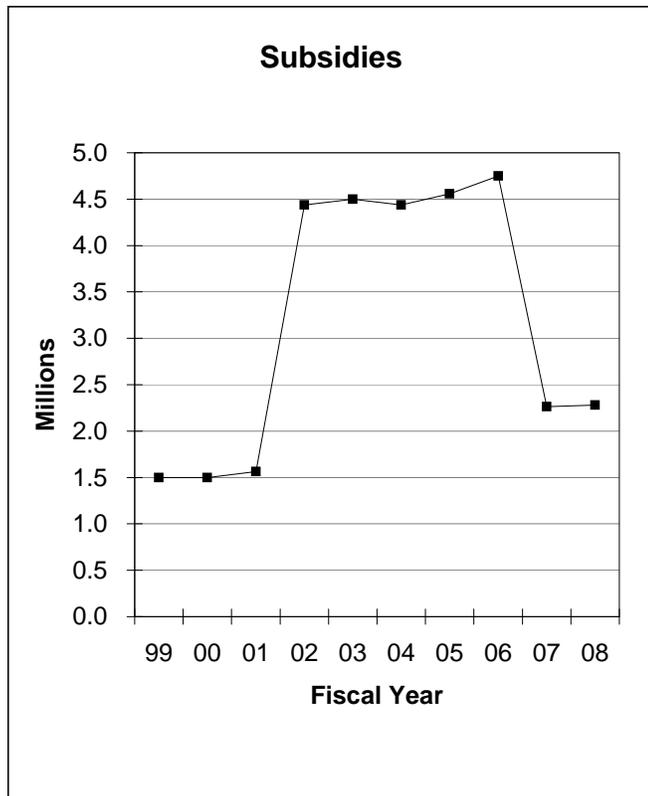
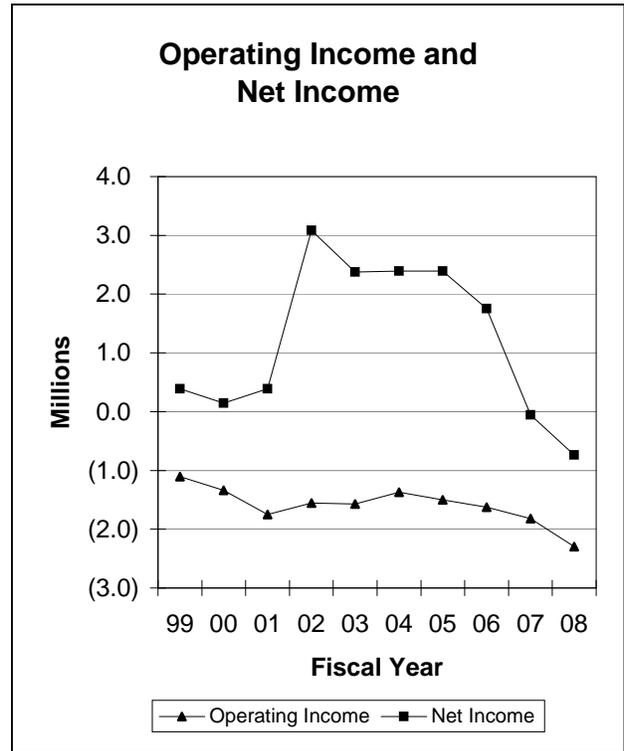
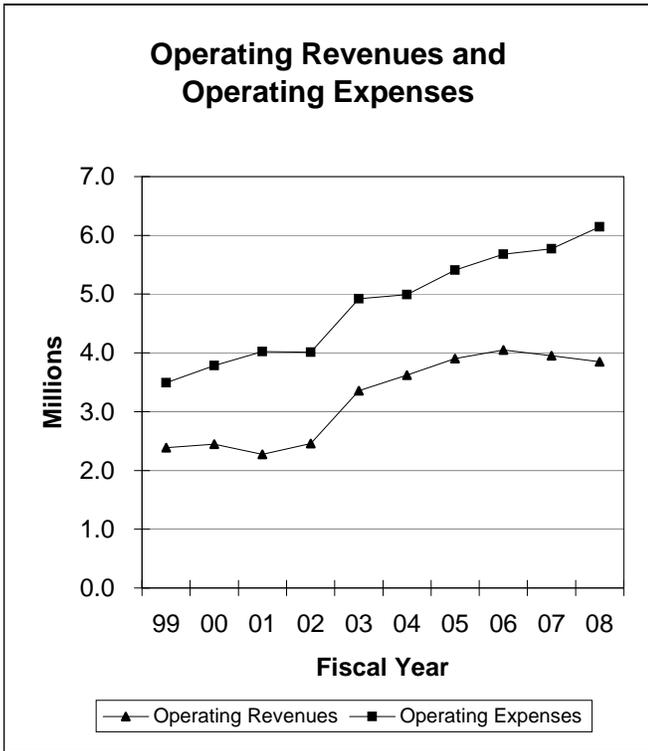
**Parking Facilities Fund  
Enterprise Fund**

|  | <b>1999</b>      | <b>2000</b>      | <b>2001</b>      | <b>2002</b>      |
|--|------------------|------------------|------------------|------------------|
| <b>OPERATING REVENUES:</b>   |                  |                  |                  |                  |
| Meters   | 534,397          | 522,005          | 540,839          | 815,681          |
| Garages  | 348,003          | 414,337          | 450,837          | 586,520          |
| Reserved Lots  | 228,744          | 183,613          | 196,472          | 266,951          |
| SBD Revenue  | 0                | 0                | 0                | 0                |
| Other  | 18,271           | 18,510           | 20,719           | 25,129           |
| <b>Total Operating Revenues</b>                                      | <b>1,129,415</b> | <b>1,138,465</b> | <b>1,208,867</b> | <b>1,694,281</b> |
| <b>OPERATING EXPENSES:</b>   |                  |                  |                  |                  |
| Personal Services  | 262,176          | 288,943          | 302,988          | 303,248          |
| Materials and Supplies   | 53,291           | 69,999           | 119,495          | 204,421          |
| Travel and Training  | 0                | 0                | 0                | 0                |
| Intragovernmental  | 69,370           | 94,283           | 83,352           | 115,282          |
| Utilities, Services and Miscellaneous                                | 95,351           | 138,092          | 105,665          | 115,844          |
| <b>Total Operating Expenses</b>                                      | <b>480,188</b>   | <b>591,317</b>   | <b>611,500</b>   | <b>738,795</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>649,227</b>   | <b>547,148</b>   | <b>597,367</b>   | <b>955,486</b>   |
| <b>DEPRECIATION</b>  | <b>(544,026)</b> | <b>(608,744)</b> | <b>(611,006)</b> | <b>(604,857)</b> |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>105,201</b>   | <b>(61,596)</b>  | <b>(13,639)</b>  | <b>350,629</b>   |
| <b>NON-OPERATING REVENUES:</b>                                       |                  |                  |                  |                  |
| Investment Revenue   | 146,095          | 292,245          | 491,275          | 305,483          |
| Miscellaneous Revenue  | 8,168            | 1,318            | 5                | 572              |
| Interest Rate Swap Proceeds, Net                                     | 0                | 0                | 0                | 0                |
| <b>Non-Operating Revenues</b>  | <b>154,263</b>   | <b>293,563</b>   | <b>491,280</b>   | <b>306,055</b>   |
| <b>NON-OPERATING EXPENSES:</b>                                       |                  |                  |                  |                  |
| Interest Expense   | (531,350)        | (528,672)        | (497,740)        | (479,883)        |
| Loss on Sale/Disposal of Fixed Assets                                | 0                | 0                | (461)            | 0                |
| Miscellaneous Expense  | (18,385)         | (18,061)         | (19,030)         | (17,768)         |
| <b>Non-Operating Expenses</b>  | <b>(549,735)</b> | <b>(546,733)</b> | <b>(517,231)</b> | <b>(497,651)</b> |
| <b>Total Non-Operating Rev.(Expenses)</b>                            | <b>(395,472)</b> | <b>(253,170)</b> | <b>(25,951)</b>  | <b>(191,596)</b> |
| <b>NET TRANSFERS</b>   | <b>44,287</b>    | <b>172,000</b>   | <b>172,000</b>   | <b>168,494</b>   |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>(245,984)</b> | <b>(142,766)</b> | <b>132,410</b>   | <b>327,527</b>   |
| Capital Contributions  |                  |                  |                  |                  |
| Amortization of Contributions  | 3,964            | 3,964            | 3,964            | 0                |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>(242,020)</b> | <b>(138,802)</b> | <b>136,374</b>   | <b>327,527</b>   |

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 862,751   | 838,351   | 853,756   | 840,036   | 763,910   | 768,578   |
| 553,347   | 533,200   | 511,797   | 523,751   | 515,521   | 554,811   |
| 271,269   | 282,226   | 255,992   | 272,741   | 259,605   | 247,688   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 20,378    | 21,890    | 20,189    | 21,109    | 23,074    | 22,861    |
| 1,707,745 | 1,675,667 | 1,641,734 | 1,657,637 | 1,562,110 | 1,593,938 |
| 315,735   | 348,951   | 356,720   | 348,362   | 372,554   | 355,588   |
| 106,340   | 69,071    | 101,513   | 95,340    | 61,000    | 147,721   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 111,322   | 111,209   | 101,940   | 111,486   | 85,622    | 101,625   |
| 117,371   | 152,776   | 150,193   | 155,389   | 176,325   | 281,979   |
| 650,768   | 682,007   | 710,366   | 710,577   | 695,501   | 886,913   |
| 1,056,977 | 993,660   | 931,368   | 947,060   | 866,609   | 707,025   |
| (604,942) | (602,508) | (605,161) | (513,044) | (377,637) | (275,805) |
| 452,035   | 391,152   | 326,207   | 434,016   | 488,972   | 431,220   |
| 95,399    | 156,925   | 181,165   | 297,791   | 411,526   | 387,519   |
| 695       | 5         | 5,029     | 206,790   | 5,000     | 265,994   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 96,094    | 156,930   | 186,194   | 504,581   | 416,526   | 653,513   |
| (461,917) | (442,937) | (422,651) | (334,757) | (283,813) | (264,613) |
| (20,934)  | 0         | 0         | (95,787)  | 0         | 0         |
| (17,243)  | (18,015)  | (17,944)  | (10,125)  | (5,470)   | (5,374)   |
| (500,094) | (460,952) | (440,595) | (440,669) | (289,283) | (269,987) |
| (404,000) | (304,022) | (254,401) | 63,912    | 127,243   | 383,526   |
| 172,000   | 173,200   | 169,100   | 169,603   | 76,000    | 75,000    |
| 220,035   | 260,330   | 240,906   | 667,531   | 692,215   | 889,746   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 220,035   | 260,330   | 240,906   | 667,531   | 692,215   | 889,746   |

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# Recreation Services Fund



**Recreation Services Fund  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 2,384,975   | 2,445,387   | 2,272,753   | 2,458,986   |
| Operating Expenses                                    | 3,489,980   | 3,783,524   | 4,024,306   | 4,012,458   |
| Operating Income (Loss)                               | (1,105,005) | (1,338,137) | (1,751,553) | (1,553,472) |
| Depreciation  | (171,932)   | (220,926)   | (240,225)   | (216,413)   |
| Non-Operating Revenues                                | 11,959      | 37,158      | 821,390     | 458,524     |
| Non-Operating Expenses                                | (9,647)     | (16,038)    | (278,431)   | (214,535)   |
| Net Transfers   | 1,500,000   | 1,500,000   | 1,563,771   | 4,437,526   |
| Capital Contributions                                 | 0           | 0           | 47,250      | 174,083     |
| Amortization of Contributions                         | 164,272     | 183,208     | 226,028     | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | 389,647     | 145,265     | 388,230     | 3,085,713   |
| Net Working Capital                                   | (329,080)   | (536,290)   | (1,106,960) | 659,984     |
| Debt Outstanding                                      | 0           | 0           | 0           | 10,500,000  |
| Yearly Debt Service*                                  | 0           | 2,338       | 74,775      | 2,128,378   |
| Subsidies   | 1,500,000   | 1,500,000   | 1,563,771   | 4,437,526   |
| Change in Accounting Principle                        | 0           | 0           | 2,459,767   | 0           |
| Retained Earnings/Net Assets<br>End of Period **      | 3,086,840   | 3,226,055   | 6,074,052   | 9,159,765   |

Notes:

\* Comprised of Loans and Leases Debt Service

\*\* FY 2000 - Equity transfer of \$6,050 to Capital Projects

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 3,354,222   | 3,620,897   | 3,905,351   | 4,049,440   | 3,952,786   | 3,848,181   |
| 4,923,816   | 4,992,364   | 5,406,424   | 5,676,495   | 5,770,023   | 6,146,483   |
| (1,569,594) | (1,371,467) | (1,501,073) | (1,627,055) | (1,817,237) | (2,298,302) |
| (507,103)   | (569,060)   | (582,687)   | (567,095)   | (571,206)   | (608,303)   |
| 65,298      | 59,156      | 67,270      | 118,557     | 146,108     | 116,026     |
| (273,943)   | (283,473)   | (241,764)   | (116,124)   | (91,862)    | (49,989)    |
| 4,490,374   | 4,539,907   | 4,652,117   | 3,945,002   | 2,277,010   | 2,101,863   |
| 170,083     | 17,712      | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 2,375,115   | 2,392,775   | 2,393,863   | 1,753,285   | (57,187)    | (738,705)   |
| 920,196     | 1,226,225   | 1,520,431   | 1,843,250   | 2,132,935   | 1,848,946   |
| 8,648,500   | 6,730,500   | 4,665,500   | 2,450,000   | 0           | 0           |
| 2,451,863   | 2,332,201   | 2,392,733   | 2,530,815   | 28,497      | 23,632      |
| 4,498,420   | 4,438,807   | 4,559,066   | 4,749,302   | 2,262,510   | 2,280,810   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 11,534,880  | 13,927,655  | 16,321,518  | 18,074,803  | 18,017,616  | 17,278,911  |

**Recreation Services Fund  
Enterprise Fund**

|  | 1999               | 2000               | 2001               | 2002               |
|--|--------------------|--------------------|--------------------|--------------------|
| <b>OPERATING REVENUES:</b>   |                    |                    |                    |                    |
| Fees and Admissions  | 1,477,318          | 1,514,606          | 1,406,105          | 1,509,640          |
| Facility User Charges  | 124,858            | 126,399            | 129,788            | 129,808            |
| Youth Capital Improvement Fees                                       | 0                  | 0                  | 0                  | 994                |
| Golf Course Improvement Fees   | 136,753            | 149,525            | 154,905            | 158,183            |
| Miscellaneous  | 646,046            | 654,857            | 581,955            | 660,361            |
| <b>Total Operating Revenues</b>                                      | <b>2,384,975</b>   | <b>2,445,387</b>   | <b>2,272,753</b>   | <b>2,458,986</b>   |
| <b>OPERATING EXPENSES:</b>   |                    |                    |                    |                    |
| Personal Services  | 2,119,428          | 2,228,568          | 2,384,740          | 2,384,626          |
| Materials and Supplies   | 586,045            | 616,868            | 619,843            | 601,962            |
| Travel and Training  | 3,240              | 4,871              | 5,264              | 6,181              |
| Intragovernmental  | 229,375            | 244,936            | 266,718            | 339,386            |
| Utilities, Services and Miscellaneous                                | 551,892            | 688,281            | 747,741            | 680,303            |
| <b>Total Operating Expenses</b>                                      | <b>3,489,980</b>   | <b>3,783,524</b>   | <b>4,024,306</b>   | <b>4,012,458</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(1,105,005)</b> | <b>(1,338,137)</b> | <b>(1,751,553)</b> | <b>(1,553,472)</b> |
| <b>DEPRECIATION</b>  | <b>(171,932)</b>   | <b>(220,926)</b>   | <b>(240,225)</b>   | <b>(216,413)</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>(1,276,937)</b> | <b>(1,559,063)</b> | <b>(1,991,778)</b> | <b>(1,769,885)</b> |
| <b>NON-OPERATING REVENUES:</b>                                       |                    |                    |                    |                    |
| Revenue from Other Gov. Units  | 0                  | 0                  | 0                  | 10,000             |
| Gain on sale of fixed assets   | 0                  | 0                  | 0                  | 0                  |
| Investment Revenue   | 4,972              | 28,842             | 814,173            | 443,407            |
| Miscellaneous Revenue  | 6,987              | 8,316              | 7,217              | 5,117              |
| <b>Non-Operating Revenues</b>  | <b>11,959</b>      | <b>37,158</b>      | <b>821,390</b>     | <b>458,524</b>     |
| <b>NON-OPERATING EXPENSES:</b>                                       |                    |                    |                    |                    |
| Interest Expense   | (1,364)            | (1,902)            | (214,014)          | (188,944)          |
| Loss on Disposal of Fixed Assets                                     | (8,283)            | (14,136)           | (33,112)           | 0                  |
| Miscellaneous Expense  | 0                  | 0                  | (31,305)           | (25,591)           |
| <b>Non-Operating Expenses</b>  | <b>(9,647)</b>     | <b>(16,038)</b>    | <b>(278,431)</b>   | <b>(214,535)</b>   |
| <b>Total Non-Operating Rev. (Expenses)</b>                           | <b>2,312</b>       | <b>21,120</b>      | <b>542,959</b>     | <b>243,989</b>     |
| <b>NET TRANSFERS</b>   | <b>1,500,000</b>   | <b>1,500,000</b>   | <b>1,563,771</b>   | <b>4,437,526</b>   |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>225,375</b>     | <b>(37,943)</b>    | <b>114,952</b>     | <b>2,911,630</b>   |
| Capital Contributions*   | 0                  | 0                  | 47,250             | 174,083            |
| Amortization of Contributions  | 164,272            | 183,208            | 226,028            | 0                  |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>389,647</b>     | <b>145,265</b>     | <b>388,230</b>     | <b>3,085,713</b>   |

\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.

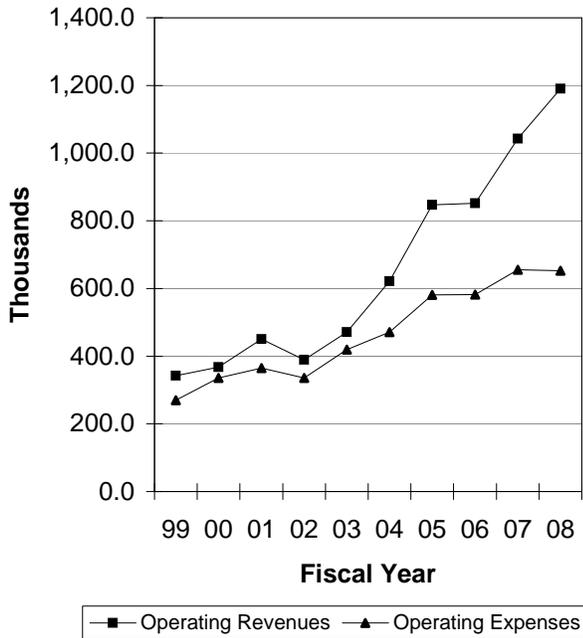
\*\* The increase in revenues for FY 2003 is largely attributed to the opening of the Activities and Recreation Center (ARC) in Dec. 2002.

| 2003        | 2004        | 2005        | 2006        | 2007        | 2008        |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 2,379,445   | 2,570,514   | 2,824,464   | 2,901,910   | 2,848,413   | 2,689,577   |
| 127,236     | 122,728     | 126,538     | 135,481     | 123,830     | 124,603     |
| 43,164      | 68,847      | 60,025      | 60,877      | 52,914      | 82,560      |
| 109,180     | 115,734     | 114,044     | 123,460     | 145,950     | 134,315     |
| 695,197     | 743,074     | 780,280     | 827,712     | 781,679     | 817,126     |
| 3,354,222   | 3,620,897   | 3,905,351   | 4,049,440   | 3,952,786   | 3,848,181   |
| 2,915,324   | 3,031,097   | 3,241,613   | 3,304,991   | 3,423,264   | 3,569,204   |
| 787,080     | 742,211     | 790,676     | 884,351     | 855,125     | 888,424     |
| 4,397       | 7,297       | 9,627       | 6,697       | 9,619       | 9,020       |
| 395,511     | 404,677     | 447,194     | 466,717     | 529,767     | 584,611     |
| 821,504     | 807,082     | 917,314     | 1,013,739   | 952,248     | 1,095,224   |
| 4,923,816   | 4,992,364   | 5,406,424   | 5,676,495   | 5,770,023   | 6,146,483   |
| (1,569,594) | (1,371,467) | (1,501,073) | (1,627,055) | (1,817,237) | (2,298,302) |
| (507,103)   | (569,060)   | (582,687)   | (567,095)   | (571,206)   | (608,303)   |
| (2,076,697) | (1,940,527) | (2,083,760) | (2,194,150) | (2,388,443) | (2,906,605) |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 49,370      | 49,120      | 57,452      | 110,035     | 136,798     | 101,535     |
| 15,928      | 10,036      | 9,818       | 8,522       | 9,310       | 14,491      |
| 65,298      | 59,156      | 67,270      | 118,557     | 146,108     | 116,026     |
| (228,262)   | (248,454)   | (89,906)    | (57,811)    | (28,497)    | (23,632)    |
| (3,956)     | 0           | 0           | (4,059)     | (16,985)    | 0           |
| (41,725)    | (35,019)    | (151,858)   | (54,254)    | (46,380)    | (26,357)    |
| (273,943)   | (283,473)   | (241,764)   | (116,124)   | (91,862)    | (49,989)    |
| (208,645)   | (224,317)   | (174,494)   | 2,433       | 54,246      | 66,037      |
| 4,490,374   | 4,539,907   | 4,652,117   | 3,945,002   | 2,277,010   | 2,101,863   |
| 2,205,032   | 2,375,063   | 2,393,863   | 1,753,285   | (57,187)    | (738,705)   |
| 170,083     | 17,712      | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 2,375,115   | 2,392,775   | 2,393,863   | 1,753,285   | (57,187)    | (738,705)   |

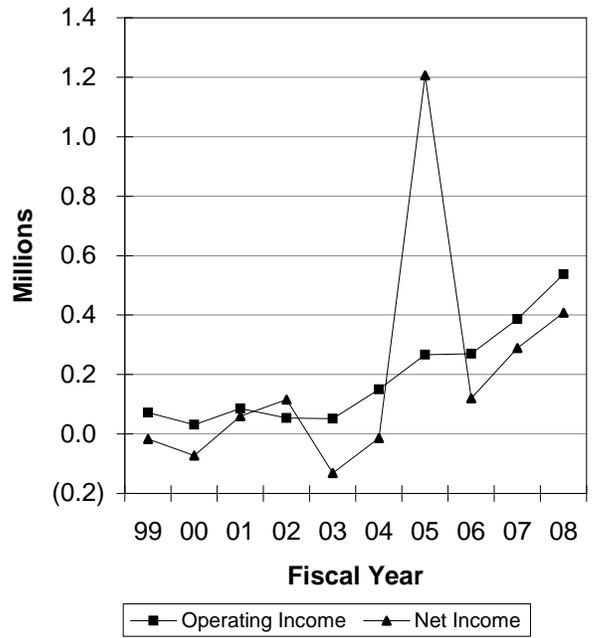
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# Railroad Fund

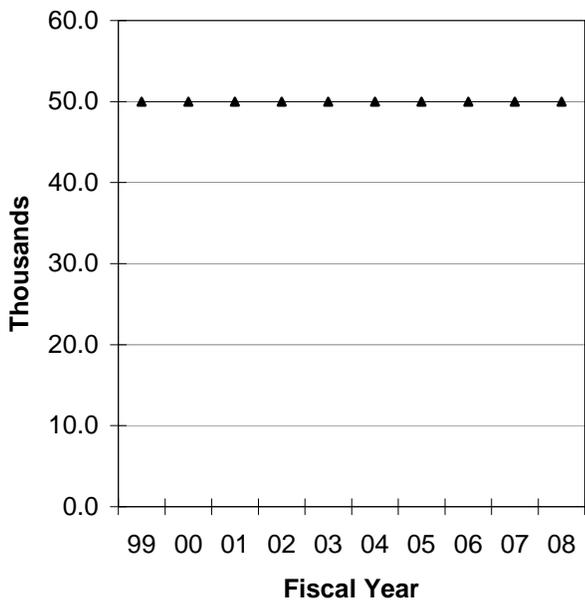
### Operating Revenues and Operating Expenses



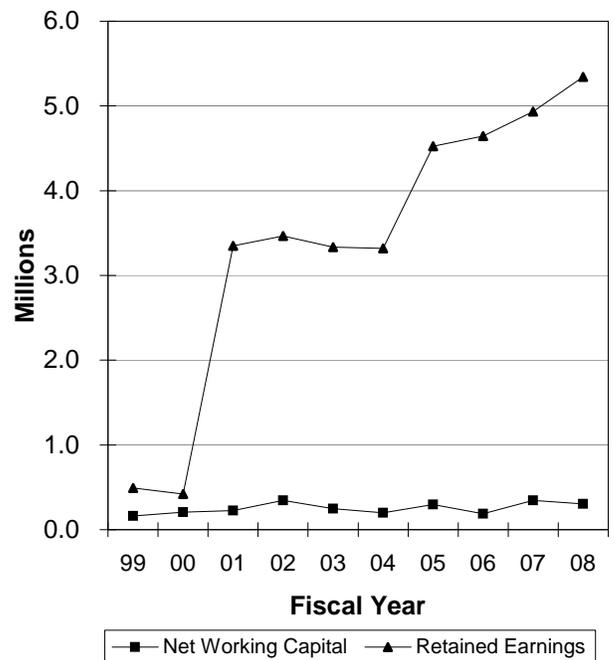
### Operating Income and Net Income



### Subsidies



### Net Working Capital and Retained Earnings/Net Assets



**Railroad Fund  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                    | 342,499     | 367,302     | 450,675     | 389,497     |
| Operating Expenses                                    | 270,273     | 335,902     | 364,888     | 336,053     |
| Operating Income                                      | 72,226      | 31,400      | 85,787      | 53,444      |
| Depreciation  | (149,867)   | (153,163)   | (157,521)   | (186,072)   |
| Non-Operating Revenues                                | 14,199      | 72          | 22,414      | 131,829     |
| Non-Operating Expenses                                | (3,930)     | (876)       | (2,398)     | (7,537)     |
| Net Transfers   | 50,000      | 50,000      | 50,000      | 50,000      |
| Capital Contributions                                 | 0           | 0           | 61,980      | 74,509      |
| Amortization of Contributions                         | 0           | 0           | 0           | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings | (17,372)    | (72,567)    | 60,262      | 116,173     |
| <hr/>   |             |             |             |             |
| Net Working Capital                                   | 160,011     | 208,139     | 224,555     | 345,210     |
| Debt Outstanding                                      | 26,731      | 0           | 132,537     | 121,771     |
| Yearly Debt Service                                   | 27,607      | 876         | 5,861       | 18,171      |
| Subsidies   | 50,000      | 50,000      | 50,000      | 50,000      |
| Change in Accounting Principle                        | 0           | 0           | 2,868,009   | 0           |
| Retained Earnings/Net Assets<br>End of Period**       | 493,002     | 420,435     | 3,348,706   | 3,464,879   |

Notes:

\*\* FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 470,738   | 621,322   | 847,329   | 851,388   | 1,042,370 | 1,190,026 |
| 419,246   | 470,900   | 580,615   | 582,042   | 655,586   | 652,516   |
| 51,492    | 150,422   | 266,714   | 269,346   | 386,784   | 537,510   |
| (234,319) | (230,810) | (253,616) | (275,151) | (273,176) | (294,827) |
| 9,034     | 27,639    | 27,628    | 25,532    | 28,892    | 52,321    |
| (7,943)   | (10,803)  | (31,830)  | (28,652)  | (25,349)  | (33,417)  |
| 50,000    | 50,000    | 1,073,531 | 128,856   | 171,829   | 146,303   |
| 0         | 0         | 123,672   | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| (131,736) | (13,552)  | 1,206,099 | 119,931   | 288,980   | 407,890   |
| 246,965   | 198,962   | 295,803   | 188,737   | 347,143   | 305,305   |
| 357,851   | 562,462   | 946,231   | 842,022   | 914,512   | 867,710   |
| 59,408    | 83,564    | 175,797   | 136,164   | 149,179   | 3,736     |
| 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 3,333,143 | 3,319,591 | 4,525,690 | 4,645,621 | 4,934,601 | 5,342,491 |

**Railroad Fund  
Enterprise Fund**

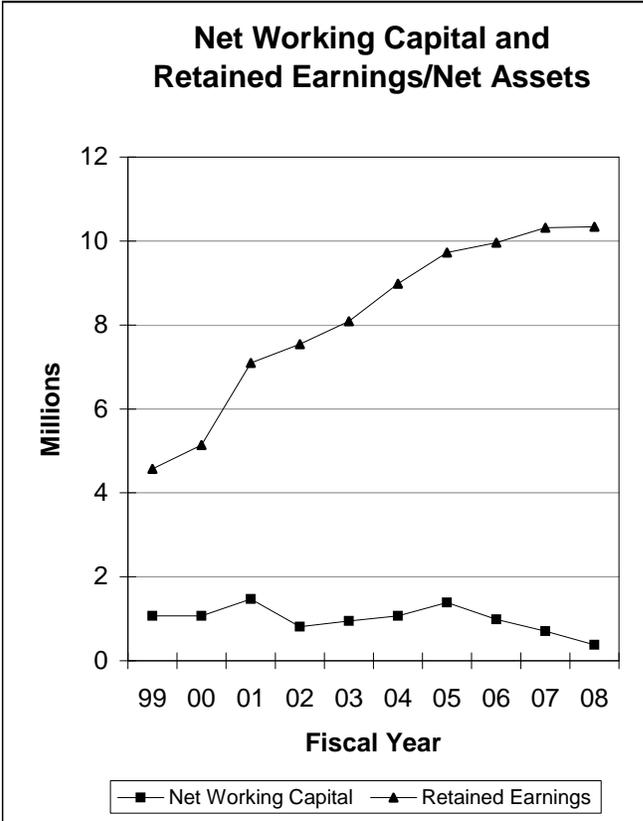
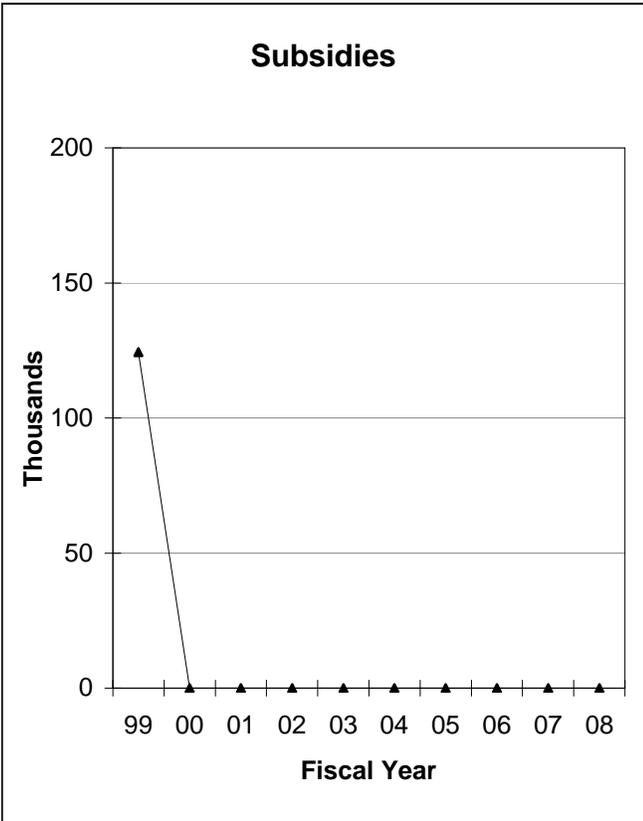
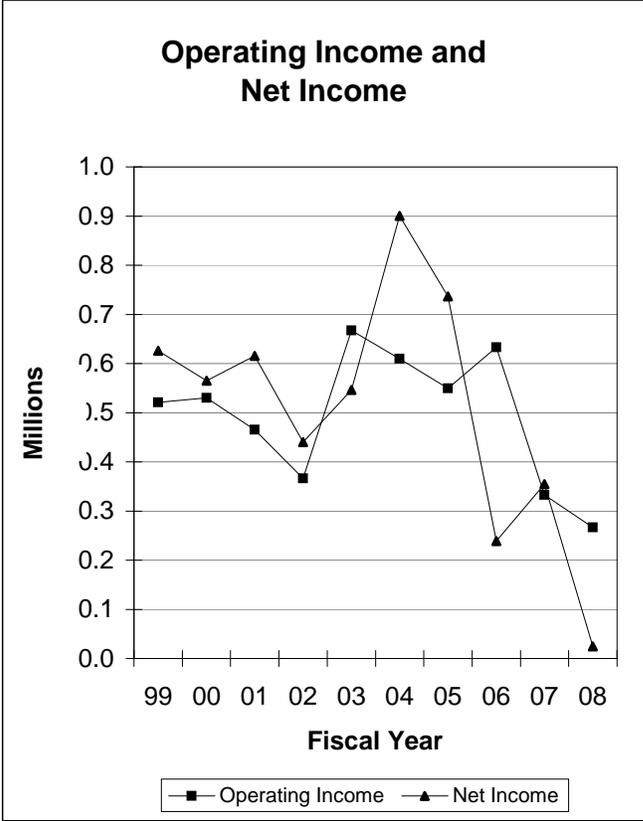
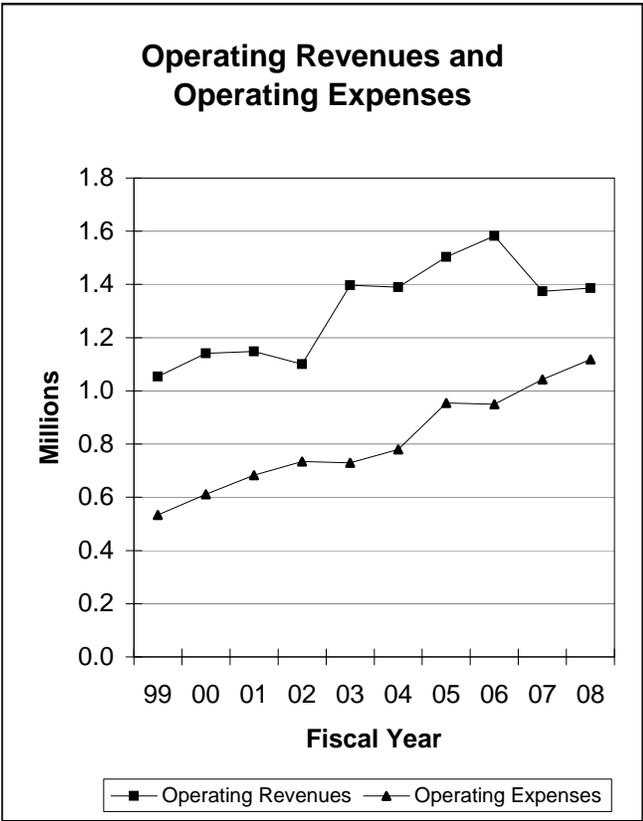
|   | 1999      | 2000      | 2001      | 2002      |
|---|-----------|-----------|-----------|-----------|
| <b>OPERATING REVENUES:</b>                                |           |           |           |           |
| Switching Fees  | 334,575   | 327,191   | 386,306   | 365,907   |
| Miscellaneous   | 7,924     | 40,111    | 64,369    | 23,590    |
| Total Operating Revenues                                  | 342,499   | 367,302   | 450,675   | 389,497   |
| <b>OPERATING EXPENSES: *</b>                              |           |           |           |           |
| Personal Services   | 134,436   | 148,340   | 157,604   | 158,539   |
| Materials and Supplies                                    | 28,344    | 41,977    | 40,129    | 45,215    |
| Travel and Training                                       | 806       | 894       | 851       | 900       |
| Intragovernmental   | 12,054    | 18,669    | 19,783    | 25,929    |
| Utilities, Services and Miscellaneous                     | 94,633    | 126,022   | 146,521   | 105,470   |
| Total Operating Expenses                                  | 270,273   | 335,902   | 364,888   | 336,053   |
| OPERATING INCOME (LOSS)                                   | 72,226    | 31,400    | 85,787    | 53,444    |
| DEPRECIATION  | (149,867) | (153,163) | (157,521) | (186,072) |
| OPERATING INCOME (LOSS)                                   | (77,641)  | (121,763) | (71,734)  | (132,628) |
| <b>NON-OPERATING REVENUES:</b>                            |           |           |           |           |
| Revenue from Other Gov. Units                             | 0         | 0         | 0         | 0         |
| Investment Revenue  | 9,859     | (219)     | 22,407    | 17,825    |
| Gain on Sale of Fixed Assets                              | 0         | 0         | 0         | 0         |
| Miscellaneous Revenue                                     | 4,340     | 291       | 7         | 114,004   |
| Non-Operating Revenues                                    | 14,199    | 72        | 22,414    | 131,829   |
| <b>NON-OPERATING EXPENSES:</b>                            |           |           |           |           |
| Interest Expense  | (2,430)   | (876)     | (2,398)   | (6,816)   |
| Loss on Disposal of Assets                                | (1,500)   | 0         | 0         | 0         |
| Miscellaneous Expense                                     | 0         | 0         | 0         | (721)     |
| Non-Operating Expenses                                    | (3,930)   | (876)     | (2,398)   | (7,537)   |
| Total Non-Operating Rev. (Expenses)                       | 10,269    | (804)     | 20,016    | 124,292   |
| NET TRANSFERS   | 50,000    | 50,000    | 50,000    | 50,000    |
| INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS & AMORTIZATION | (17,372)  | (72,567)  | (1,718)   | 41,664    |
| Capital Contribution**                                    | 0         | 0         | 61,980    | 74,509    |
| Amortization of Contributions                             | 0         | 0         | 0         | 0         |
| NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS        | (17,372)  | (72,567)  | 60,262    | 116,173   |

\*\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.  
FY 2005 transfer of \$976,933 involved a transfer of land to be used by the railroad and \$50,098 from CDBG funds for the Railroad corridor.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 450,656   | 610,120   | 826,523   | 837,911   | 941,334   | 872,306   |
| 20,082    | 11,202    | 20,806    | 13,477    | 101,036   | 317,720   |
| 470,738   | 621,322   | 847,329   | 851,388   | 1,042,370 | 1,190,026 |
| 173,269   | 220,247   | 244,736   | 234,821   | 257,720   | 263,468   |
| 54,748    | 70,749    | 87,234    | 115,492   | 108,691   | 122,846   |
| 1,324     | 2,478     | 789       | 3,066     | 4,062     | 4,041     |
| 36,830    | 36,467    | 48,152    | 53,972    | 70,462    | 85,693    |
| 153,075   | 140,959   | 199,704   | 174,691   | 214,651   | 176,468   |
| 419,246   | 470,900   | 580,615   | 582,042   | 655,586   | 652,516   |
| 51,492    | 150,422   | 266,714   | 269,346   | 386,784   | 537,510   |
| (234,319) | (230,810) | (253,616) | (275,151) | (273,176) | (294,827) |
| (182,827) | (80,388)  | 13,098    | (5,805)   | 113,608   | 242,683   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 6,621     | 6,606     | 23,363    | 13,627    | 24,435    | 25,793    |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 2,413     | 21,033    | 4,265     | 11,905    | 4,457     | 26,528    |
| 9,034     | 27,639    | 27,628    | 25,532    | 28,892    | 52,321    |
| (7,943)   | (10,803)  | (31,830)  | (28,652)  | (25,349)  | (32,245)  |
| 0         | 0         | 0         | 0         | 0         | (1,172)   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| (7,943)   | (10,803)  | (31,830)  | (28,652)  | (25,349)  | (33,417)  |
| 1,091     | 16,836    | (4,202)   | (3,120)   | 3,543     | 18,904    |
| 50,000    | 50,000    | 1,073,531 | 128,856   | 171,829   | 146,303   |
| (131,736) | (13,552)  | 1,082,427 | 119,931   | 288,980   | 407,890   |
| 0         | 0         | 123,672   | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| (131,736) | (13,552)  | 1,206,099 | 119,931   | 288,980   | 407,890   |

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# Storm Water Utility Fund



**Storm Water Utility Fund  
Enterprise Fund  
Revenues and Expenses**

|   | <b>1999</b>      | <b>2000</b>      | <b>2001</b>      | <b>2002</b>    |
|---|------------------|------------------|------------------|----------------|
| Operating Revenues                                    | 1,054,059        | 1,141,471        | 1,148,601        | 1,100,862      |
| Operating Expenses                                    | 533,319          | 611,654          | 683,222          | 734,425        |
| Operating Income (Loss)                               | 520,740          | 529,817          | 465,379          | 366,437        |
| Depreciation  | (125,101)        | (157,843)        | (186,685)        | (249,981)      |
| Non-Operating Revenues                                | 52,720           | 160,989          | 259,431          | 266,662        |
| Non-Operating Expenses                                | 0                | 0                | (2,050)          | (3,031)        |
| Net Transfers   | 124,405          | 0                | 0                | 0              |
| Capital Contributions                                 | 0                | 0                | 8,500            | 59,846         |
| Amortization of Contributions                         | 52,928           | 32,170           | 71,248           | 0              |
| Net Income (Loss) Transferred<br>To Retained Earnings | 625,692          | 565,133          | 615,823          | 439,933        |
| <b>Net Working Capital</b>                            | <b>1,066,817</b> | <b>1,069,141</b> | <b>1,468,714</b> | <b>812,723</b> |
| Debt Outstanding                                      | 0                | 0                | 0                | 0              |
| Yearly Debt Service                                   | 0                | 0                | 0                | 0              |
| Subsidies   | 124,405          | 0                | 0                | 0              |
| Change in Accounting Principle                        | 0                | 0                | 1,344,320        | 0              |
| Retained Earnings/Net Assets<br>End of Period         | 4,573,683        | 5,138,816        | 7,098,959        | 7,538,892      |

Notes:

FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 1,397,511   | 1,389,683   | 1,503,957   | 1,582,718   | 1,374,743   | 1,385,779   |
| 730,083     | 780,164     | 954,467     | 949,610     | 1,042,345   | 1,118,851   |
| 667,428     | 609,519     | 549,490     | 633,108     | 332,398     | 266,928     |
| (259,595)   | (262,149)   | (318,826)   | (348,398)   | (391,515)   | (417,367)   |
| 50,062      | 117,735     | 189,360     | 193,256     | 193,391     | 157,853     |
| 0           | 0           | (4,551)     | (17,556)    | 0           | (3,280)     |
| 5,475       | 0           | 122,186     | (221,287)   | 88,090      | 0           |
| 83,049      | 435,392     | 198,613     | 0           | 132,169     | 20,520      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 546,419     | 900,497     | 736,272     | 239,123     | 354,533     | 24,654      |
| 943,805     | 1,071,255   | 1,389,699   | 988,190     | 708,531     | 382,131     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 8,085,311   | 8,985,808   | 9,722,080   | 9,961,203   | 10,315,736  | 10,340,390  |

**Storm Water Utility Fund  
Enterprise Fund**

|  | <b>1999</b>      | <b>2000</b>      | <b>2001</b>      | <b>2002</b>      |
|--|------------------|------------------|------------------|------------------|
| <b>OPERATING REVENUES:</b>   |                  |                  |                  |                  |
| Utility Charges  | 1,054,059        | 1,141,471        | 1,148,601        | 1,100,862        |
| Residential Utility Charges  | 0                | 0                | 0                | 0                |
| Non-residential utility charges                                      | 0                | 0                | 0                | 0                |
| Development charges  | 0                | 0                | 0                | 0                |
| Miscellaneous  | 0                | 0                | 0                | 0                |
| <b>Total Operating Revenues</b>                                      | <b>1,054,059</b> | <b>1,141,471</b> | <b>1,148,601</b> | <b>1,100,862</b> |
| <b>OPERATING EXPENSES:</b>   |                  |                  |                  |                  |
| Personal Services  | 358,558          | 375,196          | 410,818          | 407,901          |
| Materials and Supplies   | 51,625           | 61,024           | 52,485           | 84,745           |
| Travel and Training  | 313              | 483              | 1,200            | 125              |
| Intragovernmental  | 66,283           | 70,590           | 86,373           | 109,091          |
| Utilities, Services and Miscellaneous                                | 56,540           | 104,361          | 132,346          | 132,563          |
| <b>Total Operating Expenses</b>                                      | <b>533,319</b>   | <b>611,654</b>   | <b>683,222</b>   | <b>734,425</b>   |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>520,740</b>   | <b>529,817</b>   | <b>465,379</b>   | <b>366,437</b>   |
| <b>DEPRECIATION</b>  | <b>(125,101)</b> | <b>(157,843)</b> | <b>(186,685)</b> | <b>(249,981)</b> |
| <b>OPERATING INCOME (LOSS)</b>                                       | <b>395,639</b>   | <b>371,974</b>   | <b>278,694</b>   | <b>116,456</b>   |
| <b>NON-OPERATING REVENUES:</b>                                       |                  |                  |                  |                  |
| Investment Revenue   | 49,730           | 148,010          | 253,559          | 155,322          |
| Revenue from Other Gov. Units  | 0                | 0                | 0                | 111,340          |
| Miscellaneous Revenue  | 2,990            | 12,979           | 5,872            | 0                |
| <b>Non-Operating Revenues</b>  | <b>52,720</b>    | <b>160,989</b>   | <b>259,431</b>   | <b>266,662</b>   |
| <b>NON-OPERATING EXPENSES:</b>                                       |                  |                  |                  |                  |
| Loss on disposal of fixed assets                                     | 0                | 0                | (2,050)          | 0                |
| Miscellaneous Expense  | 0                | 0                | 0                | (3,031)          |
| <b>Non-Operating Expenses</b>  | <b>0</b>         | <b>0</b>         | <b>(2,050)</b>   | <b>(3,031)</b>   |
| <b>Total Non-Operating Rev. (Expenses)</b>                           | <b>52,720</b>    | <b>160,989</b>   | <b>257,381</b>   | <b>263,631</b>   |
| <b>NET TRANSFERS</b>   | <b>124,405</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS &amp; AMORTIZATION</b> | <b>572,764</b>   | <b>532,963</b>   | <b>536,075</b>   | <b>380,087</b>   |
| Capital Contributions*   | 0                | 0                | 8,500            | 59,846           |
| Amortization of Contributions  | 52,928           | 32,170           | 71,248           | 0                |
| <b>NET INCOME (LOSS) TRANSFERRED TO RETAINED EARNINGS</b>            | <b>625,692</b>   | <b>565,133</b>   | <b>615,823</b>   | <b>439,933</b>   |

\*Beginning in FY 2001 - GASB 33 requires contributions to be shown as revenues on the income statement which affects retained earnings.  
In FY 2005 - 1.5 FTE engineering aide positions were added to the storm water utility.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 1,397,511 | 1,389,683 | 1,503,957 | 1,582,718 | 1,374,743 | 1,385,779 |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 1,397,511 | 1,389,683 | 1,503,957 | 1,582,718 | 1,374,743 | 1,385,779 |
| 462,632   | 446,831   | 599,598   | 640,134   | 713,039   | 722,666   |
| 64,767    | 92,831    | 79,656    | 82,542    | 96,517    | 90,760    |
| 1,505     | 1,193     | 1,560     | 2,171     | 1,577     | 162       |
| 117,095   | 119,461   | 126,194   | 141,660   | 180,368   | 208,416   |
| 84,084    | 119,848   | 147,459   | 83,103    | 50,844    | 96,847    |
| 730,083   | 780,164   | 954,467   | 949,610   | 1,042,345 | 1,118,851 |
| 667,428   | 609,519   | 549,490   | 633,108   | 332,398   | 266,928   |
| (259,595) | (262,149) | (318,826) | (348,398) | (391,515) | (417,367) |
| 407,833   | 347,370   | 230,664   | 284,710   | (59,117)  | (150,439) |
| 47,998    | 63,085    | 90,646    | 130,602   | 143,403   | 110,695   |
| 0         | 0         | 16,037    | 33,801    | 34,815    | 35,859    |
| 2,064     | 54,650    | 82,677    | 28,853    | 15,173    | 11,299    |
| 50,062    | 117,735   | 189,360   | 193,256   | 193,391   | 157,853   |
| 0         | 0         | (4,551)   | (17,556)  | 0         | (3,280)   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | (4,551)   | (17,556)  | 0         | (3,280)   |
| 50,062    | 117,735   | 184,809   | 175,700   | 193,391   | 154,573   |
| 5,475     | 0         | 122,186   | (221,287) | 88,090    | 0         |
| 463,370   | 465,105   | 537,659   | 239,123   | 222,364   | 4,134     |
| 83,049    | 435,392   | 198,613   | 0         | 132,169   | 20,520    |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 546,419   | 900,497   | 736,272   | 239,123   | 354,533   | 24,654    |

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# Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other governmental units, on a cost reimbursement basis.



*City of Columbia*  
*Columbia, Missouri*

# Internal Service Funds

**Custodial and Maintenance Services Fund** - to account for the provision of custodial services and building maintenance used by other city departments.

**Utility Customer Services Fund** - to account for utility accounts receivable billing and customer services provided by the Finance Department to the Water and Electric, Sanitary Sewer, Solid Waste and Storm Water utilities.

**Information Technologies Fund** - to account for the provision of hardware infrastructure to support the computing requirements of the City, as well as developing and/or implementing software to improve the operating efficiencies of the departments within the City.

**Public Communications Fund** - to account for the provision of printing press, xerox, inter-departmental mail, and postage services to other city departments, City of Columbia Web Page and cable television operations.

**Fleet Operations Fund** - to account for operating a maintenance facility for automotive equipment and for fuel used by some city departments.

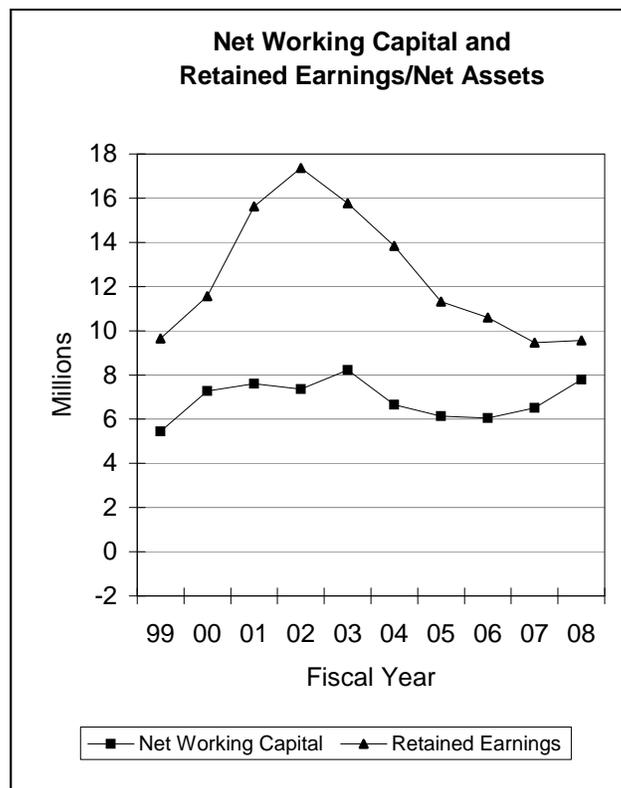
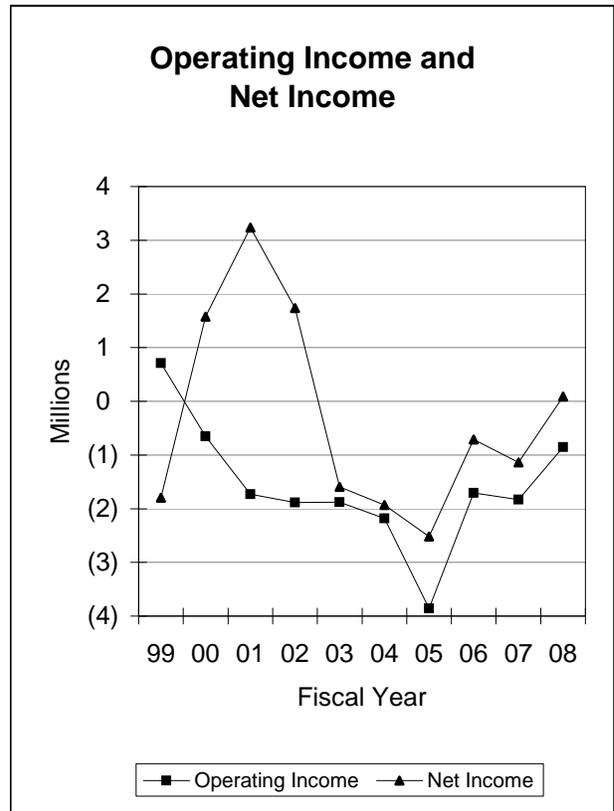
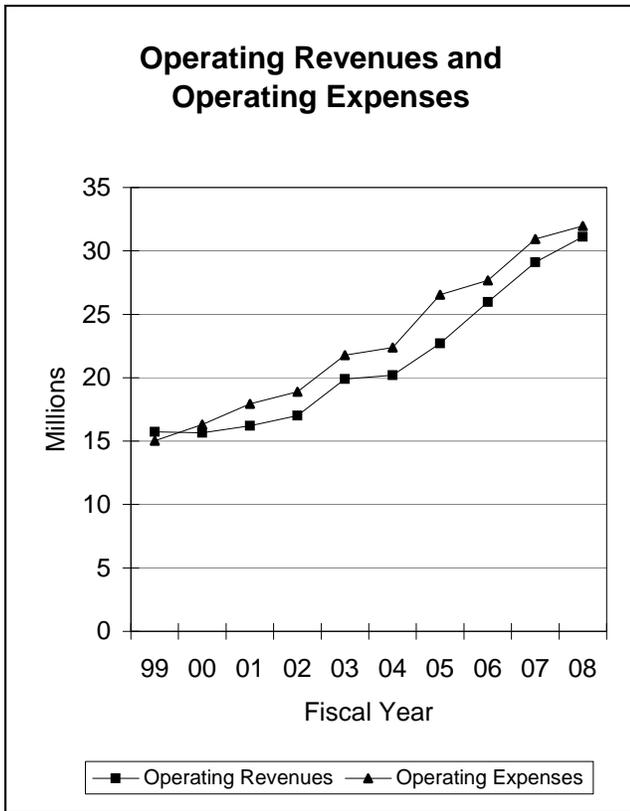
**Self Insurance Reserve Fund** - to account for the payment of property and casualty losses, and uninsured workers' compensation claims.

**Employees Benefit Fund** - to account for the City of Columbia's self insurance program for health, disability and life insurance for covered city employees. Other employee benefits accounted for in this fund include; retirement sick leave, medical services, service awards, cafeteria plan and employee health/wellness.



*City of Columbia  
Columbia, Missouri*

## All Internal Service Funds



**All Internal Service Funds  
Revenue and Expense Summary**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| Operating Revenues                                      | 15,735,313  | 15,664,018  | 16,203,975  | 17,015,458  |
| Operating Expenses                                      | 15,023,285  | 16,318,358  | 17,931,509  | 18,901,113  |
| Operating Income**                                      | 712,028     | (654,340)   | (1,727,534) | (1,885,655) |
| Depreciation  | (672,109)   | (494,215)   | (395,804)   | (219,608)   |
| Non-Operating Revenues                                  | (979,148)   | 3,793,467   | 6,233,331   | 4,489,233   |
| Non-Operating Expenses                                  | (857,147)   | (1,091,175) | (876,827)   | (636,145)   |
| Net Transfers   | 0           | 20,000      | 0           | (13,398)    |
| Capital Contributions                                   | 0           | 0           | 2,618       | 0           |
| Net Income (Loss) Transferred<br>To Retained Earnings** | (1,796,376) | 1,573,737   | 3,235,784   | 1,734,427   |
| Net Working Capital                                     | 5,439,002   | 7,267,161   | 7,607,867   | 7,353,305   |
| Debt Outstanding  | 25,535,398  | 25,343,583  | 25,114,167  | 0           |
| Yearly Debt Service                                     | 1,042,374   | 1,266,787   | 1,133,306   | 25,514,337  |
| Subsidies   | 0           | 0           | 0           | 0           |
| Change in Accounting Principle                          | 0           | 0           | 822,112     | 0           |
| Retained Earnings/Net Assets<br>End of Period *         | 9,648,310   | 11,568,354  | 15,626,250  | 17,360,677  |

Notes:

\* FY 2000 - equity transfer to the CIP Fund for \$19,082 and from the Employee Cafeteria Plan for \$365,389  
 FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.  
 Prior to FY 2003, claims payable was included in current liabilities.

\*\* The decreases in net income and operating income are due to planned uses of fund balance.

**Sources for the entire Internal Service Fund Section:**

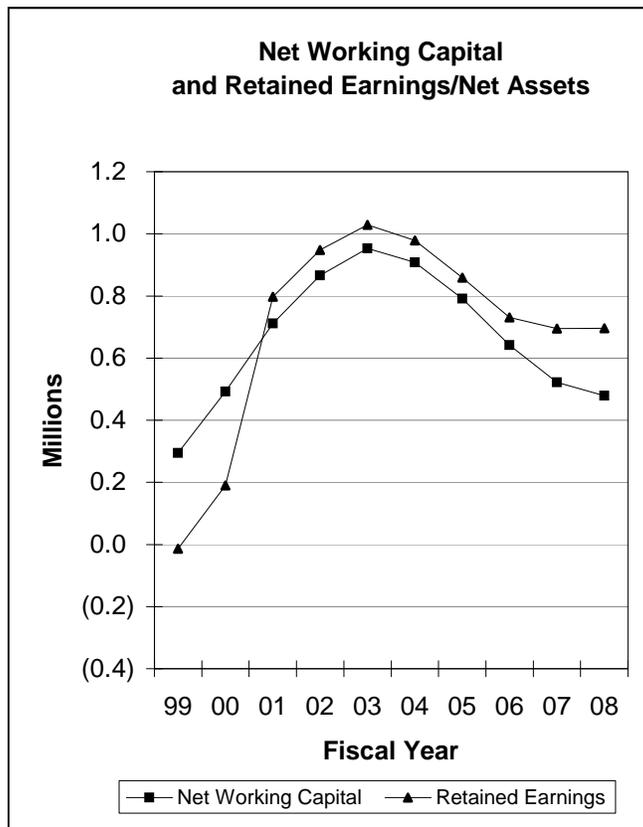
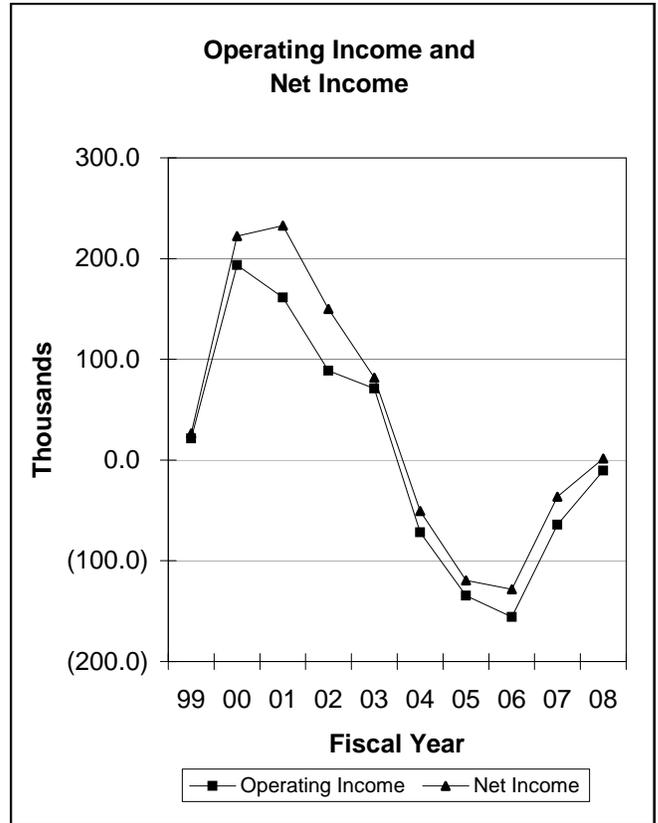
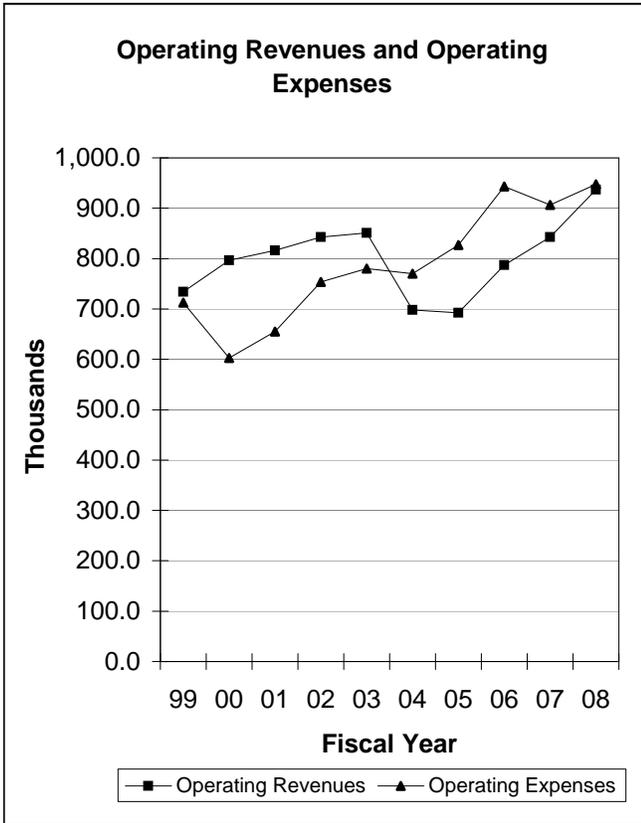
Source: Prior to FY 2002: CAFR Exhibits G-1 and G-2

Source: FY 2002 to present Financial Management Information Supplement: The entire G Exhibit

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 19,905,040  | 20,186,921  | 22,698,465  | 25,970,493  | 29,107,363  | 31,121,389  |
| 21,783,771  | 22,367,447  | 26,556,677  | 27,679,090  | 30,936,751  | 31,974,370  |
| (1,878,731) | (2,180,526) | (3,858,212) | (1,708,597) | (1,829,388) | (852,981)   |
| (221,856)   | (207,345)   | (299,880)   | (352,883)   | (387,236)   | (338,834)   |
| 525,930     | 569,918     | 840,465     | 900,721     | 1,081,179   | 1,397,924   |
| (7,261)     | (5,215)     | (17,636)    | (7,124)     | (10,163)    | (33,192)    |
| (11,410)    | (106,297)   | 817,242     | 453,864     | 6,971       | (83,912)    |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (1,593,328) | (1,929,465) | (2,518,021) | (714,019)   | (1,138,637) | 89,005      |
| 8,221,173   | 6,660,720   | 6,129,463   | 6,047,827   | 6,512,735   | 7,796,826   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 6,104       | 0           | 0           | 5,213       | 4,135       | 3,018       |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 15,767,349  | 13,837,884  | 11,319,863  | 10,605,844  | 9,467,207   | 9,556,212   |

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## Custodial & Maintenance Services Fund



**Custodial & Maintenance Services Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 733,769     | 796,279     | 816,252     | 842,630     |
| Operating Expenses             | 712,320     | 602,743     | 654,783     | 753,843     |
| Operating Income               | 21,449      | 193,536     | 161,469     | 88,787      |
| Depreciation                   | (3,396)     | (4,722)     | (6,334)     | (5,148)     |
| Non-Operating Revenues         | 8,491       | 33,748      | 77,895      | 53,300      |
| Non-Operating Expenses         | 0           | (160)       | (425)       | (97)        |
| Net Transfers                  | 0           | 0           | 0           | 13,070      |
| Capital Contributions          | 0           | 0           | 0           | 0           |
| Net Income (Loss)              | 26,544      | 222,402     | 232,605     | 149,912     |
| <hr/>                          |             |             |             |             |
| Net Working Capital            | 294,163     | 492,566     | 711,067     | 866,128     |
| Debt Outstanding               | 0           | 0           | 0           | 0           |
| Yearly Debt Service*           | 0           | 160         | 225         | 97          |
| Subsidies                      | 0           | 0           | 0           | 0           |
| Change in Accounting Principle | 0           | 0           | 375,052     | 0           |
| Retained Earnings/Net Assets** | (13,320)    | 190,000     | 797,657     | 947,569     |

Notes:

\* Loans Debt Service

In FY 2000 there was an equity transfer of \$19,082 to the Capital Projects Fund.

\*\* In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

Source: Prior to FY 2002: CAFR Exhibits G-1 and G-2

Source: FY 2002 to present Financial Management Information Supplement: The entire G Exhibit

| 2003      | 2004     | 2005      | 2006      | 2007     | 2008     |
|-----------|----------|-----------|-----------|----------|----------|
| 850,841   | 698,278  | 692,179   | 786,990   | 842,552  | 937,109  |
| 779,957   | 769,939  | 826,950   | 942,889   | 906,688  | 947,699  |
| 70,884    | (71,661) | (134,771) | (155,899) | (64,136) | (10,590) |
| (5,149)   | (5,148)  | (4,777)   | (4,826)   | (8,708)  | (10,905) |
| 16,133    | 26,082   | 28,089    | 36,948    | 37,901   | 31,192   |
| 0         | 0        | 0         | 0         | (1,600)  | (8,164)  |
| 0         | 0        | (7,875)   | (4,493)   | 0        | 0        |
| 0         | 0        | 0         | 0         | 0        | 0        |
| 81,868    | (50,727) | (119,334) | (128,270) | (36,543) | 1,533    |
| 953,145   | 907,566  | 791,048   | 642,004   | 521,948  | 479,268  |
| 0         | 0        | 0         | 0         | 0        | 0        |
| 0         | 0        | 0         | 0         | 0        | 0        |
| 0         | 0        | 0         | 0         | 0        | 0        |
| 0         | 0        | 0         | 0         | 0        | 0        |
| 1,029,437 | 978,710  | 859,376   | 731,106   | 694,563  | 696,096  |

**Custodial & Maintenance Services Fund  
Internal Service Fund  
Revenues and Expenses**

|                                       | 1999    | 2000    | 2001    | 2002    |
|---------------------------------------|---------|---------|---------|---------|
| <b>OPERATING REVENUES:</b>            |         |         |         |         |
| Charges for Services                  | 733,769 | 796,279 | 816,252 | 842,630 |
| <b>OPERATING EXPENSES:</b>            |         |         |         |         |
| Personal Services                     | 329,287 | 345,331 | 338,821 | 380,367 |
| Materials and Supplies                | 68,587  | 60,979  | 79,628  | 87,909  |
| Travel and Training                   | 0       | 0       | 0       | 557     |
| Intragovernmental                     | 34,420  | 40,685  | 43,648  | 58,641  |
| Utilities, Services and Miscellaneous | 280,026 | 155,748 | 192,686 | 226,369 |
| Total Operating Expenses              | 712,320 | 602,743 | 654,783 | 753,843 |
| OPERATING INCOME (LOSS)               | 21,449  | 193,536 | 161,469 | 88,787  |
| DEPRECIATION                          | (3,396) | (4,722) | (6,334) | (5,148) |
| OPERATING INCOME (LOSS)*              | 18,053  | 188,814 | 155,135 | 83,639  |
| <b>NON-OPERATING REVENUES:</b>        |         |         |         |         |
| Investment Revenue                    | 7,785   | 33,519  | 77,246  | 52,925  |
| Miscellaneous Revenue                 | 706     | 229     | 649     | 375     |
| Non-Operating Revenues                | 8,491   | 33,748  | 77,895  | 53,300  |
| <b>NON-OPERATING EXPENSES:</b>        |         |         |         |         |
| Loss on Disposal of Fixed Assets      | 0       | 0       | (200)   | 0       |
| Interest Expense                      | 0       | (160)   | (225)   | (97)    |
| Non-Operating Expenses                | 0       | (160)   | (425)   | (97)    |
| Total Non-Operating Rev. (Expenses)   | 8,491   | 33,588  | 77,470  | 53,203  |
| NET TRANSFERS                         | 0       | 0       | 0       | 13,070  |
| CAPITAL CONTRIBUTIONS                 | 0       | 0       | 0       | 0       |
| NET INCOME (LOSS)*                    | 26,544  | 222,402 | 232,605 | 149,912 |

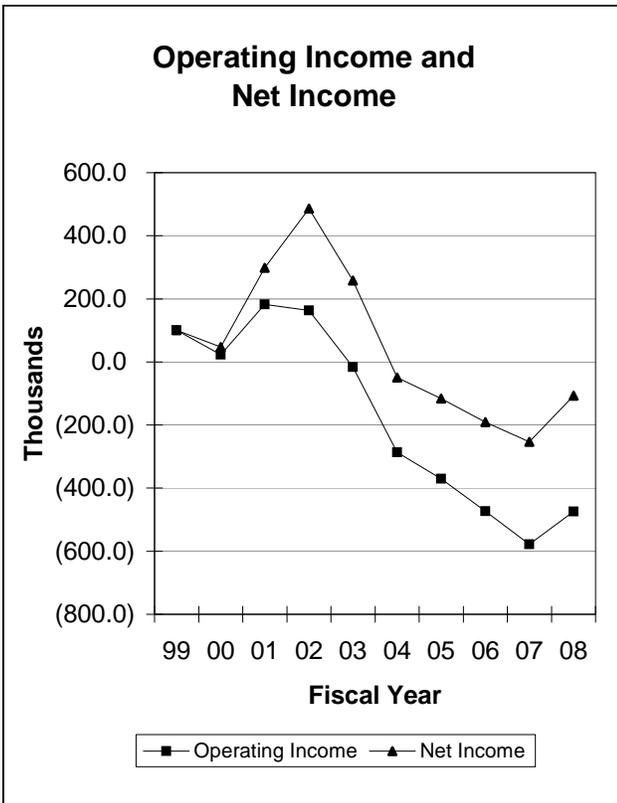
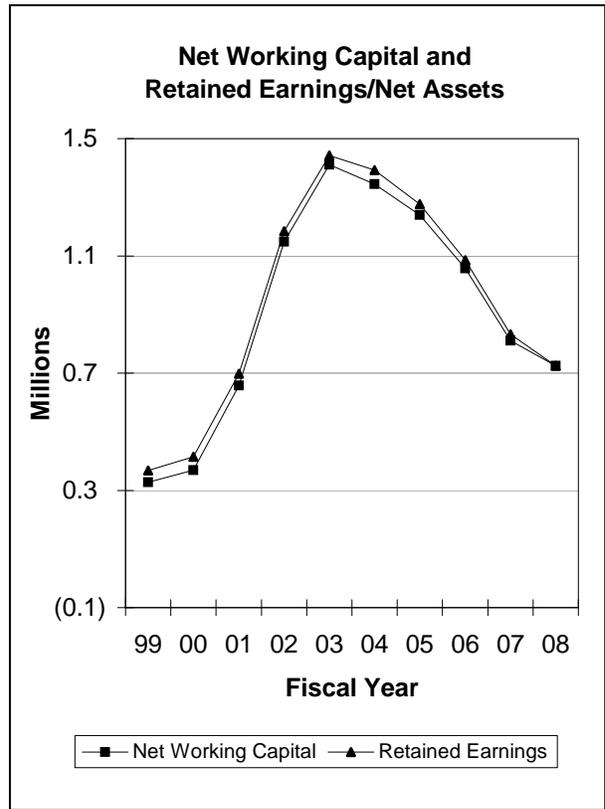
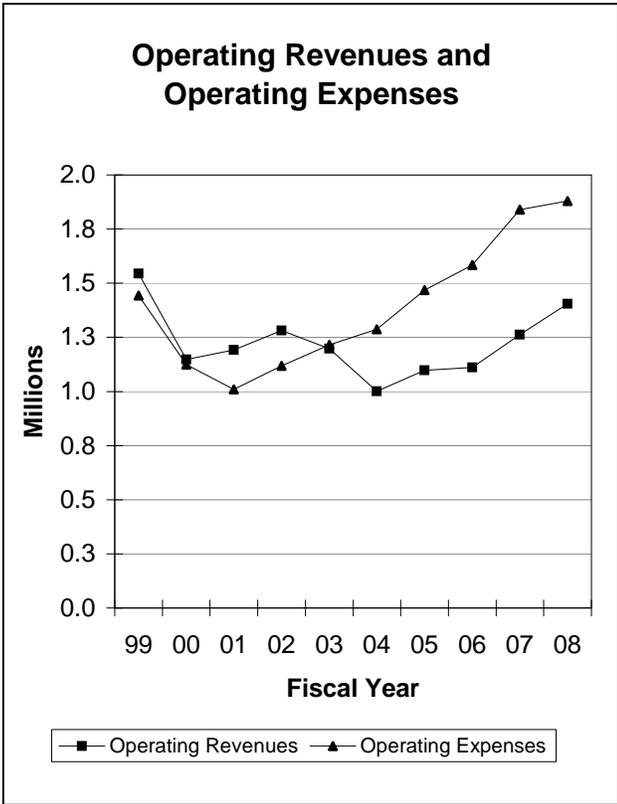
Notes:

\* The decreases in net income and operating income are due to planned uses of fund balance.

| 2003    | 2004     | 2005      | 2006      | 2007     | 2008     |
|---------|----------|-----------|-----------|----------|----------|
| 850,841 | 698,278  | 692,179   | 786,990   | 842,552  | 937,109  |
| 392,982 | 401,977  | 449,029   | 487,239   | 482,649  | 514,538  |
| 86,998  | 85,745   | 82,462    | 123,231   | 104,212  | 105,922  |
| 666     | 0        | 0         | 457       | 0        | 1,477    |
| 55,250  | 64,159   | 60,903    | 71,203    | 76,180   | 82,511   |
| 244,061 | 218,058  | 234,556   | 260,759   | 243,647  | 243,251  |
| 779,957 | 769,939  | 826,950   | 942,889   | 906,688  | 947,699  |
| 70,884  | (71,661) | (134,771) | (155,899) | (64,136) | (10,590) |
| (5,149) | (5,148)  | (4,777)   | (4,826)   | (8,708)  | (10,905) |
| 65,735  | (76,809) | (139,548) | (160,725) | (72,844) | (21,495) |
| 15,863  | 25,897   | 25,970    | 32,869    | 35,900   | 27,742   |
| 270     | 185      | 2,119     | 4,079     | 2,001    | 3,450    |
| 16,133  | 26,082   | 28,089    | 36,948    | 37,901   | 31,192   |
| 0       | 0        | 0         | 0         | (1,600)  | (8,164)  |
| 0       | 0        | 0         | 0         | 0        | 0        |
| 0       | 0        | 0         | 0         | (1,600)  | (8,164)  |
| 16,133  | 26,082   | 28,089    | 36,948    | 36,301   | 23,028   |
| 0       | 0        | (7,875)   | (4,493)   | 0        | 0        |
| 0       | 0        | 0         | 0         | 0        | 0        |
| 81,868  | (50,727) | (119,334) | (128,270) | (36,543) | 1,533    |

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## Utility Customer Services Fund



**Utility Customer Services Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 1,543,994   | 1,147,792   | 1,192,047   | 1,282,031   |
| Operating Expenses             | 1,442,919   | 1,124,525   | 1,009,353   | 1,118,597   |
| Operating Income               | 101,075     | 23,267      | 182,694     | 163,434     |
| Depreciation                   | (3,175)     | (3,235)     | (3,811)     | (2,183)     |
| Non-Operating Revenues         | 2,751       | 27,627      | 119,657     | 325,246     |
| Non-Operating Expenses         | (158)       | (600)       | 0           | 0           |
| Net Transfers                  | 0           | 0           | 0           | 0           |
| Capital Contributions          | 0           | 0           | 0           | 0           |
| Net Income (Loss)              | 100,493     | 47,059      | 298,540     | 486,497     |
| <hr/>                          |             |             |             |             |
| Net Working Capital            | 327,440     | 369,124     | 657,659     | 1,148,839   |
| Debt Outstanding               | 0           | 0           | 0           | 0           |
| Yearly Debt Service            | 0           | 0           | 0           | 0           |
| Change in Accounting Principle | 0           | 0           | (14,940)    | 0           |
| Retained Earnings/Net Assets   | 367,333     | 414,392     | 697,992     | 1,184,489   |

Notes:

In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 1,198,281   | 1,001,192   | 1,097,137   | 1,110,856   | 1,262,348   | 1,405,466   |
| 1,214,658   | 1,287,445   | 1,467,418   | 1,583,599   | 1,840,281   | 1,879,283   |
| (16,377)    | (286,253)   | (370,281)   | (472,743)   | (577,933)   | (473,817)   |
| (3,641)     | (5,257)     | (10,465)    | (9,007)     | (6,924)     | (449)       |
| 280,341     | 262,100     | 290,996     | 312,318     | 347,684     | 399,592     |
| 0           | (4,203)     | 0           | 0           | 0           | (20,705)    |
| (2,105)     | (16,297)    | (26,797)    | (21,433)    | (16,297)    | (11,870)    |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 258,218     | (49,910)    | (116,547)   | (190,865)   | (253,470)   | (107,249)   |
| 1,410,698   | 1,345,247   | 1,239,165   | 1,057,307   | 810,761     | 724,666     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 1,442,707   | 1,392,797   | 1,276,250   | 1,085,385   | 831,915     | 724,666     |

**Utility Customer Services Fund  
Internal Service Fund**

|                                       | 1999      | 2000      | 2001      | 2002      |
|---------------------------------------|-----------|-----------|-----------|-----------|
| <b>OPERATING REVENUES:</b>            |           |           |           |           |
| Charges for Services                  | 1,543,994 | 1,147,792 | 1,192,047 | 1,282,031 |
| <b>OPERATING EXPENSES:</b>            |           |           |           |           |
| Personal Services                     | 381,296   | 404,394   | 397,364   | 410,722   |
| Materials and Supplies                | 216,815   | 223,676   | 236,086   | 252,318   |
| Travel and Training                   | 2,358     | 3,130     | 2,572     | 2,039     |
| Intragovernmental                     | 800,343   | 446,096   | 291,796   | 295,929   |
| Utilities, Services and Miscellaneous | 42,107    | 47,229    | 81,535    | 157,589   |
| Total Operating Expenses              | 1,442,919 | 1,124,525 | 1,009,353 | 1,118,597 |
| <b>OPERATING INCOME (LOSS)</b>        | 101,075   | 23,267    | 182,694   | 163,434   |
| <b>DEPRECIATION</b>                   | (3,175)   | (3,235)   | (3,811)   | (2,183)   |
| <b>OPERATING INCOME (LOSS)*</b>       | 97,900    | 20,032    | 178,883   | 161,251   |
| <b>NON-OPERATING REVENUES:</b>        |           |           |           |           |
| Investment Revenue                    | 2,695     | 26,123    | 61,053    | 55,193    |
| Miscellaneous Revenue                 | 56        | 1,504     | 58,604    | 270,053   |
| Non-Operating Revenues                | 2,751     | 27,627    | 119,657   | 325,246   |
| <b>NON-OPERATING EXPENSES:</b>        |           |           |           |           |
| Loss on Disposal of Fixed Assets      | (158)     | (600)     | 0         | 0         |
| Interest Expense                      | 0         | 0         | 0         | 0         |
| Miscellaneous Expense                 | 0         | 0         | 0         | 0         |
| Non-Operating Expenses                | (158)     | (600)     | 0         | 0         |
| Total Non-Operating Rev. (Expenses)   | 2,593     | 27,027    | 119,657   | 325,246   |
| <b>NET TRANSFERS</b>                  | 0         | 0         | 0         | 0         |
| <b>CAPITAL CONTRIBUTIONS</b>          | 0         | 0         | 0         | 0         |
| <b>NET INCOME (LOSS)*</b>             | 100,493   | 47,059    | 298,540   | 486,497   |

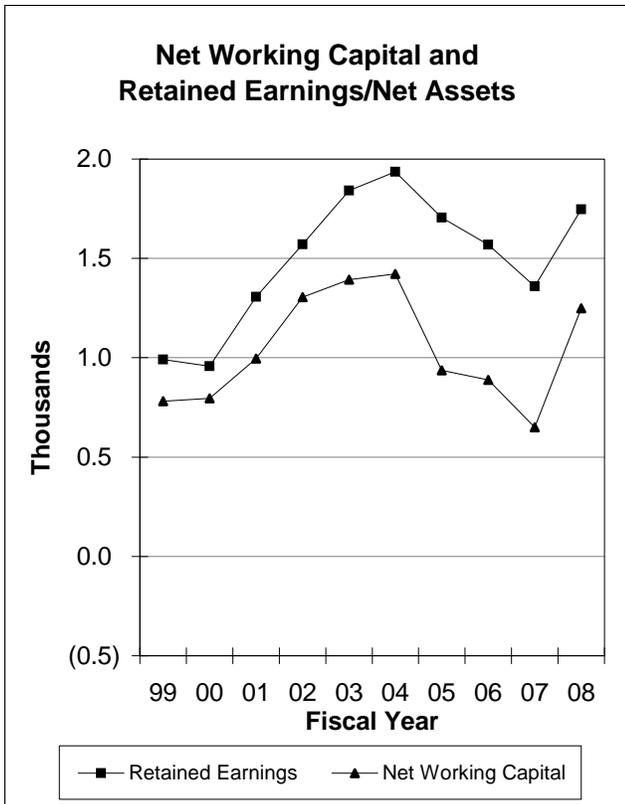
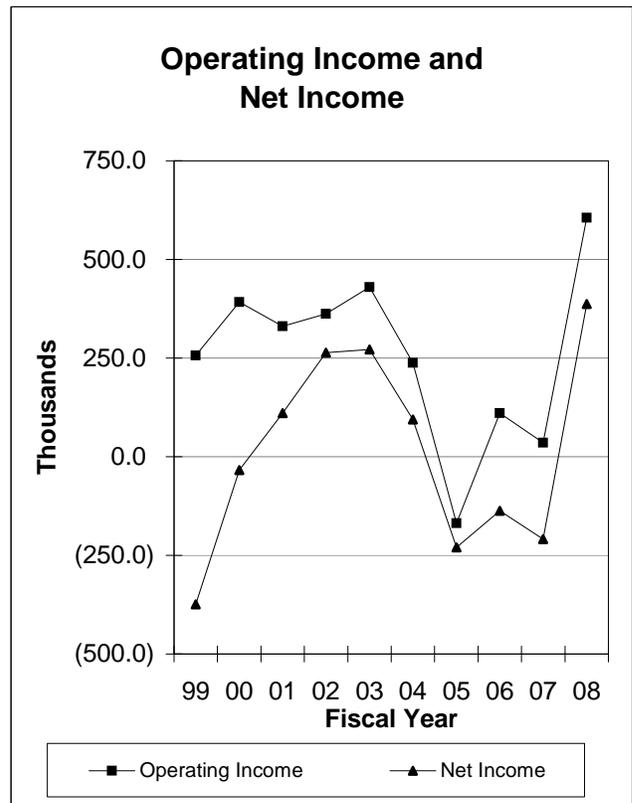
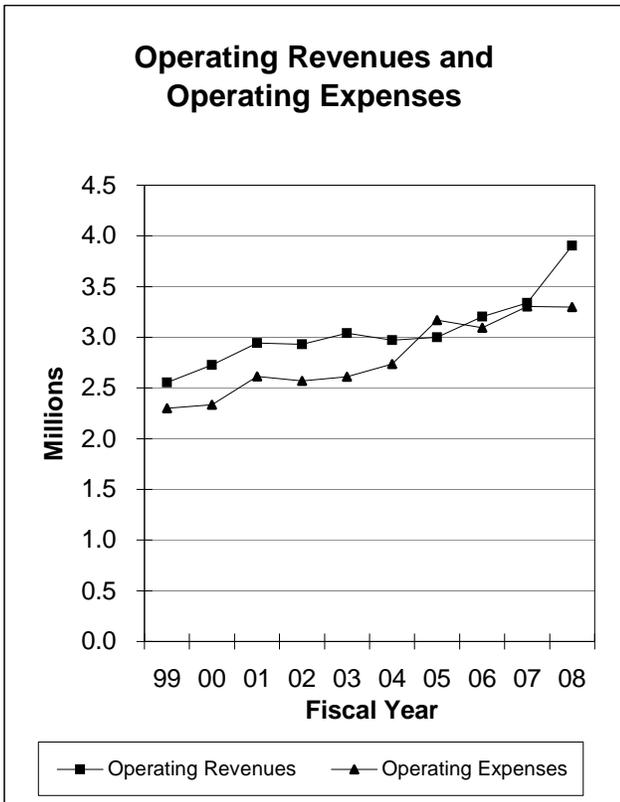
Notes:

\* The decreases in net income and operating income are due to planned uses of fund balance.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 1,198,281 | 1,001,192 | 1,097,137 | 1,110,856 | 1,262,348 | 1,405,466 |
| 435,079   | 449,334   | 458,878   | 499,209   | 545,859   | 577,883   |
| 241,367   | 213,625   | 242,950   | 273,063   | 281,369   | 312,945   |
| 5,281     | 14,350    | 14,553    | 8,579     | 14,273    | 1,292     |
| 315,151   | 234,861   | 253,722   | 260,182   | 303,026   | 372,163   |
| 217,780   | 375,275   | 497,315   | 542,566   | 695,754   | 615,000   |
| 1,214,658 | 1,287,445 | 1,467,418 | 1,583,599 | 1,840,281 | 1,879,283 |
| (16,377)  | (286,253) | (370,281) | (472,743) | (577,933) | (473,817) |
| (3,641)   | (5,257)   | (10,465)  | (9,007)   | (6,924)   | (449)     |
| (20,018)  | (291,510) | (380,746) | (481,750) | (584,857) | (474,266) |
| 18,153    | 32,410    | 32,889    | 43,394    | 47,279    | 33,654    |
| 262,188   | 229,690   | 258,107   | 268,924   | 300,405   | 365,938   |
| 280,341   | 262,100   | 290,996   | 312,318   | 347,684   | 399,592   |
| 0         | (4,203)   | 0         | 0         | 0         | (20,705)  |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 0         | (4,203)   | 0         | 0         | 0         | (20,705)  |
| 280,341   | 257,897   | 290,996   | 312,318   | 347,684   | 378,887   |
| (2,105)   | (16,297)  | (26,797)  | (21,433)  | (16,297)  | (11,870)  |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 258,218   | (49,910)  | (116,547) | (190,865) | (253,470) | (107,249) |

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# Information Technologies Fund



**Information Technologies Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b>    | <b>2000</b>    | <b>2001</b>    | <b>2002</b>      |
|--------------------------------|----------------|----------------|----------------|------------------|
| Operating Revenues             | 2,555,275      | 2,726,965      | 2,944,383      | 2,931,451        |
| Operating Expenses             | 2,299,200      | 2,335,314      | 2,613,707      | 2,569,077        |
| Operating Income               | 256,075        | 391,651        | 330,676        | 362,374          |
| Depreciation                   | (633,560)      | (446,755)      | (342,734)      | (180,980)        |
| Non-Operating Revenues         | 22,874         | 70,866         | 133,635        | 85,725           |
| Non-Operating Expenses         | (19,779)       | (49,463)       | (10,726)       | (3,482)          |
| Net Transfers                  | 0              | 0              | 0              | 0                |
| Capital Contributions          | 0              | 0              | 0              | 0                |
| Net Income (Loss)              | (374,390)      | (33,701)       | 110,851        | 263,637          |
| <b>Net Working Capital</b>     | <b>781,118</b> | <b>795,502</b> | <b>996,059</b> | <b>1,305,337</b> |
| Debt Outstanding               | 557,832        | 366,017        | 136,601        | 0                |
| Yearly Debt Service*           | 246,964        | 241,278        | 240,142        | 140,083          |
| Change in Accounting Principle | 0              | 0              | 238,603        | 0                |
| Retained Earnings/Net Assets   | 990,635        | 956,934        | 1,306,388      | 1,570,025        |

Notes:

\* Comprised of Loans and Leases Debt Service

In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 3,040,457   | 2,973,103   | 3,000,680   | 3,204,108   | 3,338,801   | 3,904,424   |
| 2,610,459   | 2,735,128   | 3,169,211   | 3,093,527   | 3,303,289   | 3,299,034   |
| 429,998     | 237,975     | (168,531)   | 110,581     | 35,512      | 605,390     |
| (180,659)   | (166,620)   | (250,971)   | (285,048)   | (307,015)   | (273,532)   |
| 25,068      | 42,819      | 226,028     | 47,035      | 62,633      | 55,039      |
| (2,909)     | 0           | (17,636)    | 0           | 0           | 0           |
| 0           | (20,000)    | (18,988)    | (9,498)     | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 271,498     | 94,174      | (230,098)   | (136,930)   | (208,870)   | 386,897     |
| 1,393,443   | 1,422,531   | 936,525     | 889,123     | 649,837     | 1,248,859   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 2,909       | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 1,841,523   | 1,935,697   | 1,705,599   | 1,568,669   | 1,359,799   | 1,746,696   |

**Information Services Fund  
Internal Service Fund**

|                                       | 1999      | 2000      | 2001      | 2002      |
|---------------------------------------|-----------|-----------|-----------|-----------|
| <b>OPERATING REVENUES:</b>            |           |           |           |           |
| Charges for Services                  | 2,555,275 | 2,726,965 | 2,944,383 | 2,931,451 |
| <b>OPERATING EXPENSES:</b>            |           |           |           |           |
| Personal Services                     | 1,284,856 | 1,272,757 | 1,306,845 | 1,390,695 |
| Materials and Supplies                | 228,365   | 146,634   | 172,267   | 188,869   |
| Travel and Training                   | 49,581    | 77,382    | 55,842    | 56,351    |
| Intragovernmental                     | 124,692   | 143,664   | 374,089   | 54,181    |
| Utilities, Services and Miscellaneous | 611,706   | 694,877   | 704,664   | 878,981   |
| Total Operating Expenses              | 2,299,200 | 2,335,314 | 2,613,707 | 2,569,077 |
| OPERATING INCOME (LOSS)               | 256,075   | 391,651   | 330,676   | 362,374   |
| DEPRECIATION                          | (633,560) | (446,755) | (342,734) | (180,980) |
| OPERATING INCOME (LOSS)*              | (377,485) | (55,104)  | (12,058)  | 181,394   |
| <b>NON-OPERATING REVENUES:</b>        |           |           |           |           |
| Investment Revenue                    | 17,392    | 70,682    | 133,420   | 83,286    |
| Revenue from Other Gov. Units         | 0         | 0         | 0         | 0         |
| Miscellaneous Revenue                 | 5,482     | 184       | 215       | 2,439     |
| Non-Operating Revenues                | 22,874    | 70,866    | 133,635   | 85,725    |
| <b>NON-OPERATING EXPENSES:</b>        |           |           |           |           |
| Loss on Disposal of Fixed Assets      | 0         | 0         | 0         | 0         |
| Interest Expense                      | (19,779)  | (49,463)  | (10,726)  | (3,482)   |
| Miscellaneous Expense                 | 0         | 0         | 0         | 0         |
| Non-Operating Expenses                | (19,779)  | (49,463)  | (10,726)  | (3,482)   |
| Total Non-Operating Rev. (Expenses)   | 3,095     | 21,403    | 122,909   | 82,243    |
| NET TRANSFERS                         | 0         | 0         | 0         | 0         |
| CAPITAL CONTRIBUTIONS                 | 0         | 0         | 0         | 0         |
| NET INCOME (LOSS)*                    | (374,390) | (33,701)  | 110,851   | 263,637   |

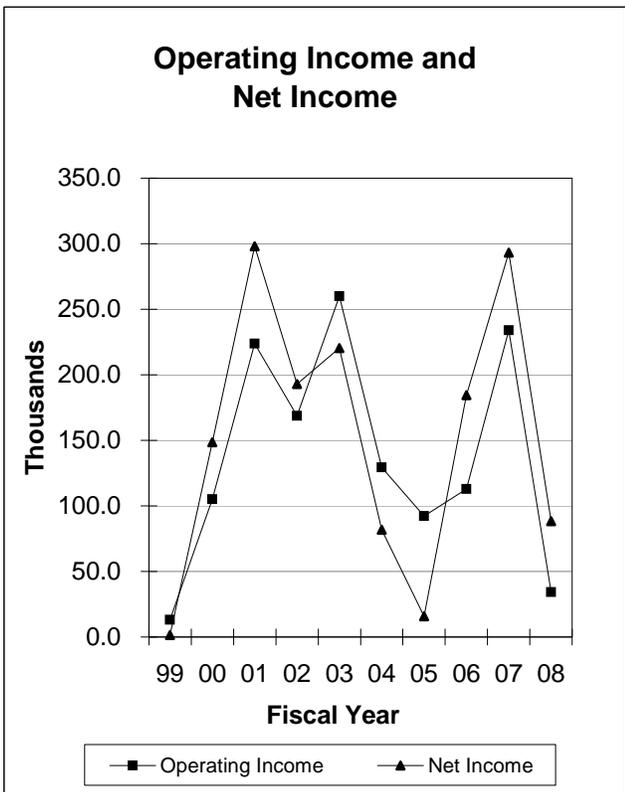
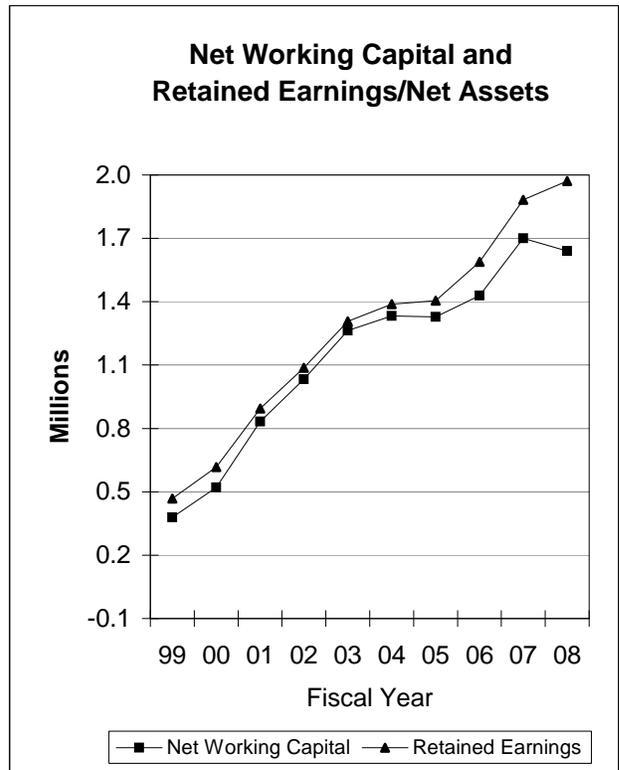
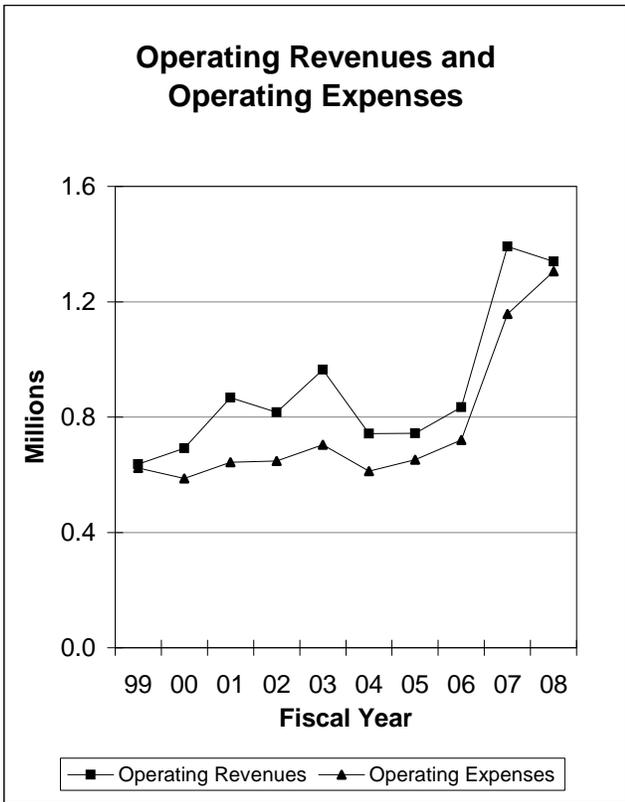
Notes:

\* The decreases in net income and operating income are due to planned uses of fund balance.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 3,040,457 | 2,973,103 | 3,000,680 | 3,204,108 | 3,338,801 | 3,904,424 |
| 1,437,465 | 1,511,765 | 1,611,520 | 1,729,822 | 1,852,157 | 1,953,762 |
| 203,357   | 278,465   | 448,726   | 373,172   | 374,892   | 302,611   |
| 74,784    | 48,026    | 53,822    | 58,565    | 51,224    | 46,562    |
| 131,010   | 115,728   | 114,608   | 127,653   | 139,761   | 149,538   |
| 763,843   | 781,144   | 940,535   | 804,315   | 885,255   | 846,561   |
| 2,610,459 | 2,735,128 | 3,169,211 | 3,093,527 | 3,303,289 | 3,299,034 |
| 429,998   | 237,975   | (168,531) | 110,581   | 35,512    | 605,390   |
| (180,659) | (166,620) | (250,971) | (285,048) | (307,015) | (273,532) |
| 249,339   | 71,355    | (419,502) | (174,467) | (271,503) | 331,858   |
| 24,227    | 41,815    | 33,688    | 43,372    | 52,951    | 52,361    |
| 0         | 0         | 160,224   | 0         | 0         | 0         |
| 841       | 1,004     | 32,116    | 3,663     | 9,682     | 2,678     |
| 25,068    | 42,819    | 226,028   | 47,035    | 62,633    | 55,039    |
| 0         | 0         | (17,636)  | 0         | 0         | 0         |
| (2,909)   | 0         | 0         | 0         | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| (2,909)   | 0         | (17,636)  | 0         | 0         | 0         |
| 22,159    | 42,819    | 208,392   | 47,035    | 62,633    | 55,039    |
| 0         | (20,000)  | (18,988)  | (9,498)   | 0         | 0         |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 271,498   | 94,174    | (230,098) | (136,930) | (208,870) | 386,897   |

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## Public Communications Fund



**Public Communications Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 636,843     | 692,039     | 867,291     | 816,879     |
| Operating Expenses             | 623,679     | 587,000     | 643,413     | 648,123     |
| Operating Income               | 13,164      | 105,039     | 223,878     | 168,756     |
| Depreciation                   | (16,003)    | (15,739)    | (14,957)    | (9,547)     |
| Non-Operating Revenues         | 4,466       | 39,310      | 89,044      | 60,151      |
| Non-Operating Expenses         | (200)       | 0           | 0           | 0           |
| Net Transfers                  | 0           | 20,000      | 0           | (26,468)    |
| Capital Contributions          | 0           | 0           | 0           | 0           |
| Net Income (Loss)              | 1,427       | 148,610     | 297,965     | 192,892     |
| <hr/>                          |             |             |             |             |
| Net Working Capital            | 378,484     | 521,300     | 832,180     | 1,033,242   |
| Debt Outstanding               | 0           | 0           | 0           | 0           |
| Yearly Debt Service            | 0           | 0           | 0           | 0           |
| Change in Accounting Principle | 0           | 0           | (20,653)    | 0           |
| Retained Earnings/Net Assets*  | 467,901     | 616,511     | 893,823     | 1,086,715   |

Notes:

\* In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 963,933     | 742,287     | 744,265     | 833,749     | 1,391,457   | 1,340,044   |
| 704,070     | 612,875     | 652,079     | 720,877     | 1,157,441   | 1,305,715   |
| 259,863     | 129,412     | 92,186      | 112,872     | 234,016     | 34,329      |
| (9,581)     | (9,893)     | (8,196)     | (27,447)    | (34,325)    | (27,934)    |
| 20,011      | 32,215      | 36,972      | 58,223      | 83,328      | 82,072      |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (50,000)    | (70,000)    | (105,250)   | 40,840      | 10,262      | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 220,293     | 81,734      | 15,712      | 184,488     | 293,281     | 88,467      |
| 1,263,116   | 1,332,891   | 1,327,738   | 1,429,598   | 1,700,783   | 1,639,706   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 1,307,008   | 1,388,742   | 1,404,454   | 1,588,942   | 1,882,223   | 1,970,690   |

**Public Communications Fund  
Internal Service Fund**

|  | <b>1999</b>     | <b>2000</b>     | <b>2001</b>     | <b>2002</b>     |
|--|-----------------|-----------------|-----------------|-----------------|
| <b>OPERATING REVENUES:</b>                 |                 |                 |                 |                 |
| Charges for Services*                      | 636,843         | 692,039         | 867,291         | 816,879         |
| <b>OPERATING EXPENSES:</b>                 |                 |                 |                 |                 |
| Personal Services                          | 253,717         | 256,098         | 274,299         | 265,138         |
| Materials and Supplies                     | 248,197         | 232,648         | 258,813         | 257,698         |
| Travel and Training                        | 412             | 298             | 639             | 667             |
| Intragovernmental                          | 39,357          | 50,320          | 55,179          | 48,598          |
| Utilities, Services and Miscellaneous      | 81,996          | 47,636          | 54,483          | 76,022          |
| <b>Total Operating Expenses</b>            | <b>623,679</b>  | <b>587,000</b>  | <b>643,413</b>  | <b>648,123</b>  |
| <b>OPERATING INCOME (LOSS)</b>             | <b>13,164</b>   | <b>105,039</b>  | <b>223,878</b>  | <b>168,756</b>  |
| <b>DEPRECIATION</b>                        | <b>(16,003)</b> | <b>(15,739)</b> | <b>(14,957)</b> | <b>(9,547)</b>  |
| <b>OPERATING INCOME (LOSS)</b>             | <b>(2,839)</b>  | <b>89,300</b>   | <b>208,921</b>  | <b>159,209</b>  |
| <b>NON-OPERATING REVENUES:</b>             |                 |                 |                 |                 |
| Investment Revenue                         | 4,466           | 38,901          | 87,394          | 60,151          |
| Miscellaneous Revenue                      | 0               | 409             | 1,650           | 0               |
| <b>Non-Operating Revenues</b>              | <b>4,466</b>    | <b>39,310</b>   | <b>89,044</b>   | <b>60,151</b>   |
| <b>NON-OPERATING EXPENSES:</b>             |                 |                 |                 |                 |
| Loss on Disposal of Fixed Assets           | (200)           | 0               | 0               | 0               |
| Interest Expense                           | 0               | 0               | 0               | 0               |
| Miscellaneous Expense                      | 0               | 0               | 0               | 0               |
| <b>Non-Operating Expenses</b>              | <b>(200)</b>    | <b>0</b>        | <b>0</b>        | <b>0</b>        |
| <b>Total Non-Operating Rev. (Expenses)</b> | <b>4,266</b>    | <b>39,310</b>   | <b>89,044</b>   | <b>60,151</b>   |
| <b>NET TRANSFERS</b>                       | <b>0</b>        | <b>20,000</b>   | <b>0</b>        | <b>(26,468)</b> |
| <b>CAPITAL CONTRIBUTIONS</b>               | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        |
| <b>NET INCOME (LOSS)</b>                   | <b>1,427</b>    | <b>148,610</b>  | <b>297,965</b>  | <b>192,892</b>  |

Notes:

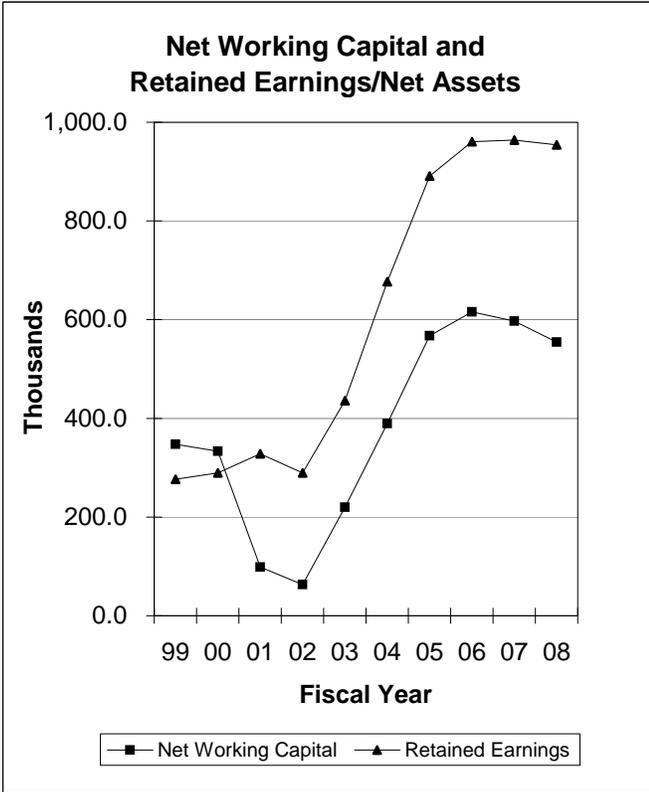
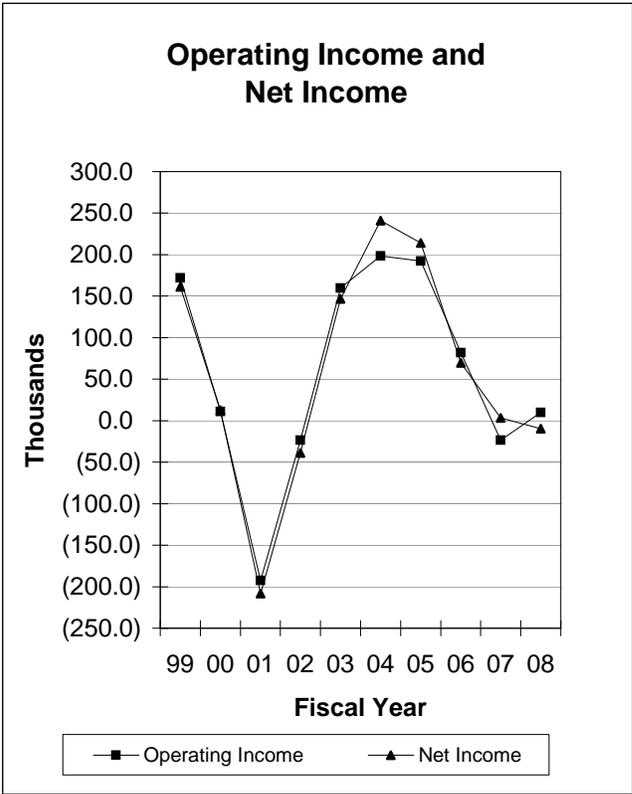
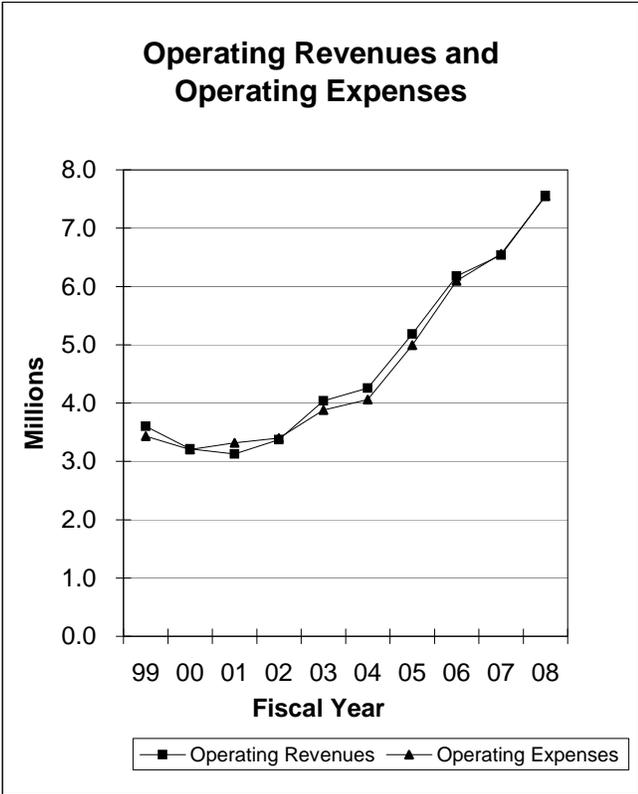
\* Charges for services include a cable franchise fee which was reallocated between the general fund and Public Communications in FY 2004.

In FY 2006 the City Cable Channel personnel and operations were moved to the public communications dept.

| 2003     | 2004     | 2005      | 2006     | 2007      | 2008      |
|----------|----------|-----------|----------|-----------|-----------|
| 963,933  | 742,287  | 744,265   | 833,749  | 1,391,457 | 1,340,044 |
| 266,975  | 278,012  | 302,288   | 401,829  | 672,556   | 798,942   |
| 274,472  | 183,977  | 216,078   | 185,006  | 234,625   | 240,945   |
| 364      | 2,070    | 982       | 2,390    | 2,553     | 2,088     |
| 55,068   | 54,224   | 56,281    | 71,529   | 137,269   | 171,248   |
| 107,191  | 94,592   | 76,450    | 60,123   | 110,438   | 92,492    |
| 704,070  | 612,875  | 652,079   | 720,877  | 1,157,441 | 1,305,715 |
| 259,863  | 129,412  | 92,186    | 112,872  | 234,016   | 34,329    |
| (9,581)  | (9,893)  | (8,196)   | (27,447) | (34,325)  | (27,934)  |
| 250,282  | 119,519  | 83,990    | 85,425   | 199,691   | 6,395     |
| 19,632   | 32,210   | 36,946    | 54,633   | 83,175    | 81,981    |
| 379      | 5        | 26        | 3,590    | 153       | 91        |
| 20,011   | 32,215   | 36,972    | 58,223   | 83,328    | 82,072    |
| 0        | 0        | 0         | 0        | 0         | 0         |
| 0        | 0        | 0         | 0        | 0         | 0         |
| 0        | 0        | 0         | 0        | 0         | 0         |
| 0        | 0        | 0         | 0        | 0         | 0         |
| 20,011   | 32,215   | 36,972    | 58,223   | 83,328    | 82,072    |
| (50,000) | (70,000) | (105,250) | 40,840   | 10,262    | 0         |
| 0        | 0        | 0         | 0        | 0         | 0         |
| 220,293  | 81,734   | 15,712    | 184,488  | 293,281   | 88,467    |

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# Fleet Operations Fund



**Fleet Operations Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 3,602,113   | 3,213,538   | 3,126,508   | 3,373,731   |
| Operating Expenses             | 3,430,054   | 3,202,400   | 3,318,954   | 3,397,107   |
| Operating Income               | 172,059     | 11,138      | (192,446)   | (23,376)    |
| Depreciation                   | (15,975)    | (23,365)    | (27,329)    | (21,750)    |
| Non-Operating Revenues         | 5,614       | 26,152      | 9,764       | 16,625      |
| Non-Operating Expenses         | (500)       | (1,500)     | (991)       | (10,308)    |
| Net Transfers                  | 0           | 0           | 0           | 0           |
| Capital Contributions          | 0           | 0           | 2,618       | 0           |
| Net Income (Loss)              | 161,198     | 12,425      | (208,384)   | (38,809)    |
| <hr/>                          |             |             |             |             |
| Net Working Capital            | 347,651     | 333,494     | 98,511      | 63,301      |
| Debt Outstanding               | 0           | 0           | 0           | 0           |
| Yearly Debt Service*           | 0           | 30,696      | 32,914      | 6,469       |
| Change in Accounting Principle | 0           | 0           | 247,178     | 0           |
| Retained Earnings/Net Assets** | 276,844     | 289,269     | 328,063     | 289,254     |

Notes:

\* Leases Debt Service.

\*\* In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

In FY 2003 the large revenues increase was attributed to a Labor rate increase and a parts mark-up increase of 5%.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 4,037,178   | 4,257,163   | 5,185,497   | 6,176,094   | 6,535,915   | 7,557,805   |
| 3,877,383   | 4,058,657   | 4,993,180   | 6,094,317   | 6,559,452   | 7,547,901   |
| 159,795     | 198,506     | 192,317     | 81,777      | (23,537)    | 9,904       |
| (22,826)    | (20,427)    | (19,971)    | (20,555)    | (24,264)    | (25,514)    |
| 15,071      | 63,825      | 61,671      | 65,275      | 92,170      | 82,350      |
| (4,352)     | (1,012)     | 0           | (7,124)     | (8,563)     | (4,323)     |
| (1,030)     | 0           | (20,038)    | (49,544)    | (32,394)    | (72,042)    |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 146,658     | 240,892     | 213,979     | 69,829      | 3,412       | (9,625)     |
| 219,850     | 389,604     | 567,476     | 615,418     | 597,329     | 554,298     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 3,195       | 0           | 0           | 5,213       | 4,135       | 3,018       |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 435,912     | 676,804     | 890,783     | 960,612     | 964,024     | 954,399     |

**Fleet Operations Fund  
Internal Service Fund**

|   | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|---|-------------|-------------|-------------|-------------|
| <b>OPERATING REVENUES:</b>              |             |             |             |             |
| Charges for Services                    | 3,602,113   | 3,213,538   | 3,126,508   | 3,373,731   |
| <b>OPERATING EXPENSES:</b>              |             |             |             |             |
| Personal Services                       | 971,700     | 964,118     | 1,026,538   | 1,085,282   |
| Materials and Supplies                  | 2,100,014   | 1,936,101   | 1,967,720   | 1,972,264   |
| Travel and Training                     | 4,425       | 2,216       | 4,871       | 5,430       |
| Intragovernmental                       | 300,888     | 259,187     | 271,798     | 292,755     |
| Utilities, Services and Miscellaneous   | 53,027      | 40,778      | 48,027      | 41,376      |
| Total Operating Expenses                | 3,430,054   | 3,202,400   | 3,318,954   | 3,397,107   |
| <b>OPERATING INCOME (LOSS)</b>          | 172,059     | 11,138      | (192,446)   | (23,376)    |
| <b>DEPRECIATION</b>                     | (15,975)    | (23,365)    | (27,329)    | (21,750)    |
| <b>OPERATING INCOME (LOSS)</b>          | 156,084     | (12,227)    | (219,775)   | (45,126)    |
| <b>NON-OPERATING REVENUES:</b>          |             |             |             |             |
| Investment Revenue                      | (4,735)     | 15,092      | 0           | 4,018       |
| Revenue from Other Gov. Units           | 0           | 0           | 0           | 0           |
| Miscellaneous Revenue                   | 10,349      | 11,060      | 9,764       | 12,607      |
| Non-Operating Revenues                  | 5,614       | 26,152      | 9,764       | 16,625      |
| <b>NON-OPERATING EXPENSES:</b>          |             |             |             |             |
| Loss on Disposal of Fixed Assets & Inv. | (500)       | (1,500)     | 0           | (2,820)     |
| Interest Expense                        | 0           | 0           | (991)       | (7,488)     |
| Miscellaneous Expense                   | 0           | 0           | 0           | 0           |
| Non-Operating Expenses                  | (500)       | (1,500)     | (991)       | (10,308)    |
| Total Non-Operating Rev. (Expenses)     | 5,114       | 24,652      | 8,773       | 6,317       |
| <b>NET TRANSFERS</b>                    | 0           | 0           | 0           | 0           |
| <b>CAPITAL CONTRIBUTIONS</b>            | 0           | 0           | 2,618       | 0           |
| <b>NET INCOME (LOSS)</b>                | 161,198     | 12,425      | (208,384)   | (38,809)    |

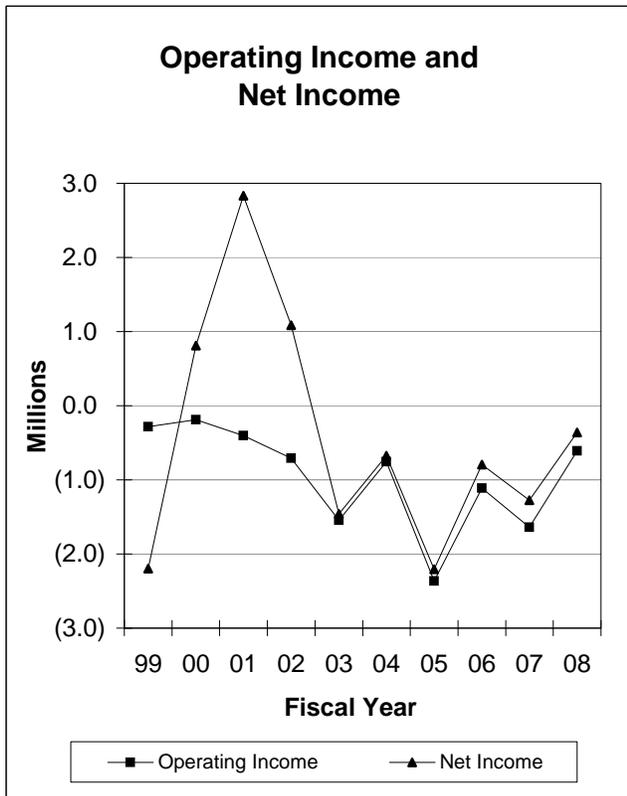
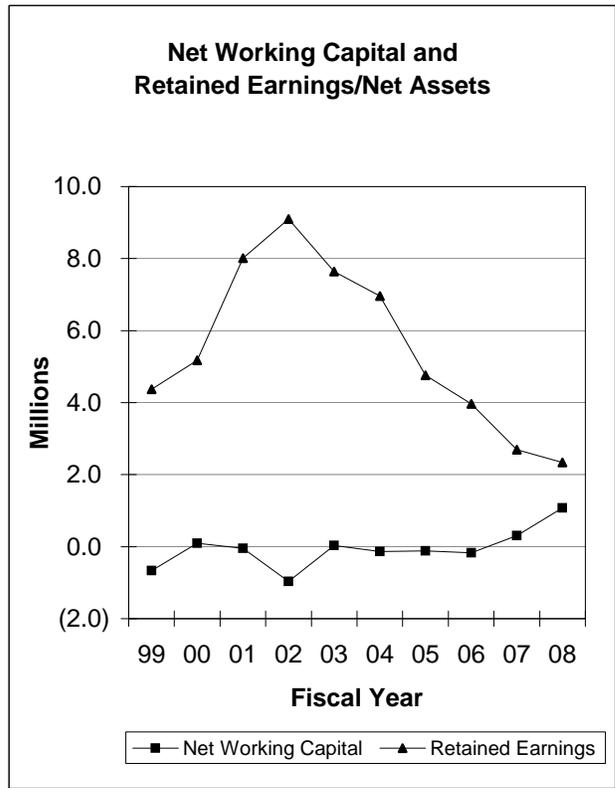
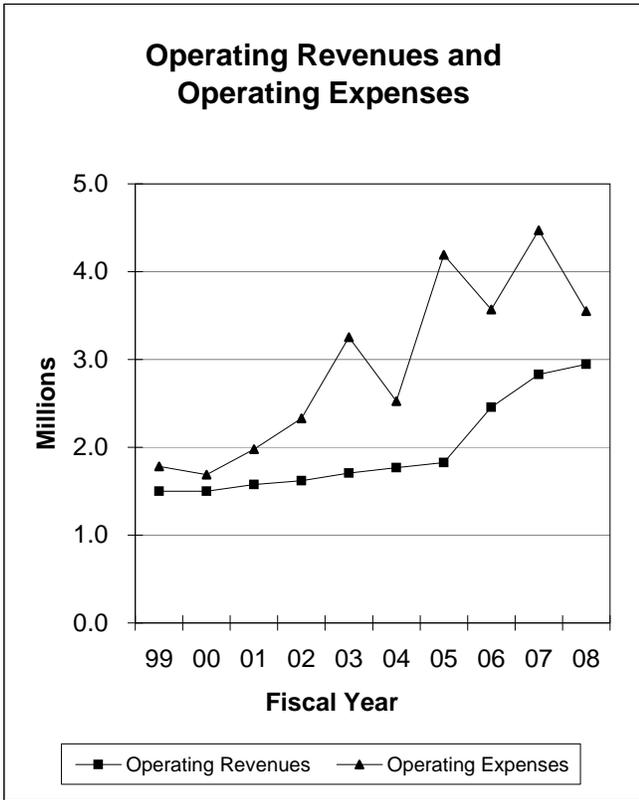
Notes:

FY 2005 and FY 2006 Charge for services increased substantially due to the cost of reimbursable items which the majority of the increase comes from the cost of fuel.

| 2003      | 2004      | 2005      | 2006      | 2007      | 2008      |
|-----------|-----------|-----------|-----------|-----------|-----------|
| 4,037,178 | 4,257,163 | 5,185,497 | 6,176,094 | 6,535,915 | 7,557,805 |
| 1,127,284 | 1,129,645 | 1,216,157 | 1,340,995 | 1,471,985 | 1,480,502 |
| 2,406,453 | 2,606,677 | 3,464,512 | 4,411,974 | 4,724,760 | 5,630,020 |
| 3,843     | 1,284     | 2,978     | 1,655     | 2,775     | 5,669     |
| 294,515   | 276,004   | 253,573   | 286,711   | 308,365   | 363,753   |
| 45,288    | 45,047    | 55,960    | 52,982    | 51,567    | 67,957    |
| 3,877,383 | 4,058,657 | 4,993,180 | 6,094,317 | 6,559,452 | 7,547,901 |
| 159,795   | 198,506   | 192,317   | 81,777    | (23,537)  | 9,904     |
| (22,826)  | (20,427)  | (19,971)  | (20,555)  | (24,264)  | (25,514)  |
| 136,969   | 178,079   | 172,346   | 61,222    | (47,801)  | (15,610)  |
| 0         | 1,721     | 5,070     | 18,630    | 24,063    | 18,414    |
| 0         | 3,878     | 30,719    | 11,309    | 0         | 0         |
| 15,071    | 58,226    | 25,882    | 35,336    | 68,107    | 63,936    |
| 15,071    | 63,825    | 61,671    | 65,275    | 92,170    | 82,350    |
| (500)     | (1,012)   | 0         | (1,911)   | (4,428)   | (1,305)   |
| (3,852)   | 0         | 0         | (5,213)   | (4,135)   | (3,018)   |
| 0         | 0         | 0         | 0         | 0         | 0         |
| (4,352)   | (1,012)   | 0         | (7,124)   | (8,563)   | (4,323)   |
| 10,719    | 62,813    | 61,671    | 58,151    | 83,607    | 78,027    |
| (1,030)   | 0         | (20,038)  | (49,544)  | (32,394)  | (72,042)  |
| 0         | 0         | 0         | 0         | 0         | 0         |
| 146,658   | 240,892   | 213,979   | 69,829    | 3,412     | (9,625)   |

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## Self Insurance Reserve Fund



**Self Insurance Reserve Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 1,500,491   | 1,500,000   | 1,575,000   | 1,620,436   |
| Operating Expenses             | 1,784,211   | 1,686,956   | 1,977,991   | 2,329,992   |
| Operating Income               | (283,720)   | (186,956)   | (402,991)   | (709,556)   |
| Depreciation                   | 0           | (399)       | (639)       | 0           |
| Non-Operating Revenues         | (1,077,848) | 2,035,912   | 4,102,252   | 2,419,349   |
| Non-Operating Expenses         | (836,510)   | (1,039,452) | (864,685)   | (622,258)   |
| Net Transfers                  | 0           | 0           | 0           | 0           |
| Capital Contributions          | 0           | 0           | 0           | 0           |
| Net Income (Loss)              | (2,198,078) | 809,105     | 2,833,937   | 1,087,535   |
| <hr/>                          |             |             |             |             |
| Net Working Capital            | (665,733)   | 96,071      | (46,058)    | (965,072)   |
| Debt Outstanding               | 24,977,566  | 24,977,566  | 24,977,566  | 0           |
| Yearly Debt Service            | 795,410     | 994,653     | 860,025     | 25,367,688  |
| Change in Accounting Principle | 0           | 0           | (3,128)     | 0           |
| Retained Earnings/Net Assets*  | 4,370,106   | 5,179,211   | 8,010,020   | 9,097,555   |

Notes:

\* In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 1,705,501   | 1,769,486   | 1,825,032   | 2,455,498   | 2,828,610   | 2,944,239   |
| 3,252,028   | 2,524,474   | 4,191,618   | 3,567,259   | 4,470,024   | 3,551,898   |
| (1,546,527) | (754,988)   | (2,366,586) | (1,111,761) | (1,641,414) | (607,659)   |
| 0           | 0           | (5,500)     | (6,000)     | (6,000)     | (500)       |
| 88,312      | 80,119      | 169,881     | 325,912     | 374,810     | 248,164     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | (1,750)     | (856)       | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (1,458,215) | (674,869)   | (2,203,955) | (792,705)   | (1,272,604) | (359,995)   |
| 30,499      | (135,794)   | (114,853)   | (173,772)   | 305,514     | 1,073,165   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 7,639,340   | 6,964,471   | 4,760,516   | 3,967,811   | 2,695,207   | 2,335,212   |

**Self Insurance Reserve Fund  
Internal Service Fund**

|                                       | <b>1999</b>        | <b>2000</b>      | <b>2001</b>      | <b>2002</b>      |
|---------------------------------------|--------------------|------------------|------------------|------------------|
| <b>OPERATING REVENUES:</b>            |                    |                  |                  |                  |
| Charges for Services                  | 1,500,491          | 1,500,000        | 1,575,000        | 1,620,436        |
| <b>OPERATING EXPENSES:</b>            |                    |                  |                  |                  |
| Personal Services                     | 90,763             | 97,925           | 95,229           | 97,612           |
| Materials and Supplies                | 2,335              | 3,508            | 5,523            | 5,312            |
| Travel and Training                   | 3,903              | 6,237            | 4,675            | 4,646            |
| Intragovernmental                     | 33,955             | 32,464           | 39,822           | 38,299           |
| Utilities, Services and Miscellaneous | 1,653,255          | 1,546,822        | 1,832,742        | 2,184,123        |
| Total Operating Expenses              | 1,784,211          | 1,686,956        | 1,977,991        | 2,329,992        |
| <b>OPERATING INCOME (LOSS)</b>        | <b>(283,720)</b>   | <b>(186,956)</b> | <b>(402,991)</b> | <b>(709,556)</b> |
| <b>DEPRECIATION</b>                   | <b>0</b>           | <b>(399)</b>     | <b>(639)</b>     | <b>0</b>         |
| <b>OPERATING INCOME (LOSS)*</b>       | <b>(283,720)</b>   | <b>(187,355)</b> | <b>(403,630)</b> | <b>(709,556)</b> |
| <b>NON-OPERATING REVENUES:</b>        |                    |                  |                  |                  |
| Investment Revenue                    | (1,077,848)        | 2,035,912        | 4,102,252        | 2,419,349        |
| Revenue from Other Gov. Units         | 0                  | 0                | 0                | 0                |
| Miscellaneous Revenue                 | 0                  | 0                | 0                | 0                |
| Net Gain on Sale of Investment        | 0                  | 0                | 0                | 0                |
| Non-Operating Revenues                | (1,077,848)        | 2,035,912        | 4,102,252        | 2,419,349        |
| <b>NON-OPERATING EXPENSES:</b>        |                    |                  |                  |                  |
| Miscellaneous Expenses                | (40,620)           | (40,620)         | (40,620)         | (270,869)        |
| Interest Rate Swap Payments           | 0                  | 0                | 0                | 0                |
| Interest Expense                      | (795,890)          | (998,832)        | (824,065)        | (351,389)        |
| Non-Operating Expenses                | (836,510)          | (1,039,452)      | (864,685)        | (622,258)        |
| Total Non-Operating Rev. (Expenses)   | (1,914,358)        | 996,460          | 3,237,567        | 1,797,091        |
| <b>NET TRANSFERS</b>                  | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>CAPITAL CONTRIBUTIONS</b>          | <b>0</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>NET INCOME (LOSS)*</b>             | <b>(2,198,078)</b> | <b>809,105</b>   | <b>2,833,937</b> | <b>1,087,535</b> |

Notes:

\* The decreases in net income and operating income are due to planned uses of fund balance.

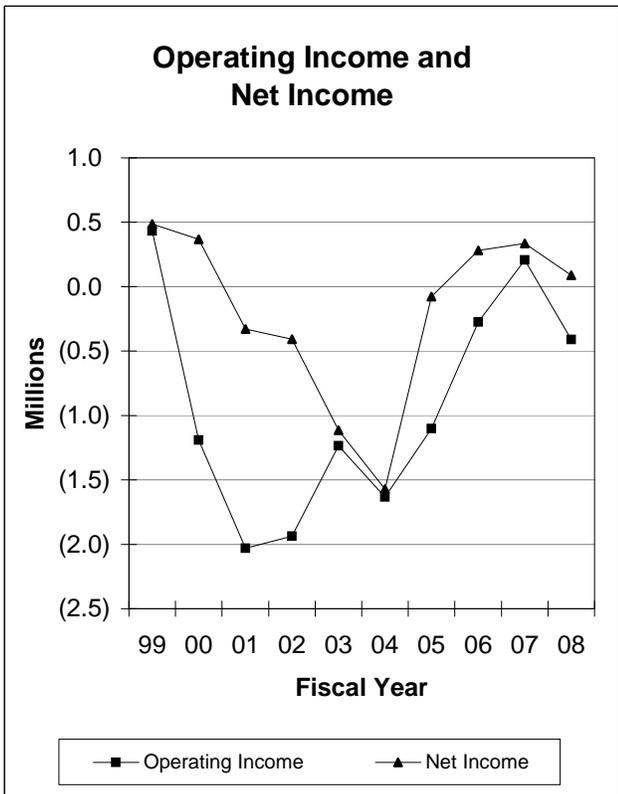
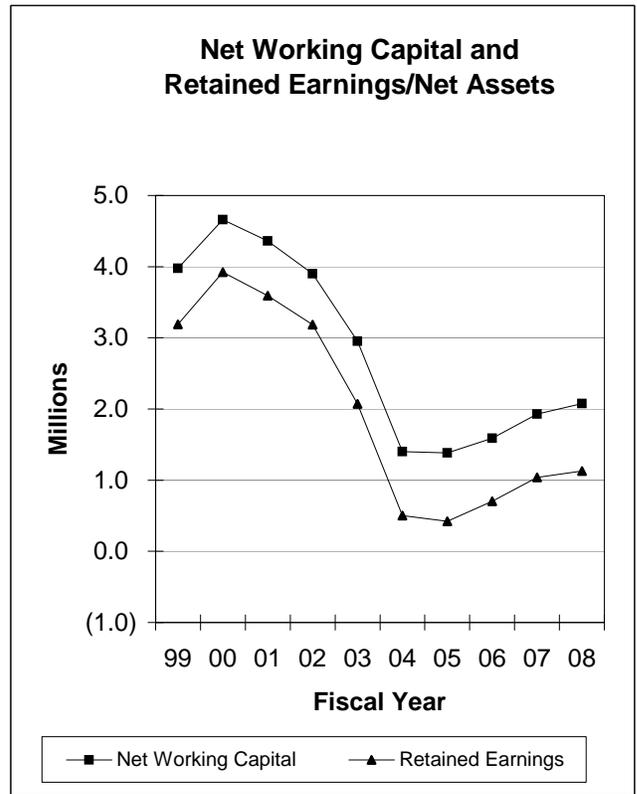
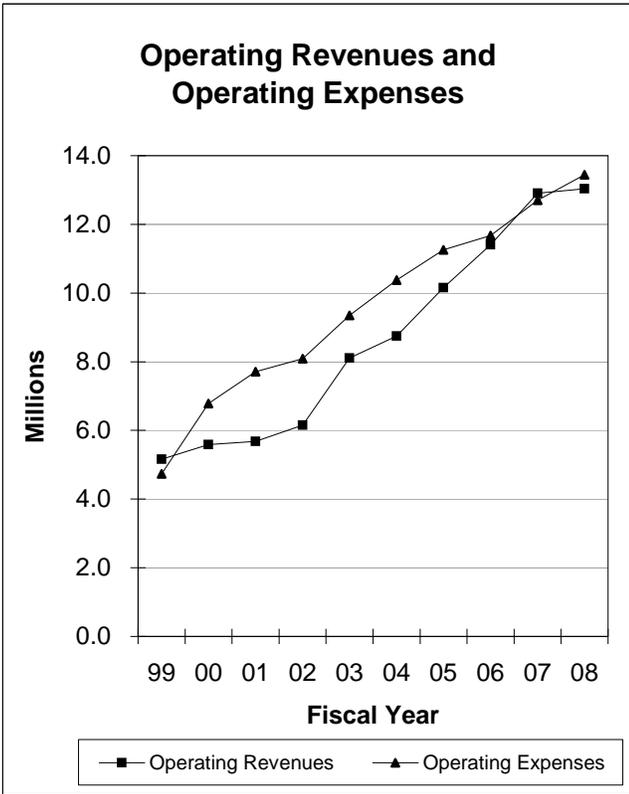
FY 2005 increase in operating expenses was due to a number of several large workers comp. claims.

FY 2006 increase in revenues is due to GASB 42 which states that insurance recoveries associated with destroyed, impaired or repairs to assets must be recorded as revenues and not a reduction to expenses.

| 2003        | 2004      | 2005        | 2006        | 2007        | 2008      |
|-------------|-----------|-------------|-------------|-------------|-----------|
| 1,705,501   | 1,769,486 | 1,825,032   | 2,455,498   | 2,828,610   | 2,944,239 |
| 102,421     | 111,515   | 114,288     | 119,931     | 174,017     | 187,252   |
| 3,267       | 3,042     | 3,635       | 2,674       | 2,924       | 2,571     |
| 4,876       | 3,777     | 3,196       | 4,800       | 5,910       | 3,629     |
| 35,561      | 28,434    | 25,323      | 26,217      | 31,923      | 41,220    |
| 3,105,903   | 2,377,706 | 4,045,176   | 3,413,637   | 4,255,250   | 3,317,226 |
| 3,252,028   | 2,524,474 | 4,191,618   | 3,567,259   | 4,470,024   | 3,551,898 |
| (1,546,527) | (754,988) | (2,366,586) | (1,111,761) | (1,641,414) | (607,659) |
| 0           | 0         | (5,500)     | (6,000)     | (6,000)     | (500)     |
| (1,546,527) | (754,988) | (2,372,086) | (1,117,761) | (1,647,414) | (608,159) |
| 88,312      | 80,119    | 169,881     | 289,590     | 374,810     | 248,164   |
| 0           | 0         | 0           | 36,322      | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 88,312      | 80,119    | 169,881     | 325,912     | 374,810     | 248,164   |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| 88,312      | 80,119    | 169,881     | 325,912     | 374,810     | 248,164   |
| 0           | 0         | (1,750)     | (856)       | 0           | 0         |
| 0           | 0         | 0           | 0           | 0           | 0         |
| (1,458,215) | (674,869) | (2,203,955) | (792,705)   | (1,272,604) | (359,995) |

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## Employee Benefit Fund



**Employee Benefit Fund  
Internal Service Fund  
Revenues and Expenses**

|                                | <b>1999</b> | <b>2000</b> | <b>2001</b> | <b>2002</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| Operating Revenues             | 5,162,828   | 5,587,405   | 5,682,494   | 6,148,300   |
| Operating Expenses             | 4,730,902   | 6,779,420   | 7,713,308   | 8,084,374   |
| Operating Income               | 431,926     | (1,192,015) | (2,030,814) | (1,936,074) |
| Depreciation                   | 0           | 0           | 0           | 0           |
| Non-Operating Revenues         | 54,504      | 1,559,852   | 1,701,084   | 1,528,837   |
| Non-Operating Expenses         | 0           | 0           | 0           | 0           |
| Net Transfers                  | 0           | 0           | 0           | 0           |
| Capital Contributions          | 0           | 0           | 0           | 0           |
| Net Income (Loss)              | 486,430     | 367,837     | (329,730)   | (407,237)   |
| <hr/>                          |             |             |             |             |
| Net Working Capital*           | 3,975,879   | 4,659,104   | 4,358,449   | 3,901,530   |
| Debt Outstanding               | 0           | 0           | 0           | 0           |
| Yearly Debt Service            | 0           | 0           | 0           | 0           |
| Change in Accounting Principle | 0           | 0           | 0           | 0           |
| Retained Earnings/Net Assets** | 3,188,811   | 3,922,037   | 3,592,307   | 3,185,070   |

Notes:

\* In FY 2000 there was an equity transfer of \$365,389 from the Employee Cafeteria Plan Fund.

\*\* In FY 2001 - GASB 34 included contributions in Net Assets and the City adjusted its capitalization threshold.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 8,108,849   | 8,745,412   | 10,153,675  | 11,403,198  | 12,907,680  | 13,032,302  |
| 9,345,216   | 10,378,929  | 11,256,221  | 11,676,622  | 12,699,576  | 13,442,840  |
| (1,236,367) | (1,633,517) | (1,102,546) | (273,424)   | 208,104     | (410,538)   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 80,994      | 62,758      | 26,828      | 55,010      | 82,653      | 499,515     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 41,725      | 0           | 997,940     | 498,848     | 45,400      | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (1,113,648) | (1,570,759) | (77,778)    | 280,434     | 336,157     | 88,977      |
| 2,950,422   | 1,398,675   | 1,382,364   | 1,588,149   | 1,926,563   | 2,076,864   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 2,071,422   | 500,663     | 422,885     | 703,319     | 1,039,476   | 1,128,453   |

**Employee Benefit Fund  
Internal Service Fund**

|   | 1999      | 2000        | 2001        | 2002        |
|---|-----------|-------------|-------------|-------------|
| <b>OPERATING REVENUES:</b>                                    |           |             |             |             |
| Service Charges   | 5,162,828 | 5,587,405   | 5,682,494   | 6,148,300   |
| <b>OPERATING EXPENSES:</b>                                    |           |             |             |             |
| Personal Services   | 84,794    | 188,477     | 276,907     | 233,261     |
| Materials and Supplies  | 1,308     | 22,412      | 27,143      | 34,732      |
| Travel and Training   | 0         | 1,645       | 1,389       | 1,926       |
| Intragovernmental   | 25,256    | 31,180      | 44,282      | 47,920      |
| Utilities, Services and Miscellaneous                         | 4,619,544 | 6,535,706   | 7,363,587   | 7,766,535   |
| Total Operating Expenses                                      | 4,730,902 | 6,779,420   | 7,713,308   | 8,084,374   |
| <b>OPERATING INCOME (LOSS)</b>                                | 431,926   | (1,192,015) | (2,030,814) | (1,936,074) |
| <b>DEPRECIATION</b>   | 0         | 0           | 0           | 0           |
| <b>OPERATING INCOME (LOSS)</b>                                | 431,926   | (1,192,015) | (2,030,814) | (1,936,074) |
| <b>NON-OPERATING REVENUES:</b>                                |           |             |             |             |
| Investment Revenue  | 54,504    | 292,186     | 491,098     | 254,420     |
| Miscellaneous Revenue   | 0         | 1,267,666   | 1,209,986   | 1,274,417   |
| Total Non-Operating Revenues                                  | 54,504    | 1,559,852   | 1,701,084   | 1,528,837   |
| <b>NON-OPERATING EXPENSES:</b>                                |           |             |             |             |
| Total Non-Operating Expenses                                  | 0         | 0           | 0           | 0           |
| Total Non-Operating Rev.(Expenses)                            | 54,504    | 1,559,852   | 1,701,084   | 1,528,837   |
| <b>NET TRANSFERS</b>  | 0         | 0           | 0           | 0           |
| <b>CAPITAL CONTRIBUTIONS</b>                                  | 0         | 0           | 0           | 0           |
| <b>NET INCOME (LOSS) TRANSFERRED<br/>TO RETAINED EARNINGS</b> | 486,430   | 367,837     | (329,730)   | (407,237)   |

Notes:

Consultants were hired to look at the city's Health Plan and recommend changes which occurred in FY 2005.

The changes include a phased in plan for premium increases.

| <b>2003</b> | <b>2004</b> | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 8,108,849   | 8,745,412   | 10,153,675  | 11,403,198  | 12,907,680  | 13,032,302  |
| 207,555     | 234,959     | 210,010     | 244,345     | 231,655     | 232,381     |
| 28,868      | 57,763      | 22,281      | 33,812      | 22,334      | 36,741      |
| 983         | 9,107       | 641         | 637         | 474         | 588         |
| 46,728      | 43,569      | 41,982      | 44,770      | 50,698      | 56,312      |
| 9,061,082   | 10,033,531  | 10,981,307  | 11,353,058  | 12,394,415  | 13,116,818  |
| 9,345,216   | 10,378,929  | 11,256,221  | 11,676,622  | 12,699,576  | 13,442,840  |
| (1,236,367) | (1,633,517) | (1,102,546) | (273,424)   | 208,104     | (410,538)   |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (1,236,367) | (1,633,517) | (1,102,546) | (273,424)   | 208,104     | (410,538)   |
| 80,994      | 62,758      | 26,778      | 53,206      | 77,316      | 90,109      |
| 0           | 0           | 50          | 1,804       | 5,337       | 409,406     |
| 80,994      | 62,758      | 26,828      | 55,010      | 82,653      | 499,515     |
| 0           | 0           | 0           | 0           | 0           | 0           |
| 80,994      | 62,758      | 26,828      | 55,010      | 82,653      | 499,515     |
| 41,725      | 0           | 997,940     | 498,848     | 45,400      | 0           |
| 0           | 0           | 0           | 0           | 0           | 0           |
| (1,113,648) | (1,570,759) | (77,778)    | 280,434     | 336,157     | 88,977      |

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# Financial Trends Divider

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## INTRODUCTION TO COLUMBIA FINANCIAL TREND MONITORING SYSTEM (CFTMS)

The Columbia Financial Trend Monitoring System (CFTMS) is an approach to monitoring and analyzing the financial condition of the City. The indicators used are organized around the framework illustrated on Chart "A". Several of the indicators are broken down between "General Government" and "Enterprise Operations" to give a more precise reflection of actual operations.

### **Purpose of CFTMS**

The purpose of the CFTMS is to enable the City to:

1. Analyze factors affecting the City's financial condition and present them in an easily understandable manner.
2. Develop the necessary indicators to:
  - a. Gain better understanding of the City's financial condition.
  - b. Identify possible emerging problems before they have time to become serious problems.
  - c. Identify existing problems the City may be unaware of.
3. Present a method of quantifying significant amounts of complex information regarding financial condition.
4. Combine financial and nonfinancial data into the same analysis of financial condition.
5. Place events of a single year in a long-term perspective and permit the City to follow changes over time.
6. Incorporate benchmarks used by credit rating agencies into overall analysis.

The indicators comprising the CFTMS were chosen by ICMA because it is believed they have the most practical application for use by those examining a City's financial condition. The indicators are grouped into seven categories: revenues, expenditures, operating position, debt structure, unfunded liabilities, condition of capital plant, and community needs and resources. Most of the indicators have been identified by various cities as indicators to monitor.

It is difficult to determine which indicator or indicators are the most important. Initially, it might appear that some of the more general indicators such as revenues per capita or expenditures per capita might be most important because of the broad range of issues they cover. However, looking only at the broad indicators and not the remaining ones in each indicator group may leave important issues overlooked. Therefore, it is necessary to examine all indicators closely to determine which appear to be more relevant. The indicators focus primarily on General Fund operating issues and Enterprise Operations where appropriate over a ten year period. This period will most likely cover at least one short-run turn in the regional economy and should provide enough of a time perspective to monitor the emergence of any positive or negative trends.

### **Evaluation of CFTMS**

Each trend worksheet includes a section entitled "warning trend". If an indicator is moving in a manner reflective of the warning trend, it may be considered as being potentially unfavorable. The worksheets also contain a description of the indicators, credit industry benchmarks where applicable, and a brief analysis of each indicator. These sections can be used to:

1. Examine the magnitude and acceleration of a trend.
2. Compare with other trends.
3. Compare trends to credit industry benchmarks.
4. Determine whether a trend indicates a real or potential problem.
5. Identify possible causes of a problem.

### **Trend Analysis**

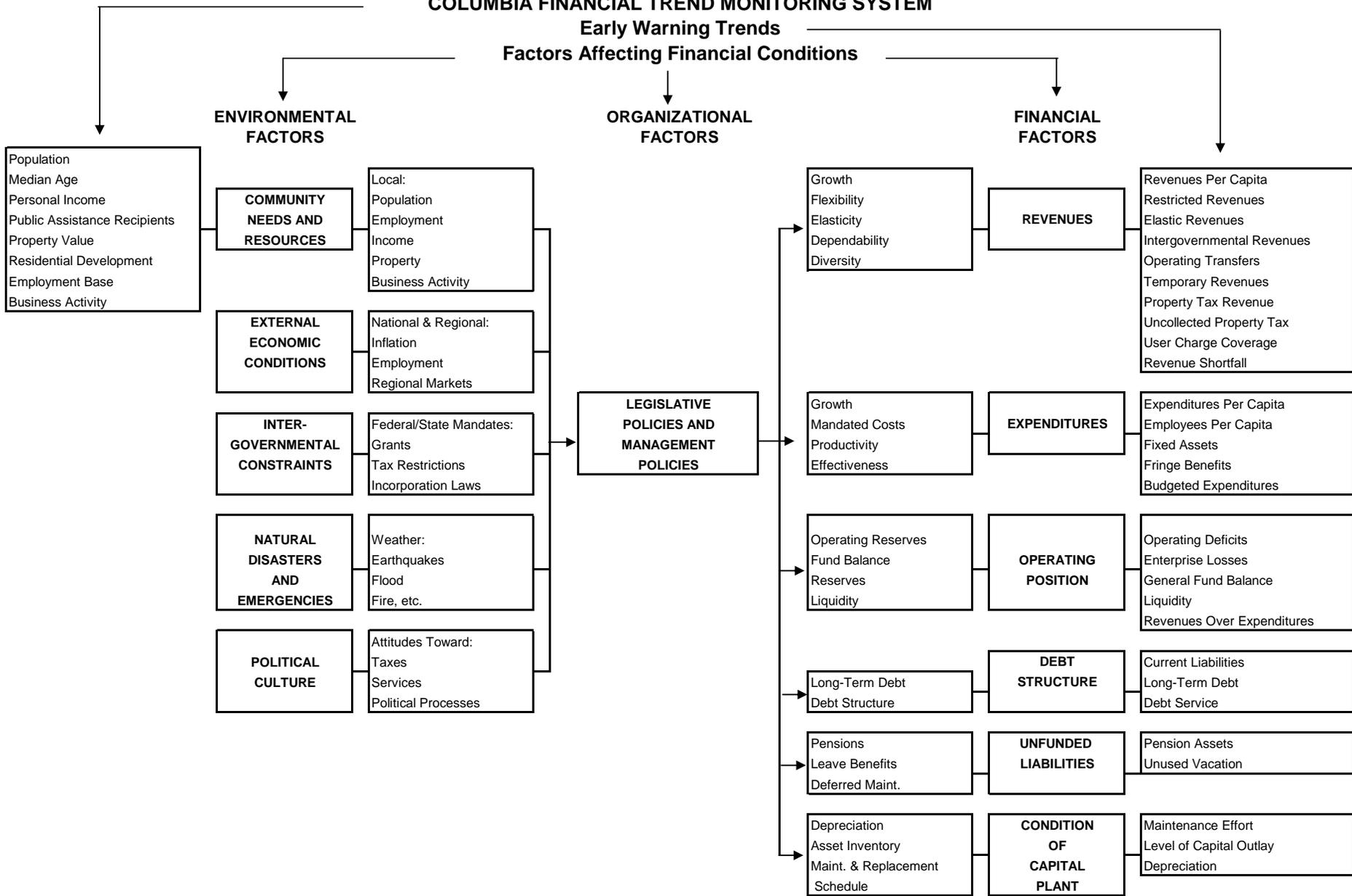
The primary tool for evaluating the indicators is trend analysis, that is, examining each indicator in a multi-year perspective over ten years. Trend analysis can provide a data base that can be used for making projections necessary for effective budgeting, capital facility planning, and general policy making. In addition, it demonstrates to bond rating firms that the City is in control of its finances even though it may experience some particular problem.

Should a trend be identified as a potential problem, the following questions should be addressed to give an appropriate assessment of the trend:

1. How long has the trend been occurring? Is it improving or declining? Most likely the trend does not present an immediate problem if it has shown problems for less than three consecutive years. This depends of course on the severity of the problem indicated and the direction in which trend appears to be heading.
2. Are there mitigating circumstances? If so, they must always be weighed in order to determine if a potential problem actually exists or is significant. The underlying rule of thumb is that "no single indicator implies good or bad financial condition", it only points to situations that may require closer examination. Each potentially unfavorable trend analyzed should be done so in light of its causes and significance to the overall health of the City's finances.
3. What are the causes underlying an apparent unfavorable trend? Within each indicator, the "analysis" section attempts to determine if the trend is actually unfavorable, and, if so, what it is caused by.
4. How do trends compare to one another? Examining an unfavorable trend in a logical grouping of other trends which are positive might better indicate actual overall position.

# CHART A: COLUMBIA FINANCIAL TREND MONITORING SYSTEM

## Early Warning Trends Factors Affecting Financial Conditions



### Evaluation Questions

Is your government paying the full cost of operating, or is it postponing costs to a future period when revenues may not be available to pay these costs?

Does the external environment provide enough resources to pay for the demands it makes?

Do management practices and legislative policies enable your government to respond appropriately to changes in the environment?

**Summary**  
**Columbia Financial Trend Monitoring System**

| Indicator | Description of Indicator   | State of Indicator *     |                             |                                   |
|-----------|--|--------------------------|-----------------------------|-----------------------------------|
|           |  | General Fd/<br>Gov't Fds | Enterprise/<br>Internal Fds | Community<br>Needs &<br>Resources |
| Chart A   | Columbia Financial Trend Monitoring System: Warning Trends/Factors |                          |                             |                                   |

**Revenues:**

|         |  |            |   |  |
|---------|--|------------|---|--|
| Chart B | Impact of Inflation on City Revenues               | +          |   |  |
| 1       | Revenues Per Capita: General Fund                  | +, Monitor |   |  |
| 2-A     | Restricted Revenues: Governmental Funds            | +          |   |  |
| 2-B     | Restricted Revenues: Enterprise Funds              |            | ~ |  |
| 3       | Intergovernmental Revenues: General Fund           | =          |   |  |
| 4       | Elastic Tax Revenues: General Fund                 | =          |   |  |
| 5       | Operating Transfers From Other Funds: General Fund | ~          |   |  |
| 6       | Temporary Revenues: Governmental Funds             | ~          |   |  |
| 7       | Property Tax Revenues: General Fund                | +          |   |  |
| 8       | Uncollected Property Taxes: General Fund           | +          |   |  |
| 9       | Service Charges Coverage: General Fund             | Monitor    |   |  |
| 10      | Revenues - Budgeted vs. Actual: General Fund       | Monitor    |   |  |

**Expenditures:**

|         |   |         |         |  |
|---------|---|---------|---------|--|
| Chart C | Impact of Inflation on City Expenditures                        | +       | +       |  |
| 11-A    | Expenditures Per Capita: General Fund                           | =       |         |  |
| 11-B    | Expenses Per Capita: Enterprise Funds                           |         | ~       |  |
| 12-A    | Employees Per Capita: General Fund                              | =       |         |  |
| 12-B    | Employees Per Capita: Enterprise Funds & Internal Service Funds |         | =       |  |
| 13      | Fixed Costs: All Funds  | +       | +       |  |
| 14      | Fringe Benefits   | Monitor | Monitor |  |
| 15      | Expenditures: General Fund Over/Under Budget                    | =       |         |  |

**Operating Position:**

|      |   |   |         |  |
|------|---|---|---------|--|
| 16   | Excess of Revenues Over Expenditures: General Fund              | ~ |         |  |
| 17   | Enterprise Retained Earnings/Loss                               |   | ~       |  |
| 18   | General Fund Balances   | = |         |  |
| 19-A | Liquidity: General Fund   | ~ |         |  |
| 19-B | Liquidity: Enterprise Funds                                     |   | ~       |  |
| 20-A | Revenues to Expenditures: Governmental Funds & Exp. Trust Funds | ~ |         |  |
| 20-B | Revenues to Expenses: Proprietary Funds & Non-Exp. Trust Funds  |   | Monitor |  |

**Debt Structure:**

|      |   |   |         |  |
|------|---|---|---------|--|
| 21-A | Current Liabilities: General Fund                         | ~ |         |  |
| 21-B | Current Liabilities: Enterprise Fund                      |   | ~       |  |
| 22-A | General Obligation Long-Term Debt: Per Assessed Valuation | + |         |  |
| 22-B | General Obligation Long-Term Debt: Per Capita             | + |         |  |
| 23-A | Debt Service: General Obligation Bonds                    | + |         |  |
| 23-B | Debt Service: Revenue Bonds                               |   | Monitor |  |

**\* State of Indicator:**

- + Positive Trend
- Negative Trend
- ~ Fluctuating Trend over a reasonable range
- = Stable Trend
- Monitor Indicator needs to be closely monitored

**Summary**  
**Columbia Financial Trend Monitoring System**

| Indicator | Description of Indicator | State of Indicator *     |                             |                                   |
|-----------|--------------------------|--------------------------|-----------------------------|-----------------------------------|
|           |                          | General Fd/<br>Gov't Fds | Enterprise/<br>Internal Fds | Community<br>Needs &<br>Resources |

**Unfunded Liabilities:**

|    |                            |         |         |  |
|----|----------------------------|---------|---------|--|
| 24 | Pension Assets             | Monitor | Monitor |  |
| 25 | Accumulated Employee Leave | ~       | ~       |  |

**Condition of Capital Plant:**

|      |   |   |   |  |
|------|---|---|---|--|
| 26-A | Maintenance Effort: Streets & Sidewalks                       | ~ |   |  |
| 26-B | Maintenance Effort: Water & Electric Utilities                |   | ~ |  |
| 27   | Capital Outlay: General, Internal Services & Enterprise Funds | ~ | ~ |  |
| 28   | Depreciation: Enterprise & Internal Service Funds             |   | = |  |

**Community Needs & Resources:**

|      |  |  |  |         |
|------|--|--|--|---------|
| 29   | Population                                   |  |  | +       |
| 30   | Median Age                                   |  |  | =       |
| 31   | Household Effective Buying Income            |  |  | +       |
| 32   | Public Assistance Recipients                 |  |  | Monitor |
| 33   | Property Value                               |  |  | Monitor |
| 34   | Residential Development                      |  |  | Monitor |
| 35   | Employment Base                              |  |  | Monitor |
| 36-A | Business Activity: Business License Accounts |  |  | +       |
| 36-B | Business Activity: Retail Sales              |  |  | Monitor |

**\* State of Indicator:**

- + Positive Trend
- Negative Trend
- ~ Fluctuating Trend over a reasonable range
- = Stable Trend
- Monitor Indicator needs to be closely monitored

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1999 - FY 2008**

| <u>Indicator Title</u>                        | <u>Formula</u>   | <u>Page Reference</u> |
|---|--|-----------------------|
| Revenues Per Capita                           | <u>Operating Revenue &amp; Transfers (constant dollars)</u><br>Population          | 242                   |
| Restricted Revenues                           | <u>Restricted Operating Revenues</u><br>Operating Revenues                         | 244, 246              |
| Intergovernmental Revenues                    | <u>Intergovernmental Revenues</u><br>Operating Revenues and Transfers              | 248                   |
| Elastic Tax Revenues                          | <u>Elastic Tax Revenues</u><br>Operating Revenues and Transfers                    | 250                   |
| Operating Transfers From Other Funds          | <u>Operating Transfers From Other Funds</u><br>Operating Revenues and Transfers    | 252                   |
| Temporary Revenues                            | <u>Temporary Revenues</u><br>Operating Revenues                                    | 254                   |
| Property Tax Revenues                         | Property Tax Revenues in Constant Dollars  | 256                   |
| Uncollected Property Taxes                    | <u>Allowance for Uncollected Property Taxes</u><br>Net Current Property Tax Levy   | 258                   |
| Service Charge Coverage                       | <u>Revenues from Fees and Service Charges</u><br>Expenditures for Related Services | 260                   |
| Revenue - Surpluses/Revised Budget vs. Actual | <u>Revenue Surpluses*</u><br>Estimated Budgeted Revenues and Transfers             | 262                   |
| Expenditures Per Capita                       | <u>Operating Expenditures and Transfers in Constant Dollars</u><br>Population      | 268                   |
| Expenses Per Capita                           | <u>Total Operating Expenses in Constant Dollars</u><br>Population                  | 270                   |
| Employees Per Capita                          | <u>Number of Municipal Employees</u><br>Population in Thousands                    | 272, 274              |
| Fixed Costs                                   | <u>Fixed Costs</u><br>Operating Expenditures and Transfers                         | 276                   |

\*Operating Revenues Budgeted less Actual Operating Revenues

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1999 - FY 2008**

| <b>Indicator Title</b>   | <b>Formula</b>   | <b>Page Reference</b> |
|--|--|-----------------------|
| Fringe Benefits  | $\frac{\text{Fringe Benefit Expenditures}}{\text{Salaries and Wages}}$   | 278                   |
| Expenditures: General Fund   | $\frac{\text{Amount Over/(Under) Budget}}{\text{Budgeted Expenditures}}$   | 280                   |
| Excess of Revenues<br>Over Expenditures  | $\frac{\text{General Fund Operating Deficits/Excesses}}{\text{Operating Revenues and Transfers}}$                                | 286                   |
| Enterprise Net Income/<br>Loss   | Enterprise Retained Earnings/Losses in Constant Dollars  | 288                   |
| General Fund Balances  | $\frac{\text{General Fund Unreserved Fund Balance}}{\text{Operating Revenues and Transfers}}$                                    | 290                   |
| Liquidity<br>(cash, marketable securities,<br>accts. receivable & unrestricted assets) | $\frac{\text{Current Assets (Less Those Not Applicable)}}{\text{Current Liabilities}}$   | 292, 294              |
| Revenues Over Expenditures   | $\frac{\text{Total/Operating Revenues}}{\text{Total/Operating Expenditures (Expenses)}}$   | 296, 298              |
| Current Liabilities  | $\frac{\text{Current Liabilities}}{\text{Operating Revenues and Transfers}}$   | 304, 306              |
| General Obligation<br>Long-Term Debt   | $\frac{\text{General Obligation Debt Outstanding}}{\text{Assessed Value (or) Current Population}}$                               | 308, 310              |
| Debt Service: General<br>Obligation Bonds  | $\frac{\text{Net Debt Service}}{\text{Operating Revenues and Transfers}}$  | 312                   |
| Debt Service:<br>Revenue Bonds   | $\frac{\text{Net Operating Revenues}}{\text{Total Debt Service}}$  | 314                   |
| Pension Assets   | $\frac{\text{Pension Plan Assets}}{\text{Benefits Paid}}$  | 320                   |
| Accumulated Employee<br>Leave Liability  | $\frac{\text{Accumulated Hours of Vacation Leave}}{\text{Number of Municipal Employees}}$  | 322                   |
| Maintenance Effort   | $\frac{\text{Expenditures/Expenses for Repair \& Maint. of Assets}}{\text{Number of Miles of Streets/Total Operating Expenses}}$ | 328, 330              |
| Level of Capital Outlay  | $\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$  | 332                   |

**SUMMARY TABLE OF INDICATORS AND FORMULAS  
FOR FINANCIAL TRENDS DURING FY 1999 - FY 2008**

| <u>Indicator Title</u>       | <u>Formula</u>   | <u>Page Reference</u> |
|------------------------------|--|-----------------------|
| Depreciation                 | <u>Depreciation Expense</u><br>Cost of Depreciable Assets                                    | 334                   |
| Population                   | Population   | 340                   |
| Median Age                   | Median Age of Population   | 342                   |
| Household Buying Income      | Household Buying Income - Median   | 344                   |
| Public Assistance Recipients | <u>Public Assistance Recipients</u><br>Population  | 346                   |
| Property Value               | <u>Constant Dollar Change in Property Value</u><br>Constant Dollar Property Value Prior Year | 348                   |
| Residential Development      | <u>Market Value of Residential Property</u><br>Market Value of Total Property                | 350                   |
| Employment Base              | -Rate of Unemployment<br>-Number of Jobs in Community  | 352                   |
| Business Activity            | -Business License Accounts<br>-Retail Sales  | 354, 356              |

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# The Revenue Indicators

## Numbers 1 - 10

FY 1999 - FY 2008

***Changes in the revenue structure can be monitored by using the following indicators:***

- ▶ Revenues Per Capita
- ▶ Restricted Revenues
- ▶ Intergovernmental Revenues
- ▶ Elastic Tax Revenues
- ▶ Operating Transfers From Other Funds
- ▶ Temporary Revenues
- ▶ Property Tax Revenues
- ▶ Uncollected Property Taxes
- ▶ Service Charge Coverages
- ▶ Revenue Surpluses (Deficits)



*City of Columbia*  
*Columbia, Missouri*

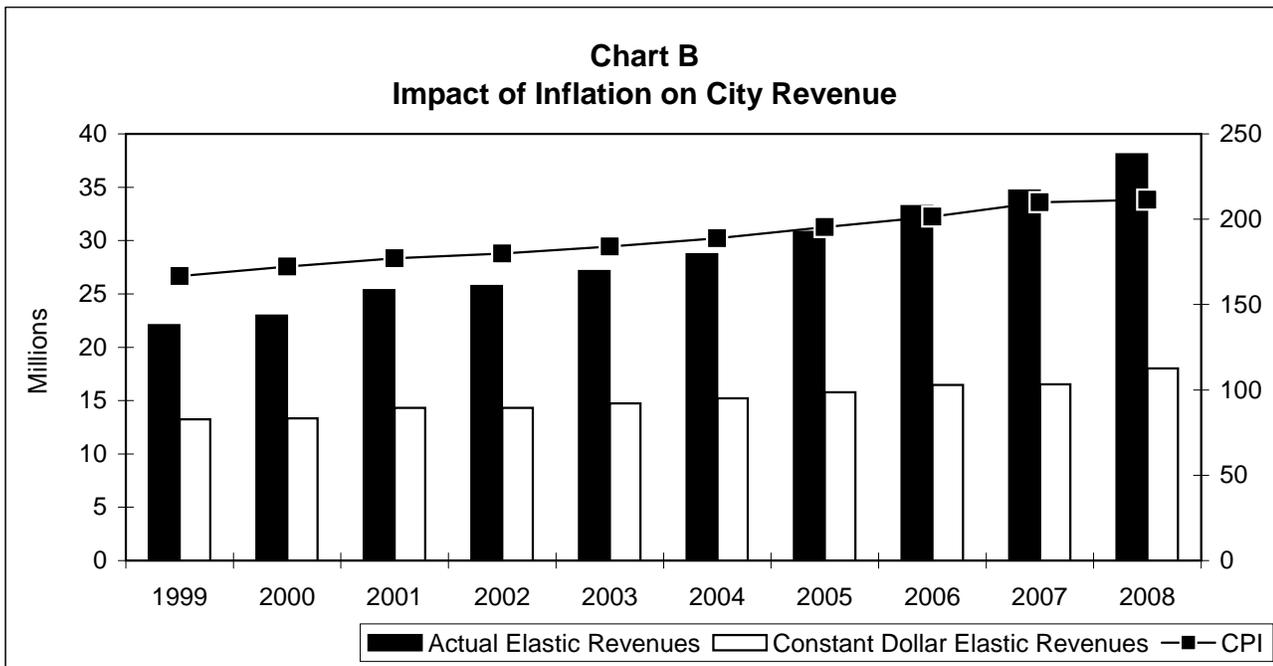
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## THE REVENUE INDICATORS: NUMBERS 1 - 10

Revenues determine the capacity of a city to provide services. Important issues to consider are growth, diversity, reliability, flexibility and administration. Under ideal conditions, revenues would expand in relation to inflation and increased expenditure pressures. They would be flexible enough to allow for necessary adjustments to react to changing conditions. In addition, the sources would be diversified so as to eliminate an over dependence on any single source.

By analyzing revenues, the following problems could be identified should they exist:

- Deterioration of revenues due to inflation, etc.
- Changes in tax burden.
- Inefficiency in the collection and administration of revenues.
- Internal procedures or legislative policies that may adversely affect revenue yields.
- Overdependence on a revenue source.



### Revenue Data:

| Fiscal Year | Actual Elastic Revenues | Consumer Price Index | Constant Dollar Elastic Revenues |
|-------------|-------------------------|----------------------|----------------------------------|
| 1999        | \$22,079,780            | 166.60               | \$13,253,169                     |
| 2000        | \$22,953,785            | 172.20               | \$13,329,724                     |
| 2001        | \$25,344,212            | 177.10               | \$14,310,679                     |
| 2002        | \$25,754,568            | 179.90               | \$14,316,047                     |
| 2003        | \$27,137,481            | 184.00               | \$14,748,631                     |
| 2004        | \$28,723,843            | 188.90               | \$15,205,846                     |
| 2005        | \$30,809,292            | 195.30               | \$15,775,367                     |
| 2006        | \$33,217,717            | 201.60               | \$16,477,042                     |
| 2007        | \$34,685,834            | 210.00               | \$16,517,064                     |
| <b>2008</b> | <b>\$38,091,828</b>     | <b>211.43</b>        | <b>\$18,016,283</b>              |

Note: Only Elastic Revenues are used to show impact of inflation (see Indic. 4) since not all revenues of the city will expand because of inflation. Some revenues will expand only when rate or fee changes are made. Nearly all expenditures are impacted by inflation, but this is not automatically the case with the General Fund Revenues.

Elastic Revenues: Sales Tax, Telephone, Natural Gas, Electric, Business License and PILOT.

Source: FY 2002 to present Financial Management Information Supplement: Exhibit B-3

## Indicator 1

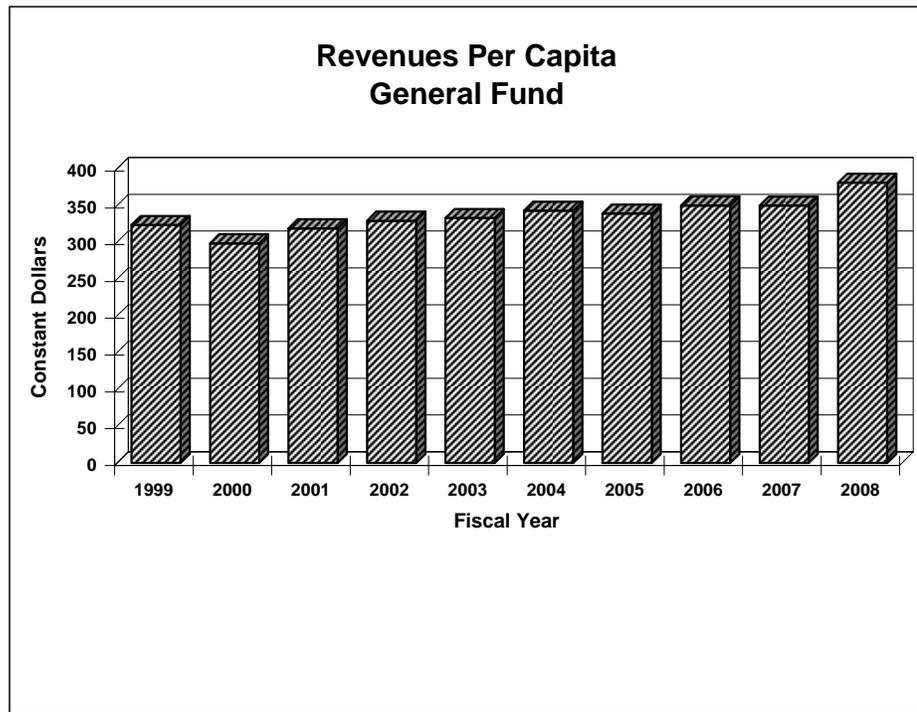
### REVENUES PER CAPITA: General Fund

#### Warning Trend:

Decreasing Operating Revenues per Capita (Constant Dollars)

#### Formulation:

$$\frac{\text{Operating Revenues \& Transfers (Constant Dollars)}}{\text{Population}}$$



| Fiscal Year | Operating Revenues and Transfers * | Consumer Price Index | Operating Revenues & Transfers (Constant Dollars) | Estimated Population | Operating Revenues & Transfers Per Capita in Constant Dollars |
|-------------|------------------------------------|----------------------|---|----------------------|---|
| 1999        | \$43,416,652                       | 166.6                | \$26,060,415                                      | 80,500               | \$323.73  |
| 2000        | \$43,891,836                       | 172.2                | \$25,488,871                                      | 85,292               | \$298.84  |
| 2001        | \$48,665,665                       | 177.1                | \$27,479,201                                      | 86,081               | \$319.22  |
| 2002        | \$51,593,618                       | 179.9                | \$28,679,054                                      | 87,003               | \$329.63  |
| 2003        | \$54,210,002                       | 184.0                | \$29,461,958                                      | 88,423               | \$333.19  |
| 2004        | \$58,238,591                       | 188.9                | \$30,830,382                                      | 89,803               | \$343.31  |
| 2005        | \$60,917,104                       | 195.3                | \$31,191,554                                      | 91,912               | \$339.36  |
| 2006        | \$66,716,295                       | 201.6                | \$33,093,400                                      | 94,428               | \$350.46  |
| 2007        | \$70,693,991                       | 210.0                | \$33,663,805                                      | 96,128               | \$350.20  |
| <b>2008</b> | <b>\$78,898,068</b>                | <b>211.4</b>         | <b>\$37,316,402</b>                               | <b>97,858</b>        | <b>\$381.33</b>   |

\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and Increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

Since 1998 the Bureau of Labor Statistics (BLS) has used 1984=100 when computing the Consumer Price Index. Prior to that BLS used 1967=100. The city decided to convert in 2007 since there was 10 years worth of data to use for comparison.

#### Description:

Examination of per capita revenue shows how revenues are changing relative to changes in the population level and rate of inflation. As population or the number of households increases, it might be expected that the needs for services would increase proportionately, and therefore the level of per capita revenues should remain at least constant in real terms. If per capita or per household revenues are decreasing, it could be that the City will be unable to maintain existing service levels unless it were to find new revenue sources or ways to save money. This reasoning assumes that the cost of services is directly related to population or household level.

**Analysis:**

For the ten year period examined, actual revenues per capita in constant dollars ranged from \$298.84 to \$381.33 fluctuating only slightly. The constant dollar amount for FY 2008 is \$381.33. Because elastic revenues as a percentage of operating revenues and transfers vary from year to year based on weather conditions and sales tax percentage allocations, operating revenues per capita will also vary. The City is not experiencing extensive downward trends in this area.

**Sources:**

- Prior to FY 2002 - City of Columbia Comprehensive Annual Financial Report, Exhibit B-3
- FY 2002 to present - City of Columbia Financial Management Information Supplement Exhibit B-3
- Population has been revised to reflect the numbers reported by the Missouri Census Data Center
- <http://www.stats.bls.gov>
- Consumer Price Index are annual archived numbers from the Bureau of Labor.

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**Notes:**

## Indicator 2-A

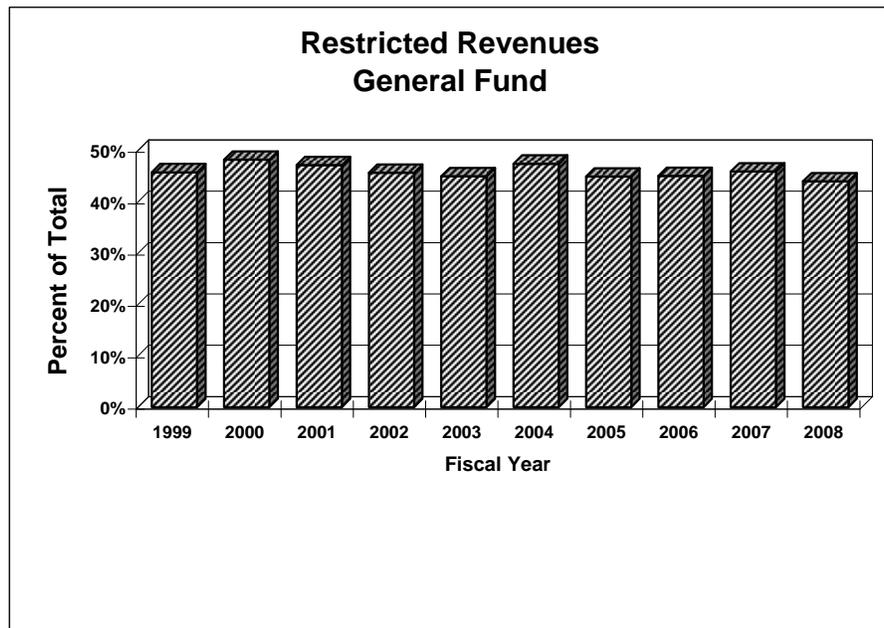
### RESTRICTED REVENUES: Governmental Funds

#### Warning Trend:

Increasing Amount of Restricted Operating Revenues as a Percentage of Operating Revenues

#### Formulation:

$$\frac{\text{Restricted Operating Revenues}}{\text{Operating Revenues}}$$



| Fiscal Year | Governmental Operating Revenues * | Restricted Operating Revenues** | Restricted Revenue As a Percent Of Total |
|-------------|-----------------------------------|---------------------------------|--|
| 1999        | \$56,997,403                      | \$26,064,588                    | 45.73%                                   |
| 2000        | \$63,586,284                      | \$30,643,741                    | 48.19%                                   |
| 2001        | \$71,178,120                      | \$33,555,981                    | 47.14%                                   |
| 2002        | \$72,502,454                      | \$33,077,225                    | 45.62%                                   |
| 2003        | \$74,269,175                      | \$33,384,673                    | 44.95%                                   |
| 2004        | \$82,290,850                      | \$39,012,130                    | 47.41%                                   |
| 2005        | \$82,654,278                      | \$37,107,544                    | 44.89%                                   |
| 2006        | \$90,445,850                      | \$40,710,091                    | 45.01%                                   |
| 2007        | \$96,552,609                      | \$44,302,530                    | 45.88%                                   |
| <b>2008</b> | <b>\$106,195,041</b>              | <b>\$46,684,459</b>             | <b>43.96%</b>                            |

\* Governmental Operating Revenue: All Governmental Fund Types and Expendable Trust Funds.

\*\* Restricted Operating Revenues: Gasoline Tax, Grant Revenues, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and Expendable Trust Funds.

#### Description:

A restricted revenue is one which is legally earmarked for a specific use as may be required by State law, ordinance, bond covenant or grant requirement. For example, many states require that gas tax revenues be used only for street maintenance or construction, i.e. government funds only.

Should the percentage of restricted revenues increase, the City would lose freedom to respond adequately to changing conditions.

**Analysis:**

For the period examined, restricted operating revenues as a percent of total operating revenues has ranged from 43.96% to 48.19%. Fluctuations, over the past ten years, are attributable to changes in sales tax, library property tax, assessed valuations for property taxes, and capital projects.

**Sources:**

- Prior to FY 2002 - City of Columbia Comprehensive Annual Financial Report, Exhibits A-2, B-3, and H-5
  - FY 2002 to present - City of Columbia Financial Management Information Supplement, Exhibits A-2, B-3, and H-5
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**Notes:**

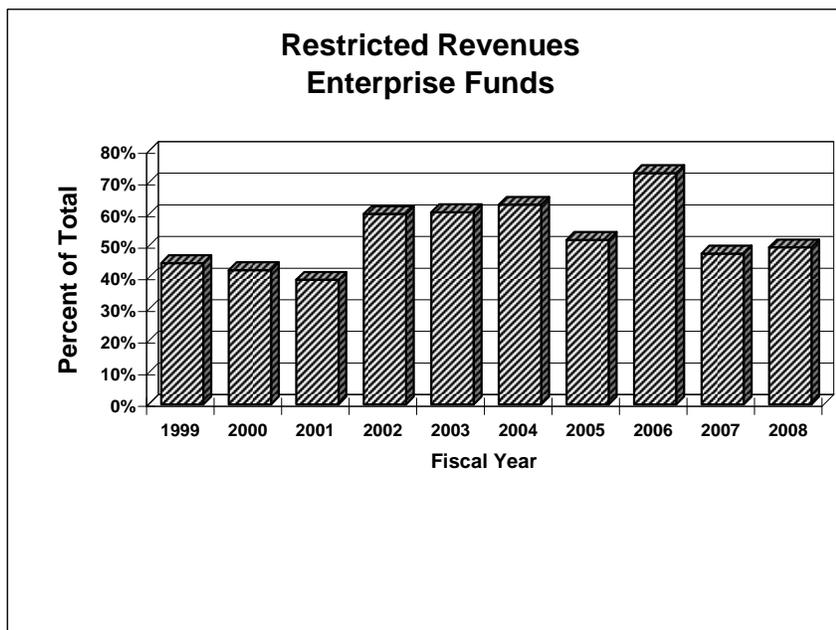
## Indicator 2-B

### RESTRICTED REVENUES: Enterprise Funds

#### Warning Trend:

Increasing Amount of Restricted Operating Revenues as a Percentage of Gross Operating Revenue

#### Formulation:

$$\frac{\text{Restricted Operating Revenues}}{\text{Operating Revenues}}$$


| Fiscal Year | Enterprise Operating Revenues * | Restricted Operating Assets **<br>Enterprise Funds | Restricted Revenue As a Percent Of Total |
|-------------|---------------------------------|--|--|
| 1999        | \$86,162,937                    | \$38,477,742                                       | 44.66%                                   |
| 2000        | \$86,030,005                    | \$36,510,146                                       | 42.44%                                   |
| 2001        | \$89,577,038                    | \$35,288,664                                       | 39.39%                                   |
| 2002        | \$91,283,268                    | \$54,977,174                                       | 60.23%                                   |
| 2003        | \$95,359,587                    | \$57,942,146                                       | 60.76%                                   |
| 2004        | \$99,715,244                    | \$62,934,115                                       | 63.11%                                   |
| 2005        | \$113,652,088                   | \$59,095,818                                       | 52.00%                                   |
| 2006        | \$128,415,976                   | \$93,885,972                                       | 73.11%                                   |
| 2007        | \$140,264,269                   | \$66,928,003                                       | 47.72%                                   |
| <b>2008</b> | <b>\$146,525,543</b>            | <b>\$72,757,506</b>                                | <b>49.66%</b>                            |

\* Operating Revenues: Enterprise Revenues for Water and Electric, Sewer, Parking and Solid Waste.

\*\* Assets restricted in accordance with bond covenants in Water and Electric, Sewer, Parking and Solid Waste Funds.

- |   |                                     |
|---|-------------------------------------|
| --cash for current bond maturities                                | --revenue bond construction account |
| --cash & marketable securities<br>restricted for capital projects | --revenue bond reserve account      |
| --replacement & renewal account                                   | --surplus account                   |
| --redemption bond account   | --contingency account               |
| --interest rate swap reserve                                      | --operation and maintenance account |
| --other restricted assets   | --interest rate swap account        |
|   | --closure & post closure reserve    |

#### Note:

FY 1997 numbers were restated in FY 1998 for Water, Electric, Sewer, and Solid Waste Operating Revenues.

### Description:

A restricted revenue is one which is legally earmarked for a specific purpose by bond covenants. For example, bond covenants require that utility revenues be pledged to retiring revenue bonds. Should the percentage of such revenues steadily increase, the utilities could lose some flexibility.

## Analysis:

For the period listed, restricted revenues as a percent of total revenues have ranged from a low of 39.39% to a high of 73.11%. While this trend on the surface appears to be unfavorable, it has not decreased the Enterprise Fund's flexibility in terms of meeting its operating requirements.

The FY 1999 percentage decreased to 44.66% due to a decrease in the amount of cash restricted for Parking projects and a decrease in Revenue Bonds for water and electric construction. The FY 2000 percentage decreased slightly to 42.44% due to a decrease in the amount of restricted assets for Sewer and Parking. The FY 2001 percentage decreased to 39.39% mainly due to an increase in Water and Electric revenues and a decrease in Water and Electric restricted assets. The FY 2002 percentage increased to 60.23% due to several things; increased restriction of assets in Water and Light for revenue bond construction, additional cash for current bond maturities in Sewer and for capital projects in Solid Waste and Sewer. FY 2003 remained constant with FY 2002 percentage increase. FY 2004 increase is due to Water and Light Bonds for construction. FY 2005 increase is due in part to an increase in the average customer base and the demand in use of utilities due to weather fluctuations. FY 2006 increase is due to the bonds that were issued during the fiscal year.

## Sources:

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports

Exhibit F-1: Restricted Operating Revenues:

Use Total Restricted Assets

Less: Customer Sec. & Escrow Accts.

Less: Grants Receivable

Exhibit F-2: Operating Revenues

--FY 2002 to present City of Columbia Financial Management Information Supplement

Exhibit F-1: Restricted Operating Revenues:

Use Total Restricted Assets

Less: Customer Sec. & Escrow Accts.

Less: Grants Receivable

Exhibit F-2: Operating Revenues

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## Notes:

### Indicator 3

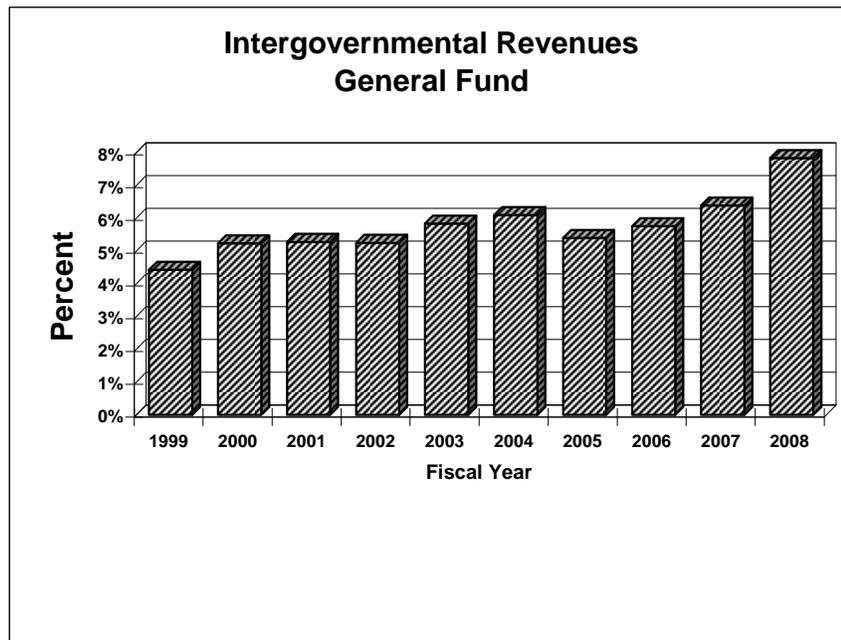
#### INTERGOVERNMENTAL REVENUES: General Fund

#### Warning Trend:

Increasing Amount of Intergovernmental Revenues as a Percentage of Operating Revenues and Transfers

#### Formulation:

$$\frac{\text{Intergovernmental Revenues}}{\text{Operating Revenues \& Transfers}}$$



| Fiscal Year | Intergovernmental Revenues * | Operating Revenues and Transfers General Fund** | Intergovernmental Revs. as a % of Operating Rev & Trans |
|-------------|------------------------------|---|---|
| 1999        | \$1,923,160                  | \$43,416,652                                    | 4.43%   |
| 2000        | \$2,301,247                  | \$43,891,836                                    | 5.24%   |
| 2001        | \$2,570,875                  | \$48,665,665                                    | 5.28%   |
| 2002        | \$2,710,326                  | \$51,593,618                                    | 5.25%   |
| 2003        | \$3,168,318                  | \$54,210,002                                    | 5.84%   |
| 2004        | \$3,554,464                  | \$58,238,591                                    | 6.10%   |
| 2005        | \$3,290,518                  | \$60,917,104                                    | 5.40%   |
| 2006        | \$3,844,979                  | \$66,716,295                                    | 5.76%   |
| 2007        | \$4,521,170                  | \$70,693,991                                    | 6.40%   |
| <b>2008</b> | <b>\$6,184,221</b>           | <b>\$78,898,068</b>                             | <b>7.84%</b>  |

\* Intergovernmental Revenues: State, Federal and County Grants.

\*\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

#### Description:

Intergovernmental revenues are any revenues received from another governmental entity. They are important to analyze because an overdependence on intergovernmental revenues can have an adverse impact on financial conditions. The conditions or "strings" that the external source attaches to these revenues may prove too costly, especially if these conditions change in the future after the City has developed a dependence on the revenues for a program. In addition, the external source may withdraw or decrease the funds and leave the City with the dilemma of cutting programs or funding them from General Fund revenues.

Nevertheless, a city may use such funds so long as they are used in a manner consistent with service priorities and financial condition. For example, such funds might be used to finance services mandated by other governmental units, or to fund one-time capital expenditures. The overriding concern in analyzing intergovernmental revenues is to examine the City's vulnerability to reductions of such revenues and whether they are used to carry out or create City policy.

**Analysis:**

The City does not rely on these revenues as a prime revenue source, and thus has not been vulnerable to reductions in these revenues.

For the period shown, intergovernmental revenues as a percentage of operating revenues and transfers has experienced an overall increase.

Slight fluctuations throughout the ten years listed are the result of the fluctuating amounts of grants received primarily in the areas of police and health.

**Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Report, Exhibit B-3

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3

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**Notes:**

## Indicator 4

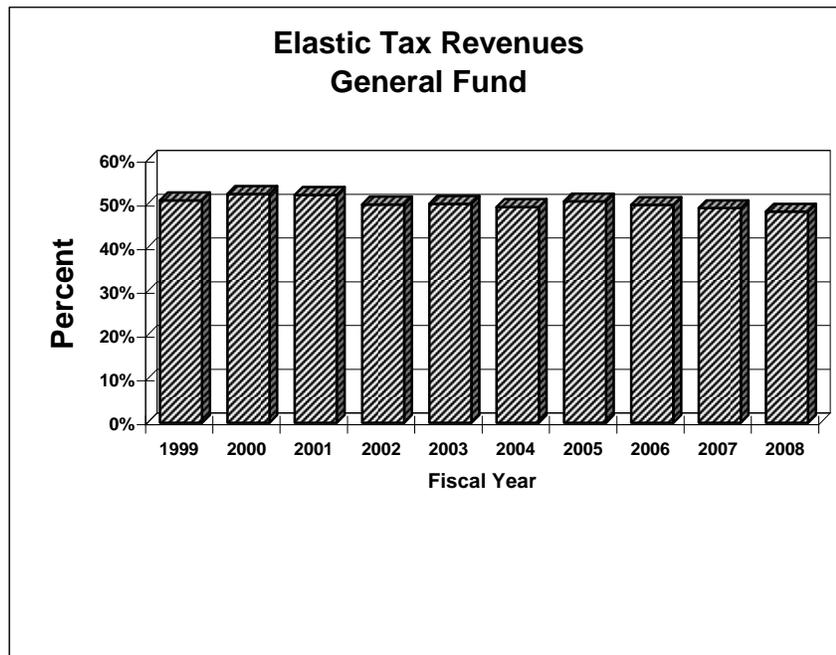
### ELASTIC TAX REVENUES: General Fund

#### Warning Trend:

Decreasing Amount of Elastic Operating Revenues as a Percent of Gross Operating Revenues and Transfers

#### Formulation:

$$\frac{\text{Elastic Tax Revenues}}{\text{Operating Revenues \& Transfers}}$$



| Fiscal Year | Elastic Tax Revenues * | Operating Revenues and Transfers General Fund** | Elastic Revenues as a Percent of Operating Rev & Trans |
|-------------|------------------------|---|--|
| 1999        | \$22,079,780           | \$43,416,652                                    | 50.86%   |
| 2000        | \$22,953,785           | \$43,891,836                                    | 52.30%   |
| 2001        | \$25,344,212           | \$48,665,665                                    | 52.08%   |
| 2002        | \$25,754,568           | \$51,593,618                                    | 49.92%   |
| 2003        | \$27,137,481           | \$54,210,002                                    | 50.06%   |
| 2004        | \$28,723,843           | \$58,238,591                                    | 49.32%   |
| 2005        | \$30,809,292           | \$60,917,104                                    | 50.58%   |
| 2006        | \$33,217,717           | \$66,716,295                                    | 49.79%   |
| 2007        | \$34,685,834           | \$70,693,991                                    | 49.06%   |
| <b>2008</b> | <b>\$38,091,828</b>    | <b>\$78,898,068</b>                             | <b>48.28%</b>  |

\* Elastic Revenues: Sales Tax, Telephone, Natural Gas and Electric Utility Taxes, Business License Fees, and Water and Electric P.I.L.O.T.

\*\* Operating Revenues and Transfers: Total General Fund Revenues plus Transfers from Other Funds and Obligations under Capital Leases and Appropriation of Prior Year Fund Balance.

#### General Fund Elastic Revenues

| Fiscal Year | Revenue Increases | Price Index Increases | Elasticity Coefficient |
|-------------|-------------------|-----------------------|------------------------|
| 1999        | 2.737%            | 2.209%                | 1.24                   |
| 2000        | 3.958%            | 3.361%                | 1.18                   |
| 2001        | 10.414%           | 2.846%                | 3.66                   |
| 2002        | 1.619%            | 1.581%                | 1.02                   |
| 2003        | 5.370%            | 2.279%                | 2.36                   |
| 2004        | 5.846%            | 2.663%                | 2.20                   |
| 2005        | 7.260%            | 3.388%                | 2.14                   |
| 2006        | 7.817%            | 3.226%                | 2.42                   |
| 2007        | 4.420%            | 4.167%                | 1.06                   |
| 2008        | 9.820%            | 0.681%                | 14.42                  |

Since 1998 the Bureau of Labor Statistics (BLS) has used 1984=100 when computing the Consumer Price Index. Prior to that BLS used 1967=100. The city decided to convert in 2007 since there was 10 years worth of data to use for comparison.

## Description:

Elastic revenues respond to changes in the economic base and inflation. As economic bases and inflation go up or down, elastic revenues would increase or decrease roughly the same proportion and vice versa. A good example is the sales tax which would ideally increase proportionately to any increases in its base as well as the rate of inflation.

Inelastic revenues such as fixed license fees, parks and recreation fees, or user fees, are relatively unresponsive to changes in economic conditions. Yields from these revenues usually lag behind economic growth and inflation because local legislatures are often reluctant or not able to adjust them each year. This is particularly true since the passage of the Hancock Amendment to the Missouri Constitution and its implications for limiting increases in such revenues prior to late 1991. In a decision handed down on December 17, 1991, the Supreme Court of Missouri held that increases in user fees or fees for services are not subject to the Hancock Amendment. This case makes a distinction between fees for service and fees that are used to raise general revenue. The Court interpreted the Hancock Amendment as not requiring a vote on fee increases which are "special revenues" and not a "tax" but requiring a vote for fee increases that are taxes in everything but name.

It is often to a city's advantage to have a balance between elastic and inelastic revenues. This enables cities to contend with recessionary periods, inflationary periods, or periods of stagnation. As the percentage of elastic revenues declines, the City becomes more vulnerable to inflation because expenditures are being forced upward while revenues stagnate. The reverse could also be true, but significant deflation has seldom occurred in recent years.

## Analysis:

In order to objectively determine if a revenue is elastic or not, all city revenues occurring in the past ten consecutive years were subject to the following test:

$$\text{Elasticity Coefficient} = \frac{\text{Change in Revenue Amount}}{\text{Previous Year Revenue Amount}} / \frac{\text{Change in CPI Level}}{\text{Previous Year CPI Level}}$$

**If a revenue over a ten-year period had an elasticity coefficient greater than one, the revenue was to be elastic.**

Columbia has a blend between elastic and inelastic revenues which could be expected to cushion against recession or to respond to inflationary pressures.

For the period examined, there has been an overall increase in elastic revenues as a percentage of operating revenues and transfers and the elasticity coefficient has been greater than one for all years.

## Sources:

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3

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## Notes:

FY 2008 increase in the coefficient is significantly impacted by slight growth rate in the consumer price index and the large increase in revenues received from cellular providers for gross receipt tax that had not been collected in prior years. Although positive, the impact is a result of a downturn in the overall economic conditions. In FY 2009 the elastic coefficient is expected to return to the range of 1-3% as seen in the prior 10 year span.

## Indicator 5

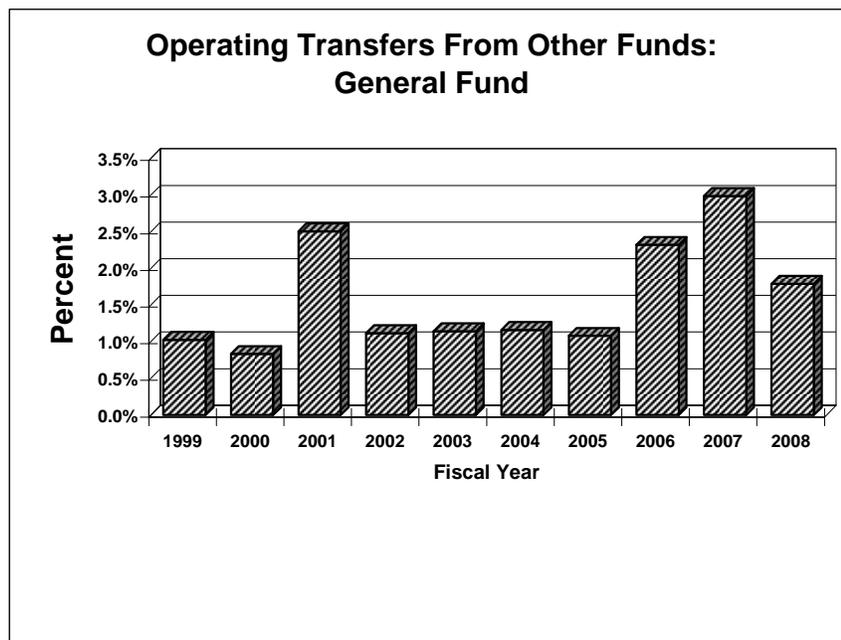
### OPERATING TRANSFERS FROM OTHER FUNDS: General Fund

Warning Trend:

Increasing Use of Operating Transfers From Other Funds as a Percentage of Operating Revenues and Transfers

### Formulation:

Operating Transfers From Other Funds  
Operating Revenues & Transfers



| Fiscal Year | Operating Transfers From Other Funds * | Operating Revenues and Applicable Operating Transfers ** | Operating Transfers As a Percentage Of Operating Rev. & Transfers |
|-------------|--|--|---|
| 1999        | \$361,119                              | \$35,153,747   | 1.03%   |
| 2000        | \$313,638                              | \$37,612,511   | 0.83%   |
| 2001        | \$1,083,717                            | \$43,201,890   | 2.51%   |
| 2002        | \$502,083                              | \$44,895,100   | 1.12%   |
| 2003        | \$536,870                              | \$46,954,273   | 1.14%   |
| 2004        | \$580,039                              | \$49,872,941   | 1.16%   |
| 2005        | \$560,786                              | \$51,867,312   | 1.08%   |
| 2006        | \$1,331,168                            | \$57,306,295   | 2.32%   |
| 2007        | \$1,825,625                            | \$61,067,370   | 2.99%   |
| <b>2008</b> | <b>\$1,241,767</b>                     | <b>\$69,349,238</b>                                      | <b>1.79%</b>  |

\* Operating Transfers do not include the Transportation Sales Tax Transfer or the Special Road District Transfer.

\*\* Operating Revenues and Transfers: Total General Fund Revenues plus Transfers from Other Funds and Obligations under Capital Leases less the Transportation Sales Tax Transfer and the Special Road District Transfer. Appropriated Fund Balance is not included.

### Description:

Operating Transfers are received from other departments to partially offset expenditures in the General Fund. A distinction can be made between cities which use operating transfers into the General Fund and those which do not follow this practice. While there is some concern about too heavy of a reliance on operating transfers as a revenue source, it can be argued that the sources and basis of operating transfers for various cities is more relevant than the amounts. Most of the City's transfers represent a reimbursement for services such as the REDI Transfer (for services provided by Economic Development), Public Improvement Fund Transfers (for engineering services on capital projects provided by the General Fund portion of Public Works), Employee Benefit Fund (for Employee Health Wellness services provided by the Human Resources Dept.), CDBG Fund Transfers (for services provided by the Planning Department), and Self Insurance Fund (for services provided by the Finance Department).

**Analysis:**

Operating Transfers as a percent of Operating Revenues and Transfers have ranged from a low of 0.83% to a high of 2.99% during the period listed.

A warning trend would occur when operating transfers as a percent of operating revenues and transfers are increasing over several years. This would indicate the City is putting more reliance on operating transfers as a revenue source.

The years listed indicate a relatively stable percentage. However as increases in our major revenue sources become smaller, the City will need to closely monitor increases in operating transfers.

In FY 2001 the large increase in transfers from other funds was due to the new Parks Sales Tax and the increase in the transfer from Capital Projects Fund.

In FY 2002 classification for the REDI transfer changed from an operating transfer to a miscellaneous revenue. For all other years, the operating transfer as a percentage of operating revenues and transfers has remained fairly constant.

**Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3

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**Notes:**

## Indicator 6

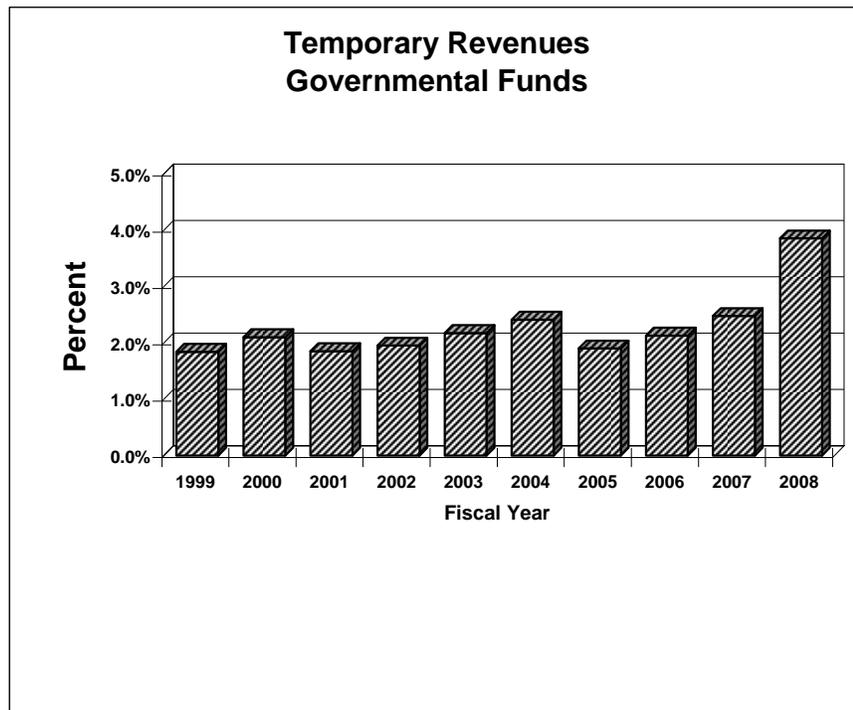
### TEMPORARY REVENUES: Governmental Funds

#### Warning Trend:

Increasing use of Temporary Revenues as a Percentage of Operating Revenues

#### Formulation:

$$\frac{\text{Temporary Revenues}}{\text{Operating Revenues}}$$



| Fiscal Year | Temporary Revenues** | Operating Revenues*  | Temporary Revenues As a Percent Of Operating Revenues |
|-------------|----------------------|----------------------|---|
| 1999        | \$1,049,373          | \$56,997,403         | 1.84%   |
| 2000        | \$1,336,798          | \$63,586,284         | 2.10%   |
| 2001        | \$1,318,804          | \$71,178,120         | 1.85%   |
| 2002        | \$1,414,791          | \$72,502,454         | 1.95%   |
| 2003        | \$1,615,855          | \$74,269,175         | 2.18%   |
| 2004        | \$1,984,748          | \$82,290,850         | 2.41%   |
| 2005        | \$1,570,008          | \$82,654,278         | 1.90%   |
| 2006        | \$1,927,292          | \$90,445,850         | 2.13%   |
| 2007        | \$2,393,224          | \$96,552,609         | 2.48%   |
| <b>2008</b> | <b>\$4,093,977</b>   | <b>\$106,195,041</b> | <b>3.86%</b>  |

\* Operating Revenues: Governmental Fund Types and Fiduciary Fund Type (Expendable Trust Funds).

\*\* Temporary Revenues: General Fund - Federal and State Grants.

#### Description:

A temporary revenue is one that may not continue in the same manner over time, such as an unrestricted federal grant or a loan from an external source. A continued substantial increase in dependence on such revenues may indicate the City's revenue base is becoming vulnerable.

**Analysis:**

A warning trend would occur when temporary revenues as a percent of operating revenues were increasing over time. This ten year period shows the use of temporary revenues has ranged from a low of 1.84% to a high of 3.86% with an average of 2.35%. There is no significant increasing trend for this indicator.

The years listed show slight increases or decreases primarily due to changes in grants received for the Health Department and Police Department.

Much of the temporary revenue in the Health department has been for specific activities that can be discontinued when the revenue source ends. The city makes every effort to identify those programs when grants are received.

**Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-2 & B-3

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-2 & B-3

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**Notes:**

## Indicator 7

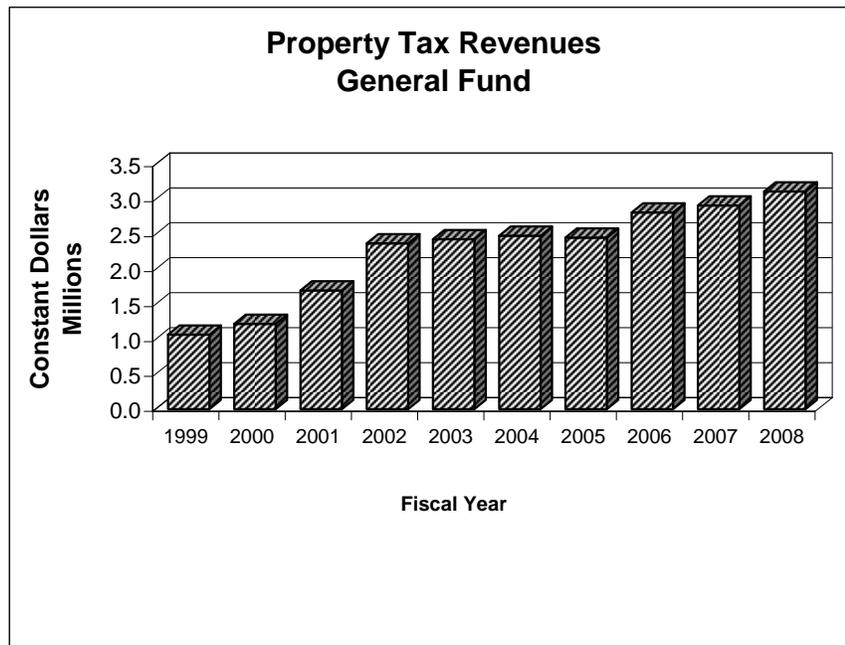
### PROPERTY TAX REVENUES: General Fund

#### Warning Trend:

Declining or Negative Growth in  
Property Tax Revenue  
(constant dollars)

#### Formulation:

Property Tax Revenues  
(constant dollars)



| Fiscal Year | Property Tax Revenues | Consumer Price Index | Property Tax Revenues In Constant Dollars |
|-------------|-----------------------|----------------------|---|
| 1999        | \$1,777,634           | 166.6                | \$1,067,007                               |
| 2000        | \$2,103,145           | 172.2                | \$1,221,339                               |
| 2001        | \$3,007,517           | 177.1                | \$1,698,203                               |
| 2002        | \$4,263,326           | 179.9                | \$2,369,831                               |
| 2003        | \$4,473,073           | 184.0                | \$2,431,018                               |
| 2004        | \$4,683,536           | 188.9                | \$2,479,373                               |
| 2005        | \$4,790,935           | 195.3                | \$2,453,116                               |
| 2006        | \$5,666,327           | 201.6                | \$2,810,678                               |
| 2007        | \$6,118,117           | 210.0                | \$2,913,389                               |
| <b>2008</b> | <b>\$6,580,070</b>    | <b>211.4</b>         | <b>\$3,112,174</b>                        |

#### Description:

The property tax has historically been an important source of revenue to most cities, particularly smaller cities, due to the limited range of their revenues. A decrease in constant dollar property tax revenues may indicate one of the following:

1. Decline in City's property value from age or neglect, decline in City's economic well being, or decreasing population.
2. Inability of taxpayers to pay taxes or inefficient collection procedures.
3. Conscious effort to reduce reliance on such a revenue source in light of adverse reactions by the public to the tax in recent years.
4. Appraisal practices which do not reassess property on a frequent enough basis to keep pace with the rate of inflation.

**Analysis:**

During the late 1970's the City made a conscious policy to decrease the City's reliance on the property tax. This reduced reliance on property tax as a prime revenue source has been a positive factor in helping the City achieve flexibility by reducing its reliance on inelastic revenues and putting more importance on elastic revenues such as sales tax. For the period shown, the constant dollar property tax revenues ranged from a low of \$1,067,007 to a high of \$3,112,174 while elastic revenues as a percent of total revenues ranged from a low of 49.06% to a high of 52.30%. For the period shown, there has been a steady increase in property tax revenues in constant dollars. Therefore, there is no cause for concern with this revenue indicator. The City of Columbia is currently below the authorized rate of \$0.45. Because the City had GO Debt that was paid off early, a shift was made from Debt to Operations.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3
  - <http://www.stats.bls.gov>
  - Consumer Price Index are annual archived numbers from the Bureau of Labor.
  - Consumer Price Index for current year as of December.
  - [www.stats.bls.gov/news.release](http://www.stats.bls.gov/news.release) for the month of September.
- 

**Notes:**

## Indicator 8

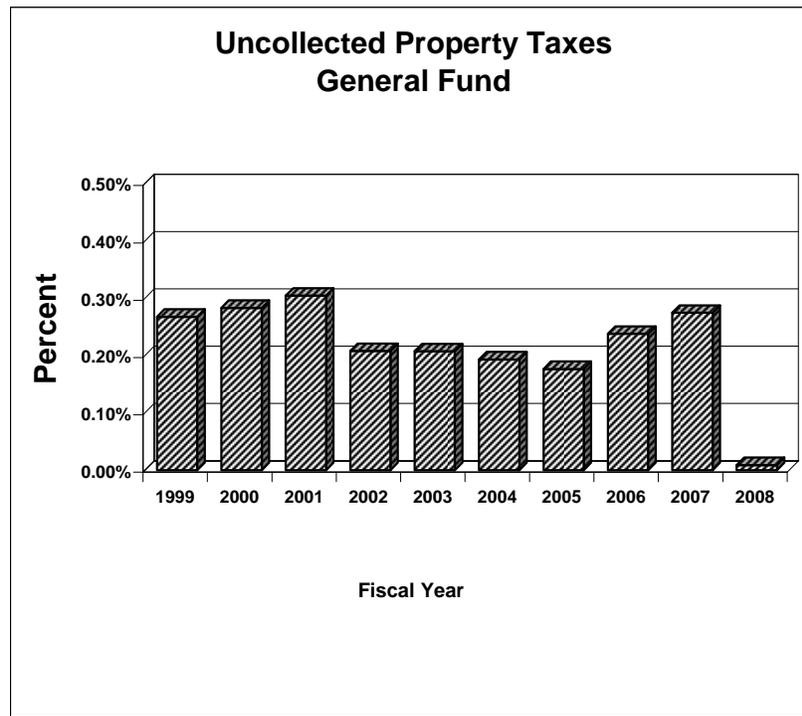
### UNCOLLECTED PROPERTY TAXES: General Fund

#### Warning Trend:

Increasing Amount of Uncollected Property Taxes from Current Levy as a Percentage of Net Current Property Tax Levy

#### Formulation:

$$\frac{\text{Allowance for Uncollected Property Taxes (Current Levy)}}{\text{Net Property Tax Levy (Current Levy)}}$$



| Fiscal Year | Net Current Property Tax Levy | Allowance for Uncollected Property Taxes | Uncollected Property Taxes As A Percent Of Levy |
|-------------|-------------------------------|--|---|
| 1999        | \$1,717,700                   | \$4,599                                  | 0.27%   |
| 2000        | \$2,034,745                   | \$5,764                                  | 0.28%   |
| 2001        | \$2,905,504                   | \$8,856                                  | 0.30%   |
| 2002        | \$4,127,151                   | \$8,584                                  | 0.21%   |
| 2003        | \$4,331,540                   | \$8,988                                  | 0.21%   |
| 2004        | \$4,528,933                   | \$8,759                                  | 0.19%   |
| 2005        | \$4,631,548                   | \$8,181                                  | 0.18%   |
| 2006        | \$5,522,905                   | \$13,146                                 | 0.24%   |
| 2007        | \$5,967,623                   | \$16,400                                 | 0.27%   |
| <b>2008</b> | <b>\$6,443,422</b>            | <b>\$574</b>                             | <b>0.01%</b>                                    |

#### Description:

Each year a certain percentage of the net current tax levy goes uncollected either because property owners are unable to pay or collection procedures are not as effective as they might be. If the percentage grows over time, it could be an indication of overall decline in economic health (local, regional or national). Such a trend is particularly troublesome to communities where property tax revenues make up large percentages of total revenues.

#### Credit Industry Benchmarks:

Credit rating firms consider that a city will normally be unable to collect 2 to 3 percent of its property taxes each year. If uncollected property taxes as a percent of levy fall within a 5 to 8 percent range, credit rating firms consider this a negative factor.

## **Analysis:**

The overall trend displays varying percentages of uncollected property taxes as a percent of levy, however, all of the percentages have remained within credit rating firms' acceptable percentage ranges varying from a low of 0.01% to a high of 0.30%.

1. No heavy reliance on property tax revenues exists. In FY 2008, the allowance for uncollected amount of General Fund property taxes (\$574) was only 0.00% of total revenues (\$78,898,068).
2. Uncollected taxes have not reached levels which the credit industry would view as negative.

Although the future trend of uncollected property taxes should be monitored closely, a factor which might lessen the trend somewhat is the fact that the total tax collections (current and past due) exceeded the net current tax levy for the past ten years.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-1 and Table 4
  - FY 2002 to FY 2005 City of Columbia Financial Management Information Supplement, Exhibit B-1 and Table 4
  - FY 2006 to present - City of Columbia Financial Management Information Supplement, Exhibit B-1 and Table 8
- 

## **Notes:**

## Indicator 9

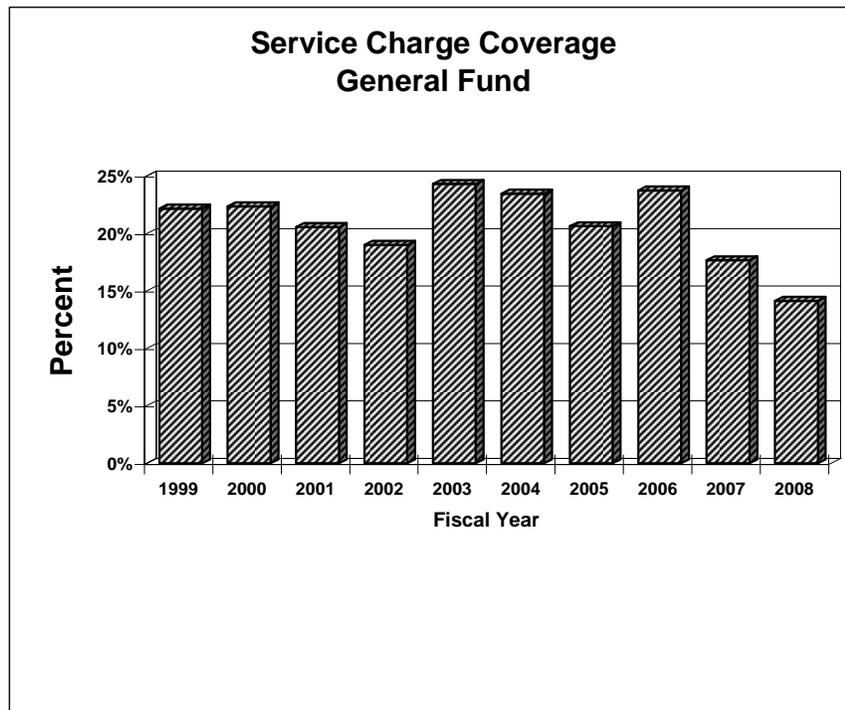
### SERVICE CHARGE COVERAGE: General Fund

#### Warning Trend:

Decreasing Revenues from Service Charges as a Percent of Total Expenditures for Providing Related Services

#### Formulation:

$$\frac{\text{Rev. from Fees \& Service Charges}}{\text{Expenditures for Related Services}}$$



| Fiscal Year | Revenues From Fees and Service Charges* | Expenditures For Related Services** | Service Charge Coverage |
|-------------|---|-------------------------------------|-------------------------|
| 1999        | \$1,495,551                             | \$6,740,437                         | 22.19%                  |
| 2000        | \$1,488,731                             | \$6,653,675                         | 22.37%                  |
| 2001        | \$1,499,947                             | \$7,291,091                         | 20.57%                  |
| 2002        | \$1,530,462                             | \$8,046,478                         | 19.02%                  |
| 2003        | \$1,861,424                             | \$7,649,826                         | 24.33%                  |
| 2004        | \$1,960,986                             | \$8,349,689                         | 23.49%                  |
| 2005        | \$2,002,574                             | \$9,699,552                         | 20.65%                  |
| 2006        | \$2,256,901                             | \$9,498,018                         | 23.76%                  |
| 2007        | \$1,894,103                             | \$10,710,078                        | 17.69%                  |
| <b>2008</b> | <b>\$1,612,585</b>                      | <b>\$11,398,959</b>                 | <b>14.15%</b>           |

\* Fees and Service Charges: Street Maintenance, Construction Inspection, Animal Control Fees, Health Fees and Miscellaneous Fees. They do not include coverage for "enterprise" activities.

\*\* Expenditures for Related Services: Streets & Sidewalks, Parks and Recreation, Protective Inspection and Animal Control.

#### Description:

Service charge coverage refers to the extent which fees and charges cover costs of providing a service. As coverage declines, the burden on other revenues to support the services increases.

**Analysis:**

Although service charges do not cover the complete costs of providing related services within the General Fund, such a practice may be impractical when considering the following:

1. Revenues from fees and service charges constitute inelastic General Fund revenues. Excessive use of such revenues could restrict desired expansion of revenues in relation to inflation.
2. The General Fund services which have fees or service charges provide broad benefits, thereby justifying partial funding from generally collected revenues.

The overall service charge coverage has increased for the period shown. There were slight decreases in fiscal years 2001-2002, and 2004-2005 but these decreases were not significant enough to indicate a warning trend.

In FY 2007 and FY 2008, the decrease in fees and service charge coverage rates is due primarily to the decrease in construction permits revenue. Staff will be closely monitoring this trend.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3 & B-4
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3 & B-4
- 

**Notes:**

## Indicator 10

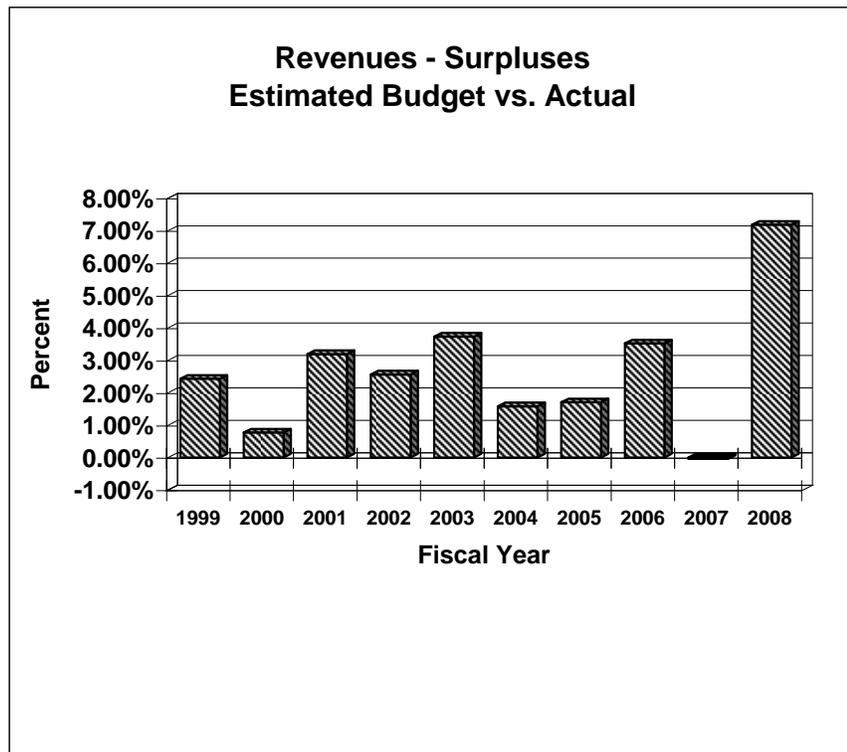
### REVENUES - Surpluses/ Revised Budgeted vs. Actual: General Fund

#### Warning Trend:

Increase in Revenue Deficiencies  
as a Percent of Operating Revenues

#### Formulation:

$$\frac{\text{Revenue Surpluses}}{\text{Estimated Budgeted Revenues and Transfers}}$$



| Fiscal Year | Operating Revenues and Transfers * | Budgeted Revenues** | Revenue Surplus Or (Deficit) | Surpluses (Deficits) As a Percent Of Estimated Budget Revenues |
|-------------|------------------------------------|---------------------|------------------------------|--|
| 1999        | \$43,416,652                       | \$42,388,967        | \$1,027,685                  | 2.42%  |
| 2000        | \$43,891,836                       | \$43,556,541        | \$335,295                    | 0.77%  |
| 2001        | \$48,665,665                       | \$47,163,004        | \$1,502,661                  | 3.19%  |
| 2002        | \$51,593,618                       | \$50,305,897        | \$1,287,721                  | 2.56%  |
| 2003        | \$54,210,002                       | \$52,263,300        | \$1,946,702                  | 3.72%  |
| 2004        | \$58,238,591                       | \$57,334,867        | \$903,724                    | 1.58%  |
| 2005        | \$60,917,104                       | \$59,897,746        | \$1,019,358                  | 1.70%  |
| 2006        | \$66,716,295                       | \$64,450,816        | \$2,265,479                  | 3.52%  |
| 2007        | \$70,693,991                       | \$70,726,252        | (\$32,261)                   | -0.05%   |
| <b>2008</b> | <b>\$78,898,068</b>                | <b>\$73,616,011</b> | <b>\$5,282,057</b>           | <b>7.18%</b>   |

\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and Increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

\*\* Budgeted Revenue numbers comes from the Financial Management Information Supplement Exhibit B-3 (2005 and 2006)

#### Description:

This indicator examines the difference between revenue estimates and revenues actually received during the fiscal year. Major discrepancies that continue year after year can be an indication of an erratic economy, inefficient collection procedures, or inaccurate estimating techniques. It can also be an indication that revenue estimates are being made optimistically high or conservatively low.

**Analysis:**

For the period shown, revenue estimates have been well within a 6% tolerance range of actual revenues for the General Fund. This illustrates that the current forecasting techniques are producing revenue projections that are substantially better than 94% of actual revenues. The FY 2008 amount as a percent of Estimated Budgeted Revenues is at a 7.18% increase which is due primarily to the receipt of a Federal Grant for non-motorized transportation. Sales tax was under budget by 4.0%, however, other local taxes in total were above budgeted amounts.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3
- 

**Notes:**

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# The Expenditure Indicators

## Numbers 11 - 15

### FY 1999 - FY 2008

***Changes in the expenditure patterns can be monitored by the use of the following indicators:***

- ▶ Expenditures Per Capita
- ▶ Employees Per Capita
- ▶ Fixed Costs
- ▶ Fringe Benefits
- ▶ Budgeted Expenditures



*City of Columbia  
Columbia, Missouri*

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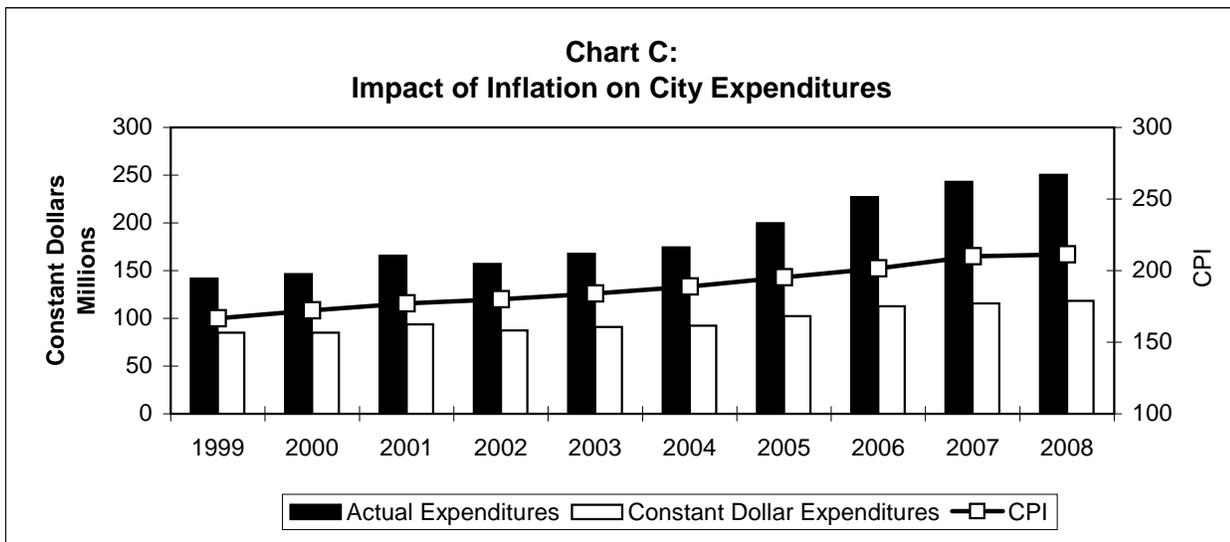
## THE EXPENDITURE INDICATORS: NUMBERS 11 - 15

Expenditures are a rough measure of a city's output effort. Generally, when a city spends more in constant dollars it is either providing more services or it is providing higher quality services.

Most cities are required to have balanced budgets; however, there are a number of subtle ways to balance an annual budget yet create possible long-run imbalances. Some of the more common ways are to use bond proceeds for operations, defer maintenance, or defer pension funding. In each case, the budget remains balanced, but long-run budgets could be developing deficits.

Expenditures represent a level of "fixed costs", or expenditure flexibility, as well a measure of the City's ability to adjust service levels in relation to changing economies, political, and social conditions. The higher the fixed costs, the smaller the city's ability to make appropriate adjustments. As the percentage of fixed costs increases, the flexibility of spending decreases.

Ideally, a city will have an expenditure growth rate that does not exceed its revenue growth rate and will have maximum spending flexibility to adjust to changing factors. Review of city expenditures can identify certain of the following should they exist: undesired growth in fixed costs, ineffective budgetary controls and decline in personnel productivity.



### Revenue Data:

| Fiscal Year | Actual Expenditures* | Consumer Price Index | Constant Dollar Expenditures |
|-------------|----------------------|----------------------|------------------------------|
| 1999        | \$141,670,007        | 166.60               | \$85,036,019                 |
| 2000        | \$146,496,203        | 172.20               | \$85,073,289                 |
| 2001        | \$165,682,699        | 177.10               | \$93,553,190                 |
| 2002        | \$157,112,286        | 179.90               | \$87,333,122                 |
| 2003        | \$167,614,560        | 184.00               | \$91,094,870                 |
| 2004        | \$174,487,034        | 188.90               | \$92,370,055                 |
| 2005        | \$199,791,137        | 195.30               | \$102,299,609                |
| 2006        | \$226,882,460        | 201.60               | \$112,540,903                |
| 2007        | \$242,892,005        | 210.00               | \$115,662,860                |
| <b>2008</b> | <b>\$250,410,646</b> | <b>211.43</b>        | <b>\$118,436,667</b>         |

\* Total Expenditures of all Governmental Fund Types and Expendable Trust Fund Types; and Total Operating Expenses of Proprietary and Fiduciary Fund Types.

Consumer Price Index numbers were revised to reflect the annual average for each year starting in 1999.

Source: Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-2 and A-4

Source: FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-2 and A-4

## Indicator 11-A

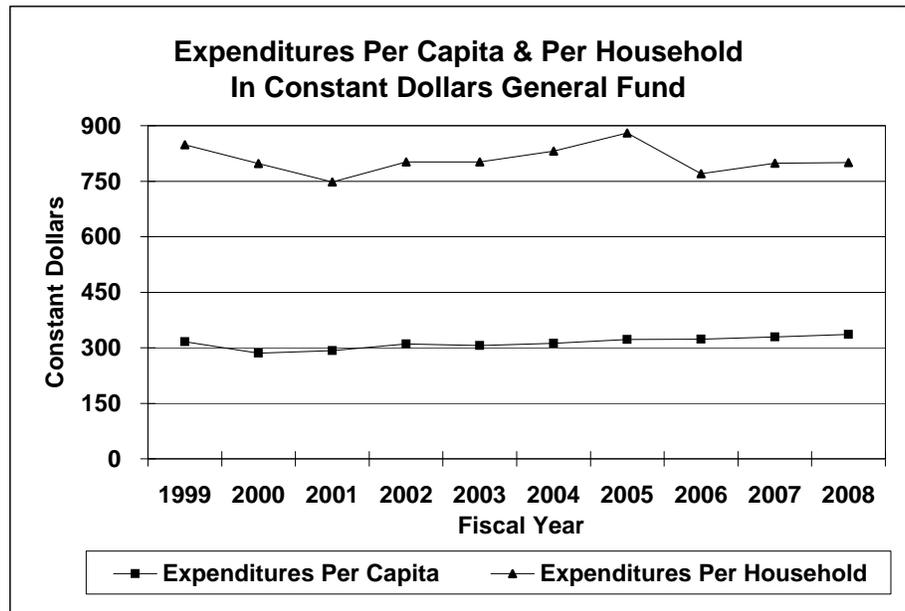
### EXPENDITURES PER CAPITA: General Fund

#### Warning Trend:

Increasing Operating Expenditures  
(constant dollars) per Capita

#### Formulation:

$$\frac{\text{Operating Expenditures and Transfers (Constant Dollars)}}{\text{Population}}$$



| Fiscal Year | Operating Expenditures and Transfers * | Consumer Price Index | Constant Dollar Expenditures | Estimated Population | Estimated Households | Per Capita Expenditures In Constant Dollars | Per Household Expenditures In Constant Dollars |
|-------------|--|----------------------|------------------------------|----------------------|----------------------|---|--|
| 1999        | \$42,469,418                           | 166.6                | \$25,491,848                 | 80,500               | 30,033               | \$316.67                                    | \$848.79                                       |
| 2000        | \$41,975,779                           | 172.2                | \$24,376,178                 | 85,292               | 30,557               | \$285.80                                    | \$797.73                                       |
| 2001        | \$44,601,765                           | 177.1                | \$25,184,509                 | 86,081               | 33,689               | \$292.57                                    | \$747.56                                       |
| 2002        | \$48,626,769                           | 179.9                | \$27,029,888                 | 87,003               | 33,689               | \$310.68                                    | \$802.34                                       |
| 2003        | \$49,723,710                           | 184.0                | \$27,023,755                 | 88,423               | 33,689               | \$305.62                                    | \$802.15                                       |
| 2004        | \$52,905,356                           | 188.9                | \$28,007,070                 | 89,803               | 33,689               | \$311.87                                    | \$831.34                                       |
| 2005        | \$57,935,849                           | 195.3                | \$29,665,053                 | 91,912               | 33,689               | \$322.75                                    | \$880.56                                       |
| 2006        | \$61,530,716                           | 201.6                | \$30,521,188                 | 94,428               | 39,624               | \$323.22                                    | \$770.27                                       |
| 2007        | \$66,433,679                           | 210.0                | \$31,635,085                 | 96,128               | 39,624               | \$329.09                                    | \$798.38                                       |
| 2008        | \$69,468,759                           | 211.4                | \$32,856,623                 | 97,858               | 41,063               | \$335.76                                    | \$800.15                                       |

\* Includes Lease Expenses.

#### Notes:

Estimated Households-1997 - 1999 figures came from "Sales and Marketing Management Survey". 2000-2004 (2000 census) and 2005-2006 (2005 census estimate). Estimated Population-Census numbers were used for 2000. The remaining year estimates came from the Missouri Census Data Center.

#### Description:

Expenditures per capita reflect changes in expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is increasing at a pace beyond the community's ability to pay. In addition, if increases are occurring which cannot be explained by the addition of other services, it may indicate declining productivity--spending more to deliver the same level of services.

**Analysis:**

For the period shown, operating expenditures in actual dollars have increased 63.57% and operating expenditures in constant dollars have increased 28.89%, while per capita expenditures in constant dollars have increased 6.03% and per household expenditures in constant dollars have decreased (5.73%). The population and number of households continue to increase and city services continue to grow; however not at a pace beyond the community's ability to pay. Since the overall trend shows a slight increase in per capita and per household expenditures for the period shown, there is no immediate cause for concern with this indicator since we are only able to update household numbers every 5 years. The City regularly monitors revenues and expenditures to prevent problems in the future.

**Sources:**

- Population has been revised to reflect the numbers reported by the Missouri Census Data Center
  - Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-4
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-4
  - <http://www.stats.bls.gov>
  - Consumer Price Index are annual archived numbers from the Bureau of Labor.
  - <http://factfinder.census.gov>
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**Notes:**

## Indicator 11-B

### EXPENSES PER CAPITA: Enterprise Funds

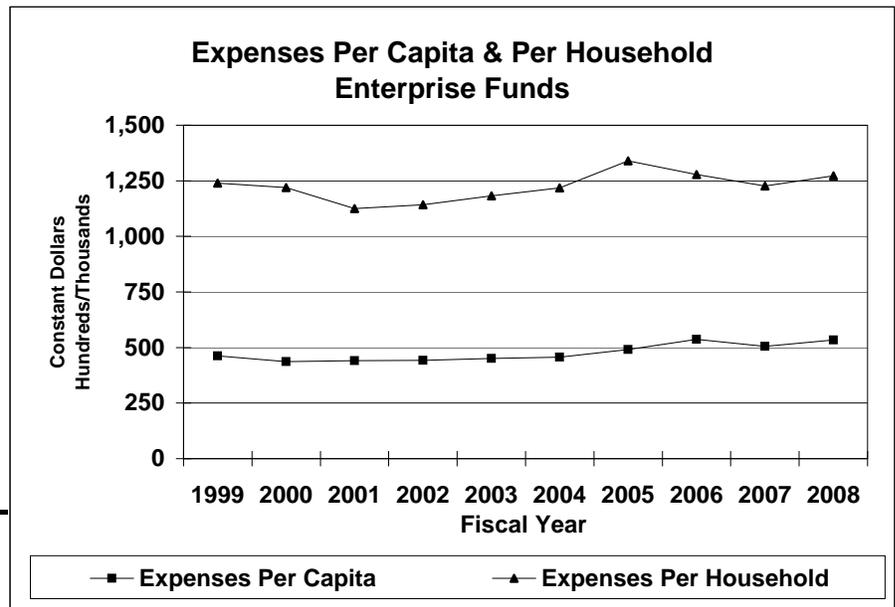
#### Warning Trend:

Increasing Operating Expenses  
(constant dollars) per capita

#### Formulation:

Total Operating Expenses  
(Constant Dollars)

Population



| Fiscal Year | Total Operating Expenses * | Consumer Price Index | Constant Operating Expenses In Constant Dollars | Estimated Population | Estimated Households | Per Capita Expenses In Constant Dollars | Per Household Expenses In Constant Dollars |
|-------------|----------------------------|----------------------|---|----------------------|----------------------|---|--|
| 1999        | \$61,983,032               | 166.6                | \$37,204,701                                    | 80,500               | 30,033               | \$462.17                                | \$1,238.79                                 |
| 2000        | \$64,191,028               | 172.2                | \$37,277,020                                    | 85,292               | 30,557               | \$437.05                                | \$1,219.92                                 |
| 2001        | \$67,101,253               | 177.1                | \$37,888,906                                    | 86,081               | 33,689               | \$440.15                                | \$1,124.67                                 |
| 2002        | \$69,251,353               | 179.9                | \$38,494,360                                    | 87,003               | 33,689               | \$442.45                                | \$1,142.64                                 |
| 2003        | \$73,285,686               | 184.0                | \$39,829,177                                    | 88,423               | 33,689               | \$450.44                                | \$1,182.26                                 |
| 2004        | \$77,516,700               | 188.9                | \$41,035,839                                    | 89,803               | 33,689               | \$456.95                                | \$1,218.08                                 |
| 2005        | \$88,164,924               | 195.3                | \$45,143,330                                    | 91,912               | 33,689               | \$491.16                                | \$1,340.00                                 |
| 2006        | \$102,076,372              | 201.6                | \$50,633,121                                    | 94,428               | 39,624               | \$536.21                                | \$1,277.84                                 |
| 2007        | \$102,023,157              | 210.0                | \$48,582,456                                    | 96,128               | 39,624               | \$505.39                                | \$1,226.09                                 |
| <b>2008</b> | <b>\$110,463,477</b>       | <b>211.4</b>         | <b>\$52,245,886</b>                             | <b>97,858</b>        | <b>41,063</b>        | <b>\$533.89</b>                         | <b>\$1,272.33</b>                          |

\* Operating Expenses: Water, Electric and Sewer Utilities, Solid Waste and Parking Utility.

#### Notes:

Estimated Households-1997 - 1999 figures came from "Sales and Marketing Management Survey". 2000-2004 (2000 census) and 2005-2006 (2005 census estimate). Estimated Population-Census numbers were used for 2000. The remaining year estimates came from the Missouri Census Data Center.

#### Description:

Enterprise Fund expenses per capita reflect changes relative to changes in varying service demands which would be expected to coincide with population changes. Increasing per capita expenses (in constant dollars) may indicate that the cost of services is outpacing the consumer's ability to pay. It may also be an indication of decreasing productivity, provided that the same levels of services are being delivered.

**Analysis:**

For the period shown, operating expenses in actual dollars have increased 78.22% and operating expenses in constant dollars have increased 40.43%, along with an increase in per capita expenses in constant dollars of 15.52%. Household expenses in constant dollars have increased 2.71%. The most accurate analysis of expense requirements might be made on a per household basis rather than per capita basis, as most service expenses are associated with households rather than individuals. Since the amount spent per household has shown no major increase for the period shown, there is no warning trend for this indicator since we are only able to update household numbers every 5 years..

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-2
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-2
  - U.S. Census Bureau - 2000 Census and Missouri Census Data Center
  - <http://www.stats.bls.gov>
  - Consumer Price Index are annual archived numbers from the Bureau of Labor.
  - <http://factfinder.census.gov>
- 

**Notes:**

## Indicator 12-A

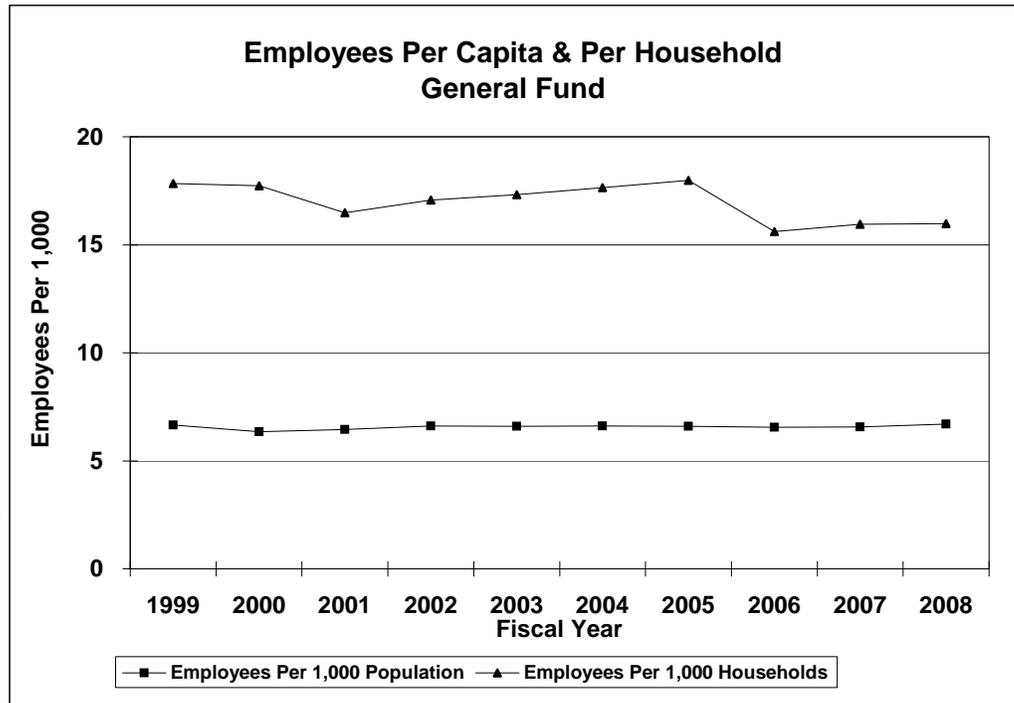
### EMPLOYEES PER CAPITA: General Fund

#### Warning Trend:

Increasing Number of Municipal Employees per Capita

#### Formulation:

$$\frac{\text{Number of General Fund Employees}}{\text{Per Thousand Population}}$$



| Fiscal Year | General Fund Employees | Estimated Population | Estimated Households | Employees Per Thousand Population | Employees Per Thousand Households |
|-------------|------------------------|----------------------|----------------------|-----------------------------------|-----------------------------------|
| 1999        | 535.58                 | 80,500               | 30,033               | 6.65                              | 17.83                             |
| 2000        | 541.83                 | 85,292               | 30,557               | 6.35                              | 17.73                             |
| 2001        | 555.33                 | 86,081               | 33,689               | 6.45                              | 16.48                             |
| 2002        | 575.01                 | 87,003               | 33,689               | 6.61                              | 17.07                             |
| 2003        | 583.48                 | 88,423               | 33,689               | 6.60                              | 17.32                             |
| 2004        | 594.18                 | 89,803               | 33,689               | 6.62                              | 17.64                             |
| 2005        | 606.03                 | 91,912               | 33,689               | 6.59                              | 17.99                             |
| 2006        | 618.58                 | 94,428               | 39,624               | 6.55                              | 15.61                             |
| 2007        | 632.04                 | 96,128               | 39,624               | 6.58                              | 15.95                             |
| <b>2008</b> | <b>656.10</b>          | <b>97,858</b>        | <b>41,063</b>        | <b>6.70</b>                       | <b>15.98</b>                      |

#### Notes:

Estimated Households-1997 - 1999 figures came from "Sales and Marketing Management Survey". 2000-2004 (2000 census) and 2005-2006 (2005 census estimate). Estimated Population-Census numbers were used for 2000. The remaining year estimates came from the Missouri Census Data Center.

#### Description:

Because personnel costs are a major portion of General Fund operating expenditures, plotting changes in the number of employees per capita is another way to measure changes in expenditures. A substantial increase in employees per capita might indicate that expenditures are rising faster than revenues, that the City is becoming more labor intensive, services are expanding, or personnel productivity is declining.

**Analysis:**

The number of municipal employees per capita has increased 0.77% during the period shown. Assuming that employees per thousand households is the more accurate indicator of service demand, the city has not experienced any substantial increase in employees per thousand households for the period shown. The yearly increases in General Fund employees have been mainly due to new city programs and population growth. This trend warrants close attention to ensure that it does not become a negative factor in future years. It is believed that the number of households are increasing due to more single households being set up, divorce rate increasing, and the elderly living longer.

**Sources:**

- City of Columbia Annual Budget
- U.S. Census Bureau - 2000 Census and Missouri Census Data Center
- <http://factfinder.census.gov>

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**Notes:**

## Indicator 12-B

### EMPLOYEES PER CAPITA: Enterprise Funds and Internal Service Funds

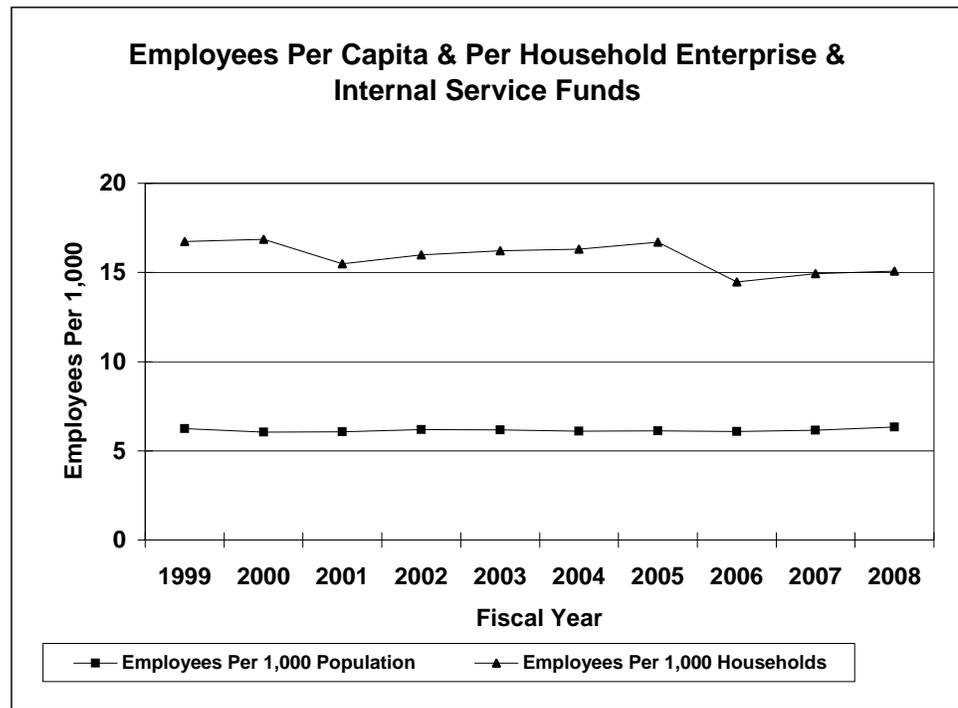
#### Warning Trend:

Increasing Number of Municipal  
Employees per Capita

#### Formulation:

Number of Enterprise Fund, Internal  
Service, and Other Fund Employees

Per Thousand Population



| Fiscal Year | Number Of Enterprise & Internal Service Fund Employees * | Estimated Population | Estimated Households | Employees Per Thousand Population | Employees Per Thousand Households |
|-------------|--|----------------------|----------------------|-----------------------------------|-----------------------------------|
| 1999        | 502.62   | 80,500               | 30,033               | 6.24                              | 16.74                             |
| 2000        | 515.32   | 85,292               | 30,557               | 6.04                              | 16.86                             |
| 2001        | 521.87   | 86,081               | 33,689               | 6.06                              | 15.49                             |
| 2002        | 538.34   | 87,003               | 33,689               | 6.19                              | 15.98                             |
| 2003        | 546.12   | 88,423               | 33,689               | 6.18                              | 16.21                             |
| 2004        | 549.12   | 89,803               | 33,689               | 6.11                              | 16.30                             |
| 2005        | 562.52   | 91,912               | 33,689               | 6.12                              | 16.70                             |
| 2006        | 573.67   | 94,428               | 39,624               | 6.08                              | 14.48                             |
| 2007        | 591.80   | 96,128               | 39,624               | 6.16                              | 14.94                             |
| <b>2008</b> | <b>619.35</b>  | <b>97,858</b>        | <b>41,063</b>        | <b>6.33</b>                       | <b>15.08</b>                      |

\* These include employees in the Enterprise and Internal Service Funds as well as other budgeted employees in Special Revenue Funds, Expendable Trust Funds and Non-Expendable Trust Funds.

#### Notes:

Estimated Households-1997 - 1999 figures came from "Sales and Marketing Management Survey". 2000-2004 (2000 census) and 2005-2006 (2005 census estimate). Estimated Population-Census numbers were used for 2000. The remaining year estimates came from the Missouri Census Data Center.

#### Description:

Due to the capital intensive nature of the enterprise and internal service funds, personnel costs are not as major a component as they are to the General Fund. They do warrant close monitoring however, because of the implications attached to increases in personnel. Increases in the number of employees per capita may indicate that these funds are becoming more labor intensive, that demands for services are rapidly increasing, or productivity is declining.

**Analysis:**

For the period shown, employees per thousand population have increased by 0.09 positions and employees per thousand households have decreased by 1.65 positions in the period listed. The service efforts of the City's major enterprises are closely related to services offered to households, rendering employees per thousand households as the best indicator because it ensures that employee growth is not out-stripping growth of the community. Since there has not been any substantial increase for the period listed, there is no negative trend for this indicator.

The number of Enterprise and Internal Service Fund employees have increased over the stated period, largely due to new city programs and city growth. Some of the new programs were the result of Federal mandates. The large increase in the number of employees from FY 1998 to FY 1999 is due to the conversion of 26.57 positions from temporary to permanent positions with benefits within the solid waste and public transportation areas. Careful attention should always be given to this trend to ensure that the labor intensiveness of the City's Enterprise and Internal Service operations remain favorable.

**Sources:**

- City of Columbia Annual Budget
- U.S. Census Bureau - 2000 Census and Missouri Census Data Center
- <http://factfinder.census.gov>

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**Notes:**

## Indicator 13

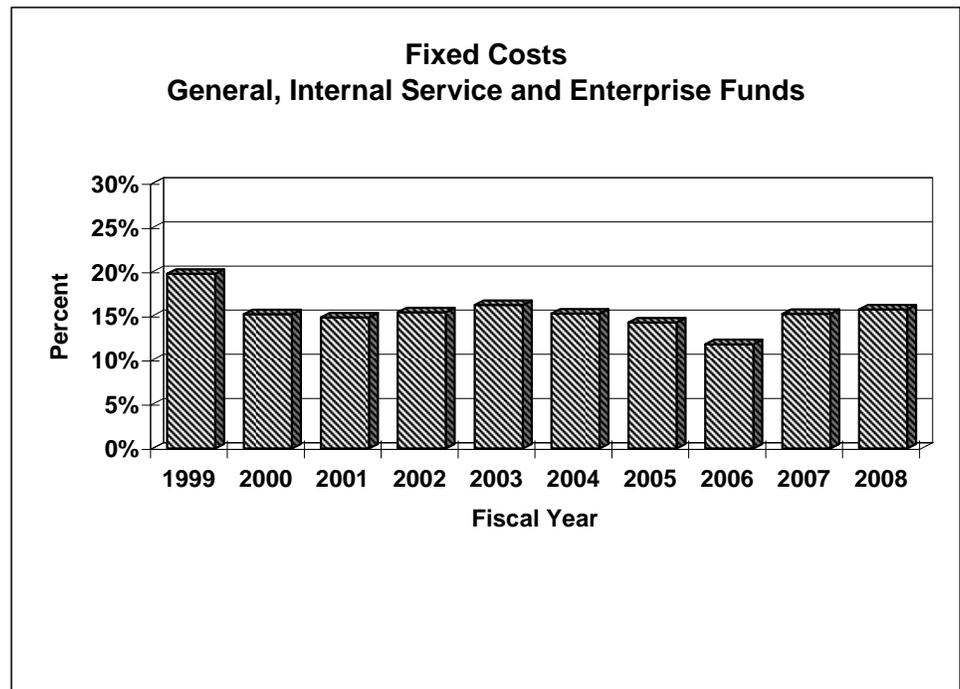
### FIXED COSTS: All Funds

#### Warning Trend:

Increasing Fixed Costs as a Percent of Operating Expenditures and Transfers

#### Formulation:

$$\frac{\text{Fixed Costs}}{\text{Operating Expenditures and Transfers}}$$



| Fiscal Year | Total Fixed Costs * | Operating Expenditures & Transfers ** | Fixed Costs As A Percent Of Operating Expenditures |
|-------------|---------------------|---------------------------------------|--|
| 1999        | \$25,210,211        | \$127,645,529                         | 19.75%   |
| 2000        | \$19,920,056        | \$131,077,078                         | 15.20%   |
| 2001        | \$20,554,541        | \$138,555,685                         | 14.83%   |
| 2002        | \$22,431,759        | \$145,576,514                         | 15.41%   |
| 2003        | \$25,149,166        | \$154,895,715                         | 16.24%   |
| 2004        | \$24,897,218        | \$163,359,965                         | 15.24%   |
| 2005        | \$26,437,036        | \$185,683,104                         | 14.24%   |
| 2006        | \$24,163,057        | \$205,149,147                         | 11.78%   |
| 2007        | \$32,455,904        | \$213,151,418                         | 15.23%   |
| <b>2008</b> | <b>\$35,589,215</b> | <b>\$226,330,589</b>                  | <b>15.72%</b>                                      |

\* Fixed Costs: City's Pension Contributions, Debt Service & Lease Costs, Salaries of Key Personnel and Insurance Costs.

\*\* General, Enterprise, and Internal Service Funds.

FY 2006 has a decrease in the total debt service requirements to maturity.

### Description:

The operating expenditures of every city are partly composed of expenditures over which the City has little short-run control. These expenditures are referred to as "mandatory," or "fixed" costs. They include expenditures to which the City has some type of legal commitment such as debt service, pension benefits, insurance, and salaries of certain key City officials.

The level of fixed costs is important because the higher the level, the less flexibility the City has to adjust its budget in response to changing economic conditions. This is especially important during periods of financial retrenchment since many of the City's expenditures cannot be reduced; therefore, levels of service may suffer.

**Analysis:**

The percent of total expenditures which is fixed has ranged from a low of 11.78% to a high of 19.75% for the period shown. The FY 2008 percent of total fixed costs is 15.72%, which is a 0.5% increase from FY 2007. This trend illustrates that:

1. The City is remaining flexible, allowing it to respond more effectively to changing economic conditions.
2. Decisions and policies are not being made that would commit large percentages of City funds to fixed or mandatory expenditures.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits A-3, F-2, and G-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits A-3, F-2, and G-2  
Operating Expenditures and Transfers To Other Funds  
Debt Service Footnotes in CAFR on Long-Term Debt  
(Annual Requirements to Amortize Long-Term Debt and Capital Lease Agreements)
- Finance Department Payroll Report No. X0008 A (FY 1996 - FY 1997)
- HTE Payroll Demand Reports #10 and #28 (FY 1998 - Present)

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**Notes:**

## Indicator 14

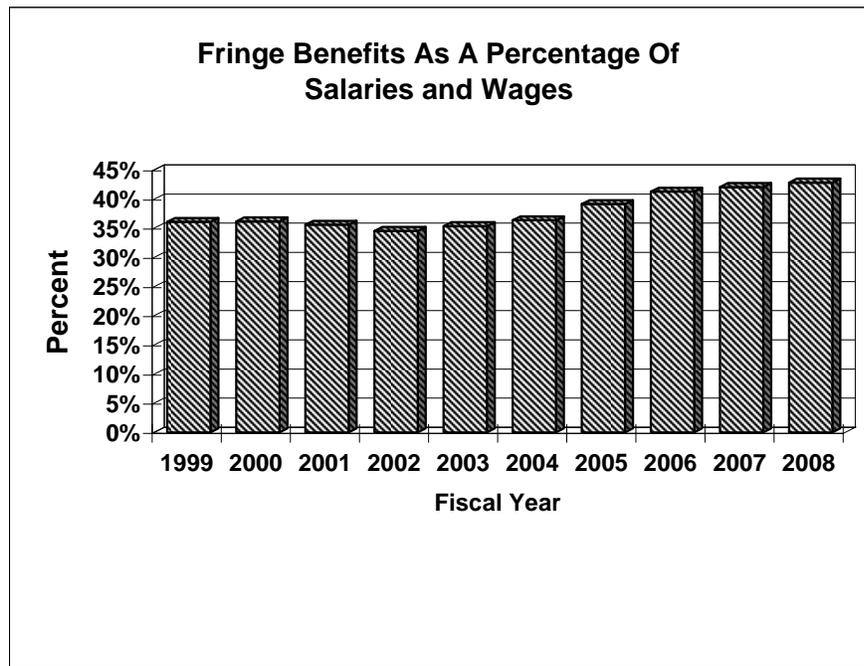
### FRINGE BENEFITS

#### Warning Trend:

Increasing Fringe Benefit Expenditures as a percent of Salaries and Wages

#### Formulation:

$$\frac{\text{Fringe Benefit Expenditures}}{\text{Salaries and Wages}}$$



| Fiscal Year | Cost of Fringe Benefits * | Salaries And Wages  | Benefits As a Percent Of Salaries & Wages |
|-------------|---------------------------|---------------------|---|
| 1999        | \$14,134,469              | \$39,163,736        | 36.09%                                    |
| 2000        | \$14,632,167              | \$40,454,895        | 36.17%                                    |
| 2001        | \$15,157,466              | \$42,594,457        | 35.59%                                    |
| 2002        | \$15,572,478              | \$45,107,449        | 34.52%                                    |
| 2003        | \$16,485,446              | \$46,654,199        | 35.34%                                    |
| 2004        | \$17,675,708              | \$48,609,192        | 36.36%                                    |
| 2005        | \$20,009,259              | \$51,113,698        | 39.15%                                    |
| 2006        | \$21,962,844              | \$53,204,293        | 41.28%                                    |
| 2007        | \$24,034,807              | \$57,119,371        | 42.08%                                    |
| <b>2008</b> | <b>\$25,645,716</b>       | <b>\$59,891,585</b> | <b>42.82%</b>                             |

\* Benefits: LAGERS, Police and Firefighters Retirement Fund, Life and Health Insurance, Social Security, Disability Insurance, Sick Leave Incentive, Deferred Compensation, and Other Benefits (which include service awards, safety awards and retirement sick leave payments)

#### Description:

The most common forms of fringe benefits are pension plans and health and life insurance. Together, they can represent a significant cost to the City, often exceeding 25% of salaries and wages. Some benefits, such as life and health insurance, require immediate cash outlays. Some, like pension benefits, can be deferred. Because of the complex nature of the funding and recording of fringe benefits, these costs can inadvertently escalate and place a financial strain on a city -- one that is not readily identifiable.

**Analysis:**

Fringe benefits as a percent of salaries and wages have ranged from a low of 34.52% to a high of 42.82%, with FY 2008 being 42.82%. This percentage is an average for all City employees. The salaries and wages figure used in this indicator covers all salaries and wages including seasonal employees who are not eligible for most of the benefits listed in this indicator, i.e., sick leave incentive, insurance, retirement, etc. The percentage may be higher for certain employee groups who have negotiated fringe benefits in the past.

Certain factors such as increases or decreases in pension contributions; cost of social security; health insurance costs; and workers' compensation have had an impact on the City's cost of fringe benefits and caused these amounts to vary from year to year.

In FY 2003, the City changed from the LT 10 plan to the L-6 plan.  
Enhancement occurred to the Police and Fire Pension in 1996, 1997, 2000, and 2002.

FY 2005 increase is due mainly in part to the increases in health insurance and the fire and police pension. A small increase can be attributed to service awards and sick leave retirement costs that had not been previously included.

FY 2006 increase is due mainly to increases in health insurance and the fire pension.

FY 2007 and FY 2008 experienced slight increases due mainly to increases in health insurance and the fire/police pensions.

**Sources:**

--Finance Department HTE Budget Worksheet "Chart 14" using year-to-date figures

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**Notes:**

## Indicator 15

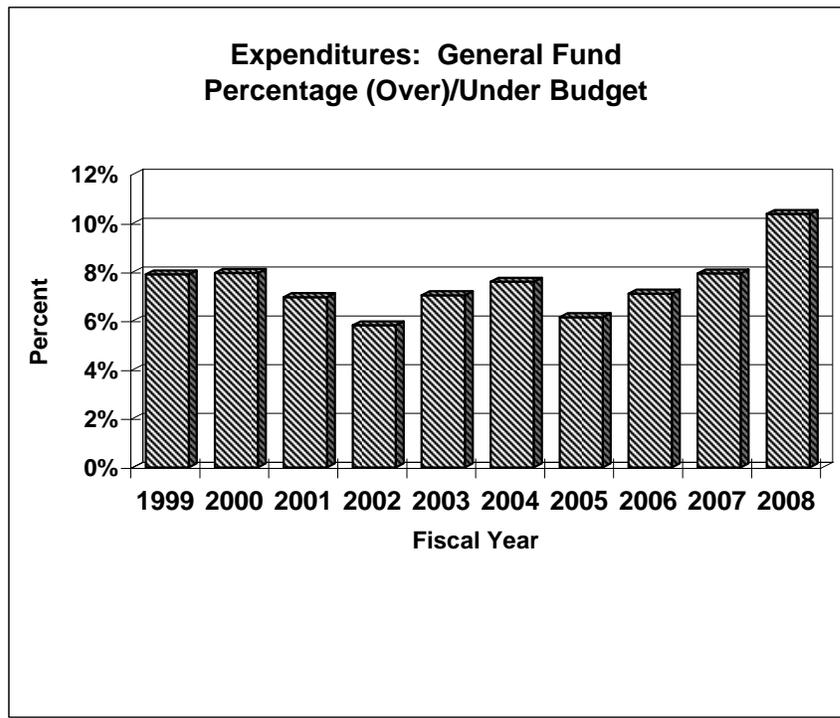
### EXPENDITURES: General Fund Over/Under Budget

#### Warning Trend:

Consecutive Years of Actual Expenditures over Budgeted Expenditures

#### Formulation:

$$\frac{\text{Amount (Over)/Under Budget}}{\text{Budgeted Expenditures}}$$



| Fiscal Year | Actual General Fund Expenditures | Budgeted Expenditures | Amount (Over)/Under Budget | Percent (Over)/Under Budget |
|-------------|----------------------------------|-----------------------|----------------------------|-----------------------------|
| 1999        | \$42,469,418                     | \$46,114,525          | \$3,645,107                | 7.90%                       |
| 2000        | \$41,975,779                     | \$45,605,237          | \$3,629,458                | 7.96%                       |
| 2001        | \$44,601,765                     | \$47,943,003          | \$3,341,238                | 6.97%                       |
| 2002        | \$48,626,769                     | \$51,629,227          | \$3,002,458                | 5.82%                       |
| 2003        | \$49,723,710                     | \$53,496,581          | \$3,772,871                | 7.05%                       |
| 2004        | \$52,905,356                     | \$57,260,315          | \$4,354,959                | 7.61%                       |
| 2005        | \$57,935,849                     | \$61,730,745          | \$3,794,896                | 6.15%                       |
| 2006        | \$61,530,716                     | \$66,243,300          | \$4,712,584                | 7.11%                       |
| 2007        | \$66,433,679                     | \$72,166,761          | \$5,733,082                | 7.94%                       |
| <b>2008</b> | <b>\$69,468,759</b>              | <b>\$77,514,728</b>   | <b>\$8,045,969</b>         | <b>10.38%</b>               |

**Note:**

Expenditures do NOT include encumbrances.

#### Description:

This indicator examines the difference between budgeted expenditures and actual expenditures during the year. Major discrepancies that continue year after year can be an indication of an erratic economy, or inaccurate estimating techniques. It can also be an indication that expenditure estimates are being made optimistically low or conservatively high.

**Analysis:**

The City has analyzed this indicator since FY 1977 and has consistently maintained actual expenditures under budget. Actual expenditures have consistently been under budgeted expenditures for the period shown. This illustrates an on-going effort to produce a reliable and consistent forecast of expenditures. This should be monitored carefully in future years. The City as a whole is making a strong concerted effort to consistently come in at 5-7% under budget in the general fund. Based on the information listed in the graph the city has come under budget ranging from a low of 5.82% to a high of 10.38%

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-4
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-4
- 

**Notes:**

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Operating Position:  
Numbers 16 - 20  
FY 1999 - FY 2008

***Changes in the operating position can be monitored by the use of the following indicators:***

- ▶ Excess of Revenues Over Expenditures
- ▶ Enterprise Retained Earnings/Loss
- ▶ General Fund Balance
- ▶ Liquidity
- ▶ Revenues Over Expenditures/Expenses



*City of Columbia  
Columbia, Missouri*

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## OPERATING POSITION: NUMBERS 16 - 20

Operating position refers to a city's ability to:

- (1) balance its budget on a current basis,
- (2) maintain reserves for emergencies,
- (3) maintain sufficient cash to pay bills on a timely basis (liquidity).

### **Balancing the Current Budget**

During a typical year, a city will usually generate either an operating surplus or an operating deficit. An operating surplus develops when current revenues exceed current expenditures -- a deficit develops when the reverse occurs. An operating surplus or deficit may be created intentionally as a result of a conscious policy decision, or unintentionally because of imprecise revenue and expenditure forecasts.

### **Reserves**

Reserves are built through the accumulation of operating surpluses. Such reserves are maintained to meet various unforeseen contingencies as follows:

- Loss of a revenue source,
- Economic pressures from a downturn in economy,
- Unanticipated expenditures due to losses from a natural disaster not covered by insurance or external aid.

### **Liquidity**

Liquidity refers to the flow of cash in and out of the city treasury. Cities often receive the bulk of their revenues at infrequent intervals during the year. It is to a city's advantage to have good liquidity in the event of an unexpected delay in receipt of revenues, an unexpected decline, or a loss of a revenue source.

An analysis of operating position can identify the following problems should they occur:

- Emergence of deficits,
- Decline in liquidity,
- Unintended decline in reserves.

## Indicator 16

### EXCESS OF REVENUES OVER EXPENDITURES: General Fund

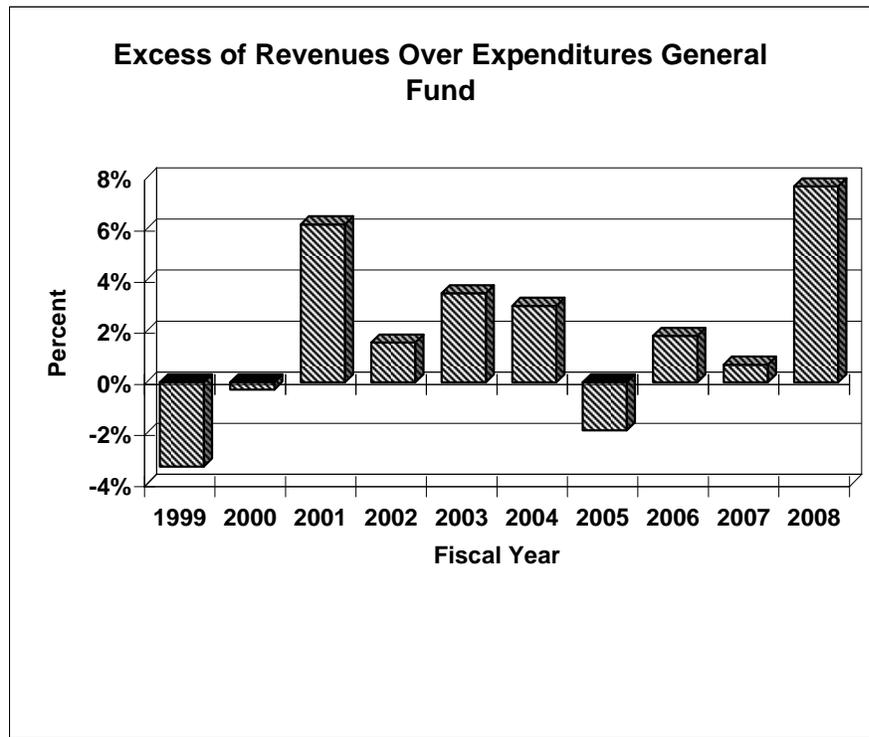
#### Warning Trend:

Increasing Amount of General Fund Operating Deficits as a Percent of Operating Revenues and Transfers

#### Formulation:

$$\frac{\text{General Fund Operating (Deficits)/Surpluses}}{\text{Operating Revenues and Transfers}}$$

Operating Revenues and Transfers



| Fiscal Year | General Fund Operating Surplus/(Deficit)* | Operating Revenues & Transfers ** | General Fund Operating Surplus/ (Deficit) As A Percentage Of Operating Rev. & Transfers |
|-------------|---|-----------------------------------|---|
| 1999        | (\$1,431,390)                             | \$43,416,652                      | -3.30%  |
| 2000        | (\$122,068)                               | \$43,891,836                      | -0.28%  |
| 2001        | \$3,011,397                               | \$48,665,665                      | 6.19%   |
| 2002        | \$803,846                                 | \$51,593,618                      | 1.56%   |
| 2003        | \$1,891,263                               | \$54,210,002                      | 3.49%   |
| 2004        | \$1,745,541                               | \$58,238,591                      | 3.00%   |
| 2005        | (\$1,147,015)                             | \$60,917,104                      | -1.88%  |
| 2006        | \$1,213,384                               | \$66,716,295                      | 1.82%   |
| 2007        | \$487,116                                 | \$70,693,991                      | 0.69%   |
| <b>2008</b> | <b>\$6,056,104</b>                        | <b>\$78,898,068</b>               | <b>7.68%</b>  |

Notes:

\* Not including encumbrances or appropriated fund balance

\*\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and Increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

#### Description:

An operating deficit will occur as operating expenditures exceed operating revenues. However, this does not necessarily mean the budget will be out of balance. Reserves (fund balances) and transfers are sometimes used to cover the difference. Continuing use of reserves and the unjustifiable transfer of funds to balance the deficit may indicate a revenue/expenditure problem.

The existence of an operating deficit in one year is not cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures, and that serious problems may lie ahead.

## **Credit Industry Benchmarks:**

A current year operating deficit would be considered a minor warning signal, and the reasons and manner of funding would be carefully examined before it was even considered a negative factor. However, the following situations would be looked at with considerably more attention and would probably be considered negative factors:

1. Two consecutive years of operating fund deficits.
2. A current year deficit greater than the previous year's deficit.
3. A current operating fund deficit in two or more of the last five years.
4. An abnormally large deficit (5% to 10% of operating revenues) in any one year.

## **Analysis:**

For the period shown, there have been three years (FY 1999, FY 2000 and FY 2005) where there was a deficit. Each year the City plans to draw down on fund balance through the appropriations of fund balance, always making sure a 16% balance is maintained. While the deficit is significant in two of the three years listed, it should be noted that the amount is still considerably below the amount budgeted for appropriated fund balance. For FY 2000 Management worked toward keeping the deficit at a minimum. The appropriated fund balance for FY 2008 is \$ 3,373,205. Management and the City Council will continue to closely monitor this indicator. The City is exploring additional avenues for increasing the revenue base.

According to Fiscal and Budget Policies adopted by Council, the City will calculate an unreserved, undesignated fund balance equal to 16% of expenditures for the adopted budget. These funds will be used to avoid cash flow interruptions, generate interest income and assist in maintaining what is considered an investment grade bond rating capacity.

## **Sources:**

- Prior to FY 2004 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-2 and B-3
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-2 and B-3
- 

## **Notes:**

## Indicator 17

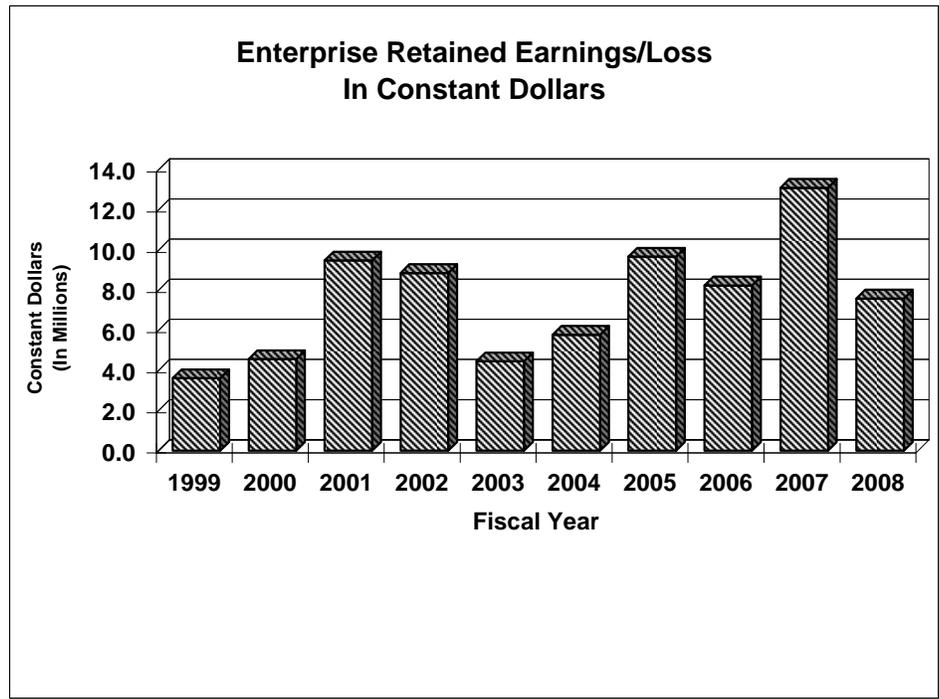
### ENTERPRISE RETAINED EARNINGS/LOSS

#### Warning Trend:

Consistent Enterprise Losses  
(Constant Dollars)

#### Formulation:

Enterprise Retained  
Earnings/Losses  
(Constant Dollars)



| Fiscal Year | Net Income Transferred To Enterprise Fund Retained Earnings * | Consumer Price Index | Enterprise Fund Net Income Transferred To Retained Earnings In Constant Dollars |
|-------------|---|----------------------|---|
| 1999        | \$6,024,953   | 166.6                | \$3,616,418   |
| 2000        | \$7,857,670   | 172.2                | \$4,563,107   |
| 2001        | \$16,788,902  | 177.1                | \$9,479,899   |
| 2002        | \$15,938,530  | 179.9                | \$8,859,661   |
| 2003        | \$8,193,498   | 184.0                | \$4,452,988   |
| 2004        | \$10,917,443  | 188.9                | \$5,779,483   |
| 2005        | \$18,889,170  | 195.3                | \$9,671,874   |
| 2006        | \$16,601,890  | 201.6                | \$8,235,064   |
| 2007        | \$27,525,705  | 210.0                | \$13,107,479  |
| <b>2008</b> | <b>\$16,046,454</b>   | <b>211.4</b>         | <b>\$7,589,488</b>  |

#### Notes:

\* Enterprise Operations: Net Income Transferred to Retained Earnings, Water and Electric Utility, Sewer Utility, Airport, Public Transportation, Solid Waste, Parking Facility, Recreation Services, Railroad, and Storm Water Utility.

Since 1998 the Bureau of Labor Statistics (BLS) has used 1984=100 when computing the Consumer Price Index. Prior to that BLS used 1967=100. The city decided to convert in 2007 since there was 10 years worth of data to use for comparison.

FY 2001 shows an 8.9 million dollar increase due to GASB 33 requiring for the first time, that contributions be listed on the income statement as revenues.

#### Description:

Enterprise losses are a special and highly visible type of operating deficit. Losses indicate problems since enterprises are expected to function as if they were commercially operated as a "for-profit" entity, as opposed to a not-for-profit" entity. In times of economic strain, most cities can usually raise taxes to support general fund programs. For the Enterprise Fund Programs, however, the situation can be different. Administration may raise rates, but find that revenues do not increase accordingly since the user of the service may cut back on use. Enterprises are typically more subject to the market laws of supply and demand.

In addition, Enterprise Operations are usually capital intensive and often need to issue Revenue Bonds to finance necessary capital improvements and additions. The interest rates and covenants associated with the issuance of such bonds can be significantly affected by the operating position of the enterprise.

**Analysis:**

There have not been any Enterprise Losses in constant dollars for the period shown. Therefore, there is no warning trend for this indicator. A decrease in FY 1999 is primarily due to decreased investment revenue as a result of the adoption of GASB Statement No. 31 which establishes fair value standards for certain investments. The large increase in FY 2001 is due to the adoption of GASB Statement No. 33 which requires all contributions to be recognized as a revenue when reporting on the income statement. Therefore, due to large contributions in the Airport Fund, Sanitary Sewer Fund, and Public Transportation Fund, from other governmental units, the net income transferred to retained earnings increased substantially. The large increase in 2005 and 2007 is partially due to the sale of SO2 allowances and contributed capital.

The City's Enterprise operations are in a very strong financial position and appear to be continuing to operate in a similar manner

This is further evidenced by the following bond ratings:

|  |  |
|--|--|
| Water and Electric Utility Revenue Bonds | --"AA" Moodys<br>--"AA" Standard and Poor's  |
| Sewer Utility Revenue Bonds              | --"A1" Moodys<br>--"AA-" Standard and Poor's |
| Parking Revenue Bonds                    | --NR   |

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-2
- <http://www.stats.bls.gov>
- Consumer Price Index are annual archived numbers from the Bureau of Labor.

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**Notes:**

## Indicator 18

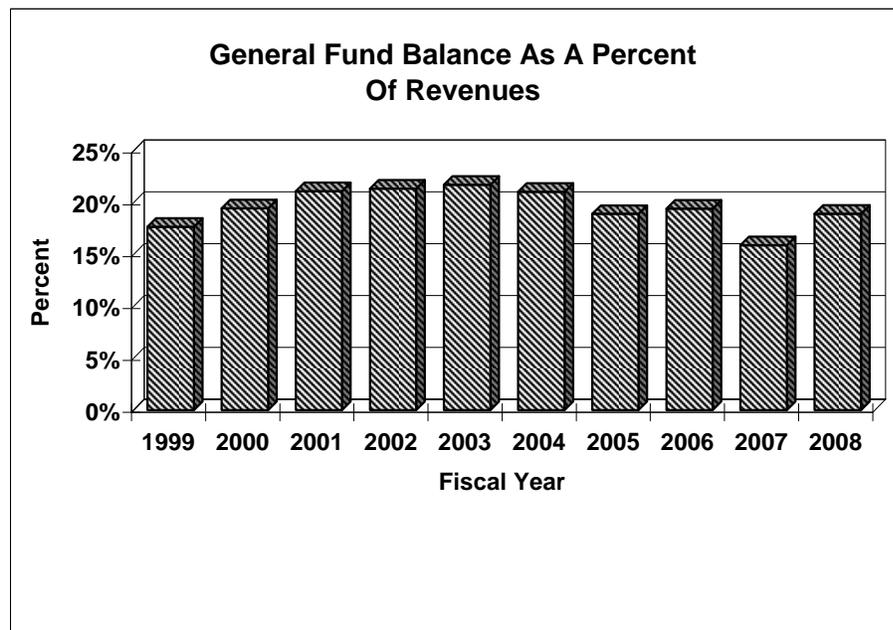
### GENERAL FUND BALANCES

#### Warning Trend:

Declining Unreserved Fund Balance of General Fund as a Percent of Net Operating Revenues

#### Formulation:

$$\frac{\text{General Fund Unreserved Fund Balance}}{\text{Operating Revenues and Transfers}}$$



| Fiscal Year | General Fund Unreserved/ Undesignated Fund Balance | Operating Revenues & Transfers * | Fund Balance As A Percent Of Revenues |
|-------------|--|----------------------------------|---------------------------------------|
| 1999        | \$7,673,988  | \$43,416,652                     | 17.7%                                 |
| 2000        | \$8,539,921  | \$43,891,836                     | 19.5%                                 |
| 2001        | \$10,274,719                                       | \$48,665,665                     | 21.1%                                 |
| 2002        | \$11,021,979                                       | \$51,593,618                     | 21.4%                                 |
| 2003        | \$11,770,085                                       | \$54,210,002                     | 21.7%                                 |
| 2004        | \$12,254,834                                       | \$58,238,591                     | 21.0%                                 |
| 2005        | \$11,522,093                                       | \$60,917,104                     | 18.9%                                 |
| 2006        | \$12,953,572                                       | \$66,716,295                     | 19.4%                                 |
| 2007        | \$11,242,815                                       | \$70,693,991                     | 15.9%                                 |
| 2008        | <b>\$14,938,785</b>                                | <b>\$78,898,068</b>              | <b>18.9%</b>                          |

**Note:**  
\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and Increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

Minimum Recommended Level - After evaluating all pertinent factors regarding maintenance of reserve levels, the Finance Department arrived at a figure equaling approximately two months' operating expenditures as a minimum desirable balance. It should be pointed out that much of the evaluation is subjective and that some of the evaluative criteria are highly sensitive to change in national and regional economic factors.

#### Description:

Most communities maintain some type of reserves in order to meet unforeseen contingencies. There exist no set rules for determining at what levels these reserves should be maintained. Much depends on such factors as the kind of natural disasters or hardships the City is subject to, the flexibility of the City's revenue base, national economic conditions, and the City's overall financial health.

In evaluating the desirable, or prudent, level at which reserves should be maintained to ensure sufficient flexibility to meet special needs the following should be considered:

1. What is the potential for revenue deficits?
2. What is the degree of reliance on intergovernmental revenues and the likelihood of significant portions of these revenues being discontinued in the short-run?

3. What type of insurance program does the City have?
4. What kind of losses are likely from natural disasters that would be ineligible for federal and state aid?
5. What is the City's short-term and long-term borrowing capability?
6. How much liquidity exists in City funds (see Indicator 19-A)?

**Analysis:**

It has been determined by the City Council and Management that the City of Columbia's level for the unreserved fund balance should be approximately 16% of annual expenditures.

In FY 2008 with actual revenues slightly higher than estimated during budget preparation while expenditures being a great deal less than budgeted, our ending unreserved, undesignated fund balance is \$14,938,785 or 18.93% of FY 2008 total revenues.

**Sources:**

- City of Columbia Annual Budget
- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-1 and B-3
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-1 and B-3

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**Notes:**

## Indicator 19-A

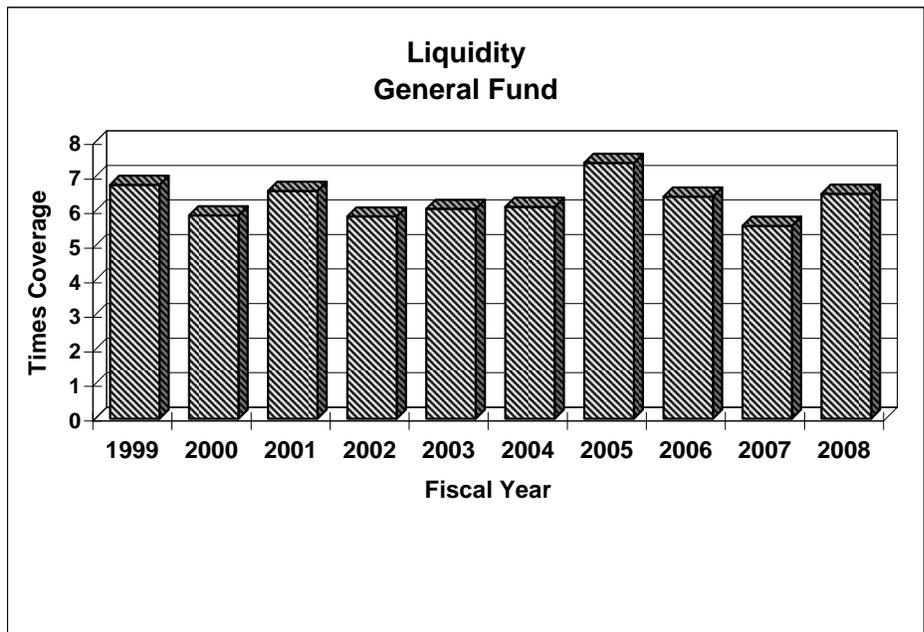
### LIQUIDITY: General Fund

#### Warning Trend:

Quick Ratio on Cash, Marketable Securities and Accounts Receivable to Current Liabilities of Less than One

#### Formulation:

$$\frac{\text{Cash, Marketable Securities and Accounts Receivable}}{\text{Current Liabilities}}$$



| Fiscal Year | Cash, Marketable Securities, and Applicable Receivables* & Other Assets | Current Liabilities | Cash, Marketable Securities & Receivables Coverage of Current Liabilities |
|-------------|---|---------------------|---|
| 1999        | \$12,683,412  | \$1,873,983         | 6.77  |
| 2000        | \$12,876,420  | \$2,189,059         | 5.88  |
| 2001        | \$16,148,334  | \$2,449,578         | 6.59  |
| 2002        | \$17,493,126  | \$2,990,522         | 5.85  |
| 2003        | \$19,626,006  | \$3,232,139         | 6.07  |
| 2004        | \$21,672,280  | \$3,532,872         | 6.13  |
| 2005        | \$19,646,262  | \$2,653,869         | 7.40  |
| 2006        | \$21,561,281  | \$3,355,504         | 6.43  |
| 2007        | \$22,776,172  | \$4,083,279         | 5.58  |
| <b>2008</b> | <b>\$29,242,033</b>   | <b>\$4,493,036</b>  | <b>6.51</b>   |

Point at Which Ratio Becomes a Negative Factor:

1.00

\* Applicable Receivables: Accounts Receivable, Net Taxes Receivable, Grants Receivable, Accrued Interest, Due from Other Funds, and Loans Receivable.

#### Description:

A good measure of a city's short-run financial condition is its cash position. "Cash position" includes cash, marketable securities, as well as other assets that can quickly be converted into cash. The level of such assets is referred to as liquidity. Liquidity is a measure of a City's ability to pay its short-term obligations. The immediate effect of insufficient liquidity is inability to pay bills in a timely manner. This can jeopardize the City's relationship with its vendors and can reduce the effectiveness and savings of the competitive bidding process associated with purchasing.

Low or steadily declining liquidity can indicate that a city has, or is, overextending itself in the long run, the first sign being a cash shortage. A standard ratio of liquidity used to analyze commercial entities is the quick ratio, or "acid test;" that is, cash, marketable securities, and accounts receivable (within 30 days) divided by current liabilities. If the ratio is approaching one, or less than one, the commercial entity is considered to be facing liquidity problems.

## **Credit Industry Benchmarks:**

If the ratio is less than one, it is considered to be a negative factor, but would be mitigated if a prior trend of three years or more indicates that the ratio will exceed one in the following year. A three-year trend of less than one would be considered a negative factor.

## **Analysis:**

Given credit industry benchmarks which state it is not considered a negative factor unless the ratio drops below one, the City of Columbia's ratios for the period shown are not negative and have ranged from a low of 5.58:1.0 to a high of 7.40:1.0. Cash, Marketable Securities and Applicable Receivables have increased from \$12,683,412 in FY 1999 to \$29,242,033 in FY 2008.

## **Sources**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Report, Exhibit B-1

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-1

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## **Notes:**

## Indicator 19-B

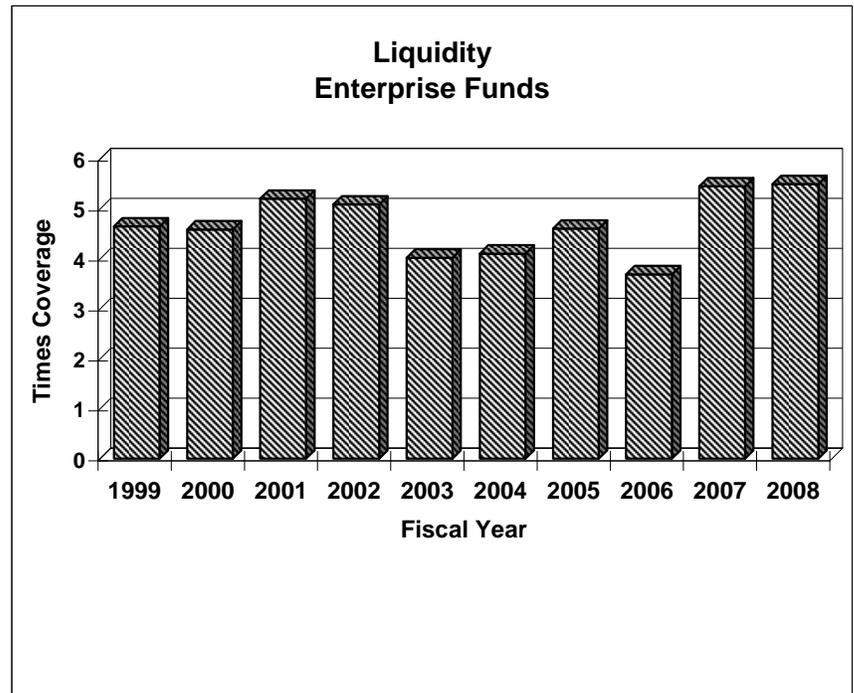
### LIQUIDITY: Enterprise Funds

#### Warning Trend:

Quick Ratio on Current Unrestricted Assets (less inventories) to Current Unrestricted Liabilities of Less than One

#### Formulation:

$$\frac{\text{Current Unrestricted Assets (Less Inventories)}}{\text{Current Unrestricted Liabilities}}$$



| Fiscal Year | Current Unrestricted Assets (Less Inventory) * | Current Liabilities | Ratio Of Assets To Liabilities |
|-------------|--|---------------------|--------------------------------|
| 1999        | \$37,184,165                                   | \$7,997,785         | 4.65                           |
| 2000        | \$37,569,623                                   | \$8,187,074         | 4.59                           |
| 2001        | \$39,800,918                                   | \$7,649,216         | 5.20                           |
| 2002        | \$41,034,204                                   | \$8,064,656         | 5.09                           |
| 2003        | \$36,074,250                                   | \$8,967,580         | 4.02                           |
| 2004        | \$39,537,431                                   | \$9,627,206         | 4.11                           |
| 2005        | \$43,737,731                                   | \$9,496,830         | 4.61                           |
| 2006        | \$48,477,145                                   | \$13,130,092        | 3.69                           |
| 2007        | \$63,045,500                                   | \$11,561,458        | 5.45                           |
| <b>2008</b> | <b>\$71,581,467</b>                            | <b>\$13,025,760</b> | <b>5.50</b>                    |

Point at Which Ratio Becomes a Negative Factor:

1.00

\* Total Current Assets less Inventory.

Note:

#### Description:

A good measure of the Enterprise Fund's short-run financial condition is liquidity, or the level of current assets. Current assets are comprised of cash and cash equivalents, as well as receivables expected to be turned into cash within 30 days. Liquidity problems can result in deteriorating vendor relationships if accounts are not paid in a timely manner, as well as poor bond ratings on revenue bonds. Commercial entities measure liquidity by use of the "quick," or "acid ratio;" that is, current assets (less inventory) divided by current liabilities. If the ratio is approaching, or is less than one to one, the entity is considered to be facing liquidity problems.

**Credit Industry Benchmarks:**

If the ratio is less than "one to one" (1:1), it is considered a negative factor, but would be mitigated if a prior trend of three or more years would indicate that the ratio will exceed one in the following year. A three-year trend of ratios less than one would be considered a decidedly negative factor.

**Analysis:**

Liquidity for the City's Enterprise Funds has ranged from a low of 3.69:1.0 to a high of 5.50:1.0, with the FY 2008 ratio at 5.50:1.0. At no time during the ten-year period did the ratio fall below the 1.0:1.0 mark which is considered a negative factor by the credit rating agencies of the City.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit F-1
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit F-1

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**Notes:**

## Indicator 20-A

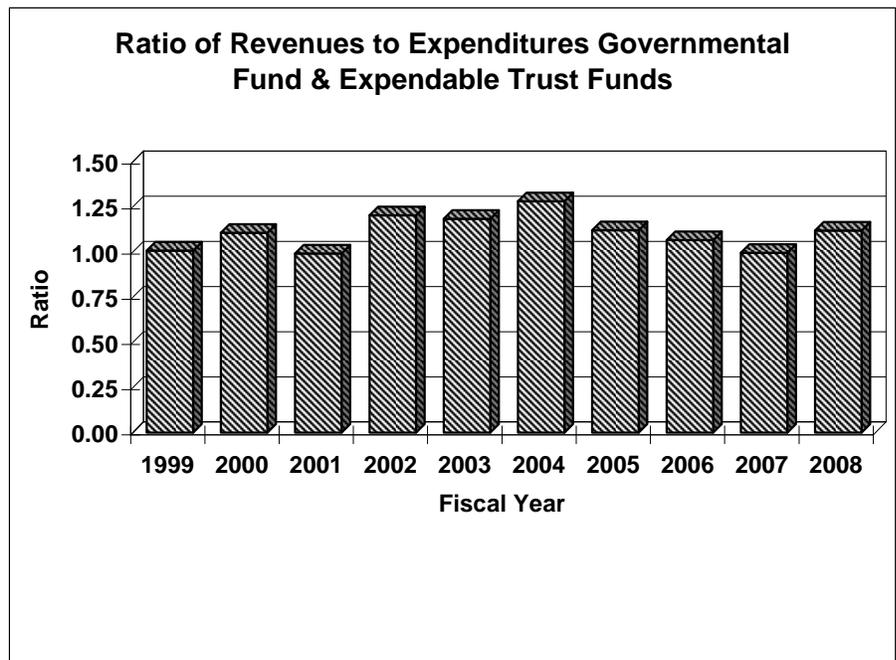
### RATIO OF REVENUES TO EXPENDITURES: Governmental Funds & Expendable Trust Funds

#### Warning Trend:

Declining Ratio of Total Revenues  
To Total Expenditures and/or a Ratio  
of Less Than 1%

#### Formulation:

$$\frac{\text{Total Revenues}}{\text{Total Expenditures}}$$



| Fiscal Year | Total Revenues *     | Total Expenditures ** | Ratio Of Total Revenues To Total Expenditures |
|-------------|----------------------|-----------------------|---|
| 1999        | \$56,997,403         | \$56,529,383          | 1.01  |
| 2000        | \$63,586,284         | \$57,432,697          | 1.11  |
| 2001        | \$71,178,120         | \$71,764,418          | 0.99  |
| 2002        | \$72,502,454         | \$60,233,633          | 1.20  |
| 2003        | \$74,269,175         | \$62,670,872          | 1.19  |
| 2004        | \$82,290,850         | \$64,233,974          | 1.28  |
| 2005        | \$82,654,278         | \$73,728,745          | 1.12  |
| 2006        | \$90,445,850         | \$84,880,282          | 1.07  |
| 2007        | \$96,552,609         | \$96,945,691          | 1.00  |
| <b>2008</b> | <b>\$105,195,041</b> | <b>\$93,958,334</b>   | <b>1.12</b>                                   |

\* Total Revenues: Governmental Fund Types and Fiduciary Fund Type (Expendable Trust Funds). Total Revenues do not include Operating Transfers, Proceeds of Capital Improvement Bonds, or Appropriation of Prior Year Fund Balance.

\*\* Total Expenditures: Governmental Fund Types and Fiduciary Fund Type (Expendable Trust Funds). Total Expenditures do not include Transfers or Capital Leases.

#### Description:

Total Revenues is the sum of revenues for all governmental and expendable trust funds, while Total Expenditures are the sum of expenditures for all governmental and expendable trust funds. The City of Columbia's General Fund utilizes both Operating Transfers In and Operating Transfers Out. The major Operating Transfers Out of the General Fund subsidize some enterprise operations which are often privately run in other cities.

The Operating Transfers into the General Fund represent a reimbursement for services rendered by General Fund departments. These include, Public Improvement Fund (for engineering services), Employee Benefit Fund (for Employee Health Wellness services provided by the Health Department), CDBG Fund (for services provided by the Planning Department), and Self Insurance Fund (for services provided by the Finance Department). There are also two special tax revenues (Transportation Sales Tax and Special Road District Tax) which are transferred into the General Fund to cover expenditures for services provided by General Fund departments.

A ratio of less than 1.0 would indicate that a deficit has occurred. However, this does not necessarily mean the budget will be out of balance. Reserves (fund balances) and transfers are sometimes used to cover the difference. Increasing use of transfers and reserves should be closely monitored as it may indicate a revenue/expenditure problem.

**Analysis:**

The ratio of Total Revenues to Total Expenditures has ranged from a low of 0.99 to a high of 1.28 during the period shown. During this period the ratio has varied by no more than 0.29 from one year to following year. A warning trend would occur if there were several years of ratios less than 1.0 or if the ratio continued to decrease. This would indicate revenues are unable to keep up with increases in expenditures. However, this is not the case as the ratio has been above the 1.0 mark for all of the years studied and the decreases have been minimal.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-2

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**Notes:**

## Indicator 20-B

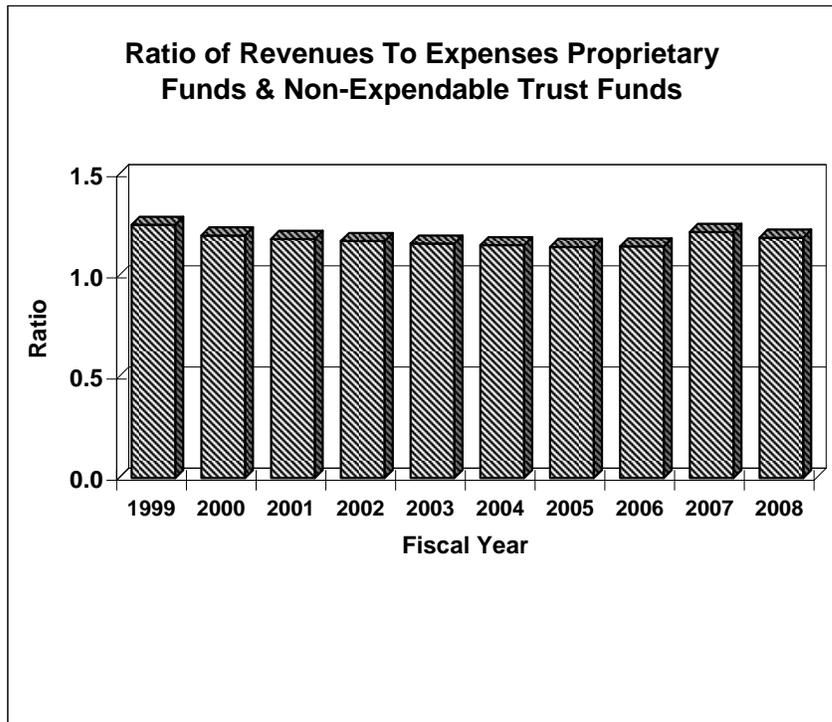
### RATIO OF REVENUES TO EXPENSES Proprietary Funds & Non-Expendable Trust Funds

#### Warning Trend:

Declining Ratio of Total Revenues  
To Total Expenses and/or  
Ratio of Less Than 1%

#### Formulation:

$$\frac{\text{Operating Revenues}}{\text{Operating Expenses}}$$



| Fiscal Year | Operating Revenues * | Operating Expenses ** | Ratio Of Total Revenues To Total Expenses |
|-------------|----------------------|-----------------------|---|
| 1999        | \$106,697,535        | \$85,140,624          | 1.25                                      |
| 2000        | \$106,865,785        | \$89,063,506          | 1.20                                      |
| 2001        | \$111,107,895        | \$93,918,281          | 1.18                                      |
| 2002        | \$113,554,108        | \$96,878,653          | 1.17                                      |
| 2003        | \$121,739,450        | \$104,943,688         | 1.16                                      |
| 2004        | \$127,025,504        | \$110,253,060         | 1.15                                      |
| 2005        | \$144,139,542        | \$126,062,392         | 1.14                                      |
| 2006        | \$162,722,042        | \$142,002,178         | 1.15                                      |
| 2007        | \$177,707,803        | \$145,946,314         | 1.22                                      |
| <b>2008</b> | <b>\$186,039,879</b> | <b>\$156,452,312</b>  | <b>1.19</b>                               |

\* Operating Revenues: Enterprise, Internal Service Funds and Fiduciary Fund Type (Non-Expendable Trust Funds). Does Not include Operating Transfers, Equity Transfers, or Non-Operating Revenue.

\*\* Operating Expenses: Enterprise, Internal Service Funds and Fiduciary Fund Type (Non-Expendable Trust Funds). Does Not include Operating Transfers To Other Funds, Equity Transfers To Other Funds, or Non-Operating Expenses.

#### Note:

FY 1999 Operating Revenues were restated in FY 2000.

#### Description:

Operating Revenues is the sum of all operating revenues for proprietary and non-expendable trust funds, while Operating Expenses is the sum of all operating expenses for all proprietary and non-expendable trust funds. These revenues and expenses do not include non-operating revenues(expenses) nor operating transfers. Since the City of Columbia is a full-service city, it is difficult to find comparable cities with the number and scope of our enterprise operations. A ratio of less than 1% would indicate that a net loss has occurred. In enterprise funds, this net loss would signal problems since they are expected to function as if they were commercially operated as a "for-profit" entity, as opposed to a "not-for-profit" entity.

**Analysis:**

The ratio of Operating Revenues to Operating Expenses has ranged from a low of 1.14 to a high of 1.25 during the period shown. A warning trend would occur if there were several years of ratios less than 1.0 or if the ratio continued to decrease. This would indicate revenues are unable to keep up with increases in expenses. The ratio has been above 1.0 for all years studied and remained relatively stable during that time. While the amount of decline is not significant, the City will continue to closely monitor this indicator due to six consecutive years of decline (2000 - 2005).

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit A-4
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit A-4

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**Notes:**

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Debt Structure  
Numbers 21 - 23  
FY 1999 - FY 2008

***Changes in the debt structure can be  
monitored by the use of the following indicators:***

- ▶ **Current Liabilities**
- ▶ **General Obligation Long-Term Debt**
- ▶ **Debt Service**



*City of Columbia  
Columbia, Missouri*

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## DEBT STRUCTURE INDICATORS: NUMBERS 21 - 23

Debt structure is important to analyze because debt is an explicit expenditure obligation that must be satisfied when due. Debt is an effective and logical method of financing capital improvements, but its misuse can cause serious financial problems. Even a temporary inability to repay can result in loss of credit rating, increased cost of future borrowing, and loss of autonomy to the state and regulatory bodies.

The most common forms of long-term debt are general obligation and revenue bonds. Even when these types of debt are used exclusively for capital projects, cities need to be careful that their outstanding debt does not exceed their ability to repay as measured by the wealth of the community in the form of property value or personal or business income. Another way to evaluate ability to repay is to consider the amount of principal and interest of debt service that the City is obligated to repay each year.

Under the most favorable circumstances, a city's debt would remain proportionate to its size and tax base; would not extend past the useful life of the facilities which it finances; would not be used as an instrument to balance the operating budget; would not require a repayment schedule that would be an excessive burden on operating expenditures; and would not be at a point which would jeopardize the city's credit rating.

## Indicator 21-A

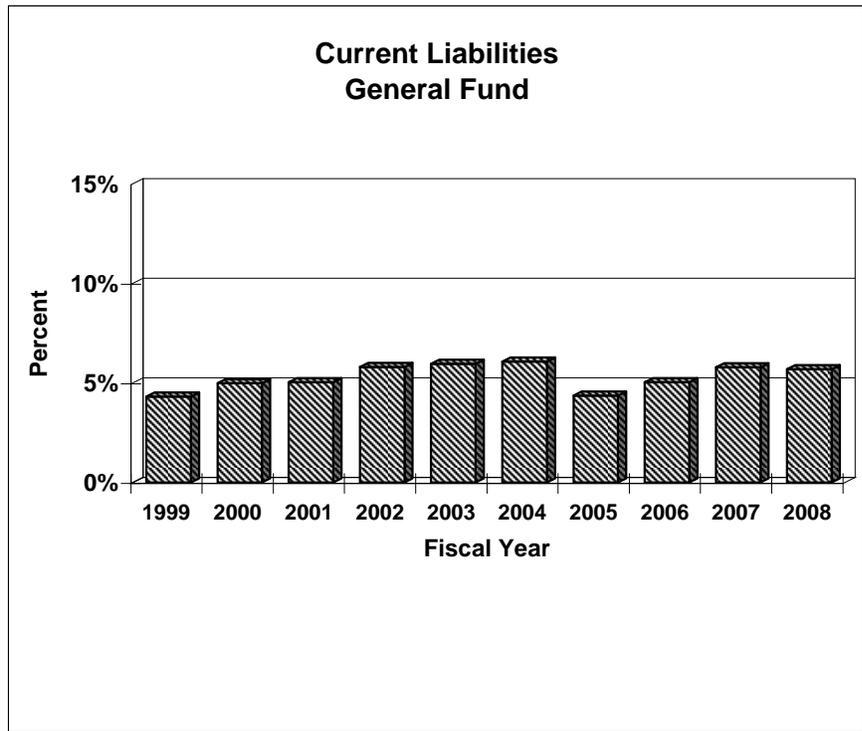
### CURRENT LIABILITIES: General Fund

#### Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

#### Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues and Transfers}}$$



| Fiscal Year | Current Liabilities | Operating Revenues & Transfers * | Current Liabilities As A Percentage Of Oper. Rev. & Transfers |
|-------------|---------------------|----------------------------------|---|
| 1999        | \$1,873,983         | \$43,416,652                     | 4.32%   |
| 2000        | \$2,189,059         | \$43,891,836                     | 4.99%   |
| 2001        | \$2,449,576         | \$48,665,665                     | 5.03%   |
| 2002        | \$2,990,522         | \$51,593,618                     | 5.80%   |
| 2003        | \$3,232,139         | \$54,210,002                     | 5.96%   |
| 2004        | \$3,532,872         | \$58,238,591                     | 6.07%   |
| 2005        | \$2,653,869         | \$60,917,104                     | 4.36%   |
| 2006        | \$3,355,504         | \$66,716,295                     | 5.03%   |
| 2007        | \$4,083,279         | \$70,693,991                     | 5.78%   |
| <b>2008</b> | <b>\$4,493,036</b>  | <b>\$78,898,068</b>              | <b>5.69%</b>  |

\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds and Increase in Obligations Under Capital Leases and Appropriated Fund Balance where applicable.

#### Description:

Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities.

## **Credit Industry Benchmarks:**

The credit industry considers the following as negative factors:

- Short-term debt liability of 5% or more of operating revenues
- Two years of increasing short-term debt liability

## **Analysis:**

Current liabilities as a percentage of operating revenues have varied ranging from a low of 4.32 % to a high of 6.07 % during the period shown. The year-to-year variances in the trend are mostly attributable to variations in accrued payroll, deferred revenues short-term borrowing and accounts payable. During FY 1997, the City had \$4,051,166 in Unearned Local Use Tax. The City set aside these amounts and did not spend the money as some other cities did. The Local Use Tax was ruled unconstitutional and in FY 1998 \$1,861,785 was paid back to the state from the Local Use Tax Collected which reduced overall liabilities.

## **Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits B-1 and B-3
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-1 and B-3

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## **Notes:**

## Indicator 21-B

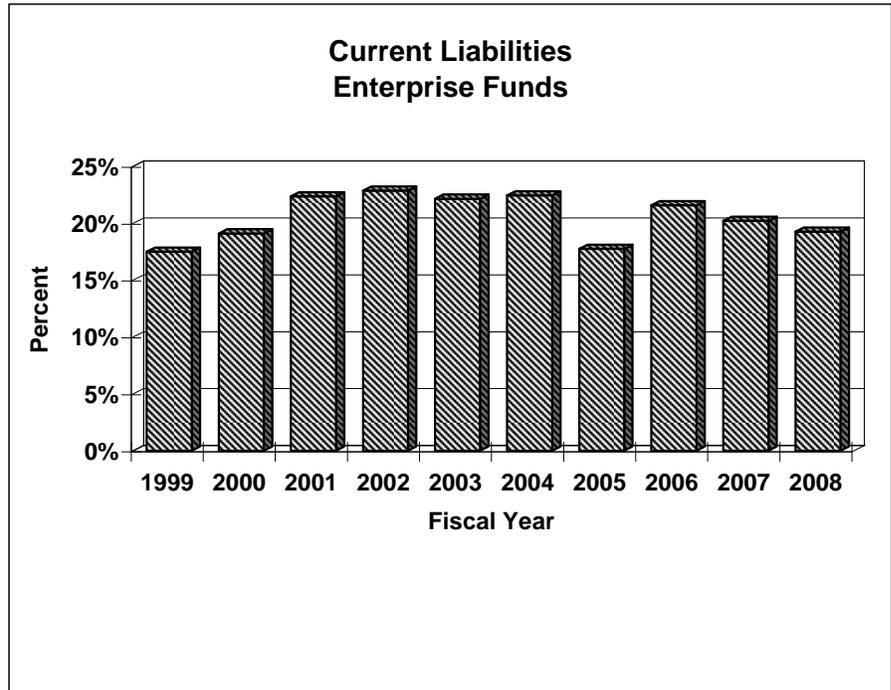
### CURRENT LIABILITIES: Enterprise Funds

#### Warning Trend:

Increasing Current Liabilities as a Percent of Operating Revenues

#### Formulation:

$$\frac{\text{Current Liabilities}}{\text{Operating Revenues and Transfers}}$$



| Fiscal Year | Current Liabilities (Restricted and Unrestricted) | Operating Revenues & Transfers | Current Liabilities As A Percentage Of Oper. Rev. & Transfers |
|-------------|---|--------------------------------|---|
| 1999        | \$16,573,161                                      | \$94,728,093                   | 17.50%  |
| 2000        | \$18,086,413                                      | \$94,703,896                   | 19.10%  |
| 2001        | \$21,983,412                                      | \$98,352,092                   | 22.35%  |
| 2002        | \$23,554,775                                      | \$103,079,659                  | 22.85%  |
| 2003        | \$24,115,236                                      | \$108,891,356                  | 22.15%  |
| 2004        | \$25,518,043                                      | \$113,733,174                  | 22.44%  |
| 2005        | \$23,046,754                                      | \$129,866,925                  | 17.75%  |
| 2006        | \$31,129,470                                      | \$144,219,657                  | 21.58%  |
| 2007        | \$31,119,001                                      | \$154,031,120                  | 20.20%  |
| <b>2008</b> | <b>\$30,870,609</b>                               | <b>\$160,441,617</b>           | <b>19.24%</b>   |

#### Notes:

Current Liabilities and Operating Revenues and Transfers for all enterprise funds.

#### Description:

Current liabilities are defined as the sum of all liabilities which will come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable and other current liabilities.

## Credit Industry Benchmarks:

The credit industry considers the following as negative components of current liabilities:

- Short-term debt outstanding at year's end exceeding 5% of operating revenues;
- Two-year trend of increasing short-term debt outstanding.

## Analysis:

Current liabilities as a percentage of operating revenues have ranged from a low of 17.50% to a high of 22.85% during the period shown. While the percentage has been above 5% for all of the years listed, there have not been any two year trends of increasing short-term debt outstanding. The enterprise operations remain in good financial condition. Current liabilities fluctuate from year to year primarily due to increases or decreases in Accounts Payable, accrued payroll, payroll taxes, and construction contracts payable. Outstanding short-term debt as a percent of operating revenues and transfers for FY 2008 was 0.03%.

### Outstanding Short-Term Debt as a Percent of Operating Revenues and Transfers

---

|      |       |      |       |
|------|-------|------|-------|
| 1999 | 0.03% | 2004 | 0.01% |
| 2000 | 0.03% | 2005 | 0.08% |
| 2001 | 0.03% | 2006 | 0.07% |
| 2002 | 0.03% | 2007 | 0.08% |
| 2003 | 0.00% | 2008 | 0.03% |

## Sources:

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-1 and F-2

Short-Term Debt: Current Liability

Notes Payable

Interest Payable

Loans Payable

Obligations Under Capital Leases

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-1 and F-2

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## Notes:

## Indicator 22-A

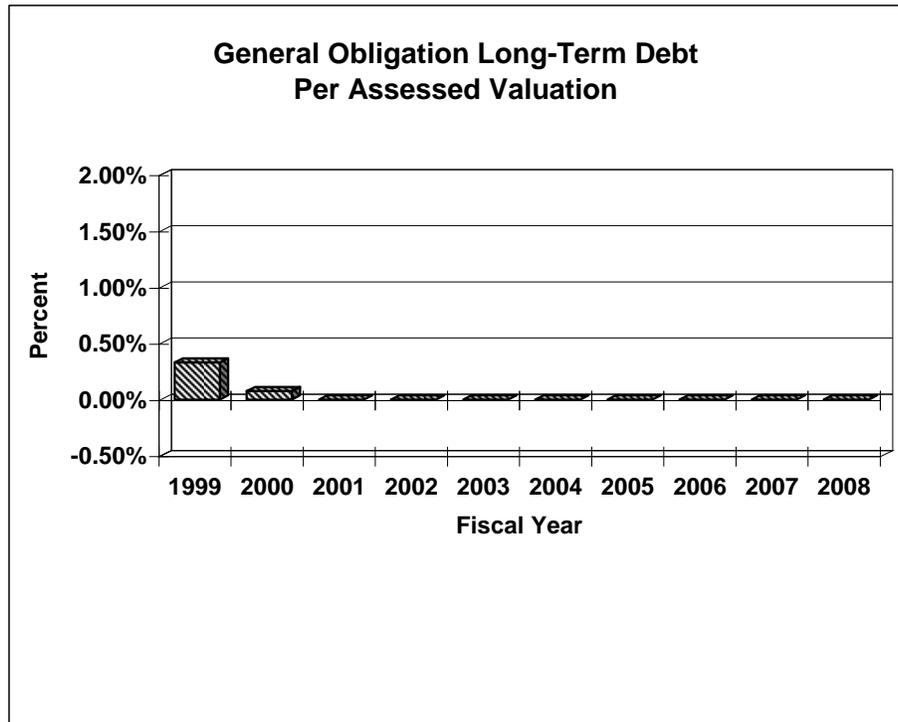
### GENERAL OBLIGATION LONG-TERM DEBT (per assessed valuation)

#### Warning Trend:

Increasing Amount of Net Bonded Debt as a Percent of Assessed Value

#### Formulation:

$$\frac{\text{General Obligation Long-Term Debt}}{\text{Assessed Valuation}}$$



| Fiscal Year | Net Outstanding General Obligation Debt * | Assessed Valuation   | Net Outstanding General Obligation Debt As A Percentage Of Assessed Valuation |
|-------------|---|----------------------|---|
| 1999        | \$2,865,087                               | \$870,153,771        | 0.33%   |
| 2000        | \$691,359                                 | \$910,755,127        | 0.08%   |
| 2001        | \$0                                       | \$948,632,001        | 0.00%   |
| 2002        | \$0                                       | 1,020,341,889        | 0.00%   |
| 2003        | \$0                                       | 1,068,059,364        | 0.00%   |
| 2004        | \$0                                       | 1,115,649,375        | 0.00%   |
| 2005        | \$0                                       | 1,164,766,227        | 0.00%   |
| 2006        | \$0                                       | 1,371,217,522        | 0.00%   |
| 2007        | \$0                                       | 1,571,621,920        | 0.00%   |
| <b>2008</b> | <b>\$0</b>                                | <b>1,622,536,392</b> | <b>0.00%</b>  |

\* Total General Obligation Bond Debt Outstanding less Amount Available in Debt Service Fund.

#### Description:

General obligation debt is debt for which the City has pledged its full faith-and-credit taxing power. An increase in general obligation debt as a percentage of assessed valuation can indicate that the City's ability to repay is diminishing. Since the City's reliance on property tax revenues is marginal, indicator 22-B may be a more true indication of the impact on citizens of the City's long-term debt.

**Analysis:**

The credit industry suggests that outstanding long-term debt does not constitute a cause for concern until it begins to exceed 10% of assessed valuation, that is, assuming that assessed valuation's assessment ratios are higher than what have typically been shown in the State of Missouri. For example, our assessment ratio is 24%. In many states across the country, assessment ratios are much higher, therefore, the credit industry benchmark of 10% would be a valid benchmark. As far as Columbia is concerned, as well as most Missouri municipalities, this is not the case because of the artificially low assessment ratios

General long-term debt has decreased from 0.33% to 0.00% over the past ten years. The City's percentages have been well within the credit industry benchmarks for all years listed.

The City of Columbia General Obligation Bond Ratings are AA.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Table 5 and Exhibit J-1
- FY 2002 to present City of Columbia Financial Management Information Supplement, Table 5 and Exhibit J-1

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**Notes:**

## Indicator 22-B

### GENERAL OBLIGATION LONG-TERM DEBT (per capita)

#### Warning Trend:

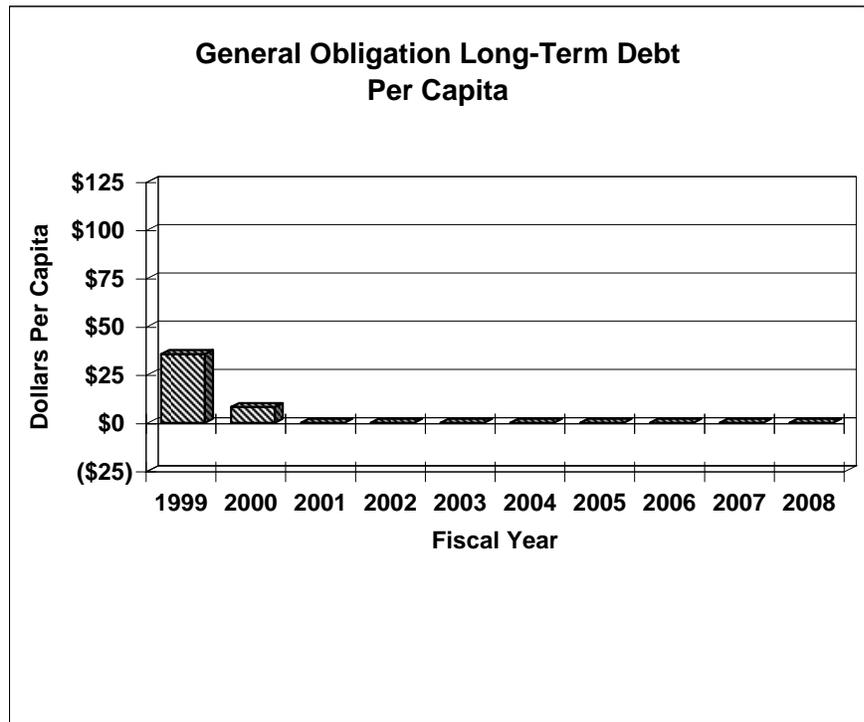
Increasing Amount of Net General  
Obligation Debt Outstanding  
per Capita

#### Formulation:

General Obligation

---

Current Population



| Fiscal Year | Net Outstanding General Obligation Debt * | Estimated Population | Net Outstanding General Obligation Debt Per Capita |
|-------------|---|----------------------|--|
| 1999        | \$2,865,087                               | 80,500               | \$35.59  |
| 2000        | \$691,359                                 | 85,292               | \$8.11   |
| 2001        | \$0                                       | 86,081               | \$0.00   |
| 2002        | \$0                                       | 87,003               | \$0.00   |
| 2003        | \$0                                       | 88,423               | \$0.00   |
| 2004        | \$0                                       | 89,803               | \$0.00   |
| 2005        | \$0                                       | 91,912               | \$0.00   |
| 2006        | \$0                                       | 94,428               | \$0.00   |
| 2007        | \$0                                       | 96,128               | \$0.00   |
| <b>2008</b> | <b>\$0</b>                                | <b>97,858</b>        | <b>\$0.00</b>                                      |

\* Total General Obligation Bond Debt Outstanding less Debt Service Fund.

#### Notes:

Estimated Population-Census numbers were used for 2000. The remaining year estimates are based on average growth rates determined during that fiscal year.

#### Description:

General obligation debt is where the City has pledged its full-faith-and-credit taxing powers. One way to monitor this obligation is on a per capita basis. This is an especially useful measure for cities that do not rely heavily on the property tax. The per capita measure shows how outstanding debt is changing in relation to changes in population. As population or households increase, it would be expected that capital needs increase, and hence, long-term debt needs would increase.

**Credit Industry Benchmarks:**

The following are considered warning trends:

- Overall debt exceeding \$1,200 per capita;
- Level of general obligation debt exceeding 90% of amount authorized by law.

**Analysis:**

General Obligation Bond Debt per capita has decreased from \$35.59 to \$ 0.00 for the period shown. Given the credit industry marks of overall debt not exceeding \$1,200 per capita, the City is well within the industry guidelines and should not be considered a negative factor.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit J-1
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit J-1
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**Notes:**

## Indicator 23-A

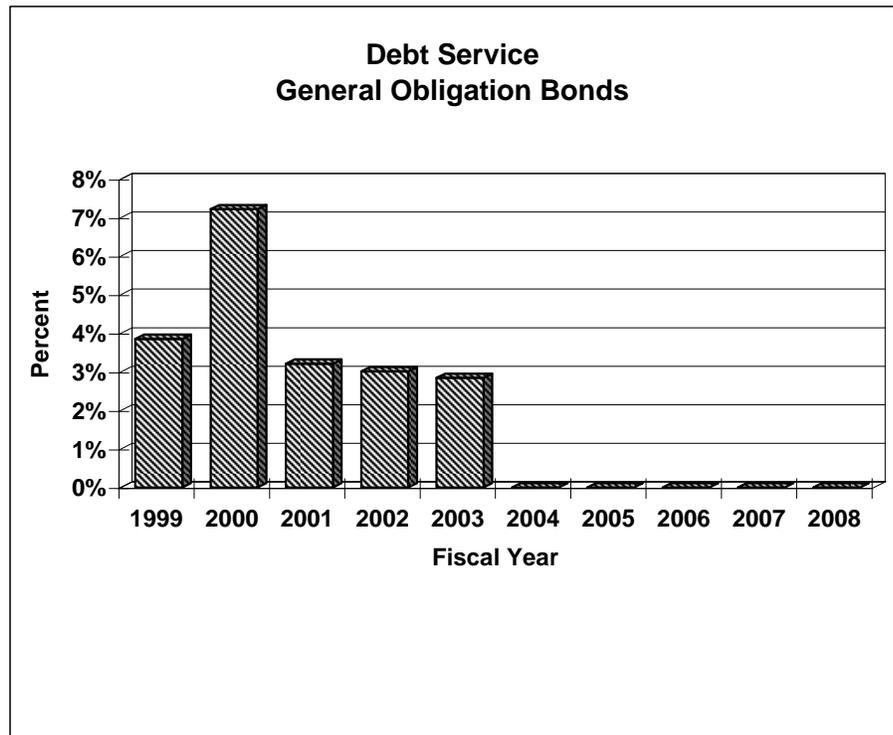
### DEBT SERVICE: General Obligation Bonds

#### Warning Trend:

Increasing Amount of Debt Service as a Percent of Operating Revenues and Transfers of General Fund

#### Formulation:

$$\frac{\text{Net Debt Service}}{\text{Operating Revenues and Transfers}}$$



| Fiscal Year | Net Debt Service * | Operating Revenues & Transfers ** | Debt Service As a Percentage Of Revenues |
|-------------|--------------------|-----------------------------------|--|
| 1999        | \$1,672,930        | \$43,416,652                      | 3.85%                                    |
| 2000        | \$3,166,664        | \$43,891,836                      | 7.21%                                    |
| 2001        | \$1,560,655        | \$48,665,665                      | 3.21%                                    |
| 2002        | \$1,552,795        | \$51,593,618                      | 3.01%                                    |
| 2003        | \$1,540,450        | \$54,210,002                      | 2.84%                                    |
| 2004        | \$0                | \$58,238,591                      | 0.00%                                    |
| 2005        | \$0                | \$60,917,104                      | 0.00%                                    |
| 2006        | \$0                | \$66,716,295                      | 0.00%                                    |
| 2007        | \$0                | \$70,693,991                      | 0.00%                                    |
| <b>2008</b> | <b>\$0</b>         | <b>\$78,898,068</b>               | <b>0.00%</b>                             |

\* Total Debt Service Less Debt Service for General Obligation Bonds (includes Interest and Principal).

\*\* Operating Revenues and Transfers: General Fund Revenues plus Operating Transfers from Other Funds, Increase in Obligations Under Capital Leases, and Appropriated Fund Balance where applicable.

#### Description:

Debt service here is defined as the amount of principal and interest that a city must pay each year on its long-term debt. As debt service increases, it adds to the City's fixed obligations and reduces its expenditure flexibility. Debt service can be a major part of a city's fixed costs, and excessive increases can indicate excessive debt and fiscal strain.

**Credit Industry Benchmarks:**

If debt service on net general obligation debt exceeds twenty percent (20%) of operating revenues, it is considered a potential problem. A level of ten percent (10%) or below is considered good.

**Analysis:**

Debt service on general obligation bond debt have ranged from a low of 0.00% to a high of 7.21% for the period shown. All of the percentages were far less than the 20% mark which would be considered a level for potential problems.

**Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-3 and Table 12

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-3 and Table 12

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**Notes:**

## Indicator 23-B

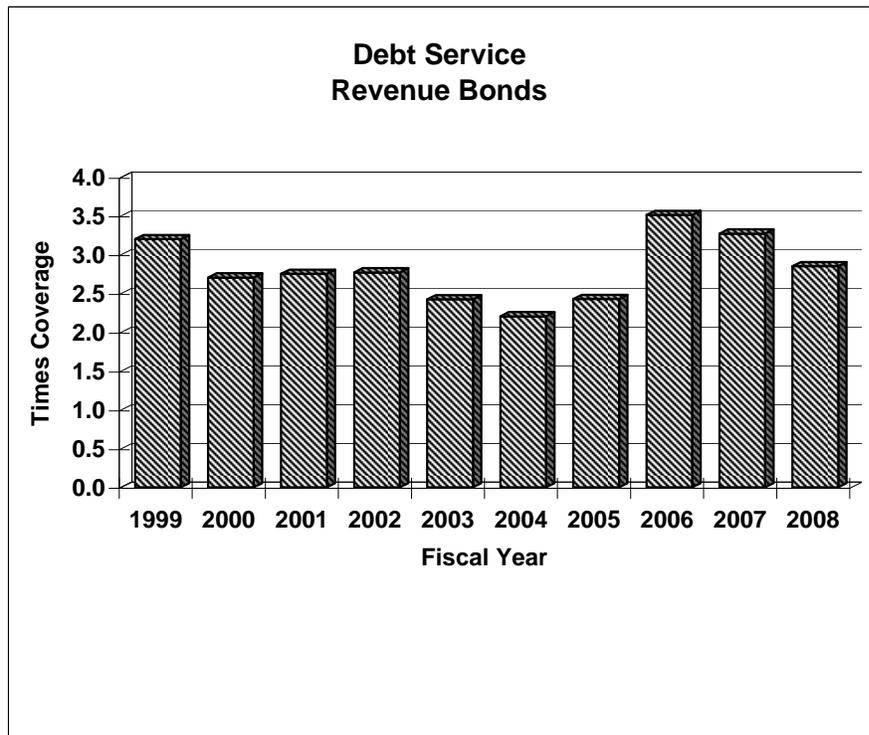
### DEBT SERVICE: Revenue Bonds

#### Warning Trend:

Debt Service Coverage of Less Than  
One for Utilities with  
Revenue Bonds Outstanding

#### Formulation:

$$\frac{\text{Net Operating Revenues}}{\text{Total Debt Service}}$$



| Fiscal Year | Debt Service *      | Net Revenues **     | Debt Service Coverage |
|-------------|---------------------|---------------------|-----------------------|
| 1999        | \$7,148,469         | \$22,877,284        | 3.20                  |
| 2000        | \$7,442,075         | \$20,140,369        | 2.71                  |
| 2001        | \$7,655,133         | \$21,073,831        | 2.75                  |
| 2002        | \$7,560,622         | \$20,957,787        | 2.77                  |
| 2003        | \$8,448,687         | \$20,491,670        | 2.43                  |
| 2004        | \$9,014,478         | \$19,882,747        | 2.21                  |
| 2005        | \$9,817,136         | \$23,851,926        | 2.43                  |
| 2006        | \$6,290,328         | \$22,090,023        | 3.51                  |
| 2007        | \$10,799,034        | \$35,331,187        | 3.27                  |
| <b>2008</b> | <b>\$11,764,349</b> | <b>\$33,541,047</b> | <b>2.85</b>           |

Point at Which Ratio Becomes a Negative Factor:

1.00

\* Debt Service comprised of Water and Electric and Sewer

\*\* Net Operating Revenue comprised of Water and Electric, and Sewer - Parking Facilities and Solid Waste Fund debt was retired.

#### Description:

Debt service is defined as the amount of principal and interest that must be paid each year on long-term debt. Credit rating firms look at debt service coverage by net operating revenues as opposed to debt service as a percent of all operating revenues as is done with General Obligation Debt. A coverage decline below 1.10 is viewed as cause for concern by credit rating firms. In such a case either debt service requirements have become excessive or revenues are not keeping up with expenses.

**Analysis:**

The debt service coverage ratio has remained relatively stable, varying no more than 1.3 percentage points from the highest to the lowest debt service coverage. Therefore, from the credit industry benchmark of debt service coverage with less than one being a negative factor, the utilities are exhibiting a positive trend in this area.

The City has outstanding special obligation bonds which are not included in this calculation.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Tables 13 to 15 and Exhibit F-2
  - FY 2002 to FY 2005 City of Columbia Financial Management Information Supplement, Tables 13 to 15 and Exhibit F-2
  - FY 2006 City of Columbia Financial Management Information Supplement, Tables 19 to 21 and Exhibit F-2
- 

**Notes:**

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Unfunded Liabilities  
Numbers 24 - 25  
FY 1999 - FY 2008

***Changes in unfunded liabilities can be  
monitored by the use of the following indicators:***

- ▶ Pension Assets
- ▶ Accumulated Employee Leave



*City of Columbia  
Columbia, Missouri*

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## UNFUNDED LIABILITIES: NUMBERS 24 - 25

An unfunded liability is a liability incurred during the current or a prior year that does not have to be paid until a future year, and for which reserves have not been set aside. Due to their potential magnitude, if these types of obligations are permitted to grow over a long period of time, they can have a substantial affect on a city's financial condition.

Most unfunded liabilities have significant potential because:

- (1) they do not show up in ordinary records in any way, making it difficult to assess their impact; and
- (2) they build up gradually over time, and it is not easy to notice them until they become severe.

Examples could be pension liabilities and employee benefit liabilities.

## Indicator 24

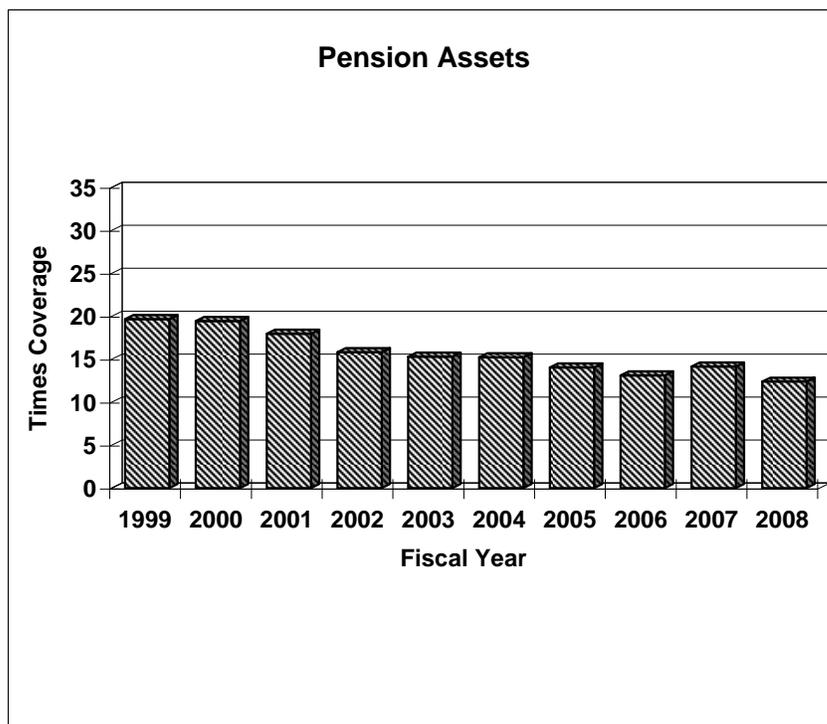
### PENSION ASSETS

#### Warning Trend:

Decreasing Value of Pension Assets  
as a Percentage of Benefits Paid

#### Formulation:

$$\frac{\text{Pension Plan Assets}}{\text{Benefits Paid}}$$



| Fiscal Year | Pension Plan Assets * | Benefits Paid       | Ratio Of Assets To Benefits Paid |
|-------------|-----------------------|---------------------|----------------------------------|
| 1999        | \$98,788,558          | \$5,021,851         | 19.7                             |
| 2000        | \$107,833,717         | \$5,550,035         | 19.4                             |
| 2001        | \$116,140,896         | \$6,471,052         | 17.9                             |
| 2002        | \$117,370,785         | \$7,420,606         | 15.8                             |
| 2003        | \$123,638,317         | \$8,090,630         | 15.3                             |
| 2004        | \$136,267,107         | \$8,958,846         | 15.2                             |
| 2005        | \$133,886,136         | \$9,537,521         | 14.0                             |
| 2006        | \$139,925,212         | \$10,676,985        | 13.1                             |
| 2007        | \$159,820,093         | \$11,296,487        | 14.1                             |
| <b>2008</b> | <b>\$154,669,939</b>  | <b>\$12,484,901</b> | <b>12.4</b>                      |

\* Pension Assets: LAGERS (Local Governmental Employees Retirement System) and Police and Firefighters' Pension Plan.

#### Description:

Most of a pension plan's assets are held as cash or investments. A steady decline in this ratio may indicate serious problems in the management or design of the pension plan.

**Analysis:**

"Benefits paid" coverage was more than adequate in all years because both pension programs are funded as benefits are accrued and money put in reserve for when the benefits will have to be paid ("full funding" - in accordance with the annual actuarial report). Costs of the benefits are not deferred to future years. The analysis of a pension plan is extremely technical and complex. Professional actuaries or independent auditors should be the source used to arrive at definitive conclusions. Such actuarial reports are prepared on a regular basis for all of the City's pension systems.

The ratio of assets to benefits paid has declined over this period due to various benefit enhancements and a downturn in the investment market in the early 2000's. However, the City does not consider this a warning sign due to full funding of the actuarial computed contributions each year.

**Sources:**

- FY 1997 to FY 2001 City of Columbia Comprehensive Annual Financial Reports, Exhibits A-6
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits A-6
- LAGERS Actuarial Reports

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**Notes:**

**Indicator 25**

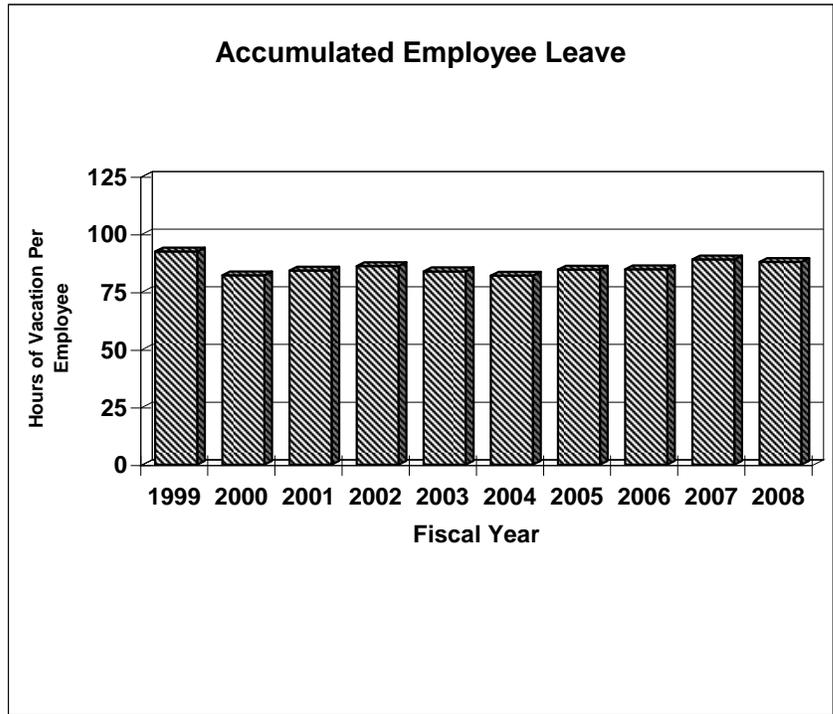
**ACCUMULATED  
EMPLOYEE LEAVE**

**Warning Trend:**

Increasing Amount of Average Vacation  
Accumulated Per Municipal  
Employee

**Formulation:**

$$\frac{\text{Accumulated Hours of Employee Leave}}{\text{Number of Municipal Employees}}$$



| Fiscal Year | Accumulated Hours Of Earned Vacation | Number Of Municipal Employees | Hours Of Earned Accumulated Vacation Per Employee |
|-------------|--------------------------------------|-------------------------------|---|
| 1999        | 93,015                               | 1,005.90                      | 92.47   |
| 2000        | 85,443                               | 1,040.70                      | 82.10   |
| 2001        | 88,992                               | 1,057.15                      | 84.18   |
| 2002        | 92,731                               | 1,077.20                      | 86.09   |
| 2003        | 93,311                               | 1,113.35                      | 83.81   |
| 2004        | 92,612                               | 1,129.60                      | 81.99   |
| 2005        | 96,729                               | 1,143.30                      | 84.61   |
| 2006        | 98,925                               | 1,167.55                      | 84.73   |
| 2007        | 106,090                              | 1,192.25                      | 88.98   |
| <b>2008</b> | <b>111,844</b>                       | <b>1,273.45</b>               | <b>87.83</b>                                      |

**Description:**

Cities usually allow their employees to accumulate some portion of unused vacation and sick leave, which may be paid at termination or retirement. The expenditure liability is rarely funded while it is being accumulated. The benefits become a real cost when the employees are actually paid for their accumulated leave. The amount of this liability should be watched closely, unless such policies begin to contribute to an exaggerated increase in the amount of unfunded liability.

**Analysis:**

Since 1989, management has made a concentrated effort to reduce the accumulated hours of earned vacation. The hours of earned accumulated vacation leave per employee has varied from a high of 92.47 to a low of 81.99 during the period shown, which is a 11.33% fluctuation.

The FY 2008 figure represents 10.98 work days per employee of accumulated vacation leave. This total translates into 2.20 weeks of leave which is an acceptable number of weeks of accumulated employee vacation leave.

**Sources:**

- City of Columbia Human Resources
- City of Columbia Annual Budget

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**Notes:**

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Condition of Capital Plant:  
Numbers 26 - 28  
FY 1999 - FY 2008

***The condition of capital plant is difficult to monitor;  
nevertheless, changes in condition of capital plant can be  
monitored to a certain extent using the following indicators:***

- ▶ Maintenance Effort
- ▶ Level of Capital Outlay
- ▶ Depreciation



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## CONDITION OF CAPITAL PLANT: NUMBERS 26 - 28

The bulk of a city's wealth is invested in its physical assets such as streets, buildings, utility networks and equipment. Often these assets are not properly maintained or are allowed to become obsolete. This can result in a decrease in the usefulness of the assets, a decline in personnel productivity or an increase in eventual maintenance and replacing costs. Ultimately, this can cause a decline in the attractiveness of the City as a place to live and do business.

Maintenance and replacement is often deferred because it is a relatively painless short-run way to reduce expenditures and ease financial strain. If deferral is continued, however, it can create problems that become exaggerated because of the sums of money invested in capital facilities. Some of the problems associated with deferred maintenance are:

- Creation of safety hazards and other liability exposures that may result;
- Reduction in the residential and business value of the city can result;
- Decreased efficiency of equipment and personnel;
- An increase in the eventual cost of bringing the facility up to shape that would occur, i.e. if the capping of a street were put off so long that the street had to be completely restructured.
- The potential for creating an unfunded liability in the form of a maintenance and replacement backlog.
- Costs will increase in the long run due to inflationary pressures -- especially construction costs.

## Indicator 26-A

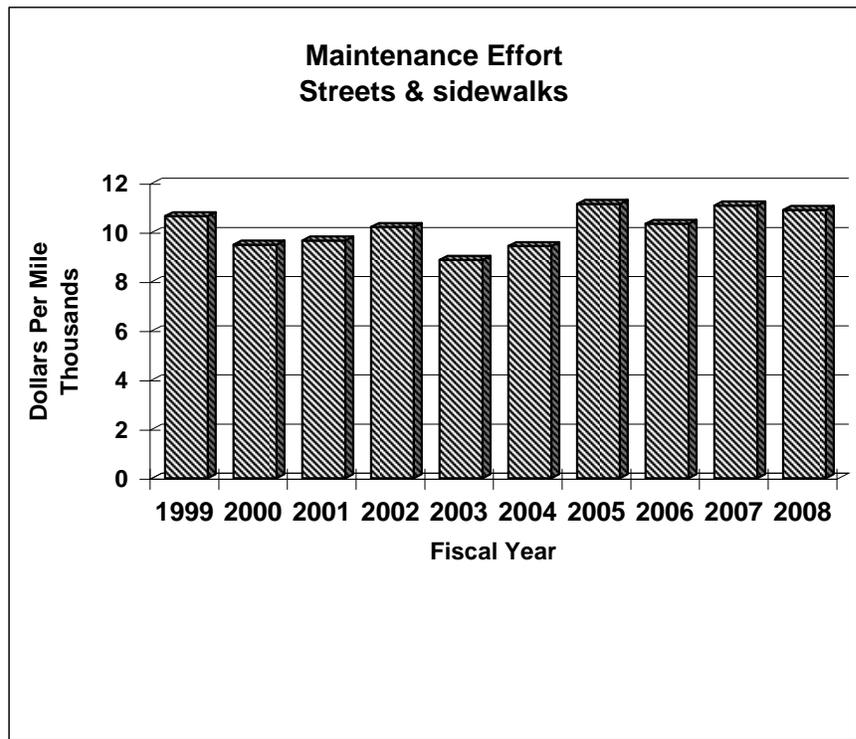
### MAINTENANCE EFFORT: Streets and Sidewalks

#### Warning Trend:

Declining Levels of Expenditures for Maintenance of Streets and Sidewalks

#### Formulation:

$$\frac{\text{Maintenance Expenditures for Streets}}{\text{Number of Miles of Streets}}$$



| Fiscal Year | Maintenance Expenditures -- Streets & Sidewalks | Number Of Street Miles * | Maintenance Expenditures Per Mile Of Street |
|-------------|---|--------------------------|---|
| 1999        | \$2,928,402                                     | 274.8                    | \$10,656                                    |
| 2000        | \$2,701,814                                     | 284.3                    | \$9,503                                     |
| 2001        | \$2,748,729                                     | 284.3                    | \$9,668                                     |
| 2002        | \$3,425,456                                     | 335.2                    | \$10,219                                    |
| 2003        | \$2,931,440                                     | 330.1                    | \$8,880                                     |
| 2004        | \$3,508,103                                     | 371.4                    | \$9,445                                     |
| 2005        | \$4,356,869                                     | 390.5                    | \$11,157                                    |
| 2006        | \$4,128,593                                     | 399.0                    | \$10,347                                    |
| 2007        | \$4,726,116                                     | 426.0                    | \$11,094                                    |
| <b>2008</b> | <b>\$4,918,815</b>                              | <b>450.7</b>             | <b>\$10,914</b>                             |

\* Street Miles: Improved Streets.

#### Description:

The condition of a city's long-lived assets such as its streets, sidewalks and bridges is significant because of their tremendous costs and the far-reaching implications should they be allowed to decline. The decline of these assets may affect business activity, property value and operating expenditures. Deferral of maintenance on the assets and their subsequent erosion can also create a significant unfunded liability.

Over the long run, maintenance expenditures should remain relatively stable in relation to the amount of assets to be maintained. If in the long run, the ratio between maintenance expenditures and the amount of assets appears to be declining, it may be a sign that the City is deteriorating and maintenance costs are being deferred to a future period when costs will be significantly higher.

**Analysis:**

For the period shown, maintenance expenditures increased by 67.97% and the number of street miles increased 64.00%. This growth is attributable to new subdivision growth and major annexations into the City. Maintenance expenditures per mile of street have varied yearly with an overall increase of 2.42%. We will continue to closely monitor this indicator to avoid a negative trend in the future. The street department has purchased the Hansen System which is a software package that enables the street department to track street conditions and to assist with determining street maintenance needs.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibit B-4
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibit B-4
  - City of Columbia Annual Budget Document (Demographic Statistics)
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**Notes:**

6,

**Indicator 26-B**

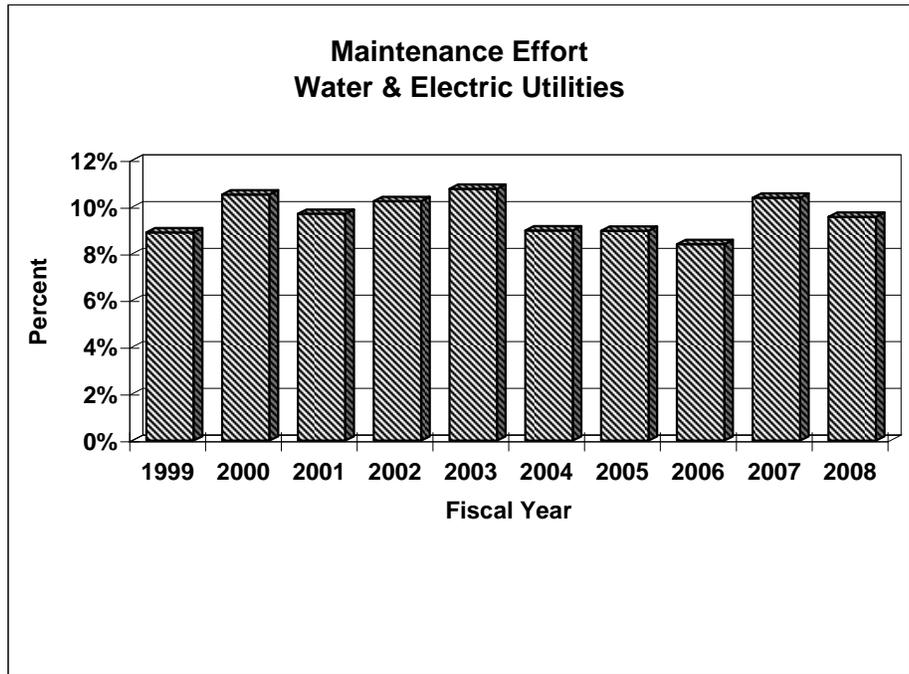
**MAINTENANCE EFFORT:  
Water & Electric Utilities**

**Warning Trend:**

A Declining Level of Maintenance Expenses as a Percent of Total Operating Expenses

**Formulation:**

$$\frac{\text{Expenses for Maintenance}}{\text{Total Operating Expenses}}$$



| Fiscal Year | Maintenance Expenditures -- Water & Electric | Total Operating Expenses | Maintenance Expenses As A Percent Of Operating Expenses |
|-------------|--|--------------------------|---|
| 1999        | \$4,457,488                                  | \$49,990,146             | 8.92%   |
| 2000        | \$5,428,714                                  | \$51,540,778             | 10.53%  |
| 2001        | \$5,234,644                                  | \$53,888,913             | 9.71%   |
| 2002        | \$5,618,678                                  | \$54,840,910             | 10.25%  |
| 2003        | \$6,300,261                                  | \$58,444,470             | 10.78%  |
| 2004        | \$5,627,789                                  | \$62,559,631             | 9.00%   |
| 2005        | \$6,475,368                                  | \$72,052,155             | 8.99%   |
| 2006        | \$7,224,399                                  | \$85,904,487             | 8.41%   |
| 2007        | \$8,743,742                                  | \$84,055,177             | 10.40%  |
| <b>2008</b> | <b>\$8,694,024</b>                           | <b>\$90,723,595</b>      | <b>9.58%</b>  |

**Description:**

The condition of the City's Water and Electric utilities assets is significant because of the tremendous cost associated with system repair and replacement. Deferral of essential repairs and maintenance to these assets and their subsequent deterioration can create a significant unfunded liability for the utilities.

Over the long run, maintenance expenses will likely remain constant, but vary up and down from year to year. If the ratio between maintenance expenses and total expenses is declining in the long run, it may be a sign that the utility's assets are beginning to deteriorate.

If maintenance expenses are being deferred to a future time, then maintenance costs will increase because of inflationary pressures and more advanced asset deterioration which requires more extensive repairs.

**Analysis:**

This indicator has varied from year to year over the last ten years, as might be expected, but does not show a long-term problem. The trend is behaving as would be expected if regular maintenance was being carried on. Specifically, the difference between the high and low percentages for the period shown has not varied more than 2.37 percentage points.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-2, F-4 and F-5
  - FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-2, F-4 and F-5
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**Notes:**

## Indicator 27

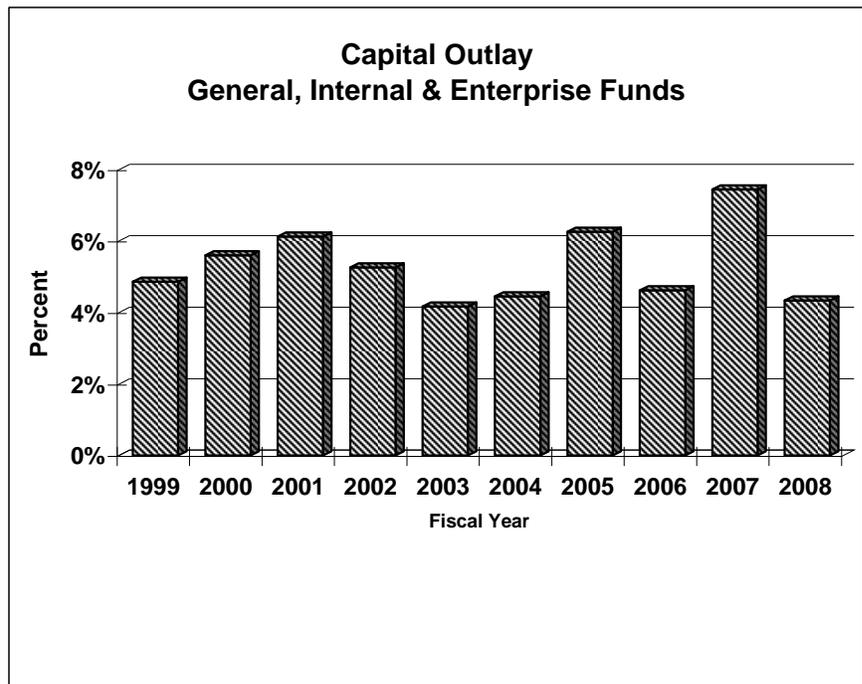
### CAPITAL OUTLAY: General, Internal Service and Enterprise Funds

#### Warning Trend:

A Steady Long-Term Decline in Capital Outlays as a Percent of Operating Expenditures

#### Formulation:

$$\frac{\text{Capital Outlays from Operating Funds}}{\text{Net Operating Expenditures}}$$



| Fiscal Year | Total Capital Outlays | Operating Expenditures and Transfers | Capital Outlays As a Percent of Operating Expenditures |
|-------------|-----------------------|--------------------------------------|--|
| 1999        | 6,203,040             | 127,574,128                          | 4.86%  |
| 2000        | 7,340,098             | 131,077,078                          | 5.60%  |
| 2001        | 8,482,780             | 138,555,685                          | 6.12%  |
| 2002        | 7,661,414             | 145,602,982                          | 5.26%  |
| 2003        | 6,448,250             | 154,895,715                          | 4.16%  |
| 2004        | 7,268,609             | 163,281,633                          | 4.45%  |
| 2005        | 11,625,242            | 185,683,104                          | 6.26%  |
| 2006        | 9,480,993             | 205,149,147                          | 4.62%  |
| 2007        | 15,835,542            | 212,818,315                          | 7.44%  |
| <b>2008</b> | <b>9,809,078</b>      | <b>226,330,589</b>                   | <b>4.33%</b>   |

#### Description:

The expenditure for operating equipment purchased from the operating budget is usually referred to as capital outlay. Normally, it would include equipment with an estimated useful life in excess of one year, and have an initial cost of a minimum of \$500 (or \$1000 beginning in FY 1998). In FY 2002 the capitalization threshold increased from \$1,000 to \$5,000. Capital outlay does not include capital budget expenditures for construction of capital facilities such as streets or bridges.

The purpose of capital outlay in the operating budget is to replace worn-out equipment or add new equipment to enhance operations on a regular basis. The level of capital outlay is a rough indicator of whether or not the City's stock of equipment is being maintained in good condition. However, this does not account for the adequacy of routine repair and maintenance. Over a number of years, the relationship between capital outlay needs and operating expenditures should remain about the same.

If the ratio is declining in the short-run (one to three years), it could mean that the City's needs have temporarily been satisfied since most equipment lasts more than one year. If the decline persists for more than three (3) years, it may indicate that capital outlays are being deferred. Such a practice can result in the use of obsolete or inefficient equipment and the creation of future unfunded liabilities.

**Analysis:**

There appears to be no long-term decline in capital outlays as a percentage of operating expenditures for all funds considered. The City has not had persistent declines for more than three years, which would indicate that capital outlays are continually being deferred.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports Exhibits B-4, F-2 and G-2
- FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits B-4, F-2 and G-2
- From YTD appropriation statement - (capital outlays)

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**Notes:**

## Indicator 28

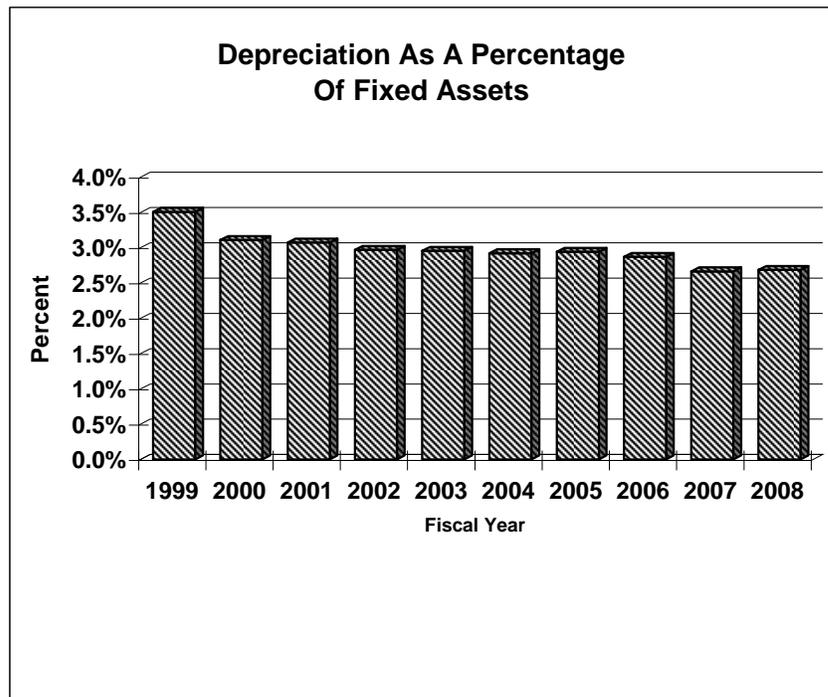
### DEPRECIATION: Enterprise & Internal Service Funds

#### Warning Trend:

Declining Amount of Depreciation Expenses as a Percent of Total Depreciable Assets for Enterprise Funds and Internal Service Funds

#### Formulation:

$$\frac{\text{Depreciation Expense}}{\text{Cost of Depreciable Assets}}$$



| Fiscal Year | Depreciation Expense | Cost of Depreciable Assets * | Depreciation As a Percentage Of Asset Value |
|-------------|----------------------|------------------------------|---|
| 1999        | \$12,415,895         | \$353,847,865                | 3.51%                                       |
| 2000        | \$11,521,565         | \$370,530,455                | 3.11%                                       |
| 2001        | \$12,194,158         | \$396,611,428                | 3.07%                                       |
| 2002        | \$12,402,278         | \$417,552,098                | 2.97%                                       |
| 2003        | \$13,200,875         | \$446,472,671                | 2.96%                                       |
| 2004        | \$13,857,976         | \$474,280,022                | 2.92%                                       |
| 2005        | \$14,752,238         | \$501,378,434                | 2.94%                                       |
| 2006        | \$15,488,638         | \$539,587,308                | 2.87%                                       |
| 2007        | \$15,585,636         | \$584,938,747                | 2.66%                                       |
| <b>2008</b> | <b>\$16,855,188</b>  | <b>\$627,448,617</b>         | <b>2.69%</b>                                |

\* Property, Plant and Equipment.

Note:

#### Description:

Depreciation is the mechanism by which a cost is associated with the use of a fixed asset over its estimated useful life. Depreciation will only be recorded in enterprise and internal service funds. Total depreciation expense typically remains a relatively stable proportion of the cost of the entity's fixed assets. The reason is that older assets, which are fully depreciated, are continually being replaced with newer assets.

If depreciation costs are steadily declining as a percentage of the fixed asset cost, the assets on hand are probably being used beyond their estimated useful lives, and thus are fully depreciated. If the ratio is declining for this reason, it can indicate that the enterprise or internal service funds lack the resources to remain financially solvent.

**Analysis:**

There appears to be slight yearly variations in the amount of depreciation expressed as a percentage of fixed asset costs for the period shown. Normally, if depreciation costs are steadily declining as a percentage of fixed asset costs, then the assets may have outlived their usefulness and are not being replaced in a timely manner. The percentage has fluctuated from a high of 3.51% to a low of 2.66%.

**Sources:**

--Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Exhibits F-1, F-2, G-1 and G-2

--FY 2002 to present City of Columbia Financial Management Information Supplement, Exhibits F-1, F-2, G-1 and G-2

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**Notes:**

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# Community Needs and Resources

Numbers 29 - 36

FY 1999 - FY 2008

***Changes in economic and demographic characteristics are most useful for long-run analysis and can best be monitored by the use of:***

- ▶ Population
- ▶ Median Age
- ▶ Personal Income
- ▶ Public Assistance Recipients
- ▶ Property Value
- ▶ Residential Development
- ▶ Employment Base
- ▶ Business Activity



City of Columbia  
Columbia, Missouri

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## COMMUNITY NEEDS AND RESOURCES: NUMBERS 29 - 36

Community needs and resources encompass economic and demographic characteristics such as population, employment, personal income, property value and business activity. This category treats a city's financial condition and community needs and resources as different sides of the same coin. On one side, they describe the community's wealth and its ability to generate revenues; on the other side, they describe demands which the community will make on local government, i.e. public safety, capital improvements and additions, and social services.

The needs and resources of a community are closely interrelated to one another; changes in one trend affect the other, and the changes are often cumulative. An example of this is the interrelationship and cumulative affects which changes in population can have on the community's needs and resources.

A community which is experiencing a gradual population growth could expect accompanying increases in its business activity. This increase could then create additional jobs which would stimulate retail sales and housing demand. A cycle of events such as this would act to place the finances of the City on solid ground. On the other hand, a declining population accompanied by a decrease in jobs would tend to cause people to look elsewhere for employment, causing further decline in population. As a result, retail sales and housing demand would be expected to suffer a similar decline, further depressing the local economy.

If a city were to experience a decrease in population, it could not balance the loss of revenue by decreasing expenditures by a corresponding reduction. The City must maintain certain levels of service (lighting, streets, police and fire services). Many of these expenditures remain regardless of population decline.

In fact, a city may be forced to raise taxes and rates to make up for lost revenues, placing a larger burden on the remaining population. As economic conditions decline and taxes rise, the City could become a less desirable place to live if the declining cycle continued.

A community's economic and demographic characteristics are sensitive to decisions regarding long-range planning and development. Therefore, this group of indicators should prove valuable by providing information for financial forecasting. In addition, they should also identify policies or practices which need review in order that potential negative trends may be averted before they develop or become serious.

## Indicator 29

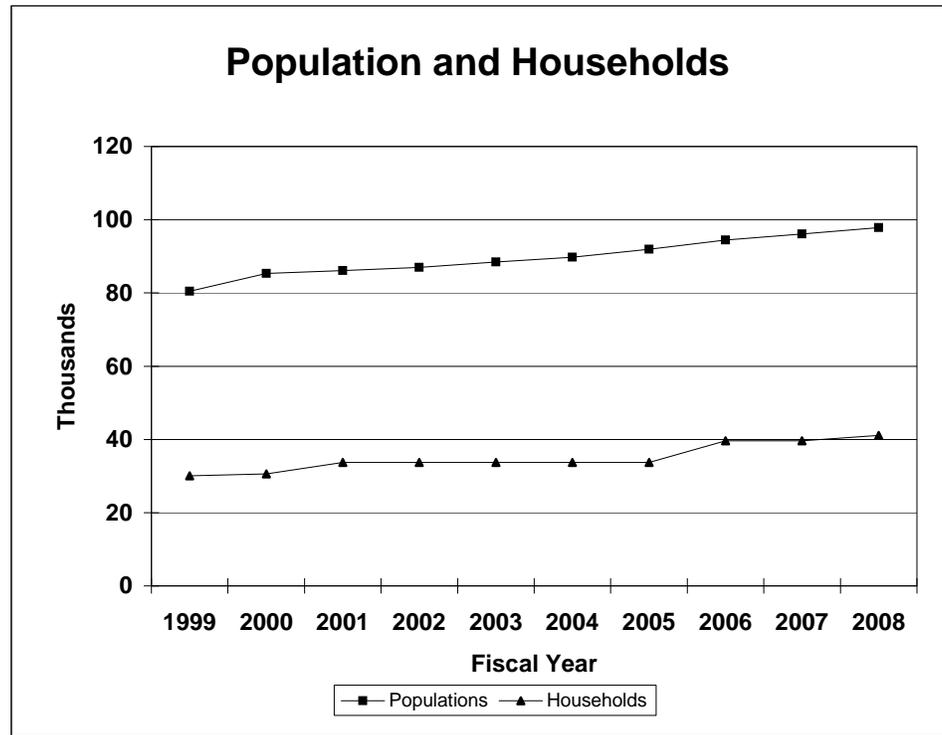
### POPULATION

#### Warning Trend:

A Decreasing Rate of Growth or a Sudden Increase in Population

#### Formulation:

Population  
Number of Households



| Fiscal Year | Estimated Population | Estimated Households |
|-------------|----------------------|----------------------|
| 1999        | 80,500               | 30,033               |
| 2000        | 85,292               | 30,557               |
| 2001        | 86,081               | 33,689               |
| 2002        | 87,003               | 33,689               |
| 2003        | 88,423               | 33,689               |
| 2004        | 89,803               | 33,689               |
| 2005        | 91,912               | 33,689               |
| 2006        | 94,428               | 39,624               |
| 2007        | 96,128               | 39,624               |
| <b>2008</b> | <b>97,858</b>        | <b>41,063</b>        |

#### Notes:

Estimated Population-Census numbers were used for 2000 - 2006. The remaining year estimates were based on the average growth rate from the census estimates. Estimated Households-1997 - 1999 figures came from "Sales and Marketing Management Survey". 2000-2004 & 2008 (2000 census) and 2005 census estimate. 2006 & 2007 are estimates using 2.32 as the average number of persons per household calculated off of the 2005 estimates for both household numbers and population.

#### Description:

The exact relationship between population changes and other economic and demographic factors has not yet been made clear. However, the evidence seems to indicate that changes in population can have a direct effect on city revenues because population levels appear to be at least indirectly related to such issues as employment, income, and property value. Sudden and substantial increases in population can create immediate pressures for new capital outlays on infrastructure, and for higher levels of service. In the case of annexations, where much of the capital infrastructure is already in place, the pressure may not be as great. However, there still may need to be an expansion of operating programs.

A decline in population would, at first glance, appear to relieve the pressure for expenditures because there would be less population to service. In reality, however, a city is rarely able to reduce expenditures in the same proportion as it is losing population -- at least not in the short run. First, many of a city's costs, such as debt service, pension and governmental mandates, are fixed and cannot be reduced in the short run.

Second, if the out migration is composed of middle- and upper-income households, then the City is left with a more expensive type of population to service -- the poor and the aged, who characteristically rely most heavily on government services. Finally, because of the interrelationship between population levels and other economic and demographic factors, a decline in population tends to have a cumulative negative affect on city revenues -- the further the decline, the more adverse the affects on employment, income, housing and business activity.

**Analysis:**

For the period shown, estimated population has increased 21.56% and the number of estimated households has increased by 36.73%. As has been suggested in other indicators, a study of the number of households may reveal a more accurate reading on certain pressures for City services since service costs to households may be basically the same, regardless of the number of inhabitants. Neither the population nor household growth rates are a cause for concern because neither of them are declining, nor are they increasing substantially. The City uses U.S. Census Bureau counts for the years in which the census is tabulated and estimates the population and number of households in the years between the census.

**Sources:**

- U.S. Census Bureau - 2000 Census and Missouri Census Data Center
- <http://factfinder.census.gov> (using Columbia Missouri)

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**Notes:**

and 2007

## Indicator 30

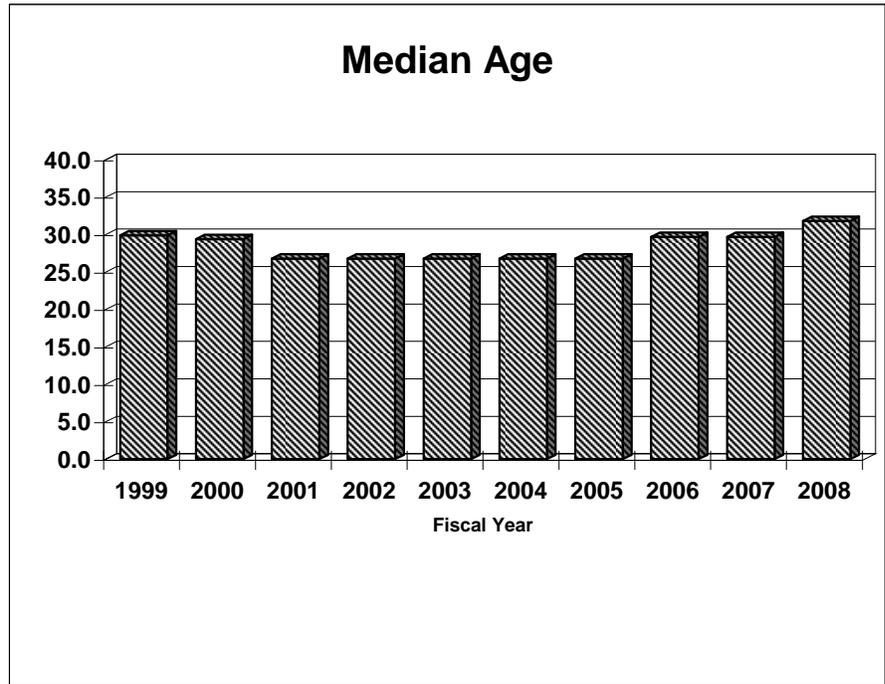
### MEDIAN AGE

#### Warning Trend:

Increasing Median Age of Population

#### Formulation:

Median Age of Population



| Fiscal Year | Median Age  |
|-------------|-------------|
| 1999        | 29.9        |
| 2000        | 29.4        |
| 2001        | 26.8        |
| 2002        | 26.8        |
| 2003        | 26.8        |
| 2004        | 26.8        |
| 2005        | 26.8        |
| 2006        | 29.7        |
| 2007        | 29.7        |
| <b>2008</b> | <b>31.8</b> |

1997-1999 - "Sales and Marketing Management Survey" was used

2000-2004 - 2000 census numbers

2005-2007 - Estimated 2005 census numbers

2008 - "Sales and Marketing Management Survey" was compiled again

#### Description:

As the population changes, the relationships between median age and the other economic and demographic factors are not clear. However, the evidence does indicate that an aging population and a rise in the number of senior citizens can hurt both revenues and expenditures profiles of a city.

Revenues may be affected for two reasons. First, the income of senior citizens is often in the form of Social Security benefits, which are not subject to taxes and therefore could reduce the amount paid to the state, reducing the amount paid by the state to the City in the form of grants etc. Secondly, senior citizens tend to spend less than younger persons.

As the younger age groups leave a community or decrease as a percentage of population, business activity can decrease to a greater proportion. This is especially true if most of the people leaving are between twenty-five and forty years old, since these people usually buy more than those in any other age group. If this age group leaves, it also means the community loses a significant portion of its labor force, and this can create an additional negative effect on the local economy. If the increase in median age is caused by a decrease in families with young children, this can have a favorable affect on city revenues because of reduced need for schools, recreational facilities, and related programs.

**Analysis:**

For the period shown, the median age has ranged from a low of 26.8 years to a high of 31.8 years, with the current average median age for the ten year period is just at 28.1 years.

According to Missouri Census Data Center the percent of population in Boone County is broken down by age groups as follows: 18-24 years 18.2%; 25-44 years 28.5%; 45-64 years 21.8%, and 65 and over 9.1%. The trend should be monitored in the future to determine if the trend increase is becoming a matter that warrants concern. However, in Columbia the breakdown is as follows: 18-24 years 22.17%; 25-34 years 16.16%; 35-49 years 18.62%, and 50 and over 22.90%. Since Columbia is home o the University of Missouri, Columbia College, and Stephens College it is apparent that the age group of 18-24 years will continue to remain one of the high age groups in Columbia.

**Sources:**

[http://mcdc.missouri.edu/websas/estimates\\_by\\_age.shtml](http://mcdc.missouri.edu/websas/estimates_by_age.shtml)  
<http://factfinder.census.gov> (using Columbia Missouri)

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**Notes:**

**Indicator 31**

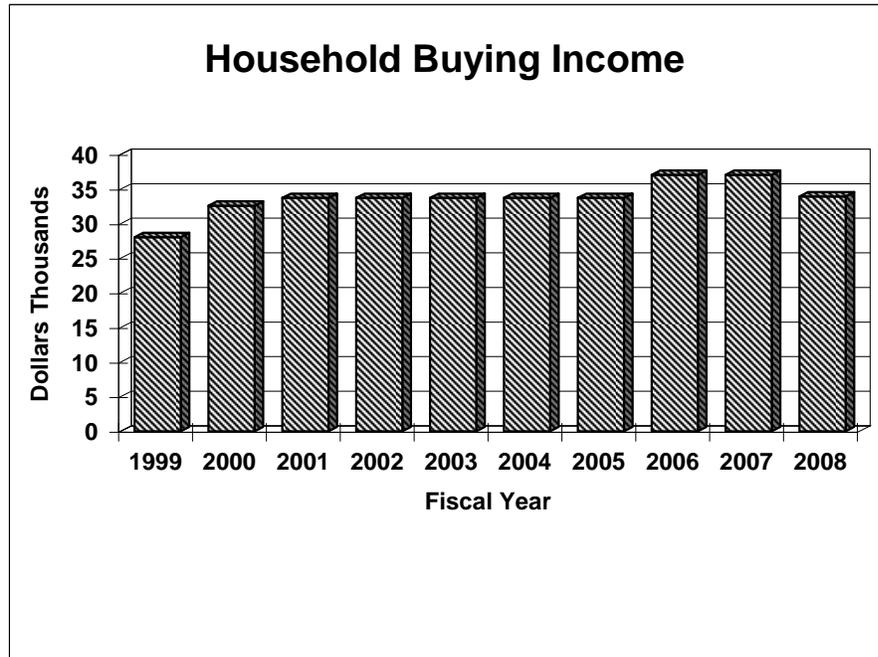
**HOUSEHOLD EFFECTIVE BUYING INCOME**

**Warning Trend:**

Decline in the Level of Household Income

**Formulation:**

Median Household Effective Buying Income



| Fiscal Year | Median Household Effective Buying Income |
|-------------|--|
| 1999        | \$28,038                                 |
| 2000        | \$32,605                                 |
| 2001        | \$33,729                                 |
| 2002        | \$33,729                                 |
| 2003        | \$33,729                                 |
| 2004        | \$33,729                                 |
| 2005        | \$33,729                                 |
| 2006        | \$37,051                                 |
| 2007        | \$37,051                                 |
| <b>2008</b> | <b>\$33,928</b>                          |

**Description:**

Household income is one measure of a community's ability to pay taxes -- the higher the income, the more property taxes, sales taxes, and business taxes the City can generate. If income is distributed evenly, higher per capita income will usually mean a lower dependency on governmental services such as transportation, health, recreation, and welfare. Credit rating firms use per capita income as an important measure of a city's ability to repay debt.

A decline in per capita income results in loss of consumer purchasing power and can provide advance notice that businesses, especially in the retail sector, will suffer a decline that can ripple through the rest of the City's economy.

**Analysis:**

Effective household buying income has increased by 21.01% for the period listed and ranged from a low of \$28,038 to \$37,051. Household numbers are only able to be obtained every 5 years which effects the range.

When examining the data for effective household buying income, it is apparent that this indicator will fluctuate from year-to-year depending upon the percentage of households by effective buying incomes.

The increase in the period listed is 21.01%, thus there is no concern for this indicator. Obviously, if this indicator declined over the next few years, then ramifications could occur for the community, including a decline in property taxes and sales taxes.

**Source:**

--"Sales and Marketing Management," July or August issues for 1997-1999 & 2008 numbers

--2000-2004 - 2000 Census numbers <http://factfinder.census.gov>

--2005-2007 - 2005 Estimated Census numbers <http://factfinder.census.gov>

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**Notes:**

## Indicator 32

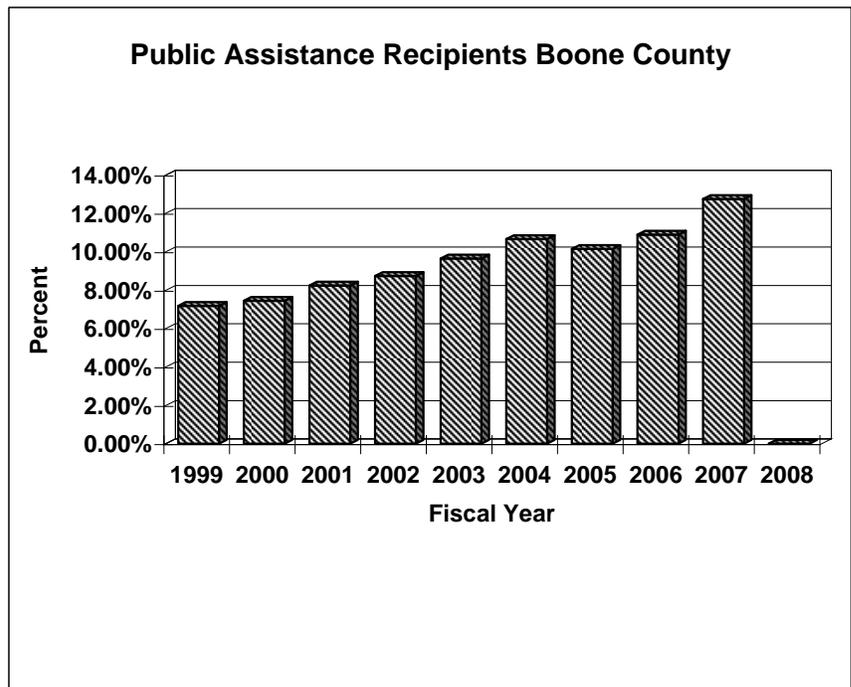
### PUBLIC ASSISTANCE RECIPIENTS

#### Warning Trend:

Increasing Percent of Population Receiving Public Assistance

#### Formulation:

$$\frac{\text{Public Assistance Recipients}}{\text{Total Population}}$$



| Fiscal Year | Number of Public Assistance Recipients * | Estimated Boone County Population | Percent of Population Receiving Public Assistance |
|-------------|--|-----------------------------------|---|
| 1999        | 9,263                                    | 128,963                           | 7.18%   |
| 2000        | 10,115                                   | 135,747                           | 7.45%   |
| 2001        | 11,298                                   | 136,977                           | 8.25%   |
| 2002 **     | 12,109                                   | 138,600                           | 8.74%   |
| 2003        | 13,527                                   | 140,067                           | 9.66%   |
| 2004        | 15,056                                   | 141,216                           | 10.66%  |
| 2005        | 14,548                                   | 143,343                           | 10.15%  |
| 2006        | 15,904                                   | 146,048                           | 10.89%  |
| 2007        | 18,870                                   | 147,947                           | 12.75%  |
| <b>2008</b> | <b>***</b>                               | <b>149,870</b>                    | <b>***</b>  |

\* Total number of people in Boone County receiving assistance. This does NOT include all food stamp recipients.

The public assistance recipients number for 2004 was estimated at the time of printing, however, the number was revised to the actual state report when printing for 2005.

\*\* 2000 Census Numbers for County population

Prior to FY 2006 the "total persons receiving other assistance" did not include the list provided to the right.

\*\*\* At the time of printing the Department of Family Services does not have the 2008 report finalized. Numbers will be provided in August 2009

#### Description:

An increase in this trend for several consecutive years might be closely associated with a decline in average personal income. The indicator may be used to focus on specific problems associated with growth of low-income families. As with measures of personal income, an increase in the number of public assistance recipients can signal a future increase in the level and unit cost of services because of the relatively higher levels of needs of low-income people, combined with their relative lack of wealth.

## Analysis:

During the period shown, the number of people requesting public assistance has fluctuated greatly. The percentage of the population receiving public assistance ranged from a low of 7.18% to a high of 12.75% during this period. The public assistance recipients will fluctuate slightly on a yearly basis depending on the number of applications pending.

Food Stamps furnished to households totaled 6,405 in FY 2008 up from 6,370 last year. The food stamp cases in FY 2008 provided food stamps to 16,742 recipients. A portion of the food stamp recipients also receive other public assistance as indicated in the total number of public assistance recipients. Those years that experienced increases in the number of public assistance recipients could have been due to an increase in the number of pregnant women recipients and elderly living longer. Also, Medicaid guidelines were changed whereby more children can be covered.

## Sources:

--<http://www.dss.mo.gov/re/pdf/fsd/fsd2006.pdf>

--U.S. Census Bureau - 2000 Census and Missouri Census Data Center

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## Notes:

### **The number of recipients receiving public assistance includes the following:**

Total persons receiving temporary assistance (children and parents)

All Children receiving medicaid in the category of MC, Poverty, and MAF and adults receiving medicaid

Total persons receiving "other" assistance (Listed below)

MC+ for Pregnant Women **(included in the FY 2007 count)**

Supplemental Aid to the Blind **(included in the FY 2007 count)**

Blind Pension **(included in the FY 2007 count)**

Medical Assistance **(included in the FY 2007 count)**

Supplemental Security Income and State Supplementation **(included in the FY 2007 count)**

Qualified Medicare Beneficiary **(included in the FY 2007 count)**

Specified Low-Income Medicare Beneficiary **(included in the FY 2007 count)**

Total persons receiving nursing care

### Indicator 33

#### PROPERTY VALUE

#### Warning Trend:

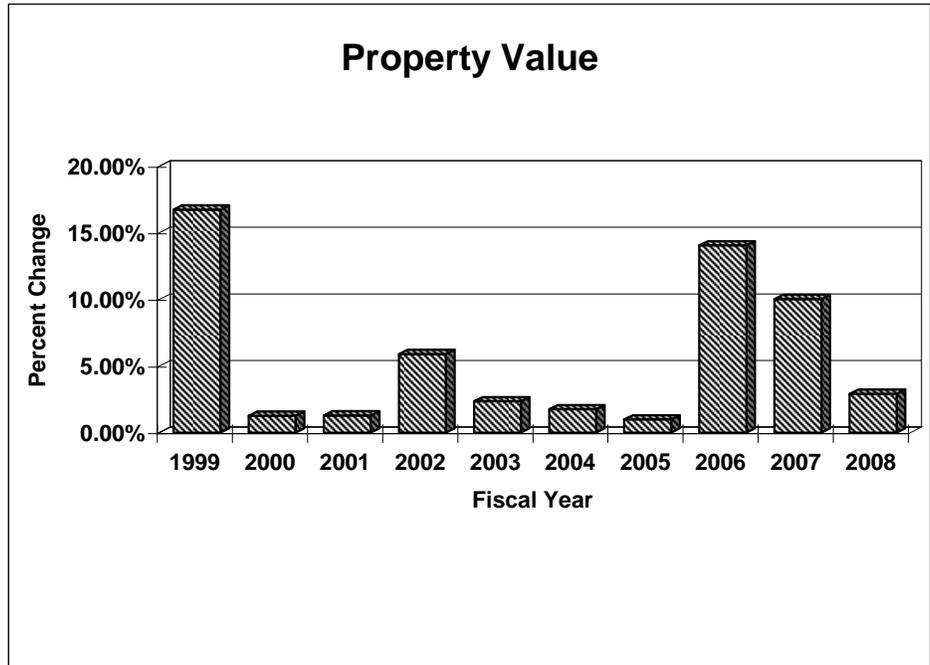
Declining or Negative Growth in Market Value of Residential, Commercial and Industrial Property

#### Formulation:

Change in  
Property Value  
(Constant Dollars)

---

Property Value  
Prior Year  
(Constant Dollars)



| Fiscal Year | Market Value Of Property | Consumer Price Index | Property Value In 1984 Constant Dollars | Percentage Change In Property Value (Constant Dollars) |
|-------------|--------------------------|----------------------|---|--|
| 1999        | \$3,625,640,713          | 166.6                | \$2,176,254,930                         | 16.73%   |
| 2000        | \$3,794,813,029          | 172.2                | \$2,203,724,175                         | 1.26%  |
| 2001        | \$3,952,633,338          | 177.1                | \$2,231,865,239                         | 1.28%  |
| 2002        | \$4,251,424,537          | 179.9                | \$2,363,215,418                         | 5.89%  |
| 2003        | \$4,450,247,350          | 184.0                | \$2,418,612,690                         | 2.34%  |
| 2004        | \$4,648,539,062          | 188.9                | \$2,460,846,512                         | 1.75%  |
| 2005        | \$4,853,192,612          | 195.3                | \$2,484,993,657                         | 0.98%  |
| 2006        | \$5,713,406,342          | 201.6                | \$2,834,030,924                         | 14.05%   |
| 2007        | \$6,548,424,667          | 210.0                | \$3,118,297,460                         | 10.03%   |
| <b>2008</b> | <b>\$6,785,163,254</b>   | <b>211.4</b>         | <b>\$3,209,177,153</b>                  | <b>2.91%</b>   |

Since 1998 the Bureau of Labor Statistics (BLS) has used 1984=100 when computing the Consumer Price Index. Prior to that BLS used 1967=100. The city decided to convert to the 1984 stats in 2007 since there was 10 years worth of data to use for comparison.

#### Description:

Property value is important to cities who rely heavily on the property tax as a substantial portion of their revenue. If a city does not lower or increase its tax rate, then the higher the aggregate property value, the greater the revenues produced. Cities experiencing population and economic growth will likely see a growth in property values -- at least in the short run. This is because in the short run the supply of housing is fixed, and the increase in demand due to growth will force prices up. The reverse tends to be true for declining areas.

The extent to which declining property value (constant dollars) affects city revenues depends on the City's reliance on the property tax.

**Analysis:**

In FY 1998 and FY 2005 there was a general reassessment of all properties. When major reassessments occur, the growth in subsequent years will generally be much smaller. The City continues to experience growth in both commercial and residential areas.

Although the growth fluctuates significantly over time, it is of little consequence to the City as it does not rely on property tax revenues as a major source for financing its general government operations.

**Sources:**

- City of Columbia Comprehensive Annual Financial Reports, Table 5
  - <http://www.stats.bls.gov>
  - Consumer Price Index are annual archived numbers from the Bureau of Labor.
- 

**Notes:**

## Indicator 34

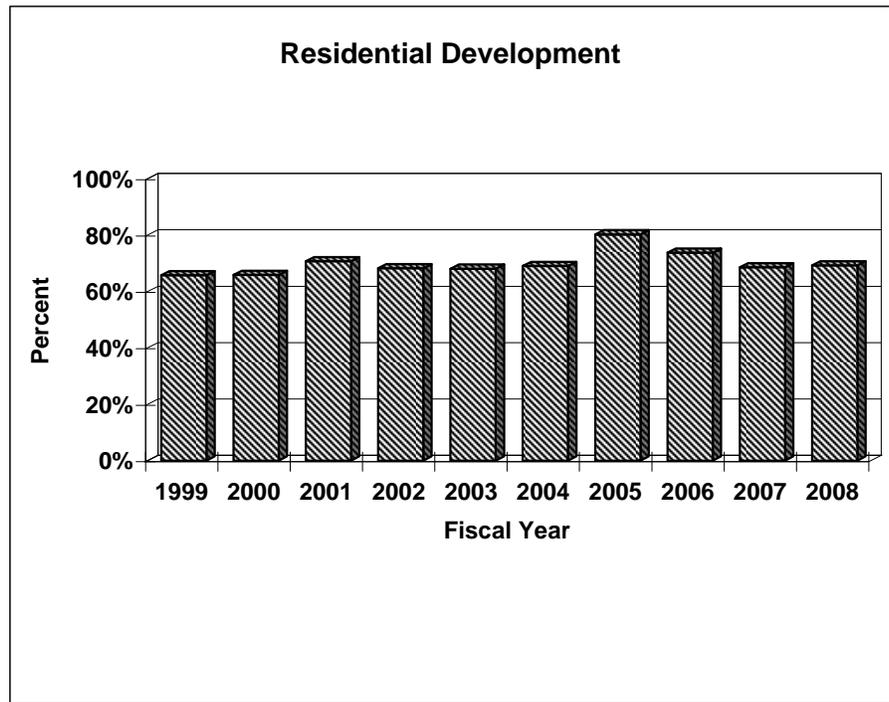
### RESIDENTIAL DEVELOPMENT

#### Warning Trend:

Increasing Market Value of Residential Property as a Percent Of Total Property Value

#### Formulation:

$$\frac{\text{Market Value of Residential Property}}{\text{Market Value of Total Property}}$$



| Fiscal Year | Market Value-- Residential Property | Market Value -- Total Property | Residential Property As a Percent Of Total Property |
|-------------|-------------------------------------|--------------------------------|---|
| 1999        | \$2,382,605,395                     | \$3,625,640,713                | 65.72%  |
| 2000        | \$2,498,095,647                     | \$3,794,813,029                | 65.83%  |
| 2001        | \$2,795,469,711                     | \$3,952,633,338                | 70.72%  |
| 2002        | \$2,900,971,689                     | \$4,251,424,537                | 68.24%  |
| 2003        | \$3,028,953,300                     | \$4,450,247,350                | 68.06%  |
| 2004        | \$3,209,104,884                     | \$4,648,539,062                | 69.03%  |
| 2005        | \$3,895,357,916                     | \$4,853,192,612                | 80.26%  |
| 2006        | \$4,212,721,532                     | \$5,713,406,342                | 73.73%  |
| 2007        | \$4,492,291,279                     | \$6,548,424,667                | 68.60%  |
| <b>2008</b> | <b>\$4,696,608,768</b>              | <b>\$6,785,163,254</b>         | <b>69.22%</b>                                       |

#### Description:

Generally speaking, the net cost of servicing residential development is greater than the cost of servicing commercial or industrial development. This is because residential development usually creates more expenditure demands than revenue receipts. The old planning adage is that residential development creates expenditure drains, commercial development pays for itself, and industrial development creates revenue surpluses. Under such a set of circumstances, the ideal condition would be to have sufficient industrial development to offset the costs of residential development.

There are, however, many exceptions. For example, a high-density residential area occupied by middle-aged, wealthy residents, who are heavy consumers, and who look to government for fewer General Fund services can generate more revenue than service costs. In addition, if in new subdivisions, the developer is required to construct the basic infrastructure, the expenditure drain may not occur -- at least in the short run.

**Analysis:**

Although industrial development may not cause a drain on service-oriented expenditures, it may tie the community more to national economic trends than is desirable. The City of Columbia, to a certain extent, is insulated from national economic pressures. Although unemployment is generally less than the national average, a significant portion of it is keyed to manufacturing firms who are responding to national economic pressures.

Residential property as a percentage of total property has increased from 65.72% to 69.22% for the period shown as a result of increased commercial development and assessed values. A large portion of the increase in commercial property is from the northwest section of the City including Columbia Mall, Bernadette Square and complex development, State Farm and Shelter Insurance expansion of facilities, and Holiday Inn expansion of facilities.

In October 2003 Famous Barr opened in the Northwest part of Columbia along with Best Buy and Hobby Lobby. Columbia continues to experience considerable residential development in several sections of the City. The net cost of servicing residences is higher than that of commercial property.

In FY 2005 Columbia experienced the opening of Bass Pro (March), Old Navy, Linens-n-Things and Shoe Carnival (August) along with additional well-known restaurant establishments.

In FY 2007 Kohl's opened in Columbia, along with 2 relocations of new Walmarts located at Fairview and Broadway and Nifong - east of Providence.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports, Table 5
- FY 2002 to present City of Columbia Financial Management Information Supplement, Table 5
- Boone County Assessor's Office

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**Notes:**

## Indicator 35

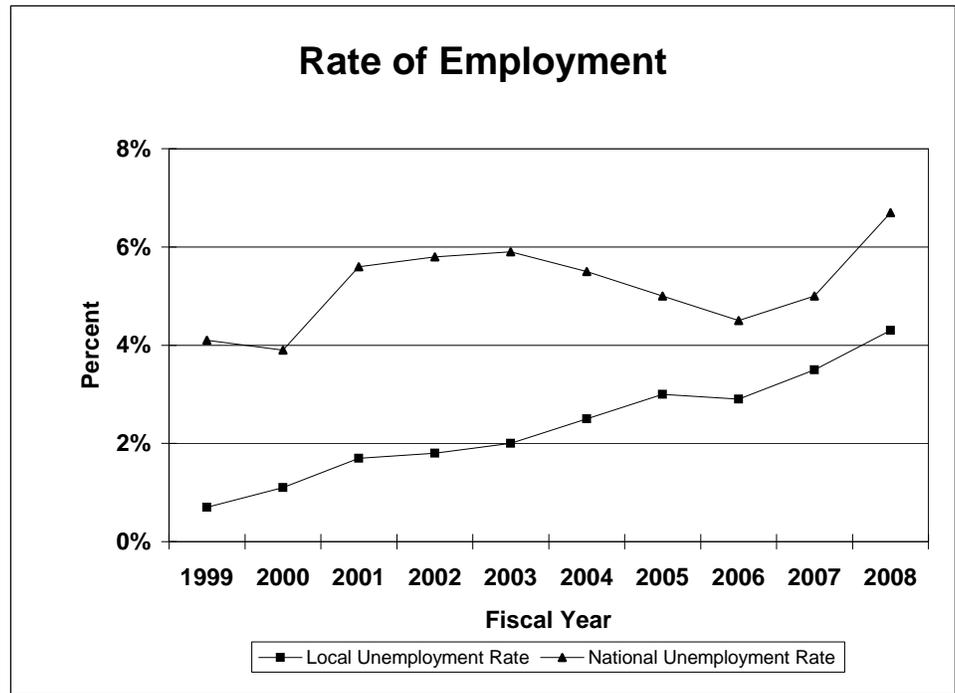
### EMPLOYMENT BASE

#### Warning Trend:

Increasing Rate of Unemployment or a Decline in Number of Jobs Provided Within the Community

#### Formulation:

Unemployment Rate and Number of Jobs in the Community



| Fiscal Year | Unemployment Rate Local | Unemployment Rate National | Jobs In Community - Civilian Labor Force |
|-------------|-------------------------|----------------------------|--|
| 1999        | 0.7%                    | 4.1%                       | 83,257                                   |
| 2000        | 1.1%                    | 3.9%                       | 81,453                                   |
| 2001        | 1.7%                    | 5.6%                       | 83,744                                   |
| 2002        | 1.8%                    | 5.8%                       | 85,452                                   |
| 2003        | 2.0%                    | 5.9%                       | 89,315                                   |
| 2004        | 2.5%                    | 5.5%                       | 88,800                                   |
| 2005        | 3.0%                    | 5.0%                       | 90,700                                   |
| 2006        | 2.9%                    | 4.5%                       | 93,900                                   |
| 2007        | 3.5%                    | 5.0%                       | 95,100                                   |
| <b>2008</b> | <b>4.3%</b>             | <b>6.7%</b>                | <b>92,700</b>                            |

\* The national and the local unemployment rates reflect rates obtained for the month of November 2008.

#### Description:

Unemployment and jobs in the community are considered together because they are closely related; and for purposes of this discussion are referred to as "employment base." In addition, for comparative purposes, the national unemployment rate is included. Employment base is important because it is directly related to the levels of the business activity and personal income. Changes in the number of jobs provided by the community are a measure of and an influence on business activity. Changes in rate of employment of the community's citizens are related to changes in personal income and thus, are a measure of and an influence on the community's ability to support its local business sector.

If the employment base is growing, if it is sufficiently diverse to provide against short-run economic fluctuation, or downturn in one sector, and if it provides sufficient income to support the local business community, then it will have a positive influence on the city's financial condition. A decline in employment base as measured by the number of jobs, or the lack of employment, can be an early warning sign that overall economic activity will decline and thus, that governmental revenues may decline (or at least not increase at the expected rate), particularly sales tax revenues.

**Analysis:**

The unemployment rate for Columbia has varied from a high of 4.3% to a low of 0.7% with the reported 2008 rate at 4.30% while the number of jobs have increased 11.34% for the period shown. This compares to a national unemployment rate in the same period ranging from a high of 6.7% to a low of 3.9%. During the past couple of years listed, the gap between the National unemployment rate and Columbia's unemployment rate is narrowing. The current economic factors have had an impact on the economy in Columbia.

Although the unemployment base has been sufficiently diverse to cushion against temporary economic downfalls in any particular sector, most employment fluctuations have been associated with national manufacturing firms located in Columbia. Such jobs comprise slightly less than 10% of the City's total work force and have been effected by the current economic factors on a national level.

Staff is monitoring this trend. The REDI Corporation has been working to increase employment opportunities in the area with the creation of an Industrial Land Committee. Other employment opportunities are in the works such as the Discovery Ridge Incubator project.

**Sources:**

- Missouri Division of Employment Security (November Preliminary Report)
  - <http://stats.bls.gov/news.release/laus.nws.htm> - Obtained in the month of December
  - <http://stats.bls.gov>
  - [http://www.bls.gov/eag/eag.mo\\_columbia\\_msa.htm](http://www.bls.gov/eag/eag.mo_columbia_msa.htm)
- 

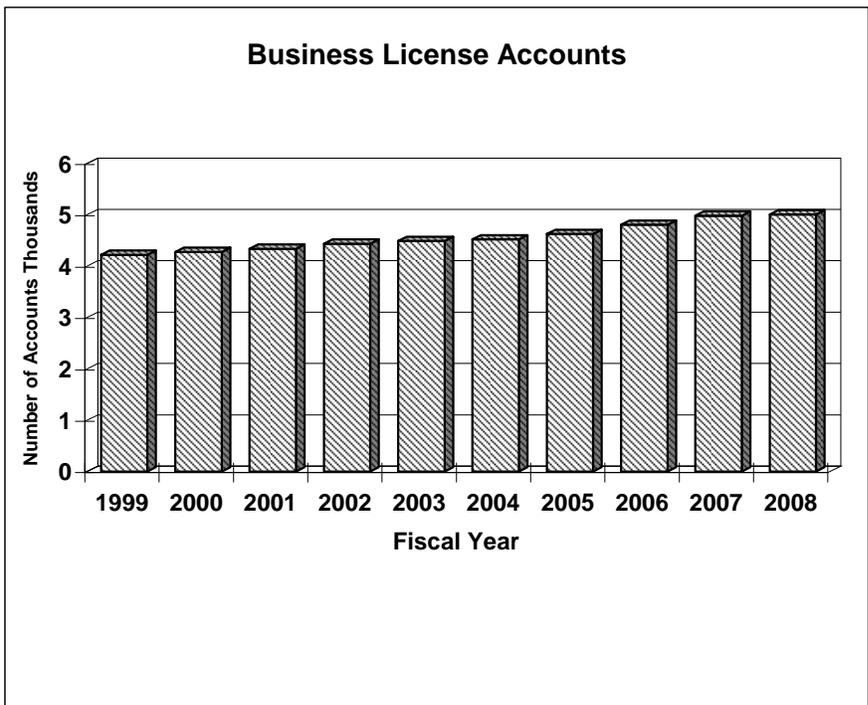
**Notes:**

## Indicator 36-A

**BUSINESS ACTIVITY:**  
**Business License**  
**Accounts on File**  
**with the City**  
**of Columbia**

### Warning Trend:

Decline in Business  
 License Accounts  
 Over a Two-Year Period



| Fiscal Year | Business License Accounts | Percentage Change in Business License Accounts |
|-------------|---------------------------|--|
| 1999        | 4,220                     | 2.13%  |
| 2000        | 4,277                     | 1.35%  |
| 2001        | 4,338                     | 1.43%  |
| 2002        | 4,439                     | 2.33%  |
| 2003        | 4,489                     | 1.13%  |
| 2004        | 4,521                     | 0.71%  |
| 2005        | 4,627                     | 2.34%  |
| 2006        | 4,807                     | 3.89%  |
| 2007        | 4,982                     | 3.64%  |
| <b>2008</b> | <b>5,008</b>              | <b>0.52%</b>                                   |

### Description:

The number of business license accounts can affect the City's financial condition in two ways. First, it can assist prediction of sales tax revenue yields and, second, it is an indication of business activity that could affect other demographic and economic areas, including the employment base, personal income levels and property values. Changes in business license activity tend to be cumulative.

A decline in accounts will tend to have a negative impact on employment base, income and property values. This in turn can create further declines in business activity as allied industries and services are impacted from the loss of business.

**Analysis:**

The number of business license accounts has increased by 18.67% for the period shown. This increase is the result of additional light manufacturing facilities locating in Columbia, growth in locally owned businesses and small retail shops.

The total number of home occupations licensed now totals 997. This is a 3.86% decrease compared to the previous year. Business License now has a program in place to maintain a more accurate tracking of the number of business licenses, home occupations, liquor licenses etc.

**Source:**

--City of Columbia Finance Department, Business License Division

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**Notes:**

## Indicator 36-B

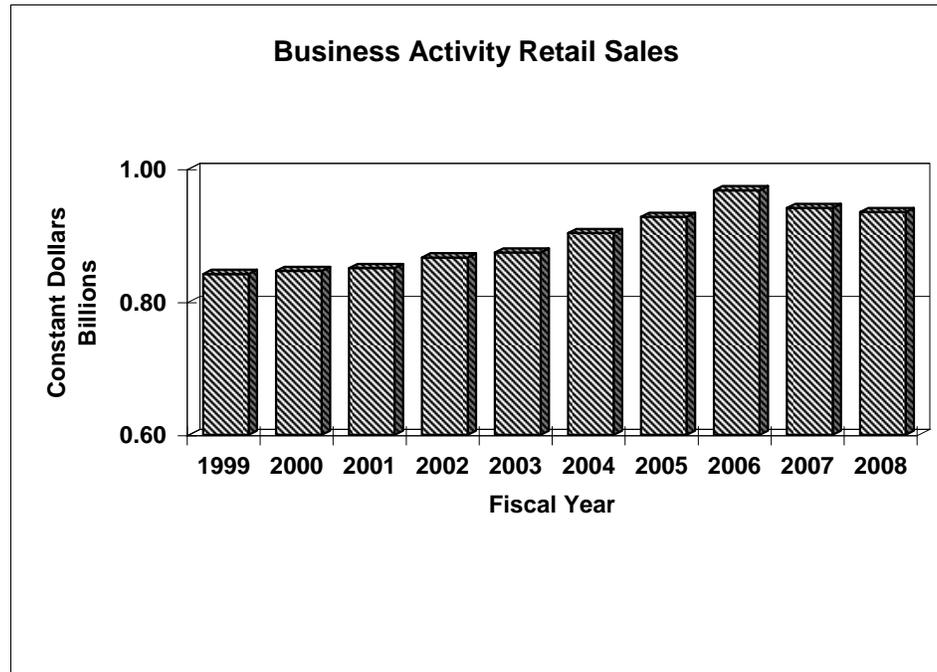
### BUSINESS ACTIVITY: Retail Sales

#### Warning Trend:

Decline in Business Activity as Measured by Retail Sales (Constant Dollars)

#### Formulation:

Retail Sales (Constant Dollars)



| Fiscal Year | Estimated Retail Sales | Retail Sales Growth | Consumer Price Index | Retail Sales In Constant Dollars |
|-------------|------------------------|---------------------|----------------------|----------------------------------|
| 1999        | \$1,402,218,550        | 5.52%               | 166.6                | \$841,667,797                    |
| 2000        | \$1,457,129,000        | 3.92%               | 172.2                | \$846,184,088                    |
| 2001        | \$1,505,913,800        | 3.35%               | 177.1                | \$850,318,351                    |
| 2002        | \$1,558,620,000        | 3.50%               | 179.9                | \$866,381,323                    |
| 2003        | \$1,608,167,400        | 3.18%               | 184.0                | \$874,004,022                    |
| 2004        | \$1,706,044,600        | 6.09%               | 188.9                | \$903,146,956                    |
| 2005        | \$1,811,118,300        | 6.16%               | 195.3                | \$927,351,920                    |
| 2006        | \$1,950,101,600        | 7.67%               | 201.6                | \$967,312,302                    |
| 2007        | \$1,975,706,800        | 1.31%               | 210.0                | \$940,812,762                    |
| <b>2008</b> | <b>\$1,975,749,800</b> | <b>0.00%</b>        | <b>211.4</b>         | <b>\$934,469,943</b>             |

#### Description:

The level of retail sales can affect the City's financial condition in two ways. First, it directly affects revenue yields to the extent that they are reliant on sales tax receipts. And second, the effect is indirect to the extent that changes in retail sales affect other demographic and economic areas such as employment base, personal income, etc. This in turn can create further declines in such business activity.

**Analysis:**

Constant dollar retail sales fluctuate by 11.03% for the period shown. This reflects on the current economic trend of the decrease current retail sales growth. The fluctuation in retail sales has ranged from approximately 0% to 7.67% for the period listed. Sales tax figures continue to be closely monitored on a monthly basis.

**Sources:**

- Prior to FY 2002 City of Columbia Comprehensive Annual Financial Reports
    - Exhibit B-2: General Fund Sales Tax Revenue
    - Exhibit C-3: Public Improvement Sales Tax Revenue
  - FY 2002 to present City of Columbia Financial Management Information Supplement
    - Exhibit B-2: General Fund Sales Tax Revenue
    - Exhibit C-3: Public Improvement Sales Tax Revenue
  
  - "Monthly Labor Review" (CPI)
- 

**Notes:**

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